

2025 ESG

廣宇科技 永續報告書
SUSTAINABILITY REPORT



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1. Basic Information and Sustainability Management

1.1 About This Report

1.1.1 Reporting Period

(GRI 2-3)

This report is a sustainability report (this report) issued by Pan-International Industrial Corp. and its group (hereinafter referred to as Pan-International Group, Pan-International, the Group or we), published in both Chinese and English. It discloses the Group's performance, management policies and objectives in five major aspects: governance, products, supply chain, environment and society for the year 2025 (January 1, 2025, to December 31, 2025). The Group publishes a sustainability report annually and on its website.

- Release date of the previous report: August 2025
- Release date of this report: August 2026
- Expected release date of the next report: August 2027

The reporting period of this report aligns with that of the consolidated financial statements. To ensure completeness and comparability, certain chapters include information from before January 1, 2025, and after December 31, 2025, which will be indicated in those chapters.

1.1.2 Guidelines Followed

This report adheres to the GRI Standards issued by the Global Sustainability Standards Board (GSSB), the Electrical & Electronic Equipment SASB Standards issued by the Sustainability Accounting Standards Board (SASB), and the framework of Task Force on Climate-Related Financial Disclosures (TCFD) issued by the Financial Stability Board (FSB).

It also follows the TWSE's "Preparation and Filing of Sustainability Reports by TWSE Listed Companies," as promulgated by the Taiwan Stock Exchange Corporation, and discloses the relevant disclosure of items related to the United Nations' 17 Sustainable Development Goals (SDGs).

1.1.3 Boundaries and Scope

(GRI 2-2)

The scope of information disclosure in this report covers the Group's parent company and all subsidiaries included in the consolidated financial statements, with operating locations spanning Taiwan, Mainland China, the United States, and Southeast Asia. Compared to the previous year, the boundary of this year's report has been expanded to include 8 subsidiaries that are not directly 100% owned but are included in the consolidated income statement, 8 investment holding companies within the consolidation scope, as well as P.I.E. INDUSTRIAL BERHAD in the Southeast Asia region (hereinafter referred to

as the PIB Group). If the disclosure scope of some indicators differs from the aforementioned boundary, it will be separately noted in the corresponding chapter or section.

Economic Performance	The economic performance information in this report covers Pan-International Industrial Corp. and all subsidiaries included in the consolidated financial statements. The scope of disclosure for overall financial and economic information accounts for 100% of the Group's revenue.
The report's environmental and social performance is prepared using a segmented disclosure approach based on the regional attributes, legal regulations, and information disclosure requirements of each operating location, to fully reflect the sustainable management achievements of the entire Group. The overall scope of operations includes operating locations in Taiwan, Mainland China, and the United States (accounting for 76.60% of revenue) and the Southeast Asian PIB subgroup (accounting for 23.40% of revenue). However, the explanation of the disclosure scope for each performance indicator is as follows. By incorporating the relevant information disclosed on the PIB official website, the Group's overall sustainability disclosure achieves 100% coverage. The PIB official website https://pieib.com.my/ .	
Environmental Performance	<ul style="list-style-type: none"> The disclosure scope of general environmental performance indicators (such as energy, water resources, waste, etc.) does not include the PIB subgroup. For related information, please refer to the sustainability report published on the PIB official website. However, the Greenhouse Gas (GHG) emissions are disclosed based on the summary of the Group's Greenhouse Gas Inventory boundary, including the PIB subgroup, reaching 100% of the Group's revenue. Therefore, the disclosure boundary for GHG-related data differs from that of other environmental performance indicators.
Social Performance	The disclosure scope of social performance indicators does not include the PIB subgroup. For related information, please refer to the sustainability report published on the PIB official website.

Note: In accordance with IFRS S1 standards, the Boundary of this year's report aligns with that of the consolidated financial statements.

▼ The actual disclosure subjects of this report include:

No.	Company	English	Type	Abbreviation 1	Abbreviation 2	English Abbreviation	Level (For the Group)
(1)	廣宇科技股份有限公司(母公司) A:中和廠 (新廠辦公室) B:新店廠 (廢止)	Pan-International Industrial Corp.	Pan-International, Taipei (Office)	Pan-International, Taipei	Taipei Headquarters	PI	Various Factories and Locations
(2)	東莞廣宇精密電子有限公司	Pan-International Precision Electronic Co., Ltd.	Subsidiary (Factory)	Dongguan Pan-International	Dongguan Plant	PDG	
(3)	新海洋精密組件(江西)有限公司	Newocean Precision Component (Jiangxi) Co., Ltd.	Subsidiary (Factory)	New Ocean, Jiangxi	Jiangxi Plant	NOPC	
(4)	宏華勝精密電子(煙台)有限公司	Honghuasheng Precision Electronics (Yantai) Co., Ltd.	Subsidiary (Factory)	Honghuasheng, Yantai	Yantai Plant	HHS	
(5)	蕪湖瑞昌電氣系統有限公司	CJ Electric Systems Co., Ltd.	Subsidiary (Factory)	CJ Electric Systems, Wuhu	Wuhu Ruichang	CJE	
(6)	PAN-INTERNATIONAL ELECTRONICS (USA) INC.	<<<	Subsidiary (Office)	PIU (USA)	US Office	PIU	
(7)	巢湖瑞昌電氣系統有限公司	Chaohu Ruichang Electric System Co., Ltd.	Subsidiary (Factory)	Chaohu Ruichang	Chaohu Plant	CRC	
(8)	安慶瑞宇汽車電氣系統有限公司	Anqing Ruiyu Automotive Electrical System Co., Ltd.	Subsidiary (Factory)	Anqing Ruiyu	Anqing Plant	ARAE	
(9)	蕪湖合重智能科技有限公司	Wuhu Herzhong Smart Technology Co., Ltd.	Subsidiary (Factory)	Wuhu Hezhong	-	WHAE	
(10)	宜賓廣宇汽車裝備有限公司	YiBing Pan-International Vehicle Wire Co., Ltd.	Subsidiary (Warehouse)	Yibin Pan-International	Yibin Plant	YBPI	
(11)	台捷電子股份有限公司	Tekcon Electronics Corp.	Subsidiary (Office)	Tekcon (Taiwan)	-	Tekon	
(12)	惠州台捷電子有限公司	Tekcon Huizhou Electronics Co., Ltd.	Subsidiary (Office)	Tekcon (Huizhou)-	Huizhou Location	THZ	
(13)	東莞廣尚電子有限公司	Pan-International Sunrise Trading Co., Ltd.	Subsidiary (Office)	Dongguan Pan-International Sunrise	-	PST	
(14)	鄂爾多斯市瑞昌電氣系統有限公司	Ordos City Ruichang ElectriSystem Co., Ltd.	Subsidiary (Warehouse)	CJ Electric Systems, Ordos	Ordos Plant	ORES	
(15)	P.I.E. INDUSTRIAL BERHAD	<<<	Malaysian Subgroup	PIB Group	PIB	PIB	Subgroup
PIB Group	PAN-INTERNATIONAL ELECTRONICS (THAILAND) CO., LTD.	<<<	PIB-Subsidiary (Factory)	PIT	-	PIT	PIB-Subsidiary
	PAN-INTERNATIONAL WIRE & CABLE SDN. BHD.	<<<	PIB-Subsidiary (Factory)	PIW	-	PIW	
	PAN-INTERNATIONAL ELECTRONICS(M) SDN.BHD.	<<<	PIB-Subsidiary (Factory)	PIE	-	PIE	
(16)	PAN GLOBAL HOLDING CO., LTD., Yen Yung Investments Co., Ltd., BEYOND ACHIEVE ENTERPRISE LIMITED, Team Union International Ltd., East Honest Holdings Ltd, TEKCON BAHAMAS LTD., PIE ENTERPRISE (M) SDN. BHD., and PIW ENTERPRISE (MALASIA) SDN. BHD. are 8 subsidiaries included in the consolidated financial statements, all primarily engaged in investment holding. Due to the absence of substantial operating locations and production activities during the reporting period, no relevant data was generated. This report includes them based on the principle of consistency with the consolidated financial statements but, in essence, there is no data, thus they are not separately listed in the report.						

- ※ The operational boundary of (1) the Parent Company disclosed in this report, which includes the Zhonghe Plant (new operational office), has incorporated complete data for the full year of 2025. For the former Xindian Plant (not in actual operation since November 25, 2024/awaiting urban renewal), the environmental data generated from maintaining basic operations (such as Greenhouse Gas Emissions, Energy, water resources, and Waste) have all been consolidated into the Zhonghe Plant for unified calculation. If any individual indicator involves an adjustment of the disclosure boundary, it will be separately noted in each specific section.
- ※ Wuhu Hezhong Intelligent Technology Co., Ltd., formerly Wuhu Hezhong Automotive Electronics Co., Ltd., was renamed in September 2025.
- ※ In subsequent report content, when referring to the above companies, Abbreviation 1 and Abbreviation 2 will be used interchangeably to enhance reading convenience and consistency.
- ※ Regarding Global Greenchain Innovation Sdn. Bhd. (hereinafter referred to as GGCI), the Group's Board of Directors resolved to increase capital on August 13, 2025. Although the Company has completed its registration, as of December 31, 2025, it has not yet obtained the local factory registration certificate, and was in the preparation and construction stage throughout the Year, with no substantial operational activities. According to the principle of operational control, the 2025 Year is excluded from the ESG/GHG inventory boundary and is not listed in the aforementioned list. It will be included in the Group's disclosure scope starting from the formal production year.
- ※ For detailed sustainability information of the PIB Group, please refer to their official website. <https://pieib.com.my/>
- ※ For all entities covered in the consolidated financial statements, please refer to the financial information in the Investor Relations section of our Group's website: https://www.panpi.com.tw/tw/investor_service/financial/reports

If the scope of disclosure in each chapter of this report differs from the above, it will be specified within that chapter. The calculation basis for various statistics presented in the report is as follows:

Financial data	The economic income distribution table uses data from the consolidated financial report certified by accountants. Unless otherwise specified, all financial data are presented in New Taiwan Dollars. If presented in other currencies, it will be separately noted.
Operating Revenue	The Operating Revenue described in this report is calculated by totaling the individual turnover of each Operating Location. This standard aims to present the actual operational scale and individual performance of each entity; since there is no accounting offset of intra-group transactions, the total turnover will differ from the revenue data in the consolidated financial statements.
Environmental data	The Environmental Performance Indicators in this report are compiled in accordance with authoritative domestic and international standards and regulations. The Greenhouse Gas emissions are comprehensively inventoried in accordance with the international "Greenhouse Gas Protocol" and Taiwan's Environmental Protection Administration's "Greenhouse Gas Inventory Registration Management Measures" and other related regulations. To gradually respond to the compliance requirements of the Financial Supervisory Commission's "Sustainable Development Roadmap for Listed Companies," the Group continues to deepen the third-party external verification mechanism: some plants have obtained Limited assurance from a Certified Public Accountant for Greenhouse Gases, while others have obtained ISO 14064-1 Greenhouse Gas verification certificates to ensure the accuracy of the data. Water resource and waste statistics are based on data reported by each operating site to local authorities.
Other data	Summarized statistics from each operating base.

1.1.4 Information Restatement

(GRI 2-4)

1. August 21, 2026 Version. Revisions: (1) Corrected certain corresponding page numbers in "8.1 GRI Standards Index Table" and "8.2 SASB Standards Index Table." (2) Corrected the total water consumption to 345.383 thousand cubic meters in "8.3 Sustainability Disclosure Indicators for Electronic Components Industry."

2. October 2, 2026 Version. Revisions: (1) Title change: Renamed "Product R&D and Innovation" to "Green R&D and Design." (2) Supplemented information in the following sections: 1.4.1 Material Topic Assessment Process – Step 4: Continuous Review; 2.1.1 Basic Information – Expenditures on External Initiatives; 2.5.2 Risk Identification and Response Measures; 3.1 Green R&D and Design; 4.2.1 Supply Chain and Chemical Management Policy – Green Products and Chemical Management & Reduction and Source Management of Chemicals; 5.3.3 Waste Transportation, Disposal, and Reduction/Recycling Performance – Waste Reduction Education and Training; 5.1.1 Climate Governance and Related Financial Disclosures – Net-Zero Transition Plan; 6.1.3 Employee Composition and Diversity and Inclusion – Proportion of Female Managers by Category as of the End of 2025; 6.3.1 Equal and Competitive Remuneration – Employee Stock Ownership Trust Participation Rate; 6.3.3 Family-friendly Workplace – Maternity Leave Regulations by Region.

1.1.5 Internal Control

The Group has established procedures for preparing and verifying sustainability reports. The Investor Relations Department is responsible for the overall planning and communication of the annual sustainability report. Every year, the Sustainable Development Department is responsible for collecting the information required for the report and drafting its content. Once the annual sustainability report is prepared, it is submitted to the Sustainability Committee for a preliminary review, followed by an internal audit conducted by the audit supervisor. Finally, the report is approved by the Board of Directors.

1.1.6 External Assurance/Verification

(GRI 2-5)

After the report is finalized, management commissions an independent third-party Assurance Organization to perform audit/assurance procedures. After the report is finalized, management commissions an independent third-party agency for verification. This year we engaged PwC Taiwan to perform limited assurance procedures in accordance with International Standard on Assurance Engagements 3000 (TWSAE3000) Assurance Engagements Other Than Audits or Reviews of Historical Financial Information (referring to International Standard on Assurance Engagements 3000 (ISAE 3000)). For relevant assurance methods and results, please refer to the appendix. 8.5 Assurance Statement Sustainability Report.

1.1.7 Contact Information

(GRI 2-3)

This report will be published on the Market Observation Post System and the Company's website for all stakeholders to access. Through the issuance of this report, we hope to have further communication and mutual understanding with stakeholders on relevant issues. We welcome any suggestions or feedback you may have on this report. Please contact us using the following methods:

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Report download URL:

<https://www.panpi.com.tw/tw/sustainability/report>



1.2 Sustainability Strategy and Performance

1.2.1 Message from the Management

Intelligent transformation, sustainable mutual benefit

Looking back at 2025, the global industrial environment underwent dramatic changes due to the interplay of AI technological revolutions, geopolitical influences, and the trend of sustainable development. Facing the challenges of the broader environment, all colleagues at Pan-International Industrial Corp. stand together, working closely with supply chain partners to fulfill customer-delivered tasks and meet order requirements. This demonstrates strong operational strength and resilience, continuing to progress gradually toward the goal of building a century-old enterprise and sustainable operations.

In order to actively seize the opportunities arising from global digital transformation and the surge in computing power demand, we are securing AI server product orders through our plant layout in Southeast Asia, aiming to enter the AI industry and expand new opportunities. At the same time, we are proactively delving into the humanoid robot market, acquiring key technologies and extending our core expertise in precision harness manufacturing and Electronic Manufacturing Services (EMS) into the advanced intelligent sector.

We aim to establish ourselves as a key supplier in the future humanoid robot industry supply chain.

In addition, we deeply understand that "technological advancement should not come at the expense of the environment." Therefore, we strive to improve processes, enhance Resource Usage Efficiency and recycling rates, establish solar energy generation facilities, reduce Waste emissions, and through annual education and training, strengthen employees' green concepts and enhance circular economy thinking. Suppliers also play a critical role in the sustainable value chain. Therefore, we collaborate with suppliers to enhance labor human rights, establish a safe production environment, and gradually implement carbon reduction pathways, jointly building a Green Supply Chain and creating core competitiveness for sustainable development.

Implementing carbon reduction commitments, deepening local care.

On the environmental (E) front, we are steadily progressing towards the "2050 Net Zero Emissions" goal. In 2025, we will conduct a Greenhouse Gas Inventory for the consolidated Company (Scope 1 to Scope 3) and arrange for

assurance, while actively establishing an Energy Management System. We will also install additional solar energy facilities to increase the proportion of renewable energy usage in each Plant and minimize the ecological impact of production through waste reduction and water resource recycling in our processes.

In the Social (S) aspect, employees are Pan-International Industrial Corp.'s most valuable and cherished assets. We are committed to creating a diverse, equal, and safe work environment, offering comprehensive career development and professional training programs, and actively responding to employee concerns and needs, enabling employees and the Company to shape a better future together. In addition, Pan-International Industrial Corp. continues to extend its influence to society by participating in local community development programs and supporting care in remote areas in the long term, hoping to share prosperity with society.

Integrity governance, co-creating long-term value for stakeholders

In the Corporate Governance (G) aspect, integrity and earnestness are the company maxim and the cornerstone of Pan-International Industrial Corp. We continue to optimize the structure of the Board of Directors, enhance the functions of Independent Directors, establish various functional committees, and implement and refine risk control and information security protection to improve the Board's guidance and supervision of the Company's operations. The Company's operations prioritize legality and compliance as the highest standards, ensuring that all business activities conform to regulations. For future development, we have formulated a five-year plan and goals, advancing towards the role of a key component supplier for humanoid robots. We will incorporate significant sustainability issues into the Company's strategic decision-making, co-creating long-term value with the stakeholders in the value chain.



Moving towards a century-old enterprise, fulfilling sustainable commitments.

Looking ahead, on the path to building a century-old enterprise and sustainable operations, Pan-International Industrial Corp. will continue to uphold the concept of "intelligent transformation and sustainable co-prosperity." In facing the rapidly changing era of AI and robotics, we will proceed with stable governance, innovative green technology, and community care. This is to create long-term and fruitful returns with both business value and social benefits for our customers, suppliers, shareholders, employees, and all other stakeholders.

Finally, I sincerely thank each partner who has accompanied the growth of Pan-International Industrial Corp. Let's continue to join hands and stride towards an even lower-carbon, smarter, and brighter future!

Chairman and Chairperson of Sustainability Committee



1.2.2 Sustainability Performance

Pan-International Group External Sustainability Honors



Evaluation / Certification Organizations	Evaluation Items	Score / Rating	Detailed Description / Ranking
MSCI (Morgan Stanley Capital International)	ESG Rating	BB	 Rating range AAA ~ CCC (AAA being the best)
S&P Global Corporate Sustainability Assessment	CSA Assessment	50 points	Score up 13 points year-over-year to a record high, ranking in the top 10% (90th percentile) of the Electronic Components industry.
Corporate governance evaluation	Corporate governance evaluation	Top 21% - 35%	—
FTSE Russell	ESG Rating	3	—
Taiwan sustainable evaluation	Sustainable evaluation	AA	—
Business Weekly	Enterprise Certification	All-Age Enterprise Certification	—
Fitwel International Healthy Building Certification	Healthy Building Certification	Highest Level (3 Stars)	Pan-International, Taipei obtained 3-star certification



※ Source: Company Investor Integrated Relations Platform <https://irplatform.tdcc.com.tw/ir/zh/#>

※ Pan-International Group Sustainability Highlights 2025



I. Governance	
1. Corporate Governance	
Corporate governance and external evaluations improved.	
Youth and diversity of the board of directors: Female 29%, and the proportion of Independent Directors reaches 57%	
Zero violations record: no violations of business integrity, antitrust, monopoly, and related commercial laws.	
Integrity Management Education Training with High Coverage: 10,358 participants, accumulating 9,922 hours	
2. Information Security	
Information security rating Grade A: SecurityScorecard (SSC) external cybersecurity rating upgraded to Grade A.	
Zero Information Security Incidents:3 consecutive years.	
II. Social	
1. Talent Development and Age-Friendly Practices	
Human Rights Training 100% Coverage: 8,523 participants, 6,302.5 hours	
Zero major occupational accidents, labor disputes, discrimination, or forced labor incidents throughout the year.	
2. Achievements in Shared Business Growth (New):	
Employee Stock Ownership Plan: Competitive rewards to drive retention and profit-sharing.	
III. SP: Sustainable Procurement	
100% New suppliers assessment: 100% of new suppliers approved for ESG and Human Rights risk assessment	
SEDEX-SMETA Certification: Honghuasheng, Yantai obtained	
100% corrective action completion across 55 audited suppliers.	
Share of revenue from products exceeding regulated substance limits: 0%	
IV. Product & Customer Service	
1. Product R&D and Intellectual Property Innovation	
Patent Breakthrough: 18 Patents Added Throughout 2025 (Including Invention and Utility Patents)	
2. Quality and Customer Satisfaction	
100% customer satisfaction: Overall customer satisfaction at hotspot sites in 2025 reached 100%	
Zero product safety incidents and zero product liability lawsuits.	
Zero Customer Privacy Breaches: in the past 3 years.	

V. Environmental	
1. Climate Change and Carbon Reduction Effectiveness	
Carbon Intensity - Scope 1+2: Decreased by 23.5%	
From 2022's 3.629 ↓ to 2025's 2.776 tCO2e/Million Revenue	
Hotspot Plants - Dongguan, Jiangxi, Yantai - Scope 1+2 Total Emissions	
Compared to the baseline year (2022), decreased by 31,279.934 tCO2e.	
The Yantai Plant has accumulated a carbon reduction of 37.98%.	
Comprehensive Greenhouse Gas Inventory: Consolidated Report - Full Boundary for Scope 1, 2, and 3	
Parent Company and major plants introduced PwC and CEPREI third-party assurance/verification.	
2. Significant Leap in Green Transformation	
The renewable energy usage rate reached 29.44% (the baseline year 2022 0.06%).	
The Yantai Plant's renewable energy usage rate even reached 31.87%.	
Total non-renewable energy consumption decreased by 91,365.550 GJ compared to 2024.	
3. Waste Resource Utilization and Circular Economy	
UL 2799 Platinum Certification: Honghuasheng, Yantai obtained UL 2799 Zero Waste to Landfill Platinum level.	
Global Recycled Standard (GRS): New Ocean, Jiangxi obtained GRS certification	
Total waste recycling rate 84.57%	
Hazardous Waste Recycling Rate reached 87.97% (promoted technical recycling of copper-containing waste)	
Non-hazardous Waste Recycling Rate reached 79.50%	
4. Water Resource and Environmental Expenditure	
The total Environment Sustainability input expenditure in 2025 reached NT\$148 million, representing a 56.27% ↑	
Compared to the 2022 base year, the total water withdrawal ↓ ↓ 107.45 thousand cubic meters,savings rate 5.86%.	

1.2.3 Management Systems and Other Verification Assurance Qualifications (Please refer to the appendix for certificates)

ESG	Item	Name	Pan-International, Taipei	Dongguan Pan-International	New Ocean, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu	Chaohu Ruichang	Anqing Ruiyu
G	ISO 9001	Quality Management System	Non-production location, not applicable, excluded.	2026/12/24	2028/1/11	2027/11/7	NA	NA	NA
G	ISO 13485	Medical devices Quality management systems standards		2028/1/7	2028/5/29	NA	NA	NA	NA
G	IATF 16949	Automotive Quality Management System Standard		2026/12/24	NA	2027/11/7	2026/11/16	NA	2026/11/03
G	ISO/IEC 27001	Information Security Management System		NA	NA	July 28, 2026 (Corporate Joint)	NA	NA	NA
E	ISO 14001	Environmental Management Systems	Non-production location, not applicable, excluded.	2027/4/3	2028/3/11	2027/6/27	2027/2/1	NA	NA
E	IECQ QC 080000	Hazardous Substance Process Management System		2027/8/18	NA	NA	NA	NA	NA
E	ISO 50001	Energy Management System		NA	NA	2026/10/12	NA	NA	NA
E	GRS	Global Recycled Standard	Non-production location, not applicable, excluded.	NA	2026/8/14	NA	NA	NA	NA
E	UL2799 Platinum Certification	Zero Waste to Landfill Validation		NA	NA	September 15, 2027 Platinum Certification	NA	NA	NA
S	ISO 45001	Occupational Health and Safety Management Systems	Non-production location, not applicable, excluded.	NA	2029/4/6	2027/9/15	2028/12/02	NA	NA
S	SEDEX (SMETA)	Suppliers Ethical Data Exchange Audit		NA	NA	Obtained on January 16, 2026	NA	NA	NA

Note: Dates listed in the table represent the expiration dates of the certificates.

Note: Not applicable: Locations such as PIU, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, Yibin Pan-International, and CJ Electric Systems, Ordos are small offices or warehouses, and therefore are excluded from related management system verification.

Note: Not applicable: Wuhu Hezhong, being a small and simple assembly plant (30 people) under the management of CJ Electric Systems, Wuhu, is excluded from related verification considering the principle of materiality and practical scope.

Note: ISO 14001 certification coverage is 96.96%, calculated as the revenue attributable to certified operations divided by the total revenue attributable to operations for which ISO 14001 certification is applicable.

Greenhouse Gas and ESG certificates						
ESG	Item	Name	Pan-International, Taipei (Office)	Dongguan Pan-International, CJ Electric Systems Wuhu	New Ocean, Jiangxi	Honghuasheng, Yantai
E	ISO 14064-1 ISAE 3410	Greenhouse Gas Inventories Greenhouse Gas Assurance Report	Obtained 2024 ISO certificate, obtained 2025 assurance qualification.	ISO Certificate for Year 2024 (Obtained), Provisional Assurance Qualification for 2025 (Expected to obtain in August 2026)	From 2023, an ISO certificate is obtained annually (2025 certificate expected in September 2026).	From 2021, an ISO certificate is obtained annually (2025 certificate expected in September 2026).
G	ESG Sustainability Report - Assurance Certificate (TWSAE3000)		Starting from 2022 (certificate obtained in 2023), the entire group obtains the certificate annually, with the 2025 certificate to be obtained in August 2026.			

1.3 Stakeholder Engagement

1.3.1 Identifying Stakeholders

(GRI 2-29)

The Company's operations are deeply intertwined with the environment and communities in which it operates and do not function independently. Therefore, company decisions have different degrees of impact on downstream customers, upstream suppliers, community partners, and the natural environment. Companies with a sense of responsibility must mitigate the impact of their decisions on stakeholders.

Considering the Company's industry attributes and operations, Pan-International Group's Sustainability Committee and each of its issue units, along with the heads of the corresponding external communication departments, referred to the five major principles of the AA1000 Stakeholder Engagement Standard (2015): Dependency, Responsibility, Tension, Influence, and Diverse Perspectives, to assess the groups or organizations that impact **Pan-International** and are affected by it. After identification, there are seven categories of stakeholders directly related to our group, including employees, customers, investors/shareholders, suppliers, communities/public welfare organizations, government agencies, and media. To concentrate resources, gain a deeper understanding of stakeholders' concerns, and actively respond.

1.3.2 Stakeholder Communication

(GRI 2-12、2-29)

To understand and respond to stakeholders' concerns, we engage in both regular and irregular communications with stakeholders through various channels, allowing them to provide feedback at any time regarding ESG issues that matter to them. The Company will respond by formulating strategies or modifying management measures accordingly. Communication Frequency: Once every 2 years and reported to the Board of Directors. The communication mechanisms and the key issues of concern for various stakeholders in 2025 are summarized as follows:

▼ Pan-International Group's Stakeholder Communication Mechanism and Management Procedures

No.	Communication Procedure	Description
1	Identification for Stakeholder and Issue of Concern	<ul style="list-style-type: none"> The Sustainability Committee's various issue units and corresponding external communication departments are responsible for identifying relevant stakeholders and gathering their issues of concern.
2	Corresponding External Communication Departments	<ul style="list-style-type: none"> Following the annual strategic goals and stakeholder concern response guidelines established by the Sustainability Committee, the responsible departments develop response modes and practices, and promote their implementation.
3	Sustainability Committee	<ul style="list-style-type: none"> Identify major issues of concern for stakeholders and formulate response guidelines.
4	Board of Directors	<ul style="list-style-type: none"> Oversee each relevant department in formulating response strategies, reviewing implementation progress, and making improvements for deficiencies.
5	External Disclosure	<ul style="list-style-type: none"> Engagement results and ESG-related issues are compiled in the annual sustainability report, which is submitted to the Board of Directors for discussion and approval before being announced publicly.



▼ Pan-International Group's Primary Stakeholders and Communication Results

Stakeholder	Relationship Description	Communication Channels	Communication Frequency	Primary Issues of Concern <small>Note 1</small>	Responsible Units	Communication Results
Employees	Important partners for company operations and promoting sustainable management	Assembly Internal education and training Performance evaluation Grievance channels	Irregular Irregular Annual Irregular	Benefits and salaries, diversity and equality, human rights, career development	Human Resources Department	<ul style="list-style-type: none"> Adjusted employee salaries to align with market and industry trends. Allocated annual performance bonuses and profit-sharing based on evaluation results. Reviewed job levels and positions to promote outstanding talents.
Customers	Important partners for promoting sustainable management	Customer visits Plant visits Reporting channels	Irregular	Business integrity, product quality and safety, innovation and R&D, raw material use, marketing and labeling	Business Department, Business Units	<ul style="list-style-type: none"> Maintained good customer relationships and ongoing order transactions. Jointly developed new products and expanded revenue. Recognized as excellent suppliers by customers.
Suppliers	Important partners for promoting green supply chains, jointly implementing carbon management plans	Price negotiation meetings Supplier questionnaires Annual audits Supplier conferences	Irregular Irregular Annual Annual	Business integrity, supply chain management, product quality and safety, Greenhouse Gas emissions	Procurement Department Manufacturing Department	<ul style="list-style-type: none"> Conducted annual audits of 55 suppliers, all of which passed improvement review and were rated as Grade A suppliers. Held irregular educational training sessions on environmental protection, quality, conflict minerals, hazardous substances, and integrity issues
Investors/Shareholders	Important stakeholders supporting the company's Sustainable operations	Spokesperson channels Investor conferences Annual shareholders' meeting	Irregular Semi-annual/quarterly Annual	Operational performance, R&D, customer relationships, business integrity	GM's Office Investor Relations Department	<ul style="list-style-type: none"> The Chairperson/GM and participated in investor conferences hosted by securities firms to discuss the Company's current operations and future outlook. Responded inquiries from investors and shareholders through spokesperson channels. All proposals at the annual shareholders' meeting were approved by shareholders, and new directors were elected.
Communities/Public welfare organizations	Important partners in maintaining community harmony and protecting the environment	Community activities Charitable activities Spokesperson channels	Quarterly Irregular Irregular	Air quality, waste, Greenhouse Gas emissions, human rights, biodiversity	Human Resources Department Investor Relations Department Sustainability Development Department	<ul style="list-style-type: none"> Regularly communicated with community leaders, participated in community activities, and donated resources to give back to residents. Accepted proposals from public welfare organizations and cooperated with them to sponsor charitable activities that support disadvantaged groups. Collaborated with environmental groups to provide resources and volunteers for maintaining environmental cleanliness and reducing pollution.

Stakeholder	Relationship Description	Communication Channels	Communication Frequency	Primary Issues of Concern ^{Note 1}	Responsible Units	Communication Results
Media	Key partners in disclosing company information and ensuring transparency	Investor conferences Spokesperson channels	Semi-annual/quarterly Irregular	Operational performance, business integrity, R&D innovation, customer relationships	GM's Office Investor Relations Department	<ul style="list-style-type: none"> Responded to media inquiries and disclosed operations-related information appropriately to enhance company information transparency.
Government Agencies	The Group's operations are based on legal compliance, and timely reflect operational issues and industry opinions to government agencies to help adjust policies and support industry development	Meetings held by government departments Questionnaires Official document communication	Irregular	Regulatory compliance, business integrity, energy, information security, labor rights	GM's Office Investor Relations Department	<ul style="list-style-type: none"> Assigned personnel from relevant departments to participate in industry and environment-related seminars organized by government agencies, allowing them to provide feedback on behalf of the Company. Invited to participate in Corporate Governance 3.0 - Sustainable Development Roadmap exchange meetings held by the Financial Supervisory Commission and stock exchange to understand relevant policy development plans and formulate company response strategies.

Note 1: This table provides a brief overview of stakeholders' concerns. For detailed response measures, please refer to the relevant chapters of this report.

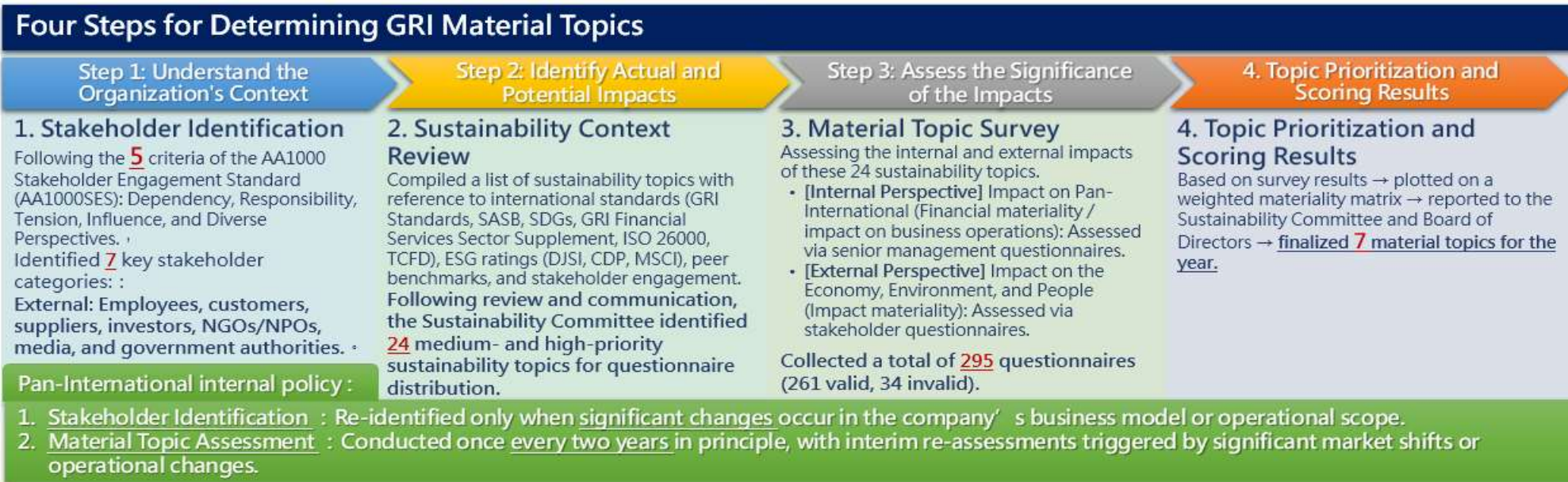
1.4 Material Topic Management

1.4.1 Material Topic Assessment Process

(GRI 2-14、3-1)

Material Topic Assessment Process

Every two years, Pan-International Group's Sustainability Committee evaluates the sustainability issues that significantly impact stakeholders based on the Group's operations, industry type, and the effects generated by the value chain. This evaluation is conducted through stakeholder engagement and consultant advice, in accordance with the materiality, completeness, and stakeholder inclusiveness criteria outlined in GRI 3 of the 2021 version of GRI Standards. The identified material topics are then reported to the Board of Directors, which determines the key sustainability issues for the current period. Furthermore, a resolution is made by the Sustainability Committee, and the communication status with each stakeholder is reported to the Board of Directors. The detailed assessment process is as follows:



Step 1: Identify Key Issues

- (1) Summarize industry attributes: Review the business items, models, product or service types, industry classifications, types of workers for each company in the Group, and analyze all the relevant industry attributes associated with **the Group**.
- (2) Identify sustainability issues: In addition to considering significant past events, both positive and negative, the Group also evaluates potential risks or opportunities based on feedback from stakeholder communications, as well as global regulations and standards (GRI Standards, TCFD, and Electrical &

Electronic Equipment SASB Standards, etc.). Additionally, the Group reviews industry regulations, standards, and benchmark enterprises within the same industry to comprehensively assess sustainability issues relevant to the Group. A total of 25 sustainability issues were identified during this reporting period.

Step 2: Determine Material Topics

We conduct questionnaires for senior executives, members of the Group's Sustainability Committee, and external stakeholders to comprehensively assess the positive and negative impacts of each sustainability issue. Internal personnel evaluate the impact on company operations, while external stakeholders review the effects on the environment, society, and human rights (people). The evaluation aspects include:

- (1) Positive or negative impact: The impact on company operations or stakeholders resulting from the Group's management strategies and actions on various issues can be classified as positive or negative.
- (2) Impact level: Conduct a comprehensive evaluation of factors such as the magnitude of impact on company operations or stakeholders, the probability or frequency of occurrence, the scope of impact, and the ability to remedy any negative effects.

In 2025 (conducted every 2 years), a total of 295 questionnaires were collected. After excluding invalid questionnaires, there were 261 valid questionnaires, with 76 from internal and 185 from external sources. After calculating the positive and negative impact scores of each issue for the Company's internal and external stakeholders, we set weighted scores based on three industry-related standards or regulations to ensure

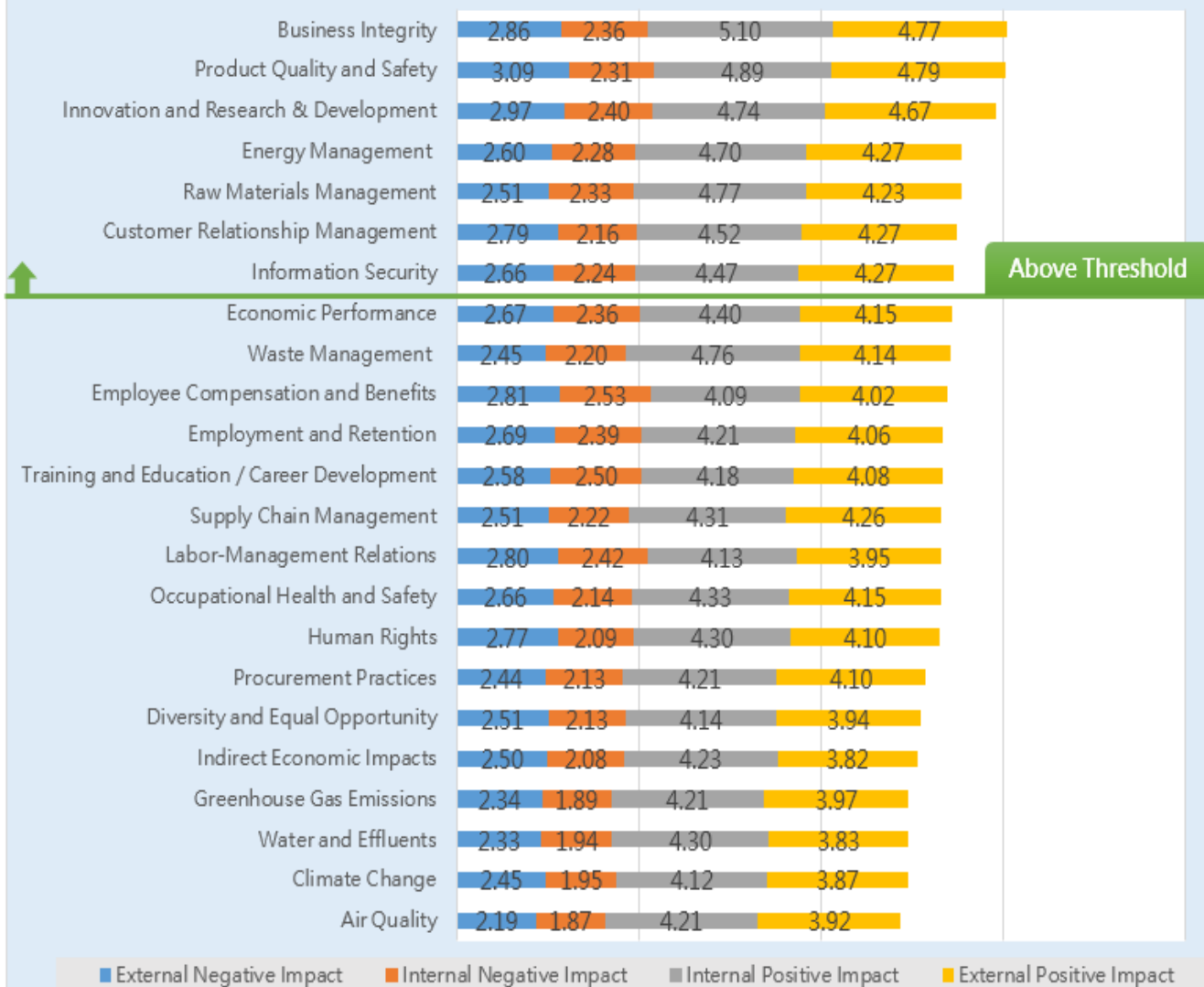


a comprehensive evaluation.

Finally, we ranked and weighted the total scores of each issue from high to low. The Sustainability Committee set the "top third of total scores" as the materiality threshold, selecting seven material topics for this period.

- ※ SASB Weighting: SASB (Sustainability Accounting Standards Board), if a topic is covered under the SASB RT-EE (Electrical & Electronic Equipment) Standards, it is weighted 1.1 times. Reason for Selection: In response to the convergence with the IFRS Sustainability Disclosure Standards (ISSB) and international trends, adopting SASB weighting can demonstrate the high level of governance at Pan-International Industrial Corp.

Material Topic Determination Results (SASB Weighted)



Pan-International 2025 Material Topic Determination Results (SASB Weighted)		Selected
Topic	Total Score	Material Topic
Business Integrity	G 15.09	V
Product Quality and Safety	SP 15.08	V
Innovation and R & D	NEW G 14.78	V
Energy Management	E 13.85	V
Raw Materials Management	NEW SP 13.84	V
Customer Relationship Management	SP 13.74	V
Information Security	NEW G 13.64	V
Economic Performance	13.58	
Waste Management	OLD 13.55	
Employee Compensation and Benefits	OLD 13.45	
Employment and Retention	13.35	
Training and Education Career Development	13.34	
Supply Chain Management	13.30	
Labor-Management Relations	13.30	
Occupational Health and Safety	13.28	
Human Rights	13.26	
Procurement Practices	12.88	
Diversity and Equal Opportunity	12.72	
Indirect Economic Impacts	12.63	
Greenhouse Gas Emissions	OLD 12.41	
Water and Effluents	12.40	
Climate Change	12.39	
Air Quality	12.19	

※ G: Governance (Corporate Governance), SP: Sustainable Procurement, E: Environmental.

※ Difference between 2025 and 2023 Year: NEW: Added in 2025, OLD: Material Topics in 2023. Others are not marked as the same.

Step 3: Reporting on Material Topics and Information

The Sustainability Committee evaluates relevant international standards for material topics, reviews management policies and objectives of material topics, collects annual data, and ensures the disclosure of key sustainability information to thoroughly address stakeholders' concerns. After completing the preparation of the annual sustainability report, the Sustainability Committee reviews the report again and submits it to the Board of Directors for approval, ensuring that all disclosed information is accurate and free of any concerns regarding misrepresentation.

Step 4: Continuous Review

The Company conducts an annual review of the implementation of material topic policies and goal achievement rates annually to optimize internal management approaches and quantitative goals. It also compares the differences in topics before and after the next identification process, investigates the reasons for these differences, and presents the findings in the report. In addition, the Company incorporates the material sustainability topics identified through its materiality assessment into its enterprise risk management process, serving as an important basis for identifying, assessing, and managing material sustainability-related risks. The Company integrates material sustainability topics with its enterprise risk management framework, assesses the associated risks, formulates risk mitigation measures, and continuously monitors progress and improvement. For further information on material topics and risk management, please refer to pages 33 and 71–73 of the Sustainability Report.

Dimension	Material Topic	Risk Issue	Risk Level	Mitigation Measures
Environment	Energy	Issues of carbon neutrality	12	Establish carbon inventory and emissions reduction management mechanisms; promote the replacement of energy-efficient equipment, process improvements, and the use of green electricity; and continuously monitor carbon reduction performance.
Corporate Governance	Information Security	Cybersecurity attack risks Risks of service interruption	12	Strengthen network segmentation, system monitoring, vulnerability scanning, and information security training, while establishing data backup and incident response mechanisms.
Sustainable Procurement	Usage of Raw Material	Supply chain material shortages and cost control	9	Establish supplier evaluation and alternative supplier mechanisms, and reduce supply chain disruption risks through inventory management, supplier monitoring, and collaboration.
Sustainable Procurement	Customer Relationship Management	Market changes and industry competition	9	Continuously monitor market, customer, and industry trends; analyze competitors' products and pricing; and adjust product and pricing strategies as appropriate.

1.4.2 Material Topic Impact Management

(GRI 2-12 、 2-13 、 3-2)

Material Topic Management Strategy

The Chairman of Pan-International Group is the highest decision-making and supervisory authority for the Group's management of material topics. The Chairman appoints the Sustainability Committee to oversee sustainable material topic management, which includes reviewing and evaluating management approaches, proposing suggestions for improvement. The Committee also establishes diverse communication channels for stakeholders, and regularly summarizes stakeholder feedback. Then, the Committee reviews these opinions and their impacts, formulates response measures or guidelines, and reports them to the Board of Directors. The Chairman and Sustainability Committee meet at least once a year to discuss the management of material topics and formulate new sustainability development directions and strategic goals for the upcoming year.

Material Topic List

Compared to 2024, this year included "Information Security," "Innovation and Research and Development," "Usage of Raw Material," and "Customer Relationship Management" as four new material topics and removed "Waste," "Greenhouse Gas Emissions," "Employee Benefits and Remuneration," and "Occupational Health and Safety" from the list of material topics.

▼ Material Topics and Corresponding GRI Topics

	Material Topic	Corresponding GRI Topic	Corresponding Report Chapter ※ The achievement status of policy, strategy, management goals, and management indicators can be found in the corresponding report chapter.
G	Business Integrity	GRI 3-3 Management of Material Topics GRI 205 Anti-corruption (205-3) GRI 206 Anticompetitive Behavior (206-1)	2.4 Responsible Business Conduct
SP	Product Quality and Safety	GRI 3-3 Management of Material Topics GRI 416 Customer Health and Safety (416-1, 416-2)	3.2 Product Quality and Safety
G	Innovation and R&D	GRI 3-3 Management of Material Topics	3.1 Green R&D and Design
E	Energy	GRI 3-3 Management of Material Topics GRI 302 Energy (302-1, 302-3, 302-4)	5.1 Climate Change and Energy Carbon Emission Management
SP	Usage of Raw Material	GRI 2-6 Activities, Value Chain, and Other Business Relationships GRI 204-1 Procurement Practices GRI 301 Materials (301-1, 301-2)	4.2 Supply Chain Management
SP	Customer Relationship Management	GRI 3-3 Management of Material Topics GRI 418-1	3.3 Customer Relationship Management
G	Information Security	GRI 3-3 Management of Material Topics GRI 418 Customer Privacy (418-1)	2.6 Cybersecurity 3.3 Customer Relationship Management (3.3.3 Protection of Customer Privacy and Trade Secrets)

※ G: Governance (Corporate Governance), SP: Sustainable Procurement, E: Environmental

2. Corporate Governance

2.1 Company Profile

2.1.1 Basic Information

(GRI 2-1、2-7、2-28)

Pan-International Group was established in 1971 with its headquarters located in New Taipei City, Taiwan. It has operating bases in China, the United States, Malaysia, and Thailand engaged in manufacturing, sales, and customer service businesses.

Since its establishment, Pan-International Industrial Corp. has adhered to the spirit of innovation, aiming to care for employees while maximizing profits for shareholders, and has worked tirelessly to achieve these goals. With the evolution of product technology and market changes, the main business has gradually expanded from the production and sales of terminals and plugs to the research and development and production of signal cables, wire harnesses and PCBs for consumer, communication, industrial and medical products, while also entering professional EMS services to meet customers' one-stop solution needs. Due to climate change and the increasing frequency of extreme natural disasters, achieving carbon neutrality to mitigate global warming has become a major trend. Electric vehicle products are in line with this trend and are expected to become mainstream consumer products in the future. To contribute to the carbon neutrality trend and create new business opportunities, the Company actively invests in the automotive wire harness industry. Over the past two years, with increased customer shipments, automotive wire harness products have also developed into one of the Company's important sources of revenue. The rapid advancement of AI technology has revolutionized current production models and products. To overcome the bottlenecks and limitations of old products and production models, we have initiated a transformation and upgrading strategy. Through mergers, acquisitions, and strategic alliances, we are acquiring new products and technologies, actively entering the market for AI industry-related components. Simultaneously, we are setting the primary goal of becoming a key component supplier for future robots, striving to capture a significant market share and paving a new path for the Company's future development.

The global economic environment continues to create new difficulties and challenges. Pan-International will actively face these challenges, consistently uphold its corporate culture of pragmatism and innovation, and formulate sustainable development policies and strategies. By leveraging the competitiveness of its global operating locations and talent, the company aims to enhance its technological capabilities and increase the group's influence through mergers, acquisitions, and strategic alliances. Entering new niche markets to increase revenue and profitability serves as the operational goal, reducing the impact of various new challenges on the company's normal operations and transforming them into a new driving force for the company's continuous growth. The ultimate goal is to achieve sustainable operations and build a century-old enterprise.

Company Name	Pan-International Industrial Corp.
Company Type:	Listed & Limited Company
Date of Establishment:	May 19, 1971
Headquarter Location:	6F, No. 200, Jian 8th Rd., Bihe Vil., Zhonghe Dist., New Taipei City 235, Taiwan.

Company Name	Pan-International Industrial Corp.
Industry Category	Electronic Components and Products Manufacturing
Primary Products or Services:	Manufacturing and sales of electronic components such as signal cables, wire harness products, connectors, and PCBs, and providing EMS services.
Paid-in Capital:	NTD 5,183,462,820
Net Sales:	NTD 22,167,928,086
Number of Employees*	8,466

* The entire group includes PIB.

• Association Memberships

Pan-International Group continues to participate in business-related associations. In 2025, the Group was a general member of the Taiwan Electrical and Electronic Manufacturers' Association, exchanging industry knowledge, information, and practical experience with peers and professionals, aiming to respond to changes in the international situation together and improve industry standards.

• Total Contributions & Other Spending

Item (NT\$)	2022	2023	2024	2025
Lobbying, interest representation or similar	-	-	-	-
Local, regional or national political campaigns/organizations/candidates	-	-	-	-
Trade associations or tax-exempt group	42,000	42,000	42,000	42,000
Others	-	-	-	-
Total	42,000	42,000	42,000	42,000
Name of organization	Description			Amount (NT\$)
Taiwan Electrical and Electronic Manufacturers' Association	Through participation in industry association activities and industry exchanges, Pan-International Industrial Corp. stays informed of the latest developments in the electrical and electronics industry, technological trends, regulatory and policy changes, and sustainability issues, while sharing experiences and exchanging views with industry peers and relevant stakeholders.			42,000

• Climate-Related Lobbying Activities and Industry Association Management System

Pan-International Group is committed to promoting industrial upgrading, operational resilience, and sustainable transformation, while continuously monitoring domestic and international sustainability trends, climate policies, and relevant regulatory developments. The Company supports efforts aligned with the goals of the Paris Agreement, including Greenhouse Gas emissions reduction, improvements in energy efficiency, increased use of renewable energy, and the transition toward a low-carbon economy. To stay abreast of industry developments and strengthen engagement with stakeholders, the Group actively participates in relevant industry associations and external organizations and has established management mechanisms for external organization participation and policy advocacy.

These management mechanisms are coordinated and periodically reviewed by the Sustainability Development Department. Where necessary, material policy advocacy activities and participation in external organizations are submitted to the Sustainability Committee for review to ensure that such activities remain aligned with the Group's sustainability direction, climate strategy, and the goals of the Paris Agreement.

When participating in industry associations, industry organizations, or other external organizations, as well as when engaging in public policy communication or advocacy activities, the Group carefully assesses the positions, advocacy agendas, and activities of the relevant organizations to determine whether they are consistent with Group's climate policies, decarbonization pathway, climate targets, and net-zero transition direction.

For industry associations and external organizations in which the Group participates, the Group periodically reviews their climate policy positions and related advocacy activities. It also periodically reviews its direct public policy engagement and lobbying activities to assess their alignment with the Group's climate strategy, sustainability targets, and the goals of the Paris Agreement. If a material discrepancy is identified between the position of a participating organization and the Group's climate strategy or sustainability targets, the Group will prioritize communication, exchange of views, and appropriate improvement mechanisms to promote greater alignment. If such discrepancies cannot be effectively resolved after continued engagement, the Group will further consider reducing its level of participation or terminating its membership to maintain consistency with its policy positions and sustainability commitments.

In 2025, the Group did not engage in any direct climate-related lobbying activities and participated in one industry association. Following a review of the association's climate policy position and related advocacy activities, the Group confirmed that they were aligned with its climate targets and the goals of the Paris Agreement. No industry associations with climate policy positions inconsistent with those of the Group were identified.

2.1.2 Operating Locations

▼ Operating Layout of Pan-International Group

Region	Operating Location and Business Nature	Number of Operating Locations
Taiwan	Headquarters and R&D center	1
Mainland China	Product manufacturing and sales locations	11
Malaysia	Product manufacturing and sales locations	2
Thailand	Product manufacturing and sales locations	1
United States	Sales location	1

Global Locations



2.2 Governance Structure

2.2.1 Governance Framework

(GRI 2-9)

The highest authority of the Group is the shareholders' meeting, where shareholders elect directors to form the Board of Directors. The Board serves as the Company's highest governing body, responsible for making overall business decisions. Beneath the Board are Functional Committees, including the Sustainable Development and Nominating Committee, Remuneration Committee, and Audit and Risk Management Committee, which respectively oversee the Group's management, operational risks and performance, financial statements, compensation of directors and managers, climate risks and opportunities, and key ESG goals. In addition, an Audit Office has been established to monitor the effectiveness of the Company's internal control system. Each committee performs its duties according to its responsibilities and division of powers, reporting its implementation results and resolutions to the Board of Directors to safeguard the interests of the Company and all stakeholders.

Board of Directors Operations and Composition (GRI 2-9、2-10、2-11、405-1)

The Board of Directors serves as the balancing and supervisory body between the Company's owners and its management. It exercises the rights and obligations authorized by shareholders and formulates operating guidelines based on stakeholder interests. In addition, it appoints and oversees the Company's management team, supervises business operations, establishes sustainability development-related strategies, and monitors the effectiveness of their implementation.

The Group adopts a candidate nomination system for its Board of Directors. Seven directors are elected from the list of candidates by the shareholders' meeting. The term of office of directors is three years and they may be re-elected. The nomination and selection criteria are the independence and professional background of the candidates and their relevance to the Company's operational development, while also considering the diversity of the Board's composition. The current Board of Directors consists of seven directors (including four Independent Directors), with a male to female ratio of 5:2. The proportion of directors who also serve as employees is 0%, and independent directors account for more than half at 57%. Three independent directors have served for less than three years, and one independent director has served for three to six years. Currently, only two directors (29%) are between 61-70 years old, achieving the goal of Board rejuvenation. Female directors account for 29%, also meeting the original gender equality target. For the next board election nominations, the inclusion of at least one-third of directors from either gender will be a key criterion, and outstanding director candidates will be nominated based on the Company's future development needs.

Pan-International Group generally holds Board of Directors meetings quarterly. In 2025, a total of six regular board meetings were held, with an average attendance rate of 98%. For the attendance of each director and the agenda items, please refer to page 13 of Pan-International Group's 2025 Annual Report.

http://www.panpi.com.tw/tw/investor_service/shareholder_meeting/information

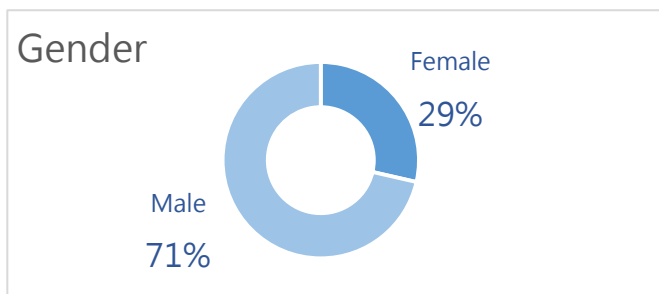
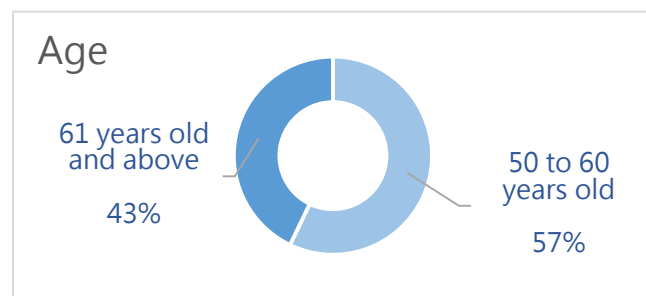


▼ **Pan-International Group's Director Information** (Current term of Board of Directors: From June 9, 2023 to June 8, 2026)

Title	Total Years of Service	Name	Gender	Age	Concurrent Position in the Group	Concurrent Position in Other Companies	Functional Committees		
							Audit Committee	Remuneration Committee	Sustainability Committee
Chairperson	2	Lee, Kuang-Yao	Male	61 years old and above	-	Assistant Vice President of Hon Hai Precision Industry Co., Ltd.			
Director	2	Huang, Ying-Shih	Male	50 to 60 years old	-	Senior Officer of Hon Hai Precision Industry Co., Ltd.			
Director	23	Huang, Feng-An	Male	61 years old and above	-	-			
Independent Director	5	Cheng, Wen-Jung	Male	50 to 60 years old	-	Fubo Accounting Firm Managing Partner Supervisor, Top Food Industrial Corporation SOE Co., Ltd. Independent Director	V		V
Independent Director	2	Chen, Chih-Keng	Male	61 years old and above	-	National Taipei University of Technology Department of Vehicle Engineering Professor	V	V	V
Independent Director	2	Lin, Ching-Wei	Female	50 to 60 years old	-	-	V	V	V
Independent Director	2	Kuo, Ming-Yi	Female	50 to 60 years old	-	Consultant, Lexcel Law Offices KGI Bank Co., Ltd. Independent Director Independent Director of Chia Yi Health Business Co., Ltd.	V	V	

Note: Director Feng-An Huang retired in September 2024 and no longer serves as the Vice President of the Group.

▼ **Director Gender and Age Distribution Chart**



▼ Director Professional Skills and Experience Distribution

Title	Name	Director Professional Skills and Experience Distribution											
		Leadership Decision-Making	Business Management	Finance and Accounting	Industry Knowledge	Industry Technology	Marketing	Business Development	Information Technology	Risk Management	Environment Sustainability	Social Participation	Supply Chain Management
Chairperson	Lee, Kuang-Yao	V	V		V	V	V	V		V	V	V	V
Director	Huang, Ying-Shih	V	V	V	V				V	V	V	V	
Director	Huang, Feng-An	V	V	V	V				V	V	V	V	
Independent Director	Cheng, Wen-Jung	V	V	V	V				V	V	V	V	
Independent Director	Chen, Chih-Keng	V			V	V			V	V	V	V	
Independent Director	Lin, Ching-Wei	V	V	V						V	V	V	
Independent Director	Kuo, Ming-Yi	V	V	V					V	V	V	V	



- **Director Training (GRI 2-17)**

Pan-International Group arranges annual training courses and forums for directors on professional skills, knowledge, and sustainability development-related issues to strengthen their expertise to address operational impacts. In 2025, a total of 50 hours and 14 sessions of training courses and Material Topic forum meetings were participated in.

2025 director training items: Page 22 of Pan-International Group's 2025 Annual Report.

http://www.panpi.com.tw/tw/investor_service/shareholder_meeting/information

- **Remuneration Structure for Directors and Senior Executives (GRI 2-19, 2-20)**

The remuneration of Pan-International Group's directors includes cash remuneration for independent directors, directors' remuneration, salaries and remuneration for concurrent employees, and pensions. The Remuneration Committee refers to industry levels and individual director performance as a basis for adjusting individual remuneration. In addition to fixed salaries and retirement pensions, performance bonuses are calculated based on the achievement of various performance indicators. For details on director remuneration, the Remuneration Bracket Table, and payment standards in 2025, please refer to pages 8-10 of Pan-International Group's 2025 Annual Report.

The remuneration system for Pan-International Group's senior management is proposed and recommended to the Board of Directors by the Remuneration Committee and approved by the Board of Directors. In addition to fixed salaries and retirement pensions, performance bonuses are calculated based on the achievement of various performance indicators. The retirement system for senior management is the same as that for other employees. For details on senior management salaries and brackets in 2025, please refer to pages 11-12 of Pan-International Group's 2025 Annual Report. The Remuneration Committee has formulated the "Executive Salary and Remuneration Regulations" and submitted it to the first Board meeting in 2024 for review and approval, serving as the basis for evaluating and determining senior executive remuneration.

- **Resignation and Retirement Policy for Directors and Senior Executives**

The notice period for resignation of Pan-International Group's directors and senior executives is in accordance with local government regulations. The number of notice days and calculation method of severance pay are the same as those for other employees. In addition to severance pay, no other payments or benefits in kind will be provided to departing directors and senior executives.

For details, please refer to page 70 of Pan-International Group's 2025 Annual Report.

http://www.panpi.com.tw/tw/investor_service/shareholder_meeting/information

- **Amendments to the Articles of Association require Resolutions by the Shareholders' Meeting.**

The amendment of the Articles of Incorporation of Pan-International Industrial Corp. shall be handled in accordance with Article 277 of the Company Act. Changes to the Company's Articles of Incorporation must be resolved by the Shareholders' Meeting; such changes require the presence of shareholders representing more than two-thirds of the total issued shares, and approval by a majority of the voting rights of the shareholders present. If the total shares represented by the shareholders present do not reach the quorum mentioned in the previous clause, a meeting may be convened with the presence of shareholders representing more than half of the total issued shares, and resolutions require the approval by more than two-thirds of the voting rights of the shareholders present.

- **No restrictions on director responsibilities**

Pan-International Industrial Corp. values the Directors' duty of loyalty and the duty of care of a good manager towards the Company and shareholders, and has not set any improper limitations or pre-arranged exemptions on the legal responsibilities of Directors within the Company's Articles of Incorporation or related regulations. Directors should participate prudently in major Company decisions according to their duties and bear corresponding responsibilities for their actions in the execution of their duties; if there are any violations of laws or failure to fulfill their duties, they should assume responsibility in accordance with relevant legal provisions. To reduce the risk of lawsuits and compensation that Directors may face while performing their duties, the Company provides appropriate protection through directors' liability insurance; however, such insurance does not affect the legal responsibilities that Directors must bear.

- **Link between Director and Senior Executive Remuneration and ESG Performance**

The Group is currently developing short-term and medium-term ESG implementation plans and achievement goals; therefore, the remuneration of directors and senior executives has not yet been linked to ESG performance. After commissioning an independent professional organization to assess the performance evaluation model and target items for the Company's directors and senior executives, a procedure for ESG performance evaluation will be established. ESG performance indicators will be gradually introduced each year to link individual participation in ESG issues and the achievement of ESG goals with their annual bonuses, thereby strengthening the accountability of directors and senior executives for the Company's sustainability vision.

- **Clawback Provision**

A clawback provision has not yet been established. In the future, we will seek advice from external consultants and consider the Company's operating conditions for further discussion.

- **Board Performance Evaluation (GRI 2-18)**

In principle, the Group conducts annual self-performance evaluations of the Board of Directors, functional committees (including Audit and Risk Management Committee, Remuneration Committee, and Sustainable Development and Nominating Committee), and individual board members. To further enhance board operation efficiency and strengthen corporate governance, the Group plans to engage an external professional independent institution or a team of external experts and scholars once every three years to conduct board performance evaluations, which serves as a reference for improving the board's operational performance.

Measurement items for board performance evaluation:	Performance evaluation for individual board members
<ol style="list-style-type: none"> 1. Participation in company operations 2. Enhancing the quality of board decisions 3. Board composition and structure 4. Director selection and ongoing education 5. Internal control 	<ol style="list-style-type: none"> 1. Understanding of company goals and tasks 2. Awareness of director duties 3. Participation in company operations 4. Internal relationship management and communication 5. Director's Expertise and Ongoing Education 6. Internal control

• Board Evaluation Implementation

To enhance evaluation quality, on August 14, 2024, the Board of Directors approved amendments to certain provisions of the board evaluation procedures. The performance evaluation of the Group's Board of Directors and functional committees should be conducted by an external professional independent institution or a team of external experts and scholars at least once every three years. The Group appointed the Taiwan Investor Relations Institute to conduct the 2023 external performance evaluation of the Board of Directors and functional committees (covering the period from July 1, 2023, to June 30, 2024). The institution and the evaluation experts had no business dealings with the Group and were therefore considered independent. Their independent experts conducted questionnaire surveys and actual evaluations focusing on five major dimensions: objectives, organization, expertise, operational participation, and internal control of the Board and functional committees. The evaluation report was completed in December 2024. The recommended items from the report are summarized as follows:

1. Advance planning to achieve one-third female representation on the Board: The Company will plan the slate of director candidates in 2026 in accordance with this recommendation.
2. Oversight of risk management by the Audit and Risk Management Committee or board-level functional committees: Will establish an Audit and Risk Management Committee in 2025 to supervise risk management.
3. Establishing a succession plan for Board members and key management: A first-line manager acting system has been established to cultivate acting managers as succession candidates, and outstanding Board candidates are being identified.
4. Add provisions in the Corporate Governance Practice Principles prohibiting directors from trading company shares during the closed period before financial report releases: Will complete the amendment of provisions in 2025.
5. Prepare English version of Sustainability Report: The English version of the 2023 Sustainability Report has been completed and uploaded to the Market Observation Post System and company website for stakeholders to download.
6. Holding at least two institutional investor conferences annually: The Company complies with this recommendation and will gradually increase the frequency of investor conferences to enhance information transparency.
7. Actively promote environmental and social governance: The company will more actively engage in environmental issues, set emission reduction targets and work to achieve them, evaluate climate change impacts, assess opportunities and risks, and enhance volunteer and resource contributions to society, fulfill social responsibilities, and make the greatest efforts to advance governance across all ESG dimensions.

The external evaluation report and its implementation status were presented to the first Board meeting of 2025 on March 11, 2025.

Frequency of evaluation	Evaluation Period	Method of evaluation	Scope of evaluation	Evaluation Result
Once a Year	2024/01/01~ 2024/12/31	Self Evaluation	Overall Performance of the Board of Directors	Excellence Grade
Once a Year	2024/01/01~ 2024/12/31	Self Evaluation	Individual Board Members	Excellence Grade
Once a Year	2024/01/01~ 2024/12/31	Self Evaluation	Audit and Risk Management Committee	Excellence Grade
Once a Year	2024/01/01~ 2024/12/31	Self Evaluation	Remuneration Committee	Excellence Grade
Once a Year	2024/01/01~ 2024/12/31	Self Evaluation	Sustainable Development and Nominating Committee	Excellence Grade

2025 performance evaluation results: Page 14 of Pan-International Industrial Corp.'s 2025 Annual Report.

http://www.panpi.com.tw/tw/investor_service/shareholder_meeting/information

• **Conflict of Interest Management (GRI 2-15)**

The rules of procedure for Pan-International Group's board meetings, Audit and Risk Management Committee, and Remuneration Committee, include provisions on avoiding conflicts of interest. When a director's proposal involves the interests of themselves, their spouse, or relatives within the second degree of kinship, or companies that have a controlling or subordinate relationship with the director, they must disclose their interests at the board meeting. If there is any concern about harming the Company's interests, they shall not participate in the discussion and voting, and must exclude themselves from both. Additionally, they may not exercise voting rights on behalf of other directors. The names of the related directors, important content explanations and recusal are all recorded in the meeting minutes. Directors and managers must complete an annual related party transaction declaration, with results reported to the Audit and Risk Management Committee.

For 2025 related party transactions, cross-shareholdings of directors, controlling shareholders or other stakeholders, please refer to page 40 of Pan-International Group's 2025 Annual Report.

In addition, the Group has established codes of ethical conduct for personnel at different levels, as well as separate codes for directors and managers, and for employees. The Audit Office and General Administration oversee the implementation of these codes and regularly report the implementation results to the Board of Directors. As of the end of 2025, Pan-International Group had not experienced any major conflicts of interest.

