Stock Code: 2923
TWSE: Sino Horizon Holdings – KY

鼎固控股有限公司

Annual Report

2025 Annual Report
A Firm Foundation, A Strong Future

This annual report is available on the following website : Market Observation Post System http://mops.twse.com.tw
Company website:http://www.sinohorizon.tw

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鼎固控股有限公司

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The Company

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Shanghai Ming Long Construction And Development Co., Ltd.
Address: Room 2F-0206, 2F, No. 358 Chengbei Rd., Jiading Dist., Shanghai, China.

Shanghai Ding Lin Real Estate Development Co., Ltd.
Address: Block C, Room 601, No. 209, Luban Rd., Huangpu Dist., Shanghai, China.

Kunshan Ding Yao Real Estate Development Co., Ltd. Address: No. 168, Qianjin West Rd., Yushan Town, Kunshan, Jiangsu, China.

Shanghai Ding Jia Real Estate Development Co., Ltd.
Address: Room 2F-0204, 2F, No. 358 Chengbei Rd., Jiading Dist., Shanghai, China.

Shanghai Hong Xiang Land Investment Co., Ltd.
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Listed Overseas Securities Trading

The Company does not issue overseas securities.

Company Website

www.sinohorizon.tw

Notice to readers

This English version annual report is a summary translation of the Chinese version and is for reference purposes only. If there is any discrepancy between the English and Chinese versions, the Chinese version shall prevail.

List of Director

Title	Name	Nationality	Gender	Education and work experience
Chairman	Great Sino Development Ltd.	BVI	–	–
	Hung-Pen Chang (representative of Great Sino Development Ltd.)	Hong Kong, China	Male	B.S. in Industrial Engineering, Chung Yuan Christian University ASE Technology Holding Co., Ltd. - Vice Chairman, President and Director(Representative). Chairman, Universal Scientific Industrial Co., Ltd. Chairman, Universal Scientific Industrial (Shanghai) Co., Ltd.
Director	True Elite Holdings Limited	BVI	–	–
	Chien Shen Chang (representative of True Elite Holdings Limited)	Singapore	Male	B.S. in Electrical Engineering, Taiwan University Master, Illinois Institute of Technology Chairman, ASE Technology Holding Co., Ltd.
Director	True Elite Holdings Limited	BVI	–	–
	Madeline D Chang (representative of True Elite Holdings Limited)	U.S.A	Female	B.A., Barnard College, Columbia University Master, Parsons School of Design Designer, Skidmore, Owings and Merrill (SOM) Design Director, Shanghai Ding Hui Real Estate Development Co., Ltd.
Director	Great Sino Development Ltd.	BVI	–	–
	Nen-Yao Chang (representative of Great Sino Development Ltd.)	Republic of Malta	Male	B.S. in Engineering, Duke University Chairman Assistant, Shanghai Ding Gu Real Estate Development Co., Ltd.
Director	An Yee Jennifer Fung	Hong Kong, China	Female	B.S.B., City University of Hong Kong Chartered financial analyst (CFA) Vice President, KGI Asia Limited Sales Agent, Morgan Stanley Asia Limited
Director	Fong-Cheng Lin	Republic of China	Male	LL.B., National Taipei University (formerly College of Law and Business, National Chung Hsing University) Vice Chairman, Kuomintang of China Minister of Interior Minister of Transportation and Communications
Director	Ching-Chong Chen	Republic of China	Male	Waseda University Chairman, Advanced Microelectronic Products, Inc. Chairman, Shang Ren Electronics Co., Ltd. Supervisor, Rechi Precision Co., Ltd.
Director	Du-Tsuen Uang	Republic of China	Male	J.D., National Chengchi University Secretary-General, Central Bureau of Standards Associate Researcher, Institute of International Relations, National Chengchi University Member, Fair Trade Commission, Executive Yuan
Independent Director	Freddie Liu	Republic of China	Male	Master of Business Administration, University of Michigan Legal Representative Director, CSO, Corporate Governance Officer, TPK Holding Co., Ltd. Vice President of Finance, ASE Group Vice President of corporate finance department, Taiwan Citibank
Independent Director	Huei-Chu Huang	Republic of China	Female	MBA, University of Missouri Director and President, UBS - Hong Kong Branch Director and President, Merrill Lynch-Hong Kong Branch Senior Vice President, China Development Financial Holding Corporation
Independent Director	Chi-Der Tsai	Republic of China	Male	Bachelor in Accounting, National Taipei University Partner, Whole Time CPA Firm Manager, KPMG Taiwan
Independent Director	Chun-Chi Kung	Republic of China	Male	E.M.B.A., National Sun Yat-sen University Independent Director, Infinite Finance Co., Ltd. Vice Chairman and Partner, Deloitte & Touche Expert Instructor, E.M.B.A., National Sun Yat-sen University Adjunct Expert Instructor, Department of Accountancy, National Cheng Kung University

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I. Letter to Shareholders

Dear Shareholders,

Looking back at 2025, the real estate operating environment faced severe headwinds amid a challenging macroeconomic climate on the mainland and ongoing supply-demand imbalances. Overall housing market demand remained persistently weak, with even first-tier city real estate markets feeling the impact. As a result, the Company's residential project sales in 2025 declined by approximately 40% compared to fiscal year 2024.

With respect to commercial real estate operations, although service-oriented consumption on the mainland has shown moderate growth in recent years, the overall market remains in a period of adjustment. This has posed ongoing challenges to the Company's principal shopping malls and office buildings operating in mainland China. At Shanghai Huangpu and Jiading SML Center, both occupancy rates and rental yield per unit area declined compared to fiscal year 2024. The Company continues to adopt a prudent approach to leasing operations for its retail and office assets in prime locations.

Below is a report on our 2025 business results and our business plans for 2026:

2025 Business Accomplishments

(I) Implementations of Business Plan

In 2025, Sino Horizon's operating revenue was NT$5.795 billion, with a fair value loss on investment properties of NT$7.954 billion, a pre-tax net loss of NT$5.991 billion, a net loss for the period of NT$6.022 billion, and a loss per share of NT$3.62. In terms of residential sales, 2025 revenue was primarily driven by the recognition of completed unit deliveries from projects including Jiangsu Kunshan Dingyao Earl Land, contributing approximately NT$3.297 billion to total annual revenues. Revenue from commercial office leasing, property management, and related operations amounted to approximately NT$2.498 billion.

(II)Budget Implementations

The Company did not disclose financial forecast for 2025; therefore, budget implementations is not applicable.

(III) Financial Status and Profitability Analysis

Item	Year	2025	2024
Financial structure	Debt-to-asset ratio (%)	60.30	60.15
	Ratio of long-term capital to property, plant, and equipment (%)	15,761.49	15,136.27
Solvency	Current ratio (%)	268.34	307.87
	Quick ratio (%)	99.74	97.41
	Times interest earned (%)	(176.27)	198.95
Profitability	Return on assets (ROA) (%)	(3.78)	1.97
	Return on equity (ROE) (%)	(12.24)	1.87
	Pre-tax income to paid-in capital ratio (%)	(32.10)	20.30
	Net profit margin (%)	(103.91)	11.11
	Earnings per share (NTD)	(3.46)	0.44

(IV) Research and Development

1. Sino Horizon continues to enhance organizational efficiency and optimize financial management, while developing market-competitive products, improving project quality, and carefully evaluating the timing of project launches in order to improve residential unit absorption rates.

2. With respect to commercial real estate operations, the Company is researching marketing strategies aligned with emerging consumption patterns, including online promotion and digital traffic generation. The Company will continue to introduce tenants with differentiated offerings and strong customer draw capabilities, with the aim of enhancing overall operational competitiveness.

3. Through green design, the Company addresses society's growing demand for environmental stewardship by reducing natural resource consumption and environmental pollution, improving building energy efficiency and occupant comfort, and fostering a virtuous cycle between real estate development and social progress. These efforts reflect Sino Horizon's sustainability vision of "Embodying Sustainable Value and Fulfilling Social Responsibility."

Summary of 2026 Business Plan

(I) Business Policy

The mainland China real estate market is currently in a transitional phase of confidence recovery and inventory absorption. In response, Sino Horizon will adhere to its business objectives of "Real Estate Development, Financial Stability, and Sustainable Development", optimizing the commercial real estate property environment and management quality to maintain merchant leasing rates. In terms of project sales, launch activities will focus primarily on the Shanghai area. As for Taiwan business, adhering to the principle of growing together with regional development, the 14th phase land site in Beitun, Taichung officially filed for commencement in 2025, with future project launches to be planned in accordance with prevailing market conditions.

Sino Horizon will continue to strengthen its financial position, respond to overall macroeconomic changes, maintain relationships with financial institutions, and reinforce operational risk control and liquidity management.

(II) Expected Sales Volume and Its Basis

In 2026, the Company will continue to perform recognition for the completed units of Kunshan Earl Land construction project. The number of units that can be handed over for the whole year will depend on the actual handover operations. Meanwhile, we will also strive to maintain steady operation for the commercial property leasing business.

(III) Important Production and Marketing Policies

The Company will prudently respond to changes in market conditions and launch projects for the right moment to stabilize its operating capabilities. In the leasing of commercial real estate, a flexible investment strategy will be implemented to deepen tenant relationships, and through rigorous budget management, high-quality services will be provided to effectively manage operating costs.

The Company's Future Development Strategies and Influence from External Competition, Regulations and Macro-Operating Environment

1. The Company's future development strategy will uphold the principles of "Steady Development and Sound Financial Structure", with a deepened focus on residential development and commercial real estate operations. Through enhanced management efficiency and rigorous project financial risk controls, the Company is committed to delivering superior products and services. At the same time, the Company will maintain an appropriate debt ratio to strengthen financial resilience, striving to continuously enhance long-term shareholder value amid a volatile market environment.

2. With respect to the external competitive landscape, in response to the increasing emphasis placed by regulatory authorities on both sides of the Strait on ESG issues, the Company has incorporated sustainable development into its core competitive strategy. The Company will actively implement green building design and energy-saving and carbon reduction practices, embedding ESG

principles deeply into day-to-day operations, so as to strengthen its corporate brand image, build a green competitive advantage, and navigate market competition in a low-carbon economy.

3. The Company closely monitors the series of stimulus measures introduced by the mainland Chinese government to stabilize the real estate market, and will seize opportunities arising from market recovery to strategically intensify promotional efforts. In Taiwan, the Company will carefully assess the impact of the central bank's credit control policies on market structure and adjust project schedules accordingly. Sino Horizon will flexibly calibrate its project launch pace and allocation strategy on both sides of the Taiwan Strait in accordance with policy directions, ensuring regulatory compliance while maximizing market effectiveness.

4. Faced with the impact of the overall business environment and the unfavorable macroeconomic outlook on the mainland, the mainland China real estate market remains in a transitional phase of confidence recovery and inventory absorption. With respect to both its residential and commercial real estate businesses, the Company will dynamically adjust its operating strategies in line with market trends, precisely capturing profit opportunities amid market volatility to sustain the Company's growth momentum.

Dividend Policy

Considering the operating results in 2025, future business development needs and financial conditions, Sino Horizon has resolved on a cash dividend of NT$0.12 per share (note: to be disbursed only after approval is granted by the 2026 Annual Shareholders' Meeting).

On behalf of the Board of Directors, I would like to once again express my greatest gratitude to all shareholders for your encouragement and support, and I wish you all the best!

II. Company Profile

1. Date of establishment and Company Profile

Since the Zhang brothers invested in establishing Beijing Dinggu Real Estate Development Co., Ltd. (equity has been sold completely) in July 2001, Sino Horizon Holdings Limited (hereafter referred to as the "Company" or "Sino Horizon") has successively engaged in the management of real estate development, property sales and leases, and parking lot business in Mainland China. Sino Horizon Holdings Limited established and consolidated the shares of project companies within the border of Mainland China on December 5, 2007.In May 2010, the Company acquired approval from the Investment Commission, Ministry of Economic Affairs ("MOEAIC"). The Company operates a business in renting shopping malls and office spaces, and also selling residential buildings. It has made returns on assets through property management, creating maximum interest for shareholder.

2. Group structure

Please refer to Page 106 for the organizational structure of the Company Group:(1) Affiliate organization chart.

3. Risks

(1) Industry Risks

1. Risks associated with the acquisition of land use rights, failure to comply with the provisions regarding transfer of land use rights, and acquisition of undeveloped land.

The Company's income stems primarily from the sale and lease of developed real estate. Therefore, whether the Company can acquire high-quality land at reasonable prices is closely related to the business operation of the Company. Land supply in China is generally governed by the Chinese government. Whether the Company can purchase land use rights required for future development and the purchase cost of land are both adherent to government policies.

If the Company fails to develop land in accordance with the provisions regarding transfer of land use rights in Mainland China, penalty for idle land or revocation of the land use right may be imposed on the Company by the Chinese government. The State Council of the People's Republic of China promulgated the *Notice of the State Council on Promoting Land Saving and Intensive Use* (No.3 [2008] of the State Council) in January 3, 2008, mandating rigid enforcement of policies concerning idle land. According to the Notice, if a piece of land has been idle for at least two years, it must be confiscated free of charge by the government, and rearranged for any other uses. If a piece of land has been idle for one year but less than two years, an idle land penalty must be collected at 20% of the transfer or assignment price of the land. The acquisition of undeveloped land (still resided by households that have not yet relocated) may increase the cost of land demolition and relocation or cause delays in development progress.

2. Risks associated with acquisition of approval documents at different stages of real estate development.

To develop and complete a real estate development project, the Company must acquire permits and certificates from administrative agencies of the Chinese government at different states of the development process. These include land certificates, permits for construction planning of land, construction project planning permits, building construction permits, and project completion and acceptance certificates. The aforementioned documents may be acquired upon compliance with the applicable criteria of laws and regulations. Therefore, failure to acquire relevant supporting documents would delay the progress of development projects, and in turn influence the subsequent operating and financial status of the Company.

(2) Operational risks

1. Liquidity risk resulting from a considerable amount of investment capital.

Real estate developers must invest considerable amount of capital during the planning and construction period, and will probably generate positive cash flows only after several years of investment from presale and sale of real estate (real estate developers in Mainland China may, within two months after the official signing of a presale agreement, obtain the full amount of payment from a buyer or bank with whom the buyer has made a mortgage).

For real estate developers, the longer the holdup, the more variables they will encounter; therefore, careful consideration is required when making long-term financial plans for the Company because a sound financial structure in a time when real estate market is sluggish is key to ensuring the sustainable operation of the Company.

2. The real estate market in China is often under strict supervision and is limited by new laws and regulations, which may pose adverse risks to property developers.

The Chinese government occasionally adjusts its policies on the real estate market, including policies on land supply and idle land handling, the capital ratios of real estate development companies, construction financing criteria, remortgages in recent years, purchase limit measures for residents, sales limit measures for developers, land value increment tax policies, and policies where business tax was changed into increment tax as of May 2016. These changes all influence the overall real estate market, and the Company is also addressing various regulatory issues in a pragmatic manner.

(3) Other major risks

Please refer to 6. Risk management, analysis, and assessment on Page 101 for other major risks.

III. Corporate Governance Report

1. Profile of directors, president, vice presidents, assistant vice presidents, and supervisors of departments and branches

(1) Name, shareholding ratio, and educational background of directors

1. Director

March 31, 2026

Title (Note 1)	Nationality	Name	Gender	Age	Date of appointment	Office term	Date first elected	Shares owned upon appointment		Shares currently held		Current shares held by spouse and underage children	
								No. of shares (1,000 shares)	Percentage of shares	No. of shares (1,000 shares)	Percentage of shares	No. of shares (1,000 shares)	Percentage of shares
Chairman	BVI	Great Sino Development Ltd.	-	-	2025.06.19	3	2016.8.26	339,971	19.54%	339,971	19.54%	0	0%
	Hong Kong, China	Hung-Pen Chang (representative of Great Sino Development Ltd.)	Male	79	2025.06.19	3	2007.12.11	0	0.00%	0	0.00%	0	0%
Director	BVI	True Elite Holdings Limited	-	-	2025.06.19	3	2016.08.26	677,880	38.95%	677,880	38.95%	0	0%
	Singapore	Chien Shen Chang (representative of True Elite Holdings Limited)	Male	82	2025.06.19	3	2007.12.11	0	0.00%	0	0.00%	0	0%
Director	BVI	True Elite Holdings Limited	-	-	2025.06.19	3	2016.8.26	677,880	38.95%	677,880	38.95%	0	0%
	U.S.A	Madeline D Chang (representative of True Elite Holdings Limited)	Female	51	2025.06.19	3	2016.8.26	0	0.00%	0	0.00%	0	0%

Title (Note 1)	Nationality	Name	Gender	Age	Date of appointment	Office term	Date first elected	Shares owned upon appointment		Shares currently held		Current shares held by spouse and underage children	
								No. of shares (1,000 shares)	Percentage of shares	No. of shares (1,000 shares)	Percentage of shares	No. of shares (1,000 shares)	Percentage of shares
Director	BVI	Great Sino Development Ltd.	-	-	2025.06.19	3	2016.8.26	339,971	19.54%	339,971	19.54%	0	0%
	Republic of Malta	Nen-Yao Chang (representative of Great Sino Development Ltd.)	Male	45	2025.06.19	3	2010.08.26	566	0.03%	566	0.03%	0	0%
Director	Hong Kong, China	An Yee Jennifer Fung	Female	54	2025.06.19	3	2011.03.31	165	0.01%	165	0.01%	0	0%
Director	Republic of China	Fong-Cheng Lin	Male	86	2025.06.19	3	2010.08.26	0	0.00%	0	0.00%	0	0%
Director	Republic of China	Ching-Chong Chen	Male	85	2025.06.19	3	2010.08.26	0	0.00%	0	0.00%	0	0%
Director	Republic of China	Du-Tsuen Uang	Male	67	2025.06.19	3	2014.06.18	0	0.00%	0	0.00%	0	0%
Independent Director	Republic of China	Freddie Liu	Male	61	2025.06.19	3	2022.06.24	0	0.00%	0	0.00%	0	0%
Independent Director	Republic of China	Huei-Chu Huang	Female	70	2025.06.19	3	2022.06.24	0	0.00%	0	0.00%	0	0%

Title (Note 1)	Nationality	Name	Gender	Age	Date of appointment	Office term	Date first elected	Shares owned upon appointment		Shares currently held		Current shares held by spouse and underage children	
								No. of shares (1,000 shares)	Percentage of shares	No. of shares (1,000 shares)	Percentage of shares	No. of shares (1,000 shares)	Percentage of shares
Independent Director	Republic of China	Chi-Der Tsai	Male	61	2025.06.19	3	2022.06.24	0	0.00%	0	0.00%	0	0%
Independent Director	Republic of China	Chun-Chi Kung	Male	65	2025.06.19	3	2023.06.20	0	0.00%	0	0.00%	0	0%

Title	Name	Shares owned in the name of others		Education and work experience	Positions held at the Company or other companies	Spouse or relatives of second degree or closer acting as directors, supervisors, or other department heads		
		No. of shares (1,000 shares)	Percentage of shares			Title	Name	Relation
Chairman	Great Sino Development Ltd.	0	0%	—		—	—	—
	Hung-Pen Chang (representative of Great Sino Development Ltd.)	847,350	48.69%	B.S. in Industrial Engineering, Chung Yuan Christian University ASE Technology Holding Co., Ltd. – Vice Chairman, President and Director (Representative). Chairman, Universal Scientific Industrial Co., Ltd. Chairman, Universal Scientific Industrial (Shanghai) Co., Ltd.	(Note 1)	Director Director	Chien Shen Chang Nen-Yao Chang	Siblings Father and son
Director	True Elite Holdings Limited	0	0%	—		—	—	—
	Chien Shen Chang (representative of True Elite Holdings Limited)	847,350	48.69%	B.S. in Electrical Engineering, Taiwan University Master, Illinois Institute of Technology Chairman, ASE Technology Holding Co., Ltd.	(Note 1)	Chairman Director	Hung-Pen Chang Madeline D Chang	Siblings Father and daughter

Title	Name	Shares owned in the name of others		Education and work experience	Positions held at the Company or other companies	Spouse or relatives of second degree or closer acting as directors, supervisors, or other department heads		
		No. of shares (1,000 shares)	Percentage of shares			Title	Name	Relation
Director	True Elite Holdings Limited	0	0%	—		—	—	—
	Madeline D Chang (representative of True Elite Holdings Limited)	0	0%	B.A., Barnard College, Columbia University M.Des., Parsons School of Design Designer, Skidmore, Owings and Merrill (SOM) Design Director, Shanghai Ding Hui Real Estate Development Co., Ltd.	(Note 1)	Director	Chien Shen Chang	Father and daughter
Director	Great Sino Development Ltd.	0	0%	—		—	—	—
	Nen-Yao Chang (representative of Great Sino Development Ltd.)	0	0%	B.S. in Engineering, Duke University Chairman Assistant, Shanghai Ding Gu Real Estate Development Co., Ltd.	(Note 1)	Chairman	Hung-Pen Chang	Father and son (Note 2)
Director	An Yee Jennifer Fung	0	0%	B.S.B., City University of Hong Kong Chartered financial analyst (CFA) Vice President, KGI Asia Limited Sales Agent, Morgan Stanley Asia Limited	(Note 1)	—	—	—
Director	Fong-Cheng Lin	0	0%	LL.B., National Taipei University (formerly College of Law and Business, National Chung Hsing University) Vice Chairman, Kuomintang of China Minister of Interior Minister of Transportation and Communications	(Note 1)	—	—	—
Director	Ching-Chong Chen	0	0%	Waseda University Chairman, Advanced Microelectronic Products, Inc. Chairman, Shang Ren Electronics Co., Ltd. Supervisor, Rechi Precision Co., Ltd.	(Note 1)	—	—	—
Director	Du-Tsuen Uang	0	0%	J.D., National Chengchi University Secretary-General, Central Bureau of Standards Associate Researcher, Institute of International Relations, National Chengchi University Member, Fair Trade Commission, Executive Yuan	(Note 1)	—	—	—

Title	Name	Shares owned in the name of others		Education and work experience	Positions held at the Company or other companies	Spouse or relatives of second degree or closer acting as directors, supervisors, or other department heads		
		No. of shares (1,000 shares)	Percentage of shares			Title	Name	Relation
Independent Director	Freddie Liu	0	0%	Master of Business Administration, University of Michigan Legal Representative Director, CSO, Corporate Governance Officer, TPK Holding Co., Ltd. Vice President of Finance, ASE Group Vice President of corporate finance department, Taiwan Citibank	(Note 1)	—	—	—
Independent Director	Huei-Chu Huang	0	0%	MBA, University of Missouri Independent Director, VisEra Technologies Company Ltd. Independent Director, Parade Technologies, Ltd. Director and President, UBS - Hong Kong Branch Director and President, Merrill Lynch-Hong Kong Branch Senior Vice President, China Development Financial Holding Corporation	(Note 1)	—	—	—
Independent Director	Chi-Der Tsai	0	0%	Bachelor in Accounting, National Taipei University Partner, Whole Time CPA Firm Manager, KPMG Taiwan	(Note 1)	—	—	—
Independent Director	Chun-Chi Kung	0	0%	E.M.B.A., National Sun Yat-sen University Independent Director, Infinite Finance Co., Ltd. Vice Chairman and Partner, Deloitte & Touche Expert Instructor, E.M.B.A., National Sun Yat-sen University Adjunct Expert Instructor, Department of Accountancy, National Cheng Kung University	(Note 1)	—	—	—

Note 1: Positions held by the Company's directors in the Company and other companies are summarized below.

Note 2: Where the Company's Chairman and the President or person of an equivalent post (the highest level manager) are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of applicable information on the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto: The Company's Chairman and President are relatives within the first degree of kinship. President Nen-Yao Chang has years of experience in real estates; he worked for real estate companies after graduating from Duke University in the United States. Chang has been the President of the Company ever since the Company was established. He has shown excellent performance throughout his tenure, generating massive value for the shareholders of the Company. Chairman Hung-Pen Chang has more than 40 years of experience in real estate and has always provided important guidance for the Company's strategic direction. Therefore, both being the Chairman and President of the Company is deemed as reasonable and necessary. The Company has more than half of directors who are not an employee or manager of the Company, and an additional independent director position has been added in 2023.

Hung-Pen Chang

Sino Engine Group Limited - Director
Fairwheel Holdings Limited - Director
Sino Horizon Holdings Limited - Chairman (representative)
Wealthy Joy Co. Ltd. - Director
Peak Vision International Limited - Director
Peak Paramount International Limited - Director
Great Sino Development Ltd. - Director
Shanghai Ding Gu Properties Co., Ltd. - Chairman
Shanghai Ding Jia Real Estate Development Co., Ltd. - Chairman
Shanghai Ding Tong Real Estate Development Co., Ltd. - Chairman
Shanghai Hong Xiang Land Investment Co., Ltd. - Chairman
Shanghai Ming Long Construction And Development Co., Ltd. - Chairman
Shanghai Ding Rong Real Estate Development Co., Ltd. - Chairman
Shanghai Ding Lin Real Estate Development Co., Ltd. - Chairman
Shanghai Ding Xin Properties Co., Ltd. - Chairman
Shanghai Dingyi Real Estate Development Co., Ltd. - Chairman
Kunshan Ding Yao Real Estate Development Co., Ltd. - Chairman
Chongqing Dinggu Real Estate Development Co., Ltd. - Chairman
Chongqing Dinggu Property Management Co., Ltd.- Executive Director
Shanghai Ding Gu Property Management Co., Ltd. - Executive Director
ASE Enterprises - Director
Warm Land Development Ltd. – Director
Wenzhou Hongde Construction Development Co., Ltd. - Director
Ding-Chang Investment Co., Ltd. - Director
Wan-Chang Investment Co., Ltd. - Director
Wan-Ya Investment Co., Ltd - Director
Ding-Ku Investment Co., Ltd. - Director
ASE Technology Holding Co., Ltd. - Vice Chairman and President
J&R Industrial Inc. - Director (representative)
Innosource Ltd. - Director
Omniquest Industrial Ltd. - Director
A.S.E Test Limited - Director
A.S.E Holding Ltd. - Director
J&R Holding Ltd. - Director
GAPT Limited- Director
Advanced Semiconductor Engineering (HK) Limited - Chairman
Alto Enterprises Ltd. - Director
Super Zone Holdings Ltd. - Director

Chien Shen Chang

Sino Horizon Holdings Limited - Director (representative)
ASE Technology Holding Co., Ltd. – Chairman, Chairman of Resource Integration & Decision-Making Committee, and Chairman of Sustainable Development and Information Security Committee
Advanced Semiconductor Engineering, Inc. - Chairman
J&R Industrial Inc. - Chairman
ASE Test Inc. - Director
ASE Test Holding, Ltd. - Director
A.S.E. Holding Ltd. - Director
J&R Holding Ltd. - Director
Innosource Ltd. - Director
ASE Test Limited - Director
ASE Investment (Kunshan) Limited - Chairman
ASE Mauritius Inc. - Director
ASE Corporation - Director
ASE Labuan Inc. - Director
Alto Enterprises Ltd. - Director
Super Zone Holdings Ltd. - Director
Shanghai Ding Hui Real Estate Development Co., Ltd. - Chairman
Shanghai Ding Wei Real Estate Development Co., Ltd. - Chairman
Shanghai Ding Yu Real Estate Development Co., Ltd. - Chairman
KunShan Ding Hong Real Estate Development Co., Ltd. - Chairman
Shanghai Ding Qi Property Management Co., Ltd - Chairman
Shanghai Ding Fan Department Store Co., Ltd. - Chairman
Shanghai Dingxu Property Management Co., Ltd. – Chairman
SH Dingyao Estate Development Co., Ltd. - Chairman
Wealthy Joy Co. Ltd. -Director
Shanghai Ding Rong Real Estate Development Co., Ltd. - Director
Chongqing Dinggu Real Estate Development Co., Ltd. - Director
Shanghai Ding Xin Properties Co., Ltd. – Director
Kunshan Ding Yao Real Estate Development Co., Ltd. - Supervisor
Shanghai Ding Jia Real Estate Development Co., Ltd. - Supervisor
Shanghai Ding Tong Real Estate Development Co., Ltd. - Supervisor
Shanghai Hong Xiang Land Investment Co., Ltd. - Supervisor
Shanghai Ming Long Construction and Development Co., Ltd. - Supervisor
Shanghai Ding Yi Real Estate Development Co., Ltd. - Director
True Elite Holdings Limited - Director
Wenzhou Hongde Construction Development Co., Ltd. - Director
Forest Symbol Limited - Director
Excellent Worth Holdings Limited - Director
ASE Enterprises - Director
Value Tower Limited - Director
Aintree Limited - Director
JC Holdings Limited - Director
ASE Environmental Protection and Sustainability Foundation - Chairman
ASE Cultural and Educational Foundation - Director
ASE Global Integrated Solutions Co., Ltd. - Director (representative)

Nen-Yao Chang

Sino Horizon Holdings Limited – Director (representative) and President

Wealthy Joy Co. Ltd. - President

Peak Vision International Limited - President

Peak Paramount International Limited - President

Noble World International Limited - President

Follow International Limited - President

Time On Investment Limited - President

Realty Gain Limited - President

Long Tech Investments Limited - President

Techwin Development Limited - President

Fullrich Investment Development Ltd - President

Bond Capital Limited - President

Shanghai Ding Gu Properties Co., Ltd. – Director and President

Shanghai Ding Jia Real Estate Development Co., Ltd. – Director and President

Shanghai Ding Tong Real Estate Development Co., Ltd. – Director and President

Shanghai Hong Xiang Land Investment Co., Ltd. – Director and President

Shanghai Ming Long Construction And Development Co., Ltd. – Director and President

Shanghai Ding Lin Real Estate Development Co., Ltd. – Director and President

Shanghai Ding Xin Properties Co., Ltd. – Director and President

Kunshan Ding Yao Real Estate Development Co., Ltd. – Director and President

Shanghai Ding Rong Real Estate Development Co., Ltd. – Director and President

Chongqing Dinggu Real Estate Development Co., Ltd. - President

Ding Gu Properties Co., Ltd. - President

Shanghai Dingyi Real Estate Development Co., Ltd. – Director and President

Ding Gu Properties Co., Ltd. – Director (representative) and President

Shanghai Dingruilin Business Management Co., Ltd. – Director

Madeline D Chang

Sino Horizon Holdings Limited - Director (representative)

Shanghai Ding Hui Real Estate Development Co., Ltd. –Vice Chairman

Dingwei Real Estate Development– Director, Vice Director

Dingyu Real Estate Development– Director

ASE Environmental Protection and Sustainability Foundation –Director

ASE Cultural and Educational Foundation – Director

An Yee Jennifer Fung

Sino Horizon Holdings Limited – Director, Executive Vice President, CFO and Corporate Governance Officer

Wealthy Joy Co. Ltd - CFO

Peak Vision International Limited - Director, and CFO

Peak Paramount International Limited - Director, and CFO

Noble World International Limited - CFO

Follow International Limited - CFO

Time On Investment Limited - CFO

Realty Gain Limited - CFO

Long Tech Investments Limited - CFO

Techwin Development Limited - CFO

Fullrich Investment Development Ltd - CFO

Bond Capital Limited - CFO

Shanghai Ding Gu Properties Co., Ltd. – CFO

Shanghai Ding Jia Real Estate Development Co., Ltd. - CFO

Shanghai Ding Tong Real Estate Development Co., Ltd. - CFO

Shanghai Hong Xiang Land Investment Co., Ltd. – CFO

Shanghai Ming Long Construction And Development Co., Ltd. - CFO

Shanghai Ding Lin Real Estate Development Co., Ltd. - CFO

Shanghai Ding Xin Properties Co., Ltd. - CFO

Kunshan Ding Yao Real Estate Development Co., Ltd. - CFO

Shanghai Ding Gu Property Management Co., Ltd. - CFO

Chongqing Dinggu Property Management Co., Ltd. - CFO

Shanghai Ding Rong Real Estate Development Co., Ltd. - CFO

Chongqing Dinggu Real Estate Development Co., Ltd. - CFO

Ding Gu Properties Co., Ltd. - CFO

Shanghai Dingyi Real Estate Development Co., Ltd. - CFO

Ding Gu Properties Co., Ltd. – CFO

Shanghai Dingruilin Business Management Co., Ltd. – CFO

Fong-Cheng Lin

Sino Horizon Holdings Limited - Director

Presidium, Central Advisory Committee of Kuomintang of China – Chairperson

Lien Chan Foundation for Peace and Development - Director

Modern Legal System Research Foundation, a Corporate Foundation - Chairman

Ching-Chong Chen

Sino Horizon Holdings Limited - Director
Rong Da Investment Co. Ltd. - Chairman
Chien Yang Enterprise Co., Ltd. - Chairman

