味全公司
WEI CHUAN CORP.

Stock Code:1201

WEI CHUAN FOODS Corp.

2024 Annual Report

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Name of CPAs: Huang, Shih-Chun；Yeh Tsui-Miao
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Name of overseas securities exchange where the securities are listed and method of inquiry: None

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Vision, Mission and Operation Philosophy of WEI CHUAN

Vision:

To become the first choice of people's life

for GUNG-HO food company.

Mission:

We are sincerely devoted to

creating a healthy and convenient food culture.

Operation Philosophy:

Integrity, Diligence and Innovation.

Core Values:

Courage, Sharing and Creation.

Chapter 1. Letter to Shareholders

1. 2024 Business Report

Looking back at the overall economic environment in 2024, global inflation continued to ease. However, uncertainties remained—ranging from international trade and geopolitical tensions to climate change and fluctuations in the supply and pricing of global food commodities—bringing varying degrees of impact and disruption to business operations. Looking ahead to 2025, the International Monetary Fund (IMF) projects global economic growth at 3.3%. In Taiwan, the Directorate-General of Budget, Accounting and Statistics forecasts a decline in GDP growth from 4.3% to 3.29%.

In terms of the domestic food industry, Taiwan's food sector reached an estimated output value of NT$991 billion in 2024, representing a modest growth of 0.47%. Facing a rapidly evolving industry landscape—characterized by global inflation and cost pressures, shifts in consumer demand, consolidation among local distributors, and the rise of digital business models—enterprises must return to fundamentals. By cultivating and refining the value chain over the long term, businesses can strengthen core competitiveness by enhancing the corporate value chain and operational systems across six key areas: major raw materials, flagship products, broad distribution channels, structural adjustments, organizational strengthening, and model development. This comprehensive approach aims to bring about qualitative transformation in business operations and foster a positive growth cycle—enabling companies to better respond to external market changes and intensifying competitive challenges.

In 2024, despite unfavorable external environmental factors, consolidated operating revenue reached NT$23,473,804 thousand, representing a 9.3% increase compared with 2023. Consolidated operating income amounted to NT$585,722 thousand, while net income attributable to owners of the parent totaled NT$442,713 thousand, resulting in earnings per share (EPS) of NT$0.87. Regarding the parent company's standalone financial performance, operating revenue was NT$8,316,751 thousand, up 4.51% from 2023. The Company recorded an operating loss of NT$9,929 thousand, a reduction in loss of NT$87,819 thousand compared with the previous year.

Business in Taiwan:

In 2024, revenue and profit both recorded positive growth. Facing an increasingly challenging business environment and market competition, the Company will advance its core strategies from the following approaches: cultivating major customers and expanding into new channels and developing its membership programs; focusing on key product categories and core brand management; creating core competitive advantages in quality and cost; building a systematic and efficient operational model; and nurturing key talent and experts within the organization. At the same time, in response to the rise of the digital economy, the Company has initiated planning and implementation of its digital transformation strategy, aiming to guide the Company's operations toward a healthier and more positive development cycle, thereby laying a solid foundation for the Company's medium- to long-term growth.

Business in Mainland China:

Based on established policies and strategic frameworks, the Company continues to accelerate the development of its business in China. Strategic initiatives will center on deepening relationships with major clients and expanding distribution networks; focusing on flagship products in juice and dairy; integrating resources to enhance cost competitiveness; improving production and logistics synergies across the supply chain; cultivating key talent and experts; and boosting the effectiveness of operational systems. These actions aim to address the increasingly complex and competitive market conditions.

International Business:

Strategic initiatives will focus on deepening cooperation with major clients and developing new regions; refining core brand categories; integrating raw materials to strengthen cost competitiveness; enhancing the development of international regional talent; and promoting external strategic partnerships. These efforts will help accelerate the Company's expansion into new overseas markets.

Looking ahead, with the long-term support of shareholders, consumers, and the general public, Wei Chuan Corp. is about to enter its 71st year. The management team remains committed to the mission of providing healthy, safe, and convenient food. Guided by the strategic pillars of "Cultivating in Taiwan, Developing in Mainland China, and Looking Internationally," and positioned across "food manufacturing, brand marketing, and channel management," the Company will continue to strengthen its operations in the Greater China market. Meanwhile, it will take a more proactive approach to expanding into overseas regional markets, generating new growth momentum and achieving improved operational performance. These efforts will lay a stronger foundation for the Company's sustainable development. At the same time, in line with the Company's sense of corporate responsibility and values, resources will be dedicated to talent development and to promoting social and environmental initiatives, in order to give back to the communities where the Company is rooted.

Chairman: Chen, Hung-Yu	Managerial Officer: Lin, Chien-Hung	Accounting Supervisor: Huang, Chih-Yu

2. Overview of the 2025 Business Plan

A. Food Business - Taiwan

In response to changes in the industry environment, the Company’s business strategy centers on "focused brand and category management, deepened channel development, and continuous optimization of the supply chain and operational management systems. While actively building momentum for the growth of its food business, the Company is also laying a solid and sustainable foundation for its medium- and long-term development. The business objectives and strategic focuses for 2025 are as follows:

(1) Business targets for major categories:

Category	Main Products	Estimated Sales Volume in 2025	Unit
Dairy Products (including soybean milk)		93,803	Metric Ton
Beverages	Coffee beverages	21,115	Metric Ton
	Juice beverages	11,426	Metric Ton
	Other beverages	4,460	Metric Ton
Spices	Seasonings	2,564	Metric Ton
	Sauces and salad dressings	8,254	Metric Ton
	Convenient foods	1,275	Metric Ton
Egg products		4,131	Metric Ton
Snacks		3,184	Metric Ton

(2) Key strategic priorities:

1. Focused brand and category management:
   (1)Strengthen the development of competitive advantages in the value chain of core brands and categories.
   (2)Accelerate the growth momentum and brand asset building of high-potential brands and categories.
   (3)Explore potential opportunities for new brands and categories to reserve new drivers of growth.
2. In-depth channel development and expansion:
   (1)Deepen general distribution in retail channels and enhance operational efficiency.
   (2)Transform and upgrade business channels, and improve business models.
   (3)Accelerate rapid development of new channels, and establish business models.
3. Optimization of supply chain and operational management systems:
   (1)Continue to deepen and promote food safety and quality assurance systems, along with industry upgrades.
   (2)Further integrate and revamp the production-marketing supply chain system.
   (3)Optimize the operational management system and promote full-scale digitalization.
   (4)Deepen the Company’s organizational culture and cultivate key strategic talent.

B. Food Business – Mainland China

The Company's overall strategy for its Mainland China operations includes the following: The Consumer Products Division will strengthen its unique market position in the full range of low-temperature categories and establish a high-efficiency, integrated online/offline market coverage system. The Business Channel Division will focus on major clients to continually build the core "iron triangle" competitiveness—brand strength, product strength, and service strength. Meanwhile, the Smart Retail Division, guided by consumer demand, will construct a multidimensional smart operation platform that spans all business lines from online to offline to drive business growth.

The key strategic focuses for 2025 are as follows:

1. Brand/Category: Promote the integrated development of the three major brands—Daily C, Bernachon, and Wei Chuan Dairy—to enhance brand assets.
2. Sales and Marketing: Continue the in-depth development and regional expansion of both consumer products and business channels while advancing the smart retail business layout to meet the demands of the digital era.
3. Supply Chain: Enhance food safety and quality in production and logistics; improve supply chain efficiency and service levels (freshness and delivery rate); reduce costs related to raw materials and transportation/warehousing. Address gaps in supply chain capabilities through strategic collaborations involving raw materials (juice, coconut milk, coffee, dairy farms, packaging materials), contract manufacturing, and logistics partners.
4. Organization: Cultivate a succession pipeline, provide ongoing professional training, strengthen organizational capabilities, and support business development.
5. Systems: Leverage big data to realize business value and optimize resource allocation across all segments. Apply innovative technologies to empower business scenarios and establish a digital operations management platform for the supply chain.

C. Packaging Materials Business

The Company primarily engages in the manufacturing of food molds, injection molds, and plastic bottle caps, while continuing to expand core product categories and developing new ones. Plans are underway to establish new production lines and collaborate with partners to enter the coffee cup lid and chain-store packaging material markets. These efforts aim to accelerate the medium- and long-term technological advancement of molds, reduce production costs, actively develop new clients, and continuously increase the range of environmentally friendly packaging products in line with global trends.

D. Import and Export Trade

In the import business, the Company focuses on integrating internal demand across the Group to leverage procurement synergies, continuously develop diversified sources of supply, effectively reduce raw material costs, and ensure stable supply. It also actively strengthens strategic partnerships with suppliers, enhances raw material traceability and quality control mechanisms, ensures food safety and consistency in quality, and explores potential business opportunities to broaden its business scope. In export operations, the Company continues to reinforce the sales foundation of existing products and markets, while proactively expanding into new products and acquiring new customers to increase penetration in overseas markets. By promoting the Wei Chuan brand and premium Taiwanese food products, the Company aims to strengthen its presence in international markets and further expand its global influence.

Chapter 2. Corporate Governance Report

1. Information of Directors, Supervisors, General Manager, Vice General Managers, Assistant Managers, and Heads of Departments and Branches

I. Information of Directors (i)

April 25, 2025

Job Title	Nationality or Place of Registration	Name	Gender/ Age	Date of Election (Appointment)	Term	Date First Elected	Shareholding at the Time of Election		Current Number of Shares Held		Shareholdings of Spouse and Underage Children		Shares Held Via Nominees		Major Experience / Education	Current Positions in the Company and Other Entities	Other Executives, Directors, or Supervisors Who are Spouses or 2nd-Degree Relatives			Note
							No. of Shares	Holding %	No. of Shares	Holding %	No. of Shares	Holding %	No. of Shares	Holding %			Job Title	Name	Relationship	
Chairman	ROC	Kong Ching Corp. Ltd.	Male 71-80	2022.06.29	3	1998.05.30	35,880.000	7.09%	35,880,000	7.09%	0	0	0	0	Master's degree, Graduate Institute of Management, National Taiwan University of Science and Technology OK Mart General Manager General Manager, Lailai Distribution Center Co., Ltd. Lecturer, Department of Business Administration, NTUB Lecturer of Food Science, Nutrition, and Nutraceutical Biotechnology, Shih Chien University	Holmsgreen Foundation Director Executive Director, Taiwan Cold Chain Association Beijing Wumart Investment Co., Ltd. Chief Consultant	None	None	None	None
		Representative: Chen, Hung-Yu				2019.06.27	0	0	0	0										
Director	ROC	Kong Ching Corp. Ltd.	Male 61-70	2022.06.29	3	1998.05.30	35,880,000	7.09%	35,880,000	7.09%	0	0	0	0	PhD in Business Administration, CCU PhD in Business Administration, NCCU Chairman, The Omni-Power Co., Ltd. Director, Taiwan Star Telecom Co., Ltd. The CID Group Ltd. Chief of Staff Director, HSBC Global Asset Management (Taiwan) Limited Business Director, Prince Housing & Development Corp.	None	None	None	None	None
		Representative: Chien, Pei-Hsiang				2019.06.27	0	0	0	0										
Director	ROC	Kong Sheng Investment Corp.	Male 71-80	2022.06.29	3	1998.05.30	36,688,000	7.25%	36,688,000	7.25%	9,000	0.00%	0	0	Master in Business, Taiwan University and EMBA, Fudan University Bachelor of Accounting, Soochow University Chairman, Taiwan Star Telecom Co., Ltd. Chairman of Ting An Development Co., Ltd. CFO, VP, Executive Director of Master Kong Holdings Co. Assistant Vice President / Chief Accountant, General Mills Taiwan and Guangzhou Manager, Accounting Department/ Administration Department, Nestle Taiwan Ltd. Vice Manager, Audit Dept, ORIENTAL UNION CHEMICAL CORP. Head, Accounting Section, Da De Chang Petrochemical Corporation	Hexun Investment Corp. Chairman / Heyang Investment Corp.Chairman / Kang Cheng Co., Ltd. Chairman / Kong Sheng Investment Corp. Chairman / Kong Fa Investment Corp. Chairman / Kong Ching Corp. Ltd. Chairman / Kang Chau Company Ltd. Chairman / Vigor Kobo Co., LTD. Director / Taiwan Mobile Co., Ltd. Director	None	None	None	None
		Representative: Lin, Ching-Tang				2001.07.26	0	0	0	0										
Director	ROC	Kong Sheng Investment Corp.	Male 61-70	2022.06.29	3	1998.05.30	36,688,000	7.25%	36,688,000	7.25%	0	0	0	0	EMBA, Fudan University Bachelor of Economics, Tamkang University Hangzhou Tingzheng Packing Material Co., Ltd. General Manager Hangzhou Tingyuan Food Co., Ltd. General Manager Wuhan Tingyi Food Co., Ltd. General Manager	KING CAN INDUSTRY CORPORATION Chairman	None	None	None	None
		Representative: Huang, Hsi-Hsing		2024.01.29		2024.01.29	0	0	0	0										
Director	ROC	Ju Qing Investment Co., Ltd.	Male 51-60	2022.06.29	3	1999.02.01	1,050,000	0.21%	1,050,000	0.21%	0	0	0	0	Master of International Affairs, Columbia University Legal representative, Ju Qing Investment Co., Ltd.	Chairman, SYNMAX BIOCHEMICAL CO., LTD./Vice Chairman, Taitung Enterprise Corp./Director, Taiwan Ichibanya Inc./Director, ELITE MATERIAL CO., LTD./Chairman, Food Industry Research and Development Institute/Supervisor, Royal Chef International Corp.	None	None	None	None
		Representative: Hsieh, Mon-Chang				2001.07.26	0	0	0	0										
Director	ROC	Hsueh, Kuang-Chi	Male 71-80	2022.06.29	3	1998.05.30	0	0	30,000	0.01%	5,000	0.00%	0	0	Graduated from the Department of Business Administration, National Taiwan University General Manager, RIKKEI TRADING CORP.	Chairman, RIKKEI TRADING CORP. Chairman, Superstar Investment Co., Ltd. Supervisor, Super Tree CO., LTD.	None	None	None	None
Independent Director	ROC	Chen, Shun-Ping	Male 51-60	2022.06.29	3	2016.06.28	0	0	0	0	0	0	0	0	MBA, Rutgers University, USA Manager, Protek (Shanghai) Limited	General Manager of the Management Services Office and Director of WIN SEMICONDUCTORS CORP.; Corporate Director Representative, Win Venture Capital Corp.; Corporate Director Representative, NEW FUTURE CAPITAL CO., LTD. Corporate Supervisor Representative, CDIB CME Fund Ltd.; Corporate Director Representative, Gogolook Co., Ltd.	None	None	None	None
Independent Director	ROC	Li, Zhi-Ping	Male 41-50	2022.06.29	3	2018.06.27	0	0	0	0	0	0	0	0	Master of Business Administration-Finance, NTU Bachelor of Finance, National Taiwan University CFO, Entie Commercial Bank, Ltd. Vice President, Investment Banking Division, Taiwan Branch, Lehman Brothers Holdings Inc.	Executive Director, The Taiwan Entrepreneurs Fund Limited	None	None	None	None
Independent Director	ROC	Song, Jun-Ming	Male 61-70	2022.06.29	3	2019.06.27	0	0	0	0	0	0	0	0	Master in Business Administration, University of Missouri Executive Partner, Beijing FOF Capital Co., Ltd. Vice General Manager, GigaMedia Limited General Manager of the Supply Chain of the Electronic Business Group of Lite-On Group (Sunnet Information Co.) Chief Operation Officer of Greater China and General Manager of Taiwan, BeXcom Corporation Manager, Overseas Business Division, CITIC Securities Company Limited.	Deputy CEO and Chief Financial Officer, EZICON GROUP	None	None	None	None

II. Major Shareholders of Corporate Shareholders

April 25, 2025

Name of Corporate Shareholders (Note 1)	Major Shareholders of Institutional Shareholders (Note 2)
Kong Ching Corp. Ltd.	Weibros Company Ltd. (100%)
Kong Sheng Investment Corp.	Weibros Company Ltd. (100%)
Ju Qing Investment Co., Ltd.	Chengen Global Co., Ltd. (56.25%)
	Xiangchen Global Co., Ltd. (43.75%)

Note 1: For Directors and Supervisors who are representatives of institutional shareholders, the name of the institutional shareholder must be disclosed.

Note 2: Provide the names and shareholding percentages of the top 10 major shareholders of the institutional shareholder. If any of these major shareholders are legal entities, please complete the additional table below.

Note 3: For institutional shareholders that are not corporate entities, the required disclosure of shareholder names and shareholding ratios refers to the names of investors or donors and their respective contribution or donation ratios (consult the Judicial Yuan's public announcements for reference). Mark deceased donors as "deceased."

III. Major Shareholders of Major Corporate Shareholders

April 25, 2025

Name of Institutions (Note 1)	Major Shareholders of Institutions (Note 2)
Boskalis Offshore International B.V.	TING HSIN (CAYMAN ISLANDS) HOLDING CORP.（100%）
Chengen Global Co., Ltd.	Hsiao, Shih-Jen (100%)
Xiangchen Global Co., Ltd.	Lin, Chin-Shing (100%)

Note 1: If any of the major shareholders listed in Table 1 are legal entities, the name of the legal entity shall be provided.

Note 2: Provide the names and shareholding percentages of the top 10 major shareholders of the institutional shareholder.

Note 3: For institutional shareholders that are not corporate entities, the required disclosure of shareholder names and shareholding ratios refers to the names of investors or donors and their respective contribution or donation ratios (consult the Judicial Yuan's public announcements for reference). Mark deceased donors as "deceased."

IV. Information of the Directors (II)

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

Qualifications / Name	Professional Qualifications and Experience (Note 1)	Independence Status (Note 2)	No. of Other Listed Cos. with Concurrent Independent Directorship
Chen, Hung-Yu	● Possesses work experience in commerce, finance, accounting, legal affairs, and corporate operations. ● Currently serves as Chairman of the Company. ● Experience: General Manager of OK Mart, General Manager of Lailai Distribution Center Co., Ltd. Lecturer at the Department of Business Administration, National Taipei University of Business, and Lecturer at the Department of Food Science, Nutrition, and Nutraceutical Biotechnology, Shih Chien University. ● Does not fall under any of the circumstances specified in Article 30 of the Company Act.	(N/A)	None
Chien, Pei-Hsiang	● Possesses work experience in commerce, finance, accounting, legal affairs, and corporate operations. ● Experience: Chairman of The Omni-Power Co., Ltd., Director of Taiwan Star Telecom Co., Ltd,, Chief of Staff at The CID Group Ltd., Head of Yuanlin Branch, HSBC Global Asset Management (Taiwan), and Director of Operations at Prince Housing & Development Corp. ● Does not fall under any of the circumstances specified in Article 30 of the Company Act.	(N/A)	None
Huang, Hsi-Hsing	● Possesses work experience in commerce, finance, accounting, legal affairs, and corporate operations. ● Experience: General Manager of Hangzhou Tingzheng Packaging Material Co., General Manager of Hangzhou Tingyuan Food Co., Ltd. and General Manager of Wuhan Tingyi Food Co. ● Does not fall under any of the circumstances specified in Article 30 of the Company Act.	(N/A)	None
Hsien, Mon-Chang	● Possesses work experience in commerce, finance, accounting, legal affairs, and corporate operations. ● Currently serves as Chairman of SYNMAX BIOCHEMICAL CO., LTD., Vice Chairman of Taitung Enterprise Corp., Director of Taiwan Ichibanya Inc., Director of ELITE MATERIAL CO., LTD., Chairman of the Food Industry Research and Development Institute, and Supervisor of Royal Chef International Corp. ● Does not fall under any of the circumstances specified in Article 30 of the Company Act.	(N/A)	None
Lin, Ching-Tang	● Possesses work experience in commerce, finance, accounting, legal affairs, and corporate operations. ● Currently serves as Chairman of Hexun Investment Corp., Chairman of Heyang Investment Corp., Chairman of Kang Cheng Co., Ltd. Chairman of Kong Sheng Investment Corp, Chairman of Kong Fa Investment Corp, Chairman of Kong Ching Corp., Ltd. Chairman of Kang Chau Company Ltd. Director of Vigor Kobo Co., LTD. and Director of Taiwan Mobile Co., Ltd. ● Experience: Chairman of Ting An Development Co., Ltd,; Chairman of Taiwan Star Telecom Co., Ltd.; CFO, Vice President, and Executive Director of Master Kong Holdings Co; Associate Director and Chief Accountant at General Mills Taiwan and Guangzhou; Manager of Accounting and Administration at Nestlé Taiwan Ltd.; Deputy Manager of Audit at ORIENTAL UNION CHEMICAL CORP. and Head of Accounting at Da De Chang Petrochemical Corporation. ● Does not fall under any of the circumstances specified in Article 30 of the Company Act.	(N/A)	None

Hsueh, Kuang-Chi	● Possesses work experience in commerce, finance, accounting, legal affairs, and corporate operations. ● Currently serves as Chairman of RIKKEI TRADING CORP. Chairman of Superstar Investment Co., Ltd. and Supervisor of Super Tree CO., LTD. ● Experience: General Manager, RIKKEI TRADING CORP. ●Does not fall under any of the circumstances specified in Article 30 of the Company Act.	(N/A)	None
Chen, Shun-Ping	● Possesses work experience in commerce, finance, accounting, legal affairs, and corporate operations. ● Currently serves as Independent Director of the Company, Convener of the Remuneration Committee, Director and General Manager of WIN SEMICONDUCTORS CORP., Corporate Director Rep of Win Venture Capital Corp., Corporate Director Rep of NEW FUTURE CAPITAL CO., LTD. Corporate Supervisor Rep of CDIB CME Fund Ltd. and Corporate Director Rep of Gogolook Co., Ltd. ● Experience: Manager, Protek (Shanghai) Limited ● Does not fall under any of the circumstances specified in Article 30 of the Company Act.	● The Independent Director of the Company meets the criteria for independence. ● Neither the individual, their spouse, nor any second-degree relative serves as a director, supervisor, or employee of the Company or any of its affiliates. ● Neither the individual, their spouse, nor any second-degree relative holds any shares of the Company, whether directly or through nominees. ● The individual does not serve as a director, supervisor, or employee of any entity that has a specific relationship with the Company. ● The individual has not rendered any business, legal, financial, accounting, or other services to the Company or its affiliates in the past two years, and therefore has not received any remuneration for such services.	None
Li, Zhi-Ping	● Possesses work experience in commerce, finance, accounting, legal affairs, and corporate operations. ● Currently serves as Independent Director of the Company, Convener of the Audit Committee, and Executive Director of The Taiwan Entrepreneurs Fund Ltd. ● Experience: CFO of Entie Commercial Bank, Ltd. and VP of the Investment Banking Division, Taiwan Branch, Lehman Brothers Holdings Inc. ● Does not fall under any of the circumstances specified in Article 30 of the Company Act.	● The Independent Director of the Company meets the criteria for independence. ● Neither the individual, their spouse, nor any second-degree relative serves as a director, supervisor, or employee of the Company or any of its affiliates. ● Neither the individual, their spouse, nor any second-degree relative holds any shares of the Company, whether directly or through nominees. ● The individual does not serve as a director, supervisor, or employee of any entity that has a specific relationship with the Company. ● The individual has not rendered any business, legal, financial, accounting, or other services to the Company or its affiliates in the past two years, and therefore has not received any remuneration for such services.	None
Song, Jun-Ming	● Possesses work experience in commerce, finance, accounting, legal affairs, and corporate operations. ● Currently serves as Independent Director of the Company, Convener of the Risk Management Committee, and Deputy CEO and CFO of Ezicon Group. ● Experience: Executive Partner of Beijing FOF Capital Co., Ltd. Deputy General Manager of GigaMedia Limited; General Manager of the Supply Chain Division (Sunnet Information Co) of Lite-On Group; COO for Greater China and General Manager of Taiwan at BeXcom Corp; and Manager of the Overseas Business Department at CITIC Securities Company Limited ● Does not fall under any of the circumstances specified in Article 30 of the Company Act.	● The Independent Director of the Company meets the criteria for independence. ● Neither the individual, their spouse, nor any second-degree relative serves as a director, supervisor, or employee of the Company or any of its affiliates. ● Neither the individual, their spouse, nor any second-degree relative holds any shares of the Company, whether directly or through nominees. ● The individual does not serve as a director, supervisor, or employee of any entity that has a specific relationship with the Company. ● The individual has not rendered any business, legal, financial, accounting, or other services to the Company or its affiliates in the past two years, and therefore has not received any remuneration for such services.	None

2. Diversity and independence of the Board:

(1) Board Diversity: The Company elects its directors through a candidate nomination system as per its Articles of Incorporation. In line with the Company's diversity policy, the Board evaluates each nominee's academic and professional background,

gender, age, nationality, and cultural perspective. After the Board approves the candidates, it submits them to the shareholders' meeting for election. The composition of the Board reflects a commitment to diversity. In addition to the fact that no director concurrently serves as a managerial officer of the Company, the selection criteria includes, but are not limited to, the following two major aspects: (1) fundamental qualities and values, and (2) professional expertise and skills.

The Company currently has nine directors. The specific objectives of the Board's diversity policy and their current achievement status are as follows:

Goals	Achievement Status
Independent directors shall comprise no less than one-third of the total number of directors	Achieved
Independent directors shall not serve more than three consecutive terms.	Achieved
Independent directors shall not concurrently serve as directors or supervisors of more than five TWSE/TPEx-listed companies.	Achieved
Directors who concurrently serve as managerial officers of the Company shall not exceed one-third of the total number of directors.	Achieved
At least half of the directors shall possess professional backgrounds in accounting and finance.	Achieved
The Board shall include at least one female director.	Not achieved (It is planned to elect 1 female independent director in 2025)

Reason for not meeting the one-third gender representation threshold and planned measures for improvement:

The Company values gender diversity and female representation on the Board. However, due to recent business expansion efforts that require enhanced expertise in food industry operations, raw material supply chains, and integrated marketing, the availability of qualified female candidates with these specific professional backgrounds has been relatively limited. As a result, the proportion of female directors has not reached the desired threshold. Going forward, the Company will continue to pay attention to gender diversity and actively seek out female professionals with relevant expertise. We remain committed to enhancing the Board's diversity and professionalism, achieving gender balance, and promoting sustainable corporate development.

Implementation of the Board's diversity policy:

Name		Nationality	Gender	Employee Status	Age				Independent Director Term		Professional Background			Professional Experience and Ability							
					41-50	51-60	61-70	71-80	3-6	7 - 9	Accounting	Finance	Industry	Business Judgment	Accounting & Financial Analysis	Management	Crisis Management	Industry Knowledge	Global Market Insight	Leadership	Decision-Making
Director	Chen, Hung-Yu	ROC	Male	None				V			V	V	V	V	V	V	V	V	V	V	V
	Chien, Pei-Hsiang		Male	None			V				V	V	V	V	V	V	V	V	V	V	V
	Huang, Hsi-Hsing		Male	None			V				V	V	V	V	V	V	V	V	V	V	V
	Hsien, Mon-Chang		Male	None		V					V	V	V	V	V	V	V	V	V	V	V
	Lin, Ching-Tang		Male	None				V			V	V	V	V	V	V	V	V	V	V	V
	Hsueh, Kuang-Chi		Male	None				V			V	V	V	V	V	V	V	V	V	V	V
Independent Director	Chen, Shun-Ping		Male	None		V				V	V	V	V	V	V	V	V	V	V	V	V
	Li, Zhi-Ping		Male	None	V					V	V	V	V	V	V	V	V	V	V	V	V
	Song, Jun-Ming		Male	None			V		V		V	V	V	V	V	V	V	V	V	V	V

(2) Independence of the Board of Directors: The Company currently has nine directors, including three independent directors, accounting for 33% of the Board. None of the directors falls under Paragraphs 3 or 4 of Article 26-3 of the Securities and Exchange Act, and no directors have spousal or second-degree kinship relationships with one another.

Note 1: Professional Qualifications and Experience: State the professional qualifications and experience of each director and supervisor. For members of the Audit Committee with accounting or financial expertise, specify their accounting or financial background and work history. Also indicate whether they are free from any disqualifying circumstances under any subparagraph of Article 30 of the Company Act.

Note 2: State how independent directors meet the criteria for independence, including but not limited to whether the individual, their spouse, or relatives within the second degree of kinship serve as directors, supervisors, or employees of the Company or its affiliates; whether they, their spouse, or such relatives (or through nominees) hold shares in the Company, including the number and percentage of shares held; whether they serve as a director, supervisor, or employee of a company that has a specific relationship with the Company (as defined in Article 3, Paragraph 1, Subparagraphs 5 through 8 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies); and whether they have received any remuneration for providing business, legal, financial, accounting, or other services to the Company or its affiliates within the past two years.

Note 3: For disclosure methods, refer to the Best Practice Reference Examples provided on the website of the Corporate Governance Center of the Taiwan Stock Exchange.

V. Information of General Manager, Vice General Managers, Assistant Managers, and Heads of Departments and Branches

April 25, 2025

Job Title (Note 1)	Nationality	Name	Gender	Date of Election (Appointment)	Shareholding		Shareholdings of Spouse and Minor Children		Shares Held Via Nominees		Major Experience / Education (Note 2)	Current Positions in Other Entities	Spouse or 2nd-Degree Relatives Acting as Managerial Officers			Note (Note 3)
					No. of shares	Holding %	No. of shares	Holding %	No. of shares	Holding %			Job Title	Name	Relationship	
General Manager and CEO	ROC	Lin, Chien-Hung	Male	2024/1/30	0	0	0	0	0	0	Department of Psychology, National Taiwan University	None	None	None	None	-
Deputy CEO	ROC	Teng, Yi-Yung	Male	2025/3/11	0	0	0	0	0	0	National Sun Yat-sen University Institute of Business Administration,	Chairman and General Manager of WEI CHUAN FOODS INVESTMENT CO, LTD. Chairman and General Manager of HANGZHOU WEI-CHUAN FOOD CO, LTD. Chairman and General Manager of LANGFANG WEI-CHUAN FOODS CO. LTD. Chairman and General Manager of SUZHOU WEI-CHUAN FOODS CO, LTD. Chairman of Hangzhou Weichuan Biotechnology Foods Co., Ltd.	None	None	None	-
General Manager	ROC	Huang, Kuo-Chen	Male	2024/5/15	0	0	0	0	0	0	Department of Accounting, Fu-Jen Catholic University	Director of Cheng Shuen Nung Ranch Dairy Co, Ltd. Director of CONCOURSE INTERNATIONAL INC., Director of KING CAN INDUSTRY CORPORATION, Director of WEI CHUAN BUSINESS DEVELOPMENT CORPORATION, Director of WEI CHUAN FOODS INVESTMENT CO., LTD. Director of HANGZHOU WEI-CHUAN FOOD CO., LTD. Director of LANGFANG WEI-CHUAN FOODS CO., LTD. Director of SUZHOU WEI-CHUAN FOODS CO, LTD. Director of Hangzhou Weichuan Biotechnology Foods Co., Ltd.	None	None	None	-
Assistant Vice President	ROC	Chen, Mon-Yuan	Male	2010/2/1	0	0	0	0	0	0	Institute of Business Administration, National Sun Yat-sen University	None	None	None	None	-
Assistant Vice President	ROC	Lin, Hsin Chu	Male	2014/5/1	0	0	0	0	0	0	Institute of Food Science, Tokai University	None	None	None	None	-
Assistant Vice President	ROC	Shih, Chieh-Jen	Male	2017/7/1	0	0	0	0	0	0	Institute of Business Administration, Chang Gung	None	None	None	None	-

											University					
Director	ROC	Tsai, Wen-Lin	Female	2017/8/1	31,051	0.01%	0	0	0	0	Institute of Agricultural Chemistry, Taiwan University	None	None	None	None	-
Assistant Vice President	ROC	Chang, Chen-Chang	Male	2019/2/1	0	0	0	0	0	0	Section of Food Industry, Pingtung Agricultural College	Director of CONCOURSE INTERNATIONAL INC., Director of CONCOURSE INTERNATIONAL LIMITED	None	None	None	-
Assistant Vice President	ROC	Ko, Chi-Feng	Male	2019/9/1	0	0	0	0	0	0	Institute of Food Nutrition, Fu Jen Catholic University	Director of Cheng Shuen Nung Ranch Dairy Co., Ltd.	None	None	None	-
Assistant Vice President	ROC	Sun, Yu-Chiang	Male	2020/8/12	0	0	0	0	0	0	Institute of Food Science, Tokai University	None	None	None	None	-
Assistant Vice President	ROC	Hsu, Yu-Chung	Male	2021/10/1	0	0	0	0	0	0	Graduate Institute of Communication Engineering, National Taiwan University	None	None	None	None	-
Assistant Vice President	ROC	Lin, Wen-Cheng	Male	2022/1/3	0	0	0	0	0	0	Department of Accounting, Tamkang University	None	None	None	None	-
Chief of Staff (Note 4)	ROC	Wei, Chia-Te	Male	2022/8/1	0	0	0	0	0	0	PhD in Management Science and Engineering, Zhejiang University	WEI CHUAN FOODS INVESTMENT CO., LTD. Director, HANGZHOU WEI-CHUAN FOOD CO., LTD. Director, LANGFANG WEI-CHUAN FOODS CO., LTD. Director, SUZHOU WEI-CHUAN FOODS CO., LTD. Director, Hangzhou Weichuan Biotechnology Foods Co., Ltd. Director and General Manager	None	None	None	-
Assistant Vice President	ROC	Wang, Yu-Pin	Female	2023/8/14	0	0	0	0	0	0	Master of Strategic Innovation and Design, Brunel University, United Kingdom	None	None	None	None	-
Chief Executive Officer's Assistant (Note 5)	ROC	Chu, Cheng-Hung	Male	2024/4/10	0	0	0	0	0	0	Master's degree, Department of Distribution Management, National Chin-Yi University of Technology	None	None	None	None	-
Assistant Vice President	ROC	Li, Peng-Fei	Male	2024/7/1	0	0	0	0	0	0	Department of Business Administration, Ming Chuan University	None	None	None	None	-
Assistant Vice President	ROC	Ku, Chia-Yu	Male	2024/8/12	0	0	0	0	0	0	Master's degree, Department of Diplomacy, National Chengchi University	Director of FU TING FOODS CO., LTD. Director of CONCOURSE INTERNATIONAL LIMITED, Director of CONCOURSE INTERNATIONAL (SINGAPORE) HOLDINGS PTE. LTD, Chairman and General Manager of HANGZHOU CONCOURSE TRADING CO., LTD.	None	None	None	-
Assistant Vice President	ROC	Chen, Ling-Hui	Female	2024/9/16	0	0	2,000	0.00%	0	0	Institute of Business Administration, National Taiwan University of Science and Technology	Wei-Chuan Asian Investment Limited director, HEALTH CAN DEVELOPMENT LIMITED director	None	None	None	-
Vice	ROC	Pai, Chih-Wei	Male	2025/1/1	0	0	0	0	0	0	Institute of Business Administration, National	None	None	None	None	-

											Taiwan University of Science and Technology					
Special Assistant	ROC	Huang, Hui-Ling	Female	2025/1/1	0	0	0	0	0	0	Department of International Trade, Fu Jen Catholic University	Chairman, CONCOURSE INTERNATIONAL INC., Director of CONCOURSE INTERNATIONAL LIMITED, Director of CONCOURSE INTERNATIONAL (SINGAPORE) HOLDINGS PTE. LTD., Director of HANGZHOU CONCOURSE TRADING CO., LTD.	None	None	None	-
Chief Financial Officer (Finance Supervisor)	ROC	Lee, Wen-Hsueh	Male	2024/8/7	0	0	0	0	0	0	Department of Accounting, National Cheng Kung University	KANG CHUAN ENGINEERING CO., LTD. Chairman, WEI CHUAN BUSINESS DEVELOPMENT CORPORATION Chairman, FU TING FOODS CO., LTD. Director, HANGZHOU CONCOURSE TRADING CO., LTD. Director, Shanghai Wei Chuan Foods Industrial Co., Ltd. Director	None	None	None	-
Senior Manager (Accounting Supervisor)	ROC	Huang, Chih-Yu	Female	2014/4/1	0	0	1,600	0.00%	0	0	Master, Department of Accounting, National Cheng Kung University	Director of WEI-CHUAN ASIAN INVESTMENT LIMITED, Director of HEALTH CAN DEVELOPMENT LIMITED, Director of Shanghai Wei Chuan Foods Industrial Co, Director of CONNECTION INVESTMENT CO., LTD., Supervisor of KING CAN INDUSTRY CORPORATION, Supervisor of KANG CHUAN ENGINEERING CO., LTD., Supervisor of Concourse International Inc., Supervisor of Cheng Shuen Nung Ranch Dairy Co., Ltd., Supervisor of WEI CHUAN BUSINESS DEVELOPMENT CORPORATION Supervisor of FU TING FOODS CO., LTD., Supervisor of CHINA YOUTH CO., LTD., Supervisor of WEI CHUAN FOODS INVESTMENT CO., LTD., Supervisor of HANGZHOU WEI-CHUAN FOOD CO., LTD., Supervisor of LANGFANG WEI-CHUAN FOODS CO, Supervisor of SUZHOU WEI-CHUAN FOODS CO., LTD., Supervisor of Hangzhou Weichuan Biotechnology Foods Co., Ltd. Supervisor of HANGZHOU CONCOURSE TRADING CO., LTD.	None	None	None	-

Senior Manager (Corporate Governance Officer)	ROC	Chen, Shih-Chuan	Male	2021/5/10	0	0	0	0	0	0	Graduate Institute of Civil Engineering, National Taiwan University	None	None	None	None	-

Note 1: This section shall include information on the General Manager, Deputy General Managers, Assistant Managers, heads of departments, and branch managers. Positions equivalent to General Manager, Deputy General Manager, or Assistant Manager—regardless of job title—must also be disclosed.