2.2.2 Functional Committee

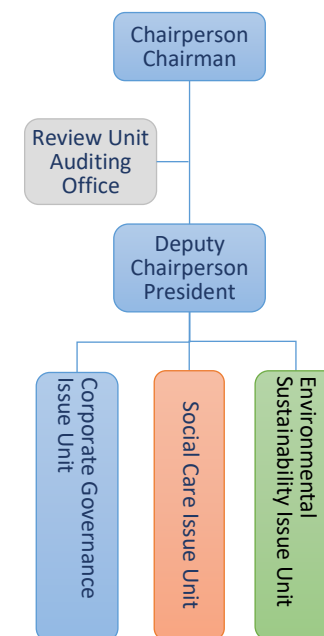
(GRI 2-9、2-13、2-14、2-16、2-19、2-20)

• **Sustainability Committee (GRI 2-12、2-13、2-14、2-16)**

Pan-International Industrial Corp. has established a Sustainability Committee directly managed by the Chairman as the highest-level dedicated sustainability unit within the company. The Sustainability Committee is composed of the Chairman, the President, and relevant department heads. The Sustainability Committee is mainly responsible for managing, resolving, and supervising the governance strategies, policy implementation effectiveness, and goal achievement rates of major ESG issues related to the company's operations, and reports implementation results to the Board of Directors annually.

Three functional issue units are established under the committee: Environmental Sustainability Issue Unit, Social Inclusion Issue Unit, and Corporate Governance Issue Unit. The President serves as the chief commander, integrates issue unit members, and assigns relevant department heads as leaders of each issue unit. The issue units are responsible for identifying significant ESG issues related to company operations, formulating management strategies and objectives, and preparing annual sustainability

Sustainability Committee



reports. The President will regularly review the performance and goal achievement of the issue units and report to the Sustainability Committee annually.

• Sustainability Committee Implementation

In 2025, the Sustainability Committee communicated 3 major items to the Board of Directors, mainly including the presentation of the annual business integrity implementation results report, approval of the 2024 Sustainability Report, and the 2026 operational risk assessment report. All related reports were acknowledged and approved by the Board of Directors.

▼ 2025 Sustainability Committee Communications with the Board of Directors

Meeting Date	Major Matters Communicated with the Board of Directors	The Board's Major Suggestion	Sustainability Committee Resolution Results	The Board's Resolution Results
May 13, 2025	Reported 2024 annual integrity management results	None	Approved by all attending committee members	Approved by all attending directors
August 13, 2025	Submitted 2024 annual sustainability report	None	Approved by all attending committee members	Approved by all attending directors
November 12, 2025	Submit 2026 Business Risk Assessment Report	None	Approved by all attending committee members	Approved by all attending directors

• IFRS Sustainability Disclosure Standards Project Team (GRI 213、214)

In order to promote the adoption of IFRS Sustainability Disclosure Standards and conform to regulatory requirements by the competent authorities, a team, comprised of heads from relevant responsible units, has been formed as the IFRS Sustainability Disclosure Standards Project Team. This team is responsible for current situation analysis and planning, project design and execution, the preparation of a sustainability information section in the annual report for standard introduction, and subsequent adjustments and improvements. The "IFRS Sustainability Disclosure Standards Implementation Plan" has been developed. Progress on each phase's work items is reported to the Board of Directors quarterly and disclosed in accordance with stock exchange regulations.

• Remuneration Committee (GRI 219、220)

The Remuneration Committee consists of three members, all of whom are independent directors, meeting the independence requirements of regulations. Their term of office runs from June 9, 2023 to June 8, 2026. The Group has formulated the Remuneration Committee Charter to define the powers and responsibilities of the Remuneration Committee, which is responsible for setting and regularly evaluating the remuneration systems and standards for directors and managers. In principle, the Remuneration Committee meets once every six months. In 2025, a total of five meetings were held, with a 100% attendance rate from all members.

To ensure the transparency in the remuneration system and protect stakeholders' interests, Pan-International Group will implement an external stakeholder mechanism, with third-party independent consultants regularly reviewing the performance of the Group's Board of Directors and various committees. Moreover, the remuneration distributed to employees and directors each year must be approved at the shareholders' meeting.

This year's employee and director remuneration was approved by resolution at the shareholders' meeting on May 27, 2026.

Status of Implementation of the Remuneration Committee: Pages 23-26 of Pan-International Industrial Corp.'s 2025 Annual Report.

- **Audit and Risk Management Committee (GRI 2-9、2-12)**

To enhance the Board of Directors' supervisory functions in risk management, on August 13, 2025, the Board approved the amendment to the "Audit and Risk Management Committee Charter." The committee, consisting of four independent directors, is named the "Audit and Risk Management Committee," with terms of office from June 9, 2023 to June 8, 2026. Its responsibilities include reviewing the Company's financial statements, overseeing the appointment and independence of certified public accountants, formulating or revising internal control systems, ensuring the Company's internal rules comply with relevant laws, establishing "Risk Management Policies and Procedures," and supervising the status of implementation of operational risk management control. In principle, meetings are held quarterly, and when necessary, department heads, internal auditors, certified public accountants, and legal consultants are invited to attend discussions. In 2025, a total of six meetings were held, with a member attendance rate of 96%.

Audit and Risk Management Committee implementation: Pages 15-17 of Pan-International Industrial Corp.'s 2025 Annual Report.

- **Sustainable Development and Nominating Committee (GRI 2-9、2-13)**

To enhance the Board of Directors' supervisory functions concerning the company's sustainable development, on November 12, 2025, the Board approved the amendment to the "Nominating Committee Charter," renaming it the "Sustainable Development and Nominating Committee." The committee consists of two independent directors and one general director, with terms of office from June 9, 2023, to June 8, 2026. Its responsibilities include nominating candidates for the Group's directors, assessing the qualifications of those candidates, structuring the functional committees under the Board, reviewing the organizational regulations of each functional committee, evaluating operational rules of the Group's Board of Directors, reviewing the Group's corporate governance practices, reviewing sustainable development policies and supervising their status of implementation, as well as other matters assigned by the Board of Directors. In 2025, a total of three meetings were held, with a 100% attendance rate from all members.

Status of Implementation of the Sustainable Development and Nominating Committee: Pages 24-25 of Pan-International Industrial Corp.'s 2025 Annual Report.

2.3 Economic Performance

2.3.1 Economic Value

(GRI 201-1)

In the fourth quarter of each year, each business unit and central management department prepare the internal budget for the following year. The Accounting Department consolidates budgets for sales, R&D, production, procurement, personnel expenses, and capital expenditures to prepare an internal projected income statement for the President's review. At the first Board meeting of the following year, the President reports the annual budget and business plan to the Board of Directors, with quarterly reports on implementation results.

We process daily accounting transactions and prepare financial statements according to the Business Entity Accounting Act, Generally Accepted Accounting Principles (GAAP), and International Financial Reporting Standards (IFRSs) on an accrual basis. The Accounting Department analyzes and compares the differences between budgeted and actual statements monthly, including the variance amounts and reasons. If there are significant differences or impacts from force majeure factors, they will be submitted to the Board of Directors for discussion and potential revision of business

objectives. After review and completion by the financial and accounting supervisor, quarterly financial statements are audited and certified by CPAs, then reviewed by the Audit and Risk Management Committee before being submitted to the Board of Directors for approval. Pan-International Group's quarterly consolidated financial reports, annual consolidated financial reports, and individual financial reports are all publicly available on the Group's official website and the Market Observation Post System.

Benefiting from the launch of new-generation consumer products and strong demand for other products, along with the contribution from new network communication orders, the revenue in the first half of 2025 showed significant growth. However, in the second half of the year, due to the impact of equivalent tariffs in the United States and geopolitical factors, customer sentiment became more conservative, and competition in the Chinese automotive market did not ease. This led to a revenue decline, and the total annual revenue was approximately the same as in 2024. In recent years, the Company has consistently focused on operating profit as a key business objective, striving to improve processes, reduce material costs, and control expenses. As a result, the annual gross margin and operating profit have been maintained. However, with the substantial appreciation of the New Taiwan Dollar (NTD) leading to foreign exchange losses, increased taxation due to the repatriation of earnings from mainland China, resulting in non-operating losses and higher income taxes, the annual net income experienced a significant decline compared to last year.

In summary for 2025, The Company's consolidated revenue was NT\$21,770,839 thousand, a decrease of 0.23% compared to 2024; consolidated net profit after tax was NT\$887,062 thousand, with earnings per share after tax of NT\$1.56. For other financial performance explanations and analyses, please refer to The Company's annual report.

▼ Pan-International Group Consolidated Financial Performance

Item	2023	2024	2025
Operating Revenue (NT\$ thousand)	25,634,258	21,820,835	21,770,839
Net Profit Before Tax (NT\$ thousand)	1,841,792	1,466,221	1,298,302
Net Profit After Tax (NT\$ thousand)	1,489,833	1,201,351	887,062
Earnings Per Share (NT\$)	2.42	2	1.56
Cash Dividend (NT\$/share)	1.30	1.1	0.9

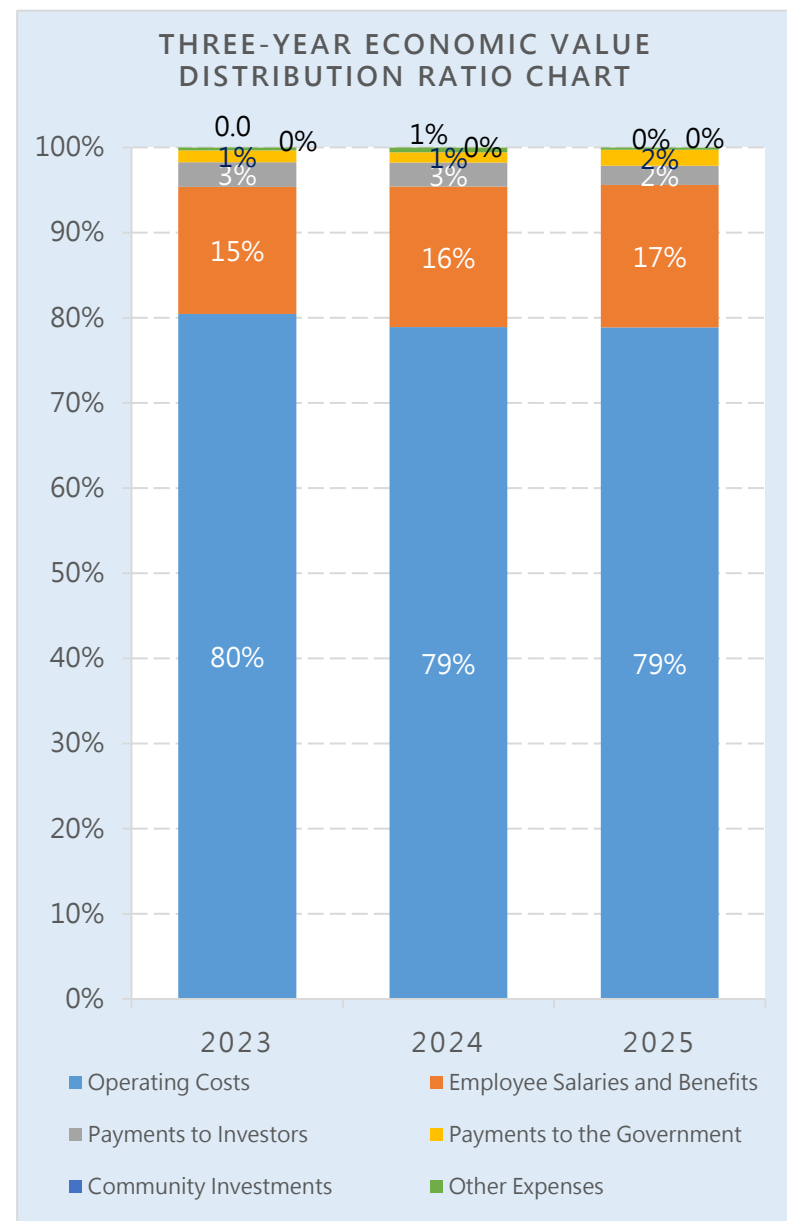
Note: Cash dividends are the amounts resolved for distribution in the earnings distribution proposals for each reporting year. (The distribution amount for 2025 was approved by the shareholders' meeting on May 27, 2026.)

From the stakeholder economic distribution perspective of GRI, analyzing the Group's consolidated financial position, the direct economic income (operating income and non-operating income) for this year totaled NT\$22,002,031 thousand, with a total distribution amount of NT\$21,581,481 thousand. The top three economic distribution items were operating costs (78.9%), employee salaries and benefits (16.7%), and payments to investors (2.3%).

GRI 201-1

Value	Item/Subject	2023	2024	2025
Direct Economic Income	Net Operating Income	25,634,258	21,820,835	21,770,839
	Financial Investment Income	203,428	195,341	181,339
	Asset Sales Income	0	0	13,699
	Royalty Income	0	0	0
	Government Subsidies	28,254	29,125	13,866
	Other Income	149,139	118,211	22,288
Direct Economic Value Generated		26,015,079	22,163,512	22,002,031
Economic Distribution	Operating Costs	20,268,775	16,991,789	17,018,004
	Employee Salaries and Benefits	3,764,016	3,547,130	3,610,059
	Payments to Investors	724,841	607,081	486,172
	Payments to the Government	351,959	264,870	411,240
	Community Investments	0	0	0
	Other Expenses	89,505	121,472	56,006
Economic Value Distributed		25,199,096	21,532,342	21,581,481
Economic Value Retained		815,983	631,170	420,550

Note: Economic value retained = Direct economic value generated - Economic value distributed.





2.3.2 Environment Sustainability Input

(GRI 3-3)

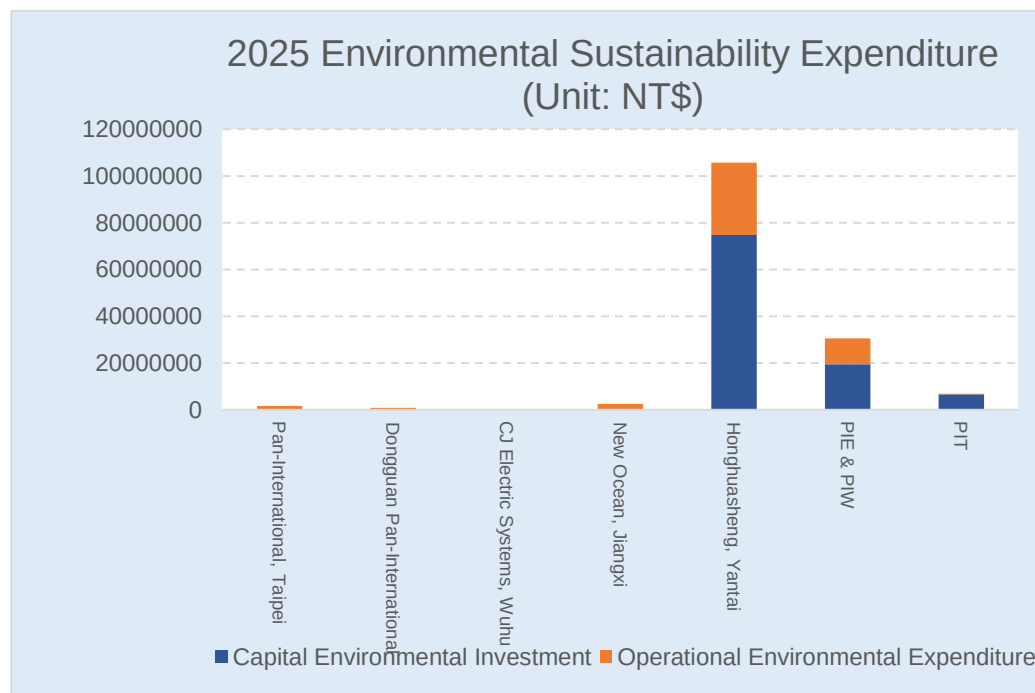
For the Group: The Environment Sustainability expenditure for 2025 amounted to NT\$148,268,528, showing a substantial growth of 56.27% compared to the 2024 expenditure of NT\$94,881,822.

The Environmental Expenditure for the Year has significantly increased, primarily due to the group's proactive implementation of Green Transformation and Environmental Protection at each Operating Location, with additional expenditures as follows:

- Improvement of Waste Recycling and Disposal: Strengthen classification management, enhance recycling efficiency, and ensure compliance in waste removal.
- Procurement and Upgrade of Energy Saving Equipment: Actively introduce high-efficiency, low-energy consumption equipment to effectively implement energy conservation at the source.
- Improvement of the wastewater treatment system: Optimize wastewater treatment processes to ensure that discharge water quality exceeds legal standards.
- Improvement of Chemical Storage and Protection: Upgrade the physical security of chemical storage warehouses and employee protection equipment to reduce occupational safety and environmental leakage risks.
- Promotion of sustainable internal education and training: Fund expenditure on professional training for ESG, Greenhouse Gas, IFRS S1/S2, Environmental Protection, ISO, etc., to comprehensively build the sustainable key competencies of employees.

▼ Environmental Sustainability Expenditure (Unit: NT\$)

Location	Capital Environmental Investment	Operational Environmental Expenditure
Pan-International, Taipei		1,660,000
Dongguan Pan-International		893,065
CJ Electric Systems, Wuhu	-	129,642
New Ocean, Jiangxi		2,493,373
Honghuasheng, Yantai	74,799,338	30,866,771
PIE & PIW	19,413,913	11,183,035
PIT	6,641,134	188,255
Total	100,854,386	47,414,142
Total	148,268,528	



Note 1: PIE (PIE Enterprise (M) Sdn. Bhd.), PIW (P.I.W. Enterprise (Malaysia) Sdn. Bhd.), and PIT (PIE Enterprise (M) Sdn. Bhd.) are all Malaysian subsidiaries of Pan-International Industrial Corp., under the PIB Group.

Note 2: Capital Environmental Investment: Refers to expenditures related to energy-saving equipment purchases, solar and other renewable energy facility construction, etc.

Note 3: Operational Environmental Expenditure: Includes expenditure items such as training consulting fees, energy-saving equipment rental, environmental disposal operations, energy-saving renovations, and plant greening.

2.4 Responsible Business Conduct

Material Topic Management Approach: Business Integrity

Corresponding GRI Indicators: GRI 3-3, 205-3, 206-1

Impact Description		<ul style="list-style-type: none"> • Damage to company reputation and corporate image. • Bear liable for compensation related to negligence. • Loss of orders.
Boundary		For the Group:
Policies or Commitments Established or Followed	Internal Regulations	The "Ethical Corporate Management Best Practice Principles" and "Procedures for Ethical Management and Guidelines for Conduct"
	Government Regulations	V
Responsible Units		1. GM's Office. 2. Business Division Management Department. 3. Human Resources Department. 4. Information Department. 5. Investor Relations Department. 6. Auditing Office.
Management Actions		1. Strengthen internal education and training on integrity and business responsibility. 2. Enhance information security protection mechanisms. 3. Improve document and system data control mechanisms to prevent leakage. 4. Plan both regular and irregular audit programs. 5. Establish whistleblower mechanisms and reporting channels. 6. Arrange liability insurance to protect the Company's interests.
Process for Monitoring the Effectiveness of Actions		<ul style="list-style-type: none"> • Regularly review information systems for any data breaches. • Effectively implement regular and irregular audit programs. • 3. Regularly review whether liability insurance coverage is sufficient.

Management Performance Indicators				
Indicators	2025 Achievement	Short-term Goal (2025)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
No violations of integrity management, competitive behavior, trust and monopoly-related laws (Maintained)	<p>Achieved 100% in 2025</p>  			

2.4.1 Ethical Management



(GR12-23、2-24、2-25、2-26、206-1、205-1、205-2、205-3)

Pan-International Industrial Corp. firmly believes that integrity is the foundation of sustainable development. We adhere to the highest standards of business ethics, integrating Integrity, legality and compliance, and Information Transparency into all business activities of our daily operations, actively fostering a culture of integrity and honesty.

For the Group, business activities are conducted under the principles of fairness, honesty, trust, and transparency. To implement business integrity, the Board of Directors approved the "Ethical Corporate Management Best Practice Principles" and "Procedures for Ethical Management and Guidelines for Conduct." Additionally, the "Employee Code of Conduct" is stipulated in the employee handbook, covering all directors, management, and employees of the Company, its subsidiaries, and affiliated enterprises. At the same time, a "Zero-Tolerance" attitude is adopted towards any form of corruption, bribery, intellectual property rights infringement, improper benefit transfer, illegal political contributions, and violations of laws and regulations. All employees must avoid conflicts of interest while performing their duties. In the event of a conflict of interest, they should proactively report it and take recusal measures to protect the best interests of the Company and its shareholders.

The Corporate Governance Issue Unit under the Sustainability Committee serves as the implementation unit for promoting and implementing the business integrity policy. It is responsible for preparing the code of conduct, supervising compliance, and establishing procedures to prevent unethical behavior. The Unit formulates Integrity, Honesty, Compliance and Fraud Prevention as guiding principles, aiming for zero incidents, and drives the company's ethical operations. It reports once a year to the Board of Directors on the annual implementation results of business integrity and the status of preventing unethical actions, ensuring that the Board exercises substantial supervisory functions.

The Audit and Risk Management Committee formulated the Group's "Risk Management Policies and Procedures" in 2025, and the Corporate Governance Issue Unit, based on these procedures, identifies and reviews activities with high risks of unethical behaviors in business operations (such as procurement contracting, business sales, engineering outsourcing, government relations, etc.), and formulates relevant preventive measures and safeguard plans. In the event of any abnormalities, the human resources and audit units will intervene to investigate and follow up on the subsequent handling of the incident. This is to ensure that the Group meets the requirements and goals of business integrity standards, in line with the spirit of establishing effective, accountable, and inclusive institutions as outlined in the United Nations Sustainable Development Goals (SDG 16 Peace, Justice and Strong Institutions).

In addition to requiring our colleagues within the group to strictly adhere to regulations, Pan-International Industrial Corp. also expects all business partners to jointly follow high standards of ethical conduct. Before establishing business relationships with suppliers, customers, or other business partners, we conduct integrity record assessments to avoid transactions with those who have records of dishonest behavior. In addition, we require all suppliers to sign the "Supplier Commitment Letter," which clearly states that if business partners are involved in bribery, improper benefits, monopolistic or other illegal activities, Pan-International Industrial Corp. reserves the right to terminate or dissolve the contract at any time and seek compensation. For customers, in addition to meeting one-stop solution needs, we are also committed to ensuring the security and confidentiality of customers' product information, trade secrets, and related information, while maintaining product quality and preventing harm and losses. Current implementation results are positive with no related incidents occurring.

▼ Integrity Management Policy:

To guide and implement understanding of the Group's business integrity policies and related standards among members of all operating locations and company stakeholders, the Group has implemented a series of measures and management mechanisms. This includes signing relevant documents and utilizing communication meetings, educational training sessions, and briefings totaling 9,922 hours of continuous promotion. Through internal communication meetings, educational training, and briefings, we strengthen the integrity awareness and compliance knowledge of employees and partners. In 2025, after calculation, a total of 10,358 employees participated in Business Integrity training, including 40 participants who were Company directors and managers. Participants in Business Integrity training accounted for 9.22% of the total training participants, complying with "GRI 205-2 Communication and Training about Anti-corruption Policies and Procedures". The courses cover business ethics (trade secrets, intellectual property, information use, fair competition) and anti-corruption (including bribery, improper benefits, fraud, extortion, and money laundering), clearly defining prohibited conduct to prevent misconduct.

Approval Unit	Implementation Unit	Policy Regulations	Reference (Government official documents, guidelines, initiatives, etc.)
Board of Directors	Company directors and all employees	Pan-International Industrial Corp. and its subsidiaries Ethical Corporate Management Best Practice Principles	TWSE/TPEX Listed Companies Ethical Corporate Management Best Practice Principles
Board of Directors	Company directors and all employees	Pan-International Industrial Corp. and its subsidiaries Procedures for Ethical Management and Guidelines for Conduct	TWSE/TPEX Listed Companies Procedures for Ethical Management and Guidelines for Conduct
Chairperson	All employees	Pan-International Industrial Corp. Work rules	Ministry of Labor Template for Work Rules

Annual qualification audits are conducted for suppliers, with audit items including quality, delivery time, price comparison, environmental impact control, and improvement efficiency, for evaluation and selection purposes. Starting from 2025, social and human rights-related audit items will be gradually introduced to improve the overall ESG rating of the supply chain. Comprehensively improve supply chain ESG performance, aligning with (SDG 12 Responsible Consumption and Production).

▼ Integrity Management Education Training and Supplier Audits:

Identity		Timing	Documents to be Signed	Contract Signing Rate
Workers	New employees	Upon entry	Integrity Commitment / Integrity Conduct and Intellectual Property Rights Agreement	100%
Business Partners	New suppliers	Before signing contract	Supplier Evaluation Report / Supplier Risk Level and Evaluation Form / Environmental Protection Agreement	100%
	Existing suppliers	When signing contract	Integrity Commitment / Declaration of Non-use of Conflict Minerals (84.81% Wuhu Plant not yet completed) / Environmental Protection Agreement	100%
Identity	Other Integrity Management Education Training Topics			
All Employees / Dedicated Personnel	Integrity management, business ethics, the use of complaint and reporting channels , security awareness and trade secrets protection, employee integrity self-discipline and professional ethics cultivation, anti-fraud measures, ETI (Ethical Trading Initiative) advocacy and practical knowledge, supplier selection and ESG evaluation criteria			
Total Training Hours	9,922 hours			

To mitigate the impact of any violations of integrity management and business ethics, employees at all Pan-International Group operating locations can use internal whistleblower reporting procedures to report violations, while suppliers and stakeholders can report any illegal or integrity management violations through the reporting and grievance channels.

Reports can be made through dedicated hotlines/websites/mailboxes, which are handled by the Audit Office and Human Resources Department. They will investigate the reported content and related evidence. If the report involves directors or managerial officers, it should be submitted to the Independent Directors. The receiving units will conduct investigations according to company regulations and implement strict confidentiality measures for the whistleblower's personal information and investigation process. Once verified, corresponding disciplinary measures will be implemented according to the Group's integrity management policies and regulations, including compensation for losses, termination of employment contracts, and business relationship contracts.

- **Internal Integrity Management Guidelines**

The Group has established the "Ethical Corporate Management Best Practice Principles" and "Procedures for Ethical Management and Guidelines for Conduct" as the main regulations for internal integrity management, which are implemented and managed by the Human Resources Department. The above regulations were established in accordance with government-issued guidelines such as the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies" and "Procedures for Ethical Management and

Guidelines for Conduct of Public Companies" to establish employee conduct standards, strengthen integrity governance culture, and ensure the Group's operational behaviors comply with ethical and regulatory requirements.

▼ **Communication Channels for Stakeholders:**

Location	Employees or suppliers/contractors sign integrity management-related documents	Location	Employees or suppliers/contractors sign integrity management-related documents
Pan-International, Taipei	Employees: Integrity and Intellectual Property Confidentiality Agreement. Suppliers: Integrity Commitment Letter.	New Ocean, Jiangxi	Employees: Labor Contract, Intellectual Property Confidentiality Agreement. Suppliers: Integrity Commitment Letter.
Dongguan Pan-International	Employees: Labor Contract, Confidentiality Agreement. Suppliers: Integrity Commitment Letter.	CJ Electric Systems, Wuhu	Employees: Labor Contract.
Honghuasheng, Yantai	Employees: Labor Contract, Integrity Commitment Letter. Suppliers: Integrity Commitment Letter.	PIU (USA)	No Suppliers/Contractors (Sales Locations)
Chaohu Ruichang	Employees: Labor Contract.	Anqing Ruiyu	Employees: Labor Contract.
Wuhu Hezhong	Employees: Labor Contract.	Yibin Pan-International	Employees: Labor Contract.
Taiwan-Czech Electronics	No Suppliers/Contractors (Office)	Huizhou Taiwan-Czech Electronics	No Suppliers/Contractors (Office)
Dongguan Guangshan	No Suppliers/Contractors (Office)	CJ Electric Systems, Ordos	No Suppliers/Contractors (Office)

▼ **Whistleblowing and Grievance Mechanism: Grievance channels established for anti-corruption, anti-competitive behavior (antitrust), discrimination and harassment, or others.**

Location	Grievance Channels	Location	Grievance Channels
Pan-International, Taipei	Hotline: (02)2211-3066 # 7330 Mailbox: emily@panpi.com.tw	New Ocean, Jiangxi	Hotline: +86-18279521822
Dongguan Pan-International	Hotline: +86-769-85509710 #31306 Mailbox: RsWYH@panpi.com.cn	CJ Electric Systems, Wuhu	Hotline: +86-18155318767 Mailbox: zoujian@kwelec.com
Honghuasheng, Yantai	Hotline: 563-76261 Mailbox: yt-ghzx@mail.foxconn.com	PIU (USA)	Mailbox: andy.wang@panintl.com
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Reports can be made through dedicated hotlines/websites/mailboxes, which are handled by the Audit Office and Human Resources Department. They will investigate the reported content and related evidence. If the report involves directors or managerial officers, it should be submitted to the Independent Directors. The receiving units will conduct investigations according to company regulations and implement strict confidentiality measures for the whistleblower's personal information and investigation process. Once verified, corresponding disciplinary measures will be implemented according to the Group's integrity management policies and regulations, including compensation for losses, termination of employment contracts, and business relationship contracts.

To mitigate the impact of any violations of integrity management and business ethics, employees at all Pan-International Group operating locations can use internal whistleblower reporting procedures to report violations, while suppliers and stakeholders can report any illegal or integrity management violations through the reporting and grievance channels.

If violations are discovered through reporting or auditing, and investigation reveals serious violations or potential significant damage to the company, a report should be immediately prepared and the Independent Director should be notified in writing. The Board of Directors shall discuss and resolve to restore the company's reputation and minimize losses in order to protect the interests of all stakeholders.

The receiving units will conduct investigations according to company regulations and implement strict confidentiality measures for the whistleblower's personal information and investigation process. Once verified, corresponding disciplinary measures will be implemented according to the Group's integrity management policies and regulations, including compensation for losses, termination of employment contracts, and business relationship contracts. **Pan-International Industrial Corp. adopts a zero-tolerance stance on retaliatory behavior, prohibiting any retaliation, threats, discrimination, or other adverse treatment against whistleblowers, complainants, or those assisting in investigations for reporting, lodging complaints, assisting in investigations, or providing related information.**

▼ Received Complaints and Major Illegal Incidents in 2025: Entire Organization Boundary

This year, the reporting channels received a total of 8 cases, primarily involving general management issues such as salary, attendance, work environment, and benefits. All related cases have been investigated and resolved. The investigation did not find any incidents involving corruption, bribery, major illegal acts, money laundering, insider trading, or major Information Security incidents.

Scope	Number of Cases	Scope	Number of Cases
Corruption and bribery	0	Conflict of Interest	0
Discrimination and harassment	0	Money laundering and insider trading	0
Customer data privacy	0	Other Matter	8

Note: Other matters include administrative management, employee benefits, work environment, facility services, and other general complaints not involving illegal or regulatory violations.

- **2025 Annual Business Integrity Performance Achievements:**

As of 2025, the Group has had no violations of business integrity, competitive behavior, antitrust and monopoly-related laws, **nor incidents related to corruption and bribery, resulting in neither fines nor convictions**. The execution results will be reported to the second board meeting of 2026 on May 13. We will continue to implement the above management measures to reduce potential risks and avoid the occurrence of negative incidents.

2.4.2 Human Rights Policy

(GRI 2-25 、 GRI 412-2)

For the Group, adhering to the spirit of respecting human rights and caring for employees, it actively references international human rights conventions such as the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the United Nations Global Compact, and the International Labour Organization Declaration of Fundamental Principles and Rights at Work. **It implements core human rights commitments, including "Diversity, Equality, and Non-Discrimination," "Freedom of Association and Collective Bargaining for Employees," "Prohibition of Child Labor," and "Prohibition of Forced Labor,"** to substantially protect the fundamental human rights of all units and stakeholders.

- **Human Rights Progress: To improve the Group's Human Rights governance structure, The Company continues to promote the establishment and revision of related policies. Recent concrete implementations are as follows:**
 - **2024: Enhancing Workplace Friendliness.** The "Measures for the Prevention of Sexual Harassment, Grievance, and Disciplinary Actions" have been revised and officially announced to all units to ensure a safe, dignified, and harassment-free work environment.
 - **2025: Ensure privacy safety.** The Group completed the formulation of the "Personal Data Protection Policy" and published it on the official website, ensuring the protection of personal privacy for employees and business partners.
 - **2026: Formalization of Human Rights Code.** The Group has embarked on an internal compliance review to assess the current operating status of each plant and is currently drafting an employee and human rights code of conduct. It is expected to be officially incorporated into the Group's Work Rules in June 2026 as the most legally binding policy basis for protecting employee human rights.

In addition, regarding supplier management, the Group plans to include suppliers from each plant location in the annual Human Rights item audit and prioritize locations or suppliers with significant potential risk for focused review, to practically verify that their operations do not violate human rights.

- **Human Rights Policy Training**

To help employees, suppliers, and external stakeholders understand the content of Pan-International Group's various human rights policies, we not only provide human rights policy education and training courses for new employees but also adopt diverse methods such as training sessions, contract requirements, promotional meetings, company websites, opinion mailboxes, and various feedback channels. This ensures that all personnel understand their rights and company regulations. Moreover, all implementation results are publicly disclosed on the Company's official website and in the sustainability report.

▼ Number of Trainees/Total Hours of Human Rights Training in 2025

Category	Participants	Total Hours (hours)	Participation rate of employees (%)
Human Rights	8,523	6,302.5	100%

• Communication and Remedies for Human Rights Policies or Cases

The Group has set up feedback channels and opinion mailboxes to enable all employees and external stakeholders to communicate various human rights incidents with dedicated departments, including suggestions for policy improvements, potential risk warnings, and reports of human rights violations. To maintain fair procedures for reviewing and investigating complaint or report cases, a cross-departmental team composed of the Human Resources Department and the Audit Office is responsible for investigating and reviewing human rights incidents and formulating improvement measures.

• Human Rights Policy Commitments

For the Group, the Human Rights commitments to employees include: salary protection mechanism, working hours management measures, overtime rights protection, salary equality mechanism, and social security system, among others. See page 76 of this report for details on 6.2 Remuneration and Benefits.

2025 Annual Human Rights Performance Achievements: The Group did not experience any human rights incidents in 2025, such as violations of employees' freedom of association and collective bargaining rights, forced labor, infringement of Indigenous rights, discrimination and harassment, or employment of child labor.

• Commitment to Anti-Discrimination and Anti-Harassment

For the Group: We are committed to establishing a diverse, equal, respectful, and safe work environment. We adopt a zero-tolerance policy against any discrimination based on gender, gender identity, sexual orientation, age, race, religion, nationality, disabilities, or other legally protected characteristics, and explicitly prohibit sexual harassment and any form of workplace harassment. The Company regularly conducts anti-discrimination and anti-harassment education and training for all employees, establishes a dedicated handling and hierarchical reporting mechanism, and encourages employees to report related incidents through official channels. Upon verification, appropriate improvement measures will be taken according to Company regulations and relevant laws, and depending on the severity of the situation, warnings, dismissal, or other corresponding disciplinary actions may be issued to protect employee rights and maintain workplace safety.

2.4.3 Regulatory Compliance

(GRI 2-27)

In 2025, the Group had no violations of environmental regulations, social regulations, governance and economic regulations, and product and service regulations.

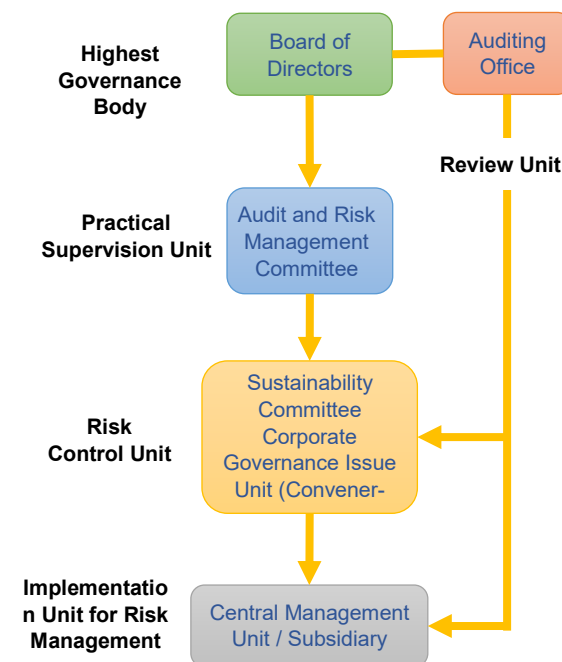
2.5 Risk Management

2.5.1 Risk Management Organization

Affected by geopolitical disputes, rising raw material prices, US-China trade competition, Climate Change, abnormal natural disasters, and the rapid development of AI technology, the business environment has encountered new risk challenges, but at the same time, new business opportunities have emerged. Developing a risk management model that assesses the impact of risks in advance, devises responsive strategies, effectively executes, reviews, and optimizes these strategies afterward, can minimize the impact of risk factors on revenue and profit. This not only strengthens the Company's operational resilience but also greatly aids in the pursuit of new business opportunities in the future. It should be a control mechanism that the Company actively establishes.

▼ Risk Management Committee Organizational Diagram

For the Group to enhance risk management capabilities and improve the management system, the oversight unit for risk management has been adjusted to be chaired by the Audit and Risk Management Committee. The committee name has been changed to the "Audit and Risk Management Committee," and it formulates the "Risk Management Policies and Procedures" and the guidelines for "Risk Appetite, Levels, and Response Methods." These serve as the basis for the Risk Assessment Department and Risk Control Department to conduct risk identification, analysis, assessment, and response. Additionally, a review mechanism has been established to ensure the effective operation of the risk management process. The responsibilities of each department are as follows:



Board of Directors	The highest governing unit for risk management, which approves risk management policies and related regulations, supervises the status of implementation of risk management, and ensures the effective operation of risk control.
Audit and Risk Management Committee	The Audit and Risk Management Committee is the board-level committee responsible for overseeing risk management. It supervises the Corporate Governance Issue Unit under the Sustainability Committee in assessing and managing operational risks. Risk management activities and implementation progress are reported to the Board of Directors at least annually.
Sustainability Committee Corporate Governance Issue Unit	The Corporate Governance Issue Unit, convened by the President and comprising senior management representatives, is responsible for second-line risk management and compliance oversight. The Unit establishes risk management procedures and control standards, monitors operational units' compliance with these requirements, and regularly reviews implementation results and corrective actions to strengthen the effectiveness of risk controls.
Central Management Unit / Subsidiary	The Central Management Unit and subsidiaries own and manage risks arising from their day-to-day operations. They are responsible for identifying and assessing operational risks, implementing controls and mitigation measures, and monitoring their effectiveness. Risk issues and implementation difficulties are escalated to the Corporate Governance Issue Unit for review and support in improving risk controls.
Auditing Office	As the third line of defense, the Auditing Office reports directly to the Board of Directors and provides independent assurance on the effectiveness of risk management, compliance processes, and internal controls. It develops an annual audit plan based on the Company's risk management policy, procedures, and internal control systems, and conducts annual audits of these processes. Audit results and recommendations are regularly reported to the Board of Directors to support improvements in risk management and internal controls.

▼ Risk Measurement Criteria and Risk Appetite:

Based on the Company's risk profile, the Corporate Governance Issue Unit establishes appropriate qualitative or quantitative measurement criteria, such as days, percentages, monetary amounts, and number of people affected. It collects key risk issues identified by operating sites and central management units and assesses the likelihood and potential impact of risk events as the basis for risk analysis.

The Corporate Governance Issue Unit is also responsible for defining the Company's risk appetite and corresponding risk tolerance levels, which are submitted to the Audit and Risk Management Committee for approval. This process clearly defines the level of risk the Company is willing to assume and the acceptable risk limits. Based on these parameters, the Company establishes risk levels corresponding to risk assessment scores and specifies the appropriate response measures for each level, providing the basis for subsequent risk assessment and risk response activities.

▼ Emergency Response Unit:

To coordinate resources and address swiftly in the event of emergencies or major incidents, the GM will act as the commander, convening units such as the Administration Department, Human Resources, Legal Affairs, Business and Finance to establish the Emergency Response Unit. This group will review the affected departments, extent of damage, and develop response plans. Quick decisions and announcements will be made to maintain the transparency of the Company.

2.5.2 Risk Identification and Response Measures

The Group's operational units review the risk exposure at least annually, following the Risk Management process and the guidelines for Risk Appetite, Levels, and Response Methods. In 2025, to identify a total of 28 annual operational risk topics were identified. They develop response methods which are then submitted to the Corporate Governance Issue Unit. After discussion, it is decided that 9 risk topics with a risk assessment level of 9 or above are to be the major risk topics for the year. These must be included in tracking items, regularly controlled, and their response methods' effectiveness and applicability reviewed in a timely manner. The description of the 9 risk topics and their responses are as follows:

Risk Aspect	Risk Issue Identification	Impact	Risk Mitigation Measures
Environment Sustainability Aspect	Issues of carbon neutrality	<ul style="list-style-type: none"> If customer requirements are not met, orders may be lost. Affect the company's image, facing audits from regulatory authorities and criticism from stakeholders. 	<ul style="list-style-type: none"> Establish a regular mechanism for carbon inventory and verification to ensure data transparency and accuracy, and consider gradually incorporating supply chain carbon reduction initiatives to expand the impact. Formulate a carbon neutrality roadmap, set annual carbon reduction targets, and actively achieve them. Replace old energy-consuming equipment, improve processes, and increase the use rate of green electricity to reduce carbon emissions. Explore carbon pricing mechanisms to prepare for future disclosures.

Risk Aspect	Risk Issue Identification	Impact	Risk Mitigation Measures
	Responsibility and management of the supply chain	<ul style="list-style-type: none"> If customer requirements are not met, operating costs increase, profits are eroded, and orders may be lost. The product's relative competitiveness may weaken, leading to a decline in revenue. 	<ul style="list-style-type: none"> Conduct a survey of supplier ESG indicators items to understand the current implementation status and provide improvement suggestions for suppliers that do not meet the required standards. Establish non-economic indicators such as carbon reduction, human rights, labor rights, and prohibition of conflict minerals, requiring suppliers to comply with relevant standards and strengthening ESG accountability across the supply chain. Establish a supplier review (quality, integrity, human rights, environment) and grading system to regularly evaluate supplier performance, incorporating the results into procurement decisions and cooperation considerations to strengthen sustainable supply chain management. Strengthen chemical management and reduction measures.
Social Integration Aspect	Key talent attrition	<ul style="list-style-type: none"> There may be disruptions in technology and product production, affecting revenue and profitability. Increase employee recruitment and training costs. 	<ul style="list-style-type: none"> Track the retention status of key personnel monthly. Strengthen talent retention mechanisms (such as career development and compensation and benefits systems). Establish succession planning and knowledge transfer processes.
	Workplace safety and employee psychological health risks	<ul style="list-style-type: none"> Cause substantial losses to the company and employees, and litigation risks. 	<ul style="list-style-type: none"> Conduct employee satisfaction and stress surveys quarterly. Set up grievance channels and psychological counseling resources. Promote a healthy workplace culture and management training programs.
Corporate governance	Cybersecurity attack risks	<ul style="list-style-type: none"> Loss of data and operational disruption may lead to a loss of trust from customers and suppliers, resulting in future operational losses and increased monitoring costs. 	<ul style="list-style-type: none"> Strengthening network segmentation, vulnerability scanning, and cybersecurity awareness training.
	Risk of service interruption	<ul style="list-style-type: none"> Cause operational disruption, increased costs, and loss of trust from customers and company image. 	<ul style="list-style-type: none"> Strengthen system monitoring, alert mechanisms, and automated failover systems.
	Market changes and industry competition	<ul style="list-style-type: none"> Erroneous judgment in technology and product direction will lead to a loss of orders, resulting in a decline in revenue and profit. Being less competitive than industry peers will lead to a loss of orders and face the Risk of elimination. 	<ul style="list-style-type: none"> Engage in marketing research and analyze economic, customer, and industry trends. Analyze competitors' products and their pricing to evaluate the Company's pricing strategy.
	Risks of outdated systems	<ul style="list-style-type: none"> System issues will cause production interruption, increased costs, and impact profits. Potential product defects may occur, increasing repair and recall costs, and impacting profits. 	<ul style="list-style-type: none"> Evaluate replacement plans, extend system lifespan through virtualization, and allocate budgets annually.

Risk Aspect	Risk Issue Identification	Impact	Risk Mitigation Measures
	Supply chain material shortages and cost control.	<ul style="list-style-type: none"> • The shortage of critical materials will lead to production interruptions, increased operating costs, and profit erosion. • The establishment of material inventory will tie up funds and may result in devaluation losses, impacting profits. • Increased costs will affect product competitiveness, leading to a decline in revenue and profit. 	<ul style="list-style-type: none"> • Establish alternative suppliers: Regularly evaluate and screen suppliers to build an approved backup supplier pool, ensuring the ability to quickly adjust suppliers in emergency situations, thereby reducing the risk of delayed deliveries. • Establish inventory reserves: Based on market demand and price fluctuations, maintain an appropriate level of inventory reserves to address the risk of rising material prices. • Strengthen supply chain management: Establish long-term cooperation relations with suppliers, enhance communication and collaboration to jointly resolve potential issues in the supply chain, and reduce procurement risks. • Enhance supplier supervision: Conduct regular assessments and monitoring of suppliers to identify and address potential issues in a timely manner, ensuring a smooth procurement process.

Risk Management-Related Education and Training:

Pan-International Industrial Corp. plans relevant education and training based on risk identification and evaluation results for major risk topics, integrating risk awareness and management requirements into daily operations. The Company conducts annual Information Security education and training to strengthen employees' awareness of information security, data protection, and information security incident reporting. Additionally, it organizes occupational health and safety and healthy workplace-related education and training to enhance employees' capability in workplace hazard identification, occupational safety, and health risk prevention. Relevant training is provided to applicable units and personnel based on the nature of each risk and business requirements, to strengthen the risk management awareness and response capabilities of all employees.

In addition, in accordance with Article 40 of the Corporate Governance Best-Practice Principles, members of the Board of Directors are required to participate in continuing education courses. These courses cover topics related to corporate governance, including finance, risk management, business operations, commerce, accounting, legal affairs, and corporate social responsibility.

In 2025, all directors completed at least six hours of continuing education. The courses covered a broad range of risk-related topics, including climate change, corporate governance, geopolitics, anti-money laundering and international regulatory developments, and practical issues under the Company Act, thereby continuously strengthening the Board's ability to identify risks and make informed decisions.

Incorporating Risk Criteria into Product Development:

During the product development process, Pan-International Industrial Corp. incorporates customer requirements, product quality and reliability, Information Security, supply chain stability, and legal compliance-related risks into the assessment, with the responsible units conducting review and control. For the identified risks, corresponding preventive and improvement measures are adopted during the stages of product design, development, testing, validation, and mass production to reduce potential operational, quality, and customer impacts of products and services.

Integration of Risk Management Metrics into Financial Incentives

The Company incorporates risk management into the performance management and remuneration mechanisms applicable to relevant management personnel. Based on their respective responsibilities, applicable risk management indicators are included in annual performance evaluations. The assessment covers the identification and monitoring of material risks, the implementation of corresponding response measures, and the extent to which relevant risk management objectives are achieved. This approach strengthens management accountability for risk management effectiveness and promotes alignment between risk management and the Company's overall business objectives.

▼ Risk Issue Impact Table



- E1 Issues of carbon neutrality
- E2 Responsibility and management of the supply chain
- S1 Key Talent Attrition
- S2 Workplace safety and employee psychological health risks
- G1 Cybersecurity attack risks
- G2 Risk of service interruption
- G3 Market changes and industry competition
- G4 Risks of outdated systems
- G5 Supply chain material shortages and cost control.

2.5.3 Risk Management Policy

• Risk Management Policy

To establish a comprehensive Risk Management system and shape an overall Company Risk Management culture, thus enhancing Risk Management capabilities, ensuring sound Company operational development, safeguarding Stakeholders' rights and interests, and moving towards the Goal of sustainable operations. On August 13, 2025, the Board of Directors approved the "Risk Management Policies and Procedures," set risk management goals, established the scope and organizational structure of risk management, identified risk issues, impact levels, and response modes through management

procedures, and established monitoring and review mechanisms to ensure the effective operation of the risk control mechanism, as well as externally disclosed relevant information.

• Risk Management Goal

The Goal of Risk Management aims to manage various risks that may impact the achievement of corporate objectives through a comprehensive risk management framework. It integrates risk management into operational activities and daily management processes to achieve the following objectives:

I. Achieve corporate goals; II. Enhance Management Efficiency; III. Provide Reliable Information; IV. Efficient Allocation of Resources.

• Risk Management Policy for Major Events

When major events occur, to coordinate resources and respond quickly, the Crisis Response Team mechanism is immediately activated:

- The President serves as the commander, convening executives from Management, HR, Legal, Sales, and Finance departments.
- Quickly assess the scope of impact, extent of damage, and formulate response plans.
- Focus on core objectives of controlling impact scale and minimizing personnel and asset losses.
- After decisions are made, immediate public announcements are made to ensure information transparency and stakeholder trust.

▼ Risk management of major events and corresponding GRI topics

※ The achievement status of policy, strategy, management goals, and management indicators can be found in the corresponding report chapter.

Risk Aspect	Risk Issue Identification	Corresponding GRI Topic	Corresponding Report Chapter ※
Environment Sustainability Aspect	Issues of carbon neutrality (climate issues)	GRI 3-3 Management of Material Topics GRI 302 Energy (302-1, 302-3, 302-4)	5.1 Climate Change and Energy Carbon Emission Management
	Responsibility and management of the supply chain	GRI 2-6 Activities, Value Chain, and Other Business Relationships GRI 308 Supplier Environmental Assessment (308-1)	4.2 Supply Chain Management
Social Integration Aspect	Key talent attrition	GRI 3-3 GRI 401 Employment	6.2 Talent Development and Employee Relationships 6.3 Compensation and Benefits and a Healthy Workplace
	Workplace safety and employee psychological health risks	GRI 3-3 GRI 403 (All)	6.4 Workplace Safety
Corporate	Cybersecurity attack risks	GRI 3-3	2.6 Cybersecurity

Risk Aspect	Risk Issue Identification	Corresponding GRI Topic	Corresponding Report Chapter ※
governance	Risk of service interruption	GRI 418 Customer Privacy (418-1)	3.3 Customer Relationship Management (3.3.3 Protection of Customer Privacy and Trade Secrets)
	Risks of outdated systems		
	Market changes and industry competition	GRI 3-3 Management of Material Topics GRI 418-1	3.3 Customer Relationship Management
	Supply chain material shortages and cost control.	GRI 204-1 Procurement Practices GRI 301 Materials (301-1, 301-2)	4.2 Supply Chain Management

• **Emerging Risks**

Risk Items	Risk Descriptions	Potential Impact	Mitigation Measures
Artificial Intelligence(AI) Development	With the rapid development of generative AI and other artificial intelligence technologies, regulations, industry standards, and customer requirements relating to AI governance, personal data protection, information security, and intellectual property rights continue to evolve worldwide. This may increase the complexity of corporate operations and compliance management. The Company's product R&D, production management, supply chain decision-making, and internal operations may increasingly be affected by the application of AI. Failure to respond promptly to changes in relevant technologies, regulations, and market requirements may expose the Company to risks such as data leakage, intellectual property disputes, erroneous decision-making, legal liability, and loss of customer trust.	Increasingly stringent AI-related regulations, industry standards, and customer requirements may raise the Company's management costs associated with data governance, information security, product validation, and regulatory compliance, while also affecting product R&D, production management, supply chain decision-making, and customer collaboration requirements. If AI-generated outputs contain errors, biases, or incomplete information and are applied to product design, quality management, procurement, or other major operational decisions without appropriate validation, they may lead to inaccurate decisions, product quality issues, reduced operational efficiency, damage to customer interests, or legal liability.	The Company continuously monitors global developments in AI governance, personal data protection, information security, intellectual property regulations, and relevant industry standards, and adjusts its internal management systems as appropriate based on operational needs and customer requirements. The Company strengthens data protection, information security, and access controls for AI applications to prevent unauthorized use of customer data, product specifications, quotations, and R&D information. It also establishes human review and validation procedures for material information generated by AI, particularly when AI is used in product design, production management, procurement, finance, or other major operational decisions, thereby reducing risks arising from inappropriate or erroneous use of AI.

Risk Items	Risk Descriptions	Potential Impact	Mitigation Measures
Geopolitical Risk	Global geopolitical conditions continue to evolve. Intensifying U.S.–China competition, regional conflicts, export controls, tariff policies, and restrictions relating to technology and supply chains may further increase uncertainty across the global electronics industry supply chain. As the Group’s operations are highly interconnected with the global electronics supply chain, raw material procurement, production site allocation, logistics and transportation, and customer markets may be affected by changes in international political and trade policies.	Changes in geopolitical conditions and international trade policies may lead to higher tariffs, transportation expenses, and raw material prices, increasing procurement and manufacturing costs and potentially affecting product margins and profitability. Export controls, import restrictions, or changes in customers’ supply chain policies may also affect product allocation, market deployment, customer deliveries, and operational scheduling, increasing the complexity of supply chain management and regulatory compliance.	The Company continuously monitors developments in global geopolitics, tariffs, export controls, and international trade policies, and regularly assesses their potential impacts on customers, products, suppliers, and operating sites. The Company strengthens supply chain resilience and diversification to reduce dependence on any single country, region, or supplier, and establishes alternative supply sources and necessary safety stock for key raw materials and critical components. In addition, the Company flexibly adjusts its global production capacity and supply chain configuration in response to market and customer needs to mitigate geopolitical and trade risks.



2.6 Cybersecurity

Material Topic Management Approach, Risk Management for Major Events: Cybersecurity

Corresponding GRI Indicators: GRI 3-3, 417, 418-1

Impact Description		[Negative] Negative aspects such as personal data breaches, ransomware attacks, and malware, if not properly protected, may directly lead to operational disruptions, breaches of customer privacy or business secrets, resulting in operational losses, regulatory penalties, and damage to the company's reputation. [Positive] By strengthening information security systems and transparent governance, a secure and reliable digital environment can be constructed, protecting customers' privacy and maintaining operational continuity.			
Location		For the Group:			
Policies or Commitments Established or Followed	Internal Regulations	"Procedures for Handling Major Internal Information", "Intellectual Property Management Plan", "Personal Data Protection Policy", "Information Security Policy"...			
	Government Regulations	V			
Responsible Units		1. Sustainable Development Committee 2. Information Department 3. Audit Office (Supervisory Unit)			
Management Actions		1. Establishment of Systems and Regulations 2. Technical Protection and Resource Input 3. Information Security Training and Awareness Enhancement			
Process for Monitoring the Effectiveness of Actions		1. Internal Independent Audit and Improvement: Regular internal security audits were conducted by the Audit Department, with identified deficiencies improved, achieving 100%. 2. PDCA Deming Cycle Mechanism: Establish a rolling PDCA improvement process to regularly review information security policies and implementation effectiveness. 3. External Rating Monitoring: Introduced third-party assessment Security Scorecard (SSC) information security rating.			
Management Performance Indicators					
Indicators		2025 Achievement	Short-term Goal (2025)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
Number of Information Security Incidents: 0 (Maintained)		Achieved 100% in 2025			
Number of Personal Data Complaint Incidents: 0 (Maintained)		Achieved 100% in 2025			
No financial impact due to personal data incidents in the past three years (Maintained)		Achieved 100% in 2025			



2.6.1 Information Security Management Policy

(GRI 3-3、GRI 418-1)

With the continuous advancement of technology, diverse information security incidents are emerging one after another, such as breaches of customer personal data, ransomware attacks, and malware. Information security and the protection of customer privacy have become important goals in the information security management of enterprises. For the Group, customer information security and privacy are of utmost importance. The Company has established an IT Department responsible for information security management, planning, and implementing information security operations. An Audit Department is established to supervise implementation status and track improvements for audit findings. A Corporate Governance Group is established under the Sustainability Committee to integrate ESG and information security management, enhancing the company's overall information security defense and response capabilities, with the aim of providing a safe and reliable digital environment and strengthening corporate sustainable governance.

The Group's information security governance strategy demonstrates our commitment to transparent governance and resilient systems, specifically addressing the following United Nations Sustainable Development Goals:

- **SDG 9: Industry, Innovation and Infrastructure** — Support smart manufacturing and innovative development by strengthening information security systems.
- **SDG 16: Peace, Justice and Strong Institutions** — Establish effective, accountable and inclusive governance frameworks to enhance organizational transparency and accountability.
- **Governance Framework**

To comprehensively enhance information security governance effectiveness and strengthen dedicated management, the Group is actively restructuring and expanding the information security management framework. In addition to the original IT Department, the "Information Security Department" has been officially added as a dedicated unit for information security. It is responsible for coordinating and promoting information security operations both within and outside the Group. To protect customer privacy and information security, the information security governance responsibilities of each unit are as follows:

- **Sustainable Development Committee (Corporate Governance Team):** Responsible for integrating ESG and information security management, incorporating information security into corporate sustainability governance and decision-making, and regularly reviewing information security policies (in principle, the policies are reviewed annually by the IT Department and updated as necessary).
- **IT Department (Information Security Dedicated Unit):** Responsible for planning, promoting, and executing overall information security operations and technical protections.
- **Audit Department (Supervisory Unit):** Responsible for independently supervising the status of information security execution, tracking improvements for audit findings, and compliance management.

Other subsidiaries have also established Information Security Committees based on their needs. The President/Chief Information Security Officer is appointed as the Convener, and senior managers are designated to oversee internal privacy matters within the company.

- **Risk Management**
 - **Risk Identification and Assessment** Regular information security risk assessments are conducted, with the main identified risks including:

External network attack threats/ Internal personnel operational risks/ System vulnerabilities and technical risks

- **Risk Control Measures**

Establish multi-layered protection mechanisms to reduce external attack risks/ Implement strict access control management to prevent internal risks/ Regularly perform system updates and vulnerability patches

- **Information Security Policies and Management Programs**

- **Policy Framework**

The Company has established comprehensive information security policies, creating a holistic management system covering data protection, access control, incident response, and other aspects to ensure information asset security and operational continuity.

- **Information Security Management System**

Establish comprehensive information security policies and management procedures / Implement systematic data protection and access control / Establish comprehensive information security protection and monitoring mechanisms

- **Important Information Security Measures**

In 2025, the Group formulated the "Procedures for Handling Major Internal Information," "Intellectual Property Management Plan," "Personal Data Protection Policy," "Information Security Policy," "APP Privacy Policy," "Personal Computer Management Procedures," and "Information Security Procedures," among other relevant operational procedures.

- **Implement Countermeasures**

- **Personnel Allocation:** Assign dedicated information security personnel / Continuously strengthen the professional capabilities of the information security team
 - **Resource input:** Continue investing in information security infrastructure development/ Invest in off-site backup system implementation project/ Invest in official website security upgrade project/ Allocate sufficient resources to support information security protection measures

Key focus of execution	Specific Management and Control Measures
Grasp the current state of the Group's Information Security.	Proactively identify information security risks at the headquarters and subsidiaries, assess safety gaps, and clarify the priority order for each location's resolution.
Establish basic information security defenses	Deploy and upgrade firewalls, antivirus software, login authentication mechanisms (MFA), and data backup systems.
Monitoring and response capacity	Integrate system and firewall logs, implement AI-assisted alerts for real-time monitoring of abnormal logins and file access, regularly identify system vulnerabilities and address them promptly.
Important data access permissions	Strictly enforce data access control, prohibit server exposure on public networks, restrict remote access (VPN), and immediately revoke permissions upon employee departure.

System disaster recovery	Implement daily backups and regular off-site backups, establish an annual system restoration drill schedule, and ensure operational resilience.
Education and training and Subsidiary guidance	Conduct information security training and social engineering drills for all members of the Group, guide Subsidiaries in establishing protection mechanisms, and implement regular information security audits.

- Education and Training (Information Security and Privacy Protection)**

For the Group, continuously strengthen employee information security awareness by providing differentiated security training for different positions, including ISO 27001 system training for professionals, basic information security training for general employees, intellectual property, and data protection.

Information Security Education and Training	Training target	Frequency	Training content	Implementation results
Information Security and Personal Data Education and Training for New Employees	New employees	When new employees join the company	Company Information Security/Personal Data Related Policy	All new employees must complete
Information Security and Personal Data Education and Training for All Current Employees	All employees	Once or more (carried out according to plant needs)	Information Security/Personal Data Related Training	All employees must complete
Information Security Education and Training for Dedicated Personnel	Dedicated Personnel	carried out according to plant needs	Information Security Professional Training	Dedicated personnel are required to complete
The group participated in educational training, reaching a total of 2,631 participants with a total of 5,178.33 training hours.				

- Information Security Objectives and Implementation Status (GRI 418-1)**

- Key Implementation Measures**

1. Establishment of off-site backup mechanisms for core services across plants: Completed off-site disaster recovery setup for core systems at all plants to enhance operational continuity
2. Overall enhancement of information security protection level: SecurityScorecard (SSC) rating improved to Grade A
3. Comprehensive upgrade of official website security: Completed security enhancement measures for the official website
4. External system security encryption: Comprehensive implementation of HTTPS encryption for external systems to ensure secure data transmission

• 2025 Objectives and Achievements

Item	Achievements
Number of information leakage incidents: 0	Achieved 
Regulatory Compliance Objectives	Achieved 
Percentage of information leakage incidents related to personal information: 0%	Achieved 

Item	Achievements
System availability target: Above 99%	Achieved 
Enhancement of Information Security Protection Level	Achieved SecurityScorecard Grade A
Number of customers affected by information or personal data leakage incidents: None	Achieved 

▼ Number of Information Security Incidents and Personal Data Complaint Incidents in the Past Three Years (Unit: Cases)

Information Security Incident	2023	2024	2025
The autonomous survey found	0	0	0
Complaints from Government Agencies	0	0	0
Complaints from third-party suppliers	0	0	0
Others - Information Security Incident	0	0	0

Personal Data Complaint Incident	2023	2024	2025
The autonomous survey found	0	0	0
Complaints from Government Agencies	0	0	0
Complaints from third-party suppliers	0	0	0
Others - Personal Data Incident	0	0	0

Establish information security monitoring and response mechanisms, and formulate comprehensive incident reporting and handling procedures. For the Group, in the three years since 2025, **no major information security and personal data incidents have occurred, and there have been no operational losses caused by such incidents**, demonstrating effective protection results.

• Audit and Improvement

Regular internal security audits were conducted, with annual audit operations completed in 2025. Improvements were made for identified deficiencies, achieving a 100% improvement rate, continuously enhancing information security management standards.

• Future Planning and Continuous Improvement

Continuous Improvement Mechanism: Establish a PDCA cycle improvement process to regularly review information security policies and implementation effectiveness, ensuring that the information security management system evolves in sync with business development and external threat environments, supporting corporate sustainable development goals.

3. Products and Customer Services

3.1 Green R&D and Design



Material Topic Management Approach: Innovation and R&D

Corresponding GRI Indicators: GRI 3-3

Impact Description		[Negative] If R&D innovation capabilities are insufficient or pilot production conversion efficiency is poor, it may lead to a lack of market competitiveness for the product, technological lag, or material waste and increased operating costs due to non-compliance with quality specifications. [Positive] Through active product development and technological innovation, products can achieve higher added value and quality stability, meeting customer demands for low carbon and high quality. This establishes the company's long-term competitive advantage and creates sustainable value in collaboration with customers.			
Location		For the Group:			
Policies or Commitments Established or Followed	Internal Regulations	"Intellectual Property Management Plan" and "New Product Transfer and Pilot Production Management Procedures"			
	Government Regulations	V			
Responsible Units		1. R&D Department 2. Sustainable Development Committee 3. Plant Quality Control Department			
Management Actions		<ul style="list-style-type: none">Source R&D and Technological Innovation: Focus on High Added Value and Green Low-Carbon Product Development.Standardize the transfer and pilot production management: Standardize processes according to regulations to ensure technology transfer.Intellectual Property Protection: Combine the "Intellectual Property Management Plan" to protect R&D Achievements.			
Process for Monitoring the Effectiveness of Actions		<ul style="list-style-type: none">Trial production review and assessment mechanism.Rolling PDCA Improvement.			
Management Performance Indicators					
Indicators		2025 Achievement	Short-term Goal (2025)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
At least one new patent annually with the annual addition of invention/utility/design patents reaching 5 or more.		Achieved 100% in 2025 (18 new patents added in 2025)			

In the environment of rapid advancement of AI technology and the soaring global demand for computational power, the market has seen new changes and demands for the innovation and development of future products. To align with customers' planning and layout for new products, Pan-International Industrial Corp. has formulated a transformation strategy. The main goals are to enhance AI-related technology capabilities and the key components of humanoid robots, to explore new technology talents, to devote resources to developing AI servers and key components of robots, to invest in production equipment, and to optimize production line processes. By improving technology and service capabilities, the Company aims to capture new business opportunities for AI industry-related products. In response to SDG 9 Industry, Innovation and Infrastructure, it substantially aligns with the United Nations Sustainable Development Goal "SDG 9 Industry, Innovation and Infrastructure."

For the new energy vehicle market, although currently experiencing fierce competition and facing headwinds, there is still an opportunity for breakthroughs and increased demand in the future due to the global trend of climate warming and the expanding need for energy conservation and emission reduction. Therefore, the Company maintains its research and development capacity for related products, focusing on developing EV wiring harness products that optimize performance and reduce costs to enhance product competitiveness, waiting for the opportunity to emerge again. At the same time, due to the energy crowding effect generated by AI demand, the future demand for energy storage equipment is also expected to grow concurrently. Therefore, extending the technology of automotive wire harnesses, the Company actively develops wire harness products related to energy storage equipment to provide new impetus for revenue growth.

The company continues to invest NT\$400-500 million annually in R&D funding (approximately 1-2% of the annual total revenue) to support the R&D team in developing new products and technologies in industrial control, medical, communication, automotive, and consumer industries, maintaining product and technological competitiveness. In the future, in line with the transformation strategy, more resources will be invested to expand the global R&D team, acquire new technologies and patents, and build a more competitive innovation and research & development system. The company will actively develop key component products for the AI industry and robotics to ensure technological innovation and product development remain ahead of the market, playing a critical role in the overall value chain of the future AI industry.





• **Developing Green Products:**

Pan-International Group continues to expand its product offerings for electric vehicles and energy storage equipment, drawing on its R&D and manufacturing capabilities in wire harnesses and electronic components to support transportation electrification and the energy transition. Under the Group's end-use-based classification system, products used in these two application areas are classified as green products. In 2025, revenue from these products totaled approximately NTD 2.1 billion, accounting for approximately 9.75% of the Group's consolidated revenue.

In response to global demand for energy conservation, carbon reduction, and sustainable products, Pan-International Group continues to integrate environmental considerations into its product development and manufacturing processes while expanding R&D for products used in electric vehicles, energy storage equipment, and other related applications. To support the development of its sustainable product portfolio, the Company invests R&D expenditures and relevant operating expenses in initiatives such as low-environmental-impact materials, recyclable and reusable materials, halogen-free materials, and lead-free manufacturing processes.

At the same time, manufacturing sites make related capital investments in solar power generation facilities and the replacement of energy-intensive equipment. Together with process improvements and the use of renewable energy, these initiatives enhance production efficiency and reduce energy consumption and environmental impacts associated with product manufacturing.

In addition, the Group provides training on sustainable design principles for employees involved in R&D, product design, engineering, and innovation. The training helps employees incorporate environmental considerations into material selection, product design, and development decisions, thereby continuously strengthening the Group's sustainable product development capabilities.



• **Product Technology Intellectual Property:** Product Design Criteria

Pan-International Group incorporates environmental considerations into product design and development based on product characteristics and customer requirements, covering raw material and component selection, manufacturing, packaging and distribution, product use, and end-of-life management, with the aim of reducing environmental impacts across all stages of the product life cycle.

Raw Materials and Components: To meet customers' green product requirements, the Group complies with relevant requirements such as RoHS, REACH, and POPs and implements hazardous substance management. Depending on applicable product standards and customer requirements, the Group promotes the use of halogen-free materials and lead-free manufacturing processes. When selecting materials, priority is given to raw materials and components with lower environmental impacts and greater recyclability or reusability, thereby reducing resource consumption and environmental burdens. The Group also commits to avoiding minerals sourced from conflict-affected areas and to ensuring that its supply chain complies with ethical and human rights standards, thereby meeting customer expectations while responding to the global trend toward greener and more sustainable products.

