



LEE CHI ENTERPRISES CO., LTD.

2025

ESG REPORT



www.leechi.com.tw

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➤ About this report

Report basis

This report is based on the GRI Sustainability Reporting Standards published by the Global Reporting Initiative (GRI). Standards) The 2021 version was drafted with reference to the Sustainability Accounting Standards Board (SAB) standards, the Task Force on Climate-related Financial Disclosures (TCFD) framework, the Taiwan Stock Exchange's "Regulations Governing the Preparation and Filing of Sustainability Reports by Listed Companies" and "Code of Conduct for Sustainability Development of Listed Companies," to provide stakeholders with a detailed explanation of the company's sustainability-related actions and achievements.

Scope and Boundaries of the Report

This report covers the period from January 1, 2025 to December 31, 2025, focusing on the brands and activities of Leechi in Taiwan (Changhua Plant and Nangang Plant). Financial data in this report is presented in accordance with International Financial Reporting Standards (IFRS) and denominated in New Taiwan Dollars.

Report Management Methods

The data and information in this report were reviewed and approved by the heads of each department, and then provided to the Sustainability Report Working Group for compilation and editing of the initial draft. The draft was then reviewed and revised by the heads of each department, and finally submitted to the Chairman for review and publication through administrative procedures.

Sustainable Development Organization

Leechi's sustainable development decision-making and operational mechanism includes a Sustainable Development Committee at the board level, which provides strategic oversight, guidance, and support. The Chairman appoints the General Manager as the highest-level leader, authorizing the General Manager to coordinate all internal units involved in sustainable development to form a Sustainable Development Working Group. Group members consist of department heads and executives who jointly promote sustainable development matters. At least four meetings are held annually to coordinate the preparation of the sustainable development report and to plan projects for the following year. The company regularly reports to the board of directors annually on the results of its sustainable development efforts and the work plan for the following year, implementing ESG-related actions.

Third-party verification/confirmation

The financial data disclosed in this report are from consolidated financial statements audited

and certified by Deloitte Touche Tohmatsu in accordance with International Financial Reporting Standards (IFRS).

In addition, ISO 9001 : 2015 Quality Management Systems, AS9100 : D Aerospace Quality Management Systems , ISO 14001 :2015 Environmental Management Systems, ISO45001:2018 Occupational Health and Safety Management Systems, TOSHMS Taiwan Occupational Safety and Health Management System (CNS45001:2018) , and ISO14064-1 Greenhouse Gas Inventory have all been verified (verified) by independent third-party verification bodies .

Issuance Information

This is the fourth year that Leechi Machinery has issued a sustainability report, which is also disclosed on the company's website.

Reporting period: January 1, 2025 to December 31, 2025

Issuance cycle: once a year

Previous release : August 2025

release version: August 2026 .

Next release: August 2027 (tentative)

Contact Information

If you have any suggestions regarding the "Leechi Machinery 2025 Sustainability Report," please feel free to contact us through the following methods. We have also simultaneously published this report on our official website.

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➤ Chairman's words

Looking back on 2025, the bicycle industry has gradually emerged from the shadow of inventory overhang, but amid inflationary pressure, geopolitical tensions, and tariff barriers, demand has not truly recovered. Manufacturers from mainland China and elsewhere, leveraging their cost advantages, have launched fierce price wars in the mid- and low-end markets, significantly squeezing the profit margins of Taiwan's component manufacturers. Meanwhile, as E-bikes have become the main growth driver in the market, many cross-sector companies—such as those from the electronics and automotive industries—have entered the manufacturing and sales arena, reshaping the industry's competitive landscape and profit model.

Although the Company's 2025 operations were affected by reduced consumer spending due to global high inflation, slow inventory destocking, and tariff fluctuations, it has achieved substantial results in new product development and cross-industry alliances, including the following:

1. Solid Financial Performance: As market demand stabilizes and begins to recover, our company is committed to optimizing our product portfolio, increasing the shipment proportion of mid-to-high-end 1 and E-Bike components, improving gross margins, and gradually reversing our loss-making situation.

2. Appropriately allocate production capacity: In response to tariff barriers triggered by geopolitical tensions, our company has implemented a regionalized production layout, aligned with key customers' requirements, reduced reliance on a single production location, and coordinated with the current inventory adjustment to ensure comprehensive production contingency measures, thereby mitigating the impact of economic fluctuations.

3. Cross-Industry Collaboration Results: Leveraging its strong R&D expertise and manufacturing capabilities, the Company has secured cross-industry orders in the electronics and automotive components sectors, effectively diversifying the risks associated with fluctuations in the bicycle industry, enhancing technological development, and improving operational prospects while seeking mutually beneficial opportunities for growth.

4. Excellence in Management: The Company continues to optimize its management systems and improve operational efficiency to offset cost increases brought about by inflation and tariffs, while maintaining stable operating cash flow. It has completed the implementation and ongoing certification of multiple ISO management systems, and continues to enhance its ERP and HR management systems, strengthen organizational communication and quality management, and meet the stringent requirements of the international green supply chain.

5. Promoting ESG Sustainability: Establishing a Sustainability Development Committee, preparing and issuing an annual sustainability report, completing ISO 14067 product carbon footprint verification, adopting eco-friendly recycled materials such as low-carbon aluminum, promoting low-carbon production processes and waste reduction, implementing energy conservation and increasing the use of renewable energy, strengthening corporate social responsibility and corporate governance, and actively participating in the BAS Sustainability Alliance of the bicycle industry to jointly promote the formulation and implementation of ESG standards for the industry.

However, The impact of external competitive conditions, regulatory conditions, and the overall economic environment on the Company:

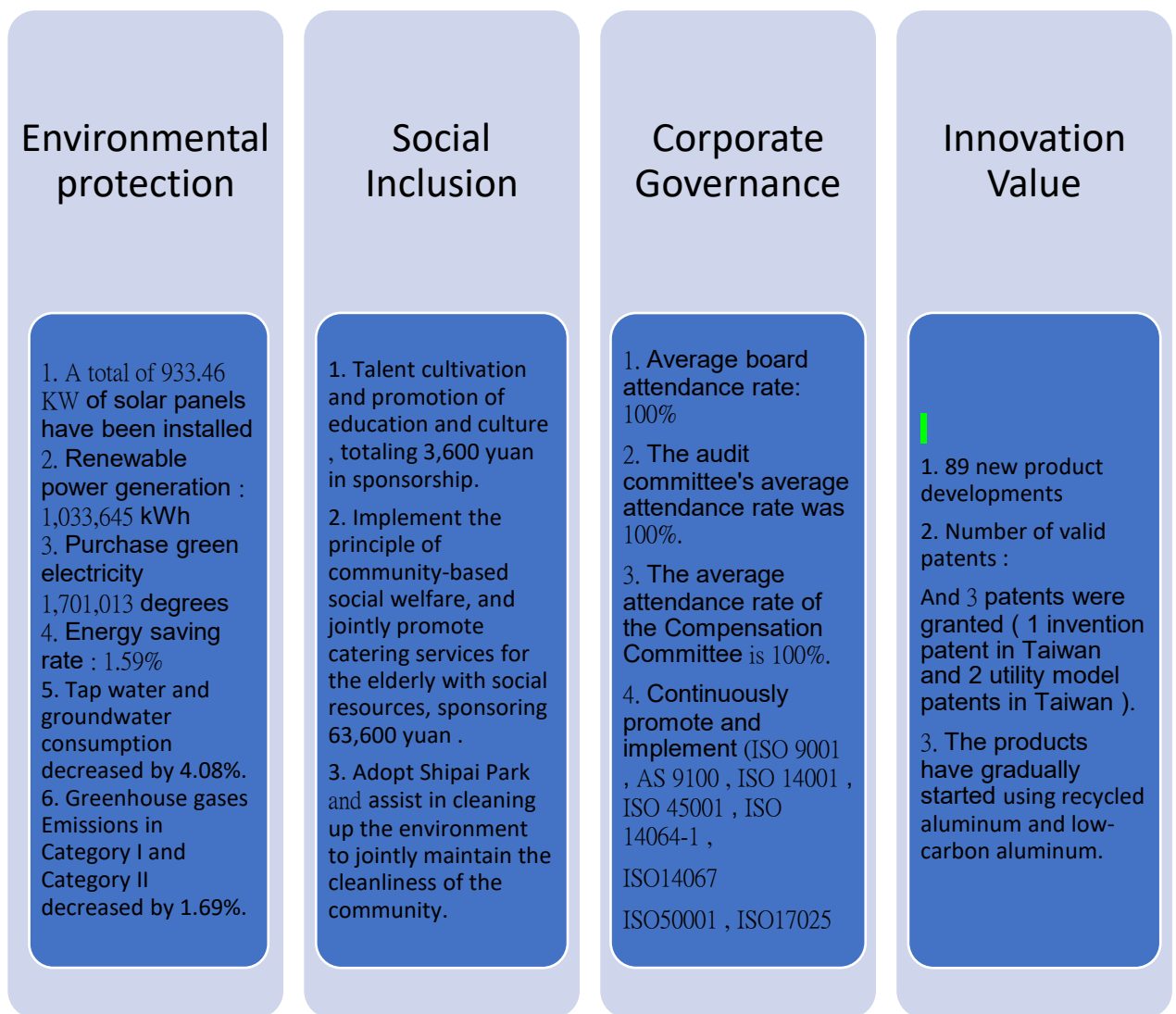
1. Global trade has entered the tariff era, and countries frequently resort to trade protection measures. In particular, structurally high tariffs targeting specific production locations have fundamentally changed the previous globalized optimal production allocation model. This not only drives supply chain restructuring and accelerates the shift toward regionalized and shorter supply chains, but also disperses production bases across different regions.
2. As climate change and environmental carbon reduction concerns intensify, and wars in Ukraine and the Middle East may push up oil prices, bicycles—as zero-emission green transportation alternatives to fuel-powered vehicles—will become an important choice, and demand is expected to continue growing. However, frequent extreme weather events may affect consumers' willingness to ride, resulting in seasonal fluctuations in the bicycle sales market.
3. Due to global climate change, countries are promoting net-zero emissions and carbon neutrality. Green inflation has increased the cost of recycled materials and low-carbon production, which will affect Taiwan's manufacturing-based industries. Ongoing high inflation has also driven up raw material prices, and manufacturing costs continue to rise due to labor shortages and persistent increases in electricity and fuel prices, further compressing profit margins.
4. Under the environment of high inflation and high interest rates, combined with geopolitical instability and frequent conflicts, consumer confidence continues to be affected. High oil prices will crowd out purchasing power, and consumers are already showing signs of trading down or delaying purchases, leading to weak demand in the mid- and low-end bicycle markets, inventory reduction pressure, and price competition. The Company must closely monitor future sales and inventory reduction trends.
5. In recent years, governments around the world have supported green transportation. With advances in electric technology and increasing consumer demand for eco-friendly transportation, high-end and electric-assisted bicycles (e-bikes) have developed rapidly and have become a new growth niche for the industry. The integration of bicycles with AI smart technology and the Internet of Things may also drive another wave of innovation and create a new growth opportunity.
6. The value of traditional bicycles lies in frame geometry and mechanical integration, whereas the development of e-bikes shifts the core and product value toward electronic and software ecosystems. Industry leaders such as Bosch and Shimano have built closed systems integrating motors, batteries, software, and certification, thereby controlling the right to define standards and capture value. Taiwan has top-tier product design and assembly capabilities, but still lacks a motor system platform with global influence. If it continues to remain in the OEM assembly segment, it will face the risk of becoming marginalized in the industry.
7. Under the global trend toward environmental, social, and governance (ESG) promotion, the bicycle industry faces more challenges and opportunities. The industry must actively respond to requirements from governments and customers across multiple dimensions, promoting ESG transformation and the establishment of green supply chains, but this also raises governance and implementation costs, such as those related to human rights, renewable energy, and recycled aluminum.

With the above internal and external changes and impacts, Looking ahead to 2026, the industry will enter an entirely new competitive framework. The focus of corporate competition will shift from individual manufacturing capabilities to overall “system capabilities,” including product design, supply chain integration, regulatory compliance, data applications, and brand management. At the same time, sustainability has shifted from an added value to a basic threshold, and carbon inventory, supply chain transparency, and human rights standards are rapidly becoming essential conditions for entering international markets. the Company strongly believes that challenges are definitely accompanied with opportunities. Through strong management and continuous advancement, we will grasp market demand to reflect our sales & operations. The Company is optimistic of its future development, and will continue to achieve great performance in return for the support of the shareholders. We earnestly request every shareholder to continue to support us, for the continued growth of the Company. Thank you!



Chairman Yu Hsin Lin

➤ Sustainable Performance and Highlights (2025 Performance Overview)



➤ Glory and Recognition

Verification (checking) information for each management system

Management System	International Standard Coding and Version	Initial certification date	Visa Day	Certificate start date	Certificate validity period
Leechi Labs Certification	ISO 17025 : 2017	2 026/6/26	2 026/6/26	2 026/6/26	2 029/6/25
Quality Management	ISO 9001:2015	2012/9/26	2024/10/15	2024/10/15	2027/8/18
	AS9100 : D	2015/4/17	2024/4/17	2024/4/17	2027/4/16
Environmental Management	ISO 14001:2015	2016/3/30	2024/10/15	2024/10/15	2027/9/14
2025-year greenhouse gas inventory	ISO 14064-1:2018	2024/7/10	2026/6/19	2026/6/19	Valid permanently
of undermount cable (MX112 CA2 φ 31.8) product	ISO 14067 :2018	2 026/1/23	2 026/1/23	2 026/1/23	2 028/1/22
Occupational safety and health management	ISO 45001:2018	2016/3/25	2025/4/25	2025/4/25	2028/3/24
	TOSHMS (CNS45001:2018)	2016/3/25	2025/4/25	2025/4/25	2028/3/24



ISO9001:2015 AS9100 D



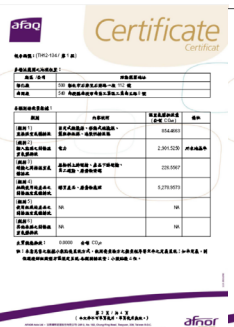
ISO 14001:2015



ISO45001:2018 (Nangang Plant)



TOSHMS TOSHMS (Nangang Factory)



ISO14064



ISO 14067

ISO 17025 : 2017

➤ United Nations Sustainable Development Goals (SDGs) in Practice

Leechi prioritizes corporate sustainability and pays close attention to global sustainability trends and issues. Therefore, the company regularly reviews its sustainability processes and, through technological application, continuous improvement, adherence to energy conservation and environmental protection, and R&D innovation, aims to create customer value, achieve mutual prosperity for the company and society, actively respond to the United Nations' 17 Sustainable Development Goals (SDGs), and strive to align with global standards and make greater contributions to society. A summary of Leechi's practices and benefits is as follows:

United Nations Sustainable Development Goals (SDGs)		Leechi's approach/benefits	Corresponding chapters
	Eliminate poverty in all its forms everywhere	The company employs workers to engage in design, manufacturing, sales, and other business models, thereby generating profits and ensuring the company's sustainable operation. As a result, the company's employees receive wages and compensation for their labor. 1. Ensure that your livelihood is secure. 2. Purchase daily necessities 3. Obtain sufficient medical resources. 4. It includes family members who can receive a good education.	4.2 Diversification and Talent Cultivation
	Eliminating hunger, achieving food security, improving nutrition, and promoting sustainable agriculture	1. The company has set up a beautiful staff restaurant, providing employees with both meat and vegetarian dishes, with a standard of six dishes and one soup, to ensure that employees' meals are healthy and delicious, and employees are allowed to bring their own containers to take home and enjoy their leftovers . 2. Kitchen waste is packaged up for employees to take home and use to feed poultry , ensuring the prosperity of poultry breeding. 3. Meal delivery to elderly people living alone in the community to ensure that they do not go hungry.	4.2 Diversification and Talent Cultivation 4.5 Social Welfare
	Ensuring health and promoting well-being for all ages	1. The company conducts regular health checkups to protect employee health and detect occupational diseases at an early stage. 2. Leechi has established an employee health risk management process, regularly analyzes employee health check results, and classifies employee health risks into different levels . 3. Organize various health promotion activities for employees to safeguard their health. 4. Arrange for employees to receive qualified first aid training and promote health information to improve employees' health knowledge . 5. Conduct regular environmental monitoring , continuously improve the working environment, and prevent occupational diseases . 6. Organizing blood donation drives helps others and benefits oneself.	4.4 Workplace Health and Safety
	To ensure that education is accessible, equitable, and of high quality, and	1. Implement pre-job training to ensure that work can be performed safely, correctly, and efficiently. 2. Continuous on-the-job training to improve employees' job skills. 3. Provide educational scholarships for employees ' children to	4.2 Diversification and Talent Cultivation 4.5 Social

	to promote lifelong learning.	encourage learning. 4. Encourage employees to pursue further education and provide employee education scholarships . 5. Sponsored NT\$3,600 to Shipai Elementary School to provide students with an excellent learning environment.	Welfare
5 性別平等 	Achieving gender equality and empowering women	- employees regardless of gender and ensures that women have equal opportunities for advancement. - have equal opportunities , regardless of gender, for work and training . - To protect the health of female employees and provide a friendly working environment, the company offers a friendly breastfeeding room to create a friendly workplace. - The "Leechi Company Sexual Harassment Prevention Measures Complaint and Punishment Procedures" were formulated and announced.	4.1 Employee Overview 4.2 Diversification and Talent Cultivation 4.3 Human Rights Assessment 4.4 Workplace Health and Safety
6 清潔飲水與衛生設施 	Ensure that everyone has access to water and sanitation and their sustainable management.	- Use an RO reverse osmosis water dispenser, replace the filter cartridges regularly , and have the manufacturer conduct water quality tests periodically to ensure safe water use. - Wastewater is treated to meet water discharge standards before being discharged. - Condensate recovery and storage tank for recycling (die casting process).	2.3 Water Resources Management
7 負擔得起的清潔能源 	Ensure that everyone has access to affordable, reliable, sustainable, and modern energy.	Leechi actively responds to the government's policy of developing renewable energy and is committed to using clean and pollution-free green energy. - The company has installed solar photovoltaic power generation equipment with a capacity of 933.46 kW , generating a total of 1,033,645 kWh in 2025 years , and continues to evaluate the installation of renewable energy power generation equipment. - In 2025 , 1,701,013 kWh of green electricity were purchased .	2.4 Clean Energy
8 體面工作與經濟成長 	To promote inclusive and sustainable economic growth, achieve full and productive employment , and ensure that everyone has a good job.	- Implement a product development policy oriented towards creativity and innovation to enhance added value . - To protect workers' rights and promote a safe working environment, all machines are equipped with safety protection devices and necessary protective equipment. - Replace old equipment with new ones to improve work efficiency and conform to the trend of green environmental protection. - Improve processes and continuously improve efficiency and reduce resource waste. - Leechiker complies with the Labor Standards Act and does not employ or support the employment of child laborers under the age of sixteen , nor does he use or support the use of forced labor. - Continue to employ Thai, Vietnamese, and Indonesian migrant workers, as well as people with disabilities and other vulnerable individuals.	1.3 Operational Performance 3.1 Products and Technologies 4.3 Human Rights Assessment
9 產業、創新與基礎設施 	Build resilient infrastructure, foster inclusive and sustainable	The company is committed to developing high-quality, reliable, and sustainable infrastructure, including regional and cross-border construction, with disaster resilience, promoting inclusive and sustainable industrialization, and driving innovation.	2.1 Environmental Management

	industry, and accelerate innovation.	1. Replacing the lights with LED energy-saving lamps saves energy and enables real-time monitoring of the company's internal power usage and water resources. 2. Replace diesel stackers with electric stackers to reduce carbon emissions. 3. Negative pressure fans were installed in each factory area to reduce indoor temperature and improve air circulation, thereby reducing the physical burden on workers. 4. The wastewater from the die casting department is treated by mixing liquid alkali, activated carbon, coagulant, and coagulant aid, then flowing from the sedimentation tank into the discharge tank, followed by the discharge of clean water and the dewatering of sludge, which is then treated by the manufacturer. 5. The punch press department's SMB and SMU are integrated with smart set-top boxes + scanning OR Code to set up a Data Server and Data Storage, and a central electronic dashboard to record and store machine production history. Production equipment is real-time, and the PC can view the personnel utilization rate, process, production time and quantity of each machine after it is turned on, and query historical data. 6. When using green building materials for factory renovation, we also follow the 3R (Reduce, Reuse, Recycle) principle, changing the traditionally used wood materials to recyclable materials such as aluminum and iron.	
	Reduce domestic and international inequalities	1. Discrimination based on race, social class, nationality, religion, physical disability, gender, sexual orientation, family responsibility, marital status, union membership, political affiliation, age, or any other reason is not permitted. 2. The company has a diverse workforce, including Taiwanese , Vietnamese , Thai , Indonesian, and foreign spouses. Foreign employees and local employees all enjoy the same salary and benefits.	4.3 Human Rights Assessment
	Building inclusive, safe, resilient and sustainable cities and villages	Caring for your community and neighbors and protecting your home: 1. Adopt Shipai Park: Dedicated personnel will regularly clean and maintain the environment on a weekly basis, implement garbage sorting and recycling, prune trees and flowers, maintain the hardware facilities around the park, renovate the community archway and walls, and regularly beautify and paint them. 2. Sponsorship of Community Associations: NT\$63,600 in gifts and supplies for community activities. In conjunction with the Ministry of Health and Welfare's Long-Term Care Ten-Year Plan 2.0 and Long-Term Care Level C Service Center initiatives, sponsorship of computer equipment for community administrative documents aims to accelerate the widespread distribution of long-term care service resources. This includes establishing convenient long-term care stations, dementia service centers, and disability and dementia delay service centers within communities, providing respite care, temporary care, and disability prevention and delay care services. The goal is to establish a community-based prevention and care system,	4.5 Social Welfare

		enabling seniors to live in familiar environments through localized community care, while also providing appropriate respite services for family caregivers to prevent the deterioration of long-term care problems and realize sustainable and livable community development. 3. Sponsorship of the Senior Citizens Association: To ensure the well-being of elderly residents in the Shipai community through meals, a fixed-location catering service will be provided. This communal dining service addresses the issue of children being unable to provide adequate care for their elderly parents due to work commitments, and encourages active participation from seniors, thus implementing community care services. By providing communal dining services to the community's elderly, basic physiological needs are met, promoting physical health; strengthening community service capabilities; and combining care and support to improve the quality of life for seniors, allowing them to enjoy a dignified and joyful life. This embodies the principle of community-based social welfare, combining social resources to jointly promote catering services for the elderly. 4. Sponsorship of Shipai Elementary School: Shipai Elementary School is a remote school with insufficient financial and educational resources for parents. In particular, lower and middle grade students only attend classes for half a day, leaving them unattended after school and with irregular schedules. Their safety, academic progress, and character development are severely lacking. Sponsorship of the school's funds to establish an after-school arts club aims to combine social resources to implement "equal educational opportunities," providing students with practical experiences to enhance their abilities and self-confidence. Furthermore, to promote environmental education, improve teaching quality, and create a high-quality learning environment, environmental education billboards have been installed in the school corridors. The concept behind these billboards is to use the corridors as educational public art spaces showcasing the community, local specialties (dried lychees), and local businesses (Leechi Machinery). The goal is to integrate local culture, the overall environment, and industrial characteristics, allowing students to better understand and appreciate the local cultural spirit through these billboards, and to pass on the spirit of cultural sustainability. 5. Responding to the activities of Wat Phra That Doi Suthep (Thai migrant workers): Responding to and participating in various activities of the temple, using religious faith to bring peace to the minds of foreign migrant workers and promote positive physical and mental development. It is also hoped that the power of religion can be used to improve social atmosphere, eliminate violence, and make our communities and society as a whole more peaceful and safe. 6. Emphasis on communication and maintenance of the factory perimeter environment: The company has taken protective measures for noise, sewage and parking traffic issues caused by production, and maintains two-way interactive communication and timely resolution of problems to avoid affecting neighboring	
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		residents. 7. The company's guard room serves as a satellite relay point for the community: The company has an air raid shelter within the factory for disaster preparedness and emergency response; the factory's roadside monitoring system can assist in backing up and recording the entry and exit of people in the community along the roadside, and, in conjunction with the nearby police station, improve harmonious neighborly relations and enhance community security.	
 12 永續的消費與生產模式	Ensuring sustainable consumption and production patterns	1. Reduce carbon emissions by using low-carbon aluminum and recycled aluminum in product design and planning. 2. Replacing old equipment with new ones improves work efficiency and aligns with the trend of green environmental protection. 3. Improve processes and continuously enhance efficiency and reduce resource waste. 4. All employees should bring their own tableware to dine in the restaurant, avoid using disposable tableware, and reduce waste. 5. Promote waste reduction by all employees ; implement resource classification and recycling mechanisms for waste aluminum , waste iron , waste plastics , paper , etc.	2.5 Waste Management 3.1 Products and Technologies
 13 氣候行動	Comprehensive mitigation and adaptation actions are needed to address climate change and its impacts.	1. In response to global energy trends, the construction of solar panels is a key development direction for the company. 2. Implement climate change education and training 3. Conduct greenhouse gas inventory and verification operations. 4. Implement the ISO50001 energy management system to carry out energy-saving and carbon-reduction operations. 5. Equipment efficiency improvement strategies include replacing old motors with energy-efficient ones and replacing outdated machinery. 6. Green product design	1.8 Climate Change and TCFD
 14 保育海洋與海洋資源	Conservation and sustainable use of marine ecosystems to ensure biodiversity and prevent marine environmental degradation	To avoid sewage discharge and water pollution problems: 1. Construct wastewater treatment facilities: to avoid water pollution and obtain discharge permits that comply with environmental regulations. (1) Wastewater from Changhua Plant : a. Domestic wastewater - natural discharge b. Industrial wastewater – after pretreatment by the equipment, it is then treated chemically to meet emission standards before being discharged . Sludge from the wastewater treatment process is disposed of by a qualified contractor. (2) Wastewater from Nangang Factory : a. Domestic wastewater - discharged into the sewage sampling well and then into the sewer system, eventually reaching the industrial park's wastewater treatment plant. b. Process wastewater – (a) treated and settled by process filtration equipment before being discharged to wastewater sampling. The wastewater from the well is discharged into the industrial park's wastewater treatment plant via the sewer system. (b) Sampling wells and septic tanks shall be	2.3 Water Resources Management

		cleaned regularly. 2. Waste oil: (1) Waste oil products are centrally recycled and processed by the original supplier. (2) Hand it over to a professional manufacturer 3. Set up a special storage area: All process waste and waste liquid are declared in accordance with the law and entrusted to qualified environmental protection companies for disposal. For example, sludge, waste cutting fluid, waste chemical containers and other materials that are likely to pollute soil and water sources are stored in a special area and disposed of legally. 4. Implement waste sorting and resource recycling: assign dedicated personnel to handle and sort waste, strengthen the reduction of general waste, and entrust qualified environmental protection companies to be responsible for collection and transportation to ensure that garbage is not littered. 5. Herbicides are prohibited on factory premises : The most significant environmental impacts of herbicides include affecting crop germination and growth, polluting water and soil, and causing ecological damage. Our company uses manual weeding and weed-suppressing mats for prevention and control.	
	Conservation and sustainable use of terrestrial ecosystems to ensure biodiversity and prevent land degradation	Maintaining terrestrial ecosystems, ensuring biodiversity, and preventing land degradation: 1. Protection, restoration and sustainable use of forest land in the back mountains: In addition to preserving existing fruit trees and native trees such as camphor trees, chinaberry trees, and acacia trees, increase the planting of native tree species such as Taiwan cypress, Taiwan goldenrain trees, sweetgum, cypress, black heart stone, cinnamon, and privet, implement sustainable management of various forests, stop deforestation, restore degraded forests, increase afforestation, provide a friendly environment for biological habitats and food sources, reduce the destruction of natural habitats, curb biodiversity loss, and protect and prevent the extinction of species in the mountains and forests. 2. Constructing flood detention basins: In addition to their functions of flood control and disaster reduction, such as regulating floods, mitigating the occurrence of floods, reducing the impact of floods, and settling sediment, they also have considerable value in improving the ecological environment. 3. No pesticides or herbicides were used: No pesticides were sprayed on the land and forests within the Leechi plant area . Weeding was controlled by manual weeding and weed-suppressing mats. 4. Automatic sprinkler system: used for watering and planting turf to prevent soil degradation. 5. Protect local trees, wildlife, and natural forest areas: Public Located adjacent to the Bagua Mountains, the company is dedicated to preserving the mountain's original ecosystem (eagles, wild boars, and sambar deer) and forests, planting trees extensively to beautify the living environment, provide recreational spaces for employees and neighbors, regulate the climate, purify the air, conserve soil, and enrich the ecosystem—all while embracing the concept of equality for all living things. In response to global warming and the promotion of	2.1 Environmental Management

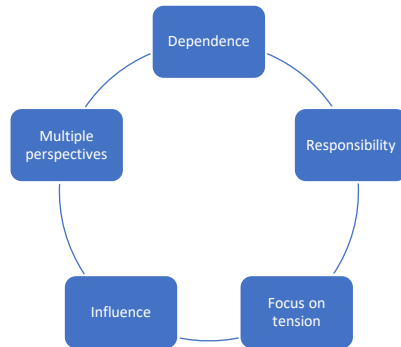
		energy conservation and carbon reduction, green afforestation begins with a "forest-based" lifestyle to achieve the goal of building sustainable communities, sustainable towns, and a sustainable environment. 6. Set up a decorative fish pond: The construction of a landscaped fish pond within the Leechi plant area not only enhances the landscape and provides a place for relaxation, but also optimizes the living environment by combining mountains and water, thus contributing to the balance of the mountain forest soil and water cycle.	
16 和平、正義與健全的司法 	To promote a peaceful and diverse society, ensure equality in the judiciary, and establish a credible system that incorporates public opinion.	1. The company has a legal department that can provide consultation to employees. 2. Regular labor-management meetings are held to discuss issues between employers and employees. 3. We have established employee human rights policies, plans for handling job-related violations, employee code of conduct, employee grievance handling standards, and occupational safety and health management procedures, among other measures, to create a fair, just, and safe workplace environment. 4. Set up an appeals box and provide an appeals channel.	4.2 Diversification and Talent Cultivation
17 促進目標實現之全球夥伴關係 	Building diverse partnerships to jointly advance a sustainable vision	1. Giant Bicycle Group, a leading bicycle manufacturer, convened industry leaders to establish the "Bicycle Sustainability Alliance (BAS)" in December 2022, raising ESG issues for the industry. Leechi was fortunate to become one of the alliance's founding members. Under the leadership of the chairman and three vice-chairmen, the alliance plans to gradually complete the following tasks, including... (1) Coordinate internal and external resources within the industry. (2) Lead the low-carbon transformation of the supply chain. (3) Internalize the ESG standards of the bicycle industry. (4) Advocate ESG actions for consumers. (5) Other research and discussion on ESG issues related to the bicycle industry. Within the alliance, there are not only supply chain relationships but also partnerships. Based on the premise of sustainability, everyone is building a comprehensive ESG ecosystem for the bicycle industry. 2. Cooperation Our clients, including Decathlon, Trek, and SBC, provide guidance and auditing in the field of social responsibility, guiding the company toward sustainable development. 3. Collaborate with suppliers to procure low-carbon aluminum and recycled aluminum.	3.4 Supply Chain Management

➤ Stakeholder Engagement Standards

Identification of Interested Parties

Sustainability Working Group" composed of various departments (including Finance, Sales, R&D, Management, Production, Purchasing, Quality Assurance, Materials, Production Control, Occupational Safety and Health, Computer Room, Audit Room, etc.) to identify

eight types of stakeholders . Following the five principles of the AA1000 SES (Stakeholder Engagement Standards, SES): dependency , accountability , impact , diversity of perspectives, and focus tension, the group conducted a questionnaire survey of 15 people and discussed the results. Taking into account the development trends of sustainability issues at home and abroad and the operational status, the group focused on six major stakeholders , including: employees, customers, suppliers, shareholders, government, and community.