Du-Tsuen Uang

Sino Horizon Holdings Limited - Director
ASE Technology Holding Co., Ltd - Chief Administration Officer, Corporate Governance Officer, Chief of Risk Committee, Chief Information Security Officer, and Chief Sustainability Officer
Advanced Semiconductor Engineering, Inc. - Director(representative), and Chief Administration Officer
Hung Ching Development & Construction Co., Ltd.- Director
Hung Ching Hsin Co., Ltd. - Director, and President
Environmental Sustainability Foundation - Director, and CEO
Chang Yao Hong-Ying Social Welfare and Charity Foundation - CEO
ASE (China) Ltd. - Chairman, and President
ASE Advanced Semiconductor (Shanghai) Limited - Director, and President
Universal Scientific Industrial (Shanghai) Co., Ltd.- Director
ASE Social Enterprise Co.,Ltd - Director, and CEO
Goodcare Holdings Inc. - Director
Bank Of Kaohsiung CO., Co., Ltd.- Independent Managing Director
Hydrotron Power Co., Ltd. – Chairman
Taiwan Smart Electricity & Energy Co., Ltd. – Director
Eagle Star Venture Capital Co., Ltd. – Director

Freddie Liu

Sino Horizon Holdings Limited - Independent Director
TPK Holding Co., Ltd. - Corporate Director (representative), CSO and Corporate Governance Officer
TPK Glass Solutions (Xiamen) Inc. - Supervisor
TPK Touch Solutions (Pingtan) Inc. -Supervisor
TPK Film Solutions (Xiamen) Inc.-Supervisor
XiaMen Jan Jia Optoelectronics Co., Ltd. - Supervisor
Chuancheng Electronic Technology (Xiamen) Co., Ltd. - Supervisor
Casual Restaurants Inc. – Director
TPK Touch Solutions (Xiamen) Inc. – Supervisor
Trend Import-Export Limited Company (Xiamen) Inc. - Supervisor
TPK MasTouch Solutions(Xiamen) Inc. - Supervisor
TPK Advanced Solutions Inc. - Supervisor
TPK Asia Pacific Sdn. Bhd. - Director
Optera TPK Holding Pte Ltd. - Director
TPK Material Solutions (Xiamen) Inc. - Supervisor
TPK Multi-Asset (Xiamen) Inc.Supervisor
Pou Sheng International (Holdings) Limited - Independent Non Executive Director
ITH Corporation - Corporate Director (representative)
ILITEK Technology Inc. - Corporate Director (representative)
Silergy Corp. - Independent Director

Huei-Chu Huang

Sino Horizon Holdings Limited - Independent Director
Parade Technologies, Ltd.- Independent Director
VisEra Technologies Company Ltd. - Independent Director
Polytronics Technology Corporation - Independent Director

Chi-Der Tsai

Sino Horizon Holdings Limited - Independent Director
DI-CHEN CPA Firm - Partner
Yu Der Limited - Director

Chun-Chi Kung

Sino Horizon Holdings Limited - Independent Director
Infinite Finance CO., LTD. - Independent Director
Jin Zhen Nan Foods Co., Ltd. - Director
Weleader BIO Co., Ltd. - Independent Director

2. Major shareholders of corporate directors

Name of institutional shareholder	Major shareholders of institutional shareholders	Shareholding percentage
Great Sino Development Ltd.	Ever Light Ltd.	100%
True Elite Holdings Limited	JC Holdings Limited	100%

3. Major shareholders in the table above who are institutional investors and their major shareholders

Name of institutional shareholder	Major shareholders of institutional shareholders	Shareholding percentage
Ever Light Ltd.	The H.P. Chang Trust.	100%
JC Holdings Limited	JC International Holdings Limited	100%

(2) Professional knowledge and independence of directors

March 31, 2026

Qualification / Name	Professional qualifications and experience	Independence analysis	No. of other public companies at which the person concurrently serves as an independent director
Hung-Pen Chang	· Graduated from B.S. in Industrial Engineering, Chung Yuan Christian University. In addition to the current chairman of the Company, he is also the Vice Chairman and President of ASE Technology Holding Co., Ltd. He has been committed to the real estate development industry and related fields of the semi-conductor industry for many years. He has the work experience required by the Company's business, and has the ability of professional leadership, operation management and strategic planning. · No circumstance under any subparagraph of Article 30 of the Company Act.	· Not a director, supervisor, or employee of a company of which the majority of board seats or voting shares is controlled by a company that also controls the same of the Company. · Not a director, supervisor, or employee of a company of which the chairman or CEO (or equivalent) themselves or their spouse also serve as the Company's chairman or CEO (or equivalent). · Not a director, supervisor, officer, or shareholder holding five percent or more of the shares of a specified company or institution that has a financial or business relationship with the Company. · Other than serving as a compensation committee member of the Company, not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides commercial, legal, financial, accounting services or consultation to the Company or to any affiliate of the Company, or a spouse thereof, and the service provided is an "audit service" or a "non-audit service which total compensation within the recent two years exceeds NTD500,000.	-
Chien Shen Chang	· Graduated from B.S. in Electrical Engineering, Taiwan University Master, Illinois Institute of Technology. He is the Chairman of ASE Technology Holding Co., Ltd. He has been committed to the real estate development industry and related fields of the semi-conductor industry for many years. He has the work experience required by the Company's business, and he has the abilities of professional leadership, operation management and strategic planning. · No circumstance under any subparagraph of Article 30 of the Company Act.	· Not a director, supervisor, or employee of a company of which the majority of board seats or voting shares is controlled by a company that also controls the same of the Company. · Not a director, supervisor, or employee of a company of which the chairman or CEO (or equivalent) themselves or their spouse also serve as the Company's chairman or CEO (or equivalent). · Not a director, supervisor, officer, or shareholder holding five percent or more of the shares of a specified company or institution that has a financial or business relationship with the Company. · Other than serving as a compensation committee member of the Company, not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides commercial, legal, financial, accounting services or consultation to the Company or to any affiliate of the Company, or a spouse thereof, and the service provided is an "audit service" or a "non-audit service which total compensation within the recent two years exceeds NTD500,000.	-

Qualification / Name	Professional qualifications and experience	Independence analysis	No. of other public companies at which the person concurrently serves as an independent director
Madeline D Chang	· Graduated from B.A., Barnard College, Columbia University M.Des., Parsons School of Design Designer, Skidmore, Owings and Merrill (SOM). She is an architectural designer and has the work experience required by the Company's business. · No circumstance under any subparagraph of Article 30 of the Company Act.	· Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of one percent or more of the total number of issued shares of the Company or ranks as one of its top ten shareholders. · Not a director, supervisor, or employee of a company of which the majority of board seats or voting shares is controlled by a company that also controls the same of the Company. · Not a director, supervisor, or employee of a company of which the chairman or CEO (or equivalent) themselves or their spouse also serve as the Company's chairman or CEO (or equivalent). · Not a director, supervisor, officer, or shareholder holding five percent or more of the shares of a specified company or institution that has a financial or business relationship with the Company. · Other than serving as a compensation committee member of the Company, not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides commercial, legal, financial, accounting services or consultation to the Company or to any affiliate of the Company, or a spouse thereof, and the service provided is an "audit service" or a "non-audit service which total compensation within the recent two years exceeds NTD500,000.	-
Nen-Yao Chang	· Graduated from B.S. in Engineering, Duke University. He is the President of the Company. He has been dedicated to the real estate development industry for many years. He has the work experience required by the Company's business, and has the ability of professional leadership, operation management and strategic planning. · No circumstance under any subparagraph of Article 30 of the Company Act.	· Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of one percent or more of the total number of issued shares of the Company or ranks as one of its top ten shareholders. · Not a director, supervisor, or employee of a company of which the majority of board seats or voting shares is controlled by a company that also controls the same of the Company. · Not a director, supervisor, or employee of a company of which the chairman or CEO (or equivalent) themselves or their spouse also serve as the Company's chairman or CEO (or equivalent). · Not a director, supervisor, officer, or shareholder holding five percent or more of the shares of a specified company or institution that has a financial or business relationship with the Company. · Other than serving as a compensation committee member of the Company, not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides commercial, legal, financial, accounting services or consultation to the Company or to any affiliate of the Company, or a spouse thereof, and the service provided is an "audit service" or a "non-audit service which total compensation within the recent two years exceeds NTD500,000.	-

Qualification / Name	Professional qualifications and experience	Independence analysis	No. of other public companies at which the person concurrently serves as an independent director
An Yee Jennifer Fung	· Graduated from B.S.B., City University of Hong Kong. She used to be the Vice President of KGI Securities Asia Co., Ltd. She has the necessary work experience in corporate finance and accounting, specializing in corporate finance and accounting. · No circumstance under any subparagraph of Article 30 of the Company Act.	· Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of one percent or more of the total number of issued shares of the Company or ranks as one of its top ten shareholders. · Not a director, supervisor, or employee of a company of which the majority of board seats or voting shares is controlled by a company that also controls the same of the Company. · Not a director, supervisor, or employee of a company of which the chairman or CEO (or equivalent) themselves or their spouse also serve as the Company's chairman or CEO (or equivalent). · Not a director, supervisor, officer, or shareholder holding five percent or more of the shares of a specified company or institution that has a financial or business relationship with the Company. · Other than serving as a compensation committee member of the Company, not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides commercial, legal, financial, accounting services or consultation to the Company or to any affiliate of the Company, or a spouse thereof, and the service provided is an "audit service" or a "non-audit service which total compensation within the recent two years exceeds NTD500,000. · Not having a marital relationship, or a relative within the second degree of kinship to any other director of the Company.	-
Fong-Cheng Lin	· Graduated from the Department of Law, Taipei University. He was Minister of the Interior and Minister of Transport. He has legal expertise. · No circumstance under any subparagraph of Article 30 of the Company Act.	· Not an employee of the Company or any of its affiliates and not a director or supervisor of the Company or any of its affiliates. · Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others'names, in an aggregate amount of one percent or more of the total number of issued shares of the Company or ranks as one of its top ten shareholders. · Not a director, supervisor, or employee of a company of which the majority of board seats or voting shares is controlled by a company that also controls the same of the Company. · Not a director, supervisor, or employee of a company of which the chairman or CEO (or equivalent) themselves or their spouse also serve as the Company's chairman or CEO (or equivalent). · Not a director, supervisor, officer, or shareholder holding five percent or more of the shares of a specified company or institution that has a financial or business relationship with the Company. · Other than serving as a compensation committee member of the Company, not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides commercial, legal, financial, accounting services or consultation to the Company or to any affiliate of the Company, or a spouse thereof, and the service provided is an "audit service" or a "non-audit service which total compensation within the recent two years exceeds NTD500,000. · Not having a marital relationship, or a relative within the second degree of kinship to any other director of the Company.	-

Qualification / Name	Professional qualifications and experience	Independence analysis	No. of other public companies at which the person concurrently serves as an independent director
Ching-Chong Chen	· Graduated from Waseda University. He is currently the Chairman of Chien Yang Industrial Co., Ltd. He has the work experience required for the Company's business. · No circumstance under any subparagraph of Article 30 of the Company Act.	· Not an employee of the Company or any of its affiliates and not a director or supervisor of the Company or any of its affiliates. · Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of one percent or more of the total number of issued shares of the Company or ranks as one of its top ten shareholders. · Not a director, supervisor, or employee of a company of which the majority of board seats or voting shares is controlled by a company that also controls the same of the Company. · Not a director, supervisor, or employee of a company of which the chairman or CEO (or equivalent) themselves or their spouse also serve as the Company's chairman or CEO (or equivalent). · Not a director, supervisor, officer, or shareholder holding five percent or more of the shares of a specified company or institution that has a financial or business relationship with the Company. · Other than serving as a compensation committee member of the Company, not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides commercial, legal, financial, accounting services or consultation to the Company or to any affiliate of the Company, or a spouse thereof, and the service provided is an "audit service" or a "non-audit service which total compensation within the recent two years exceeds NTD500,000. · Not having a marital relationship, or a relative within the second degree of kinship to any other director of the Company.	-
Du-Tsuen Uang	· Graduated from National Chengchi University with J.D. He is currently Chief Administration Officer, Corporate Governance Officer, Chief of Risk Committee, Chief Information Security Officer, and Chief Sustainability Officer of ASE Technology Holding Co., Ltd. He has expertise in law, corporate governance and risk management. He is able to provide professional legal advice for the Company. · No circumstance under any subparagraph of Article 30 of the Company Act.	· Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of one percent or more of the total number of issued shares of the Company or ranks as one of its top ten shareholders. · Not a director, supervisor, or employee of a company of which the majority of board seats or voting shares is controlled by a company that also controls the same of the Company. · Not a director, supervisor, or employee of a company of which the chairman or CEO (or equivalent) themselves or their spouse also serve as the Company's chairman or CEO (or equivalent). · Not a director, supervisor, officer, or shareholder holding five percent or more of the shares of a specified company or institution that has a financial or business relationship with the Company. · Other than serving as a compensation committee member of the Company, not a professional individual who, or an owner, partner, director, supervisor, or officer of a sole proprietorship, partnership, company, or institution that, provides commercial, legal, financial, accounting services or consultation to the Company or to any affiliate of the Company, or a spouse thereof, and the service provided is an "audit service" or a "non-audit service which total compensation within the recent two years exceeds NTD500,000. · Not having a marital relationship, or a relative within the second degree of kinship to any other director of the Company.	1

Qualification / Name	Professional qualifications and experience	Independence analysis	No. of other public companies at which the person concurrently serves as an independent director
Freddie Liu	· Graduated from Michigan University with Master of Business Administration. He is currently the Representative of Corporate Director, CSO and Corporate Governance Officer of TPK Holding Co., Ltd., and an Independent Director of Silergy Corp. He used to be Vice President of Finance, ASE Group and Vice President of corporate finance department of Taiwan Citibank. He has the necessary work experience in corporate governance, risk management, strategic planning and financial management. · No circumstance under any subparagraph of Article 30 of the Company Act.	Without items that specified in sub-item 1~9 of item 1 in Article 3 of Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, which is conformed to independence condition.	1
Huei-Chu Huang	· Graduated from Missouri with M.B.A. She is currently an independent director of VisEra Technologies Company Ltd., Parade Technologies, Ltd., and Polytronics Technology Corporation and previously served as the Managing Director of Hong Kong Branch of UBS and Hong Kong Branch of Merrill Lynch Securities, and the Senior Vice President of China Development Financial Holdings. She has the necessary working experience in finance and accounting. · No circumstance under any subparagraph of Article 30 of the Company Act.	Without items that specified in sub-item 1~9 of item 1 in Article 3 of Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, which is conformed to independence condition.	3
Chi-Der Tsai	· Graduated from National Taipei University with a bachelor's degree in accounting. He is qualified as an accountant of the Republic of China and is currently a partner of DI-CHEN accounting firm. He has the necessary working experience in finance and accounting. · No circumstance under any subparagraph of Article 30 of the Company Act.	Without items that specified in sub-item 1~9 of item 1 in Article 3 of Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, whichen is conformed to independce condition.	-

Qualification / Name	Professional qualifications and experience	Independence analysis	No. of other public companies at which the person concurrently serves as an independent director
Chun-Chi Kung	· Graduated from E.M.B.A., National Sun Yat-sen University. He is qualified as an accountant of the Republic of China and is currently an indenpant director of Infinite Finance Co., Ltd; Hi-Lai Foods Co., Ltd. and Weleader BIO Co., Ltd. He used to be Vice Chairman and Partner, Deloitte & Touche. He has the necessary working experience in finance and accounting. · No circumstance under any subparagraph of Article 30 of the Company Act.	Without items that specified in sub-item 1~9 of item 1 in Article 3 of Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, whichen is conformed to independce condition.	3

(3) Diversity and Independence of the Board of Directors:

1. Diversity of the Board of Directors

The Company adopts the candidate nomination system to elect directors. The board of directors examines whether the qualifications of candidates conform to the Company's diversification policy of operation, business model and development needs in accordance with the "Director Election Measures". The policy includes but is not limited to the candidate's gender, age, nationality, culture and professional knowledge and skills.

Items of diversity / Name	Basic component								Industry experience			Professional ability			
	Nationality	Gender	Age				Independent directors' term of office	Serve as employee	Real estate	Manufacturing	Financial	Accounting and finance	Law and legal affairs	Architectural design	Industrial management
			41-50	51-60	61-70	71 Above									
Hung-Pen Chang	Hong Kong, China	Male	-	-	-	V	-	-	V	V	-	-	-	-	V
Chien Shen Chang	Singapore	Male	-	-	-	V	-	-	V	V	-	-	-	-	V
Madeline D Chang	U.S.A	Female	-	V	-	-	-	-	V	-	-	-	-	V	-
Nen-Yao Chang	Republic of Malta	Male	V	-	-	-	-	V	V	-	-	-	-	-	V
An Yee Jennifer Fung	Hong Kong, China	Female	-	V	-	-	-	V	V	-	V	V	-	-	-

Items of diversity / Name	Basic component								Industry experience			Professional ability			
	Nationality	Gender	Age				Independent directors' term of office	Serve as employee	Real estate	Manufacturing	Financial	Accounting and finance	Law and legal affairs	Architectural design	Industrial management
			41-50	51-60	61-70	71 Above									
Fong-Cheng Lin	Republic of China	Male	-	-	-	V	-	-	-	V	-	-	V	-	-
Ching-Chong Chen	Republic of China	Male	-	-	-	V	-	-	-	V	-	-	-	-	V
Du-Tsuen Uang	Republic of China	Male	-	-	V	-	-	-	V	V	-	-	V	-	-
Freddie Liu	Republic of China	Male	-	-	V	-	4 years	-	-	V	V	V	-	-	V
Huei-Chu Huang	Republic of China	Female	-	-	V	-	4 years	-	-	-	V	V	-	-	-
Chi-Der Tsai	Republic of China	Male	-	-	V	-	4 years	-	-	-	V	V	V	-	-
Chun-Chi Kung	Republic of China	Male	-	-	V	-	3 years	-	-	-	V	V	V	-	-

The specific management objectives of the board diversity policy and their achievement status are as follows:

Diversity management objectives	Achievement status
Directors who also serve as company managers should not exceed one-third of the number of directors	Done
More than three seats of independent directors and not less than one-fifth of the seats of directors	Done
At least one of the board members is female	Done

The board of directors of the Company consists of twelve directors. The implementation of diversity among all directors is as follows:

- There are four independent directors (33.33%).
- There are three female directors, of which two are directors and one is an independent director (25%).
- There are two of the directors are employees of the Company (17%).
- The board of directors consists of one members aged between 41-50, two members aged between 51-60, five members aged between 61-70, and four members aged 71 and above.
- The professional knowledge and skills possessed by the directors include different fields such as industrial engineering, electronic engineering, design, finance, accounting, law and management.

Therefore, the Company has fully implemented a board diversification policy.

2. Independence of the Board of Directors

The board of directors of the Company consists of twelve directors, including 4 independent directors, which accounts 33.33% of the seats. The board of directors is independent in exercising its functions and powers. There is no kinship among all directors as stipulated in Article 26-3, Paragraph 3 of the Securities and Exchange Act. The Company has established an audit committee to replace the supervisor, so the provisions of Article 26-3, paragraph 4 of the Securities and Exchange Act do not apply.

(4) Profile of president, vice presidents, and assistant vice presidents of departments and branches (the Company did not appoint any assistant vice president)

March 31, 2026

Title	Nationality	Name	Gender	Date of appointment	Shares held		Shares held by spouse and underage children		Shares owned in the name of others	
					No. of shares (1,000	Percentage of shares	No. of shares	Percentage of shares	No. of shares (1,000	Percentage of shares
President	Republic of Malta	Nen-Yao Chang	Male	2010.06.30	566	0.03%	0	0	0	0
CFO	Hong Kong, China	An Yee Jennifer Fung	Female	2010.06.30	165	0.01%	0	0	0	0
Vice President of Finance	Republic of China	Chien-Chu Chih	Male	2024.12.02	0	0.00%	0	0	0	0
Vice President of Legal Affairs	China	Xiang-Lei Sun	Female	2010.06.30	0	0.00%	0	0	0	0
Vice President of Engineering	China	Wen-Yan Zheng	Male	2023.10.11	0	0.00%	0	0	0	0

Title	Name	Education and work experience	Current position in other companies	Managerial officer who is a spouse or a relative within second degree (Note)		
				Title	Name	Relation
President	Nen-Yao Chang	B.S. in Engineering, Duke University Chairman Assistant, Shanghai Ding Gu Real Estate Development Co., Ltd.	Sino Horizon Group subsidiaries	Chairman	Hung-Pen Chang	Father
CFO	An Yee Jennifer Fung	B.S.B., City University of Hong Kong Chartered financial analyst (CFA) Vice President, KGI Asia Limited Sales Agent, Morgan Stanley Asia Limited	Sino Horizon Group subsidiaries	NA	NA	NA
Vice President of Finance	Chien-Chu Chih	Master's Degree in Accounting from National Cheng Kung University Certified Public Accountant (CPA) of China Chief Financial Officer (CFO) of LuxNet Corp. Manager at Deloitte & Touche	Sino Horizon Group subsidiaries	NA	NA	NA
Vice President of Legal Affairs	Xiang-Lei Sun	M.L.E., East China University of Political Science and Law Vice President of Legal Affairs, Shanghai Ding Gu	Sino Horizon Group subsidiaries	NA	NA	NA

Title	Name	Education and work experience	Current position in other companies	Managerial officer who is a spouse or a relative within second degree (Note)		
				Title	Name	Relation
		Real Estate Development Co., Ltd. Director of Legal Affairs, Shanghai Heng Bang Real Estate Development Co., Ltd.				
Vice President of Engineering	Wen-Yan Zheng	Dutch Business School Doctor of Business Administration (DBA) Certified Senior Engineer in the Real Estate Specialization of the Engineering Series, Shanghai Municipal Engineering Department Qualification Assessment Committee Manager, Project Development Department, China Unicom Shanghai Branch	Sino Horizon Group subsidiaries	NA	NA	NA

Note: Where the Company's Chairman and the President or person of an equivalent post (the highest level manager) are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of applicable information on the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto: The Company's Chairman and President are relatives within the first degree of kinship. President Nen-Yao Chang has years of experience in real estates; he worked for real estate companies after graduating from Duke University in the United States. Chang has been the President of the Company ever since the Company was established. He has shown excellent performance throughout his tenure, generating massive value for the shareholders of the Company. Chairman Hung-Pen Chang has more than 40 years of experience in real estate and has always provided important guidance for the Company's strategic direction. Therefore, both being the Chairman and President of the Company is deemed as reasonable and necessary. More than half of the company's directors do not concurrently serve as employees or managerial officers. In 2023, the company added one additional independent director, bringing the total number of independent directors to four.

2. Remuneration paid to Directors, the President and Vice Presidents for the Past year

(1) Remuneration to Directors and Independent Directors

Unit:NT$ in thousands

Title	Name	Director's remuneration								Sum of A+B+C+D and ratio to net income (Note 2)	
		Remuneration (A)		Severance pay and pension (B)		Director's compensation(C)		Business expense (D)			
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements
Juridical Person Director	Great Sino Development Ltd.	0	0	0	0	0	0	0	0	0	0
Juridical Person Director	True Elite Holdings Limited	0	0	0	0	0	0	0	0	0	0
Representative of Juridical Person Director, Great Sino Development Ltd.	Hung-Pen Chang (Chairman)	13,503	13,503	0	0	0	0	0	0	13,503 (0.21%)	13,503 (0.21%)
	Nen-Yao Chang	0	0	0	0	0	0	0	0	0	0
Representative of Juridical Person Director, True Elite Holdings Limited	Chien Shen Chang	0	0	0	0	0	0	0	0	0	0
	Madeline D Chang	0	0	0	0	0	0	0	0	0	0
	Danielle Chang (Note 3)	0	0	0	0	0	0	0	0	0	0
Director	An Yee Jennifer Fung	0	0	0	0	0	0	0	0	0	0
Director	Fong-Cheng Lin	0	0	0	0	0	0	0	0	0	0
Director	Ching-Chong Chen	0	0	0	0	0	0	0	0	0	0
Director	Du-Tsuen Uang	0	0	0	0	0	0	0	0	0	0
Independent Director	Freddie Liu	2,167	2,167	0	0	0	0	0	0	2,167 (0.03%)	2,167 (0.03%)
Independent Director	Huei-Chu Huang	2,167	2,167	0	0	0	0	0	0	2,167 (0.03%)	2,167 (0.03%)
Independent Director	Chi-Der Tsai	2,167	2,167	0	0	0	0	0	0	2,167 (0.03%)	2,167 (0.03%)
Independent Director	Chun-Chi Kung	2,167	2,167	0	0	0	0	0	0	2,167 (0.03%)	2,167 (0.03%)

Unit:NT$ in thousands

Title	Name	Pay received as concurrent employee								Sum of A+B+C+D+E+F+G and ratio to net income (Note 2)		Compensation from reinvestments other than in subsidiaries or from parent company
		Salaries, incentives and allowances (E)		Severance pay and pension (F)		Employee compensation (Note 1)						
						The Company		All companies in the financial statements				
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	Amount in cash	Amount in stocks	Amount in cash	Amount in stocks	The Company	All companies in the financial statements	
Juridical Person Director	Great Sino Development Ltd.	0	0	0	0	0	0	0	0	0	0	0
Juridical Person Director	True Elite Holdings Limited	0	0	0	0	0	0	0	0	0	0	0
Representative of Juridical Person Director, Great Sino Development Ltd.	Hung-Pen Chang (Chairman)	0	0	0	0	0	0	0	0	13,503 (0.21%)	13,503 (0.21%)	0
	Nen-Yao Chang	2,414	14,419	579	579	0	0	0	0	2,993 (0.05%)	14,998 (0.24%)	0
Representative of Juridical Person Director, True Elite Holdings Limited	Chien Shen Chang	0	0	0	0	0	0	0	0	0	0	0
	Madeline D Chang	0	0	0	0	0	0	0	0	0	0	0
	Danielle Chang (Note 3)	0	0	0	0	0	0	0	0	0	0	0
Director	An Yee Jennifer Fung	8,431	11,920	579	579	0	0	0	0	9,010 (0.14%)	12,499 (0.20%)	0
Director	Fong-Cheng Lin	0	0	0	0	0	0	0	0	0	0	0
Director	Ching-Chong Chen	0	0	0	0	0	0	0	0	0	0	0
Director	Du-Tsuen Uang	0	0	0	0	0	0	0	0	0	0	0
Independent Director	Freddie Liu	0	0	0	0	0	0	0	0	2,167 (0.03%)	2,167 (0.03%)	0
Independent Director	Huei-Chu Huang	0	0	0	0	0	0	0	0	2,167 (0.03%)	2,167 (0.03%)	0
Independent Director	Chi-Der Tsai	0	0	0	0	0	0	0	0	2,167 (0.03%)	2,167 (0.03%)	0
Independent Director	Chun-Chi Kung	0	0	0	0	0	0	0	0	2,167 (0.03%)	2,167 (0.03%)	0

1.Please describe the policy, system, standard and structures of remuneration payment for independent directors, and their association with the amount of remuneration payment according to their responsibilities, risks, and the time spent by independent directors, among other factors:
The Company's Articles of Incorporation state that “directors' remuneration shall be in cash only. The amount of remuneration to directors is decided by the Board of Directors with reference to the standards of other peer industries and shall be paid regardless of profit or loss. Directors may ask for payment of all travel, accommodation, and other expenses properly incurred by them in attending and returning from the meetings of the Board, any committee appointed by the Board, shareholders' meetings of the Company and/or in connection with the business of the Company or their general duties as directors” and that “remunerations decided by the Remuneration Committee shall include the salary paid to the Company’s directors and managerial officers, stock options, and other substantive incentive measures.” Therefore, remunerations for the Company’s directors are decided by giving reference to the responsibilities of the Remuneration Committee, risks, and the time spent and take into account the general level of remuneration in the industry in Taiwan and overseas.

2 Except as disclosed above, remuneration received by directors in the latest year for on-balance sheet services (e.g., acting as an non-employee consultant) rendered to the Company: None

Note 1: Due to the net loss incurred in 2025, there is no need to estimate the distribution of director remuneration and employee compensation..
Note 2: Net profit after tax refers to the net (loss) profit attributable to the parent company in the consolidated financial report for the most recent fiscal year.
Note 3: Dismissed on 2025.06.19

(2) Remuneration to the president and vice presidents

Unit:NT$ in thousands

Title	Name	Salary (A)		Severance pay and pension (B)		Bonus and allowance (C)		Amount of employee compensation (D) (Note 1)				Sum of A+B+C+D and ratio to net income (%)(Note2)		Remuneration received from investee enterprises other than subsidiaries or from the parent company
								The Company		All companies in the financial statements				
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	Amount in cash	Amount in stocks	Amount in cash	Amount in stocks	The Company	All companies in the financial statements	
President	Nen-Yao Chang	2,414	6,164	579	579	0	8,255	0	0	0	0	2,993 (0.05%)	14,998 (0.24%)	0
CFO	An Yee Jennifer Fung	8,431	11,239	579	579	0	681	0	0	0	0	9,010	12,499	0
Vice President of Finance	Cian- Jyu Chih	0	3,128	0	108	0	0	0	0	0	0	0	3,236 (0.05%)	0
Vice President of Legal Affairs	Xiang-Lei Sun	2,772	5,813	0	309	0	135	0	0	0	0	2,772 (0.04%)	6,257 (0.10%)	0
Vice President of IT (Note 3)	Chih-Chun Wang	0	3,458	0	108	0	0	0	0	0	0	0	3,566 (0.06%)	0
Vice President of Engineering	Wen-Yan Zheng	1,036	3,506	0	309	0	135	0	0	0	0	1,036 (0.02%)	3,950 (0.06%)	0

Note 1: Due to the net loss incurred in 2025, there is no need to estimate the distribution of director remuneration and employee compensation..

Note 2: After-tax profit refers to the net profit (loss) attributable to the parent company in the consolidated financial report for the past year.

Note 3: The Vice President of IT , Chih-Chun Wang , retired on December 29, 2025.

(3) Remuneration of the top five highest-paid executives

Title	Name	Salary (A)		Severance pay and pension (B)		Bonus and allowance (C)		Amount of employee remuneration (D) (Note 1)				Sum of A+B+C+D and ratio to net income (%)(Note2)		Remuneration received from investee enterprises other than subsidiaries or from the parent company
								The Company		All companies in the financial statements				
		The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	Amount in cash	Amount in stocks	Amount in cash	Amount in stocks	The Company	All companies in the financial statements	
President	Nen-Yao Chang	2,414	6,164	579	579	0	8,255	0	0	0	0	2,993 (0.05%)	14,998 (0.24%)	0
CFO	An Yee Jennifer Fung	8,431	11,239	579	579	0	681	0	0	0	0	9,010	12,499	0
Vice President of Legal Affairs	Xiang-Lei Sun	2,772	5,813	0	309	0	135	0	0	0	0	2,772 (0.04%)	6,257 (0.10%)	0
Vice President of Engineering	Wen-Yan Zheng	1,036	3,506	0	309	0	135	0	0	0	0	1,036 (0.02%)	3,950 (0.06%)	0
Vice President of IT (Note 3)	Chih-Chun Wang	0	3,458	0	108	0	0	0	0	0	0	0	3,566 (0.06%)	0

Note 1: Due to the net loss incurred in 2025, there is no need to estimate the distribution of director remuneration and employee compensation.

Note 2: After-tax profit refers to the net profit (loss) attributable to the parent company in the consolidated financial report for the past year.

Note 3: The Vice President of IT , Chih-Chun Wang , retired on December 29, 2025.

(4) Manager's name and respective distribution of employee bonus

Unit:NT$ in thousands

	Title	Name	Amount in stocks	Amount in cash	Total	Total compensation to after-tax profit (%)
Manager	President	Nen-Yao Chang	0	0	0	0
	CFO	An Yee Jennifer Fung	0	0	0	0
	Vice President of Finance	Cian- Jyu Chih	0	0	0	0
	Vice President of Legal Affairs	Xiang-Lei Sun	0	0	0	0
	Vice President of IT (Note 3)	Chih-Chun Wang	0	0	0	0
	Vice President of Engineering	Wen-Yan Zheng	0	0	0	0

Note 1: Due to the net loss incurred in 2025, there is no need to estimate the distribution of director remuneration and employee compensation..
Note 2: After-tax profit refers to the net profit (loss) attributable to the parent company in the consolidated financial report for the past year.
Note 3: The Vice President of IT , Chih-Chun Wang , retired on December 29, 2025.