Manufacturing and Operations: The Group integrates product decarbonization concepts into its manufacturing processes through process optimization, replacement of energy-intensive equipment, improvements in energy efficiency, installation of solar power generation systems, and increased use of renewable energy. These measures help reduce energy consumption and Greenhouse Gas emissions associated with product manufacturing. At the same time, the Group has begun planning its Scope 3 emissions inventory, promoting product carbon footprint accounting and verification, and developing an overall value chain decarbonization roadmap. Through these efforts, the Group works toward energy conservation, carbon reduction, and Greenhouse Gas emissions reduction, in alignment with SDG 12: Responsible Consumption and Production.

Packaging and Distribution: Based on the operational needs of each site, the Group promotes packaging reduction, recycling of packaging materials, and pallet reuse, while encouraging the use of recyclable or reusable packaging materials to reduce packaging material consumption and waste generation.

Product Use Phase: In accordance with customer requirements, energy efficiency during the product use phase is incorporated into design considerations. Through material selection and design optimization, the Group seeks to reduce energy losses during product use.

End-of-Life Management: In accordance with customer requirements, ease of disassembly and material recyclability are incorporated into product design considerations to facilitate disassembly, material sorting, and recycling at the end of a product's useful life, thereby enhancing resource reuse and recovery efficiency.

3.2 Product Quality and Safety

Material Topic Management Approach: Product Quality and Safety

Corresponding GRI Indicators: GRI 3-3, 416-2, 417-2

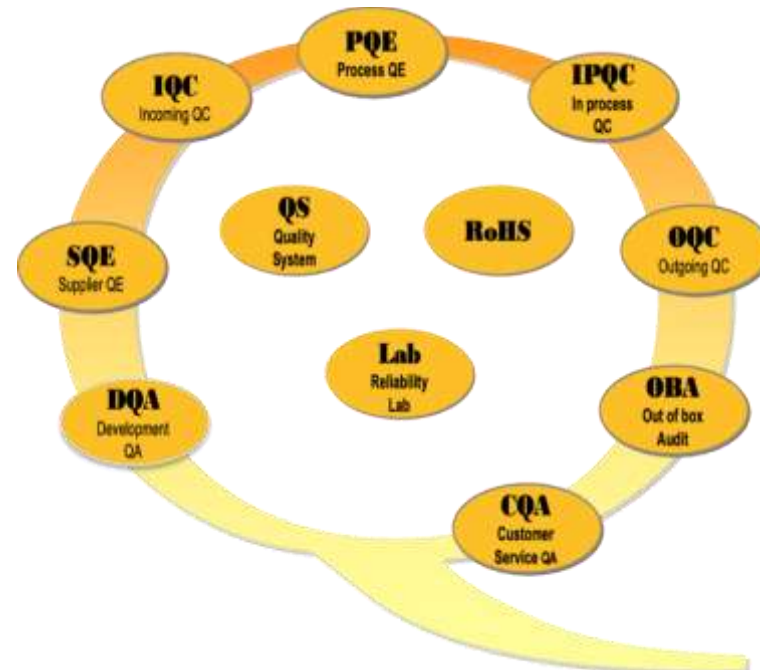
Impact Description		1. Bear product damage compensation liability. 2. Increase product repair costs. 3. Damage to reputation and corporate image. 4. Loss of orders.
Location		For the Group:
Policies or Commitments Established or Followed	Internal Regulations	V (Various Factories and Locations set up Internal Regulations according to the Nature of the Plant)
	Government Regulations	V
Responsible Units		1. Sustainable Development Committee 2. R&D Department 3. Plant Manufacturing Department 4. Plant Quality Control Department
Management Actions		<ul style="list-style-type: none"> Source Quality and Safety Planning: Incorporate green design, absence of hazardous substances, and quality and safety standards in the product design and development phase. Comprehensive quality control throughout the supply chain: Establish a complete supply chain inspection system with quality inspection stations at each stage to strictly ensure product quality. Two-way customer feedback mechanisms: Establish diverse and effective customer service and satisfaction survey channels to promptly respond, review, and address issues. Risk and Product Liability Insurance: Fully insure for product liability to transfer potential risks, providing better protection of interests for customers and consumers.
Process for Monitoring the Effectiveness of Actions		<ul style="list-style-type: none"> Regularly review the inspection results at each quality inspection station and optimize the procedures. Modify designs and processes based on customer feedback to improve product quality.

Management Performance Indicators				
Indicators	2025 Achievement	Short-term Goal (2025)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
Zero product safety incidents (Maintained)	<div>Achieved 100% in 2025</div> <div>100%</div>			
No legal cases involving product liability, health, and safety (Maintained)				
No incidents of non-compliance with product and service information labeling regulations (Maintained)				

"Quality, cost, efficiency, and flexibility" are the four major criteria we set to provide services to customers and earn their trust. In a highly competitive market, providing end consumers with safe products that do not harm their health and offering production customers products that conform to specification requirements and are cost-effective are what we firmly believe demonstrate the best competitiveness. Therefore, for product assembly manufacturers or brand sellers, we always prioritize "quality" for our electronic components or electronic finished products. Internally, we have established inspection stations throughout the process--from product design, supplier selection, incoming inspection, production inspection, outgoing inspection, unpacking inspection to customer service audit. These connected inspections allow us to identify and address problems immediately to maintain quality stability. In addition, to enhance professional technology and quality management capabilities while meeting customer requirements, the Company has obtained external certifications such as ISO 9001, ISO 13485, ISO 14001, ISO 45001, ISO 14064-1, IATF 16946, and IECQ QC 080000. These certifications demonstrate capabilities in quality management, environmental management, hazardous substance management, occupational health and safety management, Greenhouse Gas inventory, and specialized production capabilities in the medical and automotive fields. Pan-International meets the professional production management standards, providing customers with products that are quality-assured and safety-based.

However, to avoid damages to the Company from accidents, we also purchase product liability insurance to mitigate risk associated with product liability lawsuits. Currently, the overall implementation is positive, with no cases of product liability lawsuit reported.

Quality Inspection Function Cycle



(GRI 416-2、417-2)

2025 Objectives and Achievements:

For the Group, the highest standards of product responsibility and integrity governance have been demonstrated, and in 2025 and the past three years (2023–2025), have all been achieved:

- No legal cases involving product liability.
- No legal cases involving product health and safety.
- No incidents of non-compliance with product and service information (and environmental compliance labeling) regulations.

For the Group: Through a rigorous quality management system and hazardous substance control (RoHS/REACH), we ensure the safety and compliance of all line components, providing a substantial response to the United Nations Sustainable Development Goals:

- SDG 12 Responsible Consumption and Production (Target 12.4): Implement hazardous substance control throughout the product life cycle to ensure the quality and safety of the supply chain.
- SDG 3 Good Health and Well-Being (Target 3.9): Prevent potential hazards of products to protect the health and safety of downstream customers and end-users.
- SDG 16 Peace, Justice and Strong Institutions (Target 16.6): Implement regulatory compliance and integrity governance, demonstrating a robust corporate structure with zero violations and zero litigation.



3.3 Customer Relationship Management

Material Topic Management Approach, Risk Management for Major Events: Customer Relationship Management

Corresponding GRI Indicators: GRI 3-3, 418-1

Impact Description		[Negative] Negative aspects such as quality defects or leakage of confidential information may lead to loss of orders, damage to reputation, and litigation and financial risks. [Positive] Comprehensive quality and information security protection can enhance customer trust and deepen long-term partnership relationships with major international companies.			
Location		For the Group:			
Policies or Commitments Established or Followed	Internal Regulations	V (Various Factories and Locations set up Internal Regulations according to the Nature of the Plant)			
	Government Regulations	V			
Responsible Units		1. Marketing Department 2. Plant Quality Control Department / Supervising Unit: 1. Information Department 2. Audit Office			
Management Actions		<ul style="list-style-type: none">Customer Satisfaction Survey: Annually distribute customer satisfaction survey questionnaires covering 5 dimensions.Customer Complaint Handling and Improvement: Establish a customer complaint handling mechanism to conduct root cause analysis for customer feedback issues and propose preventive measures to avoid recurrence.Information Security and Confidentiality Protection: Sign confidentiality agreements, strictly control access rights to customers' drawings and technical data, and implement information security protection.			
Process for Monitoring the Effectiveness of Actions		<ul style="list-style-type: none">Satisfaction Trend Review: Customer satisfaction analysis results, tracking the implementation results of improvement measures.Customer Complaint Indicator Monitoring: Monitor the complaint resolution rate and recurrence rate to ensure the substantial closed-loop of quality improvement measures.Zero Information Security and Privacy Incident Review: Ensure the Year achieves the goal of "Zero substantiated complaints concerning breaches of customer privacy or data leakage."			
Management Performance Indicators					
Indicators		2025 Achievement	Short-term Goal (2025)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
Maintain an annual customer satisfaction percentage of over 90% at hotspot sites.		Achieved 100% in 2025			
No substantiated complaints concerning breaches of customer privacy or loss of customer data have occurred in the past 3 years.		Achieved 100% in 2025			
No cases involving customer trade secrets and confidential information leakage have occurred in the past 3 years.		Achieved 100% in 2025			



Pan-International Industrial Corp. firmly believes that "Customers are the core partners for the company's promotion of sustainable management and continuous growth." In the face of changes in the global supply chain landscape and the trend of Green Transformation, For the Group: upholds a pragmatic and innovative corporate spirit, rich research and development/manufacturing experience, and global logistics Location arrangements. We are committed not only to providing high-quality signal cables, wire harnesses, Connectors, and one-stop integrated EMS services that conform to environmental standards, but also to establishing long-term transparent Communication Channels and comprehensive customer service mechanisms to listen to customer feedback, meet customer expectations, and create new business opportunities and sustainable Value in collaboration with customers.

3.3.1 Commitment to Customers

(GRI 418-1)

Through clear Customer Relationship Management strategies and service policies, we aim to establish stable and trust-based partnerships with customers, enhance mutual adherence, and ensure that at every critical stage from product development, production and manufacturing, quality delivery to after-sales service, we demonstrate a sustainable commitment to our customers. Our commitment to Customers is as follows:

- **Excellence in Quality and Technological Innovation:** Combining extensive experience in wire and harness development, we actively expand into emerging fields such as AI servers and key components for humanoid robots, medical equipment, high-end communications, and electronic products for electric vehicles. We implement a quality-first and joint development (JDM/ODM) business philosophy to create high-quality and competitive solutions for our Customers.
- **Commitment to Business Integrity and Compliance:** Fully adhere to the principles of business ethics, fair competition, and business integrity, strictly protect customers' trade secrets, technical patents, and confidential product information, ensuring zero violations during the cooperation process.
- **Sustainable Green Product Partners:** Actively responding to customers' demands for carbon reduction and environmentally friendly products, we continue to optimize low-carbon manufacturing processes, promote the use of renewable energy and eco-friendly materials, and assist customers in achieving a green supply chain and carbon neutrality goals together.

3.3.2 Customer Communication Channels and Satisfaction Survey

The Business Department and each Business Unit serve as the core interfaces for external communication, working closely with the Quality Assurance and R&D Departments to establish a diverse, regular, and irregular customer interaction mechanism.

● Diverse Communication and Engagement Channels

- **Regular visits and business meetings:** Irregularly through physical customer visits, online video conferences, and technical exchanges, we gain in-depth understanding of customers' market planning and new product development needs, providing real-time technical support and flexible capacity allocation.

- **Plant visits and audit reception:** In coordination with factory audits from major global customers (including quality systems, ISO certifications, SEDEX/SMETA ethical audits, and CSR sustainability projects), we demonstrate the effectiveness of transparent factory management and sustainable governance.
- **Exclusive Service and Immediate Response Mechanism:** **For the Group, diverse contact channels are provided, including email and dedicated hotlines. Upon receiving customer complaints or feedback, designated personnel will acknowledge receipt and respond to customers, describing the subsequent processing procedures and estimated completion timeline.** For customers' quality feedback or technical inquiries, coordinate the Quality Assurance and R&D Departments to establish a quick response mechanism, accurately track root causes and preventive improvement measures, and maintain a high level of customer service quality.

● Customer Satisfaction Survey and Continuous Improvement

Pan-International Group annually distributes the "Customer Satisfaction Survey Questionnaire" to major global customers. The survey scope covers 5 major aspects: **product quality, delivery accuracy, technical R&D support, service attitude, and ESG green compliance.** The business and quality management units collaborate to statistically analyze the survey results and **other feedback.** **The analysis results are incorporated into the product design and development process,** transforming customer feedback into internal continuous improvement plans, which are then submitted to the Management Team meeting for review.

Goals and Achievements: In 2025, the Group's overall customer satisfaction remained above a good level. Cross-departmental project tracking was conducted for the optimization recommendations suggested by customers, such as IE optimization improvements and increasing the proportion of automated and semi-automated production, achieving continuous improvement in customer satisfaction.

Item	2025
Customer Satisfaction at Hotspot Sites	100.00%
Hotspot Sites Satisfaction Survey Coverage Ratio	95%

- * This survey covers only the hotspot plants, including Dongguan Pan-International, CJ Electric Systems, Wuhu (including Chaohu Ruichang, Anqing Ruiyu, and Wuhu Hezhong), and Honghuasheng, Yantai.
- * Satisfied customer percentage: Set a score of 80 or above as "satisfied customers" and calculate the proportion of customers whose scores reach or exceed this set score.
- * Satisfaction survey coverage ratio: Using either the number of customers or revenue as the denominator, calculate the proportion of customers who responded to the satisfaction survey during the year or the revenue contribution ratio.
- * Not applicable: Locations such as Pan-International, Taipei, PIU, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, Yibin Pan-International, and CJ Electric Systems, Ordos are small offices or warehouses and therefore are excluded.

3.3.3 Protection of Customer Privacy and Trade Secrets

(GRI 418-1)

Information security, customer privacy, and the protection of confidentiality are the cornerstones of maintaining customer trust. Pan-International Industrial Corp. has established rigorous confidentiality agreements, mechanisms, and Information Security Management System regulations to ensure that all drawings, technical data, estimated demands, and business information delivered by customers are managed with the highest level of security. **In 2025, Pan-International Group did not use customer information for purposes other than specific intended uses.** For management details, please refer to Section 2.6.1 Information Security Management Policy of this report.

2025 Objectives and Achievements:

▼ [Zero Cases of Confidential Information Leakage]

Item	Number of Cases
2025 Substantiated complaints concerning breaches of customer privacy and losses of customer data	0
Cases involving customer trade secrets and confidential information leakage in 2025	0

4. Sustainable Supply

4.1 Industry Supply Chain

4.1.1 Industry Overview

(GRI 2-6)

The signal cables, connectors, electronic wire harnesses, PCBs, PCBA, and other electronic components products and EMS services provided by the Group are positioned upstream in the manufacturing industry. They supply applications for medical, industrial control, automotive, consumer, AI networking, and robotics products. Manufactured at locations in Mainland China and Southeast Asia, they are sold to customers worldwide. In recent years, due to the impact of geopolitical factors and US-China competition and cooperation, the flexibility demand in the supply chain has begun to change. To meet customers' flexible regional manufacturing needs, we have strengthened investments in the Southeast Asia region, expanding production scale to align with customers' product logistics planning. Additionally, due to regional wars and trade barriers, the prices of bulk raw materials continue to rise, leading to increased production costs. The global inflation trend further exacerbates the pressure to control production expenses and costs. In the face of such challenges, we strengthened the monitoring of material prices, arranged inventory in a timely manner, coordinated the supply chain, enhanced efficiency, and reduced costs. At the same time, we collaborated with customers to develop high-profit products to enhance the competitiveness and profit margin of the product Value Chain.

Driven by the rapid advancement of AI technology, emerging products such as AI switches, servers, and robots, along with their components, are encountering unprecedented business opportunities. However, traditional ICT-related products are facing developmental bottlenecks. Therefore, we have initiated a transformation and upgrading plan, investing in AI technology and products, acquiring companies that produce key components for robots, and forming strategic alliances with new robotics startups. We anticipate that through collaboration and innovation, we will secure an important position as a key component supplier in the new industry's supply chain, actively boost revenue and profitability, and promote an upward positive cycle in the industry's supply chain.

4.1.2 Supply Chain Structure

(GRI 2-6、204-1)

The Group's value chain encompasses upstream suppliers, including raw material suppliers, original manufacturers, trading agents, and outsourcing service providers. These suppliers provide the Group with raw materials and semi-finished outsourcing services, such as copper wire, copper clad laminates, plasticized raw materials, packaging materials, PCBA, and injection molding. After undergoing various product processes such as inspection, wire cutting, cleaning, assembly, drilling, electroplating, and molding, the Group supplies signal cables, wire harnesses, PCBs, and other electronic components products, as well as EMS finished products, to downstream assembly customers or brand sellers.

▼ Pan-International Value Chain

Value Chain	Business Category	Industry Type
Upstream: Suppliers	Original manufacturers	Technology-intensive
	Agents	Service, capital-intensive
	Outsourcers (outsourced processing)	Labor-intensive
For the Group:	Electronic component manufacturers, EMS service	Technology and labor-intensive
Downstream: Customers	Product assemblers, EMS service providers	Labor-intensive
	Brand manufacturers	Sales service

• Upstream Suppliers in the Value Chain (GRI 2-6 、204-1)

The Group's suppliers provide raw materials such as copper wire, copper clad laminates, plasticized raw materials, active and passive components, and packaging materials, as well as outsourced processing services required for signal cables, electronic wire harnesses, PCBs, and electronic components. In 2025, there were 752 accumulated suppliers, with local suppliers accounting for over 80% of procurement budgets in important operating locations such as Mainland China and Southeast Asia.

For the Group: according to the formulated supplier management operation process, supplier performance evaluation methods, and risk level evaluation regulations, suppliers are categorized into four grades of A, B, C, and D. Only those meeting Grade A are qualified suppliers and can be procured from. In 2024, original manufacturers account for approximately 40%, distributors account for about 50%, and outsourced processing vendors account for approximately 3%.

• Downstream Customers in the Value Chain (GRI 2-6)

The downstream segment of the Group's value chain includes electronic product, automotive assemblers, and brand sellers. The Group supplies downstream customers with consumer products, automotive, industrial control, medical, and communication products, including signal cables, electronic wire harnesses, PCBs, PCBAs, electronic components, and EMS services. In 2024, electronic product assemblers and brand sellers in Southeast Asia maintained growth trends in revenue to the company compared to last year due to supply chain flexibility adjustments.

4.2 Supply Chain Management

Material Topic Management Approach: Supply Chain Management



Corresponding GRI Indicators: GRI 3-3, GRI 308-1 / 308-2, GRI 414-1 / 414-2

Impact Description		<p>[Negative] Incidents where suppliers are involved in non-compliance or procurement of conflict minerals may lead to operational disruption risks for the Group, legal liabilities, abnormal supply chain quality, and serious damage to the company's reputation and brand image.</p> <p>[Positive] Promoting sustainable supply chain management can effectively reduce operational and material supply risks, driving suppliers to transition to low-carbon processes and enhance quality and safety management standards. Through fair and transparent evaluations and cooperation, a resilient and internationally ESG-aligned sustainable green ecosystem can be built.</p>
Location		For the Group (including Pan-International, Taipei Headquarters and various Operational Plants)
Policies or Commitments Established or Followed	Internal Regulations	Manufacturing Location "Supplier Code of Conduct," "Regulation on Non-use of Conflict Minerals," "Environmental Protection Agreement"
	Government Regulations	V
Responsible Units		1. Sustainable Development Committee 2. Plant Procurement Department 3. Business Department 4. Audit Office 5. Manufacturing Location Quality Control Department
Management Actions		<ul style="list-style-type: none"> Pre-assessment and commitment: 100% of new suppliers must be approved for ESG risk assessment and sign commitments related to integrity, human rights, environmental ethics, and occupational safety. Evaluations and On-site Audits: Regularly conduct assessments and on-site/written ESG audits, with a focus on identifying environmental management, occupational health and safety, labor rights and interests, and hazardous substances. Deficiency Guidance and Elimination: For general deficiencies, require the submission of improvement reports within a specified period and conduct a secondary re-audit; immediately terminate cooperation with "zero tolerance" violators such as forced labor and major pollution. Empowering and Green Transformation: Provide suppliers with environmental education, training, and technical support, promote IECQ QC080000 certification, and implement whole plant "lead-free" reduction plans.
Process for Monitoring the Effectiveness of Actions		<ul style="list-style-type: none"> Annual performance tracking. Closed-loop Audit Mechanism: The Audit and Quality Control Departments are responsible for regularly tracking improvement progress, conducting on-site or written secondary reviews to ensure a 100% deficiency improvement rate. Regularly review: Regularly track the risks of key materials (such as copper prices), supplier compliance status, and audit improvement effectiveness to make timely decision adjustments.

Management Performance Indicators				
Indicators	2025 Achievement	Short-term Goal (2025)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
100% new suppliers audit	Achieved 100% in 2025			
Executing Risk Management of Key Materials	Achieved 100% in 2025			
Promote 100% of core suppliers to sign procurement contracts that include ESG and Human Rights regulations.	Achieved 100% in 2025			
The percentage of revenue from products containing regulated substances exceeding legal limits as a percentage of total product revenue is 0%.	Achieved 100% in 2025			

4.2.1 Supply Chain and Chemical Management Policy

Sustainable supply chain management practice is a series of actions that incorporate environmental sustainability and social feedback while maintaining organizational economics in traditional supply chains, including both internal and external company practices, which can achieve true sustainability in supply chains from environmental, social, and economic aspects. The implementation scope of sustainable supply chain management practices ranges from green procurement to product lifecycle management, flowing through suppliers, manufacturers, and customers. This approach enhances partner relationships by improving the flow of goods and information, as well as promoting sustainable practical actions.

According to the survey, supply chain disruption is one of the top 10 threats to enterprises. Over 50% of CEOs have begun to adjust supply chain management and procurement strategies. Sustainable supply chain has become an important part of enterprise practice for continuous operations. Procurement management is a key mechanism for enterprises to fulfill social responsibility and drive the supply chain to achieve sustainable goals. The U.S. National Institute of Standards and Technology (NIST 800-161) includes sustainability as a key issue in supply chain risk management practices.

The Group has established a sustainable supply chain management mechanism focusing on three major aspects: product quality, legal compliance, and social responsibility. We have formulated requirements and evaluation standards for operating conditions, manufacturing and supply capabilities, technology development capabilities, quality assurance capabilities, management system performance, environmental management capabilities, and trade security. New suppliers must pass an evaluation to be registered on the "Qualified Supplier List." Additionally, suppliers are randomly inspected each year to ensure

they continue to meet our evaluation standards. Only those confirmed to pass the evaluation are eligible for continued cooperation. We aim to improve supply chain management through pre-assessment, supplier commitments, and regular audits. At the same time, considering ESG trends and human rights protection, we reference international standards such as the "United Nations Guiding Principles on Business and Human Rights," the International Labour Organization's "Declaration on Fundamental Principles and Rights at Work," and the "Universal Declaration of Human Rights," as well as local labor laws. We require suppliers to fulfill compliance commitments in all areas, including labor rights, health and safety, and employee benefits. For the Group, the commitment to corporate social responsibility is extended to our supplier partners by gradually incorporating ESG clauses into procurement contracts, with the long-term goal of having 100% of suppliers sign and fulfill the ESG clauses. If suppliers violate the regulations, they will be required to make improvements within a specified timeframe; cooperation with those with major violations will be terminated.

Supplier ESG Program

Pan-International has established a supplier sustainability management mechanism, with the Board of Directors serving as the highest oversight and decision-making body for supply chain ESG management. The Sustainability Committee, site procurement departments, Business Division, Audit Department, and quality control departments at manufacturing sites are responsible for promoting and implementing relevant management measures in accordance with their respective functions. The Company incorporates suppliers' ESG performance into supplier selection, evaluation, and contract award decisions, giving priority to suppliers with better ESG performance. At the same time, the Company periodically reviews its own procurement practices to ensure consistency with the Supplier Code of Conduct and to avoid conflicts between procurement requirements and ESG requirements. Suppliers that fail to meet the Company's minimum ESG requirements are required to complete corrective actions within a specified timeframe. Suppliers that fail to meet the requirements by the deadline will be excluded from new contract awards or contract renewals, while suppliers involved in material violations may have their business relationships terminated. The Company also provides regular supply chain ESG management training for procurement personnel to strengthen their understanding of the supplier sustainability management framework, implementation requirements, and their respective roles and responsibilities. We also continue to share social responsibility messages, encouraging partners to develop low environmental impact materials or to implement energy saving and carbon reduction in their processes, creating a win-win situation.

Selection of Business Partners and Pre-cooperation Review

When selecting suppliers, our plants set scoring indicators based on quality, price, environmental accreditation, pollution incidents, labor dispute incidents, non-use of child labor, corruption/bribery incidents, and ethical management. We conduct a strict review process, allowing only qualified suppliers to provide samples for testing.

Additionally, before signing contracts and formally supplying, suppliers must sign commitment letters on related topics such as integrity and ethics, environmental issues, and material composition declarations, demonstrating their commitment to honest business operations and environmental sustainability.



- Supplier Evaluation: We conduct strict evaluations of all suppliers, including assessing their environmental management systems to ensure they comply with relevant environmental regulations and standards. We establish long-term cooperative relationships with suppliers and work together towards the development of green supply chains.
- Environmental education and training: We provide environmental education and training for suppliers to enhance their understanding and awareness of environmental sustainability. We conduct environmental seminars and training courses, share best practice cases, and provide technical support to help suppliers implement environmental management measures.
- Environmental Requirements: We require suppliers to comply with strict environmental requirements, including energy saving and emission reduction, resource conservation, and waste management. We work with suppliers to promote the use of environmentally friendly materials and processes, and encourage them to develop environmentally friendly products.
- Monitoring and Auditing: We regularly monitor and audit suppliers to ensure they meet our environmental requirements and policies. We have established an internal team responsible for monitoring the green sustainable development of the supply chain.

Supply Chain Management Focus - Strategic Approaches



Risk Management of Key Materials

Currently, copper-related products are the major raw materials used in the Company's products, while cobalt and titanium are not used in the Company's manufacturing processes. Therefore, so fluctuations in copper prices will have a certain impact on costs and profits. In order to reduce the impact of copper price fluctuations, the procurement department has established a copper price monitoring mechanism and promptly adopts centralized purchasing or advance purchasing methods to stabilize costs. The business department maintains good relationships with customers and raises prices appropriately to reflect material costs. At the same time, front-end manufacturing process production lines are set up in factories to further control production costs. The monthly business review meeting also lists copper price fluctuation analysis as an important review item for immediate decision-making to reduce the impact of this risk on the Company's operations.



Supplier Evaluation Management - Manufacturing Plants Location

In addition to evaluating suppliers' levels monthly based on various indicators such as QCDS (Quality, Sourcing, Delivery, & Services), an AEO review (Authorized Economic Operator, Enterprise Certification) will be added at the end of the year. Suppliers that fail to meet the standards must propose improvement plans and receive guidance from the Company; if they still cannot improve after guidance, they will be eliminated and replaced with new suppliers.



Supplier conferences

For the Group, each manufacturing location communicates sustainable management requirements to suppliers through supplier conferences, online promotions, and daily communication mechanisms. These requirements include regulatory compliance, environmental protection, human rights protection,

occupational safety, business integrity, and carbon reduction. Through regular audits and performance assessments, we continuously enhance the sustainability management capability of the supply chain.



Responsible Mineral Purchase - Manufacturing Plants Location

Pan-International Group is committed to promoting responsible supply chain management, particularly in metal mineral procurement, by clearly following the "Responsible Smelter Program" jointly promoted by the Responsible Business Alliance (RBA) and the Responsible Minerals Initiative (RMI). The program requires member companies and their suppliers to investigate and disclose the sources of minerals in their supply chains, avoiding the use of minerals from areas of armed conflict or mass violence, to prevent indirectly funding armed groups or regimes that violate human rights. The initiative was subsequently expanded to cover "Conflict-Affected Areas" and "High-Risk Areas," where widespread human rights violations and breaches of international and local regulations commonly exist.

For the Group, the management of conflict minerals is jointly overseen by the procurement units and relevant responsible units. In accordance with the company's procurement policy and supplier management procedures, they promote supplier investigation, data review, risk identification, and improvement tracking, while regularly reviewing the status of implementation. The Group clearly commits that all products supplied to customers do not use metal materials from conflict-affected or high-risk areas and conform to the "No use of minerals from Conflict-Affected and High-Risk Areas (CAHRAs)" standards. To ensure supply chain transparency and responsibility, **the Group incorporates conflict minerals management requirements into supplier management and procurement cooperation criteria.** The Group requires all suppliers to sign and submit a "Declaration of Minerals Conflict-Free," committing not to procure or use conflict minerals (gold, tin, tantalum, tungsten, etc.) mined from the aforementioned regions, and continues to promote this international initiative together with upstream supply chain partners. **For the Group, through supplier investigation and related document reviews, information on the country of mineral origin and smelters/refiners is identified. If potential risks are found, suppliers will be required to propose improvement or alternative sourcing solutions.**

Meanwhile, the Group also regularly conducts material source reviews and audits of suppliers to confirm that their provided materials and components comply with sustainable procurement standards, do not involve forced labor, human rights violations, or illegal mining activities, thereby implementing the core values of corporate social responsibility. **If suppliers, employees, or other stakeholders have concerns about conflict minerals management, they can raise them through the Group's reporting and grievance channels. In 2025, the percentage of Group product revenue from products containing minerals from conflict-affected and high-risk areas is 0%.**



Green Products and Chemical Management

Pan-International Group recognizes the potential impacts of hazardous substances used in products and manufacturing processes on human health and the environment. In accordance with RoHS, REACH, regulatory requirements concerning ozone-depleting substances (ODS), and customer requirements, the Group has established a hazardous substance risk assessment and management mechanism

The mechanism covers the following areas:

- All items that may come into contact with or contain regulated substances, including raw materials, packaging materials, auxiliary materials, equipment, jigs, and related consumables
- Enhanced employee education and training: Regular training on hazardous substance regulations and identification to improve internal monitoring and response capabilities
- Supplier management: Requiring all suppliers to comply with RoHS 2.0 and related international environmental regulations, cooperate in providing material composition descriptions and compliance documentation, and conduct random inspections or audits when necessary

With respect to hazard identification and hazard characterization, the Group identifies hazardous substances that may have adverse impacts on human health or the environment through its Restricted Substances List (RSL), material composition data, and applicable regulatory requirements. Potential hazards are assessed based on the substances' physicochemical properties, human health and environmental hazard information, and applicable regulatory controls. For exposure assessment, the Group evaluates all chemicals used in manufacturing processes by considering usage volumes, handling and storage methods, potential routes of human exposure, and the likelihood of environmental release. The Group also verifies substance information based on material composition data and compliance documentation provided by suppliers, supplemented by sampling inspections and audits where necessary.

Following an integrated assessment of hazard severity and exposure, the Group applies measures to higher-risk substances, including substitution, use reduction, process improvements, and appropriate operational protection. The Company also implements designated storage areas, labeling controls, and employee training. The Group reviews its Restricted Substances List at least annually and updates it as appropriate in response to changes in relevant regulations and customer requirements.

The Group aims to progressively phase out high-risk substances and gives priority to the substitution assessment and reduction management of lead-containing materials. Through process optimization and the introduction of alternative materials, the Group seeks to reduce the proportion of lead-containing materials used year by year and move toward the goal of becoming fully lead-free.

The Group also commits to collaborating and exchanging information with industry associations to keep abreast of hazardous substance substitution technologies and industry development trends, and to jointly identify safer alternative materials that meet environmental and regulatory requirements. At the same time, the Group continues to invest R&D resources and related budgets to support alternative material assessment, process validation, and product implementation, thereby reducing the potential impacts of its products and manufacturing processes on the environment and human health.

Pan-International Group recognizes that chemicals may pose potential risks to employee health and the environment during production and operation processes. Although the Group's current manufacturing processes involve very minimal chemical use, we still adhere to the precautionary principle and implement basic management measures for necessary chemical use, including substance registration, proper storage, labeling management, and personnel operation training, while complying with local environmental protection and occupational safety regulations.

Among them, the subsidiary Dongguan Pan-International has obtained IECQ QC080000 Hazardous Substance Management System certification to strengthen systematic control of hazardous substances and ensure products comply with global electronics industry regulations on hazardous substances and customer requirements. After reviewing the 2025 Year product data and related conformity documents, all products of the Group conform to the

requirements of RoHS, REACH, and ODS regulations. Therefore, the percentage of revenue from products containing regulated substances exceeding legal limits as a percentage of total product revenue is 0%.

The Group will continue to evaluate the need to strengthen chemical management mechanisms based on operational and regulatory changes, gradually improve relevant internal standards, and ensure both operational safety and environmental protection are maintained. Through internal and external collaborative management mechanisms, the Group not only complies with regulatory requirements but also strives to exceed standards, implementing green procurement and source reduction management to reduce potential risks of products to the environment and human health, while continuously strengthening customer trust and brand responsibility.



Reduction and Source Management of Chemicals

The Group's operations involve a relatively low proportion of hazardous chemicals, but still adhere to the precautionary principle by implementing measures such as registration, dedicated area storage, labeling, and protective training. A chemical management system is established according to the characteristics of the processes at each location. For higher-risk substances, the Group adopts measures such as substitution, use reduction, process improvement, and appropriate operational controls, while implementing designated storage areas, labeling management, and employee training. The Group reviews its Restricted Substances List (RSL) at least annually and updates it as appropriate in response to changes in relevant regulations and customer requirements. To further reduce the potential impacts of hazardous substances on the environment and human health within the supply chain, the Group is actively promoting reduction and source management of chemicals and gradually extending management requirements to the supply chain end.

In terms of strategies for reducing hazardous substances, the Group has set a goal to gradually phase out high-risk substances, prioritizing the assessment and reduction management of lead-containing raw materials. Through process optimization and the introduction of alternative materials, the usage rate is reduced year by year, moving toward the goal of complete lead-free operations. At the same time, the Group has established a chemical control mechanism, regularly reviewing and updating the Restricted Substances List (RSL) at least once a year, and gradually reducing them in accordance with international regulations (such as RoHS, REACH) and customer requirements to ensure that management measures conform to the latest regulatory trends and industry standards. The Group will also maintain cooperation and exchange with industry associations to grasp substitute technologies for hazardous substances and industry development trends, jointly seeking safer alternative materials that conform to environmental and regulatory requirements. For the substitution and gradual elimination of hazardous substances, the Group will continue to invest research and development resources and related budgets to support the evaluation of alternative materials, process validation, and product integration, in order to reduce the potential impact of products and processes on the environment and human health.

4.2.2 Supply Chain Management Process

(GRI 308-1、414-1)

1. Document Signing	2. New Supplier Risk Assessment	3. Audit and Guidance	4. Result Determination	5. Time-limited Improvement and Re-audit
<p>All suppliers must sign a procurement contract and new supplier registration commitment letter. The documents include various sustainability requirements outlined in the "Supplier Code of Conduct," including: integrity management commitment, environmental protection responsibility, conflict minerals management, anti-trust and fair trade clauses, to ensure that business partners implement corporate social responsibility in their business practices and jointly maintain a fair and transparent supply chain system.</p>	<p>The Group conducts comprehensive ESG (Environmental, Social, Governance) risk assessments for new suppliers. The assessment aspects cover indicators such as product quality, green product development capability, social and environmental responsibility performance, and financial soundness. This helps identify potential operational or sustainability risks and serves as an important basis for supplier screening and cooperation decisions.</p>	<p>The Group also initiates enhanced audit and guidance mechanisms for "high-risk suppliers" and partners with poor ESG ratings. Through on-site inspections and technical assistance, we conduct in-depth evaluations and provide guidance on aspects such as product quality, process management, social and environmental responsibility fulfillment, green product certification acquisition, and Greenhouse Gas inventory, helping suppliers enhance their sustainability management capabilities.</p>	<p>The Group regularly conducts online questionnaire surveys and on-site audits of suppliers. If major deficiencies belonging to "zero tolerance" items (such as forced labor, use of illegal child labor, severe environmental pollution, major integrity violations, etc.) are discovered during the audit process, their qualified supplier status will be immediately revoked and the business relationship will be terminated.</p>	<p>For suppliers with general deficiencies, they are required to submit written improvement reports and relevant supporting documents within the specified timeframe, and implement corrective measures according to the improvement plan. The Group will conduct a re-audit after the improvement deadline expires. If the review shows that standards are still not met, measures such as downgrading, order suspension, or partnership termination will be taken depending on the circumstances to maintain supply chain quality and sustainability standards.</p>



▼ Three Stages of Supplier Management

Supplier Registration Management	For new suppliers, on-site audits or document reviews must be conducted to verify their qualifications. Development channels include internet, exhibitions, peer recommendations, etc., and the decision to include suppliers in the qualified supplier list is based on document review and on-site audit results. (Slightly different in different plants)
Supplier Evaluation Items	Based on monthly performance evaluations or annual audit results, daily management of suppliers is conducted, covering multiple assessment aspects including price, delivery time, production environment, production process, environment, human rights, and credit. (Slightly different in different plants)
Supplier Improvement Measures	Submit improvement reports and re-audit operations. Suppliers with monthly performance ratings of C, D, or non-conforming grades are required to provide improvement reports; when issues are identified during annual audits, suppliers must provide improvement measures and related supporting evidence within the specified timeframe.

▼ Supplier Improvement Measures

For	Company policy adoption	Tracking unit: The company regularly monitors their improvement progress	Tracking method
Suppliers with issues in delivery time, quality, environment, human rights, information security, social responsibility, or other aspects.	Required to respond with improvements within deadline	The audit departments (Quality Control, Procurement Unit, or other audit units) are responsible for regularly tracking improvement progress.	Conduct secondary audits to verify supplier improvement effectiveness and require relevant supporting evidence to ensure deficiencies have been fully corrected.

4.2.3 Supply Chain Audit Effectiveness

(GRI 308-2、414-1、414-2)

• Audit Status and Results

In 2025, the Group had a total of 752 Tier 1 suppliers, of which 29 were identified as significant suppliers through the screening process, while 24 were newly added suppliers during the year.

As part of the 2025 annual supplier audit program, a total of 55 suppliers were assessed for environmental impacts, and 29 suppliers were assessed for social impacts. Following the assessments, three suppliers were identified as having actual or potential negative impacts. The Company agreed on corrective and improvement action plans with these three suppliers.

All corrective actions were completed in 2025, and the suppliers were subsequently re-audited and qualified. Ultimately, no supplier relationships or business engagements were terminated due to significant negative impacts. Following the corrective actions, no suppliers remained with actual or potential negative impacts.

▼ New Supplier Audits (2025)

Location	Whether New Supplier Audits Were Conducted	Number of New Suppliers Audited
Pan-International, Taipei, Taiwan-Czech Electronics	No	0
Dongguan Pan-International	Yes	20
New Ocean, Jiangxi	Yes	4
Honghuasheng, Yantai	No	0
CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	No	0
PIU (USA), Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, CJ Electric Systems, Ordos, Yibin Pan-International (Office/Warehouse)	No	0

▼ 2025 Supplier Audit Results

Audit Results	2025
Total Number of Suppliers	752
Percentage of procurement that complies with internationally recognized product responsibility standards as a proportion of total procurement (%)	100
Number of suppliers audited	55
Percentage of suppliers audited (%)	7.31%
Audit items for supplier audits	Occupational Health and Safety, Quality system & environmental system audit, Social system audit
Number of Suppliers Evaluated for Environmental Impact	55
Number of Suppliers Identified as Having Significant Actual or Potential Negative Environmental Impacts	2
Number of Suppliers Evaluated for Social Impact	29

Audit Results	2025
Number of Suppliers Identified as Having Significant Actual or Potential Negative Social Impacts	1
Percentage of Suppliers Agreeing to Improve After Evaluation	100.00%
Percentage of Relationships Terminated After Evaluation	0.00%
Audit results from supplier audits	Conducted annual audits of 55 suppliers, all of which passed improvement review and were rated as Grade A suppliers.

▼ 2025 Supplier Improvement List

Location	Supplier	Negative impact aspects	Deficiency category	Item	Deficiency and risk content	Improvement measures and response strategies
Dongguan Pan-International	Yang X	Social	Occupational Safety	Fire Equipment Management	There is clutter in the red alert zone around the fire hydrant in the laboratory, affecting access to fire equipment. In the event of a fire, this may delay initial firefighting and emergency response, increasing the risk to personnel safety and property loss.	Suppliers are required to make improvements within the deadline by clearing the clutter around the fire hydrant and restoring the red alert zone to its clear state; strengthen personnel advocacy and prohibit the placement of items around fire equipment.
Dongguan Pan-International	Hu X	Environmental	Chemical Management	Chemical storage	If chemicals are not stored in designated storage areas as required, this may lead to risks such as misuse, leaks, cross-contamination, or fires.	Suppliers are required to make improvements within the deadline by moving chemicals to a designated chemical storage area, categorizing and managing them according to the nature of the chemicals, and ensuring the containers are labeled completely.



Location	Supplier	Negative impact aspects	Deficiency category	Item	Deficiency and risk content	Improvement measures and response strategies
Dongguan Pan-International	He X	Environmental	Quality Management	Inspection report determination management	When spot-checking XRF test reports of PCB boards, it was found that the bromine (Br) inspection value exceeded 1000 ppm, yet the report still concluded as "OK." This indicates an error in the judgment of inspection results, which may lead to products that do not comply with customer or regulatory requirements being mistakenly deemed compliant, posing quality and regulatory compliance risks.	Require suppliers to make improvements within the specified timeframe, re-verify the batch inspection reports and determination results, and retest and correct the reports if necessary; review the RoHS determination standards and report review processes, and establish a re-evaluation mechanism; ensure that inspection results are correctly determined according to regulations to prevent similar situations from occurring again.
Honghuasheng, Yantai	XX	Environmental	Environmental Management	Hazardous Waste Storage	Labels were not posted in the Hazardous Waste Storage area (or containers).	Suppliers are required to make improvements within the deadline by posting labels that conform to regulations in the Hazardous Waste Storage area and on containers; ensure that the label content is complete and clearly distinguishable.
Honghuasheng, Yantai	XX	Social	Occupational Safety	Electrical Safety Management	In the developing workshop, an electrical switch lacks a protective cover, which may lead to accidental contact with live parts, increasing the risks of electric shock, short circuit, or equipment failure, thereby affecting operational safety.	Suppliers are required to install electrical switch protective covers that conform to specifications within the deadline and ensure they are securely fixed and function properly; conduct a comprehensive inspection of protective devices for electrical switches throughout the plant to ensure completeness, and make immediate improvements if there are deficiencies.
New Ocean, Jiangxi	XX	Social	Human Rights Protection	Employee Handbook Management	The attendance management content in the "Employee Handbook QF-0307-SA-3-006" has not been updated to include statutory holiday regulations and does not cover parental leave-related regulations, which are inconsistent with current laws and the Company's policies. This may lead to impacts on employee rights and risks related to regulatory conformity.	Suppliers are required to revise the content of the "Employee Handbook" within the deadline to update statutory holiday and parental leave-related regulations, ensuring conformity with the latest legal requirements.

Location	Supplier	Negative impact aspects	Deficiency category	Item	Deficiency and risk content	Improvement measures and response strategies
New Ocean, Jiangxi	XX	Social	Occupational Safety	Emergency Response and Fire Safety	The laboratory and compounding room exits lack emergency lighting and exit signs, which may affect the efficiency of personnel evacuation in emergency situations, increasing the risk to personal safety.	Suppliers are required to install additional emergency lighting equipment and exit signs in the relevant areas within the deadline, and comprehensively ensure that all passages and exits conform to standards.
New Ocean, Jiangxi	XX	Social	Human Rights Protection	Grievance Mechanism Management	The grievance system regulations in the "Company Confidentiality Management Procedures QF-0307-SA-2-038" are unclear, which may lead to employees being unable to clearly understand the grievance process and channels, reducing the accessibility and effectiveness of the grievance mechanism.	Suppliers are required to revise relevant procedural documents within the deadline to clearly define the grievance process, acceptance channels, processing timelines, and response mechanisms.
New Ocean, Jiangxi	XX	Social	Document management	Conflict Mineral Regulation	The "Regulation on Non-use of Conflict Minerals QF-0307-QM-3-035" has been established, but the document's content has not been reviewed and updated according to the latest RBA (Responsible Business Alliance) guidelines.	Suppliers are required to revise the "Regulation on Non-use of Conflict Minerals QF-0307-QM-3-035" within the deadline and update the operation content of section 5.0 and the Company's conflict minerals policy in section 6.0 to ensure conformity with current international standards. Conduct a comprehensive inventory, updating the questionnaires for all suppliers according to the latest RBA guidelines, and complete the data collection and verification.

For supplier deficiencies identified in 2025, the Group has initiated improvement mechanisms according to the existing supplier management system and required relevant suppliers to submit improvement reports and supporting documentation within the specified deadline. The improvement content covers the establishment and implementation of environmental management systems, calibration and maintenance of testing instruments, and document revision and process integration of chemical management systems and emergency response mechanisms.

By the end of the reporting period, the improvement completion rate for monitored deficiency cases reached 100%, with all cases having received responses and completed initial improvements. Relevant units will also continue to track through secondary audits and annual audits to ensure the effective implementation of improvement measures and continuously reduce potential impacts on environmental, quality, and operational safety.

This improvement action aligns with the core spirit of the United Nations Sustainable Development Goals (SDGs), particularly responding to:

SDG 8: Decent Work and Economic Growth - Enhancing labor safety and operational quality through supply chain management.

SDG 12: Responsible Consumption and Production - Promoting efficient resource utilization and hazardous substance management.

SDG 13: Climate Action - Strengthening environmental management to reduce potential impacts on climate and ecology.



★ **Supplier Highlight: Honghuasheng, Yantai and legal entities jointly obtained SEDEX-SMETA Suppliers Ethical Data Exchange accreditation**

★ **Chemical Management: The percentage of revenue from products containing regulated substances exceeding legal limits as a percentage of total product revenue is 0%.**

Management commitment: For the Group, we will continue to follow risk-oriented management principles, combining supplier assessment, audit guidance, performance tracking, and continuous improvement mechanisms to deepen supply chain ESG management, enhancing supply chain transparency and resilience. Together with suppliers, we aim to achieve low-carbon transformation and sustainable development goals.

5. Environmentally Friendly

Environmental Management and Sustainability Commitment

The world is facing severe environmental challenges such as climate change, resource depletion, biodiversity loss, and pollution. Pan-International recognizes that these changes have significant impacts on the economy and human well-being. As a corporate citizen, we actively take on sustainability responsibilities and are committed to reducing our operational environmental impact, doing our part for the future.

Although most of our Group's facilities are small to medium-sized production lines performing simple assembly with relatively simple processes and limited optimization opportunities, Pan-International always adheres to the concept of "Corporate Growth and Environmental Prosperity" in promoting sustainable operations. We consider environmental issues as one of our core corporate priorities and are dedicated to developing management systems and innovative strategies that align with sustainability principles.

To strengthen environmental management and ensure the implementation of related measures, our Group actively implements various environmental management systems and encourages subsidiaries with manufacturing locations to obtain international certifications:

- In terms of environmental management, our Group promotes the ISO 14001 Environmental Management System and establishes management policies and systems in accordance with relevant regulations. Dongguan Pan-International, New Ocean, Jiangxi, and Honghuasheng, Yantai have obtained ISO 14001 certification in recent years and continue to maintain their qualifications; CJ Electric Systems, Wuhu also obtained certification on February 2, 2024, valid until February 1, 2027. Currently, all Plants in Mainland China have obtained certification.
- In terms of hazardous substance management, our Group also promotes the implementation of hazardous substance management and reduction plans among subsidiaries, and obtains IECQ QC 080000 Hazardous Substance Process Management System certification. Among them, Dongguan Pan-International has obtained certification since 2021 and continues to maintain it, with the certificate valid until August 18, 2027.
- In terms of energy management, Honghuasheng (Yantai) has obtained ISO 50001 Energy Management System certification (valid until October 12, 2026), and New Ocean, Jiangxi is also actively implementing it. Through this system, enterprises can systematically identify energy-saving opportunities and continuously optimize energy usage efficiency. Throughout 2025, the group's total non-renewable energy consumption decreased by approximately 27.63% compared to the baseline year 2022.
- In terms of waste management, Honghuasheng, Yantai has obtained UL 2799 Platinum "Zero Waste to Landfill" certification, while New Ocean, Jiangxi has obtained GRS- Global Recycled Standard certification. In 2025, Honghuasheng, Yantai achieved a high waste reuse rate of 89.46%, meeting the goal of "maximizing resources and minimizing waste" in the production process; meanwhile, New Ocean, Jiangxi increased its annual recycled material utilization rate to 59.51% through the implementation of a recycled material management system, demonstrating achievements in resource recycling.

Please refer to Section 1.2.2 and Appendix 8 of this report for certificates, and Sections 5.1-5.5 for details on various environmental policies.

We actively engage in energy conservation, carbon reduction, and green transformation through measures such as process optimization, equipment efficiency improvement, implementation of solar facilities, and purchase of renewable energy certificates (green certificates) to increase the proportion of

ISO 14001

ISO 50001

ISO 14064-1

UL 2799 Platinum

Zero Violations

Solar Energy Installation

IECQ QC 080000

GRS- Global Recycled Standard

AI and Green Product

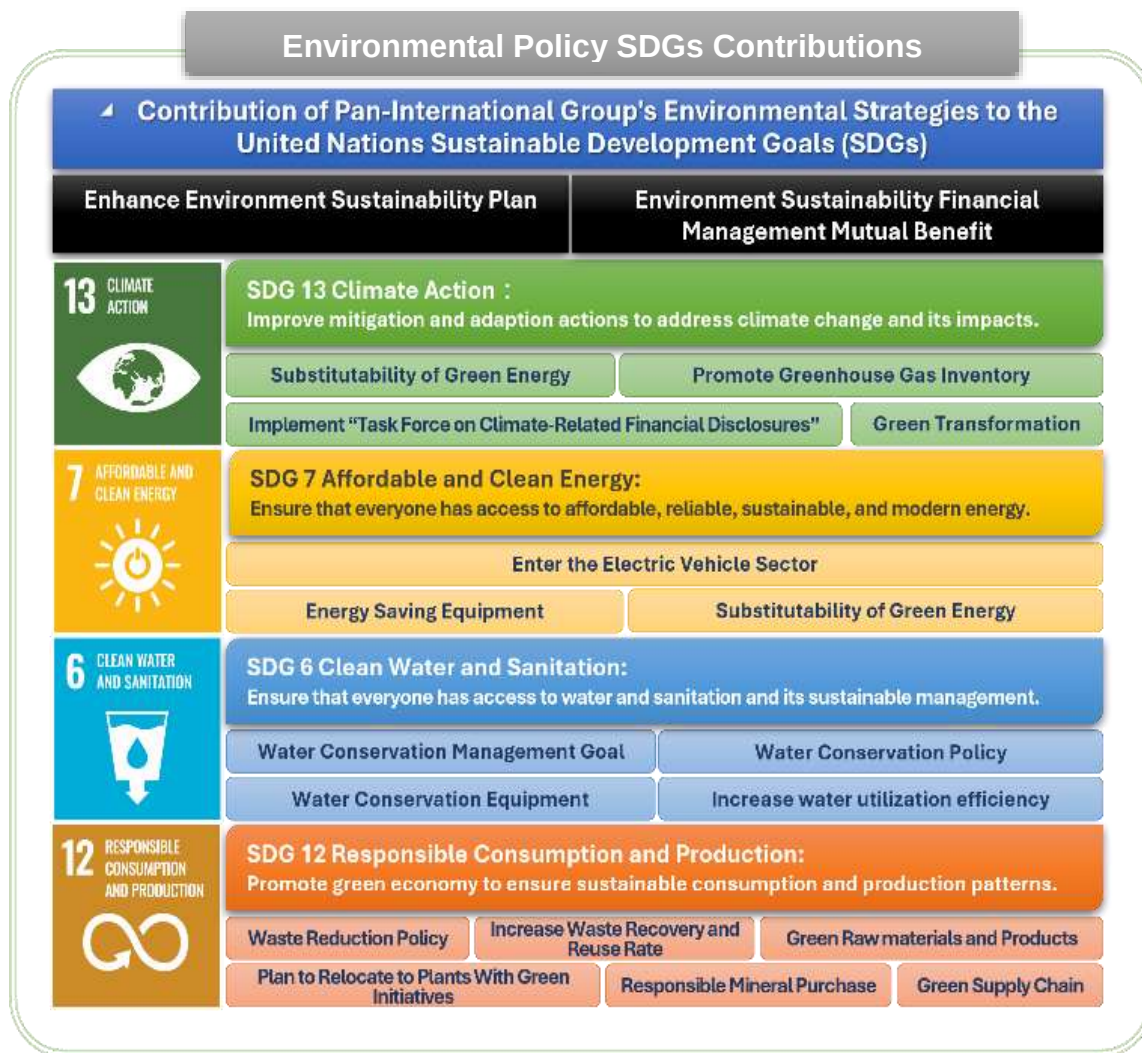
green electricity usage and renewable energy efficiency. Among these efforts, the Dongguan Plant also sells excess solar power back to the grid, demonstrating a concrete commitment to green energy development. The Group also focuses on green product research and development and material selection, implementing environmental responsibility throughout the product lifecycle, continuously advancing towards environmental protection, energy conservation, and low-carbon directions.

This chapter summarizes the Group's achievements in environmental practices, current challenges, and future plans. We have developed specific environmental strategies and action plans covering Greenhouse Gas reduction, energy efficiency improvement, circular economy promotion, and ecological resource protection. Through the implementation of best practices, research and innovation, and collaboration with stakeholders, we are accelerating the realization of sustainability goals. The parent company will also relocate to a new factory office that complies with green initiatives in 2024, and has implemented the Task Force on Climate-Related Financial Disclosures (TCFD) framework to strengthen its climate risk management mechanism.

Looking ahead, Pan-International will continue to deepen its environmental sustainability planning, actively expand its electric vehicle industry supply chain and artificial intelligence industry applications, moving towards the dual goals of environmental sustainability and stable corporate operations.

▼ Zero environmental non-compliance in 2025

In 2025, the Group continued to strictly comply with various regulations and internal management systems in environmental management (covering water resources, waste, energy, and air emissions), and strengthened monitoring and improvement measures. Throughout the year, there were no incidents of violation of environmental regulations, achieving the "zero non-compliance" target, demonstrating our firm commitment to environmental protection and sustainable perations.





5.1 Climate Change and Energy Carbon Emission Management

Material Topic Management Approach, Risk Management for Major Events: Issues of Carbon Neutrality (Climate Issues), Energy, Greenhouse Gases

(The management actions for these three issues are highly related, so the management measures for all three are explained together)

Climate Change- GRI 3-3, 2-12, 2-13, 2-14, 2-17, 2-22, 2-23, 2-24, GRI 201-2, IFRS S2, TCFD

Energy - GRI 3-3, GRI 302-1, GRI 302-3, GRI 302-4

Greenhouse Gas— GRI 3-3, GRI 305-1, GRI 305-2, GRI 305-4, GRI 305-5

		Climate Change	Energy	Greenhouse Gas
Impact Description		1. Transition Risks 2. Physical Risks 3. Climate Opportunities	1. Energy consumption leads to rising costs, which increases operating expenses 2. Failure to fulfill corporate social responsibility 3. Deduction on company evaluation score	1. The gradual increase in Greenhouse Gas emission pricing 2. Extreme climate events 3. Negative stakeholder feedback 4. Violation of local and international regulations 5. Damage to corporate image
Location		For the Group:		
Policies or Commitments Established or Followed	Internal Regulations	V		
	Government Regulations	V		
Responsible Units		Sustainability Committee/ Chairman / Management Committee	Sustainability Committee / Deputy Chairperson	Sustainability Committee / Deputy Chairperson
Management Actions		<ul style="list-style-type: none"> Establish Sustainability Committee: Regularly discuss the implementation and planning of work related to climate change, energy issues, and Greenhouse Gas emission disclosure and reduction, then report the results to the Board of Directors annually/quarterly. Inventory and monitor Greenhouse Gas emissions Set carbon reduction goals and regularly review and improve 		

Process for Monitoring the Effectiveness of Actions

- Sustainability Committee: For key subsidiaries (with manufacturing sites), the Group established a management organization chaired by the Chairman, who acts as the Chairperson. The Committee meets regularly (quarterly) to discuss the implementation and planning of work related to climate change, energy issues, and Greenhouse Gas emission disclosure and reduction, then report the results to and review with the Board of Directors annually/quarterly.
- The Board of Directors supervises.
- Through the Sustainability Committee, establish energy conservation and carbon reduction guidelines and goals, and coordinate and integrate the promotion strategies and plans for energy conservation and carbon reduction of each subsidiary. Regular meetings are held to continuously introduce various energy-saving plans suitable for different plants, confirm and review goal achievement rates, and challenge new energy-saving milestones.

Management Performance Indicators - 1 (Under the same conditions as the base year* - Note 1)

Indicators	2025 Achievement	Short-term Goal (Annual) (2022 base year)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
(Non-renewable) Energy Intensity	100% achieved Decreased by 19.94% compared to the baseline year 2022.	Decrease by 1.5% annually	Decrease by 7.5% in 5 years	Net zero emissions
Percentage of renewable energy use	100% achieved: Increased to 29.44% From 0.06% (2022) to 3.92% (2024) to 29.44% (2025)	Increase by 0.5% annually	Increase by 2.5% in five years	Increase by 10% for key plants

Management Performance Indicators - 2 (Under the same conditions as the base year* - Note 1)

Indicators	2025 Achievement	Short-term Goal (Annual) (2022 base year)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
GHG Emission Intensity (Scope 1, 2)	100% achieved: Decreased by 23.5% compared to the baseline year 2022, decreased by 24.19% compared to 2024.	Decrease by 1.5% annually	Decrease by 7.5% in 5 years	Net zero emissions
Zero Violations	100% achieved	Comply with international and local environmental regulations to achieve zero violations.		
Complete the inventory boundary and obtain certification according to the schedule.	100% achieved	Complete the inventory boundary and obtain certification according to the schedule. Obtain the parent company certificate in 2025 and complete the inventory of subsidiaries included in the consolidated financial statements.		

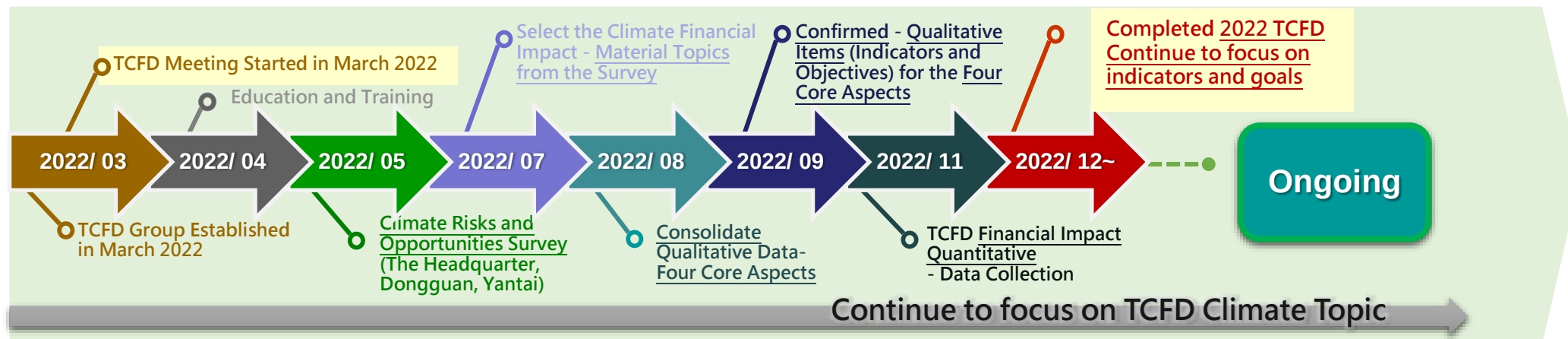
* The GHG boundary includes the following locations: Pan-International, Taipei; Dongguan Pan-International, New Ocean, Jiangxi; Honghuasheng, Yantai; CJ Electric Systems, Wuhu; PIU (USA); Chaohu Ruichang; Anqing Ruiyu; Wuhu Hezhong; Yibin Pan-International; Taiwan-Czech Electronics; Huizhou Taiwan-Czech Electronics; Dongguan Guangshan; CJ Electric Systems, Ordos; and the PIB subgroup (including PIT, PIW, PIE).

* In 2025, 8 new locations and one subgroup were added: Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, Yibin Pan-International, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, CJ Electric Systems, Ordos, and the PIB Subgroup.

* The 2025 Year disclosure scope was 100% consistent with the consolidated financial statements.

5.1.1 Climate Governance and Related Financial Disclosures

In response to international trends and the requirements from regulations, investors, supply chains, and consumers regarding climate issues, Pan-International Group implemented the Task Force on Climate-Related Financial Disclosures (TCFD) in 2022. The assessment is reviewed annually and re-evaluated every 2-3 years, with continuous promotion of climate governance to achieve low-carbon operations and environmental sustainability.



- Based on the four core elements of climate-related financial disclosure: "Governance," "Strategy," "Risk Management," "Metrics and Targets."
- Establish a risk framework, identify material risks and opportunities that may impact operations, and propose related response strategies.
- Integrate climate change with corporate governance, business strategy, and risk management. Information helps guide the enterprise's decisions on climate risk and opportunities, while funding supports the overall transition to low-carbon economic development.
- Ultimate goal - Enhance competitiveness under low-carbon transition.

• Climate Governance Framework

To effectively identify and properly manage the company's climate-related risks and opportunities, Pan-International Group's [Sustainability Committee] is convened by the Board of Directors, with the Sustainability Development Department serving as the executive unit. The Sustainability Development Department is responsible for identifying and managing climate change risks and opportunities, and reports the risk and opportunity identification results to the Chairperson at the annual senior executive meeting of the Sustainability Development Department, where control measures are formulated. [The Sustainability Committee] regularly reports climate risk issues faced by Pan-International, makes decisions on related management policies, and reviews their implementation status.

To ensure that climate topics receive substantive oversight and implementation by the highest management level, we have established a top-down climate risk governance mechanism.

Climate Governance [Organizational Structure]			
Board of Directors	[Sustainable Development and Nominating Committee]	[Sustainability Committee and IFRS Sustainability Disclosure Standards Project Team]	Each management unit and subsidiary
	Chairperson/ President	Manager/ Assistant Vice President/ Specialist/ Sustainability Development Department	
Supervise risks and formulate policies	Practical Supervision	Develop control measures	Identify climate risks and opportunities initiative

- Board of Directors: As the highest governance unit for climate risk management, it is responsible for approving the strategic direction of climate change, carbon reduction goals, and major investment decisions.
- Sustainable Development and Nominating Committee: The practical supervisory unit for the operation mechanism related to climate risk management supervises the Sustainability Committee and IFRS Sustainability Disclosure Standards Project Team in the assessment and control of climate risks.
- Sustainability Committee and IFRS Sustainability Disclosure Standards Project Team: Supervise the planning and execution progress of work related to Climate Change, Energy Management, Greenhouse Gas reduction, and the implementation of sustainability disclosure standards, and regularly report to the Board of Directors on these projects **at least once a year**.
- Each management unit and subsidiary: Responsible for daily Greenhouse Gas Inventory, identification of climate risks and opportunities, developing response strategies, and promoting the implementation of energy-saving and carbon reduction initiatives in various plants.

Risk Management: Climate Risk Management Process: Process of Listing Climate-Related Risks and Opportunities and Developing Strategies

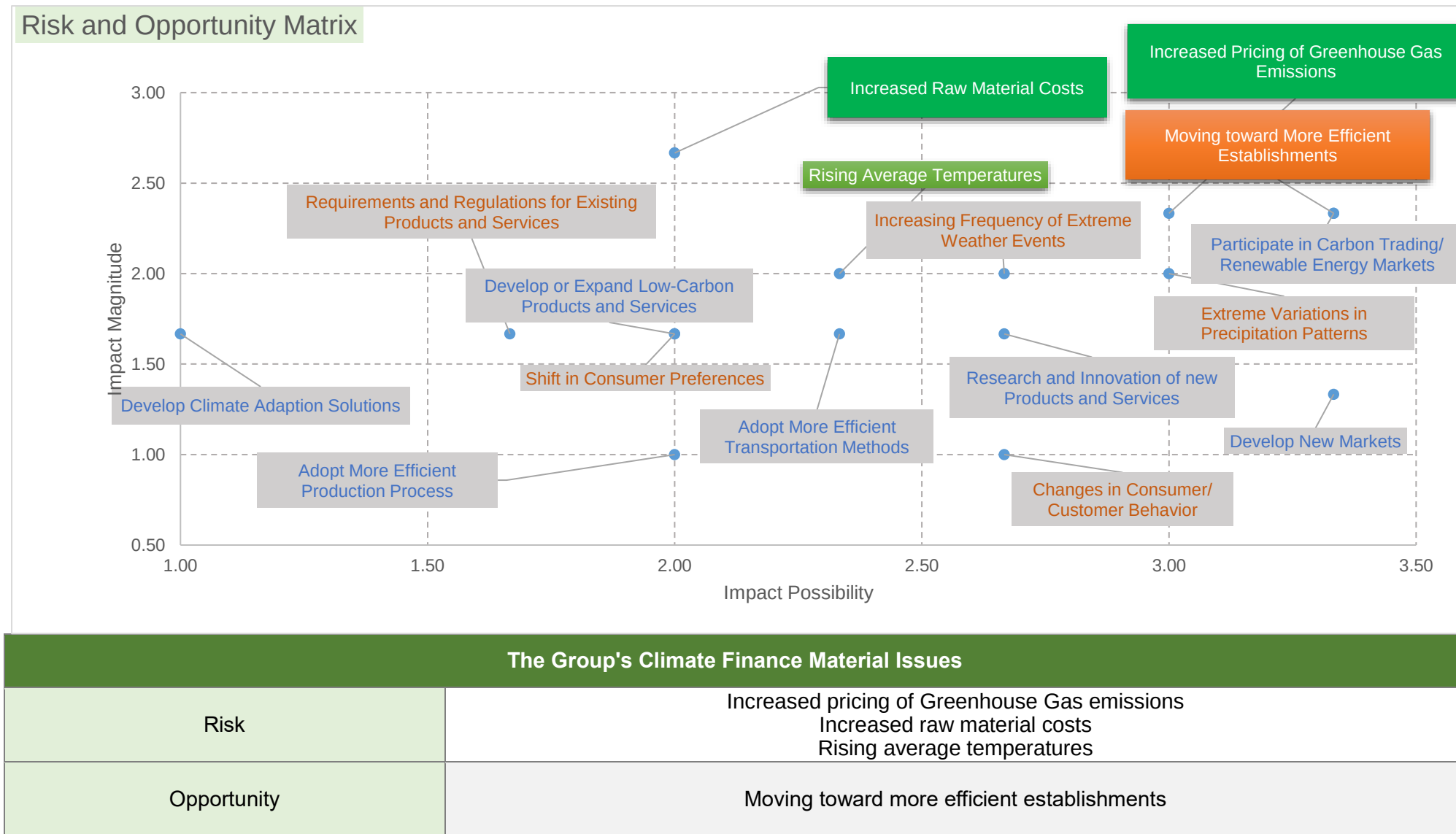
Follow the established "Risk Management Policy and Procedures" and adopt a standardized management process to analyze climate risks:



【Identification】 Inventory	According to the TCFD and IFRS S2 frameworks, a list of potential climate risks and opportunities is identified by Each management unit and subsidiary.
【Assessment】 Analysis	<ul style="list-style-type: none"> • Introduce climate-related risk and opportunity identification mechanisms: Sustainability Committee and IFRS Sustainability Disclosure Standards Project Team, combined with climate scenario models, evaluate impact possibility and financial impact levels. • Prioritize: Combine the above to identify climate change risks and opportunities based on the current status of operations.
【Response】 Strategy	For high risk items (such as carbon fees, power shortages, flooding), propose corresponding response strategies based on the impact of climate change risks and opportunities on the Company's various business operations, develop action plans, and continuously review and optimize them.