Note 2: For experience relevant to the current position, if the individual has worked at the CPA firm responsible for audit and attestation or at an affiliate thereof during the stated period, the job title and responsibilities must be specified.

Note 3: If the Chairperson of the Board and the General Manager (or the person in an equivalent top executive position) are the same individual, spouses, or first-degree relatives, the Company shall disclose the rationale, reasonableness, necessity, and adopted countermeasures (e.g., increasing the number of independent directors and ensuring that a majority of directors do not concurrently serve as employees or managerial officers).

Note 4: Wei, Chia-Te, Chief of Staff of the CEO Office, concurrently serves as Chief Information Officer of the Information Technology Department.

Note 5: Chu, Cheng-Hung, Executive Assistant to the CEO, concurrently serves as Head of the Human Resources Department.

VI. Remuneration Paid to the Directors, General Managers and Vice General Managers in the Most Recent Year

(1) Remuneration for Directors and Independent Directors

Unit: NT$ thousands

Job Title	Name	Directors' Remuneration								Total A-D & % of Net Income After Tax (Note 10)		Relevant Remuneration Received by Directors who are Also Employees								Total A-G & % of Net Income After Tax (Note 10)		Remuneration from Non-Subsidiary / Parent (Note 11)
		Compensation (A) (Note 2)		Severance Pay and Pension (B)		Director Remuneration (C) (Note 3)		Fees for Service Performance (D) (Note 4)				Salaries, Bonus and Special Subsidies (E) (Note 5)		Severance Pay and Pension (F)		Employee Remuneration (G) (Note 6)						
		The Company	All Entities in Financial Reports (Note 7)	The Company	All Entities in Financial Reports (Note 7)	The Company	All Entities in Financial Reports (Note 7)	The Company	All Entities in Financial Reports (Note 7)	The Company	All Entities in Financial Reports	The Company	All Entities in Financial Reports (Note 7)	The Company	All Entities in Financial Reports (Note 7)	The Company		All Entities in Financial Reports (Note 7)		The Company	All Entities in Financial Reports	
																Cash Amount	Stock Amount	Cash Amount	Stock Amount			
Chairman	Kong Ching Corp. Ltd. Representative: Chen, Hung-Yu	10,801	13,473	-	-	5,228	5,228	1,126	1,126	17,155 3.88%	19,826 4.48%	-	-	-	-	-	-	-	-	17,155 3.88%	19,826 4.48%	None
Director	Kong Ching Corp. Ltd. Representative: Chien, Pei-Hsiang																					
	Ju Qing Investment Co., Ltd. Representative: Hsieh, Mon-Chang																					
	Kong Sheng Investment Corp. Representative: Lin, Ching-Tang																					
	Kong Sheng Investment Corp. Representative: Huang, Hsi-Hsing																					
	Hsueh, Kuang-Chi																					
Independent Director	Chen, Shun-Ping	5,760	5,760	-	-	-	-	90	90	5,850 1.32%	5,850 1.32%	-	-	-	-	-	-	-	-	5,850 1.32%	5,850 1.32%	None
	Song, Jun-Ming																					
	Li, Zhi-Ping																					

1. Please describe the policy, system, standards, and structure for compensating Independent Directors, and explain how the amount of remuneration relates to factors such as their responsibilities, risks, and time commitment:
The Board of Directors determines the remuneration for Independent Directors by referring to the typical compensation levels in the industry, in accordance with Article 17 of the Company's Articles of Incorporation.
2. Besides the disclosure in the table above, remuneration paid to any director of the Company in the most recent fiscal year (such as serving as a consultant to the parent company, all entities included in the financial report, or investee companies, excluding employees): None.

Note 1: Director Lin, Chien-Hung resigned on January 29, 2024, and Huang, Hsi-Hsing was appointed as his successor effective the same date.
Note 2: The Chairman is assigned a driver who receives remuneration of NT$563 thousand, which is not included in the Chairman's remuneration.

Range of Remuneration

<table>
<tr><td rowspan="3">Range of Remuneration Paid to Each Director of the Company</td><td colspan="4">Name of Director</td></tr>
<tr><td colspan="2">Total Remuneration (A+B+C+D)</td><td colspan="2">Total Remuneration (A+B+C+D+E+F+G)</td></tr>
<tr><td>The Company (Note 8)</td><td>All Entities in the Financial Reports (Note 9) H</td><td>The Company (Note 8)</td><td>All Entities in the Financial Reports (Note 9) I</td></tr>
<tr><td>Less than NT$ 1,000,000</td><td></td><td></td><td></td><td></td></tr>
<tr><td>NT$ 1,000,000 (inclusive) to NT$2,000,000 (exclusive)</td><td>Kong Ching Corp. Ltd.
Representative Chien, Pei-Hsiang
Ju Qing Investment Co. Ltd.
Representative Hsieh, Mon-Chang
Kong Sheng Investment Corp.
Representative Lin, Ching-Tang
Kong Sheng Investment Corp.
Representative Huang, Hsi-Hsing
Hsueh, Kuang-Chi
Chen, Shun-Ping
Song, Jun-Ming
Li, Zhi-Ping</td><td>Kong Ching Corp. Ltd.
Representative Chien, Pei-Hsiang
Ju Qing Investment Co. Ltd.
Representative Hsieh, Mon-Chang
Kong Sheng Investment Corp.
Representative Lin, Ching-Tang
Hsueh, Kuang-Chi
Chen, Shun-Ping
Song, Jun-Ming
Li, Zhi-Ping</td><td>Kong Ching Corp. Ltd.
Representative Chien, Pei-Hsiang
Ju Qing Investment Co. Ltd.
Representative Hsieh, Mon-Chang
Kong Sheng Investment Corp.
Representative Lin, Ching-Tang
Kong Sheng Investment Corp.
Representative Huang, Hsi-Hsing
Hsueh, Kuang-Chi
Chen, Shun-Ping
Song, Jun-Ming
Li, Zhi-Ping</td><td>Kong Ching Corp. Ltd.
Representative Chien, Pei-Hsiang
Ju Qing Investment Co. Ltd.
Representative Hsieh, Mon-Chang
Kong Sheng Investment Corp.
Representative Lin, Ching-Tang
Hsueh, Kuang-Chi
Chen, Shun-Ping
Song, Jun-Ming
Li, Zhi-Ping</td></tr>
<tr><td>NT$2,000,000 (inclusive) - NT$3,500,000 (exclusive)</td><td></td><td></td><td></td><td></td></tr>
<tr><td>NT$ 3,500,000 (inclusive) - NT$5,000,000 (exclusive)</td><td></td><td>Kong Sheng Investment Corp.
Representative Huang, Hsi-Hsing</td><td></td><td>Kong Sheng Investment Corp.
Representative Huang, Hsi-Hsing</td></tr>
<tr><td>NT$5,000,000 (inclusive) - NT$10,000,000 (exclusive)</td><td></td><td></td><td></td><td></td></tr>
<tr><td>NT$10,000,000 (inclusive) - NT$15,000,000 (exclusive)</td><td>Kong Ching Corp. Ltd.
Representative Chen, Hung-Yu</td><td>Kong Ching Corp. Ltd.
Representative Chen, Hung-Yu</td><td>Kong Ching Corp. Ltd.
Representative Chen, Hung-Yu</td><td>Kong Ching Corp. Ltd.
Representative Chen, Hung-Yu</td></tr>
<tr><td>NT$15,000,000 (inclusive) - NT$30,000,000 (exclusive)</td><td></td><td></td><td></td><td></td></tr>
<tr><td>NT$30,000,000 (inclusive) - NT$50,000,000 (exclusive)</td><td></td><td></td><td></td><td></td></tr>
<tr><td>NT$50,000,000 (inclusive) - NT$100,000,000 (exclusive)</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Over NT$100,000,000</td><td></td><td></td><td></td><td></td></tr>
<tr><td>Total</td><td>9</td><td>9</td><td>9</td><td>9</td></tr>
</table>

Note 1: List the names of directors individually. For corporate shareholders, list both the corporate name and the name of its representative. Disclose the payment amounts for each item in aggregate, and distinguish between regular directors and independent directors. If a director also serves concurrently as General Manager or Vice General Manager, this table and the subsequent table must both reflect such information.

Note 2: Refers to the remuneration received by directors in the most recent year, including salaries, position allowances, severance pay, various bonuses, and incentive payments.

Note 3: Refers to the directors' remuneration amounts approved by the Board of Directors in the most recent year.

Note 4: Refers to professional service expenses incurred by directors in the most recent year, including travel allowances, special subsidies, various stipends, dormitory accommodations, company vehicles, or other in-kind benefits. If the Company provides housing, vehicles, or other transportation tools or personal-use expenses, it must disclose the nature and cost of the asset, and report either the actual rent or rent calculated at fair market value, along with fuel and any other related compensation. If a driver is assigned, state the remuneration paid to the driver in a note, but do not include it in the director's total remuneration.

Note 5: Refers to compensation received in the most recent year by directors concurrently serving as employees (including General Manager, Vice General Manager, other managerial officers, and employees), such as salary, position allowances, severance pay, various bonuses, incentive payments, travel allowances, special expenses, various subsidies, dormitory accommodations, company vehicles, and other in-kind benefits. If the Company provides housing, vehicles, or other transportation tools or personal-use expenses, it must disclose the nature and cost of the asset, and report either the actual rent or rent calculated at fair market value, along with fuel and other related compensation. If a driver is assigned, state the remuneration paid to the driver in a note, but do not include it in the director's total remuneration. In addition, any salary recognized under IFRS 2 (Share-Based Payment), including stock options, restricted shares for employees, or shares subscribed through cash capital increases, must also be included as remuneration.

Note 6: If any director concurrently served as an employee (including General Manager, Vice General Manager, managerial officer, or employee) and received employee remuneration (in the form of stock or cash) in the most recent year, the amount approved by the Board of Directors for that year shall be disclosed. If the amount for the current year cannot be estimated, calculate it based on the actual amount allocated last year. Please also complete Table 1-3 accordingly.

Note 7: Disclose the total amount of remuneration paid to the Company's directors by all entities included in the consolidated financial statements (including the Company).

Note 8: Disclose the total amount of remuneration paid to each director by the Company, along with the director's name, under the applicable remuneration range.

Note 9: Disclose the total amount of remuneration paid to each of the Company's directors by all entities included in the consolidated financial statements (including the Company), along with the director's name, under the applicable remuneration range.

Note 10: "Net Income After Tax" refers to the earnings after tax reported in the standalone or individual financial statements for the most recent year.

Note 11: a. Clearly state the amount of remuneration received by the Company's directors from investee companies other than subsidiaries or from the parent company. If none, indicate "None."

b. If a director of the Company received remuneration from investees other than subsidiaries or from the parent company, include this amount in Column I of the remuneration range table, and rename the column "Parent Company and All Investees."

c.Remuneration includes compensation, fees (including employee, director, and supervisor compensation), and business-related expenses received by the director in their capacity as a director, supervisor, or managerial officer of an investee company or the parent company, excluding subsidiaries.

(2) Remuneration of the General Manager and Vice General Manager

Unit: NT$ thousands

Job Title	Name	Salary (A) (Note 2)		Severance Pay and Pension (B)		Bonus and Special Allowance (C) (Note 3)		Employee Compensation (D) (Note 4)				Total A-D & % of Net Income After Tax (%) (Note 8)		Remuneration from Non-Subsidiary / Parent (Note 9)
		The Company	All Entities in the Financial Reports (Note 5)	The Company	All Entities in the Financial Reports (Note 5)	The Company	All Entities in the Financial Reports (Note 5)	The Company		All Entities in the Financial Reports (Note 5)		The Company	All Entities in the Financial Reports (Note 5)	
								Cash Amount	Stock Amount	Cash Amount	Stock Amount			
(Former) General Manager & CEO	Chang, Chiao-Hua	16,354	16,749	108	108	3,525	4,735	123	-	123	-	20,110 4.54%	21,716 4.90%	None
General Manager & CEO	Lin, Chien-Hung													
(Former) General Manager	Chiu, Tzu-Chuan													
General Manager	Huang, Kuo-Chen													

Note 1: Former General Manager and CEO, Chang, Chiao-Hua, resigned on January 30, 2024.
Note 2: Lin, Chien-Hung was appointed as General Manager and CEO on January 30, 2024.
Note 3: Former General Manager of Taiwan Food Business, Chiu, Tzu-Chuan, resigned on May 15, 2024.
Note 4: Huang Kuo-Chen concurrently assumed the role of General Manager of Taiwan Food Business on May 15, 2024, and was reassigned on August 7, 2024.
Note 5: A driver is assigned to the General Manager and CEO, with remuneration of NT$553 thousand, which is not included in the compensation.

Range of Remuneration

Range of Remuneration Paid to General Manager and Vice General Manager	Name of General Manager and Deputy General Manager	
	The Company (Note 6)	All Entities in the Financial Reports (Note 7) E
Less than NT$1,000,000	Chang, Chiao-Hua	
NT$1,000,000 (inclusive) - NT$ 2,000,000 (exclusive)		Chang, Chiao-Hua
NT$2,000,000 (inclusive) - NT$3,500,000 (exclusive)	Chiu, Tzu-Chuan, Huang, Kuo-Chen	Chiu, Tzu-Chuan, Huang, Kuo-Chen
NT$3,500,000 (inclusive) - NT$5,000,000 (exclusive)		
NT$5,000,000 (inclusive) - NT$10,000,000 (exclusive)		
NT$10,000,000 (inclusive) - NT$15,000,000 (exclusive)	Lin, Chien-Hung	Lin, Chien-Hung
NT$15,000,000 (inclusive) - NT$30,000,000 (exclusive)		
NT$30,000,000 (inclusive) - NT$50,000,000 (exclusive)		
NT$50,000,000 (inclusive) - NT$100,000,000 (exclusive)		
Over NT$100,000,000		
Total	4	4

Note 1: List the names of the General Manager and Vice General Manager separately. Disclose the payment amounts for each item in aggregate. If a Director concurrently serves as General Manager or Vice General Manager, include them in both this table and the one above.

Note 2: Refers to the salary, duty allowance, and severance pay received by the General Manager and Vice General Manager in the most recent year.

Note 3: Refers to all other forms of remuneration received by the General Manager and Vice General Manager in the most recent year, including bonuses, incentive payments, travel expenses, special allowances, various subsidies, dormitory accommodations, company cars, other in-kind benefits, and other compensation. If the Company provides housing, vehicles, other means of transportation, or covers personal expenses, disclose the nature and cost of the provided assets, the rent based on actual cost or fair market value, fuel expenses, and any other related compensation. If a driver is assigned, include a note disclosing the remuneration paid to the driver by the Company. However, this amount should not be included in the executive's remuneration. In addition, include salary recognized under IFRS 2 "Share-Based Payment," such as employee stock options, restricted employee shares, and shares subscribed through cash capital increases.

Note 4: Refers to the amount of employee remuneration (including stock and cash) allocated to the General Manager and Vice General Manager as approved by the Board of Directors in the most recent year. If the amount for the current year cannot be estimated, calculate it based on the actual allocation made last year. Also complete Table 1-3 accordingly.

Note 5: Disclose the total amount of remuneration paid to the General Manager and Vice General Manager by all entities included in the consolidated financial statements (including the Company).

Note 6: Disclose the total amount of remuneration paid by the Company to each General Manager and Vice General Manager, and list their names under the applicable remuneration range.

Note 7: Disclose the total amount of remuneration paid to each of the Company's General Manager and Vice General Managers by all entities included in the consolidated financial statements (including the Company), and list their names under the applicable remuneration range.

Note 8: "Net Income After Tax" refers to the earnings after tax reported in the standalone or individual financial statements for the most recent year.

Note 9: a. Clearly state the amount of remuneration received by the Company's General Manager and Vice General Manager from investee enterprises other than subsidiaries or from the parent company. If there is none, indicate "None."

b. If any General Manager or Vice General Manager receives remuneration from investees other than subsidiaries or from the parent company, include this remuneration in Column E of the remuneration range table and rename the column as "Parent Company and All Investees."

c. Remuneration includes compensation, fees (including employee, director, and supervisor remuneration), and business-related expenses received in the capacity of a director, supervisor, or managerial officer of an investee company or the parent company, excluding subsidiaries.

(3) Name of Managerial Officers Receiving Employee Remuneration and Allocation Details:

Unit: NT$ thousands

	Job Title (Note 1)	Name (Note 1)	Stock Amount	Cash Amount	Total	Ratio of Total Amount to Net Income After Tax
Managerial Officers	General Manager and CEO	Lin, Chien-Hung	0	357	357	0.08%
	General Manager	Huang, Kuo-Chen				
	Assistant Vice President	Chen, Meng-Yuan				
	Assistant Vice President	Lin, Hsin-Chu				
	Assistant Vice President	Shih, Chieh-Jen				
	Director	Tsai, Wen-Ling				
	Assistant Vice President	Chang, Chen-Chang				
	Assistant Vice President	Ko, Chi-Feng				
	Assistant Vice President	Sun, Yu-Chiang				
	Assistant Vice President	Hsu, Yu-Chung				
	Assistant Vice President	Lin, Wen-Cheng				
	Assistant Vice President	Wang, Yu-Pin				
	Assistant Vice President	Ku, Chia-Yu				
	Assistant Vice President	Chen, Ling-Hui				
	Senior Manager (Accounting Supervisor)	Huang, Chih-Yu				
	Senior Manager (Corporate Governance Officer)	Chen, Shih-Chuan				

Note 1: Disclose the name and job title of each managerial officer individually. However, the allocation of earnings may be presented in a summarized format.

Note 2: Disclose the amount of employee remuneration (including stock and cash) allocated to managerial officers as approved by the Board of Directors in the most recent year. If the current year’s allocation cannot be estimated, calculate it based on the actual allocation from the previous year. "Net income after tax" refers to the earnings after tax of the most recent year; for entities applying IFRSs, it refers to the earnings after tax stated in the parent-only or individual financial statements for the most recent year.

Note 3: The term "managerial officer" is defined in accordance with the Financial Supervisory Commission’s letter Tai-Cai-Zheng-San-Zi No. 0920001301 dated March 27, 2003, and includes the following:

(1) General Manager and equivalent positions; (2) Vice General Manager and equivalent positions; (3) Assistant Manager and equivalent positions; (4) Head of the Finance Department; (5) Head of the Accounting Department; (6) Any other individuals responsible for managing the Company’s affairs and authorized to sign on behalf of the Company.

Note 4: If any director, General Manager, or Vice General Manager receives employee remuneration (including stock and cash), this table must also be completed accordingly.

(7) Compare and analyze the ratio of total remuneration paid to the Company's directors, General Manager, and Vice General Manager by the Company and all entities in the consolidated financial statements to the net income after tax as stated in the parent-only or individual financial statements in the most recent two years, and describe the remuneration policies, standards and packages, determination procedures, and the correlation with operating performance and future risks.

(1)Analysis of remuneration paid to directors, General Manager, and Vice General Manager in the most recent two years.

Unit: NT$ thousands

Job Title	2023			2024		
	Total Remuneration (Note)	Net Income After Tax (Parent-Only)	Ratio of Total Remuneration to Net Income After Tax (Parent-Only)	Total Remuneration (Note)	Net Income After Tax (Parent-Only)	Ratio of Total Remuneration to Net Income After Tax (Parent-Only)
Director	19,929	268,323	7.43%	25,676	442,713	5.80%
General Manager & Vice President	22,065		8.22%	21,716		4.90%

Note: Total remuneration includes the aggregate amount of remuneration paid to the Company's directors, General Manager, and Vice General Manager by all entities included in the consolidated financial statements (including the Company).

(2)Policies, standards, and packages for remuneration; procedures for determining remuneration; and correlation with business performance and future risks

① The Company authorizes the Board of Directors to determine directors' remuneration in accordance with Article 17 of the Articles of Incorporation, taking into account each director's participation and contribution to the Company's operations, as well as prevailing industry standards.

② The remuneration of the Company's directors and managerial officers is handled in accordance with the Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange. Proposals are reviewed by the Remuneration Committee and submitted to the Board of Directors for approval.

If the Company generates profits for the year, it allocates remuneration in accordance with Article 27 of the Articles of Incorporation.

③ The Company ties managerial officers' remuneration directly to business performance.

3. Status of Corporate Governance

(1) Operation of the Board of Directors

i. Information and status of the Board of Directors

The Board of Directors convened eight meetings in the most recent year (up to the date of publication of the Annual Report). The attendance of directors is as follows:

May 12, 2025

Job Title	Name (Note)	Attendance in Person (B)	Attendance by Proxy	Required Attendance (A)	Actual Attendance Rate (%) (B/A)	Note
Corporate Representative of Chairman	Kong Ching Corp. Ltd. Representative: Chen, Hung-Yu	8	0	8	100%	
Corporate Representative of Director	Kong Ching Corp. Ltd. Representative: Chien, Pei-Hsiang	8	0	8	100%	
Corporate Representative of Director	Kong Sheng Investment Corp. Representative: Lin, Ching-Tang	8	0	8	100%	
Corporate Representative of Director	Kong Sheng Investment Corp. Representative: Huang, Hsi-Hsing	8	0	8	100%	
Corporate Representative of Director	Ju Qing Investment Co. Ltd. Representative: Hsieh, Mon-Chang	7	1	8	88%	
Director in person	Hsueh, Kuang-Chi	8	0	8	100%	
Independent Director in person	Chen, Shun-Ping	7	1	8	88%	
Independent Director in person	Song, Jun-Ming	8	0	8	100%	
Independent Director in person	Li, Zhi-Ping	8	0	8	100%	

Other matters to be recorded:

1. For matters specified in Article 14-3 of the Securities and Exchange Act, as well as other resolutions of the Board of Directors for which independent directors expressed dissenting or qualified opinions on record or in writing, please specify the meeting date, session, content of the proposal, opinions of all independent directors, and the Company's handling of those opinions: None.
2. Regarding director recusals due to conflicts of interest, please specify the director's name, content of the proposal, reason for recusal, and voting participation status: None.
3. Evaluation of objectives and implementation status for strengthening Board functions in the current and most recent years:
   i. The Company enhanced its corporate governance and sustainability disclosures by establishing dedicated sections for investor services and sustainable operations on its corporate website, thereby improving information transparency.
   ii. As of the publication date of the 2024 Annual Report, the Board held a total of eight meetings. Directors were expected to attend a total of 72 times, with actual attendance reaching 70 times, resulting in an average attendance rate of 97.2%.

ii. Execution of evaluation of the Board of Directors

Evaluation Frequency (Note 1)	Evaluation Period (Note 2)	Evaluation Scope (Note 3)	Evaluation Method (Note 4)
In accordance with the Company's Regulations Governing Performance Evaluation of the Board of Directors, the Company conducts an internal performance evaluation of the Board once a year at the end of each year, with the evaluation results finalized by the end of the first quarter of the following year. Additionally, every three years, the Company engages an external professional and independent institution or a team of external experts and academics to carry out a performance evaluation.	From January 1 to December 31, 2024	(1) Self-evaluation of the Board of Directors. (2) Self-evaluation of Board members. (3) Self-evaluation of the functional committees. (4) External evaluation of the Board's performance.	(1) Self-Evaluation of the Board of Directors: Each director completes a self-evaluation questionnaire, which the Board Secretariat collects, compiles, and analyzes statistically. (2) Self-Evaluation of Board Members: Each director fills out a self-evaluation questionnaire, which the Board Secretariat collects, compiles, and analyzes statistically. (3) Self-Evaluation of Functional Committees: Members of the Audit, Remuneration, and Risk Management Committees conduct self-evaluations, which the Board Secretariat collects, compiles, and analyzes statistically. (4) External Evaluation of the Board's Performance: To enhance the effectiveness of Board operations and address blind spots in corporate governance, the Company commissions an external evaluation of the Board's performance every three years. The most recent evaluation, covering the year 2023, was conducted by the Taiwan Corporate Governance Association. The related evaluation contents and results were presented to the Board of Directors on March 11, 2025.

Evaluation Contents (Note 5)

(1) The self-evaluation criteria for the Board of Directors cover the following five major aspects:

A. Participation in the Company's operations.
B. Improvement of the decision-making quality of the Board of Directors.
C. Composition and structure of the Board of Directors.
D. Election and continuing education of directors.
E. Internal control.

- The Board of Directors' performance evaluation yielded an average score of 4.74 out of 5.00. The items scoring below 4.74 included: appropriateness of board meeting frequency (3.11 points) and establishment of rigorous and transparent director selection procedures and succession planning (4.33 points). The Company will continue to track these areas for improvement based on the Board's feedback and engage in communication with stakeholders.
- In 2024, the average attendance rate of each director was 100%.
- At the 2024 Annual Shareholders' Meeting, 8 directors attended (including the Chairman and the Convener of the Audit Committee), with an attendance rate of 89%.
- In 2024, the Company held five Board meetings.
- In 2024, each director completed at least three to six hours of continuing education.
- Directors maintained effective communication and engagement with the certified public accountants (CPAs), including: CPAs attending four Audit Committee meetings for discussion of quarterly financial reports; CPAs attending two Board meetings for communication on the annual and semi-annual financial reports.

(2) The self-evaluation criteria for members of the Board of Directors cover the following six major aspects:

A. Understanding of the Company's goals and missions.
B. Awareness of directors' responsibilities.
C. Participation in the Company's operations.
D. Internal relationship management and communication.
E. Expertise and continuing education of directors.
F. Internal control.

- Performance evaluation results for members of the Board of Directors: Based on the collection and analysis of the directors' self-evaluation questionnaires, the overall average score across 23 items was 4.86 out of 5.00, equivalent to a percentile rank of 97, and rated as Excellent.
- The items with relatively lower average scores were: "Directors do not concurrently serve as directors or supervisors in multiple companies" (4.33 points), and "Directors make effective contributions in Board meetings, such as offering specific suggestions on proposals" (4.44 points). All directors will continue to diligently fulfill their duties, provide professional insights, and contribute effectively.

(3) The self-evaluation criteria for functional committees cover the following five major aspects:

A. Participation in the Company's operations.
B. Understanding of the functional committees' responsibilities.
C. Improvement of the decision-making quality of the functional committees.
D. Composition and selection of functional committee members.
E. Internal control.

A total of 24 items were included in the self-evaluation of the functional committees.

Evaluation Contents (Note 5)
Audit Committee: ●Performance evaluation results: The Remuneration Committee received an average score of 4.81 out of 5.00. In 2024, the Committee held five meetings, with an average attendance rate of 100%. ● Items with relatively lower scores included: The Committee's effectiveness in assessing and supervising various existing or potential risks faced by the Company (4.33 points); the Committee's ability to provide timely, professional, and objective recommendations to the Board of Directors as a reference for decision-making (4.33 points); the Committee's effectiveness in evaluating and supervising the Company's internal control systems and risk management mechanisms (4.33 points). Going forward, all committee members will continue to offer professional advice and enhance their oversight and evaluative roles to support the Board's decision-making process. **Remuneration Committee:** ●The performance evaluation results of the Remuneration Committee: the average score is 4.81 points (full mark is 5.00 points). In 2024, the Remuneration Committee held 4 meetings, and the average attendance rate of each member was 100%. ● Items with relatively lower scores included: The Committee's effectiveness in assessing and supervising various existing or potential risks faced by the Company (4.33 points); the Committee's ability to provide timely, professional, and objective recommendations to the Board of Directors as a reference for decision-making (4.33 points). In the future, each committee member will continue to provide expert recommendations and enhance the effectiveness of their evaluation and oversight functions to support the Board's decision-making. **Risk Management Committee:** ●Performance evaluation results: The Risk Management Committee received an average score of 4.81 out of 5.00. In 2024, the Committee held two meetings, with an average attendance rate of 100%. ● Items with relatively lower scores included: The Committee's effectiveness in assessing and supervising various existing or potential risks faced by the Company (4.33 points); the Committee's ability to provide timely, professional, and objective recommendations to the Board of Directors as a reference for decision-making (4.33 points). Going forward, each committee member will continue to provide professional advice and strengthen their evaluative and supervisory functions to support the Board's decision-making. **(4) Relationship between directors' performance evaluation and remuneration:** The Company determines directors' remuneration in accordance with Article 27 of its Articles of Incorporation. If the Company records a profit for the fiscal year, it may allocate up to 5% of such profit as directors' remuneration, distributed in cash. In setting remuneration, the Company follows its Rules for Performance Evaluation of the Board of Directors, taking into account the Company's overall operating performance, each director's individual performance, and their contribution to corporate results. The Remuneration Committee and the Board of Directors review and approve all remuneration decisions. The Company will revise related remuneration policies in a timely manner based on applicable laws and actual operating conditions.

Note 1: Specify the evaluation frequency of the Board of Directors—for example, once per year.

Note 2: Specify the evaluation period of the Board of Directors—for example, performance evaluation for the period from January 1 to December 31, 2024.

Note 3: The evaluation scope includes performance assessments of the Board of Directors as a whole, individual directors, and the functional committees.

Note 4: Evaluation methods include internal self-evaluation by the Board, self-evaluation by individual directors, peer evaluations, or evaluations conducted by external professional institutions or experts, or other appropriate methods.

Note 5: The evaluation content, depending on the scope, shall include at least the following items:

(1) Board of Directors' performance evaluation: At a minimum, it shall include the Board's participation in Company operations, decision-making quality, composition and structure, director election and continuing education, and internal control.

(2) Individual directors' performance evaluation: At a minimum, it shall include the director's alignment with the Company's goals and tasks, understanding of duties, participation in Company operations, internal relationship management and communication, professional expertise and continuing education, and internal control.

(3) Functional committees' performance evaluation: It shall include participation in Company operations, understanding of committee duties, decision-making quality, composition and member selection, and internal control.

(2) Status of the Audit Committee

Information About the Operation Status of the Audit Committee

i. The Company's Audit Committee is composed of three members.

ii. The current term of office for the committee members is from June 29, 2022, to June 28, 2025 (the same term as the Board of Directors). In the most recent year and up to the publication date of the Annual Report, the Audit Committee has held eight meetings (A). The attendance record of the members is as follows:

Job Title	Name	Attendance in Person (B)	Attendance by Proxy	Actual Attendance Rate (%) (B/A) (Note)	Remarks
Convener	Li, Zhi-Ping	8	0	100%	-
Committee Member	Chen, Shun-Ping	7	1	88%	-
Committee Member	Song, Jun-Ming	8	0	100%	-

iii. The functions, powers and annual work priorities of the Audit Committee are as follows:

(1)Adopt or amend the internal control system in accordance with Article 14-1 of the Securities and Exchange Act;

(2)Evaluate the effectiveness of the internal control system;

(3)Adopt or amend procedures for handling material financial or operational transactions—such as the acquisition or disposal of assets, derivatives trading, lending of funds to others, and providing endorsements or guarantees for others—in accordance with Article 36-1 of the Securities and Exchange Act.

(4)Review matters involving conflicts of interest with individual directors;

(5)Review material asset transactions or derivatives trading;

(6)Review material lending of funds, provision of endorsements or guarantees;

(7)Review offerings, issuances, or private placements of equity-type securities;

(8)Appoint or dismiss certified public accountants, or determine their compensation;

(9)Appoint or dismiss the financial, accounting, or internal audit supervisors;

(10)Review the annual financial report, signed or sealed by the Chairman, managerial officer, and chief accounting officer, and the second-quarter financial report, which must be audited and certified by a CPA.