(5) Analysis of the total remuneration as a percentage of net profit after tax stated in the standalone or individual financial report and paid by the Company and all the companies in the consolidated financial report for the most recent two fiscal years to the Company's directors, president, and vice presidents; and description of the policies, standards, and packages for payment of remuneration, the procedures for determining remuneration, and its connection to business performance and future risk exposure

1. Analysis of the total remuneration as a percentage of net profit after tax paid by the Company and all the companies in the consolidated financial report to the Company's directors, president, and vice presidents

Unit:NT$ in thousands

Item	2025				2024			
	Amount		Ratio of total amount to after-tax profit (%)		Amount		Ratio of total amount to after-tax profit (%)	
	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements	The Company	All companies in the financial statements
Directors	34,855	49,668	(0.55%)	(0.79%)	58,547	58,547	7.71%	7.71%
President and vice presidents	15,811	44,506	(0.25%)	(0.71%)	23,900	51,719	3.15%	6.81%

Analysis of changes:

(1) Director's remuneration: The total amount of remuneration paid to directors for the year 2025 decreased compared to 2024, mainly due to no estimate the distribution of director remuneration and remuneration to employees in 2025.

(2) President and vice presidents remuneration: The total amount of remuneration paid to President and vice presidents for the year 2025 decreased compared to 2024, mainly due to variations in the tenure of managerial staff, and due to no estimate the distribution of director remuneration and remuneration to employees.

Note: Due to the net loss incurred in 2025, there is no need to estimate the distribution of director remuneration and employee compensation.

2. Policies, standards, and packages for payment of remuneration, the procedures for determining remuneration, and its connection to business performance and future risk exposure

The Company's Articles of Incorporation state that directors' remuneration shall be in cash only. The amount of remuneration to independent directors is decided by the Board of Directors with reference to the standards of other peer industries and shall be paid regardless of profit or loss. Directors may ask for payment of all travel, accommodation, and other expenses properly incurred by them in attending and returning from the meetings of the Board, any committee appointed by the Board, shareholders' meetings of the Company and/or in connection with the business of the Company or their general duties as directors. Directors are also entitled to compensation pursuant to the Company Act, regulations of public companies, service agreements, or other similar contracts that the director has entered into with the Company.

The Company was approved by the Board of Directors on July 18, 2011 to establish a Remuneration Committee. Remuneration to directors and managerial officers is formulated in a meeting convened by the Remuneration Committee, which has the duty to regularly inspect the director and manager performance assessments and the remuneration policy, system, standards, and structures; and regularly assess and formulate the remuneration to directors and managerial officers. The Company will also refer to the overall operating performance, future business risks and development trends of the industry, and also refer to the individual's performance achievement rate and the degree of participation and contribution value to the

company's operations to give directors and managers reasonable remuneration.

3. Implementation of corporate governance

(1) Board of Directors operating status

A total of 5 meetings of the Board of Directors were held in the past year (2025). The attendance of directors was as follows:

Title	Name	Attendance in person	Attendance by proxy	Attendance in person rate (%)	Note
Representative of institutional director Great Sino Development Ltd.	Hung-Pen Chang (Chairman)	5	-	100%	-
Representative of institutional director True Elite Holdings Limited	Chien Shen Chang	5	-	100%	
Representative of institutional director Great Sino Development Ltd.	Nen-Yao Chang	5	-	100%	-
Representative of institutional director True Elite Holdings Limited	Madeline D Chang	5	-	100%	-
Director	Fong-Cheng Lin	5	-	100%	-
Director	Ching-Chong Chen	5	-	100%	-
Director	An Yee Jennifer Fung	5	-	100%	-
Director	Du-Tsuen Uang	5	-	100%	-
Independent Director	Freddie Liu	4	-	80%	-
Independent Director	Huei-Chu Huang	4	-	80%	-
Independent Director	Chi-Der Tsai	5	-	100%	-
Independent Director	Chun-Chi Kung	5	-	100%	

Note: The attendance rate is calculated based on the times of Board of Directors' Meetings and the actual attendances within the director's term of office.

Other matters that require reporting:

1. Should any of the following take place in a Board meeting, the date of the Board meeting, the term, contents of the proposals, independent directors' opinions and the Company's response to such opinions should be recorded:
   (1) Matters included in Article 14-3 of the Securities and Exchange Act: regulations from Article 14-3 are not applicable since the Company has already established an Audit Committee. For explanations on matters stipulated in Article 14-5 of the Securities and Exchange Act, please see Operations of the Audit Committee.
   (2) In addition to the aforementioned matters, any other resolutions from the Board of Directors where an Independent Director expressed a dissenting or qualified opinion that has been recorded or stated in writing: None.
2. For any recusal of directors due to conflict of interests in certain proposals, names of directors, the content of proposal, reasons for the recusal and participation in the voting shall be noted:

Date of meeting	Name of Director	Contents of the motion	Reason for recusal	Voting participation
2025.03.14	Freddie Liu; Huei-Chu Huang; Chi-Der Tsai; Chun-Chi Kung	Remuneration of the Company's Independent Directors	The recused directors were beneficiaries of the bonus allocation.	Except for the aforementioned directors who were recused due to their interest involvement, the other directors passed the motion without objection.
	Nen-Yao Chang; An Yee Jennifer Fung	Proposal for Approval of the Remuneration for Managers	The recused directors were beneficiaries of the bonus allocation.	Except for the aforementioned directors who were recused due to their interest involvement, the other directors passed the motion without objection.
2025.05.09	All directors except independent directors	To propose the detailed distribution plan of remuneration for the Company's Directors and	The recused directors were beneficiaries of the bonus allocation.	Except for the aforementioned directors who were recused due to their interest involvement, the other directors passed the motion without objection.

		Managersdirectors.		

3. Implementation Status of Board Evaluations:

Evaluation Cycle	Evaluation Period	Evaluation Scope	Evaluation Method	Content of Evaluation
Board performance evaluation shall be executed at least once every year and once every three years by an external professional independent institution or external expert scholar.(Note)	January 01, 2025 to December 31, 2025	Performance evaluation of the overall board of directors, individual board members, and functional committees.	Internal board self-assessment, individual board member self-assessment, functional committee member self-assessment.	· Performance evaluation of the board of directors and individual members includes the five dimensions: Degree of participation in the Company's operations; quality of board decisions; board composition and structure; selection of suitable board directors and continuing professional education; and internal control. · Performance evaluation of board members (self-assessment or peer evaluation) includes the six dimensions: Alignment of the goals and missions of the Company; awareness of the duties of a director; participation in the operation of the Company; management of internal relationship and communication; director's professionalism and continuing education; and internal control. · Performance evaluation of the Audit Committee includes the five dimensions: Degree of participation in the Company's operations; how well members know of their duties; improvement in the quality of decision making by the Committee; the composition of the Committee and selection of Committee members; and internal control. · Performance evaluation of the Remuneration Committee includes the four dimensions: Degree of participation in the Company's operations; how well members know of their duties; improvement in the quality of decision making by the Committee; and the composition of the Committee and selection of Committee members.

Note: The Company has entrusted an external professional independent organization - the Taiwan Corporate Governance Association - to conduct the 2023 annual performance evaluation of the overall board of directors. The evaluation content includes: board composition, board guidance, board authorization, board supervision, board communication, internal control and risk management, board self-discipline, and other aspects such as board meetings and support systems

4. An evaluation of the goals set for strengthening the functions of the Board (e.g., set up Audit Committee and increase information transparency) and implementation status during the current and immediately preceding years:
   (1) In order to improve the functions of the board of directors and strengthen the management mechanism, the Company established the Audit committee and the Remuneration Committee on August 26, 2010 and July 18, 2011 respectively. Additionally, on November 14, 2022, the Sustainability and Risk Management Committee was established, aiming to further strengthen the operational efficiency of the board of directors.
   (2) The Company regularly arranges lecturers to provide Directors with at the office classes every year to continue to enrich their new knowledge. In 2024, the total number of training hours of all Directors reached 116 hours.
   (3) In order to insure against risks incurred by Directors and the Managers in carrying out their responsibilities and improve corporate governance capabilities, the Company has purchased "Directors and Managers liability Insurance" for directors and managers, which has been reported to the board of Directors on March 13, 2026.

(2) Operating status of the Audit Committee

The Audit Committee convened a total of 5 meetings in the past year (2025) The attendance of independent directors was as follows:

Title	Name	Attendance in person	Attendance by proxy	Attendance in person rate (%) (Note)	Note
Independent Director	Freddie Liu	5	-	100%	-
Independent Director	Huei-Chu Huang	5	-	100%	-
Independent Director	Chi-Der Tsai	5	-	100%	-
Independent Director	Chun-Chi Kung	5	-	100%	

Note: The attendance rate is calculated based on the times of Audit Committee' Meetings and the actual attendances within the member's term of office.

The audit committee of the Company consists of 4 independent directors. The audit committee aims to establish sound corporate governance and strengthen the supervision function of the board of directors. Key focus areas for audit committee in 2025 were as follows:

- Adoption or amendment of an internal control system pursuant to Article 14-1.
- Assessment of the effectiveness of the internal control system.
- Amendment to the handling procedures for acquisition or disposal of assets and endorsements or guarantees.
- A matter relating to the personal interest of a director or supervisor.
- Material monetary loan, endorsement, or provision of a guarantee.
- The hiring or dismissal of an attesting CPA, or the compensation given thereto.
- Annual financial reports and second quarter financial reports that must be audited and attested by a CPA, and the first and third-quarter financial reports that reviewed by a CPA, which are signed or sealed by the chairperson, manager, and accounting officer.
- Any other material matter so required by the Company or the Competent Authority.

Other matters that require reporting:

1. The date of the Board meeting, the term, contents of the proposals, resolutions of the Audit Committee, and the Company's handling of the resolutions of the Audit Committee shall be recorded under the following circumstances in the operations of the Audit Committee meeting:
   (1) Matters listed in Article 14-5 of the Securities and Exchange Act:

Date and Term	Contents of the motion	Audit Committee Resolution Results	The Company' treatment of feedback from the Audit Committee
2025.03.14 5th session (12th meeting)	1. Proposal for Approval of the Declaration on Internal Control System of the Company for Year 2024.	All members present agreed to approve the proposal and submit it to the board of directors for resolution. The independent directors have no objection.	The resolution of the board of directors was approved as proposed.
	2. Proposal for Approval of the Consolidated Financial Statements of the Company for Year 2024.		
	3. Proposal for Adoption of Profit Distribution Plan for Year 2024.		
	4. Proposal for Approval of the Remuneration of Employees and Directors for Year 2024.		
	5. Proposal for Change of the Certified Public Accountant of the Company.		
	6. Proposal for Appointment of Certified Public Accountant ("CPA") and Evaluating the Independence and Suitability of the CPA.		
	7. Proposal for Amendment to Rules Governing the Acquisition and Disposal of Assets.		
	8. Election and Nomination of the Director.		

Date and Term	Contents of the motion	Audit Committee Resolution Results	The Company' treatment of feedback from the Audit Committee
	9. Proposal for Release from Non-Competition Restrictions.		
2025.05.09 5th session (13th meeting)	1.Proposal for Approval of the Consolidated Financial Statements of the Company for the Three Months Ended 31 March 2025. 2. Proposal for Adoption of Amended M&A.	All members present agreed to approve the proposal and submit it to the board of directors for resolution. The independent directors have no objection.	The resolution of the board of directors was approved as proposed.
2025.06.19 6th session (1th meeting)	1. Appointment of the Convener and Meeting Chair of the Audit Committee	All members present agreed to approve the proposal and submit it to the board of directors for resolution. The independent directors have no objection.	The resolution of the board of directors was approved as proposed.
2025.08.22 6th session (2th meeting)	1. Proposal for Approval of the Consolidated Financial Statements of the Company for the Three Months Ended 30 June 2025. 2. Proposal for Approval of the Company to Provide Guarantee to Secure the Obligations of Follow International Limited (the Company's indirectly wholly-owned subsidiary) under a Syndicated Term Loan Facility of US$570,000,000.	All members present agreed to approve the proposal and submit it to the board of directors for resolution. The independent directors have no objection.objection.	The resolution of the board of directors was approved as proposed.
2025.11.11 6th session (3th meeting)	1. Proposal for Approval of the Consolidated Financial Statements of the Company for the Three Months Ended 30 September 2025. 2. Proposal for Amendments to Rules Governing Granting Guarantees. 3. Proposal for Approval of the Annual Aduit Plan of the Company for Year 2026.	All members present agreed to approve the proposal and submit it to the board of directors for resolution. The independent directors have no objection.objection.	The resolution of the board of directors was approved as proposed.

(2) In addition to the above-mentioned items, other resolutions not approved by the Audit Committee but approved by two-thirds or more of the Company's directors: None.

2. For any recusal of independent directors due to conflict of interests in certain proposals, the names of the independent directors, content of the motion, reasons for the recusal and participation in the voting shall be noted: None.

3. Descriptions of the communication between the independent directors, the chief internal auditor, and CPAs (including methods, significant matters, and results of communication on the Company's finance and operations, business, etc.)
Description:

(1) Every quarter, the Audit Department of the Company presents audit report, response to deficiencies, and follow-up report to independent directors for review. Every quarter, the chief audit reports and communicates audit results to independent directors during standalone communication meetings or other meetings, and presents reports on internal audit progress at meetings of the board of directors. In the event of special occurrences, the chief auditor informs the independent directors by phone or email. There were no special occurrences in 2025. To date, effective communication is conducted between the Company's independent directors and chief auditor.

(2) At quarterly standalone communication meetings with independent directors, the Company's CPA presents audit or review results of financial statements for the current quarter as well as other matters to be communicated as per relevant laws and regulations. In addition, the Company's CPA reports key audit matters and internal control audit findings to independent directors in the form of meetings. In 2025, there were no special occurrences to be reported to independent directors. To date, effective communication is conducted between the Company's independent directors and CPA.

(3) Corporate governance implementation status and departure from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons

Evaluation item	Operations			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
1. Has the Company set and disclosed principles for practicing corporate governance according to the Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies?	V		The Company has established the Corporate Governance Practice Principles with reference to the " Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies ", which was approved by the Board of Directors and disclosed on the Company's website: https:// www.sinohorizon.tw/governance/regulations	No material differences.
2. The Company's shareholding structure and shareholders' rights and interests				
(1) Has the Company set internal operations procedures for dealing with shareholder proposals, doubts, disputes, and litigation as well as implemented those procedures appropriately?	V		(1) The Company has investor relations, public relations and finance departments to deal with stock affairs and other related matters.	(1) No material differences.
(2) Does the Company have a list of major shareholders with ultimate control over the Company and the list of ultimate owners of those major shareholders?	V		(2) Through a share administration agency, the Company provides information and keeps abreast of the shareholding status of its directors, managers, and major shareholders with more than 10% interest on the Company.	(2) No material differences.
(3) Has the Company established and implemented risk control/management and firewall mechanisms between it and affiliated corporations?	V		(3) The Company implements control measures through the internal control system and relevant laws and regulations. The Audit Department conducts periodical audits as oversight.	(3) No material differences.
(4) Does the Company have internal regulations in place to prevent its people from trading securities based on information yet to be public on the market?	V		(4) The Company has established the *Procedures for Handling Material Internal Information and the Administrative and Practice Procedures to Prevent Insider Trading*.	(4) No material differences.

Evaluation item	Operations			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
3. Composition and responsibilities of the Board of Directors				
(1) Has the Board of Directors devised and implemented a plan for a more diverse composition of the Board?	V		(1) The Company's board of directors is composed of 12 directors, which include four independent directors (33%) and three female directors, two of whom are a director and one an independent director (25%). Two of the directors are employees of the Company (17%). The board consisted of skilled professionals from different backgrounds: industrial engineering, electrical engineering, design, finance, accounting, law, and management, etc. Therefore, the Company has effectively implemented a board diversification policy. Please refer to the Company's website for specific management goals and implementation status.	(1) No material differences.
(2) In addition to establishing a Remuneration Committee and an Audit Committee in accordance with law, has the Company voluntarily established other types of functional committees?	V		(2) The Company has established an Audit Committee on August 26, 2010 pursuant to law. The Audit Committee is composed of independent directors with accounting or financial expertise, as prescribed by the regulations of Taiwan Stock Exchange Corporation. The Company has also established a Remuneration Committee on July 18, 2011 in accordance with law. The Committee currently is composed of four members, all of whom are independent directors. Please refer to the Company's website for the duties and operating status of the committee. In addition, the company has set up a Sustainable Development and Risk Management Committee on November 14, 2022. The committee currently consists of four members, including three independent directors. Please refer to the Company's website for its responsibilities and operations.	(2) No material differences.
(3) Has the Company established methodology for evaluating the performance of its Board of Directors, on an annual basis, reported the results of performance to the Board of Directors, and use the results as reference for directors' remuneration and renewal?	V		(3) The Company's board of directors has approved the Board Performance Evaluation Regulations on August 11, 2020. The regulations stipulate that board performance evaluation shall be executed internally at least once every year and once every three years by an external professional independent institution or external expert scholar. After the end of each year, the internal performance of the overall board of directors will be evaluated, and the results will be used as a reference basis for the future nomination of directors and the remuneration of individual directors. In 2024, the Company's Board of Directors' performance evaluation was conducted by utilizing a self-assessment questionnaire approach. The evaluation results were submitted to the Company's Board of Directors on March 13, 2026. <u>Content of evaluation</u> ・Performance evaluation of the board of directors and individual members includes the five dimensions: Degree of participation in the Company's operations; quality of board decisions; board composition and structure; selection of suitable board directors and continuing professional education; and internal control. ・Performance evaluation of board members (self-assessment or peer evaluation) includes the six dimensions: Alignment of the goals and missions of the Company; awareness of the duties of a director; participation in the operation of the Company; management of internal relationship and communication; director's professionalism and continuing education; and internal control. ・Performance evaluation of the Audit Committee includes the five	(3) No material differences.

Evaluation item	Operations			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
			dimensions: Degree of participation in the Company's operations; how well members know of their duties; improvement in the quality of decision making by the Committee; the composition of the Committee and selection of Committee members; and internal control. ・Performance evaluation of the Remuneration Committee includes the four dimensions: Degree of participation in the Company's operations; how well members know of their duties; improvement in the quality of decision making by the Committee; and the composition of the Committee and selection of Committee members. ・The self-assessment questionnaire has achieved a 100% response rate. The average score for this year's Board of Directors' performance evaluation is 4.15 points. Individual board members' average performance evaluation scores are 4.63 points, the Audit Committee's average performance evaluation score is 4.9 points, and the Compensation Committee's average performance evaluation score is 4.93 points (out of a maximum of 5 points).	
(4) Does the Company periodically evaluate the level of independence of the CPA?	V		(4) The Company's Audit Committee obtains annually the auditor's independence statement and the company's "AQI Report - Annual Audit Quality Indicators Report" prepared by the CPA firm. After completing the assessment of the signing auditor's independence, the Company reports the evaluation results to the Board of Directors. The evaluation items are formulated with reference to the R.O.C. Professional Ethics Guidelines No. 10, "Integrity, Impartiality, Objectivity and Independence", and Article 47 of the Certified Public Accountant Act. 1. Assessment mechanisms are described as follows: (1) The Company's accounting firm must obtain approval from the Audit Committee before conducting audits and accepting other cases for the year. (2) The Company's CPAs are not a related party of the Company and its directors. (3) The Company's CPAs report independence compliance to the Audit Committee each year. (4) The Company's CPAs engage in rotation in accordance with auditing standard regulations. 2. Assessment result: The Company's assessment confirmed that the certifying accountants meet independence standards. The Audit Committee and Board of Directors approved the 2024 evaluation of their independence and competence on March 14, 2025.	(4) No material differences.

<table>
<tr><th rowspan="2">Evaluation item</th><th colspan="3">Operations</th><th rowspan="2">Deviations from 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>4. Does the Company appoint competent and appropriate corporate governance personnel and corporate governance officer to be in charge of corporate governance affairs (including but not limited to furnishing information required for business execution by directors, assisting directors' compliance of law, handling matters related to board meetings and shareholders' meetings according to law, and recording minutes of board meetings and shareholders' meetings)?</td><td>V</td><td></td><td>On March 20, 2019, the Company's board of directors approved the appointment of the Chief Accountant An Yee Jennifer Fung as the Corporate Governance Officer. Ms. Fung is a Chartered Financial Analyst (CFA) and has 10 years of experience in managing the finances of public entities.
A Corporate Governance Officer is responsible for overseeing and executing the operations of corporate governance, including the following tasks:
1. Handling matters relating to board meetings and shareholders' meeting according to laws.
2. Producing minutes of board meetings and shareholders' meetings.
3. Assisting the election and continuing education of directors and independent directors.
4. Furnishing information required for business execution by directors and independent directors.
5. Assisting the regulatory compliance of directors and independent directors.
6. Other matters set out in the Company's articles of corporation or contracts.
Key implementations of matters related to corporate governance are as follows:
1. 5 board meetings and 5 Audit Committee meetings were held in 2025.
2. 1 Annual Shareholders' Meeting was held in 2025.
3. Assisting the directors in conducting 6-hour internal and external training and continuing education.
4.Performance evaluation of the board as a whole and functional committee was conducted and favorable evaluation results were obtained.
5. In 2025, the Corporate Governance Officer undertook 12 hours of training and reported them on the Market Observation Post System. Training courses are shown below and disclosed on the Company's website.
<table><tr><th rowspan="2">No</th><th rowspan="2">Hosting Organization</th><th rowspan="2">Course name</th><th colspan="2">Training Date</th><th rowspan="2">Training Hours</th></tr><tr><th>Started On</th><th>Ended On</th></tr><tr><td>1</td><td>Taiwan Corporate Governance Association</td><td>Decoding the Trump Administration's Economic and Trade Strategy</td><td>2025/04/14</td><td>2025/04/14</td><td>3.0</td></tr><tr><td>2</td><td>Taiwan Corporate Governance Association</td><td>Strengthening Regulatory Compliance to Ensure Sustainable Operations</td><td>2025/10/15</td><td>2025/10/15</td><td>3.0</td></tr><tr><td>3</td><td>Accounting Research and Development Foundation</td><td>Internal Control Practice Analysis: Sustainability Information Management for Internal Auditors</td><td>2025/11/18</td><td>2025/11/18</td><td>6.0</td></tr></table></td><td>No material differences.</td></tr>
<tr><td>5. Has the Company established channels for communicating with stakeholders (including but not limited to shareholders, employees, customers and suppliers), set up a dedicated stakeholder area on the Company website, as well as appropriately</td><td>V</td><td></td><td>The Company has designated units to be in charge of handling matters related to communication with stakeholders, such as shareholders, clients, and suppliers. A "President's Mailbox" has also been established to ensure open communication channels for employee feedback.
A Stakeholders section on our corporate website has been established as feedback channels for stakeholders to help the Company to better understand the concerns of stakeholders and provide fitting responses to their concerns. Relevant information on stakeholder communication is</td><td>No material differences.</td></tr>
</table>

Evaluation item	Operations			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
responded to important corporate and social responsibility issues of concern to stakeholders?			disclosed on the Company's annual ESG report and corporate website. Please see the Company's website for details.	
6. Has the Company hired a professional stock affairs agency to handle tasks and issues related to organizing shareholders' meetings?	V		Since its public listing, the Company has appointmented a third-party share administration agency, Stock Register Agency Department of Fubon Securities, to handle matters relating to shareholders' meetings in order to ensure compliance with relevant laws.	No material differences.
7. Information disclosure (1) Has the Company established a corporate website to disclose information regarding the Company's financial, business and corporate governance status?	V		(1) The Company has established a website that introduces the Company's development of each project, and provides direct links to the Market Observation Post System and corporate governance information.	(1) No material differences.
(2) Has the Company adopted other means of information disclosure (such as establishing a website in English, appointing specific personnel to collect and disclose company information, implementing a spokesperson system, and disclosing the process of investor conferences on the Company's website)?	V		(2) The Company has established a spokesperson and deputy spokesperson system as means of collecting, disclosing, and communicating information.	(2) No material differences. .
(3) Does the Company announce and report the annual financial statements within two months after the end of the fiscal year, and announce and report the first, second, and third quarter financial statements as well as the operating status of each month before the prescribed deadline?		V	(3) The Company has followed relevant laws and regulations to announce and report the financial statements and the operating status of each month before the prescribed deadline.	(3) Executed in accordance with laws and regulations.
8. Does the Company have other information that is helpful for understanding its status of corporate governance (including but not limited to employee rights and interests, employee care, investor relations, supplier relations, rights of stakeholders, continuing education of directors and supervisors, implementation of risk	V		1. The Company has purchased liability insurance for its directors, supervisors, and managers. 2. The Company complies with law, attaches importance to employer-employee relations, provides employment opportunities, and fulfills social responsibilities. 3. The Company began establishing its Corporate Social Responsibility Code of Practice based on the Corporate Social Responsibility Best Practice Principles for TWSE/TPEx Listed Companies. So far, the Company has established the Employee Ethical Code of Conduct and Code of Business Ethics as well as applicable regulations for key concepts of corporate social responsibilities, including gender equality,	No material differences.

Evaluation item	Operations			Deviations from Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and reasons
	Yes	No	Summary	
management policies and risk evaluation standards, implementation of customer policies, and purchase of liability insurance for directors and supervisors)?			equal pay for work of equal value, and anti-corruption, and has asked its employees and lessees to sign them. 4. The Company has established professional career development courses and implemented training programs for employees based on the business nature of each department. The Group is taking progressive measures to complete its training system and framework. The goal is to establish and develop more diverse and comprehensive education and training courses and programs, thereby creating a learning oriented organizational culture. 5. In order to strengthen the implementation of corporate governance, the company actively encourages directors to participate in training, and discloses the status of training in the corporate governance section of the Public Information Observatory.	
9. Please describe improvements in terms of the Corporate Governance Evaluation Results conducted by the Corporate Governance Center in the past year and propose areas and measures to be given priority where improvement is necessary. In future, the Company will prioritize strengthening the disclosure of corporate governance related information on the Company's website to implement the principles of corporate governance.				

(4) Composition, duties, and operating status of the Remuneration Committee and the Sustainable Development and Risk Management Committee

Remuneration Committee

1. Information on members of the Remuneration Committee

Qualification / Name	Title	Professional qualifications and experience	Independence analysis	No. of other public companies at which the person concurrently serves as an on Remuneration Committee
Freddie Liu (convener)	Independent Director	· Graduated from Michigan University with Master of Business Administration. He is currently the Representative of Corporate Director, CSO and Corporate Governance Officer of TPK Holding Co., Ltd., and an Independent Director of EDOM Technology Co., Ltd. He used to be Vice President of Finance, ASE Group and Vice President of corporate finance department of Taiwan Citibank. He has the necessary work experience in corporate governance, risk management, strategic planning and financial management. · No circumstance under any subparagraph of Article 30 of the Company Act.	Without items that specified in sub-item 1~9 of item 1 in Article 3 of Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, which is conformed to independence condition.	-
Huei-Chu Huang	Independent Director	· Graduated from Missouri with M.B.A. She is currently an independent director of VisEra Technologies Company Ltd., Parade Technologies, Ltd., and Polytronics Technology Corporation and previously served as the Managing Director of UBS and Merrill Lynch Securities in Taiwan, and the Senior Vice President of China Development Financial Holdings. She has the necessary working experience in finance and accounting. · No circumstance under any subparagraph of Article 30 of the Company Act.	Without items that specified in sub-item 1~9 of item 1 in Article 3 of Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, which is conformed to independence condition.	2
Chi-Der Tsai	Independent Director	· Graduated from National Taipei University with a bachelor's degree in accounting. He is qualified as an accountant of the Republic of China and is currently a partner of DI-CHEN accounting firm. He has the necessary working experience in finance and accounting. · No circumstance under any subparagraph of Article 30 of the Company Act.	Without items that specified in sub-item 1~9 of item 1 in Article 3 of Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, which is conformed to independence condition.	-
Chun-Chi Kung	Independent Director	· Graduated from E.M.B.A., National Sun Yat-sen University. He is qualified as an accountant of the Republic of China and is currently an indenpant director of Infinite Finance Co., Ltd; Hi-Lai Foods Co., Ltd. and Weleader BIO Co., Ltd. He used to be Vice Chairman and Partner, Deloitte & Touche. He has the necessary working experience in finance and accounting. · No circumstance under any subparagraph of Article 30 of the Company Act.	Without items that specified in sub-item 1~9 of item 1 in Article 3 of Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, whichen is conformed to independce condition.	3

2. Operating status of the Remuneration Committee

(1) The Company's Remuneration Committee is composed of three persons.

(2) Current term for the committee members: June 19, 2025 to June 18, 2028 (same as the term for the current Board of Directors). The Remuneration Committee met three times in the past year (2025), and attendance records of the committee members were as follows:

Title	Name	Attendance in person	Attendance by proxy	Attendance in person rate (%) (Note)	Note
Convener	Freddie Liu	3	-	100%	-
Committee member	Huei-Chu Huang	3	-	100%	-
Committee member	Chi-Der Tsai	3	-	100%	-
Committee member	Chun-Chi Kung	1	-	100%	Inaugurated on 2025.06.19

Note: The attendance rate is calculated based on the times of Remuneration Committee' Meetings and the actual attendances within the member's term of office.

Other matters that require reporting:

1. If the Board of Directors did not adopt or revise the recommendations of the Remuneration Committee, the date of the Board meeting, term of the Board, agenda item, resolutions adopted by the Board, and actions taken by the Company in response to the opinion of the Remuneration Committee should be specified (if the remuneration approved by the Board is superior to the recommendations of the Remuneration Committee, the Board should describe the difference and reasons): None.
2. If a member opposes a resolution the Committee has adopted or has qualified opinions with a written record or a statement, the date and session of the meeting, the resolution, opinions of all the members, and the handling of their opinions should be specified: None.

(3) The scope of authority of the Remuneration Committee: Committee members must exercise the care of a prudent manager to fulfill the following duties, and offer recommendations for discussion by the Board of Directors.

・Stipulate and review regularly the compensation policies, systems, standards and structures, and performance of directors and managers.

・Regularly assess and establish remunerations for the directors and managers.

The Committee performs the aforementioned duties based on the following principles:

・Performance appraisal and remuneration of directors and managers shall be based on the levels of industry peers, as well as their individual achievements, the Company's overall performance, and the level of risks involved.

・The remuneration plan should not entice directors and managers into seeking high returns by taking undue risks.

(4) Operations in the past year:

Date and Term	Contents of the motion	Remuneration Committee Resolution Results	The Company' treatment of feedback from the Remuneration Committee
2025.03.14 5th session (7th meeting)	1. Proposal for Approval of the Remuneration of Employees and Directors for Year 2024. 2. Remuneration of the Company's Independent Directors 3. Proposal for Approval of the Remuneration for Managers	Except for the 2nd proposal, all the members recused themselves in accordance with the law and submitted to the board of directors for a resolution, the other proposals were approved by all the attending members and submitted to the board of directors for resolution.	Since members have no comments, no further action is taken.
2025.05.09 5th session (8th meeting)	Distribution of Profits to Directors and Managers	All members present agreed to approve the proposal and submit It to the board of directors for resolution.	Since members have no comments, no further action is taken.
2025.06.19 6th session (1th meeting)	Appointment of the Convener and Meeting Chair of the Remuneration Committee	All members present agreed to approve the proposal and submit It to the board of directors for resolution.	Since members have no comments, no further action is taken.

Sustainable Development and Risk Management Committee

1. Composition and Responsibilities of the Sustainable Development and Risk Management Committee

The Company set up the "Sustainable Development and Risk Management Committee" in November 2022, which consists of five directors (including four independent directors). In order to promote the Company's work related to sustainable development, risk management and ethical corporate management, three functional groups have been set up under this committee, namely the sustainable development working group, the risk management working group and the ethical management working group, to assist in the implementation and handling of this Committee resolution instructions. The operation of the committee is handled in accordance with the Company's "Sustainable Development and Risk Management Committee Organization Regulations". The main responsibilities are:

(1) Formulate the Company's sustainable development policy, risk management policy and ethical management code, as well as the formulation of related strategies and implementation plans.

(2) Review, track and revise the implementation and effectiveness of the Company's sustainable development, risk management and ethical management, and report to the board of directors on a regular basis.

(3) Other matters that have been resolved by the board of directors to instruct the committee to conduct.

The professional qualifications and experience of the Convener and members of the Sustainable Development and Risk Management Committee are detailed on the Company's website.