Screen Climate Risks and Opportunities	Company Training and Inventory	Identify Material Risks and Opportunities	Senior Executive Confirmation	Material Risks and Opportunities
Consider the transition risks related to current and emerging regulations, technology, market, reputation, as well as acute and chronic physical risks. Select climate risk and opportunity issues related to Pan-International's operational activities and upstream and downstream value chain based on the characteristics of the electronics manufacturing industry, including a list of eight risks and eight opportunities.	<ul style="list-style-type: none"> Evaluate the risk value based on the analysis, impact possibility (L), and impact degree (M), and summarize the Company's overall material climate risks and opportunities, including three risks and one opportunity. Evaluate climate-related risk and opportunity information and management strategies 	<ul style="list-style-type: none"> Convene relevant company management and business execution units to discuss climate-related issues, clarify the definitions of various climate risks and opportunities, analyze domestic and foreign regulations, as well as market and technology trends Further conduct a composite analysis of various issues and understand the impact on Pan-International's operations, reputation, management through factors such as impact possibility, impact level, and timing of occurrence 	Finally, the identified results are reviewed by senior executive to confirm relevant climate risks and opportunities and integrate them into the Company's overall risk management for control	<ul style="list-style-type: none"> Use climate risk/opportunity level (impact level * possibility) for ranking Select the top 25% of material climate risks and opportunities for Pan-International Group through evaluation tables and matrix charts

▼ Draw [Risk and Opportunity Matrix] to select [Material Issues]



• **Strategy**

Risk Categories	Issue Definition	Company Impact Description	Impact Timeline	Strategy
Policy and Regulatory Risk	Increased pricing of Greenhouse Gas emissions	<ul style="list-style-type: none"> In accordance with Taiwan FSC's promotion of carbon emissions disclosure for listed companies, the headquarters plans to complete carbon inventory in 2023, parent company and subsidiaries to complete inventory and parent company to complete verification by 2026, and consolidated subsidiaries to complete verification by 2028 Due to increased international attention and national emphasis on environmental issues, mainland China may implement certain mandatory control policies in the future, resulting in higher carbon trading costs for the company 	Mid-term	<ul style="list-style-type: none"> For Carbon Inventory and Certification Plan: The headquarters and all plants have submitted carbon inventory planning, implementation and certification schedules to the Board of Directors, and will report results to the Board quarterly. Both Dongguan Plant and Yantai Plant have established dedicated departments and personnel to conduct annual Greenhouse Gas inventories, formulate reduction plans, and promote the implementation of annual energy-saving targets Dongguan Plant is evaluating the implementation of ISO50001 Energy Management System, while Yantai Plant completed ISO50001 Energy Management System certification at the end of 2022 Dongguan Plant and Yantai Plant successively completed the construction of solar power stations from late 2022 to early 2023, serving as alternative energy sources for self-use electricity, with 10% of future power to be supplied by renewable energy from solar power stations
Acute Physical Risk	Rising average temperatures	<ul style="list-style-type: none"> Increased air conditioning costs at plants due to rising temperatures; Due to rising temperatures causing power supply strain at plants, local governments implement peak-shift power usage measures to address power shortages. However, these peak-shift measures result in extended production lead times at the plants. 	Short-term	<ul style="list-style-type: none"> Under staggered electricity usage, plants schedule their production in shifts Replace energy-saving refrigeration equipment to prevent rising energy consumption due to increasing temperature The company will evaluate purchasing business interruption insurance. The newly purchased office building in Taipei adopts green building design, which can effectively reduce temperature and save electricity costs.



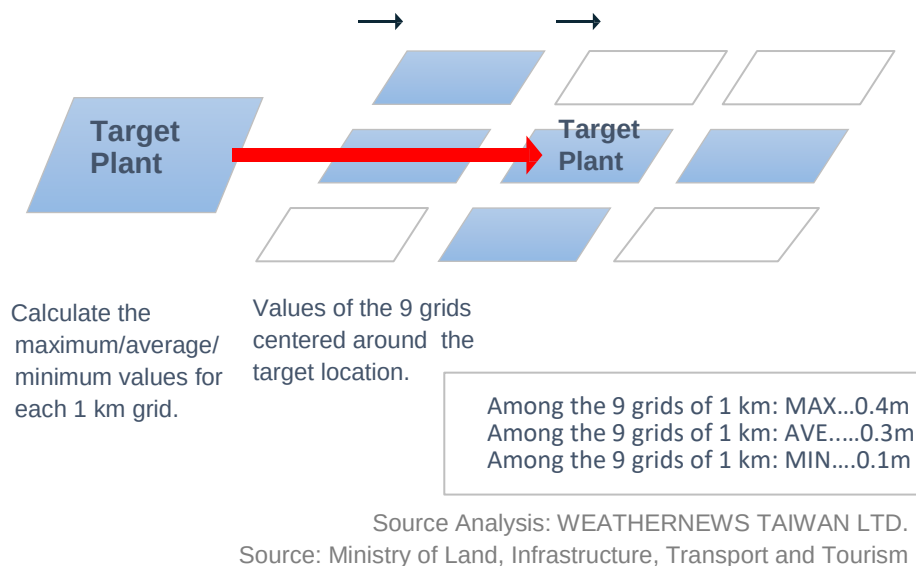
Chronic Physical Risk	Increased raw material costs	<ul style="list-style-type: none"> During winter in Yantai, Shandong Province, highways are frequently closed due to snowfall, which may lead to logistics disruptions and increased raw material costs at the Yantai plant The Dongguan Plant has been affected by extreme weather events such as floods and droughts, impacting raw material supply and demand, increasing raw material and inventory costs, leading to decreased orders, which in turn affects the company's turnover and reduces revenue. 	Short-term	<ul style="list-style-type: none"> The Yantai plant adopts a flexible inventory strategy, maintaining 1-2 weeks of inventory normally, but increases inventory levels to 3-4 weeks during winter to mitigate impacts from snow-related logistics disruptions. Both Dongguan and Yantai plants have developed multi-location supplier networks to avoid supply disruptions due to extreme weather events in a single region The headquarters and plants have established dedicated departments or response teams, and developed guidelines for post-disaster recovery, production resumption, and production site relocation to meet customer satisfaction in terms of delivery time and quality. Plants conduct annual simulation training and drills according to emergency response plans to enhance emergency team members' familiarity with plan contents and responsibilities, while identifying potential improvements to the plans.
Opportunity Category	Topic Definition	Company Impact Description	Impact Timeline	Strategy
Resource Usage Efficiency	Moving toward more efficient establishments	<ul style="list-style-type: none"> When constructing new facilities and renovating existing plants, adopt more energy-efficient planning models, consider space utilization rates, make greater use of natural energy sources (such as sunlight, wind power, etc.) to reduce operational costs associated with energy consumption and pollution emissions 	Mid-term	<ul style="list-style-type: none"> Dongguan Plant and Yantai Plant utilize air compressor waste heat recovery to improve plant energy usage efficiency Plan joint office areas and reasonably adjust internal partitions in plants, optimize the effectiveness of air conditioning and ventilation systems; install thermal insulation door curtains to prevent air conditioning loss and improve energy efficiency Yantai Plant plans to obtain Green Factory certification in 2022; Zhonghe Headquarters will adopt a resource efficiency maximization approach for interior design planning; Xindian Headquarters will apply for reconstruction using green building standards during urban renewal

• Metrics and Goals

✧ The achievement status of policy, strategy, management goals, and management indicators can be found in the corresponding report chapter.

Indicators		Location	Goal	Corresponding Report Chapter ✧
Climate	Carbon Emissions/ Energy	The entire Group	PDCA: Annually promote energy-saving measures, set goals, confirm achievement status, track and review, and confirm future goals.	5.1 Climate Change and Carbon Emission Management
	Greenhouse Gas	 Headquarters	Complete carbon inventory of the parent company in 2023. Complete the inventory of the parent company and its subsidiaries by 2026. Complete verification of the Parent Company by 2027. Complete the verification of subsidiaries' consolidated statements by 2028 >>>>For detailed achievement status, please refer to 5.1.4 Greenhouse Gas Emissions.	5.1 Climate Change and Carbon Emission Management 5.1.2~5.1.5
		The entire Group	Set up dedicated departments and personnel to conduct annual Greenhouse Gas inventories, formulate reduction plans, and promote implementation of annual energy-saving goals	
	Energy Management	Headquarters	New plants are green buildings, which can effectively reduce temperatures and save electricity costs.	5.1 Climate Change and Carbon Emission Management 5.1.2~5.1.5
			<ul style="list-style-type: none"> Yantai: Passed ISO 50001 energy management system certification at the end of 2023 >>Passed in 2023 and continues to maintain annually. Other plants: Plan to introduce ISO 50001 Energy Management System 	
			Under staggered electricity usage, plants schedule their production in shifts	
		The entire Group: Each Manufacturing Location	<ul style="list-style-type: none"> Planning to build solar power stations as alternative energy sources for self-use electricity, with 10% of future power to be supplied by renewable energy from solar power stations. Dongguan Plant has successively installed and activated rooftop solar stations during 2022-2023. In 2024, the total plant area achieved a 16.04% renewable energy utilization rate, reaching 18.16% in 2025. Yantai Plant has successively installed and activated rooftop solar stations from 2023 to present. In 2024, the total plant area achieved a 3.41% renewable energy utilization rate, reaching 31.87% in 2025. The Wuhu Plant is planning to construct solar stations during the 2026-2027 year. 	
			Replace energy-saving refrigeration equipment to prevent rising energy consumption due to increasing temperature	

• 2023 - Climate Flood Risk Analysis: Targeting Key Plants - Wuhu, Dongguan



• RCP 8.5: "High emissions business-as-usual scenario."

[Preset Conditions]

- Scenario: RCP8.5
- Model: Average (the overall average of climate model simulations)
- Depth type: Mean (the overall average of the target and the nine adjacent 1km grids)
- Threshold: 0.3m
- Annual Probability of Occurrence = $\frac{1}{\text{Return Period}}$

• Flood Analysis Results / Summary

[Wuhu Plant]

By 2080 / with a 4% annual probability of flood rising from 0.3 to 0.5m, the following losses

- \$4.11 million USD in work stoppage losses
- \$380,000 USD in building asset losses
- \$5.49 million USD in depreciable asset losses
- \$12.6 million USD in inventory asset losses

[Dongguan Plant]

No significant risk of flooding

Recommendations

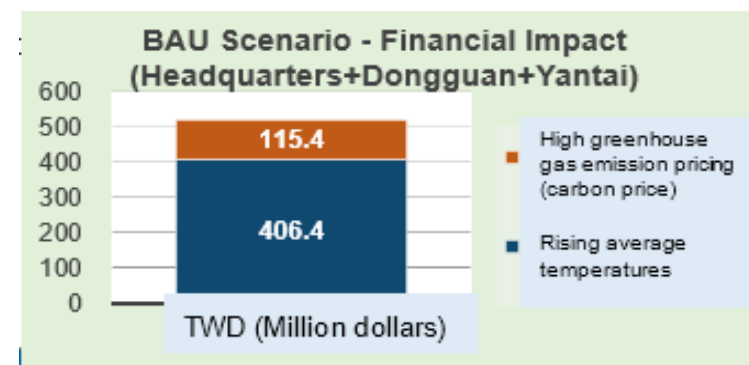
In response to flood risks, the flood threshold can be raised through appropriate strategies to further calculate the difference in financial impact, reflecting the benefits.

Recommendation for Wuhu: Raising the water gate threshold to 0.5m through disaster prevention strategies can help reduce the risk.

• Financial Impact Quantification Table

▼ BAU Scenario: The following financial expenditures are expected in 2030 if no carbon reduction strategy is implemented

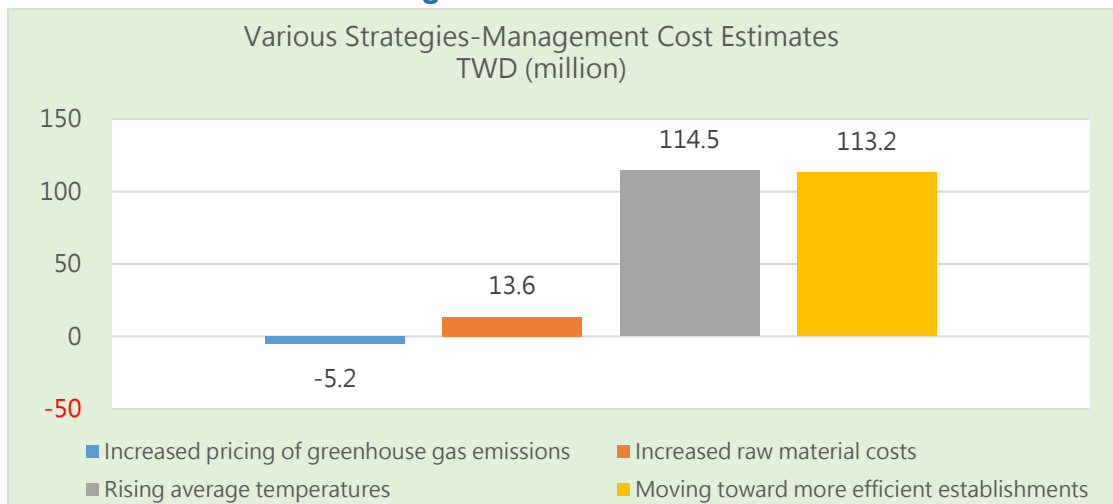
Financial Impact - BAU Scenario		Unit: TWD (million)	
		Unilateral	Total
Risk	Rising in average temperatures (warming loss)	406.4	521.722
Risk	High Greenhouse Gas emission pricing (carbon price)	115.4	



▼ Cost Estimate

Various Strategies-Management Cost Estimates		TWD (million)	Item Proportion: %	Note
Risk	Increased pricing of Greenhouse Gas emissions	-5.2	-2.2%	Yantai Plant, Dongguan Plant: By leasing rooftops to solar energy companies, preferential green electricity fees can be obtained, resulting in a negative expenditure.
Risk	Increased raw material costs	13.6	5.8%	
Risk	Rising average temperatures	114.5	48.5%	
Opportunity	Moving toward more efficient establishments	113.2	48.0%	

• Future TCFD Planning



- Discuss climate issues at least once a year
- Continue to focus on climate risk and opportunity indicators and goals
- Adjust TCFD planning on a rolling basis according to international and government regulations

• Net-Zero Transition Plan

Pan-International Group has designated 2025 as its base year and aims to achieve net-zero emissions by 2050. The Group is advancing its net-zero transition plan in alignment with the Paris Agreement goal of limiting global temperature rise to 1.5°C. In terms of its decarbonization strategy, Scope 1 emissions reductions will focus primarily on equipment replacement and the management of other direct emission sources. For Scope 2, the Group will reduce emissions from purchased energy through process energy-saving measures, improvements in the efficiency of electricity-consuming equipment, solar power generation, and increased use of renewable energy. For Scope 3, the Group will focus on collecting supplier emissions data and providing emissions-reduction guidance, procuring low-carbon raw materials, improving logistics efficiency, and reducing waste while promoting resource recovery, with the aim of lowering value chain emissions. For residual emissions that remain difficult to eliminate after deep decarbonization, the Group will carefully assess purchasing carbon credits and investing in permanent carbon removal solutions to support the achievement of its long-term net-zero target.

To support implementation of the transition plan, the Group expects to invest **NTD 15 million** in 2026 in initiatives including the replacement of energy-saving equipment, energy management, renewable energy, and supply chain decarbonization. The Group will also periodically review resource allocation and emissions-reduction performance.

Stakeholder Engagement: The Group will engage with value chain partners, industry associations, and government authorities to gather transition needs and implementation recommendations, which will serve as references for adjusting its net-zero transition plan. Across the value chain, the Group will communicate with suppliers and customers regarding carbon emissions information, low-carbon materials, and product requirements to understand decarbonization technologies, associated costs, and implementation barriers. Through guidance and technical exchanges, the Group will work with value chain partners to advance emissions-reduction measures. In terms of industry collaboration, the Group will engage with peers through industry associations to share energy-saving and carbon-reduction practices and stay informed of low-carbon technologies and industry transition trends. In addition, the Company

will use policy dialogue and local engagement activities to understand policy directions and societal concerns, and will incorporate relevant feedback into the planning and review of transition measures.

Social Impacts of the Transition and Response Measures: The Group will assess the potential impacts of the net-zero transition on employees and suppliers and, through stakeholder engagement, identify affected groups and their needs to develop corresponding measures. For employees, equipment upgrades, process adjustments, and the introduction of energy management technologies may change job responsibilities and skill requirements. The Group will support employees in adapting to the transition through education and training, skills enhancement, and competency development. For suppliers, carbon management requirements and the adoption of low-carbon technologies may increase costs or management burdens. The Group will provide communication, guidance, and technical exchanges to help suppliers progressively strengthen their decarbonization capabilities and will take their implementation challenges into account when planning relevant measures.

5.1.2 Energy and Greenhouse Gas Management

Pan-International Group's global plants are not major carbon emitters, and are currently outside the scope of carbon tax or mandatory carbon trading regulations. Therefore, there have been no mandatory requirements in the past, only compliance with local regulations. Given the limited opportunities for carbon reduction in the industry, along with the current global climate issues and corporate responsibility, the Group remains committed to taking carbon reduction actions.

Due to energy shortages, global warming, and increasingly severe climate change, energy management and transition have become crucial components of international energy policies. The selection and consumption of energy are closely linked to issues such as company costs, environment, and safety. Improving energy utilization efficiency and reducing energy consumption will help save costs and mitigate the impacts of climate change.

Energy Structure: Due to the nature of the industry, the energy structure used by the Group's subsidiaries in mainland China primarily consists of purchased electricity, which accounts for over 80-90% of total energy consumption.

▼ Energy and Greenhouse Gas Governance

- [Sustainability Committee]: The Chairman serves as the Chairperson, regularly discussing climate change, energy issues, and Greenhouse Gas emissions disclosure and reduction-related work implementation and planning, followed by annual reports to the Board of Directors.
- Focus on reducing non-renewable purchased electricity consumption by building additional solar (photovoltaic) power stations or using other renewable energy sources to increase green energy. Meanwhile, achieve energy savings through process and equipment improvements.
- Energy Conservation and Carbon Reduction Implementation: Through the Sustainability Committee, establish energy conservation and carbon reduction guidelines and goals, and coordinate and integrate the promotion strategies and plans for energy conservation and carbon reduction of each subsidiary. Regular meetings are held to continuously introduce various energy-saving plans, challenging new energy-saving milestones.

▼ Short-term strategies (targeting key subsidiaries (with production facilities + 100% operational control))



- Green Equipment: Select energy-efficient equipment. Plant: Newly purchased production equipment or chiller units must be energy-efficient models.

- Energy-saving Process: Enhance energy recovery



- Green Facilities: Pan-International, Taipei (parent company) plans to relocate to a building with green architecture concepts.
- Purchase Green Electricity/ Renewable Energy Certificates



- Energy Conservation in Non-production Areas: The Group's subsidiaries actively promote various energy-saving initiatives in offices and public areas, such as document digitalization and office areas.



- Use Energy-efficient Lighting Equipment: All replacement light tubes use more energy-efficient LED tubes.



- Comply with international and local environmental regulations to achieve zero violations.
- Clean energy replacing high energy consumption



▼ Mid to Long-term Strategies and Achievement Status

Item		Expected Timeline	Progress Status	Progress/Completion Level
Strengthen Energy Disclosure		2023, annual	Completed (2023) and conducted annually	Starting from 2023, comprehensive energy structure inventory for 2022 (including thermal energy, natural gas, and gasoline/diesel) is required from key subsidiaries in mainland China (with manufacturing locations).
Implemented Task Force on Climate-Related Financial Disclosures		Starting from 2022, annual	Completed (2022) and regularly reviewed	Starting from 2022, TCFD has been implemented, with an annual review and reassessment every 3 years. Implement IFRS S1/S2 by the end of 2025.
Greenhouse Gas Inventory	Parent Company: Annual GHG (Scope 1, 2) Inventory	Complete previous year by 2025	Completed ahead of schedule (2023) and conducted annually	Starting from 2023, the parent company (Pan-International, Taipei) completed the 2022 Greenhouse Gas inventory and conducts it annually
	Consolidated subsidiaries: Annual GHG (Scope 1, 2) Inventory	Annual Complete previous year by 2026	Ongoing: (2022) Mainland China/ (2023) + United States/ (2025) all combined completed	Starting from 2023, Chinese subsidiaries (Dongguan Plant, Jiangxi Plant, Yantai Plant, Wuhu Plant) completed the 2022 Greenhouse Gas inventory (Scope 1, 2) and conduct it annually Starting from 2024, U.S. location PIU (USA) completed the 2023 Greenhouse Gas inventory (Scope 1, 2) and conducts it annually Starting from 2025, include all subsidiaries included in the consolidated financial statements.
	Parent company: Annual GHG (Scope 1, 2, 3) Inventory	Complete previous year by 2027	Completed: Starting from 2025 and conducted annually	Starting from 2025, parent company has added: 2024 (Scope 3) - materiality analysis and inventory, and conducts it annually
	Consolidated subsidiaries: Annual GHG (Scope 1, 2, 3) Inventory	Complete previous year by 2027	Ongoing - Added Scope 3 (Materiality): (2023) Yantai/ (2025) Mainland China/ (2025) all combined completed	Starting from 2023, Yantai plant has added: 2022 (Scope 3) - materiality analysis and inventory, and conducts it annually Starting from 2025, Dongguan Plant, Wuhu Plant, and Jiangxi Plant have added: 2024 (Scope 3) - materiality analysis and inventory, and conduct it annually Starting from 2026, all subsidiaries included in the consolidated financial statements, 2025 added Scope 3 - materiality analysis and inventory.
	Parent company: Annual GHG Assurance	Complete previous year by 2027	Completed: Starting from 2025 and conducted annually	Starting from 2025 (2024 Year), the parent company completes third-party verification/assurance annually, 2025 has been completed.
	Consolidated subsidiaries: GHG Assurance	Complete previous year by 2027	In progress, some sites completed	In 2023, Yantai Plant retrospectively obtained ISO 14064-1:2018 certification for 2020 and 2021 (Scope 1, 2) Starting from 2023, Yantai Plant obtained ISO 14064-1:2018 certification for 2022 (Scope 1, 2, 3), and conducts it annually Starting from 2024, Jiangxi Plant obtained ISO 14064-1:2018 certification for 2023 (Scope 1, 2), and conducts it annually Starting from 2025, Dongguan Plant and Wuhu Plant obtained third-party verification/assurance for 2024 (Scope 1, 2, 3), and conduct it annually It is expected to obtain assurance for subsidiaries included in the consolidated financial statements for the year 2027 by 2028.

Item	Expected Timeline	Progress Status	Progress/Completion Level
Use of green energy (Renewable Energy) $\geq 10\%$	All manufacturing plants by 2050	In progress, some sites completed	Dongguan Plant completed and started using the solar power station in December 2022. Starting in 2023, surplus energy will be sold while retaining renewable energy certificates. Increased to 16.04% in 2024. Increased to 18.16 in 2025. Yantai Plant completed Phase I of the solar power station and started using it in March 2024. Purchase Renewable Energy Certificates in 2024. Increased to 3.41% in 2024. Increased to 31.87 in 2025. Jiangxi Plant started using solar and wind power in April 2024. Group renewable energy usage rate (2022) 0.06% > (2023) 0.68% > (2024) 3.92% > (2025) 29.44%
Promote low-carbon manufacturing to reduce Greenhouse Gas emissions	Ongoing every year		Annual review and sharing
Promote ISO 50001 Energy Management System certification	In progress, some sites completed		Honghuasheng, Yantai has obtained ISO 50001 Energy Management System certification (valid until October 12, 2026), and New Ocean, Jiangxi is also actively implementing it.

▼ 2025 Energy Conservation and Carbon Reduction Management Policies for



Each Plant

Plant	Energy conservation and carbon reduction management measures implemented by each plant		
Pan-International, Taipei (Office)	1. Office Electricity Resource Management 3. Replace with energy-saving light tubes	2. Promote turning off power for unused electrical appliances 4. Move into new plant offices that comply with green initiatives in December 2024	
Dongguan Pan-International	1. Promote turning off power for unused electrical appliances 3. Feed-in tariff for surplus green energy	2. Direct solar power supply generation	
New Ocean, Jiangxi	1. Insulation extruder converted to server for energy-saving improvement project. 3. Purchase Green Electricity 5. Replace with energy-saving light tubes	2. Replace the profiling machine with a new energy-saving machine 4. Promote turning off power for unused electrical appliances	
Honghuasheng, Yantai	1. Air compression station conducts waste heat recovery.	2. Introduction of new energy-saving dust collection fan in Manufacturing Division 1	3. Replace compressed air drying with exhaust air from electroplating line

Plant	Energy conservation and carbon reduction management measures implemented by each plant			
	4. Combine fans for tin plating line/package machines	5. Replacement of Old with New for dust collector	6. Replace compressed air drying with vacuum exhaust air.	
	7. Combine fans and shut down.	8. Replacement of old pumps	9. Replacement of outer layer pre-processing	
	10. Replacement of Old with New for packaging machines	11. Direct solar power supply generation	3. Purchase Green Electricity/Renewable Energy Certificates	
CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	1. Promote turning off power for unused electrical appliances	2. Replace with energy-saving light tubes	3. Replace fuel-powered work vehicles with new energy vehicles	4. Rooftop solar installation
Mainland China subsidiaries	In addition to self-building solar power stations, Mainland China is actively promoting energy structure adjustments in response to global energy-saving and carbon reduction trends; large-scale applications of new energy sources such as wind power and solar power generation are being widely increased. The Group's plants utilize local electricity, contributing to carbon reduction through the use of green energy.			
All units	Promote implementation of ISO 50001			
PIU, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, Yibin Pan-International, CJ Electric Systems, Ordos	Office and warehouse: Promote turning off power for unused electrical appliances			

To effectively improve the Group's energy use efficiency, we have introduced the ISO 50001 Energy Management System standard for the higher energy-consuming plant - Honghuasheng, Yantai, and plan to encourage other plants to follow. In accordance with ISO 14064-1:2018 Greenhouse Gas Inventory Standards, an energy resource inventory is conducted by monitoring direct measurements of energy usage through on-site meters. Energy consumption within the plant is estimated using mass balance and procurement quantity methodologies. The Sustainability Committee - Energy Management Group is responsible for integrating the energy use status from each operating location, understanding the main energy types at each site, [identifying opportunities to improve energy efficiency and performance](#), and formulating energy-saving improvement plans and short, medium, and long-term goals. The Sustainability Committee supervises the implementation of energy policies annually and adjusts energy plans in a timely manner to ensure the achievement of energy-saving goals.

As of the end of 2025, Honghuasheng, Yantai passed ISO 50001 external verification. The Group also strengthens the promotion of company energy-saving policies, holds relevant promotion activities and education and training courses to enhance employees' energy-saving and carbon reduction concepts.

Location	Whether ISO 50001 has been implemented	Energy supervision unit and its responsibilities	Energy data collection method
Pan-International, Taipei (Office)	None	Environmental Engineering Department	Direct measurement, financial data, evidence-based estimation
Dongguan Pan-International	Planning	Management Department	Meter monitoring, financial data, evidence-based estimation
New Ocean, Jiangxi	Ongoing	Engineering Department	Model analysis, meter monitoring, financial data, evidence-based estimation
Honghuasheng, Yantai	2026/10/12	Plant Affairs Department	Direct measurement, meter monitoring, financial data, evidence-based estimation
CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	None	Management Department	Meter monitoring, financial data, evidence-based estimation
PIU, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, Yibin Pan-International, CJ Electric Systems, Ordos	None	Pan-International, Taipei assists in management (less than 20 people)	Direct measurement, financial data

Note: Dates listed in the table represent the expiration dates of the certificates

5.1.3 Energy Consumption

(GRI 302-1、302-3)

Non-renewable energy intensity:
Decreased by 19.94% compared to
the baseline year.

Total non-renewable energy
consumption decreased by
27.63% compared to the baseline

The renewable energy
usage rate increased to
29.44%.

Energy Management and Renewable Energy Promotion (Corresponding to SDG 7: Affordable and Clean Energy, SDG 12: Responsible Consumption and Production, SDG 13: Climate Action)

In 2025, the total energy consumption within Pan-International Group's organizational boundary was **546,221.866 GJ**, an increase of **13,328.709 GJ** compared to the 2022 base year (532,893.157 GJ). This was mainly due to increased production capacity and an expanded boundary for this year, including the addition of 8 new subsidiaries. The energy intensity was **26.051 GJ per million NTD in revenue**.

The energy use structure is primarily based on **purchased non-renewable electricity**, accounting for approximately 62.34% of total energy consumption, and renewable energy, making up about 29.44% of total energy consumption; the remainder consists of **purchased thermal energy at 2.35% and fossil fuels at 5.88%**. Therefore, in terms of energy-saving strategies, the Group will focus on **reducing electricity usage intensity and increasing the proportion of renewable energy use** in the future.

In 2025, the Group's renewable energy usage ratio increased to **29.44%**, showing a significant increase of **29.38 percentage points** compared to the base year 2022 (0.06%) and an increase of **25.52 percentage points** compared to 2024 (3.92%), demonstrating Pan-International's proactive approach in energy transition.

Non-Renewable Energy Usage Trend Analysis (Corresponding to SDG 13: Climate Action)

In 2025, total non-renewable energy consumption was **385,438.100 GJ**, decreasing by **91,365.550 GJ (476,803.650 GJ; -19.16%)** compared to 2024, and decreasing by **147,136.695 GJ (532,574.795 GJ; -27.63%)** compared to 2022 (base year), demonstrating significant energy-saving results.

However, the non-renewable energy intensity (**18.383 GJ per million NTD in revenue**) decreased by **4.578 (22.961 GJ per million NTD in revenue; -19.94%)** compared to the base year 2022, and decreased by **6.659 (25.041 GJ per million NTD in revenue; -26.59%)** compared to 2024. The main reason was the improvement in the percentage of renewable energy use in 2025, with the Honghua plant replacing high-energy-consuming electricity (imported electricity) with clean energy (natural gas).

Optimization of Energy Structure (Replacing Electricity with Gas)

Honghuasheng, Yantai is the group's primary energy consumption location. In 2025, the redevelopment of the humidification systems in Plant A1 and Plant A3 was completed, replacing the high electricity-consuming electrode humidifiers with natural gas boilers. Natural gas accounts for 93.19% of fossil fuels. Although the usage of natural gas has increased, it has effectively reduced overall electricity consumption and total carbon emissions.

Energy Management effectiveness, increase in renewable energy.

1. Rooftop photovoltaic cooperative model: Provide rooftop space in the plant free of charge to professional solar energy companies for system installation, and repurchase green electricity at preferential prices, effectively reducing electricity costs and promoting the development of the green supply chain.

2. Dongguan Plant "surplus power grid-connection": Feed unused excess solar power into the public power grid, creating additional revenue while enhancing the overall efficiency of green electricity usage in the area.

3. Green electricity and certificate procurement: Locations such as Honghuasheng, Yantai, and New Ocean, Jiangxi continue to transform through the procurement of green electricity and Green Electricity Certificates (GEC) according to plant criteria, promoting the renewable energy usage rate of Honghuasheng, Yantai to reach 31.87%.

4. Project Highlights: Waste Heat Recovery Performance at Honghuasheng Yantai (GRI 302-4) The Honghuasheng Yantai plant is actively implementing a circular economy and energy transition by utilizing a waste heat recovery system in the air compressor station. This system converts the waste heat generated during the operation of air compressors into domestic hot water, which is stored and supplied to dormitory employees for washing during morning and evening hours. The Honghuasheng Yantai plant actively implemented waste heat utilization, successfully achieving **a waste heat recovery energy of 5,163.053 GJ** in 2025 (not included in the baseline energy consumption table), effectively reducing overall energy waste and consolidating sustainable circular benefits.

5. Respectively reduced energy consumption by approximately 13,467.662 GJ through replacing Energy Saving Equipment and 2,488.292 GJ through Process Improvement.

We will continue to implement diverse energy-saving initiatives, including:

- Implementation of energy-saving equipment suitable for each location
- Continuous promotion of process improvements
- Regular review of energy-saving effectiveness and target achievement progress
- Replace high energy consumption electricity with clean energy.

Through these efforts, we steadily advance toward the next milestone in **energy conservation and carbon reduction**.

▼ **2025 - Location - Energy Consumption Analysis Table** (Unit: Gigajoules, GJ)

Energy not calculated in the above table.	Waste Heat Recovery Energy (GJ)	Honghuasheng, Yantai	5163.053 GJ
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Location	Non-renewable energy						Total Non-renewable Energy Consumption(GJ)	Renewable energy			Total Renewable Energy Consumption(GJ)	Energy Consumption(GJ)	Energy intensity (GJ/million revenue)	Non-renewable energy intensity (GJ/million revenue)	Percentage of renewable energy use
	Fossil fuels				Purchased Energy Consumption			Purchased Renewable Energy Source(GJ)							
	Natural gas	Gasoline for vehicles	Diesel	Ethanol	Electricity (excluding only Renewable Energy Certificates)	Thermal energy		Solar energy (direct supply)	Solar energy (Electricity certificate integration)	Electricity and Certificate Separation (only Renewable Energy Certificates) (GJ)					
Pan-International, Taipei	0.000	0.000	0.000	0.000	1,185.918	0.000	1,185.918	0.000	0.000	0.000	0.000	1,185.918	0.134	0.134	0.00%
Dongguan Pan-International	0.000	84.640	0.000	0.086	17,507.393	0.000	17,592.120	3,423.717	0.000	478.909	3,902.626	21,494.746	13.524	11.069	18.16%
New Ocean, Jiangxi	0.000	627.549	40.434	0.000	17,799.984	0.000	18,467.967	0.000	1,569.958	0.000	1,569.958	20,037.924	17.672	16.287	7.83%
Honghuasheng, Yantai	29,945.026	0.000	0.000	0.000	289,285.745	12,773.220	332,003.991	20,820.556	0.000	134,490.625	155,311.182	487,315.173	120.952	82.404	31.87%
CJ Electric Systems, Wuhu	0.000	116.427	311.203	0.636	9,270.095	0.000	9,698.361	0.000	0.000	0.000	0.000	9,698.361	4.807	2.946	0.00%
PIU (USA)	0.000	0.000	0.000	0.000	66.164	0.000	66.164	0.000	0.000	0.000	0.000	66.164	0.199	0.199	0.00%
Chaohu Ruichang	0.000	38.323	649.691	2.285	2,762.766	0.000	3,453.064	0.000	0.000	0.000	0.000	3,453.064	NA*	NA*	0.00%
Anqing Ruiyu	0.000	22.255	270.945	1.622	1,498.010	0.000	1,792.831	0.000	0.000	0.000	0.000	1,792.831	NA*	NA*	0.00%
Wuhu Hezhong	0.000	0.000	0.000	0.000	680.404	0.000	680.404	0.000	0.000	0.000	0.000	680.404	NA*	NA*	0.00%
Yibin Pan-International	0.142	23.304	0.000	0.000	165.231	37.681	226.358	0.000	0.000	0.000	0.000	226.358	0.439	0.439	0.00%
Taiwan-Czech Electronics	0.000	0.000	0.000	0.000	44.643	0.000	44.643	0.000	0.000	0.000	0.000	44.643	0.055	0.055	0.00%
Huizhou Taiwan-Czech Electronics	0.000	0.000	0.000	0.000	14.340	0.000	14.340	0.000	0.000	0.000	0.000	14.340	0.065	0.065	0.00%
Dongguan Guangshan	0.000	0.000	0.000	0.000	14.168	0.000	14.168	0.000	0.000	0.000	0.000	14.168	0.088	0.088	0.00%
CJ Electric Systems, Ordos	0.000	0.000	0.000	0.000	197.771	0.000	197.771	0.000	0.000	0.000	0.000	197.771	NA*	NA*	0.00%

Total amount 29,945.169 912.496 1,272.272 4.630 340,492.631 12,810.901 385,438.100 24,244.274 1,569.958 134,969.534 160,783.765 546,221.866 26.051 18.383 29.436%

Note 1: The calorific values are sourced from the Bureau of Energy, MOEA, multiplying energy usage by unit calorific value and converting to gigajoules (GJ) to calculate energy consumption.

Note 2: Calorific value conversion: China Gasoline has a calorific value of 10,300kcal/kg; China Diesel has a calorific value of 10,200kcal/kg; China natural gas has a calorific value of 8,505kcal/m³, based on <GB / T 2589-2020 General Principles for Calculation of Energy Consumption>

Note 3: Conversion: China gasoline 1 L = 1 L x 0.7475 L/kg density x gasoline calorific value 10300 kcal/kg = 7699.2500 kcal/L x 4.187 KJ/kcal = 0.0322 GJ (2024 updated data)

Note 4: Conversion: China diesel 1 L = 1 L x 0.8275 L/kg density x diesel calorific value 10200 kcal/kg = 8440.5000 kcal/L x 4.187 KJ/kcal = 0.0353 GJ (2024 updated data)

Note 5: As most subsidiaries of the Group are manufacturing-based industries, revenue in millions of TWD is chosen as the denominator for intensity calculations.

Note 6: The total statistics for Pan-International, Taipei for the entire Year 2025 include the total amount from both the new Zhonghe Headquarters and the Xindian Headquarters (decommissioned awaiting urban renewal).

Note 7: The energy statistics for CJ Electric Systems, Wuhu include Ruichang (factory area) and Dechang (warehouse).

Note 8: Electricity and Certificate Separation (only Renewable Energy Certificates): Dongguan Pan-International adopts the model of feed-in tariff for surplus green energy and retains Renewable Energy Certificate rights; Honghuasheng, Yantai, on the other hand, purely purchases Renewable Energy Certificates without physical green electricity transactions.

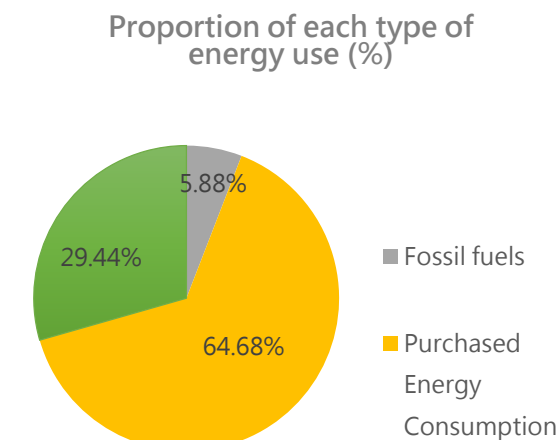
Note 9*: The revenues of Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, and CJ Electric Systems, Ordos are included in CJ Electric Systems, Wuhu, so the density is collectively calculated in CJ Electric Systems, Wuhu.

▼ 2025 Year - Non-renewable Energy, Renewable Energy Percentage - Location/Group

Location	Percentage of Renewable Energy Group Use (%)	Percentage of Non-renewable Energy Group Use (%)	Energy Consumption(GJ)	Proportion of Group Energy Use
Honghuasheng, Yantai	96.60%	86.14%	487315.173	89.22%
Dongguan Pan-International	2.43%	4.56%	21494.746	3.94%
New Ocean, Jiangxi	0.98%	4.79%	20037.924	3.67%
CJ Electric Systems, Wuhu	0.00%	2.52%	9698.361	1.78%
Chaohu Ruichang	0.00%	0.90%	3453.064	0.63%
Anqing Ruiyu	0.00%	0.47%	1792.831	0.33%
Pan-International, Taipei	0.00%	0.31%	1185.918	0.22%
Total of Other Locations	0.00%	0.32%	1243.849	0.23%

▼ GRI 302-1 Energy consumption within the organization

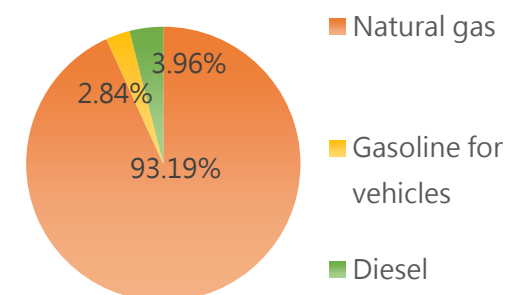
Item	Sub-item	Total Consumption (GJ)	Percentage (%)	Category	Total Consumption (GJ)	Percentage (%)
Fossil fuels	Natural gas	29,945.169	5.48%	Non-renewable energy	32,134.567	5.88%
	Gasoline for vehicles	912.496	0.17%	Non-renewable energy		
	Diesel	1,272.272	0.23%	Non-renewable energy		
	Liquefied petroleum gas	0.000	0.00%	Non-renewable energy		
	Ethanol	4.630	0.00%	Non-renewable energy		
Purchased Energy Consumption	Purchased Electricity	340,492.631	62.34%	Non-renewable energy	353,303.533	64.68%
	Purchased Thermal Energy	12,810.901	2.35%	Non-renewable energy		
Renewable energy	Solar energy (direct supply)	24,244.274	4.44%	Recycling	160,783.765	29.44%
	Solar energy (Electricity certificate integration)	1,569.958	0.29%	Recycling		
	Electricity and Certificate Separation (only Renewable Energy Certificates)	134,969.534	24.71%	Recycling		



▼ 2025 Year - Group - Fossil Fuels Percentage by Category

Fuel Category	Consumption (GJ)	Fuel Percentage (%)
Natural gas	29945.169	93.19%
Gasoline for vehicles	912.496	2.84%
Diesel	1272.272	3.96%
Liquefied petroleum gas	0.000	0.00%
Ethanol	4.630	0.01%

Fuel Percentage (%)



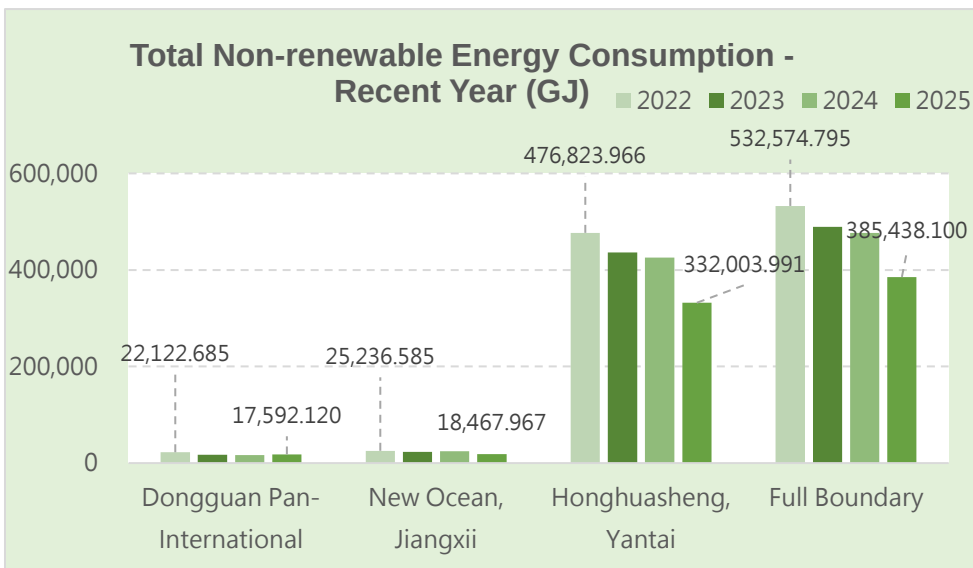
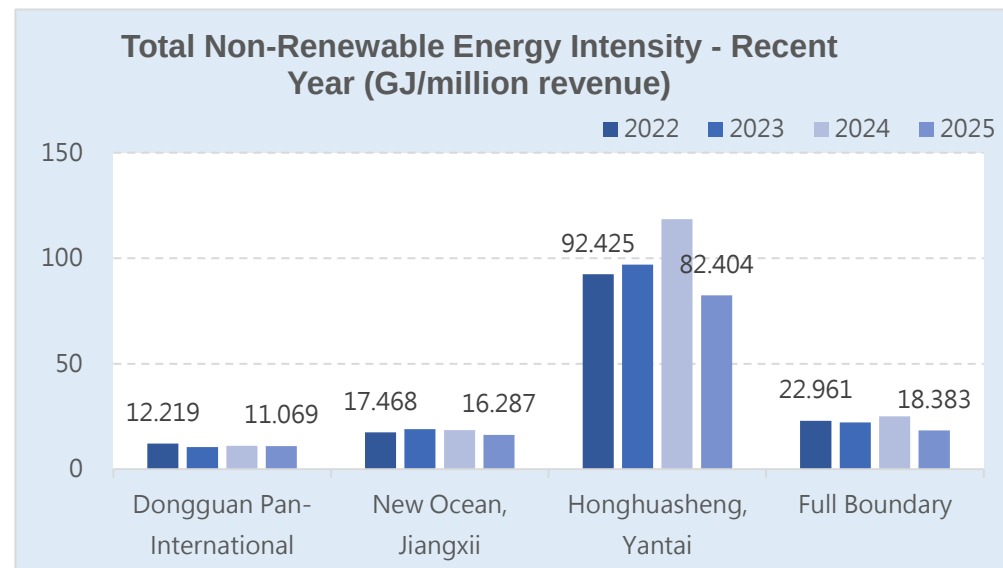
▼ **Hotspot/Full Boundary - Last Three Years and Base Year (2022) - Energy Consumption, Non-renewable Energy Intensity Summary**
(Unit: GJ, GJ/million revenue)

Total Non-renewable Energy Consumption - Recent Year (GJ)

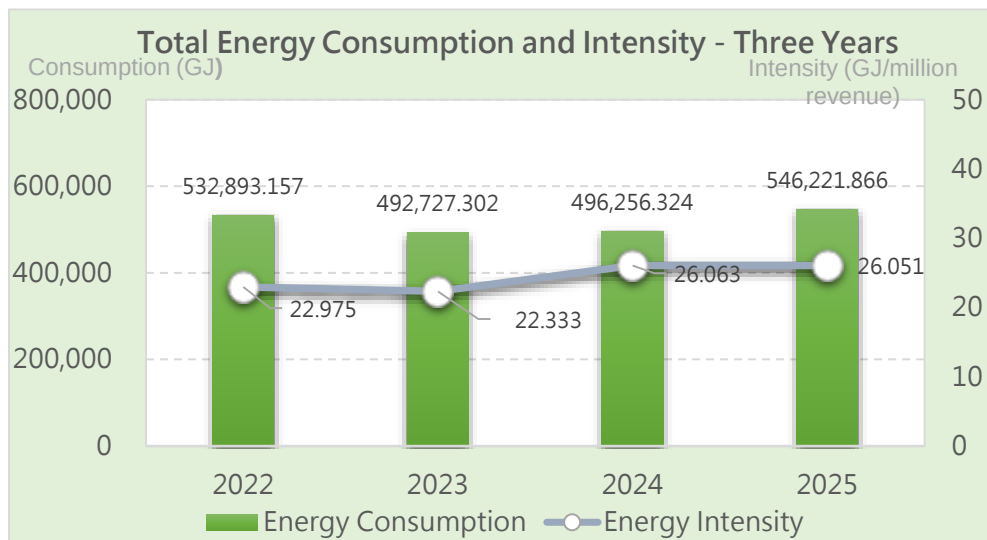
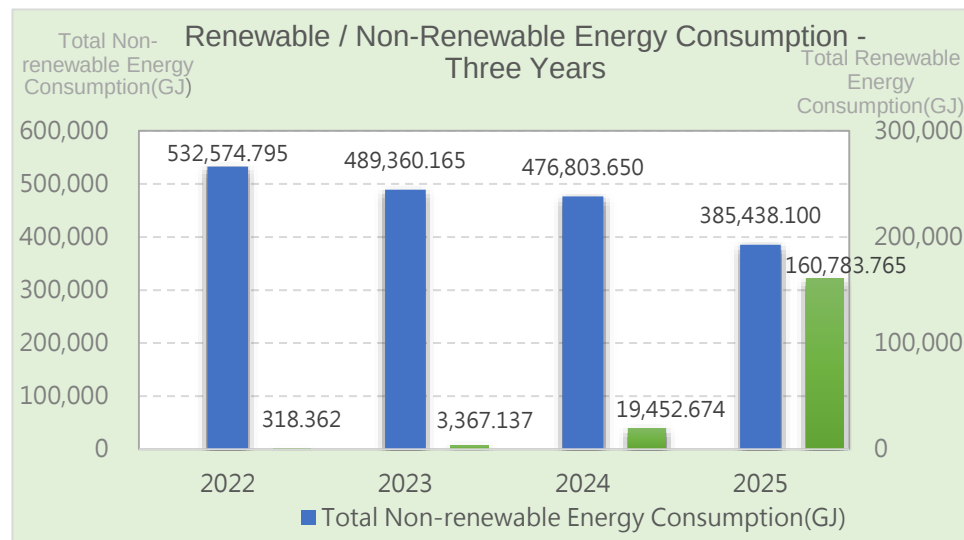
Location	2022	2023	2024	2025
Dongguan Pan-International	22,122.685	16,965.958	16,594.166	17,592.120
New Ocean, Jiangxi	25,236.585	22,779.378	24,615.240	18,467.967
Honghuasheng, Yantai	476,823.966	435,955.161	425,861.576	332,003.991
Full Boundary	532,574.795	489,360.165	476,803.650	385,438.100

Non-renewable energy intensity

2022	2023	2024	2025
12.219	10.560	11.156	11.069
17.468	19.056	18.651	16.287
92.425	96.930	118.594	82.404
22.961	22.180	25.041	18.383



▼ **Last Three Years and Base Year (2022) – Full Boundary Energy Consumption and Intensity, Total Non-renewable and Renewable Energy Consumption**

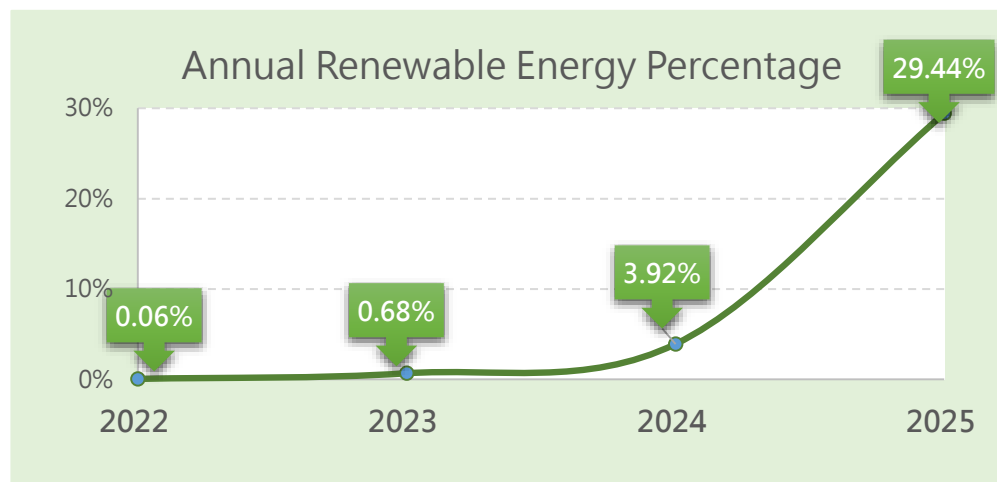


Year	2022	2023	2024	2025
Energy Consumption(GJ)	532893.157	492727.302	496256.324	546221.866
Energy intensity (GJ/million revenue)	22.975	22.333	26.063	26.051

Year	2022	2023	2024	2025
Total Non-renewable Energy Consumption(GJ)	532574.795	489360.165	476803.650	385438.100
Total Renewable Energy Consumption(GJ)	318.362	3367.137	19452.674	160783.765

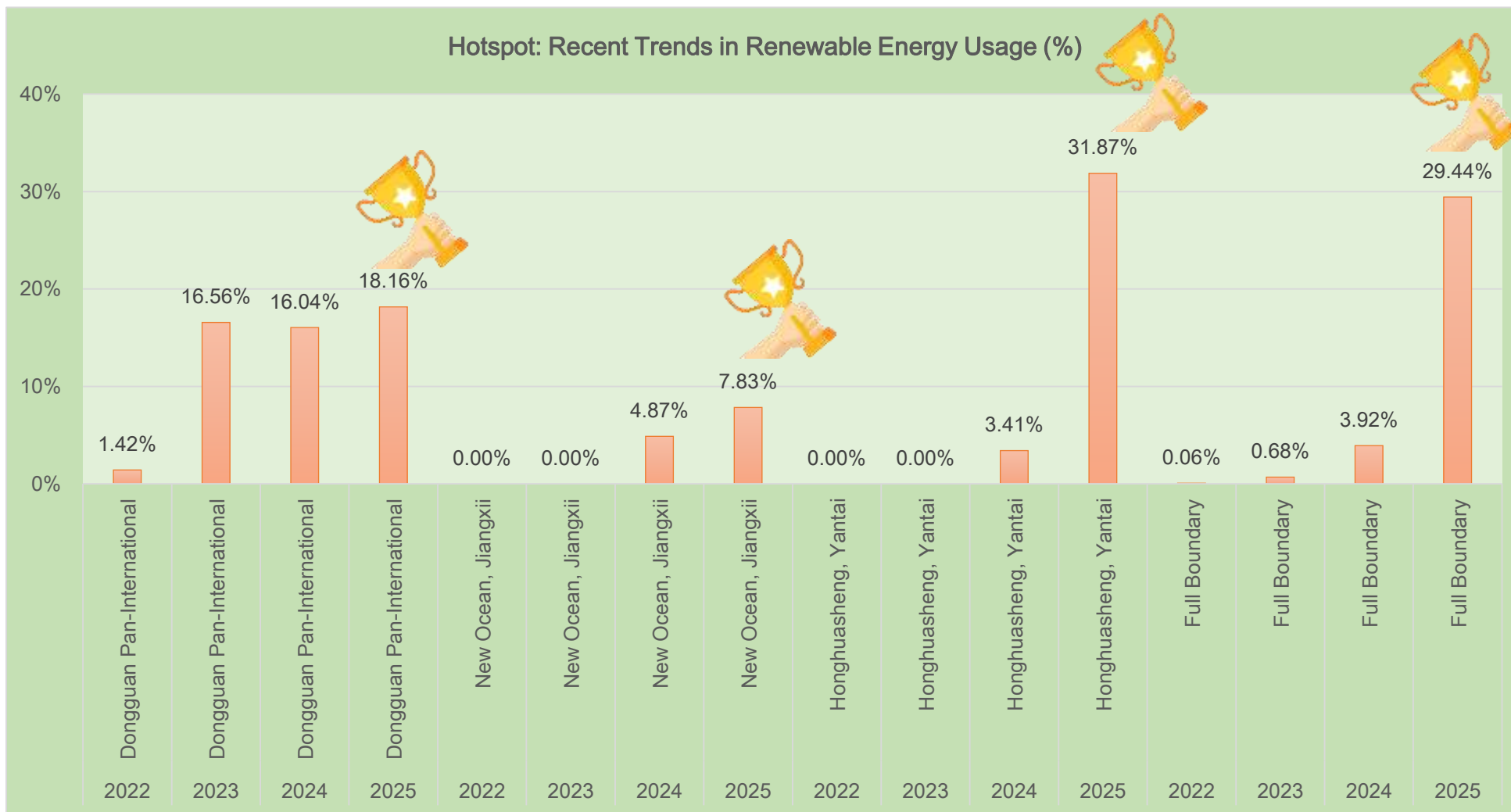
▼ Last Three Years and Base Year (2022) – Percentage of renewable energy use

Year	2022	2023	2024	2025
Percentage of renewable energy use	0.06%	0.68%	3.92%	29.44%



▼ 2025 Renewable Energy Usage Rate (and Future Plans) by Location (Plant):

Location	2022	2023	2024	2025	Planning progress
Dongguan Pan-International	1.42%	16.56%	16.04%	18.16%	2022/12 Rooftop Solar Station began operation, Starting in 2023, surplus energy will be sold while retaining renewable energy certificates. Increased to 16.04% in 2024. Increased to 18.16 in 2025.
New Ocean, Jiangxi	0.00%	0.00%	4.87%	7.83%	Purchase renewable energy in 2024: Unable to install solar station due to plant structure limitations. Increased to 4.87% in 2024. Increased to 7.83 in 2025.
Honghuasheng, Yantai	0.00%	0.00%	3.41%	31.87%	First phase of rooftop solar station completed in 2024. Purchase Renewable Energy Certificates in 2024. Increased to 3.41% in 2024. Increased to 31.87 in 2025.
CJ Electric Systems, Wuhu	0.00%	0.00%	0.00%	0.00%	CJ Electric Systems, Wuhu, Planning the solar station construction.
Full Boundary	0.06%	0.68%	3.92%	29.44%	For the Group, Planning the solar station construction. Purchase Green Electricity Purchase Renewable Energy Certificates



5.1.4 Greenhouse Gas Emissions

Greenhouse Gas Inventory and Management Performance (SDG 13: Climate Action)

Emission intensity:
Decreased by 23.5%

Total GHG emissions
↓ 17.17% (compared
with 2022)

Assurance, ISO
verification: Taiwan and
China

Pan-International Industrial Corp. follows the GHG Protocol Greenhouse Gas Inventory Standard to establish the Group's Greenhouse Gas management system, adopting the Operational Control Approach as the principle for setting organizational boundaries. In accordance with the "Greenhouse Gas Reduction and Management Act" and the "Climate Change Response Act" as well as the relevant regulatory authorities, it continues to promote Greenhouse Gas inventory, verification, and reduction management efforts to identify emission sources, reduce climate risks, and gradually enhance low-carbon operational capabilities.

For the Group: A systematic Greenhouse Gas Inventory procedure, document management mechanism, and Greenhouse Gas Inventory management procedure document have been established. Following the PDCA (Plan-Do-Check-Act) management cycle, the Group continuously reviews inventory results, develops reduction strategies, and tracks improvement effectiveness. The Greenhouse Gas emissions are quantified using the internationally accepted emission factor method and verified by an internal verification team for activity data, quantification methods, emission factors, and related supporting documents to ensure the completeness and reliability of the inventory data.

Scope - For the Group (includes PIB)

The 2025 Year inventory scope is in accordance with IFRS S1 standards, aligning the Boundary with the consolidated financial statements. Include all subsidiaries, including the parent company, subsidiaries in mainland China, the US, and Southeast Asia, comprising Pan-International, Taipei; Dongguan Pan-International; New Ocean, Jiangxi; Honghuasheng, Yantai; CJ Electric Systems, Wuhu; PIU (USA); Chaohu Ruichang; Anqing Ruiyu; Wuhu Hezhong; Yibin Pan-International; Taiwan-Czech Electronics; Huizhou Taiwan-Czech Electronics; Dongguan Guangshan; CJ Electric Systems, Ordos; and the PIB Group (PIT, PIW, PIE).

This year's disclosure scope includes: Scope 1: Direct Greenhouse Gas Emissions, including stationary sources, mobile sources, fugitive emissions, and process sources. Scope 2: Indirect emissions from purchased energy, including Purchased Electricity and thermal energy. Scope 3: Under the current stage of resource management and data availability, priority is given to the qualitative and quantitative inventory of Category 1 "Purchased Products and Services," Category 3 "Fuel and Energy Related Activities," and Category 5 "Operational Waste"; some locations have also completed inventories for Category 4 "Upstream Transportation," Category 6 "Business Travels," and Category 7 "Employee Commuting." Other categories that are difficult to classify and quantify due to their substantial nature or where the Company has no related items in those categories are not included in this inventory scope.

The types of Greenhouse Gases covered in the inventory include those regulated by the Kyoto Protocol: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).

Calculation Methods and Emission Factor References

The Group uses the emission factor method for inventory, converting to carbon dioxide equivalent (CO₂e) using the formula "activity data × emission factor × Global Warming Potential (GWP)", with the unit being metric tons (tCO₂e). Data sources are as follows: The emission factor is from the Taiwan Energy

Agency's 2026 announcement of the 2025 electricity carbon emission factor; China's Scope 2 Purchased Electricity factor is based on the 2023 national average electricity carbon dioxide emission factor as announced in 2025 by the Ministry of Ecology and Environment of China in the "2023 Electricity Carbon Dioxide Emission Factor"; Malaysia's Energy Commission 2017-2022 Grid Emission Factors (GEF); the latest Greenhouse Gas Emission Factor Management Table (Version 6.0.4) published by the Environmental Protection Administration; GWP values are based on the IPCC Sixth Assessment Report (2025 Errata); and for China's diesel, gasoline, and thermal energy calculations, values are based on China's Ministry of Ecology and Environment standards, GB/T 2589-2020 General Principles for Calculation of Comprehensive Energy Consumption, and the Guidelines for Accounting Methods and Reporting of Greenhouse Gas Emissions for Electronic Equipment Manufacturing Enterprises (Trial) issued by the National Development and Reform Commission.

Third-party verification

To enhance the credibility of the inventory information, the parent company and the main emission hotspot plants entrusted a third-party verification body to execute Greenhouse Gas assurance and verification this year, while other subsidiaries had their verification operations completed by the Group's internal verification team according to management procedures. The Group continues to plan for the gradual expansion of the scope of third-party verification to improve the overall quality of Greenhouse Gas management.

Base year setting

Since 2022, the Group has continued to conduct the Group's Greenhouse Gas Inventory, with the Taipei parent company and major subsidiaries in mainland China (Dongguan Pan-International, New Ocean, Jiangxi, Honghuasheng, Yantai, and CJ Electric Systems, Wuhu) using 2022 as the base year for Scope 1 and Scope 2. Starting in 2023, the U.S. subsidiary PIU (USA) has been included in the inventory.

Starting in 2025, the Group will expand the Greenhouse Gas Inventory boundary to include all subsidiaries in the consolidated financial statements, adding new locations such as Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, Yibin Pan-International, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, CJ Electric Systems, Ordos, and the PIB Group (PIT, PIW, PIE). Considering the impact of the expansion of the inventory boundary on the Greenhouse Gas Emissions, the Group follows the GHG Protocol baseline recalculation principles and **resets 2025 as the "baseline year for the Group's Greenhouse Gas Emissions,"** serving as the basis for subsequent reduction goal setting, performance tracking, and management.

Each subsidiary may set its "individual Greenhouse Gas emissions base year" according to its operational status and inventory circumstances. The current baseline year for Dongguan Pan-International, New Ocean, Jiangxi, and Honghuasheng, Yantai is 2022.

2025 marks the first time Pan-International Industrial Corp. completed a Greenhouse Gas Inventory for the Group's consolidated financial statement subsidiaries, covering locations in Taiwan, Mainland China, the United States, and Southeast Asia. The scope of the inventory expanded from the main production sites to the entire Group, further enhancing the completeness of Greenhouse Gas information disclosure and establishing a common foundation for the Group's future carbon reduction management and net zero transformation.

▼ **2025 Greenhouse Gas Inventory Results: Full Organizational Boundary, all subsidiaries included in the consolidated financial statements (including PIB)**

Category	Item	Value		Unit
Scope 1	Direct Emissions	3,034.5851		tCO ₂ e
Scope 2	Purchased Electricity and Heat	Location-based standard 93,086.2767	Market-based standard 72,966.4553	tCO ₂ e
Scope 1+2 Total Emissions (Market-based)	Including Scope 1-2	76001.040		tCO ₂ e
Scope 1+2 Emission Intensity (Market-based)	Including Scope 1-2	2.776		tCO ₂ e / Million NTD Revenue
Scope 3 (Category 1-15)	Other Indirect Emissions	355699.0870		tCO ₂ e
Total Emissions (Market-based)	Including Scope 1-3	431700.1274		tCO ₂ e
Emission Intensity (Market-based)	All Scopes	15.7703		tCO ₂ e / Million NTD Revenue

Note: The Greenhouse Gas (GHG) values listed in this table are calculated according to the Group's unified standards. However, due to joint verification with industrial parks in Mainland China, the actual verification values for Yantai and Jiangxi plants may slightly differ due to regional joint inventory mechanisms.

Structure distribution:

- **Scope 1 (Direct Emissions):** Only 3,034.5851 tCO₂e, accounting for 0.70% of total emissions.
- **Scope 2 (Purchased Electricity):** 72,966.4553 tCO₂e, accounting for 16.90% of total emissions (96.01% of Scope 1+2).
- **Scope 3 (Value Chain Upstream and Downstream):** As high as 355,699.0870 tCO₂e, accounting for 82.39% of overall total emissions.

▼ 2025 Year - Each Location - Scope 1, Scope 2 Emission (tCO₂ e), Group Share (%), Emission Intensity (tCO₂ e/Million NTD Revenue) (includes PIB)

Among the locations, Honghuasheng, Yantai is the Group's primary emission hotspot, with total Scope 1 and Scope 2 emissions of 46,079.515 tCO₂e, accounting for 60.63% of the Group. This is followed by the PIB Group at 22,032.000 tCO₂e, accounting for 28.99%, with Dongguan Pan-International and New Ocean, Jiangxi accounting for 3.47% and 3.59%, respectively. The top four locations account for approximately 96.7% of the Group's total Scope 1 and Scope 2 emissions, making them key management targets for promoting energy-saving improvements, enhancing energy efficiency, and expanding the use of renewable energy. The Group's Scope 1 and Scope 2 Greenhouse Gas Emissions are highly concentrated at major manufacturing locations. In the future, efforts will continue to gradually reduce energy-related emissions and enhance low-carbon operational performance through measures such as energy efficiency improvements, process optimization, the introduction of low-carbon equipment, and the procurement of renewable energy.

Location	Scope 1 Emissions	Scope 2 (Market-based)	Scope 2 (Location-based standard)	Scope 1+2 Total Emissions (Market-based)	Group Share	Scope 1+2 Intensity (Market-based)
Pan-International, Taipei*	0.0000	153.5115	153.5115	153.512	0.20%	0.017
Dongguan Pan-International	60.5593	2579.8076	2650.3774	2,640.367	3.47%	1.661
New Ocean, Jiangxi	101.7452	2622.9224	2854.2640	2,724.668	3.59%	2.403
Honghuasheng, Yantai	2046.6657	44032.8488	63850.7588	46,079.515	60.63%	11.437
CJ Electric Systems, Wuhu	112.8535	1365.9978	1365.9978	1,478.851	1.95%	0.449
PIU (USA)	0.0000	3.6446	3.6446	3.645	0.00%	0.011
Chaohu Ruichang	60.6134	407.1083	407.1083	467.722	0.62%	NA*
Anqing Ruiyu	27.5596	220.7397	220.7397	248.299	0.33%	NA*
Wuhu Hezhong	2.1222	100.2611	100.2611	102.383	0.13%	NA*
Yibin Pan-International	1.9999	28.4925	28.4925	30.492	0.04%	0.059
Taiwan-Czech Electronics	0.0000	5.7775	5.7775	5.778	0.01%	0.007
Huizhou Taiwan-Czech Electronics	0.0786	2.1131	2.1131	2.192	0.00%	0.010
Dongguan Guangshan	0.1991	2.0877	2.0877	2.287	0.00%	0.014
CJ Electric Systems, Ordos	0.1886	29.1427	29.1427	29.331	0.04%	NA*
PIB	620.0000	21412.0000	21412.0000	22,032.000	28.99%	3.439
For the Group - Total	3034.5851	72966.4553	93086.2767	76,001.040	100.00%	2.776

Note*: Pan-International, Taipei is confident in using the 2024 electricity carbon emission factor announced by the Energy Agency. The 2025 electricity carbon emission factor was announced by the Energy Agency on 2026/6/2. This table calculates the emissions for Pan-International, Taipei based on updated information, resulting in a slight discrepancy from the confident value (the confident value is 156.110 tCO₂e, and recalculated based on the updated information is 153.512 tCO₂e).

Note: The Greenhouse Gas (GHG) values listed in this table are calculated according to the Group's unified standards. However, due to joint verification with industrial parks in Mainland China, the actual verification values for Yantai and Jiangxi plants may slightly differ due to regional joint inventory mechanisms.

Note*: The revenues of Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, and CJ Electric Systems, Ordos are included in CJ Electric Systems, Wuhu, so the density is collectively calculated in CJ Electric Systems, Wuhu.

