



2024 永續報告書 ESG REPORT

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Sustainability Performance and Recognition



Awards and Recognition

SEEC Honored with Dual TCSA Awards, Reaching New Heights in Sustainability Development

SEEC's outstanding performance in sustainability has once again been recognized. The Company's 2023 Sustainability Report received the Platinum Award in the 17th TCSA Taiwan Corporate Sustainability Awards for Sustainability Reporting. Through in-depth analysis of material topics and presentation of quantitative data, the report highlights the Company's concrete achievements in climate risk management, carbon reduction strategies, and stakeholder engagement, further enhancing transparency and setting a benchmark in the industry. In addition, SEEC was honored with the "Innovation and Growth Leadership Award" for its "Shihlin Electric Green Power" brand, underscoring its leading position in the solar, charging, and energy storage sectors, as well as its contributions to the green economy. This dual recognition not only reaffirms the Company's strong commitment to sustainable development but also motivates us to continuously improve and contribute to a greener future.





Awards and Recognition

SEEC was certified as a "Middle-aged and Senior-friendly Enterprise" for the year 2024.

SEEC was awarded the 2024 "Middle-aged and Senior-friendly Enterprise Certification" by the Taipei City Government. The Company stood out among more than 100 participating enterprises by demonstrating exceptional performance across five key dimensions: "Organizational Culture", "Recruitment and Employment", "Education and Training", "Workplace Environment and Job Redesign", and "Innovative Practices". Actively promoting an age-friendly workplace, SEEC provides comprehensive training programs for all age groups and fosters a supportive work environment to help middle-aged and senior employees adapt steadily, extend their careers, and serve as a model in the industry for advancing inclusive and friendly employment practices.



Awards and Recognition

SEEC's Electrical Automobile Equipment Business Group received the "Outstanding Supplier Award" from KYMCO.

SEEC's Electrical Automobile Equipment Business Group has long been a strategic partner to Taiwan's leading motorcycle manufacturers, supplying essential electrical components. With consistent excellence in product quality and delivery performance, the Company has earned strong recognition from clients, receiving KYMCO's "Outstanding Operational Performance Award" as well as SYM's "Preferred Product Award" and "Best Contribution Award."

These honors were accepted on behalf of the Company by Mr. Lee, Shui-Yuan, General Manager of the Electrical Automobile Equipment Business Group, and Mr. Liao, Feng-Liang, Senior Executive Manager. The awards underscore SEEC's pivotal role and outstanding performance within the motorcycle industry supply chain.

These accolades not only highlight the Company's exceptional operational capabilities but also reflect its strong, long-standing partnerships. Looking ahead, SEEC will continue to enhance its technologies and services, deepening collaboration with its partners to deliver even higher-quality solutions for the motorcycle industry.



Awards and Recognition

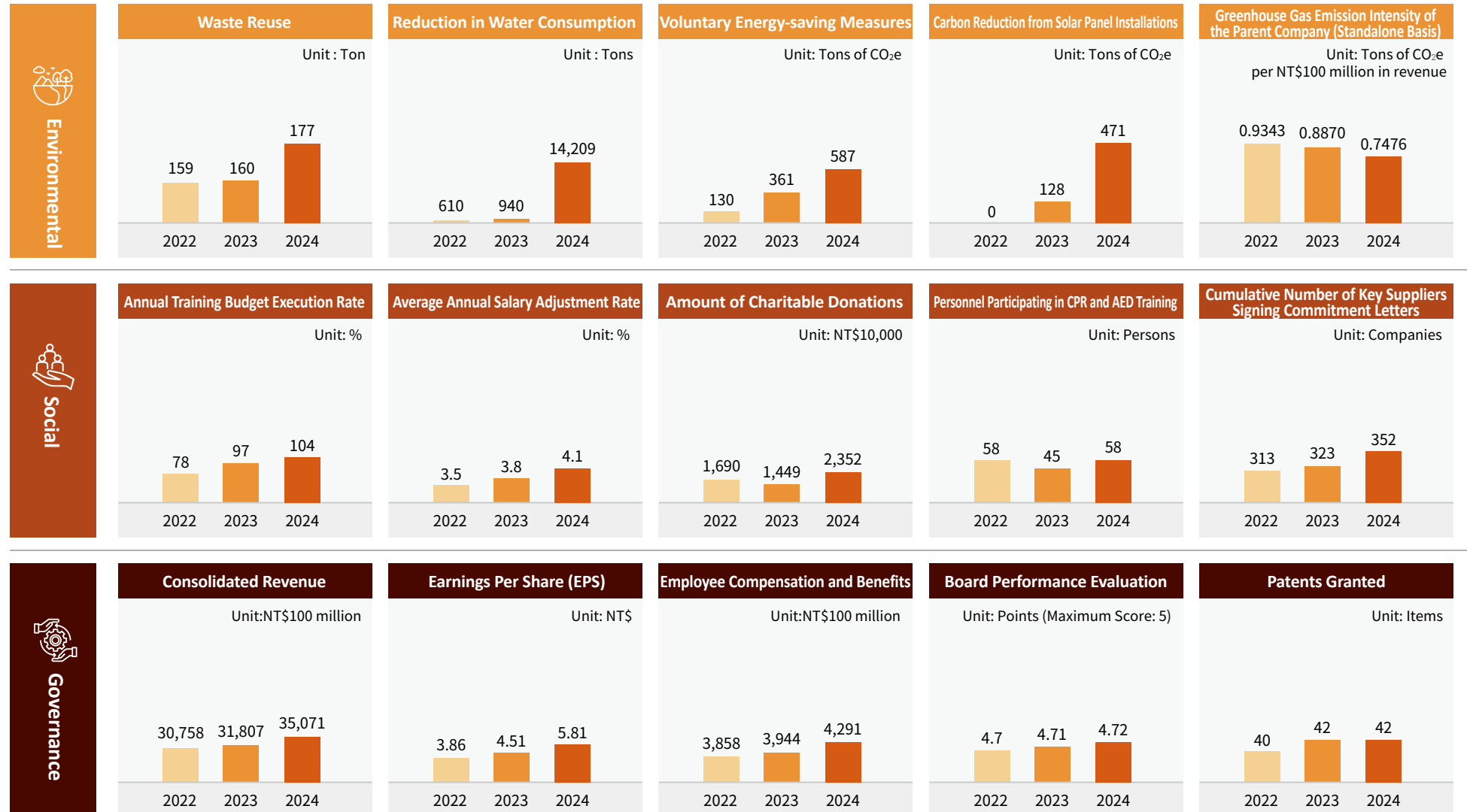
Four energy-saving products from the Automation Business Group were honored with the 32nd Taiwan Excellence Award.



The "Taiwan Excellence Award" is an annual event that brings together the most innovative leaders of Taiwan's industries. Upholding its commitment to continuous technological innovation, SEEC actively participates in the selection process and has been repeatedly recognized with awards. This year, four products from the Company's Automation Business Group—including dedicated inverters for water pumps and ventilation, servo motor drivers, and hollow shaft motors—stood out among 948 products from 469 companies, earning the 32nd Taiwan Excellence Award for outstanding products. These accolades position SEEC as a model in Taiwanese industry, showcasing its capabilities on the global stage and reinforcing Taiwan's reputation as a trusted partner to the world.



Sustainability Performance



Stakeholder Engagement

Sustainable development represents a shared commitment and responsibility between enterprises and their stakeholders to grow together. Throughout its operations, SEEC actively listens to stakeholder feedback and fosters continuous communication and collaboration to achieve value co-creation—this embodies the very essence of sustainability. Through stakeholder engagement, SEEC identifies key topics from a wide range of issues that present both risks and opportunities and have significant impacts. This process enables management to allocate limited resources more effectively and to formulate short-, medium-, and long-term sustainability strategies, while transparently disclosing both positive and negative information.

Stakeholder Identification and Communication

The Company follows the AA1000 Stakeholder Engagement Standards (SES), applying its five core principles—Dependence, Responsibility, Influence, Diverse Perspectives, and Tension—as the foundation for stakeholder identification. Additionally, the Company adhere to the stakeholder definitions outlined in the GRI Standards (2021 edition), and assess the individuals or groups potentially affected by each sustainability issue to support accurate stakeholder mapping. In 2024, SEEC’s main stakeholder groups remain the same as the previous year, encompassing seven categories: employees, customers, shareholders/ investors, business partners (including suppliers, distributors, and contractors), financial institutions, communities (including NGOs, NPOs, and disadvantaged groups), and government agencies. Through diverse communication channels, the Company aims to engage and consult with stakeholders to gain a deep understanding of their expectations and needs, which in turn serves as a vital reference for advancing our sustainability efforts.

Stakeholder Engagement Questionnaire

To ensure the implementation of all material topics and the achievement of related targets, the ESG Report Task Force of the Company convenes regular project meetings to consolidate stakeholder engagement results and sustainability-related recommendations from various departments. These findings are reported to and confirmed by the Board of Directors annually. The stakeholder communication for 2024 was presented to the Board on May 8, 2025. The communication status and report contents for each stakeholder group in the most recent year are as follows:

Employees	Significance to SEEC	Employees are the cornerstone of the Company’s success. Their professional skills, knowledge, and attitudes determine the Company’s operational capabilities and growth potential. SEEC places great emphasis on talent development, motivation, and employee benefits to ensure the Company’s sustainable growth and long-term success.	
Key Areas of Concern	Communication Methods and Channels		Communication Frequency
<ul style="list-style-type: none"> Talent development and retention Employee rights and benefits Business performance Occupational safety and health Workforce diversity and equal opportunities 	Labor-management meetings		Once per quarter
	Labor union meetings		Once every two months
	Communication meetings between supervisors and employees at all levels; departmental work meetings.		Irregular
	Orientation sessions and dialogues with senior executives		Three times per year
	Training and Development Committee		Once per quarter
	Occupational Safety and Health Committee		Once per quarter
	Employee Welfare Committee		Once per quarter
	HR partner teams		Irregular
	Employee grievance channels (phone, written, email)		Real-time
	Internal website (Intra), email (notification forms), other announcements (posters), SEEC Assistant (Line)		Irregular
	SEEC bimonthly magazine		Once every two months
	HR service mailbox; grievance system		Real-time
	Stakeholder communication issue survey questionnaires		Real-time
2024 Engagement Achievements	Communication Outcomes		
<ul style="list-style-type: none"> 4 Labor-Management Meetings 3 Orientation Sessions and dialogues with senior executives 6 labor union meetings 4 Occupational Safety and Health Committee meetings 4 Employee Welfare Committee meetings 4 Training and Development Committee meetings 	<p>I’m a practical person by nature. I decided to join SEEC after seeing on a job recruitment site that the Company offered dormitory housing and free employee meals. The Company not only values employee training and career development, but also emphasizes work-life balance. Looking back, it’s been over ten years since I joined, and now as a father of three, I’ve never once thought about leaving.</p> <p>Employee \ Nick Hsieh Electrical Automobile Equipment Business Group \ SEEC</p>		



Customers

Significance
to SEEC

Changes in customer needs and market trends drive continuous innovation for enterprises. SEEC is committed to delivering high-quality products to its customers. At the same time, the company utilizes various channels to understand customer expectations for its products, aiming to better align its products and services with customer needs.