2. Operating status of the Sustainable Development and Risk Management Committee

(1) Current term for the committee members: June 19, 2025 to June 18, 2028 (same as the term for the current Board of Directors). The Sustainable Development and Risk Management Committee met three times in the past year (2025), and attendance records of the committee members were as follows:

Title	Name	Attendance in person	Attendance by proxy	Attendance in person rate (%)	Note
Convener	Nen-Yao Chang	3	—	100%	Director and President
Committee member	Freddie Liu	3	—	100%	Indpendant director
Committee member	Huei-Chu Huang	3	—	100%	Indpendant director
Committee member	Chi-Der Tsai	3	—	100%	Indpendant director
Committee member	Chun-Chi Kung	3	—	100%	Indpendant director and inaugurated on 2025.06.19

(2) Operations in the past year:

Date and Term	Contents of the motion	Remuneration Committee Resolution Results	The Company' treatment of feedback from the Remuneration Committee
2025.06.19 2th session (1th meeting)	Appointment of the Convener and Meeting Chair of the Sustainable Development and Risk Management Committee	All members present agreed to approve the proposal and submit It to the board of directors for resolution.	Since members have no comments, no further action is taken.
2025.08.22 2th session (2th meeting)	Submission of the 2024 Sustainability Report	All members present agreed to approve the proposal and submit It to the board of directors for resolution.	Since members have no comments, no further action is taken.
2025.11.11 2th session (3th meeting)	1.Progress Update on the Execution of the Greenhouse Gas Inventory and Verification for the Third Quarter of 2025 2. Submission of the 2025 Integrity Management Report	All members present agreed to approve the proposal and submit It to the board of directors for resolution.	Since members have no comments, no further action is taken.

(5) The Company's efforts in promoting sustainable development, as well as any differences from the Corporate Sustainability Best Practice Principles for TWSE/TPEx Listed Companies and the reasons for such differences

Evaluation item	Operating Status			Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary	
1. Has the Company established a governance framework for promoting sustainable development, and established an exclusively (or concurrently) dedicated unit to be in charge of promoting sustainable development? Has the board of directors authorized senior management to handle related matters under the supervision of the board?	V		The Company has set up a Sustainable Development and Risk Management Committee responsible for promoting ESG-related operations The Company has established a concurrent ESG unit responsible for promoting ESG-related operations, including hosting meetings, summarizing information, and implementing management. The unit reports the progress of implementation to the Board of Directors at least once every year. The report for 2024 has been presented to the Board of Directors on August 22, 2025. The key areas of focus for the Board of Directors' supervision of sustainability development work in 2025 are as follows: 1. Identifying key issues for the Company to address in response to sustainability trends across various business sectors, assessing both positive and negative impacts on the Company's operations in the economic, environmental, and social domains. 2. Explanation of the Implementation Status of IFRS Sustainability Disclosure Standards. 3. Assurance Results of the Greenhouse Gas (GHG) Inventory for the Entity-Level Company. 4. The Sustainability Development Team consistently reports progress on carbon inventory activities to the Board of Directors at regular intervals throughout each quarter. Starting from the fourth quarter of 2023, in response to the Sustainable Development Roadmap set forth by the Financial Supervisory Commission, the Company has initiated relevant projects related to carbon inventory implementation. 5. Continual review of the Company’s sustainability development outcomes and promotion of feasible strategies for improvement. 6. The promotion of sustainability initiatives shall comply with the regulations established by the competent authorities.	No material differences.
2. Does the Company conduct risk assessments of environmental, social and corporate governance (ESG) issues related to the Company's operations in accordance with the materiality principle, and formulate relevant risk management policies or strategies?	V		The disclosed information in the risk assessment encompasses the sustainability performance of the Company's major locations in 2025. The assessment boundary primarily focuses on our subsidiaries operating in mainland China, including projects in Shanghai, Chongqing, Kunshan and Taiwan, among others, whether established, under construction, or planned. For analysis and risk identification, conducted in accordance with the materiality management principles outlined in the sustainability report. Risks are categorized and differentiated based on operational, industry, environmental and climate, and social risk factors. Regular reports on the execution, progress, and effectiveness of the work are provided to the Sustainability and Risk Management Committee. The ESG risk items and response strategies identified by the Company are as follows:	No material differences.

Evaluation item	Operating Status			Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary	

Material Issues	Risk Category	Risk Category	Coping Strategies
Operating Performance	Operation risk	1.The capital requirements for investment give rise to liquidity risks. In the event of adjustments in the real estate market, this situation may lead to difficulties in fund allocation.	1. In the preliminary planning of the Company's development project, the relevant departments carefully formulate various financial modules and cash flow estimates. 2. Maintain the financial principle that the overall debt ratio of the Company is less than 70%.
		2.Policy adjustments by local regulatory authorities in the real estate market or the introduction of new laws or restrictions can potentially pose adverse risks to property developers.	1. Maintain appropriate cash reserves and strengthen the Company's financial structure to cope with policy adjustments and overall market changes. 2. Adjusting the Company's operational strategy to increase the proportion of investment property leasing revenue in the long term, balancing the ratio of development sales, to mitigate the impact of fluctuations in the residential market on the Company.
	Industrial risk	Risks associated with the acquisition of land use rights, failure to comply with the provisions regarding transfer of land use rights, and acquisition of undeveloped land.	Most of the land developed by the Company in China is acquired at an early stage, so the land cost is relatively low and the land development volume is sufficient. In the future, the Company will be more cautious in acquiring development land in China and conform to the land-use policy of the local government so that the development project can proceed successfully.
Sustainability Products and Services	Environmental and Climate risk	1. During the process of the land development project, due to the impact of the construction on the surrounding environment, there	1. Development projects follow regulatory guidelines and prioritize sustainable materials and collaborative land use to create a sustainable environment. 2. Maintain friendly

Evaluation item	Operating Status						Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary				
					may be opposition from the local government and the public, so the progress of the development project may be put off. 2. Under global climate change, the rise in average temperatures and the increased severity and frequency of extreme weather events may lead to risks such as higher operating and maintenance costs, as well as asset impairment.	relations with local communities and adjust construction methods appropriately to reduce the impact on community residents during the construction period. 3. Renovating energy-efficient equipment and operational management, adjusting the electricity usage times of large equipment, and planning and implementing intelligent building control renovation projects to achieve energy-saving goals while maintaining the comfort of the shopping mall.	
				Customer Relationship Management and Customer Privacy	Social risk	1. During process of Land development project planning, caring for company employees, and friendly interaction with customers are factors that can create a positive social impression, which will affect future construction sales and leasing business, and the approval of various licenses by government agencies. 2. Paying attention to the impact of products on the health, safety and privacy of customers is great social significance to the Company's corporate brand value.	1. After the completion of the development project, such as the investment real estate shopping mall business, it promote the co-prosperity and benefit to the regional economy and the environment, and make friendly connections with communities and customers by cooperating with local government and company policies. 2. Pay attention to the social impact of labor-employment relations, occupational safety and human rights, main care for employees in order to create a high-quality working environment.	

Evaluation item	Operating Status			Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary	
3. Environmental Issues (1) Has the Company set an environmental management system designed to industry characteristics?	V		(1)The Company has established environmental management systems tailored to the characteristics of the real estate industry, such as "Construction Site Environmental Management" and "Mall Environmental Management," continuously optimizing them. For instance, we encourage contractors and tenants to sign construction commitments, advocating for agreements like the "Renovation Construction Commitment" and "Secondary Renovation Construction Using Green Environmental Materials Commitment" to ensure construction quality. Additionally, the Company commissions nationally qualified testing agencies to conduct indoor air quality testing.	(1) No material differences
(2) Does the Company endeavor to use energy more efficiently and to use renewable materials with low environmental impact?	V		(2) The Company ensures that its construction materials and processes fully comply with local environmental requirements and regulations. During construction and demolition activities, waste is segregated and clearly marked in designated areas. Recyclable waste is recycled to minimize resource consumption. Additionally, the Company hires government-certified waste removal contractors to regularly collect and sort waste materials. The Company's commercial real estate operations and residential projects, we continue to reduce energy and resource consumption both during building use and construction processes. During construction, we reuse 75% of recyclable and non-hazardous construction and demolition waste, and internally promote energy-saving measures and smart metering renovation projects. Furthermore, key technical strategies in the SML Center Phase II project include green construction, green roofs, and energy-saving mechanical and electrical systems. The green roof design involves using light-colored paving materials complemented by rooftop greening to enhance structural insulation performance, improve natural ventilation, and maximize natural lighting indoors. The mechanical and electrical systems not only incorporate various energy-saving equipment to reduce consumption but also integrate comprehensive energy monitoring systems and outdoor water resource circulation systems to promote water reuse.	(2) No material differences
(3) Has the Company evaluated the potential risks and opportunities posed by climate change for its business now and in the future and adopted relevant measures to address them?	V		(3) To effectively address climate change-related risks and opportunities impacting our company and to advance sustainable development and risk management initiatives related to climate change, the Sustainability Development Team has established a comprehensive process for identifying climate-related risks and opportunities following the framework proposed by the Task Force on Climate-related Financial Disclosures (TCFD). This process involves assessing the impacts and effects of risks and opportunities, screening significant climate-related risk and opportunity issues, and reporting the execution progress, status, and effectiveness review to the Committee. In 2023, the Company implemented the TCFD methodology. We interviewed departments to assess operational status, considering our development strategy, industry trends, local regulations, and geography. We analyzed significant climate risks and opportunities, identifying potential financial impacts and devising response measures. For detailed information, please refer to the attached explanation of "Climate-related Information Execution Status."	(3) No material differences

<table>
<tr><th rowspan="2">Evaluation item</th><th colspan="3">Operating Status</th><th rowspan="2">Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td>(4) Did the Company collect data for the past two years on greenhouse gas emissions, volume of water consumption, and the total weight of waste, and establish policies for greenhouse gas reduction, reduction of water consumption, or management of other wastes?</td><td>V</td><td></td><td>(4) The Company promotes the integration of environmental protection and energy conservation in the whole process of construction and operation and continues to construct and improve relevant energy resource management systems, remaining committed to reducing the impact its operations have on the environment.
The Company consistently tracks and discloses Scope 1 and Scope 2 greenhouse gas emissions in our sustainability report. The scope of information verification only includes greenhouse gas emission, electricity consumption, natural gas usage, and total construction waste volume related to greenhouse gas emissions.

<u>Greenhouse gas emissions</u>
Consolidated Company Greenhouse Gas Emissions review results, the assurance status and reduction policies are listed under Item 9 of the climate-related information implementation section in this year's annual report

<u>Water resources</u>
Unit: metric ton
<table><tr><th>Year</th><th>Total water consumption (Note 1)</th><th>Intensity (Note 2)</th></tr><tr><td>2025</td><td>324,329</td><td>55.96</td></tr><tr><td>2024(Note2)</td><td>307,636</td><td>35.92</td></tr></table>Note 1: Water consumption data cover Shanghai locations (Shanghai SML Center, Jiading SML Center, and Yuhuashan) and Chongqing region, and has been incorporated into Taiwan operations since 2024. The greenhouse gas inventory statistical methodology will be benchmarked since 2024, and the disclosed data will be changed to the company's own total water usage (excluding tenants' usage).
Note 2: Due to the adjustment of the statistical scope in 2025 to consider company's own water consumption, the disclosed data for 2024 has been revised.
Note 3: Intensity is calculated by dividing water consumption by the annual revenue (in million NTD). The total revenue for 2024 was 8,563.661 million NTD, and for 2025 was 5,795.331 million NTD.

The water consumption during the operation of the Company is mainly for business water, air-conditioning system and fire-fighting system water. Our company set a water conservation goal of reducing water usage by 1% annually from the base year of 2024. We planned to review this goal every three years to assess the effectiveness and feasibility of our water conservation policies.
In 2025, our company's total water usage increased by 5.43% compared to 2024. Due to the increase in operational projects, the water conservation goal for the period from 2026 to 2027 will still maintain a 1% annual reduction. The company committed implementing the following measures to achieve water conservation goals:
1. Conducting water diagnostics and optimizing water-saving equipment: In accordance with the Chinese national standards "General Principles for Enterprise Water Balance Testing" and "Guidelines for Water-saving Enterprise Evaluation," as well as the requirements of the Shanghai Water Conservation Office, we conducted water balance testing for onsite domestic water, auxiliary domestic water, and ancillary domestic water.</td><td>(4)
No material differences</td></tr>
</table>

Evaluation item	Operating Status			Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary	

2. Strengthening water management, establishing a water quantity control system, raising employee awareness of water conservation, and regularly monitoring water usage in shopping malls. Through water balance testing, we monitored the proportionate quantitative relationship between the current situation and the basic parameters of water usage in shopping malls, confirming the usage values of their water parameters and enhancing internal water management practices.

Waste

Unit: metric ton

Year	Construction waste	Household waste	Catering waste	Total (Note 1)	Intensity (Note 2)
2025	11,875	8,278	2,125	22,277	3.84
2024	10,485	8,582	2,163	21,231	2.48

Note 1: Waste data cover Shanghai locations (Dapuqiao SML Center, Jiading SML Center, and Yuhuashan) and Chongqing region, and has been incorporated into Taiwan operations since 2024. The disclosed data will change to the company's total amount of waste since 2024.

Note 2: Intensity is calculated by dividing total waste by the annual revenue (in million NTD). The total revenue for 2024 was 8,563.661 million NTD, and for 2025 was 5,795.331 million NTD.

In 2024, the Company established a waste reduction target of 1% annually, using 2024 as the baseline year. We plan to review this target every three years to ensure the effectiveness and feasibility of our waste reduction policy. Due to the increase in operational projects, the carbon emission reduction goal for the period from 2026 to 2027 will still maintain a 1% annual reduction.

In 2025, our total waste increased by 5% compared to 2024. This increase was primarily due to construction waste generated by the Phase II project of Shanghai SML Center under construction in 2025. To ensure continuous achievement of our waste reduction targets, the Company will continue to implement the following measures:

1. Construction waste reduction: During the design phase of construction projects, we will increase the recyclability of building materials, promote the use of recycled materials, and minimize waste generation during construction processes.
2. Mall operation waste reduction: We will encourage vendors to optimize product packaging design, promote minimal and recyclable packaging, and communicate with consumers to reduce unnecessary packaging and bag usage within the malls.
3. Waste classification and resource utilization in malls: Waste generated during mall operations is primarily categorized into renovation waste, office and mall life waste, kitchen waste from mall restaurants, and used batteries. We implement different management measures for each category, maintaining high compliance rates for waste classification among tenants, and ensuring effective resource utilization through improved classification, storage, and recycling mechanisms.

<table>
<tr><th rowspan="2">Evaluation item</th><th colspan="3">Operating Status</th><th rowspan="2">Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation</th></tr>
<tr><th>Yes</th><th>No</th><th>Summary</th></tr>
<tr><td>4.Social issues
(1) Has the Company formulated relevant management policies and procedures in accordance with relevant laws and regulations and international human rights conventions?</td><td>V</td><td></td><td>(1) Human rights conventions for the Company have been established with reference to the UN Universal Declaration of Human Rights, United Nations Global Compact, UN Guiding Principles on Business and Human Rights (UNGPs), and the ILO Declaration of Fundamental Principles and Rights at Work. The Company complies with local labor related laws and regulations and provides an effective communication channel for labor management. The company has continuously conducted education and training on human rights issues, such as prevention of sexual harassment, labor rights, job training, and promotion of equal opportunities, in order to ensure the protection of human rights in the workplace. From 2021 to 2022, a total of 69 people have completed the education and training.

Summary of our company's Human Rights Policy Management Plan
<table><tr><th>Policy</th><th>Summary of specific plan implementation</th></tr><tr><td>Emphasis on diversity and fairness in the workplace</td><td>• Respect the value of diversity and inclusiveness, and and refrain from any behavior that discriminates or treats individuals differently based on nationality, race, age, gender, sexual orientation, social class, disability, pregnancy, religion, political beliefs, or group backgrounds, etc. Actively create a friendly and diverse workplace.
• The Company values gender equality, and do not differentiate salaries based on gender for employees in the same position. The gender ratio of our employees was almost 1:1. In 2025, the percentage of female managers reached 13.22%</td></tr><tr><td>Provide a safe and healthy working environment</td><td>• Promote a zero-risk working environment, regularly inspect occupational safety and equipment in operational areas, and ensure that personnel and tenants have completed occupational safety training.
• To strengthen the management of safety and production in construction sites and property operations, the Company adheres to the requirements of the "Construction Safety Inspection Standards" and "Safety Production Assurance System for Construction Sites". Starting from the safety production on the construction site and the basic requirements of the environmental protection management system, the Company abides by the management policy of "safety first, prevention first". The Company's injury accident rate in the past three years was 0%, and no major accidents have occurred in the working environment.</td></tr><tr><td>Implement working hours limits and wage protection</td><td>• The Company clearly stipulates that employees' working hours must not exceed local legal regulations. In addition to providing employees with compensation that complies with regulations, the Company also have complete welfare measures, retirement systems, and insurance planning."</td></tr></table></td><td>(1)
No material differences</td></tr>
</table>

Evaluation item	Operating Status			Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary	
(2) Has the Company established and implemented reasonable employee welfare measures (include salary/ compensation, leave, and other benefits), and are business performance or results appropriately reflected in employee salary/compensation?	V		(2) 1. Employee compensation The Company provides competitive salaries and compensation. The overall compensation includes the basic salary, allowances, and employee remuneration. In order to eward employees for their sustained contributions, allocated in accordance with the Company's bylaws, with a provision for employee compensation (up to 3%). No employee compensation were distributed as the company sustained a loss in 2025. The cumulative total from 2022 to the end of 2025 was NT$94,107 thousand. Additionally, employee bonuses not only consider the overall operational performance of the Company, but also refer to the individual performance rate and contribution to provide reasonable compensation and create a strong link between performance and rewards. The Company values diversity and equality in the workplace, and do not differentiate salaries based on gender for employees in the same position. Frontline employee compensation policy and salary adjustment situation: The company conducts annual performance evaluations for frontline employees through the Employee Assessment Procedures. The evaluation covers indicators such as attendance, job competency, and alignment with company values, and is measured comprehensively using a weighted approach. The company adjusts salaries based on the evaluation results to enhance employee engagement. For the year 2025, the actual average salary adjustment for frontline employees in the Taiwan region was 0.15%. 2. Employee benefits In addition to providing statutory benefits (including the five insurances and one housing fund for employees in mainland China, and labor health insurance and vacation subsidies for employees in Taiwan), the Company also provides a number of welfare measures as follows: (a) Incentives: Professional certification incentives (b) Subsidies: Education and training subsidies (c) Others: Help non-Shanghai graduates from Shanghai universities to apply for settlement in Shanghai; Purchase commercial insurance for foreign employees to provide additional protection; Annual bonuses (including marriage benefits, maternity benefits, and birthday vouchers).	(2) No material differences
(3) Does the Company provide employees with a safe and healthy working environment, and implement regular safety and health education for employees?	V		(3) To provide employees with a safe and healthy working environment, the Company implements the following management systems: 1. Occupational safety and health management system The Company's project staff oversees the safety management of construction units, supervisors, and contractors in accordance with the "Safety Management System", organizing daily inspections of the Company's project safety production management, and strengthening the safety production management of construction sites. The general contractor establishes a safety production leadership team in accordance with the Shanghai "Construction Site Safety Production Assurance System" regulations and the project's "Safety Production Assurance Plan." The leadership team, led by the project manager, appoints the project manager as the primary person responsible for the on-site safety assurance system. Safety activities specified in the "Safety Production Assurance Plan" are managed by the project manager, with	(3) No material differences

Evaluation item	Operating Status			Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary	
			support from the project department's management and other personnel. There are 12 members in the production safety leading group and a total of 9 employees from different positions. 2. Occupational safety training In order to reduce the risk of accidents, the Company pays great attention to the nature and ethics literacy of front-line personnel on site, conducting license training according to professional needs (for example: property engineering). The Company also encourages employees to participate in external education and training. During the past year, our company has consistently implemented comprehensive occupational safety and health management, actively promoting measures to prevent occupational accidents and implementing related improvements. This is to ensure the safety and health of our employees' working environment. The occupational safety education and training provided by our company include: ・Safety education and training: Training has been conducted for the team members to enhance awareness of safety production and management concepts. ・Certification for on-site work: Specialized operators completed specific safety training and qualifications, including recertification for electricians (3 individuals, 21.5 hours), unit safety personnel (1 individuals, 43.66 hours), and other specialized equipment operators (1 individuals, 0 hours). ・Professional training: The property department organized training session covering topics such as "Emergency Rescue Material Use in Confined Spaces." ・Training for outsourced security personnel and non-employees: Conducted through WeChat public accounts and on-site training, two sessions were organized with total 98 individuals for a total of 98 hours, with a focus on fire safety. Over the past year, the Company has not experienced any occupational hazard incidents. The Company will keep enhancing safety measures, boosting employee safety awareness through training, and improving the work environment to ensure employee health and safety. In the year 2025, the Company did not experience any workplace environmental accidents. The number of fires and casualties was zero. The Company's relevant departments regularly conduct testing of fire protection equipment in the working environment, and conduct routine employee evacuation drills and other countermeasures.	
(4) Has the Company established effective career development training programs for employees?	V		(4) The Company provides comprehensive skills training courses for employees, including orientation training for new hires, management skill education, professional development training, and other educational programs. These aim to facilitate continuous employee growth through diverse learning pathways. The courses encourage employees to acquire key competencies and integrate the principles of corporate ethics into their career development. In 2025, a total of 307 individuals participated in these training sessions, accumulating a total of 1,182.09 training hours. Through annual performance reviews, management and employees collaboratively set and review individual annual competency development plans to ensure	(4) No material differences

Evaluation item	Operating Status			Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary	
			targeted support for each employee's career advancement.	
(5) Does the Company comply with the relevant laws and international standards with regards to customer health and safety, customer privacy, and marketing and labeling of products and services, and implement consumer protection and grievance policies?	V		(5) Through clear assessment criteria and division of responsibilities, the Company has established strict material control procedures internally to ensure that the materials used comply with national and local construction standards and regulations. The Company actively adhere to China's policies of housing and urban-rural construction and Shanghai's special plan for green building. In the second phase of the SML project in Shanghai, we have adopted domestic and international high-standard green building system standards, including WELL, LEED, and a two-star green building design certification, and has obtained pre-certification for LEED Gold and WELL Gold, with detailed scrutiny and supervision of the use of building materials. Including the utilization of environmentally friendly low-VOC adhesives, sealants, and paints, as well as energy-efficient LED lighting fixtures. And implements a green construction plan, aiming to recycle 75% of recyclable and non-hazardous construction and demolition waste during the construction process. Additionally, the Company provides protection for existing processes, safety controls, and information security equipment, and continues to manage them. The Company only share customer's personal data with third parties upon obtaining the customer's lawful consent or upon lawful formal requests from other competent authorities. We diligently fulfill our responsibilities in managing and protecting such data. Our company adheres to regulations. We establish management processes and contract templates for project sales, covering leasing and joint marketing projects completely, to ensure accurate transmission of product information to consumers. During the sales process, the Company provide consumers with a homebuyers' manual to understand equipment suppliers and community management regulations. The Company also conduct training for sales personnel and management teams to ensure their understanding of legal knowledge and risks, thereby safeguarding consumers' right to information. In response to consumer complaints (such as product hygiene, service attitude, consumer disputes, and shopping mall environment), the Company has established counterpart official Weibo and WeChat public accounts for each project. These platforms provide the latest information and real-time complaint channels to consumers, residents, and merchants. The customer service department is responsible for assisting in communication and negotiation with merchants or relevant departments to resolve the issues. Afterward, a proactive review is conducted to address any shortcomings in operational management.	(5) No material differences
(6) Has the Company formulated supplier management policies requiring suppliers to comply with relevant regulations on issues such as environmental	V		(6) The Company comply with Supplier Management Policy and Relevant Compliance Standards to establish mechanisms for checking supplier construction licenses, self-assessment mechanisms for suppliers, and on-site inspection mechanisms for large-scale property projects. For procurement related to maintenance and construction projects, the Company sign "Maintenance Safety Agreements" with suppliers, who must comply with government authorities' issued policies and regulations, such as Shanghai municipal labor protection and safety production regulatory guidelines. The Company also conduct periodic audits of supplier or	(6) No material differences

Evaluation item	Operating Status			Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary	
protection, occupational safety and health, or labor rights, and what is the status of their implementation?			contractor evaluation mechanisms and record them in monthly evaluation records. A comprehensive annual review is conducted each year, followed by supplier meetings via meeting, phone, or emailweekly. Moreover, the Company provide contractor training periodically. In 2025, there were no suppliers or contractors rated as C or D for non-compliance with the company's standards. A total of 53 suppliers/contractors were rated A, and 55 were rated B, all of which meet the company's evaluation standards, accounting for 100% The Company implements a Responsible Procurement System. When selecting suppliers and partners, we conduct a comprehensive evaluation based on four key aspects: environmental protection, labor practices, human rights, and social responsibility. The specific assessment criteria are as follows: 1. Environmental Assessment: (1) Whether the supplier has been penalized by government authorities for violating environmental regulations. (2) Whether the supplier has established environmental protection policies or implemented eco-friendly measures. 2.Labor Assessment: (1)Whether the supplier has been penalized by government authorities for violating labor laws. (2)Whether the supplier provides employees with protective equipment and safety training. (3)Whether the supplier has established employee welfare programs. 3.Human Rights Assessment: Whether there is any employment of child labor or forced labor. Whether there is any discriminatory behavior, such as gender or racial discrimination, or unequal pay for equal work. 4.Social Responsibility Assessment: (1)Whether there are any practices of unfair competition, such as bribery, monopoly, or malicious competition. (2)Whether the supplier has received complaints from local residents through government agencies or media outlets.	
5. Does the Company refer to international reporting standards or guidelines when preparing its sustainability report and other reports disclosing non-financial information? Does the Company obtain third party assurance or certification for the	V		The Company has been issuing ESG reports on an annual basis since 2014. These reports are prepared in accordance with the Global Reporting Initiatives (GRI) guidelines and the Company engaged PwC to perform an independent limited assurance in accordance with ISAE 3000 Revised for this report. Please refer to the Company's sustainability report for the limited assurance objectives for the current year.	No material differences.

Evaluation item	Operating Status			Deviation from Sustainable Development Best Practice Principles for TWSE/TPEx listed companies and reasons for deviation
	Yes	No	Summary	
reports above?				
6. If the Company has adopted its own sustainable development best practice principles based on the Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies, please describe any deviation from the principles in the Company's operations: In May 2016, our company's board of directors approved the establishment of the "Corporate Social Responsibility Practice Principles," which were revised and approved by the board of directors in May 2022 as the "Sustainable Development Practice Principles," applicable to our company and its subsidiaries. These Principles are designed to implement practices across all aspects of corporate governance, the environment, and society, to promote sustainable development as a competitive advantage. In September 2025, the competent authority announced amendments to the "Practical Guidelines for Sustainable Development of Listed Companies," adding content on employee benefits, industry-academia cooperation, career development plans, and reducing operational impacts on the natural environment, which have not yet been incorporated into the current company's practical guidelines for sustainable development. The Company will always attentive to the development of domestic and international sustainability-related standards and changes in the business environment, and assess continuously by using them to review and improve the sustainability development policies established by the Company.				
7. Other key information useful for explaining status of corporate social responsibility practices: Information of Promoting ESG concepts and establishing ESG indicators for the entire company and its departments please refer to the Company website(https://www.sinohorizon.tw/), press releases and related publications (such as company annual reports and sustainability reports.)				

The execution status of climate-related information

Item	implementation status
1. Describing the supervision and governance by the board of directors and management on climate-related risks and opportunities.	The board of directors of the Company serves as the highest decision-making and supervisory authority for climate-related issues. In November 2022, the board authorized the establishment of the "Sustainable Development and Risk Management Committee." The committee is composed of four directors, with the general manager serving as the chief convener, leading a task force made up of senior executives, including the Sustainability Development Team to promote sustainability and risk-related initiatives. The Sustainability Development Team is responsible for formulating goals, strategies, and implementation plans related to climate issues, conducting risk assessments and controls concerning climate change issues, and regularly reports on the execution, progress, and effectiveness of its work to the Committee. The Sustainable Development and Risk Management Committee hold a meeting at least once a year. And The Sustainability Development Team reports to The Sustainable Development and Risk Management Committee and the board of directors at least once a year, receiving supervision and advice from the board.

Item	implementation status
2. Describing how the identified climate risks and opportunities affect business, strategy, and finances of enterprises (short-term, medium-term, long-term).	In accordance with climate change risk and opportunity assessment methodology, the Company evaluates the likelihood and impact severity of various risk and opportunity issues, and identifies the projected impacts at short-term (0-3 years), medium-term (3-10 years), and long-term (>10 years) timeframes. The identified results are as follows:

The types of risks and opportunities			The impact scenario	The term of impact
Transition Risk	Regulation	Total/carbon tax/carbon fee regulation	In China, the current operation includes the "pilot carbon market" and the upcoming "national carbon market." Taiwan is expected to implement a carbon tax starting from 2025, which may lead to increased operational costs in areas such as electricity usage and construction materials in the coming years. Furthermore, companies that fail to effectively reduce emissions may face fines, additional carbon taxes, or the need to purchase carbon credits, resulting in additional operational cost increases.	medium-term (3-10 years)
		Customer behavior change	If enterprises fail to meet consumer preferences, consumers may opt to purchase products from other builders, leading to the risk of revenue loss.	medium-term (3-10 years)
	Market	Increase in raw material costs	During the low-carbon transition period, electricity prices and prices of traditional building materials may rise, leading to increased operational and construction costs.	short-term (0-3 years)
Physical Risk	Chronic	Average temperature rise	Rising average temperatures may result in increased electricity usage, reduced foot traffic in malls, leading to increased operating costs and decreased revenue. The construction industry may face prolonged project timelines or additional expenses for heat allowances due to outdoor high temperatures, resulting in increased construction costs.	medium-term (3-10 years)
	Acute	The severity and frequency of extreme weather events are increasing	Extreme weather events may force properties and shopping malls to suspend operations, resulting in a decrease in revenue; if equipment is damaged, there may be property loss, asset impairment, and increased maintenance and repair costs. If the threat of extreme weather events increases in a specific area, related insurance premiums may rise. Extreme weather events may also cause disruptions to the transportation of raw materials for construction projects, halt or delay project timelines, and affect the assessed value of company loan collateral, thereby impacting financing ratios or necessitating higher funding costs.	short-term (0-3 years)

Item	implementation status

The types of risks and opportunities			The impact scenario	The term of impact
Opportunities	Policy and regulation	Government incentive mechanisms	In response to government energy-saving and carbon reduction policies, obtaining rewards or subsidies, increasing non-core income, and providing subsidies for projects that comply with green building demonstration.	short-term (0-3 years)
	Product and services	Responding to changes in consumer preferences	In response to the increasing market demand for environmentally friendly buildings, including demands for building energy efficiency, green buildings, and renewable energy supply, we aim to create near-zero energy buildings, invest in green buildings, or retrofit existing buildings, thereby increasing business development opportunities and rental premiums, and boosting operating income.	medium-term (3-10 years)
	Resource efficiency	Towards more efficient operations	Installing high-efficiency or energy-saving equipment in existing buildings promotes energy conservation, provides more efficient operations, and reduces energy resource usage.	long-term (above 10 years)

3. Describing the impact of extreme weather events and transition actions on finances.

Climate change induces extreme weather events, constituting acute occurrences within the realm of physical risks. Once the severity and frequency of extreme weather events increase, malls are affected by typhoons and floods, leading to a decrease in foot traffic and consequently, a reduction in revenue. Construction sites are susceptible to the impacts of extreme weather, which can result in supply chain disruptions or asset damages, leading to increased operational and maintenance costs, as well as asset impairment. The increased frequency of extreme weather events may also affect the valuation of collateral for company borrowings, leading to a reduction in assessed value. Consequently, this could impact financing ratios or result in higher borrowing costs.

4. Detailing how the identification, assessment, and management processes of climate risks are integrated into the overall risk management system.

Under the purview of the board, a Sustainable Development and Risk Management Committee is established. This committee, overseen by a sustainability task force, regularly administers climate risk assessment surveys to relevant departments within the company. These surveys aim to identify risks that may arise during their respective business operations or processes. The findings serve as a basis for further evaluation, monitoring, and risk management. Regular reports are submitted to the board for oversight, allowing them to supervise and review the execution of risk management practices by the management team.

5. If using scenario analysis to assess resilience to climate change risks, it's essential to delineate the context, parameters, assumptions, analysis factors, and primary financial impacts involved.

Based on the identification of significant climate risks and opportunities, our company prioritizes the analysis of the top three significant risks and opportunities. This analysis is based on historical data and available information, assessing the potential financial impacts through simulation and formulating adaptation measures accordingly. The related analysis results do not represent actual occurrences but serve solely as an assessment reference for the company's climate issue management.

Transition risk	
Market risk	Rising raw material costs
Scenario	1.5°C net-zero transition pathway
Parameters, assumptions, and analysis factors	In 2020, at the United Nations General Assembly, China announced its goal of peaking carbon emissions before 2030 and achieving carbon neutrality by 2060. To effectively reduce carbon emissions, the mainland initiated pilot carbon emissions trading schemes in provinces and cities as early as 2011. In 2017, it declared the launch of a nationwide carbon emissions trading system (ETS), which officially commenced online trading in 2021. During the low-carbon transition period, electricity prices and prices of traditional building materials are susceptible to increases, leading to higher operational and construction costs.