▼ **2025 - Each Location - Total Emissions and Scope 3 Emission (tCO₂ e), Group Share (%), Total Emission Intensity (tCO₂ e/Million NTD Revenue) (includes PIB)**

Location	Scope 3 (with availability prioritized for)						Scope 3 Total Emissions	Scope 1+2+3 Total Emissions (Market-based)	Total Emissions Group Share	Total Intensity Market-based Standard
	Category 1	Category 3	Category 4	Category 5	Category 6	Category 7				
Pan-International, Taipei	0.1401	36.4917	NA	9.7189	NA	NA	46.3507	199.862	0.05%	0.023
Dongguan Pan-International	13,801.1697	286.5917	NA	28.1267	12.5044	5.4297	14,133.8222	16,774.189	3.89%	10.554
New Ocean, Jiangxi	58.7764	284.4269	NA	17.5522	NA	NA	360.7555	3,085.423	0.71%	2.721
Honghuasheng, Yantai	44,774.8255	6,825.4436	1,314.5216	1,973.8473	17.4834	126.6393	55,032.7607	101,112.275	23.42%	25.096
CJ Electric Systems, Wuhu	85,570.9726	129.8594	NA	143.3451	13.4881	224.4355	86,082.1007	87,560.952	20.28%	26.602
PIU (USA)	0.0988	2.0642	NA	0.7036	NA	NA	2.8666	6.511	0.00%	0.020
Chaohu Ruichang	86,764.6143	49.6577	NA	54.2142	0.6532	83.9325	86,953.0719	87,420.794	20.25%	NA*
Anqing Ruiyu	76,171.6852	25.4354	NA	18.7460	NA	23.9511	76,239.8177	76,488.117	17.72%	NA*
Wuhu Hezhong	36,315.1384	8.8999	NA	8.2713	NA	NA	36,332.3096	36,434.693	8.44%	NA*
Yibin Pan-International	1.5393	5.7238	NA	0.8054	1.3784	1.3375	10.7844	41.277	0.01%	0.080
Taiwan-Czech Electronics	0.0042	1.3737	NA	0.4491	NA	0.6487	2.4757	8.253	0.00%	0.010
Huizhou Taiwan-Czech Electronics	0.0247	0.1876	NA	0.5267	NA	2.1487	2.8877	5.079	0.00%	0.023
Dongguan Guangshan	0.1075	0.1853	NA	NA	NA	0.2690	0.5618	2.849	0.00%	0.018
CJ Electric Systems, Ordos	4.6317	2.5869	NA	1.3032	NA	NA	8.5218	37.853	0.01%	NA*
PIB	NA	NA	NA	NA	49.0000	441.0000	490.0000	22,522.000	5.22%	3.515
For the Group - Total	343,463.7284	7,658.9278	1,314.5216	2,257.6097	94.5075	909.7920	355,699.0870	431,700.127	100.00%	15.770

Note*: The revenues of Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, and CJ Electric Systems, Ordos are included in CJ Electric Systems, Wuhu, so the density is collectively calculated in CJ Electric Systems, Wuhu.

Note: The Greenhouse Gas (GHG) values listed in this table are calculated according to the Group's unified standards. However, due to joint verification with industrial parks in Mainland China, the actual verification values for Yantai and Jiangxi plants may slightly differ due to regional joint inventory mechanisms.

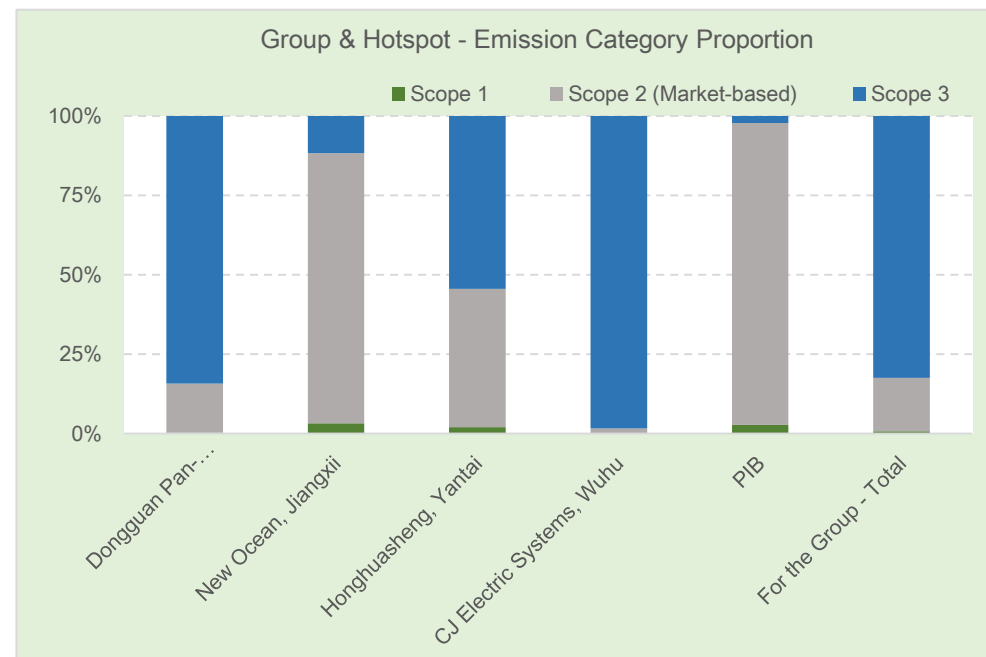
In 2025, the Group's Market-based standard Scope 3 Greenhouse Gas Emissions totaled 355,699.0870 tCO₂e. Including Scope 1 and Scope 2, the Group's Total Greenhouse Gas Emissions amounted to 431,700.127 tCO₂e, with Scope 3 accounting for approximately 82.4% of total emissions. This indicates that the Group's carbon emissions primarily stem from value chain activities, highlighting the focus for future carbon reduction management efforts.

According to emissions category analysis, Scope 3 emissions are primarily concentrated in Category 1 "Purchased Products and Services," with emissions of 343,463.7284 tCO₂e, accounting for 96.56% of total Scope 3 emissions; followed by Category 3 "Fuel and Energy Related Activities" with 7,658.9278 tCO₂e, accounting for 2.15%. Major drivers: Raw material procurement, outsourced processing, and procurement supply chain are the core sources of the Group's overall carbon footprint.

According to location analysis, Honghuasheng, Yantai has a total emissions of 101,112.275 tCO₂e, accounting for 23.42% of the Group, making it the largest emission location for the Group; followed by CJ Electric Systems, Wuhu with 87,560.952 tCO₂e (20.28%), Chaohu Ruichang with 87,420.794 tCO₂e (20.25%), and Anqing Ruiyu with 76,488.117 tCO₂e (17.72%). The top four locations account for approximately 81.7% of the Group's total emissions, mainly influenced by the scale of raw material procurement and the industrial manufacturing category.

▼ For the Group & Hotspot - Greenhouse Gas Emissions Proportion (Unit: %)(includes PIB)

Carbon emissions - Scope 1 & 2 & 3 Proportion (Scope Proportion) (%)			
Hotspot / For the Group	Scope 1 (Direct)	Scope 2 (Indirect Energy)/ Market-based	Scope 3 (Other Indirect/Availability Prioritized)
Dongguan Pan-International	0.36%	15.38%	84.26%
New Ocean, Jiangxi	3.30%	85.01%	11.69%
Honghuasheng, Yantai	2.02%	43.55%	54.43%
CJ Electric Systems, Wuhu	0.13%	1.56%	98.31%
PIB	2.75%	95.07%	2.18%
For the Group - Total	0.70%	16.90%	82.39%



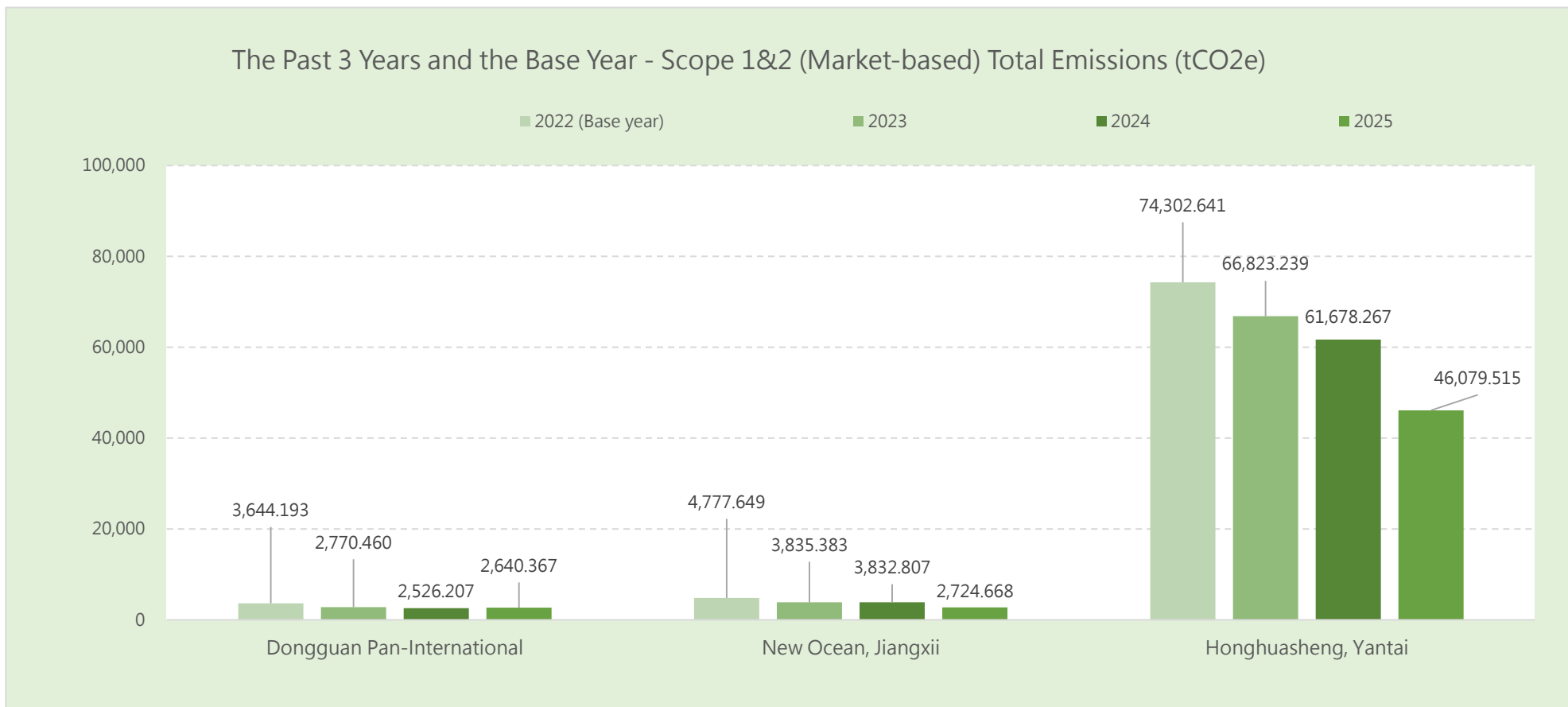
▼ **Group's Greenhouse Gas Inventory Assurance Status (Planning for the assurance of the total emissions of the entire Group for the year 2027)**

Inventory Year	Location	Assurance Organization	Assurance Standard	Scope 1	Scope 2	Scope 3	Scope 1+2 (Market) Total Emissions - Group Proportion
2025	Pan-International, Taipei	PWC	ISAE3410	Limited	Limited	Limited	0.20%
	Dongguan Pan-International	PWC	ISAE3410	Pre-assurance	Pre-assurance	NA	3.47%
	New Ocean, Jiangxi	CEPREI	ISO 14064-3	Reasonable	Reasonable	Limited	3.59%
	Honghuasheng, Yantai	CEPREI	ISO 14064-3	Reasonable	Reasonable	Limited	60.63%
	CJ Electric Systems, Wuhu	PWC	ISAE3410	Pre-assurance	Pre-assurance	NA	1.95%
2024	Pan-International, Taipei	AFNOR	ISO 14064-3	Reasonable	Reasonable	Limited	0.10%
	Dongguan Pan-International	AFNOR	ISO 14064-3	Limited	Limited	Limited	3.62%
	New Ocean, Jiangxi	CEPREI	ISO 14064-3	Reasonable	Reasonable	Reasonable	5.50%
	Honghuasheng, Yantai	CEPREI	ISO 14064-3	Reasonable	Reasonable	Reasonable	88.45%
	CJ Electric Systems, Wuhu	AFNOR	ISO 14064-3	Limited	Limited	Limited	2.33%

▼ **Carbon reduction performance (Scope 1+2 Market-based): Core main plants significantly improved (nearly 40% reduction over 3 years)**

The three main manufacturing locations (Dongguan Pan-International, New Ocean, Jiangxi, Honghuasheng, Yantai), which have set 2022 as the baseline, have all demonstrated excellent carbon reduction performance compared to 2022.

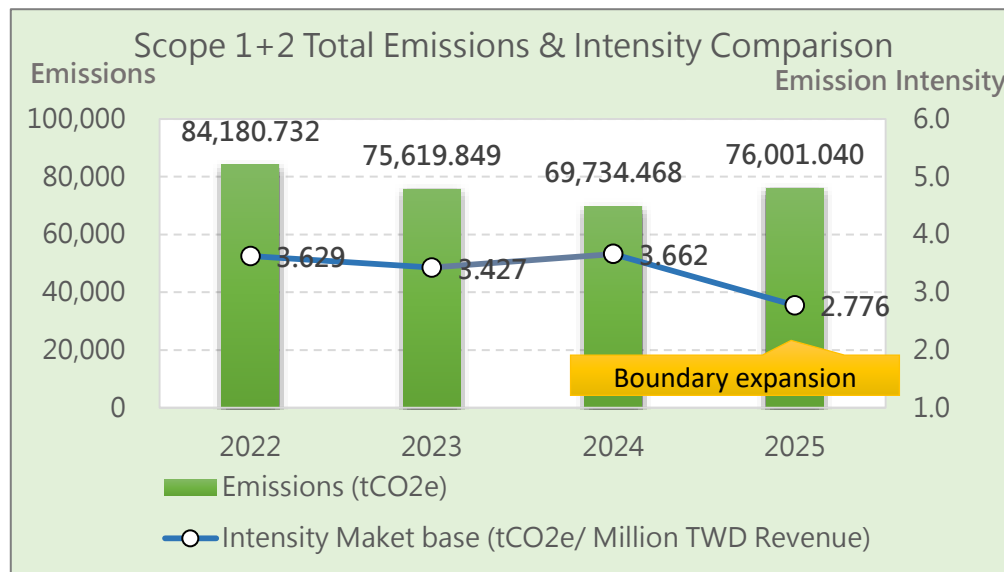
Plant	2022 (Base Year)	2023	2024	2025	Reduce emissions (Base Year) tCO ₂ e	Rate of Change (Base Year)
Dongguan Pan-International	3,644.193	2,770.460	2,526.207	2,640.367	1003.826	Decreased by 27.55%
New Ocean, Jiangxi	4,777.649	3,835.383	3,832.807	2,724.668	2052.982	Decreased by 42.97%
Honghuasheng, Yantai	74,302.641	66,823.239	61,678.267	46,079.515	28223.126	Decreased by 37.98%
Total	82724.483	73429.082	68037.280	51444.549	31279.934	Decreased by 37.81%



Key drivers for carbon reduction: Demonstrating the implementation of rooftop solar energy installation at the plant, process improvement, substitution with low-carbon energy, and policies such as the purchase of green electricity/green certificates (EACs/China Green Electricity Certificates, GEC) have produced substantive and quantifiable green transformation results.

▼ **Carbon Reduction Results: The Group's Carbon Intensity significantly decreased by 23.5% (Base Year), demonstrating strong "Green Operational Efficiency"**

Full Boundary	2022	2023	2024	2025
Scope 1+2 Emissions Market-based standard (tCO ₂ e)	84180.732	75619.849	69734.468	76001.040
Scope 1+2 Emission Intensity (Market-based) (tCO ₂ e/ Million Revenue)	3.629	3.427	3.662	2.776



- The slight increase in Total Emissions in 2025 is attributed to the "impact of organization boundary expansion."
 - Total amount change analysis: For the Group, the 2025 Scope 1+2 total emissions increased by 6,266.572 tCO₂e (an increase of approximately 8.99%) compared to 2024, mainly due to the inclusion of 8 new plants and new boundaries such as PIB in 2025.
 - The impact of the new location is significant: In 2025, PIB contributed 22,032.000 tCO₂e of Scope 1+2 emissions (accounting for 28.99% of the Group's Scope 1+2).
 - **If considering the same baseline (excluding the new locations added in 2025), the overall emissions of the existing plants are actually continuously decreasing.**
- Carbon Intensity decreased by 23.5%, demonstrating operational resilience that combines "acquisition expansion" and "efficient low-carbon" strategies.

Carbon intensity reaches a new low: Full Boundary Scope 1+2 carbon intensity significantly dropped from 2022's 3.629 tCO₂e/Million Revenue to 2025's 2.776 tCO₂e/Million Revenue, with an overall reduction of 23.5%.

- Future Carbon Reduction Strategy Focus: Energy Efficiency Replication at Newly Acquired Locations

New location becomes a new carbon reduction hotspot: A single location of PIB accounts for nearly 30% (28.99%) of the Group's Scope 1+2. In the future, the successful carbon reduction experiences of Dongguan Pan-International, New Ocean, Jiangxi, and Honghuasheng, Yantai (solar energy, green electricity procurement, and process energy saving) should be quickly replicated and introduced to PIB and the other 8 new plants as the key carbon reduction engine for the next phase.

5.1.5 Energy-saving and Carbon Reduction Measures

(GRI 302-4)

Pan-International Industrial Corp. uses 2025 as the base year to conduct energy-saving planning and design through internal energy guidelines or energy management standards. The performance standards of energy-consuming equipment are incorporated as priority choices for future equipment replacement. The company is committed to increasing renewable energy usage with the goal of achieving net-zero emissions by 2050. The company has set a target to reduce non-renewable energy intensity by 1.5% annually, and plans to reduce emission intensity by 7.5% by 2027 compared to the base year (2022) (equivalent to a 1.5% reduction per year).

We mainly adopt measures such as replacing old with new (energy-saving devices), setting up solar plants, process improvements, and equipment (unit) improvements, and regularly track performance results. In 2024, the company invested a total of **NTD 18,565,246** in energy-saving and carbon reduction measures. Through these implementation results, **41,135.883 GJ** of energy was saved, reducing Greenhouse Gas emissions by **5,803.463 tCO₂e**.

SDG Alignment:

- **SDG 7: Affordable and Clean Energy** - Promote energy efficiency improvement and renewable energy installation, such as solar power generation.
- **SDG 9: Industry, Innovation and Infrastructure** - Achieve green transformation and innovative applications through process and equipment optimization.
- **SDG 12: Responsible Consumption and Production** - Implement energy management systems and introduce energy-saving equipment to promote efficient resource utilization.
- **SDG 13: Climate Action** - Actively formulate and implement carbon reduction strategies, progressing toward the 2050 net-zero goal.

▼ Pan-International Group Energy-saving and Carbon Reduction Measures Overview

Location	Energy-saving Method	Method Description	Energy Name	Calculation Method	Investment amount in NTD	Energy saving consumption	Energy Saving Volume (GJ)	Carbon Reduction Volume (tCO ₂ e)	Reduction Scope
New Ocean, Jiangxi	Equipment (unit) improvement:	Insulation extruder converted to server for energy-saving improvement project.	Electricity	Evidence-based Estimation	438,487.33	117,504.00	423.111	62.348	Scope 2, Scope 3
New Ocean, Jiangxi	Replacement of Old with New	Replace the profiling machine with a new energy-saving machine	Electricity	Evidence-based Estimation	427,527.38	114,567.00	412.535	60.789	Scope 2, Scope 3
New Ocean, Jiangxi	Replacement of Old with New	Replace ordinary light tubes with LED.	Electricity	Evidence-based Estimation	107,300.19	28,753.90	103.538	15.257	Scope 2, Scope 3

Location	Energy-saving Method	Method Description	Energy Name	Calculation Method	Investment amount in NTD	Energy saving consumption	Energy Saving Volume (GJ)	Carbon Reduction Volume (tCO ₂ e)	Reduction Scope
Dongguan Pan-International	Others	Solar energy	Solar energy	Direct Measurement	0.00	4,995,057.21	17,986.302	2,650.377	Scope 2, Scope 3
Dongguan Pan-International	Others	Solar power surplus fed into grid can offset electricity usage	Solar energy	Direct Measurement	0.00	133,000.00	478.909	70.570	Scope 2, Scope 3
New Ocean, Jiangxi	Others	Purchase Green Electricity	Solar energy	Direct Measurement	33,360.32	436,000.00	1,569.958	231.342	Scope 2, Scope 3
Honghuasheng, Yantai	Equipment (unit) improvement:	Air compression station conducts waste heat recovery.	Natural gas	Evidence-based Estimation	0.00	3,970.81	3,970.826	436.789	Scope 2, Scope 3
Honghuasheng, Yantai	Equipment (unit) improvement:	Air compression station conducts waste heat recovery.	Thermal energy	Evidence-based Estimation	0.00	33,480.17	1,192.243	66.229	Scope 2, Scope 3
Pan-International, Taipei	Management Measures	Office Electricity Resource Management	Electricity	Evidence-based Estimation	0.00	6,035.14	21.731	2.861	Scope 2, Scope 3
Honghuasheng, Yantai	Replacement of Old with New	Replacement of Old with New for dust collector	Electricity	Evidence-based Estimation	5,721,609.60	1,696,800.00	6,109.871	900.322	Scope 2, Scope 3
Honghuasheng, Yantai	Equipment (unit) improvement:	Replace compressed air drying with vacuum exhaust air.	Electricity	Evidence-based Estimation	13,488.00	500,793.70	1,803.268	265.721	Scope 2, Scope 3
Honghuasheng, Yantai	Equipment (unit) improvement:	Combine fans and shut down.	Electricity	Evidence-based Estimation	4,496.00	72,737.00	261.913	38.594	Scope 2, Scope 3
Honghuasheng, Yantai	Replacement of Old with New	Replacement of old pumps	Electricity	Evidence-based Estimation	110,601.60	91,929.60	331.022	48.778	Scope 2, Scope 3
Honghuasheng, Yantai	Replacement of Old with New	Replacement of outer layer pre-processing	Electricity	Evidence-based Estimation	4,855,680.00	1,378,608.00	4,964.119	731.489	Scope 2, Scope 3
Honghuasheng, Yantai	Replacement of Old with New	Replacement of Old with New for packaging machines	Electricity	Evidence-based Estimation	6,852,695.30	418,387.20	1,506.537	221.996	Scope 2, Scope 3

The Group adopts an evidence-based, data-driven energy conservation and carbon reduction strategy. Combined with internal energy management systems and ESG governance framework, we gradually promote measures such as replacing high energy-consuming equipment, optimizing air conditioning and lighting systems, recovering process heat energy, and changing electricity usage behaviors. These efforts effectively improve energy efficiency and reduce carbon emission intensity.

In the future, we will continue to develop concrete and feasible carbon reduction action plans based on Greenhouse Gas inventory and risk assessment results. Combined with external partners' and stakeholders' expectations for net-zero goals, we will strengthen technology implementation and carbon reduction management mechanisms to advance toward the 2050 net-zero emission vision, demonstrating the Group's active commitment to environmental sustainability and climate resilience.

5.2 Water Resource Management

(GRI 303-3~303-5)



Water Withdrawal: ↓ Decreased by
107.453 km³ (compared base year)

Wuhu Plant Water saving rate:
18.73% vs. 2023 ↓

5.2.1 Water Resource Management Policy

The main water sources for the Group come from local water companies, with water sourced from reservoirs. Except for Honghuasheng, Yantai; Chaohu Ruichang; and CJ Electric Systems, Ordos, which are in water-stressed areas, water withdrawal at other facilities (Pan-International, Taipei; Dongguan Pan-International, New Ocean, Jiangxi; Anqing Ruiyu; Wuhu Hezhong; PIU; Taiwan-Czech Electronics; Huizhou Taiwan-Czech Electronics; Dongguan Guangshan; Yibin Pan-International) comes from non-water-stressed areas or non-protected areas, having relatively little impact on water sources.

The locations such as Pan-International, Taipei; PIU; Taiwan-Czech Electronics; Huizhou Taiwan-Czech Electronics; Dongguan Guangshan; Yibin Pan-International; and CJ Electric Systems, Ordos are small offices, marketing sites or warehouses. Their water consumption is extremely low, accounting for less than 1% of the total for the group, and they do not generate industrial wastewater.

Within the Group, Dongguan Pan-International, New Ocean, Jiangxi, CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, and Wuhu Hezhong do not cause significant environmental impacts through water withdrawal and wastewater discharge. The production wastewater generated does not reach industrial wastewater treatment standards and is treated as domestic water, which is then directly discharged into the urban sewage network for collection and treatment at sewage treatment plants.

Honghuasheng, Yantai is the Group's only facility located in a water-stressed area and the only PCB manufacturing facility. Due to different manufacturing processes compared to other facilities, its water withdrawal is relatively higher, accounting for approximately 88.65% of the Group's total water withdrawal. Its industrial wastewater output includes PCB process water, which meets domestic wastewater discharge standards after primary chemical treatment and is ultimately discharged into the municipal sewage network. Regarding water conservation management, the facility continues to optimize its processes to improve water use efficiency and increase the rate of water recycling and reuse. Currently, some of the wastewater produced by the pure water system has been incorporated into the reuse system as a reusable water source, demonstrating positive results in sustainable water resource management implementation, with recycling and reuse benefits exceeding 10%. **Hotspot facilities regularly assess and evaluate water usage, analyze key water usage sectors and water use efficiency, identify opportunities for water conservation, process optimization, and water resource recycling and reuse, and continuously promote relevant improvement measures.**

For wastewater discharge management, each plant obtains permits from the government in accordance with local regulations and performs basic on-site treatment. Once the wastewater meets discharge standards, it is released into the government's sewage network for further treatment by government-commissioned agencies.

▼ Water Resource Management

- [Sustainability Committee]: The Chairperson serves as the Chairperson, the Deputy Chairperson is the President, and the committee includes members from regulatory units and related departmental groups to regularly discuss the implementation and planning of disclosure and reduction-related work, followed by annual reports to the Board of Directors.

- Each facility has also developed plans for emergency response teams during water shortages to address the challenges of water scarcity. In 2025, no production disruptions occurred at any facility due to water outages or shortages.
- Regarding mutual impacts on shared water resources, neither the Group nor its subsidiaries obtain water from environmental conservation areas. Only the Yantai facility is located in a water-stressed area, and this facility is committed to using recycled water and water-saving equipment. Moreover, the Group's water discharge does not exceed local industrial wastewater regulations. Therefore, there is no significant impact.

▼ Short-term strategies (targeting key subsidiaries (with production facilities + 100% operational control))



- Use water-efficient equipment: Replace with water-saving faucets and sensor faucets.



- Implement wastewater recycling and reuse for hotspot facilities.



- Water conservation slogans: Enhance water conservation education and promotional slogans at water usage points



- Comply with international and local environmental regulations to achieve zero violations.



- Drinking water equipment: Regular water quality testing

▼ Medium and long-term strategies



- Comply with international and local environmental regulations to achieve zero violations.



- Increase the recycling and reuse rate of wastewater in hotspot facilities

▼ 2025 Water Resource Management Policies for Each



Facility

Plant	Implementation of Water Resource Management Measures at Each Facility
Pan-International, Taipei (Office)	1. Promote water conservation.
Dongguan Pan-International	1. Through ISO 14001 Environmental Management System certification, establish prevention and improvement mechanisms, conserve water usage, and reduce environmental impacts from business operations. 2. Replace with water-saving faucets.

Plant	Implementation of Water Resource Management Measures at Each Facility
New Ocean, Jiangxi	<ol style="list-style-type: none"> 1. Through ISO 14001 Environmental Management System certification, establish prevention and improvement mechanisms, conserve water usage, and reduce environmental impacts from business operations. 2. Replace water-saving equipment: Replace faucets in front of the restaurant area with water-saving faucets, which is estimated to achieve approximately 75% water savings and effectively improve overall water usage efficiency.
Honghuasheng, Yantai	<ol style="list-style-type: none"> 1. Daily water usage from each production line is consolidated and reviewed in the production management meetings, allowing for stricter control of water consumption. 2. Water-saving production equipment is continually introduced and replaced. 3. Recycled water is wastewater from pure water production. Multiple workstations in the factory require pure water. During the pure water production process, wastewater with high ion concentration needs to be discharged (similar to water purifiers). This portion of wastewater was originally mixed with other wastewater for disposal. After improvements, the recycled water is used in workstations with lower water quality requirements. 4. Through ISO 14001 Environmental Management System certification, establish prevention and improvement mechanisms, conserve water usage, and reduce environmental impacts from business operations.
CJ Electric Systems, Wuhu	<ol style="list-style-type: none"> 1. Promote water conservation awareness. 2. Replace faucets with water-saving models whenever possible. 3. Compare water consumption monthly and promptly investigate and repair any abnormal situations.
Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	<ol style="list-style-type: none"> 1. Promote water conservation awareness. 2. Replace faucets with water-saving models whenever possible.
PIU, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, Yibin Pan-International, CJ Electric Systems, Ordos	The location is excluded as it is a small office or warehouse, and the water resource management item is limited to promoting water conservation awareness.

5.2.2 Water Resource Management Performance

2025 Overall Water Resource Data and Overview

Pan-International Group's total water withdrawal in 2025 was 1,726.917 thousand cubic meters (million liters), of which 89.27% or 1,541.615 thousand cubic meters came from water-stressed areas. The total freshwater withdrawal was 1,726.917 thousand cubic meters, total water discharge was 1,259.402 thousand cubic meters, and total water consumption was 345.383 thousand cubic meters.

▼ Water Withdrawal

(Unit: Thousand cubic meters (million liters))

(Water Withdrawal Intensity Unit: Thousand cubic meters/ Million Revenue)

Plant Location	Water Stress Situation	Water Source Category Note 1	Water Quality Indicator	Water withdrawal	Group Share	Water Withdrawal Intensity
Pan-International, Taipei	Low-Medium (Non-Water-Stressed)	Third-party water	Pure water	1.478	0.09%	0.0002
Dongguan Pan-International	Low (Non-Water-Stressed)	Third-party water	Pure water	79.610	4.61%	0.0501
New Ocean, Jiangxi	Low (Non-Water-Stressed)	Third-party water	Pure water	48.990	2.84%	0.0432
Honghuasheng, Yantai	Extremely High (Water Stress)	Third-party water	Pure water	1,530.987	88.65%	0.3800
CJ Electric Systems, Wuhu	Low-Medium (Non-Water-Stressed)	Third-party water	Pure water	37.001	2.14%	0.0112*
PIU (USA)	Low (Non-Water-Stressed)	Third-party water	Pure water	0.082	0.00%	0.0002
Chaohu Ruichang	Extremely High (Water Stress)	Third-party water	Pure water	6.768	0.39%	NA*
Anqing Ruiyu	Low-Medium (Non-Water-Stressed)	Third-party water	Pure water	13.268	0.77%	NA*
Wuhu Hezhong	Low-Medium (Non-Water-Stressed)	Third-party water	Pure water	3.436	0.20%	NA*
Yibin Pan-International	Low (Non-Water-Stressed)	Third-party water	Pure water	1.283	0.07%	0.0025
Taiwan-Czech Electronics	Low-Medium (Non-Water-Stressed)	Third-party water	Pure water	0.044	0.00%	0.0001
Huizhou Taiwan-Czech Electronics	Low (Non-Water-Stressed)	Third-party water	Pure water	0.021	0.00%	0.0001
Dongguan Guangshan	Low (Non-Water-Stressed)	Third-party water	Pure water	0.090	0.01%	0.0006
CJ Electric Systems, Ordos	Extremely High (Water Stress)	Third-party water	Pure water	3.861	0.22%	NA
Total				1,726.917	100%	0.0824
Total amount of Water-Stressed Areas (Thousand cubic meters)		1,541.615	Total Water Withdrawal in Non-Water-Stressed Areas (Thousand cubic meters)		185.302	

Note 1: The water source category for all plant locations is exclusively third-party water (tap water), and does not include other water sources such as surface water, groundwater, seawater, or produced water.

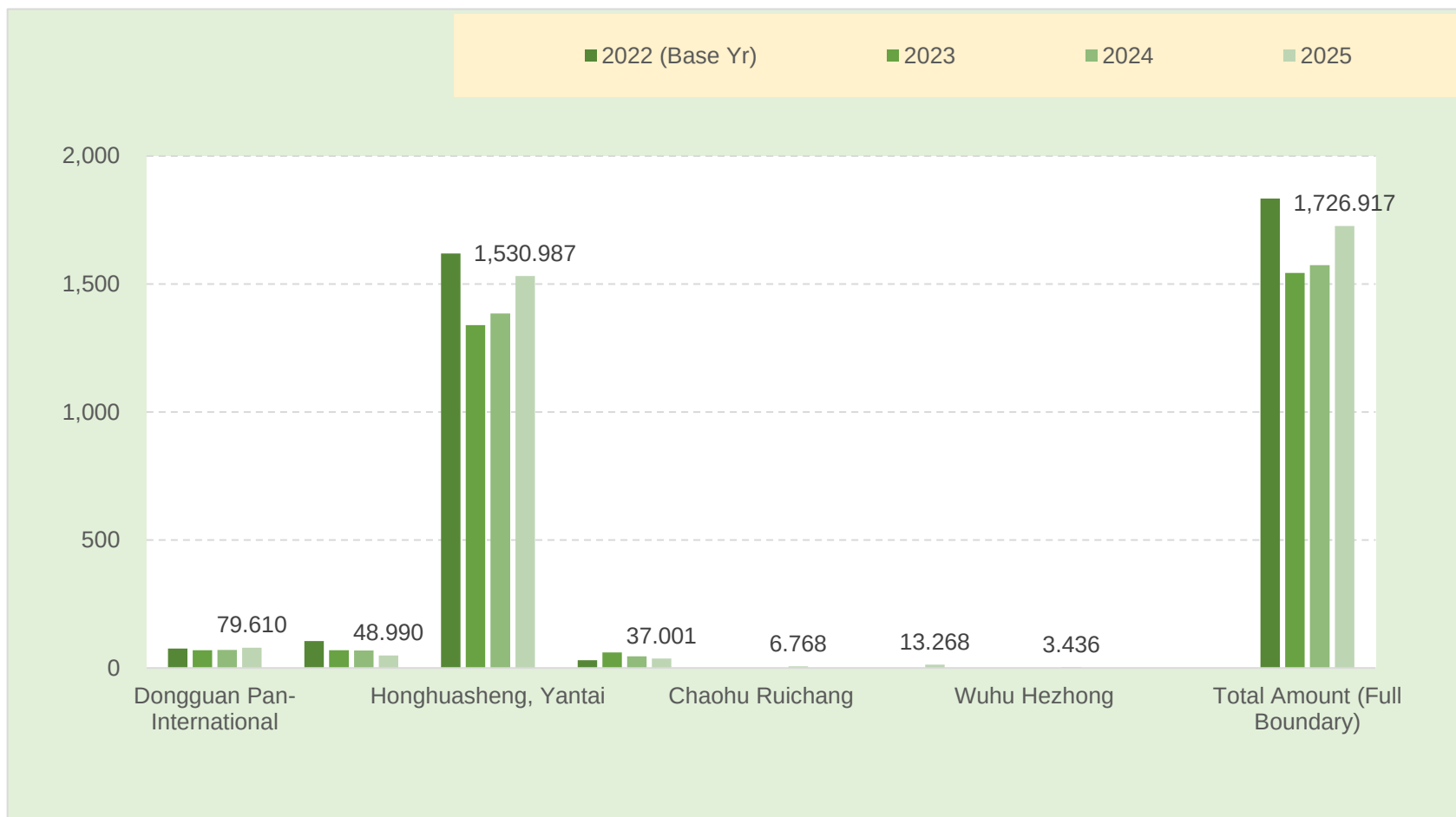
Note 2: The water withdrawal for CJ Electric Systems, CJ Electric Systems includes both CJ Electric Systems (plant area) and Dechang (warehouse).

Note 3: PIU and CJ Electric Systems, Ordos are in a shared leased facility, and water usage is calculated based on the local per person daily water consumption rate.

Note 4*: The revenues of Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, and CJ Electric Systems, Ordos are included in CJ Electric Systems, Wuhu, so the density is collectively calculated in CJ Electric Systems, Wuhu.

▼ **Three Year - Water Withdrawal: Manufacturing Plants and Full Boundary (Unit: Thousand cubic meters (million liters))**

Plant Location	Year			
	2022 (Base Year)	2023	2024	2025
Dongguan Pan-International	75.938	69.948	71.219	79.610
New Ocean, Jiangxi	105.410	69.740	68.650	48.990
Honghuasheng, Yantai	1,619.681	1,339.637	1,385.396	1,530.987
CJ Electric Systems, Wuhu	31.200	60.583	45.527	37.001
Chaohu Ruichang	NA	NA	NA	6.768
Anqing Ruiyu	NA	NA	NA	13.268
Wuhu Hezhong	NA	NA	NA	3.436
Total Amount (Full Boundary*) Note 2	1,834.352	1,543.391	1,574.252	1,726.917



Note 1: Full boundary refers to the Boundary of the report for the current year.

Note 2: Compared to the years 2022-2024, the full boundary in 2025 includes new additions of Chaohu Plant Ruichang, Anqing Ruiyu, Wuhu Hezhong, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, Yibin Pan-International, and CJ Electric Systems, Ordos.

▼ **Water Discharge / Water Consumption (Unit: Thousand cubic meters (million liters)): Water-Stressed Areas 89.27%, Non-Water-Stressed Areas 10.73%**

Plant Location	Water Discharge Category	Water-Stressed Area	Water Quality Indicator	Water discharge	Water consumption	Group Share
Pan-International, Taipei	Third-party water	No	Freshwater	1.182	0.296	0.09%
Dongguan Pan-International	Third-party water	No	Freshwater	63.688	15.922	4.61%
New Ocean, Jiangxi	Third-party water	No	Freshwater	39.192	9.798	2.84%
Honghuasheng, Yantai	Third-party water	Yes	Freshwater	1,224.789	306.197	88.65%
CJ Electric Systems, Wuhu	Third-party water	No	Freshwater	29.601	7.400	2.14%
PIU (USA)	Third-party water	No	Freshwater	0.066	0.016	0.00%
Chaohu Ruichang	Third-party water	Yes	Freshwater	5.414	1.354	0.39%
Anqing Ruiyu	Third-party water	No	Freshwater	10.614	2.654	0.77%
Wuhu Hezhong	Third-party water	No	Freshwater	2.749	0.687	0.20%
Yibin Pan-International	Third-party water	No	Freshwater	1.026	0.257	0.07%
Taiwan-Czech Electronics	Third-party water	No	Freshwater	0.035	0.009	0.00%
Huizhou Taiwan-Czech Electronics	Third-party water	No	Freshwater	0.016	0.004	0.00%
Dongguan Guangshan	Third-party water	No	Freshwater	0.072	0.018	0.01%
CJ Electric Systems, Ordos	Third-party water	Yes	Freshwater	3.088	0.772	0.22%
Total				1,381.534	345.383	100%

Note: Estimation method: As the Group is not a major water consumer and does not have flow meters installed to measure drainage, the estimated wastewater (discharge) volume is approximately 80% of water withdrawal, and water consumption is equivalent to 20% of water withdrawal.

● Water Resource Data and Comparison Analysis for Recent Years and Base Year

- Increased by 9.7% compared to 2024.
 - The total water withdrawal in 2025 increased by approximately 9.7% compared to 2024 (1,574.252 thousand cubic meters), mainly due to two major factors:
 - Core Location Process Differences: The key subsidiary, Honghuasheng Yantai, which accounts for 88.65% of the Group's total water withdrawal, will see an increase in its water withdrawal in 2025 due to the rise in production of high-end boards and the specific process requirements.
 - Boundary expansion of the report: The 2025 Sustainability Report expanded its disclosure boundary to include water resource data from 8 additional subsidiaries.
 - Note: Apart from the increase in production of high-end boards at Honghuasheng, Yantai due to process requirements, the overall water withdrawal at most of the Group's other plants showed a declining trend.
- Compared to the 2022 base year, with a significant savings of 5.86%:
 - Compared to the 2022 base year (1,834.352 thousand cubic meters), the total water withdrawal in 2025 decreased by 107.453 thousand cubic meters, achieving an overall water savings rate of 5.86%. This outstanding achievement is mainly attributed to the largest water usage location, Honghuasheng Yantai, continuously promoting the plant's wastewater recycling and reuse projects, thereby substantially reducing the extraction of natural water resources.
 - All Plants have replaced water-saving equipment, and some Plants monitor and eliminate water usage anomalies with significant effectiveness.
- Highlights of Water Conservation Performance and Management Actions at Locations

Various factories are actively promoting water-saving measures. The description for locations with significant water-saving performance in 2025 is as follows:



- Pan-International, Taipei (achieved a water savings rate of 51.23%): Compared to the high baseline water usage in 2024 due to the transitional period of office relocation (simultaneous operation of new and old locations and plant cleaning), operations returned to normal in 2025, resulting in significant water savings effects.
- New Ocean, Jiangxi (water-saving rate reached 28.64%): Conducted a comprehensive review and proactively replaced high-efficiency water-saving equipment, significantly improving water usage efficiency.
- CJ Electric Systems, Wuhu (Water saving rate: 18.73%): Implement refined water management, strengthen the monthly water consumption data monitoring mechanism, and promptly investigate and repair any abnormal water usage situations.

● Sustainable Governance and Response to SDG 6

The Group places high importance on water resource risk and management, incorporating water resource management into its sustainable development strategy and using ESG performance indicators as the basis for implementation, effectively corresponding to the United Nations Sustainable Development Goal SDG 6 (Clean Water and Sanitation).

Through the supervision and management of the Sustainable Development Committee, proactive installation of water-saving facilities at various plants, promotion of industrial wastewater recycling and reuse, and improvement of the water resource emergency response mechanism, the efficient use and protection of water resources are implemented. All subsidiaries of the Group operate in full compliance with local environmental regulations, and in 2025, there were no major water shortage incidents or water discharge anomalies, demonstrating the Group's firm commitment to implementing sustainable water resource management.

▼ Water Resource Management Performance Indicators (2025)

Performance Indicator	2025 Performance	Achievement Rate	Corresponding SDG
Total loss (including compensation or penalties) due to water resource regulations	0	100%	SDG 6.3: Improve water quality and ensure compliance with legal requirements
Major wastewater leakage incidents	None occurred; all wastewater treatment processes complied with legal standards	100%	SDG 6.3: Enhance wastewater treatment and environmental protection
Water withdrawal reduction target (base year 2022, -1% per year)	Increased by 9.7% compared to 2024, but still achieved a water saving of approximately 5.86% compared to 2022.	100%	SDG 6.4: Improve water-use efficiency and ensure sustainable withdrawal

5.3 Waste Management



Corresponding GRI Indicators: GRI 306-3, GRI 306-4, GRI 306-5

Impact Description		<ol style="list-style-type: none"> 1. Causes environmental pollution 2. Penalties from authorities due to violations of regulations 	
Location		For the Group:	
Policies or Commitments Established or Followed	Internal Regulations	V	
	Government Regulations	V	
Responsible Units		Sustainability Committee/ Chairman / Management Committee/ Related Responsible Units of Each Plant	
Management Actions		<pre> graph TD A[Sustainability Committee-Carbon Reduction (Sustainability) Group] --> B[Board of Directors] B --> C[Chairperson] C --> D[Management Executive] C --> E[Deputy Chairperson] D --> E E --> F[Promoting Committee Member Procurement] E --> G[Promoting Committee Member Manufacturing/Quality Assurance] E --> H[Promoting Committee Member Plant Affairs/Environmental Safety Department] E --> I[Promoting Committee Member General Affairs/Accounting] E --> J[Promoting Committee Member R&D/ Human Resource/ IT...] </pre>	<ul style="list-style-type: none"> • Sustainability Committee: Regularly discusses the implementation and planning of waste and water resource-related work. • Set targets for environmental issues and regularly review for improvements.
Process for Monitoring the Effectiveness of Actions		<ul style="list-style-type: none"> • Sustainability Committee: For key subsidiaries (with manufacturing locations), the Group established a management organization chaired by the Chairperson, who serves as the Chairperson. The Committee meets regularly to discuss waste treatment issues and report on and review the discussions. • The Board of Directors supervises. • Through the Sustainability Committee, develop waste treatment guidelines and goals, and coordinate and integrate waste treatment strategies and plans of each subsidiary. Regular meetings are held to continuously confirm and review goal achievement rates, challenging new energy-saving milestones. 	

Management Performance Indicators				
Indicators	Short-term Goal (2025)	Short-term Goal (Annual) (2022 base year)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
Waste reduction	100% achieved for Non-hazardous waste Non-hazardous industrial waste decreased from 5,665.655 metric tons in 2022 to 3,673.943 metric tons in 2025, a significant reduction of 35.15%. Hazardous waste reduction was not achieved due to increased capacity from boundary expansion; efforts are needed.	1% annual reduction (base year 2022)	5 year reduction goal: –5%	5 year reduction goal: – 5%
Hazardous Waste Recycling Rate	100% achieved From 13.45% (2023) → 87.97% (2025) 	Increase by 1% annually	Increase by 5% in five years	Key sites increased to 50%
Total recycling rate	100% achieved From 44.3% (2023) → 84.57% (2025) 	Increase by 1% annually	Increase by 5% in five years	Key sites increased to 50%
Zero Violations	100% achieved 	Comply with international and local environmental regulations to achieve zero violations.		
<div><div>*</div><div>This year's organizational boundary includes locations: Pan-International, Taipei, Dongguan Pan-International, New Ocean, Jiangxi, Honghuasheng, Yantai, CJ Electric Systems, Wuhu, PIU (USA), and 8 new locations added in 2025: Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, Yibin Pan-International, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, CJ Electric Systems, Ordos</div><div>*</div><div>Total recycling rate includes the recycling rates of both hazardous and non-hazardous waste, excluding incineration treatment (including energy recovery) items.</div><div>*</div><div>Except for Honghuasheng, Yantai (due to its PCB industry being different from other assembly plants), the majority of waste from other subsidiaries of the Group consists of domestic waste generated by employees and general non-hazardous industrial solid waste, with only minimal amounts of hazardous waste. Therefore, no specific reduction plans have been established.</div></div>				

5.3.1 Waste Impact Assessment

(GRI 306-2)

The Group refers to domestic and international environmental impact reports, considering each stage of product life cycle (raw material extraction, production and manufacturing, sales and distribution, product use and waste disposal stages) to identify waste generated from organizational internal and value chain upstream and downstream operational activities. The potential impacts of waste on the environment and society are assessed, allowing the Group to create a value chain and waste impact context diagram.

Except for the plant at Honghuasheng, Yantai, which has a different industry (PCB plant) from other plants, the waste generated by other plants of the Group **includes hazardous and non-hazardous industrial waste**, mainly domestic waste generated by employees, industrial solid waste, and very small amounts of hazardous waste. Honghuasheng, Yantai plant generates more hazardous waste due to its industry (PCB plant). We develop corresponding management measures to address the potential impacts of various types of waste. Waste management units regularly supervise and assess the implementation effectiveness to mitigate or avoid negative impacts on both the internal organization or the external environment. Honghuasheng, Yantai's total hazardous waste, non-hazardous waste, and total waste account for 99.867%, 78.936%, and 91.45% of the Group Share, respectively. [The plant regularly conducts waste inventory and audits to review waste types, generation amounts, and disposal flows, identifying opportunities for waste reduction, classification, and resource utilization.](#)

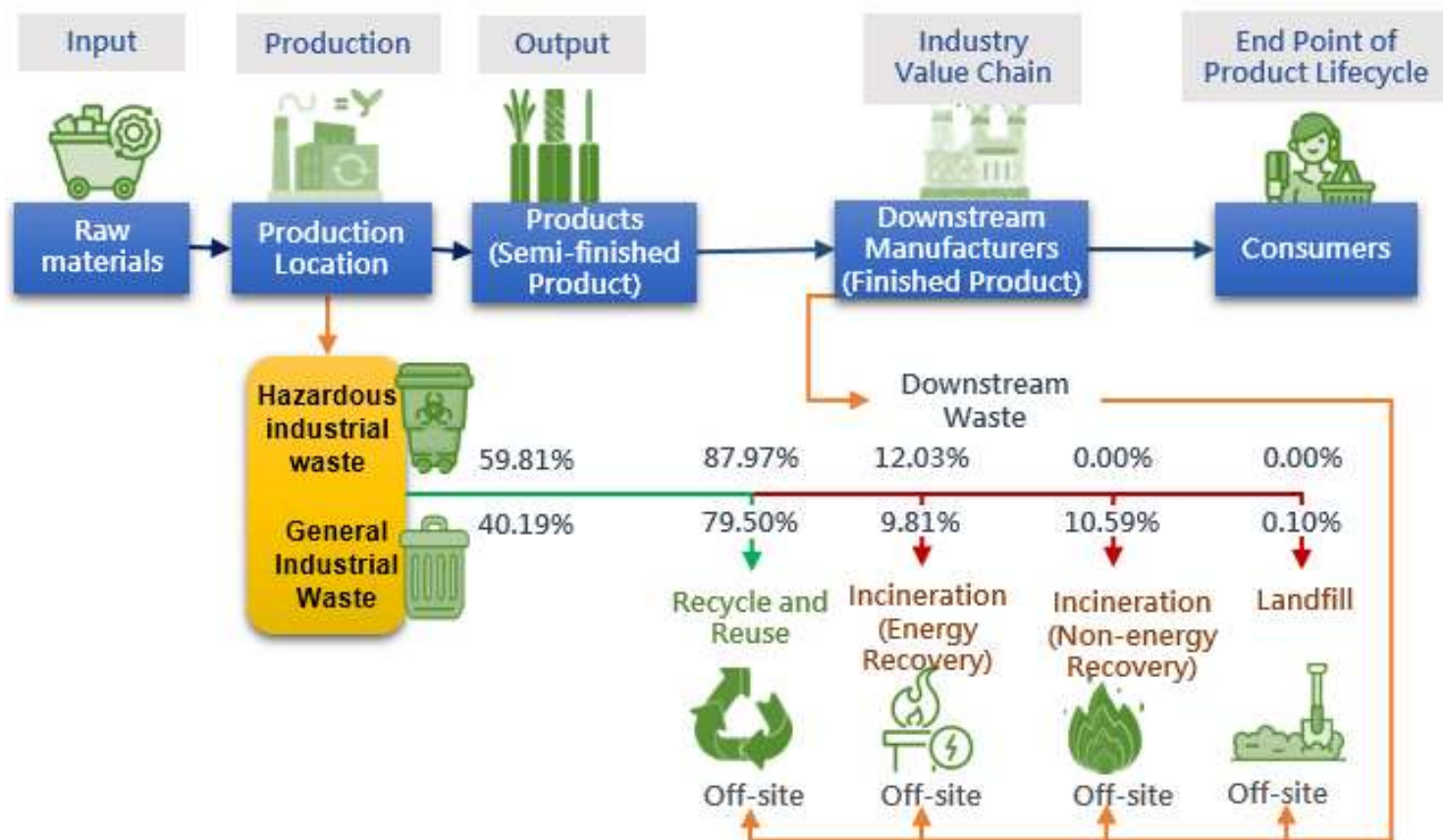
▼ Pan-International Value Chain and Potential Impact Context

Location	Value Chain Stage	Activities	Waste Types	Waste Categories	Disposal Methods	Disposal Units	Potential Impacts
Pan-International, Taipei, Taiwan-Czech Electronics	Own Operations	Daily office waste/others	Domestic waste generated by employees	Non-hazardous waste	Incineration (with energy recovery)	External third party	Improper treatment causes environmental pollution
Dongguan Pan-International	Own Operations	Daily office waste/Product scrapping or disposal	Domestic waste generated by employees	Non-hazardous waste	Incineration (with energy recovery)	External third party	Improper treatment causes environmental pollution
	Own Operations	Raw material supply/Product processing/Product packaging/Product scrapping or disposal/Others	Industrial solid waste	Non-hazardous waste	Recycling	External third party	Improper treatment causes environmental pollution

Location	Value Chain Stage	Activities	Waste Types	Waste Categories	Disposal Methods	Disposal Units	Potential Impacts
	Own Operations	Raw material supply/Product processing/Product packaging/Product scrapping or disposal/Others	Hazardous waste	Hazardous waste	Recycling (Cement Kiln)	External third party	Improper treatment 1. causes environmental pollution 2. penalties from authorities due to violations of regulations
New Ocean, Jiangxi	Own Operations	Daily office waste/Product scrapping or disposal	Domestic waste generated by employees	Non-hazardous waste	Incineration (with energy recovery)	External third party	Improper treatment causes environmental pollution
	Own Operations	Raw material supply/Product processing/Product packaging/Product scrapping or disposal/Others	Industrial solid waste	Non-hazardous waste	Recycling	External third party	Improper treatment causes environmental pollution
	Own Operations	Raw material supply/Product processing/Product packaging/Product scrapping or disposal/Others	Hazardous waste	Hazardous waste	Incineration (with energy recovery)/ Recycling/ Preparation for Reuse	External third party	Improper treatment 1. causes environmental pollution 2. penalties from authorities due to violations of regulations
Honghuasheng, Yantai	Own Operations	Daily office waste/Product scrapping or disposal	Domestic waste generated by employees	Non-hazardous waste	Incineration (with energy recovery)/	External third party	Improper treatment causes environmental pollution
	Own Operations	Raw material supply/Product processing/Product packaging/Product scrapping or disposal/Others	Industrial solid waste	Non-hazardous waste	Incineration (with energy recovery)/ Recycling	External third party	Improper treatment causes environmental pollution
	Own Operations	Raw material supply/Product processing/Product packaging/Product scrapping or disposal/Others	Hazardous waste	Hazardous waste	Incineration (with energy recovery)/ Recycling	External third party	Improper treatment 1. causes environmental pollution 2. penalties from authorities due to violations of regulations

Location	Value Chain Stage	Activities	Waste Types	Waste Categories	Disposal Methods	Disposal Units	Potential Impacts
CJ Electric Systems, Wuhu, Chaohu Ruichang	Own Operations	Daily office waste/Product scrapping or disposal	Domestic waste generated by employees	Non-hazardous waste	Incineration (without energy recovery)	External third party	Improper treatment causes environmental pollution
	Own Operations	Raw material supply/Product processing/Product packaging/Product scrapping or disposal/Others	Industrial solid waste	Non-hazardous waste	Other recycling	External third party	Improper treatment causes environmental pollution
PIU (USA), CJ Electric Systems, Ordos	Own Operations	Daily office/warehouse waste/others	Domestic waste generated by employees	Non-hazardous waste	Landfill	External third party	Improper treatment causes environmental pollution
Anqing Ruiyu, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan	Own Operations	Daily office waste/others	Domestic waste generated by employees	Non-hazardous waste	Incineration (with energy recovery)	External third party	Improper treatment causes environmental pollution
Wuhu Hezhong, Yibin Pan-International	Own Operations	Simple assembly/warehouse daily waste/others	Domestic waste generated by employees	Non-hazardous waste	Incineration (without energy recovery)	External third party	Improper treatment causes environmental pollution

▼ Pan-International Group - Value Chain and Waste Impact Diagram



5.3.2 Waste Management Policy

Waste Management Units

Each subsidiary of the Group has established responsible units for controlling, disposing of, and reporting industrial waste generated from company operations, and **reports industrial waste in accordance with local regulations**. Waste disposal methods are all implemented according to local regulations.

Pan-International Group's Waste Management Responsible Units:

[Sustainability Committee]: Chaired by the Chairman of the Board, the committee regularly discusses the implementation and planning of disclosure and reduction initiatives, and subsequently reports and reviews with the Board of Directors annually. Each subsidiary has its own management responsible unit.

Waste Disposal Method: The Group's Waste Is all Outsourced for Treatment

The Group records waste types, quantities, and tracks waste flow through **online forms, management systems, evidence-based estimates, and other methods**, and compiles annual waste generation using **actual measurement and estimation methods**. All waste is entrusted to qualified external waste treatment operators for transportation and disposal. After receiving the three-part transport form issued by the external transport operator, the quantity (weight) measured on-site must be verified for consistency. Regular audits are conducted to ensure that the transport and treatment operators dispose of industrial waste in accordance with the Group's and local regulatory requirements.

Due to the industry characteristics, most of the Group's subsidiaries are in the assembly industry, so waste classification is relatively simple, with almost all being non-hazardous waste. Except for Honghuasheng, Yantai, which has a different industry (PCB plant) from other plants, other subsidiaries mainly have employee domestic waste as the largest category. Due to the technical or regulatory requirements, the plant cannot dispose of waste on-site. Therefore, all waste—whether hazardous industrial waste or non-hazardous waste—is taken off-site and handled by qualified operators approved by the relevant authorities. Additionally, although Honghuasheng, Yantai generates a larger amount of hazardous waste, all waste from the entire plant (both hazardous and non-hazardous) is managed using full recycling and reuse methods.

To achieve sustainable resource utilization and ensure proper waste treatment, each plant selects legally qualified waste disposal contractors in accordance with internal waste management procedure regulations. Also, select contractors who can use "recycling and reuse" and "incineration (with energy recovery)" to replace "incineration (without energy recovery) and landfill" to ensure maximum resource utilization.

It is recommended to use recyclable and reusable materials in the plant to replace disposable materials. For example, using recyclable and reusable materials and packaging such as dry film cores, wood pulp boards, PE films, copper foils, aluminum sheets, film-coated aluminum sheets, aluminum alloys, and other recyclable and reusable packaging materials. This approach aims to improve the recycling and reuse rates of materials and packaging. Regarding hazardous waste treatment, the types and quantities of hazardous waste substances are first reported to the environmental protection platform in compliance with regulations. Qualified contractors then come to the plant regularly to handle the treatment.

Our goal is to achieve a circular economy, transforming waste into valuable resources while reducing negative impacts on the environment. We believe that through cross-industry cooperation and global collaboration, we can achieve true waste management and sustainable development.

▼ 2025 Waste Management Policies for Each Plant



Plant	Waste Management Measures Implemented at Each Plant
Pan-International, Taipei (Office)	<ul style="list-style-type: none"> Promote paperless office operations Meals are provided without disposable utensils (employees must bring their own reusable utensils)
Dongguan Pan-International	<ul style="list-style-type: none"> Hazardous waste recycling and reuse: Report the quantity and types of hazardous waste on the environmental protection platform, where third-party contractors approved by the Environmental Protection Bureau uniformly transport the waste to recycling points approved by the Mainland China Environmental Protection Bureau for processing. Promote paperless office operations
New Ocean, Jiangxi	<ul style="list-style-type: none"> Reduce packaging, recycle packaging, reuse pallets, and digitize documents Hazardous waste recycling and reuse: Report the quantity and types of hazardous waste on the environmental protection platform, where third-party contractors approved by the Environmental Protection Bureau uniformly transport the waste to recycling points approved by the Mainland China Environmental Protection Bureau for processing.
Honghuasheng, Yantai	<ul style="list-style-type: none"> Coordinate the selection of qualified waste disposal vendors with legal credentials. Also, select contractors who can use "recycling and reuse" and "incineration (with energy recovery)" to replace "incineration (without energy recovery) and landfill" to ensure maximum resource utilization. It is recommended to use recyclable and reusable materials in the plant to replace disposable materials. For example, using recyclable and reusable materials and packaging such as dry film cores, wood pulp boards, PE films, copper foils, aluminum sheets, film-coated aluminum sheets, aluminum alloys, and other recyclable and reusable packaging materials. This approach aims to improve the recycling and reuse rates of materials and packaging. Regarding hazardous waste treatment, the types and quantities of hazardous waste substances are first reported to the environmental protection platform in compliance with regulations. Qualified contractors then come to the plant regularly to handle the treatment. Select vendors who can maximize "recycling and reuse" to ensure optimal resource utilization.
CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	<ul style="list-style-type: none"> Hazardous waste recycling and reuse: Report the quantity and types of hazardous waste on the environmental protection platform, where third-party contractors approved by the Environmental Protection Bureau uniformly transport the waste to recycling points approved by the Mainland China Environmental Protection Bureau for processing. Use recyclable and reusable materials and packaging: dry film cores, wood pulp boards, PE films, copper foils, aluminum sheets, laminated aluminum sheets, aluminum alloys, and recyclable packaging materials Promotion of paperless office operations.
PIU (USA), Yibin Pan-International, CJ Electric Systems, Ordos, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics (Office/Warehouse)	For an office with only 7 people, waste management initiatives have no substantial significance.

Waste Management Responsible Units

Location	Waste Classification	Waste Storage	Waste Data Collection	Waste Reporting	Waste Treatment - Outsourced Treatment
Pan-International, Taipei (Office)	Administration Department / Materials Division	Administration Department / Materials Division	Administration Department / Materials Division	None	Administration Department / Materials Division
Dongguan Pan-International	Management Department	Management Department	Management Department	Management Department	Management Department
New Ocean, Jiangxi	Engineering Department	Engineering Department	Engineering Department	Engineering Department	Engineering Department
Honghuasheng, Yantai	Waste Treatment Unit / General Affairs / Environmental Engineering	Waste Treatment Unit / General Affairs / Environmental Engineering	Waste Treatment Unit / General Affairs / Environmental Engineering	Waste Treatment Unit / General Affairs / Environmental Engineering	Waste Treatment Unit / General Affairs / Environmental Engineering
CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	Management Department	Management Department	Management Department	Management Department	Management Department
PIU (USA), Yibin Pan-International, CJ Electric Systems, Ordos, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics (Office/Warehouse)	Finance	Finance	Finance	None	Finance

▼ Waste Disposal Method

Location	Waste Recording Method	Waste Generation Measurement Method
Pan-International, Taipei (Office)	Third-party issued receipts	Load count analysis method; Weight volume method
Dongguan Pan-International	Online forms; Management system; Handwritten weighing forms	Load count analysis method; Weight volume method; Material balance method; Evidence-based estimation
New Ocean, Jiangxi	Online forms; Management system; Domestic waste estimation	Load count analysis method; Weight volume method; Material balance method; Evidence-based estimation
Honghuasheng, Yantai	Online forms; Management system; Domestic waste estimation	Load count analysis method; Weight volume method; Material balance method; Evidence-based estimation
CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	Domestic waste estimation	Evidence-based estimation
PIU (USA), Yibin Pan-International, CJ Electric Systems, Ordos, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics (Office/Warehouse)	None	Evidence-based estimation

5.3.3 Waste Transportation, Disposal, and Reduction/Recycling Performance

(GRI 306-3~306-5)

Overview of Waste Generation and Disposal Methods

In 2025, Pan-International Group (with 8 new subsidiaries added to the boundary this year) generated a total waste volume of 9,140.984 metric tons.

Emission intensity is 0.436 metric tons per NT\$ million. Due to the Group's main hotspot plant, Honghuasheng, Yantai, being a Printed Circuit Board (PCB) manufacturing plant, which involves chemical processes such as etching and copper plating, its industrial nature differs from other plants. Therefore, it generates more hazardous and non-hazardous industrial waste. The waste generated by it accounts for about 80-90% of the total waste of the Group (in 2025, the total waste from Honghuasheng, Yantai accounts for 91.45% of the Group's total waste).

2025 Waste Structure Analysis (Total generation amount 9,140.984 metric tons. The total emission intensity is 0.436 metric tons per NT\$ million.) :

- Amount of hazardous waste generated: For the Group, a total of 5,467.041 metric tons (accounting for 59.81%). Emission intensity is 0.261 metric tons per NT\$ million. Among them, Honghuasheng, Yantai accounted for 5,459.780 metric tons, constituting a high proportion of 99.87% of the Group's hazardous waste.
- Amount of non-hazardous industrial waste generated: For the Group, a total of 3,673.943 metric tons (accounting for 40.19%). Emission intensity is 0.175 metric tons per NT\$ million. Among them, Honghuasheng, Yantai accounted for 2,900.052 metric tons, constituting 78.94% of the Group's non-hazardous waste.

Note: In 2025, due to the overall increase in the Group's production capacity and the expansion of the reporting boundary (including the addition of 8 subsidiaries), hazardous industrial waste increased by 896.895 metric tons compared to 2024, non-hazardous industrial waste increased by 183.704 metric tons, totaling an increase of 1,080.599 metric tons.

Despite the increase in the total amount of waste, the group is still fully committed to promoting resource recycling and waste-to-resource strategy, achieving record high recycling rates for both hazardous and non-hazardous waste. of which:

- The hazardous industrial waste recycling rate dramatically increased from 13.42% in 2023 and 86.71% in 2024 to 87.97% in 2025.
- Non-hazardous Waste Recycling Rate: From 63.45% in 2023 and 73.61% in 2024, steadily increased to 79.50% in 2025.
- Group's total waste recycling rate: From the baseline year 2022 (44.35%), 2023 (36.50%), and 2024 (81.04%), it has strongly surged to 84.57% in 2025, greatly surpassing the group's short-term and medium-to-long-term goals set for this year, showcasing excellent resource recycling transition achievements.

Hazardous Waste Recycling Rate
reached an all-time high, increasing
to 87.97%

Non-hazardous Waste Recycling
Rate Significantly Increased to
79.50 %

Total Recycling Rate Significantly
Increased from Base Year 44.35% to
84.57%

★ Highlights:



- **Honghuasheng, Yantai achieved UL 2799 Zero Waste to Landfill Platinum certification (highest level) in 2025, demonstrating achievements in zero waste to landfill management.**
- **New Ocean, Jiangxi continues to maintain the GRS- Global Recycled Standard certificate, enhancing its recycled material management capabilities.**
- **The Group's total waste recycling rate reached 84.57%, continuously strengthening resource recycling utilization and implementing circular economy and sustainable development.**

Waste reduction and resource recycling

The breakthrough improvement in recycling efficiency this year mainly stemmed from the group's proactive promotion of waste resource transformation:

- Hazardous waste resource utilization (technical transformation model): For the core hazardous waste—copper-containing waste, starting from 2024, it has been entirely transitioned from traditional incineration disposal to a "comprehensive utilization model for hazardous waste." A legally qualified resource recycling facility is commissioned to carry out high-value extraction through technical transformation, significantly enhancing the recycling efficiency of metallic copper.
- Continuous promotion of source waste reduction measures, including:
 - Alternative Materials: Prioritize the use of recyclable materials to replace disposable materials.
 - Green Packaging: Promote Reduce packaging and recycle packaging
 - Vehicle Circulation: Pallet Reuse
 - Paperless office: document digitization and paperless management
 - Priority circulation: Prioritize recycling and reuse methods.

Through the above measures, the final disposal volume is effectively reduced, resource recycling utilization efficiency is improved, and the circular economy and environmental sustainability are continuously implemented. [In addition, we provide waste reduction training to raise employees' awareness of waste prevention and strengthen their understanding of the benefits of waste reduction.](#)

Hazardous Waste Resource Recycling - Recycling of Copper-Containing Sludge, Copper-Containing Dust, and Copper-Containing Board Scrap

For the Group (Honghuasheng, Yantai), the largest amount of hazardous waste is generated from valuable waste **such as copper-containing sludge, copper-containing dust, and copper-containing board scrap**, all of which are entrusted to legally qualified resource recycling facilities for recycling and processing. Through processes such as sorting, electro-selection, melting, and metal extraction, valuable metals like copper are recovered and reinvested into resource recycling, reducing natural resource consumption and the final disposal volume of waste, thereby practicing the circular economy.

