Stock Code: 1219

FWUSOW INDUSTRY CO., LTD.

2025 Annual Report

Published on April 16, 2026

Annual Report Website: http://mops.twse.com.tw
http://www.fwusow.com.tw

I. Spokesperson and acting spokesperson:

Item	Spokesperson	Acting Spokesperson
Name	Hsu Pei-Yu	Chen Chi-Wen
Job title	Assistant General Manager	Project Manager
Contact No.	04-26362111	04-26362111
Email	pyhsu@fwusow.com.tw	cwchen@fwusow.com.tw

II. Address and telephone numbers of headquarters, branches, and factories

Headquarters (Branches)	Address	Telephone No.
Headquarters	No. 45, Shatian Road, Shalu District, Taichung City	(04) 2636-2111
Shalu Plant	No. 45, Shatian Road, Shalu District, Taichung City	(04) 2636-2111
Food Factory	No. 98, Ziqiang Road, Wuqi District, Taichung City	(04) 2639-3111
Lukang Plant	No. 7, Lukang Road, Changbin Industrial Park, Lukang Township, Changhua County	(04) 7810-159
Kaohsiung Plant	No. 60, Chenggong N. Road, Qiaotou District, Kaohsiung City	(07) 6113-311
Kaohsiung Office	No. 334, Qixian 2nd Road, Kaohsiung City	(07) 2113-161
Taipei Office	4F, No. 72, Ningbo W. Street, Taipei City	(02) 2393-2241
Taipei Business Center	8F, No. 145, Wugong Road, New Taipei Industrial Park, Wugu District, New Taipei City	(02) 2298-0601

III. Stock Transfer Agent:
Name: KGI Securities Co. LTD.
Address: 5F, No. 2, Sec. 1, Chongqing S. Road, Zhongzheng District, Taipei City
Website: http://www.kgieworld.com.tw
Telephone No.: (02) 2389-2999

IV. Name of CPAs for the most recent fiscal year:
Name of CPA firm: Soloman & Co., CPAs
CPAs: Chang Chun-Fu and Wu Chien-Meng
Address: 32F, No. 787, Zhongming S. Road, South District, Taichung City
Website: http://www.slmcpas.com.tw
Telephone No.: (04) 2261-2200

V. Name of the exchange where the Company's securities are traded offshore and the means by which the information of the offshore securities is accessed: None.

VI. Company website: http://www.fwusow.com.tw

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One. Report to Shareholders

Dear shareholders and our distinguished guests:

Thank you for taking the time to attend our shareholders' meeting. On behalf of all employees, I would like to express our appreciation and gratitude.

In recent years, global extreme weather events have become increasingly severe. Frequent disasters—including unusually high temperatures, prolonged droughts, and intense rainfall—are impacting major agricultural production areas, disrupting the stability of raw material supplies and increasing procurement costs and price volatility. In addition, the ongoing changes in the international political and economic landscape—including geopolitical conflicts, tariff adjustments in various countries, and exchange rate fluctuations—have created uncertainty for the Company’s operational cost control and capital allocation planning.

In the face of the above challenges, we adhere to the principle of "prudent management" and strengthen operational resilience in multiple ways. In terms of channel layout, the Company continues to deepen integration with upstream and downstream industries, actively expand B2C channels, optimize sales strategies and customer service systems, and enhance product added value and competitiveness. The consolidated operating revenue was NTD14,381,994 thousand in 2025, a growth of 0.36% compared to 2024, and the net profit after tax was NTD155,133 thousand.

In terms of operational efficiency, we are actively driving smart transformation by introducing AI-powered systems to optimize production processes. We have also implemented a grain storage temperature monitoring and automatic ventilation control system to enhance storage quality. In addition, the Company collaborated with National Taipei University of Technology on equipment energy conservation and air quality improvement projects to comprehensively enhance energy and operational efficiency.

We attach great importance to our social responsibility and continue to invest in social welfare. In 2025, we hosted the 11th Cherrier Cup Primary School Table Tennis Invitational Tournament, sponsored multiple social welfare organizations, and provided college visits and internship opportunities to nurture industry talent. It is worth noting that the Fwusow Bridge wooden bridge in Xitou, built in collaboration with the Experimental Forest, College of Bio-Resources and Agriculture, National Taiwan University, and the woodworking shop, was completed and officially opened after two years of construction, fully demonstrating the Company’s commitment to environmental sustainability.In 2025, we received numerous domestic accolades, including the “Friendly Employment Excellence Award – Generational Prosperity Category” from the Workforce Development Agency, Ministry of Labor, a gold award in the report category of the TCSA “Taiwan Corporate Sustainability Awards”, a bronze award for our English report in the GCSA “Global Enterprise Sustainability Awards”, and a selection as a top performer in the Commercial Weekly AI Innovation 100. We were also recognized for our environmental efforts with an SGS “Sustainable Environment Award” and elected as one of the top 100 companies in terms of carbon competitiveness by BusinessWeekly Magazine for four consecutive years. Meanwhile, the Company has been awarded the 1111 Job Bank "Happy Company" Gold Award for six consecutive years, recognizing its achievements in ESG initiatives.

Looking to the future, despite a challenging and volatile external environment, we will continue to optimize our operations and undergo strategic transformation while actively expanding the application of the food and agriculture circular economy system. While upholding our corporate mission of "providing safe and healthy food for all", we are committed to environmental sustainability and social responsibility as we pursue business growth, creating long-term, stable value for our company.

I wish you good health! Best Regards,

FWUSOW INDUSTRY CO., LTD.

Chairman Hung Yao-Kun

I. 2025 Business Report:

(I). Operations overview:

Unit: NTD thousand

Item	2025	2024	Increase (Decrease) (%)
Operating revenue, net	14,381,994	14,329,750	0.36
Operating profit	3,303	112,076	(97.05)
Income before tax	24,282	138,848	(82.51)
Net income after tax	155,133	181,339	(14.45)

(II) Analysis of financial income, expenditure and profitability:

1. Financial position
   (1) Interest revenue for 2025 was NTD 8,010 thousand, representing interest earned on demand deposits.
   (2) Interest expenditure was NTD 86,404 thousand in 2025, representing interest expense on borrowings and lease liabilities.
2. Analysis of profitability

Item	2025	2024
Return on assets (%)	2.28	2.48
Return on equity (%)	3.39	3.99
Ratio of net income before tax to paid-in capital (%)	0.71	4.06
Net profit margin (%)	1.08	1.27
Earnings per share (NTD)	0.45	0.53

(III) Budget Execution of Operating Revenue and Expenditures: No public financial forecast is available.

(IV) R&D Status

By actively participating in domestic and international exhibitions and industry seminars, and conducting thorough market visits with our sales teams, we accurately identify market demand trends and product development directions. Leveraging the company’s technical expertise, we continuously strengthen our R&D capabilities to develop new products that address evolving and diverse market needs. Meanwhile, the Company continues to enhance its inspection technology and quality standards, rigorously controlling every stage from raw material inspection and production processes to storage and transportation. By doing this, we ensure stable product quality and comprehensively meeting diverse consumer needs with a diversified product portfolio. The key R&D results of the current year include:

1. Expanded its biotech fermentation tank equipment and technology, enhanced research and development capabilities for various strains and their metabolites, actively promoted their application, and gradually realized their product value.
2. Added product production lines and inspection equipment, and integrated AI into related production lines to strengthen quality management and effectively increase production capacity.Developed products focused on natural, healthy, and environmentally friendly qualities, while also offering more convenient options to better meet consumer needs in response to consumer market trends.

4. Strengthened the development and application of circular agricultural products, promoted them in conjunction with food and agricultural education, launched Taiwan's local circular economy products, raised public awareness of the circular economy, and enhanced the consumer experience.
5. Developed a full line of pet food products, including prescription and raw food options, along with key nutritional supplements like health boosters and probiotics, to meet the diverse health and wellness needs of pet owners.

II. Summary of 2026 operational plan:

(I). Operation guidelines:

Faced with the complex challenges posed by climate change, geopolitical conflicts, and a volatile international political and economic landscape, the Company is proactively responding with a dual strategy of internal optimization and external expansion. Internally, we will drive improvements in organizational performance and upgrade equipment. Externally, we will strengthen our presence in the B2C consumer market with flexible strategies to adapt to market changes.

In terms of operations, the Company will leverage its existing professional expertise and industry experience, driving product innovation with market demand and expanding through diversified channels and innovative partnerships to realize vertical and horizontal value chain integration. Simultaneously, the Company will strengthen customer relationship management to progressively demonstrate a diversified business portfolio.

(II) Operation strategy:

1. Implement a core skills inventory, optimize talent allocation, establish a professional talent development mechanism, and improve internal operational efficiency and organizational competitiveness.
2. Deepen industry-academia-research partnerships, fostering innovation in technologies and product development through cross-disciplinary collaboration, and building internal soft power and innovation capabilities.
3. Pay close attention to domestic and foreign regulations and policy trends, proactively prepare countermeasures, and strengthen corporate operational resilience and risk management capabilities.
4. Streamline the product line and brand positioning, focusing on the research and development and promotion of high value-added products, and optimize the product portfolio and brand competitiveness.
5. Use test data and empirical results to showcase the Company's technical expertise and product quality, thereby enhancing brand trust and value.
6. The Company will gradually implement AI techniques and automated workflows to optimize production operations, enhancing manufacturing efficiency and quality consistency.

(III) Sales forecast and the basis thereof:

Based on the market environment changes and sales performance in recent years, the sales volume in 2026 is estimated to be 704,852 tons.

III. Future Company Development Strategy:

(I) Promote the smart upgrade of production lines by introducing automation equipment and sensing systems, integrating lean management principles to reduce production waste, and improving capacity utilization and operational efficiency.

(II) Closely monitor international bulk grain market trends and harvest conditions in key growing regions, and mitigate procurement risks through diversified sourcing and a flexible allocation system.

(III) Incorporate ESG sustainability standards into supplier selection and management processes, gradually increase the use of sustainably certified raw materials, and promote energy conservation and carbon reduction in manufacturing processes to achieve carbon reduction targets, responding to international sustainability trends and stakeholder expectations.

(IV) Actively seek external technical resources, establish strategic partnerships with academic and research institutions, and accelerate the introduction and practical application of new technologies through technical exchange and joint development.

IV. Impact of external competition, regulatory environment, and overall business environment: on the Company:

In 2025, the world faced the impact of multiple factors including climate change, international political and economic turmoil, and geopolitical conflicts, alongside economic fluctuations and a rising cost of living. These factors caused rapid changes in consumer market structure and demand patterns, adding to the uncertainties for business operations amid external competition and the overall economic environment. Through strategies including internal talent assessment, organizational streamlining, equipment and technology upgrades, and expansion of B2C distribution channels, the Company is steadily advancing its established business objectives.

Regarding the optimization of internal operations, we have continued to strengthen cross-departmental communication and collaboration, enhance employee proficiency in equipment operation and professional skills, and increase engagement with industry partners. We are also conducting in-depth customer visits to understand market trends, strengthen customer relationship management, improve customer loyalty, and build brand trust, gradually demonstrating the positive results of our diversified business development.

In terms of production and sales, we are committed to maximizing production efficiency, ensuring product quality stability through equipment upgrades and production parameter optimization, and gradually introducing automation and artificial intelligence to further optimize production efficiency. We actively develop a comprehensive range of products to expand the market, and strengthen interaction with consumers through innovative marketing strategies and new media applications to enhance brand value.

Regarding the deepening of sustainable operations, we strengthen food inspection intensity and professionalism, closely monitor regulatory changes and responded proactively, and focus on staff training to enhance their capabilities. In response to the IFRS Sustainability Disclosure Guidelines timeline, we have incorporated sustainability reports and information into internal controls, implemented carbon management through greenhouse gas inventories, and integrated energy saving and carbon reduction into daily operations.

In the future, the Company will adhere to sound business principles, combine sharp market insights with proactive strategies, and continue to strengthen its competitive edge in a dynamic environment. We will also deepen integration with supply chain partners, leverage digital tools to improve operational efficiency, and fulfill our commitment to sustainability.

Two. Corporate Governance Report

I. Information on Directors and managers

(I) Information on Directors

1. Information of Directors:

March 23, 2026

Title	Nationality or place of registration	Name	Gender and age	Date of election	Term of office	Date of initial appointment	Shareholding at the time of election		Current shares held		Current shares held by spouse and underaged children		Shares held in the name of others		Principal experience/educational background	Positions held in the Company and in other companies	Other supervisors, directors, or supervisors who are spouses or relatives within the second degree of kinship of the Company's directors or supervisors			Remark
							No. of shares	Shareholding ratio %	No. of shares	Shareholding ratio %	No. of shares	Shareholding ratio %	No. of shares	Shareholding ratio			Title	Name	Relationship	
Director	Republic of China	Hua-Shao Investment Co., Ltd.		2023/06/09	3 years	2002/06/07	4,982,667	1.55	7,913,347	2.32	0	0	0	0	-	-	None	None	None	
		Representative Hung Yao-Kun	Male 71-80	-	3 years	1999/05/06	-	-	14,662,941	4.30	753,022	0.22	0	0	Department of Business Administration, Komazawa University Master, Tamkang University Chairman, CICD Chairman, Taiwan Vegetable Oil Manufacturers Association Taiwan Feed Industry Association Chairman Chairman, Taiwan Pet Food Industry Association Chairman, Central Union Oil Corp.	Chairman, the Company Member of the Company's Sustainable Development Committee Chairman, Hua-Shao Investment Co., Ltd. Director, Fwusow New Industry Co., Ltd. Supervisor (legal representative), Charming Food International Marketing Co., Ltd. Director, Central Union Oil Corp.	None	None	None	
Director	Republic of China	Hung Yao-Hsin	Male 71-80	2023/06/09	3 years	2005/06/03	7,094,976	2.20	7,527,059	2.21	145,037	0.04	0	0	Komazawa University Executive Deputy General Manager, the Company Chairman, Taiwan Barley Products Industry Association	Vice Chairman, the Company Chairman, Charming Food International Marketing Co., Ltd. Director, Central Union Oil Corp.	None	None	None	
Director	Republic of China	Hung Yao-Chih	Male 61-70	2023/06/09	3 years	2005/06/03	8,447,292	2.62	8,961,731	2.63	88,296	0.03	0	0	Master of Science, Eastern Michigan University	Assistant General Manager, the Company Chairman, Fwusow New Industry Co., Ltd.	None	None	None	

Director	Republic of China	Hung Chun-Lin	Male 71-80	2023/06/09	3 years	1999/05/06	5,629,855	1.75	5,789,712	1.70	2,410,364	0.71	0	0	Commercial Senior High School	Special Assistant to the Company's Chairman Chairman, Wan-Ji-Sheng Agricultural Technology Co., Ltd. Chairman, Qia-Fa-Xing Agricultural Technology Co., Ltd.	None	None	None	
Director	Republic of China	Hung Yao-Chi	Male 61-70	2023/06/09	3 years	1996/04/17	546,406	0.17	579,681	0.17	0	0	0	0	Department of Livestock, Tunghai University Supervisor, Fwusow Industry Co., Ltd. Remuneration Committee member, Zhong-Lian Cargo Transportation Co., Ltd.	Special Assistant to the Company's Chairman Supervisor, Fwusow New Industry Co., Ltd. Director, Qia-Fa-Xing Agricultural Technology Co., Ltd. Supervisor, Chia Yu Trading Co., Ltd.	None	None	None	
Director	Republic of China	Hung Chiang-Ming	Female 51-60	2023/06/09	3 years	2023/06/09	2,900,000	0.900	3,076,610	0.90	0	0	0	0	Academic background: Bachelor Degree in Economics. California State University of Long Beach. Experience: Office Manager & Staff Gemologist, International Gemological.Institute (I.G.I.), Los Angeles	Director, Qia-Fa-Xing Agricultural Technology Co., Ltd. Director, Qi-Zhi Investment Co., Ltd.	None	None	None	
Independent Director	Republic of China	Fang Ming-Tao	Male 71-80	2023/06/09	3 years	2023/06/09	0	0	0	0	0	0	0	0	Academic background: LLM, New York University, USA M.C.L., The George Washington University Experience: Senior Specialist, Securities Management Committee, Ministry of Finance Executive Deputy General Manager, Capital Securities Corporation General Manager, Taiwan Branch, Shearson Lehman Brothers, Inc. Chairman, Shuangxi Paper Co., Ltd. Professional certification: Bar Certification	Attorney-at-Law of Chongfa International Commercial Law Office Independent Director of Chi Sheng Pharma & Biotech Co., Ltd. Independent Director of Realy Development & Construction Corp. Supervisor, the Red Cross Society of the Republic of China The Company's Audit Committee member The Company’s Remuneration Committee member Member of the Company's Sustainable Development Committee Member of the Company's Risk Management Committee	None	None	None	

Independent Director	Republic of China	Yu Pi	Female 71-80	2023/06/09	3 years	2023/06/09	0	0	0	0	0	0	0	0	Academic background: PhD, Department of Food Science and Technology, National Chung Hsing University Bachelor's and Master's Degree, Department of Agricultural Production, National Chung Hsing University Experience: Professor and Director, Department of Animal Science, National Chung Hsing University Chairman, WPSA Director, ATRI	Honorary Distinguished Professor, part-time Professor, National Chung Hsing University Impartiality Commission Member, Traceability Certification Organization of ATRI Member, Written Examination Committee for the Manufacture or Import of Feeds and Feed Additives The Company's Audit Committee member The Company’s Remuneration Committee member Member of the Company's Sustainable Development Committee Member of the Company's Risk Management Committee	None	None	None	
Independent Director	Republic of China	Huang Shou-Tsuo	Male 71-80	2023/09/27	3 years	2023/06/09	0	0	0	0	0	0	0	0	Academic background: Department of Finance, National Chengchi University Master and Doctor, Department of Management Science, Tamkang University Experience: General Manager, Taiwan Financial Holdings Co., Ltd. Director, Bank of Taiwan Director, Taipei Exchange Professional certification: ROC CPA Certificate	The Company's Audit Committee member The Company’s Remuneration Committee member Member of the Company's Risk Management Committee	None	None	None	

2. Major shareholders of corporate shareholders:

March 23, 2026

Name of corporate shareholder	Major shareholders of corporate shareholders
Hua-Shao Investment Co., Ltd.	Hung Yao-Kun (79.20%), Shen Kuei-Hsiang (14.86%)

3. Major shareholders of corporate shareholders that are major shareholders of a legal entity: None.

4. Disclosure of professional qualifications and independence of directors and supervisors:

Name	Professional qualification and experience	Independence	Number name of other public companies in which the individual is concurrently serving as an independent director
Legal Representative of Hua-Shao Investment Co., Ltd.: Hung Yao-Kun	1. Former Chairman of CICD; Chairman of Taiwan Vegetable Oil Manufacturers Association; Chairman of Taiwan Feed Industry Association; Chairman of Central Union Oil Corp. 2. Current Chairman, Hua-Shao Investment Co., Ltd.; Director, Fwusow New Industry Co., Ltd.; Supervisor (legal representative), Charming Food International Marketing Co., Ltd.; Director, Central Union Oil Corp.; Chairman, Taiwan Pet Food Industry Association 3. With extensive practical experience in business and management.	1. The Company's chairman 2. Not a spouse or relative within the second degree of kinship of another director. 3. Not a spouse or a relative of equivalent positions to a company's chairman, general manager, or other equivalent positions.	0
Director: Hung Yao-Hsin	1. Current Chairman of Charming Food International Marketing Co., Ltd.; Director of the existing domestic oil processing plant - Central Union Oil Corp. 2. With practical experience in finance, accounting, and management.	1. The Company's Vice Chairman 2. Not a spouse or relative within the second degree of kinship of another director. 3. Not a spouse or a relative of equivalent positions to a company's chairman, general manager, or other equivalent positions.	0
Director: Hung Yao-Chih	1. Current Chairman of Fwusow New Industry Co., Ltd. a commerce marketing company. 2. With practical experience in business management and finance.	1. The Company's Assistant General Manager. 2. Not a spouse or relative within the second degree of kinship of another director. 3. Not a spouse or a relative of equivalent positions to a company's chairman, general manager, or other equivalent positions.	0
Director: Hung Chun-Lin	1. Current Chairman of Qia-Fa-Xing Agricultural Technology Co., Ltd.; Chairman, Wan-Ji-Sheng Agricultural Technology Co., Ltd. 2. With practical experience in business management.	1. Not a spouse or relative within the second degree of kinship of another director. 2. Not a spouse or a relative of equivalent positions to a company's chairman, general manager, or other equivalent positions.	0

Director: Hung Yao-Chi	1. Former Remuneration Committee member of Zhong-Lian Cargo Transportation Co., Ltd.. 2. Supervisor of Fwusow New Industry Co., Ltd.; Director of Qia-Fa-Xing Agricultural Technology Co., Ltd.; Supervisor, Chia Yu Trading Co., Ltd. 3. With professional knowledge of the agricultural and meat industry and practical experience in business management.	1. Not a spouse or relative within the second degree of kinship of another director. 2. Not a spouse or a relative of equivalent positions to a company's chairman, general manager, or other equivalent positions.	0
Director: Hung Chiang-Ming	1. Current chairman of Qia-Fa-Xing Agricultural Technology Co., Ltd; Director of Qi-Zhi Investment Co., Ltd. 2. With practical experience in investment, finance and accounting.	1. Not a spouse or relative within the second degree of kinship of another director. 2. Not a spouse or a relative of equivalent positions to a company's chairman, general manager, or other equivalent positions.	0
Independent Director: Fang Ming-Tao	1. Former Senior Specialist, Securities Management Committee, Ministry of Finance; Executive Deputy General Manager, Capital Securities Corporation; General Manager, Taiwan Branch, Shearson Lehman Brothers, Inc.; Chairman, Shuangxi Paper Co., Ltd. 2. Current Attorney-at-Law of Chongfa International Commercial Law Office; Independent Director, Chi Sheng Pharma & Biotech Co., Ltd.; Independent Director, Realy Development & Construction Corp.; Supervisor, Red Cross Society of the Republic of China. 3. Professional certification: Bar Certification. 4. With extensive academic and practical experience in business, law, finance and accounting.	1. Not a director, supervisor, or employee of the Company or its spouse, or an employee of any affiliate of the Company. 2. The person and his/her spouse do not hold the Company's shares. 3. The person and his/her spouse have not received any commercial, legal, financial, accounting services from the Company or its affiliates in the last 2 years.	2
Independent Director Yu Pi	1. Was Experience: Professor and Director, Department of Animal Science, National Chung Hsing University; Chairman of WPSA; Director of ATRI. 2. Current Honorary Distinguished Professor of National Chung Hsing University; Impartiality Commission Member of Traceability Certification Organization of ATRI; member of Written Examination Committee for the Manufacture or Import of Feeds and Feed Additives. 3. With professional knowledge and practical experience in the agricultural and meat industry.	1. Not a director, supervisor, or employee of the Company or its spouse, or an employee of any affiliate of the Company. 2. The person and his/her spouse do not hold the Company's shares. 3. The person and his/her spouse have not received any commercial, legal, financial, accounting services from the Company or its affiliates in the last 2 years.	0

Independent Director: Huang Shou-Tso	1. Was General Manager of Taiwan Financial Holding Co., Ltd.; Director of Bank of Taiwan; Director of Taipei Exchange. 2. Professional certification: ROC CPA Certificate. 3. With extensive practical experience in business, finance and accounting.	1. Not a director, supervisor, or employee of the Company or its spouse, or an employee of any affiliate of the Company. 2. The person and his/her spouse do not hold the Company's shares. 3. The person and his/her spouse have not received any commercial, legal, financial, accounting services from the Company or its affiliates in the last 2 years.	0

5. The Board’s diversity policy and specific management and implementation of the policy:

(1) Diversification of the Board of Directors:

Article 18 of the Company's "Corporate Governance Best Practice Principles" (competence of the Board of Directors as a whole) set forth:

The composition of the Board of Directors shall be determined by taking diversity into account. In addition to the fact that it is advisable that directors who also serve as the Company's managers not account for more than one third of the total number of directors, the Board of Directors shall also adopt a policy on diversity based on the Company's business operations, business model and development needs. It is advisable that the policy include the following two criteria:

1. Basic criteria and values: Gender, age, nationality, and culture.
2. Professional knowledge and skills: professional background (such as law, accounting, industry, finance, marketing or technology), professional skills and industry experience, etc.