(11)Address other material matters as required by the Company or the competent authority.

Other matters to be recorded:

1. If any of the following circumstances occur in the operation of the Audit Committee, the Company shall disclose the Board meeting date, session, content of the proposal, resolution of the Audit Committee, and the Company’s handling of the Audit Committee’s opinions:
   (1) Matters specified under Article 14-5 of the Securities and Exchange Act.
   (2) Other matters not approved by the Audit Committee but resolved with the consent of two-thirds or more of all directors.

   The Company's Audit Committee did not encounter any of the above circumstances.

Important resolutions of the Audit Committee for 2024 and up to the publication date of the annual report

Date	Session	Proposal Content	Resolution	Disposition by the Board
2024.01.30	The 8th meeting of the 44th term	The Company’s subsidiary requests the Company to provide endorsements and guarantees.	Approved by all the members present.	Approved by all the Directors present.
2024.03.12	The 9th meeting of the 44th term	1. The Company's 2023 Business Report, Financial Statements, and Consolidated Financial Statements with subsidiaries. 2. The Company's 2023 earnings appropriation proposal. 3. Due to internal organizational adjustments at PwC Taiwan, the Company plans to change its CPA starting from Q1 2024, and will conduct an evaluation of the CPA’s independence and competence in 2024, along with the audit fees. 4. Proposal for the Company to purchase liability insurance for directors and managerial officers. 5. Issuance of the Company's "Statement of Internal Control System" for 2023. 6. Endorsements and guarantees requested by a subsidiary.	Approved by all the members present.	Approved by all the Directors present.
2024.05.07	The 10th meeting of the 44th term	1. The Company's Q1 2024 Consolidated Financial Statements. 2. Proposal to extend the Company's financial transaction credit lines. 3. Endorsements and guarantees requested by a subsidiary.	Approved by all the members present.	Approved by all the Directors present.
2024.08.12	The 11th meeting of the 44th term	1. The Company's Q2 2024 Consolidated Financial Statements. 2. Endorsements and guarantees requested by a subsidiary. 3. Proposal regarding the appointment and dismissal of the Company’s finance manager.	Approved by all the members present.	Approved by all the Directors present.
2024.11.07	The 12th meeting of the 44th term	1. The Company's Q2 2024 Consolidated Financial Statements. 2. Partial amendments to the Company's "Internal Control System" and "Internal Audit Implementation Rules." 3. The internal audit unit’s Audit Plan for 2025. 4. The Company's 2025 asset allocation plan for financial investments. 5. Endorsements and guarantees requested by a subsidiary.	Approved by all the members present.	Approved by all the Directors present.
2025.01.20	The 13th meeting of the 44th term	(Reported Matters Only)	All present committee members were informed.	All present directors were informed.
2025.03.11	The 14th meeting of the 44th term	1. The Company's 2024 Business Report, Financial Statements, and Consolidated Financial Statements with subsidiaries. 2. The Company's 2024 earnings appropriation proposal. 3. Evaluation of the independence and competence of the CPA for 2025, and determination of audit fees.	Approved by all the members present.	Approved by all the Directors present.

		4. Proposal for the Company to purchase liability insurance for directors and managerial officers. 5. Issuance of the Company's "Statement of Internal Control System" for 2024. 6. Endorsements and guarantees requested by a subsidiary.		
2025.05.12	The 15th meeting of the 44th term	1. The Company's Q1 2025 Consolidated Financial Statements. 2. Proposal to extend the Company's financial transaction credit lines. 3. Endorsements and guarantees requested by a subsidiary.	Approved by all the members present.	Approved by all the Directors present.

2. If any Independent Director has recused themselves from voting due to conflicts of interest, the name of the Independent Director, the content of the proposal, the reason for the recusal, and the voting result shall be disclosed: None.
3. Communication between Independent Directors and the Chief Internal Auditor and CPAs (including significant matters, methods, and results regarding the Company's financial status and operations):

Communications between Independent Directors and the Chief Internal Auditor and CPAs during 2024 and up to the publication date of the annual report

Meeting Date	Communication with CPAs	Communication with Chief Internal Auditor
2024.01.30	(N/A)	Execution of the Company's internal audit operations from October to December 2023.
2024.03.12	1.The CPAs explained the audit results of the consolidated and standalone financial statements for 2023. 2.The CPAs communicated audit quality indicators and discussed findings and recommendations regarding the 2023 financial statement audit, along with management's responses (private session).	Execution of the Company's internal audit operations from January to February 2024.
2024.05.07	The CPAs explained the review results of the Q1 2024 consolidated financial statements.	1. Execution of the Company's internal audit operations in March 2024. 2. Execution of audit operations (private session).
2024.08.07	The CPAs explained the review results of the Q2 2024 consolidated financial statements.	Execution of the Company's internal audit operations for Q2 2024.

2024.11.07	1. The CPAs explained the review results of the Q3 2024 consolidated financial statements. 2. The CPAs explained the audit plan for the 2024 financial statements.	1. Execution of the Company's internal audit operations for Q3 2024. 2. The Company's 2024 audit plan. 3. Execution of audit operations (private session).
2025.01.20	(N/A)	Execution of the Company's internal audit operations for Q4 2024.
2025.03.11	1. The CPAs explained the audit results of the 2024 consolidated and standalone financial statements. 2. The CPAs communicated audit quality indicators and engaged in post-audit communication with governance units regarding the financial reports (private session).	Execution of the Company's internal audit operations in January 2025.
2025.05.12	The CPAs explained the review results of the Q1 2025 consolidated financial statements.	1. Execution of the Company's internal audit operations from February to March 2025. 2. Execution of audit operations (private session).

All of the above matters were reviewed or approved by the Audit Committee, and the Independent Directors raised no objections.

(3) Composition, duties and operation of the Remuneration Committee

Information on the Members of the Remuneration Committee

Position \ Name \ Qualifications		Professional Qualifications & Experience Independence Compliance	No. of Other Public Companies with Concurrent Remuneration Committee Membership
Independent Director	Chen, Shun-Ping	Please refer to "Board Members' Information (II)" for details	0
Independent Director	Song, Jun-Ming		0
Independent Director	Li, Zhi-Ping		0

Duties of the Remuneration Committee

The Remuneration Committee shall act with the care of a prudent administrator to faithfully perform the following duties and submit its recommendations to the Board of Directors for discussion:

1. Periodically review the Remuneration Committee Charter and propose amendments as needed.
2. Establish and periodically review performance evaluation standards for directors and managerial officers, annual and long-term performance goals, and related remuneration policies, systems, standards, and structures, as well as disclose the contents of the performance evaluation standards in the annual report.
3. Periodically assess the achievement of the performance objectives of directors and managerial officers and, based on the evaluation results, determine the content and amount of their individual remuneration. The annual report shall disclose the performance evaluation standards, individual remuneration details, and the correlation and reasonableness between remuneration and evaluation results. Such information shall also be reported at the shareholders' meeting.

Operation Status of the Remuneration Committee

1. The Company's Remuneration Committee is composed of three members.
2. The current term of the committee members is from June 29, 2022, to June 28, 2025 (same as the term of the Board of Directors). During the most recent fiscal year and up to the date of publication of the annual report, the Remuneration Committee convened seven meetings (44th Term) (A). Member attendance is detailed below:

Job Title	Name	Attendance in Person (B)	Attendance by Proxy	Actual Attendance Rate (%) (B/A) (Note)	Remarks
Convener	Chen, Shun-Ping	6	1	86%	-
Committee Member	Song, Jun-Ming	7	0	100%	
Committee Member	Li, Zhi-Ping	7	0	100%	

Other matters to be recorded:

1. If the Board of Directors does not adopt or modifies the recommendations of the Remuneration Committee, the Company shall disclose the board meeting date, session, proposal content, board resolution, and how the Company handled the Committee's opinion (e.g., if the board-approved remuneration exceeds the Committee's recommendation, the discrepancy and its reason shall be explained): None.
2. If any member of the Remuneration Committee has objections or reservations regarding resolutions, and such views are recorded or declared in writing, the Company shall disclose the meeting date, session, proposal content, all members' opinions, and how the Company addressed such opinions: None.

3. Important resolutions of the Remuneration Committee for 2024 and up to the publication date of the annual report

Date/Session	Proposal Content	Resolution	Disposition by the Board
2024.01.30 6th meeting of 44th term	1. Proposal to distribute performance bonuses for managerial officers for the second half of 2023. 2. Proposal to distribute year-end bonuses for managerial officers for 2023. 3. Proposal on the remuneration package for the newly appointed CEO.	Approved by all the members present.	Approved by all the Directors present.
2024.03.12 7th meeting of 44th term	1. Proposal on the allocation and distribution of employee and director remuneration for 2023. 2. Proposal on the distribution of employee remuneration to managerial officers for 2023. 3. Proposal on the distribution of director remuneration for 2023.	Approved by all the members present.	Approved by all the Directors present.
2024.05.07 8th meeting of 44th term	Proposal to adjust the remuneration of managerial officers for 2024.	Approved by all the members present.	Approved by all the Directors present.
2024.08.07 9th meeting of 44th term	1. Proposal to distribute performance bonuses for managerial officers for the first half of 2024. 2. Proposal on the remuneration package for the newly appointed Finance Supervisor.	Approved by all the members present.	Approved by all the Directors present.
2025.01.20 10th meeting of 44th term	1. Proposal to distribute performance bonuses for managerial officers for the second half of 2024. 2. Proposal to distribute year-end bonuses for managerial officers for 2024. 3. Proposal on the remuneration and travel allowances for members of the Sustainable Development Committee.	Approved by all the members present.	Approved by all the Directors present.
2025.03.11 11th meeting of 44th term	1.Proposal on the allocation and distribution of employee and director remuneration for 2024. 2.Proposal on the distribution of employee remuneration to managerial officers for 2024. 3.Proposal on the distribution of director remuneration for 2024. 4.Proposal on the remuneration package for the newly appointed Deputy CEO.	Approved by all the members present.	Approved by all the Directors present.
2025.05.12 12th meeting of 44th term	Proposal to adjust the remuneration of managerial officers for 2025.	Approved by all the members present.	Approved by all the Directors present.

(4) Operation status of corporate governance and any deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies, and the reasons thereof

Evaluation Items	Status of Operation (Note 1)			Deviations from the Principles and Reasons
	Yes	No	Description	
1. Has the company formulated and disclosed corporate governance best practice principles as per the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies?	V		The Company established its Corporate Governance Best Practice Principles in accordance with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies," as approved by the Board of Directors on November 11, 2016. The most recent amendment was approved by the Board of Directors on January 13, 2023, and the updated version has been disclosed on the Company's official website and the Market Observation Post System (MOPS).	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
2. Company's equity structure and shareholders' equity				
(1) Has the company established internal operating procedures to handle shareholders' suggestions, concerns, disputes, and litigation, and does it implement these procedures accordingly?	V		(1) The homepage of the Company's official website provides a designated point of contact for investors. Shareholders may also provide feedback via the customer service hotline. Upon receiving feedback, designated personnel or the customer service system will report it through internal procedures and provide responses to shareholders accordingly.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
(2) Does the company possess a list of major shareholders who have actual control over the company, as well as the ultimate controllers of those major shareholders?	V		(2) The Company maintains a list of its major shareholders who actually control the Company, as well as the ultimate controllers of these major shareholders. In compliance with legal requirements, the Company reports the list of shareholders holding 5% or more of the Company's shares on a quarterly basis.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
(3) Has the company established and implemented a risk control and firewall mechanism between itself and its affiliated enterprises?	V		(3) The Company has established and implemented risk control mechanisms and firewall measures for transactions with affiliates, including internal control procedures for property transactions, loans to others, and endorsements or guarantees.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
(4) Has the Company established internal regulations prohibiting insiders from trading securities using undisclosed market information?	V		(4) The Company has established regulations to prohibit insider trading.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
3. Composition and duties of the Board of Directors				
(1) Does the Board of Directors formulate a diversity policy with specific management objectives, and implement them accordingly?	V		(1) The Board of Directors of the Company is composed of members with diverse backgrounds. The composition takes into account varying areas of professional expertise, including business administration, accounting, and finance. For more information, please refer to "Director Information (II)."	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
(2) In addition to the legally required Remuneration Committee and Audit Committee, has the Company voluntarily established other functional committees?	V		(2) In addition to establishing a Remuneration Committee as per legal requirements, the Company voluntarily established an Audit Committee to replace supervisors following the election of independent directors at the 2016 shareholders' meeting. On November 4, 2022, the Board of Directors approved a charter and establish the Risk Management	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.

Evaluation Items	Status of Operation (Note 1)			Deviations from the Principles and Reasons
	Yes	No	Description	
			Committee. On January 20, 2025, the Company further established the Sustainable Development Committee.	
(3) Has the Company established a performance evaluation system and methodology for the Board of Directors, conducted evaluations annually and on a regular basis, reported the results to the Board of Directors, and used the results as a reference for individual directors' remuneration and nomination for reappointment?	V		(3) The Company adopted the "Regulations Governing Performance Evaluation of the Board of Directors" on May 10, 2017. In accordance with these regulations, the Company conducts internal performance evaluations annually and external evaluations once every three years. The most recent internal evaluation, covering the performance of the Board in 2024, was reported to the Board of Directors on March 11, 2025. In determining directors' remuneration, the Company references the Board performance evaluation results, considering both the Company's overall operational performance and the individual contributions and performance of each director. The Remuneration Committee and the Board of Directors review and approve the remuneration accordingly. The results of the Board performance evaluation are also considered when nominating directors for reappointment.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
(4) Does the company regularly assess the independence of the certified public accountants (CPAs)?	V		(4) The Company evaluates the independence and competence of its CPA at least once annually. The most recent evaluation was approved by the Board of Directors on March 11, 2025. (Note 2)	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
4. Does the company appoint an appropriate number of qualified personnel and designate a chief corporate governance officer to be responsible for corporate governance matters (including, but not limited to, providing directors and supervisors with the information necessary to perform their duties, assisting directors and supervisors in complying with laws and regulations, handling matters related to Board and Shareholders' Meetings in accordance with the law, and preparing minutes of such meetings)?	V		The Company has appointed two corporate governance officers. The head of the Board Secretariat serves as the Chief Corporate Governance Officer, a designation approved by the Board of Directors on May 10, 2021. The Chief Corporate Governance Officer is responsible for corporate governance affairs, with the following primary duties: 1. Maintaining effective operations of the Board of Directors, including: Planning and convening at least one Board meeting per quarter; updating corporate governance-related policies and procedures; assisting directors with continuing education; conducting at least one performance evaluation annually for the Board and its members; and providing directors with the necessary information. 2. Ensuring successful convening of shareholders' meetings, including: Public announcements related to shareholders' meetings; planning and executing meeting agendas; and managing declaration and reporting procedures. 3. Handling corporate governance affairs and information disclosure, including: uploading important matters to the MOPS and maintaining governance-related disclosures on the Company's website.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.

Evaluation Items	Status of Operation (Note 1)			Deviations from the Principles and Reasons
	Yes	No	Description	
5. Has the Company established communication channels with stakeholders (including, but not limited to, shareholders, employees, customers, and suppliers), created a dedicated stakeholder section on its website, and appropriately responded to significant corporate social responsibility issues raised by stakeholders?	V		The Company has designated dedicated contact personnel for stakeholders, including a toll-free consumer hotline (0800), an investor relations contact point, the Human Resources Department, the Office of the Chief Financial Officer, the Public Relations Section, the Legal Affairs Section, and the Board Secretariat. Additionally, the Company's corporate website features a dedicated stakeholder section with contact points to address and respond to key CSR issues of concern to stakeholders.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
6. Does the company appoint a professional shareholder services agency to handle shareholder affairs?	V		The Company has appointed Yuanta Securities Co., Ltd. to handle matters related to shareholders' meetings.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
7. Information disclosure (1) Does the Company have a corporate website to disclose financial and corporate governance information?	V		(1) The Company maintains a bilingual corporate website (Chinese and English) to disclose information regarding the Company's financial, business, and corporate governance status to the stakeholders. (Website: http://www.weichuan.com.tw)	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
(2) Does the company adopt other methods of information disclosure (e.g., establishing an English-language website, appointing designated personnel to collect and disclose corporate information, implementing a spokesperson system, posting investor conference materials on the Company website, etc.)?	V		(2) The Company discloses all material information on the MOPS in compliance with applicable regulations and implements a spokesperson system to provide explanations of significant matters when required. The Company's website also features dedicated sections for stakeholders, corporate social responsibility, investor conferences, and annual reports for public access.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
(3) Does the company announce and file its annual financial report within two months after the end of the fiscal year, and announce and file its first, second, and third quarter financial reports and monthly operating results ahead of the deadlines stipulated by regulations?		V	(3) The Company announces and files its financial reports with the competent authorities in accordance with regulatory requirements, as follows: 1. Within three months after the end of each fiscal year, the Company announces and files its annual financial report, which is signed or sealed by the Chairman, managerial officer, and accounting supervisor; audited and certified by a CPA; approved by the Board of Directors; and acknowledged by the supervisors. 2. Within 45 days after the end of the first, second, and third quarters of each fiscal year, the Company announces and files its quarterly financial reports, signed or sealed by the Chairman, managerial officer, and accounting supervisor; reviewed by a CPA; and submitted to the Board of Directors. 3. By the 10th day of each month, the Company announces and files the operating status for the previous month.	The Company announces and files its financial reports with the competent authorities in accordance with relevant regulations.

8. Does the company have any other important information that helps to enhance understanding of its corporate governance practices (including but not limited to employee rights, employee care, investor relations, supplier relations, stakeholders' rights, directors' and supervisors' continuing education, implementation of risk management policies and risk assessment criteria, customer policy implementation, and the purchase of liability insurance for directors and supervisors)?	V		1. The Company has established the Employee Welfare Committee and the Pension Supervision Committee to implement a pension system and organize various employee programs, including company trips, group insurance, training courses, and regular health checkups. The Company provides equal employment opportunities, values labor rights and harmonious labor-management relations, and promotes employee care and emergency assistance. 2. The attendance of directors at Board meetings is disclosed on the MOPS in accordance with regulations. 3. Pursuant to the Company's "Guidelines for the Promotion of Directors' Continuing Education," the Company periodically provides information on corporate governance-related training courses to directors, encouraging their continued education. The training records are uploaded to MOPS in compliance with relevant regulations. 4. After each Board meeting, the Company uploads the key resolutions from that meeting to its official website for public access. 5. On March 11, 2025, the Board of Directors approved the renewal of directors' and managerial officers' liability insurance with a coverage amount of US$20 million to mitigate and decentralize the risks of significant damage to the Company and its shareholders resulting from any errors or negligence committed by directors or managerial officers.	In compliance with the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies, there are no discrepancies.
9. Please describe the improvements made based on the most recent corporate governance evaluation results released by the Corporate Governance Center of the Taiwan Stock Exchange Corporation, and for areas not yet improved, list priority enhancement items and measures (Not applicable to companies not included in the evaluation). 1.The Company completed the 11th corporate governance self-evaluation (for the year 2024) in January 2025 and conducted reviews and improvements based on the evaluation indicators. 2.In 2024, the Company addressed and improved the issues identified in the corporate governance evaluation of the previous year. These improvements included: uploading the English version of the sustainability report; establishing written procedures for financial and business transactions with related parties; formulating and disclosing on its website internal regulations prohibiting directors and employees from trading securities using undisclosed market information; live streaming the shareholders' meeting; and launching an English version of the corporate website. 3.Priority areas for enhancement that have not yet been improved include: formulating a succession plan for Board members and key management level and disclosing its implementation status, as well as planning to hold a second investor conference. 4.The Company has continued to follow up on the above corporate governance evaluation results and related improvement items, and has reported them to the Board of Directors.				

Note 1: Regardless of whether "Yes" or "No" is checked for operational status, a corresponding explanation must be provided in the "Description" column.

Note 2: CPA Independence Evaluation Data

The Company evaluates the independence and competence of its CPAs at least once per year.

On March 11, 2025, the Audit Committee reviewed and submitted for Board approval the evaluation of the independence and competence of CPAs Huang Shih-Chun and Yeh Tsui-Miao of PwC Taiwan. The evaluation results confirmed that both CPAs meet the Company's standards and are qualified to serve as the Company's CPAs.

□ Criteria for self-evaluation of CPA independence and competence

No.	Evaluation Item	Results	Description
1	Has the CPA completed the independence evaluation questionnaire, and does the result meet the review standards for independence and competence?	Yes	The questionnaire has been completed, and the results conform to the review standards.
2	Has the CPA not been appointed for audit services for 7 consecutive years?	Yes	1. CPA Huang Shih-Chun was appointed from Q1 2020 to Q4 2024, totaling 5 years. 2. CPA Yeh, Tsui-Miao was appointed starting from Q1 2024.
3	Has the Company obtained Audit Quality Indicators (AQIs) as a reference for evaluating the appointment of the CPA?	Yes	The Company has obtained and reviewed the AQIs.
4	Has the CPA issued a Statement of Impartiality and Independence?	Yes	Obtained.

□ Conclusion of the CPA independence evaluation questionnaire

No.	Evaluation Item	Results	Independence
I. Evaluation of Independence Factors			
1.	**Does the CPA or their spouse or minor children have any of the following relationships with the Company:**		
	(1) Investment or sharing of financial interests	No	Yes
	(2) Borrowing and lending of funds (if the client is a financial institution and the relationship is in the ordinary course of business, "N/A" may be selected)	No	Yes
2.	**Does the CPA or any member of the audit team serve as a director, supervisor, or managerial officer of the Company or hold any position that has significant influence on the audit cases in the past two years?**	No	Yes
3.	**Is the CPA or any member of the audit team currently employed by the Company in a regular position receiving a fixed salary, or serving as a director or supervisor?**	No	Yes
4.	**Does the CPA or any member of the audit team have the following relationships with the Company's directors, supervisors, or managerial officers:**		
	(1) Spouse	No	Yes
	(2) Lineal relative (parent, child)	No	Yes
	(3) Lineal relative by marriage or collateral relative within the second degree of kinship (siblings, grandparents, etc.)	No	Yes
5.	**Has the CPA or any member of the audit team provided the following services to the Company or its affiliates?**		
	(1) Publicity or intermediary services for stocks or other securities issued by the Company or its affiliates	No	Yes
	(2) Legal representation or participation in disputes with third parties, except as allowed by law	No	Yes
6.	**Has the CPA or any member of the audit team received gifts, favors, or other benefits of value from the Company or its directors, supervisors or managerial officers?**	No	Yes
7.	**Have any co-practicing CPAs who resigned within the past year served as directors or managerial officers of the Company, or held roles with significant influence over the audit engagement?**	No	Yes
II. Evaluation of Independence Practices			
1.	**Has the CPA taken necessary measures to avoid threats to independence, including:**		
	(1) Direct or significant indirect financial interests	Yes	Yes
	(2) Maintaining both actual and perceived independence when performing audit, review, examination of the financial statements and forming an opinion	Yes	Yes
2.	**Are the audit service team, other CPAs or shareholders of the incorporated CPA firm, CPA firm, affiliates of CPA firm and alliance firms independent of the Company?**	Yes	Yes
3.	**Does the CPA consistently perform services with professionalism and objectivity, avoiding any conflicts of interest or bias?**	Yes	Yes
4.	**Does the CPA avoid compromising their professional skepticism due to pressure from management or other third parties when performing professional services?**	Yes	Yes
III. Competence Evaluation			
1.	**Has the CPA been subject to disciplinary action by the CPA Disciplinary Committee within the past two years? Has the firm been involved in significant litigation or deficiencies in quality inspections during the same period?**	No	Yes
2.	**Does the accounting firm have the resources and capabilities (such as personnel and professional support) necessary to perform audit services?**		
	(1) Does it have sufficient professional support staff (e.g., valuation experts, IT specialists)?	Yes	Yes
	(2) Is audit workload reasonably managed to prevent overburdening CPAs?	Yes	Yes
3.	**Has the accounting firm established comprehensive quality control procedures?** Including specifications for audit procedures, professional judgment, handling methods, and independent management reviews	Yes	Yes
4.	**Does the accounting firm promptly report material issues or risks concerning risk management, corporate governance, financial accounting, and related risk controls to the Board of Directors or the Audit Committee?**	Yes	Yes

(5) Implementation status of sustainable development and any deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, and the reasons thereof

Promotion Item	Status of Implementation (Note 1)			Deviations from the Principles and Reasons
	Yes	No	Description	
1. Has the company established a governance structure for promoting sustainable development, including the establishment of a dedicated or ad hoc unit responsible for implementation, authorized by the Board of Directors and overseen by the Board?	V		1. The Company's Board of Directors passed a resolution on May 6, 2022, to establish the Corporate Sustainable Development Committee. The Committee consists of a Chief Sustainability Officer, an Executive Secretary, and several members, overseeing seven task groups: Corporate Governance Group, Food Safety Promotion Group, Social Welfare Group, Employee Relations Group, Environmental Friendliness Group, Product Design Group, and Stakeholder Communication Group. Each group and the Committee have clearly defined responsibilities and hold meetings at least once per quarter to implement and advance initiatives in their respective areas. Promotion plans are submitted to the Steering Committee, and the Chief Sustainability Officer reports significant outcomes to the Board of Directors at least once a year. 2. The most recent report to the Board of Directors was submitted on March 11, 2025. It included the results of the Company's sustainable development efforts for 2024 and the strategy for future initiatives. 3. Each year, the Company identifies and prioritizes key issues of concern raised by stakeholders, serving as the foundation for disclosures in the annual sustainability report and guiding the planning, execution, and improvement of related initiatives. The Company compiles a sustainability report annually and publishes it on its website.	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.

2. Has the Company conducted risk assessments of environmental, social, and corporate governance (ESG) issues related to its business operations based on the principle of materiality, and formulated corresponding risk management policies or strategies? (Note 2)	V		In accordance with the AA1000SES Stakeholder Engagement Standard, the Company identifies material topics in the areas of corporate governance, social responsibility, and environmental impact, based on the degree of stakeholder concern and the level of impact on the Company. The process follows the steps of identification, prioritization, verification, reporting, and review. Moreover, the Company implements tiered risk assessment and control in alignment with its risk management policies and procedures. For details, please refer to Chapter 2 of the Company's 2023 Sustainability Report.	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.
3. Environmental issues (1) Has the company established appropriate environmental management systems in accordance with the characteristics of its industry?	V		(1) The Company's Douliu Plant, Taichung Plant and Kaohsiung Plant have successively adopted ISO 14001 (Environmental Management System) and ISO 14064 (Greenhouse Gas Emissions Inventory and Verification) and have obtained the relevant certifications. Other plants and departments will gradually implement these systems as well. In 2013, the Douliu Plant applied for and passed the Clean Production Evaluation System compliance assessment by the Industrial Development Bureau, becoming the first food manufacturer in Taiwan to do so. It also passed the follow-up assessment in 2015. Furthermore, in 2017, the Taichung, Douliu, and Kaohsiung plants successively obtained ISO 50001 Energy Management System certification to effectively monitor and measure energy usage, reduce energy consumption and costs, and lower carbon emissions.	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.
(2) Does the company strive to improve energy efficiency and utilize renewable materials with minimal environmental impact?	V		(2) i. The Company has long been committed to developing and using environmentally friendly packaging materials that minimize environmental impact, such as lightweight plastic bottles for dairy and beverages. By integrating expertise in design, materials, and production equipment, the Company conducts annual lightweight evaluations of its product	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.

(3) Has the company assessed the potential risks and opportunities associated with climate change in the short and long term, and taken appropriate responsive actions?	V		packaging to reduce packaging weight to the lowest possible level while maintaining product quality. This significantly reduces plastic usage, decreases reliance on non-renewable petroleum resources, and substantially cuts carbon emissions. ii. For packaging of convenience foods—including paper boxes, paper bags, cartons, and label paper—the Company uses four types of eco-friendly inks: soy-based, UV, benzene-free, and water-based. Additionally, for glass jar products in this category, the Company has led the industry in adopting Free-PVC eco-friendly lids. iii. The Company has replaced PVC shrink sleeves on beverage and soy sauce bottles with more environmentally friendly materials such as PET and PS. iv. In designing gift boxes, the Company uses recycled paper materials and soy-based inks, avoids excessive packaging, and prioritizes minimal-color printing. v. To enhance resource reuse efficiency, the Company uses recycled paper for external product cartons, which are certified with the Environmental Protection Label of the ROC. Moving forward, the Company will continue to reduce packaging materials, minimize plastic use, and introduce FSC-certified paper products. (3) The Company places great importance on climate change and global warming. Since 2012, the Company has been conducting GHG inventories and has formulated energy-saving and carbon-reduction strategies. These include continuous process monitoring at production sites, improving equipment efficiency, promoting energy-saving and eco-friendly practices in office environments, digitizing forms to reduce paper use, optimizing delivery routes to lower fuel consumption for business vehicles, and using temperature	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.

<table>
<tr>
<td></td>
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<td>monitoring to manage electricity usage. Regarding GHG emissions from livestock operations, Cheng Shuen Nung Ranch actively implements environmentally focused projects such as green planting, wastewater treatment, and the reuse of solid waste (e.g., manure).</td>
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<tr>
<td>(4) Has the company compiled statistics on its greenhouse gas emissions, water consumption, and total waste output over the past two years, and developed policies for energy conservation, carbon reduction, greenhouse gas mitigation, water use reduction, or waste management?</td>
<td>V</td>
<td></td>
<td>(4) The Company compiles data on GHG emissions, water consumption, and total waste weight for the past two years and discloses this information in its CSR Report. The Company also adheres to an environmental policy guided by principles such as respect for nature, pollution prevention at the source, and refined environmental practices. It takes immediate and proactive environmental actions to realize energy conservation and carbon reduction goals. Each plant aligns with the Company’s energy management strategies and implements the ISO 50001 Energy Management System. The Company commits to an annual energy-saving target of 1%. Other strategies related to energy conservation, carbon reduction, and GHG mitigation are detailed in Section (3) above.
<table>
<tr><th>Category</th><th>2023</th><th>2024</th><th>2022</th></tr>
<tr><td>GHG Emission (Scope 1) (tonne of CO2e)</td><td>12331.4</td><td>14527.6</td><td>11760.</td></tr>
<tr><td>GHG Emission (Scope 2) (tonne of CO2e)</td><td>20524.4</td><td>20779.0</td><td>20663.</td></tr>
<tr><td>GHG Emission (Total)(tonne of CO2e)</td><td>32855.8</td><td>35306.5</td><td></td></tr>
<tr><td>Total water consumption (millions of L)</td><td>654.3</td><td>867.9</td><td>531.9</td></tr>
<tr><td>Total weight of waste (tonne)</td><td>11589.4</td><td>12056.2</td><td>5318.</td></tr>
<tr><td colspan="4">Note 1: The statistical data cover the Headquarters, resear institute, business offices, Taichung Plant, Douliu Pla and Kaohsiung Plant.
Note 2: The increase in waste is primarily due to the inclusi</td></tr>
</table>
</td>
<td>In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.</td>
</tr>
</table>

			of obsolete items from the Business Division, which have been incorporated into reuse and circular economy calculations. 2024 Water Intake, Discharge, and Consumption Unit: millions of L	
4. Social issues (1) Has the company established relevant management policies and procedures in accordance with applicable laws and international human rights conventions?	V		(1) The Company attaches great importance to labor rights and has established a labor human rights policy in accordance with the international social responsibility standard SA 8000. It strictly complies with labor-related laws and regulations, including the formulation of personnel and workplace rules, and provides employees with labor insurance, National Health Insurance, and pension plans as required by law. In addition, the Company has implemented several policies concerning employee rights, such as ethical business conduct, grievance mechanisms, and sexual harassment prevention measures, to safeguard the legal rights and interests of employees.	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.
(2) Has the company formulated and implemented reasonable employee benefit measures (including compensation, leave, and other welfare programs), and reasonably reflected its business performance in employee compensation?	V		(2) The Company allocates a budget annually for employee welfare activities and integrates the resources of the Employee Welfare Committee to provide a wide range of benefits and subsidies. It also complies with legal requirements to ensure employees' rights to leave are protected. Regarding compensation, Wei Chuan adheres to the principle of equal pay for equal work, regardless of gender. Furthermore, in accordance with the Articles of Incorporation, the Company allocates no less than 1% of annual profits, if any, as employee bonuses. The Company remains committed to	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.

Item		2022	2023	2024
Water Intake	Tap Water	586.5	510.3	537.1
	Groundwater	1245.4	1229.2	1508.5
Total Water Intake		1831.9	1739.5	2,045.6
Total Water Discharge		1161.9	1084.9	1177.7
Total Water Consumption		670.0	654.6	867.9

			improving its business performance to continuously enhance employee compensation.	
(3) Does the company provide a safe and healthy working environment, and conduct regular occupational safety and health education and training for employees?	V		(3) The Company regards employees as its most valuable asset and continuously promotes a healthy and safe workplace. It provides employees with a secure and hygienic office environment and conducts regular fire drills, disinfection, water quality testing, and access control. Annual health checkups are provided for all employees, along with ongoing occupational safety and health training. In 2024, there were two occupational accidents involving two individuals, representing 0.000657 of the total workforces. Going forward, the Company will strengthen safety training, including precautions against pinching, slipping, and falling. There were no fires or casualties reported in 2024.	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.
(4) Has the company developed effective career development and training programs for its employees?	V		(4) To enhance employee competencies, improve work efficiency, and accelerate business development, the Company implements annual training plans under the TTQS Talent Development System, using the corporate university framework.	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.
(5) Regarding customer health and safety, privacy, marketing, and product/service labeling, does the company comply with relevant laws and international standards, and has it established consumer rights protection policies and grievance mechanisms?	V		(5) The Company is committed to protecting consumer rights, maintaining a toll-free 0800 customer service hotline to enable product information inquires, receive feedback and complaints, and handle defective product reports. These measures aim to safeguard consumer rights and enhance customer satisfaction and service quality. Additionally, the Company has established a Food Safety Committee and Food Safety Center to promote product safety under three major pillars: full product traceability, simplification of formulas, and alignment with international quality standards. The Company also draws up short-, medium- and long-term plans and complies with the Consumer Protection Act and the Commodity Labeling Act, ensuring all product information is correctly labeled to uphold consumers' right of being informed.	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.
			(6) The Company has formulated supplier	

(6) Has the company established supplier management policies requiring suppliers to comply with relevant standards on environmental protection, occupational safety and health, and labor rights, and has it supervised their implementation?	V		development, selection, and evaluation procedures and conducts periodic factory inspections. Evaluations consider whether suppliers have records of significant environmental or social impact. Contracts with major suppliers include clauses requiring compliance with relevant laws and regulations, and grant the Company the right to terminate or revoke contracts at any time if a supplier violates corporate social responsibility policies and causes a substantial impact on the environment or society.	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.
5. Does the company prepare sustainability reports or other non-financial information disclosures in accordance with internationally recognized reporting frameworks or guidelines? Are such reports verified or assured by a third-party accreditation body?	V		The Company prepares its Corporate Social Responsibility (CSR) Report in accordance with the "Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by TWSE Listed Companies," the related FAQs, and the Global Reporting Initiative (GRI) Standards: Core Option. The Company engages PwC Taiwan to perform a limited assurance review of the CSR Report in accordance with No. 1 of the Statements of Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the Accounting Research and Development Foundation of the ROC.	In compliance with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, there are no discrepancies.
6. If the Company has adopted its own Sustainable Development Best-Practice Principles based on the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies," please describe any differences in implementation or deviations from the said principles: The Company's Sustainable Development Best-Practice Principles are in full alignment with the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies."				