The main copper-containing waste recycle and reuse process:

- Copper-Containing Sludge: Copper-containing sludge → Impurity removal → Drying → Compounding → Melting → Metal extraction → Copper metal recovery
- Copper-Containing Dust: Copper-containing dust → Collection → Recycling treatment → Metal resource recovery
- Copper-Containing Scrap/Frames: Board scraps/frames → Sorting → Electrostatic separation → Copper powder recovery → Smelting recovery → Recycled copper raw materials

Total waste and intensity performance

▼ 2025 - Industrial Waste Generation (Unit: Tonnes), Intensity (Unit: Tonnes/Million Revenue)

Waste Types	Hazardous industrial waste (tonnes)				Harmfulness Intensity	Non-hazardous industrial waste (tonnes)				Non-Harmfulness Intensity	Total amount of waste (tonnes)				Total Intensity
Location	Total recycling amount	Non-total recycling amount	Total amount	Group Share %		Total recycling amount	Non-total recycling amount	Total amount	Group Share %		Total recycling amount	Non-total recycling amount	Total amount	Group Share %	
Pan-International, Taipei	0.000	0.000	0.000	0.00%	0.000	0.000	20.925	20.925	0.57%	0.002	0.000	20.925	20.925	0.23%	0.002
Dongguan Pan-International	4.600	0.000	4.600	0.08%	0.003	114.630	50.730	165.360	4.50%	0.104	119.230	50.730	169.960	1.86%	0.107
New Ocean, Jiangxi	1.079	1.582	2.661	0.05%	0.002	39.153	25.791	64.944	1.77%	0.057	40.232	27.373	67.605	0.74%	0.060
Honghuasheng, Yantai	4803.820	655.960	5459.780	99.87%	1.355	2675.172	224.880	2900.052	78.94%	0.720	7478.992	880.840	8359.832	91.45%	2.075
CJ Electric Systems, Wuhu	0.000	0.000	0.000	0.00%	0.000	69.443	275.350	344.793	9.38%	0.157	69.443	275.350	344.793	3.77%	0.157
PIU (USA)	0.000	0.000	0.000	0.00%	0.000	0.000	1.302	1.302	0.04%	0.004	0.000	1.302	1.302	0.01%	0.004
Chaohu Ruichang	0.000	0.000	0.000	0.00%	NA*	22.504	96.158	118.663	3.23%	NA*	22.504	96.158	118.663	1.30%	NA*
Anqing Ruiyu	0.000	0.000	0.000	0.00%	NA*	0.000	36.082	36.082	0.98%	NA*	0.000	36.082	36.082	0.39%	NA*
Wuhu Hezhong	0.000	0.000	0.000	0.00%	NA*	0.000	15.907	15.907	0.43%	NA*	0.000	15.907	15.907	0.17%	NA*
Yibin Pan-International	0.000	0.000	0.000	0.00%	0.000	0.000	1.540	1.540	0.04%	0.003	0.000	1.540	1.540	0.02%	0.003
Taiwan-Czech Electronics	0.000	0.000	0.000	0.00%	0.000	0.000	0.967	0.967	0.03%	0.001	0.000	0.967	0.967	0.01%	0.001
Huizhou Taiwan-Czech Electronics	0.000	0.000	0.000	0.00%	0.000	0.000	1.007	1.007	0.03%	0.005	0.000	1.007	1.007	0.01%	0.005
Dongguan Guangshan	0.000	0.000	0.000	0.00%	0.000	0.000	0.000	0.000	0.00%	0.000	0.000	0.000	0.000	0.00%	0.000
CJ Electric Systems, Ordos	0.000	0.000	0.000	0.00%	NA*	0.000	2.401	2.401	0.07%	NA*	0.000	2.401	2.401	0.03%	NA*
Total	4809.499	657.542	5467.041	100%	0.261	2920.903	753.040	3673.943	100%	0.175	7730.402	1410.582	9140.984	100%	0.436

Note: The classification of hazardous and non-hazardous waste is based on local regulations at each location.

Note: The statistics for CJ Electric Systems, Wuhu include Ruichang (factory area) and Dechang (warehouse).

Note: The non-hazardous waste (household waste) from Pan-International, Taipei; PIU; CJ Electric Systems, Wuhu; Yibin Pan-International; Chaohu Ruichang; Anqing Ruiyu; Wuhu Hezhong; CJ Electric Systems, Ordos; Taiwan-Czech Electronics; and Huizhou Taiwan-Czech Electronics is calculated based on the local per person daily waste generation rate. Note*: The revenues of Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, and CJ Electric Systems, Ordos are included in CJ Electric Systems, Wuhu, so the density is collectively calculated in CJ Electric Systems, Wuhu.

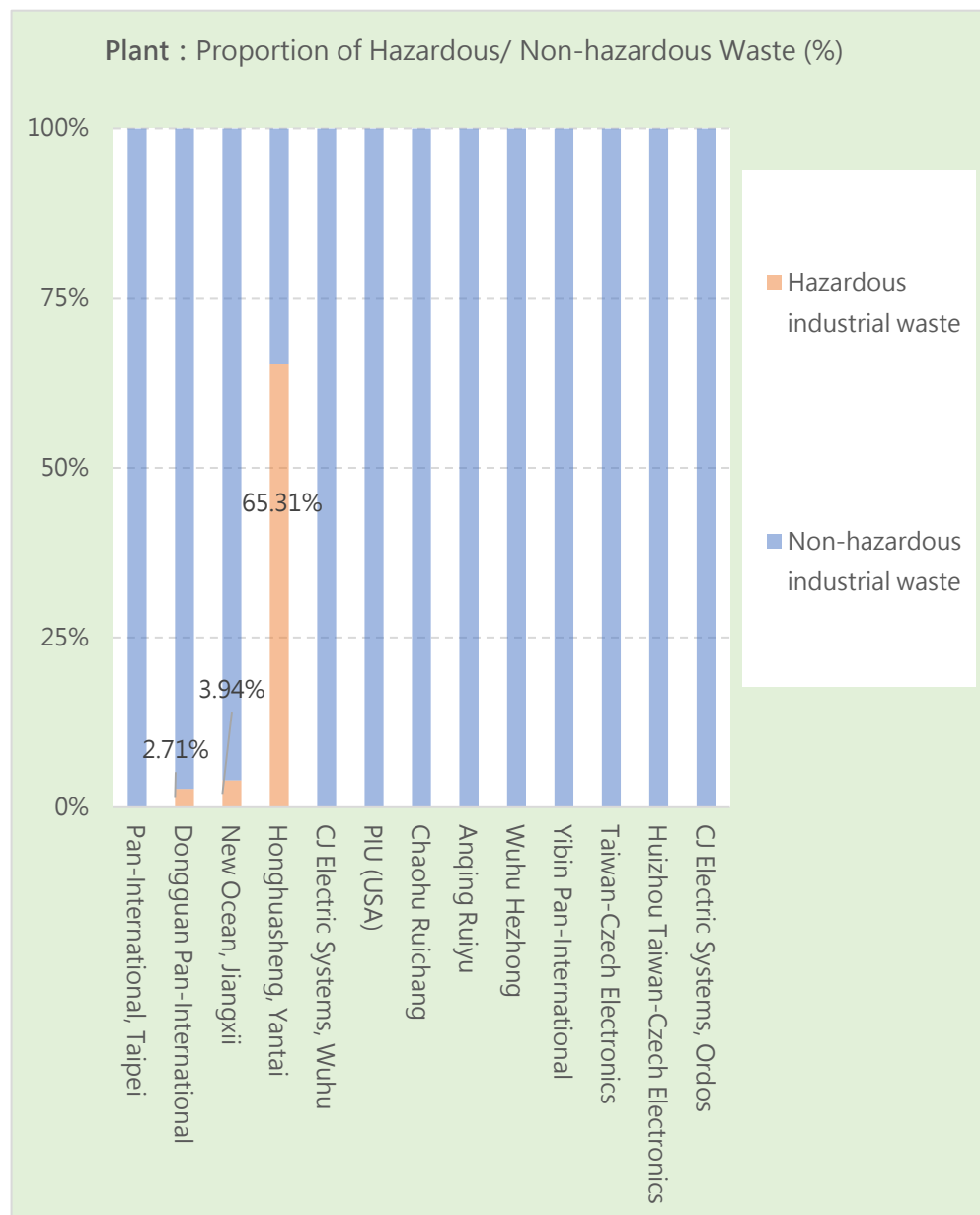
Note: Dongguan Guangshan is set up within Dongguan Pan-International, and the waste is uniformly handled by Dongguan Pan-International.

Proportion of Hazardous/ Non-hazardous Waste (%)



▼ Percentage of hazardous/non-hazardous waste (%)

Percentage of hazardous/non-hazardous industrial waste at each location (%)		
Plant	Hazardous industrial waste	Non-hazardous industrial waste
Pan-International, Taipei	0.00%	100.00%
Dongguan Pan-International	2.71%	97.29%
New Ocean, Jiangxi	3.94%	96.06%
Honghuasheng, Yantai	65.31%	34.69%
CJ Electric Systems, Wuhu	0.00%	100.00%
PIU (USA)	0.00%	100.00%
Chaohu Ruichang	0.00%	100.00%
Anqing Ruiyu	0.00%	100.00%
Wuhu Hezhong	0.00%	100.00%
Yibin Pan-International	0.00%	100.00%
Taiwan-Czech Electronics	0.00%	100.00%
Huizhou Taiwan-Czech Electronics	0.00%	100.00%
CJ Electric Systems, Ordos	0.00%	100.00%
Total After Share	59.81%	40.19%



● Description of Total Waste and Intensity Performance

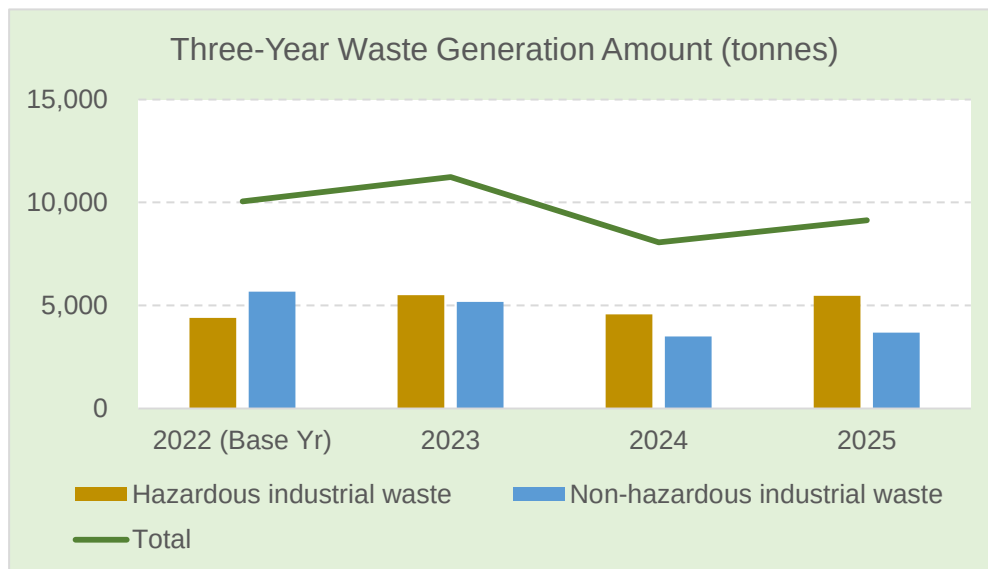
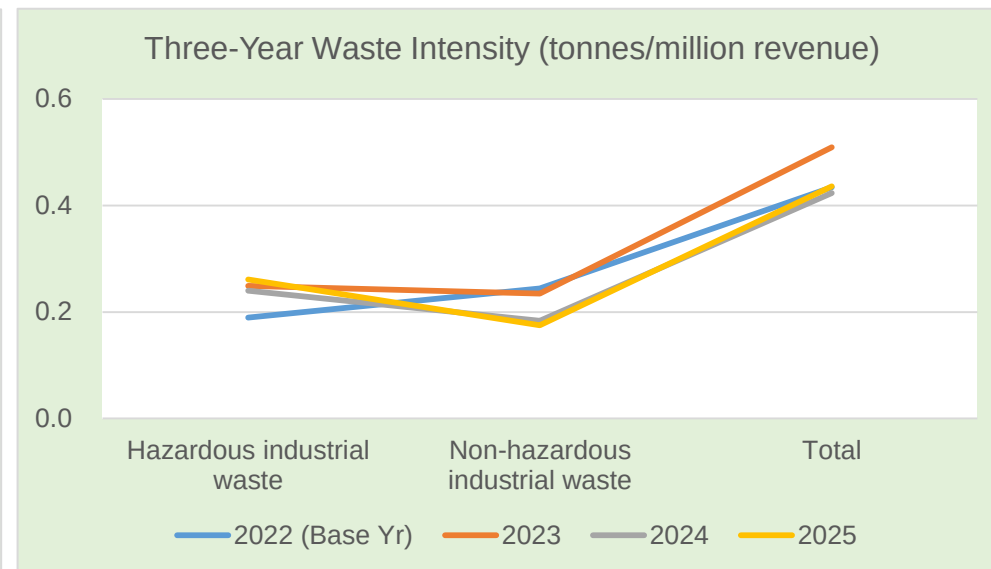
1. Compared to the 2024 Year (Total amount of waste increased by 13.41%, Total Intensity increased by 2.99%, Non-Harmfulness Intensity decreased by 4.41%):

- In 2025, the total waste generated for the Group was **9,140.984 metric tons**, an increase of 1,080.599 metric tons (+13.41%) compared to 2024 (8,060.385 metric tons). Among them, hazardous industrial waste increased by 896.895 metric tons, and non-hazardous industrial waste increased by 183.704 metric tons.
- **Primary reasons for increase in generation amount:** The main reasons are due to boundary expansion and increased production capacity (particularly the increase in high-end board production at the PCB hotspot plant Honghuasheng, Yantai), as well as the expansion of the reporting boundary for this year, including data from 8 additional subsidiaries. Furthermore, all of the Group's recycling operations are outsourced for processing and not directly returned to the Plant. Although the generation of waste increased due to the impact of boundary expansion, both hazardous and non-hazardous recycling rates (reuse rates) reached new highs in 2025 through enhanced resource recycling and recycle and reuse management, and the overall waste management efficiency continued to improve.
- In terms of intensity, the overall waste intensity in 2025 was 0.436 tons per million NT dollars of revenue, which was a slight increase of 2.99% compared to 2024. Among them, the intensity of non-hazardous industrial waste decreased from 0.183 to 0.175 tons per million NT dollars of revenue, a reduction of 4.41%, indicating that the Group's continuous promotion of process improvements, resource recycling, and waste reduction measures have gradually shown results. On the other hand, the hazardous industrial waste intensity increased by 8.63%, mainly influenced by the inclusion of new locations and the increase in PCB process capacity.
- In addition, all of the Group's waste is lawfully entrusted to compliant removal, processing, and recycling agencies, and is not recycled internally within the plant. Although the generation of waste increased due to the reporting boundary expansion, the recycling rates (reuse rates) of both hazardous and non-hazardous waste improved compared to the previous year through continuous enhancement of resource recycling management, and the overall waste management efficiency continued to improve.

2. Compared to the baseline year 2022 (Total amount decreased by 9.15%, Intensity slightly increased by 0.51%):

- Total amount ongoing control: Looking at the long-term trend, despite the operational scale and disclosed boundary in 2025 being larger than in previous years, the total waste generated in 2025 significantly decreased by 920.224 metric tons compared to the 2022 baseline year (10,061.208 metric tons), representing an overall reduction of 9.15%. Among them, non-hazardous industrial waste decreased from 5,665.655 metric tons in 2022 to 3,673.943 metric tons in 2025, a significant reduction of 35.15%, demonstrating the Group's effective management in promoting waste reduction at the source, packaging reduction, and the reuse of carriers.

▼ Last Three Years and Base Year (2022) - Industrial Waste Generation (Unit: Tonnes), Intensity (Unit: Tonnes per NT\$ million)



Generation Amount (tonnes)	Hazardous industrial waste	Non-hazardous industrial waste	Total
2022 (Base Year)	4395.553	5665.655	10061.208
2023	6054.538	5178.218	11232.756
2024	4570.146	3490.239	8060.385
2025	5467.041	3673.943	9140.984

Intensity (tonnes/million revenue)	Hazardous industrial waste	Non-hazardous industrial waste	Total
2022 (Base Year)	0.190	0.244	0.434
2023	0.249	0.235	0.509
2024	0.240	0.183	0.423
2025	0.261	0.175	0.436

Note: CJ Electric Systems, Wuhu expanded in 2023 (Dechan Plant area increased by 10,600 pings).

Note: For Honghuasheng Yantai in 2022, the hazardous waste copper-containing waste disposal contractor stopped operations, causing some hazardous waste (about 560 tons) generated in 2022 to be disposed of in 2023.

Note: In 2025, the increase in production capacity and boundary expansion (adding 8 entities).

Industrial Waste Disposal Transfer Explanation

The Group's waste treated by recycling methods mainly includes non-hazardous waste such as waste wood, waste metal, waste packaging materials, food waste, as well as hazardous waste like edge materials and waste metals. The recycling methods primarily involve preparation for reuse, recycling, and other recycling operations. **In 2025, the amount of waste transferred for recycling operations included 4,809.4989 tonnes of**

hazardous waste and 2,920.9032 tonnes of non-hazardous waste, totaling 7,730.402 tonnes, all of which was handled by third-party contractors.

▼ Waste Transferred from Disposal by Recycling Operations (Unit: Tonnes)

Waste Types Disposal Transfer Method	Hazardous industrial waste (tonnes)			Total recycling amount (tonnes)	Recycle and Reuse Rate %	Non-hazardous industrial waste (tonnes)		Total recycling amount (tonnes)	Recycle and Reuse Rate %
	Recycling	Preparation for Reuse	Other recycling			Recycling	Other recycling		
Pan-International, Taipei	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.00%
Dongguan Pan-International	0.300	0.000	4.300	4.600	100.00%	114.630	0.000	114.630	69.32%
New Ocean, Jiangxi	1.014	0.065	0.000	1.079	40.54%	0.000	39.153	39.153	60.29%
Honghuasheng, Yantai	4803.820	0.000	0.000	4803.820	87.99%	2675.172	0.000	2675.172	92.25%
CJ Electric Systems, Wuhu	0.000	0.000	0.000	0.000	NA	69.443	0.000	69.443	20.14%
PIU (USA)	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.00%
Chaohu Ruichang	0.000	0.000	0.000	0.000	NA	22.504	0.000	22.504	18.97%
Anqing Ruiyu	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.00%
Wuhu Hezhong	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.00%
Yibin Pan-International	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.00%
Taiwan-Czech Electronics	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.00%
Huizhou Taiwan-Czech Electronics	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.00%
Dongguan Guangshan	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	NA
CJ Electric Systems, Ordos	0.000	0.000	0.000	0.000	NA	0.000	0.000	0.000	0.00%
Total	4805.134	0.065	4.300	4809.499	87.97%	2881.750	39.153	2920.903	79.50%

Note: The classification of hazardous and non-hazardous waste is based on local regulations at each location.

Note: The statistics for CJ Electric Systems, Wuhu include Ruichang (factory area) and Dechang (warehouse).

Note: Dongguan Guangshan is set up within Dongguan Pan-International, and the waste is uniformly handled by Dongguan Pan-International.

Industrial Waste Direct Disposal Explanation

▼ Waste Directly Disposed of by Disposal Operations (Unit: Tonnes)

Waste Types	Hazardous industrial waste	Non-hazardous industrial waste				Total amount			
Disposal Transfer Method	Incineration (with energy recovery)=Hazardous, no total recycling amount	Incineration (with energy recovery)	Incineration (without energy recovery)	Landfill	Total amount	Incineration (with energy recovery)	Incineration (without energy recovery)	Landfill	Total amount
Pan-International, Taipei	0.000	20.925	0.000	0.000	20.925	20.925	0.000	0.000	20.925
Dongguan Pan-International	0.000	50.730	0.000	0.000	50.730	50.730	0.000	0.000	50.730
New Ocean, Jiangxi	1.582	25.791	0.000	0.000	25.791	27.373	0.000	0.000	27.373
Honghuasheng, Yantai	655.960	224.880	0.000	0.000	224.880	880.840	0.000	0.000	880.840
CJ Electric Systems, Wuhu	0.000	0.000	275.350	0.000	275.350	0.000	275.350	0.000	275.350
PIU (USA)	0.000	0.000	0.000	1.302	1.302	0.000	0.000	1.302	1.302
Chaohu Ruichang	0.000	0.000	96.158	0.000	96.158	0.000	96.158	0.000	96.158
Anqing Ruiyu	0.000	36.082	0.000	0.000	36.082	36.082	0.000	0.000	36.082
Wuhu Hezhong	0.000	0.000	15.907	0.000	15.907	0.000	15.907	0.000	15.907
Yibin Pan-International	0.000	0.000	1.540	0.000	1.540	0.000	1.540	0.000	1.540
Taiwan-Czech Electronics	0.000	0.967	0.000	0.000	0.967	0.967	0.000	0.000	0.967
Huizhou Taiwan-Czech Electronics	0.000	1.007	0.000	0.000	1.007	1.007	0.000	0.000	1.007
Dongguan Guangshan	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
CJ Electric Systems, Ordos	0.000	0.000	0.000	2.401	2.401	0.000	0.000	2.401	2.401
Total	657.542	360.382	388.955	3.703	753.040	1017.924	388.955	3.703	1410.582

Note: The classification of hazardous and non-hazardous waste is based on local regulations at each location. include Ruichang (factory area) and Dechang (warehouse).

Note: The statistics for CJ Electric Systems, Wuhu

Note: Dongguan Guangshan is set up within Dongguan Pan-International, and the waste is uniformly handled by Dongguan Pan-International.

In addition to waste disposed through resource recycling, the Group's other direct disposal methods include: incineration (with energy recovery), incineration (without energy recovery), and landfill. In 2025, the Group had a total of 1,410.582 tonnes of waste disposed through direct disposal methods, all of which was handled by qualified third-party professional organizations, including: incineration with energy recovery: 1,017.924 tonnes, incineration without energy recovery: 388.955 tonnes, and landfill disposal: 3.703 tonnes.

It is worth noting that the Group's various locations continue to improve their waste management mechanisms and actively increase their recycling utilization rates. In 2025, Dongguan Pan-International achieved a recycling rate of 70.15%, and Honghuasheng, Yantai reached an even higher rate of 89.46%. Both exceeded the 70% threshold, demonstrating the Group's excellent performance in resource circulation and pollution reduction. This also reflects our steady progress toward the sustainable goals of "zero waste landfill" and "maximum resource utilization".

This initiative corresponds to the United Nations Sustainable Development Goals (SDGs):

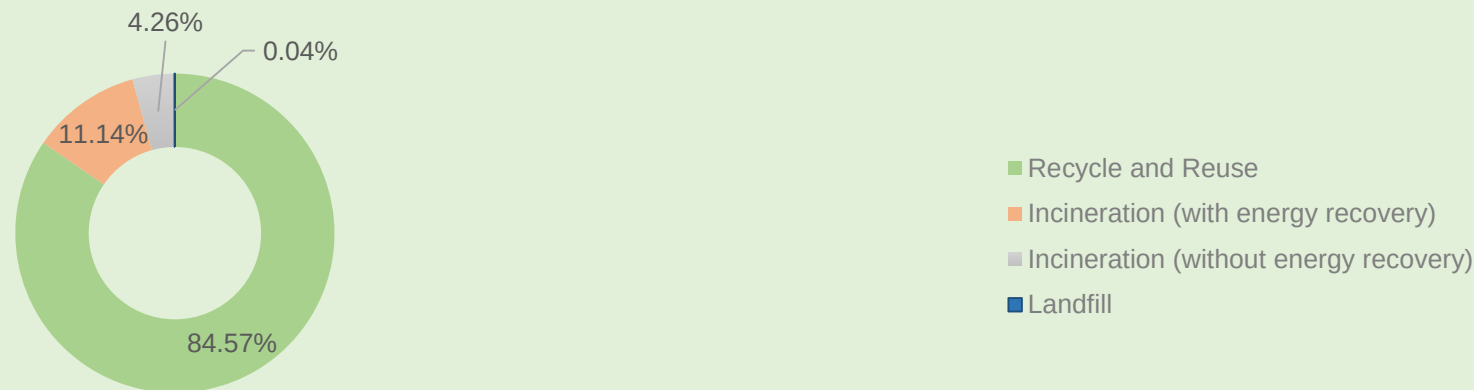
SDG 12: Responsible Consumption and Production — Through the implementation of waste classification, improving the recycling rate, and optimizing disposal processes, promote resource circulation and waste reduction at the production end.

SDG 13: Climate Action - Adopt methods such as incineration with energy recovery to effectively reduce the long-term impact of waste on the environment and lower the potential risk of Greenhouse Gas emissions.

▼ Waste Disposal Methods Proportion

Action taken	Hazardous waste		Non-hazardous waste		Total	
	Generation Amount Tonnes	Disposal Methods Proportion %	Generation Amount Tonnes	Disposal Methods Proportion %	Generation Amount Tonnes	Disposal Methods Proportion %
Recycle and Reuse	4809.499	87.97%	2920.903	79.50%	7730.402	84.57%
Incineration (with energy recovery)	657.542	12.03%	360.382	9.81%	1017.924	11.14%
Incineration (without energy recovery)	0.000	0.00%	388.955	10.59%	388.955	4.26%
Landfill	0.000	0.00%	3.703	0.10%	3.703	0.04%

Disposal Methods Proportion %

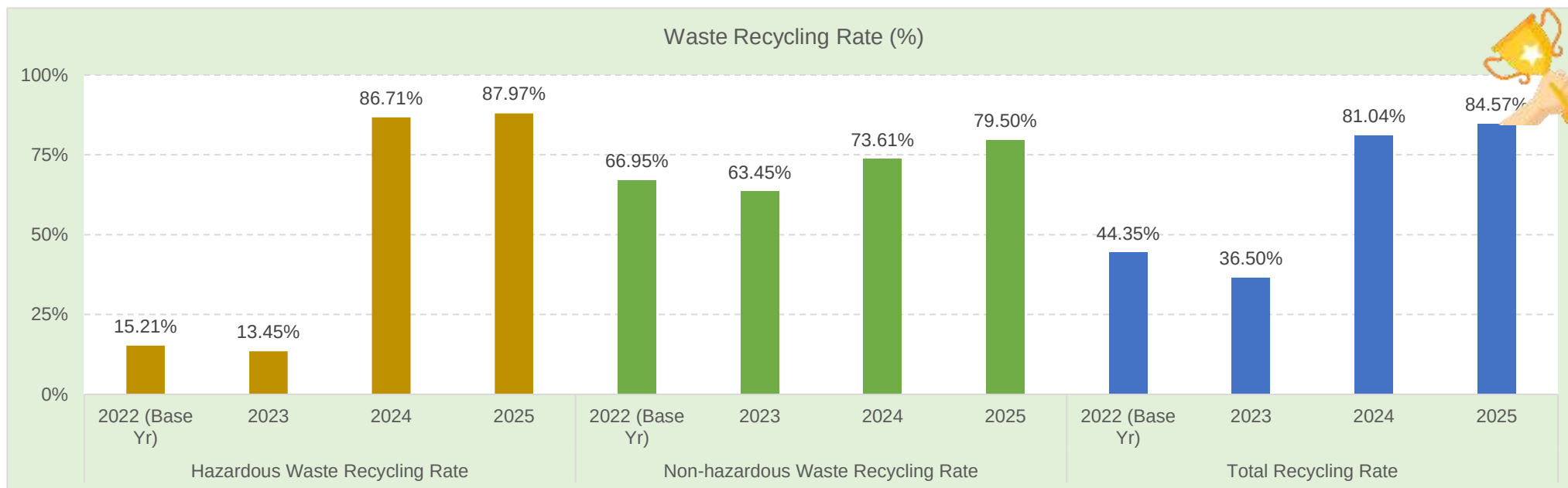


Recycling Rate Performance

▼ Three-Year Hotspot - Plant / For the Group - Waste Recycling Rate (%)

Location	Hazardous Waste Recycling Rate				Non-hazardous Waste Recycling Rate				Total Recycling Rate			
	2022 (Base Year)	2023	2024	2025	2022 (Base Year)	2023	2024	2025	2022 (Base Year)	2023	2024	2025
Dongguan Pan-International	100.00%	27.37%	0.00%	100.00%	0.00%	74.67%	75.06%	69.32%	0.39%	74.56%	73.35%	70.15%
New Ocean, Jiangxi	95.62%	99.25%	51.52%	40.54%	4.18%	95.06%	85.24%	60.29%	5.63%	95.10%	84.61%	59.51%
Honghuasheng, Yantai	15.16%	13.42%	86.83%	87.99%	73.60%	72.28%	81.04%	92.25%	46.69%	36.97%	84.68%	89.46%
CJ Electric Systems, Wuhu	100.00%	NA	NA	NA	0.00%	3.45%	16.04%	20.14%	0.05%	3.45%	16.04%	20.14%
Total Amount (Full Boundary*)	15.21%	13.45%	86.71%	87.97%	66.95%	63.45%	73.61%	79.50%	44.35%	36.50%	81.04%	84.57%

*Full boundary refers to the statistical data for the full boundary in the report



● Recycling Rate Performance Description

- **Breakthrough at key plants drives the Group's overall recycling rate to a new high (Total recycling rate 84.57%, Hazardous Waste Recycled Rate 87.97%):**
 - Honghuasheng, Yantai is the Group's main waste-generating location (accounting for 80 to 90%). Since 2024, after promoting the "comprehensive utilization of hazardous waste (technical transformation)" disposal model for copper-containing waste, its Hazardous Waste Recycled Rate significantly increased from the 2022 baseline year (15.16%) and 2023 (13.42%) to 86.83% in 2024 and 87.99% in 2025.
 - Combining a significant increase in the non-hazardous waste recycling rate to 92.25%, the total recycling rate at the Honghuasheng, Yantai plant in 2025 reached 89.46%, becoming the core driving force for the strong growth of the Group's total recycling rate from the 2022 baseline year (44.35%) to 84.57% in 2025.
- **Non-hazardous Waste Recycling Rate steadily increased (increased to 79.50%):**
 - The Group's non-hazardous waste recycling rate continuously grew from the 2022 baseline year of 66.95% and 63.45% in 2023 to 73.61% in 2024 and 79.50% in 2025.

- Through implementing source management actions such as the circular reuse of pallets, packaging material recycling, and waste classification, each plant has achieved a yearly increase in the resource utilization rate of non-hazardous industrial waste.
- **Analysis of the Difference in Independent Disposal and Transformation by Plant:**
 - Dongguan Pan-International: In 2025, the amount of hazardous industrial waste was small, and it was completely recycled into resources (100.00%). The non-hazardous waste recycling rate remained at a high level of 69.32%, and the overall total recycling rate reached 70.15%.
 - New Ocean, Jiangxi: Affected by the adjustment of some product combinations and supplier contracts, the recycling rate declined after the peak in 2023 (with a total recycling rate of 59.51% in 2025). In the future, it will continue to optimize Waste Classification and seek cooperation with excellent resource recyclers.
 - CJ Electric Systems, Wuhu: There was no generation of hazardous industrial waste, and the non-hazardous waste recycling rate increased annually from 3.45% in 2023 to 20.14% in 2025, showing a positive trend of continuous improvement.



5.4 Air Quality Management

(GRI 305-7)

5.4.1 Air Pollutant Management

For the Group: Each Operating Location's Air Pollutant Emission Situations Vary According to Their Operational Nature and Process Differences:

Locations Not Involved in Potential Air Pollutant Emissions:

- Office and warehouse locations: Pan-International, Taipei; PIU; Taiwan-Czech Electronics; Huizhou Taiwan-Czech Electronics; Dongguan Guangshan; Yibin Pan-International; and CJ Electric Systems, Ordos primarily operate as offices or warehouses without production processes, and thus do not involve any processes that could result in air pollutant emissions.
- Simple Assembly Locations: Dongguan Pan-International, CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, and Wuhu Hezhong primarily focus on basic electronic assembly. These locations mainly engage in the assembly of electronic products, with relatively simple processes that do not involve high-pollution procedures.

Locations Involved in Potential Air Pollutant Emissions and Sources:

Only two subsidiaries of the Group, Honghuasheng, Yantai and New Ocean, Jiangxi, may generate some air pollutants due to the characteristics of the industry and process requirements, explained as follows:

- **Honghuasheng, Yantai (PCB manufacturing plant):** Its manufacturing processes involve chemical processes such as etching, copper plating, drying, and cleaning, which generate:
 - Nitrogen oxides and sulfur oxides: Generated by natural gas boilers, these emissions are untreated but comply with direct discharge standards.
 - VOCs: Primarily discharged from waste gas scrubber used in processes involving inks (such as inner layer or solder resist ink printing and ink baking lines).
- **New Ocean, Jiangxi (Wiring assembly and profiling plant):** Due to certain processes involving heating, bonding, and profiling operations, a small amount of air pollutants may still be generated. Including:
 - Particulate Matter (PM) generated from assembly processes
 - Volatile organic compounds (VOC) generated from Assembly/molding/C&W processes
 - Other major gases - Total Non-methane Hydrocarbons generated from Assembly/molding/C&W processes
 - Other significant gases - Tin and its compounds generated from assembly processes

● Prevention equipment and regular monitoring mechanisms

For effectively reducing the impact of air pollutants on the environment, the Group has established a comprehensive pollution prevention and monitoring management mechanism for plants that may produce air pollutants. We continuously track various emission situations to ensure conformity with relevant regulatory requirements.

Honghuasheng, Yantai has installed high-efficiency waste gas treatment equipment and adopts monthly or semi-annual inspections by third-party agencies based on the characteristics of different pollutants. Some emission points are equipped with Continuous Emission Monitoring Systems (CEMS) to continuously monitor emission conditions.

New Ocean, Jiangxi commissions third-party inspection agencies to conduct annual emissions testing based on the type of pollutants, ensuring that all emissions of air pollutants conform to government regulations and environmental impact assessment commitments.

The Group continues to reduce the impact of air pollutant emissions on the environment through prevention equipment, regular inspection, and emission monitoring management measures. In 2025, Air Pollutant Emissions at each Operating Location conformed to the environmental regulations of their respective locations, with no major violations or penalties occurring.

According to actual measurements, the air pollutants emitted by both plants completely conform to or exceed the limit values set by local government regulations and environmental impact assessment commitment standards, demonstrating effective environmental governance.

▼ Air Pollution Control Equipment and Treatment Efficiency



Location	Air Pollutant Name	Prevention Equipment	Treatment Efficiency (%)
Honghuasheng, Yantai	Nitrogen oxides (NOx)	Direct discharge	Meets direct discharge standards
	Sulfur oxides (SOx)	Direct discharge	Meets direct discharge standards
	Volatile organic compounds (VOC)	Activated carbon adsorption treatment process & water spray scrubbing	Activated carbon treatment efficiency: 90%
	Persistent Organic Pollutants (POPs), Hazardous Air Pollutants (HAPs), Particulate Matter (PM)	Not contained	Not contained
New Ocean, Jiangxi	Particulate Matter (PM)	Activated Carbon Filtration	Treatment efficiency 95%
	Nitrogen oxides	Activated Carbon Filtration	Treatment efficiency 95%
	Sulfur Dioxide	Activated Carbon Filtration	Treatment efficiency 95%
	Volatile organic compounds (VOC)	Activated Carbon Filtration	Treatment efficiency 95%

Location	Air Pollutant Name	Prevention Equipment	Treatment Efficiency (%)
	Total Non-methane Hydrocarbons	Activated Carbon Filtration	Treatment efficiency 95%
	Tin and its compounds	Activated Carbon Filtration	Treatment efficiency 95%

▼ Air Pollutant Emission Concentration Monitoring

Location	Major Gas	Process Emission Sources	Actual Tested Emission Concentration	Emission Standard (Unit)	Monitoring Frequency
Honghuasheng, Yantai	Nitrogen oxides (NOx)	Natural gas boiler	36.33	100 mg/m ³	Monthly inspection
	Sulfur oxides (SOx)	Natural gas boiler	Not Detected	50 mg/m ³	Quarterly
	Volatile organic compounds (VOC)	Waste gas scrubber used in the process	0.8	50 mg/m ³	Quarterly
New Ocean, Jiangxi	Particulate Matter (PM)	Assembly	<20 mg/m ³	120 mg/m ³	Once per year
	Nitrogen oxides	Assembly	Not Detected	240 mg/m ³	Once per year
	Sulfur Dioxide	Assembly	Not Detected	550 mg/m ³	Once per year
	Total Non-methane Hydrocarbons	Assembly/molding/C&W	0.012083 kg/h	120 mg/m ³	Once per year
	Volatile organic compounds (VOC)	Assembly/molding	0.000706 kg/h	-	Once per year
	Tin and its compounds	Assembly	0.000548 mg/m ³	8.5 mg/m ³	Once per year

Note 1: This table shows the average values of regular testing in 2025;

Note 2: Emission standards comply with government regulations/environmental impact assessment commitments/air pollution operating permit

Note 3: All data sources are **from third-party testing**

5.4.2 Air Pollutant Emission Reduction and Performance

● In 2025, the Group's Operating Locations' Air Pollutant Emission Data

- **Honghuasheng, Yantai:** In 2025, nitrogen oxides (NOx) emissions were **427.21 kg**, sulfur oxides (SOx) emissions were 0 kg, and volatile organic compounds (VOCs) emissions were **705.54 kg**. The inspection revealed no production of Persistent Organic Pollutants (POPs), Hazardous Air Pollutants (HAPs), Particulate Matter (PM), or other major gases currently regulated.
- **New Ocean, Jiangxi:** In 2025, particulate matter (PM) emissions were 165.822 **kg**, volatile organic compounds (VOCs) emissions were 226.5866 **kg**, total non-methane hydrocarbons emissions were 331.8566 **kg**, and tin and its compounds emissions were 0.0007 **kg**; inspection results for nitrogen oxides (NOx) and sulfur dioxide (SOx) were Not Detected (N.D.). Besides the above items, no other major gases currently under regulatory monitoring were generated.
- Other locations: None.

▼ Pan-International Industrial Corp. - Air Pollutant Emissions Over the Years (Unit: kg)

Location	Item	2023	2024	2025
Honghuasheng, Yantai	Nitrogen oxides (NOx)	391	204.257	427.21
	Sulfur oxides (SOx)	166	0	0
	Volatile organic compounds (VOC)	933	346.085	705.54
New Ocean, Jiangxi	Particulate Matter (PM)	N.D	459.089	165.822
	Nitrogen oxides	N.D	ND	ND
	Sulfur Dioxide	N.D	ND	ND
	Volatile organic compounds (VOC)	5.2088	4.097	226.5866
	Total Non-methane Hydrocarbons	408	280.333	331.8566
	Tin and its compounds	N.D	3.178	0.0007

Note 1: Measurement method explanation: Emission amounts are based on monitored emission concentrations (average values).

Note 2: Coefficient source: There is no coefficient for monitoring emission concentrations.

Note 3: VOC is calculated based on the concentration at the time of detection × total exhaust volume

● Comparison of Air Pollutant Emissions Over the Past 3 Years

- Explanation of the increase in nitrogen oxides (NOx) emissions:

In 2025, NOx emissions increased compared to 2023 and 2024, mainly due to the increased use of natural gas, including enhanced production and energy efficiency optimization measures.

- Promote the "Replacing Electricity with Gas" Energy Efficiency Improvement Plan: In 2025, Honghuasheng completed the renovation of the humidification systems in Plant A1 and Plant A3, fully replacing the previously high electricity-consuming "electrode humidifiers" with the high-efficiency "natural gas boiler steam humidification" (previously only used in Plant A2). Although this improvement has led to an increase in the usage of natural gas and the corresponding amount of exhaust gases, it has significantly reduced the plant's total electricity consumption and overall Greenhouse Gas carbon emissions, effectively achieving energy structure optimization and overall energy saving and carbon reduction benefits. But it is still much lower than the local limit.
 - Production capacity increase: As the scale of production grows, the total usage of natural gas correspondingly increases.
- ### - Volatile organic compounds (VOCs) and total exhaust gas management:
- Upgrade of Environmental Compliance Facilities: According to Article 6.2.3 of the Mainland China's "Pollution Control Standard for Storage of Hazardous Wastes" (GB 18597-2023), the addition of gas collection and purification facilities in the hazardous waste warehouse has led to a slight increase in total gas emissions, serving as a proactive response to regulatory compliance.
 - VOCs Concentration Monitoring and Compliance Commitment: The total amount of VOC emissions is estimated by calculating the detection concentration multiplied by the total exhaust volume, and it is easily affected by fluctuations in concentration at the time of inspection. Honghuasheng, Yantai continues to strive to optimize the exhaust gas treatment system to ensure that the concentration and total amount of VOCs emissions substantially exceed local government regulatory requirements and environmental impact assessment commitment standards.
- ### - Explanation of the decrease in the total amount of particulate matter (PM) and tin and its compounds:
- In 2025, the emissions of particulate matter (PM) and tin and its compounds decreased compared to 2023 and 2024, mainly due to reasonable data fluctuations and measurement errors during the inspection process. All inspection values were well below the emission limits set by the country's regulations, and the overall operation of the prevention equipment remained highly efficient and stable.

● Reduction Plan and Management Strategy:

As only the two aforementioned subsidiaries generate air pollutant emissions, **and their emission levels are far below regulatory limits—with most parameters showing “not detected” results.** Given the effectiveness and control performance of the existing high-efficiency prevention and treatment equipment, **the Group's management strategy and reduction plan for air pollutants focus on the continuous operation of existing high-efficiency prevention facilities and the strict implementation of regular inspections and maintenance. This ensures that all prevention facilities maintain optimal operational performance, continuing the excellent compliance management achievements from previous years.**

This management action corresponds to the United Nations Sustainable Development Goals (SDGs) as follows:

SDG 3: Good Health and Well-Being — Control air pollution sources to safeguard the respiratory health and quality of life for employees and community residents.

SDG 11: Sustainable Cities and Communities — Implement pollution control to prevent harmful gases from impacting the surrounding environment.

SDG 12: Responsible Consumption and Production — Promote green manufacturing, pollution reduction, and emission control.

5.5 Biodiversity

(GRI 101 : 2024)



5.5.1 Biodiversity Policy and Impact Management

With the global emphasis on ecological conservation and Natural Capital increasing, the Group acknowledges that a healthy ecosystem is a crucial foundation for sustainable business operations and has begun planning work related to biodiversity management.

In 2025, the Group initiated the drafting of the Biodiversity and [No Deforestation](#) Commitment policy, aiming to gradually integrate biodiversity and nature-related risks into the Group's sustainable governance and risk management framework as a critical basis for future implementation of natural capital management and ecological conservation. Through the establishment and continuous improvement of systems, we aim to reduce the potential impact of operational activities on natural habitats and ecosystems, and respond to the United Nations Sustainable Development Goals SDG 14 Life Below Water and SDG 15 Life on Land.

5.5.2 Biodiversity Impact Identification Planning

In 2025, the Group will initiate the establishment of biodiversity management, subsequently establishing relevant management systems, risk assessments, and performance indicators in accordance with policy progress, and continually disclosing implementation results.

To gradually understand the potential impact of the Group's operations on the natural environment and biodiversity, the Group has begun planning biodiversity impact identification and management mechanisms and will progressively promote related work based on operational development and international trends. The current planning direction is as follows:

- Operating Location Assessment: Plan to assess the Headquarters and main production locations (such as Dongguan, Yantai, Jiangxi, Wuhu, etc.) for surrounding ecologically sensitive areas, Key Biodiversity Areas (KBA), and legally protected areas, to evaluate the geographic relationship between operating locations and important ecological areas.
- Supply Chain Biodiversity Assessment: Plan to gradually incorporate biodiversity topics into supply chain management and assessment mechanisms, evaluating the potential impact of raw material procurement and production activities on the natural environment and ecological habitats.
- Establishing management mechanisms: In the future, aligned with the promotion of the Biodiversity and [No Deforestation](#) Commitment policy, biodiversity impact identification, risk assessment, and tracking improvement mechanisms will be gradually established. We will continue to refine natural capital management, advancing towards the sustainable goal of mutual prosperity between the enterprise and nature.

5.5.3 Ecological Conservation Actions

In addition to policy planning, the Group also supports ecological protection through practical public welfare activities.

Participated in the "Keelung Islet Fish Fry Release and Coastal Beach Cleanup Activity" in 2025, jointly inputting efforts with companies and professional managers in marine ecological restoration. On the day of the event, two tourist fishing boats were used to release fish fingerlings offshore, with Pan-International Industrial Corp. donating a total of 1,941 fish fingerlings. Additionally, beach cleaning activities were conducted along the coast of Keelung, taking concrete actions to help restore marine biological resources, reduce marine waste, and enhance the awareness of employees and the general public regarding marine environmental protection and biodiversity. This demonstrates the company's commitment to fulfilling its environmental responsibilities.

In addition, Honghuasheng, Yantai organized the "River Patrol and Water Protection Volunteer Activity" in 2025, calling on employees to jointly participate in river patrols and environmental cleaning, actively maintaining the aquatic ecological environment and promoting the concepts of water resource conservation and environmental protection.

5.6 Environmental Regulatory Compliance

For the Group, we adhere to the principles of legal compliance in operations, following the environmental protection laws and regulations of each operation location, as well as the standards set by regulatory authorities. Through our Environmental Management System, internal audits, and regular legal compliance reviews, we continuously strengthen pollution prevention and environmental risk management to ensure that all operational activities conform to environmental regulatory requirements.

In the 2025 Year, the Group had no major environmental non-compliance incidents, and there were no penalties from authorities due to violations of environmental regulations.

6. Happy Workplace

6.1 Human Capital and Diversity and Inclusion

(GRI 2-7 、 2-8 、 202-2 、 401-1 、 405-1)

6.1.1 Human Resource Management



Safety



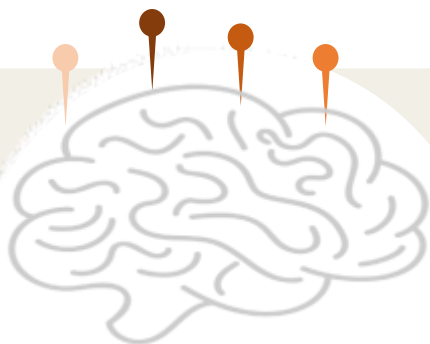
Equality



Freedom



Diversity and Inclusion



Pan-International Group considers employees as the most core and valuable assets of the enterprise. Based on local labor regulations where we operate, we have established comprehensive human resource management systems, compensation mechanisms, and work rules. These are regularly reviewed and updated to ensure compliance with the latest regulatory requirements and protect employees' basic labor rights. The Group explicitly prohibits the employment of child labor, any form of discrimination, workplace sexual harassment, and forced labor. We have established independent and confidential grievance channels to ensure employees can excel in a work environment that is safe, equal, free, and embraces diversity and inclusion.

In terms of talent recruitment and employment, the Group values educational and professional background, professional skills, integrity, and work enthusiasm. We also legally employ persons with disabilities to protect their employment rights. Employees of the same job level (capability) enjoy the same benefits, salary standards, and educational training resources, without any differentiation based on gender, age, nationality, or other factors. Additionally, the Group conducts regular performance evaluations annually, which serve as important criteria for employee retention, promotion, salary adjustment, and reward distribution, to motivate employees' continuous growth and promote sustainable organizational development.

6.1.2 Cultural Diversity

To promote employee diversity, we recruit global overseas talent, with employees coming from **multiple nationalities**. We also diversify our employment practices while developing overseas markets, which not only expands our global perspective but also promotes organizational innovation and cross-cultural exchange.

SDGs Corresponding Goals:

- SDG 8: Decent Work and Economic Growth

- SDG 10: Reduced Inequalities



6.1.3 Employee Composition and Diversity and Inclusion

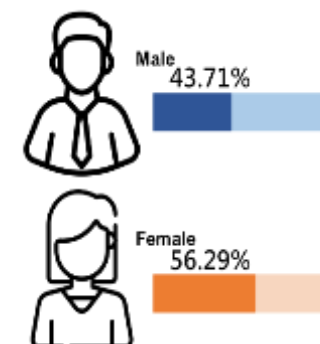
(GRI 2-7、2-8、202-2、401-1、405-1)

• Year-end Employee Composition

As of the end of 2025, Pan-International Industrial Corp. had a total of 4,134 employees within this disclosure boundary, including 4,121 permanent employees, 13 temporary employees, and 0 No Guaranteed-Hours Employees; by employment type, there were 4,133 full-time employees and 1 part-time employee. In addition, some of the Group's affairs are undertaken by dispatch companies, involving about 50 people, such as office and plant security, cleaning personnel, employee cafeteria contractors, employee dormitory managers, transportation drivers, etc. There have been no significant structural changes in the workforce hired in the past three years. In 2025, the number of employees slightly decreased by about 0.58% compared to 2024, with basically no change in the number of people. The boundary for the Year 2025 added 8 new companies, with a total of 400 people.

▼ Employee Structure at the End of 2025 (Unit: Person)

Employment Type	Gender	Region			Total	Proportion of male and female in each type
		Taiwan	China	United States		
Total Employees (Total)	Male	43	1,760	4	1,807	43.71%
	Female	28	2,296	3	2,327	56.29%
Permanent Employees	Male	43	1,760	4	1,807	43.85%
	Female	28	2,283	3	2,314	56.15%
Temporary Employees	Male	0	0	0	0	0.00%
	Female	0	13	0	13	100.00%
No Guaranteed-Hours Employees	Male	0	0	0	0	0.00%
	Female	0	0	0	0	0.00%
Full-time Employees	Male	43	1,759	4	1,806	43.70%
	Female	28	2,296	3	2,327	56.30%
Part-time Employees	Male	0	1	0	1	100.00%
	Female	0	0	0	0	0.00%



- Permanent Employees (Full-time employees): Employees with labor contracts that have no fixed term (indefinite contracts).
- Temporary employees: Employment contracts with a fixed term (fixed-term contracts).
- No Guaranteed-Hours Employees: Employees with no guaranteed fixed working hours.

- Full-time employees: Employees whose weekly working hours meet the requirements of full-time status as defined by local regulations.
- Part-time employees: Employees whose weekly working hours are below the requirements of full-time status as defined by local regulations.

▼ Number of Employees in Plant (Unit: Person)

Plant	Number of People	Plant	Number of People	Plant	Number of People	Plant	Number of People
Pan-International, Taipei	68	CJ Electric Systems, Wuhu	938	Wuhu Hezhong	33	Dongguan Guangshan	8
Dongguan Pan-International	564	PIU (USA)	7	Yibin Pan-International	14	CJ Electric Systems, Ordos	5
New Ocean, Jiangxi	851	Chaohu Ruichang	153	Taiwan-Czech Electronics	3		
Honghuasheng, Yantai	1306	Anqing Ruiyu	181	Huizhou Taiwan-Czech Electronics	3		

▼ Number of Employees in the Past Three Years (Unit: Person)

Year	End of 2023	End of 2024	End of 2025
Number of Male Employees	1,477	1,930	1,807
Number of Female Employees	1,733	2,228	2,327
Total Number of Employees	3,210	4,158	4,134

• Employee Diversity

Within the scope of this disclosure of the Group, the proportion of male and female employees is 43.71% and 56.29% respectively, with employees aged 30 to 50 years old being the majority, accounting for 72.40% of the total number. In addition, 11 people with disabilities are employed. To implement the Group's commitment to diversity and equality, 73 employees of Indigenous and ethnic minority backgrounds are also employed.

To promote employee diversity, we recruit global overseas talent, with employees coming from **multiple nationalities**. While focusing on diverse employment and expanding into overseas markets, our employees are mainly local residents. For the Group, when recruiting overseas employees, we

comply with relevant domestic and international regulations and carefully assess potential risks that may arise (such as immigration and visa regulations). We assist in effectively managing visas, work permits, residential relocation, and other work-related regulations and rights. Additionally, we cooperate with local organizational units as much as possible to gather local living information, helping employees quickly adapt to their new environment and ensuring a comprehensive workplace environment. For the Group, Senior Managers are mainly local employees; this year, 98.72% of Senior Managers are local residents.

▼ Total Number of Employees by Level and Diversity Indicators at the End of 2025 (Unit: Person)

Job Level		Senior Managers	Mid-level Managers	Entry-level Managers	Entry-level Employees	Total
Total Number of Employees at Each Level		78	194	339	3,523	4,134
Percentage of Total Employees at Each Level (%)		1.89%	4.69%	8.20%	85.22%	100.00%
Diversity Indicator						
Gender	Male	61	134	203	1,409	1,807
	Female	17	60	136	2,114	2,327
Age	29 years old and below	0	0	23	811	834
	30 to 50 years old	65	174	299	2,455	2,993
	51 years old and above	13	20	17	257	307
Indigenous identity		1	4	10	58	73
Whether with Disabilities		0	0	0	11	11
Education Level	Doctoral degree	0	0	0	0	0
	Master's degree	4	7	2	14	27
	Higher Education	72	164	106	868	1,210
	Secondary Education	2	22	113	894	1,031
	Primary Education	0	1	118	1,747	1,866

▼ Percentage of Employees by Level and Diversity Indicators at the End of 2025 (Unit: %)

Job Level		Senior Managers	Mid-level Managers	Entry-level Managers	Entry-level Employees	All employees
Gender	Male	78.21%	69.07%	59.88%	39.99%	43.71%
	Female	21.79%	30.93%	40.12%	60.01%	56.29%
Age	29 years old and below	0.00%	0.00%	6.78%	23.02%	20.17%
	30 to 50 years old	83.33%	89.69%	88.20%	69.68%	72.40%
	51 years old and above	16.67%	10.31%	5.02%	7.30%	7.43%
Indigenous identity		1.28%	2.06%	2.95%	1.65%	1.77%
Whether with Disabilities		0.00%	0.00%	0.00%	0.31%	0.27%
Education Level	Doctoral degree	0.00%	0.00%	0.00%	0.00%	0.00%
	Master's degree	5.13%	3.61%	0.59%	0.40%	0.65%
	Higher Education	92.31%	84.54%	31.27%	24.64%	29.27%
	Secondary Education	2.56%	11.34%	33.33%	25.38%	24.94%
	Primary Education	0.00%	0.51%	34.81%	49.58%	45.14%

▼ Distribution of Employees by **Nationality** and Diversity Indicators at the End of 2025

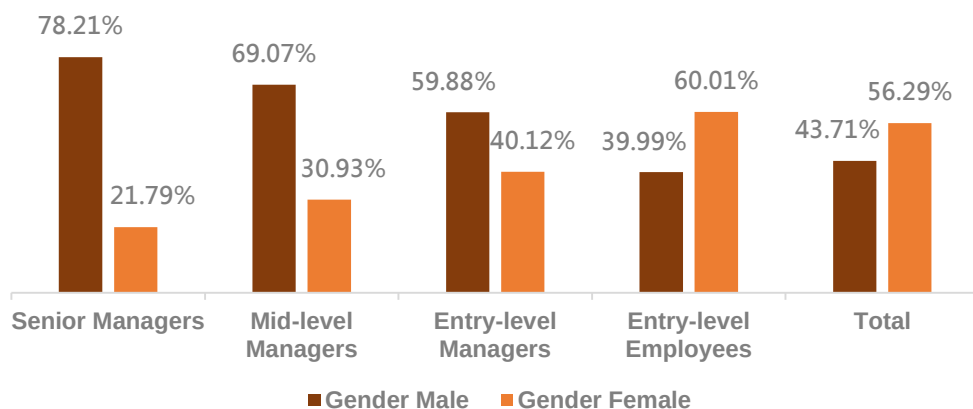
Category	Gender	Management		Non-management		Total	
		Number of People	Number of People in Management	Number of People	Number of People in Non-management	Number of People	Accounting for the total number of people.
Mainland China	Male	376	61.54%	1384	39.28%	1760	42.56%
	Female	204	33.39%	2092	59.38%	2296	55.53%
Taiwan	Male	19	3.11%	24	0.68%	43	1.04%
	Female	7	1.14%	21	0.60%	28	0.68%
United States	Male	3	0.49%	1	0.02%	4	0.10%
	Female	2	0.33%	1	0.02%	3	0.07%

Category	Gender	Management		Non-management		Total	
		Number of People	Number of People in Management	Number of People	Number of People in Non-management	Number of People	Accounting for the total number of people.
Malaysia	Male	0	0.00%	1	0.02%	1	0.02%
	Female	0	0.00%	0	0.00%	0	0.00%
Total		611	100.00%	3523	100.00%	4134	100.00%

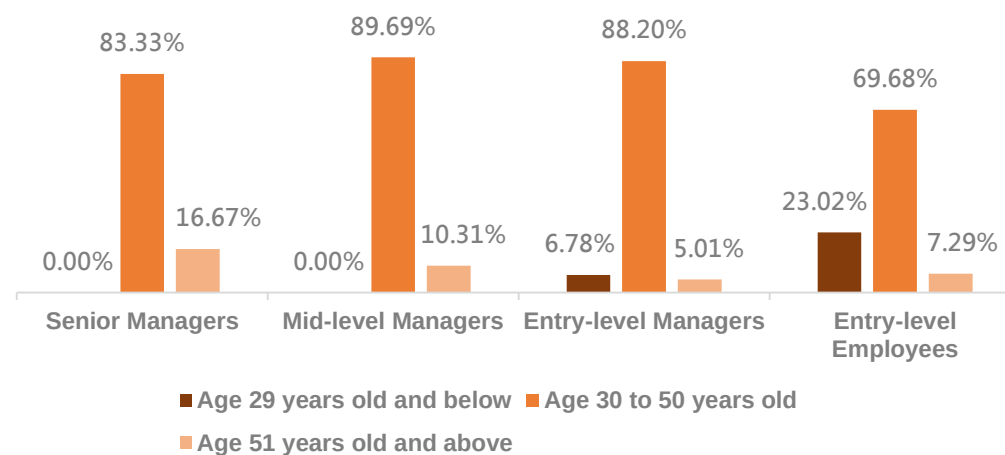
Note: The percentages in this table are calculated based on employees of the same level and type. For example, the percentage of male entry-level employees = number of male entry-level employees ÷ total number of entry-level employees.

▼ At the end of 2025 - Chart by Level and Diversity Indicators -1

Level/Gender Ratio

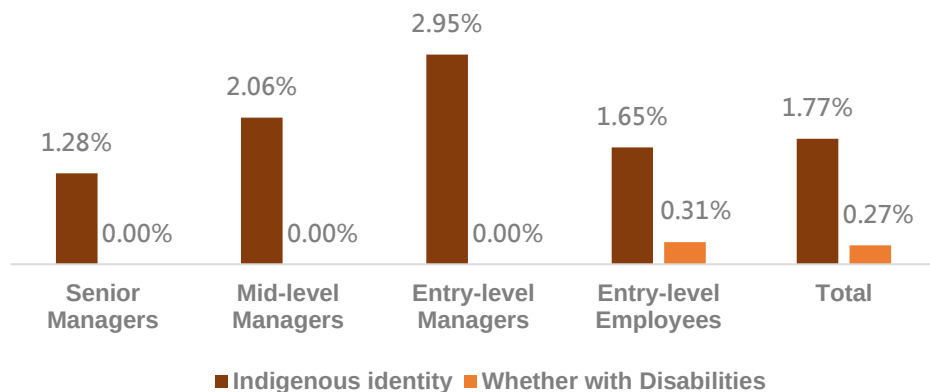


Level/Age Ratio

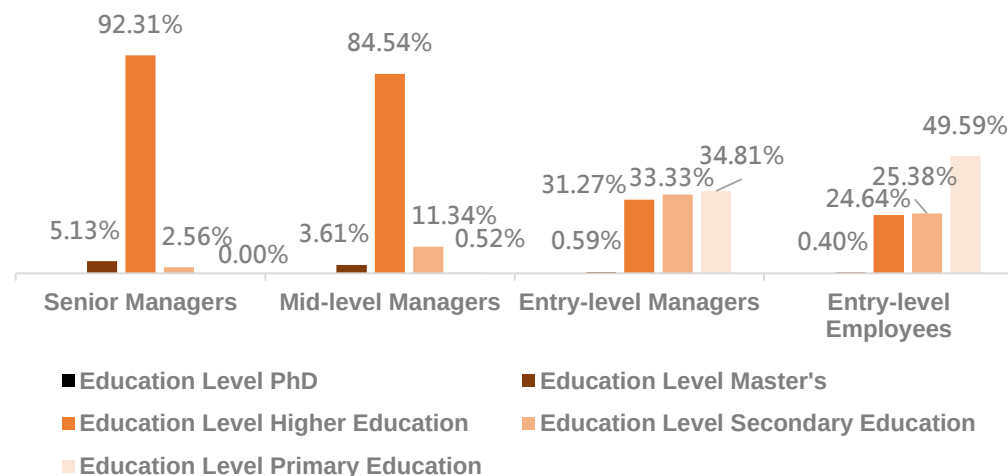


▼ At the end of 2025 - Chart by Level and Diversity Indicators -2

Level/ Indigenous Peoples Percentage-Whether with Disabilities Ratio



Level/ Education Level Ratio



▼ Percentage of Female Employees and Managers by Category at the End of 2025

Category	2025
Percentage of female employees	56.29%
Percentage of female managers	34.86%
Percentage of female entry-level managers	40.12%
Percentage of female mid-level managers	30.57%
Percentage of female senior managers	21.79%
Percentage of female managers in production and revenue-generating departments	35.84%
Percentage of female employees in STEM-related departments	25.76%

Note: Production and revenue-generating departments refer to departments directly involved in product manufacturing, production operations, sales, and revenue generation, including production, manufacturing, sales, and related operational functions.

Note: STEM-related departments refer to departments whose functions involve science, technology, engineering, and mathematics, including R&D, engineering, information technology, process technology, and other related technical functions.



6.2 Talent Development and Employee Relationships

Risk Management for Major Events: Key Talent Attrition

Corresponding GRI Indicators: GRI 2-7, 2-19, 401, 402, 404

Impact Description		<p>Positive: Enhance employees' professional capabilities and competitiveness, increase employee satisfaction and retention rates, establish good labor-management relationships, and strengthen sustainable talent development.</p> <p>Negative (Potential): Talent loss affects the transmission of technology and operational stability, insufficient training and education reduces work quality and productivity, insufficient labor-management communication may cause disputes or decrease employee morale, and imperfect systems affect employees' sense of fairness and work input.</p>
Location		For the Group:
Policies or Commitments Established or Followed	Internal Regulations	V
	Government Regulations	V
Responsible Units		Sustainability Committee / Chairperson (Corporate Governance Unit), Human Resources Department, Human Resources Units of Each Plant
Management Actions		<ul style="list-style-type: none"> Establish Sustainability Committee: The Corporate Governance Unit regularly discusses the implementation and planning of related work (remuneration and benefits), and then reports to the Board of Directors annually. Review and improve annually
Process for Monitoring the Effectiveness of Actions		<ul style="list-style-type: none"> Sustainability Committee: For key subsidiaries, a management organization has been established with the parent company, chaired by the Chairperson who serves as the Chairperson. The organization meets regularly (quarterly) to discuss corporate governance, social care, and environmental protection. This topic is related to the implementation and planning of social care work, which is then reported to and reviewed by the Board of Directors annually. The Board of Directors supervises. Through the Sustainability Committee, develop guidelines and goals, and coordinate and integrate relevant strategies and plans of each subsidiary. Regular meetings are held to confirm and review goal achievement rates and challenge new energy-saving milestones.

Management Performance Indicators				
Indicators	2025 Achievement	Short-term Goal (2024)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
Maintain turnover rate below 15%	Achieved 100% in 2025 (starting 2024)			
Employee satisfaction remains above 80%.	Achieved 100% in 2025 (starting 2024)			
Employee Stock Ownership Plan	Execution has started in 2025.			

6.2.1 Talent Attraction and Retention

(GRI 401)

• Personnel Turnover

We have a comprehensive recruitment system and place importance on the integration and development of new employees. For newly hired personnel, we establish thorough onboarding training and guidance mechanisms to help them quickly familiarize themselves with the corporate culture, core values, organizational structure, and work processes, thereby enhancing their adaptability and work efficiency. During the onboarding period, through systematic training and education, departmental job descriptions, and cross-unit exchanges, new employees gain a comprehensive understanding of the Company's various systems, workplace safety regulations, and job requirements.

To ensure data accuracy, since most temporary workers are hired on fixed-term contracts to meet seasonal demands, this data would distort the hour values, therefore it is excluded from calculations. The following data and tables exclude temporary employees. For the Group, in 2025, a total of 943 new employees were recruited (excluding temporary workers), including 484 males and 459 females, primarily under the age of 50.

On the other hand, for departing employees, the Company collects feedback on their reasons for leaving and work experience through exit interviews, which serve as an important basis for improving company policies and the work environment, thereby enhancing employee retention rates.

Additionally, 533 employees left the company (including 36 employees who reached retirement age), comprising 270 males and 263 females. Reasons for resignation included family care responsibilities, relocation, career changes, and other factors. To protect employee rights and improve the recruitment system, the heads of responsible units conduct interviews with all departing employees to understand the specific reasons for leaving, as a reference for subsequent human resource management improvements. The turnover rate decreased from 22.13% in 2024 to only 12.89% in 2025, with a voluntary turnover rate of 12.82%, indicating that the turnover was mainly due to employees' personal career planning factors.

▼ Total Number of New Hires and Departures in 2025 (Excluding Temporary Employees)

Gender		Age	Region			Total	Percentage (%)
			Taiwan	China	United States		
New Hires	Male	29 years old and below	2	322	0	324	26.79%
		30 to 50 years old	3	153	0	156	
		51 years old and above	0	4	0	4	
	Female	29 years old and below	0	172	0	172	19.73%
		30 to 50 years old	4	270	0	274	
		51 years old and above	0	13	0	13	
	Total		9	934	0	943	22.81%
Departures	Male	29 years old and below	0	138	0	138	14.94%
		30 to 50 years old	0	123	0	123	
		51 years old and above	1	8	0	9	
	Female	29 years old and below	0	65	0	65	11.30%
		30 to 50 years old	0	188	0	188	
		51 years old and above	3	7	0	10	
	Total		4	529	0	533	12.89%

Note: Based on the Number of People on December 31, 2025.

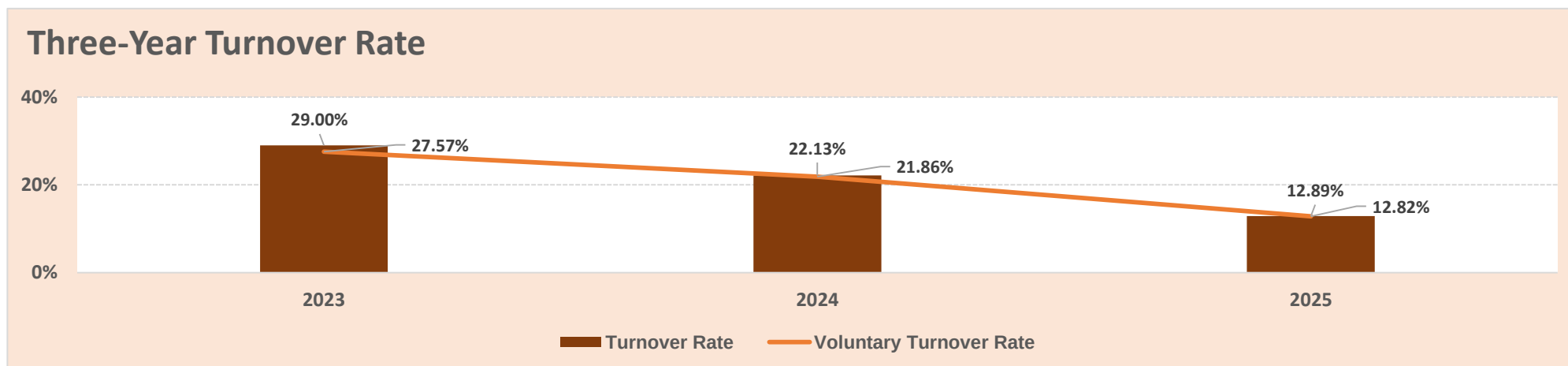
Note: To ensure data accuracy, new hires and departures (excluding temporary employees)

Note: The current disclosure boundary covers Taiwan, China, and United States regions.

Note: The percentages in this table are calculated based on departures within the same category divided by the total number of employees in that category. For example, male percentage = total number of male departures in the year ÷ total number of people at the end of that year.

▼ Turnover Rate of Employees in the Past Three Years (Unit: %)

Year	2023	2024	2025
Turnover Rate	29.00%	22.13%	12.89%
Voluntary Turnover Rate	27.57%	21.86%	12.82%



Observing the employee movement over the past three years, the Group's turnover rate and voluntary turnover rate have both shown a decreasing trend year by year. The turnover rate decreased to 12.89% in 2025 (2024: 22.13%; 2023: 29.00%), and the voluntary turnover rate also decreased to 12.82% (2024: 21.86%; 2023: 27.57%), indicating that the Group effectively improved employee retention and organization stability through continuous measures in talent development, compensation and benefits, and a friendly workplace.