The composition of the Board of Directors shall be based on gender equality, and the members shall have the necessary knowledge, skills and competencies to perform their duties. The members shall have the following abilities: Ability to make operational judgments; ability to perform accounting and financial analysis; ability to operate and manage; ability to manage crises; industry knowledge; knowledge of international markets; ability to lead; and ability to make decisions.

(2) Concrete management objectives:

The specific management objectives and achievement of the Company’s diversity policy are as follows:

Management goals	Achievement
The number of independent directors reaches one-third of the total number of directors	Achieved
It is advisable that directors who also serve as managers not account for more than one-third of the total number of directors.	Achieved
At least one of the members should have accounting or financial expertise.	Achieved
The term of office of the independent directors does not exceed three terms	Achieved

(3) Implementation:

The term of office for the Company's directors is three years. The election of directors is based on the candidate nomination system, and the Company follows the Procedures for the Election of Directors and Corporate Governance Best Practice Principles to ensure the diversity and independence of the directors. The Company's Board of Directors currently consists of six directors and three independent directors, for a total of nine seats, with independent directors accounting for 33.33%. There are seven male directors, accounting for 77.78% of all directors; there are two female directors, accounting for 22.22% of all directors. The Board members have professional backgrounds in law, industry, finance and accounting, and have the ability to operate and manage; ability to lead and make decisions; ability to make operational judgments; ability to manage crises; ability to perform accounting and financial analysis; and industry knowledge, demonstrating the effect of complementarity.

The Board of Directors has the highest decision-making authority on the operation, strategic direction, and performance. In the "Rules of Procedure for Board Meetings", it is explicitly stated that when faced with conflicts of interest, the Board of Directors should adopt a conflict of interest approach, and the minutes of the meeting should be recorded in details. In 2025, there were no conflicts of interest for Board members The Company implements the diversity policy of the Board of Directors in accordance with the "Corporate Governance Best Practice Principles" and conducts the "Board of Directors Performance Evaluation" every year. The evaluation results are used as a reference for the nomination of directors in the future. More than half of the Company's directors are not spouses or relatives within the second degree of kinship. The Company ensures that its Board members possess the necessary knowledge, skills and competencies in order for them to perform duties. The Company arranges continuing education for directors and senior managers each year.

Implementation of the diversity policy for Board members

Name of director	Nationality	Gender	Age			Independent directors term of office less than 3 years	Industry experience					Professional competence					
			51-60 years old	61-70 years old	Over 71 years old		Agriculture, forestry, fishery and animal husbandry	Food	Securities consulting	Grain futures	Academic education	Business management	Lead and make decisions	Accounting	Finance	Economy	Law
Hung Yao-Kun	Republic of China	Male			V			V				V	V			V	
Hung Yao-Hsin	Republic of China	Male		V				V		V		V			V		
Hung Yao-Chih	Republic of China	Male		V				V				V			V		
Hung Chun-Lin	Republic of China	Male			V		V	V				V		V	V		
Hung Yao-Chi	Republic of China	Male		V			V	V				V		V	V		
Hung Chiang-Ming	Republic of China	Female	V						V			V		V	V		
Fang Ming-Tao	Republic of China	Male			V	V			V			V		V	V	V	V
Yu Pi	Republic of China	Female			V	V	V				V	V					
Huang Huang Shou-Tsuo	Republic of China	Male			V	V			V			V		V	V	V	

(II) Information on directors, general managers, deputy general managers, assistant general managers, heads of various departments and branches:

March 23, 2026

Title	Nationality	Name	Gender	Date of assumption of office	Shareholding		Shares held by spouse and underaged children		Shares held in the name of others		Principal experience/ educational background	Positions held in other companies	Managers who are spouses or relatives within the second degree of kinship			Remark
					Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio			Title	Name	Relationship	
General Manager	Republic of China	Chao Wen-Chiang	Male	2023/08/16	0	-	11,330	0.003	0	0	Chung Yuan Christian University	Director, Wan-Ji-Sheng Co., Ltd. Director, Hong Sheng Egg Farms Co., Ltd.	None	None	None	
Deputy General Manager	Republic of China	Yang Chun-Hsien	Male	2020/11/16	0	0	24,121	0.01	0	0	Master of Science in Science, National Yunlin University of Science and Technology	Director, Wan-Ji-Sheng Co., Ltd. Director, Hong Sheng Egg Farms Co., Ltd.	None	None	None	
Assistant General Manager	Republic of China	Hung Yao-Chih	Male	2012/08/01	8,961,731	2.63	88,296	0.03	0	0	Master of Science, Eastern Michigan University	Chairman, Fwusow New Industry Co., Ltd.	None	None	None	
Assistant General Manager	Republic of China	Wang Jen-Chih	Male	2015/01/01	0	0	0	0	0	0	Director, National Kaohsiung Ocean University	Supervisor, Taiwan First International Co., Ltd.	None	None	None	
Assistant General Manager	Republic of China	Lin Mao-Sheng	Male	2019/08/01	933	0	0	0	0	0	Asia Eastern University of Science and Technology	None	None	None	None	relieved of office on 2026/02/28
Assistant General Manager	Republic of China	Hsu Pei-Yu	Female	2022/03/29	0	0	0	0	0	0	Master, National Chung Cheng University	None	None	None	None	
Assistant General Manager	Republic of China	Li Hsiao-Wen	Female	2023/10/11	0	0	0	0	0	0	National Chengchi University	None	None	None	None	relieved of office on 2025/07/31
Assistant General Manager	Republic of China	Yang-Hsi-Chuan	Male	2024/01/03	0	0	0	0	0	0	Nan Kai University of Technology	Supervisor, Central Union Oil Corp. (Legal Representative)	None	None	None	

Assistant General Manager	Republic of China	Huang Cheng-Yun	Male	2025/03/01	49,495	0.01	0	0	0	0	National Pingtung University of Science and Technology	Director, Chiaton International Co., Ltd.	None	None	None	
Assistant General Manager	Republic of China	Pan Chiu-Shan	Male	2026/02/02	0	0	0	0	0	0	Dahan Institute of Technology	None	None	None	None	
Assistant General Manager	Republic of China	Wang Di	Male	2026/03/01	21,218	0.01	0	0	0	0	Master, Tunghai University	None	None	None	None	
Assistant General Manager	Republic of China	Wang Peng-Hsiang	Male	2026/03/01	0	0	0	0	0	0	Master, Dayeh University	None	None	None	None	
Finance Manager Corporate Governance Officer Manager	Republic of China	Tai Chen-Hui	Female	2019/03/22 2021/06/29	0	0	0	0	0	0	Master, Tunghai University	Supervisor, Chiaton International Co., Ltd. Supervisor, Hung Sheng Ranch	None	None	None	

Note: The Company does not have the same General Manager and chairman, or spouses or relatives within the first degree of kinship.

II. Remuneration paid to directors, supervisors, general manager and deputy general manager(s) in the most recent year

1-1. Remuneration to general directors and independent directors (names and remuneration methods shall be separately disclosed)

1-2. Remuneration to general directors and independent directors (the name of the director is disclosed in the remuneration scale table):

Unit: NTD thousand

Title	Name	Director remuneration								Total sum of A, B, C and D and their proportion to net income (%)		Remuneration received as company part-time employee								Total sum of A, B, C, D, E, F and G, and their proportion to net income (%)		Remuneration received from investees other than subsidiaries or parent company
		Remuneration (A)		Severance pay and pension (B)		Director remuneration (C)		Fees for services rendered (D)				Salaries, bonuses, and special allowances (E)		Pension (F)		Employee compensation (G)						
		The Company	All companies in the financial report	The Company	All companies in the financial report	The Company	All companies in the financial report	The Company	All companies in the financial report	The Company	All companies in the financial report	The Company	All companies in the financial report	The Company	All companies in the financial report	The Company		All companies in the financial report		The Company	All companies in the financial report	
																Cash amount	Stock amount	Cash amount	Stock amount			
Director (Note 1)	Hung Yao-Kun	0	0	0	0	9,325	9,325	1,440	2,160	10,765 6.94%	11,485 7.40%	6,956	6,956	0	0	0	0	0	0	17,721 11.42%	18,441 11.89%	None
Director	Hung Yao-Hsin																					
Director	Hung Yao-Chih																					
Director	Hung Chun-Lin																					
Director	Hung Chiang-Ming																					
Director	Hung Yao-Chi																					
Independent Director	Fang Ming-Tao	0	0	0	0	0	0	2,160	2,160	2,160 1.39%	2,160 1.39%	0	0	0	0	0	0	0	0	2,160 1.39%	2,160 1.39%	None
Independent Director	Yu Pi																					
Independent Director	Huang Shou-Tsuo																					

1. Please state the policy, system, standard and structure of the remuneration to independent directors, and the correlation to the amount of remuneration based on their responsibilities, risks, time invested and other factors:
   The Board of Directors is authorized to determine the remuneration to directors and independent directors based on their participation in the Company's operations and their contribution and with reference to the usual remuneration level in the same industry.
2. Other than the disclosure in the above table, remuneration to the Company’s directors for providing services (such as serving as a consultant to the parent company/all companies included in the financial reports/investees who are not employees) in the most recent yea: None

Note 1: Legal Representative of Hua-Shao Investment Co., Ltd.

1-3. Remuneration Scale Table for Directors

Remuneration level of each director of the Company	Name of director			
	Total remuneration (A+B+C+D)		Total remuneration (A+B+C+D+E+F+G)	
	The Company	All companies in the financial report	The Company	All companies in the financial report
Less than NTD 1,000,000				
NTD 1,000,000 (inclusive) to NTD 2,000,000 (exclusive)	Hua-Shao Investment Co., Ltd. Hung Yao-Hsin, Hung Yau-Chih, Hung Chun-Lin, Hung Chiang-Ming, Hung Yau-Chi	Hua-Shao Investment Co., Ltd. Hung Yau-Chih, Hung Chun-Lin, Hung Chiang-Ming, Hung Yau-Chi	Hung Chiang-Ming	Hung Chiang-Ming
NTD 2,000,000 (inclusive) to NTD 3,500,000 (exclusive)		Hung Yao-Hsin	Hua-Shao Investment Co., Ltd. Hung Yau-Chih, Hung Chun-Lin, Hung Yau-Chi	Hua-Shao Investment Co., Ltd. Hung Yau-Chih, Hung Chun-Lin, Hung Yau-Chi
NTD 3,500,000 (inclusive) to NTD 5,000,000 (exclusive)			Hung Yao-Hsin	
NTD 5,000,000 (inclusive) to NTD 10,000,000 (exclusive)				Hung Yao-Hsin
NTD 10,000,000 (inclusive) to NTD 15,000,000 (exclusive)				
NTD 15,000,000 (inclusive) to NTD 30,000,000 (exclusive)				
NTD 30,000,000 (inclusive) to NTD 50,000,000 (exclusive)				
NTD 50,000,000 (inclusive) to NTD 100,000,000 (exclusive)				
More than NTD 100,000,000				
Total	6 people	6 people	6 people	6 people

2-1. Remuneration to supervisors (names and remuneration methods shall be separately disclosed): Not applicable.
2-2. Remuneration to supervisors (names and remuneration methods shall be separately disclosed): Not applicable.
2-3. Remuneration scale table for supervisors.

3-1. Remuneration to general managers and deputy general managers (names and remuneration methods shall be separately disclosed): Not applicable.

3-2. Remuneration to general managers and deputy general managers (aggregated disclosure by remuneration brackets, with names disclosed accordingly):

Unit: NTD thousand

Title	Name	Salaries (A)		Severance pay and pension (B)		Bonuses and special allowances (C)		Amount of employee remuneration (D)				Total sum of A, B, C and D and their proportion to net income (%)		Remuneration received from investees other than subsidiaries or parent company
		The Company	All companies in the financial report	The Company	All companies in the financial report	The Company	All companies in the financial report	The Company		All companies in the financial report		The Company	All companies in the financial report	
								Cash amount	Stock amount	Cash amount	Stock amount			
General Manager	Chao Wen-Chiang	4,452	4,452	207	207	2,546	2,546	1,862	0	1,862	0	9,067 5.84%	9,067 5.84%	None
Deputy General Manager	Yang Chun-Hsien													

3-3. Remuneration Scale Table

Remuneration brackets for the general manager and deputy general managers	Name of the general manager and deputy general manager	
	The Company	All companies in the financial report
Less than NTD 1,000,000		
NTD 1,000,000 (inclusive) to NTD 2,000,000 (exclusive)		
NTD 2,000,000 (inclusive) to NTD 3,500,000 (exclusive)	Yang Chun-Hsien	Yang Chun-Hsien
NTD 3,500,000 (inclusive) to NTD 5,000,000 (exclusive)		
NTD 5,000,000 (inclusive) to NTD 10,000,000 (exclusive)	Chao Wen-Chiang	Chao Wen-Chiang
NTD 10,000,000 (inclusive) to NTD 15,000,000 (exclusive)		
NTD 15,000,000 (inclusive) to NTD 30,000,000 (exclusive)		
NTD 30,000,000 (inclusive) to NTD 50,000,000 (exclusive)		
NTD 50,000,000 (inclusive) to NTD 100,000,000 (exclusive)		
More than NTD 100,000,000		
Total	2 people	2 people

4. Top 5 executives with the highest remuneration (names and remuneration methods shall be separately disclosed): Not applicable.

5. Names of managers who received employee remuneration and the status of distribution

Unit: NTD thousand

	Title	Name	Amount of stock dividends	Amount of cash bonus	Total	Total amount as a percentage of net income (%)
Managers	Deputy General Manager	Yang Chun-Hsien	0	49.7	49.7	0.032
	Assistant General Manager	Wang Jen-Chih				
	Assistant General Manager	Hsu Pei-Yu				
	Assistant General Manager	Yang-Hsi-Chuan				
	Assistant General Manager	Huang Cheng-Yun				
	Assistant General Manager	Wang Di				
	Assistant General Manager	Wang Peng-Hsiang				
	Finance Manager	Tai Chen-Hui				

6. Provide separate explanations for the analysis of the total amount of remuneration paid to the directors, supervisors, general manager, and deputy general managers of the Company and all companies in the consolidated financial statements for the past two years as a percentage of the individual or separate financial reports' net profit after tax. Additionally, describe the policies, standards, and composition of remuneration, the procedures for setting remuneration, and the correlation between business performance and future risks associated with remuneration:

1. Analysis of total remuneration as a percentage of net income stated in the parent company only or individual financial statements

Year	2025 Total remuneration as a percentage of net profit after tax (%)		2024 Total remuneration as a percentage of net profit after tax (%)	
	The Company	All companies included in the consolidated financial statements	The Company	All companies included in the consolidated financial statements
Director	6.94	7.40	6.99	7.38
General manager and deputy general manager	5.84	5.84	4.63	4.63

2. The policies, standards, and composition of remuneration, the procedures for setting remuneration, and the correlation between business performance and future risks associated with remuneration:

(1) The remuneration to the directors of the Company shall be determined in accordance with Article 26 of the Articles of Incorporation. The Board of Directors is authorized to determine the remuneration to the chairman and the directors for performing the duties of the Company with reference to the recommendation of the Company’s Remuneration Committee and in accordance with the extent of their participation in and value of their contribution to the Company's operations and the usual standards in the same industry. In addition, if the Company makes a profit in the year, not more than 5% of the profit shall be set aside as remuneration to the directors in accordance with the Articles of Incorporation. The actual appropriation ratio shall be determined by the Remuneration Committee after taking into consideration the business performance and submitting it to the Board of Directors for resolution. As for the independent directors, the Board of Directors shall determine the fixed remuneration to the independent directors, who will also be paid for attending meetings; however, the independent directors do not participate in remuneration distribution when the Company makes a profit.

(2) The remuneration to the Company's general managers, deputy general managers and other equivalent managers includes salaries and bonuses. Salaries are determined with reference to the usual standards in the same industry and the titles, ranks, educational (academic) background, professional abilities and responsibilities. Bonuses are determined based on the manager's performance evaluation items, including financial indicators (such as the Company's revenue, pre-tax profit and after-tax profit) and non-financial indicators (such as major deficiencies in compliance and operational risks of the department). The remuneration committee reviews the contribution to the overall operation of the Company.

(3) The employee remuneration policy is determined based on individual capabilities, contribution to the Company, performance, market value of their position, and the Company's future operational risks. It is positively related to the operating performance, and there is no difference based on age, gender, ethnicity, religion, political affiliation, marital status, or union membership. If the Company makes a profit in the year, it will allocate 2% of the profit as employee remuneration in accordance with the Company's Articles of Incorporation. Employees who have served for six months may apply for the trust of shareholding. The overall remuneration to employees consists of three parts: basic fixed salary, bonus and welfare. The payment standards are determined based on the market price of the position held by the employees. Bonuses are given to employees for accomplishing the targets of the employees and their respective department, as well as the operating performance of the Company. The Company also recognizes and appreciates teams or individuals who have performed well in the year. The Company designs welfare for employees in accordance with the laws and regulations and the needs of the employees.

III. State of corporate governance:

(I) Operation of the Board of Directors

1. The Board of Directors held six meetings (A) in 2025. The attendance of all directors is as follows:

Title	Name	No. of attendance in person (B)	No. of attendance by proxy	Actual attendance rate (%) (B/A)	Remark
Chairman	Hua-Shao Investment Co., Ltd. Representative: Hung Yao-Kun	6	0	100.00	2023/06/09 Re-elected
Vice Chairman	Hung Yao-Hsin	5	1	83.33	2023/06/09 Re-elected
Director	Hung Yao-Chih	6	0	100.00	2023/06/09 Re-elected
Director	Hung Chun-Lin	6	0	100.00	2023/06/09 Newly elected
Director	Hung Yao-Chi	5	1	83.33	2023/06/09 Newly elected
Director	Hung Chiang-Ming	6	0	100.00	2023/06/09 Newly elected
Independent Director	Fang Ming-Tao	5	1	88.33	2023/06/09 Newly elected
Independent Director	Yu Pi	6	0	100.00	2023/06/09 Newly elected
Independent Director	Huang Shou-Tsuo	6	0	100.00	2023/09/27 By-election

Any other matters that require reporting:

I. For Board of Directors' meetings that meet any of the following descriptions, it is necessary to state the date, session, the motion discussed, independent directors' opinions and how the Company has responded to such opinions:
   (I) Matters listed in Article 14-3 of the Securities and Exchange Act: The content of the important resolutions has been approved by the independent directors as proposed. Please refer to "Operation of the Audit Committee".
   (II) Any other documented objections or qualified opinions raised by independent directors against Board resolutions in relation to matters other than those described above: None.

II. Disclosure of directors' recusal from proposals involving conflicts of interest shall include the names of the directors, the proposal details, the reasons for recusal, and their participation in voting:
   None.

III. TWSE/TPEx Listed Companies should disclose information including the evaluation cycle and period, evaluation scope, method and evaluation content of the board's self (or peer) evaluation, and complete Table 2. Implementation of Board's evaluation (see next page).

IV. Objectives for strengthening the functions of the Board of Directors for the year and the most recent fiscal year and the evaluation of the implementation state:
   (I) The Board of Directors approved the formulation of the Company's "Standard Operating Procedures for Handling Requests of Directors" on March 22, 2019.
   (II) The Board of Directors approved the formulation of the Company's "Procedures for Board Performance Evaluation" on May 12, 2020.
   (III) Objectives for strengthening the functions of the Board of Directors are as follows:
      1. The chairman will not serve as general manager concurrently, and the number of seats of the Board of Directors is planned.
      2. Formulate the Rules of Procedure for Board Meetings, comply with the recusal of directors' interests, and track and assess the resolutions of the Board of Directors.
      3. Elect and supervise management to ensure the effectiveness of internal control, review the Company's financial reports, and perform business in accordance with laws and regulations and the Articles of Incorporation and resolutions of the shareholders' meetings.
   (IV) The actual operation of the Board of Directors of the Company has achieved the above objectives.

2. Implementation of performance evaluation of the Board of Directors and functional committees:

Evaluation cycle	Evaluation duration	Evaluation scope	Evaluation method	Evaluation content	Evaluation outcome
Once a year	2025/01/01 to 2025/12/31	1. Board of Directors 2. Individual Board members 3. Functional committees (Audit Committee, Remuneration Committee etc.)	Internal self-evaluation	1. Self-evaluation of the Board of Directors: Participation in the Company's operations, improvement of the quality of the Boar’s' decision making, composition and structure of the Board of Directors, selection and continuing education of directors, and internal control.	1. Self-evaluation of the Board of Directors The average score for each aspect is 4.3 out of 5. (1) The average score of the composition and structure of the Board of Directors is 4.48 - the highest. (2) The average score of the selection and continuing education of directors is 4.06 - the lowest. (3)Actively seek and cultivate potential successors from within the family and senior management, developing short-, medium-, and long-term training plans and assessment procedures. (4) Strengthen the diversity of the Board of Directors, such as female directors.
				2. Self-evaluation of the Board members: Alignment of the goals and missions of the Company, awareness of the duties of a director, participation in the Company's operations, internal relationship management and communication, selection and continuing education of a director, and internal control.	2. Self-evaluation of the Board members The average score for each aspect is 4.75 out of 5. (1) The average score of the awareness of the duties of a director is 4.96 - the highest. (2) The average score of internal relationship management and communication is 4.55 - the lowest.
				3. Self-evaluation of the functional committees: Participation in the Company's operations, awareness of the duties of the functional committee, improvement of the quality of the functional committee's decision making, composition and member election of the functional committee, and internal control.	3. Self-evaluation of the functional committees Self-evaluation of the Audit Committee The average score for each aspect is 4.9 out of 5. (1) Full scores (5 points) were obtained for both participation in operations and the composition and appointment of functional committees. (2) The average score of the awareness of the duties of the functional committee is 4.83 - the lowest. Self-evaluation of the Remuneration Committee The average score for each aspect is 4.83 out of 5. (1) Full scores (5 points) were obtained for both participation in operations and the composition and appointment of functional committees. (2) The average score of internal control is 4.6 - the lowest.

Note 1: The Board of Directors of the Company passed the "Procedures for Board Performance Evaluation" on May 12, 2020, stipulating that the Board of Directors shall perform an internal evaluation at least once a year, including the performance evaluation of the Board of Directors, directors, Audit Committee and Remuneration Committee. The results of the internal performance evaluation shall be completed before the end of Q1 next year.

Note 2: The evaluation method and evaluation implementation are overseen by the meeting unit, conducted using internal questionnaires are adopted. The directors are evaluated by the Board of Directors; the directors are evaluated by themselves; the Audit Committee members are evaluated by the committee members, and the Remuneration Committee members are evaluated by the committee members. The Company's meeting unit will analyze the aforementioned evaluations and submit the results to the Board of Directors, and will propose improvement measures to strengthen the suggestions of the directors.

Note 3: The 2025 evaluation results have been submitted to the Board of Directors held on March 4, 2025.

(II) Operation of the Audit Committee:

To implement the spirit of corporate governance, the operation of the Audit Committee is carried out in accordance with the "Audit Committee Charter". The following is a list of the main items of supervision:

- Fair presentation of the Company's financial reports.
- Selection and independence of CPAs.
- Effective implementation of the Company's internal controls.
- The Company complies with relevant laws and regulations.
- Management and control of the Company's potential risks.

Audit Committee and its members:

Date of establishment	3rd Term - Audit Committee Members	
	Convener	Member
June 20, 2017	Fang Ming-Tao	Fang Ming-Tao, Yu Pi, Huang Shou-Tsuo

1. Duties and work focus of the Audit Committee
    (1) Establishment or amendment of the internal control system in accordance with Article 14-1 of the Securities and Exchange Act.
    (2) Evaluation of the effectiveness of the Internal Control System.
    (3) Formulate or amend the procedures for handling major financial business, such as the acquisition or disposal of assets, engagement in derivative transactions, the loaning of funds to others, and endorsements or guarantees for others in accordance with Article 36-1 of the Securities and Exchange Act, which are significant financial operations, in accordance with the provisions of Article 36-1 of the Securities and Exchange Act.
    (4) Any matter involving the interests of the directors.
    (5) Major asset or derivative transactions.
    (6) Major loaning of funds, endorsements or guarantees.
    (7) Offering, issuance or private placement of equity securities.
    (8) Appointment, dismissal or evaluation of the independence and suitability of the CPAs.
    (9) Appointment and dismissal of the heads of finance, accounting or internal audit
    (10) Interim and annual financial reports.
    (11) Other matters regulated by other companies or competent authorities.