7. Other important information to facilitate a better understanding of the implementation of sustainable development:

(1) Achievement of the Three Food Safety Actions: The Company has achieved the "three food safety actions," which include full product traceability, formula simplification, and alignment with international quality standards. As an industry pioneer, the Company became the first food enterprise in Taiwan to have all plants and production lines certified under the Safe Quality Food (SQF) international standard. The Kaohsiung, Taichung, and Douliu plants all passed the highest level of SQF food safety certification with excellent scores. Lin Feng Ying fresh milk, produced by the Company, became the first SQF-certified fresh milk in Asia, meeting consumers' expectations for food safety and assurance.

(2) Industry Promotion: Wei Chuan Corp. advances the dairy industry through four key areas: source management, world-class quality, smart farming, and sustainable operation. These efforts assist Taiwan's dairy sector in progressing toward the goal of "sustainable ranching and healthy fresh milk." The Company designated Cheng Shuen Nung Ranch as the demonstration site for its "Dairy Farmer 4.0" initiative and provided professional consultants to support partner dairy farms. By introducing Cheng Shuen Nung Ranch's management model, the Company helps partners adopt more modern and scientific management practices to improve product quality, and ensure that consumers enjoy fresher, healthier, and safer fresh milk.

(3) Corporate Volunteerism and Local Care: With three major plants and 18 business locations across various counties and cities in Taiwan, Wei Chuan Corp. upholds the philosophy of "One Township One Enterprise" to engage in tangible charitable actions in local communities by integrating corporate resources at each site with volunteer services. These initiatives aim to foster mutual support and create communities filled with love and care. Over the past five years, the Company has carried out community service programs such as meal deliveries to elderly individuals living alone and donations to disadvantaged families, benefitting more than 200,000 individuals.

(4) Nutritional Care: Wei Chuan Corp. continues its partnership with the Taiwan People's Food Bank Association to implement the "Nutritional Supplement Package Program for Rural Classrooms," targeting schoolchildren in rural areas. This program addresses nutritional deficiencies in daily meals by exclusively donating long-life milk for the supplement packages. The Company has launched this as a medium- to long-term public welfare initiative. To date, the program has helped nearly 150,000 students, with over NT$1.5 million invested. The Company has also organized more than 40 nutrition education sessions to enhance the nutritional awareness of rural schoolchildren.

(5) Energy Management: Each plant aligns with the Company's energy management strategy by implementing the ISO 50001 Energy Management System. The Company sets a practical annual electricity saving target of 1%, continuously improving energy performance through internal training and accountability. Since 2017, all Company plants have obtained ISO 50001 (Energy Management System) certification, ensuring the supervision and effective management of energy use.

(6) In 2024, the Company published its 2023 Sustainability Report, verified by PwC Taiwan. The report is available on the Company's website and the Market Observation Post System. For details regarding the assurance report, please refer to the appendix of the "Wei Chuan Corp. 2023 Sustainability Report."

Note 1: If "Yes" is selected in the implementation status, please describe the key policies, strategies, measures adopted, and their implementation. If "No" is selected, explain the deviations under the "Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and Reasons Thereof" section, and describe future plans for adopting relevant policies, strategies, and measures.

Note 2: The principle of materiality refers to environmental, social, and corporate governance issues that significantly affect the Company's investors and other stakeholders.

Note 3: For disclosure methods, please refer to the Best Practice Reference Examples on the Corporate Governance Center website of the Taiwan Stock Exchange.

Implementation Status of Climate-Related Information

Item	Implementation Status
1. Describe the oversight and governance of climate-related risks and opportunities by the Board of Directors and management.	The Board of Directors serves as the highest governance body for climate issues at Wei Chuan and oversees the management of climate-related financial risks and opportunities. Under the Board, the Corporate Sustainable Development Steering Committee has been established, chaired by the Chairman, with members appointed by the Chairman. The Steering Committee supervises the Corporate Sustainable Development Committee, which functions as the executive body. The General Manager serves as the Chief Sustainability Officer, and the committee gathers potential climate-related risks and opportunities that the Company may face through the Environmental Friendliness Group, Product Group, and Stakeholder Communication Group. The Corporate Sustainable Development Committee convenes regular meetings to discuss issues collected by each subgroup, enabling the Company to monitor emerging trends and dynamically adjust its climate response strategy. The Corporate Sustainable Development Committee is responsible for identifying and managing climate change-related risks and opportunities. It reports annually to the Chairman and General Manager through the Corporate Sustainable Development Steering Committee and formulates corresponding management measures and objectives. The Steering Committee, in turn, regularly reports to the Board of Directors on climate issues and responsive actions. This enables the Board to stay informed of climate trends, track related developments, and periodically review the implementation of the plans and the Company's response measures.
2. Describe how the identified climate-related risks and opportunities affect the company's business, strategy, and financial planning over the short-, medium-, and long-term.	The Company has identified four material climate-related issues, including two transition risks, one physical risk, and one opportunity. Based on an evaluation of these issues and the current response status of each department, the Company has defined the impact timeframes as follows: short-term: expected to occur within three years; medium-term: expected to occur within three to five years; and long-term: expected to occur after five years. The Company estimates the severity of actual impacts to formulate response strategies for climate risks and opportunities, as detailed in Annex 1.
3. Describe the financial impacts of extreme weather events and transition actions.	The Company describes the financial impact of extreme weather events and transition actions in Annex 1, under "Impact of Risk/Opportunity Issues on Wei Chuan."
4. Describe how the processes for identifying, assessing, and managing climate-related risks are integrated into the Company's overall risk management system.	The Corporate Sustainable Development Committee carries out the identification of climate-related risks and opportunities. The Steering Committee oversees and manages this process by collecting information on peer issues, industry trends, and regulatory developments. Following the TCFD recommendations, the Company classifies risks into physical risks and transition risks and assesses the short-, medium-, and long-term impacts of each issue. The process for identifying climate-related risks and opportunities is as follows: (1) Climate Issue Inventory: Based on the characteristics of the food industry, the Company identified 20 climate-related risks and opportunities relevant to its operations by compiling international trends, regulations, and peer concerns. These include seven transition risks, four physical risks, and nine opportunities. (2) Materiality Analysis of Issues: The Corporate Sustainable Development Committee convened relevant departments to form working groups that conducted in-depth discussions on 20 issues. These groups clarified when each issue occurred and assessed its current impact, then scored each issue based on its likelihood of occurrence, impact severity, and timing of occurrence. (3) Identification of Material Climate Issues: The evaluation incorporated scoring results from each unit regarding the likelihood and impact level of each issue to identify the Company's material climate and risk issues.
5. If scenario analysis is used to assess the company's resilience to climate change risks, disclose the scenarios, parameters, assumptions, analytical factors, and major	As of the date of publication of the annual report, the Company has not yet adopted scenario analysis to assess resilience against climate change risks; therefore, it is not currently applicable.

financial impacts adopted.	
6. If the Company has implemented transition plans to manage climate-related risks, describe the content of such plans and the indicators and targets used to identify and manage both physical and transition risks.	The Company has outlined its transition plan for managing climate risks in the "Response Strategies" section of Annex 1.
7. If internal carbon pricing is used as a planning tool, explain the basis for determining the carbon price.	As of the date of publication of the annual report, the Company has not implemented internal carbon pricing as a planning tool.
8. If the Company has set climate-related targets, specify the activities covered, the scope of greenhouse gas (GHG) emissions, the planned timeframe, and the annual progress toward the targets. If carbon offsets or Renewable Energy Certificates (RECs) are used to achieve the targets, disclose the source and amount of carbon reductions offset, or the number of RECs used.	1. The Company's annual greenhouse gas achievement targets are shown below: (see table below) 2. The Company's greenhouse gas emission scope and planning timeline are as follows: Emission Scope: Scope 1, Scope 2 Planning Timeline: Short-term goal: Reduce GHG emission intensity for Scope 1 and Scope 2 by 1% annually. Medium- to long-term goal: Reduce total GHG emissions for Scope 1 and Scope 2 by 5% in 2028 compared to 2023. 3. The Company does not use carbon offsets or renewable energy certificates (RECS).
9. Disclose the status of the company's GHG inventory and third-party assurance, as well as the emission reduction targets, strategies, and specific action plans (to be detailed in Sections 1-1 and 1-2).	1-1 Greenhouse gas inventory and assurance in the most recent two years 1-1-1 Greenhouse gas inventory information · The Company's GHG emissions (in metric tons CO_2e), intensity (in metric tons CO_2e per NT$10 million in revenue), and data coverage for the most recent two years are summarized in the table below. The data cover the headquarters, business offices, research institute, and the three plants (Taichung Plant, Douliu Plant, and Kaohsiung Plant).

Item	Task Indicator	2024 Target	2024 Achievement	Target Achievement Status
GHG Management	Annual reduction of GHG emission intensity by 1% (Unit: tCO_2e / NT$1 million in revenue)	4.09	4.24	Not achieved
Energy Management - Electricity	Annual electricity saving rate at the three plants (%)	1%	1%	Achieved
Energy Management - Natural Gas	Annual reduction of natural gas intensity at the three plants by 1% (Unit: thousand kWh / NT$1 million in revenue)	0.559	0.553	Achieved

Year	2022	2023	2024
Scope 1 (tonne CO2e)	11,760.2	12,315.7	14,527.6
Scope 2 (tonne CO2e)	20,375.5	20,552.5	20,779.0
Total Carbon Emissions (tonne CO2e)	32,135.8	32,868.2	35,306.5

Emission intensity (tonne CO2e /NT$1 million)	3.97	4.13	4.24

1-1-2 Greenhouse gas assurance information

- Describe the assurance status for the most recent two years as of the annual report publication date, including assurance scope, assurance provider, assurance standards, and assurance opinion: As of the annual report publication date, the Company does not meet the specified criteria requiring mandatory assurance and therefore has not conducted greenhouse gas assurance.

1-2 Greenhouse gas reduction targets, strategies, and specific action plans

- State the baseline year for greenhouse gas reduction and its data, reduction targets, strategies, specific action plans, and the target achievement status:

Reduction Targets:

1. Short-term Target: By 2026, the Company will continue promoting factory energy-saving projects and expanding green energy use (installing solar PV systems) to reduce GHG emission intensity by 1% annually.
   Achievement Status: See the table in section 1-1-1.
2. Medium- to Long-term Target: The Company will reduce Scope 1 and Scope 2 GHG emissions by 5% by 2028, compared to 2023 baseline levels.
   Achievement Status: See the table in section 1-1-1.

Management Strategies:

1. Organizational Operations: The General Manager oversees the Company's climate change governance framework and supervises the Sustainable Development Committee in managing related issues. The Committee includes various working groups responsible for managing issues and evaluating their impacts. Each year, the Committee reports the performance of each function group to the Board of Directors.
2. Indicator and Target Management: The Environmental Group, the Greenhouse Gas Promotion Management Committee, and relevant departments plan, establish, and monitor the achievement of climate-related indicators and targets (including energy conservation, carbon reduction, and waste reduction).
3. Energy and Carbon Reduction Project Implementation: The Company drives annual electricity savings of 1% across production facilities.
4. Product Carbon Footprint Certification.

Specific Action Plans:

1. The Company continuously expands solar PV installations, improves energy efficiency, and introduces high-efficiency energy-saving equipment to reduce carbon emissions. The planned solar PV systems will generate 2.2 million kilowatt-hours annually and reduce carbon emissions by 1,087 metric tons CO_2e per year.
2. The Company implements clean energy transitions (converting from heavy fuel oil to natural gas), installs high-efficiency lighting and pumps/motors, integrates variable-frequency drive systems for compressors and chilled water systems, recovers waste heat, and enhances overall equipment efficiency.

Annex 1

Aspect	Issue	Impact Period	Impact of Risk/Opportunity Issues on Wei Chuan	Responsive Actions
Transformation Risk – Policies and Regulations	Renewable Energy Regulations	Short-term	• The Taichung Plant currently has a regular electricity consumption exceeding 800 kW, classifying it as a major electricity user under the Taichung City Low Carbon City Development Ordinance. As such, it is required to install renewable energy facilities equivalent to 10% of its contracted capacity. Failure to comply may result in penalties. • If the required renewable energy capacity is not installed by the deadline, the Company may be fined between NT$10,000 and NT$100,000 per violation, with repeated penalties possible. This would lead to increased operating costs. (The Taichung Plant's current electricity contract is 3,000 kW.)	• To comply with the Taichung City Low Carbon City Development Ordinance, the Taichung Plant leased and installed solar panel systems through a rooftop leasing arrangement with a solar energy provider. By the end of 2022, the plant had completed the installation of 500 kW of solar panels, which generated a total of 615,252 kWh of electricity in 2024. • Wei Chuan will continue expanding renewable energy infrastructure and implementing energy management plans across all production sites to mitigate the future risk of being classified as a major electricity user due to increased energy consumption.
Transformation Risk – Market Risk	Rising Raw Material Costs	Short-term	• In recent years, climate change has increased the frequency and severity of events such as the anti-El Niño phenomenon and extreme weather. These changes have caused fluctuations in the quality and significant reductions in the yield of raw materials used in key Wei Chuan products (e.g., juice, coffee, milk powder). • The raw materials for Wei Chuan's cattle feed primarily consist of grains and forage. Abnormal weather has raised the frequency of droughts and floods, impacting crop yields in major grain-producing regions such as the Americas and Australia, thus increasing the risk of feed shortages, rising prices, and disruptions in the supply chain.	• A monthly bulk raw material trend reporting system has been established, along with an early warning mechanism focused on soybeans, corn, and dairy products. If climate-related risks are detected that may drive up costs, procurement will be advanced by one season to six months' worth of inventory. • A list of alternative suppliers has been developed. In the event of production or quality fluctuations in raw materials due to climate conditions, procurement will shift to other qualified suppliers. • The proportion of locally sourced raw materials in cattle feed formulas will be increased, while reliance on imported materials will be reduced. Domestically grown forage will replace imported varieties like Pennisetum alopecuroides, Digitaria decumbens Stent, and silage corn, lowering both cost pressures and supply chain risks. • The feed formula will incorporate a higher proportion of agricultural by-products—such as brewers' grains and soybean meal—that are less affected by climate conditions. This diversification helps reduce exposure to feed price volatility.
Physical Risk-Long-term	Rising Average Temperatures	Mid-term	• Rising global average temperatures have extended the duration of heat stress1 periods for cattle, leading to lower milk production and reduced stability in dairy supply. • Increased ambient temperatures due to global warming have led to higher electricity usage by cooling systems such as chillers, cold storage units, and freezers—contributing to higher operating costs. • Under high-temperature conditions, cows produce approximately 2–4 kg less milk per head per day compared to normal conditions. It is estimated that prolonged heat stress could reduce milk output, potentially impacting Wei Chuan's monthly revenue by approximately NT$1.08 million to NT$2.16 million. Note 1:Bovine heat stress is a condition caused by excessive temperatures. Symptoms include reduced milk production, lethargy, rapid breathing, fever, and collapse.	• New heat-resistant barn designs are being implemented, replacing older structures to improve thermal insulation and overall cooling capacity. • Introduce new cooling barn design and update existing old barns to enhance overall heat resistance and cooling capacity. • Cattle breeds more resilient to tropical climates are being introduced to improve herd adaptability and mitigate the impacts of global warming. • Energy efficiency upgrades for refrigeration equipment are carried out regularly to reduce electricity consumption and carbon emissions.
Opportunity – Resource Efficiency	Enhancing Resource Utilization Efficiency	Short-term	• The Company aims to reduce food processing waste by extending product shelf life, improving inventory management, and adjusting production processes. Additionally, by-products and food waste—such as soybean pulp and coffee grounds—can be further recycled and reused through expanded resource circularity initiatives.	• In 2024, all 285.26 tonnes of food processing sludge from the Taichung Plant were fully reused for applications such as fertilizer and biogas power generation. This represents 100% resource recovery, with zero incineration, thereby contributing to carbon emission reduction. • The Douliu Plant processed all 1,095 tonnes of its food processing sludge into fertilizer in 2024. • The Kaohsiung Plant processed 999.83 tonnes of food processing sludge in 2024 for use in fertilizer, bioenergy, biogas power generation, and other renewable or reuse applications. This also represents 100% circular reuse with zero incineration, supporting the goal of carbon reduction.

(6) Implementation status of ethical corporate management and any deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies, and the reasons thereof

Evaluation Items	Operation Status (Note)			Deviations from the Principles and Reasons
	Yes	No	Description	
1. Establishment of ethical corporate management policies and programs				
(1) Has the company established ethical corporate management policies approved by the Board of Directors, and clearly stated its policies and practices in internal regulations and external documents, along with the commitment of the Board and senior management to actively implement these policies?	V		(1) The Company has established the Ethical Corporate Management Best Practice Principles, Code of Ethical Conduct, and Procedures for Ethical Management and Guidelines for Conduct. These documents have been publicly announced to all employees and uploaded to the Company's website.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
(2) Has the company established a risk assessment mechanism for unethical conduct, regularly analyzed and assessed business activities within its operations that pose a higher risk of unethical behavior, and developed corresponding prevention programs that at least include the preventive measures listed in Article 7, Paragraph 2 of the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies?	V		(2) The Company has formulated the Procedures for Ethical Management and Guidelines for Conduct and Self-Discipline Guidelines for Employees and adopted preventive measures for business activities identified as having higher risks of unethical behavior.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
(3) Does the company specify procedures, conduct guidelines, disciplinary measures for violations, and grievance mechanisms in its unethical conduct prevention programs, and ensure their effective implementation, with regular review and revision of such programs?	V		(3) Additionally, the Company has established the Procedures for Ethical Management and Guidelines for Conduct, Rules for Employee Rewards and Disciplinary Actions, and Employee Complaint Handling Procedures to serve as the basis for handling violations. The internal audit department works with relevant units to periodically review the effectiveness of these measures.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
2. Fulfillment of ethical corporate management				
(1) Does the company evaluate the ethical records of counterparties and include ethics-related clauses in contracts with them?	V		(1) All external business contracts include terms requiring both parties to uphold principles of ethical conduct. Moreover, Wei Chuan currently works with over 300 qualified suppliers, all of whom are required to sign a commitment letter for ethical cooperation. The signing rate of this commitment is 100%.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
(2) Has the Company established a dedicated unit under the Board of Directors to promote ethical corporate management, and does it report at least annually to the Board on the implementation of ethical management policies, prevention programs, and the supervision of their execution?	V		(2) The Human Resources Department is designated as the responsible unit for promoting ethical corporate management. Its primary responsibilities include: Developing and supervising the implementation of ethical corporate management policies and preventive measures; promoting and coordinating training and awareness programs; planning the whistle-blowing system;	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.

Evaluation Items	Operation Status (Note)			Deviations from the Principles and Reasons
	Yes	No	Description	
			assisting the Board of Directors and senior management in evaluating the effectiveness of preventive mechanisms; and reporting regularly to the Board of Directors on the implementation status. The most recent report was submitted on January 20, 2025.	
(3) Has the Company formulated a policy to prevent conflicts of interest, provided appropriate reporting channels, and effectively implemented the policy?	V		(3) The Company's Rules of Procedure for the Board of Directors include conflict of interest avoidance provisions, which are strictly implemented when a director is found to have a potential conflict.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
(4) Has the Company established effective accounting and internal control systems to support ethical corporate management, and does the internal audit unit—based on the assessed risks of unethical behavior—formulate audit plans and conduct audits accordingly, or commission certified public accountants to do so?	V		(4) The Company establishes effective accounting and internal control systems in accordance with regulations. Each department conducts self-monitoring, while the internal audit department performs regular audits as required.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
(5) Does the Company regularly conduct internal and external training on ethical corporate management?	V		(5) Ethical corporate management is a core operational philosophy of Wei Chuan. Relevant topics are incorporated into training programs every year. New employees are required to sign an employment consent form and are provided with documents such as the Self-Discipline Guidelines for Employees, Work Rules, and Ethical Corporate Management Best Practice Principles. They also receive briefings on their rights and available complaint channels. A legal affairs supervisor provides additional guidance on legal compliance to help new employees understand the Company's ethical standards and practices. In 2024, the Company conducted internal and external training sessions related to ethical corporate management, including courses on legal compliance, ESG, food safety, occupational safety, accounting systems, and internal controls. A total of 2,393 participants attended, totaling 7,583 training hours.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
3. Operation of the whistle-blowing system (1) Has the Company established a concrete whistleblowing and incentive mechanism, provided accessible whistleblowing channels, and designated appropriate personnel to handle cases involving the accused?	V		(1) The Company has established the Procedures for Ethical Management and Guidelines for Conduct, the Rules of Rewards and Punishment, and the Complaint Handling Measures as the basis for handling violations of ethical conduct. A "Whistle-blowing Mailbox" and an "Independent Directors' Mailbox" have been set up, with a dedicated unit and personnel assigned to handle reported cases appropriately.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.

Evaluation Items	Operation Status (Note)			Deviations from the Principles and Reasons
	Yes	No	Description	
(2) Has the Company established standard operating procedures for handling whistleblowing cases, follow-up actions after investigation, and confidentiality mechanisms?	V		(2) Confidentiality requirements for handling whistleblowing cases are stipulated in the Procedures for Ethical Management and Guidelines for Conduct.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
(3) Has the Company adopted protective measures to ensure whistleblowers are not subjected to improper treatment?	V		(3) The Procedures for Ethical Management and Guidelines for Conduct also include provisions to protect whistleblowers from any improper treatment resulting from their reports.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
4. Enhanced information disclosure (1) Does the company disclose the content and implementation results of its Ethical Corporate Management Best Practice Principles on its official website and the Market Observation Post System (MOPS)?	V		The Company has disclosed the Ethical Corporate Management Best Practice Principles, the Procedures for Ethical Management and Guidelines for Conduct, and the Code of Ethical Conduct on its corporate website and the MOPS.	In compliance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies", there are no discrepancies.
5. If the company has established its own Ethical Corporate Management Best Practice Principles in accordance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies," please state any differences in its implementation: The Company's principles are aligned with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies."				
6. Other important information to help understand the company's ethical corporate management practices (e.g., revision of its ethical management policies): (1) The Company promotes ethical corporate management policies and regulations to employees via email and intranet, and establishes a "Whistleblowing Mailbox" on its website, allowing stakeholders to express opinions and submit reports. A dedicated unit handles these reports confidentially. When working with suppliers and partners, the Company also regularly reiterates its ethical corporate management philosophy to uphold its business reputation and pursue sustainable operations. (2) In accordance with the Company's "Corporate Governance Best Practice Principles," "Ethical Corporate Management Best Practice Principles," "Procedures for Ethical Management and Guidelines for Conduct," and "Code of Ethical Conduct," the Company establishes communication channels between employees, shareholders, suppliers, other stakeholders, and independent directors to enable independent directors to promptly identify potential corporate misconduct. The Company provides an "Independent Director Mailbox" on its website. Anyone who discovers unethical or improper conduct may report it through this mailbox, which the Company's three independent directors receive and handle promptly and appropriately. The Company protects and maintains strict confidentiality of all whistleblower information. (3) The Company's working rules and ethical corporate management policies are available in the shared network area, enabling employees to access these documents at any time and better understand complaint mechanisms related to their rights and obligations.				

Note: A brief description must be provided in the "Description" column regardless of whether the operating status is marked "Yes" or "No."

(7) If the company has established the Corporate Governance Best Practice Principles and related regulations, the access method should be disclosed:

The Company's important internal regulations and corporate governance information are available in the "Investor Relations" section on the corporate website: (https://www.weichuan.com.tw/tw/investor).

(8) Other important information to enhance understanding of the Company's corporate governance practices:

1. Continuing education and training attended by directors in 2024 and up to the publication date of the annual report

Job Title	Name	Date of Continuing Education	Name of Course	Organizer	Hours of Continuing Education
Corporate Representative of Chairman	Chen, Hung-Yu	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
Director in Person	Hsueh, Kuang-Chi	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
		2024/08/27	Ethical Corporate Management and Anti-Corruption from a Sustainable Governance Perspective	Taiwan Corporate Governance Association	3
Independent Director	Song, Jun-Ming	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
		2024/08/16	Post-Merger Integration Issues and the Establishment of Management Mechanisms	Securities and Futures Institute	3
		2024/05/28	Global and Taiwan Biomedical Industry: M&A Trends	Chinese National Association of Industry and Commerce	3
Independent Director	Chen, Shun-Ping	2024/07/03	2024 Cathay Sustainable Finance and Climate Change Summit	Cathay Financial Holdings and its Subsidiaries Taiwan Stock Exchange	6
Independent Director	Li, Zhi-Ping	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
		2024/08/08	NVIDIA's Three-Trillion Miracle: Rethinking the Semiconductor Revolution Behind AI	Securities and Futures Institute	3
Corporate Representative of Director	Chien, Pei-Hsiang	2024/11/29	Insider Equity Transactions: Legal Compliance and Awareness Seminar	Securities and Futures Institute	3
		2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
Corporate Representative of Director	Lin, Ching-Tang	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
Corporate Representative of Director	Hsien, Mon-Chang	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
		2024/04/30	Applications and Challenges of Generative AI: Insights from ChatGPT	Independent Director Association Taiwan	3
Corporate Representative of Director	Huang, Hsi-Hsing	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
		2024/07/03	2024 Cathay Sustainable Finance and Climate Change Summit	Cathay Financial Holdings and its Subsidiaries Taiwan Stock Exchange	6
		2024/03/28	Corporate Governance and Stakeholder Engagement in Listed Companies Bridging the Gap with Capital Markets	Taipei Foundation of Finance	3

2. Continuing education and training of managerial officers for 2024 and up to the date of publication of the annual report

Job Title	Name	Date of Continuing Education	Name of Course	Organizer	Hours of Continuing Education
CEO	Lin, Chien-Hung	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
Chief Financial Officer	Lee, Wen-Hsueh	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
CIO	Wei, Chia-Te	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
Assistant Manager	Hsu, Yu-Chung	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
Corporate Governance Officer (Note)	Chen, Shih-Chuan	2024/03/20	Seminar on Enhancing Organizational Resilience and Strengthening Sustainable Governance	Taiwan Corporate Governance Association	2
		2024/03/22	CDP Taiwan Launch Event: Creating a New Carbon Era with Sustainability Intelligence	Taiwan Stock Exchange BCSD Taiwan	3
		2024/06/26	Practical Seminar on Board Performance Evaluation	Taiwan Corporate Governance Association	3
		2024/07/03	2024 Cathay Sustainable Finance and Climate Change Summit	Cathay Financial Holdings and its Subsidiaries Taiwan Stock Exchange	6
		2024/10/08	2024 WIW Forum: The Symphonic Integration of Digital and Sustainable Finance Amidst the AI Boom	Taiwan Stock Exchange	3
		2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
		2024/12/17	2024 Corporate Governance Forum: Emerging Challenges for Corporate Governance Officers	Taipei Bar Association KPMG Taiwan	3

Note: The Corporate Governance Officer completed a total of 23 hours of training in 2024.

3. Continuing education and training of accounting officers for financial report preparation for 2024 and up to the date of publication of the annual report

Job Title	Name	Date of Continuing Education	Name of Course	Organizer	Hours of Continuing Education
Chief Financial Officer	Lee, Wen-Hsueh	2024/11/07	Trends and Risk Management in Digital Technologies and Artificial Intelligence	Taiwan Corporate Governance Association	3
Accounting Supervisor	Huang, Chih-Yu	2024/12/26 2024/12/27	Continuing Education Program for Chief Accounting Officers of Issuers, Securities Firms, and the Stock Exchange	Accounting Research and Development Foundation	12
		2024/11/04 2024/11/05	GRI Certified Training Course: Reporting with the Updated 2021 GRI Standards	BCSD Taiwan	16
Accounting Supervisor Agent	Cheng, Yu Ti	2024/08/21	Practical Analysis of Common Deficiencies in Financial Statement Reviews and Key Internal Control Regulations	Accounting Research and Development Foundation	6
		2024/11/14	Practical Analysis of the Latest ESG Policies, Net-Zero Emissions Regulations, and Their Impacts on Financial Reporting and Annual Report Preparation	Accounting Research and Development Foundation	6
		2024/09/30	One-Day Introductory Course on Greenhouse Gas Inventory	New Taipei City Green Industry Association	8
Accounting Officers for Financial Report Preparation	Lu, Cheng-Yang	2024/08/21	Practical Analysis of Common Deficiencies in Financial Statement Reviews and Key Internal Control Regulations	Accounting Research and Development Foundation	6

(9) Execution status of internal control system

1. Statement of Internal Control
   Please refer to the Corporate Governance/Internal Control Zone/Internal Control Statement Announcement of the Public Information Observatory(Company Code:1201)
   https://mopsov.twse.com.tw/mops/web/t06sg20
2. If a CPA has been engaged to perform a special audit of the internal control system, the CPA's audit report shall be disclosed: None.

(10) Major resolutions adopted by the Shareholders' Meeting and the Board of Directors during the most recent year and up to the publication date of the annual report:

1. Major resolutions adopted at the 2024 Annual Shareholders' Meeting and their implementation status
   Meeting Date: June 27, 2024 (Thursday) at 9:00 a.m.
   Proposals for Approval:
   Proposal 1
   Subject: Approval of the Company's 2023 Business Report, Financial Statements, and Consolidated Financial Statements of subsidiaries.
   Resolution and Implementation Status: The proposal was approved as proposed. Relevant documents have been submitted to and announced to the competent authority in accordance with regulations.

   Proposal 2
   Subject: Approval of the Company's 2023 earnings distribution proposal.
   Resolution and Implementation Status: The proposal was approved as proposed. A cash dividend of NT$0.266 per share was declared, with an ex-dividend date of July 30, 2024, and the cash dividend distribution date set for August 21, 2024.

   Discussions:
   Subject: Amendment of certain provisions of the "Rules of Procedure for Shareholders Meetings."
   Resolution and Implementation Status: The proposal was approved as proposed and took effect immediately upon approval.

2. Major resolutions adopted at the 12th meeting of the 44th Board of Directors
   Meeting Date: August 7, 2024 (Wednesday) at 1:00 p.m
   - Approved the Company's consolidated financial report for the second quarter of 2024.
   - Approved the proposals submitted by the 9th meeting of the 44th Remuneration Committee.
   - Approved the Company's 2023 Sustainability Report.
   - Approved the appointment and dismissal of the Company's finance manager.
   - Approved the change of the Company's seal custodian.
   - Approved the proposal to increase or extend the Company's credit line.
   - Approved the request submitted by the Company's subsidiary for endorsements and guarantees from the Company.

   All proposals were unanimously approved by the attending directors and duly recorded and implemented.

3. Major resolutions adopted at the 13th meeting of the 44th Board of Directors
   Meeting Date: November 7, 2024 (Thursday) at 1:00 p.m.
   - Approved the Company's consolidated financial report for the third quarter of 2024.
   - Approved the proposals submitted by the 4th meeting of the 44th Risk Management Committee.
   - Approved amendments to certain provisions of the "Internal Control System" and "Internal Audit Implementation Rules."
   - Approved the 2025 audit plan proposed by the Company's internal audit unit.
   - Approved the 2025 asset allocation plan for financial investments.
   - Approved the extension of the Company's credit line.
   - Approved the request submitted by the Company's subsidiary for endorsements and guarantees from the Company.

   All proposals were unanimously approved by the attending directors and duly recorded and implemented.

4. Major resolutions adopted at the 14th meeting of the 44th Board of Directors
   Meeting Date: January 20, 2025 (Monday) at 2:00 p.m.
   - Approved the Company's operational priorities and budget for 2025.
   - Approved the establishment of the Company's Sustainable Development Committee and its organizational regulations.
   - Approved the proposals submitted by the 10th meeting of the 44th Remuneration Committee.
   - Approved the extension of the Company's credit line.
   - Approved the Company's acquisition or disposal of real estate, equipment, or right-of-use assets during 2024.

   All proposals were unanimously approved by the attending directors and duly recorded and implemented.

5. Major resolutions adopted at the 15th meeting of the 44th Board of Directors
   Meeting Date: March 11, 2025 (Tuesday) at 2:00 p.m.
   - Approved the Company's 2024 Business Report, Financial Statements, and Consolidated Financial Statements of subsidiaries.
   - Approved the earnings distribution proposal for 2024.
   - Approved the appointment of the new Deputy CEO of the Company.
   - Approved the proposals submitted by the 11th meeting of the 44th Remuneration Committee.
   - Approved amendments to certain provisions of the Articles of Incorporation.
   - Approved the definition and scope of the Company's grassroots employees.
   - Approved the independence assessment of the CPA and the audit fee for 2025.
   - Approved the Company's liability insurance coverage for directors, supervisors, and managerial officers.
   - Approved the Company's "Statement of Internal Control System" for 2024.
   - Approved the adoption of the Company's "Tax Policy and Management Procedures."
   - Approved the proposal to convene the annual shareholders' meeting for the re-election of the next board of directors in accordance with legal requirements.
   - Approved the list of director candidates nominated by the Board of Directors.
   - Approved the proposal to lift non-compete restrictions on the Company's appointed directors and their representatives.
   - Approved the date, location, format, and other relevant matters for the 2025 Annual Shareholders' Meeting.
   - Approved the handling of proposals and director nominations submitted by shareholders holding 1% or more of the Company's shares.
   - Approved the proposal to lift non-compete restrictions for the Company's managerial officers.
   - Approved the extension of the Company's credit line.
   - Approved the request submitted by the Company's subsidiary for endorsements and guarantees from the Company.