Item	implementation status	
	Financial impacts	For real estate construction : In 2025, China will transition from dual control of energy consumption to dual control of carbon emissions, shifting from production restrictions to efficiency-oriented measures, while continuously improving the carbon emissions accounting and statistics system. In 2025, the three major industries—steel, cement, and aluminum smelting—will be officially included in the national carbon emissions trading market management. However, due to a sluggish real estate market and weak demand, even though anti-overcompetition policies and staggered production controls were implemented in the second half of the year, cement prices remained weakly stable, and steel overcapacity remained severe, without substantial recovery. The Company was affected by the weak real estate market and has no short-term project plans. For mall operations: The power generation industry has been included in China's nationwide carbon emissions trading system (ETS). The annual electricity unit price for our two shopping malls in Shanghai has been increasing by approximately 5-12% each year. Based on the period from 2022 to 2025, it is linearly estimated that the total electricity consumption will increase by 39% by 2030, and the total electricity expenditure is expected to only increase, not decrease.

Transition risk	
Chronic risk	Average temperature rise
Scenario	Weather temperature data
Parameters, assumptions, and analysis factors	The "China Climate Change Blue Book (2025)" shows that the annual average surface temperature in mainland China presents a significant rising trend. The "China Climate Bulletin (2025)" indicates that the national annual average temperature in 2025 was 10.9°C, tying with 2024 as the highest in history, and the number of high-temperature days was the most ever recorded. The rise in average temperature leads to increased electricity consumption for air conditioning, thereby raising electricity and operating costs. According to the "Measures for the Administration of Heatstroke Prevention and Cooling," if the daily maximum temperature reaches 35°C or above, high-temperature allowances should be provided to outdoor workers; if it reaches 40°C or above, outdoor operations for that day should be stopped, which could extend the construction period and increase operating costs.
Financial impacts	For real estate construction: The Company's projects are primarily concentrated in Shanghai and Kunshan, Jiangsu Province. The local governments in both areas have regulations stipulating that when the maximum daily temperature reaches 35°C or higher from June to September, a heat subsidy of 300 RMB per person per month should be provided to outdoor workers. The labor force for our projects is employed by outsourcing companies. Over the past three years, the Company has not incurred additional expenses from outsourcing companies due to heat subsidies or work stoppages caused by high temperatures. Moving forward, the Company will continue to monitor the operational and financial impacts that may arise from heat-related risks
	For retail operations: In August 2025, the average temperature in Xujiahui District, Shanghai was 31.9°C, experiencing 27 consecutive days of high temperatures, breaking the record for consecutive hot days in Shanghai since meteorological records began in 1873. Our company's electricity consumption in the Shanghai area in 2025 was approximately 5% higher than the same period the previous year, and electricity consumption has increased by more than 5% compared to the previous year for three consecutive years. It is expected that future temperatures will continue to rise, increasing total electricity expenditure.

Phisycal risk	
Opportunity	Develop new markets
Scenario	1.5°C net-zero transition pathway
Parameters, assumptions, and analysis factors	To meet the demand for electric vehicle charging and respond to the sustainability trend, Shanghai SML Center has installed charging piles in its parking lot. Payment and fee settlement are conducted through the Industrial and Commercial Bank of China platform. In addition to attracting customer flow, the convenient facilities also generate additional revenue, thereby increasing operational income.

<table>
<tr><th>Item</th><th colspan="2">implementation status</th></tr>
<tr><td></td><td>Financial impacts</td><td>For retail operations: Shanghai SML Center has a total of 90 charging piles installed. It is estimated that with normal usage throughout the year, an annual revenue of NT$2,210,000 can be expected. Shanghai Sun Moon Light Center Phase II has installed 96 charging piles and be completed in 2025, with an additional revenue of NT$3,210,000.
Under government incentives, the market share of new energy vehicle sales in mainland China has been growing rapidly, reaching 68.4% in 2025, and is expected to approach 70% by 2026. According to recent statistics, the utilization rate of charging piles at Shanghai Sun Moon Light Center in Shanghai was 57.64%. With the increasing adoption of new energy vehicles in the overall environment, the utilization rate of charging piles is expected to further increase. It is estimated that if the utilization rate of charging piles reaches 70%, an annual revenue of approximately NT$3,170,000 can be generated.</td></tr>
<tr><td>6. If there is a transformation plan to address and manage climate-related risks, the plan should outlines its content and specifies indicators and objectives for identifying and managing physical and transformational risks.</td><td colspan="2">To cope with the risks of climate change, our company has formulated the following low-carbon transformation plan:
1. Implement green building designs, select eco-friendly materials, and incorporate energy-saving and water-saving designs.
2. Promote the assessment, repair, and replacement of outdated equipment and facilities.
3. Introduce real-time energy consumption management to enhance operational efficiency.

Our company utilizes electricity consumption, and the proportion of green and recycled building materials as key performance indicators for climate change. We review the achievements annually and set targets for 2030.
<table>
<tr><th>Material issues</th><th>Assessment item</th><th>2025Target</th><th>2025 Achievement</th><th>2030 Target</th></tr>
<tr><td>Sustainable products and services</td><td>Green Building/ Smart Building Certification</td><td>To Meet regulation</td><td>Shanghai SML Phase II has obtained pre-certification for LEED Gold and pre-certification for WELL (Gold).</td><td>Maintain</td></tr>
<tr><td></td><td>Green Construction: Green interior design/ Percentage of green or recycled building materials used</td><td>20%</td><td>The proportion of green and recycled building materials is 75%.</td><td>The proportion reaches 20%~25%.</td></tr>
<tr><td>Energy management *Using 2024 as the baseline year.</td><td>Reduction in electricity consumption</td><td>Reduce by 3%</td><td>Electricity consumption increased by 4.47% compared to the previous year.(Mainly an increase in tenants at Yuhuashan)</td><td>Reduce by 6% (Note)</td></tr>
</table>
Note: The base year is 2024. The target for 2030 is a 6% reduction compared to base year..</td></tr>
<tr><td>7. If using internal carbon pricing as a planning tool, the basis for price setting should be explained.</td><td colspan="2">The Company has not yet planned internal carbon pricing.</td></tr>
<tr><td>8. If climate-related goals are set, information should be provided on the activities covered, scope of greenhouse gas emissions, planning timeline, progress achieved annually, etc. If carbon offsetting or Renewable Energy Certificates (RECs) are</td><td colspan="2">The Company has implemented greenhouse gas inventory and management, supports the use of renewable energy, and takes practical actions such as planning green building projects and replacing energy-consuming equipment in malls to gradually achieve our carbon reduction goals. Please refer to question six for details on the related indicators and objectives. Since 2022, quarterly reports on the progress of carbon inventory affairs have been regularly presented to the Board of Directors. In 2022, an initial inventory of the Company's carbon inventory scope was conducted, and a plan for the implementation timeline and related projects was drafted. Complete audits of all merged financial report subsidiaries in 2024. Using 2024 as the base year, set a reduction target of 1% per year for the combined Scope 1 and 2 emissions, with the goal of a 6% decrease by 2030 compared to the 2024 base year. The Company does not achieve carbon reduction goals by buying Renewable Energy Certificates (RECs) at the current stage.</td></tr>
</table>

Item	implementation status
used to achieve these goals, details should be provided on the source and quantity of carbon offset credits or RECs exchanged.	
9. The greenhouse gas inventory and assurance status, along with reduction targets, strategies, and specific action plans	1-1 Greenhouse Gas Inventory and Assurance Status for the Most Recent 2 Fiscal Years 1-1-1 Greenhouse Gas Inventory Information The Company follows the sustainable development roadmap of a listed Company to conduct a greenhouse gas inventory. The parent company has begun a greenhouse gas inventory in 2023. The parent company is registered in the Cayman Islands and does not have substantive operational activities there, hence the greenhouse gas emissions data is zero. The subsidiaries included in the consolidated financial report has completed their major greenhouse gas inventory items since 2024. Ensure operations will be carried out in accordance with the timeline established by the regulatory authorities. The Company continues to collect statistics and disclose Scope 1 and 2 greenhouse gas emissions in Sino sustainability report.

		2024		2025	
		Emissions	Intensity	Emissions	Densities
Parent company	Scope 1 Direct GHG emission	0		0	
	Scope2 Indirect GHG emission	0		0	
	Total	0		0	
Subsidiaries	Scope 1 Direct GHG emission	6,254		1,162,499	
	Scope2 Indirect GHG emission	15,370		16,336	
	Total	21,624		1,178,835	
Total		21,624	2.53	1,178,835	203.41

(Unit：Tons CO2e)

Note:

1. Scope 1 major emission sources include natural gas, gasoline and diesel, WD-40 propellant gases, refrigerant leakage, fire extinguishers, and septic tanks. Scope 2 emission sources are purchased electricity.
2. The natural gas emission coefficient is calculated based on the "Greenhouse Gas Emission Factors" announced by the Taiwanese Ministry of Environment in February 2024 and the "Calorific Values of Automotive Gasoline, Diesel, Liquefied Petroleum Gas, and Natural Gas for 2025" announced by the Ministry of Environment in February 2026; the global warming potential is based on the 2021 IPCC 6th Assessment Report.
3. The electricity emission factor uses the 2024 electricity carbon emission factor published by the Taiwan Ministry of Economic Affairs' Energy Bureau, as well as the 2023 provincial-level grid average carbon emission factor released by the Ministry of Ecology and Environment of China.
4. The greenhouse gas inventory already includes the parent company's scope(Sino Horizon Holdings Limited). The parent company's inventory data is 0. The total emissions for Scopes 1 and 2 in 2025 increased significantly compared to the previous year, due to the fact that the emissions from fire extinguisher refrigerant leakage are calculated based on the purchase volume. In 2025, maintenance and refilling of fire-fighting equipment in the high-capacity electrical room, which occurs once every three years, were carried out, resulting in a total of 40 newly refilled fire extinguishers, each containing 100 kilograms of heptafluoropropane, which has a high GWP value..
5. In 2025, the greenhouse gas inventory has been completed for all subsidiaries included in the consolidated financial statements. The subsidiaries under the inventory include: Ding Gu Properties Co.,LTD., Shanghai Ding Jia Real Estate Development Co., Ltd., Shanghai Ding Tong Real Estate Development Co., Ltd., Shanghai Hong Xiang Real Estate Co., Ltd., Shanghai Ming Long Construction Development Co., Ltd., Shanghai DingRong Real Estate Development Co., Ltd., Shanghai Ding Gu Properties Co., Ltd., Chongqing Dinggu Real Estate Development Co., Ltd., Chongqing Dinggu Property Management Co., Ltd., and Shanghai Dinggu Property Management Co., Ltd.
   For associated companies, the electricity consumption of Shanghai Ding Xin Real Estate Co., Ltd. is paid by the sub-lessee, while the electricity consumption of Kunshan Ding Yao Real Estate Development Co., Ltd. and Shanghai Ding Lin Real Estate Development Co., Ltd.(by the completion of second phase of SML center at August 29, 2025) is paid by the contractors. The residential units of Shanghai Ding Yi Real Estate Development Co., Ltd. have been fully sold, but the company has not yet been dissolved and liquidated, so there are no Scope 1 and Scope 2 greenhouse gas emissions.
   For the other companies, including Wealthy Joy Co., Ltd., Peak Vision International Ltd., Peak Paramount International Ltd., Tai An Investment Co., Ltd., Fu Lai International Ltd., Wei Feng Ltd., Rong Hua International Ltd., Xiang De Investment Co., Ltd., De Rong Development Co., Ltd., Bang Le Ltd., Fu An Investment Development Co., Ltd., andShanghai Dingruilin Business Management Co., Ltd., with zero revenue, it is estimated that they are greenhouse gas-neutral companies.
6. Hong Yu Ltd. was deregistered in January 2025.
7. Greenhouse Gas Emission Intensity Calculation: Annual greenhouse gas emissions (CO2-eq) / Annual revenue (in million USD)
8. Sino Horizon Holdings Limited's revenue for 2025 is 5,795.331 million NTD, and the revenue for 2024 is 8,563.661 million NTD.

Item	implementation status
	1-1-2 Greenhouse Gas Assurance Information Describe the status of assurance for the most recent 2 fiscal years as of the printing date of the annual report, including the scope of assurance,assurance institutions, assurance standards, and assurance opinion. According to the Sustainable Development Roadmap for listed companies, the parent company is required to disclose the 2023 greenhouse gas assurance starting from 2024. Subsidiaries included in the consolidated financial statements are required to disclose the 2026 greenhouse gas assurance starting from 2027. The parent company has implemented the assurance of greenhouse gases for the year 2024 in 2025. The assurance work is entrusted to PwC to be performed in accordance with Assurance Standard 3410, "Assurance Engagements on Greenhouse Gas Statements." and the result of assurance is a limited assurance with an unqualified opinion. In 2026, the parent company has also entrusted PwC to perform the assurance procedures for the 2025 fiscal year, with the assurance conclusion being a limited assurance with an unqualified opinion. Assurance work for subsidiaries in the consolidated financial statements are being carried out sequentially according to the timetable stipulated by the competent authorities, and it is expected that all assurance and verification information for the consolidated companies for the year 2026 will be disclosed in 2027. 1-2 Greenhouse Gas Reduction Targets, Strategy, and Concrete Action Plan Specify the greenhouse gas reduction base year and its data, the reduction targets, strategies, specific action plans and and the status of achievement of the reduction targets: (1) Greenhouse gas reduction base year and reduction target In 2024, the greenhouse gas inventory for both the parent Company and its subsidiaries was completed Reset the base year to 2024, and set a reduction target of a 1% annual decrease in the combined Scope 1 and 2 emissions, aiming for a 6% reduction in 2030 compared to the base year 2024. (2) Greenhouse gas reduction strategy and specific action plan In addition to carrying out actions in accordance with the timeline established by the regulatory authorities, the Company has effectively achieved energy-saving goals through upgrading energy-efficient equipment and operations management for commercial properties. The Company also plan to implement smart building (BA) control upgrades and will develop new initiatives such as green energy charging stations to meet our greenhouse gas reduction targets. To achieve the goal of gradually reducing carbon emissions year by year, the company continues to implement the following measures to meet its reduction targets: 1. Real-time Energy Consumption Management: Smart meters have been installed in shopping malls to monitor and manage abnormal electricity usage in real time. 2. Improving Operational Energy Efficiency: Energy-saving technologies are adopted to continuously enhance the efficiency of equipment such as air conditioning, lighting, and elevators in malls, thereby reducing energy consumption and carbon emissions. 3. Eco-friendly Building Design: During construction, environmentally friendly and energy-efficient design solutions are implemented. Wherever possible, renewable energy sources and low-carbon building materials are used to minimize the carbon footprint of buildings. 4. Promotion of Green Transportation: Employees are encouraged to use public transportation, bicycles, or walk to work in order to reduce environmental pollution from commuting. 5. Green Supply Chain: Suppliers are encouraged to adopt green and low-carbon products and services, aiming to reduce carbon emissions throughout the entire supply chain.

(6) Implementation and measures for ethical corporate management

Evaluation item	Operating Status			Deviation from *Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies* and reasons for deviation
	Yes	No	Summary	
1. Establishment of ethical corporate management policy and approaches				
(1) Does the Company have a clear ethical corporate management policy approved by its Board of Directors, and bylaws and publicly available documents addressing its corporate conduct and ethics policy and measures, and commitment regarding implementation of such policy from the Board of Directors and the top management team?	V		(1) The Company has established the Ethical Corporate Management Best Practice Principles in accordance with the Ethical Corporate Management Best Practice Principles for TWSE/TPEx-Listed Companies. These Principles were approved at the board meeting on May 12, 2021. Ethical management policies are detailed in these Principles, providing regulations with which all directors, managers, and employees shall comply.	(1) No material differences.
(2) Whether the Company has established an assessment mechanism for the risk of unethical conduct; regularly analyzes and evaluates within a business context, the business activities with a higher risk of unethical conduct; has formulated a program to prevent unethical conduct with a scope no less than the activities prescribed in paragraph 2, Article 7 of the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies?	V		(2) The Company has developed a mechanism for assessing risks of unethical conducts. Measures for preventing the following unethical conducts are provided in the Ethical Corporate Management Best Practice Principles. ● Offering and accepting bribes ● Illegal political donations ● Improper charitable donations or sponsorship ● Offering or acceptance of unreasonable presents or hospitality, or other improper benefits ● Misappropriation of trade secrets and infringement of trademark rights, patent rights, copyrights, and other intellectual property rights ● Engaging in unfair competitive practices	(2) No material differences.
(3) Whether the Company has established relevant policies that are duly enforced to prevent unethical conduct, provided implementation procedures, guidelines, consequences of violation and complaint procedures, and periodically reviews and revises such policies?	V		(3) The principles for preventing unethical conduct are stipulated in the Company's Ethical Corporate Management Best Practice Principles. Matters concerning disciplinary actions against violation of code of ethics and laws are provided in the Code of Conduct for Employees to ensure that all employees comply with these rules. The Company also reviews and revises the aforementioned rules and prevention programs when laws and regulations are amended.	(3)No material differences.
2. Full implementation of ethical management principles				
(1) Does the Company evaluate the ethical integrity of all counterparties it has business relationships with? Are there any integrity clauses in the agreements it signs with business partners?	V		(1) The principles for preventing unethical conduct stipulate that before engaging in business transactions, employees must evaluate the ethical integrity of all counterparties to avoid trading with those involved in unethical conducts. When the counterparty or partner in cooperation is found to have engaged in unethical conduct, the personnel shall	(1) No material differences.

Evaluation item	Operating Status			Deviation from *Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies* and reasons for deviation
	Yes	No	Summary	
			immediately cease dealing with the counterparty and blacklist it for any further business interaction. The Shanghai SML Center has established the Sino Horizon Holdings Limited Employee Ethical Code of Conduct, which must be signed by all lessees.	
(2) Whether the Company has set up a unit which is dedicated to promoting the Company's ethical standards and regularly (at least once a year) reports directly to the Board of Directors on its ethical corporate management policy and relevant matters, and program to prevent unethical conduct and monitor its implementation?	V		(2) The Company has set up a Sustainable Development and Risk Management Committee subordinate to the board of directors. The Committee includes an ethical management working group which is responsible for the formulation and supervision of the integrity management policy and prevention plan, and reports to the board of directors at least once a year, mainly stating the integrity policies, unethical conduct prevention programs, and supervision implementation status. The implementation situation of 2024 has been reported to the board of directors on Nov 12, 2024.	(2) No material differences.
(3) Has the Company established policies to prevent conflicts of interests, implemented such policies, and provided adequate channels of communications?	V		(3) In accordance with the Ethical Corporate Management Best Practice Principles, the Company has established policies for the prevention of conflicts of interest to identify and manage the risks of unethical conducts that may arise from conflicts of interest.	(3) No material differences.
(4) To implement relevant policies on ethical conducts, has the Company established effective accounting and internal control systems, audit plans based on the assessment of unethical conduct, and have its ethical conduct program audited by internal auditors or CPA periodically?	V		(4) The Company has established effective accounting systems and internal control systems. The Company does not have under-the-table accounts or secret accounts. To ensure that the design and enforcement of the systems are effective, the Company's internal auditors periodically review the status of compliance with these systems.	(4) No material differences.
(5) Does the Company periodically provide internal and external training programs on ethical management?	V		(5) The Company issues announcements and promotional materials via its internal website. We regularly promote the Code of Integrity Management to employees annually and strictly implement conflict of interest avoidance principles. To help new hires understand the corporate culture and organizational regulations from the start of their tenure, the Company held orientation training for 14 participants in 2025. These sessions totaled 53.5 hours and covered topics such as ethical behavior and corporate ethics standards.	(5) No material differences.

Evaluation item	Operating Status			Deviation from *Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies* and reasons for deviation
	Yes	No	Summary	
3. Implementation of the Company's whistleblowing system (1) Has the Company established a concrete whistleblowing and reward system, have a convenient reporting channel in place, and assign an appropriate person to deal with accusations?	V		(1) The Company has established a "Whistleblowing Processing Guidelines" that specifies investigation standards, operating procedures for handling investigation results, disciplinary and reward measures. We also have dedicated units to deal with related matters and follow the procedures as required by regulations. For details on the "Whistleblowing Processing Guidelines," please refer to the Company website.	(1) No material differences.
(2) Whether the Company has established standard operation procedures for investigating the complaints received, follow-up measures after investigation are completed, and ensuring such complaints are handled in a confidential manner?	V		(2) The Company has established the "Whistleblowing Processing Guidelines," which clearly specifies the standard processing procedures after receiving a report, measures and punishments after investigation, and related confidentiality manner.	(2) No material differences.
(3) Does the Company adopt measures for protecting whistle-blowers against improper treatment or retaliation?	V		(3) Article 4 of the Company's "Whistleblowing Processing Guidelines" stipulates that personnel handling the reported matters should keep the whistleblower's identity and the content of the report confidential. The Company also pledges to protect whistleblowers from improper treatment as a result of reporting matters.	(3) No material differences.
4. Enhancing information disclosure Has the Company disclosed its business integrity principles and progress onto its website and at the Market Observation Post System?	V		The Company has disclosed the integrity management code and its implementation on the Company's website and annual report, and will update it immediately if there are any changes.	No material differences.
5. The Company shall establish its own business integrity principles based on the Ethical Corporate Management Best Practice Principles for TWSE/TPEx-Listed Companies. Please clearly articulate the differences between its operations and the established principles: In May 2021, the Company established Ethical Corporate Management Best Practice Principles in accordance with the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies." The implementation status of the Company's ethical management does not deviate significantly from the principles for TWSE/TPEx Listed Companies.				
6. Other important information to facilitate better understanding of the Company's implementation of ethical corporate management (e.g., review and amendment of the Company's business integrity principles, etc.): None				

(7) Other significant information which may improve the understanding of corporate governance and related operations may be jointly disclosed

None.

(8) Status of implementation of internal control system

1. Internal Control System Statement

Sino Horizon Holdings Limited
Internal Control System Statement

Date: March 13, 2026

Based on the findings of a self-assessment, Sino Horizon Holdings Limited states the following with regard to its internal control system during the year 2025:

1. The Company's board of directors and management are responsible for establishing, implementing, and maintaining an adequate internal control system. Our internal control is a process designed to provide reasonable assurance over the effectiveness and efficiency of our operations (including profitability, performance and safeguarding of assets), reliability, timeliness, transparency of our reporting, and compliance with applicable rulings, laws and regulations.

2. An internal control system has inherent limitations. No matter how perfectly designed, an effective internal control system can provide only reasonable assurance of accomplishing its stated objectives. Moreover, the effectiveness of an internal control system may be subject to changes due to changes in circumstances beyond our control. Nevertheless, our internal control system contains self-monitoring mechanisms, and SHH takes immediate remedial actions in response to any identified deficiencies.

3. The Company evaluates the design and operating effectiveness of its internal control system based on the criteria provided in the Regulations Governing the Establishment of Internal Control Systems by Public Companies (herein below, the Regulations). The criteria adopted by the Regulations identify five key components of managerial internal control: (1) control environment, (2) risk assessment, (3) control activities, (4) information and communication, and (5) monitoring activities.

4. The Company has evaluated the design and operating effectiveness of its internal control system according to the aforesaid Regulations.

5. Based on the findings of such evaluation, the Company believes that, on December 31, 2025, it has maintained, in all material respects, an effective internal control system (that includes the supervision and management of our subsidiaries), to provide reasonable assurance over our operational effectiveness and efficiency, reliability, timeliness, transparency of reporting, and compliance with applicable rulings, laws and regulations.

6. This Statement is an integral part of the Company's annual report for the year 2024 and prospectus, and will be made public. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171, and 174 of the Securities and Exchange Law.

7. This statement was resolved by the board of directors in their meeting held on March 13, 2026, with none of the twelve attending directors expressing dissenting opinions, and the remainder all affirming the content of this Statement.

Chairman: Hung-Pen Chang

President: Nen-Yao Chang

2. If the Company engages a CPA to examine its internal control system, disclose the CPA audit report:

None.

(9) Important resolutions adopted in shareholders' meetings and Board of Directors meetings in the past year and up to the date of report

1. Important resolutions adopted in the Company's 2025 shareholders' meeting

Meeting date	Important resolutions	Implementation status
June 19, 2025	1. The Company's 2024 Business Report and consolidated financial statements.	The Company's 2024 financial statements were published on the Company website and disclosed on the Market Observation Post System within the deadline as stipulated by the competent authority.
	2. The Company's 2024 earnings distribution proposal.	The Company has distributed NT$417,671,276 in cash dividends (i.e., NT$0.24 per share) on September 30, 2025.
	3. Amendments to the Procedures for Acquisition or Disposal of Assets.	The amendment has been completed and implemented in accordance with the resolution of the Shareholders Meeting.
	4. Amendments to the Company's Articles of Association.	The amendment has been completed and implemented in accordance with the resolution of the Shareholders Meeting.
	5. Election of the directors and independent directors of the Company	Publically announced on the Market Observation Post System on June 19, 2025.
	6. Adoption of the release of newly elected directors from non-competition restrictions	Publically announced on the Market Observation Post System on June 19, 2025.

2. Important resolutions adopted in Board of Directors meetings

Date and Term	Important resolutions
2025.03.14 5th session (12th meeting)	1. Proposal for Approval of the Declaration on Internal Control System of the Company for Year 2024 2. Proposal for Approval of the Consolidated Financial Statements of the Company for Year 2024 3. Proposal for Approval of the Remuneration of Employees and Directors for Year 2024 4. Proposal for Adoption of Profit Distribution Plan for Year 2024 5. Proposal for Approval of the Business Plan of the Company for Year 2025 6. Proposal for Approval of Replacement of Certified Public Accountant ("CPA") for the Audit and Attestation of the Group's Financial Statements 7. Proposal for Approval of Appointment of the CPA for the Audit and Attestation of the Group's Financial Statements and Evaluating the Independence and Suitability of the CPA 8. Proposal for Approval of the Remuneration for Independent Directors 9. Proposal for Approval of the Remuneration for Managers 10. Proposal for Approval of Amendment to Internal Control System – Procedures for Acquisition or Disposal of Assets 11. Election and Nomination of the Director 12. Proposal for Approval of Release from Non-Competition Restrictions 13. Proposal for Acceptance of Nomination by Shareholders for the Director to be Appointed at the AGM for Year 2025 14. Proposal for Acceptance of Shareholder's Proposal regarding the AGM Agenda 15. Proposal for Convention of the AGM for Year 2025
2025.05.09 5th session (13th meeting)	1. Proposal for Approval of the Consolidated Financial Statements of the Company for the Three Months Ended 31 March 2025 2. Distribution of Profits to Directors and Managers 3. Proposal for Adoption of Amended M&A 4. Addition of Agenda for the 2025 Annual Shareholders' Meeting of the Company
2025.06.19 6th session (1th meeting)	1. Appointment of the Chairman of the Board of Directors 2. Appointment of the Members of the Remuneration Committee 3. Appointment of the Members of the Sustainable Development and Risk Management Committee

Date and Term	Important resolutions
2025.08.22 6th session (2th meeting)	1. Proposal for Approval of the Consolidated Financial Statements of the Company for the Six Months Ended 30 June 2025 2. Proposal for Approval of the Record Date for Ex Dividend ("XD") and the Related Timetable 3. Proposal for Approval of the Company to Provide Guarantee to Secure the Obligations of Follow International Limited (the Company's indirectly wholly-owned subsidiary) under a Syndicated Term Loan Facility of US$570,000,000
2025.11.11 6th session (3th meeting)	1. Proposal for Approval of the Consolidated Financial Statements of the Company for the Nine Months Ended 30 September 2025 2. Proposal for Amendments to Rules Governing Granting Guarantees 3. Proposal for Approval of the Annual Audit Plan of the Company for Year 2026
2026.03.13 6th session (4th meeting)	1. Proposal for Approval of the Declaration on Internal Control System of the Company for Year 2025 2. Proposal for Approval of the Consolidated Financial Statements of the Company for Year 2025 3. Proposal for Approval of the Remuneration of Employees and Directors for Year 2025 4. Proposal for Adoption of Profit Distribution Plan for Year 2025 5. Proposal for Approval of the Business Plan of the Company for Year 2026 6. Proposal for Appointment of Certified Public Accountant ("CPA") and Evaluating the Independence and Suitability of the CPA 7. Proposal for Approval of the Remuneration for Independent Directors 8. Proposal for Approval of the Remuneration for Directors 9. Proposal for Approval of the Remuneration for Managers 10. Proposal for Amendments to Rules Governing Granting Guarantees 11. Proposal for Acceptance of Shareholder's Proposal regarding the AGM Agenda 12. Proposal for Convention of the AGM for Year 2026

(10) Dissenting opinions of directors with regard to an important resolution passed by the Board of Directors that is on record or stated in writing in the past year and up to the date of report

None.

4. Information on fees to CPA

(1) The amounts of both audit and non-audit fees and the details of the non-audit services ,when non-audit fees paid to the CPA, to the accounting firm of the CPA, and to any affiliated enterprise of such accounting firm

Unit:NT$ in thousands

Name of accounting firm	Name of CPA	Period covered by the CPA audit	Audit fees	Non-audit fees	Total	Note
Deloitte & Touche	Chen-Hsiu Yang, Wei-Chun Ma	2025.01.01~ 2025.12.31	12,997	220	13,217	Tax compliance audit: 220;

(2) If the Company changes accounting firm and the amount of audit fee paid in the year of change is less than that in the year before, the difference in audit fee and reason shall be disclosed:

Not applicable.

(3) If the audit fee is over 10% less than that paid in the previous year, the amount and percentage of decrease as well as the reason shall be disclosed:

Not applicable.

5. Has the CPA been changed in the last two years and the subsequent period:

Due to internal reorganization within the accounting firm, the Company changed its accountant on March 14, 2025.

6. If the chairman, president and chief financial or accounting officer of the Company has worked for the accounting firm or its affiliate in the past year, their name, position or term during which the position was held in the accounting firm or its affiliate shall be disclosed

None.

7. Equity transfers by directors, managerial officers and shareholders holding more than 10 percent of equity and changes to share pledging by them in the past year and up to the date of report

(1) Changes to share equity by directors, managerial officers and shareholders holding more than 10 percent of equity

Title	Name	2025		The current year (2026) up to March 31	
		Increase (decrease) in no. of shares held	Increase (decrease) in pledged shares	Increase (decrease) in no. of shares held	Increase (decrease) in pledged shares
Major shareholder	True Elite Holdings Limited (Note 2)	0	0	0	0
Major shareholder	Great Sino Development Ltd. (Note 1)	0	0	0	0
Major shareholder	Sino Engine Group Ltd. (Note 1)	0	0	0	0
Major shareholder	Fairwheel Holdings Ltd. (Note 1)	0	0	0	0
Director/ Major shareholder	Chien Shen Chang (Note 2) (representative of True Elite Holdings Limited)	0	0	0	0
Major shareholder	Forest Symbol Limited (Note 2)	0	0	0	0
Major shareholder	Excellent Worth Holdings Limited (Note 2)	0	0	0	0
Chairman	Hung-Pen Chang (Note 1) (representative of Great Sino Development Ltd.)	0	0	0	0
Director/ President	Nen-Yao Chang (representative of Great Sino Development Ltd.)	0	0	0	0
Director/CFO	An Yee Jennifer Fung	0	0	0	0
Director	Madeline D Chang (representative of True Elite Holdings Limited)	0	0	0	0
Director	Fong-Cheng Lin	0	0	0	0
Director	Ching-Chong Chen	0	0	0	0
Director	Du-Tsuen Uang	0	0	0	0
Independent Director	Freddie Liu	0	0	0	0
Independent Director	Huei-Chu Huang	0	0	0	0
Independent Director	Chi-Der Tsai	0	0	0	0
Independent Director	Chun-Chi Kung	0	0	0	0
Vice President	Xiang-Lei Sun	0	0	0	0
Vice President	Chih-Chun Wang(Note 3)	0	0	0	0
Vice President	Wen-Yan Zheng	0	0	0	0
Vice President	Chien-Chu Chih	0	0	0	0

Note 1: Hung-Pen Chang is the substantial owner of Great Sino Development Ltd., Sino Engine Group Ltd. and Fairwheel Holdings Ltd.
Note 2: Chien Shen Chang is the substantial owner of True Elite Holdings Ltd., Forest Symbol Ltd. and Excellent Worth Holdings Ltd.
Note 3: The Vice President of IT, Chih-Chun Wang , retired on December 29, 2025.

(2) Information on counterparty of equity transfer(s) as a related party

None.

(3) Information on counterparty of share pledge(s) as a related party

None.