2. The Audit Committee held 6 meetings (A) in 2025. The attendance of independent directors is as follows:

Title	Name	No. of attendance in person (B)	No. of attendance by proxy	Actual attendance rate (%) (B/A)	Remark
Independent Director (convener)	Fang Ming-Tao	5	0	83.33	2023/06/09 Newly elected
Independent Director	Yu Pi	6	0	100.00	2023/06/09 Newly elected
Independent Director	Huang Shou-Tsuo	6	0	100.00	2023/09/27 By-election

Any other matters that require reporting:

I. For Audit Committee meetings that meet any of the following descriptions, it is necessary to state the date, session, the motion discussed, resolution result of the Audit Committee meeting and the Company's handling for opinions of the Audit Committee:
   (I) Matters specified in Article 14-5 of Securities and Exchange Act:
   A total of 6 Audit Committee meetings were held in 2025. The Audit Committee approved all matters listed in Article 14-5 of the Securities and Exchange Act.
   (II) Except for the aforementioned matters, other resolutions not approved by the Audit Committee but had the consent of more than two-thirds of all directors: None.

II. Execution status of recusal of independent directors due to conflicts of interest (name of independent directors, proposal content, reasons of recusal and participation in voting shall be described): None.

III. Communication between the independent directors and the internal audit officer (including the material items, methods and results of the communication on the financial and business condition of the Company):
   (I) The audit officer shall attend the meetings of the Board of Directors and the Audit Committee to report the audit business in accordance with the regulations.
   (II) The audit report must record the follow-up of improvement of its internal control deficiencies and irregular events. A follow-up report is prepared every quarter and submitted to the independent directors.
   (III) After the independent directors have read the audit report, they will consult the audit officer regarding relevant questions.
   (IV) The audit reports regularly provided by the Board of Directors, Audit Committee and the audit unit allow the independent directors to understand the Company's operating status, financial status and audit status, etc. There are also channels available for the independent directors to communicate with the CPAs.
   (V) The CPAs communicate with the independent directors at least once a year on the annual audit plan, key audit matters and internal controls, etc.
   (VI) The independent directors and the internal audit officer shall hold a separate communication meeting at least once a year to report on the implementation of internal audits and internal controls.

Important resolutions of the Audit Committee in 2025:

Date of meeting	Summary	Resolution outcome	How the Company responded to Audit Committee’s opinions
2025.12.04 3rd term 13th meeting	1. Motion for ratification of the Company's 2024 financial statements. 2. Motion for discussion of the date, location, and agenda for the 2025 annual general meeting. 3. Motion for amendment to the Company's Articles of Incorporation.	Approved as proposed without dissent from all Audit Committee members present.	Approved as proposed without dissent by all attending directors.
	4. Report on the Company's “Declaration of Internal Control System”.		The Board of Directors approved the motion.
	5. Motion for evaluation of the independence and competency of the Company's CPAs. 6. Motion for renewal of the Company's loan facilities of each bank upon maturity. 7. Motion for renewal of the transaction limit for derivatives related to forward foreign exchange transactions upon maturity with Chang Hwa Bank.		Approved as proposed without dissent by all attending directors.
	8. Motion for the renewal of the Company's endorsement and guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks.		All directors in attendance at the board meeting approved a NTD 100 million guarantee international bills for Charming Food International. The matter of Chang Hwa Bank’s guarantee will be discussed at the board meeting scheduled for May.
2025.12.31 3rd term 14th meeting	1. Motion for discussion of 2024 earnings distribution. 2. Motion for 2024 remuneration to employees and directors. 3. Discussion of new motions added to the 2025 annual general meeting. 4. Motion for change of the Company's internal audit officer. 5. Motion for replacement of the Company's CPAs.	Approved as proposed without dissent from all Audit Committee members present.	Approved by all attending directors at the Board meeting.
2025.05.09 3rd term	1. Motion for consolidated financial statements for Q1 2025.	Approved as proposed without dissent from all	Approved as proposed without dissent by all

15th meeting		Audit Committee members present.	attending directors.
	2. Motion for amendment to the Company's "Internal Control System" and the "Internal Audit Control Management Procedures".	Approved as proposed without dissent from all Audit Committee members present. 2 resolutions (1) The Audit Office conducts more special project audits on designated items each quarter. (2) The Audit Office shall electronically back up documents and vouchers related to audit items and properly preserve the paper copies for review by the Audit Committee.	Approved as proposed without dissent by all attending directors.
	3. Motion for discussion regarding the capital reduction and cash increase subscription for the Company's investment in Charming Food International Marketing Co., Ltd.	Approved as proposed without dissent from all Audit Committee members present.	The Board of Directors approved the motion.
	4. Motion for setting the record date for the second repurchase of treasury stocks for capital reduction. 5. Motion for renewal of the Company's loan facilities of each bank upon maturity. 6. Motion for renewal of "transaction limit for derivatives related to interest rates, forward exchange forwards, options or other underlying prices" upon maturity with various banks. 7. Motion for the renewal of the Company's endorsement and guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks.	Approved as proposed without dissent from all Audit Committee members present.	Approved as proposed without dissent by all attending directors.
2025.08.05 3rd term 16th meeting	1. Motion for ratification of the motion for consolidated financial statements for Q2 2025. 2. Motion for renewal of the Company's loan facilities of each bank upon maturity. 3. Motion for the Company to enter	Approved as proposed without dissent from all Audit Committee members present.	Approved as proposed without dissent by all attending directors.

	into a derivative financial instrument transaction with the Taichung Branch of Taiwan Cooperative Bank to hedge using commodity options, with an additional credit facility. 4. Motion for the renewal of the Company's endorsement and guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks. 5. Motion for change of personnel in charge of supervising and controlling derivatives trading risks.		
2025.11.04 3rd term 17th meeting	1. Motion for ratification of the Company's consolidated financial statements for Q3 2025. 2. Discussion of the Company's 2016 audit plan. 3. The Company proposes to renew its mid-term loan facilities with various banks. 4. Motion for the renewal of the Company's endorsement and guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks.	Approved as proposed without dissent from all Audit Committee members present.	Approved as proposed without dissent by all attending directors.
2025.12.23 3rd term 18th meeting	1. Discussion of the 2026 financial budget. 2. Amendments to the Company's "Internal Control System. 3. Motion for amendment to the Company's Articles of Incorporation. 4. Motion for renewal of the Company's loan facilities of each bank upon maturity. 5. Motion for the renewal of the Company's endorsement and guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks.	Approved as proposed without dissent from all Audit Committee members present.	Approved as proposed without dissent by all attending directors.

Summary of the communication between the independent directors and the internal audit officer:

Date	Communication meeting	Communication focus	Communication results
2025/03/04	Audit Committee	1. Report on the internal audit execution report. 2. Report on the Company's "Declaration of Internal Control System".	1. Independent director's instructions: The audit unit should be involved at the start of the procurement planning process and provide timely oversight and review of procurement projects. Is any adjustment needed to avoid production delays? 2. The Declaration of Internal Control System was approved by all Audit Committee members in attendance as proposed.
2025/03/31	Audit Committee	1. Report on the internal audit execution report. 2. Change of the Company's internal audit officer.	1. Independent director's instructions: (1) The audit unit shall periodically review work rules that have been in effect for more than ten years. If any implementation issues are identified, they shall be reported to the Audit Committee for clarification. (2) The audit unit of Fwusow's parent company should periodically audit Charming Food's operations to ensure compliance with relevant regulations. 2. All Audit Committee members approved the motion for change of the Company's internal audit officer.
2025/05/09	Audit Committee	1. Report on the internal audit execution report. 2. Amendments to the Company's "Internal Control System" and the "Internal Audit Control Management Procedures"	All attending Audit Committee members approved the proposal as presented.
2025/08/05	Audit Committee	Report on the internal audit execution report.	No comments.
2025/11/04	Audit Committee	1. Report on the internal audit execution report. 2. Motion for report on the motion for 2026 audit plan. 3. Amendment to the "Internal Control System".	The motion for 2026 audit plan and the amendment to the "Internal Control System" was approved by all Audit Committee members. Additional resolution: Regarding production cycle operations, it is proposed that the management department regularly enhance project management of customer additive storage within the company, and that the General Manager assist in overseeing implementation.
2025/12/23	Audit Committee	1. Report on the internal audit execution report. 2. Amendment to the "Internal	No comments

		Control System".	

Communication between the Audit Committee and CPAs:

Date	Discussions	Communication results
2025/12/23 (Separate communication meeting)	I. In accordance with Article 15, 16, and 32 of Auditing Standards No. 260, the auditor shall communicate with the corporate governance unit regarding governance matters related to the financial statements. II. Paragraphs 8 and 9 of Auditing Standards No. 701 state that the auditor and those charged with governance shall determine the matters of highest concern during the audit and further identify them as "key audit matters" through communication. III. The CPA reported on the results of the internal control audit and discussed them with those present.	No comments

(III) The Company's corporate governance practices and any deviations from the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies and the reasons therefor

Evaluation Item	Status			Discrepancies with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
I. Has the company established and disclosed its rules of corporate governance in accordance with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies?	V		The Company established the "Corporate Governance Best Practice Principles" in January 2015 with reference to the "Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies" and approved by the Board of Directors on March 21, 2022 for implementation. The Principles are disclosed on the MOPS and the Company's website.	None
II. Equity structure and shareholders’ equity				
(I) Has the company formulated internal procedures regulated to handle shareholders’ proposals, doubts, disputes, and litigation matters and have the procedures been implemented accordingly?	V		The Company has established the "Corporate Governance Best Practice Principles" to handle shareholders’ proposals, doubts, disputes, and litigation matters, and appointed a spokesperson and acting spokesperson as a communication channel for shareholders' suggestions.	None
(II) Does the company possess a list of the company’s major shareholders and a list of the ultimate controllers of its major shareholders?	V		Based on the shareholder registry of the stock agency, the Company keeps track of the changes in the equity held by insiders at all times and reports the changes as required.	None
(III) Has the company established and implemented the risk control and firewall mechanisms between the affiliates?	V		The Company and its affiliates operate independently in terms of finance and business. The Company has formulated relevant measures for the transactions, endorsements, guarantees, and loans of funds with related parties to clearly manage the operations. In addition, the Company has implemented the supervision and management of subsidiaries in accordance with the internal control system standards to perform risk control.	None
(IV) Has the company set up internal regulations to prohibit internal personnel from utilizing the undisclosed information to trade securities?	V		The Company has established the Management Measures for Prevention of Insider Trading, the Procedures for Ethical Management and Guidelines for Conduct, etc. They clearly forth that the personnel of the Company shall comply with the regulations of the securities trading, and shall not use the	None

Evaluation Item	Status			Discrepancies with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			undisclosed information they know to engage in insider trading, and shall not trade within 15 days before the date of announcement of the annual financial report and the quarterly report, and the stock affairs unit shall notify the insiders to prohibit the trading of stocks, etc. to regulate the prevention of insider trading.	
III. Composition and duties of the Board of Directors				
(I) Has the board formulated a diversity policy and specific management objectives, and have they been implemented?	V		1. Pursuant to Article 18 of the "Corporate Governance Best Practice Principles", the composition of the Board of Directors shall be based on the principle of diversity in expertise and helpful to the Company's business development. 2. The Board of Directors is in compliance with the diversity policy, including professional knowledge and skills. There should be at least one female member of the Board of Directors and not more than one-third of the Board of Directors who is also the manager of the Company. The Company's directors have diversified backgrounds, including management, finance, taxation, agricultural economics, and other fields. The Company's directors have experience in various industries and institutions, which can provide professional knowledge and assist decision-making for the Company. The Company has two female directors, accounting for 22.2% of all directors.	None
(II) Apart from the remuneration committee and audit committee, has the company voluntarily established other functional committees?	V		1. The Remuneration Committee and Audit Committee were established as required by law. 2. The Company has established the Sustainable Development Committee and the TCFD Committee to assist the Company in the formulation and promotion of climate risk and sustainable development strategies. 3. The Risk Management Committee was established on August 6, 2024.	None

Evaluation Item	Status			Discrepancies with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
(III) Has the company established Rules for Performance Evaluation of Board of Directors and Its Evaluation Methods, and the performance evaluation is conducted annually and regularly, and the results of the performance evaluation are submitted to the Board of Directors, and used as reference for individual directors' remuneration and nomination renewal?	V		The Board of Directors passed the Board's Performance Evaluation of Board of Directors and Its Evaluation Methods in May 2020, and completed the performance evaluation before the end of the first quarter of the next year. The results of the evaluation of the scoring criteria of evaluation indicators in Article 7 were submitted to the Board of Directors for review and improvement.	None
(IV) Does the company regularly assess the independence of its CPAs?	V		1. We regularly assess the independence of the CPAs in accordance with Article 29 of the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies" and the guidelines of the Auditing Quality Index (AQI). An independence assessment is performed at least once a year. Based on the results of the independence assessment of the CPAs and the Declaration of Independence issued by the CPAs, the two CPAs have been evaluated to be independent and competent (see Note 1). 2. The Company's CPA assessment results were submitted to the Board of Directors for approval on March 4, 2026.	None
IV. Has the company designated an appropriate number of corporate governance personnel and designated a chief corporate governance officer that are responsible for corporate governance affairs (including but not limited to providing directors/supervisors with the information needed to perform	V		The Board of Directors has resolved to establish the position of "Corporate Governance Officer" concurrently served by the finance officer, responsible for the affairs of corporate governance, including providing the information required by the Board of Directors and independent directors to perform their duties, handling matters related to the Board of Directors and shareholders' meetings according to the law, handling company registration and change registration, and preparing minutes of Board of Directors and shareholders' meetings, etc.,	None

Evaluation Item	Status			Discrepancies with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
their duties, assist directors and supervisors in complying with laws and regulations, convening board meetings and shareholders' meetings in accordance with the law, preparation of board meeting and shareholders' meeting minutes)?			strengthening and implementing the promotion of corporate governance. 2025 business execution focus: 1. Matters related to Board meetings and minutes of meeting on record. 2. Matters related to material information of the Board's resolutions. 3. Planning of continuing education for directors (the continuing education of directors has been reported to the MOPS). 4. Related stock affairs prior to convening the shareholders' meeting. 5. Announcement of resolutions of the shareholders' meeting. 6. Scoring evaluation of corporate governance evaluation indicators. 7. Board of Directors, functional committees (audit/compensation) and self-evaluation of board members	
V. Has the company established channels for communication with the stakeholders, and set up a section for stakeholders on the official website of the Company with a proper response to the concerns of the stakeholders on issues related to corporate social responsibility?	V		The Company's website has a stakeholder section, and has designated hotlines and mailbox for employees, consumers, and suppliers to facilitate smooth communication and respond to issues of concern to stakeholders.	None
VI. Does the company engage a professional stock transfer agency to handle affairs related to shareholders' meetings?	V		The Company has appointed KGI Securities Co., Ltd. as the stock transfer agency to handle stock affairs.	None
VII. Information transparency				
(I) Does the company have a website set up where its financial business, and corporate governance	V		The Company has set up a website to disclose financial and business and corporate governance information. Website: https://www.fwusow.com.tw	None

Evaluation Item	Status			Discrepancies with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
information is disclosed?				
(II) Has the company adopted other information disclosure methods (e.g., establishing an English website, designating a responsible person for collecting and disclosing information of the Company, substantiating the spokesman system, and upload the procedure of investors conference on its website, etc.)?	V		1. The Company has a website in English (Website: https://www.fwusow.com.tw/en/) 2. The Company has dedicated personnel responsible for the collection and disclosure of company information, and set up spokesperson and acting spokespersons as required. 3. The investor conference was held on September 2, 2025, on the 1st floor of the Taiwan Stock Exchange, and the meeting minutes have been posted on the TWSE and company websites.	None
(III) Has the company published and reported its annual financial report within two months after the end of a fiscal year, and published and reported its financial reports for the first, second, and third quarters, as well as its operating status for each month before the specified deadline?		V	The Company's annual and quarterly financial reports and operating status are announced within the deadline in accordance with relevant regulations.	None
VIII. Is there any important information (including but not limited to employee rights and benefits, employee care, investor relations, supplier relations, stakeholder rights, continuing education of the directors and supervisors, risk management policy and risk assessment implementation, the pursuit of customer policy, and the purchase of liability insurance for the company's directors and supervisors) that	V		1. Employee rights and care: In addition to statutory protection, the Company provides an excellent welfare system and communication channels. 2. Investor relations: Through public information, the Company's conveys its business condition (including financial information disclosure, investor conferences). The spokesperson also communicates with the investors. 3. Supplier relations: We establish partnerships based on the principle of equal and mutual benefit. Suppliers are required to sign the "Supplier CSR Code of Conduct" to jointly comply with human rights, labor conditions, labor safety and health, and fair competition and environmental	None

<table>
<tr><th rowspan="2">Evaluation Item</th><th colspan="3">Status</th><th rowspan="2">Discrepancies with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td>is helpful in understanding the corporate governance operation of the company?</td><td></td><td></td><td>protection.
4. Stakeholders' rights: The Company maintains good communication with stakeholders and collects their concerns and responds to them. For the stakeholder engagement and communication, please refer to the Company's Sustainability Report.
5. Continuing education of directors and supervisors: The directors of the Company have completed the required hours of continuing education. Please refer to the Company's Sustainability Report and MOPS for the status of continuing education.
6. Customer policy: We provide safe and healthy quality products and have a consumer hotline in place to actively handle complaints and protect consumer rights.
7. The Company has taken out liability insurance for its directors.</td><td></td></tr>
<tr><td colspan="5">IX. Please explain the improvements made, based on the latest Corporate Governance Evaluation results published by the TWSE Corporate Governance Center, and propose enhancement measures for any issues that are yet to be rectified:
Improvement status, and propose prioritized actions and measures for areas that have not yet been improved.</td></tr>
</table>

No.	Evaluation indicator	Improvement status
1.6	Did the company convene the general shareholders' meeting before the end of May?	The general shareholders’ meeting was convened at the end of June
1.15	Has the company established and disclosed on the its website internal rules prohibiting insiders, such as directors or employees, from trading in securities using unpublished information in the market, including (but not limited to) the prohibition of directors from trading their stocks in the period of 30 days before the annual financial report is announced, and the period of 15 days before the quarterly financial report is announced, and explain the implementation status?	The "Management Measures for Prevention of Insider Trading" was amended on 2022/11/16. The stock affairs unit shall notify the insiders of the prohibition of directors from trading their stocks in the period of 30 days before the annual financial report is announced, and the period of 15 days before the quarterly

Evaluation Item	Status			Discrepancies with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	

		financial report is announced
2.7	Has the number of independent directors reached one-third of the total number of directors?	There are three independent directors, accounting for one-third of the total directors, on par with the scoring criteria of the corporate governance appraisal.
2.14	Has the company set up a functional committee other than the statutory functional committees? Does the committee have a minimum of three members, and more than half of whom are independent directors and more than one of whom has the professional competence needed by the committee? Has the company disclosed the composition, duties, and operation of the committee?	The Risk Management Committee was established on August 6, 2024.
2.22	Does the Company have the risk management policy and procedure approved by the Board of Directors, and disclose the scope of risk management, organizational structure and operation status, and report to the Board of Directors at least once a year?	The "Risk Management Policy and Procedures" was approved by the Board of Directors on August 10, 2022. For the organizational structure and operation of the Risk Management Committee, please refer to p.33 of the annual report.
2.23	Has the board’s performance evaluation methods established by the Company approved by the board of directors? Are external evaluations performed at least once every three years, and are the evaluation performed in accordance with the deadline set forth in the methods? Are the implementation status and evaluation results disclosed on the company's website or annual report?	The Board of Directors has passed the Procedures for Board Performance Evaluation, which have been disclosed in the annual report.
2.25	Have the independent directors of the Company been trained for the required hours in accordance with the Key Points of Continuing Education of Directors and Supervisors of TWSE and TPEx-listed Companies?	All of the required hours of continuing education were completed in 2025.
2.27	Has the company established an intellectual property	The Board of Directors

Evaluation Item	Status			Discrepancies with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
		management plan that is linked to operational goals, and disclosed the implementation status on the Company's website or annual report, and reported to the Board of Directors at least once a year?	reported the intellectual property management plan and implementation status on December 23, 2025, and disclosed it on the official website.	
	3.8	Has the company voluntarily disclosed the financial forecast for all quarters and related operations and were there deficiencies that were corrected by the competent authorities or recorded by TWSE or TPEx?	The Company did not voluntarily disclose financial forecast and there were no deficiencies.	
	3.13	Did the company voluntarily disclose the individual remuneration of directors and supervisors in its annual report?	No voluntary disclosure.	
	3.18	Has the company set up an English website that includes financial, business and corporate governance information?	Disclosed on the Company's website.	
	3.20	Has the company been invited (on its own) to hold at least two investor conferences, and the interval between the first and second investor conferences was more than three months?	The Company maintains to convene one investor conference per year.	
	3.21	Has the company voluntarily disclosed the individual remuneration of the general manager and deputy general managers in the annual report?	No voluntary disclosure.	
	4.2	Has the company set up a unit that specializes (or is involved) in ethical corporate management, and is the unit responsible for the formulation and supervision of ethical corporate management policies and preventive programs, and disclosed the operation and implementation of the unit on the company's website and annual report, and reported to the Board of Directors at least once a year?	The Company has established the Ethical Corporate Management Best Practice Principles, , the Procedures for Ethical Management and Guidelines for Conduct. The Corporate Governance Offices is responsible for forming an ethical corporate management promotion team who oversees the formulation and supervision of the implementation of	

Evaluation Item	Status			Discrepancies with the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	

		ethical corporate management policies and prevention programs, and reports to the Board of Directors at least once a year (2025/12/23) on the implementation status.
4.6	Has the company referred to international human rights conventions to establish human rights protection policies and specific management plans, and disclosed such information on the company's website or annual report?	The "Company's Human Rights Policy" was approved by the Board of Directors on March 21, 2022, and was published on its official website.

Note 1: Assessment of the independence and suitability of the CPAs in 2025
Assessment period: January 1 to December 31, 2025
Assessment Scope: Independence and competence of the CPAs
The assessment method: The assessment is conducted through the "CPA Independence and Competence Scoring Form", and the executive unit of the evaluation - the Board of Directors Secretariat, will collect the form and then calculate the scores based on the assessment indicators of “Excellent” (5), “Good” (4), “Fair” (3), “Fair” (2), and “Poor” (1) for each of the five indicators of the assessment.

Aspect	Assessment indicator	Evaluation outcome
Professionalism	The professional and management ability of the CPA firm and the CPA firm to perform audit business.	1. The average seniority of the CPAs is 15 years. 2. The average training hours of the CPAs are 109.5 hours (2024). 3. The CPA firm's turnover rate for the most recent year was 0% (2023, 2024). 4. The professional personnel involved in TWSE/TPEx listed company cases accounted for 8.4% (2023), 8% (2024); the industry average is 7.9%.
Quality control	The ability to control the quality of the audit of the CPA and the CPA firm.	1. Number of public companies for which the CPA served as the principal signatory: 5 (2023), 6 (2024); the peer average is 7.2. 2. The audit effort is divided into a planning phase and an implementation phase, with the proportion of total hours allocated to each as follows: 2023: 43.5% planned, 56.5% executed 2024: 46.6% planned, 53.4% executed 3. Case quality review personnel shall not be members of the case service team. EQCR CPA review hours ratio: 1.8% (2023) and 1.8% (2024); the industry average is 1.27%. 4. Quality support capability: The percentage of full-time staff dedicated to further assessing and responding to IPO cases, cases with deteriorating financial ratios and new major litigation, and cases involving unusual changes in directors (or chairmen): 6.6% (2023) and 6.1% (2024); the industry average is 3.8%.
Independence	When the CPA firm is performing the audit, whether the firm is maintaining the substantial and objective independent position, and expressing the opinion fairly.	1. Ratio of non-audit service fees: 18.5% (2023) and 33.5% (2024). 2. Accumulated years of services provided by Soloman & Co., CPAs to the Company: Over 30 years.
Supervision	The deficiencies in the supervisory authority's oversight of the firm and the certified public accountants are determined by the quality of the audits conducted by the CPA firm and CPAs. The Company has a considerable reference to the evaluation of the audit quality of the CPA firm.	1. Number of quality deficiencies checked by the FCA: 0 (for three consecutive years from 2022 to 2024). 2. Number of disciplinary cases against the CPA and number of cases punished in accordance with Article 37 of the Securities and Exchange Act: 0 (for five consecutive years from 2020 to 2024).
Innovation ability	The ability to improve the planning or innovation	1. By reassessing employees' work processes, routine audit administrative tasks that can be centralized, such

Aspect	Assessment indicator	Evaluation outcome
	capability of the CPA firm to enhance the audit quality. A significant impact on the future audit quality of the CPA firm.	as data compilation and confirmation procedures, are handled by dedicated personnel, allowing audit staff to focus more on audit work requiring professional judgment, such as information analysis and evaluation. 2. Achieve economies of scale through standardized and centralized workflows. Meanwhile, improve the overall audit effectiveness and efficiency through a well-defined division of labor.