Key Areas of Concern

- Governance and integrity
- Information security management
- Clean technology opportunities
- Innovation, R&D, and patents
- Sustainable supply chain management

Communication Methods and Channels

- | | |
|---|---------------------|
| ■ Customer audits at the factory | ■ Irregular |
| ■ Customer visits | ■ Irregular |
| ■ Promotion events | ■ Irregular |
| ■ Domestic and international exhibitions | ■ Irregular |
| ■ Customer satisfaction surveys | ■ Once per year |
| ■ Participation in overseas customer-supplier conferences | ■ Twice per year |
| ■ Video / telephone conferences | ■ Irregular |
| ■ Customer service hotline / after-sales service hotline | ■ Real-time |
| ■ Official website, social media platforms, etc | ■ Updated as needed |
| ■ Stakeholder communication issue survey questionnaires | ■ Real-time |

Communication
Frequency

2024 Engagement Achievements

- Customer factory audits / 21 times
- Customer visits / 85 times
- Promotional events / 38 times
- Domestic and international exhibitions / 21 times
- Average customer satisfaction rating / 4.5
- Social media communication / Official website, Linkedin, Facebook, IG, Youtube, Southeast Asian e-commerce platforms (Shopee, LAZADA, etc.), providing real-time information sharing

Communication Outcomes

On March 28, a delegation of Romanian Members of Parliament visited SEEC's Electrical Automobile Equipment Business Group. Hosted by Mr. Lee, Shui-Yuan, General Manager of the Business Group, the delegation toured the EV Powertrain and charging station production lines, as well as related testing and verification equipment. They were deeply impressed by SEEC's "Green Power" products. The visit featured lively exchanges between both parties, with hopes expressed for further collaboration in the future.



Shareholders/Investors

Significance
to SEEC

Shareholder support and recognition are key drivers of sustainable operations and long-term development for the Company. SEEC is committed to maintaining effective communication with its shareholders and incorporating their valuable feedback into its business strategies. By aligning the Company's development direction with shareholder expectations, thereby establishing a solid foundation for sustainable and steady business operations.

Key Areas of Concern

- Business Performance
- Corporate Governance and Integrity
- Product Quality and Safety
- Information Security Management
- Occupational Health and Safety
- Employee Rights and Benefits

Communication Methods and Channels

- | | |
|--|------------------------|
| ■ Shareholders' Meeting | ■ Once per year |
| ■ Institutional Investor Conference: | ■ At least once a year |
| ■ Annual Report | ■ Once per year |
| ■ Market Observation Post System (MOPS) | ■ Real-time |
| ■ Company Website – Investor Relations Section | ■ Real-time |
| ■ Stakeholder Engagement Survey on Key Issues | ■ Real-time |

Communication
Frequency

2024 Engagement Achievements

- The Annual Shareholders' Meeting was held on June 19, 2024.
- The Institutional Investor Conference was held on September 4, 2024.
- Revenue, financial reports, and material information are disclosed on the Market Observation Post System (MOPS).
- This year's EPS was NT\$5.81, with consolidated revenue totaling NT\$35,071 million.

Communication Outcomes

In 2024, the Company achieved operating revenue of NT\$35,071 million, representing a 10.3% increase compared to the previous year. The return on equity (ROE) reached 8.8%, reflecting continued value creation and a more robust financial structure. SEEC has also continued to reward its shareholders, raising the dividend payout to NT\$4.5 per share in 2024—demonstrating both solid profitability and a shareholder-friendly management approach. With expanded transformer production capacity and the ongoing development of a resilient power grid, SEEC's growth momentum is becoming increasingly evident, reinforcing shareholders' strong confidence in the Company's long-term development.



Business Partners

Significance to SEEC

Business partners include suppliers, distributors, outsourcing companies, and collaborators, are indispensable components of the sales channels and supply chain. They are integral to SEEC's ecosystem, contributing to mutual prosperity and success.

Key Areas of Concern

- Business Performance
- Corporate Governance and Integrity
- Product Quality and Safety
- Information Security Management
- Occupational Health and Safety
- Employee Rights and Benefits

Communication Methods and Channels

- New Supplier Evaluation
- Annual Supplier Assessment
- Supplier Project Supervision
- Supplier Guidance / Support
- Distributor Forums and Training Programs
- Electrical Engineers' Seminar
- SEEC Supply Chain Alliance Conference
- Advanced Training for Suppliers
- Heavy Electric Partner Committee Exchange Meeting
- Xin Feng Plant Supply Chain Networking Event
- Supplier Networking Activities
- Stakeholder Engagement Survey on Key Issues

Communication Frequency

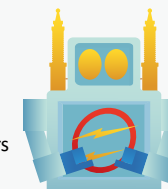
- Irregular
- Once per year
- Irregular
- Based on Demand
- Irregular
- Irregular
- Once a year
- 2 to 3 times per year
- 2 to 3 times per year
- Irregular
- Once a year
- Real-time

2024 Engagement Achievements

- 15 new suppliers evaluated, with a 100% qualification rate
- 30 annual supplier assessments conducted, with a 100% qualification rate
- Supplier engineering audits: 56 suppliers, 86 sessions
- Heavy Electric Division Supplier Supervisory Board exchange meetings: 5 sessions
- Xinfeng Plant Supply Chain Networking Events: 6 sessions
- Carbon inventory training for supply chain vendors: 80 companies
- Cumulative number of key suppliers who signed the "Supplier Corporate Social Responsibility Commitment" and the "Declaration of Non-use of Hazardous Substances": 352 companies

Communication Outcomes

During the 2024 Board and Supervisor Meetings, it was noted that "Through the collaboration platform provided by the Partners Association, we are able to engage in in-depth dialogue with SEEC's senior management and other suppliers. This not only enhances cooperation efficiency but also deepens our understanding of market trends and technological development directions." Council members unanimously agreed that through training programs and interactive activities, they can adapt more quickly to market changes and face future challenges together.



Heavy Electrical Partners
Association Board of Directors



Financial Institutions

Significance to SEEC

Financial institutions provide funding support, risk management tools, and services to businesses, helping SEEC expand operations, reduce financial risks, and enhance cash flow efficiency, thereby achieving sustainable and robust development.

Key Areas of Concern

- Clean technology opportunities
- Talent development and retention
- Workforce diversity and equal opportunities
- Employee rights and benefits
- Occupational safety and health
- Product quality and safety

Communication Methods and Channels

- Corporate briefing
- Business interview meetings
- Financial institution seminars
- Stakeholder Engagement Survey on Key Issues

Communication Frequency

- At least once a year
- Irregular
- Irregular
- Real-time

2024 Engagement Achievements

- Corporate briefing was held on September 04, 2024.
- Attended advocacy meetings hosted by the Stock Exchange, totaling 4 times and 33.5 person-hours.
- Completed questionnaires for the Stock Exchange, totaling 24 times.

Communication Outcomes

SEEC has maintained a stable long-term partnership with financial institutions. Through flexible capital utilization and strategic financing, the Company supports its development needs for capacity expansion and overseas market deployment. In 2024, the Company actively optimized its capital structure, reduced its debt ratio, and continued discussions with major banking partners for project financing to ensure financial stability and flexibility.



Community

Significance
to SEEC

By focusing on community needs and interests, minimizing negative impacts wherever possible, and actively promoting community development and prosperity, SEEC aims to foster strong relationships with the community. This approach helps build a positive corporate image and enhances sustainable competitiveness.

Key Areas of Concern

- Information Security Management
- Product Quality and Safety
- Employee Rights and Benefits
- Business Performance
- Workforce Diversity and Equal Opportunities
- Waste Management

Communication Methods and Channels

- Industrial zone service center
- Industrial zone regional joint defense
- Volunteer activities and charity events
- Local cultural and art events
- Telephone and complaint hotline
- Company website communication inbox
- Stakeholder Engagement Survey on Key Issues

Communication
Frequency

- Irregular
- Once per quarter
- Irregular
- Irregular
- Real-time
- Real-time
- Real-time

2024 Engagement Achievements

- Industrial Zone joint defense drills: 4 times
- Long-term adoption and maintenance of Dexing Park landscaping, with pruning and cleaning expenses totaling approximately NT\$180,000 in 2024
- Maintenance expenses for the Robot Square totaling approximately NT\$600,000, including body cleaning, repainting, and repairs of tiles and drainage covers
- Public welfare activity expenditures: NT\$23.521 million

Communication Outcomes

The "2024 Shilin Agricultural Lifestyle Festival," co-organized by the Shilin District Office and the Farmers' Association, aimed to promote Shilin's agricultural culture. SEEC, together with HCT Logistics and AMBASSADOR HOTEL, jointly sponsored stage, sound, and power systems to actively support local culture and agricultural development. The Company continues to stay engaged with the community, striving to create greater value for society.



Governments

Significance
to SEEC

Government agencies formulate laws and regulations that affect enterprises, oversee compliance, and provide guidance and recommendations on environmental protection, energy and resource usage, labor rights, and other aspects crucial for the sustainable operation of the SEEC.

Key Areas of Concern

- Regulatory Compliance
- Corporate Governance
- Risk Management
- Labor Relations
- Energy and Environmental Management

Communication Methods and Channels

- Government Agency Meetings / Training Sessions
- Official correspondence
- Stakeholder Engagement Survey on Key Issues

Communication
Frequency

- Irregular
- Irregular
- Real-time

2024 Engagement Achievements

- Processed and signed off on 1,261 incoming documents according to procedures.
- Corporate Governance Evaluation ranked between 36% to 50%.
- Participated in a total of 3 shareholder affairs networking forums
- Addressed compliance violations by promptly making improvements and paying fines as required. For details, please refer to [4.3 Integrity Operation](#).
- Participated in 42 person-hours of training courses organized by the Ministry of Labor.
- Attended occupational safety education and training sessions organized by local government labor departments, totaling 29 person-hours.

Communication Outcomes

In June 2024, SEEC had the honor of hosting a visit from government agencies, assisting them in gaining deeper insights into the current state of the Heavy Electric Industry both domestically and internationally. As a leader in Taiwan's heavy electric sector, SEEC look forward to collaborating with the government to drive collective growth across the industrial value chain and to create a sustainable future together.



Material Topic Identification Process

Materiality Analysis Process

The Company annually adjusts its significant issue identification and management framework based on the latest GRI guidelines to identify major sustainability issues. These issues are not only used for compiling reports but also serve as the basis for developing long-term sustainability goals and strategies. In 2024, SEEC continues to adhere to the latest GRI guidelines, specifically the GRI 3 Major Topics 2021 Disclosure Principles. The evaluation process focuses on assessing the "actual or potential positive and negative impacts on external economic, environmental, and societal factors (including human rights)" and "actual or potential positive and negative impacts on SEEC's sustainable operations." This approach aligns with the principles of double materiality, aiming to better understand the substantial impacts the company creates externally and internally during its operational processes.



STEP 1

Compilation of Sustainability Issues

Firstly, compile sustainability issues that may impact the company's sustainable operations (risk, opportunity factors) and stakeholder concerns (including regulatory requirements). This compilation references sustainability standards and norms (GRI, SASB, TCFD), United Nations Sustainable Development Goals (SDGs), ESG rating agencies (MSCI), procedures for listed companies to prepare and disclose sustainability reports, stakeholder concerns, industry-specific regulations and standards, and recommendations from sustainability consultants. Finally, consolidate 19 sustainability issues relevant to SEEC.