1. Diverse perspectives

with differing perspectives who can inspire Leechi to gain new insights and opportunities.

2. Dependency

directly or indirectly rely on Leechi 's products, activities, or services

3. Responsibility

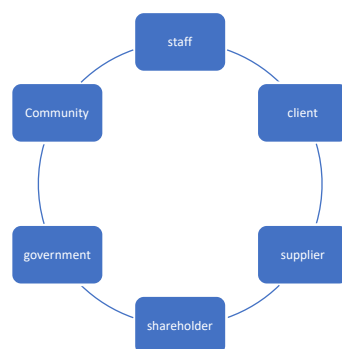
Leechi has a legal, commercial, operational, or ethical interest in his or her stakeholders.

4. Influence

Influential stakeholders regarding Leechi 's strategies or business decisions

5. Focus on Tension

concerned with Leechi 's financial, economic, social, and environmental issues



Employees : Leechi values employee opinions and considers employees as a valuable asset. We offer competitive compensation and benefits and are committed to creating a safe , healthy, and comfortable workplace.

Clients : We focus on building a reliable and mutually beneficial professional partnership with our clients to meet their needs and ultimately realize our sustainable vision.

Suppliers : Suppliers are important partners for Leechi's sustainable development. Through

supplier-related management and training, we work together to enhance the overall value of the supply chain.

Shareholders : By making operational information transparent, Leechi demonstrates the company's operational performance, wins the support of shareholders / investors, and achieves the goals of stabilizing funding and creating investment value.

Government : Leechika complies with the requirements of the government and local laws and regulations, in response to the government's public disclosure that all products and services must comply with regulations and be subject to supervision by competent authorities.

Community : We value giving back to society. Leechi organizes many charity events every year and encourages employees to participate. Through positive and virtuous interactions, we enhance our positive social impact.

Stakeholder communication

Leechi is committed to practicing sustainability. Our relevant business units actively maintain positive interactions with stakeholders through diverse and smooth communication channels, including email , telephone communication, in-person and online meetings, customer satisfaction surveys, customer visits, supplier guidance , audits, etc. We also conduct stakeholder consultations through the " Stakeholders " section on the Leechi website , listening to and collecting the diverse expectations and needs of stakeholders. We value the voices of every stakeholder who cares about Leechi and respond , review, and improve accordingly . Furthermore, we disclose information annually through annual reports and financial statements, publish sustainability reports, and have set up a " Corporate Social Responsibility and Investor Relations " section on the company website , regularly updating ESG (Environmental, Social, and Governance) related information to present timely and comprehensive information on issues of concern to stakeholders.

Stakeholders	Focus on major themes	Communication channels	Communication frequency	Communication Focus and Results
staff	1. Employee diversity and talent development 2. Salary and Benefits 3. Labor Relations 4. Environmental and occupational safety and health 5. Operational Performance 6. Compliance with laws and regulations 7. Risk Management 8. Customer Satisfaction 9. Information Security Management 10. Waste Management 11. Continuous improvement 12. Supplier Management 13. Water Resources Management 14. Material and product quality 15. Energy Management 16. Human Rights	1. Regular and ad-hoc meetings 2. Regular and irregular education and training 3. Irregular internal company announcements 4. Emails, internal communication platforms, or documents 5. Appeals Mailbox 6. Welfare Committee Meeting 7. Quarterly labor-management meetings 8. Conduct at least one internal audit annually. 9. At least one management review meeting per year 10. Monthly internal meetings 11. Irregular interviews	1. At least one management review meeting per year 2. Conduct at least one internal audit per year. 3. Quarterly labor-management meetings 4. At least one Welfare Committee meeting per quarter. 5. Monthly internal meeting 6. Communicate periodically. 7. Customer SQA documents will be	1. No major labor disputes during the year. 2. No violations of ethical norms or incidents related to the prevention of sexual harassment occurred during the year. 3. Continuously promote and respect international labor and human rights norms and standards. 4. Establish an Occupational Safety and Health Committee, with the chairman serving as the chairperson , and conduct work environment monitoring twice a year. 5. Conduct an internal cybersecurity audit once a year to ensure the effective operation of information security management. 6. Conduct job skills training for new employees and training for existing employees. 7. Conduct environmental safety and

	17. Greenhouse Gas Management	12. Irregular employee satisfaction surveys	responded to within one week.	sanitation compliance reviews quarterly. 8. Conduct continuous improvement meetings monthly.
client	1. Environmental Occupational Safety and Health 2. Customer Commitment and Service 3. Customer privacy protection 4. Product life cycle assessment 5. Green product design 6. Human Rights and Labor Rights 7. Product quality and customer complaints 8. Energy Management 9. Risk Management 10. Waste Management 11. Chemical Management 12. ESG 13. Intellectual Property 14. Carbon inventory, carbon reduction, and carbon footprint	1. We accept on-site audits and audit questionnaires from clients periodically. 2. Dedicated corresponding window 3. Irregular phone calls 4. Irregular emails 5. Sales personnel make door-to-door visits 6. Conduct a customer satisfaction survey annually.	1. Annual customer satisfaction survey 2. Communicate periodically.	1. Accepting customer visits to the factory 2. Participate in supplier conferences held by clients . 3. Conduct risk management and assessment of customers and suppliers.
supplier	1. Supplier price competitiveness 2. Sustained and stable supply 3. Meets quality requirements 4. Complies with laws and regulations 5. Company Vision and Sustainable Development Strategy 6. Environmental and safety management in procurement 7. Supplier Management 8. Order Management and Changes 9. Customer Requirements 10. Operational Performance 11. Carbon inventory, carbon reduction, and carbon footprint	1. Telephone/Fax 2. Email 3. Letters 4. Education and training courses 5. Relevant work forms 6. Supplier guidance/audit 7. Supplier investigation/evaluation 8. Irregular interviews 9. Procurement Environmental Safety and Health Assessment Management Procedures 10. Contracted Environmental Safety and Health Management Procedures 11. On-site audit	1. Communicate periodically. 2. Conduct supplier guidance and audits periodically.	1. Conduct supplier evaluations regularly every month. 2. Select at least two suppliers each month for quality coaching. 3. Discuss with suppliers the use of low-carbon aluminum and recycled aluminum, and the use of recycled packaging materials. 4. Implement annual supplier evaluation 5. All qualified suppliers shall review and sign the "Supplier Instructions " and "Supplier Code of Conduct ". 6. All orders comply with RoHS policy, and highly polluting surface treatment methods are strictly prohibited. 7. Communicate and discuss greenhouse gas emissions and sustainable development issues with major suppliers.
shareholder	1. Company Financial Information 2. Operational Performance 3. Corporate Governance 4. Risk Management 5. Greenhouse Gas Management 6. Energy Management	1. Spokesperson (Manager Li) and Acting Spokesperson (Director Cai) System 2. Annual shareholders' meeting 3. Hold at least one corporate briefing session annually. 4. We accept interviews and phone calls from domestic and foreign investors on an irregular basis. 5. Financial annual reports and the release of important information from time to time. 6. Public Information Observation Station 7. Shareholder Information on the company's official website	1. One shareholders' meeting or at least one legal representative briefing per year. 2. Accept interview requests or release information periodically.	1. Hold regular shareholders' meetings to report and explain the operational status and the progress of various policies. 2. Continue to hold shareholder meetings and investor briefings in accordance with the annual plan. 3. Disclose financial reports and annual reports on the public information observation station . Update annual performance results on the company's official website.

government	1. Compliance with laws and regulations 2. Occupational safety and health 3. Environmental protection 4. Labor rights 5. Corporate Governance 6. Fire drills and emergency response 7. Greenhouse gas inventory 8. Risk Management 9. Energy Management 10. Honest business practices	1. Telephone/Fax 2. Email 3. Letters 4. Participate in seminar activities 5. The website reporting system of the relevant agency. 6. Spot checks and visits 7. Dedicated corresponding window	Communication is conducted periodically.	1. Cooperate with the implementation of the stable employment plan. 2. No major fines were imposed during the year. 3. Comply with the latest government laws and regulations. 4. Report the quantity of waste regularly each month. 5. Report annual electricity saving rate 6. Conduct fire drills and emergency response drills regularly. 7. Continue to conduct greenhouse gas inventory checks
Community	1. Community care and public welfare activities 2. Environmental protection 3. Provide local employment opportunities 4. Labor rights	1. Company website 2. Telephone/Fax 3. Letters 4. Participate in community activities 5. Dedicated corresponding window	Communication is conducted periodically.	1. Adopt Shipai Park and plant trees to green the environment. 2. Assist in cleaning up the environment and work together to maintain the cleanliness of the community. 3. Show care for the elderly and sponsor meal services for them. 4. Sponsor the talent club activities of Shipai Elementary School. 5. Provide job opportunities to local recent graduates, new graduates, those seeking re-employment, middle-aged and elderly people, and women.

➤ Sustainable development strategy and management of major issues

Major Theme Analysis

1. Collect sustainability issues

Leechi conducts annual sustainability impact assessments and ensures the completeness of ESG coverage . This involves referencing the United Nations Sustainable Development Goals (SDGs), international sustainability standards and norms (GRI, SASB, TCFD, CDP), ILO conventions, industry trends , regulatory requirements, and company business strategies. Through interaction and communication with stakeholders and evaluation of industry practices, Leechi compiles 18 sustainability issues that have actual and potential impacts on the company . These issues serve as the basis for subsequent stakeholder concerns surveys and internal sustainability impact assessments . Furthermore, Leechi develops sustainability promotion strategies and action plans for high-impact issues and sets short- , medium- , and long-term goals for key projects .

List of Sustainable Issues for 2025 Years	
Corporate Governance	Regulatory compliance, integrity in business, risk management , operational performance , and information security management
Environmental issues	Greenhouse gas management , clean energy , waste management , water resource management
Business Models and Innovation	Customer service, product quality and safety, intellectual property, supply chain management , materials

social issues	Human rights assessment , diversity and talent development , occupational safety and health , social welfare
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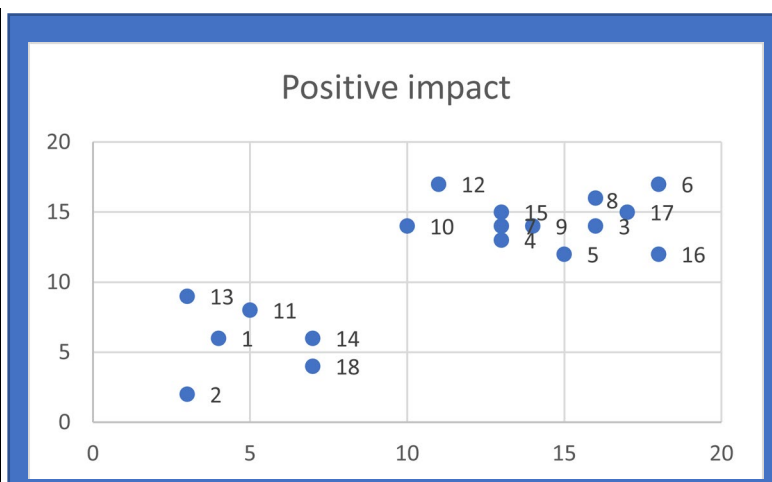
2. Investigate the level of concern among stakeholders.

Through diverse and accessible communication channels , including questionnaires , telephone interviews , and meetings , Leech collected information on the "level of concern among stakeholders" for each issue and compiled all questionnaire results to identify the impact of each issue on stakeholders . In 2025 , a total of 30 valid questionnaires were collected and analyzed .

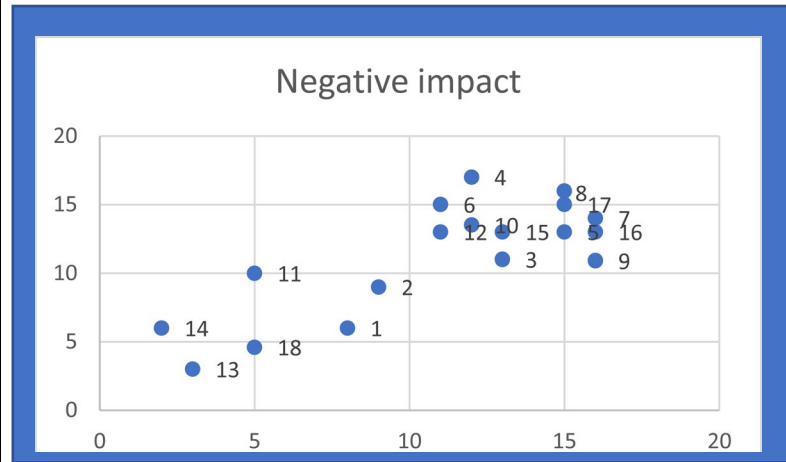
3. Identify major themes

To understand the priority ranking of sustainability issues, Leechi used " GRI 3 : Major Themes 2021 " as a foundation , while also referencing the IFRS and ESRS guidelines on sustainability impacts . Senior executives assessed the positive and negative impacts on the external economy, environment, and populations (including human rights) of the aforementioned 18 sustainability issues based on the principle of double materiality , as well as the likelihood of such impacts. They also considered the opinions of various external stakeholders to assess output impact scores and created a major issues matrix based on the "positive and negative impacts on the economy, environment, and populations (including human rights) " and the "likelihood of impacts. " The 12 major sustainability issues, in order, are: operational performance , diversity and talent development , human rights assessment , risk management , materials and supply chain management , greenhouse gas management , clean energy , waste management, water resource management , information security management , and occupational safety and health , the same as in 2024. This report primarily discloses management policies and performance related to these 12 major sustainability issues . For the sake of transparency , other relatively minor topics are also disclosed to the greatest extent possible .

NO	Major issues
1	Honest business practices
2	Compliance with regulations
3	Operational performance
4	Information security management
5	Risk Management
6	Waste Management
7	Water Resources Management



8	Clean Energy
9	Greenhouse gas management
10	supply chain management
11	Product quality and safety
12	materials
13	Customer Service
14	intellectual property
15	Diversity and talent development
16	Occupational safety and health
17	Human rights assessment
18	Social welfare



category	Major issues	Operational Importance	Leechi	client	supplier	shareholder	government	Community	Corresponding chapters	GRI/Custom Major Themes
Corporate Governance	Operational performance	To achieve sustainable and stable growth, a comprehensive strategy and management approach should be established to meet the expectations of stakeholders such as customers, employees, and shareholders regarding the relevant results.	V	V	V	V	V	V	1.3 Operational performance	GRI 201: Economic Performance 2016
	Information security management	Committed to strengthening enterprises' overall information security protection capabilities, improving enterprise information security ratings, meeting customers' information security requirements, and fulfilling our commitment to information security goals for customers, shareholders, and all stakeholders.	V	V	V	V			1.6 Information security	GRI 2: General Disclosure 2021
	Risk Management	Identify operational risks, implement risk control and adjustment measures, and ensure that the company's	V	V	V	V			Sustainable development strategy and management	GRI 2: General Disclosure 2021

		operations are within controllable risk limits.							of major issues 1.8 Climate Change and TCFD	
Environmental issues	Waste Management	By sorting and recycling waste, we can not only align with international trends in waste reduction, but also lower operating costs by reducing waste disposal fees.	V					V	2.5 Waste Management	GRI 306: Waste 2020
	Water Resources Management	To avoid water shortages affecting production and operations, and to prevent wastewater discharge from violating regulations and incurring fines.	V					V	2.3 Water Resources Management	GRI 303: Water and Effluent 2018
	Clean Energy	In line with the domestic government's policies on renewable energy development and renewable energy electricity use, we aim to reduce greenhouse gas emissions, lower production costs, and thereby enhance the company's reputation.	V	V	V				2.4 Clean Energy	GRI 302: Energy 2016
	Greenhouse gas management	Actively managing greenhouse gases, through equipment upgrades and the implementation of relevant systems, can reduce a company's environmental impact.	V					V	2.2 Greenhouse gas management	GRI 305: Emissions 2016
Business Models and Innovation	supply chain management	To build stable and friendly relationships with suppliers, while ensuring quality, we will establish a sustainable supply chain and jointly fulfill our corporate social responsibility and protect the environment.	V		V			V	3.4 supply chain management	GRI 204: Procurement Practices 2016
	materials	Improve product energy efficiency by adopting green materials, packaging, and easy disassembly and recycling principles, while also complying with regulatory requirements to enhance competitiveness.	V	V	V	V	V	V	3.1 Products and Technologies	GRI 301: Materials 2016
social issues	Diversity and talent development	Talent is the key driving force for enterprise growth. We are committed to promoting workplace diversity and	V				V		4.2 Diversity and talent development	GRI 405: Employee Diversity and Equal

		equality, creating a work environment that inspires employee enthusiasm and unleashes individual and team potential, and striving to become a benchmark enterprise for excellence and innovation.								Opportunities 2016
	Occupational safety and health	Employee health and safety are the foundation of sustainable development. A safe working environment, improved employee safety awareness and operational skills, and effective risk management during business operations are all essential to ensuring employee health and safety in the workplace and thus enabling sustainable business operations.	V	V	V		V		4.4 Workplace health and safety	GRI 403: Occupational Safety and Health 2018
	Human rights assessment	Leechi considers "people" to be the company's most important asset. In order to provide employees with a friendly work environment and implement human rights protection, the company strictly abides by domestic and international labor and human rights norms, treats all employees fairly and respectfully, and avoids human rights risks in order to achieve sustainable operation.	V	V	V				4.3 Human rights assessment	GRI General Guidelines 2021

Major issues	Potential or actual impact	Policy/Commitment	Objectives (Short, Medium, and Long Term)	2025 Management Results
Operational performance	Improving productivity can reduce costs and waste, and increase operational efficiency and capacity (positive). Insufficient productivity can lead to increased costs and waste, resulting in revenue losses and an increased environmental burden (negative).	1. Continuously improve business performance through integrated strategies, digital transformation, and strengthening core competencies. 2. Ensure that the company's operational information is open and transparent, operate with integrity, and cultivate a culture of compliance with laws and regulations.	short term: 1. To expand production capacity, broaden markets, and maintain market share in bicycle parts through increased investment. 2. Develop new customers and new markets or growing industries for existing mature technologies in order to maintain Leechi's market share.	1. With "product innovation, management improvement, capacity allocation, and cross-industry cooperation" as our operational goals, we will continue to launch new products, strengthen collaborative development with customers to secure orders, continue to

	The company's invested subsidiaries incurred losses, impacting the parent company's operating performance. (Negative)	3. Adhere to laws, regulations, and requirements, and actively promote corporate governance and sustainable development. 4. Strengthen communication with all stakeholders and strive to meet their expectations for the company's sustainable development.	Mid-term: Enhance R&D capabilities and align with market demands to promptly launch outstanding products. long: Comprehensive digitalization of management	make necessary investments, enhance product innovation, promote industrial upgrading and ESG sustainability projects, improve overall competitiveness, maintain operational resilience, and seize opportunities for subsequent economic recovery. 2. 11. 4-year operating performance, with a loss per share of NT\$0.69 .
Information security management	Implementing information security measures effectively protects the company and ensures the normal operation of its core systems (positive). Strengthening information security systems to protect customer rights (positive) Failure to implement data and information security management may result in the leakage of business information or customer privacy, potentially leading to customer claims or legal penalties, causing damage to the company's interests and reputation (negative). Insufficient cybersecurity awareness among internal employees and cybersecurity incidents such as external hacker attacks have caused losses to the company (negative).	the confidentiality, integrity, and availability of confidential information such as company customer data and business information , and to achieve the goal of information security protection through the joint efforts of all colleagues, internal and external information service users, and third-party outsourced service providers.	short term: 1. Comprehensively construct an enterprise's information security management system to ensure confidentiality, integrity, and availability . 2. Promote social engineering case studies 3. Regularly check firewall account permissions and complete annual audit improvements. Mid-term: 1. Regularly conduct cybersecurity training sessions to cultivate employees' basic cybersecurity knowledge and implement management plans from different perspectives, including "prevention," "monitoring," and "response," to help enterprises continuously strengthen information security management. 2. Regularly replace equipment to ensure	1. Hold monthly management review meetings regularly, with the main contents being to review information security policies, audit reports, and continuous improvement plans. 2. The computer room continuously disseminates the latest cybersecurity information and reminders to all employees , working together to ensure a secure network environment. 3. Internal auditing will continue to align with the annual audit plan, including information and communication security checks as an audit item, and the audit report will be submitted to the audit committee for review. 4. Strengthen firewall monitoring and tracking of information security, promptly identifying any security anomalies and reporting any information security incidents. 5. Conduct regular information security training for IT personnel. 6. No major cybersecurity incidents have occurred in the past 4 years, nor have

			continuous hardware upgrades. long: 1. Establish a cybersecurity training process for new employees. 2. Implement the ISO 27001 Information Security Management System (ISMS) and obtain certification from a third-party verification body to fulfill the commitment to information security through PDCA. 3. Introduce AI-based detection and defense to enhance proactive protection.	any confidential information leaks affected the personal data of customers, suppliers, and employees, or resulted in any fines.
Risk Management	climate change, external economic, environmental, and social risks that the company may encounter in its operations, and establish relevant management and control mechanisms, such as risk monitoring, early warning, emergency response measures, stop-loss mechanisms, and crisis management, and identify potential improvement opportunities to enhance operational resilience. (Positive) Failure to implement climate change mitigation and corporate risk identification measures, resulting in the inability to establish mechanisms to address potential risks, leads to internal control chaos	1. Establish a "Sustainability Development Committee Working Group" to review the company's sustainability development policies and management guidelines, supervise and promote sustainability-related work, and regularly implement the TCFD framework to assess climate risks and opportunities. The group will regularly report on the implementation status of the identified risks and opportunities to the Board of Directors, which will be responsible for supervising the implementation. 2. Committed to integrating and managing all potential strategic, operational, financial, and hazardous risks that may affect operations and profitability in a	short term: Establish organizational environment identification and risk management procedures, and measures related to corporate sustainability. Mid-term: Strengthen the company's internal risk management policies and educate employees and suppliers on the relevant knowledge of risk awareness. long: To maintain comprehensive risk management to protect natural resources and ensure the safety of people and assets, and to develop comprehensive response plans and processes for all possible emergencies and natural disasters, including risk prevention, emergency	Leechi upholds its corporate vision and long-term sustainability responsibility to the industry and society, establishing a Sustainability Committee to provide appropriate risk management for all stakeholders. Our risk management focuses on managing "strategic risk," "operational risk," "financial risk," "information security risk," "integrity risk," "hazard risk," "climate change or infectious disease-related risks," "human rights issues," and "corporate sustainability risks arising from non-compliance with environmental, climate-related regulations, and other international agreements."

	and failures, increasing operational risks and potentially causing operational disruptions. (Negative)	proactive and cost-effective manner.	response, crisis management and operational continuity.	
Waste Management	Taking into account product characteristics and increasing the implementation of the circular economy can reduce waste generation and mitigate the environmental impact (positive). Waste generated during operation, if not treated by compliant environmental protection companies in accordance with relevant procedures, may have a negative impact on the environment .	1. Adopting "green manufacturing, happy enterprise, and sustainable operation" as its policy, and committing to compliance with regulations, risk control, pollution prevention, energy conservation and waste reduction, and performance improvement. Through management refinement, resource integration, technological upgrades , and the cultivation of environmental R&D/technical talent, we aim to achieve the management vision of "energy conservation, emission reduction, resource recovery, and reuse."	short term: 1. Implement a resource recycling and classification mechanism . 2. Promote waste reduction among all employees. Mid-term: reducing waste and increasing material utilization through green product design management , a competitive advantage can be created by lowering operating costs. long : Improve the planning mechanism for waste recycling and reuse	In 2025 , recyclable waste amounted to 265.4847 metric tons, an increase of 6.0985 metric tons or 2.35% compared to 2024(due to an increase of 8.1410 metric tons in plastics).
Water Resources Management	Implementing water resource management saves costs and avoids fines for discharging wastewater (positive). Failure to implement water resource management increases water costs and may result in fines or environmental pollution, negatively impacting reputation.	1. Implement water resource management and daily water conservation. 2. Practical Water Recycling and Wastewater Management	short term: 1. Promote water conservation and install water-saving valves . 2. Inspection and replacement of old water pipes . 3. Report any leaks immediately to avoid wasting water. Mid-term: The plan is to increase the usage of recycled water .	In 2025 , the consumption of tap water and groundwater decreased by 2,102 kWh , a decrease of 4.08% compared to 2024 .
Clean Energy	Installing solar panels to generate green energy reduces costs and promotes	Improve energy efficiency and increase the use of renewable energy	short term: Plan to add solar panels Mid-term:	The strategy implemented in 2025 achieved an energy saving rate of 1.59% , with a cumulative

	environmental friendliness through the use of renewable energy (positive). Failure to align with domestic government policies on renewable energy development and renewable electricity use will damage reputation and may even result in future fines and losses (negative).		Continue to install solar panels long: Assessment of solar self-consumption	installed capacity of 933.46 kW of solar panels. In 2025, the company generated 1,033,645 kWh of renewable electricity and purchased 1,701,013 kWh of green electricity.
Greenhouse gas management	Implementing greenhouse gas management aligns with global trends and customer requirements, and can help improve and reduce costs (positive). Failure to implement greenhouse gas management, failing to meet customer requirements, negatively impacted order volume.	The environmental, safety, and health management policy is "to continuously promote energy conservation and carbon reduction, and move towards green and circular production." It sets targets for energy conservation and carbon reduction, aiming to use energy rationally and efficiently, and reduce greenhouse gas emissions to address the challenges of climate change.	short term: 1. Energy saving of 2%~5% per year 2. Green electricity procurement has increased to 5%~7% of total electricity consumption year by year. Mid-term: 1. Energy saving of 5% per year 2. The construction of solar power for self-consumption will gradually increase to 25% of total electricity consumption annually. 3. Green electricity procurement has increased to 20% of total electricity consumption year by year. long: carbon neutrality	Greenhouse gas emissions in 2025 years were 9,216.505 metric tons of CO2e. The total emissions from Category I and Category II amounted to 3,755.9913 metric tons of CO2e CO2e decreased by 64.4865 metric tons compared to 2025, a reduction of 1.69%.
supply chain management	Possesses excellent supplier management, controls supplier delivery schedules and quality, and implements a sustainable supply chain. (Positive) Without proper supplier management, if a supplier violates human rights or	1. Continuously improve productivity and reduce costs 2. Develop supplier strategies and implement sustainable supply chain management to maintain industry leadership.	short term: 1. A sound procurement system with sustainable factors. 2. Master the maturity of supplier sustainability management. 3. Supplier perpetual agreement Mid-term: Improving Supplier Sustainability	1. Regularly evaluate (monthly, annually) and mentor suppliers , and maintain at least two material suppliers to diversify procurement .

	environmental regulations, it could lead to a customer boycott of Leechi products. (Negative)		Management Maturity long: Supplier periodic evaluation	
materials	Ensure that the design, manufacturing, and delivery of products meet specific quality standards and customer needs, and incorporate ESG principles . (Positive) The increase in customer complaints and decrease in orders are due to product design failing to meet customer needs and a high defect rate. (Negative)	1. By understanding market conditions and customer needs, we continuously provide green and innovative products. 2. We conduct training in accordance with the organization's internal quality management system to ensure that personnel possess the necessary quality skills to meet customer requirements for product quality.	short term: of the ISO9001 quality management system . 2. Hold regular quality review and management audit meetings. 3. Understand the supplier's R&D plans for low-carbon aluminum and recycled aluminum . Mid-term: 1. Understand the department's skill development needs and arrange education and training for colleagues based on these needs. 2. Discuss development and marketing strategies with suppliers regarding their low-carbon aluminum and recycled aluminum products. long: 1. Business and production teams continuously understand changes in customer needs and industry trends, and adjust the quality management system and KPIs accordingly. 2. Increase the sales proportion of the company's low-carbon aluminum and recycled aluminum .	1. In 2025 , a total of 12 quality review meetings and 1 ISO management audit meeting were held every month. 2. The meeting content includes management content related to ISO clauses such as quality KPI achievement, sales return statistics, education and training plans, and equipment maintenance plans, in order to confirm whether the product process design meets customer requirements. 3. In 2025 , the company consulted with aluminum suppliers about their low-carbon aluminum development plans , and has been continuously monitoring the progress and developing new products accordingly. 4. 2025 years ago, the procurement and use of recycled aluminum had already begun .
Diversity and talent development	Enhance competitiveness, promote innovation, increase efficiency, shape corporate culture, and support	Strengthen industry-academia collaboration , provide talent training subsidies, establish a professional talent pool, provide	short term: Increase recruitment channels, improve recruitment efficiency, attract outstanding talent, and establish an	1. A total of 7 vulnerable people with disabilities were hired. 2. Hiring foreign employees (Thai, Vietnamese, Indonesian

	long-term development. (Positive) Increased recruitment costs, depletion of training resources, time pressure, risk of employee turnover, and unsuccessful training programs are among the negative consequences .	career development support, improve the working environment, offer competitive salaries and benefits, and enhance internal promotion opportunities.	initial training plan. Mid-term: Establish a sound talent recruitment process, cultivate talent with core competencies, improve employee satisfaction and loyalty, and establish a knowledge-sharing mechanism. long: Establish a sustainable talent pool, build an organizational learning culture, cultivate leadership, create a competitive compensation and benefits system, and provide career development channels.	nationals) 3. Employees continue to pursue further studies at universities such as Chaoyang University of Technology and Chienkuo Technology University . 4. Continue to implement education and training for new employees and existing employees . 5. 2025 employees participated in a total of 9,672 hours of educational training .
Occupational safety and health	Implementing occupational safety and health management reduces workplace accidents and allows employees to work with peace of mind, improving performance (positive). Failure to implement workplace safety and health measures increases employees' exposure to risks (negative).	With a policy of establishing a green, safe, and happy enterprise, we are committed to complying with regulations, controlling risks, providing health and wellness care, creating a healthy and safe workplace environment, and continuously improving and enhancing performance.	short term: Implement 5S management and perform all operations in accordance with SOP standards . Mid-term: By adhering to the ISO 45001 standard and through systematic and continuous improvement of various hazards and risks, we can prevent accidents and reduce occupational hazards. long: Through continuous safety education and training, and by cultivating a safe work culture, we aim to achieve the goal of "zero workplace accidents".	Five workplace safety incidents occurred in the factory in 2025. All of them have been reviewed and improved. The SOPs have been revised , management measures have been improved, management regulations have been strengthened , and case-specific training has been continuously implemented to prevent recurrence .
Human rights assessment	A people-oriented approach that respects and treats employees fairly leads to employee	In order to fulfill our corporate social responsibility, implement human rights protection, and realize	short term: 1. Set up a suggestion box 2. Implement education and training	For 2025 years, there have been no violations of human rights, labor standards laws, or other relevant regulations.

	satisfaction, high work efficiency, and increased profitability (positive). Employees who consistently face unfair treatment, neglect, and abuse of power are prone to engaging in disruptive behavior such as conflict and sabotage, resulting in losses for the company . (Negative)	the universal value of human rights, our company has formulated the "Leechi Machinery Industrial Co., Ltd. Employee Human Rights Policy" with reference to international human rights standards. This policy aims to eliminate any infringement or violation of human rights and provide a safe and healthy working environment so that our employees can receive reasonable and dignified treatment and care.	3. Human rights due diligence is an ongoing process, conducted annually or periodically. It ensures that there are no human rights violations within the company or among relevant groups. Medium to long term: Regularly review and evaluate relevant human rights systems and practices	
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Chapter 1 Sustainable Development of Integrity Governance

1.1 About Leechi

Company Profile

Founded in 1973, Leechi Machinery Industrial Co., Ltd. is a professional bicycle component manufacturer. Over the years, it has met the comprehensive needs of its customers through design, research and development and advanced manufacturing technology, and created its own brand "PROMAX" to market globally. Currently, Leechi's OEM and "PROMAX" products can be seen in major bicycle brands in Europe and America, and have won the long-term affirmation and trust of customers.