Conclusion: The Company's CPA firm - Soloman & Co., CPAs

The Company's CPAs, Chang Chun-Fu and Wu Chien-Meng, have met the criteria of independence and competence.

(IV) Operation of the functional committee

Remuneration Committee members and its operation

1. The Company's Remuneration Committee consists of three members, and the term of office for the current members is from June 9, 2023 to June 8, 2026.

Duties of the Remuneration Committee:

Identity	Name	Professional qualification and experience	Independence	Number name of other public companies in which the individual is concurrently serving as a remuneration committee member
Independent Director (Convener)	Huang Shou-Tsuo	Note	Note	0
Independent Director	Fang Ming-Tao	Note	Note	2
Independent Director	Yu Pi	Note	Note	0

Note: For the professional qualifications and experience of the independent directors and their independence, please refer to page 10 of the annual report.

2. Duties of the Remuneration Committee:

The Remuneration Committee shall exercise the due care of good administrators to perform the following duties, and shall submit recommendations to the Board of Directors for discussion:

- Formulate and regularly review the performance evaluation of directors and managers, and the policies, systems, standards and structures of their remuneration.
- Regularly assess and determine the remuneration to directors and managers.

3. The Remuneration Committee held 2 meetings (A) in 2025. The attendance of members is as follows:

Title	Name	Actual attendance (B)	No. of attendance by proxy	Actual attendance rate (%) (B/A) (Note)	Remark
Independent Director (Convener)	Huang Shou-Tsuo	2	0	100%	2023/09/27 By-election
Independent Director	Fang Ming-Tao	2	0	100%	Newly elected
Independent Director	Yu Pi	2	0	100%	Newly elected
Any other matters that require reporting: I. If the Board of Directors declines to adopt or modify a recommendation of the Salary and Remuneration Committee, the date, session, motion discussed and the resolution of the Board meeting and handling of the resolution of the Remuneration Committee shall be specified (if the remuneration package approved by the Board is better than the recommendation made by the committee, please specify the variation and the reason): None. II. As to the resolutions of the Salary and Remuneration Committee, if a member expresses any objection or reservation, either by recorded statement or in writing, the date, session and topic discussed of the committee meeting, all members' opinions and handling of members' opinions shall be specified: None.					

Important resolutions adopted by the Remuneration Committee in 2025:

Date of meeting	Content of important motion	Resolution outcome
2025.12.31 5th term 5Th meeting	Motion for 2024 remuneration to employees and directors.	Approved as proposed without dissent from all Remuneration Committee members present.
2025.07.30 5th term 6th session	Motion for revision to various allowance payment standards	Approved as proposed without dissent from all Remuneration Committee members present.

Remuneration Committee members and its operation

1. The Company's Sustainable Development Committee consists of three members, and the term of office for the current members commences from August 6, 2024 to June 8, 2026.

Title	Name	Professional qualification and experience
Convener (Chairman)	Hung Yao-Kun	Chairman of CICD; Chairman of Taiwan Vegetable Oil Manufacturers Association; Chairman of Taiwan Feed Industry Association; Chairman of the Company, Chairman of Central Union Oil Corp.; Chairman of Hua-Shao Investment Co., Ltd.; Director of Fwusow New Industry Co., Ltd.; Chairman, Taiwan Pet Food Industry Association
Member (Independent Director)	Fang Ming-Tao	Attorney-at-Law of Chongfa International Commercial Law Office; Independent Director of Chi Sheng Pharma & Biotech Co., Ltd.; Independent Director of Realy Development & Construction Corp.; Member of the Company's Audit Committee; Member of the Company's Remuneration Committee
Member (Independent Director)	Yu Pi	Honorary Distinguished Professor of National Chung Hsing University; Impartiality Commission Member of Traceability Certification Organization of ATRI; member of Written Examination Committee for the Manufacture or Import of Feeds and Feed Additives

2. Responsibilities of the Sustainable Development Committee

- Formulation, promotion and strengthening of the Company's sustainable development policy, annual plan and strategy.
- Review, track and revise the implementation of sustainable development and results.
- Supervise the disclosure of sustainability information and review of the sustainability report.
- Assist in the establishment of a comprehensive risk management system and quality and quantitative indicators and supervise risk management policies, evaluation and implementation.
- Supervise the implementation of the Company's business or other matters related to the sustainable development resolved by the Board of Directors.

3. The Sustainable Development Committee had one meeting in 2025 and the attendance of members is as follows:

Title	Name	Number of attendance required	Number of actual attendance	Actual attendance rate	Remark
Member (Convener)	Hung Yao-Kun	1	1	100%	Re-elected
Member (Independent Director)	Fang Ming-Tao	1	1	100%	Newly elected
Member (Independent Director)	Yu Pi	1	1	100%	Newly elected

2025 Resolutions of the Sustainability Development Committee:

Date of meeting	Cause of discussion	Resolution/committee recommendation
2025.07.30 1st term 2nd meeting	2024 Sustainability Report performance, corporate sustainability goal setting, and reporting closure timeline.	Approved as proposed without dissent from all Remuneration Committee members present.

Risk Management Committee members and operation:

1. The Company established the Risk Management Committee on August 6, 2024, and three independent directors were appointed in accordance with the "Risk Management Committee Charter". The term of office for this term of Committee: August 6, 2024 to June 8, 2026.

Title	Name	Professional qualification and experience
Convener (Independent Director)	Yu Pi	Honorary Distinguished Professor of National Chung Hsing University; Impartiality Commission Member of Traceability Certification Organization of ATRI; member of Written Examination Committee for the Manufacture or Import of Feeds and Feed Additives
Member (Independent Director)	Fang Ming-Tao	Attorney-at-Law of Chongfa International Commercial Law Office; Independent Director of Chi Sheng Pharma & Biotech Co., Ltd.; Independent Director of Realy Development & Construction Corp.; Member of the Company's Audit Committee; Member of the Company’s Remuneration Committee
Member (Independent Director)	Huang Shou-Tsuo	1. General Manager of Taiwan Financial Holding Co., Ltd. 2. Director of Bank of Taiwan 3. Director, Taipei Exchange 4. Professional certification: ROC CPA Certificate 5. With extensive practical experience in business, finance and accounting.

2. Responsibilities of the Risk Management Committee

- Review the risk management policy, procedures and structure, and regularly examine the applicability and execution effectiveness.
- Approve risk tolerance and allocation of resources.
- Ensure that the risk management policy is capable of handling all types of risks that are likely to arise in daily operations.
- Approve the priority sequence and risk levels of risk control.
- Review the implementation of risk management, propose necessary improvement suggestions, and report to the Board of Directors once a year.
- Execute the Board's risk management decision.

3. The Risk Management Committee had one meeting in 2025 and the attendance of members is as follows:

Title	Name	Number of attendance required	Number of actual attendance	Actual attendance rate	Remark
Convener (Independent Director)	Yu Pi	1	1	100%	Newly elected
Member (Independent Director)	Fang Ming-Tao	1	1	100%	Newly elected
Member (Independent Director)	Huang Shou-Tsuo	1	1	100%	Newly elected

Resolutions of the Risk Management Committee in 2025:

Date of meeting	Cause of discussion	Resolution/committee recommendation
2025.11.04 1st term 2nd meeting	1. Implementation of the Company's corporate risk assessment and control measures in 2025.	Approved as proposed without dissent from all Risk Management members present.

(V) The state of the performance in the area of sustainable development and discrepancies with the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies and reasons

Evaluation Item	Status			Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
I. Has the company established the governance structure for promotion of sustainable development, and set up a unit specialized (or involved) in the promotion of sustainable development? Is such unit run by senior management authorized by the Board of Directors and reports its supervision status to the Board of Directors?	V		1. A cross-functional “CSR Promotion Committee” was established in 2014 to advance matters related to corporate sustainability, and was renamed the “Sustainable Development Committee” in 2021. To strengthen sustainability governance, on August 7, 2024, the organizational level of the Committee was elevated, with the Chairman serving as convener and two independent directors participating, thereby enhancing oversight of sustainability matters. Six dedicated task forces have also been established to support the implementation of sustainability strategies and objectives, the preparation of the sustainability report, and the management of stakeholder concerns, among other sustainability initiatives. 2. One meeting was convened on July 30, 2025, with agenda items including the implementation performance of the sustainability report, the establishment of sustainability development goals, and the timeline for completion of the report. Key sustainability matters and the status of the sustainability report's execution were also reported to the Board of Directors. In 2025, a total of 6 sustainability-related matters were reported to the Board (March 4, March 31, May 9, August 5, November 4, and December 23), covering topics such as analysis of material issues of concern to stakeholders and related communication, planning of the sustainability report preparation timeline, risk management, progress in achieving sustainability development goals, the planning and implementation of greenhouse gas inventory, and the implementation of TCFD-related initiatives.	None
II. In accordance with the materiality principle, has the company conducted risk assessments of environmental, social and corporate governance issues pertaining to company operations, and established a relevant risk management policy	V		1. The disclosure covers the sustainable development performance of the Company's major operating locations from January to December 2025. The risk assessment boundaries are based on the Company, and the subsidiaries Fwusow New Industry Co., Ltd., Charming Food International Marketing Co., Ltd., and Wan-Ji-Sheng Agricultural Technology Co., Ltd. are included.	None

Evaluation Item	Status			Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
or strategy?			2. The Sustainable Development Committee and the Risk Management Committee work together to assess and identify ESG risks related to operations through various departments, and combine the material topics of concern to stakeholders to conduct a comprehensive analysis based on the principle of materiality. In addition to developing complete response measures and solutions for the actual and potential risks assessed, we also effectively manage and supervise the risks through an internal control system. The risk management mechanism is incorporated into our daily operations to reduce the probability of risk and the impact on operations. For relevant risk strategies, please refer to the Company's "2025 ESG Report" or this year's risk content.	
III. Environmental issues				
(I) Has the company established an appropriate environmental management system in accordance with the nature of the industry it is in?	V		1. The Taichung Port Plant and the Shalu Plant of the Company have established environmental management policies and health management standards, and regularly conduct environmental cleaning, disinfection, and 6S inspections. 2. To effectively conserve energy and reduce carbon, the Company has established environmental safety management operating control procedures and environmental safety goals. At Fwusow, we perform a GHG inventory once a year in accordance with ISO 14064-1, and completed the inventory and verification of four major production bases (Shalu Plant, Taichung Port Plant, Lukang Plant and Kaohsiung Plant) in 2025. The information on carbon emissions and carbon reduction is disclosed in the ESG report and the sustainability website. (https://esg.fwusow.com.tw/?lang=tw)	None
(II) Is the company committed to enhancing the utilization efficiency energy and use renewable materials with low impact on the environment?	V		1. The Shalu Plant, Taichung Port Plant, and Lukang Plant have implemented the ISO 50001 Energy Management System and established energy management teams to strengthen energy management, monitor energy consumption, and implement improvements, thereby effectively reducing energy use. 2. Solar panels have been installed since 2014, with ongoing efforts to increase renewable energy power generation.	None

Evaluation Item	Status			Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			3. Continue to promote various energy-saving and carbon reduction measures - since 2018, the entire boiler in the plant has been fully replaced with natural gas fuel. In 2025, key energy-saving initiatives included the procurement of high-efficiency motors and equipment and process optimization. These measures reduced emissions from natural gas boilers by approximately 338.99 tons of CO_2e and are estimated to have generated benefits of NTD 3,297.71 thousand. 4. Continue to increase the FSC-certified carton purchases and usage ratio. In 2025, 177,620 cartons were purchased, accounting for 19.44% of the total carton consumption.	
(III) Has the company assessed the potential risks and opportunities for business operations now and in the future regarding climate change and adopted climate-related countermeasures?	V		The Company has adopted the Task Force on Climate-Related Financial Disclosures (TCFD) to recommend the disclosure of the current and future potential risks of climate change in the management framework. In 2025, four key material risks and opportunities were identified, including renewable energy regulations, fluctuations in raw material costs, increases in purchased electricity prices, and the expansion of voluntary greenhouse gas inventory. For the assessment results and related countermeasures, please refer to the "Climate-related Information" section of the annual report or the Company's 2025 Sustainability Report.	None

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<tr><th rowspan="2">Evaluation Item</th><th colspan="3">Status</th><th rowspan="2">Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td>(IV) Has the company calculated the greenhouse gas (GHG) emissions, water consumption, and total weight of waste in the past 2 years, and formulated policies on energy conservation and carbon reduction, greenhouse gas reduction, water consumption, or other waste management?</td><td>V</td><td></td><td>1. GHG emissions
For details of the Company's GHG inventory results and assurance, please refer to the "1-1 and 1-2 GHG Emission Statistics and Assurance" of the annual report or the "Chapter 3 Environmental" of the Company's 2025 ESG Report.
2. Water consumption:
(All plants and subsidiaries)
In 2025, water intake totaled 432,707km^3, water consumption totaled 128,408km^3, and water consumption density totaled 30.09. In order to properly utilize and implement water recycling measures, process condensate, cooling water and wastewater were recycled and reused. A total of 27,365 metric tons of water was recycled and reused, representing an increase of 32.94% compared to 20,584 metric tons in 2024.
3. Total waste generation (metric tons):
(All plants and subsidiaries)
<table>
<tr><th>Year</th><th>Hazardous waste</th><th>Non-hazardous waste</th><th>Annual increase/decrease percentage</th><th>Waste intensity (T/M)</th></tr>
<tr><td>2024</td><td>0.00003</td><td>6,260.5</td><td>7.53%</td><td>0.437</td></tr>
<tr><td>2025</td><td>0.071</td><td>6,337.5</td><td>1.23%</td><td>0.441</td></tr>
</table>
Note: Waste disposal data for the Taichung Port Plant has been included starting from 2025.</td><td>None</td></tr>
<tr><td></td><td></td><td></td><td>4. The Company has established the "Procedures for Waste Disposal" to strengthen the management of waste disposal, classify the waste generated from operations. We commission qualified professional environmental protection companies to dispose of and report the waste, and track the final destination of waste.
5. Recyclable food and agricultural by-products generated from operations are processed under a circular agriculture model and converted into organic fertilizers through research and development, which are then used for cultivation. The harvested outputs are subsequently repurchased and processed into related products for sale, maximizing resource utilization. In</td><td></td></tr>
</table>

<table>
<tr><th rowspan="2">Evaluation Item</th><th colspan="3">Status</th><th rowspan="2">Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td></td><td></td><td></td><td>2025, a total of 31,711.3 metric tons were recycled. For relevant management policies, please refer to the 2025 ESG Report.</td><td></td></tr>
<tr><td colspan="5">IV. Social Topic</td></tr>
<tr><td>(I) Has the company established management policies and procedures in accordance with related laws and regulations and the International Bill of Human Rights?</td><td>V</td><td></td><td>The Company complies with international human rights standards, including "Universal Declaration of Human Rights", "The Ten Principles of the UN Global Compact (UNGC), and "The ILO Declaration on Fundamental Principles and Rights at Work” and other labor-related laws and regulations to protect the legal rights of employees. We have established Work Rules and the "Human Rights Policy of FWUSOW INDUSTRY CO., LTD." which has been disclosed on the website. The Company also requires its affiliates and suppliers to comply with the Human Rights Policy, and provides grievance channels. In case of violation of human rights, the Company will conduct an investigation procedure immediately and implement remedial and improvement measures, including but not limited to the following
<table>
<tr><th>Human Rights Management Policy</th><th>Concrete plans</th></tr>
<tr><td>Create a friendly, safe and healthy work environment</td><td>For details, please see "Occupational Health Promotion" on p.103 of the annual report.</td></tr>
<tr><td>Establish labor-management communication channels</td><td>1. We have established a human rights policy, employee grievance management guidelines, and sexual harassment prevention and disciplinary measures; internal and external whistleblowing mailbox has also been set up to ensure and enhance employee rights and interests.
2. The Company has established a Fwusow Industry Union and holds regular member meetings to</td></tr>
</table></td><td>None</td></tr>
</table>

<table>
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<tr><td></td><td></td><td></td><td><table><tr><td></td><td>protect employees' rights and improve the working environment.</td></tr><tr><td>Personal data protection</td><td>At Fwusow, we have a personal information protection management system in place. We also strengthen employee education and training, and ensure information confidentiality during business operations.</td></tr></table>
In 2025, no violation of the Human Rights Policy was reported. The Company also organized human rights protection training totaling 145 man-hours. The Company will continue to pay attention to human rights issues and conduct training to enhance employees' awareness of human rights.</td><td></td></tr>
<tr><td>(II) Has the company established and implemented reasonable measures for employee benefits (including remuneration, holidays and other benefits), and does the company appropriately reflect the business performance or achievements in the employee remuneration?</td><td>V</td><td></td><td>The Company's employee benefits and leave are in compliance with the Labor Standards Act. For further details, please refer to "Labor Relations" on page 102 of this report.

1. Employee remuneration policy
The remuneration to employees is determined by their education, professional knowledge and skills, contribution to the Company, and personal performance. The remuneration is adjusted according to the market salary, economic and industrial changes, and the government's regulatory dynamics. If the Company makes a profit in a year, 2% of the profit is appropriated as remuneration to employees. To encourage employees to achieve the production,</td><td>None</td></tr>
</table>

Evaluation Item	Status			Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			business and profit targets set, the Company evaluates the personal performance of employees and issues performance bonuses accordingly. 2. Leave system The Company has established a leave system in accordance with the Labor Act and included it in the "Work Rules" for employees. 3. Employee welfare measures We are committed to building a comprehensive employee care system and providing comprehensive welfare plans: We provide comprehensive employee welfare programs, including quality health insurance plans, employee health and insurance coverage, employee fidelity insurance, employee clubs (e.g., badminton and bowling), various bonuses and subsidies, facilities and equipment, retirement planning, lactation rooms, and childcare allowances. In addition, an emergency assistance mechanism is in place to provide timely support when employees encounter major unforeseen events. The Company also offers an employee stock ownership trust program, with 27.56% of employees participating in 2025, demonstrating confidence in the Company's long-term development. 4. Equal and diversified workplace The Company is committed to equal and diversified treatment in the workplace regardless of gender, race, religion, political stance or other differences. At Fwusow, we hire people with disabilities and we respect the cultural backgrounds of our indigenous and foreign employees. In 2025, female employees accounted for 33% of the workforce, and female executives accounted for 6.7% of the workforce.	

<table>
<tr><th rowspan="2">Evaluation Item</th><th colspan="3">Status</th><th rowspan="2">Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td>(III) Does the company provide employees with a safe and healthy work environment, and provide regular safety and health education to employees?</td><td>V</td><td></td><td>1. The Company has formed the Occupational Safety and Health Committee, which had four meetings in 2025. The Committee regularly organizes employee health checkups and safety and health seminars. The Committee also routinely inspects fire safety and health-related equipment and facilities, and strengthens personnel safety hazard awareness. In doing this, we are able to provide employees with a safe and comfortable working environment. Taichung Port Plant and Shalu Plant have obtained ISO 45001 Occupational Safety and Health Management System and the TOSHMS certification (currently effective from October 21, 2022 to October 20, 2025).

2. The disabling injury frequency rate in 2025 was 2.6, with 3 employees (accounting for 0.44% of the total workforce). For the occurrence of occupational accidents, first-aid measures are carried out immediately to reduce injuries. The causes of the accidents are analyzed for improvement to avoid recurrence. For employees who are involved in occupational accidents, we also provide compensation.

3. In 2025, FWUSOW INDUSTRY CO., LTD. (across its four major production plants) experienced one fire incident. Emergency response teams were immediately activated to extinguish the fire, and no injuries were reported. The incident had no material impact on the Company's financial position or operations and did not affect normal operations.

4. Monitoring of the labor safety operating environment
To protect workers from hazards at work, the Company conducts environmental monitoring every year and performs special work health inspections in abnormal work areas based on monitoring results to ensure labor health.

Labor safety training in the past three years<table><tr><th>Year</th><th>Number of people trained</th><th>Man-hours of training</th></tr><tr><td>2023</td><td>1,204</td><td>2,377.5</td></tr></table></td><td>None</td></tr>
</table>

Evaluation Item	Status			Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			2024 | 649 | 10,213 2025 | 1,403 | 4,065 In 2025, there were no major occupational safety incidents. However, the Company was subject to fines totaling NTD 360,000 imposed by the Taichung City Labor Affairs Bureau (Labor Inspection Office) and the Southern Occupational Safety and Health Center of the Ministry of Labor’s Occupational Safety and Health Administration. The identified non-compliance issues have since been fully rectified.	
(IV) Has the company established effective training programs for the career development of employees?	V		To enhance the effectiveness of training and ensure systematic implementation, the Company has established the "Employee Education and Training Management Policy," and has developed dedicated learning roadmaps for both incumbent employees and new hires to build a comprehensive training framework. Through a job rotation program, the Company cultivates well-rounded professional and leadership talent. In terms of departmental skills training, a “mentor system" is implemented to promote the sharing of experience and knowledge among employees. An online learning platform has also been established to enable self-directed learning without location constraints. In 2025, total internal and external training	None

Evaluation Item	Status			Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			hours amounted to 10,101 person-hours.	
(V) Has the company complied with laws and international standards with respect to the issues of customer health, safety and privacy, marketing and labeling in all products and services offered, and implemented consumer or customer protection policies and complaint procedures?	V		1. The Company's products comply with all relevant domestic and foreign laws and regulations governing food safety, product labeling, customer privacy and marketing. 2. The Company has established the "Procedures for Personal Information Protection Management" and assigned dedicated personnel to keep safe the personal information, ensuring customer privacy. 3. The ISO 27001 Information Security Management System was implemented in 2024 and certified in February 2025. The Company has disclosed its information security policy on its official website and continues to strengthen information protection measures. In 2025, a total of 61 person-hours of information security awareness training were conducted to enhance employees’ awareness. 4. Multiple communication channels have been established (including an 0800 customer service hotline, the Company’s website, and a service email) to safeguard consumer rights.	None
(VI) Has the company established supplier management policies demanding suppliers to comply with relevant regulations on issues concerning environmental protection, occupational safety and health or labor human rights? What is the implementation status?	V		1. Suppliers management is conducted in accordance with the "Measures for the Selection of Suppliers". We also request our suppliers to sign the "Supplier CSR Code of Conduct" to jointly comply with human rights, labor conditions, labor safety and health, and fair competition issues. 2. Before engaging in a business deal, we must ensure that the supplier is a legally registered vendor, with relevant quality system certifications obtained, such as ISO 9001, FSSC 2000, HACCP, ISO 22000, BRC (global food safety standard certification), and SQF (food safety quality standard). In 2025, we performed on-site evaluations of suppliers' purchasing, process management, and quality systems. All the suppliers passed the evaluations with no serious defects.	None

Evaluation Item	Status			Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
V. Has the company referred to internationally accepted reporting standards or guidance when preparing sustainability reports to disclose non-financial information? Has the aforementioned report obtained an assurance or verification opinion from a third-party assurance provider?	V		1. The Company has established its sustainable development strategy and goals in accordance with the "Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies" and the Global Reporting Initiative (GRI) guidelines, and in response to the Task Force on Climate-Related Financial Disclosures (TCFD), the Sustainable Accounting Standards Board (SASB) standard framework, and the core values of the Company and its professional response to the United Nations Sustainable Development Goals (SDGs). The goal is to strengthen the disclosure of sustainable development information and prepare an ESG report. 2. The 2025 ESG Report was commissioned to KPMG for limited assurance in accordance with the Assurance Standards Bulletin No. 1 "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information". The report has been published on MOPS and the sustainability website.	None
VI. If the Company has established its own sustainability development principles in accordance with “Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies” please describe its current practices and any discrepancies from the Best Practice Principles: The Company established the "Sustainable Development Best Practice Principles" in March 2015, which were approved the Board of Directors to implement the sustainable development of the Company. The Board of Directors approved the amendment to the Principles in February 2022. There is no significant discrepancy between the Company's operation and the Principles. There is no significant discrepancy. In accordance with the law, the Company publishes a corporate ESG report every year. The information and data in the annual report are subject to the ESG report.				