GRI

31 Sustainability Topics

SASB

12 Accounting Metrics for the Electrical Equipment Industry

TCFD

Climate-related Financial Disclosures

SDGs

United Nations Sustainable Development Goals

Regulatory Requirements

Operational procedures for listed companies to prepare and disclose sustainability reports

Stakeholder Concerns

Issues of stakeholder interest, including topics regularly monitored and recommendations from sustainability advisors

Industry Trends

Industry norms and benchmarks from peers and leading enterprises

E

- Product Lifecycle Management
- Water Resources
- Climate Change Risk Response
- Air Pollution Prevention
- Waste Management
- Biodiversity

S

- Talent Development and Retention
- Employee Diversity and Equal Opportunities
- Employee Rights and Welfare
- Occupational Safety and Health
- Product Quality and Safety
- Information Security and Management
- Social Engagement

G

- Economic Performance
- Integrity Operation
- Clean Technology Opportunities
- Innovation / R&D / Patents
- Taxation
- Sustainable Supply Chain Management

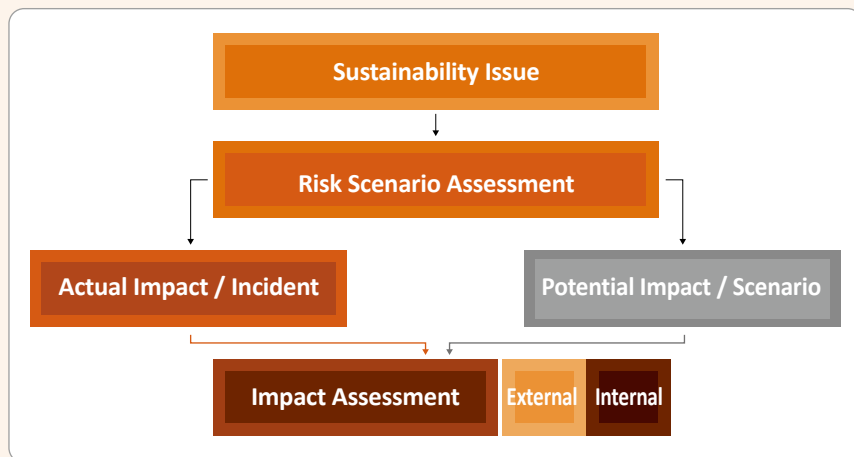
Note:

- The three sustainability topics from the previous year "Energy and Emissions," "Raw Materials," and "Labor Market" have been respectively integrated into "Climate Change Risk Response," "Product Lifecycle Management," and "Workforce Diversity and Equal Opportunities."
- Sustainability initiatives or regulatory references include: MSCI – Industrial Machinery Industry, SASB – Electrical & Electronic Equipment Sector, and DJSI – Machinery and Electrical Equipment.

STEP 2

Sustainability Issue Impact Assessment

In accordance with the disclosure principles of "GRI 3: Material Topics 2021," the Company's ESG Report Task Force conducted a risk scenario assessment for each sustainability issue, evaluating both the external and internal actual and potential impacts. The analysis also considered the possible effects of each sustainability issue on various stakeholders, systematically assessing the internal and external impacts of 19 sustainability topics. In addition, a stakeholder materiality survey was conducted to gauge stakeholder concern regarding SEEC's sustainability issues. A total of 67 questionnaires were collected in 2024, and the survey results were used as reference parameters in the material topic identification process.



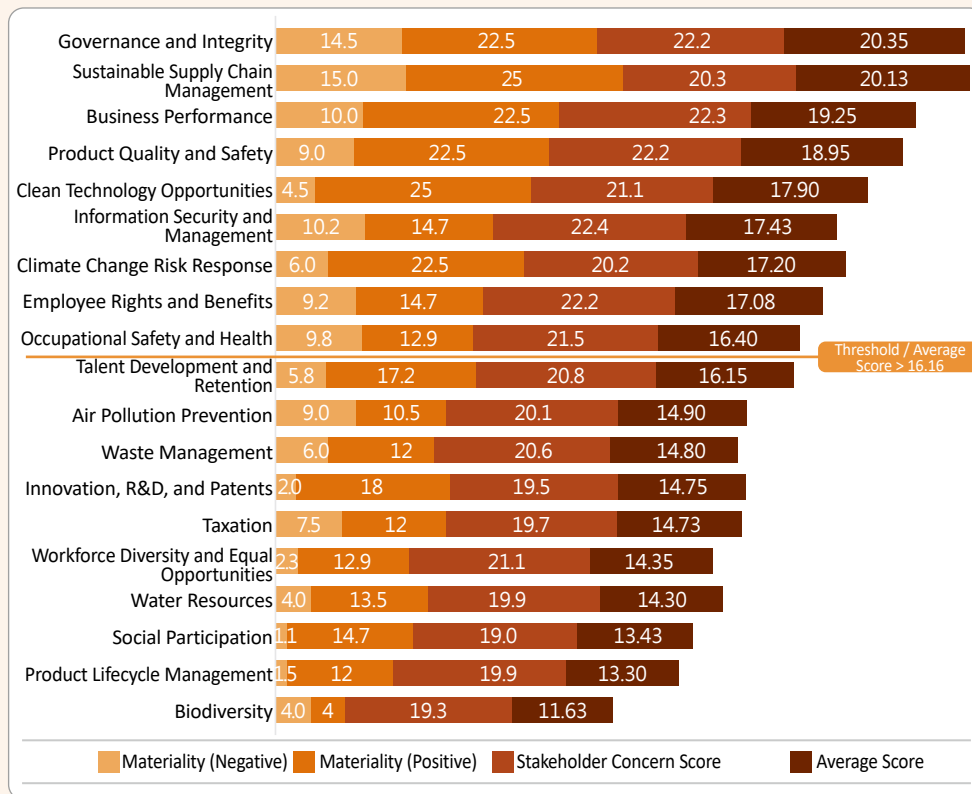
Note:

1. External refers to impacts on the economy, environment, and people (including human rights); Internal refers to impacts on SEEC's operations.
2. Negative impact assessments consider severity (scale, scope, and difficulty of remediation) and likelihood; positive impact assessments consider significance (scale and scope) and likelihood.
3. Actual impact is assessed based on whether an incident occurred in 2024; potential impact is projected based on the likelihood of future incidents.
4. Expected time frame: Short-term ; within 3 years; Mid-term ; 3 ~ 5 years; Long-term; more than 5 years.
5. Impact score calculation: External negative impact × Internal negative impact; External positive impact × Internal positive impact (if human rights are involved, a higher score will be applied).

STEP 3

Sustainability Issue Significance Ranking

The average score was calculated based on the internal and external impact assessments of 19 sustainability issues, along with stakeholder concern scores. These were then ranked in descending order, and a threshold was set as the basis for identifying material sustainability topics. For the current year, the following nine sustainability issues met or exceeded the threshold and were designated as material topics: Governance and Integrity / Sustainable Supply Chain Management / Business Performance/ Product Quality and Safety / Clean Technology Opportunities / Information Security and Management / Climate Change Risk Response / Employee Rights and Benefits / Occupational Safety and Health.



Note: The average of the internal and external impact scores and the stakeholder concern score is used as the threshold for determining material sustainability topics.

STEP 4

Determination of Material Topics

After completing the sustainability issue significance ranking, the results were reviewed and confirmed during the ESG Report Kick-off Meeting through discussions involving department heads of the Sustainability Development Committee, the Chief Sustainability Officer, and external sustainability consultants. For this year, nine sustainability topics with average scores above the threshold—covering both positive and negative impacts—were identified as material topics: Governance and Integrity / Sustainable Supply Chain Management / Business Performance / Product Quality and Safety / Clean Technology Opportunities / Information Security and Management / Climate Change Risk Response / Employee Rights and Benefits / Occupational Safety and Health. These were officially approved by the ESG Report Task Force under the leadership of Deputy General Manager and Chief Sustainability Officer / Deputy General Manager Shih, Chin-Yi and were designated as the material topics for the 2024 Sustainability Report. Compared with the previous year, “Talent Development and Retention” and “Innovation, R&D, and patents” were downgraded to secondary topics, as their scores did not meet the threshold.

Sustainability Impact Assessment Matrix Diagram



STEP 4

Determination of Material Topics

List of Material Topics

Material Topics	Major Ranking Note 1	Potential Stakeholders Affected							Management Policy	Respond to Chapter
		Employees	Customers	Shareholders/ Investors	Business Partners	Financial Institutions	Community	Government Agencies		
Governance and Integrity	1								Governance and Integrity Management Policy	4.1 Corporate Governance 4.3 Integrity Management
Sustainable Supply Chain Management	2								Sustainable Supply Chain Management Policy	2.1 Supply Chain Management
Business Performance	3								Business Performance Management Policy	5.1 Operational Overview
Product Quality and Safety	4								Product Responsibility Management Policy	4.4 Product Responsibility
Climate Change Risk Response	5								Climate Change Management Policy	1.1 Climate Change Management
Clean Technology Opportunities	6								Green Energy Development Management Policy	2.2 Green Energy Development 2.3 Product Development and Patent Management
Information Security and Management	7								Information Security Management Policy	5.3 Information Security
Employee Rights and Benefits	8								Employee Relations Management Policy	3.1 Harmonious Labor Relations 3.2 Employee Compensation and Benefits 3.3 Talent Training and Development
Occupational Safety and Health	9								Occupational Health and Safety Management Policy	3.4 Occupational Health and Safety

Note:

- Changes in ranking compared to the previous year: Increased, Decreased, Unchanged, Newly Added.
- No significant actual negative impact events occurred for the material topics in 2024.

STEP 5

Response and Management

In summary, SEEC has developed corresponding management approaches for the nine identified material topics based on their level of impact on business operations and stakeholders. These approaches serve as the foundation for driving relevant strategies and action plans. Through the implementation of these management approaches, the Company standardize internal operational procedures and actively take concrete measures to respond to external needs. The Company also conducts regular tracking and performance evaluations to ensure that the management strategies continue to improve and meet stakeholder expectations, thereby contributing to the long-term achievement of the sustainability goals. Detailed management policy for each material topic is provided in the [Material Topic Management and Response](#).

Material Topic Management and Response

Management Policy	Climate Change Management	Material Topic	Climate Change Risk Response	Alignment with Sustainability Standards	[GRI] 302 Energy, 305 Emissions, 201-2 Financial Implications of Climate-related Risks and Opportunities / [TCFD] Climate-related Financial Disclosures / [SASB] Energy Management / [DJSI] Climate Strategy, Environmental Policy and Management / [TWSE] Appendix 3				
		Corresponding Chapter	1.1 Climate Change Management						
Significance to SEEC	Energy conservation and carbon reduction are not merely about complying with customer requirements, there are strategic issues closely tied to corporate development and sustainable operations. By actively participating in carbon reduction initiatives and achieving net-zero emissions across the supply chain, SEEC not only meets customer expectations but also enhances the own competitiveness, ultimately contributing to the goal of environmental sustainability								
Negative Impact (Risks) and Mitigation Measures	<p>Failure to reduce greenhouse gas emissions on an annual basis may not only contribute to the worsening of global warming but could also result in the loss of key business opportunities for SEEC, as well as increased energy and carbon-related costs</p> <p>SEEC's efforts in energy conservation and carbon reduction are detailed in 1 Environmental Sustainability and 2.2 Green Energy Development</p>								
Positive Impact (Benefits) Explanation	SEEC continues to invest in the research, development, and application of energy-saving and carbon-reduction technologies, and has installed solar power generation systems at its own facilities. These efforts reduce reliance on grid electricity, lower carbon emissions, and align with the expectations of both customers and regulatory authorities								
Management and Evaluation Mechanism	<ul style="list-style-type: none"> In accordance with the annual carbon reduction plan established by the Sustainable Development Division, the energy management platform is used to monitor and track implementation progress on a monthly basis. Progress and plans are reported annually to the Sustainability Development Committee and the Board of Directors 								
Policy	<ul style="list-style-type: none"> Established Energy Management Policy and Greenhouse Gas Management Policy For details, please refer to 1.2 Energy and Greenhouse Gas Management 								
Commitment	<ul style="list-style-type: none"> Achieve 15% green electricity usage by 2030 All employees are committed to implementing environmental, energy, water resource, and material resource management, and to cherishing energy and natural resources 								
Responsibility	<ul style="list-style-type: none"> The Management Team, Sustainable Development Division, and Sustainability Development Committee are responsible for coordinating, planning, and executing sustainability goals across departments, as well as tracking their implementation progress All departments collaboratively implement energy-saving improvements in manufacturing processes, supply chains, products, and office equipment 								
Grievance / Communication Channels	<ul style="list-style-type: none"> An ESG email inbox (ESG@seec.com.tw) and stakeholder survey are available on the Company's official website to facilitate communication with stakeholders 								

Ongoing Initiatives	Performance and Achievement Status in 2024			Short-term Goals (within 3 years)	Mid- to Long-term Goals (beyond 3 years)
	Target	Actual Performance	Achievement Status		
GHG Emission Intensity of Parent Entity (Compared to the base year, 2022)	-8%	-20%	Achieved	-32%	-43%
Installed Solar Power Capacity	1,896kW	1,940kW	Achieved	4,600kW	6,200kW
Reduction in Water Consumption	640 tons/year	14,209 tons	Achieved	660 tons/year	680 tons/year
Energy Conservation	950MWh/year	2,142MWh	Achieved	960 MWh/year	980 MWh/year
Waste Reuse	175 tons/year	176.8 tons	Achieved	175 tons/year	180 tons/year
Greenhouse Gas Inventory	Assurance of Consolidated Entities' GHG Inventory	Completed	Achieved	Completed Scope 3 Inventory for Consolidated Entities	Completed Net-Zero Transition of the Supply Chain
Internal Carbon Pricing Mechanism	Implemented Management Reporting System	Completed	Achieved	Established a Carbon Accounting Management System	Launched Science-Based Carbon Reduction Targets
Note: The significant decrease in water consumption in 2024 is attributed to the closure of the Cold Forging Plant at the Automobile Equipment Factory and changes in production processes.					