   All proposals were unanimously approved by the attending directors and duly recorded and implemented.

6. Major resolutions adopted at the 16th meeting of the 44th Board of Directors
   Meeting Date: May 12, 2025 (Monday) at 3:10 p.m.
   - Approved the Company's consolidated financial report for the first quarter of 2025.
   - Approved the proposals submitted by the 12th meeting of the 44th Remuneration Committee.
   - Approved the proposals submitted by the 5th meeting of the 44th Risk Management Committee.
   - Approved the extension of the Company's credit line.
   - Approved the extension of the Company's financial transaction limits.
   - Approved the request submitted by the Company's subsidiary for endorsements and guarantees from the Company.

   All proposals were unanimously approved by the attending directors and duly recorded and implemented.

(11) Recorded or written statements of dissent issued by directors in response to major resolutions adopted by the Board of Directors during the most recent year and up to the publication date of the annual report: None.

4. CPA Professional Fee

(1) CPA Professional Fees

Unit: NT$ thousands

Name of CPA Firm	Name of CPA	Audit Period	Audit Fees	Non-audit Fees	Total	Note
Pricewaterhouse Coopers, Taiwan	Huang, Shih-Chun	2024	NT$ 6,300 thousand	NT$ 3,901 thousand	NT$ 10,201 thousand	-
	Yeh, Tsui-Miao					

Note: Non-audit fees include sustainability reports and consulting services, tax certification and other financial consulting services.

(2) When the company changes its accounting firm and the audit fees paid for the fiscal year in which such change took place are lower than those for the previous fiscal year, the amounts of the audit fees before and after the change and the reasons shall be disclosed: None.

(3) When the audit fees paid for the current fiscal year are lower than those for the previous fiscal year by 10% or more, the reduction in the amount of audit fees, reduction percentage, and reason(s) therefore shall be disclosed: None

5. Replacement of CPA: N/A.

6. The Company's Chairman, General Manager, or Financial or Accounting Officers Holding Any Positions in the Company's CPA Firm or its Affiliates in the Recent Year : None.

7. Transfer of Equity and Changes to Equity Pledge of Directors, Supervisors, Managerial Officers, and Shareholders Representing More Than 10% of Shares

i. Changes to equity of the directors, the managerial officers and the major shareholders

Job title	Name	2024		Year to Date as of April 25	
		Change in Number of Shares Held	Change in Number of Shares Pledged	Change in Number of Shares Held	Change in Number of Shares Pledged
Chairman	Kong Ching Corp. Ltd. Representative: Chen, Hung-Yu	0	0	0	0
Director	Kong Ching Corp. Ltd. Representative: Chien, Pei-Hsiang	0	0	0	0
Director	Kong Sheng Investment Corp. Representative: Lin, Ching-Tang	0	0	0	0
Director	Kong Sheng Investment Corp. Representative: Huang, Hsi-Hsing (2024.01.29 appointed) Representative: Lin, Chien-Hung (2024.01.29 resignation)	0	0	0	0
Director	Ju Qing Investment Co., Ltd. Representative: Hsieh, Mon-Chang	0	0	0	0
Director	Hsueh, Kuang-Chi	0	0	0	0
Independent Director	Chen, Shun-Ping	0	0	0	0
Independent Director	Li, Zhi-Ping	0	0	0	0
Independent Director	Song, Jun-Ming	0	0	0	0
CEO	Chang, Chiao-Hua (2024.01.30 resignation)	0	0	0	0
CEO	Lin, Chien-Hung (2024.01.30 appointed)	0	0	0	0
Deputy CEO	Teng, Yi-Yung (2025.03.11 appointed)	0	0	0	0
General Manager	Chiu, Tzu-Chuan (2024.05.05 resignation)	0	0	0	0
General Manager	Huang, Kuo-Chen (2024.05.15 appointed)	0	0	0	0
Assistant Vice President	Chen, Meng-Yuan	0	0	0	0
Senior AVP	Chang, Shu-Miao (2024.02.16 resignation)	0	0	0	0
Assistant Vice President	Lin, Hsin-Chu	0	0	0	0

Assistant Vice President	Shih, Chieh-Jen	0	0	0	0
Director	Tsai, Wen-Ling	0	0	0	0
Assistant Vice President	Chang, Chen-Chang	0	0	0	0
Assistant Vice President	Ko, Chi-Feng	0	0	0	0
Assistant Vice President	Luor, Der-Cherng(2024.10.1 resignation)	0	0	0	0
Assistant Vice President	Sun, Yu-Chiang	0	0	0	0
Senior AVP	Huang, Wen-Chieh (2024.09.01 resignation)	0	0	0	0
Assistant Vice President	Hsu, Yu-Chung	0	0	0	0
Assistant Vice President	Lin, Wen-Cheng	0	0	0	0
Assistant Vice President	Wei, Chia-Te	0	0	0	0
Assistant Vice President	Li, Chun-Ming (2024.04.10 resignation)	0	0	0	0
Assistant Vice President	Chen, Jen-Hui(2025.01.01 resignation)	0	0	0	0
Assistant Vice President	Wang, Yu-Pin	0	0	0	0
Assistant Vice President	Wang, Jen-Chun (2024.07.16 resignation)	0	0	0	0
Assistant Vice President	Chu, Cheng-Hung (2024.04.10 appointed)	0	0	0	0
Assistant Vice President	Li, Peng-Fei(2024.07.01 appointed)	0	0	0	0
Assistant Vice President	Ku, Chia-Yu (2024.08.12 appointed)	0	0	0	0
Assistant Vice President	Chen, Ling-Hui(2024.09.16 appointed)	0	0	0	0
Vice President	Pai, Chih-Wei(2025.01.01 appointment)	0	0	0	0
Special Assistant	Huang, Hui-Ling(2025.01.01 appointed)	0	0	0	0
Chief Financial Officer (Finance Supervisor)	Lee, Wen-Hsueh (2024.08.07 appointed)	0	0	0	0
Senior Manager (Accounting Supervisor)	Huang, Chih-Yu	0	0	0	0
Senior Manager (Corporate Governance Officer)	Chen, Shih-Chuan	0	0	0	0

ii. Information about transfer of equity: N/A

iii. Information about the pledge of equity: N/A

8. Relationship Among Top Ten Shareholders

April 25, 2025

Name (NOTE 1)	Current Shareholding		Shareholding Of Spouse And Minor Children		Total Shareholding By Nominees		Information About Top 10 Shareholders Who Are Related Parties To One Another, Or Spouse Or Relatives Within The Second Degree Of Kinship, Their Names And Relationship (Note 3)		Remark
	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Name (or Designation)	Relationship	
Kang Cheng Co., Ltd. Representative: Lin, Ching-Tang	50,523,000 0	9.98% 0	9,000	0.00%	0	0	Kang Chau, Kang Sheng Kang Ching, Kang Fa	The Chairman is the same person.	-
Kang Chau Company Ltd. Representative: Lin, Ching-Tang	50,407,000 0	9.96% 0	9,000	0.00%	0	0	Kang Cheng, Kang Sheng Kang Ching, Kang Fa	The Chairman is the same person.	
Kong Sheng Investment Corp. Representative: Lin, Ching-Tang	36,688,000 0	7.25% 0	9,000	0.00%	0	0	Kang Cheng, Kang Chau, Kang Ching, Kang Fa	The Chairman is the same person.	-
Kong Ching Corp. Ltd. Representative: Lin, Ching-Tang	35,880,000 0	7.09% 0	9,000	0.00%	0	0	Kang Cheng, Kang Chau, Kang Sheng, Kang Fa	The Chairman is the same person.	-
Kong Fa Investment Corp. Representative: Lin, Ching-Tang	29,828,000 0	5.89% 0	9,000	0.00%	0	0	Kang Cheng, Kang Chau, Kang Sheng, Kang Ching	The Chairman is the same person.	-
Yu, Mei-Ling	24,776,000	4.90%	0	0	0	0	Tai, Cheng-Chih	Spouse	-
Tai, Cheng-Chih	14,050,000	2.78%	0	0	0	0	Yu, Mei-Ling	Spouse	-
Standard Chartered International Commercial Bank's Operations Department as custodian of Advanced Starlight Fund Corporation's series of funds, Advanced International Equity Index Fund Investment Account	5,733,709	1.13%	0	0	0	0	None	None	-

Name (NOTE 1)	Current Shareholding		Shareholding Of Spouse And Minor Children		Total Shareholding By Nominees		Information About Top 10 Shareholders Who Are Related Parties To One Another, Or Spouse Or Relatives Within The Second Degree Of Kinship, Their Names And Relationship (Note 3)		Remark
	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Number of shares	Shareholding percentage	Name (or Designation)	Relationship	
Hsieh, Shih-Tai	5,020,000	0.99%	0	0	0	0	None	None	-
JP Morgan Chase Bank Taipei Branch as custodian of Vanguard Group's Vanguard Emerging Markets Stock Index Fund Investment Account	4,806,261	0.95%	0	0	0	0	None	None	-

Note 1: The top 10 shareholders' names shall be identified separately (in the case of corporate shareholders, the corporate shareholders' names and representatives' names shall be identified separately).

Note 2: Shareholding percentage is calculated separately based on the number of shares held in the name of the person, his/her spouse and minors, and others.

Note 3: Relationship between the aforementioned shareholders (including corporate and natural person shareholders) shall be disclosed according to Regulations Governing the Preparation of Financial Reports by Securities Issuers.

9. Number of Shares Held by the Company, the Company's Directors, Supervisors and Managerial Officers, and the Undertakings Directly or Indirectly Controlled by the Company in the Same Reinvested Business, and Total Shareholding Ratio

March 31, 2025; Unit: share; %

Name of Investee (Note)	Investment of the Company		Investment Held by Directors, Supervisors, Managers, and Directly or Indirectly Controlled Enterprises		Comprehensive Investment	
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio
KING CAN INDUSTRY CORPORATION	34,539,451	98.68%	0	0.00%	34,539,451	98.68%
CONCOURSE INTERNATIONAL INC.	14,034,753	99.99%	0	0.00%	14,034,753	99.99%
CHINA YOUTH CO., LTD.	8,481,905	99.79%	0	0.00%	8,481,905	99.79%
KANG CHUAN ENGINEERING CO., LTD.	14,578,085	99.85%	0	0.00%	14,578,085	99.85%
Cheng Shuen Nung Ranch Dairy Co., Ltd.	57,929,989	100.00%	0	0.00%	57,929,989	100.00%
WEI CHUAN BUSINESS DEVELOPMENT CORPORATION	10,000,000	100.00%	0	0.00%	10,000,000	100.00%
THAI WEI-CHUAN CO., LTD.	390,000	60.00%	0	0.00%	390,000	60.00%
FU TING FOODS CO., LTD.	7,500,000	37.50%	0	0.00%	7,500,000	37.50%
Wei-Chuan International (BVI) Limited	26,356,859	100.00%	0	0.00%	26,356,859	100.00%
WEI-CHUAN ASIAN INVESTMENT LIMITED	N/A	1.00%	N/A	99.00%	N/A	100.00%
WEI-CHUAN(BVI) CO., LTD.	9,771	100.00%	0	0.00%	9,771	100.00%

Note: Investments accounted for under the equity method or represented by warrants of the limited company.

Chapter 3. Fund Raising

1. Capital and Shares

(1) Source of Capital

Year/Month	Issuing Price	Authorized Capital		Paid-in Capital		Note		
		Number of Shares	Amount	Number of Shares	Amount	Source of Share Capital	Capital Increase by Assets Other than Cash	Others
1992/10	10	350,000,000	3,500,000,000	314,433,111	3,144,331,110	Capitalized earnings: NT$ 222,607,508 Capital surplus NT$ 139,129,692	None	1992/8/25(81) Tai Cai Zheng (I) No. 02207
1993/8	10	352,165,084	3,521,650,840	352,165,084	3,521,650,840	Capital surplus: NT$ 377,319,730	None	1993/7/12(82) Tai Cai Zheng (I) No. 29783
1994/8	10	394,424,894	3,944,248,940	394,424,894	3,944,248,940	Capital surplus: NT$ 422,598,100	None	1994/7/19(83) Tai Cai Zheng (I) No. 31946
1995/8	10	425,978,885	4,259,788,850	425,978,885	4,259,788,850	Capitalized earnings: NT$ 315,539,910	None	1995/6/30(84) Tai Cai Zheng (I) No. 38517
1996/7	10	468,576,773	4,685,767,730	468,576,773	4,685,767,730	Capitalized earnings: NT$ 170,391,552 Capital reserve: NT$ 255,587,328	None	1996/7/3(85) Tai Cai Zheng (I) No. 41762
1997/8	10	600,000,000	6,000,000,000	506,062,914	5,060,629,140	Capital reserve: NT$ 374,861,410	None	1997/7/14 (86) Tai Cai Zheng (I) No. 53032
2019/6	10	800,000,000	8,000,000,000	506,062,914	5,060,629,140	-	-	-

Stock Types	Authorized Share Capital			Remark
	Issued Shares (Note)	Unissued Stock	Total	
Common stock	506,062,914	293,937,086	800,000,000	-

Note: The Company's share is the listed stock.

Overall information related to the filing system: None.

(2) List of Major Shareholders

April 25, 2025

Shares / Name of major shareholder	Number of Shares Held	Shareholding ratio
Kang Cheng Co., Ltd.	50,523,000	9.98%
Kang Chau Company Ltd.	50,407,000	9.96%
Kong Sheng Investment Corp.	36,688,000	7.25%
Kong Ching Corp. Ltd.	35,880,000	7.09%
Kong Fa Investment Corp.	29,828,000	5.89%
Yu, Mei-Ling	24,776,000	4.90%
Tai, Cheng-Chih	14,050,000	2.78%
Standard Chartered International Commercial Bank Business Department as custodian of Advanced Starlight Fund Corporation’s series of funds, Advanced International Equity Index Fund Investment Account	5,733,709	1.13%

Hsieh, Shih-Tai	5,020,000	0.99%
JP Morgan Chase Bank Taipei Branch as custodian of The Vanguard Group’s Vanguard Emerging Markets Stock Index Fund Investment Account	4,806,261	0.95%

(3) Dividends policy and Implementation Status

1. Dividend policies under the Articles of Incorporation:

   The Company operates in a traditional refined industry. After the annual final accounts, if there is a surplus, the Company shall first pay income taxes as required by law and offset prior years’ losses. Thereafter, 10% of the remaining surplus shall be allocated to the legal reserve, followed by any appropriations to or reversals of the special reserve. If there is still a surplus, together with undistributed retained earnings carried forward from the previous year, the Board of Directors shall propose a resolution for the distribution or retention of earnings to the shareholders’ meeting for approval. The distribution of dividends shall be based on the proportion of shares held by each shareholder.

   The Company shall take into account investment and development, evaluation of the investment environment, and shareholders' interests and distribute dividends of shareholders at a rate no less than 50% of the net profit of the current period. Only when the net profit for the year is less than 5% of the paid-in capital, the Company may choose not to distribute dividends. Dividends shall be distributed to shareholders in the form of cash or shares, and cash dividends shall not be less than 50% of the total dividends declared.

   The Board of Directors may, with the attendance of at least two-thirds of all directors and approval of a majority of the directors present, resolve to distribute all or part of the dividends in cash and subsequently report the resolution to the shareholders’ meeting.
2. Distribution of dividends proposed at the shareholders' meeting:

   Pursuant to the Company's dividend policy, the Company's Board of Directors has formulated a proposal for the distribution of dividends for 2024 on March 11, 2025. It was resolved to distribute cash dividends of NT$ 0.5 per share. Such cash dividend distribution proposals will be reported to the shareholders' meeting according to regulations.
3. Material changes to expected dividend policy:

   The Company's Board of Directors continues executing the dividend policy under the Articles of Incorporation at present.

(4) Effect of the distribution of Free-Gratis Dividends proposed at the shareholders' meeting on the operational performance of the Company and Earnings Per Share:

There are no proposed free-gratis dividends at the annual shareholders' meeting.

(5) Information about employee and director remunerations

1. The percentage or scope of remuneration for employees and directors as stated in the Articles of Association:

   If the Company recorded profits for the year, no less than 1% of the Company's profits shall be set aside as employee's remuneration. Employees of the affiliates who meet certain qualifications may be included in the distribution. Employee's remuneration shall be paid in cash.

   The Company may allocate up to 5% of the aforementioned profit as directors’ remuneration, which shall likewise be paid in cash.

   Proposals for the distribution of the aforementioned employees' and directors' remuneration shall be adopted by the agreement of a majority of directors present, who represent two-thirds or more of the directors, and be submitted to the board of shareholders. However, if the Company has accumulated losses, such losses must first be covered before any allocation of employee and director remuneration is made in accordance with the prescribed percentages.

2. The basis for estimating the amount of employee and director remunerations, the calculation basis for the number of shares distributed as employee remuneration, and the accounting treatment of the discrepancy, if any, between the actual dividend amount and the estimated figure for 2024:
   The Company's 2024 employees' and directors' remuneration estimates are based on the current year's profit and the ratio stipulated in the Articles of Association. There is no difference between the distribution amount resolved by the Board of Directors and the estimate.
3. Distribution of employees' and directors' remuneration for 2024 adopted by the Board of Directors:
   (1) Amount of employees' and directors' remuneration distributed in cash:
   Employee's remuneration in cash: NT$ 5,334 thousand.
   Directors' remuneration in cash: NT$ 5,228 thousand.
   (2) Amount of employees' remuneration distributed in stock, and percentage among net after-tax earnings of the consolidated financial report or financial report for parent company only for the current period and total employees' remuneration:
   The Company's remuneration for employees was distributed in cash pursuant to the Articles of Incorporation.
   (3) Earnings per share taking into consideration the employees' and directors' remuneration:
   The Company distributed the employees' and directors' remuneration in cash pursuant to the Articles of Incorporation.
4. If there is any discrepancy between the actual amount distributed to employees and directors (including the number and dollar amount of shares distributed, as well as share price) and the recognized amount for employees, directors, and supervisors in the previous fiscal year, the amount, causes, and treatment of such discrepancies shall be stated:
   The Company's 2023 remuneration to employees of NT$ 2,384 thousand and remuneration to directors of NT$ 2,336 thousand, as resolved by the Board of Directors, are consistent with the amounts recognized in the 2023 financial report. As of December 31, 2024, the above-mentioned 2023 employee remuneration and director remuneration have been fully allocated.

(6) Redemption of shares of the Company: The Company did not redeem its shares in 2024 and as of the date of publication of the annual report.

2. Corporate Bonds: None.

3. Preferred Shares: None.

4. Global Depository Receipts (GDRs): None.

5. Employee Stock Options:

(I) Unexpired employee stock options as of the date of publication of annual report and impact on shareholders' rights and interests: None.

(II)The names, acquisitions, and subscriptions of the managerial officers who have obtained the employee stock options and the top ten employees who have obtained the stock options evidence up to the date of publication of the annual report: None.

6. New Employee Restricted Stock :

(I) New restricted employee stock for which the vesting conditions have not yet been met for the full number of shares as of the date of publication of the annual report, and impact on the shareholders' rights and interest: None.

(II) The names and acquisitions of the managerial officers who have obtained new restricted employee stock and the top 10 employees who have obtained shares up to the date of publication of the annual report: None.

7. New Share Issuance in Connection with Acquisition or Acceptance of Shares from Other Companies: None.

8. Implementation of Capital Utilization Plan: None.

Chapter 4. Operation Overview

1. Business Activities

(1) Scope of Business

1. The business scope of the Company is as follows:
   (1) A102080 Horticulture
   (2) A401010 Cattle
   (3) A401020 Animal Husbandry
   (4) C102010 Dairy Products Manufacturing
   (5) C103050 Canned, Frozen, Dehydrated Food Manufacturing
   (6) C104010 Sugar Confectionery and Bakery Product Manufacturing
   (7) C104020 Bakery Food Manufacturing
   (8) C105010 Edible Oil Manufacturing
   (9) C106010 Flour Milling
   (10) C109010 Seasoning Manufacturing
   (11) C110010 Beverage Manufacturing
   (12) C114010 Food Additives Manufacturing
   (13) C199010 Noodles, Flour Food Manufacturing
   (14) C199020 Edible Ice Manufacturing
   (15) C199030 Instant Food Manufacturing
   (16) C199040 Bean and Preparations Manufacturing
   (17) C199990 Other Food Manufacturing Not Elsewhere Classified
   (18) C201010 Prepared Animal Feeds Manufacturing
   (19) F101990 Wholesale of Other Agricultural, Husbandry and Aquatic Products
   (20) F102020 Wholesale of Edible Oil
   (21) F102030 Wholesale of Tobacco Products and Alcoholic Beverages
   (22) F102040 Wholesale of Nonalcoholic Beverages
   (23) F102170 Wholesale of Food and Grocery
   (24) F103010 Wholesale of Animal Feeds
   (25) F121010 Wholesale of Food Additives
   (26) F201990 Retail Sale of Other Agricultural, Husbandry and Aquatic Products
   (27) F202010 Retail sale of Animal Feeds
   (28) F203010 Retail sale of Food and Grocery
   (29) F203020 Retail Sale of Tobacco and Alcoholic Drinks
   (30) F221010 Retail of Food Additives
   (31) F301020 Supermarkets
   (32) F399010 Convenience Stores
   (33) F399040 Retail Sale of Non-store Retailing
   (34) F399990 Retail Sale of Others
   (35) F401010 International Trade
   (36) F501030 Coffee/Tea Shops and Bars
   (37) F501060 Restaurants
   (38) H701010 Residence and Buildings Lease Construction and Development
   (39) H701020 Industrial Factory Buildings Lease Construction and Development
   (40) H701040 Specialized Field Construction and Development
   (41) H701050 Public Works Construction and Investment
   (42) J302010 Press Release
   (43) J303010 Magazine and Periodical Publication
   (44) J304010 Book Publishers
   (45) J601010 Arts and Literature Service

(46) J602010 Performing Arts Activities
(47) J603010 Live House
(48) J701010 Electronic Game Arcades
(49) J701020 Amusement Parks
(50) J901020 Hotels and Motels
(51) J901011 Tourist Hotels
(52) J904011 Tourist Recreation
(53) A102041Leisure Agriculture
(54) C802041Western Medicine Manufacturing
(55) C802051Traditional Chinese Medicine Manufacturing
(56) F108011Wholesale of Traditional Chinese Medicine
(57) F108021Wholesale of Western Medicine
(58) F208011 Retail Sale of Traditional Chinese Medicine
(59) F208021 Retail Sale of Western Medicine
(60) ZZ99999 All business items that are not prohibited or restricted by law, except those that are subjected to special approval.

2. The Company's main products and their respective revenue proportion in 2024:

Type of Product	Main Products	Proportion of Business (%)
Dairy products	Fresh milk, modified milk, drinking yogurt, yogurt, diluted fermented milk, and soybean milk, etc.	60.3
Beverages	Juice, diluted juice, coffee, tea, water, etc.	19.9
Convenient foods	Seasoning, sauce, cans, etc.	9.7
Other foods	Refrigerated desserts, salad, egg, and other business revenue, etc.	10.1

3. The Group’s (including subsidiaries) main business activities and their respective revenue proportion in 2024:

Type of Business	Major Business Activities	Proportion of Business (%)
Foods	Dairy products, beverages, instant foods and other foods, etc.	94.5
Packaging Materials	Manufacturing of food mold, injection mold, and plastic bottle caps	2.7
Other business activities	Import and export trades	2.8

(2) Overview of the Industry

Under the strategic direction of "Cultivating in Taiwan, Developing in Mainland China, and Looking Internationally" and guided by the operational strategy of "building brand equity, strengthening regional and channel development, enhancing core competitiveness in product categories and the supply chain, improving organizational capabilities, and cultivating key talent," the Company has laid out a comprehensive development plan for its overall food business. In terms of investment activities, resources are allocated to ventures that generate synergies with the core food business. Under this strategy, each business sector leverages its industry characteristics and positioning to contribute its expertise and core advantages, supporting and complementing one another to maximize the Group’s overall operational efficiency.

A. Food Business:

1. Current status and development

   Amid the ongoing impacts of geopolitical tensions, inflation, interest rate pressures, and global climate change, the international food supply chain and the cost of raw materials in the domestic food industry have been impacted. According to statistics from the Ministry of Economic Affairs, the total output value of Taiwan's food industry in 2024 was approximately NT$ 991.1 billion, representing a slight year-on-year increase of 0.47%. Breaking down by sector: the dairy manufacturing industry recorded an output value of NT$ 43 billion in 2024, with an annual growth of 1.3%; the seasoning manufacturing industry reached NT$ 20.2 billion, with an annual growth of 0.2%; and the non-alcoholic beverage manufacturing industry achieved NT$ 61.3 billion in output, representing a 5% annual increase.

2. Industry value chain relationships (upstream, midstream, downstream)

The relationships within the food industry's value chain are as follows:

Upstream industry	Agriculture, animal husbandry, and raw materials, etc.
Midstream industry	Research and development, manufacturing and packaging, etc.
Downstream industry	Transport service, storage, retail sale, food and beverage, etc.

3. Product development trends:

   (1) In line with growing health awareness among consumers in Taiwan—emphasizing health, wellness, and nutrition— there is an increasing demand for fresh, locally sourced foods and products with functional ingredients. There is also growing expectation for companies to take responsibility for environmental sustainability.
   (2) The rise of dual-income households and dining-out populations, coupled with the continued home-cooking trend sparked by the pandemic, have driven demand for time-saving, convenient, and delicious products.
   (3) As the internet evolves to become faster, more immersive, and more interconnected, the integration of virtual and physical experiences are accelerating. Consumers are increasingly turning to digital channels for communication and purchasing.

4. Product competition:

   (1) Taiwan is a shallow-bowl market, meaning its growth potential is limited, and market competition is increasingly intense.
   (2) Taiwanese consumers are placing increasing focus on food safety and quality, while also expecting companies to demonstrating corporate responsibility and environmental protection. The Company established a Corporate Sustainable Development Committee in 2023, comprising a Chief Sustainability Officer, an Executive Secretary, and 7 task groups, including: Corporate Governance Group, Food Safety Promotion Group, Social Welfare Group, Employee Relations Group, Environment Friendliness Group, Product Design Group, and Sustainability Information Group. These efforts are aimed at achieving the Company's vision: to become the first choice of people's life for GUNG-HO food company.
   (3) To meet growing consumer demand for health, high quality, differentiation, and added value—both tangible and emotional— the Company invests heavily in food safety and quality assurance. There is zero compromise on quality standards

as the Company continues to focuses on upgrading products, developing simple formulas, and developing innovation and differentiated new products. Additionally, the Company rigorously monitors and controls the upstream supply chain to enhance the quality of dairy farming and supplied goods. On the marketing front, the Company increased the proportion of digital communication and integrated Wei Chuan Dragon's sports marketing, strengthening brand-consumer communication and interaction to accumulate brand assets. We believe this approach will lead to breakthrough growth and development opportunities in the future.

B. Packaging Materials Business:

Taiwan’s food packaging material industry is highly competitive, with a large number of competitors and relatively low entry barriers for SMEs. In recent years, operating conditions have been affected by factors such as rising minimum wages and electricity prices, leading to continuously rising operational costs. The overall plastic injection and hollow molding industry is saturated and highly competitive.

King Can Industry Corp. remains focused on the food packaging materials sector. Through internal staff training, instilling a company-side quality management mindset, and improving workforce capabilities, the Company continues to strengthens the its organizational foundation. By leveraging technological innovation to enhance product value, it is developing core competitiveness advantages. At the same time, it actively expands its international reach through continuous product development, growing its market shares in Japan, Australia and Americas to establish a global presence. In the future, the Company will continue strengthening its core products and developing both domestic and international markets. Quality and services become the advantage for permanent operation.

C. Import and Export Trades:

The import business of CONCOURSE INTERNATIONAL INC. is mainly responsible for procuring bulk and key raw materials needed by the Group, with a focus on food raw materials. It also integrates internal and external resources of the Group to provide raw materials unified procurement services, aiming to enhance overall procurement effectiveness and efficiency. The export business focuses on marketing and promoting the Wei Chuan brand and Taiwan's specialty products to meet the diverse demands for quality food in overseas markets, enhancing product international visibility and market coverage.

Looking ahead, the import business will continue to integrate the supply sources of bulk and key raw materials, optimize the cost-performance ratio of raw materials, secure stable and competitive exclusive sources, strengthen supply chain risk management and food safety control mechanisms, and actively expand external business opportunities for the Group to scale up operations. In terms of exports, the Company will be based on serving the overseas Chinese market, continuously expanding new channels and emerging markets, actively developing new products and new sources, to drive overall performance growth. Internally, we will continue to strengthen the cultivation of professional international trade talents and enhance organizational effectiveness, striving to become the most trusted international trade partner for our clients.

(3) Overview of Technology and R&D:

1. Research and development expenses

Unit: NT$ thousands

Year	R&D expenses	Turnover	Percentage of R&D expenses among turnover (%)
2022	106,839	8,095,812	1.3%
2023	105,815	7,957,995	1.3%
2024	107,896	8,316,751	1.3%

Note: As of January 31, 2025, the R&D expenses were NT$ 8,326 thousand, and the estimated reinvestment in R&D expenses is NT$ 116,423 thousand.

2. R&D achievements:

(1) In the past 3 years, 87 new products have been developed and launched; 56 research reports have been produced; and 3 patents have been obtained.

Year	Product	Research report	Patent granted
2022	26	15	2
2023	28	24	1
2024	33	17	0
Total in the past 3 years	87	56	3

(2) Technologies or products successfully developed

① Product development achievements: In 2024, the Company will continue to focus on developing healthy, delicious, and safe products. Efforts will also be sustained in raw materials traceability and supplier audits to ensure high-quality and safe origins. Through effective ingredient control, professional R&D in formula design, and process technology, we aim to reduce or eliminate the use of artificial additives, developing products that allow consumers to enjoy food that is not only delicious, safe, but also promotes good health.

In 2024, 33 new products were launched. A description of the characteristics of some products is as follows:

Item	Product Name	Product Image	Product Features
a	Bernachon Italian Espresso		1. Made with medium-dark roasted beans for a rich, freshly-ground aroma. The balanced flavors of acidity, bitterness, and sweetness lingers on the palate for a true unsweetened coffee experience. 2. Made with carefully selected Arabica beans, roasted whole and brewed using hand-pour inspired techniques—pour-over, drip, and steeping—and low-temperature pasteurization to preserve the coffee's purest flavor. 3. The coffee carries subtle, fruity notes with a distinct flavor and a sweet finish, a premium coffee for true connoisseurs.

b	Bernachon Coffee - Espresso Dark Coffee (non-refrigerated) (210ml, Tin Can)		1. Developed with CRAFT aroma-locking extraction technology to preserve the coffee's original flavor. 2. Overseen by CQI-certified international coffee tasters. 3. Medium-dark roasted coffee beans deliver a strong coffee flavor. 4. Unique flavor profile with bittersweet chocolate notes and citrus fruit aroma.
c	Bernachon Coffee - Italian-Style Strong Latte (non-refrigerated) (210ml, tin can)		1. Developed using CRAFT aroma-locking technology to preserve the coffee's original flavor. 2. Overseen by CQI-certified international coffee tasters. 3. Medium-dark roasted beans delivers a strong coffee flavor. 4. Rich and smooth taste with robust black coffee notes and a creamy milk aroma.
d	Lin Feng Ying Yogurt - Blueberry		Each bite offers the natural sweet-tart flavor of blueberry pulp and the smooth texture of yogurt. Made with carefully selected U.S.-grown, flash-frozen blueberries that retain their fresh aroma, so that every bite contains real blueberry pieces. Made with a simple formula and pure ingredients, free from artificial flavors, colorings, thickeners, and cream.
e	Caramel-flavored Ceylon Black Tea		1. Prominent caramel flavor with a rich tea base that is not overly sweet. 2. Specifically designed for foodservice industry, this large-pack, concentration tea can be mixed with fresh milk or hot/cold water to create caramel-flavored milk tea or caramel-flavored black tea, making it suitable for various foodservice applications.
f	Bernachon Italian-style Espresso Latte		1. Made with rich, dark-roasted beans to retain strong coffee aroma and flavor. 2. High-quality beans are roasted and brewed using hand-pour inspired techniques— pour-over, drip, and steeping— and low-temperature pasteurization, perfectly combined with premium milk to create a concentrated latte with rich coffee flavor and a smooth, non-greasy texture. 3. The coffee flavor is distinct and rich, with a refreshing, slightly bitter finish and a deep aroma, creating a premium coffee for connoisseurs.

g	Bernachon Concentrated Coffee Liquid (for dilution)		1. Made from 100% Arabica beans, roasted from whole beans. 2. Concentrated through pour-over, drip, and steeping extraction. 3. Low-temperature pasteurization preserves the purest coffee flavor. 4. Smooth and vibrant coffee taste with a refreshing finish, and can be customized with water and milk (recommended ratio: 50 parts coffee to 150 parts water/milk). 5. Create your own signature “masterpiece” with this customizable concentrate.
h	Fruit-Flavored Milk (Kaohsiung Plant)		“Zero Added Colorants” Classic Fruit-Flavored Milk 1. A delightful blend of pears, oranges, apples and other fruit flavor, perfectly balanced with rich, creamy milk. 2. No added colorants, natural hues from various fruit concentrates and milk. 3. Made with high quality milk for rich, satisfying flavors.
i	Daily C 100% Apple Tomato Total Fruit and Vegetable Juice		1. Contains 7 kinds of fruits and 7 kinds of vegetables, blended into a balanced and delicious fruit and vegetable juice. 2. The combination of various fruits such as apples, passion fruit, and lemons perfectly complements vegetables, making the fruit and vegetable juice smooth and delicious without any vegetable taste.
j	Daily C 100% Grapefruit Carrot Total Fruit and Vegetable Juice		1. Contains 6 kinds of fruits and 6 kinds of vegetables, blended into a balanced and delicious fruit and vegetable juice. 2. No need to be afraid of the taste of carrots; the grapefruit adds a refreshing twist, with real grapefruit pulp for a richer texture.