Evaluation Item	Status			Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	

VII. Other important information to facilitate the understanding of the status of promotion of sustainable development:

Guided by the mission of "providing safe and healthy food for all" and the vision of "developing a green enterprise," the Company upholds food safety with a prudent and rigorous approach, advances a circular agriculture model, and implements ESG initiatives, with "Food So Good!" as its core quality commitment. We are not only a provider of food, but also a guardian of sustainable and healthy living.

(I) Social

1. We organized the 11th Cerear Elementary School's Table Tennis Tournament, in which 60 teams signed up with 625 participants.
2. The Company has participated in the winter relief event at Huichung Temple, Fo Guang Shan Monastery for 19 years. We also sent a team of 16 volunteers to the site (64 hours of volunteer service in 2025) to help distribute supplies, turning care into action.
3. The Company continued to donate cash and supplies to Bethany Children & Family Foundation, Andrew Charity Association, Food Bank Taiwan, and other charities, while also participating in and sponsoring various public welfare activities and local cultural promotion initiatives, with total contributions of approximately NTD 6.797 million.
4. Organized food and agriculture education programs and "one-day store manager" experiential activities to promote knowledge of circular agriculture and environmental sustainability. Through engaging, hands-on learning, these initiatives foster environmental awareness, encourage the integration of sustainable practices into daily life, and expand positive social impact.
5. Funded with approximately NTD 2.5 million donated by the Fushou Social Welfare Foundation, and in collaboration with the NTU Experimental Forest, the Department of Civil Engineering at National Taiwan University, and domestic and international scholars and experts, Taiwan's first hyperbolic wooden bridge constructed using locally sourced materials, the "Fushou Bridge," was built at the Xitou Nature Education Area and officially inaugurated on August 22, 2025. Through the absorption and storage of carbon dioxide during the growth of timber, the Fushou Bridge serves as a carbon storage medium, sequestering approximately 1,200 kilograms of carbon emissions, and demonstrating a tangible outcome of cross-sector collaboration among public welfare, academia, and practice.

(II) Environmental

1. Continue to purchase local corn and other grain products to reduce carbon emissions from overseas procurement transportation.
2. As of the end of 2025, the Company continued to pass the ISO 9001, SQF, FSSC 22000, ISO 22000, and TQF certifications.
3. The subsidiary Charming Food has obtained the ISO 14067:2018 carbon footprint verification statement for Frozen Grade 2 Chickens.
4. The Company has adopted ISO 50001 Energy Management System to monitor energy consumption and improve efficiency.
5. Measures such as the installation of energy-efficient lighting, procurement of high-efficiency motors, and process optimization have reduced electricity consumption, resulting in an estimated reduction of 338.99 tCO_2e.
6. Five additional Cerear cereal products obtained carbon footprint label certification, bringing the total number

Evaluation Item	Status			Discrepancies with the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	

of products maintaining carbon footprint labels to 27.

(III) Governance

In 2025, the Company underwent an ESG assessment by Dun & Bradstreet, achieving an overall score above the industry average and continuing to maintain its sustainability certification.

(IV) Honors and awards

Received the “Friendly Employment Excellence Award – Generational Prosperity Category” from the Workforce Development Agency, Ministry of Labor, a gold award in the report category of the TCSA “Taiwan Corporate Sustainability Awards”, a bronze award for our English report in the GCSA “Global Enterprise Sustainability Awards”, and a selection as a top performer in the Commercial Weekly AI Innovation 100. The Company has also been selected for four consecutive years as one of Business Weekly’s Top 100 Carbon Competitiveness Companies and has received the 1111 Job Bank “Happy Enterprise” Gold Award for six consecutive years.

(V) Information on corporate ESG report

Please visit the Company's website

https://www.fwusow.com.tw/index.php/download/itemlist/category/126

Implementation of climate-related information:

Item	Implementation status
1. Describe the monitoring and governance of climate-related risks and opportunities by the Board of Directors and management.	1. The Board of Directors is the highest level of governance, and regularly reviews climate risks and opportunities, and pays attention to major climate issues, in order to effectively prevent and manage potential risks and ensure the Company's stable operations. 2. The "TCFD Committee" was established, with the general manager as the chairman, and other senior executives forming a task force responsible for collecting, assessing and identifying climate risks and opportunities. Based on the assessment results, response strategies and quantitative metrics are formulated and reported to the Board of Directors. Members of each task force are assigned responsibility for corresponding risks based on their functional roles, ensuring effective governance and ongoing oversight of climate-related issues, and facilitating the integration of climate risk management into daily operations. 3. A Risk Management Committee has been established to oversee risk management policies and procedures, coordinate the identification of various risks, including operational, financial, regulatory compliance, and climate-related risks, and develop corresponding response strategies. The implementation status is reported to the Board of Directors once a year.
2. Describe how the identified climate risks and opportunities affect the Company's business, strategy and finance (short-, medium-, and long-term).	1. The Company conducted a TCFD assessment in 2025, and all bases in Taiwan (including subsidiaries, Charming Food, Wan-Ji-Sheng and Fwusow New Industry) were included in the assessment to fully evaluate and quantify the impact of climate risks and opportunities. 2. Short-term is defined as less than 5 years, mid-term as 5-15 years, and long-term as 15 years or more. The Company assessed the impact of related climate risks and opportunities on its potential operations and finances. In 2025, three major short-term risks and one major short-term opportunity were identified, while no medium- or long-term risks and opportunities were identified. Response strategies were formulated, as detailed in Table 1 – Impact of Climate Change Risks and Opportunities on Finance.
3. Describe the financial impact of extreme climate events and transformation actions.	For the financial impact of extreme climate events and transformation actions, please refer to Table 1
4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	To effectively manage and respond to the impacts brought by climate change risks, the TCFD Committee has been established to identify, assess and formulate countermeasures for the possible climate change transformations and physical risks and opportunities. Climate-related risk management processes are incorporated into the risk management procedures and are overseen by the Risk Management Committee, which is responsible for ongoing monitoring, follow-up management, and tracking of implementation progress,

	and reports the results to the Board of Directors on an annual basis.
5. If a scenario analysis is used to assess the resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors, and main financial impacts used shall be described.	The Company assesses climate change risks using selected scenario analysis methodologies, mainly including the following scenarios: 1. Transformation risk scenario: • Scenario of the Intended Nationally Determined Contributions (INDC) • Key parameters: Achieve carbon reduction targets of 32% ± 2% by 2032 and 38% ± 2% by 2035, compared to 2005 levels. • Assessment of financial impact: (1) The average electricity price increased from NTD 3.69/kWh in 2023 to NTD 4.18/kWh in 2024, representing an overall increase of approximately 13.42%. (2) Based on the total purchased electricity of 25,716.2 thousand kWh for the four major production plants in 2024, the additional electricity expense is estimated at approximately NTD 12.73 million. • Countermeasures: The Company has adopted ISO 50001 energy management system to prioritize the investment in energy-saving projects with high return on investment. 2. Physical risk scenario: • Adopting the Shared Socioeconomic Pathways (SSPs) from the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform (TCCIP). • Scenarios: (1) SSP1-2.6 (low emission scenario) (2) SSP5-8.5 (high emission scenario) • Major analysis factors: (1) Temperature change trend (2) Changes in rainfall pattern • Assessment result: Under the SSP5-8.5 scenario, end-of-century precipitation projections indicate that the increase in rainfall does not reach the Central Weather Administration’s threshold for heavy rain. • Actual impact in 2024: No flooding or drainage system load problem in the plant. Based on the above scenario analysis, physical risk impacts have not reached a material risk level. In response to the transition risk of rising purchased electricity prices, the Company implements energy-saving improvements under the ISO 50001 Energy Management System and adopts various energy conservation and carbon reduction measures to enhance climate resilience and mitigate the risk of increased future operating costs.
6. If there is a transformation plan in place to manage climate-related risks, specify the content of the plan, and the indicators and targets used to identify and manage physical risks and transformation risks.	The Company's response to the management of climate risks is as shown in Table 1, the management strategies, indicators and targets.

7. If internal carbon pricing is used as a planning tool, the basis for setting the pricing shall be stated.	The Company has not yet used the internal carbon pricing.
8. If climate-related goals have been set, specify the activities covered, the scope of GHG emissions, the planned schedule, and the progress made in each year. If carbon credits or renewable energy certificates (RECs) are used to achieve the relevant targets, the source and quantity of carbon credits to be offset or the quantity of renewable energy certificates (RECs) shall be specified.	• For the scope of GHG emissions, the schedule, and the progress achieved each year, please refer to 1-1 and 1-2. • The Company did not use carbon credits or renewable energy certificates (RECs).
9. Greenhouse gas inventory and assurance status, as well as reduction goals, strategies, and concrete action plans (1-1 and 1-2 to be filled out)	For GHG inventory and assurance status, as well as reduction goals, strategies, and concrete action plans, please see 1-1 and 1-2.

Table 1 - Impact of Climate Change Risks and Opportunities on Finance

Category	Climate-related issues	Impact and potential financial impact	Countermeasures	2024 implementation status	Indicators and targets
Transformation risks/ Opportunities	Total carbon emissions control and the imposition of carbon taxes and fees	After assessment, there is no significant risk and potential financial impact.	Continuously monitor domestic and international policies and trends.		
	Renewable energy regulations	Compulsory installation of renewable energy devices to a certain percentage, and if the installation is insufficient, additional capital expenditure is required.	The solar panels are set up to generate power for sale to TPC.	Solar power generation in 2024 totaled 4,069 thousand kWh.	Increase the solar panel power generation 1. Target: 4,300kW by 2025 2. Target: 4,500kW by 2030
	Increase in purchased electricity prices	Rising electricity prices have increased indirect operating costs.	The Company is expanding the implementation of the ISO 50001 Energy Management System to cover five production plants across the parent company and its subsidiaries, carrying out energy-saving improvements and prioritizing the replacement of high energy-consuming equipment.	In 2024, three major production plants of Fwusuo Industrial (Shalu Plant, Taichung Port Plant, and Lukang Plant) completed implementation and obtained system certification, covering approximately 60% of plant operations.	Expanded application of ISO 50001 energy management to more factory premises 1. Target coverage of 80% of plant operations by 2025 2. Target coverage of 100% of plant operations by 2030
	Fluctuation of raw material costs	The harvesting progress and yield of key commodities affect market price volatility, directly impacting operating costs.	The Company keeps track of changes in the market and adjusts the schedule of procurement flexibly to grasp the future price and reduce the risk of cost fluctuations.	Procurement is diversified across multiple countries, and inventory levels have been increased from one month to two months.	
Physical risks	Water shortage and drought	After assessment, there is no significant risk and potential financial impact.	1. Conduct routine inspections of water facilities and improve water use efficiency. 2. Continuously monitor external conditions; in the event of drought or water shortages, establish a crisis response team and flexibly adjust production schedules.		
	Rising Average temperatures	After assessment, there is no significant	1. Install environmental control systems at aquaculture facilities.		

		risk and potential financial impact	2. Ensure proper operation of on-site generators.		
Climate opportunities	Expand the scope of GHG inventory voluntarily	Expanding the scope and verification of greenhouse gas inventories enables early completion of GHG inventories for the parent company and subsidiaries, supports the development of carbon reduction measures, enhances corporate image, and contributes to revenue growth.	1. Complete greenhouse gas inventory and verification ahead of schedule. 2. Formulate carbon reduction strategies and promote sustainability awareness across the supply chain and among consumers to drive sales growth.	1. In 2024, greenhouse gas inventory and verification were completed for the four major production plants of the parent company. 2. The subsidiaries, Charming Food and Wan-Ji-Sheng are expected to complete GHG inventory and verification in 2026. 3. Greenhouse gas emission intensity was 1.75 in 2024, achieving the target set for 2025.	Reduce GHG emission intensity 1. Target: 1.89 by 2025 2. Target: 1.65 by 2030

The indicators and targets set for climate risks and opportunities are disclosed and tracked in the annual sustainability report.

1-1 Greenhouse Gas Inventory and Assurance for the past Two Years

1-1-1 Greenhouse Gas Inventory Information

According to the sustainable development roadmap for TWSE/TPEx-listed companies, the parent company shall start the GHG inventory in 2026, and the subsidiaries in 2027. Since 2020, Fwusow has been voluntarily conducting the ISO 14064-1 greenhouse gas inventory, and has applied for carbon footprint certification for 27 products. The Company has also introduced ISO50001 energy management system. The 2025 GHG inventory will be verified by SGS.

The 2024 and 2025 GHG inventory data are based on the operational control method, and the GHG inventory is summarized as follows:

Year	Scope	Emissions (ton CO_2e)				Intensity (CO2e equivalent/NTD million revenue)
		Scope 1	Scope 2	Scope 3 (Voluntary disclosure)	Total	
2024	Parent company (Four major production plants)	7,892.17	12,609.16	4,611.05	25,112.38	1.75
2025	Parent company	8,016.69	12,830.13	5,172.48	26,019.30	1.77 Note 2
	Wan-Ji-Sheng	581.34	881.47	207.18	1,669.99	
	Fwusow New Industry	3.54	110.02	25.74	139.31	

Note: 1. In 2025, the scope of the self-conducted greenhouse gas inventory covered all operating locations of the parent company and was expanded to include its subsidiaries, Wan-Ji-Sheng Agricultural Technology Co., Ltd. and Fwusow New Industry Co., Ltd.

2. To ensure data comparability, emission intensity was estimated based on the carbon emissions of the four major production plants of the parent company.

1-1-2 Greenhouse Gas Assurance Information

The scope of assurance of the total GHG emissions disclosed by the Company for 2024 is the Company an entity, including the Shalu Plant, Taichung Port Plant, Lukang Plant, and Kaohsiung Plant. In the disclosure of the total GHG emissions, Scope 1 and Scope 2 have been assured by SGS Taiwan, a certification body, to comply with the reasonable assurance level according to the ISO 14064-3 standard, and Scope 3 has a limited assurance level.

The greenhouse gas inventory for 2025 was completed through a self-assessment in March 2026. An assurance engagement has been arranged with SGS Taiwan Ltd. in accordance with ISO 14064-3. As the assurance had not been completed at the time of preparation of this annual report, the relevant greenhouse gas inventory information will be disclosed in the 2025 Sustainability Report and on the Company's sustainability website.

1-2 Greenhouse Gas Reduction Targets, Strategies and Concrete Action Plans

(1) Short-term targets:

Based on a baseline greenhouse gas emission intensity of 2.36 tCO_2e per NTD 1 million in 2019, targets were set to reduce emission intensity by 20% to 1.89 by 2025 and by 30% to 1.65 by 2030.

(2) Mid- and long-term targets:

The target emission intensity by 2040 is reduced to 1.5, and the target emission intensity is reduced to 1.3 by 2050.

To ensure comparability of historical data, the achievement of the 2025 greenhouse gas emission intensity target was calculated and compared using the same inventory scope as the 2019 base year. Any additional inventory scope included in 2025 was excluded from this comparison with the base year. Based on the consistent basis described above: Achievement of 2025 short-term targets: The estimated greenhouse gas emission intensity for 2025 was 1.77 tCO_2e per NTD 1 million, achieving 107% of the 2025 target and 93% of the 2030 target. Achievement of 2025 mid and long-term target: Achieving 85% of the 2040 target and 73% of the 2050 target.

The Company will continue to review the impact of changes to the inventory boundary, assess the possibility of resetting the reduction target using a new benchmark year, and track performance annually to ensure consistent information disclosure.

(3) Reduction strategy and action plan

1. Measures such as upgrading production equipment, replacing high energy-consuming motors with high-efficiency (IE3) motors, installing energy-efficient LED lighting, and upgrading natural gas boilers and dryers reduced emissions by approximately 338.99 tCO_2e in 2025.
2. Successively update equipment, introduce the ISO 50001 energy management system, and improve energy consumption efficiency.
3. Total solar power generation in 2025 amounted to 3,974.17 thousand kWh, and efforts will continue to increase solar power generation.
4. The greenhouse gas inventory and assurance status for 2025 will be disclosed in the 2025 Sustainability Report.

(VI) The state of the performance in the area of ethical corporate management and discrepancies with the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and reasons:

Evaluation Item	Status			Discrepancies with the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and reasons:
	Yes	No	Summary	
I. Formulation of ethical management policies and action plans				
(I) Has the company established an ethical management policy that has been passed by its Board of Directors, and clearly specified in its rules and external documents the ethical corporate management policies and the commitment by the Board of Directors and senior management on rigorous and thorough implementation of such policies and methods?	V		The Board of Directors has approved the establishment of the "Ethical Corporate Management Best Practice Principles" to establish a corporate culture of ethical management and to implement corporate governance. The Board of Directors and management also actively implement the commitment of operating policies. The relevant measures are disclosed on the Company's website and the MOPS.	None
(II) Has the company established a risk assessment mechanism against unethical behavior, analyzed and assessed business activities within its business scope on a regular basis which have a higher risk of unethical behavior, and established prevention programs that at least cover the preventive measures specified in Article 7, Paragraph 2 of the “Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies”?	V		The "Procedures for Ethical Management and Guidelines for Conduct" established by the Board of Directors of the Company clearly stipulate the prevention programs for business activities with unethical conduct risks. The Ethical Corporate Management Best Practice Principles and the Corporate Governance Best Practice Principles set out preventive measures against unethical behaviors, and cover the business activities or other business activities with high risks of unethical behaviors stipulated in preventive measures specified in Article 7, Paragraph 2 of the “Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies. Through sound channels for grievances and whistle-blowing, the Company implements disciplinary actions against violations.	None
(III) Has the company specified operational procedures, behavioral guidelines, disciplining of violations, and an appeal system in the program against unethical conduct, and implemented such programs, and reviewed and revised the aforementioned programs on a regular basis?	V		The "Procedures for Ethical Management and Guidelines for Conduct" specify the procedures for handling violations of ethical management, the disciplinary actions to take, as well as the grievance mechanism. The Ethical Management Promotion Team composed by the Corporate Governance Officer is responsible for the implementation and supervision of operations.	None
II. Implementation of ethical management				

Evaluation Item	Status			Discrepancies with the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and reasons:
	Yes	No	Summary	
(I) Has the company evaluated the integrity of all counterparties with whom it has business dealings? Are there any integrity terms in the agreements it enters into with business partners?	V		1. The Company assesses the integrity of its business partners and includes the ethical management policy and ethical trading declarations in the contracts entered into with suppliers. 2. The Legal Affairs Office assists in the review of the contract, which includes the terms that the Company may terminate or rescind the contract at any time if the counterparty breaches the ethical management conduct.	None
(II) Has the company set up a dedicated responsible unit to promote corporate ethical management under the Board of Directors, and has such unit reported its implementation of ethical management policy and preventive action plans against unethical conduct and the supervision status to the Board of Directors on a regular basis (at least once a year)?	V		The Company has a corporate governance officer under the Board of Directors to be in charge of the management of ethical corporate management. The Ethical Corporate Management Team is responsible for the formulation and supervision of the implementation of ethical corporate management policies and prevention programs, and reports to the Board of Directors at least once a year on the implementation status. The report on the implementation of ethical management was submitted to the Board of Directors on December 23, 2025, covering the implementation of ethical management, the evaluation and operation of preventive measures.	None
(III) Does the company have a prevention policy for conflicts of interest and does it provide appropriate reporting channels and implement the policy?	V		In accordance with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies, the Company shall avoid conflicts of interest and personal interest. The Company also follows the "Ethical Corporate Management Best Practice Principles" and the "Procedures for Ethical Management and Guidelines for Conduct" to specify the requirements for directors, managers and other attendees to recuse themselves from the meeting if there is a conflict of interest involved.	None
(IV) Has the company established an effective accounting system and internal control system in order to implement ethical management, and does the internal audit unit propose relevant audit plans according to the assessment results of the risks of unethical behaviors, and	V		1. In order to implement ethical management, the Company has established an effective accounting system and internal control system. The Audit Office regularly performs internal control self-assessment operations and reviews them to ensure the effectiveness of the system. The assessment results serve as the basis for issuing a	None

Evaluation Item	Status			Discrepancies with the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and reasons:
	Yes	No	Summary	
review the compliance status of the prevention of unethical behavior, or entrust an accountant to carry out the review?			Declaration of Internal Control System, which is submitted to the Board of Directors for approval. 2. Relevant plans are formulated based on the assessment results, the compliance with relevant measures and processes is regularly evaluated, with an audit report prepared to report the audit status to the Board of Directors.	
(V) Does the company organize internal or external training on a regular basis on ethical management?	V		1. The Company has established is Ethical Corporate Management Best Practice Principles, which are promoted internally to root them in the corporate culture. Externally, the Company advocates the importance of ethical management when meeting or signing contracts with vendors. 136 people participated in the internal ethical management training in 2025. 2. The Company has established the "Intellectual Property Management Policy" to ensure the proper management of trademarks and trade secrets, which was reported to the Board of Directors on December 23, 2025. In 2025, a training seminar on "Trademark Asset and Risk Management" was conducted to enhance awareness of intellectual property protection and update management knowledge. A total of 54 participants attended in person and 14 participated via live video, for a total of 136 person-hours.	None
III. The company's whistle-blowing system				
(I) Has the company established a concrete whistle-blowing and reward system, a convenient whistle-blowing channel, and assigned dedicated staff responsible for handling whistle-blowing matters?	V		The Company has established a system for reporting misconduct, and set up an internal hotline and mailbox for receiving reports, which are processed by dedicated personnel. The Company has also set up a mailbox for reporting misconduct by stakeholders on the Company's website. 1. Whistleblowing Email Address (ah@fwusow.com.tw) 2. Whistleblowing Hotline (HR Department: 04-26362111 ext. 212)	None
(II) Has the company implemented any standard procedures and/or subsequent measures after carrying out an investigation or confidentiality measures	V		The Company has established relevant measures for handling reported misconduct and there is a confidently mechanism in place. All reported misconduct and follow-up are carried out in a	None

Evaluation Item	Status			Discrepancies with the Ethical Corporate Management Best-Practice Principles for TWSE/TPEx Listed Companies and reasons:
	Yes	No	Summary	
for handling reported misconduct?			confidential manner.	
(III) Has the company taken appropriate measures to protect whistle-blowers from suffering any improper treatment for reporting an incident?	V		The identity of the whistle-blowers and the content of the report are strictly kept confidential by the Company. Measures are in place to ensure that whistleblowers are not subject to improper treatment due to reporting. In 2025, there were 0 reported cases.	None
IV. Strengthening of information disclosure				
(I) Has the company disclosed the contents of ethical corporate management and its implementation results on the website and MOPS?	V		The Company discloses the Ethical Corporate Management Best Practice Principles and the effectiveness of promotion on the Company's website and MOPS, and also reports on the implementation of ethical corporate management in the annual report and sustainability report.	None
V. If the Company establishes its own ethical management best-practice principles according to the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies," please describe its current practices and any discrepancies from the Best Practice Principles: The Company has established the Ethical Corporate Management Best Practice Principles, and has implemented the Principles in daily business management, and there is no discrepancy.				
VI. Other important information that is helpful in understanding the corporate ethical management operation of the Company? (Such as, the Company has the corporate ethical management best practice principles amended, etc.): 1. The Company duly observes applicable laws governing TWSE/TPEx listed companies or other applicable business laws, and strengthens information transparency. 2. The Company has formulated the "Procedures for Ethical Management and Guidelines for Conduct" to specifically regulate the matters to be paid attention to in the course of carrying out business. 3. The Company has adopted "Insider Trading Prevention Management," clearly stipulating that material non-public information must not be disclosed to others. 4. In accordance with the environmental changes and government policies, the Company will amend the "Ethical Corporate Management Best Practice Principles" and other related measures in a timely manner to meet the requirements of the laws and regulations, and the information will also be disclosed.				