Key Actions in 2024	
<ul style="list-style-type: none"> The Board of Directors regularly monitors the progress of greenhouse gas (GHG) inventories TCFD-related Risk And Opportunity Assessments are reported to the Board on a regular basis An Energy Management Platform has been implemented to enable real-time digital monitoring and control Initiatives include the installation of solar power systems at factories, energy efficiency improvements or upgrades for air compressors, air conditioning units, and chillers, replacement of outdated power transformers, and office LED lighting upgrades Phase II of the solar power system at the Heavy Electric Plant was completed with a capacity of 436 kW and is scheduled for grid connection in October 2024 The ground-mounted solar power system at the Xin Feng Plant is scheduled to be completed by December 2024 A Carbon Inventory Training Session was held for suppliers, with a total of 80 participating companies 	

Management Policy	Sustainable Supply Chain	Material Topic	Sustainable Supply Chain Management	Alignment with Sustainability Standards	[GRI] 204: Procurement Practices, 308: Supplier Environmental Assessment, 414: Supplier Social Assessment/ [SASB] : Materials Sourcing [DJSI] : Supply Chain Management					
		Corresponding Chapter	2.1 Supply Chain Management							
Significance to SEEC	SEEC has always regarded its suppliers as important partners and is committed to fostering long-term collaboration to jointly build a stable and sustainable supply chain in the electrical and mechanical industries. Responsible supply chain management helps SEEC mitigate risks such as supply disruptions, quality issues, and compliance concerns. It also enhances stakeholder trust and helps maintain a strong corporate reputation			Ongoing Initiatives		Performance and Achievement Status in 2024			Short-term Goals (within 3 years)	Mid- to Long-term Goals (beyond 3 years)
						Target	Actual Performance	Achievement Status		
Negative Impact (Risks) and Mitigation Measures	<div><div></div>In 2024, no actual negative impact events were caused by deficiencies in SEEC's supply chain management</div> <div><div></div>Due to external environmental factors, there is a risk of price increases, shortages, or quality issues with critical materials in the supply chain. If timely responses and adjustments are not made, it may affect the cost, delivery schedule, and quality of SEEC's products, thereby impacting customer interests</div>			Percentage of New Supplier Commitment Letter Signatures		100%	100%	Achieved	100%	100%
				Percentage of Conflict-Free Mineral Commitment Signatures		100%	100%	Achieved	100%	100%
				Annual Supplier Evaluation Achievement Rate		100%	100%	Achieved	100%	100%
Positive Impact (Benefits) Explanation	Improvement plans are proposed based on the analysis and summary of individual abnormal events, with follow-up conducted to track the effectiveness of corrective actions.			Enhanced Supply Chain Training and Education		1 session / year	2 sessions (participation from 80 suppliers)	Achieved	2 sessions / year	Integration of ESG evaluation into the periodic supplier assessment mechanism
	Effectively managing and optimizing the supply chain enables SEEC to consistently meet customer expectations in terms of cost, delivery, and quality over the long term. This not only supports business growth opportunities but also enhances the company's reputation and brand image			Supplier Engagement Activities		2 sessions / year	10 sessions	Achieved	5 sessions / year	Advocating and assisting partner suppliers in aligning with ESG policies
Management and Evaluation Mechanism	Supplier management is reviewed regularly based on annual supplier evaluations, participation in training programs, performance scores from the supplier assessment platform, and quality issue reports			Promotion of ISO Certification Among Suppliers		Increase 1 suppliers / year	3 suppliers	Achieved	Launched the “1+N” initiative to expedite supply chain net-zero transformation.	
									Proactively adopted materials and components in compliance with ESG standards.	
Policy	<div><div></div>Establish clear supply chain objectives, policies, and systems to ensure ongoing alignment and shared understanding</div> <div><div></div>Implement responsible supply chain management practices to jointly achieve ESG goals</div>			Key Actions in 2024						
Commitment	<div><div></div>Upholding the spirit of “Shared Prosperity and Mutual Growth,” SEEC works closely with key suppliers to foster strong collaboration</div> <div><div></div>Together, we adhere to ESG policies and fulfill our environmental mission of “Energy Conservation, Carbon Reduction, and Loving the Earth”</div>			<div><div></div>As of 2024, a cumulative total of 352 key suppliers have signed the "Supplier Corporate Social Responsibility Commitment Letter" and the "Certificate of Non-Use of Environmentally Hazardous Substances"</div> <div><div></div>The supplier evaluation regulations and form templates were revised by the Business Group Standardization Committee</div> <div><div></div>An annual supplier evaluation plan was implemented, completing evaluations for 30 suppliers and conducting engineering audits for 56 suppliers, totaling 86 evaluations</div> <div><div></div>In July 2024, the “Supplier Alliance Conference” was officially renamed as the “Heavy Electric Supplier Supervisory Board,” composed of key suppliers in the heavy electric sector</div> <div><div></div>In collaboration with key suppliers, the “Xin-Feng Plant Supply Chain Fellowship Association” was established, holding 6 fellowship events in 2024</div> <div><div></div>Two supplier training sessions on carbon inventory were held, with a total of 80 participating suppliers</div> <div><div></div>In 2024, evaluations of 15 new suppliers were conducted, achieving a 100% pass rate</div>						
	Responsibility	All personnel in the procurement, Production Control, and Warehouse Management Departments are responsible for supply chain management			Note:					
			Key suppliers refer to those nominated by SEEC each year based on high annual procurement value, provision of critical raw materials,							
Grievance / Communication Channels	<div><div></div>The Company's official website features an Investor Relations Section, including a stakeholder contact email and a dedicated Shareholder Services Hotline</div> <div><div></div>An internal anonymous whistleblowing mechanism is in place</div>									

Management Policy	Green Energy Development	Corresponding Chapter	2.2 Green Energy Development 2.3 Product Development and Patent Management
Material Topic	Clean Technology Opportunities		

Significance to SEEC	The climate crisis is influencing government policies and supply chain dynamics worldwide. Achieving net-zero emissions has become an urgent imperative.carbon reduction is no longer merely a responsibility, but a critical factor that determines a company's future competitiveness and viability. SEEC recognizes that the green energy products of its various business groups will play a vital role in enabling a green supply chain. Staying ahead in identifying both the opportunities and risks that climate change presents, and actively addressing ESG issues with concrete actions, has thus become a key focus of the company's management strategy		
Negative Impact (Risks) and Mitigation Measures	There have been no actual or significant negative impacts to date. However, if SEEC fails to meet customer or market demands in clean energy, technological development, or strategic deployment, it may pose long-term risks to the Company's operational performance and lead to the loss of key business opportunities		
Positive Impact (Benefits) Explanation	In recent years, SEEC has actively expanded into the green energy sector, transforming itself into a green power provider. The scope covers fishery-solar symbiosis projects, ground-mounted solar power plants, government public works, and EPC projects for Taipower. The Company has also developed its own energy storage cabinets. These efforts in clean energy and technological development have made positive contributions to the overall advancement of ESG		
Management and Evaluation Mechanism	The plans and progress are reported and tracked annually through the Sustainable Development Committee and the Board of Directors		
Policy	<ul style="list-style-type: none"> An Energy Management Policy and a Greenhouse Gas Management Policy have been established. Please refer to 1.2 Energy and Greenhouse Gas Management 		
Commitment	<ul style="list-style-type: none"> Upholding the philosophy of "Energy Saving, Carbon Reduction, and Loving the Earth, SEEC Working Hand in Hand with You," the Company is committed to advancing its green energy transition and fulfilling its social responsibilities through concrete actions. By continuously developing more energy-efficient products and expanding the green supply chain, the Company aims to collaborate with value chain partners to offer more energy transition services, fostering a mutually beneficial and symbiotic relationship with society 		
Responsibility	<ul style="list-style-type: none"> The Management Team, Sustainable Development Division, and Sustainable Development Committee are responsible for overseeing, planning, and executing the Company's green energy market deployment Plant affairs, R&D, and related units at each site work together to implement product development and engineering projects 		
Grievance / Communication Channels	<ul style="list-style-type: none"> The Company's official website features an Investor Relations Section, including a stakeholder contact email and a dedicated Shareholder Services Hotline An internal anonymous whistleblowing mechanism is in place 		

Alignment with Sustainability Standards	[GRI] 204: Procurement Practices, 308: Supplier Environmental Assessment, 414: Supplier Social Assessment/ [SASB]: Materials Sourcing [DJSI]: Supply Chain Management
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Ongoing Initiatives	Performance and Achievement Status in 2024			Short-term Goals (within 3 years)	Mid- to Long-term Goals (beyond 3 years)
	Target	Actual Performance	Achievement Status		
Expanding the Green Energy Market	Expanding Green Energy Engineering Projects	A Total of 39 Projects Completed	Achieved	Over 40 Projects Completed in Total	Over 45 Projects Completed in Total
	Enhancing Development Capacity	Development of Monitoring Systems for Distribution-Class Transformers	Achieved	Miniaturization of Transformer Terminal Units Establishment of a Transformer Operational Parameters Database	Enhancing Functional Compatibility of Transformer Terminal Units
		Electric Logistics Vehicle Powertrain: Motor and Controller Systems	Achieved	Introduction of the First Mass-Produced Electric Logistics Vehicle Powertrain System	Development of an AI-Assisted Energy Operation and Maintenance Management System
	Increasing the Revenue Share of Green Energy Products and Services	28%	Achieved	30%	50%
Turnkey Projects	Securing Turnkey Project Opportunities	A Total of 39 Turnkey Projects Completed	Achieved	Over 40 Projects Completed in Total	Over 45 Projects Completed in Total
Smart Distribution-Class Transformers	Development of Monitoring Systems for Distribution-Class Transformers	Distribution Transformer Terminal Unit (DTSD) and Dedicated Management Platform (DTCBM)	Achieved	Miniaturization of Transformer Terminal Units	Enhancing Functional Compatibility of Transformer Terminal Units
				Establishment of a Transformer Operational Parameters Database	Developing an AI-Assisted Energy Operation and Maintenance Management System
Developing Talent for Green Energy Products	Each Green Energy Product Unit Participated in at Least One Training Session on Green Energy Technologies or Products	Electronics Division: 4 sessions Machinery Division: 2 sessions Heavy Electric Division: 3 sessions Automation Division: 1 session	Achieved	Establish an Internal Training System for Green Energy Products and Develop at Least Three In-House Courses	Establish Industry-Academia Collaborations with at Least Three Universities or Research Institutions to Introduce Cutting-Edge Green Energy Technology Courses
Number of Patents Granted	>40 Projects	42 Projects	Achieved	>45 Projects	>100 Projects