② Technical R&D achievements:

In order to improve product quality and provide consumers with more diverse choices, we continue to carry out in-depth technical research on new product categories and related fields. In 2024, several R&D projects related to raw materials and key production processes were completed. Highlights include:

1. Increased Lactobacillus acidophilus count in drinking yogurt

To meet the future demand for higher probiotic content in drinking yogurt, the study aimed to increase the Lactobacillus acidophilus count through fermentation. The fermentation process achieved a bacterial count of ≥ 5×108 CFU/g after 24 hours of culture expansion and maintained this level after 7 days of storage.

2. Research on concentrated whey protein ingredients

Concentrated whey protein is used to increase viscosity and reduce syneresis in yogurt and drinking yogurt. To stabilize the quality of the product, suitable concentrated whey protein raw materials were selected by analyzing gel hardness, heat resistance, and production process compatibility to ensure the stability of subsequent product quality.

3. Research on green vegetable and fruit ingredients

Green vegetable ingredients such as spinach, Chinese kale, sweet potato leaves, kale, broccoli, cabbage, cucumber were collected for development. Through flavor screening, blending, and filter size selection, a fruit and vegetable juice formula containing apples, broccoli, cucumbers, sugarcane, passion fruit, cabbage, asparagus, papaya, and other fruit and vegetable ingredients was developed. This can be applied or mixed into new fruit and vegetable juice product lines in the future.

4. Research on sugar reduction in diluted juice - Nungcha Lemon Drink

In line with health-conscious consumer trends, a study on reducing sugar was conducted on Nungcha lemon drinks. As the product contains only water, sucrose, and lemon juice, with no food additives, the study focused on analyzing and adjusting product specification parameters. The most suitable formula is selected through a tasting model.

5. Study on rapid granulation process parameters for oil-based powder ingredients

To develop new formulations of flavored seasonings, raw material screening has been completed. Current efforts involve research on rapid mixing and granulation process/equipment parameters, establishing powder flowability methods as indicators for assessing mixing (emulsification) capability, thereby identifying key equipment parameters. The results can be applied to products with over 6% of powered oil (such as batter mixes, soup bases, etc.), creating new product development opportunities.

6. Research on ingredients and processing for frozen dumplings

The research focused on the selection of ingredients for dumpling wrappers and fillings, the viscosity testing of fillings, and evaluating equipment requirements. The study establishes a detection method for the physical property analyzer (SMS) HDP/TPB to quantify the extensibility and elasticity of raw dumpling wrappers, allowing the A/BE detection method to conduct scientific quantification of viscosity and explore key equipment for dumpling wrappers and frozen dumpling production.

7. Research on plastic material degradation analysis

Food packaging plays a critical role in ensuring safe storage, protection, and convenient use and consumption. The materials used for packaging must be carefully considered to ensure they do not negatively affect the food. Plastic used for packaging have recently become one of the most scrutinized raw materials in food inspection regulations. Relevant authorities have established various high-standard conditions to prevent plastic contamination of food and to avoid irreversible harm to the human body after consumption. This study primarily discussed the quality variation occurring in plastic packaging, aiming to clarify the root causes of the issues, and reviews each link in the development process to subsequently improve and correct deficiencies to prevent recurrence.

③ Quality assurance:

Wei Chuan upholds reliability, transparency, and openness as the three commitments to food safety, actively promoting the food safety internally and implementing it, while continuously enhancing the Company’s concept of quality/reliability. We strictly control every detail "from farm to table". Through "full product traceability", "formula simplification" and "alignment of quality with international standards", we will not only focus on "safe food", but also "reliable food".

In total, 11 items were not added in the simple formula of the new products developed in 2024. As a comprehensive food manufacturer, Wei Chuan has complicated upstream supply sources. In order to implement independent food safety management, Wei Chuan formulated relevant management rules against its upstream suppliers, and established audit mechanism for new suppliers in terms of development, qualification, admission, field investigation, evaluation and rating, periodic audit, and disqualification due to nonconformity, to ensure that the raw materials for the products are legal and safe.

Wei Chuan continues to advance third-party international food safety management system certification so as to build a more perfect food process and environment. By the end of 2024, all plants will continue to maintain the two main GFSI-recognized international certification systems, SQF and FSSC 22,000. In addition, the 14 main production lines are certified with the Taiwan Excellent Food Label (TQF), 21 products have passed halal certification, and 20 products have obtained clean or double clean labels.

Wei Chuan has established an internal traceability management system that comprehensively tracks all stages of production from raw material management, supplier management, production process, storage, to transportation, enabling real-time access to upstream and downstream information throughout the product life cycle. Moreover, in promoting "reliability, transparency and openness", Wei Chuan continues to promote "transparent QRCode", printing QR codes on the product packaging so that the consumers could access to the official website for the product inspection information.

3. Future research and development:

(1) Development of diversified innovative products:

According to market development trends and consumer needs, various healthy/simple products without artificial additives/deliciousness are developed, including dairy products, natural fruit juice drinks, high-quality coffee drinks, fermented milk, plant protein products, milk drinks, snacks, seasonings, and sauces.

(2) B2B industrial product promotion and customer service:

According to statistical data, the global food service market is estimated to have a compound annual growth rate (CAGR) of approximately 3% over the next five years. In light of the development and growth of the foodservice industry, product development strategies and main promoted categories are provided based on the classification of food service operations, focusing on key product categories such as dairy products, salad, snacks, drinks, and eggs. For example, for coffee/tea shop chains, the main categories promoted include fresh milk, whipped spreads, juices, and snacks. For breakfast shops and chain restaurant, key categories include salads, chawanmushi, and seasonings, etc. In line with customer demands, in addition to providing customized product services and application recipes, we continuously strengthen our R&D technical service team to assist the company in promoting business and providing value-added proposal services to customers, gradually improving the food service technical service module and gaining a deeper understanding of customer needs.

(3) Deep cultivation of category competitiveness and technology:

We are committed to establish core technologies for various product categories through internal talent cultivation and in-depth foundational research, external collaborations with academic and research institutions, and technical exchanges or introductions from international major manufacturers, continuously deepening category-specific key technologies and cultivating category experts. With insights on the demands of the consumers and customers, we are dedicated to research on foundation engineering and application development capability so as to improve product competitiveness.

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

1. Short-term plans:

(1) Continue improving food safety, quality assurance and supply chain management system.
(2) Deepen core product competitive advantages and brand asset accumulation.
(3) Intense cultivation of retail and business channels and development of new channels.
(4) Optimize operation management system and promotion digital transformation.
(5) Integrate corporate philosophy and culture and cultivate key strategic talents.
(6) Continue to advance and promote corporate social responsibility and industry upgrading.

2. Long-term plans:

(1) Develop and implement strategies for cross-strait and international market development and layout.
(2) Establish the leading position of core products in the cross-strait markets.
(3) Integrate resources to create synergy in the Group business operations.

2. Market and Overview of Production and sales

A. Food Business - Taiwan

(I) Dairy products

(1) Primary sales regions of major products: The Company's dairy products are mainly sold in Taiwan. At present, the products of the Company are not sold aboard.

(2) Competitors and market share:

The main competitors of the Company's dairy products include: UNI-PRESIDENT, Kuang Chuan, Fresh Delight, I-MEI, etc.

Market share in Taiwan at present:

Main Products	Market share
Fresh milk	20.3%
Drinking yogurt	8.9%
Yoghurt	8.6%

(3) Future market supply, demand and growth potential:

According to market survey data analysis for 2024, the market conditions for each category are described as follows.

① Fresh milk: The market has declined by 6.5% compared to 2023, primarily due to the continued impact of high unit prices in the fresh milk category. This has led to a decrease in per capita purchase volume (decline in purchase frequency). Some consumers have shifted toward more affordable alternatives such as soybean milk and long-life milk.

② Drinking yogurt: The market remained stable compared to 2023 (+0%), with a slight recovery in penetration rate, but the average purchase volume declined.

③ Yogurt: The market has grown by 5.5% compared to 2023, with a continuous increase in penetration rate and stable per capita purchase volume.

④ Functional milk: The market has grown by 3.3% compared to 2023, mainly driven by category substitution due to the rise in fresh milk prices and the trend towards health and fitness. These factors have increased consumers' specific nutritional needs (such as high protein), leading to greater category penetration.

⑤ Milk tea: The market has grown by 6.5% compared to 2023, with slight recovery in both category penetration and purchase volume.

⑥ Plant-based milk: The market grew by 7.1% compared to 2023, with soy milk growing by 16% and rice milk by 6%, while oat and grain-based milk declined by 8%. The shift is primarily due to soy and rice milk serving as substitutes for fresh dairy products, and their lower unit prices compared to grain-based milk make them more appealing to consumers.

(4) Business targets:

Main Products	Annual estimated sales volume (ton)
Dairy products	93,803

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

A. Fresh milk: In recent years, the fresh milk market has been affected by rising prices and consumer contraction or shifts, causing the market size to decline to levels seen in 2017. However, the rate of decline has significantly slowed, indicating that there is still strong fundamental demand for the category. In the future, we will focus on strengthening dual-brand operations and enhancing product value of the brands -- Lin Feng Ying fresh milk will continue to prioritize product quality and build brand trust and goodwill, while Wandan fresh milk will work to increase brand awareness and reinforce its positioning as a locally sourced, pure fresh milk through third-party evaluations, targeting different market segments with both brands.

B. Drinking yogurt: With growing consumer awareness around natural and additive-free products, drinking yogurts are well-positioned to leverage their inherent clean-label advantages. A dual-brand strategy will be implemented: Lin Feng Ying yogurt will focus on communicating the professional efficacy of its probiotic strains, while Simple yogurt will emphasize its additive-free formulation as a key product benefit.

C. Yogurt: The yogurt category has seen rapid growth in recent years, driven by an increasing number of consumers. With its higher unit price and strong gross profit margin, yogurt presents promising potential for future investment. The strategy focuses on actively expanding new product lines and venturing into different segments within the yogurt market.

D. Flavored milk: While consumers generally perceive flavored milk as delicious, concerns about excessive additives have affected the willingness of fresh milk buyers to switch to this category. To enhance product value and encourage consumption, the strategy focuses on promoting health concepts. This includes a “subtraction” approach--such as simpler ingredient lists, no coloring agents, and reduced sugar and fat – as well as an “addition” approach – such as nutritional fortification (e.g., adding calcium). The goal is to provide consumers with delicious options with less burden, while also expanding the number of SKUs available through targeted retail channels to strengthen category management.

E. Functional dairy: In recent years, the ongoing health and fitness trend has driven increased consumer demand for nutritional dairy products that support specific health needs. Additionally, modern lifestyle changes such as long hours of sedentary work, and life pressures that lead to issues such as fatigue, indigestion, or poor sleep, have created growth potential for functional dairy products that address these concerns.

F. Milk tea: For milk tea products, consumers expect not only great taste and a sense of relaxation, but also a smooth, non-greasy mouthfeel and high-quality drinking experience. These core expectations present opportunities for business breakthroughs.

G. Plant-based milk: The plant-based milk market has shown stable overall growth. Currently, the Company is operating under a single brand in this category, Da Chun Soy Milk. In 2024, active brand efforts led to a year-on-year sales increase of 84.5%. By expanding distribution coverage, offering competitive pricing, and highlighting its protein content, both sales volume and revenue grew rapidly. Profitability also improved, making plant-based milk a promising category for future development.

H. Strong R&D and production capacity for dairy products enable us to introduce high-quality products. The fresh milk production facility in Kaohsiung has consecutively obtained the international SQF certification (Safe Quality Food; an internationally recognized and comprehensive food safety and quality management certification) for 9 years. The drinking yogurt facility in Douliu has consecutively received the SQF certification for 8 years. Each production line has also gradually obtained multiple domestic and international quality certifications, providing consumers with higher quality choices.

I. The refrigeration business system is well-established and highly effective, resulting in wide product distribution.

② Unfavorable factors:

A. Modern chain retailers hold strong market dominance. Major competitors simultaneously control key distribution channels—convenience stores, hypermarkets, and supermarkets—leading to continuous increases in sales and marketing expenses across these channels. Additionally, internal production costs, including raw milk procurement, basic raw materials, processing, and utilities expenses (oil and electricity), are also gradually rising, affecting operations.

B. Fluctuations in international raw material prices affect the profit structure, with costs rising year after year.

C. The dairy market in Taiwan is largely mature and highly competitive. While some categories show potential for growth and development, established competitors have already gained scale advantages over many years. New brands need to find differentiated features to break through.

(II) Beverages:

1. Coffee market:

(1) Primary sales regions of major products: mainly in Taiwan markets.

(2) Market trend and major competitors:

A. The overall coffee beverage market in 2024 declined by 1.2% compared to 2023, with the refrigerated segment decreasing by 1.7% and the room temperature segment decreasing by 2.5%. The market share of refrigerated and non-refrigerated coffee accounts for 29% and 71%, respectively.

B. Based on stratification data, in the refrigerated coffee market, our brand Bernachon continues to maintain its leading position, with its market share increasing to 41%, significantly ahead of competitors.

C. For Wei Chuan's non-refrigerated coffee beverages, the two main product categories are Bernachon canned coffee and aluminum-foil packaged coffee, with a combined market share of 6%.

Business activities	Market share
Refrigerated coffee	41%
Non-refrigerated coffee	6%

(3) Future market supply, demand and growth potential:

As coffee drinking habits become increasingly widespread, the Company continues to innovate and invest resources to capitalize on its leadership in the refrigerated coffee segment. At the same time, it is actively developing the non-refrigerated market and rapidly increasing sales of brewed coffee products, comprehensively expanding the overall market share of coffee products.

(4) Business targets:

Main Products	Annual estimated sales volume (ton)
Coffee beverage	21,115

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

A. The R&D department has professional knowledge and experience in relation to coffee products.

B. The sales department possesses customer development capabilities and good distribution services.

C. Core brands (such as Bernachon) enjoy high recognition.

D. The Company continues to invest in strong marketing resources.

E. Consumers in Taiwan have increasingly strong awareness of food safety, and drinks with high added-value have development potential.

② Unfavorable factors:

A. Rising costs of coffee beans and increased operating costs have eroded profit margins.

B. The Company has yet to successfully establish a brand in the non-refrigerated coffee segment, which is the largest in the market.

C. The industry has a relatively low entry barrier, making it easy for new competitors to enter and intensify market competition.

D. Some competitors own their own distribution channels, crowding out other vendors.

E. Increasing demand from retail clients leads to small market profits.

F. Convenience stores' continuous investment of resources in brewed coffee and the placement of non-refrigerated coffee beverages in refrigerated cabinets have increasingly significant impacts on refrigerated coffee products.

2. Fruit juice market:

(1) Primary sales regions of major products: mainly in Taiwan markets.

(2) Market trend and major competitors:

① In 2024, the overall refrigerated fruit and vegetable juice market grew by 10% compared to 2023, with refrigerated pure fruit juice growing by 13%, refrigerated diluted juice growing by 16%, and refrigerated pure vegetable and fruit juice growing by 12%, but refrigerated diluted vegetable and fruit juice declined by 18%. The market share of refrigerated pure fruit juice, refrigerated diluted fruit juice, and refrigerated pure vegetable and fruit juice is 33%, 31%, and 27% respectively.

② Daily C is the leading brand in the refrigerated pure fruit juice market, occupying a market share of 37% in 2024. Nungcha is also the leading brand in the refrigerated diluted fruit juice market, with a market share of 2024 at 20%. The total market share of two major juice brands of Wei Chuan Corp. in the whole refrigerated fruit juice market is up to 28%.

Business activities	Market share
Refrigerated juice	28%

(3) Future market supply, demand and growth potential:
With the rising trend of health-conscious eating, the Company will continue to develop new products centered around health enhancement and communicate the health value of its product categories.

(4) Business targets:

Main Products	Annual estimated sales volume (ton)
Juice beverage	11,426

(5) Favorable and unfavorable factors for future development:

① Favorable factors:
A. The R&D Department has professional knowledge and experience in relation to juice products.
B. The sales department possesses customer development capabilities and good distribution services.
C. The Daily C brand has high recognition, and the Nungcha brand has development potential.
D. The Company continues investing strong market resources.
E. Consumers in Taiwan are increasingly health-conscious, and healthy drinks have development potential.

② Unfavorable factors:
A. Refrigerated vegetable and fruit juice is a category with significant growth potential in recent years, but brand extension efforts have yet to succeed.
B. The cost of refrigerated juice continues to rise, which is unfavorable for product operations.
C. Retail clients develop their own brands, leading to increasingly fierce market competition.
D. The quantity and price of fruit agricultural raw materials are unstable, affecting sales control and product development.

(III) Seasoning and convenient foods:

1. Seasoning:

(1) Primary sales regions of major products: Commodities are mainly sold in Taiwan (80%), followed by sales aboard.

(2) Main competitors and market share:

A. The Company's main seasoning products are Wei Chuan High-Flavor MSG and Wei Chuan's traditional MSG. The main competitors include Ajinomoto Hondashi, Knorr, VEDAN, and Ve Wong, etc.

Brand	Market Share	Main Competitor
Wei Chuan High-Flavor MSG	69%	Knorr

B. Wei Chuan High-Flavor MSG is the number one brand in the High-Flavor MSG category, with high brand awareness and loyalty. Currently, the focus is on continuously expanding new users to avoid market shrinkage.

(3) Future market supply, demand and growth potential:

Seasoning: Under the brand management in the consumer goods market, continue to expand business channels.

① High-Flavor MSG:

Wei Chuan High-Flavor MSG differentiates its products with a vegetable-based, fully plant-based formula. However, competitors continue to emphasize “MSG-free” messaging, which affects consumer perception. Additionally, the rise of people dining out impacts the frequency of home cooking. The Company has made plans to invest in brand IMC communication for plant-based MSG, establishing its brand image of “100% plant-based, low-sodium, true umami” to strengthen customer loyalty and attract new users. At the same time, we will promote business channels to enhance overall sales of Wei Chuan High-Flavor MSG.

② Traditional MSG:

As traditional seasoning, MSG is widely used in cooking and food processing to enhance flavors. However, with changing dietary habits, the household use of MSG continues to decrease, leading to a continued decline in the consumer market in 2024.

(4) Business targets:

Main Products	Annual estimated sales volume (ton)
Seasoning	2,564

The Company aims to establish natural brand recognition, deepen penetration in modern trade channels and key accounts within foodservice channels (depth), and expand presence in regional supermarkets and terminal outlets of the foodservice channel (breadth), thereby enhancing operational quality and performance growth momentum.

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

Wei Chuan High-Flavor MSG has high brand awareness and loyal consumers. Using 100% local vegetables, the freshness and deliciousness of the products are derived from entirely from plant-based essence. In the seasoning market, with long-term operations and professional granulation technology and process capabilities, it is the leading brand of high-flavor MSG for consumers/foodservice channels.

② Unfavorable factors:

Competition continues to intensify. The increase in small families and people dining out, leads to a reduction in cooking at home and a decrease in the use of seasonings.

2. Sauce products:

(1) Primary sales regions of major products : Commodities are mainly sold in Taiwan (domestic sales take up 90%).

(2) Main competitors and market share: The business scope includes soy sauce and seasoning sauce.

A. Soy sauce category: The overall market is $2 billion, with a sales decline of 3%, while the flavored soy sauce segment has grown for 3 consecutive years. The Company holds a market share of 19% in the flavored soy sauce sector.

B. Seasoning sauces: Taiwan Sauce (garlic sauce, five-flavor sauce, soy milk sauce), dumpling sauce, and barbecue sauce are all leading products in their respective niche markets. In 2023, the Company entered the Chinese cooking sauce segment and expanded into the pasta sauce market in 2024.

(3) Future market supply, demand and growth potential:

① Soy sauce: Consumers' demand tends toward delicious, high-quality, professional, and professional-grade pure brewed soy sauce with minimal additives.

② Seasoning sauce: Convenient flavoring options continue to meet consumer demand for convenience and deliciousness. The sales of dipping and pouring products have remained stable, while emerging cooking sauces (Ready-to-Cook) such as Chinese sauces (+9%) and pasta sauces (+14%) have grown continuously over the past decade.

(4) Business targets (including business channels):

Main Products	Annual estimated sales volume (ton)
Sauce	4,900

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

A. Soy sauce:

a. Focusing on local brewing, the entire product line is based on naturally aged brewed soy sauce from Ataabu. Ataabu is located at the eastern edge of the Taichung Basin, with a humid climate and stable temperatures, creating a natural brewing environment. After 150 days of long fermentation, a unique sauce aroma, color, and flavor complexity is developed.

b. Quenching is the leading brand in the flavored soy sauce category. Building on its existing foundation, it will enter the general soy sauce market with functional new products (braised, red-cooked, pickled), aiming to obtain the ITI Excellent Flavor Medal and Clean Label certification, and continue striving to provide consumers with delicious, convenient, and healthy products.

c. Wei Chuan's food-service soy sauce is a top-grade, pure brewed, non-GMO soy sauce certified by the Soy Sauce Brewing Association. Growth primarily comes from continued expansion among end-user customers, enhancing the overall contribution from the foodservice channel.

B. Seasoning sauce: Building on its position as the leading brand in a niche market, we will continue to research categories/flavors with unique market characteristics both domestically and internationally as the direction for new product development, to meet consumers' demands for convenient and delicious seasoning.

② Unfavorable factors:

A. Raw materials prices fluctuate due to abnormal weather and exchange rate impacts.

B. The increasing convenience of dining out and the decreasing number of households are expected to impact the overall scale of the consumer goods market. Foodservice channels are constrained by cost and price factors, making it difficult for customers to switch brands, but active promotion remains necessary.

3. Salad:

(1) Primary sales regions of major products : Salad products are primarily sold in Taiwan (domestic sales account for 90%).

(2) Main competitors and market share:
The Company's main competitors in the salad category include brands such as Wang Pin and Life Good, focusing on health or family application scenarios. Wei Chuan's Healthy Kitchen salad series has established a good brand recognition and consumer reputation in the market with its healthy image of "pure, natural, delicious, and healthy." In the future, we will continue to focus on "diverse application scenarios" and "innovative products" as our development direction, and through expanding our product categories and optimizing packaging design, we aim to meet the expectations of different consumer groups for health, convenience, and deliciousness.

(3) Future market supply, demand and growth potential:
The salad market is currently experiencing rapid growth, especially driven by the trend of healthy eating. Emulsified, oil and vinegar, and oil-free salad dressing products meet consumers' demands for healthy eating and can be applied in various scenarios such as households and the foodservice industry. As consumers attach great importance to convenient and healthy diets, the demand for salad products is expected to continue growing. The market growth of this category mainly comes from the demand for functional salad dressings that are additive-free, low-calorie, and high-fiber, which provides stable momentum for the future growth of the products.

(4) Business targets:

Main Products	Annual estimated sales volume (ton)
Salad	3,354

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

A. Health and additive-free positioning: Healthy Kitchen salad products emphasize no added preservatives, coloring agents, etc., which aligns with current consumer demands for healthy and safe food, especially against the backdrop of healthy eating becoming mainstream, attracting many consumers.

B. Excellent technology and product stability: Healthy Kitchen salad products use fresh liquid eggs as the main ingredient. The ingredients are processed using vacuum double emulsification technology, which not only ensures the delicate texture of the sauce but also guarantees the stability of the product's quality. This technology can effectively enhance the flavor and texture of the products, significantly increasing consumer satisfaction and further strengthening the brand's market competitiveness.

C. Versatile application: The versatile applications of salad products (mixing, drizzling, spreading) meet consumer needs and can be flexibly used in home cooking and the foodservice industry, increasing market potential.

② Unfavorable factors:

A. Intensified market competition: Although Healthy Kitchen products have competitive advantages, various competitors continue to enter the market, including international brands such as Hellmann's. This requires the brand to continuously innovate and strengthen market promotion to maintain its leadership position for sustained growth.

4. Convenient foods:

(1) Primary sales regions of major products: Convenient foods are mainly sold in Taiwan (domestic sales took up 90%).

(2) Main competitors and market share:
The Company's convenient foods main competitors include Flavor of Love, Ta Maw, Hsin Tung Yang, and Kimlan, among other local brands. Wei Chuan canned foods primarily feature classic tin packaging of gluten, pickled cucumber, and kimchi as core products, maintaining a stable leading position in the traditional canned food market. Wei Chuan upholds over 60 years of abundant experience in the food industry and actively engages in category transformation planning

(3) Future market supply, demand and growth potential:
The canned foods market has matured; however, it is constrained by the impact of dining out and consumers' traditional perception that preservatives are added to canned foods. In recent years, Wei Chuan has transformed its product development to emphasize high-quality, additive-free formulas, free from coloring agents, seasonings, and MSG, to provide safe and delicious products for consumers. At the same time, there are plans to transition into convenient ready-to-eat foods (not limited to metal cans), especially products that are ready-to-eat, health-oriented, and additive-free. Under the trend of an aging population and an increase in the proportion of small families, there is continuous development potential for small portion, ready-to-eat products.

(4) Business targets:

Main Products	Annual estimated sales volume (ton)
Convenient foods	1,275

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

A. The ageing population and small families drive demand for ready-to-eat products: The increase in elderly individuals and dual-income households leads to stable demand for non-refrigerated, ready-to-eat canned products, which helps maintain basic sales volume.

B. Strong brand foundation: Wei Chuan’s canned food products have a long-standing presence in traditional retail channels, building a solid foundation of brand trust and market share, and ensuring a stable customer base. At the same time, by optimizing the product portfolio and strengthening the promotion of high gross profit products, such as Gwangju Kimchi and spicy meat sauce, the overall category gross profit performance will be enhanced.

C. Leverage the experience/technology of canned foods as a foundation for entering the new category market of ready-to-eat prepared foods.

D. Expand export opportunities in the Chinese market: Products with Chinese flavors and ready-to-eat convenience characteristics have potential sales growth in overseas Chinese communities.

② Unfavorable factors:

A. The continuously rising costs of raw materials and packaging materials, along with the strong bargaining position of modern retail channels, make it difficult for traditional canned products to reflect costs. Additionally, the increasing sales through modern retail channels and rising channel fees are impacting profit contribution.

B. Consumers still generally hold the perception that preservatives are added to canned foods and are outdated, which leads to a decrease in purchase intention. Growth in traditional categories is limited: The market for key canned vegetables such as pickled cucumber and gluten has become saturated, and usage concentrated among consumers aged 45 and above, with lower interest from younger consumer groups.

C. Changes in consumer eating habits and the increased convenience of dining out have reduced demand for traditional canned foods, affecting the overall market development.

B. Food Business – Mainland China

1. Drinking yogurt:

(1) Primary sales regions of major products :

The Company focuses on operating in the East China region as its core market, while expanding into key cities in North China, South China, Southwestern China, and Central China. Currently, there are no export operations.

(2) Market share: At present, the market share in China is as follows:

Main region	Market share
Eastern China(Shanghai/ Jiangsu/ Zhejiang/Anhui/ Jiangxi)	1.1 %
Shanghai	3.5 %

(3) Future market supply, demand and growth potential:

According to market research data, the performance of refrigerated drinking yogurt in 2024 was below expectations, declining for three consecutive years, as demand for drinking yogurt shifted to plain milk, resulting in a year-on-year decline of 34%. There are over 100 competitors in the drinking yogurt market, with national and local dairy brands fiercely competing for market share. National brands continue to decline, and sales from various manufacturers have decreased year on year by 13%. From the consumer's perspective, due to the benefits of yogurt in enhancing the immune system and its health attributes, consumer attention to dairy products with live cultures continues to increase. Refrigerated drinking yogurt, with its low-temperature pasteurization and full cold chain logistics, better preserves its healthy components and is highly praised by consumers. From a long-term market perspective, with the improvement of cold chain logistics construction standards in Mainland China and ongoing consumer education, the development trend of the refrigerated market is evident.

(4) Business targets:

Main Products	Annual estimated sales volume (ton)
Wei Chuan Yogurt	8,552

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

A. The future development of refrigerated drinking yogurt is expected to remain stable. Although the overall drinking yogurt market has experienced a decline due to the economic downturn over the past three years, the end of the pandemic effect has led to a recovery in consumption, gradually reducing the extent of the decline. The growth rate of the category shows signs of improvement, indicating potential for growth in the future.

B. The competition in the drinking yogurt market is driving segmentation. Products featuring bold flavors and mixed grains are gradually expanding in market share. Therefore, in addition to simplicity, nutrition and taste have become the core value drivers for drinking yogurt. Wei Chuan Yogurt has the technical advantage of fresh-cut fruit pieces / freshly cooked grains, and with benefits from strong brand equity, is well-positioned for future growth.

C. Consumer trends are becoming more rational, with a greater preference for cost-effectiveness in purchasing choices and a preference for simplicity and nutrition in flavor functions. Wei Chuan Yogurt has established a complete brand portfolio and continues to promote the transformation of its positioning in the mid-to-high-end market segment, while implementing a major product strategy to continuously adapt to market changes.

② Unfavorable factors:

A. The competition in the refrigerated drinking yogurt market is intensifying, with slow market growth. There are over 100 brands nationwide, and both national and local brands are competing fiercely. The category is becoming more segmented, gradually developing towards two distinct trends: lighter options and products for children.

B. Competition for milk sources is fierce, and competitors have the advantage of owning their own ranches. Wei Chuan does not have control over its milk supply and relies on externally sourced raw milk. This leads to significant challenges, such as serious homogenization of raw milk and milk powder ingredients, as well as continuously rising costs.

C. Drinking yogurt products are not dominant on refrigerated shelves, and there is a risk of demand shifting between categories, with the shelf space of juice/fruit tea and dairy drinks gradually increasing.

2. Lactobacillus:

(1) Primary sales regions of major products :

The Company focuses on operating in the East China region as its core market, while expanding into key cities in North China, South China, Southwestern China, and Central China. Currently, there are no export operations.

(2) Market share: Current market share in China

Main region	Market share
Eastern China (Shanghai/ Jiangsu/ Zhejiang/ Anhui/ Jiangxi)	13.5%
Northern China (Beijing/ Tianjin/ Hebei/ Shandong/ Shanxi/ Liaoning)	1.8%
Southern China (Guangdong/ Fujian)	0.1%

(3) Future market supply, demand and growth potential:

According to market research data, the lactobacillus market has declined for 3 consecutive years. In 2024, nationwide retail sales of lactobacillus fell by 20% year on year, while Wei Chuan lactobacillus declined by 5% year on year, mainly due to insufficient overall innovation in the lactobacillus category and a lack of growth momentum in consumption. From the overall market perspective, the original flavor remains the largest flavor category for lactobacillus in the past three years, accounting for approximately 82% of sales. As the awareness of gut health and personalized consumption grows in the future, demand will gradually shift toward functional, reduced-sugar, low-sugar, and sugar-free lactobacillus products, driving the category's evolution toward value-added, lower-sugar offerings.

(4) Business targets:

Main Products	Annual estimated sales volume (ton)
Wei Chuan Lactobacillus	32,048

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

A. Consumers' demand is gradually shifting towards functional, low-sugar, and sugar-free products, driving innovation in the lactobacillus market and bringing new growth to the market. Wei Chuan has fully promoted product, brand, and packaging upgrades in 2021, focusing on communicating "post-meal comfort" in the future, while continuously strengthening functional and demand scenario communication.

B. After years of development, Wei Chuan Lactobacillus has established a certain brand effect nationwide and has created a regional effect in the Eastern China market. As the market gradually warms up, the regional effect of Wei Chuan is gradually expanding.

C. The consumer base for lactobacillus is gradually expanding, with consumers primarily aged 25 to 34, and there is a trend towards a younger demographic. In terms of marketing, new strategies are emerging, with small packaged, quality, and on-the-go style consumption gradually driving sales in the lactobacillus market.

② Unfavorable factors:

A. The consumption demand for lactobacillus has shifted from a single functional requirement to a demand for reduced sugar and functionalization, which may impact the existing plain lactobacillus market.

B. The lactobacillus market is mainly distributed in Southern China and Eastern China, with Southern China being the largest market for the category. The market competition is fierce, and Wei Chuan has a relatively low market share, which poses a potential risk of market loss in the future.

C. Lactobacillus products have long been in a state of intense market competition, with the category leader, Yakult, having strong brand power and wide coverage, making it difficult to capture market share.

D. In terms of sales, the lactobacillus market relies heavily on promotions and large discounts, resulting in limited profitability.

3. Juice:

(1) Primary sales regions of major products:

The main sales regions are Eastern China, Northern China, Southern China and key cities in Southwestern and Central China. Currently there is no export business.

(2) Market share: Current market share in China:

Main region	Market share (100% pure fruit juice)
Nationwide	24.5%
Eastern China (Shanghai/ Jiangsu/ Zhejiang/ Anhui/ Jiangxi)	39.5%
Northern China (Beijing/ Tianjin/ Hebei/ Shandong/ Shanxi/	7.2%

three northeast provinces of China)	
Southern China (Guangdong/ Fujian)	16.8%
Southwestern China (Sichuan/ Chongqing)	23.0%
Central China (Hunan/ Shaanxi)	28.0%

(3) Future market supply, demand and growth potential:

According to market survey data, the 2024 100% pure juice market reached 4.5 billion. With intensifying competition and increasing segmentation within the juice market, market penetration and growth rates are gradually slowing. The market is expected to evolve toward shelf-stable, blended flavors, and fruit-vegetable hybrids. In terms of the classification of pure fruit juice, refrigerated juice accounts for approximately 35.5%, while non-refrigerated juice holds a larger share and has greater retail channel expansion advantages. From the perspective of the segmentation of the juice market, as consumers become more health-conscious and tea culture gain popularity, the pure juice market faces both opportunities and challenges. While it is at risk of being differentiated by fruit tea, fruit and vegetable juices, and diluted juices, it is also driving the trend of diversification in scenarios and flavors within the pure juice market. With the rise of private-label and channel-exclusive products, cost-effective products also bring opportunities and challenges.

(4) Business targets:

Main Products	Annual estimated sales volume (ton)
Wei Chuan Daily C	92,765

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

A. Consumer education in the juice market is gradually maturing, with NFC, HPP, fruit and vegetable juices, fruit teas, and diluted juices driving the premium space for juice brands. In the future, this will gradually give rise to the high-end premium space for the Daily C brand.

B. Wei Chuan Daily C has a high national market share in the pure fruit juice market, having established a leading advantage in the Eastern China region, and has completed its layout in key areas such as Northern China, Southern Jiangsu, and Southern China, gradually achieving a leading advantage nationwide.

C. The juice market is innovating rapidly, with high product diversity, and driven by the diversification of street drinks, trendy tea beverages, and consumption scenarios, the demand for the juice market continues to rise, further expanding the market for Wei Chuan Daily C.