(VII) Other significant information that will provide a better understanding of the state of the company's implementation of corporate governance:
Please refer to p.39 of the annual report.

(VIII) The company's internal control system:

1. Declaration of Internal Control System: See the next page.
2. If a CPA has been entrusted to audit the internal control system, the CPA's audit report shall be disclosed: None.

FWUSOW INDUSTRY CO., LTD.
Declaration of Internal Control System

Date: March 4, 2026

Based on the findings of a self-assessment, the Company states the following with regard to its internal control system during 2025:

I. The Company understands it is the responsibility of the Company's Board of Directors and management to establish, enforce, and maintain an internal control system. Its purpose is to provide reasonable assurance on the achievement of operating effectiveness and efficiency (including profits, performance, and assets safeguarding), reporting matters with reliability, timeliness, and transparency, and compliance with relevant laws and regulations.

II. Internal control systems are prone to limitations. No matter how robustly designed, an effective internal control system merely provides reasonable assurance to the achievements of the three goals above. Furthermore, environmental and situational changes may affect the effectiveness of the internal control system. Nevertheless, the internal control system of the Company contains self-monitoring mechanisms, and corrective action is taken whenever a deficiency is identified.

III. The Company determines the effectiveness of the design and implementation of the internal control system on the basis of the criteria for the effectiveness of internal control systems stipulated in the "Regulations Governing the Establishment of Internal Control System by Public Companies" (hereinafter referred to as the "Regulations"). The criteria introduced by the "Regulations" consist of five major elements, each representing a different stage of internal control: 1. Control environment, 2. Risk evaluation and response, 3. Procedural control, 4. Information and communication, and 5. Supervision. Each element further contains several items. Please refer to the "Regulations" for the details of the said items.

IV. The Company has adopted the above criteria of internal control systems to assess the effectiveness of the design and implementation of the internal control system.

V. Based on the findings of the evaluation, the Company believes that, as of December 31, 2025, its internal control system (including the supervision and management of subsidiaries), including the monitoring of the achievement of its objectives concerning operational effectiveness and efficiency, the reliability, and timeliness and transparency of the reporting and compliance with applicable laws and regulations, is effective in design and implementation, and can reasonably assure the achievement of the above-mentioned objectives.

VI. This Declaration of Internal Control is the content of our annual report and prospectus for the information of the public. For any forgery and concealment of the aforementioned information to the public, we will be held responsible by law in accordance with Article 20, Article 32, Article 171 and Article 174 of the Securities and Exchange Act.

VII. The Declaration has been approved by the Board of Directors of the Company on March 4, 2026. Of the nine directors present, two expressed dissenting opinions, and the remaining directors approved the contents of this Declaration.

FWUSOW INDUSTRY CO., LTD.

Chairman: Hung Yao-Kun

General Manager: Chao Wen-Chiang

(IX) Important resolutions of the shareholders' meeting and the Board meetings in the most recent year and up to the date of publication of the annual report:

1. Resolutions of the shareholders' meeting and the implementation thereof:

Date	Meeting	Resolutions of the shareholders' meeting	Implementation status
2025/05/23	Shareholders' Meeting	(1) Ratification for the motion for 2024 business report and financial statements. (2) Ratification for the motion for the 2024 earnings distribution plan. (3) Motion for amendment to the Company's Articles of Incorporation.	(1) The relevant reports have been filed with the competent authority in accordance with the Company Act and other relevant laws and regulations. (2) For the distribution of earnings in 2024, a cash dividend of NTD 0.50 per share was distributed. According to the resolution by the shareholders' meeting, the record date for dividend distribution was set as June 17, 2025, and the cash dividends were be paid out on June 27, 2025. (3) Approved by the Ministry of Economic Affairs for registration on July 7, 2025 and announced on the company website.

2. Important resolutions of the Board of Directors:

Date of meeting	Summary	Resolution outcome
2025/03/04 14th Term 13th meeting	1. 2024 performance evaluation report of the Board of Directors and functional committees. 2. Report on GHG inventory schedule 3. Motion for ratification of the Company's 2024 financial statements. 4. Motion for discussion of the date, location, and agenda for the 2025 annual general meeting. 5. Motion for amendment to the Company's Articles of Incorporation.	Approved as proposed without dissent by all attending directors
	6. Report on the Company's “Declaration of Internal Control System”.	Eight directors voted in favor and one opposed. The Board of Directors approved the motion.
	7. Motion for evaluation of the independence and competency of the Company's CPAs. 8. Motion for renewal of the Company's loan facilities of each bank upon maturity. 9. Motion for renewal of the transaction limit for derivatives related to forward foreign exchange transactions upon maturity with Chang Hwa Bank.	Approved as proposed without dissent by all attending directors
	10. Motion for the renewal of the Company's endorsement and guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks.	All directors in attendance at the board meeting approved a NTD 100 million guarantee international bills for Charming Food International. The matter of Chang Hwa Bank’s guarantee will be discussed at the board meeting scheduled for May.
2025/03/31 14th Term 14th meeting	1. Progress report on the sustainability report. 2. Report on liability insurance of directors, supervisors, and key employees. 3. Motion for discussion of 2024 earnings distribution. 4. Motion for 2024 remuneration to employees and directors. 5. Discussion of new motions added to the 2025 Shareholders’ Meeting.	Approved as proposed without dissent by all attending directors

	6. Motion for change of the Company's internal audit officer. 7. Motion for replacement of the Company's CPAs.	
2025/05/09 14th Term 15th meeting	1. Report on GHG inventory schedule 2. Motion for ratification of the Company's consolidated financial statements for Q1 2025. 3. Amendments to the Company's "Internal Control System" and "Regulations Governing Internal Audit Control Management.	Approved as proposed without dissent by all attending directors
	4. Discussion regarding the capital reduction and cash increase of Qiaofu Industry Co., Ltd. through investment.	Seven directors approved, one director opposed, and one abstained. The board passed the proposal.
	5. Motion for setting the record date for the second repurchase of treasury stocks for capital reduction. 6. Motion for renewal of the Company's loan facilities of each bank upon maturity. 7. Motion for renewal of "transaction limit for derivatives related to interest rates, forward exchange forwards, options or other underlying prices" upon maturity with various banks. 8. Motion for the renewal of the Company's endorsement and guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks.	Approved as proposed without dissent by all attending directors
2025/08/05 14th Term 16th meeting	1. Report on GHG inventory schedule 2. Final report on the sustainability report. (Description of major topic identification, risk management, and stakeholder communication) 3. Report on corporate sustainability planning and R&D center operations. 4. Motion for ratification of the motion for consolidated financial statements for Q2 2025. 5. Motion for renewal of the Company's loan facilities of each bank upon maturity. 6. Motion for the Company to enter into a derivative financial instrument transaction with the Taichung Branch of Taiwan Cooperative Bank to hedge using commodity options, with an additional credit facility. 7. Motion for the renewal of the Company's endorsement and guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks. 8. Motion for change of personnel in charge of supervising and controlling derivatives trading risks.	Approved as proposed without dissent by all attending directors
2025/11/04 14th Term 17th meeting	1. Report on GHG inventory schedule 2. Motion for ratification of the Company's consolidated financial statements for Q3 2025. 3. Discussion of the Company's 2016 audit plan. 4. The Company proposes to renew its mid-term loan facilities with various banks. 5. Motion for the renewal of the Company's endorsement and	Approved as proposed without dissent by all attending directors

	guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks.	
2025/12/23 14th Term 18th meeting	1. Report on the implementation of the Company's Ethical Corporate Management Best Practice Principles. 2. Intellectual property implementation report. 3. Report on TCFD implementation. 4. Discussion of the 2026 financial budget. 5. Amendments to the Company's "Internal Control System. 6. Motion for amendment to the Company's Articles of Incorporation. 7. Motion for renewal of the Company's loan facilities of each bank upon maturity. 8. Motion for the renewal of the Company's endorsement and guarantee amount of the subsidiary Charming Food International Marketing Co., Ltd. from various banks.	Approved as proposed without dissent by all attending directors

(X). If the director or supervisor has expressed a dissenting opinion with respect to a material resolution passed by the Board of Directors in the most recent year up till the publication date of this annual report, and said dissenting opinion has been recorded or prepared as a written declaration, please disclose the principal content thereof: None.

IV. Information on fees for CPAs:

(I) For non-audit fees paid to CPAs, accounting firms, and affiliates thereof, the amount of audit and non-audit fees, and the service content of audit and non-audit fees:

Unit: NTD thousand

Name of CPA firm	Name of CPA	CPA's audit period	Audit fee	Non-audit fee	Total
Soloman & Co., CPAs	Chang Chun-Fu Wu Chien-Meng	2025/01/01~2025/12/31	3,518	403	3,921

Note: Non-audit fees include: NTD 40 thousand for inventory write-off certification; NTD 25 thousand for non-managerial salary review forms; NTD 25 thousand for investment tax credit from undistributed profits; NTD 165 thousand for the TP reports and associated compilation; NTD 123 thousand for provisional certification; and NTD 25 thousand for cancellation of treasury shares with application for capital reduction/change of business scope/articles of incorporation amendment.

(II) Audit fee for the change of accounting firms paid in the year is less than the previous year, the decreased amount, percentage and reason of the audit fee shall be disclosed: Not applicable.

(III) Over 10% decrease in audit fee on a year-to-year basis, the decreased amount, percentage and reason of the audit fee shall be disclosed: None.

V. Replacement of CPA (Where the company has replaced its certified public accountants within the last 2 fiscal years or any subsequent interim period): Not applicable.

VI. The company’s chairman, general manager or any officer in charge of finance or accounting matters has in the most recent year held a position at the accounting firm of its CPAs or at an affiliate of such accounting firm, the name, job title, and the period shall be disclosed: None.

VII. Any transfer of equity and/or pledge of or change in equity interests by a director, supervisor, officer, or shareholder with a stake of more than 10 percent in the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report:

(I) Changes in equity of directors, supervisors, managers and major shareholders

Title	Name	2025		2026 up to March 23	
		Increase (decrease) in the number of shares held	Increase (decrease) in the number of shares pledged	Increase (decrease) in the number of shares held	Increase (decrease) in the number of shares pledged
Director	Hua-Shao Investment Co., Ltd.	941,000	0	0	0
	Legal Representative: Hung Yao-Kun	(176,000)	0	0	0
Director	Hung Yao-Hsin	0	0	0	0
Director	Hung Yao-Chih	0	0	0	0
Director	Hung Chun-Lin	0	0	(183,000)	0
Director	Hung Chiang-Ming	0	0	0	0
Director	Hung Yao-Chi	0	0	0	0
Independent Director	Fang Ming-Tao	0	0	0	0
Independent Director	Yu Pi	0	0	0	0
Independent Director	Huang Shou-Tsuo	0	0	0	0
General Manager	Chao Wen-Chiang	0	0	0	0
Deputy General Manager	Yang Chun-Hsien	0	0	0	0
Deputy Assistant General Manager	Wang Jen-Chih	0	0	0	0
Deputy Assistant General Manager	Hsu Pei-Yu	0	0	0	0
Deputy Assistant General Manager	Yang-Hsi-Chuan	0	0	0	0
Deputy Assistant General Manager	Huang Cheng-Yun	0	0	0	0
Deputy Assistant General Manager	Pan Chiu-Shan	0	0	0	0
Deputy Assistant General Manager	Wang Di	0	0	0	0
Deputy Assistant General Manager	Wang Peng-Hsiang	0	0	0	0
Finance Manager	Tai Chen-Hui	0	0	0	0

(II) Information on transfer of equity by directors, supervisors, managers, and shareholders with more than 10% of the shares

Name (Note 1)	Reason for transfer of shares (Note 2)	Date of transaction	Transaction counterparty	Relations between the counterparty of transaction and the Company, directors, supervisors, managers, and shareholders holding more than 10% of the shares	Number of shares	Transaction price
None						

Note 1:Name of the director, supervisor, manager, and shareholder holding more than 10% of the shares.
Note 2: Acquisition or disposal.

(III) Pledge of shares held by directors, supervisors, managers, and shareholders with more than 10% of the shares

Name (Note 1)	Reasons for changes in pledge (Note 2)	Date of change	Transaction counterparty	Relations between the counterparty of transaction and the Company, directors, supervisors, managers, and shareholders holding more than 10% of the shares	Number of shares	Shareholding ratio	Pledge ratio	Amount of pledge (redemption)
None								

Note 1:Name of the director, supervisor, manager, and shareholder holding more than 10% of the shares.
Note 2: Pledge or redemption.

VIII. Relationship information, if among the company's 10 largest shareholders any one is a related party or a relative within the second degree of kinship of another:

March 23, 2026

Name	Number of shares held by the shareholder		Number of shares held by spouse and underaged children		Total number of shares held in the name of others		Names and relationships between the top ten shareholders including spouses and second degree of kinship		Remark
	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Number of shares	Shareholding ratio	Title (or name)	Relationship	
Hung Yao-Kun	14,662,941	4.30	753,022	0.22	0	0	Hua-Shao Investment Co., Ltd.	Chairman	
Hung Yao-Chih	8,961,731	2.63	88,296	0.03	0	0	Hung Chen-Fa Chiang Ling-Yu Hung Yao-Hao, Hung Yao-Tse	Father and son Mother and son Brothers	
Hung Yao-Tse	8,133,958	2.38	0	0	0	0	Hung Chen-Fa Chiang Ling-Yu Hung Yao-Chih, Hung Yao-Hao	Father and son Mother and son Brothers	
Hung Yao-Hao	8,133,703	2.38	0	0	0	0	Hung Chen-Fa Chiang Ling-Yu Hung Yao-Chih, Hung Yao-Tse	Father and son Mother and son Brothers	
Hua-Shao Investment Co., Ltd.	7,913,347	2.32	0	0	0	0	Hung Yao-Kun	Legal Representative	
Hung Yao-Hsin	7,527,059	2.21	145,037	0.04	0	0	Hung Yao-Hsi	Brothers	
Hung Yao-Hsi	7,520,913	2.20	0	0	0	0	Hung Yao-Hsin	Brothers	
Chiang Ling-Yu	7,282,146	2.13	6,564,000	1.92	0	0	Hung Chen-Fa Hung Yao-Chih, Hung Yao-Tse Hung Yao-Hao	Spouse Mother and son Mother and son	
Hung Cheng-Fang	7,109,634	2.08	1,762,949	0.52	0	0	-	-	
Hung Chen-Fa	6,564,000	1.92	7,282,146	2.13	0	0	Chiang Ling-Yu Hung Yao-Chih, Hung Yao-Tse Hung Yao-Hao	Spouse Father and son Father and son	

IX. The total number of shares and total equity stake held in any single enterprise by the company, its directors, supervisors and, officers, and any companies controlled either directly or indirectly by the company:

December 31, 2025. Unit: shares; %

Investment (Note)	Investment of the Company		Investments of directors, supervisors, managers, and directly or indirectly controlled businesses		Integrated investment	
	No. of shares	Shareholding ratio	Number of shares	Shareholding ratio	No. of shares	Shareholding ratio
Fwusow New Industry Co., Ltd.	5,473,703	99.07%	14,694	0.27%	5,488,397	99.34%
Kinglily Investment Co., Ltd.	10,785,000	85.70%	0	0	10,785,000	85.70%
Yizai Investment Holding Group Co., Ltd.	183,000	100.00%	0	0	183,000	100.00%
Central Union Oil Corp.	19,399,028	32.33%	0	0	19,399,028	32.33%
Chiaton International Co., Ltd.	3,562,501	37.50%	0	0	3,562,501	37.50%
Charming Food International Marketing Co., Ltd.	19,100,000	47.75%	0	0	19,100,000	47.75%
Wan-Ji-Sheng Agricultural Technology Co., Ltd.	20,000,000	100.00%	0	0	20,000,000	100.00%

Note: Investments accounted for using the equity method by the Company.

Three. Capital Raising Activities

I. Company capital and shares

(I) Source of capital

1. Formation of capital

Date		Issuance price	Authorized capital		Paid-in capital		Source of capital	Paid in properties other than cash	Other
Year	Month		Number of shares (thousand shares)	Amount in Gold (NTD thousand)	Number of shares (thousand shares)	Amount in Gold (NTD thousand)			
1991	08	10	165,000	1,650,000	165,000	1,650,000	Capital increase in cash by NTD 250000 thousand NTD 87500 thousand of surplus transferred to capital Capital reserve NTD 62500 thousand	None	(80) Tai-Cai-Zheng(1) No. 02144 dated 1991.08.02
1992	09	10	230,000	2,300,000	181,500	1,815,000	NTD 33000 thousand of surplus transferred to capital Capital reserve NTD 132000 thousand	None	(81) Tai-Cai-Zheng(1) No. 02428 dated 1992.09.19
1994	06	10	230,000	2,300,000	190,575	1,905,750	Capital reserve NTD 90750 thousand	None	(83) Tai-Cai-Zheng(1) No. 28037 dated 1994.06.20
1995	06	10	230,000	2,300,000	200,103	2,001,037	Capital reserve NTD 95287 thousand	None	(84) Tai-Cai-Zheng(1) No. 32960 dated 1995.06.05
1996	06	10	230,000	2,300,000	230,000	2,300,000	Capital increase in cash by NTD 198911 thousand NTD 100052 thousand of surplus transferred to capital	None	(85) Tai-Cai-Zheng(1) No. 33629 dated 1996.06.08
1997	05	10	276,000	2,760,000	241,500	2,415,000	NTD 46000 thousand of surplus was transferred to the capital Capital reserve NTD 69000 thousand	None	(86) Tai-Cai-Zheng(1) No. 42244 dated 1997.05.26
1998	06	10	276,000	2,760,000	246,330	2,463,300	NTD 48300 thousand of surplus transferred to capital	None	(87) Tai-Cai-Zheng(1) No. 48089 dated 1998.06.20
2002	06	10	276,000	2,760,000	245,026	2,450,260	Cancellation of treasury stock NTD 13,040 thousand	None	(91) Shang-Zi No.012923 dated 2002.06.10 No. 012923
2003	02	10	276,000	2,760,000	272,229	2,722,294	Consolidated capital increase of NTD 306,000 thousand NTD 33,966 thousand was canceled	None	(91) Tai-Cai-Zheng-Yi-Zi No. 0910154807 dated 2002.10.24
2006	09	10	276,000	2,760,000	266,318	2,663,184	Cancellation of treasury stock NTD 59,110 thousand	None	Tai-Zheng-Shang-Zi No. 0950025510 dated 2006.09.25

2008	07	10	276,000	2,760,000	274,308	2,743,080	NTD 53,264 thousand of surplus was transferred to the capital. Capital reserve NTD 26632 thousand	None	Jin-Guan-Yi-Zi No. 0970036894 dated 2008.07.22
2010	07	10	320,000	3,200,000	283,909	2,839,087	NTD 96,008 thousand of surplus was transferred to the capital.	None	Jin-Guan-Zhen-Fa-Yi-Zi No. 0990036618 dated 2010.07.14
2011	07	10	320,000	3,200,000	292,426	2,924,260	NTD 85,173 thousand of surplus was transferred to the capital.	None	Jin-Guan-Zhen-Fa-Zi No. 1000033218 dated 2011.07.18 No. 1000033218
2012	06	10	320,000	3,200,000	307,047	3,070,473	NTD 146,213 thousand of surplus was transferred to the capital.	None	Jin-Guan-Zhen-Fa-Zi No. 1010028796 dated 2012.06.29
2013	07	10	320,000	3,200,000	313,188	3,131,882	NTD 61,409 thousand of surplus was transferred to the capital.	None	Jin-Guan-Zhen-Fa-Zi No. 1020026261 dated 2013.07.05
2015	07	10	320,000	3,200,000	318,825	3,188,256	NTD 56,373 thousand of surplus was transferred to the capital.	None	Jin-Guan-Zhen-Fa-Zi No. 1040025322 dated 2015.07.06
2017	08	10	350,000	3,500,000	322,013	3,220,138	NTD 31,882 thousand of surplus was transferred to the capital.	None	Jing-Shou-Shang-Zi No. 10601117260 dated 2017.08.17
2023	08	10	500,000	5,000,000	331,663	3,316,634	NTD 96,495 thousand of surplus was transferred to the capital.	None	Jing-Shou-Shang-Zi No. 11230148930 dated 2023.08.07
2024	08	10	500,000	5,000,000	341,602	3,416,024	NTD 99,390 thousand of surplus was transferred to the capital.	None	Jing-Shou-Shang-Zi No. 11330136170 dated 2024.08.26
2025	07	10	500,000	5,000,000	341,238	3,412,384	Cancellation of treasury stock NTD 3,640 thousand	None	Jing-Shou-Shang-Zi No. 11430084290 dated July 7, 2025

Note: No property other than cash was used to offset the number of shares

2. Types of shares

Types of shares	Authorized capital				Remark
	Shares outstanding	Treasury shares	Unissued shares	Total	
Common shares	341,238,364	0	158,761,636	500,000,000	TWSE-listed stocks

3. Information on the general reporting system: None.

(II) List of major shareholders: List of all shareholders with ownership of 5 percent or greater, or the top ten shareholders by shareholding.

March 23, 2026

Name of major shareholder	Number of shares held	Shareholding ratio (%)
Hung Yao-Kun	14,662,941	4.30
Hung Yao-Chih	8,961,731	2.63
Hung Yao-Tse	8,133,958	2.38
Hung Yao-Hao	8,133,703	2.38
Hua-Shao Investment Co., Ltd.	7,913,347	2.32
Hung Yao-Hsin	7,527,059	2.21
Hung Yao-Hsi	7,520,913	2.20
Chiang Ling-Yu	7,282,146	2.13
Hung Cheng-Fang	7,109,634	2.08
Hung Chen-Fa	6,564,000	1.92

(III) Dividend policy and implementation

1. Dividend policy: If the Company has earnings in a fiscal year, the earnings shall be first used for tax payments, offsetting prior losses, setting aside as legal reserve 10% of the remaining earnings. However, this is does not apply if the legal reserve has reached the same amount as the Company's paid-in capital. If there are still earnings after the legal reserve is set aside or reversed in accordance with the laws or regulations of the competent authority, the Company shall add the accumulated undistributed earnings of the fiscal year to the accumulated distributable earnings, which the Board of Directors may propose as earnings distribution in cash in accordance with Article 228-1 and Paragraph 5, Article 240 of the Company Act. The proposal shall be reported at the shareholders' meeting and does not require ratification by the shareholders' meeting. If the issuance of new shares is adopted, it shall be proposed to the shareholders' meeting for resolution before distribution. The Company's dividend policy takes into account future capital needs, long-term financial planning, and the interests of shareholders. Each year, 40% to 90% of the distributable earnings are appropriated as dividends to shareholders. Cash dividends shall not be less than 10% of the total dividends. If the cash dividend is less than NTD 0.1 per share, the dividend will be distributed in the form of stock dividends.

2. Dividend distribution proposed at the shareholders' meeting:
   The Board of Directors resolved to distribute cash dividends of NTD 0.5 per share from earnings.

3. Description of expected material changes in dividend policy: None.

(IV) The effect of the current bonus shares on the operating performance, EPS and return on shareholder's investment: None.

(V) Remuneration to employees and remuneration to directors:

1. The percentages or ranges with respect to remuneration to employees and remuneration to directors as set forth in the Company's Articles of Incorporation:
   If the Company makes a profit in a year, it shall allocate 2% of the profit as remuneration to employees and no more than 5% as remuneration to directors. The allocation shall be reviewed and approved by the Remuneration Committee and then resolved by the Board of Directors. The distribution of remuneration to employees and directors shall be reported to the shareholders' meeting. However, if the Company has accumulated losses, the amount of accumulated losses shall be set aside before the appropriation, and then the remuneration to employees and directors shall be appropriated in accordance with the aforementioned percentages.
2. Basis for estimating the remuneration to employees and directors, for calculating the number of shares to be distributed as employee remuneration, and the accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimated figure, for the current period:
   (1) Basis for estimating the remuneration to employees and directors:
   If the Company makes a profit in a year shall allocate 2% of the profit as remuneration to employees and no more than 5% as remuneration to directors.
   (2) Basis for calculating the number of shares to be distributed as employee remuneration: None.
   (3) Accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimated figure: Adjustments to the actual allotment amount are recognized in profit or loss for the year.
3. Distribution of remuneration in 2025 approved by the Board of Directors:
   (1) Amount of remuneration to employees and directors paid in cash.
   Remuneration to directors: NTD 9,325 thousand; Remuneration to employees: NTD 3,730 thousand, totaling NTD 13,055 thousand.
   The amount of distribution approved by the Board of Directors is no different from the amount recognized in the financial statements.
   (2)The amount of employee remuneration distributed in stock and the ratio to the net income after tax and total employee remuneration in the parent company only financial statement or individual financial report for the current period: Not applicable.
4. The actual distribution of employees' and directors' remuneration in 2024, and any discrepancy between the actual distribution and the recognized employees' and directors' remuneration, the amount, causes and treatment of such discrepancy:
   Remuneration to directors: NTD 11,228 thousand; Remuneration to employees: NTD 4,491 thousand, totaling NTD 15,720 thousand.
   There is no discrepancy between the actual amount paid and the amount recognized in the financial statements.