Key Actions in 2024	
<ul style="list-style-type: none"> Participated in turnkey (EPC) projects for green energy engineering; over 12 projects have been completed and connected to the grid, with 10 currently under construction Involved in major public infrastructure projects and Taipower's EPC projects; two major government projects were awarded in 2024 and are currently under construction Developed a monitoring system for distribution-class transformers Applied for and participated in the government's Green Energy A+ Enterprise Innovation R&D Acceleration Program (Smart Electric Vehicle Project) and pursued the development of electric logistics vehicles in collaboration with China Motor Corporation 	

Management Policy	Employee Relations Management
Material Topic	Employee Rights and Benefits

Corresponding Chapter

3.1 Labor Relations and Harmony
3.2 Employee Compensation and Benefits
3.3 Talent Cultivation and Development

Alignment with Sustainability Standards	[GRI] 201 Economic Performance (201-3), 401 Employment, 402 Labor/Management Relations, 406 Non-discrimination, 407 Freedom of Association and Collective Bargaining, 408 Child Labor, 409 Forced or Compulsory Labor, 404 Training and Education / [MSCI] Labor Management / [DJSI] Talent Attraction and Retention, Human Capital Development
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Significance to SEEC	Employee rights and benefits not only impact the quality of employees' personal lives but also directly influence the organization's operations, competitiveness, and long-term development. SEEC is committed to maintaining sound labor relations and actively provides competitive benefits. In addition, offering quality learning opportunities and career development helps foster strong employee relations, enhancing employees' sense of belonging and loyalty to the company. This, in turn, contributes to a more stable and sustainable operating environment
Negative Impact (Risks) and Mitigation Measures	<p>Labor relations remained harmonious, with no incidents of employee rights violations or labor disputes. However, like many enterprises and industries, the Company is currently facing labor shortages. If it fails to attract or retain talent, it may lead to a talent gap and the inability to effectively transfer technical expertise, resulting in a vicious cycle</p> <p>The Company regularly reviews its compensation system, employee benefits, and talent development programs, and makes timely adjustments in response to amendments in labor regulations</p>
Positive Impact (Benefits) Explanation	The Company maintains positive employee relations and provides benefits and training resources that exceed legal requirements, ensuring the protection of employees' rights
Management and Evaluation Mechanism	<ul style="list-style-type: none"> Regularly convenes labor-management meetings, occupational safety and health committee meetings, welfare committee meetings, and labor union meetings Implements a performance evaluation mechanism Established an "Education and Training Development Committee" to review, on a quarterly basis, the execution rate of annual training plans and hours, and dynamically adjust strategies as needed
Policy	<ul style="list-style-type: none"> The Company has established a Human Rights Policy to promote harmonious labor relations Guided by its corporate mission, the company is committed to cultivating optimal talent for the sustainable development of SEEC
Commitment	Strictly adheres to the Human Rights Policy, establishes a comprehensive benefits system, and complies with legal regulations; provides a clear talent development roadmap and training framework, along with a friendly and diverse learning environment to support employees in achieving success in both their work and career development
Responsibility	Human Resources Division \ Education and Training Development Committee \ Employee Welfare Committee
Grievance / Communication Channels	A dedicated HR service mailbox and grievance mechanism, along with labor-management meetings, are in place to ensure that employees can fully express their opinions

Ongoing Initiatives	Performance and Achievement Status in 2024			Short-term Goals (within 3 years)	Mid- to Long-term Goals (beyond 3 years)
	Target	Actual Performance	Achievement Status		
Employee Benefits	The starting salary for entry-level employees is above the 75th percentile of the market level.	Completed	Achieved	A total compensation package with market competitiveness	Employees are encouraged to participate in diverse clubs and sports activities, allowing them the freedom to assemble, socialize, and build camaraderie, thereby enhancing cross-departmental communication efficiency.
Major Labor Dispute Incidents	0	0	Achieved	0	0
Human Rights Violations and Discrimination Incidents	0	0	Achieved	0	0
Increase in Employee Training Coverage Rate	Annual training budget execution rate: 95%	104%	Achieved	98%	100%
	Annual training hours execution rate: 95%	111%	Achieved	98%	100%
	Average training hours per employee per year: 20 hours	18.8 hrs	Not achieved (94%)	20 hrs	20.5 hrs
Establishment of a Corporate Learning Culture	Introduction of online learning courses, platforms, and virtual training programs	Completed	Achieved	SEEC Academy 2.0 will be launched in 2025.	Online course hours accounted for 10% of the total annual training performance.
Development of High-Potential Talent	Annually implement and execute the Management Associate (MA) development program through the MA Academy.	Completed	Achieved	Completion rate of the Management Associate development program: 80%	Completion rate of the Management Associate development program: 85%
				Competency frameworks introduced to meet the requirements of each organizational level.	Establish talent pipelines for all organizational levels.

Key Actions in 2024

<ul style="list-style-type: none"> Design and implement training programs for each professional group Manage reporting of training and development outcomes Implement and maintain training-related software and hardware Conduct quarterly Education and Training Development Committee performance review meetings / four meetings held in 2024 Execute the "Manager/Director-Level Reserve Training Program" using a blended learning model combining online and in-person courses to enhance learning efficiency and effectiveness 	<ul style="list-style-type: none"> A total of NT\$11.13 million was invested in annual education and training Participated in salary market surveys conducted by renowned HR consulting firms Continued to hold model employee selection events to recognize outstanding staff Continued to introduce various employee welfare measures; total employee compensation and benefits for consolidated entities amounted to NT\$4.291 billion in 2024 Continued implementation of human rights-related training, with 1,455 participants and 6,788 training hours Executed the annual performance evaluation program
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Management Policy	Workplace Health and Safety	Material Topic	Occupational Safety and Health	Alignment with Sustainability Standards					
		Corresponding Chapter	3.4 Workplace Health and Safety	【GRI】 403 Occupational Health and Safety / 【SDGs】 8.8 Promote safe and secure working environments / 【DJSI】 Occupational Health and Safety					
Significance to SEEC	A safe and healthy working environment boosts employee morale and motivation. Conversely, occupational injuries can negatively impact employee well-being and safety, as well as affect the company’s productivity, regulatory compliance, and corporate image								
Negative Impact (Risks) and Mitigation Measures	In 2024, no occupational incidents occurred. SEEC remains committed to providing employees with a comfortable, safe, and healthy work environment In the event of a workplace accident, the Company formulates corrective actions in response to the incident and ensures that injured employees receive proper medical care, insurance compensation, and wage support								
Positive Impact (Benefits) Explanation	The Company has adopted ISO 45001, conducts annual employee health check-ups, and organizes various health promotion activities to maintain a safe and healthy workplace								
Management and Evaluation Mechanism	Quarterly Occupational Safety and Health Committee meetings are held to discuss the handling of safety and health incidents and related matters								
Policy	■ The Company has established an Occupational Safety and Health Policy								
Commitment	■ In strict compliance with the Occupational Safety and Health Policy, the Company is committed to improving the working environment and production equipment to ensure the safety and health of workers								
Responsibility	■ The Occupational Safety and Health Committee and all employees are involved								
Grievance / Communication Channels	■ A dedicated HR service mailbox and grievance mechanism, and the Occupational Safety and Health Committee are in place to ensure employees can fully express their opinions								

Ongoing Initiatives	Performance and Achievement Status in 2024			Short-term Goals (within 3 years)	Mid- to Long-term Goals (beyond 3 years)
	Target	Actual Performance	Achievement Status		
Environmental, Health, and Safety (EHS) Training	11,939 person-hours	11,732 person-hours	Not achieved (98%)	100%	100%
Prevention of Occupational Injuries or Industrial Accidents	<0.23	0	Achieved	0 cases	0 cases
Occupational Safety and Health Management Programs	>10 cases	16 cases	Achieved	>10 cases	>15 cases
Enhancing Employees’ Health Awareness and Consciousness	One health awareness seminar held per year	1 session	Achieved	1 session/year	1 session/year
Occupational Safety and Health Committee Meetings	16 session	16 session	Achieved	16 session/year	16 session/year

Key Actions in 2024	
■ Completed 16 Occupational Safety and Health Management Programs	
■ Delivered 124 occupational safety and health training sessions, including initial and refresher courses	
■ Held 16 Occupational Safety and Health Committee meetings to discuss related safety matters	
■ Conducted 2 on-site fire evacuation and emergency response drills	
■ Continued to arrange for visually impaired massage therapists to provide on-site massage services for employees	
■ Invited a lecturer from Po-Jen Hospital to deliver a seminar titled “Easily Conquer the Three Highs and Stay Away from Metabolic Syndrome”	
■ Annual health check-ups conducted, with total check-up expenses reaching approximately NT\$1.643 million, an increase of 55% compared to 2023	

Management Policy	Governance and Integrity
Material Topic	Governance and Integrity

Corresponding Chapter

4.1 Corporate Governance
4.3 Integrity Operation

Significance to SEEC	Unethical behavior can lead to a poor internal culture, financial losses, and reduced operational efficiency. If such incidents occur and are exposed, they may erode stakeholders' trust in SEEC and result in fines and significant damage to the Company's reputation
Negative Impact (Risks) and Mitigation Measures	<p>SEEC strictly complies with relevant laws and regulations and adheres to the requirements of competent authorities. No incidents of management failure or poor governance have occurred</p> <ul style="list-style-type: none"> ■ If any suspected or discovered violations of laws, regulations, or ethical conduct guidelines arise, they may be reported, depending on the severity, to the Board of Directors, management, the Sustainable Development Division, the Head of Internal Audit, or other appropriate supervisors ■ In the event of unethical or illegal behavior, in addition to internal disciplinary measures, all actions will be handled in accordance with the law
Positive Impact (Benefits) Explanation	Promoting ethical conduct, providing compliance training, and clearly establishing whistleblowing channels to help prevent improper or unlawful behavior that could harm the Company's reputation and protect the rights and interests of stakeholders
Management and Evaluation Mechanism	Through the functions of the Audit Section, Audit Committee, Compensation Committee, and Sustainability Committee, the Company ensures sound corporate governance and effective business operations
Policy	<ul style="list-style-type: none"> ■ Strengthen the corporate governance structure of the Board of Directors and enhance the professionalism and independence of board members. ■ Implement internal regulations such as the "Code of Ethical Conduct" and the "Ethical Corporate Management Best Practice Principles" ■ Promote education and training on workplace ethics and integrity
Commitment	<ul style="list-style-type: none"> ■ The Company upholds the principles of integrity, accountability, and execution as its core governance philosophy, aiming to foster a sound governance environment and robust risk control mechanisms, thereby achieving sustainable operations in collaboration with stakeholders
Responsibility	<ul style="list-style-type: none"> ■ The Sustainable Development Division is responsible for oversight and management ■ All employees are expected to comply with ethical and integrity standards
Grievance / Communication Channels	<ul style="list-style-type: none"> ■ The Company's official website includes an Investor Relations Section, a Stakeholder Contact Mailbox, and a shareholder services hotline ■ An internal anonymous whistleblowing mechanism is in place

Alignment with Sustainability Standards	【GRI】 205 Anti-corruption, 206 Anti-competitive Behavior / 【MSCI】 Ethical Business Practices / 【SASB】 Ethical Business Practices / 【DJSI】 Business Ethics
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Ongoing Initiatives	Performance and Achievement Status in 2024			Short-term Goals (within 3 years)	Mid- to Long-term Goals (beyond 3 years)
	Target	Actual Performance	Achievement Status		
Enhance the Board Performance Evaluation System	>4 points	4.72 points	Achieved	>4.5 points	>4.5 points
Strengthen the Operations of the Board and Functional Committees	Attendance Rate>80%	100% (including proxy attendance)	Achieved	>90%	>90%
Ensure Regulatory Compliance	No involvement in corruption or major violations No significant corruption risks were identified, and no incidents of corruption occurred or were subject to judicial or prosecutorial investigation	0 case	Achieved	Comply with relevant laws and regulations to avoid any governmental sanctions or penalties.	
Improve the Corporate Governance Evaluation Tier	<36%	36%~50%	Not achieved	<36%	<20%
Reinforce Corporate Governance Mechanisms	Sustainability-related performance indicators have been integrated into the board performance evaluation process.	Completed	Achieved	Establishment of the Nomination Committee	Implementation of External Board Performance Evaluation
Promote Continuing Education for Directors	All Directors have completed continuing education programs.	100% (129 hrs)	Achieved	100%	100%
				Continuously Enhancing Communication Frequency and Information Transparency	
				Fostering a Risk-Aware and Integrity-Driven Corporate Culture.	