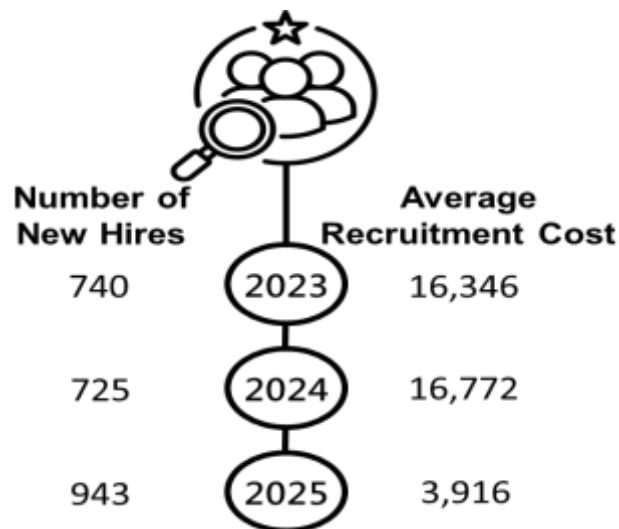
• Internal talent development and internal transfers

For the Group, employees' career development and long-term cultivation are highly valued. Through systematic training and education, competency development, and talent cultivation mechanisms, we continuously enhance employees' professional capabilities and the overall competitiveness of the organization. To promote diverse development of talent, the Company has established an internal job vacancy priority disclosure system, encouraging employees to apply for internal transfers based on their individual career plans.

Through internal transfers, not only does it help enhance the flexibility of talent allocation, but it also promotes the effective flow of knowledge and experience within the organization, strengthening cross-departmental collaboration and overall operational efficiency. At the same time, providing employees with diverse development opportunities helps enhance employee retention willingness and their sense of identification with the company. Our internal transfer rate is distributed as follows according to Gender, Age, and management positions:

▼ Distribution by Internal Mobility and Diversity Indicators

Year		2025
Internal Job Vacancy Replacement Percentage (%)		15.12%
Diversity Indicator		
Gender	Male	42.31%
	Female	57.69%
Age	29 years old and below	38.46%
	30 to 50 years old	61.54%
	51 years old and above	0.00%
Job Level	Senior Managers	3.85%
	Mid-level Managers	19.23%
	Entry-level Managers	7.69%
	Front-line employees	69.23%



• Labor costs

For the Group, employees are considered core assets for sustainable development. We consistently input reasonable and competitive labor costs to attract, retain, and develop outstanding talent. In addition to providing compensation and benefits that conform to market standards, the company actively inputs resources and budget into recruitment, continuously optimizing recruitment strategies to enhance overall hiring quality and accuracy. In the recruitment and employment process, The Company not only focuses on process efficiency but also enhances the diversity of talent sources and job function compatibility, ensuring that talents align with the organization's development needs.

◆ Recruitment Cost (Unit: TWD)



• 2025 Highlights - Awarded Business Weekly's 2025 Top 100 Age-Friendly Companies

Pan-International, Taipei was awarded Business Weekly's 2025 "Top 100 Age-Friendly Companies," recognizing the Company's continuous input in talent development, age inclusion, employee retention, and sustainable talent strategies. In response to the trends of declining birthrates and an aging population, the Company will continue to promote diversified, equitable, and inclusive (Diversity, Equity & Inclusion, DEI) talent management measures to create a resilient and competitive sustainable workplace.

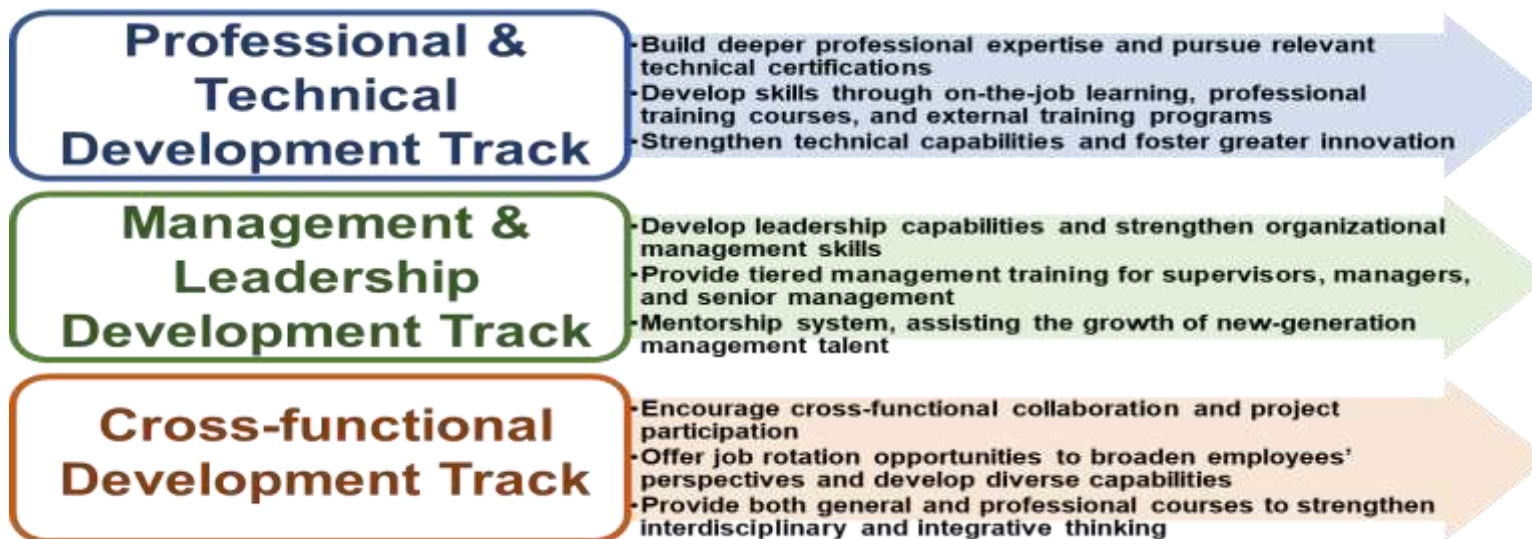
6.2.2 Talent Development Program

(GRI 404-2)

For the Group, it is firmly believed that talent is a fundamental cornerstone for sustainable development. We continuously develop comprehensive talent cultivation and learning development mechanisms. In line with the Company's business strategy, organizational development needs, and competency models, we plan diverse and systematic training and education courses to help employees continuously enhance their professional capabilities, managerial functions, and career competitiveness, fostering an organization with both professional literacy and a culture of sustainable learning.

To meet the needs of different positions and career development requirements, the Company provides a comprehensive training and education system, primarily including:

- 1. New Employee Training and Education:** To help new colleagues quickly understand the Company's business philosophy, corporate culture, organizational systems, work processes, and Occupational Health and Safety regulations, **the Group leverages internal cultural transmission. At least one senior colleague provides practical guidance and support to new employees, aiding their integration into the work team and fostering a correct work mindset and awareness of Workplace Safety.**
- 2. Professional competency training:** Based on departmental business requirements and competence development planning, diverse courses are offered in professional techniques, quality management, information application, regulatory compliance, project management, and general education to continuously enhance employees' professional abilities and work performance.
- 3. Management talent development:** For different management levels, management function development courses are planned, covering topics such as leadership capacity, communication and coordination, team management, performance management, and talent development. This aims to establish a comprehensive management talent pipeline, strengthening organizational leadership capacity and sustainable business resilience.
- 4. External training and further education subsidies:** Encourage employees to actively learn and grow throughout their lives by supporting participation in external professional courses, seminars, certification exams, and academic studies. Provide training and education subsidy mechanisms to assist employees in continuously improving their professional knowledge and keeping up with industry development trends.



▼ Employee Career Development Path

The Company provides diversified career development pathways, equipping employees with the capabilities required for both their current and next positions through on-the-job and off-the-job development methods. Pan-International Industrial Corp. is committed to establishing a systematic, transparent, and forward-looking career development system, combined with training and education management methods, to assist employees in continuously improving their professional skills, management abilities, and cross-disciplinary literacy, achieving a win-win situation for personal career goals and the company's sustainable development.

Employees participate in cross-departmental collaborations and project tasks, working together with colleagues from different functional and professional backgrounds to promote the exchange and sharing of knowledge, experience, and practical skills. Employees can also engage in cross-departmental projects to access different business areas, broaden their professional horizons, and develop cross-disciplinary collaboration and problem-solving skills, thereby continuously enhancing their personal competencies and the organization's overall learning effectiveness.

6.2.3 Training and Development

(GRI 404-1)

Pan-International Group attaches great importance to employee competency development, believing that only continuous and up-to-date education and training can lead employees and the Company to grow together. We provide diverse learning channels and training courses with both depth and breadth to enhance employee skills and knowledge. Please see below for learning channels and training courses.

Learning Channels	Training Courses
On job training	New employee training
Physical courses	Professional competency courses
Online courses	General courses
External education and training	Language enhancement courses
Job rotation	Management and leadership courses
Others	Others

▼ 2025 Performance Education and Training Statistics Category Summary

Category	Hours (hours)	Percentage (%)	SDGs Corresponding Goals
Integrity	9,922.00	6.16%	SDG 16: Peace, Justice and Strong Institutions
Human Rights	6,302.50	3.91%	SDG 5: Gender Equality, SDG 10: Reduced Inequalities
Information Security	5,178.33	3.21%	SDG 9: Industry, Innovation and Infrastructure
Occupational Safety	72,807.00	45.18%	SDG 3: Good Health and Well-being, SDG 8: Decent Work and Economic Growth
Quality Management / Quality Assurance	29,326.60	18.20%	SDG 12: Responsible Consumption and Production
Environmental	16,707.33	10.37%	SDG 6: Clean Water and Sanitation, SDG 13: Climate Action
Others	20,895.33	12.97%	SDG 4: Quality Education, SDG 8: Decent Work and Economic Growth

Note: Others include "General courses," "Professional field training," "Management Leadership Courses," "Language enhancement courses" and other categorized courses.

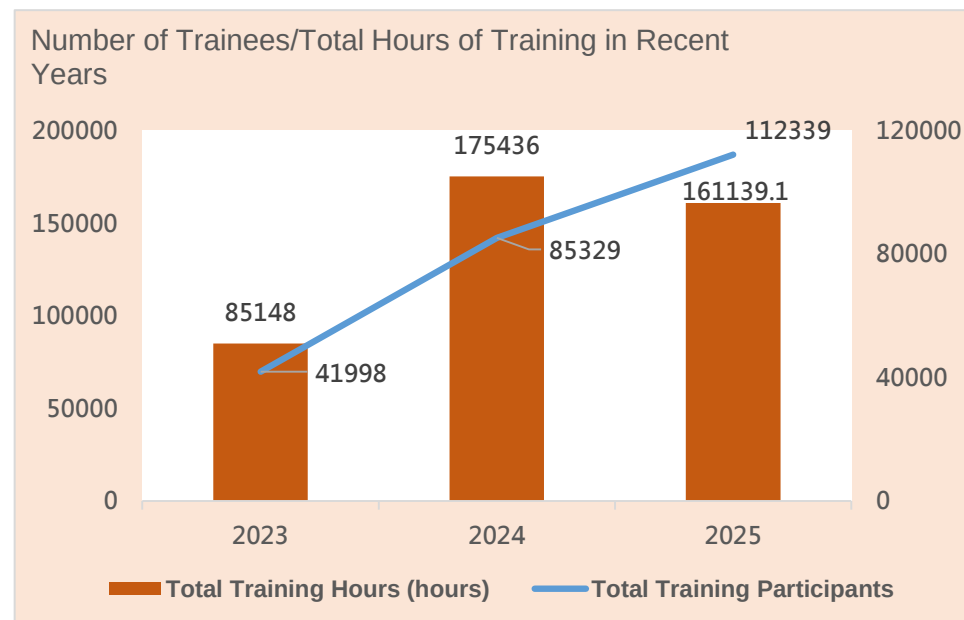
In 2025, a total of 112,339 participants were trained, accumulating a total of 161,139.10 hours. Overall, the average training hours per person was 38.98 hours. Over the past three years, the Company's achievements in promoting training and education have shown a steady growth trend, demonstrating a continued emphasis on and investment in employee capability development. The overall Total Training Participants increased by 31.72% compared to 2024, showing a significant improvement, reflecting the company's efforts to actively enhance talent development and organizational learning capacity.

▼ Training Participants/Total Hours in the Past Three Years

Year	2023	2024	2025
Total Training Participants	41,998	85,329	112,339
Total Training Hours	85,148	175,436	161,139

▼ Average Training and Education Cost per Employee

Year	2024	2025
Total Training Cost (TWD)	1,313,968	1,167,140
Average Training Cost per Person (TWD)	316	282



• Average Training Hours by Gender

In terms of employee training and development, the Group adheres to the principles of gender equality and equal opportunity, striving to provide all employees with fair and accessible learning resources and training opportunities. The planning and execution of various training and education programs are designed based on job requirements and competency development, without any differences due to gender, ensuring that employees of different genders can enhance their professional abilities and career development potential on an equal basis.

This year, due to some training data collection mechanisms not being fully systematically categorized by gender, the average training hours for male and female employees could not be fully disclosed. Although the overall training system is implemented with consistent standards, and internal management mechanisms ensure the allocation of training resources is fair and reasonable, there is no differential treatment based on gender. In the future, the Group

will continue to optimize the human resources data management system, gradually enhancing the gender classification and disclosure integrity of training and education-related indicators. At the same time, efforts will continue to promote a gender-equal workplace environment, ensuring that all employees have equal learning and development opportunities, achieving sustainable development of human capital.

• Average Training Hours by Job Level

The average training hours by job level in 2025, except for entry-level employees, showed growth compared to the previous year. The average training hours for senior managers, mid-level managers, and entry-level managers all increased. Compared to the previous two years, entry-level employees also showed significant growth. This reflects the Company's continuous investment in employee education and training and career development, creating a win-win situation for both the Company and its employees.

▼ Average Training Hours by Job Level

Job Level	2023	2024	2025
Senior Managers	0.6	22.75	67.99
Mid-level Managers	12.99	40.5	72.64
Entry-level Managers	40.18	45.85	77.43
Entry-level Employees	25.52	42.13	32.78

Note: Average training hours = Total training hours for each job level ÷ Number of employees at each job level at year-end

6.2.4 Performance Evaluation

(GRI 404-3)

To ensure organizational function management and human capital development, the Group has established a systematic and transparent performance evaluation system to promote synchronous improvement of individual and organizational performance.

The company has established a systematic and transparent performance management mechanism, adhering to the principles of fairness, impartiality, and objectivity, conducting at least one evaluation of work results and overall performance for all full-time employees annually. This mechanism does not differ based on gender, age, job level, or other identity factors, ensuring that all employees are evaluated under equal conditions. Performance evaluation results serve as important basis for employee career development, training planning, salary adjustments, job promotions, and performance rewards, thereby strengthening organizational effectiveness, achieving talent sustainability, while implementing workplace culture of gender equality and inclusive diversity.

▼ Percentage of Employees Receiving Regular Performance and Career Development Reviews

Gender		Age	Number of Employees Receiving Regular Performance Reviews	Number of employees actually evaluated for performance	Percentage
Regular Performance and Career Development Reviews for Employees	Male	29 years old and below	3	3	100.00%
		30 to 50 years old	25	25	100.00%
		51 years old and above	16	16	100.00%
	Female	29 years old and below	2	2	100.00%
		30 to 50 years old	18	18	100.00%
		51 years old and above	11	11	100.00%

Note: Data scope covers employees in Taiwan region

6.2.5 Labor-Management Agreement

(GRI 2-30)

Pan-International Group strives to create a harmonious and equal communication platform between employees and the Company. We establish diverse and effective communication channels, including **labor-management meetings, employee welfare committee, employee opinion mailbox, and employee opinion surveys**, to protect the rights and obligations of both labor and management while improving the labor environment and labor-management regulations in a timely manner.

▼ Types of Employee Communication Channels

Communication Channels	Description
Labor-Management Meetings	Labor representatives for all previous labor-management meetings were formally elected by all employees, and together with management representatives appointed by the Company, a total of one labor-management meeting was held this year. (Each company has different regulations, meetings must be held at least once)
Employee Welfare Committee Meetings	According to relevant laws and regulations, as well as the Group's employee welfare regulations and the organizational charter of the Employee Welfare Committee, meetings are held regularly every three months to formulate or revise various employee welfare plans. A total of four Employee Welfare Committee meetings were held this year. (Each company has different regulations, meetings must be held at least once per quarter)
Employee Opinion Mailbox	Provide internal email mailboxes or establish care centers to allow employees to reflect their opinions or suggestions in a timely manner.

▼ 2025 Employee Feedback Statistics

Communication Channels	Number of Opinions	Primary Content of Feedback	Number of Cases Processed	Number of Cases Not Processed
Employee Opinion Mailbox	8	Salary and benefits, attendance management, workplace health, system usage, administrative support.	8	0

• Labor Union

Within the scope of this disclosure, Dongguan Pan-International, New Ocean, Jiangxi, Honghuasheng, Yantai;

- For Dongguan Pan-International, all employees are eligible to join the union as members. The union has signed a collective agreement with the Company in accordance with the guidance of the general union, stipulating work rules and labor conditions. The agreement is

valid for five years, and representatives of the union and the company negotiate renewal or a new agreement three months before each term expires.

- For New Ocean Precision Component Jiangxi, all employees are eligible to join the union as members. The union has signed a collective agreement with the Company, stipulating work rules and labor conditions. The agreement is valid for three years, and representatives of the union and the company negotiate renewal or a new agreement three months before each term expires.
- For Honghuasheng Yantai, all employees are eligible to join the union as members. The union has signed a collective agreement with the Company, stipulating work rules and labor conditions. The agreement is valid for three years, and representatives of the union and the company negotiate renewal or a new agreement one month before each term expires; the current agreement is from September 22, 2023 to September 21, 2026.

The Group respects and protects employees' legal rights to organize and participate in labor unions, and is committed to establishing harmonious, transparent, and two-way communication between labor and management to ensure effective protection of workers' rights. In 2025, 100.00% of employees joined labor unions, and all employees who joined unions enjoyed the protection of collective agreements. [The "total number of employees" protected by labor unions in the Group and the "percentage" of that quantity to the total number of People in the Group is 65.82%.](#)

As for Pan-International Taipei, PIU (USA) subsidiary, and CJ Electric Systems Wuhu, they have not yet established labor unions at this stage, therefore no collective bargaining agreements have been signed. The main reason is the relatively small number of employees, and existing labor-management communication mechanisms and welfare systems have been established, which protect employee rights no less than what would be included in collective bargaining agreements. We continue to collect employee feedback through regular labor-management meetings, suggestion boxes, and HR channels as a basis for optimizing working conditions and improving workplace well-being.

The Group will continue to monitor organizational scale and employee needs, and assess the timing for promoting union establishment and collective bargaining agreement signing when appropriate.

• Pan-International Group's Severance Notice Period

If the company encounters major operational changes, such as operational organization adjustments, changes in manpower demand, force majeure factors, or considers employees to be unsuitable, it must notify the employees in advance according to the notice period stipulated by the Labor Standards Act, and provide severance pay.

- Worked for more than three months but less than one year: ten days in advance
- Worked for more than one year but less than three years: 20 days in advance
- Worked for more than three years: 30 days in advance

6.2.6 Employee Satisfaction

(GRI 401、403-4)

Starting from 2024, Pan-International Industrial Corp. conducts an annual "Employee Engagement Survey" for all employees to understand their level of satisfaction with the work environment, management approach, and corporate vision. This survey consists of 31 questions covering seven major aspects (including job satisfaction, sense of mission, happiness, and stress), collecting employee feedback through questionnaires. In 2025, the survey response rate reached 88.70%, with an average employee satisfaction rate of 81.20%, indicating high levels of employee engagement and identification with the company.

According to the survey results, Pan-International Group employees showed higher satisfaction levels with job content, work environment, compensation and benefits, leadership style, colleague cooperation, communication, and work stress management measures. However, there are still some areas that need improvement. To further enhance overall employee satisfaction and workplace well-being, the company plans to complete general education training courses and increase charitable activities in 2026 to promote employees' physical and mental health.

In response to employees' suggestions and feedback, the company will optimize relevant policies and measures one by one, striving to enhance employees' work experience and sense of well-being. Pan-International Group believes that through continuous improvement and innovation, we can create a more attractive and supportive work environment where every employee can realize their self-worth and jointly promote the company's sustainable development.



6.3 Compensation and Benefits and a Healthy Workplace



Risk Management for Major Events: Key Talent Attrition

Corresponding GRI Indicators: GRI 2-21, 202-1, 201-3, 401-2, GRI 401-3

Impact Description		1. Remuneration does not meet legal standards and violates laws 2. Employees are unable to receive their rightful benefits 3. Poor remuneration or benefits diminish employee satisfaction 4. Damage to corporate image
Location		For the Group:
Policies or Commitments Established or Followed	Internal Regulations	√
	Government Regulations	√
Responsible Units		Sustainability Committee / Chairperson (Corporate Governance Unit), Human Resources Department, Human Resources Units of Each Plant
Management Actions		<ul style="list-style-type: none"> Establish Sustainability Committee: The Corporate Governance Unit regularly discusses the implementation and planning of related work (remuneration and benefits), and then reports to the Board of Directors annually. Review and improve annually
Process for Monitoring the Effectiveness of Actions		<ul style="list-style-type: none"> Sustainability Committee: For key subsidiaries, a management organization has been established with the parent company, chaired by the Chairperson who serves as the Chairperson. The organization meets regularly (quarterly) to discuss corporate governance, social care, and environmental protection. This topic is related to the implementation and planning of social care work, which is then reported to and reviewed by the Board of Directors annually. The Board of Directors supervises. Through the Sustainability Committee, develop guidelines and goals, and coordinate and integrate relevant strategies and plans of each subsidiary. Regular meetings are held to confirm and review goal achievement rates and challenge new energy-saving milestones.

Management Performance Indicators				
Indicators	2025 Achievement	Short-term Goal (2024)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
The salary remains above the local minimum wage. Benefits remain superior to local basic benefits.	Achieved 100% in 2025			
	Achieved 100% in 2025			
Employee Stock Ownership Plan	Execution has started in 2025.			



6.3.1 Equal and Competitive Remuneration

(GRI 2-21、401-2、201-3)

• Male-Female Compensation Ratio

Pan-International Group focuses on talent retention and development, committing to providing competitive salaries and comprehensive employee benefits. The Group's salary standards are set based on local regulations, industry trends, and local living conditions, with the principle of being superior to the minimum requirements. Salary and remuneration are not affected by gender, race, language, religion, age, party affiliation, marital status, and other conditions. In this equal and inclusive workplace, the starting salaries for women and men are the same. However, the final compensation (basic salary plus remuneration) differs based on years of service, experience, or job allowances. The salaries of the Group's employees include basic salary, meal allowance, various bonuses or allowances. Annual salary adjustments are made based on operating conditions, while bonuses are awarded based on employee performance to motivate employees and encourage talents to grow with the Company. **Additionally, the Group reviews gender pay differences annually and conducts analysis of the reasons for any abnormal or unreasonable discrepancies, making necessary adjustments to implement the principle of equal pay for equal work for men and women.**

Category	Male	Female
Average gender pay gap	1	1
Gender pay median gap	1	1
Average bonus gap	1	1
Median bonus gap	1	1

In 2025, the ratio of the highest individual annual total remuneration to the median annual total compensation of the Group (excluding the highest-compensated individual) was 5.81. In addition, the ratio of the percentage increase in the highest compensated individual's annual total compensation to the median percentage increase in average total compensation (excluding the highest compensated individual) was -5.99. The above statistics may show positive or negative fluctuations since the change in the highest remuneration is directly related to the Company's profits. (Calculation conditions: 1. Employees who have worked for less than twelve months are not included in the calculation. 2. The highest paid person is at the President level. 3. New hires during the year do not receive bonuses, resulting in a larger remuneration gap. 4. This data only applies to Taiwan.)

In 2025 Performance, the average and median salaries of non-managerial full-time employees of the Group increased by -9.28% and 0.88%, respectively, compared to 2024. Despite a slight decline in company profits and considering inflation and changes in the overall economic environment, the Group continues to strive to improve the salary levels of frontline employees to safeguard their quality of life.

- **Ratio of Entry-level Employee Salaries to Local Minimum Wage**

The Group adheres to the relevant requirements of local labor laws in its operations. According to the functions of each plant in the Company's operating system, a legal and compliant salary structure is established. In Taiwan, the standard starting salary exceeds the basic salary stipulated by the "Labor Standards Act." In other operating regions, local regulations on minimum wages are also followed. **The Group also reviews employee salary levels and takes into account local living costs, including basic living expenses such as food, clothing, and housing, to ensure that employees' basic salaries are not lower than the level required for a reasonable standard of living.** In 2025, the average monthly basic salary of entry-level employees at major operating locations was about 1-1.33 times higher than the legal minimum wage.

- **Overtime rights protection**

For the Group, in accordance with the labor laws of each operation location and internal management regulations, we regularly manage and review employees' working hours and overtime situations to prevent excessive overtime. The Company will ensure the timely payment of overtime wages through the payroll system in accordance with relevant laws and regulations, to safeguard employees' rights to overtime compensation.

▼ Ratio of Entry-level Employee Salaries to Legal Minimum Salaries at Major Operating Locations

Major Operating Location	Country	Multiple Times Above the Minimum Wage
Pan-International, Taipei (Parent Company), Taiwan-Czech Electronics	Taiwan	1.33
Dongguan Pan-International, Dongguan Guangshan	Mainland China	1.01
New Ocean, Jiangxi	Mainland China	1.00
Honghuasheng, Yantai	Mainland China	1.15
CJ Electric Systems, Wuhu	Mainland China	1.38
Chaohu Ruichang	Mainland China	1.16
Anqing Ruiyu	Mainland China	1.38
Wuhu Hezhong	Mainland China	1.38
Yibin Pan-International	Mainland China	1.00
CJ Electric Systems, Ordos	Mainland China	1.26
Huizhou Taiwan-Czech Electronics	Mainland China	1.00
PIU (USA) (Office)	United States	1.60

Note: In 2025, the local legal monthly basic salary in Taiwan was NT\$28,590. In mainland China, it was RMB 2,080 in Dongguan, RMB 1,950 in Jiangxi, RMB 2,400 in Yantai, RMB 2,170 in Wuhu, RMB 2,100 in Chaohu, RMB 2,170 in Anqing, RMB 2,170 in Wuhu Hezhong, RMB 2,200 in Yibin, RMB 2,380 in Ordos, and RMB 1,850 in Huizhou. In California, USA, the local legal was USD 17.3/hr.

• Employee Stock Ownership

In recent years, The Company has maintained stable operations and continued to promote the Employee Stock Ownership Trust plan, encouraging Employees to participate in the Company's long-term development. Execution will begin at the end of 2025, **with the participation rate exceeding 95% among employees in Taipei**, allowing employees to become Company shareholders through the stock trust mechanism, sharing in business achievements, enhancing employee cohesion and sense of identity, and promoting joint growth between the enterprise and employees.

6.3.2 Comprehensive Welfare Measures

(GRI 401-2)

• Welfare Measures

To enhance employee cohesion and improve market competitiveness, Pan-International has formulated various welfare measures for employees, such as generous performance bonus systems, insurance, marriage/funeral/childbirth allowances and various subsidies. In addition, the Group has established an Employee Welfare Committee responsible for promoting and planning various employee welfare measures; all full-time employees enjoy the above benefits. The welfare funds are supplemented monthly by the Company and employees, with funds allocated to the Employee Welfare Committee account. These funds are used for various activities or subsidies. The Committee regularly tracks the usage of the welfare funds and gathers employee feedback to ensure its proper utilization. **In addition, the Company provides employees with paid annual leave in accordance with the law and regularly tracks vacation usage through the personnel system to remind employees of their rights to take leave.**

▼ Pan-International Standard Benefits

Item	Pan-International, Taipei (Parent Company), Taiwan-Czech Electronics	Dongguan Pan-International, Dongguan Guangshan	New Ocean, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, CJ Electric Systems, Ordos, Huizhou Taiwan-Czech Electronics	PIU (USA)
Insurance	<ul style="list-style-type: none"> Enroll in labor insurance and national health insurance in compliance with legal grade tables Plan group comprehensive insurance, including coverage for life insurance, accident insurance, medical insurance, cancer insurance, and other protections Overseas travel insurance (for business travelers) 	<ul style="list-style-type: none"> Enroll in social insurance and provident fund (endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance, and housing provident fund) according to local regulations 	<ul style="list-style-type: none"> Enroll in social insurance and provident fund (endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance, and housing provident fund) according to local regulations 	<ul style="list-style-type: none"> Enroll in social insurance and provident fund (endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance, and housing provident fund) according to local regulations 	<ul style="list-style-type: none"> Enroll in social insurance and provident fund (endowment insurance, medical insurance, unemployment insurance, employment injury insurance, maternity insurance, and housing provident fund) according to local regulations 	<ul style="list-style-type: none"> Enroll in labor insurance and commercial health insurance in compliance with local regulations Travel insurance (for business travelers)
Leave Benefits	<ul style="list-style-type: none"> Provide special leave in accordance with the Labor Standards Act Health check-up leave 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations 	<ul style="list-style-type: none"> Provide holidays in accordance with local regulations

Item	Pan-International, Taipei (Parent Company), Taiwan-Czech Electronics	Dongguan Pan-International, Dongguan Guangshan	New Ocean, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, CJ Electric Systems, Ordos, Huizhou Taiwan-Czech Electronics	PIU (USA)
Marriage/Funeral/Childbirth and Holiday Allowances	<ul style="list-style-type: none"> • Childbirth allowance subsidy • Child-raising allowance subsidy • Three festival bonuses • Birthday gift • Marriage and funeral allowances 	<ul style="list-style-type: none"> • Three festival gifts • Childbirth subsidy • Injury and illness condolences 	<ul style="list-style-type: none"> • Childbirth subsidy • Birthday gift • Marriage and funeral allowances • Injury and illness condolences 	<ul style="list-style-type: none"> • Childbirth subsidy • Holiday bonuses • Marriage and funeral allowances • Injury and illness condolences 	<ul style="list-style-type: none"> • Childbirth subsidy 	<ul style="list-style-type: none"> • Birthday gift • Thanksgiving bonus • Christmas bonus
Subsidies or Allowances	<ul style="list-style-type: none"> • Emergency assistance • Employee family group insurance subsidy • Education and training subsidy (self-arranged courses by employees) • Nutritional health subsidy for pregnant female employees 	<ul style="list-style-type: none"> • Health check subsidy • Hospital condolences 	<ul style="list-style-type: none"> • Health check subsidy 	<ul style="list-style-type: none"> • Health check subsidy • Travel subsidy • Hospital condolences • Assistance for employees in difficulty • Assistance for employees' immediate family members • Assistance for employees and their families in the event of disasters 	<ul style="list-style-type: none"> • High temperature allowance • Transportation allowance • Health check subsidy 	<ul style="list-style-type: none"> • Retirement pension subsidy
Benefit Activities	<ul style="list-style-type: none"> • Year-end and spring banquet events 	<ul style="list-style-type: none"> • Year-end party 	<ul style="list-style-type: none"> • Year-end party • Club activities • Employee trips 	<ul style="list-style-type: none"> • Year-end party • Club activities • Senior employee condolences 	<ul style="list-style-type: none"> • Three major festival allowances 	<ul style="list-style-type: none"> • Holiday gatherings
Others	<ul style="list-style-type: none"> • Emergency assistance 	<ul style="list-style-type: none"> • Employee Dormitories 	<ul style="list-style-type: none"> • Employee Dormitories 	<ul style="list-style-type: none"> • Employee Dormitories • Work resumption gift package • Love and harmony gifts • Holiday gifts • Plant Shuttle Buses 	<ul style="list-style-type: none"> • Employee Dormitories • Plant Shuttle Buses 	<ul style="list-style-type: none"> • Flexible Working Hours



• Retirement Benefit System

To reward employees for their long-term contributions, assist them in orderly planning for retirement, and protect the rights of retired employees. The Group's locations adopt retirement pension systems in accordance with local regulations and legally contribute to retirement pensions. When employees are about to retire, farewell parties are also held to express appreciation for their dedication and hard work. In Taiwan, for employees who adopt the old pension system, when they conform to retirement criteria and apply for retirement pensions, they are paid from the "Labor Retirement Reserve Fund Account". For those who adopt the new pension system, they are paid from the "Labor Pension Individual Account."

Location	Retirement System		Contribution Status
Pan-International, Taipei, Taiwan-Czech Electronics	Old System	Employees in Taiwan who joined on or before June 30, 2005, are entitled to retirement pension benefits under the old system, in accordance with Taiwan's Labor Standards Act and Labor Pension Act. Employees who joined on or after July 1, 2005 are entitled to retirement pension benefits under the new system.	According to the "Labor Standards Act," 6% of employees' total salary is contributed monthly to the "Labor Retirement Reserve Fund Account" at the Bank of Taiwan.
	New System		According to the "Labor Pension Act," 6% of their total salary is contributed monthly to the "Labor Pension Individual Account" at the Bureau of Labor Insurance.
Dongguan Pan-International, Dongguan Guangshan	According to the Labor Contract law, when workers reach the legal retirement age, labor contracts are terminated and they receive pension insurance benefits paid by the social insurance fund.		Enroll in social insurance according to local regulations and pay pension insurance premiums.
New Ocean, Jiangxi	According to the Labor Contract law, when workers reach the legal retirement age, labor contracts are terminated and they receive pension insurance benefits paid by the social insurance fund.		Enroll in social insurance according to local regulations and pay pension insurance premiums.
Honghuasheng, Yantai	According to the Labor Contract law, when workers reach the legal retirement age, labor contracts are terminated and they receive pension insurance benefits paid by the social insurance fund.		Enroll in social insurance according to local regulations and pay pension insurance premiums.
CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, CJ Electric Systems, Ordos, Huizhou Taiwan-Czech Electronics	According to the Labor Contract law, when workers reach the legal retirement age, labor contracts are terminated and they receive pension insurance benefits paid by the social insurance fund.		Enroll in social insurance according to local regulations and pay pension insurance premiums.

Location	Retirement System	Contribution Status
PIU (USA)	According to local tax regulations, employees participate in the 401(K) tax plan, contributing fixed amounts to tax-free accounts for use after retirement.	Based on each employee's preference, contributions are made to the 401(K) plan, and the Company adds an additional 30% of the employee's contribution to the plan.
Yibin Pan-International	According to the Labor Contract law, when workers reach the legal retirement age, labor contracts are terminated and they receive pension insurance benefits paid by the social insurance fund.	Enroll in social insurance according to local regulations and pay pension insurance premiums.

Note: For detailed retirement pension contribution amounts, please refer to page 70 of this year's annual report.

Note: Annual report link: https://www.panpi.com.tw/tw/investor_service/financial/reports or refer to the content announced on the Market Observation Post System of the Taiwan Stock Exchange Corporation.

6.3.3 Family-friendly Workplace

(GRI 401-3)

We are committed to creating a family-friendly environment. In addition to allowing statutory parental leave without pay, to be considerate of the demanding work of parenthood, the Group also provides **childbirth subsidies, family care leave that is superior to regulations, flexible work hours** and other mechanisms. Comfortable breastfeeding rooms equipped with refrigerators, freezers and other facilities are also set up in offices to allow female colleagues who are breastfeeding to be free from worries.

In 2025, the Group's retention rate for employees applying for parental leave was 100%, with all employees still employed twelve months after the end of their parental leave in the previous year. The reinstatement rate was 88.88%. The reason the reinstatement rate was not 100% was because some employees left due to their personal career planning factors.

▼ 2025 Parental Leave Personnel Analysis

Category	Male	Female	Total
Number of employees eligible for parental leave this year (A)	5	27	32
Number of employees applying for parental leave this year (B)	1	27	28
Number of employees due to return from parental leave this year (C)	1	19	20
Number of employees returning to work after parental leave this year (D)	1	19	20
Number of employees returning to work after parental leave in the previous year (E)	0	9	9
Number of employees still employed twelve months after returning from parental leave in the previous year (F)	0	8	8
Parental leave application rate (%) (=B/A)	20.00%	100.00%	87.50%
Reinstatement rate (%) (=D/C)	100.00%	100.00%	100.00%
Retention rate (%) (=F/E)	NA	88.88%	88.88%

Note: In mainland China, parental leave is referred to as maternity leave together with maternity leave, with varies in durations in each province, such as 180 days of maternity leave in Dongguan (must have worked for two years) (starting fifteen days before childbirth). The above parental leave data is calculated according to local regulations.

▼ 2025 Parental Leave Personnel Analysis

Country / Region	Eligibility	Maternity Leave Entitlement	Pay	Special Provisions	Legal Basis
Taiwan	Childbirth	8 weeks (56 days)	≥6 months of service: full pay; <6 months: half pay		Labor Standards Act, Art. 50; Gender Equality in Employment Act, Art. 15
	Miscarriage after 3 months	4 weeks (32 days)	Unpaid maternity leave or sick leave at half pay		
	Miscarriage at 2–3 months	1 week (7 days)	Unpaid maternity leave or sick leave at half pay		
	Miscarriage before 2 months	5 days			
China	Childbirth	98 days nationally; 128–188* days depending on locality *Beijing/Shanghai: 158 days; Tibet: up to 365 days; Guangdong: 178 days	Paid through maternity insurance; excess above the social insurance cap covered by employer	Additional leave for difficult delivery or multiple births; miscarriage: 15 days (<4 months), 42 days (≥4 months)	Special Provisions on Labor Protection for Female Employees; local Population and Family Planning Regulations
Malaysia	Childbirth or miscarriage at ≥22 weeks	98 consecutive days	Full pay by employer	At least 90 days of service within the 9 months before childbirth; employed at delivery	Employment Act 1955 (2022 Amendment)

6.3.4 Health Promotion Environment

• Occupational Health Services and Health Promotion Activities

The Group evaluates noise, chemicals, and lasers as elements that may pose major risks to employees based on the work environment and the nature of work. All operating locations of **Pan-International Group** provide employees with appropriate protective equipment to wear during different operation processes to prevent excessive exposure to harmful substances, noise, lasers and other hazards in accordance with local and national occupational safety regulations. In addition, annual physical health examinations are arranged for employees working in special work environments, and employee physical conditions are regularly tracked for early treatment. The Group also cooperates with medical clinics and institutions. If employees show symptoms related to occupational diseases, they can go to cooperating medical units for testing and treatment.

In addition, New Ocean, Jiangxi has established a safety risk grading control system, establishing one diagram, one card, and three lists for control. It conducts annual physical examinations for all employees, and provides protective equipment to minimize risks for positions with inherent hazards. Further, it performs pre-job, on-the-job, and post-job physical examinations for employees, creating employee health management files for each employee, to identify and handle problems promptly.

In terms of personal health, all operating locations of Pan-International Industrial Corp. offer full-time employees a subsidy for one general health examination every year. Additionally, the Company monitors and manages employees who receive moderate to high abnormal results in their health checks. Considering factors such as employee age, health check results from the past 3 years, and common major diseases identified by the Health Department, Pan-International

Industrial Corp. recognizes several prevalent personal health risks. These include cancer, lack of exercise, unhealthy diets, psychological stress, and other physical and mental risk factors. To address these issues, the company organizes annual Health Seminars, cancer screenings, on-site doctor consultations, and similar services. Additionally, Pan-International Industrial Corp. hosts weight loss competitions, marathons, and walking events to promote physical activity. These initiatives aim to enhance employees' knowledge of physical care and encourage them to adopt regular exercise habits for improved physical and mental well-being.

▼ 2025 Performance Health Examination

Operating Location	Pan-International, Taipei, Taiwan-Czech Electronics	Dongguan Pan-International, Dongguan Guangshan	New Ocean, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	Total (persons)
Item	Health Examination	Health Examination	Health Examination	Health Examination	Health Examination	1423
Frequency	Annual	Annual	Annual	Annual	Annual	
Number of People Examined This Year	49	117	1540	1572	0*	

Note: Implementation method: Employees make appointments for annual health examinations at hospitals contracted by the Group.

Note*: Related locations for CJ Electric Systems, Wuhu: CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, and Wuhu Hezhong. Health checks are currently postponed due to ongoing relocation and reorganization.

Note: PIU, Yibin Pan-International, Huizhou Taiwan-Czech Electronics, and CJ Electric Systems, Ordos are environments/warehouses with fewer than 20 people and are therefore excluded.

▼ Health Promotion Activities Held in 2025

Health Promotion Activities	Activity Description and Effectiveness	Event Highlights
March 8 Women's Day Health Consultation & Seminar	Organized a female health seminar with topics including caring for female health, enhancing health awareness, and self-protection abilities.	
Hiking and Walking	Engaged in hiking activities to connect with nature and maintain regular exercise, which helps relieve work stress and promotes interaction among colleagues, further strengthening team cohesion.	
River Patrol and Water Protection Volunteer Activity	The Organization encourages Employee participation in outdoor environmental practices. Approved through outdoor Activities, Employees are encouraged to step out of the office, increase outdoor activity, and improve health	

Health Promotion Activities	Activity Description and Effectiveness	Event Highlights
Healthcare services entering corporate activities	Popularize health, first aid, and health promotion knowledge to enhance employees' self-care abilities and workplace safety awareness.	
Retirement Dinner Gathering	Organize retirement farewell dinner gatherings to thank colleagues for their years of hard work and create a warm and positive workplace atmosphere.	
Spring Banquet Event	Hosted a spring banquet gathering to recognize outstanding employees, enhance team cohesion, and promote cross-departmental communication and collaboration.	

Health Promotion Activities	Activity Description and Effectiveness	Event Highlights
	issues caused by prolonged sitting.	
Office exercise routine	Sitting for long periods in the office can easily lead to shoulder and neck stiffness, as well as discomfort in the lower back, in order to promote the health of colleagues and relieve stress.	

Health Promotion Activities	Activity Description and Effectiveness	Event Highlights
Family day activity	Organize the annual Family day activity, inviting employees and their families to participate together, fostering emotional connections between employees and their families and creating a friendly workplace atmosphere.	

• 2025 Highlights - Obtained Fitwel 3-Star Healthy Building Certification

Pan-International, Taipei Headquarters received the Fitwel Three-Star Rating for healthy buildings in June 2025, demonstrating the Company's commitment to creating a healthy, safe, friendly, and inclusive work environment, enhancing employee well-being, and aligning with SDG3 Good Health and Well-Being and SDG11 Sustainable Cities and Communities.



6.4 Workplace Safety

Risk Management for Major Events: Occupational Health and Safety

Corresponding GRI Indicators: GRI 3-3, GRI 403 (all)

Impact Description		<ol style="list-style-type: none"> 1. Affects personnel physical health 2. Violates labor safety laws, subject to government fines or work stoppages 3. Damages company and customer image 4. Increases the risks of workplace safety
Location		The entire Group
Policies or Commitments Established or Followed	Internal Regulations	√
	Government Regulations	√
Responsible Units		Sustainability Committee / Chairperson (Corporate Governance Unit), Human Resources Department, Environmental Safety Units of Each Plant, Occupational Health and Safety Committee
Management Actions		<ul style="list-style-type: none"> ▪ Sustainability Committee: The occupational safety units of each plant in the Social Care Issue Unit regularly discuss the implementation and planning of related work, and then report the results to the Board of Directors annually. ▪ Review and improve quarterly
Process for Monitoring the Effectiveness of Actions		<ul style="list-style-type: none"> ▪ Each plant has its own occupational safety unit tailored to its needs, responsible for formulating safety-related matters suitable for the plant. ▪ Sustainability Committee: For key subsidiaries (with manufacturing sites), the Group has established a management organization chaired by the Chairperson, who serves as the Chairperson. The Committee meets regularly (quarterly) to discuss corporate governance, social care, and environmental protection.

- This topic is related to the implementation and planning of social care work, which is then reported to and reviewed by the Board of Directors annually.
- The Board of Directors oversees the Sustainability Committee, which formulates guidelines and goals, and coordinates and integrates relevant strategies and plans of each subsidiary. Regular meetings are held to confirm and review goal achievement rates and challenge new energy-saving milestones.

Management Performance Indicators

Indicators	2025 Achievement	Short-term Goal (2025)	Mid-term Goal (2022-2027)	Long-term Goal (2022-2050)
Timely improvement rate of safety hazards: 99%	Achieved 100% in 2025	100%		
Number of occupational safety incidents: 2	Zero severe incidents achieved in 2025.	100%		Recordable incidents: 4 targets not achieved, review and improvements implemented
External worker/contractor incident rate: 0	External worker/contractor incident rate of zero was achieved for 2025.			
Occupational disease rate: 0	Achieved 100% in 2025		100%	



6.4.1 Occupational Health and Safety Management

(GRI 403-1~403-2 、 403-4~403-5 、 403-7~403-8)

As a group that values employee well-being, Pan-International Group considers employee health and safety one of our top priorities. To ensure employee health and safety in the workplace, we insist on regularly evaluating workplace safety measures, occupational health management, and employee welfare measures. In addition, we also provide subsidies for employees to have annual health check-ups. We provide the best working environment and support for our employees to achieve their personal and professional goals.

• Occupational Health and Safety Management Structure and Implementation

Pan-International Taipei, US subsidiary PIU (USA) are only offices, and Dongguan Pan-International is smaller in scale. These four locations have not yet established **ISO 45001:2018** Occupational Health and Safety Management Systems but follow internally established occupational health and safety management regulations and implement them effectively. The US location has no relevant regulations and has not conducted risk assessments due to the small number of personnel and its office-only environment. The implementation includes: (1) Workplace safety measure assessment: Regularly assess workplace safety measures, including inspecting facilities, equipment, and operating procedures to ensure compliance with relevant safety standards and regulations. We also conduct risk assessments to identify areas that may pose potential risks to employee health and safety, and take appropriate measures to reduce risks. (2) Occupational health management: We value employee occupational health management and provide them with relevant support and services. This includes providing occupational health check-ups, encouraging healthy lifestyles, and providing mental health support. Our goal is to ensure employees maintain physical and mental health at work and provide the necessary resources and guidance to support their health needs.

Honghuasheng, Yantai, New Ocean, Jiangxi, and CJ Electric Systems, Wuhu have established occupational health and safety management systems based on relevant local regulations and ISO 45001:2018 occupational health and safety management system standards, adopting the PDCA cycle concept - Plan, Do, Check, Act as the management framework basis. They have set up occupational health and safety committees to identify all possible risks in the workplace, formulate management methods and control procedures, and regularly conduct internal audits to effectively prevent various accidents and protect workers' health and safety.

Note: External workers refer to all workers other than employees who perform work designated by the Group within or outside the Group's premises, such as raw material suppliers, equipment maintenance contractors, external consultants, etc.

• Scope of Occupational Health and Safety Management System

The following operating locations of the Group have established occupational health and safety management systems and passed external third-party verification. The management system standards adopted by each operating location and the number and proportion of workers covered are shown in the table.

Operating Location	Occupational Health and Safety Management System Certification Standard	Applicable Area	Scope of Workers Covered ^{Note 1}				Types of Workers Excluded
			Employees (persons)	Percentage (%) ^{Note 2}	External Workers (persons)	Percentage (%) ^{Note 3}	
New Ocean, Jiangxi	ISO45001	Whole plant	851	100%	40	100%	None
Honghuasheng, Yantai	ISO45001	Whole plant	1,306	100%	-	-	None
CJ Electric Systems, Wuhu	ISO45001	Whole plant	938	100%	-	100%	None
Dongguan Pan-International	Production Safety Law of the People's Republic of China	Whole plant	564	100%	406	100%	None

Note 1: The above table reflects the number of people covered by the occupational health and safety management system, which has undergone internal audits and external verification.

Note 2: Percentage of employees covered = **All employees must participate**

Note 3: Percentage of workers covered = **External workers of New Ocean, Jiangxi must participate; Honghuasheng, Yantai, and CJ Electric Systems, Wuhu have no external workers.**

• Occupational Health and Safety Committee

The Occupational Health and Safety Committee of New Ocean, Jiangxi is jointly formed by labor and management representatives, consisting of **46 members** in total. The committee is led by a **Senior Manager** as the Chairperson, with **23 labor representatives** accounting for **50%** of all committee members. The Occupational Health and Safety Committee of Honghuasheng, Yantai is jointly formed by labor and management representatives, consisting of 12 members in total. The committee is led by a Senior Assistant Vice President as the Chairperson, with 3 labor representatives accounting for 25% of all committee members. The Occupational Health and Safety Committee of Dongguan Pan-International is jointly formed by labor and management representatives, consisting of 9 members in total. The committee is led by the Deputy Human Resources Manager as the Chairperson, with 3 labor representatives accounting for 33% of all committee members. **The Occupational Health and Safety Committee includes labor representatives.** It is responsible for reviewing the Company's occupational health and safety management methods, assessing the effectiveness of implementing various management procedures, evaluating Occupational Health and Safety training and education plans, and analyzing occupational accident investigation reports.

A management group is formed under the Occupational Health and Safety Committee, responsible for regularly conducting risk assessments and planning and promoting occupational health and safety policies. The group also arranges annual education and trainings, occupational health services, and health promotion activities. The methods for managing occupational health and safety are published on the company website and occupational health and safety management policies are promoted. Multi-language public procedure documents are provided for foreign employees, ensuring that all employees clearly understand the Company's occupational health and safety policies.

• Worker Communication and Reporting Mechanism

The management team of New Ocean Precision Component Jiangxi has an independent reporting mechanism. Workers can anonymously provide feedback, communicate and consult on occupational health and safety related matters through dedicated lines and a dedicated mailbox ya-chu.quan@fit-foxconn.com.

When foreign employees raise communication and consultation needs, employees with foreign language abilities or commissioned translators serve as intermediaries to achieve effective two-way communication.

In addition, according to the **Occupational Safety and Health Act**, we encourage employees, suppliers, or contractors to proactively report health and safety concerns in the workplace. If there is an immediate risk, workers can stop work and move to a safe location without jeopardizing the safety of others. They should also report to the department head and occupational health and safety management unit. After receiving a report, the management group must conduct an immediate investigation, assess the likelihood and severity of the hazard, formulate handling measures, and report to the Occupational Health and Safety Committee for review. The investigation and resolution results will be announced to all workers of the Company. Employees or external workers who actively report can receive outstanding awards to encourage workers to report potential occupational health and safety risks and jointly supervise to reduce the occurrence of dangerous incidents.

Honghuasheng, Yantai's management team has established an independent reporting mechanism where workers can anonymously provide feedback, communicate, and consult on occupational health and safety-related matters through a dedicated hotline and email address (pby-ga1c@mail.foxconn.com). For foreign employees, the company also arranges employees with foreign language abilities or designated translators to serve as communication liaisons, ensuring language does not become a barrier to participation and achieving effective two-way communication.

Furthermore, according to Honghuasheng, Yantai's occupational health management system, workers can actively report or suggest improvements if they discover potential hazards in the workplace. When encountering immediate risks, workers can initiate self-protection actions according to regulations and report to supervisors and the management team. After receiving a report, the group will quickly conduct an on-site assessment, develop corresponding handling measures, and submit them to the Occupational Health and Safety Committee. The handling results will also be disclosed to all personnel. The company provides positive rewards and recognition to workers who actively participate in reporting and improvement initiatives.

• Occupational Health and Safety Risk Assessment

Pan-International Industrial Corp.'s subsidiary, New Ocean, Jiangxi, and Honghuasheng, Yantai have developed a hazard identification and risk assessment management document in accordance with local occupational health and safety regulations. This document is executed by the occupational health and safety management unit under the Occupational Health and Safety Committee. In 2025, professional training on hazard identification and assessment was conducted for the occupational health and safety management unit, and members were encouraged to obtain external relevant licenses.

The occupational health and safety management unit conducts an annual review of the work areas at each operating location, as well as those of upstream and downstream suppliers. They classify these areas into four levels of high-risk, medium-high-risk, medium-risk, and low-risk based on the severity of danger, likelihood of occurrence, and existing protective facilities. They assess the possible types of major occupational accidents or occupational diseases, and set up risk reduction control measures for medium- and high-risk items (no high-risk items were identified after assessment). External personnel are regularly assigned to audit the effectiveness of control measures. To ensure the effectiveness of implementation, New Ocean compares the external audit results with the original goals. External audit personnel, who have received professional training in hazard identification and risk assessment and obtained relevant certifications at the local site, conduct the audits. They hold regular meetings to review deficiencies and track effectiveness, thereby formulating subsequent improvement directions.

In addition to routine assessments, New Ocean Precision Component conducts additional risk assessments for such non-routine events, such as major changes to the equipment or operating procedures, serious occupational accidents, or major complaints from workers. These assessments involve revising the original risk level judgments and preventive measures to ensure a prompt response and to prevent future incidents.

▼ Risk Levels of Operating Locations

Operating Location	Location Risk Level	Number of Audits	Number of Audits with Major Violations
New Ocean, Jiangxi	Low	6 times	0 times
Honghuasheng, Yantai	Medium	2 times	0 times
Dongguan Pan-International	Very Low Risk Level	0 times	0 times

▼ Risk Level Classification and Corresponding Management Mechanisms

Risk Level	Management Mechanism
High	Establish operating control procedures and supervise measurement requirements, review the effectiveness of control and supervision every six months, and list them as key inspection and improvement items for supervisors.
Medium-high	Establish operating control procedures and supervise measurement requirements, and review the effectiveness of control and supervision annually.
Medium	Conditionally accept, with appropriate procedures, controls and safety protection in place, and establish control measures as needed.
Low	Accept current status, no measures need to be taken.

▼ Pan-International Group's High-risk Items in the Workplace and Control Measures

Operating Location	Risk Item	Hazard Type	Control measures
New Ocean, Jiangxi	No High-Risk Items	No High-Risk Items	No High-Risk Items
Honghuasheng, Yantai	Noise	Hearing Loss	Provide Earplugs
Honghuasheng, Yantai	Hazardous Chemicals	Burns, Harmful Gas Inhalation	Protective Clothing, Ventilation System
Dongguan Pan-International	Electrical operations	Burns	Wear safety protective equipment
Dongguan Pan-International	Forklift driving operations	Injury to people or objects caused by improper operation.	Forklifts undergo inspection once every two years / Operators are certified.

• Occupational Health and Safety Education and Training

Occupational health and safety education and training and awareness campaigns are the foundation for enhancing the health and safety awareness of employees and contractors. All employees of the Group must receive general occupational safety education and training every year, with additional training programs tailored to the specific nature of each site to enhance employee safety awareness and prevent accidents. In 2025, Occupational Health and Safety training trained a total of 54,160 participants, accumulating 72,807 hours.

Category	Course Content	Trainees and Total Training Hours/Participants				
		Pan-International, Taipei, Taiwan-Czech Electronics	Dongguan Pan-International, Dongguan Guangshan	New Ocean, Jiangxi	Honghuasheng, Yantai	CJ Electric Systems, Wuhu and related locations
General training, work-related hazard, dangerous activities, dangerous situation training	General occupational safety education and training, including regulatory overview, occupational health and safety concepts and work rules, standard operating procedures, emergency incident response handling, fire safety and first aid knowledge, etc.	78 hr 78 Participants	14837 hr 27345 Participants	378 hr 189 Participants	43022 hr 21468 Participants	14492 hr 5080 Participants
	Occupational accident and occupational disease prevention, such as workplace hazards and protection, etc.					
	Education and training on high-risk activity operating procedure, such as electrical fire prevention and mechanical safety training, confined space safety training, forklift safe driving, special facility safety management qualification and operation certificate, etc.					
	Emergency response training for dangerous situations, such as fire drills, earthquake drills, etc.					

Note*: Related locations for CJ Electric Systems, Wuhu, including CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, and Wuhu Hezhong.

- ▼ The 2025 Cardiopulmonary Resuscitation (CPR + AED) and Foreign Body Airway Obstruction Management trainings are held at Pan-International, Taipei, and Dongguan Pan-International:
Arrange for employees to participate in emergency rescue skills training, covering cardiopulmonary resuscitation, AED use, and foreign body airway obstruction first aid to enhance workplace emergency response capabilities.



• Supplier Occupational Health and Safety Audit

In addition to requiring all operational sites within the Pan-International Group to strictly comply with local occupational health and safety regulations, Pan-International also actively extends occupational safety and health concepts to the supply chain. Through systematic management mechanisms, we work with partners to ensure that they implement workplace safety and health.

The Group has established a Supplier Code of Conduct that clearly stipulates the occupational safety and health principles that suppliers should follow. This includes workplace safety, hazard prevention, health management, emergency response, and educational training. All suppliers are required to commit to full compliance. For key suppliers, the Group conducts annual audits at each plant site, focusing on examining whether they comply with the Group's occupational health and safety regulations. These audits also investigate occupational injuries and occupational diseases reported during the year to evaluate the effectiveness of suppliers' safety management and identify potential deficiencies.

If non-major violations are found during audits, the Group will propose specific improvement items and recommended measures, and give suppliers a maximum of three months to improve. After the improvement period expires, a re-audit will be conducted to confirm that no significant occupational safety risks remain in the workplace. All key suppliers included in the audit scope this year have passed the Group's occupational safety and health review.

To enhance the overall occupational safety and health management capabilities of the supply chain, the Group also regularly organizes educational training and experience sharing activities, covering both new and existing suppliers, with content including:

- Briefing sessions on the Group's occupational safety and health regulations
- General health and safety training courses
- Emergency response drills at high-risk contractor operation sites
- Sharing practical experience in workplace safety management

Through the above measures, Pan-International Group works in collaboration with upstream and downstream supply chain partners to build a safe, healthy, and sustainable operating environment, fulfill corporate responsibilities to ensure labor rights and occupational health and safety, and strengthen the risk management capabilities and sustainable resilience of the entire supply chain.

▼ Occupational Health and Safety Risk Assessment

Location	Whether Occupational Health and Safety Risk Assessment Has Been Conducted	Assessment of High-Risk Occupational Health and Safety Items and Response Measures
Pan-International, Taipei, Taiwan-Czech Electronics	No High-Risk Items	No High-Risk Items
Dongguan Pan-International, Dongguan Guangshan	Occupational health and safety risk assessment has been conducted	No High-Risk Items
New Ocean, Jiangxi	Occupational health and safety risk assessment has been conducted	No High-Risk Items
Honghuasheng, Yantai	Occupational health and safety risk assessment has been conducted	No High-Risk Items
CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	Occupational health and safety risk assessment has been conducted	No High-Risk Items
PIU (USA), Huizhou Taiwan-Czech Electronics, CJ Electric Systems, Ordos, Yibin Pan-International (Office/Warehouse)	No High-Risk Items	No High-Risk Items

6.4.2 Occupational Injuries and Occupational Diseases

(GRI 403-2、403-9、403-10)



Pan-International Group Occupational Safety and Health Management — Implementing SDG Sustainability Goals

- **Accident investigation process (corresponding to SDG 3, SDG 8)**

Pan-International Group has established standard occupational health and safety incident reporting procedures. When an incident occurs, the injured person, workplace supervisor, or other personnel present should respond immediately according to the health and safety management process. On-site personnel should promptly report to the occupational accident reporting system under the **Occupational Health and Safety Committee**, providing details such as nature of the incident, identity of injured personnel, incident location, incident cause, and the extent of the injuries. Upon receiving the report, the **Occupational Health and Safety Committee** will classify the incident based on its severity level and simultaneously notify the human resources unit, **Occupational Health and Safety Committee**, or medical institution. They will jointly investigate whether there were any deficiencies or abnormalities in the work environment, personnel operation, and standard operating procedures at the time of the incident. Once the cause of the accident is clarified, the **Occupational Health and Safety Committee** must report the accident investigation results and improvement plan to the head of the department where the accident occurred and the Occupational Health and Safety Committee. They will jointly decide on measures to improve the work environment or standard procedures and will announce the post-investigation handling and subsequent improvement results to all employees and suppliers. Within three months of the accident, training and promotion of control strategies will be strengthened.

- **Near-miss incident management (corresponding to SDG 3)**

A total of 2 near-miss incidents occurred in 2025. Fortunately, due to timely response, none were caused in terms of casualties or property loss. Analysis has been conducted for the two incidents, and the standard operating procedures and Management Mechanism for on-site personnel have been strengthened to prevent actual disasters in the future.

▼ **Near-miss incident records**

Location	Date of Occurrence	Injury Conditions	Incident	Improvement Measures
Honghuasheng, Yantai	2025/5/11	None	When the Plating Department employees were placing boards on the temporary storage rack at the South Gate 2, the locking device loosened and shook, causing the upper L-rack to fall.	1. Conduct training and education on false alarm incidents for all employees to enhance their safety awareness. 2. Require employees to confirm whether the temporary storage rack locks, drum clasps, etc. are functioning properly before placing boards, and only proceed after confirmation. 3. Conduct training and education for all employees on the use of hydraulic vehicles and precautions for board assembly, with practical exercises to enhance employee safety awareness and eliminate non-compliant operations. 4. If any non-standard actions are found during the employees' board-punching process, correct them promptly.

Location	Date of Occurrence	Injury Conditions	Incident	Improvement Measures
Honghuasheng, Yantai	2025/9/15	None	Around 2 a.m., Operator Guo from A2 Lamination was operating a material cart in the press area. While loading the cart, he slipped and accidentally bumped his right calf, causing the skin to become red, which subsided after applying ice.	Promotion: 1. Using a phone or being distracted while working, driving, or walking can easily lead to safety incidents. 2. Focus to Avoid Risks: When attention is distracted, sudden dangers cannot be avoided in time. 3. While walking down stairs or during the walking process, activities such as looking at a phone or making calls may cause collisions or falls. 4. Recharge during night shifts: Colleagues on night duty must ensure they get sufficient rest. If you notice a coworker is fatigued or dozing off during work, please immediately "dissuade and remind" each other to jointly ensure workplace safety.

• Occupational accident records and performance (corresponding to SDG 3, SDG 8)

Occupational Accident Records

Location	Category	Hazard Factor Classification ※	Number of Days Lost [※]	Injury Conditions	Incident	Improvement Measures
Dongguan Pan-International	Recordable Accidents	Physical hazards	93	Inappropriate Action: Sprain	While working on the first floor workshop, the employee injured their right shoulder by pulling on copper wire improperly with one hand.	Conduct weekly workplace injury safety education and training, and distribute gloves to prevent slipping and dropping.
CJ Electric Systems, Wuhu	Recordable Accidents	Physical hazards	0	Caught, entangled	The new material component was too small in volume, causing the fingertip to be pinched during equipment operation, resulting in a minor superficial injury.	Initiate safety promotion for small materials, strengthen employee safety education, and enhance employee safety awareness.
CJ Electric Systems, Wuhu	Recordable Accidents	Physical hazards	81	Fall	Knee sprain from stepping down from the spare inspection platform.	Reserve sufficient operational space, prohibit employees from working at heights on equipment, and strengthen safety operation training for employees to enhance their risk awareness.
Chaohu Ruichang	Recordable Accidents	Physical hazards	127	Inappropriate Action: Fall	Warehouse employees violated operational procedures and accidentally fell while retrieving items.	Strengthen employee safety education and enhance employee safety awareness.

- ※ The Group's occupational accidents are categorized by hazard factor types into: Physical hazards, chemical hazards, biological hazards, ergonomic hazards, psychosocial hazards.
- ※ Number of days lost (due to injury): Should be recorded according to the total number of lost days after the injury, excluding the day of the injury and the day of return to work. But should include Sundays, holidays, or days when the business unit is not in operation, and after resuming work, the additional days of full incapacity caused by the injury.

▼ Employee Occupational Injury Rate Statistics Table

Location	Total Working Hours (hours)			Number of High-Consequence Work-Related Injury (Times) Note 2			High-Consequence Work-Related Injury Rate Note 3			Number of Recordable Accidents (Times) Note 4			Recordable Accident Rate Note 5		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Pan-International, Taipei (Parent Company) Note 7	135,548.00	108,408.00	118,999.50	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00
Dongguan Pan-International	1,104,984.00	1,132,869.50	1,114,484.00	0	0	0	0.00	0.00	0.00	0	2	1	0.00	1.77	0.90
New Ocean, Jiangxi	3,460,040.00	2,880,683.50	2,392,720.00	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00
Honghuasheng, Yantai	2,929,158.00	4,946,313.75	2,669,609.48	0	0	0	0.00	0.00	0.00	0	0	0	0.00	0.00	0.00
CJ Electric Systems, Wuhu	5,553,016.00	3,693,764.20	2,803,883.65	1	0	0	0.18	0.00	0.00	1	0	2	0.18	0.00	0.71
PIU (USA) Note 7	Merged into parent company	11,053.00	11,107.50	-	0	0	-	-	0.00	-	0	0	-	-	0.00
Chaohu Ruichang	-	-	758,776.90	-	-	0	-	-	0.00	-	-	1	-	-	1.32
Anqing Ruiyu	-	-	456,890.43	-	-	0	-	-	0.00	-	-	0	-	-	0.00
Wuhu Hezhong	-	-	161,977.00	-	-	0	-	-	0.00	-	-	0	-	-	0.00
Yibin Pan-International	-	-	25,916.25	-	-	0	-	-	0.00	-	-	0	-	-	0.00
Taiwan-Czech Electronics	-	-	5,602.00	-	-	0	-	-	0.00	-	-	0	-	-	0.00
Huizhou Taiwan-Czech Electronics	-	-	5,904.00	-	-	0	-	-	0.00	-	-	0	-	-	0.00
Dongguan Guangshan	-	-	15,156.00	-	-	0	-	-	0.00	-	-	0	-	-	0.00
CJ Electric Systems, Ordos	-	-	14,406.00	-	-	0	-	-	0.00	-	-	0	-	-	0.00
Total	13,182,746.00	12,773,091.95	10,555,432.70	1	0	0	0.08	0.00	0.00	1	2	4	0.08	0.16	0.38

Note 1: No occupational injury fatalities occurred in the past three years. Occupational injury fatality rate = Number of occupational injury fatalities ÷ Total working hours × 1,000,000.

Note 2: high-consequence work-related injuries refer to occupational injuries that cause employees to be unable or difficult to recover to their pre-injury health status within six months, excluding fatalities.

Note 3: high-consequence work-related injury rate = Number of high-consequence work-related injuries ÷ Total working hours × 1,000,000.

Note 4: Number of recordable accidents refers to all occupational injury incidents that occurred that year, including the number of high-consequence work-related injuries and occupational injury fatalities.

Note 5: Recordable accident rate = Number of recordable occupational injuries ÷ Total working hours × 1,000,000.

Note 6: Occupational disease rate = Number of occupational diseases ÷ Total working hours × 1,000,000.

Note 7: In 2023, the total working hours (hours) for the Parent Company in Taipei includes PIU(USA). Starting from 2024, these two will be separated.

Note 8: In 2025, the reporting boundary newly includes Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong, Yibin Pan-International, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, and CJ Electric Systems, Ordos.

The severe occupational injury rate decreased to 0 this year, but the recordable incident rate increased to 0.38

- In 2025, Pan-International Group experienced **4 occupational accidents and 2 near-miss incidents**. All 4 occupational accidents were **recordable incidents**. The recordable occupational accident rate for this year is **0.38**, which shows a **slight increase compared to 2023 and 2024** (which were 0.08 and 0.16 respectively). Therefore, the committee re-evaluated management deficiencies and intensified promotion and organized Training and Education to enhance the safety of the workplace and employees' safety awareness.
- **Zero severe incidents and zero fatal incidents** for the year.
- **The severe occupational injury rate has decreased to 0 this year**, showing significant improvement compared to 2023 and 2024 (which were 0.08, 0), **achieving the goal of zero severe occupational injuries**.
- Hazard factor types: **Physical hazard incident rate was 0.38**, other categories: Chemical hazards, biological hazards, ergonomic hazards, and psychosocial hazards **incident rates were 0**.
- **Four** recordable incidents occurred at Dongguan Pan-International (1), CJ Electric Systems, Wuhu (2), Chaohu Ruichang (1); **two** near-miss incidents occurred at Honghuasheng, Yantai.

Description of the Change in Accident Rate for 2025:

Regarding the description of the occupational accident rate increasing from 0.16% to 0.38% in 2025, the Group provides a detailed explanation from three aspects: "Organization Boundary," "Nature of Accidents," and "Subsequent Improvements."

- **"Organization Boundary": The organization boundary has significantly expanded (the main reason for the data increase)**

The core reason for the increase in the occupational accident rate this year is that the Group has implemented comprehensive sustainable governance, significantly expanding the Organization's Boundary for the report.

- ✓ Last year (2024): The statistical scope covered only the Parent Company and 5 major subsidiaries.
- ✓ This year (2025): To fully disclose the Group's ESG performance, the scope has been significantly expanded to include the Parent Company and 14 subsidiaries. Due to the increased baseline of newly included manufacturing locations, diverse operational types, and the fact that various factories are in the early stages of integrating environmental, safety, and health cultures, the overall statistical ratio for the Group has risen.