Upholding our original aspirations and a spirit of continuous improvement, Leechi is committed to innovation in bicycle components and the long-term development of the industry, striving to fulfill our corporate social responsibility based on people-oriented principles and sustainability. At the same time, we aspire for the PROMAX brand to gain consumer recognition through innovation, improved user experience, charitable giving back, and sports marketing, hoping that PROMAX products will become synonymous with professionalism, reliability, and quality.

In the face of rapidly changing market trends, the Leechi team adheres to a company culture that combines agility and resilience, continuously pursues the ultimate service, creates value for the industry ecosystem, provides riders with a safe, healthy, and comfortable riding experience, and contributes to environmental sustainability.

Brand Positioning

Leechi's future goals for its own brand – PROMAX – are positioned as a mid-to-high-end bicycle brand.

In terms of brand promotion, we take a bottom-up approach, starting with the recognition and acceptance of consumers and riders.

Extending to bicycle factories, this is part of a brand promotion strategy, aiming to differentiate

the PROMAX brand.

Internationalization. In terms of brand philosophy, we aspire for the PROMAX brand to become a key component of the bicycle industry.

Leveraging the powerful promotion of sports marketing, we sponsor renowned domestic and international athletes and major domestic and international cycling competitions, and hold

Following advertising reports and recommendations from professional cycling magazines, PROMAX hopes to gain consumer acceptance.

The goal is for PROMAX to be established as a synonym for professionalism and excellence through user adoption and recognition.

PROMAX's future goal is to pursue continuous professional innovation in order to provide the highest-end bicycle parts.

High-quality, unique, and innovative product design to meet rider needs, providing a safe, healthy, and comfortable riding experience.

Enjoy the fun.

Basic Information about Leechi

Organization Name	Leechi Machinery Industry Co., Ltd.
Capital	NT\$2.2 billion
Industry categories	Electrical machinery
Establishment date	May 16, 1973
Launch date	November 14, 1995
Organizational ownership nature	Publicly listed companies
Stock Code	1517
Chairman	Lin Yu Hsin
President	Lin Yixian
Number of employees	561
Main products and services	Manufacturing, processing and trading of automobile, motorcycle and bicycle parts General machinery manufacturing, processing and sales
Location of the organization's headquarters	No. 112, Section 1, Shipai Road, Shipai Village, Changhua City



Company History

The company was established in May 1973, originally named Leechi Enterprises Limited . Initially, it focused on brake products.

Assembly is the main business

Established in 1979, the pre-process manufacturing plant produces stamped components, brake guides, and heat-treated aluminum materials.

In 1983, it was renamed "Leechi Machinery Industry Co., Ltd."

In 1986, the research and development unit successfully implemented a computer-aided design system, which improved development capabilities and shortened development time.

In 1990, a forging and melting plant was established, and automated production equipment and robotic arms were introduced to improve productivity.

1993 1. Established Yinglong Machinery (Kunshan) Co., Ltd.;

2. Establish the Nangang Factory in the Nangang Industrial Park of Nantou;

3. Verified by ISO 9001 quality management system.

The company went public in 1995, marking a new milestone in its future growth.

In 2003, due to operational needs, Longda Machinery (Shenzhen) Co., Ltd. was established through investment.

as an "Excellent Manufacturer" by Customs in 2007.

Passed AEO Excellent Enterprise Certification in 2011

In 2013, the 'Click Lever' product won the 2013 iF Design Award.

2014 1. Introduced composite material processing equipment and engaged in composite product development/mass production.

2. New CNC machining plant completed and put into operation

2015 1. Passed AS9100 and ISO9001 verification

2. The fifth-floor office area is now complete and in use.

In 2016, it passed ISO14001, OHSAS18001 and TOSHMS (CNS15506) certifications .

In 2017, Crafty Post products won the 2017 iF Design Award.

1. In 2018, in coordination with the Industrial Development Bureau, a "Smart Manufacturing Demonstration and Observation Meeting" was held ;

2. In coordination with the Central District Occupational Safety and Health Center, organize the " 2018 Promotion of Safety and Health in Public Institutions" event.

Facilities and Worker Working Environment Observation Meeting

In 2019, it passed ISO 45001 and TOSHMS (CNS 45001) certifications.

In 2020, we implemented ESG policies and continued to invest in afforestation/forest protection/planting greenery within the factory area, as well as building solar power plants.

Systems, Adopting Community Parks, ...

Validated by IATF 16949 in 2021

In 2022, I joined the "Chinese Cycling Sustainability Alliance Association" as one of its founding members, jointly committing to its implementation.

ESG Objectives

In 2023, the company established a Sustainable Development Committee.

In 2023, the company issued its first perpetual report.

Passed ISO 14064-1 greenhouse gas inventory verification in 2024.

By 2025 , the product carbon footprint (M X112C A2 φ 31.8) will be implemented and verified according to ISO 14067 standards .

Implement and adopt the ISO 50001 energy management system by 2025.

In 2026,ISO 17025 certification will be obtained.

In 2026,the SEDEX (SMETA) Code of Social Responsibility will be introduced and implemented.

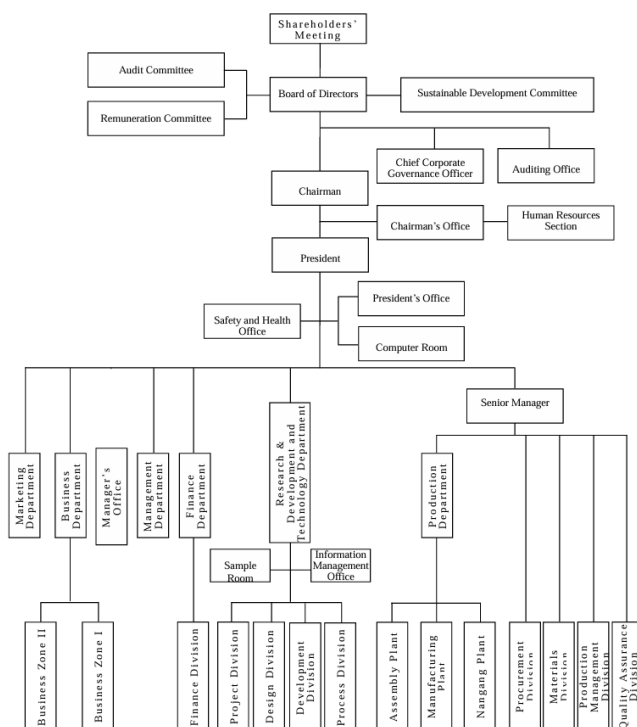
2025 years of participation in public/associations and positions held

Leechi continues to participate in various organizations , exchanging practical experience and industry trends with peers , hoping to work together with them to promote collaborative cooperation and development within the industry and jointly enhance its competitiveness .

Industry Association Name	Senior executives Title and Name	Holding a position in a public/association
China Bicycle Sustainability Alliance Association	Chairman Lin Yu Hsin	Vice Chairman (Standing Supervisor)
Bicycle New Culture Foundation	General Manager Lin Yixian	director
Taiwan Bicycle Exporters Association	General Manager Lin Yixian	Supervisor

1.2 Governance Structure

Leechi is a publicly traded company, with its board of directors as the highest governing body. The board authorizes the establishment of an audit committee and a remuneration committee, both composed entirely of independent directors. These committees assist the board in fulfilling its oversight responsibilities, and the chairpersons of each committee regularly report their activities and resolutions to the board. The board's responsibilities include appointing and overseeing the company's management, monitoring operating performance, preventing conflicts of interest, ensuring Leechi complies with all applicable laws, the company's articles of association, and shareholder resolutions, and striving to maximize shareholder value.



Department	Business
Chairman's Office	Assist the chairman in promoting various projects and lead the development of important strategic products and businesses.
General Manager's Office	Assist the general manager in coordinating the planning, implementation, and auditing of various departments, systems, or projects.
Audit Office	Reporting to the board of directors, the role is to effectively audit the company's various systems and propose improvements to the relevant managers.
Computer Room	Manage and use computer equipment, and assist and support various units in using computers.
Safety and hygiene room	Responsible for labor safety and health planning, review, and reporting.
Business Department	Handle product sales and explore market trends.
Marketing Department	Brand strategy and marketing strategy formulation and execution.
Finance Department	Handle all accounting and financial matters.

Management Department	General Affairs Department	Handling matters related to personnel, general affairs, and property management.
	Legal Department	Responsible for handling the company's legal affairs, patents, trademarks, and other related matters.
R&D Technology Department		Handle new product development and improve the quality and functionality of existing products.
Student Affairs Office		Effectively manage company resources and information to coordinate various departments to meet customer needs and provide excellent customer service.
Quality Assurance Department		Coordinate and supervise the implementation of quality control measures by various departments.
Materials Department		Responsible for receiving and issuing raw materials and coordinating with production operations to issue materials in a timely and flexible manner, and serving the production line's material supply status.
Purchasing Department		Responsible for the procurement of raw materials and outsourcing of processing, and providing timely, appropriate quantities, quality and low-cost raw materials to improve performance and customer satisfaction.
Production Department	Manufacturing plant	CNC precision machining of aluminum alloy parts for bicycles and automobiles .
	Assembly plant	Assembly and production of bicycle parts such as brake systems, seatposts, hubs, and handlebars.
	Nangang Factory	Production and processing of bicycle seatposts and hubs, brake pads, derailleur cable conduits and inner cables, carbon fiber products, bicycle rims, wheelsets, etc.

Enhanced Board Functions

1. Board members in 2025

condition Name	Professional qualifications and experience (Note 1)	Independence case (Note 2)	Number of companies that also serve as independent directors of other publicly listed companies
Chairman Lin Yu Hsin	1. Expertise: Business management, leadership and decision-making, and information technology. 2. Education: Carnegie Mellon University Electrical and computer Master of Engineering (Electrical Engineering). 3. Main Position: Chairman of the Board of Directors of this Company 4. Concurrent Position: Ruiteng Energy (Stock) Co., Ltd. 5. There are no circumstances as described in Article 30 of the Company Law.	not applicable	1
director Lin Yixian	1. Expertise: Business management, financial accounting and tax planning. 2. Education: Department of Accounting, National Taiwan University. 3. Main positions: General Manager, Corporate Governance Supervisor, Director of the Company. 4. There are no circumstances as described in Article 30 of the Company Law.	not applicable	0

condition Name	Professional qualifications and experience (Note 1)	Independence case (Note 2)	Number of companies that also serve as independent directors of other publicly listed companies
director Representative of Kefu Investment Co., Ltd.: Zhu Mingyang	1. Expertise: Operational judgment, innovative strategies, communication Coordination and mechanical engineering. 2. Education: Department of Industrial Engineering, Feng Chia University. 3. Main position: Assistant Manager of the Company. 4. There are no circumstances as described in Article 30 of the Company Law.	not applicable	0
director Representative of Kefu Investment Co., Ltd.: Li Yuzheng	1. Expertise: Industry business analysis, risk management and decision-making, legal compliance strategies and sustainability promotion. 2. Education: Department of Finance and Law, Chung Yuan Christian University . 3. Main positions and experience: (1) Director of the Legal Department, Leechi Machinery Industry Co., Ltd. (2) Director of the General Manager's Office, Leechi Machinery Industry Co., Ltd. (3) Land administrator, real estate broker 4. Current: Manager and spokesperson for the company's management department. 5. There are no circumstances as described in Article 30 of the Company Law.	not applicable	0

condition Name	Professional qualifications and experience (Note 1)	Independence case (Note 2)	Number of companies that also serve as independent directors of other publicly listed companies
Independent Directors Chen Guiduan	1. Specialties: Education, economics, finance and law. 2. Education: Doctor of Economic Law, China University of Political Science and Law Master of Finance, National Chengchi University 3. Other major positions and experience: (1) Head of the Department of Accounting and Director of the Institute of Accounting and Taxation, Feng Chia University (2) Independent Directors of Chengye Medical Control Co., Ltd. (3) Director of Shangwei International Investment Holdings Co., Ltd. 4. Current: (1) Accountant from Jianzhi United Accounting Firm (2) Independent Directors of Quanbao Industrial Co., Ltd. (3) Independent Directors, Audit Committee Members, Remuneration Committee Members, and Sustainable Development Committee Members of Leechi Machinery Industry Co., Ltd. 5. There are no circumstances as described in Article 30 of the Company Law.	1. No one, including the individual, their spouse, or relatives within two degrees of kinship, serves as a director, supervisor, or employee of the company or its related enterprises. 2. No person, their spouse, or relatives within two degrees of kinship (or using another person's name) holds any shares or percentage of the company's shares. 3. a director, supervisor, or employee of any company with a specific relationship to the Company (refer to Article 3 , Paragraph 1 , Items 5-8 of the Measures for the Establishment and Compliance of Independent Directors of Publicly Listed Companies) ; 4. There is no amount of remuneration received in the past two years for providing business, legal, financial, accounting or other services to the Company or its affiliates.	1

condition Name	Professional qualifications and experience (Note 1)	Independence case (Note 2)	Number of companies that also serve as independent directors of other publicly listed companies
Independent Directors Chen Yongxue	1. Expertise: Finance, Economics, and Law 2. Education: Department of Law, National Taiwan University 3. Other major positions and experience: Associate Director of Asia Pacific Bank, Vice President of DBS Bank 4. Current: Independent Directors, Audit Committee Member, Remuneration Committee Member, and Sustainable Development Committee Member of Leechi Machinery Industry Co., Ltd. 5. There are no circumstances as described in Article 30 of the Company Law.	1. No one, including the individual, their spouse, or relatives within two degrees of kinship, serves as a director, supervisor, or employee of the company or its related enterprises. 2. I, my spouse, and relatives within two degrees of kinship (or using other people's names) hold 140,462 shares of the company, representing 0.06% of the total shares. 3. a director, supervisor, or employee of any company with a specific relationship to the Company (refer to Article 3 , Paragraph 1 , Items 5-8 of the Measures for the Establishment and Compliance of Independent Directors of Publicly Listed Companies) ; 4. There is no amount of remuneration received in the past two years for providing business, legal, financial, accounting or other services to the Company or its affiliates.	0

condition Name	Professional qualifications and experience (Note 1)	Independence case (Note 2)	Number of companies that also serve as independent directors of other publicly listed companies
Independent Directors Ma Huizhen	1. Expertise: Financial accounting, tax planning, and financial business 2. Education: Department of Accounting , National Taiwan University 3. Other major positions and experience: (1) Director of Shikun Plastics Co. , Ltd. Supervisor (2) Director of Jieya Co., Ltd. 4. Current: (1) Chief Operating Officer of Hengli Accounting Firm (2) Independent Directors, Audit Committee Members, Remuneration Committee Members, and Sustainable Development Committee Members of Leechi Machinery Industry Co., Ltd. 5. There are no circumstances as described in Article 30 of the Company Law.	1. No one, including the individual, their spouse, or relatives within two degrees of kinship, serves as a director, supervisor, or employee of the company or its related enterprises. 2. No person, their spouse, or relatives within two degrees of kinship (or using another person's name) holds any shares or percentage of the company's shares. 3. a director, supervisor, or employee of any company with a specific relationship to the Company (refer to Article 3 , Paragraph 1 , Items 5-8 of the Measures for the Establishment and Compliance of Independent Directors of Publicly Listed Companies) ; 4. There is no amount of remuneration received in the past two years for providing business, legal, financial, accounting or other services to the Company or its affiliates.	0

2. Board of Directors Diversity

The highest governing body of Leechi is the board of directors. In 2025, the board will have 7 members (including 3 independent directors), all of whom are domestically borrowed. The composition of the board is as follows: 3 independent directors account for 43%; 4 directors who are also employees account for 57%. Three of the board members are certified public accountants in the Republic of China, and one of the independent directors has legal expertise. The board members have extensive experience and professional knowledge and skills in finance, law, business and management, and are independent.

To strengthen corporate governance and promote the sound development of the composition and structure of the board of directors, the company has formulated a diversified policy for the composition of its board members, fully considering various aspects such as business management, leadership decision-making, industry knowledge, financial accounting, legal expertise, and environmental protection. The company's implementation of this diversification strategy is explained below:

Name	Diversification core project	Basic components					Industry experience				professional skills				
		Sex	Don't concurrently employed by the company	age			independent directors	Business Management	Industry knowledge	Operational judgment	Market International Perspective	Financial Accounting	law	Information Technology	Environmental friendly
				31 to 50	51 to 70	71 above									
Lin Yu Hsin		male	☐	☐				☐	☐	☐	☐	☐	☐	☐	☐
Lin Yixian		female	☐		☐			☐	☐	☐	☐	☐		☐	
Kefu Investment Co., Ltd. Representative: Zhu Mingyang		male	☐		☐			☐	☐	☐	☐				☐

Kefu Investment Co., Ltd. Representative: Li Yuzheng	male	☐	☐				☐	☐	☐	☐	☐	☐	
Chen Guiduan (Independent Director)	male			☐	☐	☐	☐	☐	☐	☐	☐	☐	
Chen Yongxue (Independent Director)	female		☐		☐	☐	☐	☐			☐		
Ma Huizhen (Independent Director)	female		☐		☐	☐	☐	☐	☐	☐		☐	

3. Board of Directors Independence:

of the Company adopts a "candidate nomination system". Director candidates are nominated and their qualifications are reviewed by the Board of Directors. After the Board of Directors approves the nomination, the nomination is submitted to the Shareholders' Meeting for election.

(1) Basic Composition: The Company' s current Board of Directors consists of 7 members (including 3 independent directors), all of whom are domestic. The composition is as follows: 3 independent directors account for 43%; 4 directors who are also employees account for 57%. Three of the directors are certified public accountants in the Republic of China, and one of the independent directors has legal expertise. The Board members have extensive experience and professional knowledge and skills in the fields of finance, law, business and management, and are independent.

All independent directors serve no more than three consecutive terms.

The age distribution of the board members includes 2 directors aged 31-50, 4 directors aged 51-70, and 1 director aged 71 and above.

(2) The Company also attaches great importance to gender equality in the composition of the Board of Directors, with a target ratio of 50% . The current Board of Directors includes 3 female directors (2 of whom are independent directors), with a female director ratio of 43%. The Company will continue to work toward the goal of gender equality in the composition of female directors in the future.

4. Board of Directors Operations

Leechi firmly believes that establishing a corporate culture of integrity and sound business operations is the foundation for creating value for the company. The Board of Directors is responsible for guiding company strategy, supervising and evaluating the performance of management, appointing and dismissing managers, exercising its powers in accordance with laws, the company's articles of association, and shareholder resolutions, while upholding corporate ethics and social responsibility. Directors and independent directors are nominated through a rigorous internal process, fully considering their professional competence, ethical conduct, and leadership reputation. Currently, the Board of Directors has an Audit Committee, a Compensation Committee, and a Sustainability Committee, and is responsible for the highest-level decision-making on Leechi's economic, environmental, and social issues. In 2025, the Board of Directors held five meetings, with an average attendance rate of 100%.

5. Board of Directors Regulations and Continuing Education

According to the company's "Corporate Governance Practice Code," the composition of the board of directors should consider diversity. Besides limiting directors who also serve as company managers to no more than one-third of the board seats, the board should also formulate appropriate diversification strategies based on its own operations, business model, and development needs. All members of the Leechi board are professionals with extensive experience in company management or industry, with backgrounds encompassing management, leadership decision-making, industry knowledge, finance and accounting, law, and environmental expertise. Leechi's operations also rely on the directors' rich knowledge, insight, and business judgment; therefore, board members are required to fulfill their responsibilities according to the highest ethical standards. Leechi has established "Code of Conduct for Honest Management" and "Code of Ethical Conduct" that all members of the governance unit are required to adhere to. To enhance the quality of board decision-making, improve supervisory capabilities, and strengthen the board's functions, Leechi continuously arranges diverse continuing education courses for its board members. In 2025, all directors met the required training hours stipulated in Article 4 of the "Guidelines for the Implementation of Continuing Education for Directors and Supervisors of Listed Companies," and those reappointed must complete at least six hours of continuing education during their term of office.

6. Board of Directors Effectiveness

To implement corporate governance and enhance board functions, Leechi established performance targets to improve board operational efficiency. Based on operational efficiency, it developed a "Board Performance Evaluation Procedure," conducting at least one board performance evaluation annually, including self-assessments of board operational performance, board member performance, and functional committee performance. The evaluation results are submitted to the board, which then formulates a board effectiveness improvement plan for the following year to continuously

strengthen corporate governance performance.

Functional Committee

Leechi upholds operational transparency, prioritizes shareholder interests, and believes that a sound and efficient board of directors is the foundation of good corporate governance. Based on this principle, the Board of Directors has authorized its Audit Committee and Remuneration Committee to assist the Board in fulfilling its oversight responsibilities. The bylaws of each committee have been approved by the Board, and the chairpersons of each committee regularly report their activities and resolutions to the Board. The Audit Committee and Remuneration Committee are composed entirely of independent directors, who provide advice based on their professional expertise and experience, maintaining objectivity and impartiality . When discussing any proposal, the Board fully considers the opinions of independent directors, adhering to the principle of conflict of interest avoidance, to effectively protect the company's interests.

1. Establish an audit committee to strictly oversee matters related to legal compliance.

Leechi Machinery has established an audit committee in accordance with Article 14-4 of the Securities and Exchange Act. The committee consists of three independent directors , one of whom is the convener, and two of them have accounting or financial expertise.

The Audit Committee met 5 times in 2025 , with 100% attendance. The Audit Committee is responsible for overseeing the presentation of the company's financial statements, the selection, appointment, independence, and performance of accountants, the effective implementation of the company's internal controls, the company's compliance with relevant laws and regulations, and the management of existing or potential risks.

2. Establish a compensation committee to assist in assessing salary levels.

has established a Compensation and Remuneration Committee in accordance with Section 14-6 of the Securities Exchange Act .

The fifth Salary and Compensation Committee of the Company was approved by the Board of Directors. The committee consists of three members: Chen Guiduan, Chen Yongxue, and Ma Huizhen. Chen Guiduan was elected as the convener by the members.

two meetings in 2025 , with 100% attendance from all members.

The Remuneration Committee is responsible for establishing and regularly reviewing policies, systems, standards and structures for the performance evaluation and remuneration of directors and managers, as well as regularly evaluating the achievement of performance targets by the company's directors and managers, and determining the content and amount of their individual remuneration.

3. The purpose of establishing a Sustainability Committee is to review the company's sustainability policies and management guidelines, and to oversee and promote related work .

1.3 Operational Performance

Operating Results

The company's operating performance in 2025 was as follows: consolidated net operating revenue was NT\$2,023,299,000; consolidated net loss after tax was NT\$138,253,000; net loss attributable to the parent company was NT\$153,992,000; and basic loss per share was NT\$0.69. The Changhua and Nangang plants produced 15,429,915 pieces and generated NT \$ 1,376,254,000 in 2025 .

Although the company's operations in fiscal year 2025 were affected by high global inflation suppressing consumption, slow inventory reduction, and tariff fluctuations, it has made substantial progress in new product development and cross-industry alliances, including:

1. Sound Financial Performance: As market demand bottoms out and recovers, the Company is committed to optimizing its product mix, increasing the shipment ratio of mid-to - high-end and E-Bike components, improving gross profit and gradually reversing the profit and loss situation.
2. Appropriate allocation of production capacity: In response to the tariff barriers caused by geopolitics, our company has implemented a regional layout, cooperated with the needs of key customers, reduced dependence on a single production location, and coordinated with this inventory adjustment to make various production responses and reduce the impact of economic shocks.
3. Effective cross-industry collaboration: By leveraging its solid R&D technology and manufacturing capabilities, the company has secured cross-industry orders from the electronics industry and automotive parts, effectively mitigating the risks of fluctuations in the single bicycle industry, enhancing technological development and increasing operational prospects, and seeking the possibility of mutually beneficial development .
4. Continuous Management Improvement: The company continuously optimizes its management system to improve operational efficiency in order to offset the cost increases caused by inflation and tariffs, maintain stable operating cash flow, and has completed the implementation and continuous verification of multiple ISO management systems. It also continues to improve its ERP and HR management systems, strengthen organizational communication and quality management, and meet the stringent requirements of the international green supply chain.
5. Promote ESG Sustainability: Establish a Sustainability Committee, prepare and issue annual sustainability reports, complete ISO-1406 7 product carbon footprint

verification, adopt environmentally friendly recycled materials such as low-carbon aluminum, promote low-carbon production processes and waste reduction, implement energy conservation and increase the proportion of renewable energy purchases, strengthen corporate social responsibility and corporate governance, and actively participate in the BAS Sustainability Alliance of the bicycle industry to jointly promote the formulation and implementation of industry ESG standards.

Financial performance (consolidated revenue)

Unit: NT\$1,000

project	2025 years	2024years	Increase (decrease) amount	Change percentage (%)
Operating revenue	\$ 2,023,299	\$ 2,033,762	(10,463)	(1)
Operating costs	1,959,160	1,954,425	4,735	—
Gross profit	64,139	79,337	(15,198)	(19)
Operating expenses	393,391	366,126	27,265	7
Operating profit (loss)	(329,252)	(286,789)	(42,463)	15
Non-operating income and expenses	140,023	162,453	(22,430)	(14)
Pre-tax income of continuing business units Net profit (loss)	(189,229)	(124,336)	(64,893)	52
Income tax benefits	(50,976)	(32,215)	(18,761)	58
After tax for continuing business units Net profit (loss)	(138,253)	(92,121)	(46,132)	50
Losses of businesses that have ceased operations	0	0	0	—
Net profit (loss) for this year	(\$138,253)	(\$92,121)	(46,132)	50

Analysis of changes in the percentage increase/decrease:

1. The main reason is that the market demand for bicycles in 2025 did not truly recover, orders were unstable, and the efficiency of production capacity failed to improve, resulting in an increase in gross profit, net profit, and profit and loss for the year compared to the previous year, as well as a relative increase in income tax benefits.

Government subsidies

NO	project	Amount
1	Ministry of Economic Affairs subsidizes European exhibition	60,000
2	Subsidies for overseas visits (2025)	57,143
3	Review of carbon reduction subsidies (2025)	171,429
4	Government energy conservation subsidies - tax refund	31,600

Business strategy and production and sales policy for fiscal year 2016 :

- " **Operations Recovery, Active Order Taking**": The bicycle industry is expected to gradually enter a period of recovery and growth, with market demand expected to stabilize. As inventory is depleted, the company will adjust its production capacity in a timely manner, strengthen communication with key customers, and more actively set annual sales targets to secure new orders and meet the new wave of growth demand .
- "**Innovative Products, Smart Manufacturing**": We will continue to deepen our collaborative relationships with complete vehicle and parts brands, jointly develop new products, and establish dedicated production lines. Furthermore, with the development of AI technology, smart and electric bicycles will become the future trend. Our company is actively embracing this innovation, planning to apply AI technology to product design, production, and sales to improve efficiency and quality.
- "**Brand Marketing, Deep Cultivation of Repair and Repair**": Marketing the proprietary brand "PROMAX" to promote the sales of high value-added products, cooperating with major channels to seize the huge global repair and after-sales market opportunities, and adjusting online and offline sales strategies in response to consumer demand to maintain stable revenue for the brand in the repair and repair market when demand for finished vehicles is sluggish.