Key Actions in 2024

- Established the "Sustainable Information Disclosure Management Guidelines" and incorporated into the Internal Control System
- Continued to strengthen the disclosure of operational status of functional committees, including the Audit Committee, Compensation Committee, and Sustainability Development Committee
- Implemented incentive mechanisms for the Chairman and senior executives linked to sustainability performance
- Incorporated the Company's sustainability development performance into the board evaluation process to ensure the Board's commitment to sustainable operations
- Disclosed financial information, material announcements, and organized Shareholder Meetings and investor conferences
- Arranged courses on business ethics and regulatory compliance to reinforce integrity and ethical awareness
- Conducted external training sessions on business integrity topics, totaling 229 participants and 1,030 training hours

Management Policy	Product Responsibility	Material Topic	Product Quality and Safety
		Corresponding Chapter	4.4 Product Responsibility

Significance to SEEC	In the manufacturing industry, product quality is paramount. Superior product quality is the foundation of competitiveness. High-quality and safe products are the cornerstone of customer trust, while innovative research and development enable companies to gain a competitive edge in the market. Patents serve as a vital mechanism for protecting innovation. However, if not properly managed, companies may incur significant costs in resolving quality issues or face legal actions and fines due to poor intellectual property management, ultimately damaging the brand's reputation
Negative Impact (Risks) and Mitigation Measures	<p>SEEC exercises strict control over product quality and places strong emphasis on product research and development as well as patent strategy. In 2024, the Company reported no incidents of product recalls, violations of product safety regulations, or issues related to patent or intellectual property rights</p> <ul style="list-style-type: none"> In the event of product quality issues or customer complaints, remedial actions are implemented in accordance with established procedures If a patent infringement complaint is received, the Legal Section will conduct an initial assessment, coordinate with relevant professionals for issue analysis, and engage a patent law firm to carry out infringement case evaluation, follow-up handling, and necessary remedial measures
Positive Impact (Benefits) Explanation	SEEC holds a leading position in product quality and technological research and development. Ongoing innovation and R&D efforts contribute to the advancement and application of industry technologies, thereby creating value across upstream sectors and the broader industry. The Company's products and services help enhance environmental benefits (energy conservation / carbon reduction)
Management and Evaluation Mechanism	<ul style="list-style-type: none"> Internal audits are conducted annually to regularly review the organization's quality management system and convene management review meetings (once per year) to ensure its ongoing suitability, adequacy, effectiveness, and alignment with the organization's strategic direction. Customer satisfaction surveys are conducted annually. Feedback and evaluations from customers are used in a rolling review process to make continuous improvements. Company-wide R&D management meetings are held quarterly to monitor progress and performance (once per quarter)
Policy	<ul style="list-style-type: none"> Quality Policy: Emphasize customer needs, pursue continuous improvement, and provide satisfactory products and services
Commitment	<ul style="list-style-type: none"> Committed to achieving the Quality Policy by delivering high-quality products and services, meeting customer requirements, and enhancing customer satisfaction
Responsibility	<ul style="list-style-type: none"> Quality Assurance Centers, Research & Development Division, Material Purchasing Department, Products Manufacturing Division, and Manufacturing Management Department are established Across Business Groups
Grievance / Communication Channels	<ul style="list-style-type: none"> After-Sales Service Centers, Toll-Free Customer Service Hotlines, and a public email account on the official website are available to support customers. The primary point of contact for customer complaints is the Sales and Business Management Department

Alignment with Sustainability Standards	[GRI] 416 Customer Health and Safety, 417 Marketing and Labeling / [SASB] Product Safety, Product Lifecycle Management / [DJSI] Product Stewardship
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Ongoing Initiatives	Performance and Achievement Status in 2024			Short-term Goals (within 3 years)	Mid- to Long-term Goals (beyond 3 years)
	Target	Actual Performance	Achievement Status		
Expand the Green Energy Market	Expand Green Energy Engineering	A Total of 39 Projects Completed	Achieved	Over 40 Projects Completed in Total	Over 45 Projects Completed in Total
	Strengthen Development Capacity	Development of Distribution-Class Transformer Monitoring System	Achieved	Miniaturization of Transformer Terminal Units Establishment of a Transformer Operating Parameters Database	Enhance functional compatibility of Transformer Terminal Units
		Electric Logistics Vehicle Motor, Controller, and Powertrain System	Achieved	Launched mass production of the first Electric Logistics Vehicle Powertrain System	Developed an AI-Assisted Energy Operation and Maintenance Management System
	Increase the Revenue Proportion from Green Energy Products and Services	28%	Achieved	30%	50%
Develop Talent for Green Energy Products	Each Business Unit's Green Energy Product Team Participates in at Least One Green Technology or Products Training Session	Electronics Division: 4 sessions Machinery Division: 2 sessions Heavy Electric Division: 3 sessions Automation Division: 1 session	Achieved	Establish an Internal Training System for Green Energy Products and develop at least Three In-House Courses	Establish Industry-Academia collaboration with at least three Universities or Research Institutions to introduce Cutting-Edge Green Energy Technology Courses
Number of Patents	>40 Projects	42 Projects	Achieved	>45 Projects	>100 Projects
Customer Satisfaction	4.5 Points	4.5 Points	Achieved	4.5 Points	4.5 Points

Key Actions in 2024		
<ul style="list-style-type: none"> Transitioned international exhibition catalogs to digital formats, enabling cloud-based downloads via QR codes; reduced printed catalog usage by 50% in 2024 Prioritized product quality and safety by enforcing strict production quality control and continuously developing multiple system certifications Regularly updated and maintained the validity of product safety certificates Annual R&D expenditures accounted for 2% of total revenue. A total of 361 participants received quality assurance-related training, accumulating 3,734 training hours Conducted supplier production audits and coaching programs, including QCC (Quality Control Circle) activities Strengthened new product and new specification validation processes Senior management conducted production process inspections 	<ul style="list-style-type: none"> Organized soldering and visual inspection competitions, and conducted process review meetings to promote implementation Conducted customer visit projects to analyze and communicate market quality performance Promoted quality incident reporting incentive programs Increased on-site engineering audits, promoted quality and safety cards, and established electronic annual reports for quality and EHS (Environment, Health, and Safety) Participated in the Taiwan International Smart Energy Week and Net Zero Sustainability Expo to exchange industry needs and experiences Actively developed green energy-related products, including two-wheeler starter-generators with idle stop-start functionality Developed electric vehicle systems, including powertrains for electric scooters and four-wheel electric logistics vehicles, to promote vehicle electrification Promoted production and deployment of EV charging infrastructure, including both DC and AC charging stations The Automotive Electrical Business Division implemented the ISO 26262 "Road Vehicles – Functional Safety" standard 	

Management Policy		Busienss Performance		Material Topic		Busienss Performance		Alignment with Sustainability Standards		【GRI】 201: Economic Performance			
				Corresponding Chapter		5.1 Operation Overview							
Significance to SEEC	Business Performance is one of the most critical elements of sustainable development, significantly impacting both internal and external stakeholders. SEEC continuously strengthens product development, sales expansion, and market deployment across its business groups. In recent years, the company has made substantial progress and achieved consistent growth in areas such as green energy products, the electric vehicle market, resilient power grids, and public infrastructure projects. These efforts have resulted in outstanding and stable profitability, generating positive outcomes for stakeholders while also serving as a key driving force in SEEC's journey toward net-zero carbon emissions												
	The Company's revenue and profitability have continued to grow steadily, with no significant negative impacts reported												
Negative Impact (Risks) and Mitigation Measures	In the event of any negative impact, SEEC will conduct root cause analysis, implement responsive measures, and develop preventive actions to mitigate losses and prevent recurrence												
	SEEC formulates medium- and long-term business strategies, sets annual KPI performance indicators, and conducts regular reviews, evaluations, and improvements. The Company dynamically adjusts its strategies in response to changes in the economic environment. Through pragmatic management, it ensures effective execution and continuous optimization of plans, while sharing operational achievements with stakeholders such as employees and shareholders												
Positive Impact (Benefits) Explanation													
Management and Evaluation Mechanism	<div>■ Monthly management meetings and weekly business meetings are held to review the operational status of each business group, enabling timely response and mitigation of external environmental impacts</div> <div>■ ESG key performance indicators are closely monitored, with monthly ESG meetings convened to review and improve any unmet targets</div>												
Policy	<div>■ In response to the global trend of “Net-Zero Carbon Emissions,” actively seizing business opportunities in energy transition</div> <div>■ Focusing on strategic products with core advantages to expand sales in both domestic and international markets</div> <div>■ Promoting digital transformation in pursuit of sustainable operations</div>												
Commitment	<div>■ Continuously promoting environmental sustainability and strengthening corporate governance</div> <div>■ Ongoing enhancement of communication and collaboration with stakeholders</div> <div>■ Firm commitment to uninterrupted business operations</div>												
Responsibility	<div>■ The management team is responsible for overall planning and execution of operational strategies</div> <div>■ All employees collectively adhere to Company policies and work together to achieve goals</div>												
Grievance / Communication Channels	<div>■ The Company's official website includes an Investor Relations Section with a dedicated shareholder services hotline</div> <div>■ The Company's official website includes an Investor Relations Section with a stakeholder communication mailbox</div>												

Ongoing Initiatives		Performance and Achievement Status in 2024			Short-term Goals (within 3 years)	Mid- to Long-term Goals (beyond 3 years)
		Target	Actual Performance	Achievement Status		
Achieving stable and growing profitability		Positive revenue growth	NTD 35,071 million	Achieved	The Company's revenue and profitability continue to grow steadily	Maintaining existing market share and actively expanding into international markets.
Expanding the green energy market		Increasing the revenue share of green energy products and services	28%	Achieved	> 30%	> 50%
		Pursuing turnkey project opportunities	Cumulative Total: 39 Cases	Achieved	Over 40 Cases Completed in Total	Over 45 Cases Completed in Total
Improving return on equity (ROE)		> 7%	8.8%	Achieved	> 7%	> 7%
Advancing digital transformation		Digitalization of electric meters	Completed	Achieved	Cultivating and recruiting talent in engineering, green energy, digitalization, and international sales	
Focusing on the “Green Power” brand to fully promote systemized services		Continued participation in green energy projects	Cumulative Total: 39 Cases	Achieved	Continuously developing market opportunities in green power, energy storage, and energy saving	