• **Nature of Accident: All accidents are classified as "Recordable Accidents," with none being major severe injuries or fatalities.**

After a comprehensive assessment by the Occupational Health and Safety Committee, the occupational accident cases that occurred this year are all classified as **non-severe "Recordable Accidents"** (such as scratches during operations, superficial fingertip injuries, sprains while walking, etc.), with **absolutely no major occupational accidents causing permanent disability, impairment, or death**. Although the total number of lost days has accumulated due to cases following medical advice to recuperate (as some cases are counted across Year boundaries), the overall severity of injuries remains within a controllable Scope.

• **"Subsequent Improvement": Substantial root cause analysis and immediate improvement measures.**

For each occupational accident case, the Group adheres to the "zero accidents" principle in its management. For this Year's cases (primarily focused on new production line tests, warehouse operational violations, and falls due to distraction), each plant convened review meetings immediately after the incidents occurred and implemented the following specific improvements:

- ✓ **Hardware Optimization and Protection:** Replan the operational space for spare inspection stations and other equipment, distribute anti-slip labor protection gloves comprehensively, and strictly prohibit unauthorized high-place operations.
- ✓ **All units Advocacy and Behavior Correction:** For Plant "distraction hazards" (such as walking while looking at a phone, being inattentive on stairs), conduct comprehensive behavior guidelines advocacy.
- ✓ **Night Shift Fatigue Management:** Strengthen the work-life balance support mechanism for night shift colleagues and promote the proactive "remind and timely dissuade" mutual management of mental states among on-site partners.

Future Commitment to Improvement: For the Group, Subsidiaries newly included in the Boundary have been incorporated into Occupational Health and Safety Management Systems. The headquarters will supervise the improvement progress of each plant, proactively reducing the near-miss incidents and the recordable accident rate, aiming to steadily decrease the occupational accident rate in the next year.

• Occupational diseases (corresponding to SDG 3)

The occupational disease incidence rate has been 0 for the past three years.

▼ Employee Occupational Disease Statistics Table

Location	Number of Occupational Diseases (cases)			Occupational Disease Rate Note 6			Location	Number of Occupational Diseases (cases)			Occupational Disease Rate Note 6		
	2023	2024	2025	2023	2024	2025		2023	2024	2025	2023	2024	2025
Pan-International, Taipei (Parent Company) Note 7	0	0	0	0	0	0	Anqing Ruiyu	0	0	0	0	0	0
Dongguan Pan-International	0	0	0	0	0	0	Wuhu Hezhong	0	0	0	0	0	0
New Ocean, Jiangxi	0	0	0	0	0	0	Yibin Pan-International	0	0	0	0	0	0
Honghuasheng, Yantai	0	0	0	0	0	0	Taiwan-Czech Electronics	0	0	0	0	0	0
CJ Electric Systems, Wuhu	0	0	0	0	0	0	Huizhou Taiwan-Czech Electronics	0	0	0	0	0	0
PIU (USA) Note 7	0	0	0	0	0	0	Dongguan Guangshan	0	0	0	0	0	0
Chaohu Ruichang	0	0	0	0	0	0	CJ Electric Systems, Ordos	0	0	0	0	0	0
Total	0	0	0	0	0	0							

• External Worker/Contractor Safety Performance (Corresponding to SDG 8, SDG 17)

External worker/contractor incident rate: Zero incidents for the past 3 years from 2023-2025

Due to recent supplier management efforts, the Group's external workers/contractors maintained a zero recordable incident rate in both 2023 and 2025. Pan-International Group will continue to strengthen promotion and training for suppliers, with the goal of maintaining a zero recordable accident rate for external workers/contractors each year.

External worker/contractor occupational injury and occupational disease rates: Zero occupational injuries and occupational diseases for the past 3 years

The number of recordable occupational injuries and occupational diseases for the Group's external workers/contractors was 0.

- **Fire Safety Management and Performance**

For the Group, each Operating Location continues to implement fire safety management, regularly conducting fire equipment inspections, fire risk patrols, evacuation drills, and employee fire safety training to enhance all employees' disaster awareness and emergency response capabilities. In the 2025 Year, no major fire incidents occurred at any Operating Location of the Group.

- **Occupational Safety Indicators and Goals**

Pan-International Group continues to optimize workplace safety management and is committed to building a safer work environment. **We will continue to progress toward the goal of achieving zero recordable incident rate and zero severe occupational injury rate by 2025**, taking concrete actions to fulfill our corporate commitment to employee health and well-being, and **implementing SDG 3 Good Health and Well-being and SDG 8 Decent Work and Economic Growth**.

In addition, continue to ensure a safe and healthy working environment for external workers during operations through supplier training, safety controls, and supplier audits. In the future, we will also strengthen supplier partnership mechanisms through promotion and training, extending our safety culture outward. **The goal is to maintain zero recordable incident, occupational injury, and occupational disease rates for external workers each year. Achieve "SDG 17 Partnerships for the Goals"**.

7. Social Integration

7.1 Social Assessment and Indicators

Current status of operational sites' community impact, environmental and social risk assessment and mitigation measures, and elderly employee policies: The Group regularly reviews whether operational activities at each site may cause actual or potential negative impacts on the environment or society in local communities, while simultaneously taking inventory of current response mechanisms, including sustainability measures for both the enterprise itself and supply chain management. None of the sites are located in high-risk facilities (such as refineries) in densely populated areas, indicating low environmental impact risk. Additionally, regarding the recruitment and development of elderly employees, we continue to evaluate and plan to strengthen workforce diversity and inclusive management. The overall approach aligns with SDG 11 Sustainable Cities and Communities, SDG 13 Climate Action, and SDG 8 Decent Work and Economic Growth, among other sustainable development goals.

▼ Social Indicators

Location	Operational activities with significant actual or potential negative impacts on local communities	Specific and effective mechanisms and measures taken by the enterprise itself and its suppliers to reduce negative impacts on the environment or society	Number of refineries in densely populated areas	Employment policies and training programs for elderly employees
Office/Warehouse/20-employee Factory: Pan-International, Taipei, PIU, Taiwan-Czech Electronics, Huizhou Taiwan-Czech Electronics, Dongguan Guangshan, Yibin Pan-International, CJ Electric Systems, Ordos	No negative impact	<ul style="list-style-type: none"> Conserve water and electricity. Social giveback charitable activities Ecological activities 	0	Under evaluation
Dongguan Pan-International, Honghuasheng, Yantai, New Ocean, Jiangxi	No negative impact	<ul style="list-style-type: none"> ISO 14001 Environmental Management System certification obtained or planned implementation, establishing prevention and improvement mechanisms, water conservation, and reducing environmental impacts of business operations. 	0	Under evaluation
CJ Electric Systems, Wuhu, Chaohu Ruichang, Anqing Ruiyu, Wuhu Hezhong	No negative impact	<ul style="list-style-type: none"> Carbon inventory and institutional certification to complete carbon reduction plans year by year to maintain sustainable development and protect the environment. Implement social responsibility and human rights protection measures. Continuing efforts. 	0	Under evaluation

▼ Violations of laws and regulations in the social and economic area

Violation statistics					
Total value of significant fines	0	Total number of non-monetary sanctions	0	Cases through dispute resolution mechanisms	0

7.2 Social Participation

Pan-International Group highly values local communities and social welfare, and has demonstrated strong commitment and concrete actions in this area. We firmly believe that the success of a company is closely related to the health and prosperity of local communities and society as a whole. A prosperous environment not only brings stable economic conditions, but also provides a better quality of life and cultivates talents with innovation and development potential.

Therefore, we cooperate with local communities to carry out a series of projects aimed at improving the quality of life of community residents, including providing better education and health services. Our community engagement programs not only focus on the needs of local residents, but also strive to build long-term partnerships with them. In addition, Pan-International Group achieved remarkable results in social welfare over the past year, actively participating in various public welfare activities such as urban and rural activities, police-community cooperation, caring for vulnerable groups, donating second-hand goods, accompanying the elderly and caring for the elderly, promoting sustainable development concepts, and striving to narrow the urban-rural gap and reduce environmental impact.

We express sincere appreciation to all of our partners, employees, and community members who support us. Thanks to your support and involvement, we've been able to achieve these accomplishments. We look forward to continuing to work together in the future to build a more just, sustainable, and prosperous community and inclusive society.

Social Participation - Strategic Approaches

Select and implement actions based on the United Nations Sustainable Development Goals



While growing as a company, Pan-International Group does not forget to fulfill its commitment to "corporate social responsibility" and is committed to contributing to economic development and society. We follow the United Nations Sustainable Development Goals (SDGs), including:



We will continue to take action in these areas to fulfill our commitment to society.

- SDG 1 No Poverty: End poverty in all its forms, everywhere.
- SDG 2 Zero Hunger: End hunger.
- SDG 3 Good Health and Well-Being: Ensure healthy lives and promote well-being for all at all ages.
- SDG 4 Quality Education: Provide fair, quality education and promote lifelong learning.
- SDG 5 Gender Equality: Promote gender equality.
- SDG 6 Clean Water and Sanitation: Ensure access to water and sanitation for all.
- SDG 7 Affordable and Clean Energy: Promote affordable and clean energy.
- SDG 8 Decent Work and Economic Growth: Promote inclusive and sustainable economic growth and productive employment.
- SDG 9 Industry, Innovation and Infrastructure: Promote innovation and infrastructure development.
- SDG 10 Reduced Inequalities: Reduce inequality within and among countries.
- SDG 11 Sustainable Cities and Communities: Make cities inclusive, safe, resilient and sustainable.
- SDG 12 Responsible Consumption and Production: Promote green economy and sustainable consumption and production.
- SDG 13 Climate Action: Take urgent action to address climate change and its impacts.
- SDG 14 Life Below Water: Conserve and sustainably utilize oceans, seas and marine resources.
- SDG 15 Life on Land: Protect and sustainably utilize terrestrial ecosystems, and prevent land degradation.
- SDG 16 Peace, Justice and Strong Institutions: Promote peace and justice, and establish effective, accountable, and inclusive systems.
- SDG 17 Partnerships for the Goals: Establish diverse partnerships to jointly promote the vision of sustainable development.

Annual Social Participation Overview - Content, SDGs, Donation Amount

▼ 2024 Pan-International Group's Public Welfare Activities Summary Table

Plant	Category	Activity	Stakeholders/Supporting organizations	SDG/Public Welfare Nature	Public Welfare Target	Donation Amount NTD	Other Donations
Pan-International, Taipei	Social	Sponsorship of National Taipei University of Technology Formula Racing Team's season competition.	National Taipei University of Technology Formula Racing Competition	SDG 4 Quality Education, SDG 9 Industry, Innovation and Infrastructure, SDG 17 Partnerships	Student groups	400,000	
Pan-International, Taipei	Community	Sponsored Chung-Kang High School (New Taipei City Catholic School) for FRC robotics competition	Our Lady of Providence High School (New Taipei City Catholic School) robotics competition	SDG 4 Quality Education, SDG 9 Industry, Innovation and Infrastructure, SDG 17 Partnerships	Student groups	200,000	
Pan-International, Taipei	Social	Digital Humanitarian Association - Rural and disadvantaged groups	Digital Humanitarian Association	SDG3 Good Health and Well-being, SDG4 Quality Education, SDG 5 Gender Equality, SDG10 Reduce Inequalities, SDG11 Sustainable Cities and Communities, SDG 13 Climate Action, SDG17 Partnerships for the Goals	Disadvantaged groups in remote areas	250,000	Living supplies, personnel care
Pan-International, Taipei	Social	Keelung Islet Fish Fry Release + Beach Cleanup Activity	Co-organized with National Taipei University of Technology and Keelung City Government	SDG 14 Life Below Water, SDG 13 Climate Action, SDG 17 Partnerships for the Goals	Environmental Restoration	30,000	Fish Fry and Volunteer Participation
Pan-International, Taipei	Social	Chaoyang Social Care Association - Community Care for the Elderly	Taipei Chaoyang Social Care Association	SDG 3 Good Health and Well-being, SDG 11 Sustainable Cities and Communities	Community elderly, disadvantaged groups	20,000	
Pan-International, Taipei	Social	Toxin-Free Agricultural Social Enterprise Plan - Deng Jia Baby	Baby Care Social Welfare Association	SDG 2 Zero Hunger, SDG 3 Good Health and Well-being, SDG 12 Responsible Consumption and Production, SDG 17 Partnerships for the Goals	Disadvantaged groups in remote areas	66,000	
Dongguan Pan-International	Community	Blood Donation - Collaborating with Factory Areas and Communities to Organize Blood Donation Activities for Public Welfare	Community members, factory employees and all willing blood donors	SDG 3 Good Health and Well-being, SDG 17 Partnerships for the Goals	Industrial park surroundings, medical groups	0	Blood donation

Plant	Category	Activity	Stakeholders/Supporting organizations	SDG/Public Welfare Nature	Public Welfare Target	Donation Amount NTD	Other Donations
New Ocean, Jiangxi	Community	Sending Warmth - Labor Union Conducts Visitation and New Year Consolation Activities	Co-organized by Municipal Federation of Trade Unions, company employees	SDG 1 No Poverty, SDG 10 Reduced Inequalities	Employees in hardship, model workers, and frontline employees who remain dedicated to their posts	28,580	
Honghuasheng, Yantai	Social	The "6+1" charitable giveback to society activity. Combined with the Group's ESG policy of "Happy Development, Win-win Prosperity" charitable activities	Yantai Park, communities, company employees	SDG 3: Good Health and Well-being, SDG11 Sustainable Cities and Communities, SDG 16: Peace, Justice and Strong Institutions	Communities, environmental protection	2,870	
Honghuasheng, Yantai	Community	"Warmth to the Nursing Home" Elderly Assistance Activity	Yantai Park, communities	SDG1 No Poverty, SDG 3 Good Health and Well-being, SDG 11 Sustainable Cities and Communities	Community elderly, disadvantaged groups	0	Living supplies

Note: This table is within the scope of this disclosure

Pan-International Group continues to focus on social needs by responding to the needs of different groups through diverse and strategic public welfare actions, gradually concentrating on key projects with long-term impact, and enhancing the quality and effectiveness of Social Participation.

This Year, the Company focuses on the four major themes of "Environment Sustainability," "Care for the Disadvantaged," "Talent Development," and "Community Care" to promote the following key public welfare initiatives:

- Marine Ecological Conservation Action: Participated in the "ESG Fish Release and Beach Cleanup Charitable Activity" in collaboration with National Taipei University of Technology and Keelung City Government. Through fish fry release and beach cleanup actions, this initiative helps restore coastal marine ecosystems, promotes biodiversity, and enhances public awareness of marine environmental protection.
- Nutritional Support Program for Disadvantaged Children: Sponsor a fruit and vegetable distribution program to steadily supply fresh produce to orphaned children, ensuring they receive a balanced diet, protecting their growth and development health from the source, while supporting local toxin-free farmers, promoting sustainable agriculture and local economic development.
- Youth Technology Talent Development: Sponsorship for the FRC international robotics team of Chung-Kang High School for Girls and the National Taipei University of Technology Formula Racing Team to participate in international competitions, cultivating students' cross-disciplinary abilities in

engineering design, validation, assembly, and marketing. Encourage female input into the technology field, promoting STEM education and gender equality development.

- **Community Care and Elderly Support:** Supporting Chaoyang Social Care Association in promoting community care services, addressing the living needs of local elders, and enhancing the social support system for the elderly through companionship, material assistance, and care activities, fostering local inclusion and community resilience.

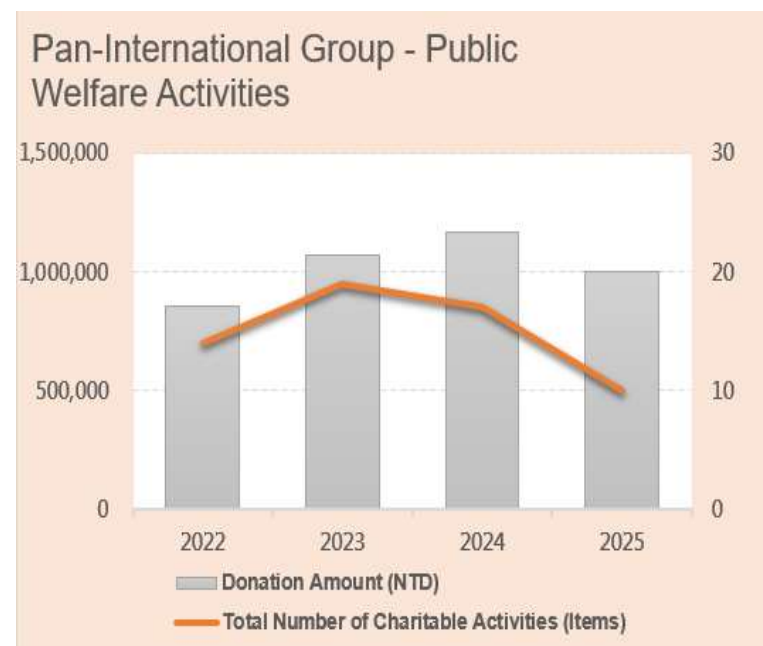
Through the aforementioned actions, Pan-International Group continues to integrate corporate resources, transforming public welfare input from one-time donations to a model of Social Participation with long-term impact, realizing the vision of corporate sustainable development and mutual benefit with society.

Annual Social Participation - Number of Times, Donation Amount

In 2025, the Group organized a total of 10 charitable activities (over 12 events), with actual total donations amounting to NT\$1,165,072. Compared to the previous year, this year's charitable input and number of projects slightly decreased, mainly due to some plants planning relocations and project focus. However, a significant amount of manpower, supplies, and care was still invested. In the future, we will continue to assess and expand impactful Social Participation initiatives. In addition, we also donated intangible resources, such as living supplies, personnel care, and volunteer involvement, further demonstrating the company's commitment to social responsibility.

▼ Number of Charitable Activities (Times)/Total Amount (Unit: NTD) in Recent Years

Year	2022	2023	2024	2025
Total Number of Charitable Activities (Items)	14	19	17	10
Donation Amount (NTD)	851,141	1,072,200	1,165,072	997,450



▼ Annual Social Participation Activity Introduction

ESG Keelung Islet Native Fish Fry Release and Beach Cleanup Activity

The Pan-International Group actively participated in the ESG charity event at Keelung Islet, jointly organized by the Keelung City Government and National Taipei University of Technology (Taipei Tech), demonstrating its commitment to marine ecosystem conservation and the sustainable development of biodiversity through concrete actions. The event brought together business owners and professional executives from multiple companies. Nearly 10,000 red sea bream and rock bream fingerlings were released into the sea from sightseeing fishing boats to support marine resource restoration. In addition, a beach cleanup was conducted along the coastline to collect plastic bottles and other types of marine debris, helping to reduce marine pollution. This charitable initiative not only demonstrated the Group's commitment to environmental protection but also raised public awareness of marine ecosystems and environmental sustainability, thereby fulfilling its corporate social responsibility. Looking ahead, the Pan-International Group will continue to engage in environmental protection initiatives and collaborate with stakeholders from various sectors to advance sustainable development.



Taipei City Chaoyang Social Welfare Association

Pan-International Group is committed to addressing the educational and daily living needs of underprivileged families. Through sponsorship of relevant organizations, the Group helps alleviate the challenges faced by vulnerable families.



Community – Voluntary Blood Donation

In collaboration with the local community, the Group organizes blood donation drives and encourages employees across its facilities to participate in this charitable initiative, helping save lives and support those in need.



Non-Toxic Agriculture Social Enterprise Program – Waiting Home Baby

Support the fruit and vegetable delivery program to ensure that children without parental care have access to healthy, nutritious food, safeguard their healthy development from the source, and support local small-scale farmers transitioning to non-toxic farming practices.



Taipei Tech Racing

Pan-International Group actively promotes industry-academia collaboration by sponsoring the National Taipei University of Technology Formula Racing Team to participate in international competitions, supporting students in developing cross-disciplinary expertise through hands-on experience.



Remote Health Promotion Charity Project - Pan-International & Digital Humanitarian Association

Leveraging technology to bridge gaps in access to medical consultation and health promotion programs for older adults in remote communities

Pan-International Group upholds the philosophy of “giving back to society” and continues to invest in community care initiatives. We, in partnership with the Digital Humanitarian Association, have entered the second year of visiting Xinxian Village in Wulai, New Taipei City, to care for elderly people in remote areas and promote remote health promotion courses. The program was led by professional health instructors, covering health education on the prevention of high blood pressure, high blood sugar, and high cholesterol, as well as low-intensity muscle strength and aerobic exercises. Pan-International Group representatives joined local seniors on site to share practical health knowledge and participate in aerobic exercise sessions.

Through companionship, correct posture guidance and care, the initiative was well-attended and advanced health promotion goals. The initiative not only promoted healthy aging, but also contributed to SDG3 Good Health and Well-being and SDG4 Quality Education. In addition, the activity also supported UN Sustainable Development Goals including SDG5 (Gender Equality), SDG10 (Reduced Inequalities), SDG11 (Sustainable Cities and Communities), and contributes to SDG13 (Climate Action) through reducing carbon emissions.

Let's join hands to bring warmth and strength to Taiwan. Let's join hands to bring warmth and strength to Taiwan. With your support, Pan-International is committed to ending health inequalities and working hand in hand to create hope and shape a better future for Taiwan.



Meeting 7 SDG Goals



Our Lady of Providence High School FRC Robotics Competition

Pan-International Industrial Corp. has long been inputting into industry-academia collaboration, supporting academic units in cultivating future technology talent. By sponsoring the FRC international robotics team of Chung-Kang High School for Girls, it not only promotes the cultivation of technical talent but also actively supports the development of females in the STEM field. The team, characterized by a high proportion of female members, has achieved remarkable results in international competitions, demonstrating the strength and potential of female technology talents.

Through sustained resource support, the Company helps students broaden their international perspectives and showcase their capabilities on the global stage. At the same time, the company's logo accompanies the team in international competitions, appearing on robotic equipment, team apparel, and international broadcast screens, not only enhancing the company's visibility but also concretely demonstrating Pan-International Industrial Corp.'s commitment to practicing corporate social responsibility (CSR) and promoting educational equality. In the future, Pan-International Industrial Corp. will continue to deepen industry-academia collaboration to cultivate talents with innovation capabilities and international competitiveness, and to promote educational development and social prosperity.



8 Appendix

8.1 GRI Standards Index Table

Statement of Use: Pan-International Group has reported the ESG information in accordance with the GRI Standards for the period 2025/1/1 to 2025/12/31 Performance.

Applicable GRI 1: Foundation 2021

General Topics

GRI Standard	Topic	Chapter of the Report	Pages	Omission	
				Omitted Topic	Reason and Explanation
GRI 2: General Disclosures 2021	2-1 Organizational details	2.1.1 Basic Information	25	NA	
	2-2 Entities Included in the Organization's Sustainability Reporting	1.1.3 Boundaries and Scope	5		
	2-3 Reporting Period, Frequency, and Contact Point	1.1.1 Reporting Period	5		
		1.1.7 Contact Information	10		
	2-4 Restatements of Information	1.1.4 Information Restatement	9		
	2-5 External Assurance	1.1.6 External Assurance/Verification	9		
	2-6 Activities, Value Chain, and Other Business Relationships	4.1.2 Supply Chain Structure	72		
	2-7 Employees	2.1.1 Basic Information	28		
		6.1.3 Employee Composition and Diversity and Inclusion	172		
	2-8 Workers who are not employees	6.1.3 Employee Composition and Diversity and Inclusion	172		
	2-9 Governance Structure and Composition	2.2.1 Governance Framework	28		
		2.2.2 Functional Committee	34		
	2-10 Nomination and Selection of the Highest Governance Body	2.2.1 Governance Framework	28		
	2-11 Chair of the Highest Governance Body	2.2.1 Governance Framework	28		
	2-12 Role of the Highest Governance Body in Overseeing the Management of Impacts	1.4.2 Material Topic Impact Management	23		
	2-13 Person in Charge of Impact Management	1.4.2 Material Topic Impact Management	23		
	2-14 Role of the Highest Governance Body in Sustainability Reporting	1.4.1 Material Topic Assessment Process	19		
	2-15 Conflicts of Interest	2.2.1 Governance Framework	28		
	2-16 Communication of Critical Concerns	2.2.2 Functional Committee	34		
	2-17 Collective Knowledge of the Highest Governance Body	2.2.1 Governance Framework	28		

GRI Standard	Topic	Chapter of the Report	Pages	Omission	
				Omitted Topic	Reason and Explanation
	2-18 Evaluation of the Performance of the Highest Governance Body	2.2.1 Governance Framework	28		
	2-19 Remuneration Policies	2.2.1 Governance Framework	28		
	2-20 Process to Determine Remuneration	2.2.1 Governance Framework	28		
	2-21 Annual Total Compensation Ratio	6.3.1 Equal and Competitive Remuneration	195		
	2-22 Statement on Sustainable Development Strategy	1.2.1 Message from the Management	10		
	2-23 Policy Commitments	2.4.1 Ethical Management	40		
	2-24 Embedding Policy Commitments	2.4.1 Ethical Management	40		
	2-25 Processes to Remedy Negative Impacts	2.4.1 Ethical Management	40		
		2.4.2 Human Rights Policy	46		
	2-26 Mechanisms for Seeking Advice and Raising Concerns	2.4.1 Ethical Management	40		
		2.4.2 Human Rights Policy	46		
	2-27 Compliance With Laws and Regulations	2.4.3 Regulatory Compliance, 5.6 Environmental Regulatory Compliance	47 169		
	2-28 Membership Associations	2.1.1 Basic Information	25		
	2-29 Approach to Stakeholder Engagement	1.3.1 Identifying Stakeholders	15		
		1.3.2 Stakeholder Communication	16		
	2-30 Collective Bargaining Agreements	6.2.5 Labor-Management Agreement	190		
GRI 3: Material Topics 2021	3-1 Process to Determine Material Topics	1.4.1 Material Topic Assessment Process	19	Please refer to the following specific topic disclosures	
	3-2 List of Material Topics	1.4.2 Material Topic Impact Management	23		

Topic-specific Disclosures

GRI Standard	Topic	Chapter of the Report	Pages	Omission	
				Omitted Topic	Reason and Explanation
Material Topic: Business Integrity					
GRI 3: Material Topics 2021	3-3 Management of Material Topics	2.4 Responsible Business Conduct	40		
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	2.4.1 Ethical Management	41		
	205-3 Confirmed Incidents of Corruption and Actions Taken	No corruption incidents occurred this year.	45		
GRI 206: Anticompetitive Behavior 2016	206-1 Legal Actions for Anticompetitive Behavior, Anti-trust, and Monopoly Practices	No anticompetitive behavior, antitrust, and monopoly practice incidents occurred this year.	45		

GRI Standard	Topic	Chapter of the Report	Pages	Omission	
				Omitted Topic	Reason and Explanation
Material Topic: Usage of Raw Material					
GRI 3: Material Topics 2021	3-3 Management of Material Topics	4.2 Supply Chain Management	74		
GRI 204: Procurement 2016	204-1 Procurement Practices	4.1.2 Supply Chain Structure	72		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	4.2.2 Supply Chain Management Process	81		
	308-2 Negative environmental impacts in the supply chain and actions taken	4.2.3 Supply Chain Audit Effectiveness	82		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	4.2.2 Supply Chain Management Process	81		
	414-2 Negative social impacts in the supply chain and actions taken	4.2.3 Supply Chain Audit Effectiveness, 7.1 Social Assessment and Indicators	82, 224	V	No negative social impacts in the supply chain
Material Topic: Energy					
GRI 3: Material Topics 2021	3-3 Management of Material Topics	5.1 Climate Change and Energy Carbon Emission Management	90		
GRI 302: Energy 2016	302-1 Energy Consumption Within the Organization	5.1.3 Energy Consumption	108		
	302-3 Energy Intensity	5.1.3 Energy Consumption	108		
	302-4 Reduction of Energy Consumption	5.1.5 Energy-saving and Carbon Reduction Measures	126		
Supplement: Effective in 2027					
GRI 102: Climate Change 2025	102-4 Greenhouse Gas Reduction Goals and Progress	5.1.4 Greenhouse Gas Emissions	117		
	102-5 Scope 1 Greenhouse Gas Emissions	5.1.4 Greenhouse Gas Emissions	117		
	102-6 Scope 2 Greenhouse Gas Emissions	5.1.4 Greenhouse Gas Emissions	117		
	102-7 Scope 3 Greenhouse Gas Emissions	5.1.4 Greenhouse Gas Emissions	117		
	102-8 Greenhouse Gas Emissions Intensity	5.1.4 Greenhouse Gas Emissions	117		
GRI 103: Energy 2025	103-2 Energy Consumption Within the Organization and Self-Generation	5.1.3 Energy Consumption	108		
	103-4 Energy Intensity	5.1.3 Energy Consumption	108		
	103-5 Energy Reduction	5.1.3 Energy Consumption	108		
Material Topic: Product Quality and Safety					

GRI Standard	Topic	Chapter of the Report	Pages	Omission	
				Omitted Topic	Reason and Explanation
GRI 3: Material Topics 2021	3-3 Management of Material Topics	3.2 Product Quality and Safety	65		
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	3.2 Product Quality and Safety	65		
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance with regulations concerning product and service information and labeling	3.2 Product Quality and Safety	65		
Material Topic: Innovation and Research and Development					
GRI 3: Material Topics 2021	3-3 Management of Material Topics	3.1 Green R&D and Design	61		
Material Topic: Customer Relationship Management					
GRI 3: Material Topics 2021	3-3 Management of Material Topics	3.3 Customer Relationship Management	68		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	3.3.3 Protection of Customer Privacy and Trade Secrets	71		
Material Topic: Information Security					
GRI 3: Material Topics 2021	3-3 Management of Material Topics	2.6 Cybersecurity	56		
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	2.6.1 Information Security Management Policy 3.3.3 Protection of Customer Privacy and Trade Secrets	57,71		
Other Voluntary Disclosures					
GRI 101: Biodiversity 2024	101-2 Biodiversity Impact Management	5.5 Biodiversity	168		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2.3 Economic Performance	36		
	201-2 Financial impacts and other risks and opportunities arising from climate change	5.1 Climate Change and Energy Carbon Emission Management	90		
	201-3 Defined Benefit Obligations and Other Retirement Plans	6.3.2 Comprehensive Welfare Measures	198		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	6.3.1 Equal and Competitive Remuneration	195		
	202-2 Proportion of senior management hired from the local community	6.1.3 Employee Composition and Diversity and Inclusion	172		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource		132	V	No impact on shared water resources
	303-3 Water withdrawal	5.2.2 Water Resource Management Performance	132		

GRI Standard	Topic	Chapter of the Report	Pages	Omission	
				Omitted Topic	Reason and Explanation
	303-4 Water discharge	5.2.2 Water Resource Management Performance	132		
	303-5 Water consumption	5.2.2 Water Resource Management Performance	132		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	5.1.4 Greenhouse Gas Emissions	117		
	305-2 Energy Indirect (Scope 2) GHG Emissions	5.1.4 Greenhouse Gas Emissions	117		
	305-4 Greenhouse Gas Emissions Intensity	5.1.4 Greenhouse Gas Emissions	117		
	305-5 Reduction of GHG Emissions	5.1.2 Energy and Greenhouse Gas Management, 5.1.5 Energy Conservation and Carbon Reduction Measures	103, 126		
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	5.4.1 Air Pollutant Emission Reduction and Performance	162		
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	5.3.1 Waste Impact Assessment	140		
	306-3 Waste generated	5.3.3 Waste Transportation, Disposal, and Reduction/Recycling Performance	148		
	306-4 Waste Diverted From Disposal	5.3.3 Waste Transportation, Disposal and Reduction Recycling Performance	148		
	306-5 Waste Directed to Disposal	5.3.3 Waste Transportation, Disposal and Reduction Recycling Performance	148		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	6.1.3 Employee Composition and Diversity and Inclusion	140		
	401-2 Benefits provided to full-time employees (excluding temporary or part-time employees)	6.3.2 Comprehensive Welfare Measures	172		
	401-3 Parental leave	6.3.3 Family-friendly Workplace	202		
GRI 402: Labor/Management Relations 2016	402-1 Minimum Notice Period for Operational Changes	6.2.5 Labor-Management Agreement	190		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational Health and Safety Management System	6.4.1 Occupational Health and Safety Management	209		
	403-2 Hazard Identification, Risk Assessment, and Incident Investigation	6.4.1 Occupational Health and Safety Management	209		
	403-3 Occupational Health Services	6.3.4 Health Promotion Environment	203		
	403-4 Worker Participation, Consultation, and Communication on Occupational Health and Safety	6.4.1 Occupational Health and Safety Management	209		
	403-5 Training of workers on occupational health and safety	6.4.1 Occupational Health and Safety Management	209		

GRI Standard	Topic	Chapter of the Report	Pages	Omission	
				Omitted Topic	Reason and Explanation
	403-6 Promotion of Worker Health	6.3.4 Health Promotion Environment	203		
	403-8 Workers covered by an occupational health and safety management system	6.4.1 Occupational Health and Safety Management	209		
	403-9 Work-related injuries	6.4.2 Occupational Injuries and Occupational Diseases	216		
	403-10 Work-related ill health	6.4.2 Occupational Injuries and Occupational Diseases	216		No occupational disease incidents occurred this year.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	6.2.3 Training and Development	186		
	404-2a Enhancement of employee competencies and transition assistance programs	6.2.2 Talent Development Program	186	V 404-2b	b. Still in planning
	404-3 Percentage of Employees Receiving Regular Performance and Career Development Reviews	6.2.4 Performance Evaluation	189		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of Governance Bodies and Employees	2.2.1 Governance Framework	28		
		6.1.3 Employee Composition and Diversity and Inclusion	172		
	405-2 Ratio of basic salary and remuneration of females to males	6.3.1 Equal and Competitive Remuneration	195		
GRI 415: Public Policy 2016	415-1 Political contributions	No political contributions		V	No political contributions

8.2 SASB Standards Index Table

Statement of Use: Pan-International Group has reported the ESG information in accordance with the SASB Standards for the period January 1 to December 31, 2025 Performance.

SASB Industry: RT-EE (Resource Transformation - Electrical & Electronic Equipment)

Indicator Type	SASB Code	Disclosure Topic	Topic	Nature	Quantity	Unit	Chapter of the Report	Pages	Omission	
									Omitted Topic	Reason and Explanation
Accounting Metrics	RT-EE-130a.1	Energy Management	(1) Total energy consumed	Quantitative Analysis	546,221.866	Gigajoules (GJ)	5.1.3 Energy Consumption	108		
			(2) Grid electricity percentage	Quantitative Analysis	62.34	Percentage (%)	5.1.3 Energy Consumption	108		
			(3) Renewable energy source percentage	Quantitative Analysis	29.44	Percentage (%)	5.1.3 Energy Consumption	108		
	Additional information	Water Resource Management	Total water intake	Quantitative Analysis	1,726.917	Thousand cubic meters (million liters)	5.2.2 Water Resource Management Performance	132		
			Total water consumption	Quantitative Analysis	345.383	Thousand cubic meters (million liters)	5.2.2 Water Resource Management Performance	132		
			The percentage of water withdrawal and water consumption in high water-stressed areas.	Quantitative Analysis	1,541.615 / 89.27	Thousand cubic meters (million liters)/Percentage (%)	5.2.2 Water Resource Management Performance	132		
	RT-EE-150a.1	Hazardous waste management	Amount of hazardous waste generated	Quantitative Analysis	5,467.041	Tonnes (t)	5.3.3 Waste Transportation and Disposal	148		
			Hazardous Waste Recycling Rate	Quantitative Analysis	87.97	Percentage (%)	5.3.3 Waste Transportation and Disposal	148		
	RT-EE-150a.2	Hazardous waste management	Number of reportable spills and the quantity of spills	Quantitative Analysis	None	Number, Kilograms (kg)	No spill incidents occurred this year.	-		
			Recovery amount	Quantitative Analysis	None	Kilograms (kg)		-		



Indicator Type	SASB Code	Disclosure Topic	Topic	Nature	Quantity	Unit	Chapter of the Report	Pages	Omission	
									Omitted Topic	Reason and Explanation
	Additional information	Labor health and safety	Total Recordable Incident Rate (TRIR)	Quantitative Analysis	0.076 × TRIR (SASB per 200,000 work hours) = GRI Standard (GRI 403-9) "million work hours rate" × (GRI per 1,000,000 work hours) / 5 = 0.38 / 5 = 0.076	Rate	6.4.2 Occupational Injuries and Occupational Diseases	220		
			Fatal Occupational Injury Rate	Quantitative Analysis	0	Rate	6.4.2 Occupational Injuries and Occupational Diseases	220		
			Number of Fatalities	Quantitative Analysis	0	Quantity	6.4.2 Occupational Injuries and Occupational Diseases	220		
	RT-EE-250a.1	Product safety	Number of recalls and total units recalled	Quantitative Analysis	None	Quantity	No product recalled this year.	-		
	RT-EE-250a.2	Product safety	Total amount of monetary losses as a result of legal proceedings associated with product safety	Quantitative Analysis	None	New Taiwan Dollar		-		
	RT-EE-410a.1	Product lifecycle management	Percentage of products by revenue that contain IEC 62474 declarable substances	Quantitative Analysis	Not applicable	Percentage of revenue (%)	-	-	* The nature of the Group's products is not applicable.	
	RT-EE-410a.2	Product lifecycle management	Revenue proportion of products with energy efficiency certification	Quantitative Analysis	Not applicable	Percentage of revenue (%)	-	-		
	RT-EE-410a.3	Product lifecycle management	Revenue from renewable energy-related and energy efficiency-related products	Quantitative Analysis	Not applicable	New Taiwan Dollar	-	-		
	RT-EE-440a.1	Source of raw material	Description of the risk management associated with the use of critical materials	Discussion and Analysis	-	-	2.5.3 Risk Management Policy	52		
	RT-EE-510a.1	Business ethics	(1) Description of policies and practices for prevention of corruption and bribery	Discussion and Analysis	-	-	2.4.1 Ethical Management	41		
			(2) Description of policies and practices for	Discussion and Analysis	-	-	2.4.1 Ethical Management	41		

Indicator Type	SASB Code	Disclosure Topic	Topic	Nature	Quantity	Unit	Chapter of the Report	Pages	Omission	
									Omitted Topic	Reason and Explanation
			anticompetitive behavior							
	RT-EE-510a.2	Business ethics	Total amount of monetary losses as a result of legal proceedings associated with bribery or corruption	Quantitative Analysis	None	New Taiwan Dollar	No corruption incidents occurred this year.			
	RT-EE-510a.3	Business ethics	Total amount of monetary losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative Analysis	None	New Taiwan Dollar	No anticompetitive behavior incidents occurred this year.			
Activity Metrics	RT-EE-000.A		Production quantities of various product types	Quantitative Analysis	Please refer to Annual Report	Quantity	Please refer to page 45 to 68 of the Group's 2025 Performance Annual Report for Shareholders' Meeting.	-		
	RT-EE-000.B		Number of employees	Quantitative Analysis	8,466 (For the Group 100%) 4,134 (For the Group excluding Malaysia Region - PIB)	People	2.1.1 Basic Information 6.1.3 Employee Composition and Diversity and Inclusion	25, 172		

* The Group's main operating model is B2B, and the products provided are key electronic components that are integrated into the customer's final products after delivery. Therefore, there are no direct product disposal or end-of-life situations at the Group's end. Based on this operational nature, this indicator is not applicable

8.3 Sustainability Disclosure Indicators for Electronic Components Industry (Appendix 1-12)

No.	Indicators	Indicator Type	Annual Disclosure Status	Unit
1	Total energy consumption	Quantitative	546,221.866	Gigajoules (GJ)
	Percentage of Purchased Electricity		62.34	Percentage (%)
	Percentage of renewable energy use		29.44	Percentage (%)
2	Total water intake	Quantitative	1,726.917	Thousand cubic meters (m ³)
	Total water consumption		345.383	Thousand cubic meters (m ³)
3	Weight of hazardous waste generated	Quantitative	5,467.041	Tonnes (t)
	Percentage of hazardous waste recycled		87.97	Percentage (%)
4	Description of occupational accident types, numbers, and rates	Quantitative	There were 4 recordable accidents this year, due to scratches during operations, superficial fingertip injuries, sprains while walking, etc. The occupational accident rate was 0.38.	Rate (%), Number
5	Product lifecycle management disclosure: Weight of scrapped products and electronic waste (Note 1)	Quantitative	0	Tonnes (t)
	Product lifecycle management disclosure: Percentage of scrapped products and electronic waste recycled (Note 1)		0	Percentage (%)

No.	Indicators	Indicator Type	Annual Disclosure Status	Unit
6	Description of risk management related to the use of critical materials	Qualitative Description	Currently, copper-related products are the major raw materials used in the Company's products, so fluctuations in copper prices will have a certain impact on costs and profits. In order to reduce the impact of copper price fluctuations, the procurement department has established a copper price monitoring mechanism and promptly adopts centralized purchasing or advance purchasing methods to stabilize costs. The business department maintains good relationships with customers and raises prices appropriately to reflect material costs. At the same time, front-end manufacturing process production lines are set up in factories to further control production costs. The monthly business review meeting also lists copper price fluctuation analysis as an important review item for immediate decision-making to reduce the impact of this risk on the Company's operations.	Not applicable
7	Total amount of losses as a result of legal proceedings associated with anticompetitive behavior regulations	Quantitative	0 (No anticompetitive behavior incidents occurred this year.)	Reporting currency
8	Main product output by product category	Quantitative	Please refer to page 45 to 68 of the Group's 2025 Performance Annual Report for Shareholders' Meeting. For the Group's products, which are largely electronic components and semi-finished products, the specifications are numerous and complex, making it impossible to present total production with a single quantity unit. Therefore, quantitative analysis is performed using revenue proportion by product category.	Varies by product type

Note 1: The Group's main operating model is B2B, and the products provided are key electronic components that are integrated into the customer's final products after delivery. Therefore, there are no direct product disposal or end-of-life situations at the Group's end. Based on this operational nature, this indicator is not applicable, and the reported value is 0.

8.4 Climate-Related Information for Listed Companies

Climate change risks and opportunities for the company and related response measures taken by the company

Item	Status of implementation	Pages
1. Describe the Board of Directors' oversight of climate-related risks and opportunities, including governance by senior management.	In 2022, the Company engaged PwC Taiwan to conduct a Task Force on Climate-related Financial Disclosures (TCFD) project. After the project's completion, it has been reported to the Board of Directors as a basis for formulating future response strategies. Starting from 2023, the Sustainability Committee regularly reports climate risks faced by Pan-International and corresponding response measures to the Board of Directors, enabling the Board to fully oversee climate risk issues, make decisions on related management policies, and review their implementation. In 2023, the Company collaborated with Weathernews Taiwan Ltd. to conduct flood financial risk analysis for two key plant areas, identifying potential future climate-related financial risks for these facilities. This risk assessment will serve as a guideline for developing future countermeasures, and this information will be disclosed in the 2023 ESG report. Review and assess every 2 years. Relevant information will be disclosed on the Company's website, ESG report, and next year's annual report.	90-102
2. Describe how the identified climate risks and opportunities will affect the Company's business, strategy, and financial performance in the short, medium, and long term.	Relevant information will be disclosed on the Company's website, ESG report, and next year's annual report.	90-102
3. Describe the financial impacts of extreme climate events and transition actions.	After confirming the financial impacts of extreme weather events and transition actions on the Company, these will be reported to the Board of Directors for subsequent monitoring and governance in response to the situation.	90-102
4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	Pan-International introduced a climate-related risk and opportunity identification mechanism in 2022 and continues to implement it. In 2023, we conducted analysis based on different time horizons, likelihood of issues occurring, and their impact levels on operations, and added flood financial risk analysis for two key factory areas. Review and reassess every 2 years, using the climate change risk and opportunity matrix to comprehensively assess and evaluate the impact of various issues of climate risk and opportunity on company operations.	90-102
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analytical factors, and major financial impacts should be disclosed.	Yes Currently, Business as Usual (BAU) and Net Zero scenarios are adopted for assessment.	90-102
6. If there are transition plans for managing climate-related risks, describe the content of these plans, and the indicators and targets used to identify and manage physical risks and transition risks.	Yes The Company is currently evaluating whether to implement transition plans and develop related indicators and targets for such plans. Conducted assessment for Chinese subsidiaries and recommended installing solar power stations. Currently, solar power plants have been installed in 3 plant areas. Two plants have been successively activated. Relevant information will be disclosed on the Company's website and ESG report.	90-102
7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be disclosed.	Under evaluation, currently no internal carbon pricing is in place.	90-102
8. If climate-related targets are set, explain information such as covered activities, Greenhouse Gas emission scopes, planned timeline, and annual progress; if carbon offsets or Renewable Energy Certificates (RECs) are used to achieve related targets, explain the source and quantity of carbon reduction credits or the quantity of Renewable Energy Certificates (RECs).	Following Taiwan's target of setting net-zero emissions by 2050. Relevant information will be disclosed on the Company's website, ESG annual report, and next year's annual report.	90-125

Item	Status of implementation	Pages
9. Greenhouse Gas inventory and assurance status, reduction targets, strategies and specific action plans (to be filled separately in 9-1 and 9-2).		90-125

9-1 Company's Greenhouse Gas inventory and assurance status for the past two years

9-1-1 Greenhouse Gas Inventory Information

Describe the Greenhouse Gas emissions (tonnes CO ₂ e), intensity (tonnes CO ₂ e/million dollars) and data coverage scope for the past two years.
<p>The 2025 Year inventory</p> <p>1. 100% Consolidated: In accordance with IFRS S1 standards, the Boundary aligns with the consolidated financial statements. Including all subsidiaries, including the parent company, Mainland China subsidiaries, U.S. subsidiaries, and Southeast Asia subsidiaries, Scope 1+2 market-based emissions are 76,001.040 (tonnes CO₂e). Emission Intensity 2.7764 (Metric ton CO₂e per NT\$ million).</p> <p>2. Parent company: Scope 1+2 market-based emissions are 153.512 (tonnes CO₂e). Emission Intensity 0.0173 (Metric ton CO₂e per NT\$ million).</p> <p>Note: Pan-International, Taipei is confident in using the 2024 electricity carbon emission factor announced by the Energy Administration, Ministry of Economic Affairs, and the GWP values announced by the IPCC (AR6 WGI) in 2021. The subsidiary uses the 2025 electricity carbon emission factor announced by the Energy Administration and the IPCC (AR6 WGI) 2025 errata GWP values. For consistency, data was recalculated based on updated information for Pan-International, Taipei's emissions, resulting in a slight discrepancy from the confident value (the confident value is 156.110 tCO₂e, and recalculated based on the updated information is 153.512 tCO₂e).</p> <p>The Parent Company relocated to the Zhonghe Plant in November 2024.</p> <p>The 2024 Year inventory</p> <p>1. Parent company, Mainland China subsidiaries, U.S. subsidiaries, Scope 1+2 market-based emissions are 69,734.468 (tonnes CO₂e). Emission Intensity 3.6624 (Metric ton CO₂e per NT\$ million)</p> <p>2. Parent company: Scope 1+2 market-based emissions are 69.213 (tonnes CO₂e). Emission Intensity 0.0085 (Metric ton CO₂e per NT\$ million).</p>

9-1-2 Greenhouse Gas Assurance Information

Describe the assurance status for the past two years, including assurance scope, assurance institution, assurance standards and assurance opinion.
See page 117-123 of this report for details.

9-2 Greenhouse Gas Reduction Targets, Strategies and Specific Action Plans

Describe the Greenhouse Gas reduction base year and its data, reduction targets, strategies and specific action plans, and the achievement status of reduction targets.
See page 90-125 of this report for details.

8.5 Assurance Certificate Sustainability Report (Year 2025)

Limited Assurance Statement from Accountants



資誠



資誠

Independent Limited Assurance Report

To Pan-International Industrial Corp.

We have been engaged by Pan-International Industrial Corp. ("Company") to perform assurance procedures in respect of the key performance indicators identified by the Company and reported in the 2025 Sustainability Report (hereinafter referred to as the "Identified Key Performance Indicators") and have issued a limited assurance report based on the result of our work performed.

Subject Matter Information and Applicable Criteria

The subject matter information is the Identified Key Performance Indicators of the Company. The Identified Key Performance Indicators and the respective applicable criteria are stated in the "Summary of Subject Matter Assured" on page 183 of the Sustainability Report. The scope of the aforementioned Identified Key Performance Indicators is set out in the "Scope and Boundary" on page 1 of the Sustainability Report.

Management's Responsibility

The Management of the Company is responsible for the preparation of the Identified Key Performance Indicators disclosed in the Sustainability Report in accordance with the respective applicable criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of the Identified Key Performance Indicators that are free from material misstatement, whether due to fraud or error.

Inherent Limitations

Certain subject matter information assured involves non-financial data which is subject to more inherent limitations than financial data. Qualitative interpretations of the relevance, materiality and the accuracy of data are more dependent on individual assumptions and judgments.

Compliance of Independence and Quality Management Requirement

We are independent of the Company in accordance with the Norm of Professional Ethics for Certified Public Accountant of the Republic of China, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies the Standard on Quality Management 1, "Quality Management for Public Accounting Firms" of the Republic of China, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the Identified Key Performance Indicators based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the Standard on Assurance Engagements 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information" of the Republic of China. This standard requires that we plan and perform this engagement to obtain limited assurance about whether the Identified Key Performance Indicators are free from material misstatement.

Under the requirements of the aforementioned standards, our limited assurance engagement involves assessing the suitability in the circumstances of the Company's use of the criteria as the basis for the preparation of the Identified Key Performance Indicators, assessing the risks of material misstatement of the Identified Key Performance Indicators whether due to fraud or error, responding to the assessed risks as necessary in the circumstances and evaluating the overall presentation of the Identified Key Performance Indicators. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, and analytical procedures, and agreeing or reconciling with underlying records.

Given the circumstances of the engagement, in performing the procedures listed above, we:

- Made inquiries of the persons responsible for the Identified Key Performance Indicators to obtain an understanding of the processes, information systems, and the relevant internal controls relating to the preparation of the aforementioned information to identify the areas where there may be risks of material misstatement; and

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Limited Assurance Statement from Accountants



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- Based on the above understanding and the areas identified, performed analytical procedures on the Identified Key Performance Indicators and performed substantive testing on a selective basis, including inquiries, observation, inspection, and reperformance to obtain evidence for limited assurance.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether the Company's Identified Key Performance Indicators have been prepared, in all material respects, in accordance with the respective applicable criteria.

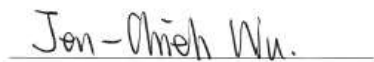
We also do not provide any assurance on the Sustainability Report as a whole or on the design or operating effectiveness of the relevant internal controls.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Identified Key Performance Indicators in the Sustainability Report are not prepared, in all material respects, in accordance with the applicable criteria.

Other Matter

The Management of the Company is responsible for maintaining the Company's website. We have no responsibility to re-perform any procedures regarding the Identified Key Performance Indicators after the date of our assurance report, even if the Identified Key Performance Indicators or the applicable criteria have been subsequently modified.



Jen-Chieh Wu

For and on behalf of PricewaterhouseCoopers, Taiwan
12 August, 2026

Limited Assurance Statement from Accountants (Chinese)



會計師有限確信報告

廣宇科技股份有限公司 公鑒：

貴會稱字：

本會計師受廣宇科技股份有限公司（以下簡稱「貴公司」）之委託，
定於西元 2025 年度永續報告書所報導之關鍵績效指標（以下簡稱「所選定
指標」）執行確信程序。本會計師業已確信該事，並依據結果出具有限確信

標的資訊與適用基準

本確信案件之標的資訊係 貴公司上開所選定之關鍵績效指標，有關
績效指標及其適用基準詳列於 貴公司西元 2025 年度永續報告書第 196
頁彙總表。前述所選定之關鍵績效指標之報導範圍業於永續報告書第
壹佰零貳與壹佰零三頁敘述。

管理階層之責任

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

先天限制

本鑒證多項信項目涉及非財務資訊，相較於財務資訊之確信受有更多
對於資料之相關性、重大性及正確性等之資訊解釋，則更取決於個別之固

會計師之獨立性及品質管理

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

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會計師之責任

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

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

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

基於本案件情況，本會計師於執行上述程序時：

- 已對參與編製所選定之關鍵績效指標之相關人員進行訪談，以瞭解編製前
提之過程、所應用之資訊系統，以及相關之內部控制，以辨認重大不實表
現領域。
- 基於對上述事項之瞭解及所辨認之領域，已對所選定之關鍵績效指標進行
性程序，並選取樣本進行包括查詢、觀察、檢查及重新執行等測試，以取
限確信之證據。

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

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資誠

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

有限確信之結論

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

其它事項

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

資誠聯合會計師事務所

會計師 吳仁杰



西元 2025 年 8 月 12 日

www.pwc.tw



Limited Assurance Statement from Accountants (Chinese)

廣宇科技股份有限公司

西元 2025 年度

確信項目彙總表

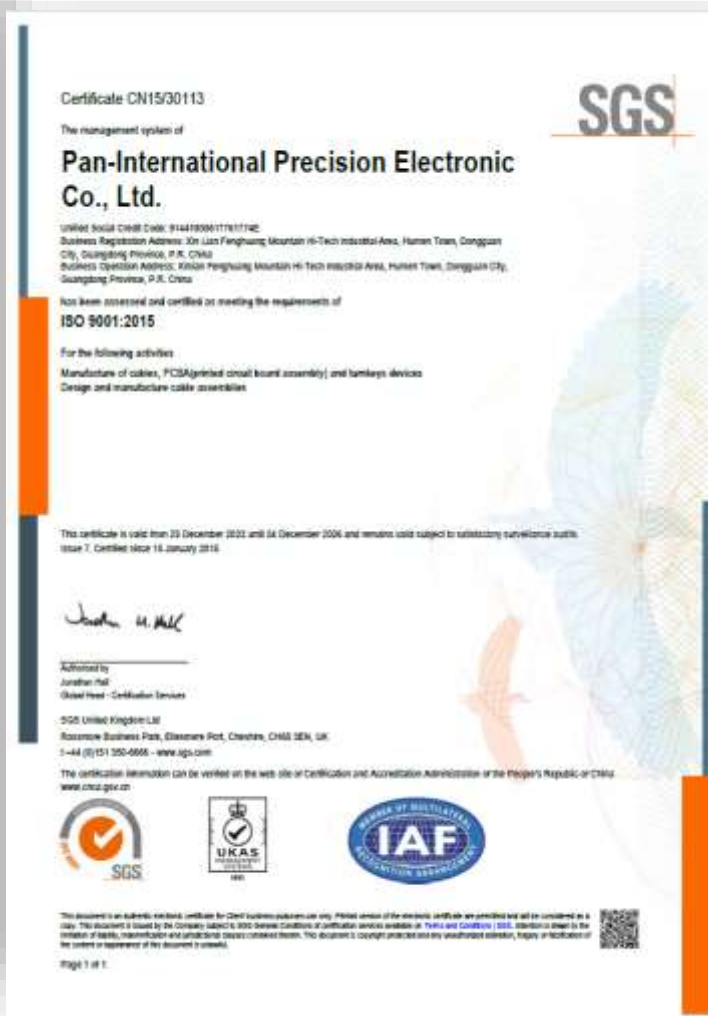
編號	項目	確信標的資訊	頁次	適用基準
1	有害事業廢棄物清運量與密集度	2025 年旗下投資子公司在各重要營運據點的有害事業廢棄物清運總量為 5,467.041 公噸，有害事業廢棄物密集度為 0.26 公噸/百萬元新台幣。	119 This version of the report is page 148	依各園區申報各地主管機關之有害事業廢棄物申報資訊統計 2025 年各廠有害事業廢棄物轉移量，統計範疇為東莞廣宇、新海洋江西、煙台宏華勝園區。密集度以有害事業廢棄物總量除以廣宇合併營業收入。
2	職業災害比率	廣宇科技本年度集團員工職業災害事故率為 0.38、外部工作者及承攬商職業災害事故率為 0。	170、175 This version of the report is page 220、222	依據公司內部的災害防範規定及作業準則之職業安全與衛生，統計 2025 年各單位集團員工、外部工作者及承攬商可紀錄職業傷害數及總工作時數。
3	誠信經營—相關教育訓練時數及供應商審查	廣宇科技為導引及落實各經營據點成員及公司之利害關係人，瞭解本公司之誠信經營政策，本公司實施一系列措施及管理機制，針對員工舉辦教育訓練，強化員工的誠信意識與合規認知，廣宇科技本年度訓練時數共計 9,922 小時；並針對新進供應商及現有供應商於簽約時簽署廉潔承諾及相關聲明，以確保供應鏈遵循公司之誠信與合規標準。	38 This version of the report is page 43	依據公司內部之《誠信經營作業程序》及《誠信經營守則》，統計 2025 年度舉辦之誠信經營相關教育訓練時數，以及新進與現有供應商簽署誠信承諾之情形。

8.6 Management System and Other Verification/Assurance Certificates

Dongguan Pan-International Certificates



Dongguan Pan-International Certificates



New Ocean, Jiangxi - Certificates


Total Quality. Assured.
Intertek Testing Services NA, Inc.
4700 Broadmoor SE, Suite 200
Kentwood, Michigan 49512,
United States

Scope Certificate

Scope Certificate Number ITS-TE-00121880-GRS-03312900
Scope Certificate Version Number ITS-TE-00121880-GRS-03312900

Intertek
certifies that

New Ocean Precision Component (Jiangxi) Co., Ltd.
Textile Exchange-ID (TE-ID): TE-00121880
License Number: TE-00121880
Jiannan road, fengcheng city,
Yichun, 331100
Jiangxi Sheng, China

has been audited and found to be in conformity with the
GLOBAL RECYCLED STANDARD 4.0 (GRS 4.0)

Product categories mentioned below (and further specified in the product appendix) conform with the standard(s):
Hard goods (PC0022)

Process categories carried out under responsibility of the above mentioned organization for the certified products cover:
Extrusion (PR0010); Spinning (PR0027)

*The processes marked with an asterisk may be carried out by subcontractors

This certificate is valid until: 2025-08-14
Audit criteria:
Place and Date of Issue:
Kentwood, Michigan, USA, 2025-08-15
Last Updated: 2025-08-15
Extended Until:
Status: Valid





Rathin Grover
President, Business Assurance

Certification Body Licensed by: Textile Exchange, Licensing Code: CB-ITS
Certification Body Accredited by: ANAB, Accreditation Number: 0204
Inspection Body: Intertek Testing Services Ltd., Shanghai
Auditor(s): NJA

This scope certificate provides no proof that any goods delivered by its holder are GRS certified. Proof of GRS certification of goods delivered is provided by a valid transaction certificate (TC) or equivalent covering them.
The issuing body may withdraw this certificate before it expires if the declared conformity is no longer guaranteed.
To authenticate this certificate, please visit www.textileexchange.org/Certificates.



This electronically issued document is the valid original version
TE-ID: TS-00121880


Page 1 of 3


Total Quality. Assured.
Intertek Testing Services NA, Inc.
4700 Broadmoor SE, Suite 200
Kentwood, Michigan 49512,
United States

Scope Certificate Number ITS-TE-00121880-GRS-03312900
Version ITS-TE-00121880-GRS-03312900 (continued)
New Ocean Precision Component (Jiangxi) Co., Ltd.
GRS Version 4.0

Under the scope of this certificate, the following products are covered.

Products Appendix

Product Number	Product Category	Product Details	Material Composition*	Standard (Label Grade)	Facility Number
1	Hard goods (PC0022)	Other (raw cables) (PD0100)	[Outer yarns]100% Recycled post-consumer polyester (RM0189); [Jackets]Recycled post-consumer thermoplastic elastomer (TPE) (RM0287) + Thermoplastic Elastomer (TPE) (RM0284)	GRS (GRS) GRS (No Label)	TE-00121880
2	Hard goods (PC0022)	Other (raw cables) (PD0100)	Recycled post-consumer polyester (RM0189) + Recycled post-consumer thermoplastic elastomer (TPE) (RM0287) + Thermoplastic Elastomer (TPE) (RM0284) + Copper (RM0292) + Other (RM0262) + Polyamide (nylon) (RM0182)	GRS (No Label)	TE-00121880
3	Hard goods (PC0022)	Other (raw cables) (PD0100)	[Jackets]50% Recycled post-consumer thermoplastic elastomer (TPE) (RM0287) + 50% Thermoplastic Elastomer (TPE) (RM0284)	GRS (GRS)	TE-00121880

Note: * Quantification (percentages) of material composition is optional. | Square brackets refer to certified components of a product.

Place and Date of Issue:
Kentwood, Michigan, USA, 2025-08-15
Last Updated: 2025-08-15
Extended Until:
Status: Valid





Rathin Grover
President, Business Assurance

This electronically issued document is the valid original version
TE-ID: TS-00121880



Page 2 of 3


Total Quality. Assured.
Intertek Testing Services NA, Inc.
4700 Broadmoor SE, Suite 200
Kentwood, Michigan 49512,
United States

Scope Certificate Number ITS-TE-00121880-GRS-03312900
Version ITS-TE-00121880-GRS-03312900 (continued)
New Ocean Precision Component (Jiangxi) Co., Ltd.
GRS Version 4.0

Under the scope of this certificate, the following facilities have been audited and found to be in conformity.

Site Appendix

Facility Name – TE-ID	Address	Process Categories
New Ocean Precision Component (Jiangxi) Co., Ltd. - TE-00121880 (Main)	Jiannan road, fengcheng city, Yichun, 331100, Jiangxi Sheng, China	Extrusion (PR0010); Spinning (PR0027)

Place and Date of Issue:
Kentwood, Michigan, USA, 2025-08-15
Last Updated: 2025-08-15
Extended Until:
Status: Valid





Rathin Grover
President, Business Assurance

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TE-ID: TS-00121880



Page 3 of 3

New Ocean, Jiangxi - Certificates





Honghuasheng, Yantai - Certificates



IATF 证书号 0554029

此为证书 CN24/00007078 译本

下述组织

宏华胜精密电子（烟台）有限公司

IATF 16949:2016

中国山东省烟台经济技术开发区长沙大街 18 号（A06 及 A10 厂房除外）

的管理体系已经过审核，并被证明符合下述要求

IATF 16949:2016

版本 1

所涉及的活动范围覆盖

印刷电路板制造

不包括：8.3 产品设计

认证有效期自 2024 年 11 月 08 日 至 2027 年 11 月 07 日 并继续符合要求的监督审核将在第 2 年 1 次按本方案定于 2024 年 11 月 08 日

签署

Seamus Tan

SGS Head Office

Contracted Office : 50 United Nations St., Station Road, #05-05, SINGAPORE 435 156

Email : enil.hnl@sgs.com

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第 1 页 共 2 页



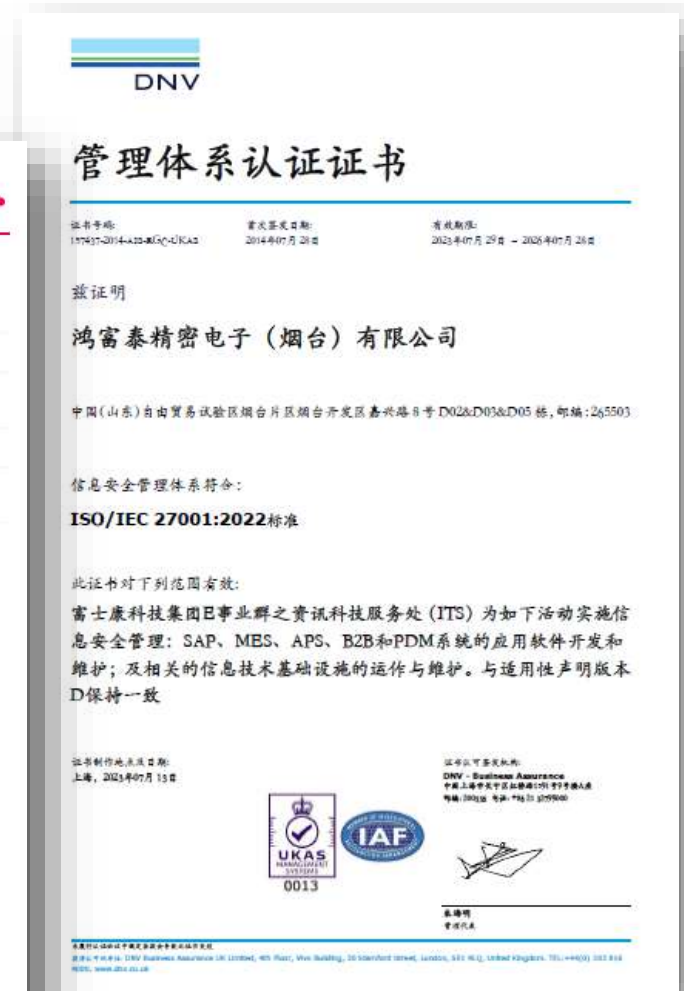
Honghuasheng, Yantai - Certificates



Summary of findings			
Code area	Workplace requirement	Area of NC	Finding
3. Working conditions are safe and hygienic	3.F Have a system in place to measure the eff...	GE	ZAF601276234
5. Legal wages are paid	5.B Ensure that workers receive the insurance...	GE	ZAF601276235
6. Working hours are not excessive	6.F Ensure that where overtime is used, it is...	Local law Base code	NC ZAF601276237
10.A. Environment 2-Pillar	10.A.C Have a system in place for identifying...	GE	ZAF601276236

[Contents](#) [Management systems](#)

Audit company: SOS-China	Audit reference: ZAA600179710	Start Date: 2026-01-14	End Date: 2026-01-15	9
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CJ Electric Systems, Wuhu - Certificates



8.7 Greenhouse Gas GHG Protocol Assurance Certificate (ISAE3410) - Year 2025 - Pan-International, Taipei



8.8 Greenhouse Gas GHG Protocol Pre-assurance Certificate (ISAE3410) Year 2025 - Dongguan Pan-International, New Ocean, Jiangxi, Honghuasheng, Yantai, CJ Electric Systems, Wuhu



請注意：本報告係根據國際會計師事務所（本所）與廣宇科技股份有限公司（貴公司）於2025年11月19日簽訂有關溫室氣體盤查服務之諮詢協議而提供之服務，並非提供保證。本報告僅供貴公司內部參考使用。

主 題：本公司受託辦理 貴公司溫室氣體盤查服務諮詢服務，並提供報告，以供 貴公司內部參考使用。

關 係：本報告係根據國際會計師事務所（本所）與廣宇科技股份有限公司（貴公司）於2025年11月19日簽訂有關溫室氣體盤查服務之諮詢協議而提供之服務，並非提供保證。本報告僅供貴公司內部參考使用。

一、本報告係根據國際會計師事務所（本所）與廣宇科技股份有限公司（貴公司）於2025年11月19日簽訂有關溫室氣體盤查服務之諮詢協議而提供之服務，並非提供保證。本報告僅供貴公司內部參考使用。

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廣宇科技會計師事務所
廣宇科技會計師事務所
11012 廣宇科技路第一座221室22樓

2025年度溫室氣體盤查結果 (市場基礎)

盤查標準

GHG Protocol
溫室氣體盤查標準

範圍	2025年度排放量(公噸CO2e/年)												
	廣宇科技				煙台宏華勝		東莞廣宇		江西新海洋		蕪湖瑞昌		總計(註)
	確信後	更新係數及 GWP值 (註)											
範圍一	0.0000	0%	0.0000	0%	2,046.6657	88%	60.5593	3%	101.7452	4%	112.8535	5%	2,321.8237
範圍二	156.1103	0%	153.5115	0%	44,032.8488	87%	2,579.8076	5%	2,622.9224	5%	1,365.9978	3%	50,755.0881
合計	156.110	0%	153.512	0%	46,079.515	87%	2,640.367	5%	2,724.668	5%	1,478.852	3%	53,076.912

註：廣宇(經緯)溫室氣體盤查係根據國際會計師事務所之113年電力排放係數及IPCC WGI 2021公告之GWP值，子公司則根據國際會計師事務所之114年電力排放係數及IPCC WGI 2025公告之數據版GWP值，為求集團一致性，另依據更新資訊計算一版廣宇科技及四間子公司總計排放量。

PwC

8.9 ISO 14064-1: 2018 Organizational-level Greenhouse Gas Verification Certificate (Year 2025) - Honghuasheng, Yantai

The 2024 certificate has been obtained, and the 2025 Performance certificate is pending additional documents, expected to be obtained around September to October 2026.