4. **" Cross-industry collaboration and proactive transformation"**: Leveraging our precision manufacturing and R&D capabilities, we will actively expand collaboration opportunities with cross-industry sectors such as electronics and transportation. By undertaking high-precision cross-industry product orders, we will not only increase our operational prospects beyond our core bicycle business and diversify the risks associated with fluctuations in a single industry, but also introduce advanced process technologies to improve the production efficiency and profitability of our core bicycle business.
5. **"Sustainability and Integrity Compliance"**: Pursuing stable profits and long-term operation, continuously cultivating talent and improving welfare, and in the context of the global net-zero carbon emission trend, aligning with the EU CBAM and assisting customers and the supply chain in promoting ESG sustainability verification. The company plans to implement a human rights due diligence mechanism and ISO-50001 energy management system in 2025 and obtain verification from external authoritative institutions to implement the sustainable transformation of the bicycle industry.
6. **** Regional Layout, Flexible Supply **:*** We continuously evaluate our global regional production layout to reduce reliance on single markets and production locations. In accordance with the needs of our core customers, we will adjust our production base configuration or acquire suitable targets as needed to ensure short-chain supply to end markets and enhance our operational resilience in the face of geopolitical risks.

1.4 Honest Business Practices

1. Establishing a policy and plan for honest business practices: Our company regards "honesty and integrity" as one of its most important core values. We have established a "Code of Conduct for Honest Business Practices" and strictly require every employee to abide by the honesty policy, actively implement the honest business practice policy, prevent dishonest behavior, and create a good and sustainable business environment.
2. The Company' s Board of Directors has established various organizations and channels, including an Audit Committee, a Remuneration Committee, an Internal Audit Committee, and an Integrity Management Promotion Group composed of management personnel such as the Management Department. The Executive Vice President serves as the convener and is responsible for promoting integrity management policies and preventive measures. The Group shall report on its operation and implementation to the Board of Directors on a regular basis (at least once a year) to fulfill its supervisory responsibility for integrity management.

3. Our company has implemented a policy of honest business practices. The relevant operational and implementation status for 2025 is as follows:

(1) Education, training and legal compliance advocacy

- a. The company website publishes internal regulations and relevant laws, and provides various training courses according to employees' job responsibilities, enabling employees to access and acquire new legal knowledge at any time, and deepening their understanding of professional ethics and legal compliance. Additionally, the company's core values and compliance systems are communicated to employees via email.
- b. The company strengthened its communication and followed the instructions issued by the Taiwan Stock Exchange, informing its internal staff of the information regarding insider shareholding.

This section outlines common instances of violations of the Securities and Exchange Act regarding the reporting of changes in shareholdings, and reminds individuals to strictly comply with the regulations.

- c. When hiring new employees, our company will, as needed, require them to sign a declaration of relevant regulations, and

The relevant provisions of the code of professional ethics should be fully explained.

(2) Insider trading is prohibited.

- a. The company website's internal regulations, "Internal Important Information Processing and Insider Trading Prevention Management Procedures," clearly stipulate that...

Directors, managers, and employees shall establish standardized mechanisms for handling and disclosing relevant material internal information to prevent improper disclosure of information, ensure the consistency and accuracy of information released by the company to the outside world, and strengthen the prevention of insider trading.

- b. This operating procedure is incorporated into the company's internal control system. Internal auditors should regularly review its compliance and prepare audit reports to ensure the implementation of the internal procedures for handling critical information and preventing insider trading.

(3) Education and promotion of laws and regulations on preventing insider trading:

Every year, our company continuously strengthens the legal awareness of current directors regarding the "Internal Material Information Processing and Insider Trading Prevention Management Procedures" and related laws and regulations, and forwards the letter to the Taiwan Stock Exchange reminding them to strictly comply with the regulations.

- a. The Board of Directors' report dated August 11, 2025 , was submitted to nine current directors and managers.
 - a -1. In accordance with the letter dated July 3, 2025, issued by the Taiwan Stock Exchange (Taiwan Securities Regulatory Commission No. 1140402236), the relevant insiders were informed to refer to and be aware of common violations of regulations regarding insider share transfers, and were reminded to strictly comply with the regulations to avoid penalties.

a-2. According to Article 28-2 of the Securities and Exchange Act: If a company repurchases its shares on a centralized securities exchange or at a securities firm's business office, the shares held by related companies, directors, managers, or shareholders holding more than 10% of the company's total shares as stipulated in Article 369-1 of the Company Act shall not be sold during the repurchase period.

- b. Educational and promotional courses were held on December 22 and December 4, 2025, for a total of 9 current directors and managers and 14 unit supervisors, with 2 hours of relevant education and promotion.

Course topic: "Internal Information Processing and Insider Trading Prevention Management Procedures" Key points of the course include the purpose of preventing insider trading, legal compliance, scope of application, operating procedures, confidentiality, transparency and handling of violations, and prohibition of unjust enrichment.

- c. This company has established and notifies company insiders of its stock trading control measures prior to the board meeting, stipulating that directors and managers are prohibited from trading their shares during the closed periods of 30 days prior to the announcement of the annual financial report and 15 days prior to the announcement of each quarterly financial report. Directors and managers are reminded not to trade their shares during the closed periods preceding the announcement of each quarterly and annual financial report to avoid inadvertently violating regulations. After the course, the course content will be provided electronically via email or a brochure to directors (independent directors), managers, and department heads for reference.

(4) Reporting and Protection

- a. Our company has multiple channels for reporting and appealing, such as email, employee suggestion boxes, direct appeal channels, etc.

Regarding disciplinary measures, they are reviewed and revised periodically to ensure effective and sufficient channels for communication, so that when problems occur,

This allows for quick and effective communication to resolve issues.

- b. The company accepts reports and conducts investigations, and cooperates with relevant confidentiality mechanisms.

- c. The company fulfills its responsibility to protect whistleblowers and takes measures to ensure that they are not subjected to undue punishment as a result of their reports.

(5) .Regular inspection

Our internal audit team conducts all audits based on the annual audit plan formulated according to the risk assessment results, and submits the audit results and subsequent improvement plans to the board of directors and management to ensure the effectiveness of the audits. Through the annual corporate internal control self-assessment, all departments and subsidiaries must conduct self-examinations to ensure that their employees have sufficient understanding of professional ethics, assess and strengthen the effectiveness of internal controls related to professional ethics,

and implement professional ethics standards. Each year, our company reviews the causes of violations, identifies risks, and revises company management policies and internal control procedures, while strengthening communication and training.

2025 , there were no complaints or reports against the company for violating ethical standards or engaging in illegal activities due to company operations or employees.

1.5 Intellectual Property

Smart Property Management Plan

To maintain its industry leadership, our company has established intellectual property management procedures in accordance with relevant intellectual property laws and regulations such as the Patent Act, Trademark Act, Copyright Act, and Trade Secret Act. These procedures ensure the protection of intellectual property rights and regulate the management of R&D results. We also encourage employees to engage in design, development, and innovation to enhance industry competitiveness and create greater corporate value. Our company is also prepared to adapt to regulatory changes and adjust the management and maintenance of intellectual property as needed to effectively control operational risks and ensure sustainable business development.

Implementation status of the intellectual property management plan

The Company submitted a report to the Board of Directors in March 2025 on the implementation of matters related to intellectual property in 2025 .

The intellectual property achievements obtained are as follows:

1. Patents: The number of valid patents currently held by our company. 65 items.

2. Regarding the " Statistical Details of Patent and Trademark Cases in 2025" :

Patent applications: 3 (1 Taiwan invention patent , 2 Taiwan utility model patents).

3. Trademarks: Global trademark registrations span Taiwan, China, the United States, and the European Union, with hundreds of products registered. Trademark applications focus on the actual business operations and future plans of services and products.

4. Trade secrets: Trade secrets are institutionalized and standardized to ensure the security of confidential information, and are used in conjunction with other intellectual property to protect the company's R&D technologies.

5. Other: Analyze the intellectual property products of major competitors, strengthen the global product layout, enhance employees' knowledge of intellectual property rights, supplement with education and training and continuous promotion, effectively prevent and reduce the risk of infringement.

1.6 Information Security

Information security risk management architecture

1. To enhance information security management, the company established the "Information Security Management Committee" on October 30, 2020, with the head of the computer room serving as the convener. Meetings are held annually or as needed to review the development

direction and strategies of information security management and related matters. The computer room provides information security information and promotion to enhance the security of business operations.

The company has set up information security management personnel - 1 information security supervisor and 1 information security personnel.

2.2025 implementation status:

(1) A total of 12 monthly management review meetings were held in 2024. The main contents of the monthly management review

meetings were to review information security policies, audit reports and continuous improvement plans.

(2) The computer room provides information security information and promotion from time to time. The

computer room notifies all employees of the latest relevant information and reminders of precautions from time to time via email, contact forms and other means to work together to prevent and control the network environment.

(3) The internal audit continues to cooperate with the annual audit plan to implement information security inspection as an audit item and submits the audit report to the audit committee for review.

(4) Strengthen firewall monitoring and tracking of information security, promptly detect any security anomalies and report information security incidents .

(5) Strengthen information security education for IT personnel on an irregular basis each year.

Information security supervisors and personnel will participate in the "2025 Information Security Video Course for Listed (OTC) Companies" organized by the Taiwan Stock Exchange and the Taipei Exchange through the Financial Research Institute from December 26, 2025 to May 31, 2026. A certificate of completion will be awarded upon passing the examination.

3. Status of the 2025 Information Security Governance Report submitted to the Board of Directors: The December 2025 Board of Directors report was submitted (December 22, 2025).

Information Security Policy

1. Strictly comply with laws and regulations to establish relevant information security management rules, strengthen information security management, and ensure the confidentiality, integrity, and availability of the company's information assets.

2. Regularly assess and conduct internal audits to ensure the continued stable and secure operation of the company's business.

3. Supervise company employees to implement and cooperate in information security protection, and enhance the information security awareness of all departments and personnel.

4. All employees of the company and suppliers that use or connect to the company's computer systems are required to strictly comply with the company's information security regulations.

Information Security Management Plan

1. The company has implemented security monitoring to prevent theft or malicious damage to information equipment and network equipment.
2. In response to the increasing importance of information security, and to prevent cyberattacks, ransomware, computer viruses, and other information security issues, the company implements security protection mechanisms and cooperates with external information security vendors for testing every year.
3. The company conducts annual information security incident drills and strengthens the information security crisis awareness of its employees and the response capabilities of information security personnel. This is to prevent and block the spread of crises.
4. The company's internal audit, in accordance with the annual audit plan, includes information and communication security inspections as an audit item. According to Article 8 of the Internal Control System Handling Guidelines, the management of personal data protection is regulated, and Article 9 stipulates that for those using computerized information systems, the information department and the user department should clearly define their responsibilities and the following control operations:
 - (1) The division of functions and responsibilities of the information processing department.
 - (2) Control of system development and program modification.
 - (3) Control over the compilation of system documents.
 - (4) Control over access to programs and data.
 - (5) Control over data input and output.
 - (6) Control over data processing.
 - (7) Security control over files and equipment.
 - (8) Control over the purchase, use, and maintenance of hardware and system software.
 - (9) Control over system recovery plans, procedures, and testing.
 - (10) Control over information security inspections.
 - (11) Control over the reporting of information to the website designated by the competent authority.

Information security implementation effectiveness

11 years, nor have any confidential information leaks affected the personal data of customers, suppliers, and employees, or resulted in fines.

1.7 Regulatory Compliance

Leechi strives to comply with all relevant laws and regulations in all its business operations. To ensure compliance, since its inception, each department has conducted an annual internal control self-assessment, updated all policies and laws that may affect company operations, and regularly monitors future key regulatory developments to adjust operational strategies in advance. The company also periodically promotes the importance of corporate governance and employee ethics within the company, conducting relevant training to help employees understand and comply with current laws. If an employee violates laws, occupational safety and health management regulations, labor contracts, or business ethics, they will be dealt with according to relevant laws and disciplinary measures, and this will be included as one of the criteria for employee performance evaluation. Leechi has not been involved in any anti-competitive conduct, antitrust, or

monopoly-related lawsuits since 2025 , nor has it been involved in any corruption cases. Furthermore, there have been no related legal proceedings or penalties in the areas of corporate governance (including economics), environmental protection, and social participation (including human rights).

Privacy and Personal Data Protection Policy

Leechi Machinery Industrial Co., Ltd. is committed to respecting and protecting personal privacy and data. In order to comply with relevant laws and regulations, this Privacy Policy and Personal Data Protection Policy has been formulated. This policy aims to explain how we collect, process, use, and protect personal data and privacy. We hereby declare and promise to comply with this policy to ensure the rights and interests of individuals.

Please read the following regulations carefully to better understand this policy. By submitting personal information to us, you agree to the provisions of this policy.

Scope of application

This policy applies to the company and its customers, suppliers, contractors, external consultants, investors, applicants, visitors to the company's website, and other persons who have business dealings with the company .

Responsible Department

This policy uses the Management Department as the window, which is responsible for establishing a cross-departmental communication platform for compliance with the Personal Data Protection Act, coordinating the support provided by various departments for personal data protection work, and assisting and supervising the implementation of this policy by various departments.

We may collect, process, and utilize "personal data"

This includes, but is not limited to, the individual's name, gender, date of birth, national identity card number, passport number, personal characteristics, fingerprints, education, occupation, data collected by the Leechi website's cookies, the job seeker's educational background, experience, qualifications, and other general personal data that can directly or indirectly identify the individual. If the definition and scope of general personal data are revised in the future to accommodate changes in competent authorities or regulations, the revised definition and scope shall prevail. For other definitions, please refer to the relevant laws and regulations on personal data protection in Taiwan.

We will not proactively collect, process, or use the individual's special personal data (including medical records, genetic information, sexual information, health checkups, and criminal records). However, we will collect, process, and use the individual's special personal data for legitimate purposes in the following circumstances:

- (1) As expressly provided by applicable laws and regulations;
- (2) Necessary for fulfilling legal obligations, and with appropriate security measures in place;
- (3) To assist government agencies in performing their statutory duties, such as investigating illegal acts, preventing crimes, or investigating criminal cases, as required by law;
- (4) With the written consent of the person whose personal data is being processed.

Personal data collection

Individuals have the right to choose to consent to or refuse our collection, processing, and use of personal data that we request or suggest. We will not collect any personal data from individuals before they give their consent. However, if an individual refuses to provide personal data, or provides incorrect or insufficient personal data, we may be unable to provide specific or complete messages, feedback, or complete specific services to that individual.

When you visit our website or use our services, we may request personal information from you at any time. We may also share and use your personal information with other third parties in accordance with this policy. In addition, we may combine your personal information with other information to improve our products, services, content, and advertising.

When a user uses our services or visits this website, our servers will automatically collect information about the user's usage or activity on our services or website, including but not limited to the user's operating system, Internet Protocol (IP) address, access time, browser type and language, and websites the user visited before browsing this website. Furthermore, to help us provide more useful information to users, better understand user behavior, and improve our products, services, content, and advertisements, we will use web beacons, cookies, and other related technologies to access and record user data.

If a user chooses to remove or refuse cookies, it may affect their ability to use the functions of this website and prevent them from experiencing the full service.

Use of personal data

We may use personal data for the following purposes: providing websites, products and services to clients; compliance checks; business operations; communication with clients; feedback and verification of external or internal opinions (including complaints and reports); management of our information systems; supplier management; health and safety; financial management; opinion surveys; commercial marketing; visitor records to ensure the security of our facilities and systems; legal investigations; compliance with relevant laws; improvement of our websites, products and services; fraud prevention; necessary for asserting, exercising or protecting and fulfilling legal rights; human resource management such as recruitment and interviews; and as necessary for performing our operational management objectives.

If the collection, processing, and use of a person's personal data exceeds the scope of the specific purpose initially disclosed, the company will obtain the person's consent in accordance with legal requirements and ensure that the person consents to our processing or use of their personal data within the scope of the new specific purpose under free will and with sufficient information.

Disclose to third parties

We may disclose a person's personal information to a third party in the following circumstances:

- (1) To a third party who has signed a confidentiality agreement and needs to use the individual's personal information, or a third party who represents us in carrying out business and cooperating with us;
- (2) To respond to a subpoena, court order or legal process, to acquire or exercise legal rights, or to defend against a legal claim;
- (3) For the purpose of investigating and preventing illegal activities, suspected fraud, situations that pose a potential threat to personal safety, or for taking measures to address the aforementioned situations, or for complying with

When required by law to disclose the personal information of a party;

(4) For the purpose of a commercial transaction (or commercial negotiation) relating to the sale or transfer of part or all of our business or assets, including any merger, financing, acquisition or

Bankruptcy transactions or procedures, etc.

Unless otherwise provided by law, we shall comply with the following requirements when disclosing a party's personal data to third parties:

- (1) Verify the identity of the third party;
- (2) Inform the person whose personal information is being disclosed, unless otherwise expressly provided by law, such as if disclosure would hinder the government from performing its statutory duties;
- (3) Obtain the consent of the person whose data is being processed, unless consent is not required under applicable law or within the scope of the authorization based on a contractual relationship;
- (4) Disclose only the necessary and minimum amount of personal data, and require third parties to use and protect personal data in accordance with applicable laws and regulations, and not to process or exploit the entrusted matters.

For purposes other than those specified, their personal data may not be copied, stored, sold, rented, used, or disclosed in any form.

To facilitate our users or provide relevant information, our website or services may provide links to third-party applications, products, services, or websites. Accessing such links signifies that you have left our website. We have no control over these third-party websites. If you provide your personal information to another third party or if such a third party collects your personal information, please note that this policy does not apply. We recommend that you review the relevant privacy and personal data terms of any third party before providing personal data or allowing them to collect or use your personal data.

Accuracy of personal information

We will establish and maintain personal data files, and take reasonable and necessary measures to ensure the accuracy of personal data. We will proactively or upon the request of the individuals whose personal data we provide supplements or corrections, and may periodically confirm the accuracy, completeness and timeliness of their personal data with them.

Individuals are responsible for providing or updating accurate, complete, and up-to-date personal data through their accounts. If we find that a person's request to change their personal data is unreasonably repetitive, requires disproportionately high technical support costs, or infringes on the privacy of others, we reserve the right to refuse the request.

Personal data retention period

We will not retain personal data for more than the reasonable period necessary for the specific purpose. When the necessity for collecting, processing and using personal data disappears, it no longer has a legitimate and reasonable connection with the specific purpose, the period expires, or the laws and regulations on which the retention of personal data is based are no longer applicable, we will proactively or upon the request of the personal data subject cease to collect, process, use, delete or destroy personal data. We may only continue to retain personal data if expressly required by law, necessary for the performance of duties or business, or with the consent of the personal data owner.

Personal data security maintenance

We will adopt appropriate security measures to fully control the access, processing, transmission, retention, and reading permissions of personal data, as well as the information security of related transmission and storage devices, to prevent the damage, loss, theft, leakage, or unauthorized reading, copying, use, or alteration of personal data, thereby ensuring the security of personal data.

Cross-border transmission

Our company has overseas subsidiaries . We may transfer personal data of individuals to our domestic and overseas operating locations, provided that it complies with the purposes listed in this policy and with applicable laws and regulations. These overseas regions may have different levels of personal data protection laws and requirements. We will manage the cross-border transfer and use of personal data to the extent necessary for the original purpose of collecting, processing, and using the personal data, in accordance with this policy and the privacy and personal data protection laws applicable in the transfer region, and will ensure the security of information transferred across borders to the greatest extent possible.

The personal data rights of the parties involved

Regarding the personal data collected, processed, and used by our company , the parties concerned shall have the following rights in accordance with the law:

- (1) Request to inquire or view;
- (2) Request for a copy. In accordance with applicable law, administrative fees may apply for providing copies of the materials.
- (3) Request to supplement or correct incomplete or incorrect personal information;
- (4) Request to cease collection, processing, and use. Unless otherwise provided by applicable law, upon receiving a request from the party concerned, we will cease collecting, processing, and using their personal information.

Personal data. (However, regarding employee personal data, we may still retain the personal data necessary for daily operations, management, and service provision in accordance with their internal policies, but...)

(The personal data retained shall comply with the relevant provisions under this policy).

- (5) Request the deletion or destruction of personal data that is displayed or stored on the company' s internal or external public websites, files or other storage devices.

Amendments to this policy

We reserve the right to modify this policy at any time. Changes to this policy will take effect upon publication of the changes on this website. By continuing to have a relationship with our company or using our services after these policy changes , you agree to all modifications.

Zero tolerance policy

We have a zero-tolerance policy for violations of this policy. If any violation of this policy or other infringement of personal data is verified, we will immediately review and take corrective measures. If any employee of our company violates this policy or infringes on personal data, our company will punish them according to the severity of the violation and in accordance with our work rules. The most serious penalty may be dismissal, and our company reserves the right to take further legal action. If the person who violates this policy or infringes on personal data is our partner, they will be subject to the penalties stipulated by relevant laws, business contracts, and our company's internal regulations (including but not limited to termination of the partnership), and our company reserves the right to take further legal action.

If you discover any violation, suspected violation, or situation that may lead to a violation of this policy or other infringement of your personal data, you can submit relevant information to file a complaint or report through the channels published on our website .

Contact Us

If you have any questions about this policy or other matters concerning privacy and personal data, please use the "Contact Us" function on the website or contact us through the following methods:

Manager Li from the Management Department : Email: james@leechi.com.tw

Upon receiving your letter or complaint, Manager Li from the Management Department will proactively contact and coordinate with other departments to jointly discuss and handle the matter, based on the content and nature of the case, to ensure that the relevant issues receive a proper response.

Implementation of Personal Data Protection Policies

Our company continuously implements personal data protection education and training to enhance employees' awareness and compliance with personal data protection laws and internal policies.

The training in 2025 primarily targeted indirect staff of the company, and the training implementation status is as follows:

- Number of trainees: 251
- Number of trainees who have completed training: 226
- Training completion rate: 90 %

No personal data breach complaints occurred in 2025.

1.8 Climate Change and TCFD

Climate change is a key issue for Leechi . In response to the potential crises related to climate change and energy supply, Leechi not only strengthens its climate resilience to mitigate the operational impact of disasters but also continues its efforts to reduce greenhouse gas emissions. Through close collaboration across departments and by integrating company resources, Leechi proactively and cost-effectively identifies climate change risks and opportunities, implements relevant response measures and strategies to reduce risks and seize business opportunities, and achieves its goal of sustainable business operations. Furthermore, by setting scenarios, Leechi identifies its physical and transformation risks, as well as opportunities in production, products, and new markets, and the impact on its operations, thereby strengthening the company's climate change governance.

Organization and Responsibilities

Directors as the highest governance body for addressing climate change, and to strengthen the Board's oversight of sustainability matters and promote and implement the vision of sustainable development, the Company established the "Sustainability Committee" in December 2023 with the approval of the Board of Directors. The committee aims to review the Company's sustainability policies and management guidelines, oversee the implementation of sustainability-related work, and appoint the General Manager as the highest-level leader. The General Manager is authorized to

coordinate all internal units involved in sustainability to form a sustainability working group . The group members consist of department heads and executives. In accordance with the requirements of the corporate governance assessment, the group is responsible for promoting the Company's risk management, corporate social responsibility, and climate change adaptation, among other sustainability-related work. Through diverse and smooth communication channels, the group understands the thoughts and needs of stakeholders and uses this as an important reference for the formulation of the Company's sustainability policy.



The Sustainable Development Committee is convened by the Chairman, while the Sustainable Development Working Group is a cross-functional organization that coordinates department heads and facilitates cross-departmental communication. Regarding climate change-related issues, our company, referencing the TCFD framework, has identified various relevant risks, established management strategies, and implemented strategic risk management.

" Sustainable Development Working Group " are:



" Sustainable Development Working Group " holds quarterly review meetings. The General Manager is responsible for overseeing various energy conservation, carbon reduction, and water conservation plans, reviewing the progress and achievement of targets for energy conservation and carbon reduction, and reporting the results of energy conservation and carbon reduction implementation to the Chairman quarterly. These results are compiled and included in the appendix to the Board of Directors' agenda for review and discussion. The Company holds at least four Board of Directors meetings annually and regularly submits climate-related issues to the Board, such as long-term strategic goals for addressing climate change, energy conservation and carbon reduction strategies, medium- and long-term vision, annual energy conservation and carbon reduction performance, and plans for green production and green products.

Division of powers and responsibilities

Board of Directors	• / Objectives for Climate Change Management • Overseeing Leechi's response to climate change
Sustainable Development Working Group	• Cross-departmental communication, climate change risk and opportunity strategy planning • Climate Change Risk and Opportunity Strategy Management • Climate Change Risks and Opportunities Action Plan Management
Departments	• Risk and Opportunity Information Provided • Risk and Opportunity Action Plan

With the goal of achieving carbon neutrality by 2050, Leechi continues to promote energy-saving measures, reduce energy consumption per unit of product, and build (invest in) solar panel power generation facilities to achieve its vision of a low-carbon economic transformation.

The table below shows the reduction directions and targets planned by Leechi to achieve his short-, medium-, and long-term goals :

Timeline	2025-2030	2031-2050
Target	1. Energy saving of 5% per year 2. The construction of solar power for self-consumption will gradually increase to 25% of total electricity consumption annually. 3. Green electricity procurement has increased to 20% of total electricity consumption year by year.	carbon neutrality
Reduction direction	1. Energy-saving, carbon-reduction, and circular economy improvement measures 2. Establish and develop renewable energy sources, and assess self-consumption. 3. Procurement of green electricity 4. Evaluate the	1. Continuous Energy Conservation, Carbon Reduction, and Circular Economy Improvement Measures 2. Continuously assess the energy transition 2. Assess the offsetting effect of carbon sinks and

	reduction of product usage versus the use of recycled aluminum and low-carbon aluminum. 5. Evaluate wastewater recycling and reuse	negative carbon credits. 3. Procurement of green electricity
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To meet the 2050 carbon neutrality target, Leechi has formulated five strategies: process energy reduction, equipment efficiency improvement, reduction of fossil fuel use , energy management, and renewable energy. The short-term strategy planning projects are described below :

Carbon reduction strategy projects	Execution content description
Process energy reduction	Process energy reduction strategies include process optimization and regular maintenance and energy-saving improvements of related equipment.
Equipment efficiency improvement	Equipment efficiency improvement strategies include replacing motors with energy-efficient ones and old machinery .
Reduce the use of fossil fuels	Replace the electric stacker and the electric vehicle .
Energy Management	Energy management strategies include energy-saving measures such as reducing system voltage and replacing light bulbs with energy-efficient ones.
Renewable energy	We will continue to take stock of sites with potential for solar photovoltaic installations, assess the feasibility of their construction, and gradually increase the installed capacity of green electricity.

The strategy implemented in 2025 achieved an energy saving rate of 1.59% , and a total of 933.46.5 KW of solar panels were installed, generating 1,033,645 kWh of renewable electricity and purchasing 1,701,013 kWh of green electricity.

Climate Change Risk and Opportunity Identification and Assessment Process

To address climate change, we identify various related risks, establish management strategies, and conduct strategic risk management. Our company, referencing the TCFD framework, identifies relevant risks, establishes management strategies, and conducts strategic risk management. When formulating risk scenarios, we consider transitional risks (policy and regulations /market/ technology /reputation) and entity risks (long-term and immediate), and provide risk descriptions for possible events, including the extent of financial impact, the duration of the impact (short-term , medium -term , long-term), the affected entities in the value chain, and the likelihood of the risk. In assessing opportunities, we consider aspects such as resource efficiency, energy sources , products and services, markets, and resilience. Leechi 's risk identification and assessment process for climate -related risks is as follows :

1. Background Information Collection

- Collection period: January 2025 to December
- Topic collection:
 1. Gather background information on news, online events, and events occurring in other countries or companies.
 2. Consider the risks of transformation (including policy and legal, market, technology, and reputation) and the risks to the entity (including immediate and long-term risks).

2. Scope of Risk and Operational Assessment

- Climate change risk assessments are conducted across the entire value chain, both directly and indirectly, covering all operational areas.

3. Risk and Operational Impact Analysis

- Analysis frequency: Reviewed annually.
- Analysis method: Risk Mapping .
- High-risk inventory and identification:
 1. In identifying and assessing climate-related risks and opportunities, the Company defines a financial impact exceeding NT\$ 1 million as a material impact.
 2. Define risk levels :
 - exceeding 5 million and with an occurrence probability greater than 80% are considered high-risk. For high-risk events, corresponding management plans must be developed to reduce the losses caused by the risk, such as reducing the frequency of occurrence, minimizing financial impact, risk transfer, and risk avoidance. (Carbon fee collection issue)
 - exceeding 2 million is considered a moderate risk (greater than 50%) . At present, no action is required for a moderate risk typhoon, but continued monitoring of the situation is necessary. (Typhoon Issues)
 - The rest are low-risk; low-risk is acceptable risk .

4. Control measures and target setting

- The Sustainable Development Working Group assesses risk indices based on consequences and likelihood rating criteria. Once risks and opportunities are identified, relevant response strategies for mitigation, transfer, control, or acceptance are formulated to establish short-, medium-, and long-term goals.
- Regularly convene " Sustainable Development Working Group Review Meetings" to review implementation results.
- Future plans include commissioning a third-party impartial organization to verify the actual energy conservation and carbon reduction performance, while continuously adjusting carbon reduction targets and approaches to align with international trends.
- The procurement process involves planning and setting relevant carbon fees to implement internal carbon pricing management. This involves incorporating carbon emission costs and targets into the operating costs of each plant and facility.

Leechi 's framework for identifying climate change risks and opportunities is as follows:

Establish management strategies for risk management	risk	Transformation risks	Policies and regulations	Carbon emission reporting obligations, carbon price increases, renewable energy , and regulations governing existing products/services.	General Manager's Office , Management Department
			technology	Product replacement and transformation to low-carbon technologies increase costs.	R&D Technology Department , Management Department
			market	Changing consumer preferences and rising raw material costs	Business Department
			reputation	Stakeholder Concerns	General Manager's Office
		Entity risk	Immediate	Flooding , landslides, and mudslides	General Manager's Office Management Department
			Long-term	Rainfall, rising temperatures, and rising sea levels	

	Chance	Transformation opportunities	resource efficiency	Adopting more efficient manufacturing processes, distribution and transportation procedures, and using new technologies.	Production Department
			Energy sources	Low-carbon energy and the use of new technologies	Management Department
			Products and services	The development of low-carbon products and changes in consumer preferences	R&D Technology Department , Business Department
			market	Access to new markets, public sector incentives	Business Department
			adaptability	Renewable energy projects, energy substitution/diversification , process improvement	Management Department , R&D Technology Department

Risk and opportunity management methods

" Sustainability Working Group " assessed the risk index based on the consequences and likelihood rating criteria. Once the risk and opportunity levels were confirmed, corresponding mitigation, transfer, control, or acceptance strategies were formulated, and short-, medium-, and long-term goals were established. Regarding the plans for achieving these goals, the " Sustainability Working Group " reviewed the progress and goal achievement status through quarterly meetings. The General Manager reported the energy conservation and carbon reduction implementation results to the Chairman quarterly, and these results were compiled in the appendix to the Board of Directors' agenda for review and discussion. After a comprehensive assessment of global sustainability trends and Leechi 's operational development goals, the Group analyzed the major issues in governance, economy, environment , and society , and identified those with the greatest impact from the above assessments. The proposed response methods are disclosed in Tables 1.8-1 and 1.8-2 .