② Unfavorable factors:

A. The juice market is highly competitive, with major beverage companies entering the juice beverage market one after another. Nongfu Spring and Huiyuan Juice are aggressively capturing the market share of Daily C; channel-exclusive products are slicing into the mid-to-low-end price consumption with their exceptional cost-effectiveness.

B. International conflicts have driven up global prices, and fluctuations in the international trade environment have a significant impact on the costs of imported raw materials for fruit juice, continuously affecting the profitability of the products.

C. Shelf competition is intensifying, consumers have an increasing number of choices, and refrigerated fruit juice is becoming more segmented, gradually being overtaken by unsweetened tea, wellness water, diluted juices, etc. The market share of Wei Chuan refrigerated fruit juice is gradually being differentiated.

4. Coffee drinks:

(1) Primary sales regions of major products:

The main sales region is Eastern China, with key cities in Northern China, Southern China, Southwestern China, and Central China being developed. Currently, there is no export business.

(2)

Main region	Market Share (Refrigerated coffee)
Nationwide	1.2%
Eastern China (Shanghai/ Jiangsu/ Zhejiang/ Anhui/ Jiangxi)	7.0%

Note: Due to differences in the dimensions of annual data analysis, market share data is not applicable for comparison with the market share data disclosed in previous years.

(3) Future market supply, demand and growth potential:

According to market research data, the ready-to-drink coffee market in China has experienced a decline of 12% year-over-year. Refrigerated coffee has declined for 5 consecutive years, with a decrease of 52% during the same period. From a competitive perspective, the CR3 accounts for 61% of the ready-to-drink coffee market. Among leading brands in the category (Nestlé 41%, Costa 10%, Starbucks 10%), the top brand, Nestlé, has decreased by 10%. Only the Starbucks Reserve series experienced growth, increasing its market share by 2.6% year-over-year. After the pandemic, consumers' willingness to purchase coffee continues to rise, with freshly ground coffee experiencing rapid growth. Emerging coffee chains such as Luckin and Kudi are expanding quickly, while convenience stores maintain low prices for freshly ground coffee, which is impacting the ready-to-drink coffee market.

(4) Business targets:

Main Products	Annual sales volume (ton)
Coffee drinks	3,343

(5) Favorable and unfavorable factors for future development:

① Favorable factors:

A. The rise of low-priced freshly brewed coffee has enhanced category awareness, contributing to sustained consumer education and driving increased demand in the coffee market, thereby expanding market volume.

B. Although the coffee market is dominated by functionality, it continues to gradually develop towards diversification and the fusion of multiple flavors. Bernachon has advantages in raw materials, quality control, and product innovation, continuously leading the market.

C. Black coffee products in the ready-to-drink coffee segment have shown continuous growth, accounting for 5.4%, with a year-on-year increase of +6.1%. Bernachon has advantages in raw materials and craftsmanship, seizing new opportunities.

② Unfavorable factors:

A. The ready-to-drink coffee market in China has experienced a decline, with refrigerated coffee consumption decreasing for 5 consecutive years, leading to a downgrade in consumer preferences. The promotional price of freshly ground coffee is NT$ 10, impacting on the ready-to-drink coffee market.

B. The ready-to-drink coffee market is highly competitive, with intense competition around classic coffee lattes and Americanos in terms of quality and price, while new categories such as tea coffee and fruit coffee are innovating and expanding.

C. Cross-industry competition, such as low-priced freshly ground coffee and brewed coffee from convenience stores, continues to seize and squeeze the ready-to-drink coffee market.

5. Refrigerated fresh milk:

(1) Primary sales regions of major products:

Refrigerated fresh milk is mainly sold via B2B channel at present. B2C product focuses on Eastern China/ Shanghai. Refrigerated fresh milk has not been exported yet.

(2) Future market supply, demand and growth potential:

According to market research data, the refrigerated fresh milk market slightly declined year-on-year in 2024. From a market performance perspective, weak consumption and an industry downturn, coupled with an oversupply of upstream milk sources, have led the category to trade price for volume. Of the three major dairy giants, Yili and Mengniu experienced year-on-year decline, while Bright saw a slight year-on-year growth. Yuexianhuo focuses on a single-product strategy, aggressively investing to capture share in the bottled fresh milk market.

(3) Business targets:

Main Products	Annual sales volume (ton)
Refrigerated fresh milk	129,059

(4) Favorable and unfavorable factors for future development:

① Favorable factors:

A. Refrigerated fresh milk remains a priority in consumer spending, and there is still a considerable segment of consumers with product upgrade needs.

B. Wei Chuan has laid out two major product lines of refrigerated and non-refrigerated products, established a matrix of mid to high-end products, and achieved a multi-price-tier layout, consolidating its position in East China while seizing the national market.

C. Wei Chuan has developed a comprehensive communication system for its pure milk segment, deploying and arranging content through various platforms such as WeChat, Rednote, and in-store promotional materials to continuously strengthen brand building.

D. From the perspective of regional development, Wei Chuan Fresh Milk has established a strong presence in the C-end market and has established a strong presence in the B-end market, particularly in tea and foodservice markets. In the future, the Company will continue to expand and solidify existing key clients to ensure sustained growth.

② Unfavorable factors:

A. During the market downturn, competing brands are trading price for volume, leading to a continued decline in the price of refrigerated fresh milk. This has impacted Wei Chuan’s core region, Eastern China, creating potential risks of market share and revenue loss.

B. The fresh milk category faces intense competition, entering an era of stock competition, where multiple dairy companies (including leading brands in non-refrigerated products and regional brands) are increasing their investment in full-channel competition for refrigerated fresh milk. At the same time, emerging online brands are seizing the online channels for non-refrigerated products, impacting the growth of Wei Chuan milk.

C. With category education maturing, consumer understanding and awareness of pure milk have deepened. In addition to taste and packaging, they place greater importance on milk source, production processes, and even functional benefits. At the same time, price sensitivity is increasing, posing ongoing challenges to Wei Chuan.

6. Dairy drinks:
   (1) Primary sales regions of major products :
   The Company focuses on operating in the Eastern China market, while expanding its presence in the Northern China region. There is currently no export business.
   (2) Market share: Current market share in China:

Main region	Market share (Overall)
Nationwide	10.8%
East China Region	12.8%
South China Region	8.5%

Note: Due to differences in the dimensions of annual data analysis, market share data is not applicable for comparison with the market share data disclosed in previous years.

   (3) Future market supply, demand and growth potential:
   The overall dairy drinks market has experienced a compound annual growth rate of -3.6% over the past five years. In the next 5 years, the market is expected to grow, although the growth rate will gradually slow to approximately 1.0%. Currently, the overall dairy drinks market is still dominated by non-refrigerated dairy drinks, while the share of refrigerated dairy drinks is relatively low. In terms of packaging size, 200-250ml remains mainstream. However, as consumer demand and market dynamics evolve, medium-to-large sizes (700ml-1L) may become the next trend. At the same time, with increasing consumer awareness of health, dairy drinks are developing in a more nutritious and healthy direction.
   (4) Business targets:

Main Products	Annual sales volume (ton)
Refrigerated milk drinks	12,863

   (5) Favorable and unfavorable factors for future development:
   ① Favorable factors:
   A. There is significant room for product innovation in dairy products, with diverse consumption scenarios that can more easily cater to the changing market environment and demands.
   B. The non-refrigerated dairy market is tending towards saturation and has converged downwards, while the refrigerated dairy market is growing rapidly and experiencing positive growth.
   C. The R&D department has professional knowledge and experience in relation to milk products.
   ② Unfavorable factors:
   A. The dairy drinks market is currently dominated by non-refrigerated products, while the share of the refrigerated dairy drinks market is relatively small, with limited growth potential.
   B. The increasing demands from online and offline channel customers, along with the continuous price reductions by private label brands and competitors to seize market share, are leading to diminishing market profits.

C. Packaging Materials Business

(I) Modules:
   (1) Primary sales regions of major products : Mainland China, Taiwan, Middle East, Europe, Indonesia, etc.

(2) Future market supply, demand and growth potential: Consumer's health awareness is enhanced. Growth of PET packaged tea drinks has tended to ease in the past two years. In the future, drinking water will be a relatively stable product for the growth of PET package.

(3) Favorable and unfavorable factors for future development:

① Favorable factors:

A. Hsin Chuan has accumulated many years of PET mold design experience, and will further optimize its mold structure, improve the manufacturing process and reduce costs to expand the market shares.

B. With long-term experience in the production of reverse-fold bottle caps, the Company is developing multi-cavity molds to expand the Group's export sales.

② Unfavorable factors:

A. The mainland mold industry is competing for market share with a low-price strategy, and the price-cutting competition among peers has significantly increased.

B. Lack of international talents, and other weak foreign business and after-sale service capabilities.

C. There is no PET blowing mold development and testing equipment, resulting in reliance on client-side testing. This prevents the Company from establishing a fully integrated, independent R&D service.

(II) Molding:

(1) Primary sales regions of major products : Taiwan, Japan, Korea and USA.

(2) Future market supply, demand and growth potential:

A. Cap covers: The domestic beverage market is constantly introducing new flavors, but the overall growth potential in the domestic market is limited. It is necessary to compete with existing manufacturers within a reasonable price range. Currently, we are collaborating with filling factories to develop the 1881 short cap and European connection cap markets to expand product advantages and differentiation.

B. Coffee cup lids: The domestic and international coffee beverage markets are experiencing stable growth, especially with the on-the-go coffee launched by chain convenience stores, which meets the modern demand for speed and convenience. In the future, we will continue to develop new customers and new orders for coffee cup lids.

C. Plastic cups: Old products, including pudding cups and yogurt cups, have limited growth potential. In the future, the focus will be on developing the in-mold labeling plastic cup market and chain convenience stores.

D. In response to enhanced awareness of environmental packaging materials domestically and aboard, market demands for food packaging materials in vacuum molding will increase significantly, equipment procurement, staff training and other preparations have been completed. In the future, vacuum molding products will become one of the major sources for market development.

E. Environmental-friendly packaging materials: The Company invested in the environmental sector by developing eco-friendly packaging materials and utensils. In the first phase, environmentally friendly materials will be used to produce spoons, forks, straws, and other daily necessities, balancing environmental trends with corporate responsibility.

(3) Favorable and unfavorable factors for future development:

① Favorable factors:

A. The continuous launch of new food products provides molding injection manufacturers with more opportunities to receive orders.
B. Complete product portfolio and good core competitiveness.
C. Expansion into the short cap market to expand product differentiation.
D. The coffee cup lid series is being expanded internationally to add growth momentum to sales.
E. Environmental issues are a global common trend, and if eco-friendly products penetrate the international market, they will become a major growth driver.

② Unfavorable factors:

A. Modern channel manufacturers hold strong bargaining power, leading to rising channel costs that impairs operating profits.
B. With the rise of environmental awareness and government incentives for using personal beverage containers, demand for coffee cup lids from existing markets and customers has declined, affecting category expansion.
C. Volatility of oil prices makes raw material cost control difficult.
D. The unpredictability of U.S. reciprocal tariff policies increases risks in export markets, requiring cautious planning for export strategy.

(III) Assembly:

(1) Primary sales regions of major products : Taiwan, Japan, Australia.

(2) Future market supply, demand and growth potential:
Customers requiring precision assembly products processed in Taiwan demand higher quality (compared to Mainland China) and lower costs (compared to Japan). Only by ensuring that the quality of each delivery meets customer satisfaction can there be a continuous growth in supply and demand orders.

(3) Favorable and unfavorable factors for future development:

① Favorable factors:

A. The Company adjusted product accessories to reduce costs based on customer needs, deepening customer attachment.
B. Strong core competitiveness and good customer reputation.
C. The impact of an aging population will lead to growth in the demand for medical equipment.

② Unfavorable factors:

A. The domestic automotive parts market is stagnant.
B. Products priced in US dollars and Japanese Yen are affected by exchange rate fluctuations, which adversely impact export pricing.

(IV) Canning:

(1) Primary sales regions of major products: Commodities are mainly sold domestically.

(2) Future market supply, demand and growth potential:

A. Tin cans: The domestic tinplate can market for food products has approached saturation. In the future, it is necessary to strengthen the promotion of such products to diversify offerings and meet the needs of various processing factories.
B. Paper cups: In response to the on-the-go coffee launched by chain convenience stores, the demand for coffee paper cups has increased, and equipment has been invested in to expand the market alongside coffee cup lids.

(3) Favorable and unfavorable factors for future development:

① Favorable factors:

A. As modern people become more health-conscious, the sales of organic grain cans and health-oriented milk powder cans have increased.
B. The new series of coffee paper cups has been launched in the market, increasing growth momentum.

② Unfavorable factors:

A. The tinplate market is highly competitive, and the unit price cannot be increased, resulting in relatively low gross profit.

B. The fluctuation in steel prices has increased uncertainties regarding the costs of raw materials.

C. The equal tariff policy has significantly increased the risks of expanding into the U.S. market, and the paper cup expansion plan has been greatly affected.

D. Import and Export Trade

(I) Dairy products and raw materials:

(1) Primary sales regions of major products: mainly in Taiwan and China.

(2) Taiwan market supply, demand and growth potential:

The dairy market in Taiwan has matured, with consumer demand primarily focused on fresh refrigerated liquid milk. While market demand remains stable, unfavorable climate conditions and high feeding costs hinder large-scale expansion of the local dairy industry, resulting in insufficient domestic milk supply. To meet domestic demand and processing needs, dairy raw materials are highly dependent on imports. In recent years, the import volume of liquid milk in Taiwan has slightly decreased due to cost factors and an increase in the import volume of frozen concentrated milk. In 2024, the import volume of liquid milk is estimated to be approximately 57,876 metric tons, a decline of 0.8% compared to 2023; it is expected that the import volume in 2025 will also see only a slight growth.

(3) Future market supply, demand and growth potential in China:

- Fresh milk production: The total output in 2024 was 40.79 million tons, a decrease of 1.18 million tons compared to 2023, representing a decline of 2.8%, marking the first reduction in 6 years.
- Dairy product output: 2024 dairy product output was approximately 29.62 million tons, a decrease of 1.9% year-on-year.
- Import volume of dairy products: The net import of dairy products (equivalent to raw materials milk) for the year was 17.079 million tons, a year-on-year decrease of 8.8%; among them, the decline in milk powder imports was the largest, decreasing by 17.9%, while the import volumes of fresh milk, yogurt, and lactose all saw declines exceeding 10%.

(4) Favorable and unfavorable factors for future development:

① Favorable factors:

A. Due to increased feeding costs and climate impacts, the global raw milk production in major producing regions saw only a slight growth of 0.3% in 2024. The cumulative raw milk production for 2024 shows New Zealand with a year-on-year increase of 1.3%, Australia of 2.4%, the European Union of 0.7%, and the United States with a decrease of 0.2%. It is estimated that global raw milk production will decline by 0.2% in 2025, and the supply of dairy raw materials will remain tight.

B. Starting January 1, 2024, China will end the safeguard tariffs on New Zealand milk powder, exempting all dairy products exported from New Zealand to China from tariffs, which has significantly changed the structure of dairy product import sources; in 2024, the proportion of large-pack milk powder imported from New Zealand accounted for as much as 82%, an increase of 13% compared to 2023.

② Unfavorable factors:

A. The supply of raw materials milk in China remains in a surplus situation. In recent years, due to consumption downgrading and the rise of plant-based drinks, consumer preferences have shifted, resulting in relatively weak demand, which suppresses the demand for dairy product imports.

B. The dairy raw materials market is experiencing more severe impacts due to the fluctuations in international bulk material prices, rising global cost of transportation sales caused by geopolitical factors, and the intensification of tariff trade wars, which further exacerbate the already volatile dairy product market, leaving a high level of uncertainty in market changes.

(II) Granulated sugar：

(1) Primary sales regions of major products: The Company procures granulated sugar primarily for sale in Taiwan.

(2) Competitors and market share:

The main source of granulated sugar used by Taiwan's food industry is imported sugar, followed by Taiwan Sugar's contracted sugar and Taiwan Sugar's yeoman sugar. Compared to 2023, Taiwan's imports of granulated sugar in 2024 decreased by 11.3% to 537,500 tons, mainly due to the high uncertainty regarding the subsequent supply of granulated sugar in 2023, which led to early imports for stockpiling.

The market share of Taiwan Sugar Corporation is approximately 52.9%, while the remainder is accounted for by imported sugar merchants or food companies, such as Mitsubishi Corporation, MITSUI & CO., LTD., and other large food raw material trading companies, as well as companies like VEDAN, Tairoun, Taiwan Fructose, and FONEN that import food or sugar syrup.

(3) Future market supply, demand and growth potential:

① Sugar market supply and demand situation:

A. Total domestic market supply: about 580 to 600 thousand metric tons.

B. Total domestic market demand: about 561 thousand metric tons.

② With the slowdown in population growth and the rising health awareness in Taiwan towards low-sugar, reduced-sugar or organic diets, the revenue growth of granulated sugar is limited.

(4) Favorable and unfavorable factors for future development:

① Favorable factors:

It is estimated that there will be a global granulated sugar supply shortage of 3.1 million tons in the 2025 fiscal year. Although Brazil and India are expected to increase production, fluctuations in crude oil prices, volatility in the Brazilian real exchange rate, and uncertainties from trade wars have led to continued support for international sugar prices.

② Unfavorable factors:

With changes to consumer diet habits and a reduction in sugar used in the global food industry, most food manufacturers are following consumer trends by prioritizing the development of reduced-sugar/sugar-free products, leading to weak overall demand for granulated sugar.

(III) Plastic particles:

(1) Primary sales regions of major products:

The plastic particles purchased by the Company are mainly HDPE, which are sold to the affiliates in Taiwan.

(2) Future market supply, demand and growth potential:

Since 2022, the demand in the Mainland China market has been weak, and the petrochemical industry in Taiwan is in a recession; the output value of the petrochemical industry is expected to decline by 23.6% in 2023, with a slight growth of 4.5% anticipated in 2024.

In recent years, the petrochemical industry has faced more challenges due to disruptions from geopolitical factors, rising trade protectionism, and the overflow of excess capacity from Mainland China, leading to changes in the supply chain. Additionally, the trend towards net-zero carbon emissions and global reduction of plastic usage has intensified the demand for industry transformation. Mainland China has become a key region affecting the global petrochemical industry's market conditions, and responding to the challenges of continued overcapacity in the coming years is a pressing issue for industry players.

Looking ahead to 2025, trade protectionism may slow global economic growth and inflation crises may reemerge. The current trade conflict between the two major global economies, the United States and China, has intensified market concerns about an economic recession. As global demand weakens, crude oil prices are expected to trend downward, with projections placing on oil prices between US$ 60 - 65 per barrel.

(3) Favorable and unfavorable factors for future development:

① Favorable factors:

A. The overcapacity in petrochemical production in Mainland China has led petrochemical companies to compete on price, intensifying the battle for export markets.

B. According to the Taiwan Institute of Economic Research, the domestic economic growth rate for 2025 is forecasted to be 3.42%, which is an upward revision of 0.27% compared to the forecast for 2024. The growth is mainly supported by domestic demand.

② Unfavorable factors:

A. Petrochemical products are ultimately applied in end-user industries such as home appliances, electronics, automotive, construction materials, and packaging.

B. When the United States imposes high tariffs, it increases the cost of end products, thereby suppressing processing and export orders and subsequently reducing the demand for upstream petrochemical raw materials.

3. Important Purposes and Production Process of Main Products

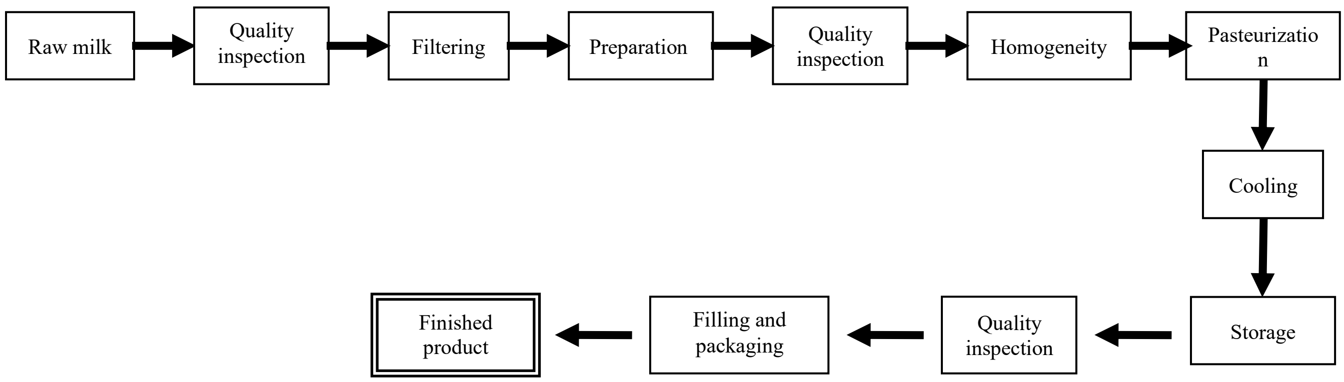
I. Important purposes of main products

Under the mission to create a healthy and convenient life culture, the Company develops a variety of foods including dairy products, drinks, cans, sauces and seasoning based on the diet demand of the consumers, so that different age groups of consumers can enjoy delicious, healthy and convenient foods every day. Furthermore, the Company also strictly controls the quality and safety of products, offering customers safe foods and taking care of their health.

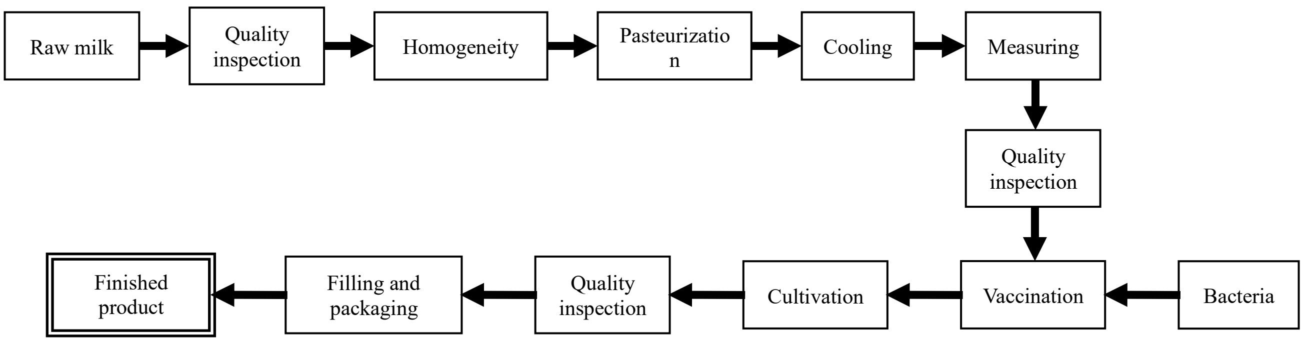
II. Production process of main products

The Company applies different R&D and manufacturing technologies based on various categories of the products and have produced high quality and safe products through strict quality management. See the following figure for the manufacturing process of key products (such as fresh milk, yogurt, juice, coffee, and brewed sauce).

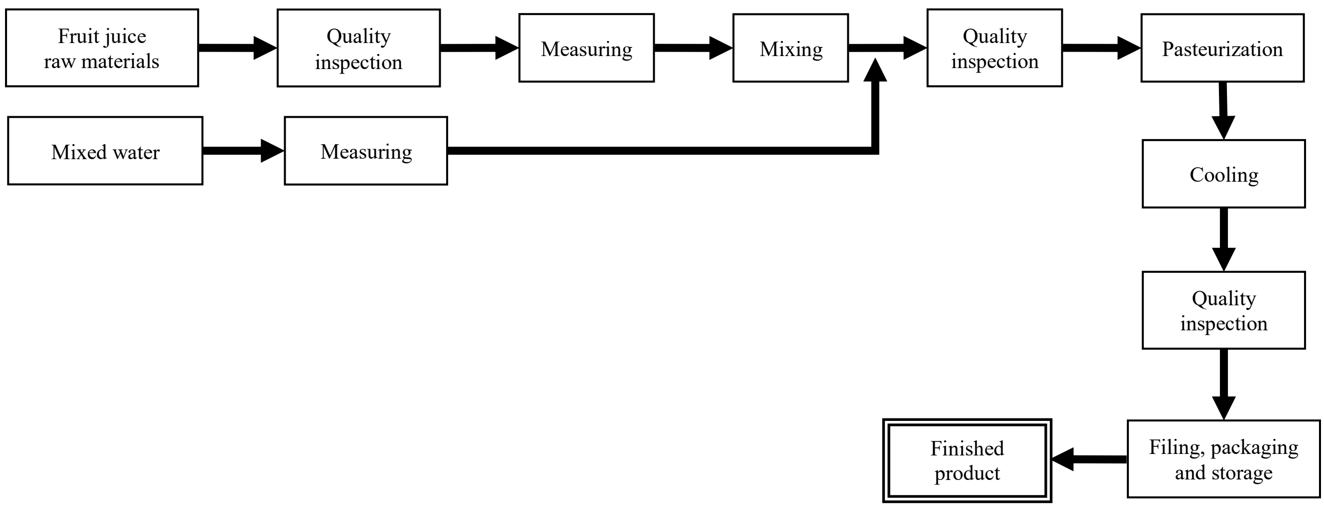
(1) Fresh Milk Manufacturing Flow Chart



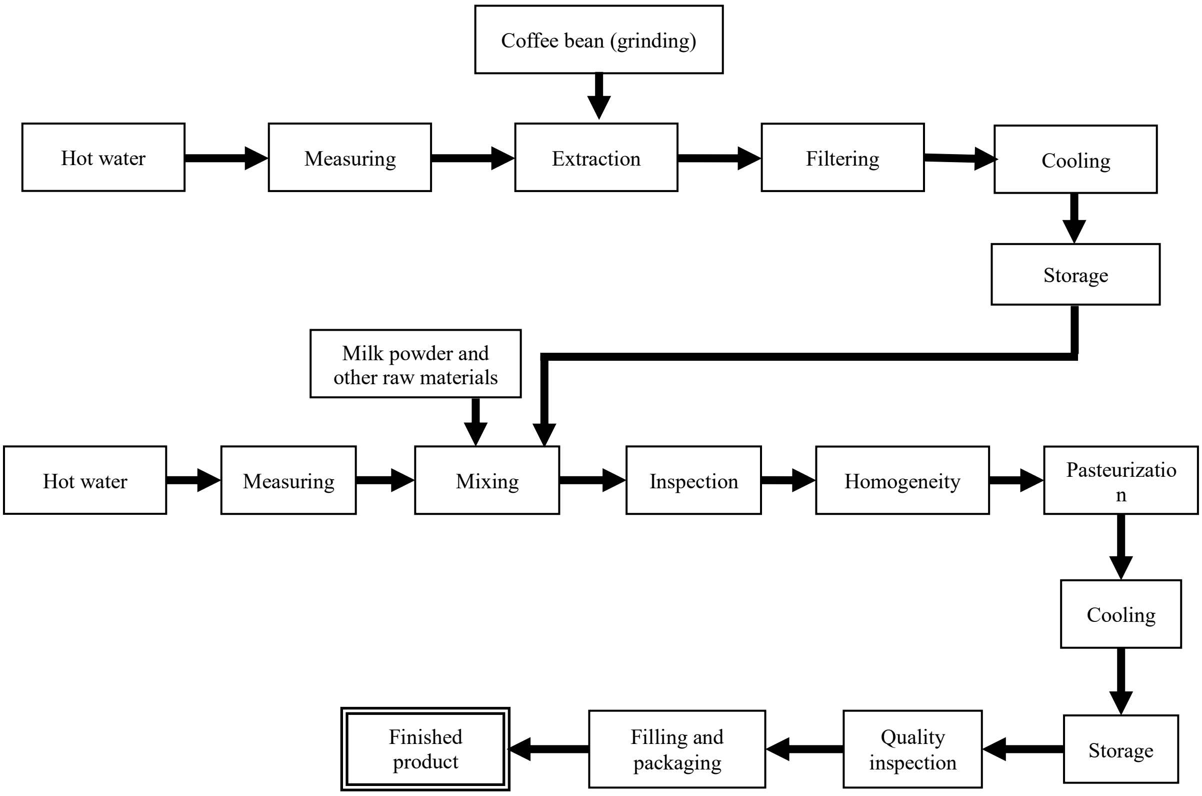
(2) Yogurt Manufacturing Flow Chart



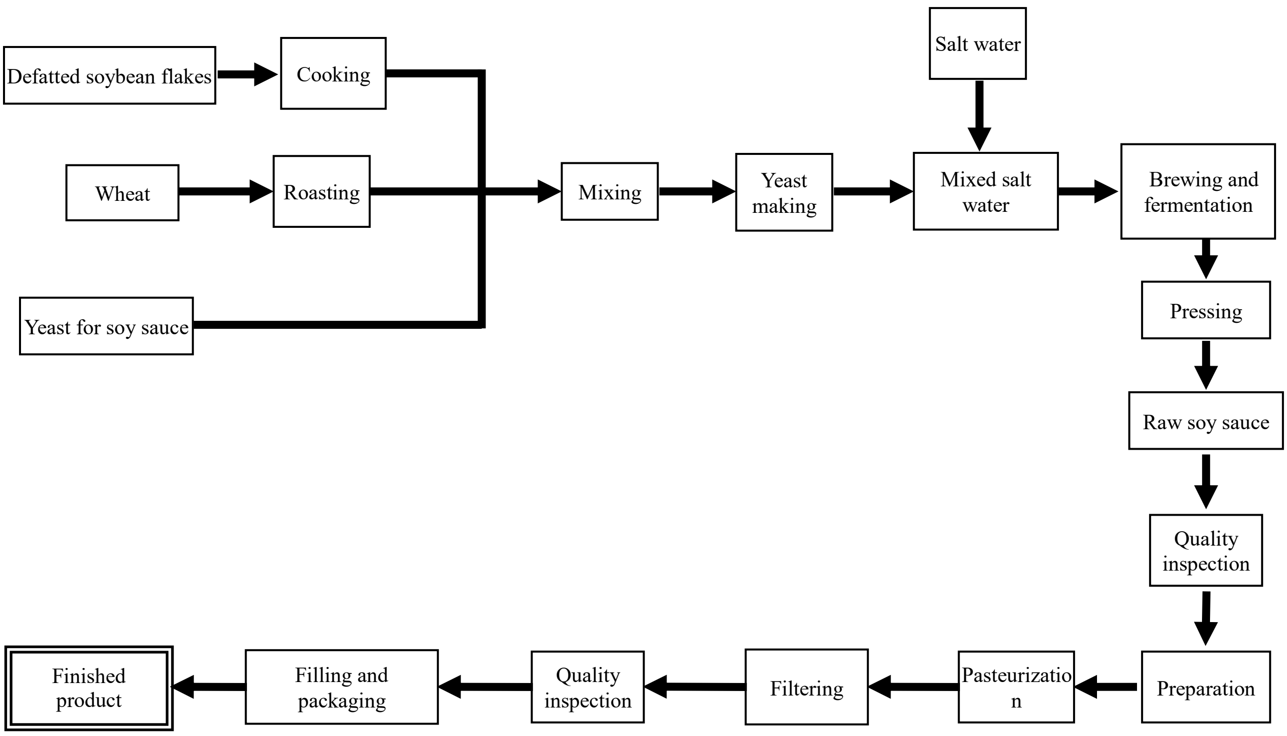
(3) Fruit Juice Manufacturing Flow Chart



(4) Coffee Manufacturing Flow Chart



(5) Brewed Sauce Manufacturing Flow Chart



4. Supply Status of Main Raw Materials

1. Raw milk supply is stabilized through purchase agreements with dairy farmers and support in breeding techniques, ensuring consistency in pricing, quality, and supply sources.
2. For milk powder and other dairy raw materials, soybeans and other bulk raw materials, procurement flexibility is secured by diversifying supply sources.
3. Juice raw materials are at risk of supply chain disruptions due to climate change. To ensure stable supply, materials are procured in advance and backup sources are continuously expanded.
4. Egg prices has been declining since the beginning of 2024, and supply has gradually stabilized. Multiple suppliers have already been secured, and goods are purchased in combination to ensure stable volume and pricing.
5. Most other raw materials are sourced domestically. Although transportation costs and electricity price increases have continued to support higher raw material prices, the company has proactively secured supply in advance. The supply sources remain stable, ensuring uninterrupted production.

Product	Major raw materials	Main source	Supply
Dairy products (including soybean milk)	Raw milk	Taiwan	Stable
	Milk powder	New Zealand	Stable
	Non-GMO soybean	United States	Stable
Juice beverage	Granulated sugar	Taiwan, Thailand	Stable
	Fruit juice	Taiwan, Brazil, Israel, Spain, United States, New Zealand, Turkey, Austria, China	Tight
	Coffee bean	Taiwan	Stable
Sauce	Non-GMO soybean	United States	Stable
	Wheat	United States	Stable
Salad	Egg	Taiwan	Stable
Seasoner	MSG	Taiwan	Stable
Canned goods	Pork	Taiwan	Stable
	Pickled cucumbers	China	Stable
	Peanut	Taiwan	Stable
	Gluten	Taiwan	Stable

5. Name, and Purchase (Sales) Amount and Percentage of Customers with 10% or More of Total Purchases (Sales) in Any Given Year Within the Most Recent Two Years :

i. Major suppliers in the past two years:

There are many suppliers for the raw materials required for the products sold by the Company and its subsidiaries. In 2023, 2024, and the first quarter of 2025, no single external supplier accounted for over 10% of the total purchase amount.

ii. Major customers in the past two years

Unit: NT$ thousands; %

Item	2023				2024				As of the end of the previous quarter in 2025			
	Name	Amount	Net sales percentage (%)	Relationship with the issuer	Name	Amount	Net sales percentage (%)	Relationship with the issuer	Name	Amount	Percentage in net sales as of the previous quarter (%)	Relationship with the issuer
1	Customer A	3,027,507	14.10	-	Customer A	3,316,189	14.13	-	Customer A	709,563	13.63	-
2	Customer B	1,666,838	7.76	-	Customer B	3,184,746	13.57	-	Customer B	540,281	10.38	-
3	Others	16,782,009	78.14	-	Others	16,972,869	72.30	-	Others	3,951,324	75.99	-
Total		21,476,354	100.00	-	Total	23,473,804	100.00	-	Total	5,201,168	100.00	-

Note: Customers accounting for more than 10% of total sales by the Company and its subsidiaries in the most recent two years. Only Customer A and B exceeded the disclosure criteria. Other customers did not reach the criteria, and thus their sales amounts were stated in aggregate and not disclosed individually.