(VI) Shares repurchased by the Company:

1. Shares repurchased by the Company (completed): Not applicable.
2. Shares repurchased by the Company (in progress): Not applicable.

II. Issuance of Corporate Bonds: None.

III. Preferred shares: None.

IV. Global depository receipts: None.

V. Employee share subscription warrants: None.

VI. Restricted stock awards: None.

VII. Issuance of new shares in connection with mergers or acquisitions or with acquisitions of shares of other companies: None.

VIII. Implementation of capital utilization plans: None.

Four. An Overview of Operations

I. Description of business:

(I) Scope of business

1. The main scope of business:
   Manufacturing and sales of compound feeds, consumer foods, edible oils and fats, soybean flour, barley products, grain foods, organic fertilizers, import and export international trade, and import and sale of bulk grains.
2. Major products
   Salad oil, sesame oil, soybean flour, grain foods, consumer foods, livestock and aquatic feed, organic fertilizers, oatmeal products, and livestock products.
3. Business weighting:

Major products/items	Business weighting
Feeds	33.9%
Oil & fat products	27.0%
Single flavor products	22.2%
Organic fertilizers	2.9%
Bulk grains	10.7%
Other (including livestock products)	3.3%
Total	100.0%

4. Development of new products planned:
   Livestock and poultry feed formula and additive testing, aquatic feed palatability and competitor testing, drinking oil designed for portability and on-the-go consumption, slow-release compound fertilizer, specialized fertilizer, liquid drinks for dogs and cats, collagen-enhanced dog and cat food, 95% meat content air-dried food, puffed and crispy snacks for dogs and cats, highly palatable rabbit food, ornamental fish water quality stabilizer and nitrifying bacteria, etc.

(II) Industry overview:

1. Feeds
   (1) The cost of main and secondary raw materials such as domestic corn and soybean flour continues to rise due to the significant increase in the cost of main and secondary raw materials including rice and wheat caused by port operations and other factors, which in turn affects the profitability of enterprises.
   (2) The surge in raw materials has increased the cost of feed, as well as the operating risks of farmers, which in turn affects their willingness to continue farming and feed demand. In addition, the impact of highly pathogenic avian influenza (HPAI) H5N1 outbreak, the Porcine reproductive and respiratory syndrome (PRRS) and the porcine epidemic diarrhea (PED) virus have also caused the domestic egg and meat prices to continue to rise.
   (3) Consumers are increasingly concerned about "food safety" and their dietary habits are gradually changing, which leads to changes in the market structure. Therefore, enterprises must improve their flexibility and control over the safety of their feed.

2. Edible oils and fats:

(1) Taiwan's edible oil and fat industry is mature and highly competitive, representing the Company's core business. We focus on the safety, consistent quality, and reliable supply of edible plant oils and fats. To address growing consumer health awareness and evolving foodservice channels, we continuously optimize our product portfolio to meet diverse needs across household, foodservice, and food processing sectors, pursuing a comprehensive multi-channel strategy.

(2) Faced with rapidly changing consumer behavior, sales channels, and trading models, and a growing emphasis on environmental sustainability, we must reassess our product positioning and resource allocation. This can be achieved by optimizing raw material utilization and overall operational flexibility through precise procurement, improved process efficiency, and streamlined inventory management.

(3) Bulk oil and fat products are essential commodities. International political and economic conditions, raw material prices, and exchange rate fluctuations impact market sentiment and supply and demand. The core principles are to ensure stable supply, prevent market imbalances, maintain price discipline, and effectively support the normal operations of downstream customers.

3. Organic fertilizers, microbial fertilizers and biopesticides:

(1). The proportion of domestic use of chemical fertilizers is relatively high. As chemical fertilizers are closely linked to the international petrochemical prices, the price of fertilizer will be reflected in the cost of raw materials. In recent years, the price of raw materials fluctuates due to the impact of the war, which has affected the user's willingness of organic fertilizers in the market.

(2). Given the excellent results of export of quality agricultural products, the domestic tourism and leisure agriculture industry is thriving. It is necessary for the industry to strive for improving the quality and quantity of agricultural products. This will have a positive impact on the demand for organic fertilizers, which in turn will affect the prospects of the organic fertilizer-related industries.

(3). The government promotes the "organic farming" and "Friendly Farm" subsidy policy, which affects the future consumer market trends and levels. The development of "food safety", "environmental protection", and "natural organic" agricultural products will contribute to greater growth opportunities for the industry.

(4). With the trends of “health and safety”, “sustainable agriculture”, “energy conservation”, “carbon reduction”, and “green energy recycling”, organic agricultural products, leisure horticulture, and agricultural waste treatment have been popular. This at the same time drives the demand for organic fertilizers, microbial fertilizers, and bio-agricultural pesticides in the market for “safe agriculture” and “organic agriculture”.

4. Consumer food:
   (1) Increased food safety and quality control standards are now fundamental requirements for channel partnerships.
   (2) Healthier products with fewer additives are becoming the mainstream, and competition is shifting from price to ingredients.
   (3) The declining birth rate and aging population are driving new demands, with a simultaneous rise in the convenience nutrition market for seniors and the trend of pet humanization.
   (4) Channel centralization is accelerating, leading to greater resource concentration and stricter listing requirements.
   (5) Preventive healthcare is becoming mainstream in the pet food industry, with a focus on functional benefits over price competition.
   (6) The expansion of fresh pet food and health products is driving up costs related to cold chain logistics, packaging, and pet owner education.
   (7) OMO is becoming standard practice. Online channels are used for testing and repeat purchases, while offline channels focus on product experience and scaling up sales.
   (8) Local ingredients and circular agriculture offer Taiwan a unique competitive advantage.
   (9) Link the food-agriculture cycle through local ingredients, origin stories, traceability, and sustainable packaging, while also meeting consumer values and ESG communication needs for retail channels, thereby enhancing negotiating power and opportunities for exclusive partnerships.
5. Grain food:
   (1) The raw material market is subject to significant price fluctuations, leading to higher operating costs and risks. We are continuously strengthening our procurement strategy and diversifying our supply sources to mitigate single-source risk.
   (2) Consumers are increasingly demanding higher food safety and quality standards, necessitating strengthened raw material traceability, quality control, and internal education and training to ensure products comply with market and regulatory requirements.

(III) Technology and R&D overview:

1. R&D expenses in the most recent year
   R&D expenses invested in 2025 totaled NTD 46,838 thousand.
2. Technology or product developed successfully:
   (1) Black pig special feed is formulated for black pigs with longer growing periods, or for farms utilizing kitchen waste as feed. Its ingredients are more stable than kitchen waste alone, leading to improved overall feeding performance.
   (2) Probiotic products were added to meat chicken and egg chicken feed.
   (3) Cold-pressed raw edible oil.
   (4) Bio-fertilizer, compost from circulating agriculture, non-registered plant protection products, carbon-reducing coated compound fertilizer, biostimulants, and fertilizer for leisure gardening.
   (5) Vesta Series Dog and Cat Food, Pros Choice, ADVOCARE Pet Food, ADVOCARE Alaska Pollock, GREENS Canned Cat Food, functional bulking rabbit feed, mud feed for geckos

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

Short-term business development plans:

1. Continue to strengthen the upstream and downstream communication mechanism in the industry and provide customers with compressive information, technology, and value-added services to consolidate our market share.
2. Shorten the delivery lead-time, enhance product quality, and achieve the competitive advantage of high quality and short lead-time.
3. Continue to engage in technical exchanges with related operators in both Taiwan and overseas to enhance competitiveness and strengthen product application and promotion in order to expand market share.
4. Health consciousness is becoming the dominant trend among consumers. Product diversification and a focus on functionality, coupled with differentiated positioning, will enhance product competitiveness.
5. Assess the future potential and contribution of existing customers, combine sales data and analyze their product sales capabilities, and appropriately adjust the customer and product mix to improve overall resource allocation.
6. With a complete product line supplemented by biopesticides, fertilizers, biostimulants, and organic materials, the Company creates a sustainable agricultural cultivation environment and helps farmers produce safe agricultural products.
7. The government should leverage policy subsidies to stabilize demand and encourage farmers to adopt soil improvement techniques (focusing on high-value crops and facility cultivation). Reducing the requirements for these subsidies would be ideal for establishing demonstration farms and providing channel education to facilitate rapid adoption.
8. Establish a mechanism for speed-to-market channel management, focusing on top SKUs and channel-specific versions, driving growth in health and

functional product lines, governing pricing and promotions, and controlling supply and quality risks.

Long-term business development plans:

1. Make efforts towards product integration, strengthen product efficiency, and provide high quality and high feed efficiency products to enhance customer satisfaction.
2. Enhance technical exchanges among industry, government, and academia to improve R&D level and effectiveness.
3. With the foundation of mutual trust and mutual benefit, strategic alliances and vertical integration will be performed to build a close supply chain management system.
4. Deeply cultivate the hemp seed oil industry in Taiwan, strengthen upstream raw materials, and gradually establish a role in industrial supply chain integration, forming complementary and cooperative relationships with peers for mutual growth.
5. The agri-food cycle has been a trend for the past few years. We will enhance the design and packaging to improve the quality of products, while also developing new products (launch a range of health and function-oriented products) to create a new brand identity for products.
6. Cooperate with the government's agricultural policy to promote organic fertilizer applications, reduce the ratio of chemical fertilizer use, create a cycle, and achieve carbon reduction.
7. Use AI tools to assist in designing comprehensive cultivation and fertilization calendars for a variety of crops.
8. Expand chain store operations and regional penetration to build the "grain and agricultural cycle" brand. Upgrade product lines with a focus on high-margin structures, pursue export opportunities and overseas expansion, and promote certified pet health prescriptions.

II. Market, production and sales:

(I) Market analysis:

Sales regions of the main products:

The Company's feed, oil and organic fertilizer are mainly sold domestically, accounting for 1% of the Company's revenue, while export sales account for 1% of the Company's revenue. The export sales are mainly sold in the Americas, New Zealand, Australia and Asia.

Future supply, demand and growth of the market:

1. Feeds
   (1) In recent years, the drastic climate change has caused frequent outbreaks in the animal husbandry industry, which increases the risk of operation for farmers. Therefore, industry upgrading and farming management have become increasingly important, further speeding up the vertical integration of the upstream and downstream industries.
   (2) Consumer awareness has evolved towards safety, hygiene, freshness, environmental friendliness, convenience, energy saving and carbon reduction, and the demand for quality protein continues to grow. However, the demand for compound feeds was slightly reduced due to the epidemics.
2. Edible oils and fats:
   (1) Utilize the Company’s oil refinery to produce soybean oil, rapeseed oil, palm oil, and other vegetable oils, with a focus on oil safety, consistent quality, and nutritional value.
   (2) Systematic oil product promotion, focusing on the following key areas of development.
      a. Develop products with a focus on functions and applications.
      b. Continue to obtain relevant certifications to enhance product transparency.
      c. Create product differentiation through distribution channels.
      d. Strengthen production process management and pollution prevention mechanisms.
   (3) Continue to invest in research on the nutritional value and applications of oils and fats, and help consumers establish safe and healthy oil usage habits.
   (4) The raw material supply environment remains uncertain. The procurement team continues to monitor international geopolitical developments, exchange rates, climate conditions, and farmer planting acreage, providing up-to-date information for market forecasting and decision-making.
3. Organic fertilizers, microbial fertilizers and biopesticides:
   (1) Market supply
   With the support and promotion of the government’s agricultural policy, the pesticide and fertilizer related industries will move towards the trend of “organic” and “biological” development, which has a great growth opportunities for the domestic organic industry.

(2) Market demand

a. The proportion of farmland dedicated to high-value crops such as organic rice, high-economic fruit trees, leafy vegetables, and flowers and horticulture has been increasing year by year.

b. The impact of changes in lifestyle and aging population will drive the demand for leisure agriculture and home gardening, which will increase the proportion of gardening fertilizers.

c. New generation young farmers generally understand the importance of sustainable land use and the enhancement of the competitiveness of agricultural products. Hence, they emphasize agricultural products such as emphasize organic or organic fertilizers, which are well-received by the consumers.

(3) Future growth

a. Most of the meal materials are imported from overseas. The procurement mechanism has been established to integrate market information, effectively grasp the sources of supply and reasonable prices, and utilize the advantages of resources to flexibly adjust inventory. We have also implemented a diversified hedging mechanism to balance the market supply and demand and maintain market share and stabilize profits.

b. With the rise of food safety awareness, consumers have a high level of food quality requirements. Therefore, the development of functional products that are free of residual pesticide, safe, healthy, and beneficial is promising.

c. Effectively grasp the agricultural policy and development trend of “quality agriculture, non-toxic agriculture, and green food”, and proactively and effectively construct the brand and market for “organic fertilizers”, “biofertilizers” and “biopesticidess”.

4. Consumer food:

(1) Demand for convenient, ready-to-eat foods is growing steadily, with a shift towards products that are affordable, made with quality ingredients, and easy to understand. There is increasing focus on packaging size and bundled offerings.

(2) Fewer additives in original foods, coupled with transparent labeling, are becoming requirements for market access. Suppliers will prioritize clear labeling, verifiable quality, and traceability systems.

(3) Functional growth hinges on legal compliance. Functionality claims must be comprehensible and substantiated to minimize communication risks.

(4) The growth of dog food sales is slowing, competition is intensifying in the entry-level market, and revenue is being boosted by upgrades in functional, high-end fresh and freeze-dried food products.

(5) Cat food is experiencing strong growth, driven by upgrades to staple food, expansion of functional snacks, and growth in health-related products, all of which contribute to category expansion.

(6) Foreign brands are deepening their market presence and maintaining their import advantages. Local brands need to compete effectively through differentiation – focusing on formulations, local ingredients, and traceability – coupled with efficient distribution channels.
(7) The market is becoming increasingly polarized, with both value-for-money large packages and premium products seeing growth. Clear product segmentation is crucial to prevent cannibalization.
(8) Cost fluctuations are now commonplace. Establishing market intelligence and early warning systems for raw material prices, exchange rates, freight costs, and competitor pricing will support pricing and promotional decisions.
(9) With centralized distribution channels, businesses are more reliant on the operational capabilities of chain retailers. Inventory sell-through, data analysis, promotional alignment, and price controls are now key bargaining chips for securing resources.

5. Grain food:
(1) Market supply
a. The overall market is expected to be flat, with the output value greater than the production volume.
b. Growing market demand for affordable, budget-friendly products.
c. Foreign brands continue to develop.
(2) Market demand
a. Cost-effective and affordable products continue to be popular with consumers.
b. Consumption is shifting towards functional foods, with increasingly stringent quality and safety standards.
(3) Future growth
a. Strengthen supply sources and pricing, and build an integrated market information system.
b. Consumers value quality, safety, health, and functionality, resulting in related products having growth potential.
c. Increase market share through control of chain channels and company-owned stores.

Competitive niche and favorable and unfavorable factors for development prospects and countermeasures

1. Favorable factors
(1) In recent years, consumer awareness has evolved towards safety, hygiene, freshness, environmental friendliness, convenience, energy saving and carbon reduction, and the demand for quality protein continues to grow. Given this, the amount of legally traceable compound feeds should continue to grow slightly.
(2) The international market information is open, transparent and diversified. Raw materials are highly substitutive, with more diversified procurement sources, core resources can be put into good use and reduce operating risks.
(3) Our professional vegetable oil plant can stabilize the market demand, and the

diversified main products make profits stable.

(4) The increasing awareness of health, safety and environmental protection in Taiwan's agricultural market shows the importance of the added value and competitiveness of agricultural products. Based on this notion, farmers will have increasing demand for organic fertilizers, effectively improving soil fertility and crops.

(5) Various grant policies of the Ministry of Agriculture encourage farmers to switch to using organic fertilizers, microbial fertilizers and other materials, increasing farmers' willingness to adopt transformation.

(6) Upgrading of the pet food industry, advancements in regulations, and rising demand for companionship are driving trends toward premiumization and functional products. Coupled with a focus on healthy diets and minimal additives, brands with traceability, robust quality control, and locally sourced ingredients are more likely to secure distribution channel support.

2. Unfavorable factors and countermeasures:

(1) The government's strict regulations and monitoring measures for drug residue.
Response: Education and promotion of the correct concept of the strict control of the use of contrabands provided to farmers to avoid harming the price of aquatic products.

(2) Demand for traditional soybean oil is declining, while the use of palm oil is expanding, shifting oil consumption patterns.
Countermeasures: Continue to deepen our presence in the palm oil market and strengthen our channel infrastructure, with sales performance steadily improving.

(3) The traditional farming method is in difficulty in the case of the aging farmers and the shortage of labor.
Response: Develop slow-release and microbial fertilizers to be paired with AI-enabled drones to save labor, energy and time.

(4) Product homogenization and channel price wars—without quantifiable on-farm benefits (yield, quality, disease control, or fertilizer efficiency)—are easily viewed as "subsidy-dependent consumables."
Countermeasures: Propose a comprehensive cultivation plan and support it with field trials to persuade farmers, shifting the focus from product sales to service sales.

(5) The exacerbation of climate change and growing food safety awareness are increasing operational variables and costs.
Countermeasures: Implement smart management to boost efficiency, continuously enhance professional skills, stay informed about market trends and strengthen brand marketing, ensure effective execution and risk management, and foster a sense of "community" within the industry to improve overall operational performance.

(II) Important uses of the main products and production processes:

1. Important purpose
   (1) Edible oils and fats: Salad oil, peanut oil, sunflower oil, olive oil, palm oil, sesame oil for cooking, deep-frying, dipping, mixing salads, and cold foods.
   (2) Grain foods: Ready-to-eat grains for breakfast, e.g. nutritious cereals, nutritious fruit cereals, etc.
   (3) Livestock and aquaculture: Eggs, pork, chicken, nilkfish, and oreochromis aureus.
   (4) Consumer food: Dog food, cat food, Koi fish food, ornamental fish food, bird food, etc.
   (5) Compound feed: Livestock feeds for pigs, chickens, ducks, etc. and aquatic feeds.
   (6) Organic fertilizer: To improve soil quality, improve the quality of agricultural products and increase production volume, such as meal materials and fertilizer cultivation.
   (7) Single flavor products: Raw materials for producing compound feeds and organic fertilizers. E.g., soybean, soybean powder, and cooked products, etc.
   (8) Livestock products: For cooking, e.g. pork, chicken, eggs.

2. Production process
   (1) Compound feeds:
   Raw material → mixing → finished product → packaging → warehousing
   (2) Edible oils and fats:
   Raw material → selection → flattening → oil extraction → refining → finished product → packaging → warehousing
   (3) Sesame oil:
   Raw material → selection → roasting→ steaming → pressing → settling & filtration → finished product→ packaging → warehousing
   (4) Organic fertilizers:
   Raw material → crushing → mixing → pelleting & granulation → drying & cooling → sorting → packaging → warehousing

(III) Supply of major raw materials:

1. Foreign procurement: Procurement of bulk grains such as soybeans, barley, and corn from the U.S., Central and South American countries, and India through joint procurement by the same industry in to reduce costs and secure supply.
2. Domestic procurement: Procurement is made with suppliers or through contracts based on the estimated demand volume of production capacity and sales, and according to the inventory.
3. For each product or raw material, we seek several manufacturers to ensure stable supply and good quality.

(IV). The names of the customers who have accounted for more than 10% of the total purchase (sales) amount in any of the most recent two fiscal years, and the amount and proportion of the purchase (sales) amount, and the reason for the increase or decrease:

1. Information on major suppliers in the most recent two fiscal years (in thousands)

	2024				2025			
Item	Title	Amount in Gold	As a percentage of net purchases for the year (%)	Relations with the issuer	Title	Amount in Gold	As a percentage of net purchases for the year (%)	Relations with the issuer
	None				None			

Reasons for changes in purchase: None.

Information on major customers of sales in the most recent 2 fiscal years (in thousands)

	2024				2025			
Item	Title	Amount in Gold	As a percentage of net sales for the year (%)	Relations with the issuer	Title	Amount in Gold	As a percentage of net sales for the year (%)	Relations with the issuer
1	Central Union Oil Corp.	2,516,464	19.20	Investee	Central Union Oil Corp.	2,344,364	18.19	Investee
	Net sales	13,105,543	100.00	-	Net sales	12,890,323	100.00	-

The reason for the changes in the increase or decrease in sales: Mainly due to the market condition and market price fluctuations, etc.

III. Employee information

Year		2024	2025	As of February 28, 2026
Total number of employees		642	645	650
Average age		42.7	43.0	42.99
Average years of service		6.99	7.0	7.07
Education background distribution	PhD	0.2%	0.31%	0.31%
	Master's Degree	12.3%	12.87%	13.23%
	College	51.7%	50.85%	50.92%
	Senior high school	26.3%	26.98%	27.08%
	Below senior high school	9.5%	8.99%	8.46%

IV. Information on environmental protection expenditure

(I) Losses due to environmental pollution in the most recent year and up to the date of publication of the annual report:

(II) Amount of environmental protection expenditure and countermeasures in the most recent year and up to the date of publication of the annual report:

1. Environmental protection expenditure:

Item	Amount (NTD thousand)
Adding and improving pollution prevention equipment and environmental protection expenses (Air pollution; dust collection; exhaust; wastewater)	12,938

2. Countermeasures:

Wastewater treatment: Process wastewater from feed mill operations is treated at on-site wastewater treatment facilities prior to discharge, while wastewater from other plants and Charming Food is treated through the industrial park wastewater treatment system. The quality of the self-treated effluents from the feed plant's is regularly checked by external third parties to ensure that they meet the discharge standards.

Air pollution control: Natural gas boilers are used in all production processes. There is no emission of SOx (sulfur oxide) air pollutants. The suspended particulate matter (PM) produced by the process is treated by bag filters and discharged through the dust collector. Emissions are tested regularly. In 2025, PM emissions were 17.59 metric tons, a decrease of 9.04% compared to 19.34 metric tons in 2024. NOx emissions in 2025 were 2.62 metric tons, a decrease of 14.09% compared to 3.05 metric tons in 2024.

Waste disposal: We commission qualified professional environmental protection vendors to dispose of waste, and have established the "Business Waste Disposal Plan" to implement waste disposal, and track the final destination of waste and report as required by law.

V. Labor relations:

(I) List any employee benefit plans, continuing education, training, retirement systems, and the status of their implementation, and the status of labor-management agreements and measures for preserving employees' rights and interests.

1. Employee welfare measures:

   We are committed to improving employees' identification and practice of core values. In addition to providing a safe working environment and equal pay for equal work, we have established the "Employee Welfare Committee" to plan good welfare measures, employee health and insurance, employee activities, gifts and subsidies, facilities and equipment, retirement planning, etc. We also encourage employees to participate in club activities and employee trips.

   In 2025, the income of the Welfare Committee totaled NTD 7,796,988 and the expenditure was NTD 6,672,106, accounting for 89% of the income. Expenditures included subsidies for cultural and recreational activities, domestic and overseas employee trips, scholarships for employees’ children, festival gifts, and group insurance. Each employees is entitled to NTD 10,425 from the committee fund. In addition, we also provide an employee shareholding trust program, with 20% of the employee's own contribution as encouragement. A total of 27.56% employees participate in the program.