8. Information on the relationship between any of the top ten share-holders (related party, spouse, or kinship within the second degree)

March 31, 2026; Unit: 1,000 shares; %

Name	Shares held by the individual		Shares held by spouse and underage children		Total shares held in the name of others		Titles, names and relationships between top 10 shareholders (related party, spouse, or kinship within the second degree)		Note
	No. of shares	Percentage of shares	No. of shares	Percentage of shares	No. of shares	Percentage of shares	Title (or name)	Relation	
True Elite Holdings Limited Representative: Chien Shen Chang	677,880	38.95%	0	0%	0	0%	Hung-Pen Chang	Siblings	—
Great Sino Development Ltd Representative: Hung-Pen Chang	339,971	19.54%	0	0%	0	0%	Chien Shen Chang	Siblings	—
Sino Engine Group Ltd. Representative: Hung-Pen Chang	333,321	19.15%	0	0%	0	0%	Chien Shen Chang	Siblings	—
Fairwheel Holdings Ltd. Representative: Hung-Pen Chang	174,058	10.00%	0	0%	0	0%	Chien Shen Chang	Siblings	—
Forest Symbol Limited Representative: Chien Shen Chang	84,735	4.87%	0	0%	0	0%	Hung-Pen Chang	Siblings	—
Excellent Worth Holdings Limited Representative: Chien Shen Chang	84,735	4.87%	0	0%	0	0%	Hung-Pen Chang	Siblings	—
BNP Paribas Hong Kong under the custody of HSBC Representative: Not applicable.	20,528	1.18%	0	0%	0	0%	—	—	—
KGI Asia Limited under the custody of Standard Chartered Representative: Not applicable.	9,608	0.55%	0	0%	0	0%	—	—	—
Goldman Sachs International investment account under the custody of HSBC Bank Representative: Not applicable.	1,946	0.11%	0	0%	0	0%	—	—	—
Zhou-Zhen Chen	1,824	0.10%	0	0%	0	0%	—	—	—

9. The shareholding in an invested company by the Company, the Company's directors, and managerial officers, or an enterprise that is directly or indirectly controlled by the Company, and the consolidated shareholding ratio

The Company's investment in subsidiaries is handled by the cost method in accordance with International Accounting Standard No. 27, so it is not applicable.

IV. Information on capital raising activities

1. Capital and shareholding

(1) Share capital source

1. Type of shares

March 31, 2026; Unit: 1,000 shares

Type of shares	Authorized capital			Note
	Outstanding shares	Unissued shares	Total	
Ordinary shares	1,740,297	439,703	2,180,000	-

2. Formation of share capital

March 31, 2026; Unit:NT$ in thousands/1,000 shares

Year Month	Issue price	Authorized capital		Paid-in capital		Note		
		No. of shares (1,000 shares)	Amount (NT$1,000)	No. of shares (1,000 shares)	Amount (NT$1,000)	Share capital source	Shares acquired by non-cash assets	Others
2007.12.05	US$1 per share	50	USD50	—	—	—	None	None
2007.12.24	US$1 per share	50	USD50	4 Shares	US$4	Share change	Long-term investments	None
2010.06.30	—	—	—	(4) Shares	US$(4)	Buyback for write-down	None	None
2010.06.30	NT$10 per share	2,180,000	21,800,000	1,681,362	16,813,620	(Note 1)	Claim	None
2012.12.05	NT$10 per share	2,180,000	21,800,000	1,721,362	17,213,620	(Note 2)	None	None
2013.09.12	NT$10 per share	2,180,000	21,800,000	1,740,297	17,402,970	NT$189,350,000 in earnings for capital increase	None	None

Note 1: Denomination is converted from USD to NTD. Amount of capital increase includes advance receipts for share capital of NT$13,399,360,000 and shareholder advance of NT$3,414,260,000 over the past years.

Note 2: Proceeds from shares from capital increase by cash due to public listing.

3. Information for shelf registration: Not applicable.

(2) List of major shareholders

Names, shares and percentage of shareholding of top ten shareholders or shareholders with more than 5% of equity:

March 31, 2026; shares

Shares / Name of major shareholders	No. of shares held	Shareholding percentage
True Elite Holdings Limited	677,880,352	38.95%
Great Sino Development Ltd.	339,971,396	19.54%
Sino Engine Group Ltd.	333,321,053	19.15%
Fairwheel Holdings Ltd.	174,057,991	10.00%
Forest Symbol Limited	84,735,044	4.87%
Excellent Worth Holdings Limited	84,735,044	4.87%
BNP Paribas Hong Kong under the custody of HSBC	20,528,453	1.18%
KGI Asia Limited under the custody of Standard Chartered	9,608,391	0.55%
Goldman Sachs International investment account under the custody of HSBC Bank	1,946,393	0.11%
Zhou-Zhen Chen	1,824,000	0.10%

(3) Dividend policy and implementation status

1. Dividend policy defined in the Articles of Incorporation

   The Company operates in an ever-changing business environment at a positive growth stage. To facilitate the Company's future business expansion plan, and simultaneously give consideration to equal dividends and shareholder interests, the Company's dividend policy states that undistributed earnings remaining may be added onto a part or all of the remaining earnings from the previous year and distributed as stock dividends. However, the Company has resolved to distribute no less than 30% of the remaining profits for the year as stock dividends, whereas cash dividends shall not be less than 20% of the total stock dividends distributed for the year. When cash dividends are less than NT$0.1 per share, profit may be distributed as stock dividends.

2. Current year dividend distribution proposal to the Shareholders' Meeting

   (1) The Company's Board of Directors proposed on March 13, 2026 to distribute NT$208,835,638 in shareholder dividend in cash at NT$0.12 per share. This proposal will be submitted in the current Shareholders' Meeting for resolution.

   (2) Regarding current year dividend distribution proposal in the Shareholders' Meeting, upon approval, the Board of Directors will be authorized to set an ex dividend date separately, which will be announced later.

3. Expected significant changes to stock dividend policy shall include a description of distribution situation: Not applicable.

(4) The effects of the bonus shares proposed by the Shareholders' Meeting on the Company's business performance and earnings per share

Not applicable.

(5) Distribution of employees' remuneration and directors' remuneration (the Company does not appoint supervisors, therefore only directors' remuneration is disclosed)

1. Percentages or ranges of remuneration to employees and remuneration to directors and supervisors under the Articles of Incorporation

   According to the Company's Articles of Incorporation, if there is surplus profits on the Company's net profits before tax (before deducting any employees' remuneration and Directors' remuneration), the Board of Directors shall, upon approval by a majority of the Directors present at a meeting attended by two thirds or more of the total number of the Directors, set aside employees' remuneration and Directors' remuneration in accordance with the following manner, and report such distribution of remuneration to the general meeting. However, if the Company has accumulated losses, the Company shall reserve an amount thereof first to offset the losses:

   (1) Employee compensation: No more than 3%.

   (2) Director's remuneration: No more than 3%.

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

   (1) The basis for estimating the amount of employee compensation and director remuneration for the current period:

   According to the Company's Articles of Incorporation, due to the net loss incurred in 2025, the distribution of employee compensation and director remuneration shall be 0 dollars.

   (2) Basis for calculating the number of shares to be distributed as stock remuneration:

   The Board of Directors has not yet approved the distribution of employee stock remuneration.

   (3) Accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimated amount:
   If there is a change in the proposed amounts after the consolidated financial statements authorized for issue, the differences are recorded as a change in accounting estimate and will be adjusted in the following year.

3. Remuneration proposals passed by the Board of Directors:
   (1) The Company distributes employee cash/stock remuneration and remuneration to directors. In case of any discrepancy between the recognized expenses and the estimates for the current year, the differences, reasons, and responses should be disclosed.
   The Company's 2025 employee compensationand director remuneration proposal approved by the Board of Directors on March 13, 2026 is as follows:
   The Company plans to distribute NT$0 in employee compensation and NT$0 in remuneration to directors. There was no discrepancy between the amount of employee compensation and director remuneration proposed by the Board of Directors for the current year and the expenses recognized for the current year.
   (2) The ratio of employee stock remuneration to be distributed as a percentage of the sum of net profit after tax and employee compensation in the individual or standalone financial report for the current period:
   NT$0 employee stock remuneration, representing a ratio of 0% for the sum of net profit after tax and employee compensation for the current period.

4. Actual distribution of employee bonus and remuneration of directors and supervisors of previous year (including dividend shares, amount and stock price), discrepancies, if any, from the amount of employee bonus and remuneration of directors and supervisors previously recognized, and the causes and treatments for the discrepancies:
   (1) The Board of Directors of the Company approved the earnings distribution plan of 2024 on March 14, 2025 and the actual distribution status: The actual distribution of employee compensation was NT$ 14,331,000 and the amount of director remuneration was NT$ 35,826,000.
   (2) Discrepancies, if any, between the aforementioned amount and the amount of employee bonus and director remuneration previously recognized, and the causes and treatments for the discrepancies:
   No discrepancies.

(6) Buyback of Company shares

None.

2. Issuance of corporate bonds

None.

3. Issuance of preferred stocks

None.

4. Issuance of global depositary receipts (GDR)

None.

5. Employee stock warrants and new restricted employee shares

None.

6. Mergers, acquisitions or issuance of new shares for acquisition of shares of other companies

None.

7. Status of implementation of capital allocation plans

(1) Project Content

For the period as of the quarter preceding the date of publication of the annual report, each uncompleted public issue or private placement of securities, and issues and placements that were completed in the most recent 3 years but have not yet fully yielded the planned benefits: None.

(2) Implementation status

With respect to the purpose of plans referred to in the preceding paragraph, the status of implementation and comparison of actual benefits with expected benefits for the period as of the quarter preceding the date of publication of the annual report: None.

V. Business Overview

1. Business Activities

(1) Business scope

1. Major business activities

The Company specializes in real estate development and sales, leasing of shopping malls and office spaces, and property management in major cities in Mainland China, including the municipalities of Shanghai and Chongqing. The Company currently targets the Greater China market.

2. Key products and revenue breakdown

Unit:NT$ in thousands

Year / Item	2024		2025	
	Operating revenue	Ratio	Operating revenue	Ratio
Real estate sales	5,842,530	69%	3,296,606	57%
Shopping mall/Office leasing	1,995,882	23%	1,806,552	31%
Property management	458,407	5%	451,018	8%
Others	266,842	3%	241,155	4%
Total	8,563,661	100%	5,795,331	100%

3. Current product/Service lineup

The Company makes business profits mainly by renting shopping malls and office spaces and selling residential buildings, and also rendering property management services to provide premium residential properties and excellent shopping center and office environments that would facilitate regional development for mutual prosperity in society.

4. New products (services) to be developed

New products we plan to develop in the future will mainly involve using suitable prices to invest in land that has potential for further development. With a team of business professionals and comprehensive product planning, we will establish a sustainable business model that ensures both cash flow and asset growth.

In general, for future product portfolios, the Company will make the most suitable design while taking into consideration a location, transportation, area, surrounding city government plans, and development potential; as well as creating different product portfolios based on the following factors:

(1) Changes in market demands: Including requirements for high-quality modern housing, needs for commercial activities of higher quality and quantity, needs of high-worth consumers for composite shopping malls, and needs for other recreational services such as higher-end restaurants and hotels.

(2) Respect for government policies: The Company also makes adjustments in terms of the direction of urban planning, urban development, requirements of eco-friendly buildings, and old city renovation plans in order to meet the positive expectations of the society.

Given the different market trends and environmental changes, the Company employs world-class teams and learns from successful cases of construction in advanced regions to create visionary product portfolios that meet the needs of local residents and local conditions. The products will include small residential complexes, luxury residences, all-in-one shopping centers, hotels, and office buildings. Using the most rigorous attitude, the Company will deliver our promises to clients, foster customer loyalty, and create greater brand value.

(2) Industry Overview

1. Current trends and outlook of the industry

The Company's main products include leasing of shopping malls and office buildings, and selling of commodity housing estates, with the main operational locations are concentrated in cities such as Shanghai, Chongqing, and Taipei.

(1) Real estate market

In 2025, the residential property sales market in Mainland China saw an improvement in market confidence compared to the previous year, driven by the gradual easing of prior regulatory policies and the implementation of supportive measures across various regions. Overall transaction volumes exhibited a trend of moderate recovery. Local governments continued to promote the steady development of the real estate market by lowering mortgage rates, relaxing purchase restrictions, and supporting demand from both first-time homebuyers and those seeking to upgrade. Nevertheless, the overall market recovery remains a gradual process.

Tier-1 cities, such as Beijing and Shanghai, maintained relatively stable property prices and resilient demand for upgraded housing, supported by robust local economies and continuous population inflows. Conversely, Tier-2 and Tier-3 cities continued to face inventory pressures and price adjustments, with a slower recovery in market sentiment.

In summary, the residential sales market remained in a recovery phase throughout 2025. While performance in Tier-1 cities was relatively stable, certain Tier-2 and Tier-3 cities still require additional time to gradually digest inventory and restore market confidence.

(2) Commercial real estate market

IIn 2025, the performance of Mainland China's commercial real estate market remained divergent, primarily influenced by the pace of economic recovery and adjustments in market supply and demand. Regarding shopping centers and retail properties, as the consumer market gradually stabilized, foot traffic and occupancy rates in major business districts improved compared to the previous period. Demand from tenants in the catering, entertainment, and lifestyle service sectors continued to rebound; however, some high-end luxury brands continued to optimize their retail footprints, leading to varied recovery tempos across the market. Shopping centers in prime business districts performed with relative stability, while non-core areas still require time to absorb new supply.

In the office market, overall rents and vacancy rates remained under pressure due to an increase in new supply and shifts in corporate operational strategies. Even Tier-1 cities experienced situations where supply outstripped demand, leaving the market in a phase of supply-demand rebalancing.

In summary, while demand for retail properties is gradually improving, the office market remains in an adjustment phase. Nevertheless, commercial real estate in core cities continues to hold long-term development potential.

2. Relationships with suppliers in the industry's supply chain

Real estate has been known as an “engine” industry, composed of upstream industries (e.g., construction material suppliers) and downstream industries (e.g., individual purchase and company business). The real estate industry has a support network composed by real estate agencies, construction supervision companies, and financial institutions, with construction companies acting as actual coordinators and

integrators that have dependent and reciprocal relationships with various industries. The Company is involved in development projects that are structurally different from those of the industry supply chain. See Figures 1 and 2:

Figure 1: Value chain for lease of shopping centers and office buildings

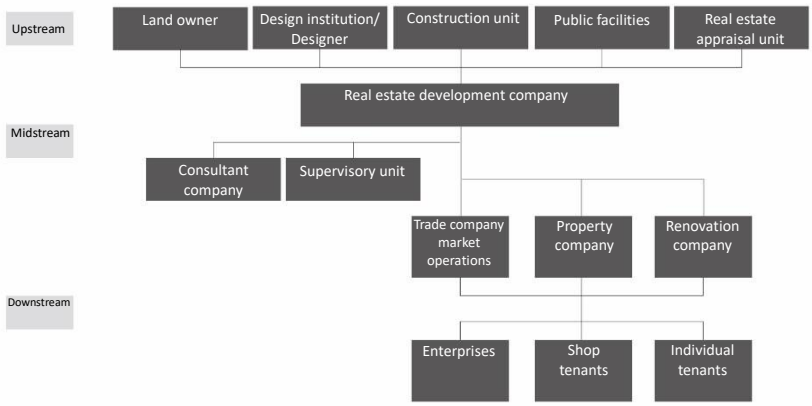
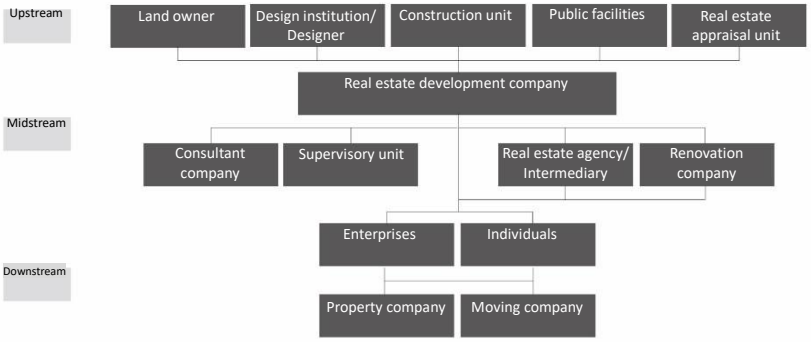


Figure 2: Value chain for sale of real estate



3. The development of real estate products

(1) Product diversification and adjustments to the needs of different customer groups

Beyond conventional residential properties, the market's mainstream offerings have become increasingly diversified to meet the needs of various customer segments, now encompassing commercial spaces, office buildings, vacation homes, and eco-friendly "green" housing. As residents' expectations for living quality and functionality rise, their focus has shifted from basic utility to the quality of construction materials, equipment, and architectural aesthetics. Furthermore, this demand has extended to encompass integrated environmental planning and comprehensive community functions. Consequently, the Company will strategically adjust its product planning to address these evolving and multifaceted market demands.

(2) Comprehensive community functions

Due to the vast expanse of land in Mainland China, the comprehensive development of small communities is considerably widespread, but requirements have diversified following the increase in public income, shifting the focus of future new communities to functional completeness. In addition to serving as clubs to satisfy residents' recreational and sporting needs, all-in-one shopping centers, kindergartens, high-end restaurants and hotels, and other

recreational services will also be incorporated as the key focus of future product planning to fulfill the basic living expectations of modern people (food, clothing, housing, transportation, education, and entertainment).

(3) Integration of Residential Development and Transit-Oriented Development

As urban populations reach saturation and land resources within city centers become increasingly scarce, outward urban expansion has become an inevitable trend. In recent years, China has consistently advanced the construction of rail transit and urban transportation infrastructure, with major cities such as Beijing, Shanghai, Guangzhou, and Shenzhen progressively forming networked transportation systems. The future trend for selecting development sites will prioritize alignment with rail transit hubs and government-led New Town planning concepts. Consequently, residential real estate development will place greater emphasis on integrating with rail transit and holistic urban planning, thereby mutually enhancing transportation convenience and lifestyle functions.

In summary, after years of evolution in Mainland China, the real estate development industry has gradually shifted from a volume-driven approach to a pursuit of higher quality. Developers are now focusing more on corporate branding and differentiated competition. As Chinese regulatory authorities continue to refine relevant policies and systems, developers who can align with industry transformation and elevate living standards will continue to possess significant potential for long-term market development.

4. Competition

Due to the vast territory of mainland China, the area and population of a single city are quite large. For example, Chongqing and Shanghai, which are our key service locations, have a total urban area of 82,400 and 6,341 square kilometers , respectively. Its area is very wide.

Therefore, the real estate markets in mainland China are enormous and widely distributed across unique locations, necessitating individual evaluation of the position of real estate markets in each location in order to create more competitive products for a fiercely competitive market. Properties sold by the Company are mostly located in areas where transportation is convenient, such as upstream from or around railways, so as to create products with commercial values unique to a region. For example, the SML Center in Shanghai is conveniently located above the Dapuqiao Station on Line 9 of the Shanghai Metro, providing excellent amenities for daily living. The SML Center in Chongqing is also conveniently located on the intersection of Line 1 and Line 2 of Chongqing Metro and is expected to become the focus of future developments in Chongqing.

(3) Overview of Technology and R&D

1. Technical level of Sino Horizon business operations

   Given the business characteristics of Sino Horizon, the Company acquires production technologies by harnessing its product planning capabilities and selecting the most suitable construction developers. According to the laws and regulations of China, construction developers must obtain construction certificates relevant to the type of construction to carry out property construction projects. Therefore, the Company selects responsible developers in accordance with applicable laws and regulations. We also appoint dedicated personnel to supervise and manage construction sites. The construction supervisory office of the Chinese government also supervises construction works to effectively monitor their progress and quality. Properties to be sold by the Company are mostly planned with consideration to the structure of railway lines and located alongside these, as well as constructed above metro stations, which proves that the Company counts with a high-standard technical level.

2. Research and development

   The Company's competitive advantages depend on the acquisition of specific land, excellent construction plan designs, and strict selection of construction materials.

   Before reserving land, the Company not only collects and analyzes data on the surrounding environment of the land of interest, including transportation convenience and people flow to understand the demands of people living in that specific area. In addition, we also conduct on-site inspections repeatedly at different times of the day and under different weather conditions to carefully verify important conditions of the land.

   Regarding planning and design, the Company hires internationally acclaimed architects to plan designs that are focused on modernization, environmental protection, energy conservation, cost effectiveness, and constructability. In terms of material selection, the Company's management team has gained years of land development experience in Mainland China, Taiwan, Hong Kong, and the United States. The team adopts a rigorous process in selecting premium construction materials.

3. Researchers and their academic qualifications/experience: Not applicable.

4. R&D expenses incurred in the past 5 years: Not applicable.

5. Technologies and products successfully developed: Not applicable.

(4) Long- and Short-Term Business Development Plans

1. Short-Term Strategies and Development Plan
   (1) Product planning
   - Leverage the excellent lands in our possession and world-class architects to plan valuable products for land development.
   - Engage in appropriate planning in support of mainland Chinese government policies and regional developments.
   - Provide diverse range of products to satisfy the needs of different

customers in the market.
- Develop high-quality housing products.

(2) Construction

Seek reputable local construction developers and use open and fair methods as required by law to have developers provide their most competitive prices that also meet the construction deadlines and quality requirements of the Company, all in order to deliver the finest quality to clients under the supervision of the Company and a third-party supervisory company.

(3) Marketing Strategy

- Consign internationally acclaimed or the most representative marketing and property agents in Mainland China and plan the most appropriate business solicitation strategies according to past cooperation experiences, construction properties, location, and comprehensive conditions.
- Maximize the overall profit for the Company by adopting price adjustment strategies in line with the price adjustment mechanisms of agency companies and the price-oriented approach that the Company continuously uses to assess a market.
- Continue to attract existing customers and drive the purchase decisions of new customers with the Company's excellent after-sales services and consistent reputation for quality, thereby boosting the overall sales performance of the Company.

(4) Financial collaboration

- Adopt different product layouts in response to product diversification trends, with the hope of acquiring a suitable equilibrium between rapid cash acquisition and long-term stable cash flow development.
- Use appropriate financial leverages to strike a balance between shareholder returns and business risks, and use appropriate financial instruments depending on capital cost variations in the financial market to lower capital cost.

2. Mid/Long-Term Strategies and Development Plan

- Keep pace with the progress of urbanization in Mainland China, establish presence in Shanghai, assist other municipalities, and target capital cities with populations of over 10 million, faster income growth, or higher employment rate.
- Focus on developing well-located lands in cities, place equal emphasis on residential and office buildings, increase property value through professional management, and acquire business profits and long-term value-added benefits.
- With respect to office building development, continue to pay attention to metro stations that lack office buildings and actively purchase excellent land for potential office development. With respect to residential property development, respond to the development trends of railway transportation, consider the Company's financial status, and choose the best time to reserve land for residential use.
- Focus on and timely evaluate investment opportunities in Taiwan.
- Cultivate and recruit talented professionals to strengthen our management team.

2. Market, Production and Sales

(1) Market analysis

1. Areas in which core products (services) are sold (provided)

Projects implemented by the Company are mostly located in Shanghai, Chongqing and Taipei. A summary of these projects for the periods 2008 to 2025 is presented below:

Year	Company	Description	Project name	Purpose	Sales region
2008 - Present	Shanghai Ding Gu	Shopping centers, office buildings	Yuhuashan	Lease of shopping centers and sale of office buildings	Jing'an District, Shanghai
2008 - Present	Shanghai Ding Xin	Residential properties and shopping centers	Chunshenli Garden	Sale of residential properties and lease of shopping centers	Minhang District, Shanghai
2009 - Present	Chongqing Ding Gu	Residential properties and shopping centers	Chongqing SML Center	Sale of residential properties and lease of shopping centers	Yuzhong District, Chongqing
2009 - Present	Kunshan Ding Yao	Residential properties	Ding Yao Garden	Sale of residential properties	Kunshan
2010 - Present	Shanghai Hong Xiang	Residential properties and shopping centers	City Huating Jiading SML Center	Sale and Lease of residential properties and lease of shopping centers	Jiading District, Shanghai
2010 - Present	Shanghai Ding Rong	Shopping centers, office buildings	Shanghai SML Center Earl Mansion	Lease of shopping centers, and sale and lease of office buildings	Huangpu District, Shanghai
2013 - Present	Shanghai Ming Long	Residential properties	Huijing Huating	Sale of residential properties	Jiading District, Shanghai
2015 - Present	Shanghai Ding Tong	Residential properties	Dinggu Junting	Sale of residential properties	Jiading District, Shanghai
2018 - Present	Shanghai Ding Yi	Residential properties	Dinggu Huating	Sale of residential properties	Jiading District, Shanghai
2023 –Present	Taiwan Ding Gu Properties	Residential properties	Dinggu SML Building(Note)	Lease of residential properties	Taipei
2024 - Present	Shanghai Ding Jia	Office buildings	Jia Ding Dinggu Building	Lease of office buildings	Jiading District, Shanghai
2025 - Present	Shanghai Ding Lin	Shopping centers, office buildings	Sun Moon Light Technology Innovation Center	Lease of shopping centers, and l office buildings	Huangpu District, Shanghai

Note：Original project name was Tianmu Jasper Villa.

2. Market Share

Properties sold by the Company are strategically located in well-located areas of first-tier cities, with particular emphasis on transportation convenience so as to create products unique to local characteristics. For example, the SML Center in Shanghai is conveniently located above the Dapuqiao Station on Line 9 of the Shanghai Metro, providing excellent amenities for daily living. The SML Center in Chongqing is also conveniently located on the intersection of Line 1 and Line 2 of Chongqing Metro, and is expected to become the focus of future developments in Chongqing. Presently, the Company's existing projects and future plans will help the Company to establish a significant presence in China's real estate market.

3. Future Market Supply and Demand and Future Growth

(1) Supply

A. The overall area of housing construction shows an stable trend

The housing construction area is increasing year by year, but due to the impact of the economic in 2025, the housing construction area was 6,598.9 million square meters, a decreased of 10% from the previous year. However, statistical data shows that residential construction area has maintained a high proportion of total supply since 2011, indicating that the market supply retains a significant scale over the long term.

Table 3 Total built-up area in Mainland China

Item \ Year	2021	2022	2023	2024	2025
Built-up area (10,000 m^2)	975,387	904,999	838,364	733,247	659,890
YoY	5.20%	(7.20%)	(7.36%)	(12.70%)	(10.00%)
Residential construction (10,000 m^2)	690,319	639,696	589,884	513,330	460,123
YoY	5.30%	(7.30%)	(7.70%)	(13.10%)	(10.37%)
Percentage of residential construction	70.77%	70.68%	70.36%	70.01%	69.73%

Source: National Bureau of Statistics of China (2021-2025)

B. Maintaining a stable ratio of residential and commercial buildings

Based on the aforementioned statistical data, although China's housing supply has shown a downward trend in recent years, the structural proportion between residential and commercial buildings has remained relatively stable, with the residential portion maintaining a share of approximately 70%. As China's urbanization level rises and the population concentrates in major cities along the southeastern coast, economic growth has driven an increase in commercial buildings. The mutual support between commercial and residential demand has formed a trend where the supply structure adjusts along with economic growth, ensuring that the overall real estate market supply retains a certain degree of stability.

(2) Demand

Urbanization is a key driver of real estate development. In general, the process of urbanization comprises four stages: the initial stage, growth stage, accelerated growth stage, and post-urbanization stage. Currently, the progress of urbanization in China is as shown in Table 4: the rate of urbanization increased from 64.72% in 2021 to 67.89% in 2025; the disposable income of urban population also rose from RMB 47,412 in 2021 to RMB 56,502 in 2025. Urbanization in China was only around 67.89% in 2025. Compared with the 75%~80% in developed countries, China is in the accelerated growth stage, where there is considerable population flow from small cities to major cities and from rural villages to urban areas. Thus, housing and commercial property demands relating to consumption and services are still increasing. In recent years, China's real estate regulatory policies have had a certain impact on short-term market supply and demand. However, the overall policy direction

remains focused on promoting the stable development of the market, while simultaneously curbing excessive growth in property prices. On the whole, the real estate industry remains one of the key pillar industries supporting China's economic development.

In summary, supported by urbanization and population mobility, the overall demand in China's real estate market still holds growth potential over the next 5 to 10 years.

Table 4 Urbanization in China from 2021 to 2025

Item \ Year	2021	2022	2023	2024	2025
Total population (million)	1,412.60	1,411.75	1,409.67	1,408.28	1,404.89
Urban population (million)	914.00	920.71	932.67	943.50	953.80
Urbanization rate (%)	64.72	65.22	66.16	67.00	67.89
Per capita disposable income of urban households (RMB/year)	47,412	49,283	51,821	54,188	56,502

Source: Statistics Publication (2021-2025), National Bureau of Statistics of China

4. Competitive niches

(1) Advantage in land cost

Our existing lands were acquired from primary or secondary markets after a series of careful evaluations, making them extremely valuable for further development. The unit cost of land in China is increasing, which indicates that the lands owned by the Company have considerable development potential.

(2) Land location selection

“Location, location, and location” are traditionally considered to be the most important factors of real estate investment. This concept clearly indicates that the key factor for successful real estate investment is a good location that will yield rental income or capital gain. Given the vast expanse of land in Mainland China and the need to expend considerable amount of capital during land acquisition and construction, real estate developers must acquire specific land to gain competitive advantage in the market. Therefore, the Company typically develops projects in Tier-1 and Tier-2 cities in China, including Beijing, Chongqing, and Shanghai, and chooses land on the basis of railway transportation and governmental urban plans. In addition, the Company has also started construction and development planning in Taiwan in 2021. As of December 2025, the Company still has 13 ongoing projects. The table below shows the advantages of the locations acquired by the Company.

Company	Project name	Location
Chongqing Dinggu	Chongqing SML Center	Adjacent to the Yuzhong Peninsula Liberation Monument by the Chongqing World Financial Center and adjacent to the Jiaochangkou Station on the intersection of Metro Lines 1 and 2
Shanghai Ding Rong	Shanghai SML Center	1. Huangpu District in Central Shanghai integrated with the Dapuqiao Station on Line 9 of the Shanghai Metro. 2. Adjacent to Tianzifang, a popular tourist destination
Shanghai Dinggu	Yuhuashan	Neighboring the Jing’an Temple Station on Metro Line 2 in Jing’an District, with abundant culture and commerce

Company	Project name	Location
Shanghai Ding Xin	Chunshenli Garden	Located next to Chunshen Road Station on Metro Line 5
Kunshan Ding Yao	Ding Yao Garden	Located near the Kunshan Sports Center and the Cultural Art Center Station, and the planned urban development zone of Yushanzhen, Kunshan
Shanghai Ding Lin	Sun Moon Light Technology Innovation Center	Neighboring the Shanghai SML Center
Shanghai Hong Xiang	City Huating Jiading SML Center	Adjacent to Jiading North Station, terminal station of Shanghai Metro's Line 11
Shanghai Ding Jia	Dinggu Commercial Center	Located above the terminal station Jiading North Station on Line 11 of Shanghai Metro
Shanghai Ding Tong	Dinggu Junting	Adjacent to Jiading North Station, terminal station of Shanghai Metro's Line 11
Shanghai Ming Long	Huijing Huating	Adjacent to Jiading North Station, terminal station of Shanghai Metro's Line 11
Shanghai Ding Yi	Dinggu Huating	Adjacent to Anting Station on Line 11 of Shanghai Metro
Wealthy Joy Co., Ltd., Taiwan Branch	To be determined (in Taichung City)	Located in Taichung City Xitun District and Beitun District
Ding Gu Properties Co., Ltd.	Horizon Residence Taipei	Located in Taipei City Shilin District

Note：Original project name was Tianmu Jasper Villa.

(3) Commercial products provide stable inflow of cash

The Company leases out completed office and commercial buildings, which not only provide a stable flow of cash for the Company every year, but also increase the potential gains of commercial products.

(4) Robust financial policy

Real estate development is a capital intensive industry , requiring substantial capital expenditures from the initial land acquisition phase through the entire construction period. The required funds come from existing capital and loans. If the Company has too much debts, the Company will be exposed to increased operational risks when the real estate market recedes. Hence, even if the Company has a supply of well-located lands, the Company still abides by its robust financial policy and takes into consideration whether it has sufficient capital in order to avoid the risk of excessively tying up our capital. Our robust financial policy is a favorable factor for the future development of the Company.

5. Favorable and Unfavorable Factors to Long-term Development and Response Measures

(1) Favorable Factors

A. The Chinese government actively promotes urbanization

Urbanization in China was only around 67.89% in 2025 Compared with the 75%~80% in developed countries, China is in the accelerated growth stage, where there is considerable population flow from small cities to major cities and from rural villages to urban areas. Thus, housing and commercial property demands relating to consumption and services are still increasing.