Risk type Transformation/Entity	Risk level	Key climate-related risk factors	Risk Management Plan
Transformation risks Policies and Regulations	Moderate risk	Greenhouse Gas Reduction and Management Act - Carbon Fee 1. Non-excess carbon emissions: Implementing carbon reduction legislation, the government amended the "Greenhouse Gas Reduction and Management Act" to the "Climate Change Response Act"	To enhance the sense of responsibility for carbon reduction among all employees, in addition to continuously promoting and formulating greenhouse gas emission reduction measures, the

		in 2023. Based on the estimated greenhouse gas emissions of approximately 9,261 metric tons of CO₂e in 2025 , without measures to reduce carbon emissions, and with a carbon emission fee of NT\$300 per metric ton , it is estimated that there will be an annual financial impact of NT \$2.78 million . 2. Excess Carbon Emissions: For carbon emissions exceeding the quota allocated by the central competent authority, the maximum penalty for excess emissions remains at NT\$1,500 per metric ton. Our company's greenhouse gas emissions in 2024 were approximately 9,261 metric tons of CO₂e. It is estimated that if we do not reduce our carbon emissions by 2050 and do not purchase carbon credits for deduction, we may be required to pay a carbon fee of NT\$1,500 per ton for the excess emissions.	company uses relevant data as an important indicator in performance evaluation, product operation, and investment evaluation, in order to maintain the company's competitiveness.
Transformation risks Customer behavior change	High risk	The bicycle industry is a low-greenhouse-gas-emission industry. Whether it's privately owned or shared bicycles, increasing bicycle adoption is a crucial step towards achieving net-zero emissions. Therefore, achieving net-zero emissions in the bicycle manufacturing process itself has become even more urgent. If companies do not actively transform and improve their products towards low-carbon practices , it will lead to market shrinkage, reduced revenue, and financial losses. Purchasing green energy aluminum materials will increase procurement costs by 3 yuan/ kg.	In response to the reduction of carbon emissions , our company plans its product production, increases the production of low-carbon aluminum and recycled aluminum products, and addresses the financial losses caused by changes in customer behavior. Promote various energy conservation and carbon reduction initiatives, and gradually move towards a low-carbon transition, while assessing investments. 1. Green energy power generation facilities

			(solar) and subsequent evaluation of energy storage systems 2. Self-recycling and reuse of scrap aluminum 3. Process technology optimization and other technologies
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Table 1.8-1 Risk Issues with the Greatest Financial Impact and Management Solutions

Risk type Transformation/Entity	Risk level	Key climate-related risk factors	Risk Management Plan
Transformation opportunities Improve energy efficiency	High chance	Our company utilizes the concept of circular economy, considering that improving energy efficiency can bring about reduction opportunities. Regular maintenance of machines , replacement of machinery and equipment, and changes and simplification of processes can reduce fuel consumption.	The energy saving rate will reach 1.59 % by 2025 .
Transformation opportunities Renewable energy	Medium chance	In our carbon reduction opportunity strategy, the installation and purchase of renewable energy are part of the carbon reduction opportunities. Installing solar power can reduce the amount of grey electricity used.	"Renewable Energy Power Generation System Construction Plan": Solar panels were planned for construction in 2025 , with a total installed capacity of 933.46 kW . In 2025 , 1,033,645 kWh of electricity was generated .

Table 1.8-2 Assessment and Management of Issues with the Greatest Financial Impact for Each Opportunity Category

Integration of climate change -related issues

Sustainable business operations require consideration of various potential risks and operational assessments. To realize its sustainable development philosophy, Leechi continuously monitors global risk trends. Risk issues have evolved from a singular "economic" perspective to encompass many different aspects, including environmental, social, technological, and geopolitical risks, with

climate change-related issues integrated into the environmental aspect. Risk management is centered around a " Sustainability Working Group ," which identifies risks that may impact company operations. Based on the nature of the risk, the group collaborates with various business-related units to assess the likelihood and extent of its impact, and then promptly communicates this information to management to adjust the company's operational strategies.

Regarding risk management, our company further categorizes risks into two main types: "Inherent Operational Risks" and "Emerging Risks." Inherent operational risks are those disclosed in accordance with the "Standards for Publicly Listed Companies' Annual Reports," and are analyzed and assessed item by item by the Finance Department . Emerging risks, on the other hand, involve collecting information on potential operational risks over the next five years using the COSO Enterprise Risk Management (ERM) framework, and inviting ESG experts to collaborate on the analysis of emerging risks. Currently, climate change-related issues largely fall under the emerging risk category.

Based on our integrated risk analysis and assessment process, we have identified inherent and emerging operational risks. The risk issues analyzed and assessed that are related to climate change include: changes in corporate image, technological changes, tangible risks from climate change, stakeholder concerns about low-carbon energy, energy transition, and compliance with domestic and international energy policies.

The Working Group on Sustainable Development re -examined the physical risks of climate change, identifying transitional risks (policy and regulations /markets/ technology /reputation) and physical risks (long-term and immediate). Opportunities included improving resource efficiency, alternative energy sources, low-carbon products and services, low-carbon product markets, and low-carbon product resilience.

After identifying and assessing climate-related risks and opportunities, Leechi defined a financial impact exceeding NT\$1 million as a substantial impact, as shown in Figure 1.8-1 . He categorized risks and opportunities into four types: high financial impact with high probability of occurrence, high financial impact with low probability of occurrence, low financial impact with high probability of occurrence, and low financial impact with low probability of occurrence.



Figure 1.8-1 Process for assessing the significance of climate change issues

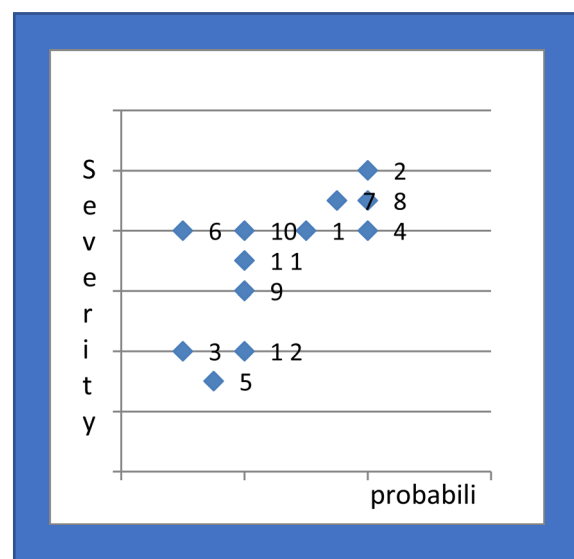
Leechi used a matrix table of financial shock severity and risk probability to determine high risk. The risk probability assessment indicator was divided into four levels, graded by probability of occurrence: 0% -30 %, 31 %-50 % , 51 % -80 %, and above 81 %. For financial shock severity, an impact exceeding \$1 million was considered financially substantial; therefore, the indicator was divided into three levels: potential financial impact exceeding \$5.01 million , between \$ 5 million

and \$2.01 million , and between \$2 million and \$ 1 million. The risk matrix is shown in Table 1.8-3 .

Financial impact	high	middle	Low
Amount	More than 5.01 million	2.01 million to 5 million	1 million to 2 million
impossible (0% < X < 30%)	Low risk/opportunity	Low risk/opportunity	Low risk/opportunity
Somewhat possible (31% < X < 50%)	Low risk/opportunity	Low risk/opportunity	Low risk/opportunity
possible (51% < X < 80%)	Moderate risk/opportunity	Moderate risk/opportunity	Low risk/opportunity
Very likely (81% < X)	Major Risks/Opportunities	Moderate risk/opportunity	Low risk/opportunity

Table 1.8-3 Risk Matrix

NO	type	issue
1	Transformation risks	Policy and Regulations - Carbon Fee
2	Transformation risks	Technology - Renewable Energy
3	Transformation risks	Policies and Regulations - Carbon Tariffs
4	Transformation risks	Market-Customer Behavior Change
5	Transformation risks	Energy - Diverse Energy Sources
6	Transformation risks	Reputation - ESG Investment
7	Transformation risks	Adaptability - Low-carbon products
8	Transformation risks	Adaptability - Process Improvement
9	Entity risk	Immediate - Typhoon
10	Entity risk	Immediate - Flooding
11	Entity risk	Immediate - Debris Flow
12	Entity risk	Long-term - temperature rise



A climate change risk and opportunity risk mapping comparison table was created , as shown in Figure 1.8-2 . Twelve risk levels were defined : events exceeding 5 million and with an occurrence probability greater than 80% were classified as high risk; events exceeding 2 million and with an occurrence probability of 50% were classified as medium risk; and the rest were classified as low risk. Low risk was considered acceptable risk, while medium risk events currently required no action, but continued monitoring of changes was necessary. For high-risk events, corresponding management plans must be developed to reduce the losses caused by the risk, such as reducing the frequency of occurrence, reducing financial impact, risk transfer, and risk avoidance.

Summary of Risks and Opportunities on the Company

Climate issues	Impact Analysis	Risk/Opportunity Level
Potential impact on the company/organization (Current situation , risk and opportunity analysis, and strategies)	Issues Category	Risk level
The "Greenhouse Gas Reduction and Management Act" has been renamed the "Climate Change Response Act," and its provisions have been amended . This amendment primarily addresses the severe global climate change situation, the increasing demands for carbon reduction in international industrial supply chains, and the imminent implementation of stricter international carbon emission controls. The amendment aims to promote Taiwan's net-zero transition and enhance industrial competitiveness. Key amendments include incorporating the 2050 net-zero emission target and establishing specific regulations for carbon fees. The Environmental Protection Administration also plans to levy carbon fees on major emitters starting in 2024 , gradually lowering the threshold for collection . Based on an estimated 9,261 metric tons of CO ₂ e greenhouse gas emissions in 2025 , if no measures are taken to reduce carbon emissions, and with a carbon emission fee of NT\$300 per metric ton , it is estimated that there will be an annual financial impact of NT \$2.78 million .	Transformation risks/policy and regulations	Moderate risk
Starting in 2026, the EU will begin levying a carbon border tax, initially targeting direct emissions from five major industries: electricity, cement, chemical fertilizers, steel, and aluminum. Currently, Litch's export products are not included in the tax scope. In the "environmental policy" risk assessment, the potential impact of the EU	Transformation risks/policy and regulations	Low risk

carbon border tax is evaluated. The UK, Japan, Canada, and Singapore have expressed support for the carbon border tax, suggesting it will not have an immediate impact, but this will be closely monitored.		
Government regulations such as "renewable energy must account for 20% of total power generation by November 2026 " and "management regulations for power users with contracted capacity exceeding a certain level must install renewable energy power generation equipment" indicate that the reduction in renewable energy generation and energy transition will lead to electricity price increases and power instability, posing a medium-term and high-risk challenge to the company. In response to the risks of renewable energy policy adjustments, various companies are actively investing in the construction of renewable energy facilities, including wind and solar power. Leechi's "Renewable Energy Power Generation System Construction Plan": Solar panels were planned for construction in 2025 , with a total installed capacity of 933.46 kW . In 2025 , it generated 1,033,645 kWh of electricity .	Transformation Risks/Technology	High risk
The categories of "Climate Change Risk and Opportunity Identification" and "Design and Development" include risks related to product design and development, raw materials, markets, business, and process technology. The review of changes in customer behavior, such as changes in consumer preferences (e.g., the use of recycled aluminum , low-carbon aluminum), leading to a decrease in demand for goods and services, further assesses the impact on revenue. To meet customer needs, Leechi has shifted its product production to low-carbon aluminum and recycled aluminum to mitigate the impact.	Transformation risks/market	High risk
In recent years , with the rise of ESG (Environmental, Social, and Governance) initiatives, investment institutions have been assessing clients' ESG performance when evaluating investments and making loans. Failure to meet ESG sustainability requirements can negatively impact a company's reputation, potentially leading financial institutions to raise lending rates or even refuse loans to	Transformation risks/reputation	Low risk

high-carbon industries. Leechi assesses the risk posed by "reputation" as low.		
Leechi considers product lifecycle and value chain, investing in R&D to develop low-carbon products. Improvements are made in three areas: reducing raw material usage, refining processes, and reducing waste in supply chain transportation. This incorporates the concept of a circular economy, recycling and reusing waste aluminum generated during the manufacturing process. This reduces production costs and promotes sustainable resource utilization. The global market for recycled aluminum and waste aluminum continues to grow, offering significant development opportunities.	Opportunity/ Adaptability	High risk
Leechi Group promotes corporate risk management, corporate social responsibility, and climate change adaptation through its "Sustainability Development Committee." Addressing climate change, the company is fully committed to promoting a circular economy encompassing raw materials, water resources, energy, and waste, striving towards energy conservation, emission reduction, resource integration, and zero waste. In recent years, the company has continuously strengthened its efforts to improve resource efficiency and reduce operating costs, considering the potential for recycling process waste or scrap aluminum from its plants to reduce greenhouse gas emissions, thus aligning with Leechi Group's sustainability goals.	Opportunity/ Adaptability	Low risk
Typhoons are representative of extreme weather events in Taiwan . Statistics show that an average of 3-4 typhoons strike Taiwan each year . The direct financial losses caused by severe weather in Taiwan average NT\$15 billion annually , with typhoons accounting for approximately 85% of that . [The text then abruptly shifts to a different topic:] [Official] Lech strengthens emergency response measures and drills .	Entity risk/ immediacy	Low risk

Climate Change Context Analysis

To understand the potential impact of climate change on the company's assets, operations, and finances, Leechi conducted a climate change risk scenario analysis by referencing climate change projections and disaster risk information provided by the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform (TCCIP) and the National Science and Technology Center for Disaster Reduction (NCDR).

Following the IPCC Sixth Assessment Report (AR6) Shared Socioeconomic Pathways (SSPs), our company employs three scenarios—SSP1-2.6, SSP2-4.5, and SSP5-8.5—to assess the potential entity risks to our company's owned assets and operating sites under different levels of climate change. SSP1-2.6 represents a low-emissions and active carbon reduction scenario, SSP2-4.5 represents a moderate-emissions and moderate climate change scenario, and SSP5-8.5 represents a high-emissions and highly climate-change scenario.

This analysis primarily identifies climate hazards such as flooding, debris flows, landslides, extreme rainfall, high temperatures, typhoons, droughts, and water resources, and examines the potential for related disasters and their possible impacts based on the geographical location of the company's own assets.

Based on the assessment results of the location of its own assets according to the relevant data of TCCIP and NCDR, Leechi's main operating sites do not have the potential for flooding, debris flow and landslide under the three scenarios of SSP1-2.6, SSP2-4.5 and SSP5-8.5. Therefore, the above three disaster risks are classified as "no risk level".

However, the "no-risk level" is a risk classification based on existing climate and disaster potential data, and does not mean that the company will be completely unaffected by extreme weather events in the future. Therefore, the company continues to monitor the direct and indirect operational risks that may arise from high temperatures, extreme rainfall, typhoons, droughts, water resources, and disruptions to transportation, logistics, and supply chains.

Even when the location of its own assets is assessed as having no major risk of flooding, landslides, or mudslides, Leechi still develops emergency response plans and risk management measures, including establishing emergency response procedures, planning personnel evacuation plans and emergency assembly points, preparing necessary rescue and disaster prevention supplies, and establishing emergency notification and personnel count mechanisms to prioritize the safety of employees and the protection of company property.

In addition, the Company continuously reviews the waterproofing, drainage and wind resistance capabilities of its plant and buildings, and assesses further enhancements to the climate resilience

of critical equipment, storage facilities and building structures to reduce potential equipment damage, operational disruptions and financial losses caused by extreme weather events.

The company also integrates climate scenario analysis with its operations continuity management mechanism to establish response and recovery measures for personnel safety, production, equipment, logistics and supply chain in response to typhoons, extreme rainfall, high temperatures and other climate events that may affect operations, in order to enhance the company's resilience in the face of future climate change.

The above scenario analysis results provide the Sustainable Development Working Group with a strategic planning basis for identifying, assessing, and managing climate-related risks and opportunities, and will continue to incorporate climate change risks into the company's overall risk management and operational decisions. In the future, the company will also regularly review and update the climate risk analysis results based on the latest climate data from TCCIP, NCDR, and other government agencies, in order to continuously enhance the company's climate adaptability and operational resilience.

Types of disaster potential	the Changhua plant have any potential hazards?	the Nangang factory have any potential for disasters?	Detailed description
Flooding potential area with 350 mm of rainfall in 6 hours	none	none	There is no potential area for 350 mm of rainfall within 500 meters.
Flooding potential area with 400 mm of rainfall in 12 hours	none	none	There is no potential area for 400 mm of rainfall within 12 hours within a 500-meter radius.
Flooding potential area with 500 mm of rainfall in 24 hours	none	none	There is no potential for 500 mm of rainfall within 500 meters in 24 hours.
Flooding potential area with 650 mm of rainfall in 24 hours	none	none	There is no potential area for 650 mm of rainfall in 24 hours within a 500-meter radius.
Debris flow potential stream	none	none	
Large-scale collapse potential areas	none	none	No potential zone within 500 meters
Downhill	none	none	No potential zone within 500 meters
Rock mass sliding	none	none	No potential zone within 500 meters
Rock debris collapse	have	have	It is not directly located in the potential zone, but there are potential areas within a 500-meter radius.

falling rocks	none	none	No potential zone within 500 meters
Soil liquefaction potential zone	none	none	
Active faults	none	none	There is no potential zone within 500 meters of the fault-sensitive area.
Tsunami overflow potential area	none	none	
Volcanic potential	none	none	
Nuclear accident emergency disaster response zone	none	none	

Chapter 2 Clean Energy and Environmental Sustainability

2.1 Environmental Management

While pursuing profits, Leechi recognizes the importance of fulfilling its corporate social responsibility, strictly controlling product and service quality to ensure no harmful substances are added. Through raw material inspection and international chemical management monitoring, compliance with relevant regulations is ensured. Low-energy, low-pollution processes are employed, conflict minerals are avoided, and regular third-party testing is conducted, with hazardous substance information updated and publicly disclosed to achieve the highest safety standards. Products comply with RoHS, REACH, and other regulations, demonstrating Leechi 's commitment to non-toxic manufacturing. Reducing environmental impact and promoting environmental coexistence are the company 's missions, which are fully implemented through various aspects such as energy conservation, carbon reduction, greening, eco-design , and resource recycling.

Hazardous chemicals used in the factory processes are managed by trained and qualified professionals. Comprehensive control is exercised over the procurement, requisition, storage, and use of hazardous chemicals. In 2025 , as part of the environmental protection action plan at the Taiwan factory, all major petrochemical cleaning agents were replaced with environmentally friendly ones to continuously mitigate environmental impact. Through annual safety and hygiene training programs, personnel are provided with operational training, emergency response, and knowledge training. Safety Data Sheets (SDS) are placed in prominent locations for on-site personnel to consult and effectively respond to emergencies.

Seizing the opportunities presented by the trend of sustainable development and the company's active promotion of the green energy industry, Leechi has obtained ISO 14001 environmental management system certification . By implementing the environmental management system, employees not only understand the company's commitment to ensuring the safety of their working environment, but also the importance and excellent policy of the company's long-term commitment to promoting environmental protection and green energy.

Leechi Environmental Sanitation Policy
➤Comply with environmental, safety and sanitation regulations and fulfill social responsibilities.
➤Implement environmental safety and sanitation management systems to reduce hazards and risks.
➤Promote environmental awareness and drive energy conservation and waste reduction.
➤Promote full participation and consultation, and provide management resources.
➤Continuously improve and enhance performance to ensure sustainable operation.



Through the implementation of the ISO 14001:2015 Environmental Management System, a systematic approach was adopted, encompassing environmental, safety, and health management policies, risk identification, and legal compliance. Priority management items were systematically selected, management procedures were developed, improvement projects were implemented, and employee training was conducted to reduce the environmental impact of company operations, provide customers with safe products and services, and ensure employee health and safety. In 2025, two environmental tests were conducted as required by law, and the assessments confirmed no significant environmental impact risks. Throughout the ISO 14001:2015 implementation process, numerous employee training sessions were arranged. Through active employee participation and hands-on experience, existing work patterns were improved to achieve environmental management goals. The Environmental Management System not only helps employees understand the company's commitment to ensuring a safe working environment but also highlights the company's long-term commitment to environmental protection and green energy initiatives.

project	Target	Promotion measures	2025 annual results
Energy saving and carbon reduction	1% reduction per year	1. All office lighting has been replaced with energy-saving LED fluorescent lamps. 2. The heat generated by the air compressor is used to heat the domestic water in the plant, reducing the electricity consumption of electric water heaters. 3. Continuously replace old electrical appliances with energy-saving certified products such as air conditioners, fans, dehumidifiers, and refrigerators.	Reduced by 1.59%

		4. Turn off several fluorescent lights during lunch and lunch break. 5. Purchase new variable frequency energy-saving air compressors and inspect air compressor pipelines to avoid air leakage and energy consumption. 6. Increase ventilation or insulation facilities in the factory, such as exhaust fans and energy-saving glass, to reduce indoor temperature and reduce air conditioning load. 7. Install insulated roofs on air conditioning chiller units to improve efficiency and install temperature control devices on air conditioners in each unit to limit the temperature above 26 degrees Celsius and avoid energy consumption. 8. Improve the problem of excessive electricity consumption during peak periods - Install energy storage devices to store electricity at night/release electricity during the day, and shut down large energy-consuming equipment to allocate power when electricity consumption exceeds the limit.	
Save water	1% reduction per year	1. Promote water conservation and install water-saving valves to encourage everyone to develop the habit of turning off the water whenever needed. 2. Any leaks should be reported immediately to avoid wasting water. 3. Increase the amount of circulating water used .	In 2025 , the consumption of tap water and groundwater decreased by 2,102 kWh , a decrease of 4.08% compared to 2024 .
Greenhouse gas reduction	5% reduction per year	1. Promote paperless policies and advocate for electronic forms to reduce paper usage. 2. Employees bring their own eco-friendly tableware to reduce the need for disposable	Emissions in Category I and Category II in 2011 were

		tableware. 3. Promote the recycling and reuse of paper to reduce paper consumption. 4. Replace old equipment with new ones to improve work efficiency and conform to the trend of green environmental protection. 5. Improve processes and continuously enhance efficiency and reduce waste. 6. Our company actively promotes green procurement in cooperation with the government. Our procurement department selects low-carbon aluminum and recycled aluminum , hoping to reduce environmental impact and create a harmonious ecological balance through green procurement.	3,755.9913. metric tons of CO2e CO2e decreased by 64.4865 metric tons compared to 2025 , a reduction of 1.69%.
Waste Management	1% reduction per year	1. Implement resource recycling and classification mechanisms for waste aluminum , waste iron , waste plastics , paper, etc. 2. Promote waste reduction among all employees. 3. The company shall comply with laws and regulations and implement a resource recycling mechanism for the waste generated. 4. Enforce mandatory compliance with resource recycling regulations and implement environmental protection policies.	Recyclable waste amounted to 265.4847 metric tons, an increase of 6.0985 metric tons, or 2.35%, compared to 2024 (due to an increase of 8.1410 metric tons in plastics).

March 2016, Leechi obtained ISO 14001:2015 Environmental Management System certification through AFNOR verification . The latest certificate is valid from October 15, 2024 to September 14 , 2027. Leechi has strictly complied with government laws and regulations regarding environmental protection and pollution prevention. No environmental pollution incidents occurred in 2025 , and there were no lawsuits or penalties related to violations of relevant environmental protection laws.

Furthermore, in recent years, stakeholders' concerns have largely focused on climate-related risks, with "biodiversity loss" gradually becoming the most impactful and critical issue. Leechi conducts environmental impact assessments in accordance with environmental regulations to avoid

operational activities that could harm biodiversity conservation. We actively reduce pollution using environmentally friendly technologies, strictly adhere to environmental regulations, and conduct annual testing to ensure that wastewater, exhaust gas, waste treatment, and noise emissions meet regulatory requirements. At our Changhua plant , we continue to implement natural ecosystem protection programs. Leechi is committed to mitigating its overall ecological impact by continuously improving its activities, products, and services, promoting nature and biodiversity conservation, and implementing tree planting and care programs . Currently , we have planted 3 hectares of beautiful, tall, and distinctive trees such as the bald cypress and the cypress in our backyard , providing habitat for wildlife such as sambar deer , squirrels , and bulbuls . During the growth of trees, they inevitably encounter damage , such as being susceptible to wind and rain during typhoon season and pests and diseases. In addition, the growth of trees also requires maintenance such as pruning, thinning, and branch reinforcement, all of which require the integration of human and material resources to care for them.



2.2 Greenhouse Gas Management

As global warming becomes increasingly severe, Leechi is committed to reducing carbon emissions by actively promoting strategies such as process optimization and improvement , equipment efficiency enhancement , reduction of fossil fuel use , energy management, the implementation of renewable energy sources , and green product design . All employees actively participate in energy conservation and carbon reduction, lowering greenhouse gas emissions, and complete annual inventory and verification procedures .

In terms of energy management , Leechi employs a three-pronged approach: maintenance, replacement, and new installation. Regular maintenance prevents energy equipment from becoming inefficient, high-energy-consuming equipment is replaced, and new green power generation and energy-saving equipment are installed according to the company's operational needs, ensuring effective energy management. Simultaneously, energy management goals are continuously revised, and the PDCA (Plan-Do-Check-Act) cycle is used to review and adjust energy management strategies, continuously improving energy management performance to enhance efficiency and results. Leechi also focuses on water and electricity conservation in its energy management efforts. Electricity conservation includes replacing old refrigerators and lighting fixtures, and gradually updating aging fans in conjunction with building renovations. Water conservation involves toilet renovations and replacements, and regular inspections and replacements of old water pipes. We also uphold our commitment to environmental protection and sustainable development, promoting paperless internal documentation and using electronic invoices to contribute to environmental protection.

Lech's sustainability policy will not stop. Based on energy management regulations, we continuously revise Lech's energy conservation policy, review energy achievement through regular meetings, and actively promote various energy reduction measures. We select high-energy-efficiency and energy-saving equipment to reduce energy consumption of enterprises and products, and expand the use of renewable energy to optimize energy use efficiency.

■ Statistics on Environmental Resource Input in 2025 (Parent Company: Changhua Plant + Nangang Plant)

property	category	project	unit	2024years	2025years
Investment	energy	gasoline	liter	16,332.367 0	16,417.2160
		diesel fuel	liter	1 8,062.7200	1 4,510.2390
		Purchased electricity	Qiandu	6,266,732.6207	6,121,360.7861
	Water resources	tap water	Thousand tons	3.5649	5.3759
		groundwater	Thousand tons	47.9010	43.9880

The total greenhouse gas emissions for 2011-2025 amounted to 9,261,505 metric tons of CO₂e .
(Changhua Plant: 7,952.450 metric tons of CO₂e ; Nangang Plant: 1,309.055 metric tons of CO₂e).

category	project	category	unit	2023	2024 years	2025 years
Greenhouse gases	1. Direct greenhouse gas emissions and removal	Category 1	metric tons of CO ₂ e	569.5408	850.0465	854.4663
	2. Indirect greenhouse gas emissions from energy input	Category Two	metric tons of CO ₂ e	2530.2024	2,970.4313	2,901.5250
	3. Indirect greenhouse gas emissions during transportation	Category 3	metric tons of CO ₂ e	230.2754	3 62.4593	226.5567
	4. Indirect greenhouse gas emissions from product use		metric tons of CO ₂ e	2146.2692	3,501.6976	5278. 9573
	5. Indirect greenhouse gas emissions related to product use		metric tons of CO ₂ e	No disclosure	No disclosure	No disclosure
	6. Indirect greenhouse gas emissions from other sources		metric tons of CO ₂ e	No disclosure	No disclosure	No disclosure

Refrigerant use

Types of refrigerants in 2025 years	R12	R22	total
Refrigerant usage (tons)	0.0000	0.1019	
CFC-11 equivalent (tons)	0.0000	0.0056	0.0056

Note 1: ODS emissions are calculated by referring to the Ozone Depletion Potential (ODP) factor in the Annex to the Montreal Protocol.

Note 2: The ODP values of R12 and R22 refrigerants are 1 and 0.055 respectively , and the ODP value of CFC-11 is 1. Convert the usage of R12 and R22 refrigerants to CFC-11 equivalent (tons) as shown in the above information.

Other major gas emissions

type	unit	2023-year emissions	2024 years of emissions	2025 years of emissions
SO _x	Kilogram	25.93	16.08	107.36
NO _x	Kilogram	190.01	312.62	692.22
VOCs	Kilogram	3.6	0	7.77

2.3 Water Resources Management

Leechi is committed to the proper management and optimal recycling of water resources, conducting water resource risk impact analysis and operational sustainability planning, and establishing a management model of "source management," "source reduction," and "recycling" to ensure the continuous operation of the company's water system and to proactively develop water shortage crisis response mechanisms . Leechi first emphasizes the importance of implementing water resource management on a daily basis and carrying out water-saving measures:

1. Continuously promote water conservation and install water-saving valves to help everyone develop the habit of turning off the water at any time.
2. Inspection and replacement of old water pipes .
3. Continuously promote the idea that employees should report any leaks immediately to avoid wasting water.
4. Plan to increase the usage of recycled water .

The main water source for all of Leechi's plants is tap water. To reduce water consumption, each plant reviews its water-saving plans and water-using equipment annually. Furthermore , Leechi promotes various water-saving projects, such as regularly replacing aging water pipelines, aiming to effectively utilize water resources, reduce wastewater discharge, and minimize water waste. Statistics show that in 2025 , water consumption (tap water + groundwater) decreased by 4.08% compared to 2025 , resulting in a total water saving of 2,102 kWh .