2. Employee training and education:

   Outstanding talent is the competitive advantage of enterprises. We continue to improve the work efficiency of our employees while actively recruiting outstanding talent to join us. We esteem highly the value of middle-aged and senior employees. Through working together, intergenerational collaboration and exchanges, we pass on our professional skills and experience to enhance and strengthen our competitiveness in the workplace. In 2025, we applied for the "Training Subsidy Program for Middle-aged and Senior Citizens" from the Ministry of Labor to work with the government to support the stable employment plan. Middle-age and senior employees play a key role in terms of their work experience, stability and knowledge, which help to improve work efficiency and strengthen retention value. In terms of the training for new recruits, we arrange counseling and experience inheritance provided by the senior executives so that newcomers can integrate into the organizational culture more quickly. For on-the-job employee training, we set up education and training programs every year according to the needs of various duties and the gap between functions. In addition to physical courses, we also provide diverse learning channels such as online courses, online learning platforms, and internal lecturer courses.

   In 2025, internal education and training for 7,601 people and external education and training for 2,500 people were organized, with a total training expense of NTD $1,038,200.

3. Retirement system and implementation:

   In terms of the retirement system, for employees with seniority under the old system, a Labor Pension Reserve Supervisory Committee has been established. The Committee makes monthly contributions to a special account at the Bank of Taiwan. According to the new labor pension regulations, 6% of the employee’s salary is contributed every month to protect the rights and interests of employees.

4. Labor-Management Agreement:

We are committed to promoting labor-management cooperation. Through various labor-management meetings, grievance platforms, and other channels, we cultivate consensus between labor and management, accept employee organizations and activities, eliminate the employee's psychological fear of the workplace. We also fully implement labor laws and regulations. The goal is to enable both labor and management to establish a harmonious employment relationship with a correct attitude.

In order to provide employees with a working environment free from sexual harassment, and to adopt appropriate prevention, correction, discipline and handling measures, we have established a sexual harassment prevention and control measure, a grievance and discipline system. We also have a "Sexual Harassment Prevention and Investigation Committee" in place to be responsible for accepting and investigating sexual harassment cases, and we handle the cases in a proper manner. In 2025, there were no sexual harassment cases reported.

5. Employee conduct or ethics principles:

The Company has established work rules and various management regulations and measures for employees as the guidelines and compliance for daily work. Meanwhile, to implement the regulations and measures, the Company has also established a comprehensive reward and discipline system and a personnel evaluation committee. All reward and punishment cases are handled in a fair, just and open manner and are included as the basis for annual evaluation.

6. Occupational health promotion:

(1) Health examination better than the statutory requirement

We protect the health of our employees as well as employees who are engaged in operations with special health hazards for the early detection of occupational diseases. The Company has contracted professional doctors to come to the factory once a month to provide health consultations.

All employees of the food and pet food factories underwent catering practice inspections. Special health checkups were also arranged for operations involving noise, n-hexane, chromium and its salts, and dust. Additionally, contracted occupational physicians were scheduled to provide three hours of on-site health consultation services each month. In 2025, a health checkup was conducted for the employees at Shalu Plant and Taichung Port Plant in December; a health checkup was conducted for the employees at the Taipei Operations Center in December; a health checkup was conducted for the employees at Lukang Plant and Kaohsiung Plant in April.

(2) Occupational disease prevention and health management

The Company has contracted occupational medical doctors to provide labor health services, and manage occupational health checkups, high cardiovascular risk, maternal health protection, high musculoskeletal risk, and prevention of workplace assaults and hazards. In 2025, a total of eight people were among the cardiovascular high risk group and three people among the maternal health protection group. They were provided with information and suggestions on health in daily life and at work.10 people in the musculoskeletal high risk unit were interviewed and given appropriate advice during workplace interviews.

(3) Flu vaccination

In order to reduce severe influenza-related ill health and to prevent the spread of infection that affects the health of colleagues, a total of 44 colleagues received influenza vaccination in 2025 in cooperation with Shalu Health Center.

(II) The estimated amount of possible losses due to labor disputes in the most recent year and up to the date of publication of the annual report, and measures taken: None.

VI. Cybersecurity management:

(I). Information security structure

1. Externally:

(1) The Company has designed and configured its communication and network systems, and introduced the next-generation Palo Alto ML firewall, using advanced threat detection technology, such as machine learning and behavioral analysis, to identify and prevent various known and unknown network threats, and provide flexible safety strategy management functions. Administrators can easily configure and manage security policies based on network requirements, ensuring network security and compliance to prevent network attacks and penetration.

(2) The Company has established the Anti-Spam email protection system to prevent the information security from seeping into the enterprise through email. The Company has also established MDLP (Mail Pre-Auditing) - for mail data leakage prevention, and "Mail Post Auditing" - for post-disaster evidence support, . The Company has a complete mail auditing mechanism, safeguarding the enterprise's intellectual assets.

(3) Lease of ISP intrusion protection service

2. Internally:

(1) The Company has installed an anti-virus system and releases virus codes to the user terminals periodically.

(2) The Company has established an access control system to ensure that only authorized users can access the Company's information systems and information assets. The Company also implements control measures such as identity verification, authorization management, and daily journal recording.

(3) Use of online and social software according to work requirements.

(4) All important information is backed up (1 day + 7 days + 30 days) in accordance with the backup plan.

(5) An off-site backup server room has been built to set up and execute daily time synchronization for all systems (1 day + 7 days + 30 days + year).

(6) MDR security protection is imported in all critical information systems. MDR monitors the network, analyzes events, and responds to various security conditions encountered by the host. Through the network and equipment in the IT environmentInformation security inspection, AI and big data technology with the information security database are used for real-time analysis and

handling, achieving the effect of information security protection in the enterprise.

(7) NetApp has been introduced. NetApp is a powerful anti-virus snapshot system that enables storages to be locked and activated using the SnapLock protection mechanism, and enables business continuity technology for disaster backup. This system can provide stronger data protection for applications and virtual machines.

(II) Information security protection management

(1) In view of the current trend of information security threats, such as ransomware, fake websites, and social engineering attacks, the Company has signed information security protection services with Chunghwa Telecom. We also rent MDR services for important servers. The Company commissions information security firms to conduct information security protection maintenance in the factory every month. In addition to regularly updating firmware, the Company also pays attention to information security issues and plans for countermeasures. We conduct attack and defense drills for different information security environments, strengthen the ability of the management personnel for response, in order to detect and block the attack as quickly as possible.

(2) We have introduced ISO27001 to conduct risk assessment and established an information security management system (ISMS). We formulate policies and control measures, conduct internal audits, and make continuous improvement. By doing this, we effectively enhance our information security management capabilities, reduce information security risks, comply with regulatory requirements, and strengthen customer trust and corporate image. We obtained the certification in February 2025

(III) As of the date of publication of this annual report, any losses incurred due to material information security incidents in the most recent year, their potential impacts (including on operations and reputation), and the corresponding response measures: None.

VII. Important contracts:

Nature of contract	Party concerned	Start/end date of contract	Main Content	Restrictive clauses
Mid- and long-term borrowings	Bank of Taiwan	2023/10/16-2028/10/16	NTD 500 million	None
Mid- and long-term borrowings	Bank of Taiwan	2025/12/24-2030/12/24	NTD 300 million	None
Mid- and long-term borrowings	Taiwan Cooperative Bank	2024/12/26-2029/12/26	NTD 300 million	None
Mid- and long-term borrowings	Taiwan Cooperative Bank	2021/02/19-2026/02/19	NTD 300 million	None

Mid-term borrowings	Export–Import Bank of the Republic of China	2025/08/11-2026/10/11	NTD 150 million	None
Mid- and long-term borrowings	First Commercial Bank	2023/07/13-2028/07/13	NTD 300 million	None
Mid- and long-term borrowings	Agricultural Bank of Taiwan Corporation	2022/06/29-2027/06/29	NTD 300 million	None

Five. Review and Analysis of Financial Position and Financial Performance, and Assessment of Risks

I. Financial position

(I) Comparative analysis of financial position - Consolidated financial statements

Unit: NTD thousand

Item	2024	2025	Difference	
			Amount in Gold	%
Current assets	5,422,434	4,884,046	(538,388)	(9.93)
Long-term investment	427,849	490,534	62,685	14.65
Real property, plant and equipment	3,890,407	4,016,312	125,905	3.24
Other assets	265,650	254,658	(10,992)	(4.14)
Total assets	10,006,340	9,645,550	(360,790)	(3.61)
Current liabilities	3,198,773	3,164,098	(34,675)	(1.08)
Non-current liabilities	2,190,876	1,884,402	(306,474)	(13.99)
Total liabilities	5,389,649	5,048,500	(341,149)	(6.33)
Share capital	3,416,024	3,412,384	(3,640)	(0.11)
Capital reserve	15,030	61,767	46,737	310.96
Retained earnings	1,134,752	1,118,787	(15,965)	(1.41)
Other equities	(3,384)	(3,002)	382	11.29
Treasury shares	(6,735)	0	6,735	100.00
Equity attributable to owners of the parent company	4,555,687	4,589,936	34,249	0.75
Non-controlling interests	61,004	7,114	(53,890)	(88.34)
Total equity	4,616,691	4,597,050	(19,641)	(0.43)

Description of major changes (changes exceeding 20% and amounting to NTD 10 million or more):
1. Capital reserves increased by NTD 47 million year-over-year, a 310.96% increase.
Mainly due to:
The value difference of long-term investment assets increased by NTD 49 million.
2. Non-controlling interests decreased by NTD 54 million, representing a decline of 88.34%.
Mainly due to:
Decrease in the value difference of long-term investment assets of NTD 49 million.

(II) Future countermeasures for those with significant impact: None.

II. Financial performance

(I) Performance comparison analysis – Consolidated financial statements

Unit: NTD thousand

Item	2024	2025	Increase (Decrease) amount	Change ratio (%)
Operating revenue, net	14,329,750	14,381,994	52,244	0.36
Operating cost	12,979,616	13,155,111	175,495	1.35
Net gross profit	1,350,134	1,226,883	(123,251)	(9.13)
Operating expenses	1,238,058	1,223,580	(14,478)	(1.17)
Operating profit	112,076	3,303	(108,773)	(97.05)
Non-operating income and expenses	26,772	20,979	(5,793)	(21.64)
Net income before tax	138,848	24,282	(114,566)	(82.51)
Income tax expense	31,551	24,826	(6,725)	(21.31)
Net income of the period	107,297	(544)	(107,841)	(100.51)
Other comprehensive income	5,951	(21)	(5,972)	(100.35)
Total comprehensive income	113,248	(565)	(113,813)	(100.50)

Description of major changes (changes exceeding 20% and amounting to NTD 10 million or more):

1. Operating profits decreased by NTD 1.09 billion or 97.05% year-over-year.
   Mainly due to:
   Operating revenue increased by NTD 52 million year-on-year, while operating costs increased by NTD 175 million and operating expenses decreased by NTD 14 million, resulting in a year-on-year decrease in operating income of NTD 109 million.
2. Net income before tax decreased by NTD 115 million, or 82.51% year-over-year.
   Mainly due to:
   Operating profit decreased by NTD 1.09 billion year-over-year.
3. Net income decreased by NTD 108 million or 100.51% year-over-year.
   Mainly due to:
   Net income before tax decreased by NTD 115 million year-over-year.
4. Total comprehensive income for the period decreased by NTD 114 million, or 100.50% year-over-year.
   Mainly due to:
   Net income decreased by NTD 108 million year-over-year.

(II) Projected sales volume and the basis:

The projected sales volume of 704,852 tons in 2026 is based on the projected product order status and future operational development, taking into account the Company’s production capacity.

(III) Possible impact on the company's future financial business and the countermeasures:

1. Impact on the future financial performance: No significant impact on the Company's financial performance.
2. Countermeasures: None

III. Cash Flow Analysis - Parent Company Only Statement

(I) Analysis of changes in cash flow for the year

Unit: NTD thousand

<table>
<tr><th rowspan="2">Beginning balance of cash</th><th rowspan="2">Net cash flow from operating activities for the entire year</th><th rowspan="2">Cash flow from investing activities for the entire year</th><th rowspan="2">Cash flow from financing activities for the entire year</th><th rowspan="2">Impact of exchange rate changes</th><th rowspan="2">Cash surplus</th><th colspan="2">Remedies for insufficient cash</th></tr>
<tr><th>Investment plan</th><th>Wealth management plan</th></tr>
<tr><td>625,277</td><td>873,635</td><td>(429,355)</td><td>(380,913)</td><td>0</td><td>688,644</td><td>-</td><td>-</td></tr>
<tr><td colspan="8">Analysis of changes in cash flow:
1. Operating activities: Net cash inflow was mainly due to operating profit.
2. Investing activities: Net cash outflow was mainly due to the purchase of equipment and the acquisition of investments under the equity method.
3. Financing activities: Net cash inflow was mainly due to the increase in bank long-term and short-term loans.</td></tr>
</table>

(II) Improvement plan for insufficient liquidity in the most recent year: None.

(III) Cash flow analysis for the coming year:

Unit: NTD thousand

<table>
<tr><th rowspan="2">Beginning balance of cash (1)</th><th rowspan="2">Estimated net cash flow from operating activities for the entire year (2)</th><th rowspan="2">Estimated cash outflow for the year (3)</th><th rowspan="2">Estimated cash balance (1)+(2)-(3)</th><th colspan="2">Remedies for estimated insufficient cash</th></tr>
<tr><th>Investment plan</th><th>Wealth management plan</th></tr>
<tr><td>688,644</td><td>581,200</td><td>(562,300)</td><td>707,544</td><td>-</td><td>-</td></tr>
<tr><td colspan="6">Analysis of changes in cash flow:
1. Operating activities: The projected operating condition improved, generating net cash inflow.
2. Investing activities: Projected purchase of machinery and equipment and plant maintenance.
3. Financing activities: Projected distribution of cash dividends to shareholders and repayment of long-term and short-term loans.</td></tr>
</table>

IV. Effect upon financial operations of any major capital expenditures during the most recent year:

The significant capital expenditure in 2025 was for investment in plant improvement, automation machinery and equipment assets. This will expand production capacity, improve production efficiency, and reduce production cost, in order to maximize sales profits.

V. Main reasons for profits or losses of latest re-investment policy in the most recent year, improvement plan, and investment plan for the coming year

(I). Main reasons for profits or losses of latest re-investment policy, improvement plan:

1. Re-investment policy:
   Continue the investment from previous years, such as: Compound and aquatic feeds, biological assets - laying hens, white-meat chicken, pork, chicken, egg products, among other core products; develop an upstream and downstream one-stop production and sales model to achieve the maximum investment benefits.
2. Reasons for profit or loss:
   For profit and loss of each investment business, please refer to Tables 6 and 7 of the consolidated financial statements.
3. Improvement plan:
   Conduct a proper benefit assessment before investment, effective operation and management during investment, and review the benefit achievement rate after investment, to examine the reason for discrepancies.

(II) Investment plan for the coming year:

Based on the capital expenditure of NTD 1 billion in three years, the Company will continue to renew the machinery and equipment in each factory, increase production capacity, and evaluate feasible reinvestment plans for strategic cooperation.

VI. Risk analysis and assessment：

(I) Impacts of changes in interest rates, exchange rates, and inflation on the Company's profits and losses, and future countermeasures:

1. Interest rate changes:
   (1) The Company's long-term and short-term borrowing rates maintained at a reasonable range.
   (2) Continue to monitor U.S. economic growth and changes in the stock and bond markets of all countries.
2. Exchange rate changes:
   (1) The Company's import of raw materials is mainly paid in U.S. dollars, and foreign exchange forwards are purchased to minimize the risk of exchange rate fluctuations.
   (2) Continue to monitor changes in the international geopolitical situation, the follow-up development of the U.S.–Iran conflict, and the countermeasures of the new U.S. President in response to the trade deficits between the U.S. and other countries, which affect the changes in the supply and demand of the U.S. dollars and commodities.

3. Inflation:

The political risks affect the GDP and monetary policies of various countries, causing a huge impact on global inflation and the prices of main raw materials. The Company actively purchases sufficient quantities of raw materials to reduce the risk of material shortage. The Company also hedges against the fluctuations in the spot market of commodity futures.

(II) Main reasons for profits or losses on high-risk, highly leveraged investments, loaning of funds to others, endorsements/guarantees, and derivatives, and future countermeasures:

1. The Company does not engage in high-risk, highly leveraged investments, or loaning of funds to others.
2. The endorsement and guarantee and derivatives are handled in accordance with the Company's operating procedures.

(III) R&D expenses expected to be invested:

The R&D expenses are expected to be NTD 56,341 thousand in 2026 for continuous innovation and development.

(IV) Impacts of changes in domestic and foreign important policies and laws on the Company's financial operations and countermeasures being or to be taken:

The Company follows local and foreign regulations, and pays close attention to changes in local and foreign policies and regulations. At Fwusow, we abide by the Act Governing Food Safety and Sanitation and continue to implement stringent control to reduce food safety risks. By doing this, we ensure the safety of consumers' food, increase product sales performance, and create maximum sales profits.

(V) The impact on the company's financial operations of development in science and technology and industry, and the measures the company plans to adopt in response:

With the introduction of new SAP system, the Company hopes to improve management efficiency and internal control, and reduce operational risks.

Production equipment automation and AI will reduce labor safety risks, lower production costs, and improve product gross profit.

(VI) Impact of corporate image changes on corporate crisis management and countermeasures being or to be taken: None.

(VII) The expected benefits and possible risks of mergers and acquisitions and countermeasures being or to be taken: None.

(VIII) The expected benefits and possible risks of the plant expansion and countermeasures being or to be taken: None.

(IX) Risks associated with any consolidation of sales or purchasing operations, and countermeasures being or to be taken: None.

(X) The impact and risks of the large-scale transfer or change of equity by directors, supervisors, or major shareholders holding more than 10% of the share and countermeasures being or to be taken: None.

(XI) Impacts and risks of changes in management and countermeasures being or to be taken: None.

(XII) Litigious and non-litigious matters: List major litigious, non-litigious or administrative disputes that: (1) involve the company and/or any company director, the general manager, any person with actual responsibility for the firm, any major shareholder holding a stake of greater than 10 percent, and/or any company or companies controlled by the company; and (2) have been concluded by means of a final and unappealable judgment, or are still under litigation. Where such a dispute could materially affect shareholders' equity or the prices of the company's securities, the annual report shall disclose the facts of the dispute, amount of money at stake in the dispute, the date of litigation commencement, the main parties to the dispute, and the status of the dispute as of the date of publication of the annual report: None.

(XIII) Other major risks and countermeasures being or to be taken: None.

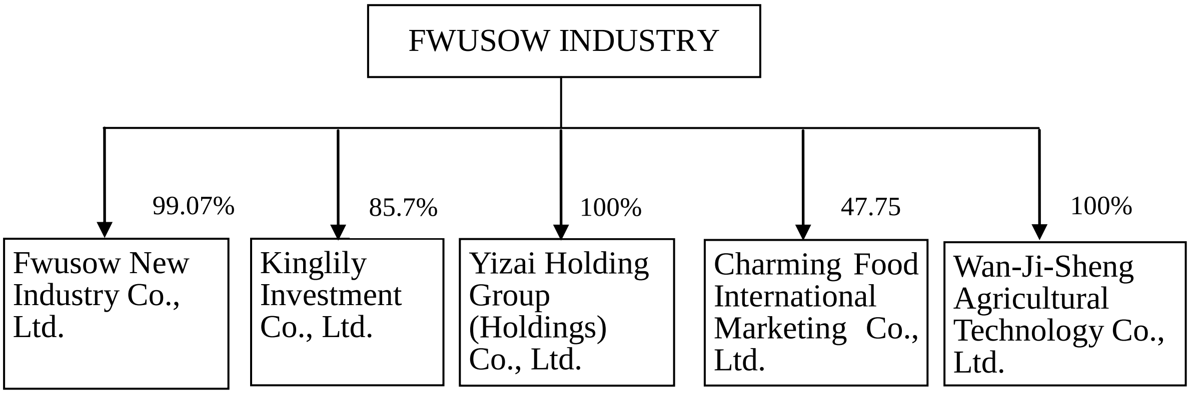
VII. Other important matters: None.

Six. Special Items to Be Included

I. Information on Affiliates

(I) Overview of affiliates

1. Organizational chart of affiliates:



2. Basic information of affiliates

Unit: NTD thousand

Company name	Date of establishment	Address	Paid-in capital	Main business activities
Fwusow New Industry Co., Ltd.	1989/04/21	No. 36-1, Datong Street, Shalu District	55,251	Food sales, rental and leasing
Kinglily Investment Co., Ltd.	2007/01/15	Unit 25, 2F, Nia Mail, Saleufi Street, Apia, Samoa	USD 12,585 thousand	Investment, import and export, trading of domestic meat, processing of products, etc.
Yizai Holding Group (Holdings) Co., Ltd.	2015/05/21	Unit 25, 2F, Nia Mail, Saleufi Street, Apia, Samoa	USD 183 thousand	Investment
Charming Food International Marketing Co., Ltd.	2012/12/21	No. 183, Zili 1 Street, Wuqi District, Taichung City	400,000	Poultry electric stunning, poultry processing
Wan-Ji-Sheng Agricultural Technology Co., Ltd.	2020/12/17	No. 45, Shatian Road, Shalu District, Taichung City	200,000	Livestock farming, and livestock and poultry breeding

3. For companies presumed to have a relationship of control and subordination: None.

4. Affiliation of affiliates: None.

5. Information on directors, supervisors and general managers of affiliates:

Company name	Title	Name or representative	Shareholding	
			Number of shares	Shareholding ratio %
Fwusow New Industry Co., Ltd.	Director Supervisor General Manager	Hung Yao-Kun, Hung Yao-Chih, Hung Yao-Chun, Hung Chieh-Chen, Hung Shuo-Pin (All 5 are legal representatives) Hung Yao-Chi Hung Yao-Chih	5,473,703	99.07
Kinglily Investment Co., Ltd.	Director General Manager	Hung Yao-Kun (legal representative), Hung Tsun-Lin (legal representative), Hung Yau-Hsin, Yang Chun-Hsien Hung Yao-Kun	10,785,000	85.70
Yizai Holding Group (Holdings) Co., Ltd.	Director General Manager	Hung Yao-Kun, Hung Yau-Hsin, Hung Yao-Chun Hung Yao-Kun	183,000	100.00
Charming Food International Marketing Co., Ltd.	Director Supervisor General Manager	Hung, Yao-Hsin, Chen, Kuo-Chih, and Chuang, Shang-Wen (All three are legal representatives) Hung Yao-Kun (legal representative), Liu Ming-Sung Chen, Kuo-Chih	19,100,000	47.75
Wan-Ji-Sheng Agricultural Technology Co., Ltd.	Director Supervisor General Manager	Hung Chun-Lin, Chao Wen-Chiang,Yang Chun-Hsien (all three are legal representatives) Hung Yao-Chun (legal Representative) Hung Chun-Lin	20,000,000	100.00

6. Overview of individual affiliates

2025 Unit: NTD thousand

Company name	By currency	Capital	Total asset value	Total liabilities	Net worth	Operating revenue	Operating profit and loss	Income (after tax)	Earnings per share after tax (NTD)
Fwusow New Industry Co., Ltd.	NTD	55,251	154,089	3,566	150,523	12,665	(4,078)	(1,209)	(0.22)
Kinglily Investment Co., Ltd.	USD	12,585	5,059	0	5,059	0	0	39	0.003
Yizai Holding Group (Holdings) Co., Ltd.	USD	183	237	46	191	0	0	3	0.015
Charming Food International Marketing Co., Ltd.	NTD	400,000	1,319,586	1,352,168	(32,582)	1,697,041	(326,595)	(357,859)	(8.95)
Wan-Ji-Sheng Agricultural Technology Co., Ltd.	NTD	200,000	493,401	265,695	227,706	458,011	(5,637)	(7,668)	(0.38)

(II) Consolidated financial reports of affiliates:

A statement of consolidated financial reports of affiliates has been issued, please see the Statement of the Consolidated Financial Report.

(III) Affiliation Report: Not applicable.

II. Private placement of securities in the most recent fiscal year up till the publication date of this annual report: None.

III. Other supplementary information: None.

Seven. Any of the situations listed in Article 36, Paragraph 3, Subparagraph 2 of the Securities and Exchange Act which might materially affect shareholders’ equity or the price of the company’s securities that have occurred during the most recent fiscal year and up to the date of publication of the annual report: None.

FWUSOW INDUSTRY CO., LTD.

Chairman: Hung Yao-Kun