B. National economy is growing steadily and rapidly

The growth rate of Mainland China's GDP has been approximately 5.42% in recent 5 years. Infrastructure constructions including the real estate industry, manufacturing industry, service industry, and others are still in the growth phase of the development process. Real estate investment in China has been increasing since 2016, which shows that the real estate development industry in Mainland China is still growing.

C. Considerable increase in residents' incomes

While the country's economy is growing steadily and rapidly, residents are also earning more income. The National Bureau of Statistics of China reported that between 2021 and 2025, the increase rate in per capita disposable income of urban households is greater than that of the economy of China. More income reflects in more capital for private companies, which is the cornerstone for the healthy and continuous development of real estate industries and the Company.

(2) Unfavorable factors and response measures

A. Risks associated with the acquisition of land use rights, failure to comply with the provisions regarding transfer of land use rights, and acquisition of undeveloped land

The Company's income stems primarily from the sale and lease of developed real estate. Therefore, whether the Company can acquire high-quality land at reasonable prices is closely related to the business operation of the Company. Land supply in China is generally controlled by the Chinese government. Whether the Company can purchase land use rights required for future development, and the purchase cost of land are both affected by government policies. Please refer to Section B for details on the political risks regarding policy amendments.

If the Company fails to develop land in accordance with the provisions regarding transfer of land use rights in Mainland China, penalty for idle land or revocation of the land use right may be imposed on the Company by the Chinese government. The State Council of the People's Republic of China promulgated the *Notice of the State Council on Promoting Land Saving and Intensive Use* (No.3 [2008] of the State Council) in January 3, 2008, mandating rigid enforcement of policies concerning idle land. According to the Notice, if a piece of land has been idle for at least two years, it must be confiscated free of charge by the government, and rearranged for any other uses. If a piece of land has been idle for one year but less than two years, an idle land penalty must be collected at 20% of the transfer or assignment price of the land.

Furthermore, the acquisition of undeveloped land (where existing households have not yet been relocated) may increase demolition and

relocation costs or cause delays to the development timeline.

Response measures:

- Actively strengthen our land development capabilities, foster land development personnel who have excellent communication skills and expertise in land development, and ensure full access to information on land release in major cities.
- Acquire land in primary markets by purchasing from the Chinese government through the “bidding, auctioning, and listing” procedure, as well as through secondary markets by purchasing the equity of companies that have acquired suitable lands.
- Exert our utmost to develop land within the deadline stipulated by the Chinese government for land development constructions.
- On September 8, 2007, the Ministry of Land and Resources of the People's Republic of China promulgated the 'Notice on Strengthening the Disposal of Idle Land,' which stipulates that the right to use state-owned land shall, in principle, be transferred as 'clear land' to reduce relocation uncertainties. However, in practice, cases of incomplete relocation may still exist due to individual project factors; therefore, the Company will prudently evaluate relevant risks to strictly control development costs and schedules.

B. Risks associated with acquisition of approval documents at different stages of real estate development

To develop and complete a real estate development project, the Company must acquire such legal documents as permits and certificates from administrative agencies of the Chinese government at different stages of the development process. Failure to do so will result in construction delays and also disciplinary actions by the competent authority for violation of laws and regulations.

Response measures:

The Company appoints dedicated personnel to oversee development projects, monitor progress at all times, and propose countermeasures for potential causes of delay to reduce the risk of failing to obtain permits and avoid violation of applicable regulations or unexpected events that may delay the progress of construction works and increase financial and operational risks.

C. Liquidity risk resulting from a considerable amount of investment capital

Difficulty in capital allocation must be avoided to ensure the sound financial structure of the Company and meet the Company's investment and development needs.

Response measures:

- Maintain a positive relationship with banks to ensure uninterrupted financing.
- Develop and build properties in stages and sell timely to generate cash inflow as quickly as possible.
- Designate some of the Company's products as lease properties to continuously generate inflow of cash.
- Make plans to penetrate the capital market and meet the Company's future capital requirements.

D. The real estate market in China is often under strict supervision and is limited by new laws and regulations, which may influence land developers.

Response measures:

- Actively strengthen our land development capabilities, foster land development personnel who have excellent communication skills and expertise in land development, and ensure full access to information on land release in major cities.
- The Company's relevant personnel must stay informed of the latest regulations and propose response strategies to mitigate adverse effects of policy amendments.
- Adopt robust and conservative strategies to acquire land use rights.
- The Opinions Regarding Clean-up by Commercial Office Projects promulgated by the Shanghai Municipal People's Government on May 2017 require developers and owners to clean up during implementation of apartment-style office projects. All of the Company's apartment-style office projects are implemented in accordance with applicable regulations and diagrams that have been reviewed and approved by the government. The Company has acquired completion and acceptance certificates for these projects. Currently, the Shanghai Municipal People's Government has partially suspended the online processing of apartment-style office sales contracts; therefore, the Company will lease its unsold apartment-style offices before the government formally introduces the subsequent guiding opinions.

E. Difficulty in acquiring land has increased, and land prices and construction costs continue to rise.

Response measures:

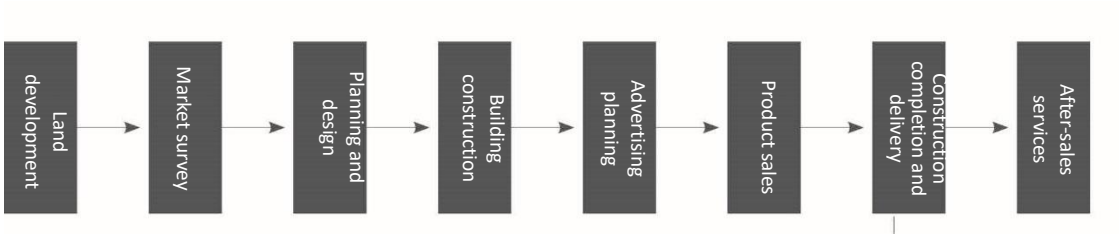
- Actively collect information on land releases in major cities.
- Adopt more diverse development models, including joint development and participation in urban renewal, renovation of old and dangerous buildings, etc.
- Incorporate products into innovative services and use green building materials to increase product value, thereby increasing sales and profits.
- Study consumer demand trends, such as small-sized apartments, shared spaces, etc., to provide products that better meet market demands.

(2) Application and production of key products

1. Important applications of major products

Key products	Important applications
Residential properties	Residential use
Office buildings	Commercial offices
Shopping centers	For use by shops and as product exhibition space

2. Manufacturing processes of major products



(3) Supply status of primary raw materials

1. Land supply status

Except for lands owned by Shanghai Ding Jia, Shanghai Ding Tong, Shanghai Hong Xiang, and Shanghai Ming Long, which were purchased from other companies in 2007, the remaining lands were mostly purchased from local Chinese governments or independent third parties in and before 2005. The Company will continue to purchase well-located lands with due consideration to railway constructions and governmental urban plans. Therefore, as far as the Company's current reserve of land is concerned, the source of land supply is sufficient.

2. Construction works and material supply status

The Company's construction contracts are assigned to suitable contractors upon comprehensive consideration, in accordance with internal operational procedures. Given the need to control costs, the Company primarily subcontracts based on each type of construction work. After contracts for construction works are made, the Company dispatches personnel to supervise and manage the construction site. In accordance with Chinese laws and regulations, a third-party construction supervision company must be commissioned to supervise and manage construction quality, thereby ensuring the effective monitoring of the progress and quality of construction works. Hence, there were no matters regarding supply shortage or disruption, and construction progress and quality are under effective control.

(4) List of key clients

1. Names of customers who accounted for more than 10% of the sales in the last two years

Unit:NT$ in thousands

Item	2024				2025			
	Name	Amount	Percentage of total net sales for the entire year (%)	Relationship with issuer	Name	Amount	Percentage of total net sales for the entire year (%)	Relationship with issuer
1.	-	-	-	-	-	-	-	-
	Others	8,563,661	100	None	Others	5,795,331	100	None
	Net sales	8,563,661	100		Net sales	5,795,331	100	

Reasons for changes:
The Company's income in 2024 to 2025 originated primarily from real estate development and sale, lease of shopping centers and office space, and property management. The Company does not focus specifically on a single merchant when leasing its shopping centers and office space, and targets non-specific individuals when selling apartments. Therefore, the Company does not have customers who accounted for more than 10% of the sales between 2024 to 2025.

2. Names of suppliers who accounted for more than 10% of the purchases of the Company in the last two years

Unit:NT$ in thousands

Item	2024				2025			
	Name	Amount	Percentage of net purchase (%)	Relationship with issuer	Name	Amount	Percentage of net purchase (%)	Relationship with issuer
1	Hongrun Construction Co., Ltd.	709,095	33	None	Hongrun Construction Co., Ltd.	683,364	35	None
2	Changye Construction Co., Ltd.	252,180	12	None	-	-	-	-
3	Shanghai Zhu'an Construction Development Co., Ltd.	236,414	11	None	-	-	-	-
	Others	974,190	44	None	Others	1,284,208	65	None
	Net purchase	2,171,879	100		Net purchase	1,967,572	100	

Reasons for changes:
In 2024, Hongrun Construcion Co., Ltd., Changye Construction Co., Ltd., and Shanghai Zhu'an Construction Development Co., Ltd. were the suppliers who accounted for more than 10% of the purchases of the Company. Hongrun Construcion Co., Ltd. is the general contractor of Shangai Ding Lin. Changye Construction Co., Ltd., is the general contractor of Shangai Ding Jia and the

fifth-phase construction project of Shanghai Hong Xiang. Shanghai Zhu'an Construction Development Co., Ltd., is the general contractor of fourth-phase construction project of Shanghai Minglong. In summary, the aforementioned companies became the Company's top three suppliers in 2024. In 2025, Hongrun Construcion Co., Ltd., was the suppliers who accounted for more than 10% of the purchases of the Company. Hongrun Construcion Co., Ltd. is the general contractor of Shangai Ding Lin. In summary, the aforementioned companies became the Company's top one suppliers in 2025.

3. Employee information during the last two years and up to the date of annual report publication

Year		2024	2025	Current year up to March 31, 2026
Number of employees	Manager	90	80	72
	General staff	143	136	136
	Engineering Department employees	27	26	23
	Total	260	242	231
Average age (year)		41.52	42.30	42.57
Average years of service		7.41	8.23	8.49
Education background percentage(%)	Ph.D.	0.39	0.41	0.43
	Master’s	5.00	4.55	4.33
	University/College	82.69	83.88	83.98
	Senior high school	5.00	5.37	5.20
	Below Senior high school	5.92	5.79	6.06

4. Environmental protection expenditure information

(1) Any losses suffered by the Company in the most recent fiscal year and up to the annual report publication date due to environmental pollution incidents (including any compensation paid and any violations of environmental protection laws or regulations found in environmental inspection, specifying the disposition dates, disposition reference numbers, the articles of law violated, the substance of the legal violations, and the content of the dispositions), and disclose an estimate of possible expenses that could be incurred currently and in the future and measures being or to be taken. If a reasonable estimate cannot be made, an explanation of the facts of why it cannot be made shall be provided.

None.

5. Employer/employee relations

(1) 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 benefits

Talent is fundamental to corporate development. The Company has always regarded talent as the most important resource for corporate development. We emphasize the importance of talent cultivation and we also value and care about every employee. Related benefits are as follows:

(1) The Company provides endowment policy, health insurance, unemployment insurance, occupational accident insurance, child birth insurance, and housing provident fund for employees.
(2) The Company offers competitive salaries. For new employees, we adhere to the notion of equal pay for work of equal value irrespective of gender. Salaries and benefits are unaffected by gender.
(3) Compensated absences parental leave and annual leave are provided in accordance with applicable laws and regulations.
(4) Every year, organizational employees undergo free health screening, and weekly health examinations are provided by physicians to employees who need them. The purpose of these services is to prevent disease and strengthen employees' self-health management.
(5) Birthday vouchers are issued regularly.
(6) Employees are encouraged to celebrate their hobbies by establish social clubs such as badminton clubs, and funding for event organization is provided.
(7) The Company's salary and benefit plans are enriched to prevent risks of occupational injuries. The Company also enrolls employees in commercial insurance policies, including employer liability insurance and group personal insurance policies.

2. Continuing education and training

In order to further develop our human resources and establish a positive corporate image, we enhance the competency of our employees by implementing training programs for employees from time to time. Our hope is to foster a pool of professional talents, thereby increasing our business performance and achieving sustainable operations.

In 2025, employees of the Company have completed 1,012.09 hours of training in total, averaging 4.41hours (excluding public online courses and external visits).

(1) Orientation training: Orientation helps new hires to obtain a complete understanding of the Company's development history, corporate culture, and various policies, thus acclimatizing them to their work environment and roles as soon as possible. Training covers company history and current status, code of conduct for employees, corporate culture and rules, financial reporting, and

administrative applications, etc.

(2) Management Capability Training: To strengthen corporate governance and establish employees' systematic understanding of developing outstanding commercial real estate projects, the Company provides training to enhance core business skills and methodologies in leasing, operations, and planning. By effectively integrating strategic thinking with practical execution from both business and management perspectives, the Company aims to achieve outstanding team performance. Relevant programs include the "Commercial Real Estate Practical Empowerment Series" and "Operational Services and Management Core Capability Empowerment courses".

(3) Professional skill training: To meet the qualifications requirements for employees, the Company provided corresponding professional skill training for finance and accounting, property, auditing, and information-related positions. A total of 32 employees participated in this training in 2025. Additionally, to improve employees' work abilities and overall performance levels, the company collaborated with training institutions to provide online training courses such as "Environmental and Sanitation Management Skill Training" and "Security Personnel Knowledge and Skill Training" for property management employees.

(4) General Capability Training: To support the development and enhancement of employees' fundamental skills and professional knowledge, the Company organized courses such as "Online Application for Office Building Move-out Procedures", "Information Security Seminar", and "Interpretation of the Latest Shanghai Court Standards for Labor Dispute Trials".

(5) Cooperation with External Institutions: To enhance employees' English communication skills, better serve foreign customers, improve the shopping mall service experience, and support employees' career development, the Company cooperated with the Shanghai Dapuqiao Subdistrict Federation of Trade Unions to launch the "Business English Specialized Training program".

Participation of directors and managers in corporate governance-related education and training

Title	Name	Date	Organizer	Course name	Hours
Chairman	Hung-Pen Chang	2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3
Director	Chien Shen Chang	2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3
Director	Nen-Yao Chang	2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3

Title	Name	Date	Organizer	Course name	Hours
Director	Madeline D Chang	2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3
Director	Danielle Chang	2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
Director	Fong-Cheng Lin	2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3
Director	Ching-Chong Chen	2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3
Director /CFO	An Yee Jennifer Fung	2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3
		2025/11/18	Accounting Research and Development Foundation	Practical Analysis of Internal Control for Internal Auditors on the Management of Sustainability Information	6
Director	Du-Tsuen Uang	2025/01/17	Securities and Futures Institute	Anti-Money Laundering and Counter-Terrorism Financing Training Program for Senior Management Personnel	2
		2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
		2025/05/23	Securities and Futures Institute	In-Depth Analysis of Banks' Information Security Strategies from an ESG Perspective	3
		2025/08/08	Accounting Research and Development Foundation	Legal Liability and Compliance Practice Analysis of Financial Crimes in the Digital Era	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3
Independent Director	Freddie Liu	2024/07/09	TWSE and Taipei Exchange	2025 Cathay Sustainable Finance and Climate Change Summit	6
		2025/07/31	TWSE and Taipei Exchange	2025 Strengthening Taiwan Capital Market Summit	3
		2025/08/28	Securities and Futures Institute	Sustainability Information Disclosure Trends – Issuance, Impacts, and Responses to IFRS S1 and S2 Sustainability Disclosure Standards	3
Independent Director	Huei-Chu Huang	2025/05/22	Taiwan Corporate Governance Association	New Perspectives on the Semiconductor Industry Revolution Behind Artificial Intelligence	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3

Title	Name	Date	Organizer	Course name	Hours
		2025/10/22	Chung-Hua Institution for Economic Research	Outlook for Domestic, International, and Cross-Strait Economic Conditions in 2026	3
Independent Director	Chi-Der Tsai	2025/04/14	Taiwan Corporate Governance Association	Interpretation of the U.S. Trump Administration's Economic and Trade Strategy	3
		2025/07/07	The National Federation of CPA Associations of the R.O.C.	Experience Sharing on Accountants' Services in the Real Estate (Construction) Industry	3
		2025/07/24	The National Federation of CPA Associations of the R.O.C.	Regulations and Practical Application for Assurance Providers of Sustainability Reports	3
		2025/10/15	Taiwan Corporate Governance Association	Strengthen Regulatory Compliance to Ensure Sustainable Operations	3
		2025/12/05	The National Federation of CPA Associations of the R.O.C.	The Starting Point of Sustainability Data: Greenhouse Gas Inventory and Data Quality	6
		2025/12/11	The National Federation of CPA Associations of the R.O.C.	Practical Analysis of Corporate Law and Company Registration Procedures	3
Independent Director	Chun-Chi Kung	2025/04/10	Taiwan Corporate Governance Association	Corporate Governance under ESG Framework	3
		2025/05/08	Taiwan Corporate Governance Association	Corporate Integrity and Corporate Social Responsibility	3
		2025/06/26	Taiwan Corporate Governance Association	Disclosure of Material Information and Responsibilities of Directors and Supervisors	3
		2025/10/23	Taiwan Corporate Governance Association	Protection of Trade Secrets and Non-Compete Restrictions	3

3. Retirement system and implementation status

The Company pays social security institutions the endowment insurance premium for employees who meet criteria. In mainland China, currently 16% of payments are made to social security institutions (slightly different according to local laws and regulations). By participating in the pension system of government agencies, the Company ensures that employees' life after retirement is effectively protected, which also motivates employees to work more proactively and efficiently for the Company.

In addition, the Company has a sound financial system in place to ensure stable processing of pension contribution and payment for employees, and further encourage employees to develop long-term plans and involvement while providing services for the Company.

For employees who are applicable to the pension system under the Labor Pension Act of Taiwan, the Company makes monthly pension contributions that equal to no less than 6% of the employee's monthly salary, in accordance with the Labor Pension Act. According to the Monthly Contribution Wages Classification of Labor Pension, such contributions are made directly to employees' personal pension bank account setup by the Bureau of Labor Insurance.

4. Employer-employee agreements and measures for maintenance of employee rights

   The Company consistently values the importance of employees' rights, and adopts humane management practices to maintain employer-employee harmony in the workplace. Employees can provide feedback, express personal opinions, or propose suggestions to supervisors or the Company verbally, in writing, or by any means. Agreements are entered between the Company and its employees in accordance with law, stipulating rights and obligations. Therefore, no significant employer-employee disputes have occurred so far.

5. Protective measures for ensuring workplace and employee personal safety

   The Company provides a safe, healthy, comfortable and adequately spacious workplace for employees. Protective measures for ensuring employees' personal safety are based on labor related laws and regulations, as well as the Company's internal measures that secure the various benefits of employees:

Item	Explanation
Access control	1. The Company has a strict access control monitoring system in place 24/7 under all weather conditions. 2. Security guards are appointed to guard and patrol the office buildings and parking entrance to ensure their safety.
Maintenance and examination of office equipment	1. The Company hires professional building administration personnel to provide immediate maintenance services for office equipment to protect employee health. 2. Public safety inspection is performed regularly in accordance with building public safety inspection and reporting regulations. 3. Fire prevention facility inspection and fire drills are conducted every year in accordance with the Fire Services Act. 4. In compliance with labor safety and health regulations, the Company periodically maintains and inspects air conditioners, firefighting equipment, and other equipment; regularly cleans and sterilizes the working environment; and conducts water quality inspections.
Physiological/ psychological health maintenance	1. Pursuant to laws and policies promulgated by the government, the Company prohibits smoking in workplaces and puts up no-smoking signs to remind employees not to smoke in workplaces, so as to maintain the quality of our working environment. 2. Our office buildings are equipped with blood pressure monitors and automated external defibrillators (AEDs). We also arrange regular health check-ups for employees to maintain their physical, mental, and spiritual health. 3. The Company attaches great importance to communication with employees, and provides various formal and informal communication channels and channels, such as: employees can often have face-to-face interviews with department heads at all levels, so that employees can have the opportunity to express their opinions and ideas across ranks. Additionally, the Company employs its email system to make announcements from time to time, thereby providing employees with information that might considerably impact their rights or obligations.

(2) Any losses suffered by the Company in the most recent fiscal year and up to the annual report publication date due to labor disputes (including any violations of the Labor Standards Act found in labor inspection, specifying the disposition dates, disposition reference numbers, the articles of law violated, the substance of the legal violations, and the content of the dispositions), and disclosing an estimate of possible expenses that could be incurred currently and in the future and measures being or to be taken. If a reasonable estimate cannot be made, an explanation of the facts of why it cannot be made shall be provided.

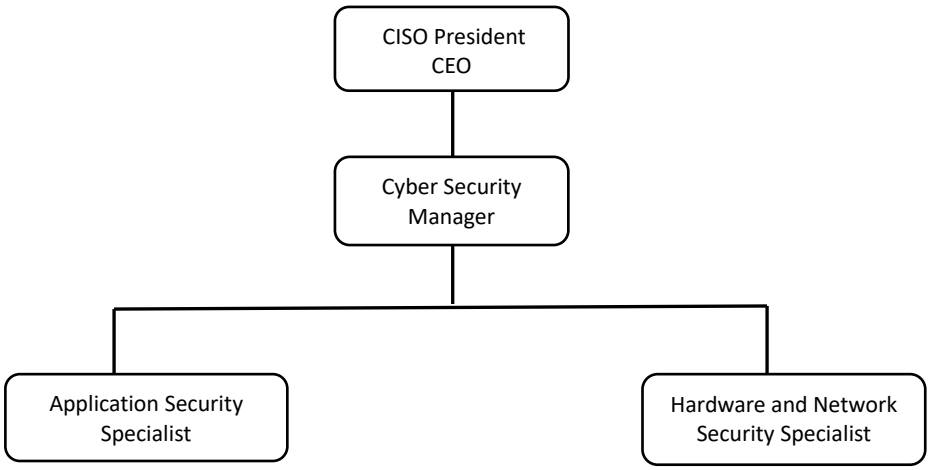
In general, the Company adopts humane management practices and offers a harmonious workplace and enticing benefits to employees. The Company has enjoyed harmonious relations between employers and employees and there have been no employer-employee disputes or losses.

6. Cyber Security Management

(1) State cyber security management structure, policies, detailed management schemes and resources invested on cyber security, etc.

(A) Cyber security management structure

The Company has established a cyber security team, which is convened by the general manager. The cyber security team is responsible for formulating the company's information security policy, coordinating security management affairs, and promoting the implementation of the information security policy across other departments. They achieve the stakeholders' requirements and expectations regarding the company's information security by regularly identifying internal and external security management risks. The cyber security team presents a security work report to the board of directors at least once a year, with the most recent report dated August 22, 2025.



(B) Cyber security management policies:

(1) Allocate appropriate resources to establish an information security management mechanism, strengthen employees' awareness of information security, and ensure that all employees have the responsibility and obligation to protect the security of the information assets they are responsible for or use.

(2) Authorize appropriately and only grant employees necessary permissions and information to complete their work, to prevent intentional or unlawful acts, and ensure the confidentiality, integrity, and availability of the company's important information assets.

(3) The Company's information security measures shall comply with the Company's information security policy and related information security management methods, and shall comply with legal and regulatory requirements.

(4) When an information security incident occurs, it shall be handled in a timely and appropriate manner with an appropriate response.

(C) Detailed implementation measures:

The Company places great emphasis on information security management, continuously optimizing and establishing various management measures. In 2025, the main resources invested in information security management are as follows:

(1)Entrusted a certification body to conduct a network security level protection assessment of the CRM membership system, including physical data center environment, application system security, network perimeter protection, and security management controls. A total of 30 working days were invested, with costs of RMB 276,000.

(2)To enhance employees' information security awareness, the Company conducted organization-wide cybersecurity training, with each employee participating for approximately 1 hour.

(3)Security personnel participated in online training programs totaling 35 hours, with costs of RMB 11,500.

(4)The Company continuously revised and updated its information security management policies, requiring 6 working days.

(5)An annual information and communication risk assessment was conducted, requiring 15 working hours.

(6)Email security was strengthened through the upgrade of the email firewall to filter inbound and outbound messages, involving 17 working days and costs of RMB 160,000.

(7)End-user internet access controls were enhanced by upgrading the web access behavior management system and adjusting access policies, involving 8 working days and costs of RMB 96,600.

(8)Vulnerability scanning and assessment were conducted on all network servers and web services, with identified vulnerabilities tested and remediated, requiring 25 working days.

(9)A comprehensive review and validation of user accounts and access privileges across all systems were performed, requiring approximately 40 working days.

(10)File server management was strengthened through a review and verification of folder and file access permissions, requiring 12 working days.

(11)Systems and databases containing personal data were reviewed for privacy information. Access controls are strictly enforced, and no leakage risks were identified. This required 30 working days.

(12)Three internal and external information security audits were conducted, with no material deficiencies identified.

(2) As of the publication date of the annual report, any damages, possible influences and countermeasures due to significant cyber security events, which are unable to estimated reasonably, shall state the facts:

None.

7. Important contracts

Nature of contract	Contracting parties	Commencement date/expiration date	Content	Restriction clauses
Loan contract	Shanghai Ding Jia and Shanghai Branch, China Construction Bank	2014.01.30~ 2027.01.30	Borrowed RMB 893,822,200 from Shanghai Branch, China Construction Bank.	General commercial loan/pledge/ Guarantee clause
Loan contract	Shanghai Hong Xiang and pilot Free Trade Zone Branch of the Agricultural Bank of China	2021.09.13~ 2046.09.12	Shanghai Hong Xiang borrowed at most RMB 220 million from the pilot Free Trade Zone Branch of the Agricultural Bank of China.	General commercial loan/pledge/ Guarantee clause
Syndicated loan agreement	Follow International and Taipei Fubon Bank, Standard Chartered Bank, and DBS Bank	2025.10.28~ 2030.01.27	Follow International borrowed not more than US$570 million from Taipei Fubon Bank, Standard Chartered Bank, DBS Bank, and the banking group they represent; and Sino Horizon Holdings provided joint guarantee.	General commercial loan/pledge/ Guarantee clause/financial ratio restrictions
Syndicated loan agreement	Noble World and DBS Bank	2021.12.30~ 2026.10.15	Noble World borrowed not more than US$80 million from Taipei Fubon Bank, Standard Chartered Bank, DBS Bank, and the banking group they represent; and Sino Horizon Holdings provided joint guarantee.	General commercial loan/pledge/ Guarantee clause/financial ratio restrictions
Loan contract	Shanghai Ding Rong and Shanghai Pudong Development Zone Sub-branch, Industrial and Commercial Bank of China	2022.09.06~ 2032.09.15	Shanghai Ding Rong borrowed at most RMB 600 million from Shanghai Pudong Development Zone Sub-branch, Industrial and Commercial Bank of China.	General commercial loan/pledge/ Guarantee clause
Loan contract	Ding Gu Properties Co., Ltd. and Yuanta Bank	2023.11.01~ 2030.10.31	Ding Gu Properties Co., Ltd. borrowed at most NTD 2,600 million from the Yuanta Bank.	General commercial loan/pledge/ Guarantee clause

Nature of contract	Contracting parties	Commencement date/expiration date	Content	Restriction clauses
Loan contract	Shanghai Ding Lin and Shanghai Pudong Development Zone Sub-branch, Industrial and Commercial Bank of China	2024.06.24~ 2039.08.15	Shanghai Ding Lin borrowed at most RMB 2,540 million from Shanghai Pudong Development Zone Sub-branch, Industrial and Commercial Bank of China.	General commercial loan/pledge/ Guarantee clause
Loan contract	Wealthy Joy Co., Ltd. Taiwan Branch and DBS Bank	2024.07.09~ 2029.04.30	Wealthy Joy Co., Ltd. Taiwan Branch borrowed at most NTD 955 million from the DBS Bank.	General commercial loan/pledge/ Guarantee clause
Loan contract	Wealthy Joy Co., Ltd. Taiwan Branch and DBS Bank	2024.02.06~ 2029.04.30	Wealthy Joy Co., Ltd. Taiwan Branch borrowed at most NTD 2,000 million from the DBS Bank.	General commercial loan/pledge/ Guarantee clause
Loan contract	Wealthy Joy Co., Ltd. Taiwan Branch and DBS Bank	2025.09.15~ 2045.09.15	Wealthy Joy Co., Ltd. Taiwan Branch borrowed at most NTD 1200 million from the DBS Bank.	General commercial loan/pledge/ Guarantee clause
Loan contract	Wealthy Joy Co., Ltd. Taiwan Branch and Yuanta Bank	2025.11.11~ 2055.11.11	Wealthy Joy Co., Ltd. Taiwan Branch borrowed at most NTD 353,390,000 from the Yuanta Bank.	General commercial loan/pledge/ Guarantee clause
Loan contract	Wealthy Joy Co., Ltd. Taiwan Branch and Mega Bank	2025.11.27~ 2045.11.27	Wealthy Joy Co., Ltd. Taiwan Branch borrowed at most NTD 780 million from the Mega Bank.	General commercial loan/pledge/ Guarantee clause
Loan contract	Ding Gu Properties Co., Ltd. and Yuanta Bank	2024.08.13~ 2025.12.31	Ding Gu Properties Co., Ltd. borrowed at most NTD 2,500 million from the Yuanta Bank.	General commercial loan/pledge/ Guarantee clause
Loan contract	Ding Gu Properties Co., Ltd. and DBS Bank	2025.09.04~ 2026.09.03	Ding Gu Properties Co., Ltd. borrowed at most NTD 2,000 million from the DBS Bank.	General commercial loan/pledge/ Guarantee clause
Loan contract	Ding Gu Properties Co., Ltd. and CTBC Bank	2025.09.01~ 2026.09.30	Ding Gu Properties Co., Ltd. borrowed at most NTD 1,450 million from the CTBC Bank.	General commercial loan/pledge/ Guarantee clause
Loan contract	Ding Gu Properties Co., Ltd. and KGI Bank	2025.09.20~ 2026.09.19	Ding Gu Properties Co., Ltd. borrowed at most NTD 600 million from the KGI Bank.	General commercial loan/pledge/ Guarantee clause

VI. Financial position, financial performance and risk analysis

1. Financial status

Unit:NT$ in thousands;%

Item \ Year	2024	2025	Difference	
			Amount	%
Current assets	72,072,844	44,513,221	(27,559,623)	(38.24%)
Property, plant and equipment	533,317	475,359	(57,958)	(10.87%)
Investment properties	55,212,144	70,300,871	15,088,727	27.33%
Other assets	2,174,907	2,176,699	1,792	0.08%
Total assets	129,993,212	117,466,150	(12,527,062)	(9.64%)
Current liabilities	23,409,775	16,588,209	(6,821,566)	(29.14%)
Long-term loans	45,271,128	45,824,318	553,190	1.22%
Other non-current liabilities	9,509,743	8,422,105	(1,087,638)	(11.44%)
Total liabilities	78,190,646	70,834,632	(7,356,014)	(9.41%)
Share capital	17,402,970	17,402,970	-	-
Capital surplus	192,146	192,146	-	-
Retained earnings	36,535,032	29,813,380	(6,721,652)	(18.40%)
Exchange differences arising from translation of financial statements	(3,571,494)	(3,248,309)	323,185	9.05%
Non-controlling interests	1,142,932	2,376,821	1,233,889	107.96%
Equity	51,802,566	46,631,518	(5,171,048)	(9.98%)

Explanation for changes that exceed 10% and reached NT $500 million or above in the past two years:

1. The decrease in current assets was primarily due to the decline in the balance of financial instruments measured at fair value through profit or loss and inventories.
2. The increase in investment properties was primarily due to the completion of the SML Technology Innovation Center by the subsidiary Ding Lin during the year, which resulted in a reclassification from inventory to investment property this fiscal year.
3. The decrease in current liabilities was primarily due to the decline in the balance of short-term loans.
4. The increase in other non-current liabilities was primarily due to an decline in the balance of defer tax liabilities.
5. The decrease in retained earnings and equity were mainly due to a loss incurred during the current year.