The original commitment to reduce water consumption intensity by 30% by 2030 (based on 2022) has been made . Since 2023 , the process recovery rate has been continuously reviewed, and efforts are expected to reduce water consumption by 1% per year. By 2025 , the water reduction target of 22.6 % has been achieved, and the company continues to move towards a 30% reduction. At the same time, groundwater is being managed to improve water resource management.

project	unit	2022 AD	2023	2024 years	2025 years
tap water intake	mt	5739.0000	4759.3029	3564.8571	4439.0000
wastewater volume	mt	8153	5355	4974.89	6752.97

In addition, rivers play a vital role in providing water resources and offer important habitats for diverse organisms that move with the water. Therefore, maintaining clean rivers is an important part of our company's environmental plan. To avoid sewage discharge and water pollution problems, we have installed wastewater treatment facilities and obtained discharge permits that comply with environmental regulations.

1. Wastewater from Changhua Plant :

(1) Domestic wastewater - natural discharge

(2). Industrial wastewater is treated by pretreatment equipment and then discharged after chemical treatment to meet emission standards. The sludge generated during the wastewater treatment process is handed over to qualified manufacturers for disposal. The facilities are also regularly maintained.

2. Wastewater from Nangang Plant :

(1) Domestic wastewater is discharged into the sewage sampling well and then into the sewer system, eventually flowing into the industrial wastewater treatment plant.

(2). Process wastewater - a. After being treated and settled by process filtration equipment, it is discharged into a wastewater sampling well and then into the industrial area via the sewer system.

sewage treatment plant

b. Sampling wells and septic tanks should be cleaned regularly.

To date, all of Leechi's wastewater has been treated before discharge and discharged at designated locations in accordance with regulations, without causing significant impact on local water use areas. Wastewater quality is tested every six months, and the results consistently meet the discharge standards of the competent authorities. Leechi actively reviews and improves its wastewater pollution control system to comply with environmental regulations and wastewater discharge standards. Furthermore, to mitigate the impact of increasingly stringent environmental regulations in the future, the company continues to invest in improving the efficiency of its wastewater treatment facilities, thereby reducing environmental pollution impact.

2.4 Clean Energy

In line with the domestic government's policies on renewable energy development and renewable energy electricity use, Leechi, combining its core business with the national sustainable development goals, has installed solar panels in all its plants. Since solar power generation does not produce air pollution or greenhouse gas emissions, and the power generation units are connected to the national grid to replace grid electricity with solar power, this results in greenhouse

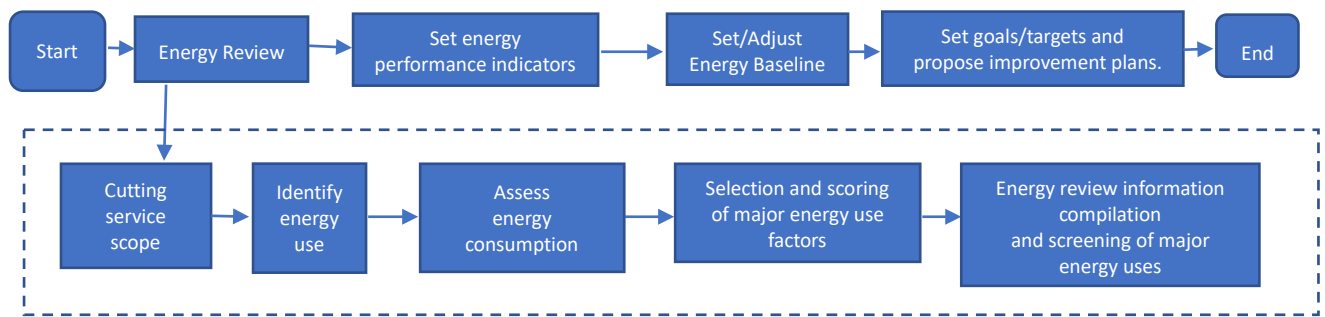
gas reduction and environmental protection. Currently, solar panels are installed on the roofs of all plants in Changhua and Nangang to provide green energy generation, demonstrating environmental friendliness through the use of renewable energy. At the same time , all plants are using LED lights, green building materials, and are gradually replacing and upgrading high-energy-consuming equipment. In 2011, the roof of the Leechi factory building had a completed solar photovoltaic system with a capacity of [missing information]. The plant has a capacity of 933.46 kW and provided 1,033,645 kWh of electricity in 2025 , resulting in a reduction of nearly 490 metric tons of carbon dioxide emissions. Since 2020, it has provided 3,426,970 kWh of electricity, with a cumulative reduction of nearly 1,624 metric tons of carbon dioxide emissions, fulfilling Leechi 's sustainable commitment to environmental protection.

Overview of Solar Panel Installations and Actual Power Generation

year	Total installed capacity (kWp)	Annual power generation (kWh)	Annual carbon reduction (tons of CO2e)	Cumulative power generation (kWh)	Cumulative carbon reduction (tons)	Carbon emission coefficient of electricity
2020	346.5	453,509	227.662	453,509	227.662	0.502
2021	346.5	455,728	231.966	909,237	462.802	0.509
2022	346.5	440,944	218.267	1,350,181	668.340	0.495
2023	346.5	430,336	213.016	1,780,517	881.356	0.495
2024	933.46	612,808	290.471	2,393,325	1,134.436	0.474
2025	933.46	1,033,645	489.948	3,426,970	1,624.384	0.474

Energy Management

Leechi actively promotes various energy reduction measures, selecting high-energy-efficiency and energy-saving equipment to reduce energy consumption for the company and its products, and continuously pursuing optimal energy efficiency. Since 2025, the company has established and implemented the ISO 50001 energy management system. Through the effective operation of this system, combined with real-time energy dashboards and production statistics , energy hotspots are identified and analyzed, and energy projects are developed based on the analysis results. Regular energy project meetings are held to track progress and results, and energy efficiency is continuously improved through inter-departmental exchange and sharing. The



energy audit process, conducted annually through the ISO 50001 energy management system, reviews the types and amounts of energy used within the company's boundaries. Using smart meters, energy management dashboards, and production statistics, significant energy uses are identified, and energy baselines are set or adjusted for these uses. Targets are set or adjusted for significant energy uses, and improvement plans are proposed. Energy-saving actions are implemented and benefits are tracked. Energy baselines and targets are updated in response to significant changes in facilities, equipment systems, or processes.

Energy Management Training Course

Leechi actively engages in ESG initiatives, employing a dual-track strategy in energy management to promote energy conservation projects and advocacy. Through energy management measures and encouraging employee participation in energy-saving activities, a company-wide consensus is fostered, encouraging everyone to contribute to environmental protection.

In 2025, 11 energy management-related courses were conducted, totaling 33 hours, with a total of 206 participants.

Leechi Energy Policy

Leechi Machinery Industrial Co., Ltd. is willing to provide relevant resources to cultivate a company that aligns with the principles of "environmental protection," "energy conservation," and "low carbon," recognizing energy conservation and carbon reduction as a crucial responsibility and commitment of global citizens. To protect the Earth's environment and fulfill its corporate social responsibility, the company will establish an energy management system to implement "compliance with energy management regulations," "continuous improvement of energy performance," and "procure energy-efficient or high-performance products." Resources will be continuously invested to achieve energy goals, with regular reviews conducted. All employees will be deeply aware of the importance of energy conservation and their personal responsibility through training, seminars, advocacy, communication, and continuous improvement to achieve compliance

with regulations and energy conservation/carbon reduction goals. To fulfill the aforementioned commitments, the company has formulated the following energy policy:

- **Comply with energy regulations and fulfill social responsibilities.**
- **Monitor energy information to achieve energy goals.**
- **Implement energy management and improve energy performance.**
- **Improve energy efficiency by purchasing energy-saving products.**
- **Promote full participation and implement energy sustainability.**

Energy consumption in 2025 years:

's primary energy consumption is electricity (75.9%). The 2025 target was a 1% energy saving, reducing electricity consumption by 9 % compared to the baseline year 2022. In 2025, the electricity consumption reduction was 69,075.2414 kWh (1.1 %), achieving the planned target. The future target (2025-2030) is a 5% reduction in annual electricity consumption . In addition, the company is actively setting up renewable energy generation equipment and purchasing green electricity. It plans to install solar panels on idle rooftop space in its factory, generating nearly 1.03 million kWh of green electricity by 2025. It has also purchased 1.7 million kWh of green electricity certificates through a green electricity certificate subscription and trading platform .

ISO50001 Energy Management Validation :

Our energy management system (ISO50001:2018) was validated by a third-party impartial organization (AFNOR) on July 3, 2026 and July 16, 2026.

2.5 Waste Management

Since the industrial era, manufacturing processes and consumer demand have generated massive amounts of solid waste. If this waste is not properly disposed of, it contaminates soil, air, and water, polluting the environment and creating non-biodegradable waste that impacts future generations. Therefore, waste has become an increasingly significant environmental issue. Leechi is committed to not using prohibited substances and raw materials and actively promotes waste reduction and recycling. It rigorously and carefully selects raw materials and suppliers, continuously improves its technology, seeks environmentally friendly materials, and complies with environmental regulations and customer guidelines related to its activities, products, and services to achieve and exceed its set goals. Leechi 's waste management approach includes "green product design management ," "continuously promoting waste sorting and reduction," and "strengthening waste recycling and reuse."

To achieve its goal of waste reduction, Leechi implements a source reduction combined with resource classification and recycling program. Recycling areas are set up in each factory and office area . In accordance with regulations, recyclable waste that may be generated in the factory , such

as metals , packaging materials, plastics, paper, and batteries, is collected centrally and then transported by external recycling companies. Through waste classification and recycling, it aligns with international waste reduction trends and reduces operating costs by lowering waste disposal fees. In addition to recyclable waste, other special waste generated from processes is continuously reviewed to reduce the types and amounts used, such as chemical solvents (isopropanol, lubricating oil, etc.) . After being classified and labeled, these are temporarily stored in designated storage areas and handled by qualified waste disposal companies approved by government agencies. A comprehensive assessment and inventory of the generation and flow of waste and chemical substances is conducted, and waste generation is minimized by recycling and reuse to reduce waste. Good waste and chemical management not only protects the environment and reduces its burden, but also reduces operating costs and creates a competitive advantage for businesses by improving material utilization, thus promoting sustainable business operations.

The original waste intensity target was committed to a 20% reduction by 2030 (based on 2022) , and efforts were made to reduce waste by 1% annually starting in 2023. Since waste output is related to order volume, the target for 2025 is expected to be 1% higher than that of 2024, continuing the effort towards a 1% annual reduction.

category	project	unit	2022 AD	2023	2024years	2025 years
waste	Industrial waste -generally	metric tons/year	29.8946	8.5640	20.8487	24.5140
	Industrial waste -harmful	metric tons/year	none	none	none	none
	Resource recycling waste - Paper	metric tons/year	63.5500	30.7900	21.6300	36.2550
	Resource recycling waste - Aluminum	metric tons/year	399.8140	127.8510	192.9600	186.0222
	Resource recycling waste - Iron	metric tons/year	98.3425	35.8923	23.9475	10.5525
	Resource recycling waste - Plastics	metric tons/year	1.2630	none	none	8.1410
	Resource recycling waste - Wires (copper)	metric tons/year	0.0150	none	none	none

Future direction

Under the influence of global warming and climate change, countries around the world are under pressure to reduce carbon emissions, and many well-known global companies are also playing a leading role in environmental protection. Leechi understands the importance of protecting the planet, and therefore, in line with the green wave, it continues to improve, not only gradually transforming its products into green and circular ones, but also implementing waste management strategies to properly assess and manage the environmental impact of each stage of production, fulfilling its social responsibility, creating opportunities, and achieving a win-win situation for society, the environment, and the economy.

Chapter 3 Collaborative Management of Innovation Value

3.1 Products and Technologies

Leechi's future goals for its own brand - PROMAX - are positioned to focus on mid-to-high-end bicycle products. In terms of brand promotion, we take a bottom-up approach, starting with consumer and rider recognition and extending to bicycle manufacturers' adoption of our brand promotion strategy. We hope that the PROMAX brand will become differentiated and international.

In terms of brand philosophy, we aspire for the PROMAX brand to become a key component of the bicycle industry, and to pursue excellence with a down-to-earth spirit and a fearless, thorough attitude, to establish a major global supplier of bicycle parts.

Main products:

Leechi mainly deals in the manufacturing and trading of bicycle parts. Leveraging its product development and aluminum alloy production technology, the company continues to develop products for bicycles, including brakes, handlebars/seatposts, hubs/rims, and various forgings, and expands its applications to automotive, aerospace, and other related metal parts processing and carbon fiber products.

In 2011 and 2025, the revenue breakdown by product category was as follows: bicycle handlebar stem accounted for 21.22 %, bicycle hub accounted for 3.52 %, bicycle brake accounted for 18.55 %, bicycle seatpost accounted for 14.10 %, and others accounted for 42.61 %.

Main products and their share of sales (consolidated):

Main products	Operating proportion %
riser	21.22
Brake assembly	18.55
Seat tube	14.10
Flower Drum	3.52
other	42.61
total	100.00

Research and Development Overview:

In 2025, Leechi invested approximately NT\$80,000 in research and development, leveraging its product development and aluminum alloy production technology to continuously develop products for bicycles, such as brakes, handlebars/seatposts, hubs/rims, and various forgings. These products were also expanded to be used in the processing of metal parts and carbon fiber products for automobiles, aerospace , and 3C technology .

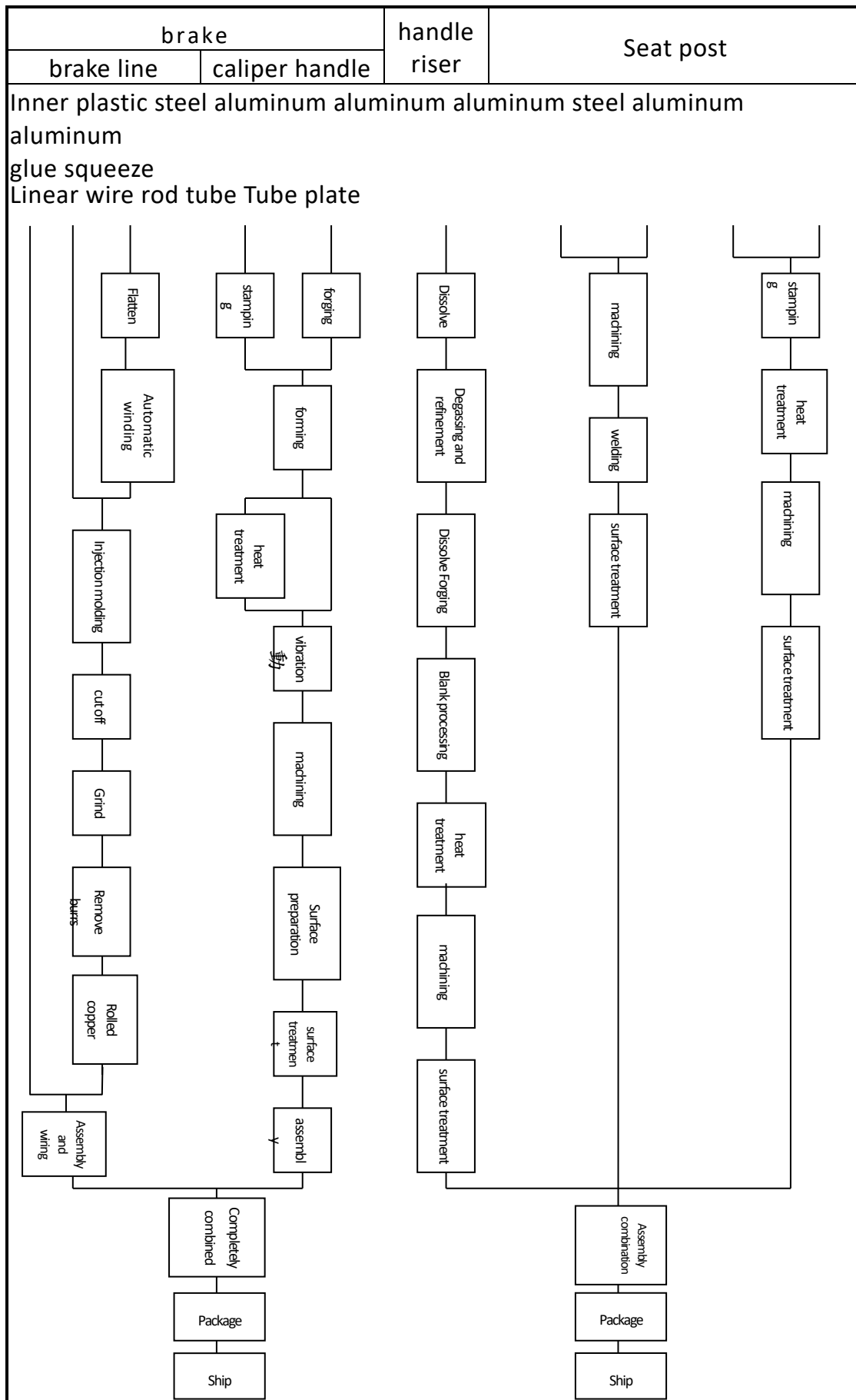
In view of the increasing demand for electric bicycles, our company has invested in the research and development of related parts, including power-off handlebars, power-off hydraulic disc brakes, and adjustable quick-release stems, which have been adopted by customers. In addition, we are promoting our own PROMAX brand and have also launched our own brand series of products, including handlebars, stems, single-speed hubs, and rims.

In response to the transformation of lightweight materials in bicycles, our company continues to invest in the use of new metals and composite materials, actively develops various lightweight design products, and uses computer-aided FEA simulation analysis to help accelerate product development.

The factory continues to use recycled materials in its die-casting process . By 2025, the amount of recycled aluminum used in die-castings had reached 40% of the production volume . The factory is also actively working with suppliers to discuss the use of low-carbon aluminum and recycled aluminum (30%) .

By using low-carbon aluminum and recycled aluminum in product design and planning to reduce carbon emissions, and by actively promoting green procurement, the procurement department selects low-carbon aluminum and recycled aluminum in the hope of reducing environmental impact and creating a harmonious and prosperous ecological balance.

Manufacturing process :



Future research and development plans :

1. Our company plans to develop one new product (clamp type) and 20 new products (seating tube type) by 2025 .

The product range includes 30 seat tube components, 5 disc brake components , 15 hub components , 5 seat assemblies and quick-release components , 30 wheel rim components , 20 frame-related forgings , and 35 other products , totaling 161 items. The estimated R&D investment for 15 years is approximately 80 million yuan.

2. Our company is actively engaged in the research and development of high-end electric bicycle components, such as improving brakes.

Innovative products include a series of power-off hydraulic brakes for enhanced safety, and tool-free stems for convenient handlebar height adjustment.

3. Due to the high market demand for adjustable vibration damping seatposts , our company has actively launched its own products.

The brand's adjustable seat tube products also collaborate with customers to develop and set up dedicated production lines .

4. Leveraging our company's accumulated solid forging and manufacturing capabilities , we are actively enhancing our pipe extrusion and forging technology .

We also developed specialized production equipment to improve product yield.

5. By continuously collaborating with key clients to jointly develop new product plans, the company is able to develop products that...

The quantity is more diversified, and the company has accumulated its own product innovation and R&D capabilities.

6. In line with the trends of aluminum alloy processing and the application of electronic products in bicycle parts, our company continues to advance...

Opportunities to diversify operations and expand into different product areas.

7. Based on our company's accumulated R&D and manufacturing technology for hub products, we have invested in products that can be matched with various types of motorcycles.

Hubs and rims.

8. Our company continuously researches and develops new hydraulic brake products and high-performance brake pads, enabling brake products to...

To conquer higher-end markets.

9. Continuously enhance CAE capabilities and effectively utilize computer-aided FEA simulation analysis technology to accelerate product development.

The need for development speed and lightweight design.

10. Our company continues to collaborate with research institutions and universities on product development and technology projects to strengthen our fundamental product design capabilities .

3.2 Quality Management

In response to the evolving trends in quality management, and with a focus on process establishment and management, Leechi has been certified as an ISO 9001:2015 quality management system provider since 2012. Adhering to the spirit of quality management systems, and combining this with production line management methods such as 6S on-site management and TPM (Total Productive Maintenance) , Leechi rigorously implements management procedures in both manufacturing and customer service, establishing a customer-oriented management framework. Furthermore, building upon the ISO 9001 quality management system , Leechi has also implemented the more stringent AS9100 aerospace quality management system and IATF16949 automotive industry quality management system . Beyond improving production quality, meeting customer needs, and creating new blue ocean markets, Leechi has a long-term goal of expanding across industries and internationally, aligning with global standards. To enhance customer satisfaction and achieve high quality and high specifications for its clients, Leechi adheres to international standards such as ISO 9001, AS9100 , and IATF16949 in all its processes , meeting the specifications and precision requirements of major international manufacturers.

Leechi has established a systematic process for product development to ensure that the quality, cost, and delivery time of new products meet customer and market demands within the system architecture. The company continuously pursues process optimization to enhance product competitiveness. The quality assurance system involves collaborative execution across departments including R&D, quality management, sales, factory operations, and supply chain management. Furthermore, it optimizes quality management and customer service through a cyclical management approach of planning, implementation, inspection, and improvement.

Our ISO9001:2015 quality management system ensures complete and traceable product quality history by identifying raw materials, process products, finished products, and customers through computer data and forms. Anomalies are traceable using quality records. Improvement methods are developed by analyzing the causes of problems related to people, machines, materials, methods, and environment , and implementing corrective measures . Through training and standard setting, recurrence is effectively prevented, improving quality, increasing productivity and customer satisfaction, reducing defect rates, and ensuring product quality. A quality control mechanism is activated from the moment materials enter the factory. Incoming materials are inspected according to standards, and non-conforming products are immediately identified for subsequent handling and processing. Only qualified materials can proceed to subsequent processing and assembly. All process operators understand the quality requirements before material processing and assembly , strictly adhere to SOPs , and are responsible for the products produced . First -piece inspections are conducted during production , and quality control personnel conduct random checks according to quality specifications and implement reliability testing to ensure quality.

Our company believes that good product quality must be achieved through the implementation and management of on-site production operations. Only by following standardized production operation procedures can the safety of our employees be guaranteed, and only then can we produce

high-quality products.

Leechi takes "no end to improvement" as its highest quality goal. Starting from listening to and understanding customer needs, and continuing through product/process design, sample provision, mass production and after-sales service, Leechi has established and strictly implemented a sound management system and corrective mechanism at each stage to ensure that it provides customers with stable quality products and services under the optimized process, creating win-win value.

In 2025, our company did not have any product recalls due to abnormal product quality , nor did we receive any notices from the U.S. Consumer Product Safety Commission , nor did we incur any legal losses related to product safety.

3.3 Customer Service

Product Quality

Leechi 's long-term quality management goal is "zero defects." Whether it's design quality, production quality, or service quality, we strive to meet and exceed customer expectations, becoming a trusted partner for all our clients. To fully implement our " continuous innovation , quality first " quality policy, we have implemented the ISO quality management system. Following quality processes and policies, and through a comprehensive IT information system and management procedures, we drive the monitoring, measurement, analysis, and continuous improvement of quality-related indicators, fully implementing the PDCA cycle to prevent defective quality. We have established a "Quality System Implementation Committee," chaired by the Chairman , with department heads serving as implementation committee members, to ensure that quality management requirements are implemented at every level. In 2025, Leechi had no product recalls.

Customer satisfaction

Our core values lie in providing products and services that satisfy our customers and exceed their expectations, becoming a trusted partner for all. In providing these products and services, we understand our customers' needs through various communication methods and frequencies, such as internal assessments and customer satisfaction surveys. We continuously improve based on the results, proactively responding to customer needs to enhance customer satisfaction. In providing our customers with products and services, we aspire to bring them greater benefits and offer higher quality service.

We conduct customer satisfaction surveys annually, and promptly propose solutions to customer feedback, closing the surveys after responding to customers. In 2025 , our customer satisfaction survey results averaged 93.25 points, with customers giving an average of over 92 points across six categories: order fulfillment rate satisfaction , sample fulfillment rate satisfaction , customer complaint handling satisfaction , product quality satisfaction , technical professionalism satisfaction , and overall service satisfaction .

- Survey period: September 2025
- Survey subjects: The business selected key customers , new customers or potential customers for the survey. The business provided a survey list of 57 companies .
- content includes satisfaction with order delivery rate , sample delivery rate , customer complaint handling , product quality , technical professionalism , and overall service .
- Survey Results: 2025-Year Response Rate: A total of 57 valid questionnaires were collected in this survey , with a response rate of 100% . The overall average score was 93.25 . The average scores for the six categories are as follows: Order Delivery Rate Satisfaction 92.37 , Sample Delivery Rate Satisfaction 93.16 , Customer Complaint Handling Satisfaction 93.42 , Product Quality Satisfaction 92.98 , Technical Professionalism Satisfaction 93.42 , and Overall Service Satisfaction 94.12 .

Customer Complaint Handling Process

Leechi implements the company's " Corrective and Preventive Action Management Procedures " and takes into account industry characteristics and practical requirements. In order to serve customers more flexibly and efficiently, the service process will be adjusted according to customer needs. Based on individual customer complaints about product quality , customized task groups are planned to respond to customers in a timely manner and provide the best service quality.

Customer privacy protection

Protecting Customer Privacy: "Strictly upholding customer confidentiality and adhering to the principle of integrity" is Leechi's commitment to customer privacy. To implement personal data protection and management, Leechi has clearly defined its privacy- related operational regulations in accordance with relevant laws and the EU's General Data Protection Regulation (GDPR). These regulations cover all employees of Leechi and its subsidiaries , as well as suppliers, contractors, external consultants, and other partners. These operational regulations clearly define and require the use and protection of personal data, and we require all members and partners to strictly comply to effectively protect personal data and rights. We have established channels for privacy feedback and reporting. If there is any potential infringement of privacy rights or violation of our privacy policy, you can file a complaint or report through our privacy protection hotline (04) 738-2121 ext . 1100 or email gmoe@leechi.com.tw . To ensure privacy protection, we regularly conduct privacy protection training for all staff and evaluate the effectiveness of the training. We have a zero-tolerance policy for privacy protection; any staff member who violates this policy will be punished according to our company's code of conduct. Leechi strictly adheres to our privacy policy regarding customer data, which is handled and managed by designated personnel . In 2025 , we have not received any privacy-related complaints from external or regulatory bodies.

3.4 Supply Chain Management

With the passage of Taiwan's "Climate Change Response Act" after its third reading, and in response to the trend of carbon reduction management, Leechi has standardized its internal procurement system in accordance with domestic and international greenhouse gas reduction regulations . Simultaneously, Leechi has been clearly communicating its green procurement requirements and goals in various meetings . If a supplier has a significant negative impact on society or the environment , the company will cease procurement from them . We continue to promote carbon reduction measures internally through action plans such as increasing the proportion of local procurement, consolidating delivery quantities and reducing delivery frequency, and improving the sustainability of procured materials, in order to achieve Leechi's carbon reduction goals.

Leechi's supplier management policy, starting from establishing a sustainable supply chain that prioritizes environmental friendliness, social responsibility, and labor rights, explicitly requires not only performance and quality but also continuous promotion of sustainable sourcing from within . This makes it more beneficial to human health and environmental protection. Because of the importance we place on product quality, Leechi requires all qualified suppliers to review and sign off on the " Leechi Supplier Guidelines " and "Supplier Code of Conduct ." Through four key measures— supplier evaluation, supplier auditing, supplier communication , and supplier rewards —we work with our suppliers to maintain an environmentally friendly environment and prioritize social responsibility.

Supplier evaluation

The evaluation of Leechi 's suppliers must be conducted according to our established "Supplier Evaluation and Management Procedures," which cover six key aspects: business management, environmental safety, social responsibility, quality systems, technical standards, and manufacturing capabilities. Leechi has established a supplier audit team and advisory team to select qualified suppliers and promote compliance with relevant laws and regulations , based on the results of written reviews and on-site evaluations.

Leechi Supplier conducts monthly supplier evaluations , comprehensively assessing suppliers based on factors such as delivery quality, delivery time, and service. Specific suppliers are also invited periodically for quality meetings to facilitate two-way communication, review and improve any deficiencies, and, when necessary , provide guidance to refine improvement measures . Annual comprehensive evaluations are conducted on suppliers; those failing to meet internal standards will have their new product procurement suspended or their certification revoked until tangible improvements are achieved, ensuring stable supply chain quality.

To maintain the stability of our suppliers' service quality, we also provide them with training from time to time, covering topics such as workplace health and safety, relevant professional processes and procedures, and the inspection and use of green environmentally friendly materials.

To ensure quality and sustainable operation, Leechi conducts annual assessments of suppliers'

delivery quality, delivery time, service, and sustainability performance in accordance with the company's internal regulations. Excellent suppliers will be given priority in new product manufacturing opportunities (including sampling) and will receive increased order volume and preferential payment terms .

For supplier audits, Leechi focuses on product quality. To implement our ESG practices and prevent suppliers' social responsibility behaviors from having a significant impact, we conducted risk assessments on major suppliers in 2025 in accordance with our "Supplier Code of Conduct " (including labor, health and safety, environmental protection, ethics and management systems) and " Information Security and Privacy Protection " guidelines. Our purchasing department sent questionnaires to suppliers to conduct ESG self -assessments, and then conducted statistical analysis and implemented tiered management and improvement based on the self-assessment results. In 2025, we had a total of 286 suppliers, of which 20 (7%) conducted ESG self -assessments. For suppliers whose compliance rate was less than 60%, SQC provided supplier guidance. For other suppliers who have not yet conducted ESG self -assessments, we will gradually implement them according to the importance of the suppliers.

Supplier Categories and Local Sourcing

We identified four main supplier categories: raw material suppliers (including miscellaneous items) , process outsourcing providers, and waste disposal and service outsourcing providers (including engineering providers) . Geographically, except for raw material suppliers where 99 % are sourced locally (in Taiwan) , the remaining suppliers (process outsourcing and waste disposal and service outsourcing providers , including engineering providers) are 100% sourced locally .

Establish a dedicated hotline for reporting corruption among suppliers.