Key Actions in 2024	
<div>■ Formulate annual plans and KPIs, and evaluate performance results as well as areas for improvement</div> <div>■ Track the performance of each business group through monthly management meetings</div> <div>■ Conduct weekly operational meetings to thoroughly review key business issues of each business group and formulate responsive strategies</div> <div>■ Continuously monitor climate change-related opportunities and risks to strengthen the company's sustainability strategies</div> <div>■ Diversify business operations and investments to spread risks, reduce costs, and enhance the value of the company's products and services</div> <div>■ Establish business continuity plans to respond to emergencies and continuously assess business and investment risks across different countries and regions</div> <div>■ Participate in domestic and international trade shows to promote company products and brand visibility, with a total of 21 exhibitions attended in 2024</div> <div>■ Actively pursue turnkey project in green energy / transportation and public infrastructure / Taiwan Power Company's mandated programs</div> <div>■ Advance digital transformation by developing digital and smart products(AIoT, MES, e-Factory systems)</div>	

Management Policy	Information Security Protection	Material Topic	Information Security and Management	Alignment with Sustainability Standards	[GRI] GRI 418 Customer Privacy						
		Corresponding Chapter	5.3 Information Security Protection								
Significance to SEEC	Information is one of the most valuable assets of modern enterprises, encompassing customer data, business secrets, operational plans, and related systems. Robust information security measures help prevent unauthorized access, use, theft, or destruction of data. Any violation of regulatory requirements related to cybersecurity and privacy may result not only in lower corporate governance ratings or legal issues but also in significant security incidents, such as service disruptions or confidential information leaks, that could severely impact the stability of business operations			Ongoing Initiatives	Performance and Achievement Status in 2024			Short-term Goals (within 3 years)	Mid- to Long-term Goals (beyond 3 years)		
		Target	Actual Performance		Achievement Status						
Negative Impact (Risks) and Mitigation Measures	SEEC has fully implemented its information security management systems, ensuring effective supervision and control. No cybersecurity incidents or data breaches occurred			Strengthen Internal Information Security Awareness	Conducted Information Security Training for employees	A total of 142 employees completed information security training	Achieved	Information Security Management Processes implemented across all business units.	Continuously implementing information security protection measures to ensure minimal risk to information security.		
				Information Security Certification	ISO 27001 Certification	ERP System Certification	Partially completed	ISO 27001 Certification completed			
Positive Impact (Benefits) Explanation	In addition to complying with regulatory requirements for information security, SEEC has established its own information security policy and implementation plan, which is being carried out progressively each year. The Company continues to build a comprehensive technical protection framework by introducing information security systems and procedural standards. In 2024, SEEC implemented the ISO 27001 Information Security Management System and successfully obtained certification in March 2025					TISAX Update	Completed	Achieved	Updated Every Three Years		
	Management and Evaluation Mechanism	In accordance with the Internal Control System, the Company's Audit Unit conducts annual audits of Computerized Information System operation cycles to ensure effective implementation Following the PDCA (Plan-Do-Check-Act) principle, the Company promotes various information security protection and control measures, incident reporting and response procedures, threat intelligence assessment, and performance management, while continuously pursuing improvements			Compliance with Information Security Regulations	No complaints or incidents regarding customer privacy breaches or data loss were reported, and there were no violations of information security-related regulations.	0 case	Achieved			
Policy		Refer to the Information Security Policy			Key Actions in 2024						
	Commitment	Strictly comply with the Information Security Management System Ensure the confidentiality, integrity, availability, and legal compliance of core system operations			Completed the annual cybersecurity health check, focusing on firewall policy review and inspection Completed a server optimization project to ensure sufficient IT system resources and operational continuity Conducted five sessions of employee cybersecurity training to enhance information security awareness Held one cybersecurity drill and eleven emergency response exercises Carried out the annual cybersecurity advancement program, including Information asset inventory, annual risk assessment, internal cybersecurity audit, and information security management review						
Responsibility		The Information and Communications Security Section of the Information Technology Division is responsible for the overall planning and execution of information security affairs All employees are required to comply with information security regulations and policies									
	Grievance / Communication Channels	In the event a cybersecurity incident is identified, it must be immediately reported to the Information Security Section of the IT Department. If the incident is deemed significant, it shall be escalated to the General Manager and trigger the activation of emergency response procedures									

Chairman's Expectation

In recent years, the global market has faced ongoing uncertainties due to persistent inflation, geopolitical risks, supply chain disruptions, and the upcoming implementation of carbon fees. Despite these challenges, opportunity coexists with adversity. At SEEC, the Company embraces the value of sustainability and move forward with our partners toward a better future.

Enhancing Industrial Competitiveness and Advancing Net-Zero Transformation Across the Supply Chain

As a leading company in the electrical machinery industry, SEEC continues to drive technological innovation and uphold integrity in governance. The Company is committed to product development and smart applications while strengthening board operations and risk management mechanisms to ensure long-term business sustainability. The Company recognizes that corporate resilience stems from a stable and competitive supply chain.

In 2024, the Company officially established the "Heavy Electric Cooperative Council" and the "Xin Feng Plant Supply Chain Alliance." Through a series of engaging exchange events and training sessions, the Company has worked hand-in-hand with the partners to strengthen carbon reduction management and low-carbon procurement, thereby improving the carbon reduction efficiency and competitiveness of the supply chain and enabling the Company to navigate steadily amid the global net-zero trend.

Shihlin Electric Green Power : Delivering Comprehensive Green Energy Solutions

Under the "Green Power" brand, SEEC integrates various applications such as solar power, energy storage, and EV charging to offer intelligent energy management solutions, promote low-carbon technology innovation, and maintain leadership in the low-carbon economy era. The Company has already developed capabilities in planning, design, civil works, electrical engineering, the operation & maintenance of solar booster stations, modular substations, monitoring systems, and energy storage facilities. In the future, the Company aim to become a total solution provider for solar-charging-storage systems by combining post-meter electricity operations and power dispatching. In terms of electric vehicle products, the Company has developed power systems ranging from 10kW to 150kW for electric cars and scooters and is expanding into the EV charging station market. Since 2022, SEEC has implemented a three-phase solar installation plan. By the end of 2024, the first phase was completed with a total installed capacity of 1,940 kW, achieving 102% of the target. As the expansion of the Heavy Electric Plant continues, the area of solar installations is also growing, and the Company has successfully obtained T-REC renewable energy certificates, demonstrating the determination and action in green transformation.

People-Oriented for a Sustainable Future

SEEC understands that business development depends on the dedication and growth of talent. We are committed to creating a diverse, inclusive, and healthy work environment. Through our MA (Management Associate) training program, the Company cultivates future leaders and provides a comprehensive career development system to ensure mutual growth between employees and the Company.

As the head of SEEC, I firmly believe that sustainable development is both a commitment and a responsibility. Together with our employees and partners, the Company will continue advancing and contributing to global net-zero efforts.



Shihlin Electric & Engineering Corp.
Chairman

Hsu, Yu-Jui

Chief Sustainability Officer's Message

Since 2016, SEEC has been committed to ESG and sustainable operations, continuously deepening its practices across environmental, social, and governance dimensions. In May 2023, I officially assumed the role of Chief Sustainability Officer. The Company has actively advanced carbon management, green technology development, and collaborative supply chain carbon reduction, and has witnessed significant breakthroughs in climate governance and energy transition.

Strengthening Climate Governance to Enhance Carbon Reduction Efficiency

SEEC officially introduced an internal carbon pricing mechanism as a key tool for improving carbon management efficiency. The Company also initiated Scope 3 carbon inventory efforts to track emissions data from customers and supply chain partners, jointly enhancing industry competitiveness. In addition, the Company optimized the energy monitoring and management system, utilizing real-time data analysis to boost energy efficiency and further reduce carbon emissions.

Technological Innovation for a Low-Carbon Transition

In addition to continuously developing green energy-related products, the Business Groups have integrated photovoltaic, energy storage, and EV charging technologies to provide more intelligent management solutions and services. The Company is also increasing the total rooftop solar capacity, aiming to raise the proportion of green electricity usage to 15% by 2030. This will gradually lower the carbon emission intensity and further drive us toward net-zero emissions.

Performance-Linked Sustainability Progress

To ensure clearer implementation of sustainable management, the Company has linked senior management compensation to sustainability performance. This not only enhances the effectiveness of executive decision-making but also embeds long-term values into the corporate culture to achieve lasting sustainable operations.

Looking ahead to 2025, SEEC will continue to deepen the efforts in green energy technology, digital transformation, and supply chain decarbonization. Through communication and collaboration with stakeholders, the Company will amplify the impact of sustainability across every part of our operations.



Shihlin Electric & Engineering Corp.
CSO

Shih, Chin-Yi

Chapter # Major Theme Management and Response [Climate Change Management Policy](#)

Environmental Sustainability



★ Annual Performance

Major stakeholders

Total solar power generation

Reduce greenhouse gas emissions by approximately

The first phase of self-built solar power generation equipment has a capacity of

952,989 kWh, 471 tons CO₂e

1,940 kW

Energy-saving improvement measures at various sites are estimated to reduce greenhouse gas emissions by approximately

In 2024, the greenhouse gas emission intensity of the individual parent company will

587.5 tons CO₂e/year

decrease by 20%
compared with the base year (2022)



- Exchange scraps with manufacturers to reduce procurement costs and waste disposal
- Continue to promote waste liquid reduction improvement plans
- Each plant continues to promote energy-saving improvement plans



- Establish a Sustainable Development Division to formulate carbon reduction plans and track carbon reduction results to report to the board of directors
- Regularly report the progress of greenhouse gas inventory and TCFD risk and opportunity assessment results to the board of directors
- Actively increase the capacity of solar energy installations, aiming to increase the proportion of green electricity use to 15% by 2030
- Each factory will establish an energy management system to monitor factory green electricity generation, production equipment electricity consumption and other data, and conduct reduction control



1.1 Climate Change Management

With reference to the Task Force on Climate-Related Financial Disclosures (TCFD) issued by the Financial Stability Board (FSB), SEEC has formulated response measures and disclosed climate change information based on the disclosure framework of "governance", "strategy", "risk management", "indicators and targets", etc.

Governance

For many years, the board of directors of SEEC has focused on climate change management. Its core concepts and risk awareness are deeply rooted in the organizational culture. The scope of supervision covers sustainable development policies (such as greenhouse gases, energy, water resources, etc.), climate change actions and response strategies, internal carbon pricing, greenhouse gas inventories, assurance and reduction, biodiversity commitments, etc. Board members continue to study and combine the sustainable performance reward system to further enhance the intensity and effectiveness of supervision, ensure the realization of the company's sustainable development goals, and maintain honest communication with stakeholders.

SEEC holds a board of directors and sustainability committee meeting every year, with the chief sustainability officer reporting on the sustainability plan and the implementation and tracking of key indicators. Through the collaboration of the sustainability committee, the Sustainable Development Division and various bureau teams, ESG issues are formulated and promoted to ensure the effective implementation of the plan.



Strategy and Risk and Opportunity Management

The various functional teams under the Office of the Company's Sustainability Committee are responsible for the initial risk and opportunity identification. Subsequently, the Corporate Governance Team will evaluate various risks and opportunities based on the latest laws, internal corporate rules and regulations, and operating conditions to develop response strategies and monitoring mechanisms. By effectively integrating resources, we can improve our forecasting and response capabilities, reduce climate impacts, and demonstrate organizational resilience.

The company holds a TCFD risk and opportunity identification meeting every year. Deputy General Manager and Chief Sustainability Officer SHIH, CHIN-YI leads the functional teams of the Office to discuss and evaluate the transition risks (policies and regulations, technology, market, reputation), physical risks (immediate, long-term) and sources of opportunities (resource efficiency, energy sources, products/services, market, resilience) in TCFD, and formulate relevant countermeasures based on the identification results.