2. Financial performance

(1) Financial performance

Unit:NT$ in thousands;%

Item \ Year	2024	2025	Difference	
			Amount	%
Operating revenue	8,563,661	5,795,331	(2,768,330)	(32.33%)
Operating costs	(3,547,701)	(2,887,694)	660,007	(18.60%)
Gross profit	5,015,960	2,907,637	(2,108,323)	(42.03%)
Operating expenses	(510,339)	(539,042)	(28,703)	5.62%
Other income and loss	(929,788)	(7,954,787)	(7,024,999)	(755.55%)
Operating income/loss	3,575,833	(5,586,192)	(9,162,025)	(256.22%)
Other income	577,893	423,605	(154,288)	(26.70%)
Other profit and loss	1,409,449	957,943	(451,506)	(32.03%)
Finance cost	(2,030,697)	(1,786,609)	244,088	(12.02%)
Pre-tax profit for the year	3,532,478	(5,991,253)	(9,523,731)	(269.60%)
Profit for the year	951,774	(6,022,092)	(6,973,866)	(732.72%)

Explanation for changes that exceed 10% and reached NT $500 million or above in the past two years:

1. Decrease in operating revenue, operating costs, and gross profit was mainly due to decrease in completed properties that have been handed over in 2025 compared to 2024.
2. Decrease in Other income and loss, pre-tax profit and profit for the year were due to a significant increase in fair value losses on investment properties in 2025.

(2) Expected sales, basis for expected sales, and the possible impact on the Company's future operations and response plans

The Company has not disclosed the financial forecast for 2026, so it does not disclose the expected sales volume.

3. Cash flows

(1) Analysis of cash flow changes for the past year

Unit:NT$ in thousands

Opening cash balance (1)	Annual net cash flow from operating activities (2)	Annual net cash inflow from other activities (3)	Cash surplus (deficit) (1)+ (2)+ (3)	Remedial measures for cash deficit	
				Investment plans	Financing plans
7,349,878	189,531	334,971	7,874,380	–	–

Analysis of cash flow changes for the current year:

1. Operating activities: Net cash inflow from operating activities for the current period was approximately NT$190 million, primarily due to a net increase in other financial assets and accounts payable of approximately NT$2,848 million and NT$1,201 million, respectively, and a net decrease in inventories and contract liabilities of approximately NT$1,141 million and NT$2,757 million, respectively.
2. Investing activities: Net cash inflow from investing activities was mainly due to i an increase in proceeds from the disposal of financial assets measured at fair value through profit or loss.
3. Financing activities: Net cash outflow from financing activities was due to the repayment of short-term loans.

(2) Improvement plans for insufficient liquidity

N/A

(3) Liquidity analysis for the coming year

Unit:NT$ in thousands

Opening cash balance (1)	Annual net cash flow from operating activities (2)	Annual net cash inflow from other activities (3)	Expected cash surplus (deficit) (1)+ (2)+(3)	Remedial measures for cash deficit	
				Investment plans	Financing plans
7,874,380	(1,540,738)	1,348,997	7,682,639	–	–

1. Operating activities: The net cash outflow from the Company's operating activities is expected to be NT$1.54 billion in 2026 mainly due to the large amount of investments in building construction to facilitate continuous launching of construction projects in the future.
2. Investment activities: The company expects that the investment activities in 2026 will mainly be the continuous investment in marketable securities in order to achieve a efficient utilization of funds.
3. Financing activities: The source of capital is mainly bank loans, and the use of capital is mainly for development investment in projects under construction.

4. Effects that significant capital expenditures had on financial operations in the recent year

(1) Major capital expenditures and source of funding

None.

(2) Possible benefits anticipated

None.

5. Reinvestment policy in the past year, main reasons for profit/loss resulting therefrom, plans for improvement, and investment plans for the coming year

(1) The Company's reinvestment policy

The Company's existing reinvestment policy is in line with the business requirements of the Group and based primarily on investment targets related to the Company's main business activities. The policy is enforced by relevant departments in accordance with internal control system regulations such as Investing Cycle and Procedures for Acquisition or Disposal of Assets, which are discussed and approved at meetings of Board of Directors and shareholders.

(2) Main reasons for profit/loss resulting from reinvestments in the past year and plans for improvement

The Company's existing investment policy is in line with the business requirements of the Group and based primarily on investment targets related to the Company's main business activities. Given the business requirements of real estate companies, different functional companies have been established, including project development, lease and property management, so as to further complement the overall business framework of the Company and provide a full range of services to customers. All of the investee companies indicated in the above table have been incorporated into the Company's consolidated reports on the exchange market. The profit or loss in 2024 and 2025 were primarily affected by whether by whether their development projects had been completed and delivered for revenue recognition, sales progress, and leasing performance of shopping malls. In addition, some subsidiaries also recognized valuation gains or losses due to changes in the fair value of investment properties. Therefore, the Company's loss on investee companies will improve as more shopping centers are leased out and more income is recognized from the handing over of completed properties.

(3) Investment plans for the coming year

The Company does not have material investment plans for the coming year.

6. Risk management, analysis, and assessment

(1) Impact of interest rate, exchange rate changes and inflation on the Company's profit and future response measures

1. The industry in which the Company operates in Mainland China is primarily focused on domestic sales. At present, the subsidiaries have no material foreign currency borrowings. However, if significant foreign currency borrowing transactions occur in the future, the Company may be exposed to material foreign exchange risk. The Company's Finance Department maintains close contact with the major banks it deals with in order to monitor changes in foreign exchange market at all times and keep supervisors informed of exchange rate trends so that they can respond to unexpected situations in the market.

2. The Company's finance department closely monitors the impact that interest rate changes have on the Company's profit or loss. If the interest rate of USD increases in the future, it will increase our interest expenses. Relevant departments immediately propose response measures, such as reducing USD loan percentage, in order to save capital cost.

3. Inflation response measures:

   (1) Bargaining with suppliers: The Company monitors price fluctuations in the market at all times, maintains positive interactions with suppliers and customers, and reduces purchase costs to minimize the impact of inflation. There has been no material impact resulting from inflation in recent years.

   (2) Adjusting product selling price: The Company has increased selling price within the range acceptable to customers and reflected costs in a timely manner.

(2) Policies, main causes of gain or loss and future response measures with respect to high-risk, high-leveraged investments, lending or endorsement guarantees, and derivatives transactions

1. The Company adopts a robust and conservative financial policy and is not involved in other high-risk industries. The Company makes investments following prudent evaluation. Therefore, risk is limited.

2. The Company and subordinate companies featured in consolidated statements engage in derivative transactions in accordance with the Procedures for the Acquisition or Disposal of Assets. As of the printing date of the annual report, there were no major losses due to derivative transactions.

3. Lending between companies featured in consolidated statements of the Company occurred primarily because of the subordinate companies' need for working capital, which is used to regulate their financial position and support regular operating activities. No lending to other third parties has taken place as of the printing date of the report.

4. Endorsement for subordinate companies featured in consolidated statements of the Company mainly serves to provide affiliates with joint guarantees to obtain credit lines from banks for construction development projects or property management. Such endorsement is derived from a regular business requirement and are implemented following the resolution and approval of the Board of Directors. Excluding endorsement of subordinate companies featured in consolidated statements, the Company did not endorse companies outside of the Group.

(3) Future R&D plans, expected investments, and expected R&D expenses

The Company has invested considerable human resources and costs over the years, and has continuously introduced new services and systems to meet the needs of house buyers for real estate transactions, and to enhance lessees' satisfaction with shopping malls or office buildings However, the Company mainly provides real estate development and leasing business, so R&D investment is not applicable.

(4) Major changes in domestic and foreign policies and laws, impact on the Company's finance and business, and response measures

As mandated by relevant government orders and laws, the Company has sought the opinions of professionals such as lawyers, legal department staff and accountants regarding major changes in domestic and foreign policies and laws. Appropriate measures have been taken to comply with regulatory requirements. Therefore, policy amendments did not generate material impact on the Company's finance and business.

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

The Company is mainly engaged in real estate development , real estate sales and leasing business. Although the industrial environment will be affected by local government housing and tax policies, the Company focuses on the development of its own industry and maintains stable financial operations. Therefore, the industry The impact of the changes on the financial business of the Company is not material.

In addition, regarding the cyber security risk, due to the occasional occurrence of cyber attacks and ransomware information security incidents in recent years, the Company has also continued to invest manpower and resources in protecting customer data security and preventing improper human attempts and illegal acts.

(6) Impact of corporate image changes on risk management and response measures

The Company has maintained a positive image in the industry since its listing on December 7, 2012.

(7) The expected benefits and possible risks of mergers as well as the response measures

The Company currently has no merger plans.

(8) Expected benefits and possible risks of plant expansions as well as the response measures

The Company currently does not have any plans to expand its plant.

(9) Risks associated with concentration of purchase or sale and response measures

1. The Company purchases mainly by obtaining lands and bidding price for several well-known construction companies, so there is no risk of concentration of purchase.
2. For the sales part, the real estate sales and leasing businesses engaged in by the Company are all sold to general consumers, so there is no risk of concentration of sales.

(10) Impact of mass transfer of equity by or change of directors, supervisors, or shareholders holding more than 10 percent of equity on the Company, associated risks and response measures

The Company's directors, supervisors, and shareholders holding more than 10 percent of equity on the Company have been supportive of the Company in recent years. Therefore, there has been no mass transfer of equity.

(11) The effects that change in management has had on the Company as well as risks and response measures

None.

(12) Litigation or non-litigation events

1. Litigations between the Company and its clients: There were no major litigious or non-litigious events, or administrative litigations as of the date of report.

2. Litigation or non-litigation events involving the Company's directors, independent directors, president, shareholders holding more than 10 percent of equity on the Company, and subordinate companies: None.

(13) Other significant risks and response measures

Description of Information Security Risk Assessment

The Company has established the Information Security Policy to strengthen information security management and reduce operational risks. The Company has also established Regulations on Information Security Management and other management regulations in accordance with the policy to build an internal control system for information security.

Every year, the unit in charge of information operation regularly reviews internal control items by using applicable information and assesses information security risks. The unit provides improvement suggestions for risky items: The unit recommends conducting departmental self-assessment before the end of a year, and submit the result to the Audit Office for review and reporting to confirm the continuous effective implementation of risk assessments and operational inspection.

Every year, an independent audit unit uses each department's internal control self-assessment result and risks to devise the Company's annual information security audit plan for submission and onsite inspection. The unit reports on the inspection results and includes any deficiencies discovered or improvement suggestions in the list of improvement to be made and tracked by a specific deadline.

The Company adopts the aforementioned operating procedures to reduce risks; however, these procedures cannot guarantee that the Company's operations will not be affected by new risks and attacks from the rapidly changing information technology threats. The Company will still continue to invest in information security protection as needed in the changing environment, and work with a third-party service provider to strengthen its emergency response capability.

7. Other important matters

None.

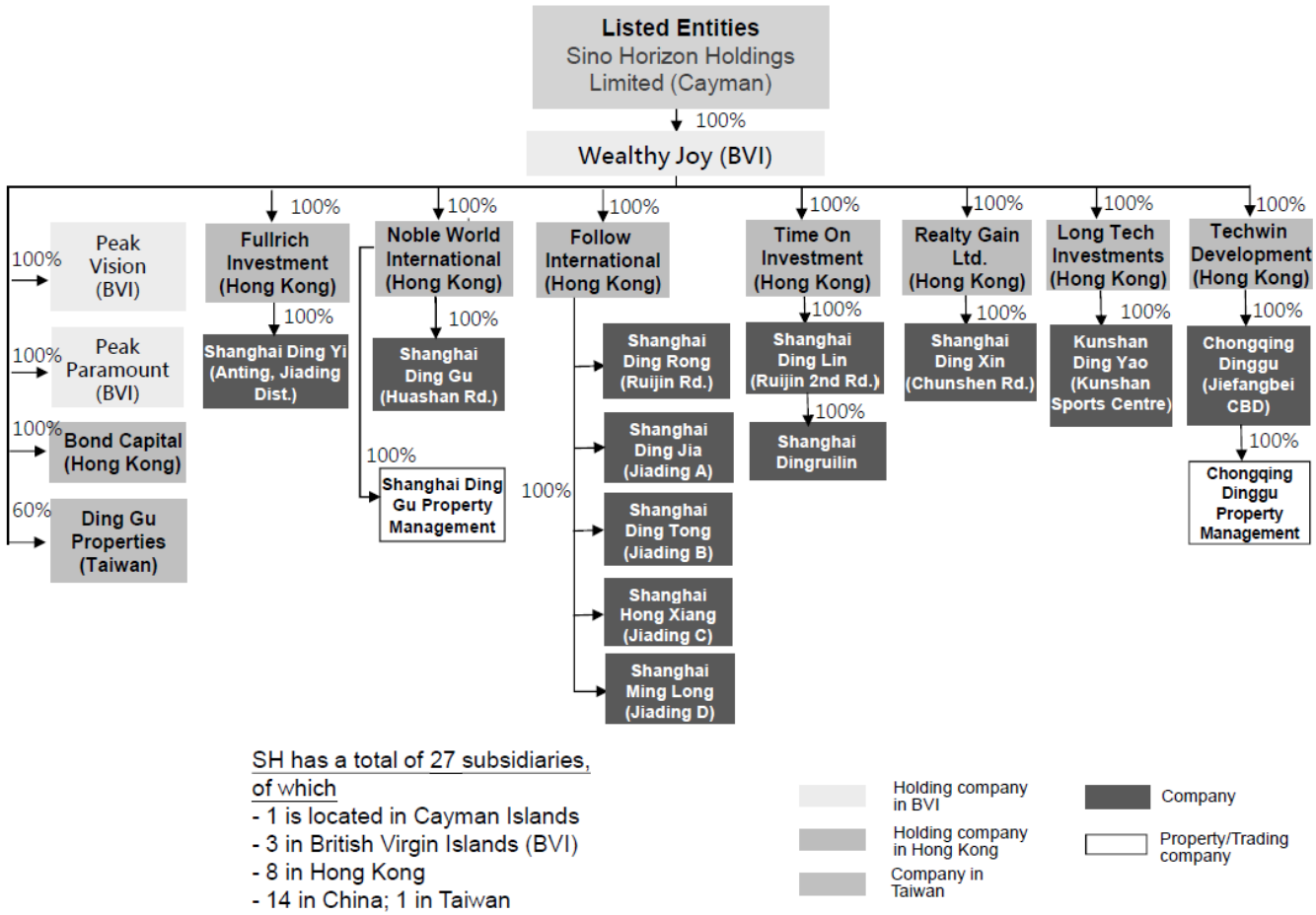
VII.Special disclosures

1. Profiles of affiliates and subsidiaries

(1) Affiliate organization chart

A company specializing in the development and management of the land in question must be established by foreign companies intending to develop real estate properties in Mainland China in accordance with local laws. Hence, such company is established for every piece of land. In addition to the aforementioned companies in China, Sino Horizon has also established respective overseas holding companies, while taking into consideration key factors such as tax conditions, laws, and practical operations at home and abroad. The organization chart of the respective overseas holding companies is illustrated below:

As of December 31, 2025



(2) Basic information of the various affiliated enterprises:

Basic information of the various affiliated enterprises

As of December 31, 2025

Enterprise name	Date of establishment (Note)	Company location	Paid-in capital (NT$)		Main businesses or products
Wealthy Joy Co.,Ltd (including Taiwan Branch)	2007/12/24	British Virgin Islands	USD	500,000,000	Investment
Time On Investment Ltd.	2002/10/17	Hong Kong, China	HKD	1,330,000,000	Investment
Follow International Ltd.	2000/11/6	Hong Kong, China	HKD	2,543,580,000	Investment
Realty Gain Ltd.	2003/2/13	Hong Kong, China	HKD	10,000	Investment
Noble World International Ltd.	2001/4/11	Hong Kong, China	HKD	10,000	Investment
Long Tech Investments Ltd.	2003/2/13	Hong Kong, China	HKD	10,000	Investment
Techwin Development Ltd.	2005/3/14	Hong Kong, China	HKD	450,850,000	Investment
Bond Capital Ltd.	2002/10/17	Hong Kong, China	HKD	10,000	Investment
Fullrich Investment Development Ltd.	2007/1/4	Hong Kong, China	HKD	10,000	Investment
Peak Vision International Limited	2009/8/18	British Virgin Islands	USD	1	Investment
Peak Paramount International Limited	2009/8/18	British Virgin Islands	USD	1	Investment
Ding Gu Properties Co., Ltd.	2010/9/15	Taiwan	NTD	4,760,000,000	Property leasing
Shanghai Ding Xin Properties Co., Ltd.	2004/12/7	Shanghai, China	USD	10,000,000	Real estate development/ sale, and shopping mall/office leasing
Kunshan Ding Yao Real Estate Development Co., Ltd.	2004/7/21	Kunshan, China	USD	25,000,000	Real estate development/ sale, and shopping mall/office leasing
Shanghai Ding Lin Real Estate Development Co., Ltd.	2007/8/20	Shanghai, China	RMB	2,441,100,000	Real estate development/ sale, and shopping mall/office leasing
Shanghai Ding Jia Real Estate Development Co., Ltd.	2008/1/3	Shanghai, China	RMB	900,000,000	Real estate development/ sale, and shopping mall/office leasing
Shanghai Ding Tong Real Estate Development Co., Ltd.	2008/1/3	Shanghai, China	RMB	232,000,000	Real estate development/ sale, and shopping mall/office leasing
Shanghai Hong Xiang Land Investment Co., Ltd.	2008/1/3	Shanghai, China	RMB	307,000,000	Real estate development/ sale, and shopping mall/office leasing
Shanghai Ming Long Construction And Development Co., Ltd.	2008/1/3	Shanghai, China	RMB	21,000,000	Real estate development/ sale, and shopping mall/office leasing
Shanghai Ding Rong Real Estate Development Co., Ltd.	2003/5/23	Shanghai, China	USD	313,680,000	Real estate development/ sale, and shopping mall/office leasing
Shanghai Ding Gu Properties Co., Ltd.	2003/1/15	Shanghai, China	USD	33,610,000	Real estate development/ sale, and shopping mall/office leasing
Chongqing Dinggu Real Estate	2005/4/25	Chongqing, China	USD	64,640,000	Real estate

Enterprise name	Date of establishment (Note)	Company location	Paid-in capital (NT$)		Main businesses or products
Development Co., Ltd.					development/ sale, and shopping mall/office leasing
Chongqing Dinggu Property Management Co., Ltd.	2007/5/22	Chongqing, China	RMB	3,000,000	Real estate management
Shanghai Ding Gu Property Management Co., Ltd.	2006/8/16	Shanghai, China	USD	140,000	Real estate management
Shanghai Dingyi Real Estate Development Co., Ltd.	2013/5/14	Shanghai, China	RMB	18,000,000	Real estate development/ sale, and shopping mall/office leasing
Shanghai Dingruilin Business Management Co., Ltd. (Note 2)	2025/1/20	Shanghai, China	RMB	-	Commercial leasing

Note 1: This is the date on which the Company acquired equity in the aforementioned company.

Note 2: The Company registered share capital of RMB 50,000 thousand. As of February 2026, capital contributions amounting to RMB 15,000 thousand had been received, and the remaining capital contribution of RMB 35,000 thousand had not yet been received.

(3) Information of common shareholders who are presumed to have a relationship of control and subordination

None.

(4) Businesses covered by the affiliated enterprises' overall operations and division of labor

The overall business operations of the Company are mainly focused on general investments, real estate development and sales, commercial office and residential leasing, and property management.

(5) Basic information of Directors, Supervisors, and Presidents of affiliates

As of December 31, 2025

Company name	Title	Name/Representative	Shares held	
			No. of shares	Shareholding percentage (Contribution ratio)
Sino Horizon Holdings Limited	Chairman	Great Sino Development Ltd.	339,971,396	19.54%
		Hung-Pen Chang (representative of Great Sino Development Ltd.)	-	-
	Director	True Elite Holdings Limited	677,880,352	38.95%
		Chien Shen Chang (representative of True Elite Holdings Limited)	-	-
	Director	True Elite Holdings Limited	677,880,352	38.95%
		Madeline D Chang (representative of True Elite Holdings Limited)	-	-

Company name	Title	Name/Representative	Shares held	
			No. of shares	Shareholding percentage (Contribution ratio)
	Director	Great Sino Development Ltd.	339,971,396	19.54%
		Nen-Yao Chang (representative of Great Sino Development Ltd.)	566,160	0.03%
	Director	An Yee Jennifer Fung	165,080	0.01%
	Director	Fong-Cheng Lin	-	-
	Director	Ching-Chong Chen	-	-
	Director	Du-Tsuen Uang	-	-
	Independent Director	Freddie Liu	-	-
	Independent Director	Huei-Chu Huang	-	-
	Independent Director	Chi-Der Tsai	-	-
	Independent Director	Chun-Chi Kung	-	-
Wealthy Joy Co.,Ltd	Director	Hung-Pen Chang	-	-
	Director	Chien Shen Chang	-	-
Time On Investment Ltd.	Director	Mei-Jean Feng	-	-
	Director	Wealthy Joy Co., Ltd Representative: Hung-Pen Chang	1,330,000,000	100%
Follow International Ltd.	Director	Mei-Jean Feng	-	-
	Director	Wealthy Joy Co., Ltd Representative: Hung-Pen Chang	2,543,580,000	100%
Realty Gain Ltd.	Director	Mei-Jean Feng	-	-
	Director	Wealthy Joy Co., Ltd Representative: Hung-Pen Chang	10,000	100%
Noble World International Ltd.	Director	Mei-Jean Feng	-	-
	Director	Wealthy Joy Co., Ltd Representative: Hung-Pen Chang	10,000	100%
Long Tech Investments Ltd.	Director	Mei-Jean Feng	-	-
	Director	Wealthy Joy Co., Ltd Representative: Hung-Pen Chang	10,000	100%
Techwin Development Ltd.	Director	Mei-Jean Feng	-	-
	Director	Wealthy Joy Co., Ltd Representative: Hung-Pen Chang	450,850,000	100%
Bond Capital Ltd.	Director	Mei-Jean Feng	-	-
	Director	Wealthy Joy Co., Ltd Representative: Hung-Pen Chang	10,000	100%
Fullrich Investment Development Ltd.	Director	Mei-Jean Feng	-	-
	Director	Wealthy Joy Co., Ltd Representative: Hung-Pen Chang	10,000	100%
Peak Vision International Limited	Director	Mei-Jean Feng	-	-
	Director	Hung-Pen Chang	-	-
	Director	An Yee Jennifer Fung	-	-
Peak Paramount International Limited	Director	Mei-Jean Feng	-	-
	Director	Hung-Pen Chang	-	-
	Director	An Yee Jennifer Fung	-	-
Ding Gu Properties Co., Ltd.	Chairman	Wealthy Joy Co., Ltd Representative: Mei-Jean Feng	285,600,000	60%
	Director	Wealthy Joy Co., Ltd Representative: Nen-Yao Chang		
	Director	Hung Ching Development & Construction Co., Ltd.	114,240,000	24%
	Supervisor	Bestget Investment Ltd	28,560,000	6%
	Supervisor	Universal Investment Ltd	28,560,000	6%
Shanghai Ding Xin Properties Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Nen-Yao Chang	-	-

Company name	Title	Name/Representative	Shares held	
			No. of shares	Shareholding percentage (Contribution ratio)
	Director	Chien Shen Chang	-	-
	Supervisor	Mei-Jean Feng	-	-
Kunshan Ding Yao Real Estate Development Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Mei-Jean Feng	-	-
	Director/ President	Nen-Yao Chang	-	-
	Supervisor	Chien Shen Chang	-	-
Shanghai Ding Lin Real Estate Development Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Nen-Yao Chang	-	-
	Director	Mei-Jean Feng	-	-
Shanghai Ding Jia Real Estate Development Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Mei-Jean Feng	-	-
	Director	Nen-Yao Chang	-	-
	Supervisor	Chien Shen Chang	-	-
Shanghai Ding Tong Real Estate Development Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Mei-Jean Feng	-	-
	Director	Nen-Yao Chang	-	-
	Supervisor	Chien Shen Chang	-	-
Shanghai Hong Xiang Land Investment Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Mei-Jean Feng	-	-
	Director	Nen-Yao Chang	-	-
	Supervisor	Chien Shen Chang	-	-
Shanghai Ming Long Construction And Development Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Mei-Jean Feng	-	-
	Director	Nen-Yao Chang	-	-
	Supervisor	Chien Shen Chang	-	-
Shanghai Ding Rong Real Estate Development Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Chien Shen Chang	-	-
	Director	Nen-Yao Chang	-	-
	Supervisor	Mei-Jean Feng	-	-
Shanghai Ding Gu Properties Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Mei-Jean Feng	-	-
	Director	Nen-Yao Chang	-	-
Chongqing Dinggu Real Estate Development Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Chien Shen Chang	-	-
	Director/ President	Nen-Yao Chang	-	-
	Supervisor	Mei-Jean Feng	-	-
Chongqing Dinggu Property Management Co., Ltd.	Executive Director /President	Hung-Pen Chang	-	-
	Supervisor	Mei-Jean Feng	-	-
Shanghai Ding Gu Property Management Co., Ltd.	Executive Director	Hung-Pen Chang	-	-
	Supervisor	Mei-Jean Feng	-	-
Shanghai Dingyi Real Estate Development Co., Ltd.	Chairman	Hung-Pen Chang	-	-
	Director	Chien Shen Chang	-	-
	Director/ President	Nen-Yao Chang	-	-
	Supervisor	Mei-Jean Feng	-	-
Shanghai Dingruilin Business Management Co., Ltd.	Chairman	Nen-Yao Chang	-	-

(6) Business Overview of Affiliates

As of December 31, 2025

Company name	Capital (in dollar)	Total assets (in thousands)	Total liabilities (in thousands)
Sino Horizon Holdings Limited	NTD 17,402,969,820	NTD 117,466,150	NTD 70,834,632
Wealthy Joy Co.,Ltd (including Taiwan Branch)	USD 500,000,000	USD 1,294,455	USD 396,305
Time On Investment Ltd.	HKD 1,330,000,000	USD 359,439	USD 301,742
Follow International Ltd.	HKD 2,543,580,000	USD 550,649	USD 580,716
Realty Gain Ltd.	HKD 10,000	USD 10,006	USD 9,880
Noble World International Ltd.	HKD 10,000	USD 34,308	USD 44,967
Long Tech Investments Ltd.	HKD 10,000	USD 26,092	USD 26,320
Techwin Development Ltd.	HKD 450,850,000	USD 65,606	USD 7,845
Bond Capital Ltd.	HKD 10,000	USD 2	USD 4
Fullrich Investment Development Ltd.	HKD 10,000	USD 9,967	-
Imperial Corporation Ltd. (Note)	-	-	-
Peak Vision International Limited	USD 1	USD 22,651	-
Peak Paramount International Limited	USD 1	USD 1	USD 20
Ding Gu Properties Co., Ltd.	NTD 4,760,000,000	NTD 17,805,483	NTD 11,863,428
Shanghai Ding Xin Properties Co., Ltd.	USD 10,000,000	RMB 131,587	RMB 36,014
Kunshan Ding Yao Real Estate Development Co., Ltd.	USD 25,000,000	RMB 1,343,497	RMB 758,644
Shanghai Ding Lin Real Estate Development Co., Ltd.	RMB 2,441,100,000	RMB 4,082,013	RMB 2,255,262
Shanghai Ding Jia Real Estate Development Co., Ltd.	RMB 900,000,000	RMB 1,767,106	RMB 1,037,524
Shanghai Ding Tong Real Estate Development Co., Ltd.	RMB 232,000,000	RMB 478,136	RMB 1,509
Shanghai Hong Xiang Land Investment Co., Ltd.	RMB 307,000,000	RMB 1,040,016	RMB 295,176
Shanghai Ming Long Construction And Development Co., Ltd.	RMB 21,000,000	RMB 3,037,894	RMB 1,010,965
Shanghai Ding Rong Real Estate Development Co., Ltd.	USD 313,680,000	RMB 7,169,030	RMB 1,582,227
Shanghai Ding Gu Properties Co., Ltd.	USD 33,610,000	RMB 771,381	RMB 116,701
Chongqing Dinggu Real Estate Development Co., Ltd.	USD 64,640,000	RMB 1,924,616	RMB 1,060,954
Shanghai Dingyi Real Estate Development Co., Ltd.	RMB 18,000,000	RMB 76,393	RMB 135
Chongqing Dinggu Property Management Co., Ltd.	RMB 3,000,000	RMB 2,265	RMB 335
Shanghai Ding Gu Property Management Co., Ltd.	USD 140,000	RMB 66,829	RMB 34,696
Shanghai Dingruilin Business Management Co., Ltd.	RMB 50,000,000	RMB 44,784	RMB 44,881

As of December 31, 2025

Company name	Net worth (in thousands)	Operating revenue (in thousands)	Operating net profit (in thousands)	Current profit and loss (after-tax) (in thousands)	Earnings per share (after-tax) (in dollar)
Sino Horizon Holdings Limited	NTD 46,631,518	NTD 5,795,331	(NTD 5,586,192)	(NTD 6,022,092)	(NTD 3.62)
Wealthy Joy Co.,Ltd (including Taiwan Branch)	USD 898,150	USD 117	(USD 844)	(USD 4,927)	(USD 0.01)
Time On Investment Ltd.	USD 57,697	-	(USD 4)	(USD 13,115)	(USD 0.01)
Follow International Ltd.	(USD 30,067)	-	(USD 5)	(USD 35,781)	(USD 0.01)
Realty Gain Ltd.	USD 126	-	(USD 3)	(USD 3)	(USD 0.32)
Noble World International Ltd.	(USD 10,659)	-	(USD 3)	(USD 3)	(USD 0.34)
Long Tech Investments Ltd.	(USD 228)	-	(USD 3)	(USD 3)	(USD 0.32)
Techwin Development Ltd.	USD 57,761	-	(USD 3)	(USD 3)	(USD 0.00)
Bond Capital Ltd.	(USD 2)	-	(USD 2)	(USD 2)	(USD 0.19)
Fullrich Investment Development Ltd.	USD 9,967	-	(USD 3)	(USD 3)	(USD 0.34)
Imperial Corporation Ltd.	-	-	-	-	USD 0.00
Peak Vision International Limited	USD 22,651	-	(USD 2)	USD 11,625	USD 11,624,599
Peak Paramount International Limited	(USD 19)	-	(USD 2)	(USD 2)	(USD 1,669)
Ding Gu Properties Co., Ltd.	NTD 5,942,055	NTD 293,502	NTD 225,641	NTD 704,724	NTD 0.01
Shanghai Ding Xin Properties Co., Ltd.	RMB 95,573	RMB 1,072	(RMB 3,149)	(RMB 3,295)	Not applicable
Kunshan Ding Yao Real Estate Development Co., Ltd.	RMB 584,853	RMB 582,105	RMB 315,519	RMB 152,433	Not applicable
Shanghai Ding Lin Real Estate Development Co., Ltd.	RMB 1,826,751	-	(RMB 589,612)	(RMB 589,572)	Not applicable
Shanghai Ding Jia Real Estate Development Co., Ltd.	RMB 729,582	RMB 17,538	RMB 6,376	(RMB 30,114)	Not applicable
Shanghai Ding Tong Real Estate Development Co., Ltd.	RMB 476,627	RMB 6,860	RMB 513	RMB 1,677	Not applicable
Shanghai Hong Xiang Land Investment Co., Ltd.	RMB 744,840	RMB 40,316	(RMB 42,102)	(RMB 46,392)	Not applicable
Shanghai Ming Long Construction And Development Co., Ltd.	RMB 2,026,929	RMB 125,889	(RMB 34,911)	RMB 8,035	Not applicable
Shanghai Ding Rong Real Estate Development Co., Ltd.	RMB 5,586,803	RMB 327,081	(RMB 331,606)	(RMB 151,237)	Not applicable
Shanghai Ding Gu Properties Co., Ltd.	RMB 654,680	RMB 23,117	(RMB 26,993)	(RMB 12,923)	Not applicable
Chongqing Dinggu Real Estate Development Co., Ltd.	RMB 863,662	RMB 45,978	(RMB 59,391)	(RMB 82,791)	Not applicable
Shanghai Dingyi Real Estate Development Co., Ltd.	RMB 76,258	RMB 4,813	(RMB 4,884)	(RMB 3,292)	Not applicable
Chongqing Dinggu Property Management Co., Ltd.	RMB 1,930	RMB 1,972	(RMB 54)	(RMB 54)	Not applicable
Shanghai Ding Gu Property Management Co., Ltd.	RMB 32,133	RMB 104,438	RMB 42	RMB 461	Not applicable
Shanghai Dingruilin Business Management Co., Ltd.	(RMB 97)	-	(RMB 155)	(RMB 97)	Not applicable

Note : The Company was dissolved in January 2025.

2. Private placement of securities in the past year and up to the date of annual report publication

None.

3. Holding or disposal of stocks of the Company by subsidiaries in the past year and up to the date of annual report publication

None.

4. Other supplemental information

None.

5. Explanation of any material deviations from R.O.C. regulations regarding protection of shareholders' equity

None.

VIII. Corporate events with material impact on shareholders' equity or stock prices set forth in Subparagraph 2, Paragraph 3, Article 36 of the Securities and Exchange Act in the past year and up to the date of annual report publication shall be individually listed.

None.

鼎固控股有限公司

董事長 張洪本

鼎固控股有限公司

SINO HORIZON HOLDINGS LIMITED