Leechi provides suppliers with the Leechi Supplier Guidelines and Supplier Code of Conduct for review and signature, requiring suppliers and their employees to faithfully execute all buying and selling transactions, including but not limited to material procurement, engineering contracting, outsourced processing , equipment sale , and disposal of obsolete materials. Suppliers are prohibited from providing or giving cash, securities, gifts, entertainment, travel, or any other personal benefits to any of the company's employees, their relatives, or other interested parties. Suppliers are also prohibited from engaging in any form of lending, leasing, investment, or any activities not directly related to their job duties with any of the company's employees or their relatives. Suppliers are prohibited from providing any of the company's employees or their relatives with reward-based work arrangements. Suppliers are prohibited from engaging in any behavior that damages the company's interests or business image. If any of the company's employees actively or passively violate procurement discipline, suppliers must promptly report it to the following company's designated contact unit via letter or email, using their real name, contact information, and providing concrete information or evidence. Complaint and appeal email address : gmoe@leechi.com.tw

Chapter 4 Friendly Workplace and Social Inclusion

4.1 Employee Overview

People are the most important asset of a company. Leechi is committed to the business philosophy of "pursuing excellence through diligence, leveraging collective strength through people, satisfying customers with quality, sharing results with employees, and pioneering the future through innovation," creating a stable, harmonious, diverse, inclusive, and meaningful work environment for its employees. Leechi offers competitive salaries and benefits, a comprehensive training and development system, smooth labor-management communication channels, clear diversity and inclusion guidelines, and diverse activity arrangements, aiming to help employees balance work and family life, achieving the best work-life balance and a happy life. Leechi upholds the concept that employees are the company's most important asset. In addition to complying with national laws and regulations to protect workers, we also respect employee human rights, including gender equality, anti-discrimination, and avoiding excessive working hours. We will never tolerate any harassment, discrimination, or other violations of employment laws. Through performance evaluation mechanisms, we reward and promote employees, hoping that every employee can give full play to their strengths, and that outstanding colleagues can lead their teams to achieve company goals.

Leechi has a total of 561 employees, of which 128 are foreign nationals (22.8 %); 7 employees have disabilities (1.2 %). There are 77 supervisors at the deputy team leader level or above (13.73 %). There are 233 male employees (41.53 %) and 328 female employees (58.47 %). The average age of employees is approximately 31-50 years old.

■ Employee count by gender and region (unit : 1 person)

Operating locations	male		female		total
	Number of people	Proportion	Number of people	Proportion	
No. 112, Section 1, Shipai Road, Shipai Village, Changhua City	185	32.98 %	280	49.91 %	465
No. 8, Industrial South 5th Road, Nangang Industrial Zone, Nantou City	48	8.55 %	48	8.56 %	96
total	233	41.53 %	328	58.47 %	561

■ Employees are categorized by gender and job title (unit : 1 person)

Job Category	male		female		total
	Number of people	Proportion	Number of people	Proportion	
Production	153	27.27%	240	42.78%	393
Research and development	20	3.57%	13	2.32%	33
business	2	0.36%	25	4.46%	27
Quality Assurance	15	2.67%	10	1.78%	25
manage	43	7.66%	40	7.13%	83
total	233	41.53%	328	58.47%	561

■ Employees are categorized by gender and supervisory position (including deputy team leader and above) (Unit : 1 person)

Job Category	male		female		total
	Number of people	Proportion	Number of people	Proportion	
Supervisory position	57	10.16 %	20	3.57 %	77
Non-management position	176	31.37 %	308	54.90 %	484
total	233	41.53 %	328	58.47 %	561

■ Employees are categorized by age (unit : 1 person)

Age groups	male		female		total
	Number of people	Proportion	Number of people	Proportion	
Under 30 years old	32	5.70%	67	11.94%	99
31-50 years old	127	22.64%	158	28.16%	285
51 years and older	74	13.19%	103	18.36%	177
total	233	41.53%	328	58.47%	561

4.2 Diversification and Talent Cultivation

Recruitment and Communication

Leechi's personnel planning primarily considers business objectives, government labor policies, internal and external human resource supply and demand, and employee development needs. It has established a "Recruitment and Selection Process," detailing recruitment procedures and methods. A comprehensive system, competitive salaries, and sustainable career development plans are used as incentives to attract external job seekers. The company continuously seeks high-quality talent to enhance its competitiveness through diverse recruitment channels such as job search websites, campus recruitment, and industry-academia collaboration. Each hiring manager arranges interviews and interviews based on their specific needs. Industry-academia collaboration has long been a key channel for talent recruitment, and internships are an important method for corporate talent development. Through collaboration between the company and schools, the company provides internship opportunities for interns, allowing for observation of student performance and assessment of future hiring potential, thus helping to build a talent pool for the company. In 2025, the employee turnover rate was 13.01%, while the employee turnover rate was 18.36%. Due to changes in market demand in the bicycle industry in 2025, the company adjusted its production capacity to reduce inventory, resulting in increased demand, but the overall level remained relatively low.

In 2025, due to insufficient orders, the total number of employees decreased by 8 compared to 2024, and the turnover rate of full-time employees increased by 9 (9.57%) compared to 2024. This was mainly due to older employees and eligible male employees applying for retirement. The company has always been committed to talent retention policies, hoping to provide a work environment and content that meets the needs of employees, reduce employee turnover, and increase employee retention.

Currently, all employees with disability certificates have served the company for many years. The company provides them with assistance in various aspects, appropriately understands and adjusts their work to suit their abilities, and offers care, support, and assistance. The company believes that employees with disabilities will create unique value in their work!

■ The total number and proportion of new and departing employees, categorized by age group and gender.

(Unit : 1 person)

Newcomer staff	Age groups	male		female		total	
		Number of people	Proportion	Number of people	Proportion	Number of people	Proportion
	Under 30 years old	10	1.78%	twenty three	4.10%	33	5.88%

	31-50 years old	29	5.17%	9	1.60%	38	6.77%
	51 years and older	2	0.36%	0	0.0%	2	0.36%
	total	41	7.31%	32	5.70%	73	13.01%
Newcomer gender ratio		56.16%		43.84%		73	100%

	Age groups	male		female		total	
		Number of people	Proportion	Number of people	Proportion	Number of people	Proportion
Resignation staff	Under 30 years old	17	3.03%	8	1.43%	25	4.46%
	31-50 years old	34	6.06%	25	4.45%	59	10.51%
	51 years and older	8	1.43%	11	1.96%	19	3.39%
	total	59	10.52%	44	7.84%	103	18.36%
	Gender ratio of employees leaving the company	57.28%		42.72%		103	100%

Salary Policy

Leechi Company, while ensuring external competition, internal fairness, and legality, offers a diverse and competitive compensation system. Adhering to the principle of profit sharing with employees, the company aims to attract and retain employees and motivate their career development. It is committed to providing employees with competitive compensation and benefits and has a Compensation Committee that holds regular meetings to review and evaluate relevant content. All employee salaries provided by the company comply with legal regulations. In addition to monthly salaries, the company also distributes year-end bonuses based on annual operating performance. Furthermore, in accordance with the company's articles of association, "If the company has a profit in a year, it shall allocate 2%-10% to employee compensation, and of the aforementioned total employee compensation, no less than 30% shall be allocated to grassroots employees as compensation." Year-end bonuses and annual employee bonuses are intended to reward employees for their contributions, motivate them to continue their efforts, and link employee interests with shareholder interests, creating a win-win-win situation for the company, shareholders, and employees. Based on the company's operating results, referencing domestic industry standards, and in accordance with the company's articles of association, the total amount of employee compensation is determined. The amount and distribution method are proposed by the

Remuneration Committee to the Board of Directors. Employee compensation is distributed after approval by the Board of Directors. The amount allocated to each employee is determined based on their position, contribution, and performance.

Compensation policy for senior managers

The Company has established a Remuneration Committee under the Board of Directors, currently composed of three independent directors. The Remuneration Committee regularly reviews the policies, systems, standards, and structures regarding the performance evaluation and remuneration of directors and managers, and submits these to the Board for review. The Remuneration Committee held two meetings in 2025, with a 100% attendance rate. The Company's policy on paying directors' remuneration is in accordance with Articles 18 and 23 of the Company's Articles of Association. The remuneration of the General Manager and Deputy General Managers is handled in accordance with the Company's salary payment standards. The Remuneration Committee reviews and approves the remuneration based on factors such as the individual's education and experience, the responsibilities of the position, their individual performance, their contribution to the Company's overall operations, the Company's overall operating performance, ESG-related performance evaluations, and market trends, and the remuneration is then approved by the Board of Directors.

Incentive systems and policies linking sustainable performance

Based on the overall operational performance management needs, our company strengthens corporate governance and promotes sustainable development. We have incorporated sustainable development strategies and goals into the annual performance targets of senior managers to improve organizational operational efficiency and serve as the basis for salary and bonus allocation. This aims to incentivize senior managers to lead their teams in driving the company's steady growth and to actively assume responsibility and exert influence in the company's sustainable development. To further motivate senior managers, outstanding key professionals, and all employees to prioritize long-term comprehensive performance and achieve sustainable operation, starting in 2025, six major sustainable development strategies and goals will be linked to the short-term and long-term incentive compensation of the General Manager, Deputy General Managers, and senior managers.

I. Current Status of Target Implementation in 2025: The performance targets for the General Manager, Deputy General Manager, and Senior Managers have perpetual performance indicators and are linked to variable rewards.

II. Establish reward/assessment/performance indicators related to sustainable development goals – linking compensation with sustainable performance:

1. General Manager and Deputy General Manager:

Performance Indicators – Sustainable Development Performance (15%)

Implementation method (weight) — (1) Green product innovation (4%)

(2) Low-carbon manufacturing transformation (4%)

(3) Occupational safety and health (5%)

(4) Other (2%)

2. Senior Manager (One of the Heads of the Six Sustainable Development Strategies):

Performance Indicator – Sustainable Development Performance (5%)

Implementation method (weight) - (1) Sustainable responsible procurement (3%)

(2) Circular economy (2%)

object	Performance indicators	Execution method (weight)
General Manager and Deputy General Manager	Financial performance (40%)	---
	Market and Customers (25%)	---
	Internal processes (10%)	---
	Sustainable development performance (15%)	Green product innovation (4%) Low-carbon manufacturing transformation (4%) Occupational safety and health (5%) Other (2%)
	Learning and growth (10%)	
Senior Manager (One of the heads responsible for the six major sustainability strategies)	Sustainable development performance (5%)	Sustainable responsible procurement (3%) Circular economy (2%)

According to the " Regulations Governing the Preparation and Filing of Perpetual Reports by Listed Companies," Liqi In 2025 , the weighted average number of full-time employees not holding managerial positions was 484. The average and median salaries for these employees in 2025 were compiled, reviewed and calculated by an accountant , and compared with the previous year. Furthermore, the average salary for non-management full-time employees in 2025 was NT\$ 473,000 (an increase of 4.42% from 2024) , and the median salary was NT\$ 430,000 (an increase of 5.13% from 2024) . Both the average and median salaries for non-management employees showed a significant increase compared to the previous year .

■ Salary and Benefits Information (Unit : Thousand Yuan/Person)

Salary and Benefits Information Category	2024 years	2025 years	difference(%)
Average employee benefits	530	551	3.96%
Average employee salary	431	445	3.25%
Average salary of	453	473	4.42%

full-time employees who do not hold managerial positions			
Median salary of full-time employees not holding supervisory positions	409	430	5.13%

Performance appraisal

2025 , a total of 533 full-time employees underwent regular performance and career development reviews , representing 95.01 % of the company's total workforce. Further categorized by gender, 208 male employees underwent these reviews, representing 89.27 % of all male employees at the end of the reporting period. 325 female employees underwent similar reviews, representing 99.09 % of all female employees at the end of the reporting period. For a breakdown of employee categories during the reporting period, please refer to the "Statistical Table of Employees Undergoing Regular Performance and Career Development Reviews by Gender and Category." To effectively link company/organizational/individual goals, the company conducts performance appraisals annually from August to December. Through a continuous performance management cycle, the company reviews the career capabilities of each employee and identifies personnel gaps. Around August each year , supervisors and colleagues review goal achievement, confirming the alignment of colleagues' personal development plans with company objectives. In December, supervisors conduct performance reviews , allowing colleagues to understand their work performance and learning progress, and jointly set new year's work goals and personal development plans. Colleague performance reviews also serve as important references for promotions, salary adjustments, bonuses, and profit sharing. This aims to ensure that both the organization and individuals continue to move forward in a positive direction.

■ Percentage of employees undergoing regular performance and career development reviews , categorized by gender and employee type .

(Unit : 1 person)

	male			female			total		
	Total number of employees at the end of the reporting period	Number of men who were evaluated	percentage	Total number of employees at the end of the reporting period	Number of women who participated in the evaluation	percentage	Total number of employees at the end of the reporting period	Number of men and women participating in the evaluation	percentage

Formula code	A	B	C=B/A	D	E	F=E/D	G=A+D	H = B + E	I=H/G
Production	233	152	65.24%	328	239	72.87%	561	391	69.70%
Research and development		19	8.15%		3	0.91%		twenty two	3.92%
business		2	0.86%		25	7.62%		27	4.81%
Quality Assurance		14	6.01%		10	3.05%		twenty four	4.28%
manage		twenty one	9.01%		48	14.63%		69	12.30%
total		208	89.27%		325	99.09%		533	95.01%

Note: The following situations will not be included in the evaluation:

1. New employees who have not completed three months of service will be subject to a separate performance evaluation based on the new employee completion period assessment model.
2. Employees who are confirmed to be leaving during the assessment period.
3. Those who are still on unpaid leave during the assessment period or whose unpaid leave has been confirmed to be imminent.

Employee satisfaction

Employee satisfaction is a comprehensive indicator of employees' loyalty, cohesion, and sense of belonging to the company. Since 2024, the General Manager's Office has been responsible for conducting an annual survey of all employees' core values (employee satisfaction) on seven major topics: work environment, compensation and benefits, learning and development, leadership and management capabilities, performance management, job satisfaction, organizational climate, and identification, in order to understand the degree of employee satisfaction with the company.

Scope of coverage: All employees of Leechi Changhua Plant and Nangang Plant.

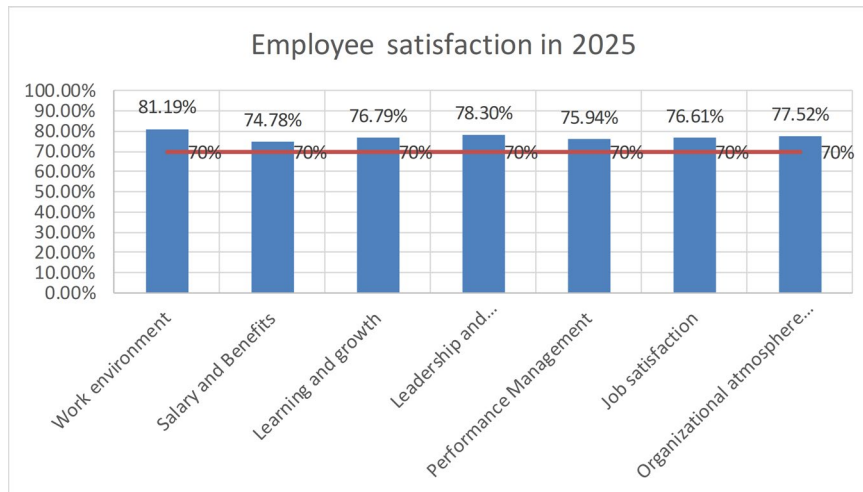
Number of respondents: 540 people responded in 2025, with a coverage rate of 96.26%.

Employee satisfaction survey: 77.30%, exceeding the target of 70%, with employees being most satisfied with their work environment.

Satisfaction Improvement and Tracking: 1. Encourage employees to actively participate in proposing improvements to enhance quality , increase efficiency, and reduce costs. Cost reduction, waste reduction , and other measures are implemented to achieve the company's sustainable operating goals, and a review is conducted every six months.

Those selected as outstanding cases will be awarded a bonus.

2. We communicate at monthly departmental meetings and quarterly labor-management consultation meetings to strengthen two-way communication.



Note: Satisfaction calculation benchmarks: Very satisfied (100%), Satisfied (80%), Neutral (60%), Dissatisfied (40%), Very dissatisfied (20%).

Labor relations

Leechi values labor relations, believing that all employees must be treated with dignity and respect. Besides refraining from forcing or coercing any unwilling personnel to perform tasks, he also listens to employees' opinions, maintains open communication channels, and emphasizes two-way communication with employees. To listen to employees' opinions and voices, Leechi holds quarterly labor-management meetings, hoping to use a fair and effective communication mechanism to hear employees' concerns, address their concerns promptly, and achieve the goal of promoting labor-management harmony and creating a win-win situation for both parties. Leechi respects employees' right to freedom of association; however, to date, no employees have formed a union.

In 2025, Leechi adhered to the principle of holding at least one labor-management meeting per quarter, convening a total of four such meetings. Topics discussed included fire drills, workplace safety issues, guidelines for preventing workplace misconduct, anti-fraud principles, intellectual property rights advocacy, labor standards regulations, overtime hours, and working days. The company complies with the Labor Standards Act, providing affected employees with 10 to 30 days' advance notice, depending on seniority, before implementing any major operational changes that may significantly impact employee rights. Furthermore, the company provides relevant assistance measures for employees, such as assisting them in applying for government subsidies. In addition to involving employees in company goals, Leechi also holds various meetings, large and small, including labor-management meetings, ad-hoc departmental meetings, and management review meetings, all aimed at facilitating smooth communication and organizational adjustments. In 2025, the company did not receive any employee complaints regarding human rights violations, working conditions, sexual harassment, bullying, or workplace misconduct.

Employee benefits

Life is more than just work ; we want our employees to be healthy and happy , able to enjoy life with their families . Therefore , in addition to the company's benefits, we have an Employee Welfare Committee that meticulously plans various activities and welfare facilities, providing a range of benefits including marriage subsidies , maternity subsidies , employee allowances, employee condolence payments , educational scholarships , holiday bonuses, and employee birthday celebrations , among others . Furthermore, Leechi helps employees integrate into the company culture and achieve their self-development goals from the perspectives of employee adaptation, professional growth, and career development. This allows employees to continuously challenge themselves, set records, and grow together with the company in a diverse and innovative environment. Therefore , Leechi has created a vibrant work atmosphere that boosts employee morale.

Employees can also apply for flexible work hours if they need to take care of their families . In 2025, a total of three employees applied for flexible work hours .

Leechi Insurance Company legally provides all employees with labor insurance, national health insurance, and group insurance. The group insurance is fully funded by the company and includes term life insurance, accident insurance, accident medical insurance, critical illness insurance, and hospitalization coverage. Employees can also add different personal insurance plans at their own expense through the company's regular on-site service, based on their individual and family needs. All premiums are affordable. These comprehensive insurance plans are designed to ensure employees can work without worries and to benefit their families. In 2025, employees received a total of NT \$ 597,825 in group insurance claims due to illness and accidents .

Leechi prioritizes the health of its employees, outsourcing meals to a catering company. The company covers 70% of the meal cost, while employees pay 30% (the company fully covers the cost of meals for employees working overtime in the evenings and on weekends). Special meals are offered weekly, with a diverse and balanced menu that incorporates elements from Southeast Asian cuisines to ensure that employees of different nationalities can enjoy the food. Employees are also allowed to take only the amount of food they need to avoid food waste .

In order to support the national policy of promoting the birth rate, Leechi paid special attention to maternity benefits and childcare allowances. In addition to the subsidy of NT\$3,000 per person issued by the Occupational Welfare Association , there were 4 people who applied for the maternity benefits in 2025 , totaling NT\$ 12,000 .

We have staff dormitories, employee dormitories, and foreign worker dormitories to provide accommodation for employees from distant places and foreign workers. We have also set up a nursery (breastfeeding) room to optimize the facilities and environment of the nursery room and make it convenient for female employees to breastfeed their babies. In addition, we have added an on-site doctor, provided employees with a contracted early childhood education institution, beautified the green landscape of the factory area with trees and plants, provided employees with a contracted hospital, renovated and improved the kitchen and canteen for foreign employees,

renovated and improved the employee recreation room, and renovated and improved the outdoor parking lot for employees, which effectively enhances employee morale and cohesion.

Regarding the reinstatement and retention of employees after maternity leave , Leechi follows the "Gender Equality in Employment Act," granting employees maternity leave, paternity leave, and unpaid parental leave. Therefore, all employees, regardless of gender, are eligible for parental leave. In 2025, 0 male employees and 2 female employees were eligible, and 2 female employees applied for parental leave. Therefore, 2 employees were due for reinstatement in 2025 , resulting in a 100% reinstatement rate . In 2024, 2 employees were reinstated after using parental leave , and both have been employed for over 12 months since their reinstatement , resulting in a 100% retention rate .



Monthly factory doctor on-site service



Nursing room facilities and environment



Staff canteen



■ Statistics on the proportion of employees returning to work and remaining on maternity leave , categorized by gender (unit : 1 person)

	formula code name	male		female		total
		Number of people	Proportion	Number of people	Proportion	
1. Number of people using parental leave in 2025	A	0	0%	2	100%	2
1. Total number of employees who returned to work after taking parental leave in 2025	B	0	0%	2	100%	2
1. Total number of employees who should return to work after using parental leave for 4 years	C	0	0%	2	100%	2
1. Total number of employees who returned to work after taking parental leave for 3 years	E	0	0%	2	100%	2
1. The total number of employees who remained employed 12 months after returning to work following 3 years of maternity leave .	D	0	0%	2	100%	2
Resumption rate	B/C	0%		100 %		-
Retention rate	D/E	0 %		100%		-

Statistics on parental leave applications and reinstatement/retention show that Leechi was granted parental leave in accordance with regulations and proactively inquired about return to work 45 days before the expiration date . Leechi's colleagues, deeply committed to gender equality, submitted a total of 2 parental leave applications in 2011 (0 for men and 2 for women) .

Peace of mind retirement system

Leechi employees are handled in accordance with the "Work Rules of Leechi Machinery Industrial Co., Ltd." and the relevant provisions of the Labor Standards Act and the Labor Retirement Pension Act.

The retirement pension system under the "Labor Retirement Pension Act" applicable to our company is a government-managed retirement plan. Based on each employee's salary and in

accordance with the monthly salary contribution grading table approved by the Executive Yuan, no less than 6% of the monthly salary is allocated to the individual account of the Bureau of Labor Insurance as retirement pension.

For employees of our company who are subject to the retirement pension regulations of the Labor Standards Act, the monthly retirement reserve funds are allocated in accordance with the Labor Standards Act. The company's Labor Retirement Reserve Supervision Committee oversees and regularly holds meetings to report on the contribution and disbursement of retirement funds. The funds are deposited in the name of the committee with the Bank of Taiwan, which is responsible for handling the receipts, disbursements, custody, and use of these funds. However, according to the Regulations Governing the Collection, Disbursement, Custody, and Use of the Labor Retirement Fund, the minimum return on the annual settlement of the Labor Retirement Fund cannot be lower than the return calculated using the local bank's two-year fixed deposit interest rate.

of each year, our company estimates the retirement amount for employees who meet the retirement conditions stipulated in Article 53 or Article 54, Paragraph 1, Item 1 of the Labor Standards Act for the following year. In accordance with the law, we make full payment of retirement benefits before the end of March of the following year, so that retired employees have no worries about their livelihood and all employees can contribute their personal performance more wholeheartedly at work.

Education and training

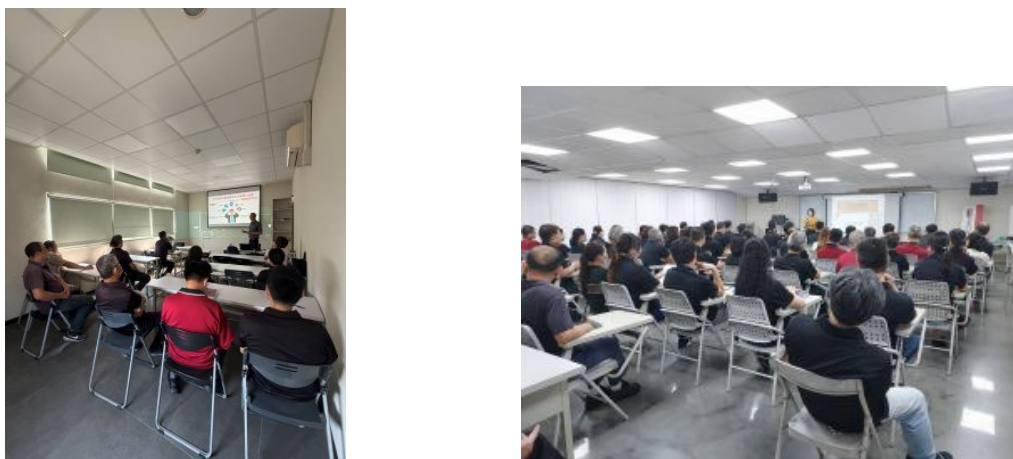
Leechi believes that the company's continued growth is inseparable from its employees' "keeping up with the times," and that sustainable transformation is an issue that all global companies must face. Continuously conveying sustainability knowledge to employees lays the foundation for sustainable transformation, and talent development planning is also crucial. To this end, the company integrates internal and external resources to provide employees with diverse training mechanisms. In addition to having an "Education and Training Management Procedure" to create a continuous and diverse learning environment, the company also provides employees with platforms to showcase their abilities. Through a rotation system, employees are given diverse development opportunities, allowing them to grow together with the company "with goals, discipline, and plans."

Leechi is committed to nurturing top talent, enriching employee knowledge and skills, and upholding environmental, social, and governance (ESG) principles. We have established a systematic education and training system guided by short-, medium-, and long-term goals, striving to create a high-quality work environment and improve performance. Based on departmental needs, individual employee job nature, performance evaluation results, and career development needs, we have developed talent and organizational development plans aimed at enabling employees to continuously improve themselves and make greater contributions to the company. Simultaneously, we provide diverse learning channels and development resources, including pre-employment

training , on-the-job training, classroom teaching, job guidance, mentorship programs, and job rotation. We encourage employees to exchange ideas and engage in discussions, fostering a learning atmosphere and helping them master various job skills through different learning programs. Furthermore, we highly value ESG issues and incorporate them into our education and training curriculum. We invite external experts to conduct relevant lectures while simultaneously cultivating internal talent to pass on important ESG knowledge, experience, and skills.

Leechi has a well-established education and training system, offering various academic, knowledge-based, and technical education courses on an irregular basis each year. Depending on work needs, employees are also selected to participate in off-site or overseas internship programs, allowing them to enjoy learning and growth through their work.

Every November, an education and training needs survey is distributed, and education and training plans are compiled based on the responses from each department. Employees can apply for external training according to their work needs, and those who participate in training during working hours are granted paid leave. In 2025 , Leech employees participated in courses such as "Occupational Safety and Health and Job Skills Courses," "Internal Control and Auditing," "Legal Courses," "Business Management Courses," "Information Security Courses," "Industry Knowledge-Related Courses," and "Business Sustainability," totaling 10,065 hours. Compared to 8,507 hours in 2024 , this represents an increase of 1,558 hours , with an average of 17.94 hours of training per person in 2025 .



■ Statistics on the average number of hours of education and training received per employee per year , categorized by gender and employee type

		Formula code	male	female	total
Production (direct personnel)	Number of people	A	280	430	710
	Hours	B	2342	2782	5124
	Average training hours for this category of employees	$C=B/A$	8.36	6.47	7.22
Research and development	Number of people	D	90	10	100
	Hours	E	834	60	894
	Average training hours for this category of employees	$F=E/D$	9.27	6.00	8.94
business	Number of people	G	0	20	20
	Hours	H	0	130	130
	Average training hours for this category of employees	$I=H/G$	0.00	6.50	6.50
Quality Assurance	Number of people	J	85	31	116
	Hours	K	585	198	783
	Average training hours for this category of employees	$L=K/J$	6.88	6.39	6.75
Management (including other indirect personnel)	Number of people	M	259	90	349
	Hours	N	2450	684	3134
	Average training hours for this category of employees	$O=N/M$	9.46	7.60	8.98
Total number of trainees and total training hours	Number of people	P	714	5 81	1 295
	Hours	Q	6211	3854	10065
Total number of employees	Number of people	R	23 3	3 2 8	56 1
Average training hours per employee	Hours	$S=Q/R$	26.66	11.75	1 7. 94

4.3 Human Rights Assessment

Our company uses the Board of Directors as the highest governing body for human rights governance, and the Management Department is responsible for forming an interdepartmental team to promote human rights management. To fulfill our corporate social responsibility and protect the basic human rights and related rights of our employees, we have formulated our employee human rights policy, sexual harassment prevention and complaint handling procedures, disciplinary measures, and supplier code of conduct in accordance with labor laws, international labor and human rights conventions, and other regulations. This ensures that the entire company and suppliers adhere to relevant social responsibilities regarding labor rights and working conditions. Furthermore, all of our personnel regulations comply with relevant government labor laws and regulations. All employees are treated equally within the company . We are committed to protecting the right to work of every employee, emphasizing talent development, and providing employees with opportunities to fully utilize their abilities. Specific measures are divided into eight aspects: child labor, forced labor, health and safety, freedom of association and collective bargaining rights, discrimination, disciplinary measures, working hours, and compensation, respecting the protections stipulated in human rights conventions, and are published on the company website.

project	Specific practices
Ban child labor	The company does not employ child labor and does not support the employment of children under the age of 16.
Forced labor is prohibited.	1. The company does not use or support the use of forced labor, nor does it require employees to pay a deposit or deposit their identity documents at the start of employment. 2. Never withhold any part of an employee's wages, benefits, property, or documents in order to force the employee to work continuously for the company. 3. Employees have the right to leave the workplace after completing standard working hours. Employees may terminate their employment contract at their own discretion after giving the company reasonable notice.
Provide a healthy and safe working environment	1. The company is committed to all its operations complying with national laws, meeting internationally recognized standards of environmental protection and social responsibility, and continuously improving them. 2. Provide a safe and healthy working environment and take necessary and effective measures to minimize potential hazards in the working environment in order to avoid health hazards to employees in the course of their work or in the event of work-related accidents. The designated management department head is responsible for providing a healthy and safe working environment for all employees and for

	implementing all health and safety provisions of this policy. 3. Provide employees with effective health and safety training regularly, and retrain employees who are newly hired, transferred, or who are in the area where an accident has occurred. 4. Establish mechanisms to detect, prevent, and respond to potential threats that may endanger employee health and safety. The company shall maintain written records of all incidents occurring in all workplaces, company-controlled premises, and property. 5. The company provides employees with appropriate personal protective equipment while at work. In the event of an employee's work-related injury, the company provides first aid and assists in obtaining subsequent treatment. 6. Assess all risks to female employees during pregnancy and ensure that reasonable measures are taken to eliminate or reduce the risks to their health and safety. Our company will not require female employees to work between 10 PM and 6 AM the following morning. This restriction does not apply unless necessary safety and health facilities, transportation home, or dormitory accommodation for female employees are provided with the consent of the labor-management meeting. Employees whose children are under three years old and need to be breastfed are allowed to breastfeed twice a day during working hours, outside of rest periods, with each session limited to 30 minutes. 7. Provide employees with clean toilets, drinking water, and, if necessary, sanitary facilities for food storage. 8. The company provides employee dormitories, ensuring that the dormitories are clean and safe, have escape exits, washing facilities, adequate ventilation, and reasonable personal space. 9. All employees have the right to leave or eliminate any potentially serious dangers that may occur in their work, even without the company's permission .
Allowing freedom of association and the right to collective bargaining	1. Respect employees' rights to freedom of association, election of representatives, joining labor associations, and collective bargaining. The company respects these rights and clearly informs employees that they are free to join the organizations they choose. 2. Employees can communicate directly with management about working conditions through labor-management meetings without worrying about retaliation, threats, or harassment.