Reasons for increase or decrease: Due to the impact of consumer demand.

6. Employees

Number of Employees in the Most Recent Two Years and as of the Date of Publication of the Annual Report

Year			2023	2024	Year ended March 31, 2025
Number of employees	Employees	Operating	993	1,012	1,007
		Production	585	591	589
		Management	570	567	547
	Operator		873	874	885
	Total		3,021	3,044	3,028
Average Age			40.1	40.4	40.5
Average Length of Service (Year)			10.4	10.3	10.4
Education level	Doctor		0.23%	0.17%	0.17%
	Master		8.71%	9.49%	9.51%
	Bachelor		55.15%	54.86%	54.66%
	High school		27.11%	26.68%	26.65%
	High school or below		8.80%	8.80%	9.01%

7. Disbursements for Environmental Protection

(1) Losses Related to Environmental Pollution in the Recent Year: None.

(2) Responsive Actions

In order to promote the Company's image and corporate social responsibility, and meet the environmental standards published by the government, the Company proposes to implement the following environmental improvement plan:

i. Improvement measures:

(1) Compliance with the relevant environmental standards published by the government.

(2) Estimated environmental protection expenditure in the next three years

Unit: NT$ thousands

	2026	2027	2028
Wastewater treatment equipment projects	$13,000	$13,000	$13,000
Waste disposal facility projects	$13,000	$13,000	$13,000
Total	$26,000	$26,000	$26,000

(3) The impact of adopting environmental protection measures: Enhance the Company's corporate image and meet the government's announced standards for wastewater treatment and controlled discharge of air pollutants.

(4) Greenhouse gas evaluation and verification (subject to ISO 14064 Internal Audit Standards):

A. The Company’s Douliu Plant passed the greenhouse gas emission evaluation and verification of BSI Taiwan on January 18, 2012 and obtained the certificate on February 6, 2012.

B. The Company's Taichung Plant passed the greenhouse gas emission evaluation and verification of BSI Taiwan on January 28, 2014 and obtained the certificate on February 24, 2014.

C. The Company's Kaohsiung Plant has conducted self-evaluation and verification for greenhouse gas since January 1, 2014 (subject to ISO 14064 Internal Audit Standards).

Data regarding greenhouse gas emission is as follows:

Unit: tons of CO2e

Statistics item	2022	2023	2024
Scope I	11,760.2	12,315.7	14,527.6
Scope II	20,375.5	20,552.5	20,779.0
Total emissions	32,135.8	32,868.2	35,306.5

ii. Unaddressed issues: None.

8. Labor Relationship

(I) The Company has established a Labor and Human Rights Policy and an Occupational Safety and Health Policy to protect employees' fundamental human rights and relevant interests, and to maintain an effective occupational safety and health management system. The following is an overview of employee welfare measures, continuing education and training programs, retirement systems and their implementation , labor agreements, and measures for protecting employee rights:

A. Employee Benefits

The Company integrates internal resources and those of the Employee Welfare Committee to provide diversified welfare measures for employees:

(1) Subsidies: Including scholarships and grants for employees and their children, hospitalization subsidies, medical subsidies, and funeral subsidies for employees and their immediate family, marriage subsidies and childbirth subsidies for employees and their spouses, and lunch subsidies.

(2) Activities: Employee travel, hiking, and recreational activities.

(3) Gifts: Holiday gifts, birthday gifts for employees, and commemorative gold coin for retirees.

(4) Discounts: Discounts on Company products, as well as travel and dining discounts with contracted vendors.

(5) Insurance: Coverage includes labor insurance, National Health Insurance, and employee group insurance (including life insurance, accident insurance, cancer insurance and medical insurance).

(6) Other: Emergency financial assistance loans and regular employee health checkups.

B. Continuing Education and Training

To cultivate and retain outstanding talent and enhance corporate competitiveness, the Company has adopted the Talent Quality-management System (TTQS) to build a competency-based corporate university training framework. This system is developed through analyzing internal workflows, management systems, and functional roles at all organizational levels. The competency model includes core competencies, professional competencies, and common competencies, which serve as the foundation for formulating annual training plans and designing diversified courses. Training is conducted and reviewed following the PDDRO training cycle framework (plan, design, do, review, outcome), ensuring timely execution and regular evaluation. These results include trainee satisfaction evaluations and learning assessments, with the aim of continuously improving training effectiveness.

Furthermore, employees may apply for external training based on their individual work and development needs. Applications may be submitted through HR recommendations, departmental nominations, or self-enrollment, allowing employees to participate in courses offered by external professional institutions. This approach helps enhance individual competence while considering actual work requirements of employees and needs for future career development.

C. Retirement System and Implementation

For employees under the old pension system, the Company provides different pension plans based on employees' date of employment. Employees who joined before March 9, 1996, are entitled to retirement benefits superior to those stipulated by the Labor Standards Act, with a maximum of 50 months' salary as the retirement payout. For those who joined on or after March 10, 1996, pensions will be provided according to the relevant standards under the Labor Standards Act.

Every year, the Company entrusts an external professional agency to conduct actuarial calculations and allocate pension contributions in compliance with legal requirements. A monthly contribution equal to 15% of the total salary is deposited into the labor pension account with the Bank of Taiwan. By year-end, the full amount of the required pension contribution is appropriated according to regulations. These pension reserves will be stated in the Company's accounts as liabilities, prioritizing the protection of employees' retirement rights and benefits.

For employees covered by the new labor pension system, the Company makes monthly contributions equal to 6% of their insured salary into their individual pension accounts with the Labor Insurance Bureau, in accordance with applicable laws.

D. Labor Agreements and Employee Rights Protection Measures

The Company has established the "Measures for Prevention and Controlling Employee Sexual Harassment" and the "Measures for Handling Employee Complaints", to provide employees with a safe working environment. Dedicated hotlines and mailboxes (including the "violation of the Code of Conduct email", "independent director mailbox", etc.) have been set up for sexual harassment and other complaints. Upon receipt of complaints from the employees, the Company shall have the complaints addressed by special units and personnel according to the relevant regulations, while safeguarding the rights and privacy of the individuals involved.

The Company values employee feedback and takes the initiative to hold labor relationship meetings, trade union meetings, meetings of directors, supervisors, the Employee Welfare Committee, and the Labor Pension Supervision Committee to promote communication among employees.

E. Code of Conduct for Employees

The Company's working rules stipulate various codes of conduct or ethical standards for employees, which are listed as essential items in the year-end performance evaluations.

The Code of Conduct for employees of the Company is as follows:

(1) Employees shall be loyal and diligent in performing their duties, conduct themselves with integrity, comply with all Company rules and regulations, and follow the reasonable instructions of supervisors at all levels. They must not evade responsibilities or perform duty in a perfunctory manner. Supervisors at all levels shall guide their subordinates with kindness and clarity.

(2) Employees shall carry out their work earnestly, cherish public property, reduce waste and loss, improve quality, increase output and sales, and maintain confidentiality regarding any business- or position-related information.

(3) Employees shall perform duties in accordance with their roles and responsibilities, and report through the proper chain of command. Exemptions may be made in cases of emergencies or special circumstances.

(4) If an employee commits a significant error, their direct supervisor shall be jointly liable and be subject to disciplinary action; if an employee has significant achievements, their direct supervisor shall be rewarded jointly.

(5) During working hours, employees may only receive visitors with prior approval and in designated areas.

(6) Employees shall not engage in any business activities that conflict with the interests of the Company without permission.

(7) Without written consent of the Company, no employees shall take a part-time job.

(8) Employees shall not accept any hospitality, gifts, or other improper benefits from suppliers or manufacturers.

(9) Employees shall not use their position for personal gain or to benefit others.

(10) Employees shall not bring any prohibited items into the workplace.

(11) Employees shall not provide external guarantees using their position within the Company.

(12) Upon finishing work, employees shall properly tidy up the documents or tools for work before leaving.

(13) Employees shall comply with all Company regulations related to safety and health.

F. Protective Measures for Working Environment and Employee Personal Safety

A safe working environment is the Company’s most fundamental commitment to its employees. The Company formulates occupational safety and health management policies in accordance with applicable laws and regulations, aiming to reduce potential accidents through systematic management and to create a safe and secure working environment. To ensure that Wei Chuan employees can work with greater peace of mind, the Taichung Plant, Douliu Plant, and Kaohsiung Plant have all obtained ISO 45001 (International Occupational Safety and Health Management System) and CNS 15506 (Taiwan Occupational Safety and Health Management System, or TOSHMS) certifications. The management scope covers all employees and workers. Through quarterly industrial safety meetings, each unit reports and exchanges safety management updates, actively implementing employee safety and health management, and enhancing a strong corporate culture of safety and hygiene.

The protective measures taken by the Company for the working environment and the employees' personal safety are as follows:

(1) Establish and continuously improve the OSH management system to enhance OSH performance.
(2) Implement management of contract operations to ensure the safety of contractors.
(3) Periodically check, inspect and maintain machinery equipment.
(4) Periodically implement safety inspections of fire protection equipment to ensure proper functioning.
(5) Provide safety and health education and training to build employees' safety awareness.
(6) Organize emergency drills to strengthen employee's emergency response capabilities.
(7) Perform working environment monitoring and health inspections to provide a safe and healthy working environment.
(8) Regularly organize audits and guidance on occupational safety to ensure effective operation of the security management system.

G. Code of Ethical Conducts

Article 1 (Purpose and Scope of Application)

The Code of Ethical Conduct is formulated to guide the conduct of the Company's directors, managerial officers (including General Managers and officers at equivalent level, Vice General Managers and officers at equivalent level, Assistant Managers and officers at equivalent level, heads of the Finance Department and the Accounting Department, and other persons who are authorized to manage the affairs of the Company and sign documents on behalf of the Company) and all employees (hereinafter referred to as "Company personnel") in compliance with ethical standards, and enable the Company's stakeholders to have a better understanding of the ethical standards of the Company.

Article 2 (Prevention of Conflict of Interest)

Company personnel shall perform their duties in an objective and efficient manner, and shall avoid taking advantage of their position in the Company to obtain improper benefits for either themselves, their spouse, or relatives within the second degree of kinship.

The Company shall pay special attention to preventing conflicts of interest, and state clearly whether there is a potential conflict of interest with the Company when the Company lends funds to or provides guarantees for, has material asset transaction with or purchases goods from or sells goods to the affiliated company in which the aforementioned personnel works.

Article 3 (Prevention of Personal Gains)

Company personnel shall not:

(I) Seek opportunities to pursue personal gain by using the Company's property or information, or by taking advantage of their positions.
(II) Obtain personal gain by using the Company's property or information, or by taking advantage of their positions.
(III) Compete with the Company.

When the Company has an opportunity for profit, it is the responsibility of Company personnel to maximize the reasonable and proper interests and benefits that the Company can obtain.

Article 4 (Confidentiality Obligations)

Company personnel shall be bound by the obligation and duty to maintain the confidentiality of any information regarding the Company itself or its suppliers and customers, except otherwise authorized or required by law to disclose such information. Confidential information includes any undisclosed information that, if exploited by a competitor or disclosed, could result in damage to the Company or the suppliers and customers.

Article 5 (Fair Trade)

Company personnel shall treat the Company's buyers (sellers), competitors and employees fairly, and shall not gain improper benefits through manipulation, concealment, or abuse of information acquired through their position, misstatements of material facts, or other unfair dealing practices.

Article 6 (Protection and Proper Use of the Company's Properties)

It is the responsibility of Company personnel to protect the Company's assets and ensure that such assets are used effectively and legally for business affairs, protected from theft, negligence or waste with impairment on the Company's profits.

Article 7 (Compliance with Laws and Regulations)

Company personnel shall comply with the Company Act, the Securities and Exchange Act, and other applicable laws, regulations and bylaws.

Article 8 (Encouraging Report on Illegal or Unethical Conducts)

The Company shall raise awareness of ethics internally and encourage employees to report to managerial officers, chief internal auditor or other appropriate personnel upon suspicion or discovery of any activity in violation of a law or regulation or the code of ethical conduct.

In order to encourage employees to report illegal conduct, the Company shall establish a concrete whistleblowing system, allow anonymous whistleblowing, deal with such cases in a confidential way, make objective investigation via independent channels, and make employees aware that the Company will use its best efforts to ensure the safety of whistleblowers and protect them from reprisal.

Article 9 (Disciplinary Measures)

When Company personnel violate the Code of Ethical Conduct, the Company shall take actions according to the relevant regulations and shall also disclose at the Company's website the date of violation, reasons for violation, violated provisions and disciplinary actions taken.

The Company shall establish appropriate grievance mechanisms to provide avenues for relief to those affected by violations of the Code of Ethical Conduct.

Article 10 (Procedure for Exemption)

Where the Company's personnel are required to be exempted from this Code, such exemption shall be approved by resolution of the Board of Directors, and the Company shall disclose at the Company's website such information on the date of approval by the Board of Directors, independent directors' dissenting or qualified opinions, the period for which the exemption is applicable, the reason for the exemption, and the criteria for the exemption, for shareholders to assess if said resolution made by the Board of Directors is appropriate, to prevent arbitrary or questionable exemptions from complying with the Code and to ensure that any exemptions from complying with the Code are controlled appropriately to protect the Company.

Article 11 (Information Disclosure)

The Company shall disclose the Code of Ethical Conduct it has established and any amendments thereto on its company website, in its annual reports and prospectuses, and on the MOPS.

Article 12 (Establishment and Amendment Authority)

Establishment and amendment of the Code shall be subject to consent of the Company's Board of Directors.

Article 13 (Date of Establishment and Amendment)

The Code is established on March 28, 2013, and amended by the first amendment dated May 13, 2015, the second amendment dated March 29, 2016, and the third amendment dated November 9, 2020.

(II) List any losses incurred by the Company in the latest year and up to the publication date of the annual report due to labor disputes (including any violations of the Labor Standards Act found in labor inspection), specifying the disposition dates, disposition reference numbers, the articles of law violated, the substance of the legal violations, the content of the dispositions, and disclose the estimate current and potential future financial impacts along with corresponding response measures:

Disposition Dates	Disposition Reference No.	Violated Regulation	Content of Violated Regulation	Content of the Dispositions
2024/06/04	No. 1133416826	Labor Standards Act Article 32(2), Article 34(2), Article 39	The employer extended employees' working hours beyond the regulations; failed to provide a minimum continuous rest period of 11 hours when changing shifts; and failed to pay the required additional wages for work on public holidays.	A penalty of NT$ 220 thousand
2024/07/16	No. 1130194606	Labor Standards Act Article 24	Failure to pay wages for extended working hours in accordance with the law.	A penalty of NT$ 50 thousand
2024/09/18	No.	Labor Standards Act	Failure to provide detailed	A penalty of NT$

	1130182745A, B, C, D	Article 23(1), Article 30(6), Article 32(2), Article 36(1)	calculation methods for each wage component, attendance records were not documented to the minute as required, extended working hours exceeded the legal limits, and workers were not given 2 days of rest within every 7 days, including 1 day as a holiday and 1 day as a rest day.	140 thousand
2024/11/22	No. 1133430712	Labor Standards Act Article 32(2)	The employer extended employees' working hours beyond the regulations.	A penalty of NT$ 80 thousand

Responsive actions: Urge all departments to properly arrange employee working hours, e.g., the total of regular and extended working hours shall not exceed 12 hours per day, and extended working hours shall not exceed 46 hours per month. Ensure appropriate scheduling of employee rest periods, strictly control employee attendance hours, and establish an early warning mechanism to avoid insufficient rest hours of workers due to overtime. Strengthen attendance awareness and management, and optimize the system to ensure compliance with laws and regulations.

9. Information on Security Management

The ultimate goal of the Company's information security work is to ensure that the Company's information processing operations can operate safely and effectively, and to protect the rights and interests of consumers and employees through the management of personnel, operations, processes and information technology.

(I) Information security risk management framework:
The Company established a dedicated Information Security Unit (Information Security Team) on December 20, 2023, and assigned one Chief Information Security Officer and one information security manager. The unit reports on information security management plans and their execution to the Board of Directors at least once a year, most recently on January 20, 2025.

(II) Information security policy, specific management plan, and resources invested in information security management, etc.:

1. Information security policy: The Company regularly reviews internal information security standards, carries out security protection and risk assessment for physical security, network security, and other weaknesses, threats, and impacts, and strengthens information security according to the assessment results to improve the overall information security environment.
2. Specific management plan and resources invested in information security management: management measures can be divided into institutional, network security, content security, system security, and self-management measures according to their nature. The Company continuously strengthens its information security protection technologies; engages an outsourced information security consultation every two years; carries out information security awareness and training every year to enhance employees' information security awareness; and cooperates with internal and external auditors to perform regular annual information security audits.

(III) No major security incidents occurred in 2024. The Company continuously carries out annual security updates for critical vulnerabilities, reduces operational risk, updates systems approaching the end of their product lifecycle, and commissions third-party security testing.

10. Important Contracts

Nature of Contract	Party	Contract Duration	Main contents	Restrictions
Long-term borrowings	FAR EASTERN INTERNATIONAL BANK	2023.01.13 ~ 2026.01.13	Amount of financing: NT$ 700,000 thousand Collateral: Land and factory buildings of the Douliu Plant	The Company shall maintain the following three financial ratios during the loan period: debt to tangible net worth ratio below 425%, interest coverage ratio above 2 times, and tangible net worth of more than NT$4 billion.
Long-term borrowings	UOB	2025.05.09 ~ 2027.04.30	Amount of financing: NT$ 1,700,000 thousand Collateral: Land and factory buildings of the Taichung Plant	The Company shall maintain the following three financial ratios during the loan period: a current ratio of 80% or above, a net debt to tangible assets ratio below 350%, and tangible net worth of more than NT$6 billion.
Long-term borrowings	Metropolitan Bank & Trust Company	2024.12.27 ~ 2026.12.31	Amount of financing: NTD 710,000 thousand Collateral: Land and buildings of the Kaohsiung Renwu District business office, and land and buildings of the Xizhi office.	The Company shall maintain the following three financial ratios during the loan period: a net debt to tangible assets ratio below 425%, interest coverage ratio above 2 times, and tangible net worth of more than NT$4 billion.

Chapter 5. Financial Status, Financial Performance Analysis, and Risks

1. Financial Status

I. Comparison analysis of the consolidated financial position

Unit: NT$ thousands

Item \ Year	2024	2023	Change in Amount	
			Amount	%
Current Assets	6,404,977	6,785,270	(380,293)	(5.6)
Investments accounted for using the equity method	15,664	15,962	(298)	(1.9)
Property, plant and equipment	8,615,248	8,513,627	101,621	1.2
Other assets	2,585,193	2,712,856	(127,663)	(4.7)
Total assets	17,621,082	18,027,715	(406,633)	(2.3)
Current Liabilities	6,163,936	7,149,460	(985,524)	(13.8)
Non-Current Liabilities	3,723,450	3,586,255	137,195	3.8
Total liabilities	9,887,386	10,735,715	(848,329)	(7.9)
Share capital	5,060,629	5,060,629	0	0.0
Capital surplus	41,007	36,115	4,892	13.5
Retained earnings	2,742,771	2,461,437	281,334	11.4
Other equity interest	(118,767)	(274,237)	155,470	(56.7)
Equity Attributable to Owners of Parent	7,725,640	7,283,944	441,696	6.1
Non-controlling Interests	8,056	8,056	0	0.0
Total equity	7,733,696	7,292,000	441,696	6.1

(I) Main reasons for significant changes (more than 20%) in assets, liabilities and shareholders' equity during the most recent two years:
Other equity interest mainly arises from unfavorable exchange differences from the translation of foreign financial statements.

(II) Impact: No material impact.

(III) Responsive actions to be taken: N/A

II. Comparison analysis of individual financial position

Unit: NT$ thousands

Item \ Year	2024	2023	Change in Amount	
			Amount	%
Current Assets	2,651,872	2,709,424	(57,552)	(2.1)
Investments accounted for using the equity method	4,786,804	4,341,560	445,244	10.3
Property, plant and equipment	3,472,934	3,413,624	59,310	1.7
Other assets	1,258,633	1,304,335	(45,702)	(3.5)
Total assets	12,170,243	11,768,943	401,300	3.4
Current Liabilities	1,478,570	1,636,274	(157,704)	(9.6)
Non-Current Liabilities	2,966,033	2,848,725	117,308	4.1
Total liabilities	4,444,603	4,484,999	(40,396)	(0.9)
Share capital	5,060,629	5,060,629	-	-
Capital surplus	41,007	36,115	4,892	13.5
Retained earnings	2,742,771	2,461,437	281,334	11.4
Other equity interest	(118,767)	(274,237)	155,470	(56.7)
Total equity	7,725,640	7,283,944	441,696	6.1
Liability and equity total	12,170,243	11,768,943	401,300	3.4

(I) Main reasons for significant changes (more than 20%) in assets, liabilities and shareholders' equity during the most recent two years: Other equity interest mainly arises from favorable exchange differences resulting from the translation of foreign financial statements.

(II) Impact: No material impact

(III) Responsive actions to be taken: N/A.

2. Financial Performance

I. Analysis on consolidated financial performance for the most recent two years

Unit: NT$ thousands

Item \ Year	2024	2023	Change in Amount	Change, by Percentage (%)
Net operating income	23,473,804	21,476,354	1,997,450	9.3
Operating costs	(17,050,563)	(15,672,351)	1,378,212	8.8
Gross profit	6,423,241	5,804,003	619,238	10.7
Operating expenses	(5,837,519)	(5,482,953)	354,566	6.5
Operating profit	585,722	321,050	264,672	82.4
Non-operating income and expenses	35,235	60,757	(25,522)	-42.0
Profit before income tax	620,957	381,807	239,150	62.6
Income tax expense	(177,255)	(112,291)	64,964	57.9
Profit for the year	443,702	269,516	174,186	64.6

Main reasons for significant changes (more than 20% at an amount of over NT$ 10 million) in operating revenue, net operating profits and net profits before tax during the most recent two years:

(1) Operating profit is mainly driven by performance growth and an increase in gross profit.
(2) Non-operating income and expenses were mainly from 2023 litigation settlement and compensation revenue.
(3) The increase in profit before tax was mainly due to performance growth and an increase in gross profit.

II. Analysis on individual financial performance for the most recent two years

Unit: NT$ thousands

Item \ Year	2024	2023	Change in Amount	Change, by Percentage (%)
Net operating income	8,316,751	7,957,995	358,756	4.5
Operating costs	(6,530,791)	(6,381,944)	148,847	2.3
Gross profit	1,785,960	1,576,051	209,909	13.3
Operating expenses	(1,795,889)	(1,673,799)	122,090	7.3
Operating profits (losses)	(9,929)	(97,748)	87,819	89.8
Non-operating income and expenses	532,793	331,436	201,357	60.8
Profit before income tax	522,864	233,688	289,176	123.7
Income tax gains (expenses)	(80,151)	34,635	114,786	331.4
Profit for the year	442,713	268,323	174,390	65.0

(I) Main reasons for significant changes (more than 20% at an amount of over NTD 10 million) in operating revenue, net operating profits and net profits before tax during the most recent two years:
  (1) Net operating loss decreased mainly due to the increase in operating revenue.
  (2) Non-operating income and expenses increased mainly due to the increase in profit from reinvestment.

(II) Sales volume forecast and basis:
We will reshape the brand equity, refine distribution channels, and enhance customer service quality to establish core competitive advantages in products and optimize the supply chain system to strengthen the promotion of core strategies. We will also promote digital transformation, so that the Company's operating system can be developed towards a healthier virtuous circle.

(III) Possible impact on the Company's future financial business: No material impact.

(IV) Responsive actions to be taken: N/A.

3. Review and Analysis of Cash Flows

(I) Analysis of the Company’s cash flows in 2024:

Unit: NT$ thousands

Closing cash balance	Net estimated cash flows from operating activities of the year	Other annual outflows of cash volume	Cash surplus	Remedies for deficit in cash	
				Investment plan	Financing plan
458,329	540,248	(412,625)	585,952	-	-

Analysis on changes to cash flows for the year:

Operating activities: In 2024, net cash flows from operating activities decreased compared to 2023, mainly due to the decrease in cash dividends from overseas subsidiaries cash dividends.

Investment activities: In 2024, net cash flows used in investing activities decreased compared to 2023, mainly due to the disposal of financial assets measured at fair value through profit or loss.

Financing activities: In 2024, net cash flows used in financing activities decreased compared to 2023, mainly due to a decrease in the repayment amount of long-term and short-term borrowings compared to the previous period.

(II) The Company’s remedies for deficit in cash and liquidity analysis:

i. Remedies for deficit in cash: The Company did not have any deficit in cash this year.
ii. Please refer to financial analysis for the last 5 years for the liquidity analysis.

(III) The Company’s cash liquidity analysis for the coming year

Unit: NT$ thousands

Closing cash balance	Net estimated cash flows from operating activities of the year	Other estimated cash outflows of the year	Estimated cash surplus (deficit)	Remedies for deficit in cash	
				Investment plan	Financing plan
585,952	310,669	(646,621)	250,000	-	-

i. Analysis on cash flows in 2025: It is estimated that there will be profits from core operations in 2025, and there will still be a cash surplus for the coming year.
ii. Remedies for estimated deficit in cash: It is estimated no deficit in cash.

4. Significant Capital Expenditures and its Impact on the Financial Operations in the Most Recent Years : None

5. Reinvestment Policies for the Recent Years, Main Reasons for Profits or Losses, Improvement Plan, and Investment Plan for the Coming Year :

(I) Reinvestment policy: The Company's reinvestment policy focuses on the food industry and develops businesses with integrated synergy.

(II) The main reason for profits or losses: The Company's reinvestment profits mainly come from the reinvestment business in mainland China, with profits increasing compared to the 2023 fiscal year.

(III) Investment plan for the coming year: The Company will continue to carefully review long-term investment plans.

6. Risk Analysis and Assessment :

(I) The impact of changes to interest rate, exchange rate, and inflation on the Company's profits and losses, and future responsive actions are as follows:

The Company regularly reviews the interest rates on bank borrowings, refers to the market interest rate levels, and maintains close contact with banks to obtain more favorable borrowing rates. In terms of exchange rates, the Company reduces exchange rate risk by adjusting foreign currency assets and liabilities held, achieving natural risk hedging. Furthermore, the Company develops hedging foreign exchange strategies and operation control procedures to prevent risks from changes in exchange rates. Regarding the impact of inflation on the Company's business and profit and loss situation, it will take responsive actions such as reducing promotion, adjusting prices, and cost control to minimize adverse effects.

(II) Policy regarding high-risk investments, highly leveraged investments, loans to other parties, endorsements/guarantees, and derivatives transactions, main reasons for the profits or losses generated thereby, and responsive actions to be taken in the future are as follows:

The Company does not make any high-risk and highly leveraged investments and makes prudent evaluations before investment. In addition, any loans to others, endorsements, and guarantees are targeted at the Company's subsidiaries or business partners. Derivative transactions are mainly designed to avoid the risks from exchange rates and fix medium and long-term capital costs. The above business shall be subject to the "Operational Procedures for Loaning Funds to Others", the "Operational Procedures for Endorsements/Guarantees" and the "Handling Procedure to Engage in the Transaction of Derivative Products" formulated by the Company.

(III) R&D plans of the recent year, the current progress of unfinished R&D plans, R&D expenses to be reinvested, the estimated completion time of production, and the main factors affecting the success of R&D in the future.

1. R&D plans for the recent year:
   (1) Development of innovative products focused on health, simplicity (no additives), and taste:
   In line with market trends and consumer demand, the Company plans to develop innovative products that emphasize health, simplicity (additive-free), and taste in the coming year, including Lin Feng Ying yogurt with large fruit chunks, Daily C 100% juice PLUS vegetable juice, Nungcha series additive-free fruit tea, Wandan series dairy drinks, Healthy Kitchen series cooking sauces, and plant-based protein drinks, among other new products.
   (2) Development of food materials for the foodservice industry:
   In line with the development of the foodservice business, the Company will extend its consumer products to business-use products. This aims to diversify the products range and accelerate manufacturing, providing value-added proposals, such as juices, snacks, seasoning sauces, salad dressings, and dairy drinks.
   (3) Introduction and application of safe and eco-friendly packaging materials:
   As part of our environmental commitment, we will continue to reduce packaging materials and carbon emissions through lightweight packaging and adopt internationally recognized standards for safe packaging to enhance product safety.
   (4) Advanced core product technologies:
   The Company will build core technologies across various categories by collaborating with external academic institutions and international major manufacturers, sharing information with suppliers, and establishing a cross-strait sharing technology platform. These efforts will deepen the Company's technical capabilities and enhance product competitiveness.
2. Current progress of unfinished R&D plans:
   The Company continues to improve product quality, deepen research on raw materials, and diversify product development. This includes selecting and using local raw materials, implementing traceability management for newly adopted raw materials, simplifying formulas by continuously reducing sugar and additives, and developing new products such as plant-based protein drinks and snacks. Additionally, efforts are focused on enhancing value-added services for foodservice business products; investing in R&D resources for new product categories and cultivating professionals in various categories.
3. Reinvested R&D expenses:
   As of January 31, 2025, the R&D expenses were NT$ 8,326 thousand, and the estimated reinvestment in R&D expenses is NT$ 116,423 thousand.
4. Main factors affecting the success of R&D in the future:
   (1) By gathering diverse consumer insights and information on new products both domestically and internationally, we conduct comprehensive trend analysis and benchmarking to continuously improve product quality.
   (2) The Company continues to improve development processes and built an R&D

information system to preserve and accumulate research knowledge and shorten the product development timeline. By advocating innovative thinking and fully encouraging new ideas, the Company looks forward to providing consumers and clients with new flavors and products that are delicious, healthy, and distinctive.

(3) Through cooperation with academic institutions and strategic suppliers, the Company deepens technical capabilities and explores the development of new materials. We also cultivate professional food R&D talents through cooperation with international major manufacturers, as well as professional education and training.

(IV) Impact of changes to important domestic and international policies and laws on the Company's financial position, and responsive actions: None

(V) Effect on the company's financial operations of developments in science and technology (including cyber security risks) as well as industrial change, and measures to be taken in response:

In response to the current technological innovations and rapid changes in the business environment, the Company has systematically advanced its intelligent transformation to strengthen core competitiveness. In terms of system and process optimization, efforts focus on building a production-level AI machine expert system, enhancing the maturity of artificial intelligence applications through the integration of foundational platform construction and technical computing power, while simultaneously promoting the standardization of business processes and the simplification of SOPs, and creating an AI solution capable of addressing critical scenarios in human resource management. In the field of operational management, a comprehensive smart upgrade of 5S practices is implemented across factories and business operations. This includes integrating mobile audits, visual identification, and automated reporting systems to strengthen food safety risk control. A cross-module risk early warning mechanism has been established to achieve dynamic monitoring of promotional expenses and budget control. On the financial front, the Company accelerates the establishment of a profit and loss analysis platform, strengthening promotional analysis and intelligent recommendation functions to support precise control and management of marketing expenses. In line with the strategies of the following four maps, AI drives optimization across the entire value chain: Reduce bulk material costs and manage risks with the "Production Area Map", strengthen AI application architecture through the "Category Map", integrate frontline operation systems with the smart vending machine operation platform with the "Channel Map", and promote intelligent production processes, digital flavor analysis, and innovative personalized subscription services with the "R&D Map". In terms of talent development, the Company focuses on building a team of data scientists and AI engineers, establishing a cloud learning platform to support skill upgrades for all employees, and providing sustainable talent assurance for intelligent transformation. Through the above measures, the Company will continue to improve operational efficiency, risk control standards, and market responsiveness, solidifying its long-term competitiveness centered on technology.

(VI) Impact on crisis management of changes in corporate image, and responsive actions to be taken:

The Company continues optimizing food safety management in strict accordance with corporate governance and other relevant laws and regulations, and takes the initiative to keep external communication so as to build up a positive corporate image. With respect to crisis management, the Company undertakes to enhance brand recognition on the principles of transparency and openness, so as to reduce impact of various crisis events and guarantee the interest of the shareholders and customers.

(VII) Expected benefits and possible risks associated with any mergers and acquisitions, and responsive actions: None

(VIII) Expected benefits and possible risks associated with any plant expansion, and responsive actions: None

(IX) Risks associated with any consolidation of sales or purchasing operations, and responsive actions:

1. Risks and countermeasures associated with consolidation of purchasing operations:
   Originally, to reduce management costs and stabilize quality, centralized purchasing was adopted to negotiate favorable prices from suppliers through larger economic scales. However, due to factors such as geopolitical issues and climate change, the quality of agricultural produce has fluctuated, affecting the supply of goods. To be prepared for any necessary responses, the Company is developing secondary suppliers or alternative raw materials for key raw materials, establishing a supplier management system to respond quickly when risk information is grasped, adjusting internal safety stock levels, and conducting flexible inspections of domestic suppliers to ensure the quality of supplies. For key overseas manufacturers, annual visits are arranged to confirm the stability of supply.
2. Risks and countermeasures associated with sales concentration:
   The risk associated with accounts receivable due to sales concentration will be addressed by strengthening the establishment of customer credit rights, enhancing credit limit controls, and optimizing conditions on payment for goods. The Company will also continue developing new distribution channels and add new product categories to increase sales.

(X) Impact, risks, and countermeasures related to significant equity transfer or replacement of the directors, supervisors, or major shareholders: None.

(XI) Impact, risks, and countermeasures related to changes in management control in the most recent year: None.

(XII) Litigation or non-contentious events: None.

(XIII) Other significant risks and countermeasures: None.

7. Other Important Matters: None.

Chapter 6. Special Disclosure

1. Overview of Affiliates

   Please refer to the Market Observation Post System：Profiles > e-Book > Related Party Disclosure Section (1201)
   https://mopsov.twse.com.tw/mops/web/t57sb01_q10

2. Private Placement of Securities During the Most Recent Years and Up to the Date of Publication of the Annual Report

   Please refer to the Market Observation Post System：Theme Area > Investment Area > Private Placement Area > Private Placement Data Inquiry (1201)
   http://mops.twse.com.tw/mops/#/web/t116sb01

3. Supplementary Disclosures
   As of the most recent year and up to the date of publication of the annual report, there were no events as defined in Article 36, Paragraph 3, Subparagraph 2 of the Securities and Exchange Act that would have a significant impact on shareholders’ equity or the market price of securities.

Wei Chuan Foods Corp.

Chairman CHEN, HUNG-YU