Prohibition of discriminatory acts	1. In matters relating to hiring, remuneration, training opportunities, promotion, dismissal or retirement, the company has not engaged in any form of discrimination based on race, social class, nationality, religion, physical disability, gender, sexual orientation, family responsibility, marital status, union membership, political affiliation, age or any other reason. 2. The company will not interfere with employees' right to practice their beliefs and customs, nor will it discriminate against them on the basis of race, social class, nationality, religion, physical disability, gender, sexual orientation, family responsibility, marital status, union membership, political affiliation or any other reason. 3. The company does not allow any threatening, abusive, exploitative, or coercive sexual harassment, including gestures, language, and physical contact, in the workplace, employee dormitories, or other locations.
Prohibition of punitive measures	The company respects all employees and upholds their dignity. It shall not engage in or support corporal punishment, mental or physical coercion, or verbal abuse, nor shall it treat employees in a brutal or inhumane manner.
Working hours	1. The company complies with the relevant labor laws regarding working hours. Normal weekly working hours and weekly overtime are in accordance with the law. Employees have at least one day of rest in every 7-day cycle. 2. If employees are required to work overtime to meet short-term business needs, an agreement will be reached with the employees and their wishes will be respected. All overtime work is voluntary.
Salary	1. The company guarantees that the wages paid within a standard working month will at least reach the statutory basic wage standard and meet the basic needs of employees. 2. The company guarantees that wages will not be deducted for disciplinary purposes unless permitted by applicable laws or with the consent of employees through free collective bargaining. 3. The company regularly provides employees with a clear and detailed breakdown of their salary and benefits structure, and guarantees that salaries and benefits are fully compliant with all applicable laws. Salaries and benefits are paid in cash, by check, or any other method convenient for employees. 4. All recruitment costs for foreign employees shall be borne by the company.

In 2025 , in addition to providing training on employee human rights protection to new employees , the supervisors of each unit of our company also used departmental meetings to continuously promote human rights policies to existing employees. As a result, all existing employees (561

person-times) completed the training in 2025 , achieving a 100% completion rate . Furthermore, no incidents of forced labor or discrimination against employees occurred in 2025.

4.4 Workplace Health and Safety

Occupational Safety and Health Organization

Leechi has a "Safety and Health Office" and has established an "Environmental Safety and Health Promotion Committee" and an "Occupational Safety and Health Committee". The Occupational Safety and Health Committee is jointly composed of labor and management, with the chairman serving as the chairman . Labor representatives occupy more than one-third of the seats. The Occupational Safety and Health Committee holds a meeting every three months. Its main business is to make recommendations on the company's proposed safety and health policies and to review, coordinate and recommend safety and health-related matters.

Dual-system verification for safety and hygiene management

Leechi has passed ISO45001 and TOSHMS occupational safety and health management dual system certification to ensure the safety and health of employees in the workplace. It also hopes to provide employees with a good safe and healthy working environment and avoid or reduce the occurrence of accidents through the establishment of hazard identification, risk assessment and risk control and external verification.

When implementing new construction, renovation, or demolition projects, relevant units such as labor safety and management must conduct a safety and health risk assessment before the project planning, design, and construction. During the construction process, contractors must be strictly required to comply with occupational safety and health laws and regulations. At the same time, the company's labor safety office and management department will conduct unannounced inspections at the construction sites of various units from time to time to prevent workplace accidents and protect the safety of employees.

Safety and hygiene management

Leechi has established a comprehensive safety and health management system as the guiding principle for all operations, with the goal of achieving zero accidents and zero injuries and ensuring the personal safety of employees.

Each unit on the Leechi production line has strengthened the implementation of automatic inspections to ensure the safe use of equipment, and conducts regular (twice a year) monitoring of the work environment. All necessary safety protective equipment is readily available, and employees are continuously required to wear and use them as required to avoid injury or health hazards during work.

In addition, safety and health education and training and emergency response drills are held regularly (twice a year) to enhance employees' safety and health knowledge and familiarize them with emergency response skills. 5S audits are conducted on production units regularly (four

times a year) , and potential hazards are identified and prevented and improved through external audits to prevent hazards from occurring.

Statistics on Safety and Health Education, Training/Drills in 2025

category	Number of people	Hours
Safety and hygiene education and training	561	4731
Contractor safety and health education and training	29	223
Emergency response drill	144	560

Note: Safety and health education and training includes courses for new employees and certification courses.

Work safety management personnel with professional certification

Certificate Name	Number of people	Certificate Name	Number of people
Occupational Safety Manager	2	Operators of high-pressure gas specific equipment	0
Occupational safety and health administrator	5	Automatic inspection of liquefied petroleum gas storage tanks and their accessories	1
Occupational Safety and Health Supervisor - Grade A	8	Non-medical ionizing radiation protection	7
Dangerous goods transport personnel	1	Automatic inspection of power punching and shearing machinery	1
emergency personnel	18	Specific Chemicals Operation Supervisor	3
Operators of forklifts with a load capacity of 1 metric ton or more	37	Dust Operation Supervisor	6
Organic Solvent Operations Supervisor	5	Acetylene operators	1
Oxygen-deficient work supervisor	1	Labor health service nurses	1
Fire safety manager	7	Small boiler operator	1
Operators of stationary cranes weighing less than three metric tons	2	Class B Waste Disposal Technician	3
Operators of fixed overhead cranes with a capacity of three tons or more	4	Energy management professionals	2
Training course on using lifting equipment for hoisting (commander)	1	Security supervisor	1



Safety and hygiene management performance

To implement occupational safety and health management, the Safety and Health Office selects several key occupational safety and health indicators each year, including the number of disability-related injuries , the number of people with disability-related injuries, the number of days lost due to disability-related injuries, the number of improvement proposals, and the number of near misses reported , as performance indicators and sets annual targets as performance management evaluation standards. The 5 disability-related injuries in 2025 (1 from a falling object; 1 from a fall; 1 from cuts, lacerations, or abrasions ; 1 from being trapped or caught; 1 from contact with hazardous materials, etc.) are attributed to the need to continuously strengthen safety and health education, training, and outreach to enhance personnel safety awareness and reduce the occurrence of hazardous incidents.

In response to the five workplace accidents , the factory has completed its review and improvement efforts, including revising standard operating procedures (SOPs) , improving management measures, strengthening management regulations , and continuously implementing training programs for each case to prevent recurrence .

2025 Safety and Health Management Performance Statistics

Number of Disability Injuries	Number of people with disability injuries	Number of days lost due to disability injury	Number of improvement proposals	Number of false alarm reports
5	5	52	75	12

Note 1: Number of disability injuries = Number of incident investigation report forms

Note 2: Number of people suffering from disability injuries = Number of people suffering from disability injuries as stated in the incident investigation report.

Note 3: Number of days lost due to disability injury = Total number of days lost since the injury

Note 4: Number of improvement proposals = Number of improvement proposals related to environmental safety and health issues

Note 5: Number of false alarm reports = Number of proposals and improvement cases related to occupational safety and health issues

Note 6: Traffic accidents are included in the statistics.

Note 7: This statistical data includes all workers.

■ Statistics on work-related injury categories , frequency of work-related injuries , occupational diseases , and proportion of lost days in 2025

category	Work injury		Traffic incident	
gender	male	female	male	female
Number of people	4	1	0	0
Lost days	52		0	
Frequency of Disability Injury (FR)	5.44		0	
Severity of Disability Injury (SR)	56		0	
Total Damage Index (FSI)	0.55		0	

Healthy and safe working environment

Employee care and concern: Employees are the company's most important asset, and employee health is the foundation of Richmond's sustainable development . Healthy employees are the foundation of high productivity. Richmond safeguards the health of every employee through diverse "health promotion" and "health management" activities. Richmond values the physical and mental well-being of its employees, encourages work-life balance, and is committed to promoting healthy lifestyles and behaviors. Richmond adheres to the ISO 45001 Occupational Safety and Health Management System, fully understanding the hazards and risks in the workplace, assessing their impact on all relevant personnel within the company (including employees, contractors, visitors , and others), and ensuring all personnel have a correct understanding, thus ensuring employees are in a healthy and harmless working environment.

1. Happy work, happy life

Employees are the company's greatest asset, and creating a hopeful and vibrant work environment is a key aspect that Leechi values highly.

Beyond the workplace, we also hope our employees can enjoy a harmonious life, both

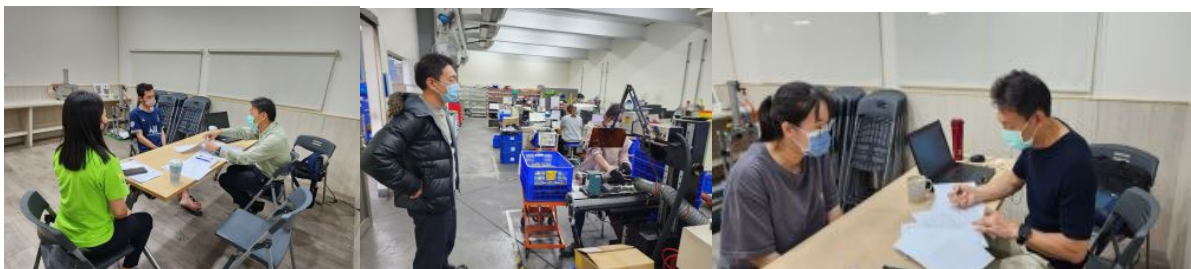
physically and mentally. Therefore, the company provides care and assistance...

The system and company activities enable employees to work happily and have a fulfilling life. In addition to providing care and assistance to employees and their families, each factory area holds activities from time to time, including monthly birthday parties, employee trips, employee welfare activities, etc., and also provides a variety of lectures and courses to allow employees to experience various aspects of life outside of work.

2. Employee Health Management

Based on its employee care and support policy, employee health checkups and management are considered key initiatives. Leechi implements mandatory health checkups for all its employees in accordance with the law. The company also conducts regular health information dissemination activities, and each factory has a factory doctor providing health consultations and services to employees. Comprehensive health checkups enable early detection of potential illnesses. For employees in special work positions (such as high-noise or dusty environments), the company regularly arranges specific health checkups annually . These comprehensive checkup items help employees understand their health status, enabling them to take care of themselves or seek medical attention promptly. After completing the health checkup, professional medical personnel will provide medical assistance and reminders for any significant abnormalities found, ensuring comprehensive care services. Specialized consultations are also available for those with health abnormalities, with regular physician consultations held in each factory , providing colleagues with professional consultation channels. The company actively manages and develops plans for education/training, guidance, prevention/risk monitoring, and medical assistance regarding individual health abnormalities. To care for the physical and mental health of employees, in addition to establishing basic health records , managing and tracking abnormal values in physical examinations, and managing and tracking the results of special examinations in a tiered manner, we also arrange one-on-one consultations between employees and factory doctors , conduct questionnaires on human factors, abnormal workloads , etc., and provide health guidance and consultations as a basis for work arrangements and improvements to the work environment. All employees' personal health service records and information are used only to assess whether employees are in a safe workplace environment and will not be used for any other purpose. This information is properly kept by the health management unit and will not be disclosed to outsiders.

Under strict safety and health management and protection, no occupational diseases have occurred among Leechi employees in 2025 years.



In accordance with laws and regulations, Leech implements health checks , and conducts special annual health checks for employees in workplaces with particularly hazardous health conditions, in order to protect employee health.

Employee health check provided by Leechi	
● Under 40 years old	Once every 5 years
● Once every 3 years for those aged 40 to 65	
● Once a year for those aged 65 and above	

Number of employees who underwent special health checks in 2011-2025

Dust-affected workplaces	Noise-producing workplaces
27 people	106 people

3. Employee health promotion activities

To maintain employees' habit of continuous exercise, the company continues to encourage employees to establish this habit through various activities.

Safe exercise habits are essential for maintaining personal physical and mental well-being . For 2025years, we have been providing employees with monthly " Health " [services/initiatives]. "Health Information Promotion" and activities including blood pressure measurement, five cancer screenings, shoulder and neck massage for the visually impaired, and health fitness training. The health promotion activities , including those related to cars , had a total of 453 participants.



To encourage all employees to participate in the healthy stair climbing activity, "Stair Climbing for Health" posters have been displayed on all floors of the company's staircases.

The slogan encourages colleagues to voluntarily use the elevator, indirectly reducing the number of elevator trips and contributing to energy conservation and carbon reduction.Do your part.

Photos of health promotion activities :



4. Team physical activities

Leechi actively encourages colleagues to participate in group health promotion activities (such as cycling clubs) to maintain good health.

Exercise should be one of everyone's life goals , and it 's the starting point for achieving health. Cycling, while...

Exercising while enjoying beautiful natural scenery is such a wonderful thing ; it not only improves one's health but also...

It can enhance camaraderie among colleagues , providing employees with opportunities to exercise and socialize outside of work . It allows for small groups of sports enthusiasts to participate .

The power of physical activity fosters a culture of exercise and fitness within the company , and also increases the popularity of cycling among Leechi employees.

employee morale and, through bicycle club activities, help them understand the basics of bicycle riding (riding posture and...).

Safety protection and basic bicycle repair , in response to the government's energy conservation and carbon reduction policies , inspire colleagues' creativity.

The club aims to promote a cycling culture and regularly organizes cycling trips for its employees and their families.

We will participate in activities and share experiences with other bike shops and the bicycle industry , while also implementing new products.

Real-world road testing and feedback on the strengths and weaknesses of new product development, along with suggestions for improvement . The cycling club's ongoing activities and

development...The exhibition has reached all parts of Taiwan.



5. Reproductive health care and support resources

Regarding care for female employees, in addition to arranging exclusive check-up items for them during regular health examinations, Furthermore ,

To protect the health of female employees, increase their willingness to have children, and provide a friendly working environment for nurturing the next generation.

During this stage, to ensure they receive the most timely care and attention , Leechi encourages female employees to proactively report and share their pregnancy joy.

Yue also received the following special care consultation regarding arrangements for pregnant female employees .

(1) Female employees who proactively report and complete the evaluation form during pregnancy and postpartum breastfeeding.

After the assessment form is completed and the mother's handbook is provided, and an interview with the company's occupational health counselor is assisted, the company will immediately contact...

Includes a \$500 gift certificate or a mother and baby related gift.

(2) During pregnancy, female employees may apply in writing to the management department for assistance. The company plans to provide close proximity to employees.

Friendly parking spaces (dedicated car/motorcycle parking spaces) at the entrance and exit of the factory, improving the experience of pregnant female employees.

During this period, the convenience and safety of transportation to and from the destination are ensured.

(3) All company plants provide a friendly breastfeeding (collection) room environment and encourage employees to continue breastfeeding after childbirth.

Giving birth and breastfeeding .

(4) The company has signed an annual cooperation agreement with the neighboring Shipai non-profit kindergarten to provide excellent staff and

Convenient childcare facilities.

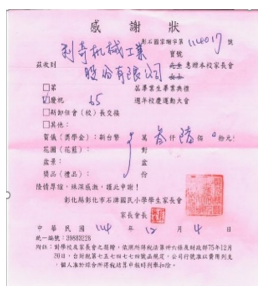
(5) The Welfare Association provides a maternity allowance of NTD\$3,000 per child . In 2025 , four employees applied for the allowance , which totaled NTD\$ 12,000 .

4.5 Social Welfare

Adhering to the principle of "giving back to society," Leechi actively participates in community environmental maintenance activities , starting with community care in Changhua City . He provides local employment opportunities, cultivates local talent, and enhances residents' economic capabilities. He supports local education and cultural activities and rewards outstanding students . He proactively provides assistance to emergency medical services and vulnerable groups, as well as those facing hardship, ensuring limited resources are used where they are most needed, contributing to the improvement of society. Through these three main work axes, he puts his commitment to a friendly and caring society into practice.

Talent cultivation and promotion of education culture:

Shipai Elementary School is located in a remote area, and parents often lack sufficient financial and educational resources. This is especially true for lower and middle grade students who only attend half-day classes. After school, they are often left unattended, leading to irregular schedules and significant concerns about their safety, academic progress, and character development. A sponsor of NT \$ 3,600 was provided to establish an after-school arts club, aiming to combine community resources to implement "equal educational opportunities," providing students with practical experiences to enhance their abilities and self-confidence. Furthermore, to promote environmental education, improve teaching quality, and create a superior learning environment, environmental education boards were installed in the school corridors. The concept behind these boards is to use the corridors as educational public art spaces showcasing the community, local specialties (dried lychees), and local businesses (Leechi Machinery). The boards integrate local culture, the overall environment, and industry characteristics, allowing students to better understand and appreciate the local cultural spirit and passing on the spirit of cultural sustainability.



Community care and giving back to the local community:

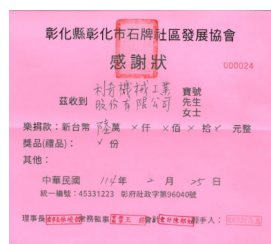
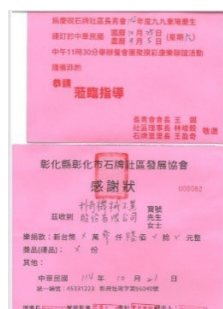
1. Adopt Shipai Park next to the factory area, with dedicated personnel regularly cleaning and maintaining the environment, implementing garbage sorting and recycling, pruning trees and flowers, maintaining the hardware facilities around the park, and renovating and regularly beautifying the community archway wall.
2. Assist in cleaning up the community (Shipaili) environment and jointly maintain the cleanliness of the community.
3. The company's guardhouse serves as a satellite relay point for the community (Shipaili) . The company has an air raid shelter within its factory premises for disaster preparedness and emergency response. The factory's roadside monitoring system can assist in backing up and recording the entry and exit of people in the community along the roadside, and works with the nearby police station to improve neighborly relations and enhance community security.
4. Provide community (Changhua City) job opportunities for local recent graduates, new graduates, those seeking re-employment, middle-aged and elderly people, and women.
5. Respond to and participate in various activities of the local (Shipai Li) Earth God Temple and Four-Faced Buddha Temple, using religious faith to bring peace to the minds of foreign migrant workers and promote positive physical and mental development. We also hope to use the power of religion to improve social atmosphere, eliminate violence, and make our community and society a more peaceful and safe place.
6. Sponsorship of gifts and materials for community (Shipai Village) activities, and in cooperation with the Ministry of Health and Welfare's Long-Term Care Ten-Year Plan 2.0 and Long-Term Care C-Level Site Measures, sponsorship of computer equipment for administrative documents within the community (Shipai Village) . The aim is to accelerate the widespread distribution of long-term care service resources, establishing convenient long-term care stations, dementia service centers, and disability and dementia delay service centers within the community (Shipai Village). This will provide respite care, temporary care, and disability prevention and delay care services, establishing a prevention and care system based on the " Shipai Village community." Through localized community care in Shipai Village , the goal is to allow the elderly to live in familiar environments while providing appropriate respite services for family caregivers to prevent the deterioration of long-term care problems and realize sustainable and livable community development.



Assistance to the vulnerable and medical subsidies:

1. To ensure the elderly in Shipai community have access to nutritious meals, a fixed-location catering service is provided. This communal dining service addresses the issue of children being unable to care for their elderly parents due to work commitments, and encourages active

participation from the elderly, thus implementing community care services. A sponsorship of NT \$63,600 is used to provide communal dining services for the community's elderly, meeting their basic physiological needs, promoting their health, strengthening community service capabilities, and improving their quality of life through care and support, allowing them to enjoy a dignified and joyful life. This embodies the principle of community-based social welfare, combining social resources to jointly promote catering services for the elderly.



The implementation results in 2025 are as follows:

1. Sponsored NT\$3,600 in prize money for the 65th Anniversary Sports Meet of Shipai Elementary School in Shipai Community.
2. Four employees participated in the Christmas activities at Shipai Non-profit Kindergarten, and the employees dressed up as Santa Claus to distribute Christmas gifts, benefiting about 50 children.
3. One employee is responsible for cleaning and maintaining the environment of Shipai Park , implementing garbage sorting and recycling, and pruning trees and flowers . On average... I dedicate 12 hours per week.
4. Assisted in cleaning up the environment of Zhangzhang District in Shipai Community and jointly maintained the cleanliness of the community, investing 409.65 hours.
5. Sponsored 60,000 yuan for the meal delivery service of the long-term care station in the community alley of Shipai Community Development Association.
6. Provide local employment opportunities [Nangang Plant (Nantou City), Changhua Plant (Changhua City)] , cultivate local talent . In 2025, a total of 421 local people were provided with employment opportunities (90 in Nantou City and 331 in Changhua City), accounting for 72.09% of all employees in the plant area (72% in Nantou City and 72.11% in Changhua City).



- Appendix
- GRI Guidelines Content Index

GRI 2 General Disclosure 2021				
serial number	Exposure Project	correspond chapter	page number	Undisclosed information and reasons
2.01	Organizational details	1.1 About Leechi	31	
2.02	Entities included in organizational sustainability reporting	About this report	02	
2.03	Reporting period, frequency and contact person	About this report	02	
2.04	Information Recompilation			There was no such situation this year.
2.05	External guarantee/assurance			No external guarantees/assurances were provided this year.
2.06	Activities, value chains and other business relationships	3.1 Products and Technologies	87	
2.07	staff	4.1 Employee Overview	96	
2.08	Non-employees	4.1 Employee Overview	96	
2.09	Governance structure and composition	1.2 Governance Structure	34	
2.1 0	Nomination and selection of the highest governance unit	1.2 Governance Structure	34	
2.11	Chairman of the highest governing body	1.2 Governance Structure	34	
2.12	The role of the highest governance unit in supervising and managing shocks	1.2 Governance Structure	34	

2.13	Head of Impact Management	Stakeholder Interaction	16	
2.14	The role of the highest governance body in sustainability reporting	1.8 Climate Change and TCFD	59	
2.15	Conflict of interest	1.2 Governance Structure	34	
2.16	Communicating key and important events	Stakeholder Interaction	16	
2.17	Collective wisdom of the highest governing body	Sustainable development strategy and management of major issues	20	
2.18	Performance evaluation of the highest governance unit	1.2 Governance Structure	34	
2.19	Salary Policy	4.2 Diversification and Talent Cultivation	98	
2.2	Salary Decision Process	4.2 Diversification and Talent Cultivation	98	
2.21	Annual total compensation percentage	4.2 Diversification and Talent Cultivation	98	
2.22	Statement on Sustainable Development Strategy	Sustainable development strategy and management of major issues	20	
2.23	Policy Commitment	Sustainable development strategy and management of major issues	20	
2.24	Included in policy commitments	Sustainable development strategy and management of major issues	20	
2.25	Procedures to mitigate negative impacts	Stakeholder Interaction	16	
2.26	Mechanism for seeking advice and raising concerns	Stakeholder Interaction	16	
2.27	Compliance with regulations	1.7 Regulatory Compliance	54	
2.28	Membership of the Trades Association	1.1 About Leechi	31	
2.29	Stakeholder consultation policy	Stakeholder Interaction	16	
2.3 0	Group Agreement			Our company has signed a non-group agreement
GRI3: Major Themes				
Major Themes	3.1	List of major themes	Sustainable development strategy and management of major issues	20

	3.2	List of major topics	Sustainable development strategy and management of major issues	20	
	3.3	Major theme management	Sustainable development strategy and management of major issues	20	
Economic aspects					
Economic performance					
GRI 201: Economic Performance 2016	201.1	The direct economic value generated and distributed by the organization	1.3 Operational Performance	46	
	201.2	Financial impacts and other risks and opportunities arising from climate change	1.8 Climate Change and TCFD	59	
	201.3	Define welfare plan obligations and other retirement plans	4.2 Diversification and Talent Cultivation	98	
	201.4	Financial subsidies from the government	1.3 Operational Performance	46	
Procurement Practice					
GRI 204: Procurement Practices 2016	204.1	Proportion of procurement expenditure from local suppliers	3.4 Supply Chain Management	94	
Environmental aspects					
materials					
GRI 301: Materials 2016	301.1	The weight or volume of the materials used	3.1 Products and Technologies	87	
	301.2	Renewable materials used	3.1 Products and Technologies	87	
	301.3	Recycled products and their packaging materials	3.1 Products and Technologies	87	
energy					
GRI 302: Energy 2016	302.1	Energy consumption within the organization	2.2 Greenhouse Gas Management	78	
	302.2	Energy consumption outside the organization	2.2 Greenhouse Gas Management	78	
	302.3	Energy intensity	2.2 Greenhouse Gas Management	78	
	302.4	Reduce energy consumption	2.1 Environmental Management	74	
	302.5	Reduce the energy demand for products and services	2.1 Environmental Management	74	
Water and discharged water					
GRI 303: Water and Effluent 2018	303.3	Water intake	2.3 Water Resources Management	81	
	303.4	Discharge	2.3 Water Resources Management	81	

	303.5	Water consumption	2.3 Water Resources Management	81	
emission					
GRI 305: Emissions 2016	305.1	Direct (Category 1) Greenhouse gas emissions	2.2 Greenhouse Gas Management	78	
	305.2	Indirect energy emissions (Category II)	2.2 Greenhouse Gas Management	78	
	305.3	Other indirect (Category 3) greenhouse gas emissions	2.2 Greenhouse Gas Management	78	
	305.4	Greenhouse gas emission intensity	2.2 Greenhouse Gas Management	78	
	305.5	Greenhouse gas emission reduction	2.2 Greenhouse Gas Management	78	
	305.6	Emissions of ozone-depleting substances	2.2 Greenhouse Gas Management	78	
	305.7	Nitrogen oxides (NOx), sulfur oxides (Sox) and other major gas emissions	2.2 Greenhouse Gas Management	78	
waste					
GRI 306: Waste 2020	306.3	Waste generation	2.5 Waste Management	85	
	306.4	Waste disposal and transfer	2.5 Waste Management	85	
	306.5	Direct disposal of waste	2.5 Waste Management	85	
social aspects					
Training and Education					
GRI 405: Employee Diversity and Equal Opportunities 2016	404.1	Average number of training hours per employee per year	4.2 Diversification and Talent Cultivation	98	
	404.2	Employee empowerment and transition solutions	4.2 Diversification and Talent Cultivation	98	
	404.3	Percentage of employees who regularly undergo performance and career development reviews	4.2 Diversification and Talent Cultivation	98	
Supplier social assessment					
GRI 414: Supplier Social Assessment 2016	414.1	New suppliers are screened using social standards.	3.4 Supply Chain Management	94	
	414.2	Negative social impacts on the supply chain and the actions taken	3.4 Supply Chain Management	94	

➤ TCFD Criterion Comparison Table

Oriented	TCFD recommends disclosing projects	Corresponding chapters	page number
governance	Climate governance framework	1.8 Climate Change and TCFD	59
	How management assesses and manages climate-related issues	1.8 Climate Change and TCFD	59
Strategy	Short-, medium-, and long-term climate-related risks and opportunities identified by the company	1.8 Climate Change and TCFD	59
	The impact of climate-related issues on corporate business models, strategies, and financial planning	1.8 Climate Change and TCFD	59
	Context analysis (including scenarios with a temperature of 2°C or higher)	1.8 Climate Change and TCFD	59
Risk Management	Climate-related risk identification and assessment process	1.8 Climate Change and TCFD	59
	Climate-related risk management process	1.8 Climate Change and TCFD	59
	Explain how the above-described risk identification and management process is integrated into the company's overall risk management system.	1.8 Climate Change and TCFD	59
Indicators and Targets	Do the evaluation metrics align with the company's strategy and risk management?	1.8 Climate Change and TCFD	59
	Disclosure of greenhouse gas emissions and related risks in categories I, II and III	2.2 Greenhouse Gas Management	78
	Management objectives and related performance	2.1 Environmental Management	74

➤ SASB Criteria Comparison Table

Consumer Goods - Toys and Sporting Goods

theme	Indicator Code	Disclosure Indicators	Corresponding chapters	page number
Chemical hazards and safety hazards of the product	C G-TS-250a.1	(1) Number of recalls announced (2) Actual number of recalls	3.2 Quality Management	91
	C G-TS-250a.2	Number of notifications received from the U.S. Consumer Product Safety Commission	3.2 Quality Management	91
	C G-TS-250a.3	Amount of legal damages related to	3.2 Quality Management	91

		product safety		
	C G-TS-250a.4	Describe the process for assessing/managing the risks/hazards associated with chemicals in a product.	2.1 Environmental Management	74
Labor conditions in the supply chain	C G-TS-430a.1	Number of factories audited under the Code of Social Responsibility	3.4 Supply Chain Management	94
	C G-TS-430a.2	Direct Supplier Social Responsibility Audit (1) non-compliance rate (2) Improvement rate of nonconformities a. Improvement rate of major issues b. Improvement rate of other matters	3.4 Supply Chain Management	94
Activity indicators	C G-TS-000.A	Annual output	1.3 Operational Performance	46
	C G-TS-000.B	(1) Number of manufacturing plants (including outsourced manufacturing plants) (2) Percentage of outsourced factory areas (%)	1.8 Climate Change and TCFD	59

Contact Information

If you have any suggestions regarding the "Leechi Machinery 2025 Sustainability Report," please feel free to contact us through the following channels.

Please contact us via [contact information]. We will also publish this report on our official website.

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