TCFD Risk and Opportunity Assessment

The TCFD risks assessed in 2024 include: carbon border adjustment tax, 2050 net zero emission requirements, energy major users requirements, water consumption fee levy, mandatory reporting requirements, carbon fee collection, etc., a total of 15 risk topics; TCFD opportunities include: low-carbon product and service opportunities, use of low-carbon energy, entry into new markets, etc., a total of 9 opportunity topics. SEEC conducts impact scenarios and risk level assessments based on different aspects such as future operational development strategies, green energy layout, stakeholders, and regulatory requirements. Based on each risk and opportunity, the possibility of occurrence, expected impact time, and degree of financial impact on SEEC are discussed, and then the corresponding landing point level is determined based on the risk score. SEEC prioritizes the discussion of relevant response strategies for the 3 high-risk, 2 medium-risk, and 4 opportunity topics with higher landing points as a reference for adjusting its operational strategy.

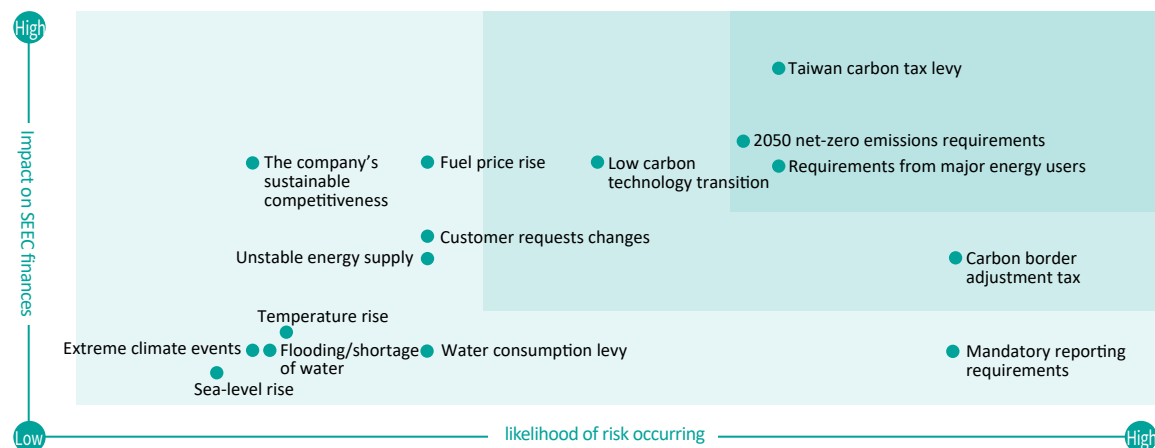
Risk and Opportunity Matrix

5	5	10	15	20	25
4	4	8	12	16	20
3	3	6	9	12	15
2	2	4	6	8	10
1	1	2	3	4	5
	1	2	3	4	5

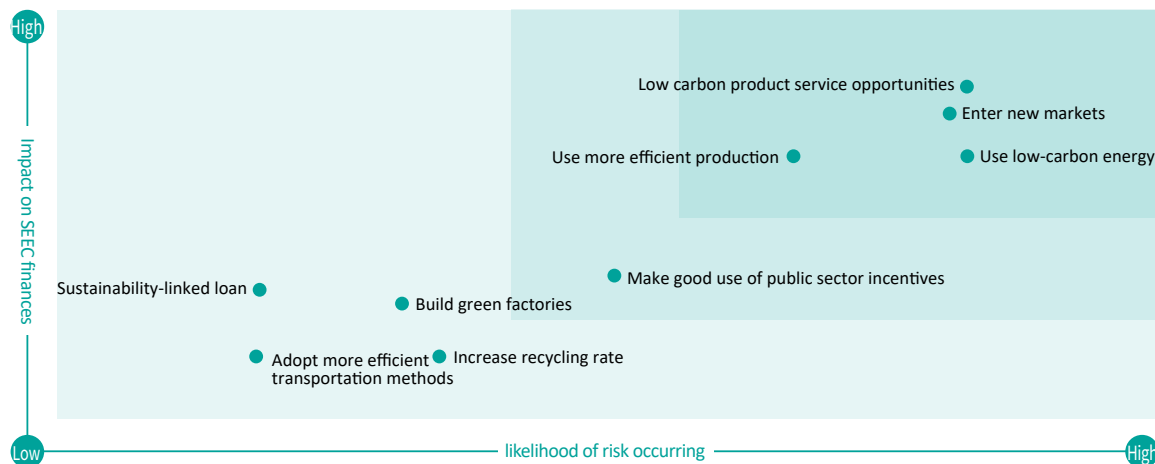
Risk level

Level	Point	Degree	Decision
3	12~25	High	Should be dealt with
2	6~10	Medium	Depends on the situation
1	1~5	Low	Not processed for the time being

Climate change risks



Climate change opportunities



TCFD Risks and Opportunities Countermeasures and Responses

Key climate risk issues and response strategies

Scenario Assumptions	Scenario Description	Risk Issues	Risk Level	Possible Time Course	Opportunity Issues	Opportunity Level	Possible Time Course	Strategy and Action
NZE Net Zero Emissions Scenario	In view of the global trend of net-zero emissions and the trend of carbon border adjustment mechanisms in Europe and the United States, in order to maintain corporate competitiveness, how to reduce carbon emissions will be the key to corporate sustainability. Companies need to invest in operating models that combine net-zero emissions.	2050 Net Zero Emissions Requirement	High	Long	Use low-carbon energy	High	Short	<ul style="list-style-type: none"> In view of the global trend of net-zero emissions and the trend of carbon border adjustment mechanisms in Europe and the United States, in order to maintain corporate competitiveness, how to reduce carbon emissions will be the key to corporate sustainability. Companies need to invest in operating models that combine net-zero emissions.
STEPS Policy Scenario	Large electricity users are those with a contract capacity of 5,000 kW or more. The terms and conditions stipulate that they must install green energy at least 10% of their contract capacity within five years. Currently, the contract capacity of each plant does not meet the regulatory standards, but heavy power plants may fall into this standard after future expansion.	Requirements of major energy users	High	Short	Use more efficient production	High	Short	<ul style="list-style-type: none"> Tracking international laws Keep an eye on international law updates, formulate and adjust strategies in a timely manner Continue to pay attention to the content of carbon border taxes in Europe and the United States to reduce operational impact
		Taiwan's carbon fee	High	Short				<ul style="list-style-type: none"> Greenhouse gas inventory plan Complete the greenhouse gas inventory of SEEC's consolidated subsidiaries in 2023 Complete the greenhouse gas inventory of SEEC's individual companies in 2023 Expect to complete the greenhouse gas inventory of SEEC's individual and consolidated subsidiaries in 2024 in 2025 Expect to complete the scope 3 inventory of SEEC's individual companies in 2024 in 2025 Promote carbon inventory guidance for suppliers
	Currently, the EU CBAM and the US CCA impose carbon border adjustment taxes on specific items of global importers, which will affect corporate operating costs.	Carbon Border Adjustment Tax	Medium	Medium				

Key climate risk issues and response strategies

Scenario Assumptions	Scenario Description	Risk Issues	Risk Level	Possible Time Course	Opportunity Issues	Opportunity Level	Possible Time Course	Strategy and Action
NZE Net Zero Emissions Scenario	Under the global trend of net zero carbon emissions, low-carbon technology transformation has become the key to industrial development. However, it also brings challenges, including increased R&D costs, uncertainty in the application of new technologies and market competition pressure, which may affect the company's financial performance. However, the market demand for energy-saving and carbon-reducing products and services continues to increase, which can also bring growth opportunities to the company. By developing low-carbon products to meet customer demand for environmentally friendly products, it will be able to enhance market competitiveness, open up new business opportunities and market competitiveness.	Low-carbon technology transition	Medium	Medium	Entering new markets	High	Short	<ul style="list-style-type: none"> Each factory has established an energy monitoring and management system to monitor the factory's green electricity generation, production equipment electricity consumption and other data, and conduct energy reduction control Internal carbon fee NTD800/ ton CO₂e Incorporated into operating statements Combined with energy monitoring and management systems, regularly export emission data, and conduct monthly tracking and review Self-built rooftop solar project Phase 1 (2022~2024) installation capacity: 1,896kW, 1,940kW (102%) completed Phase 2 (2025~2027) installation capacity: 2,720kW Phase 3 (2028~2030) installation capacity: 1,595kW Establish a new green energy brand to provide green energy services and related products Participate in the turnkey project of energy engineering Establish the GREEN POWER brand to integrate and provide related green energy services Continuously develop green energy and energy-saving products, and strive for product innovation and upgrading
					Low carbon product service opportunities	High	Short	

Note: Short-term: within 3 years, Medium-term: 3 to 5 years, Long-term: more than 5 years.

Assessment of the financial impact of climate change

Category	Climate issue	Operating income	Cost/ expenditure	Net profit	Capital expenditures	Cash flow	Impact of topics on revenue ratio	
							Short-term	Medium and long term
Risks	2050 net-zero emissions requirements	—	Increased	Decreased	Increased	Decreased	Continuous tracking of regulations and assessments	
	Requirements from major energy users	—	Increased	Decreased	Increased	Decreased	Still outside the norm, continue to evaluate	
	Taiwan carbon tax levy	—	Increased	Decreased	—	Decreased	0.06%	< 0.06% ^(Note2)
	Carbon border adjustment tax	—	Increased	Decreased	—	Decreased	Continuous tracking of regulations and assessments	
	Low carbon technology transition	Increased	Increased	Increased	Increased	Increased	Green energy products account for 30% of revenue ^(Note 3)	Green energy products account for 50% of revenue ^(Note 3)
Opportunities	Low carbon product service opportunities	Increased	Increased	Increased	Increased	Increased		
	Enter new markets	Increased	Increased	Increased	Increased	Increased	After calculation, the proportion is very small ^(Note 4)	
	Use low-carbon energy	—	Decreased	Increased	Increased	Decreased		
	Use more efficient production	—	Decreased	Increased	Increased	Decreased		

Note:

- For more information on SEEC green business opportunities and green energy development and layout in response to climate change, please refer to [2.2 Green Energy Development](#).
- Total greenhouse gas emissions in 2024 * internal carbon pricing NTD 800/ton ÷ SEEC 2024 individual revenue.
- Customer revenue whose products and terminal applications fall into the green energy category ÷ SEEC 2024 individual revenue.
- The impact of using low-carbon energy on the revenue share is calculated by spontaneous solar energy degrees * electricity cost per kilowatt-hour ÷ SEEC 2024 individual revenue; the impact of using more efficient production on the revenue share is calculated by the estimated total emission reduction * our country's carbon fee NTD 300/ton ÷ SEEC 2024 individual revenue.

Transformative Actions in the Face of Climate Change

As a traditional manufacturing industry, SEEC faces multiple risks brought by climate change. First, the increasingly stringent global requirements for carbon reduction may lead to increased carbon costs, thereby increasing operating costs; secondly, the increase in the frequency and intensity of extreme climate events may damage production facilities and affect the stability of the supply chain. At the same time, the market demand for low-carbon products is rising. Faced with changes in the global market, if companies cannot transform and respond in time, they may lose their competitive advantage.

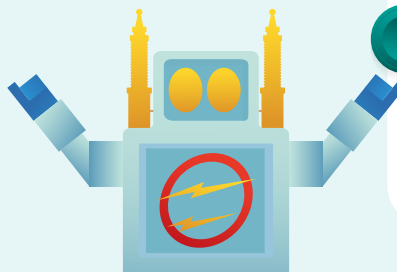
SEEC introduces internal carbon pricing mechanism

In response to the risks brought by climate change, SEEC has introduced an internal carbon fee mechanism in 2023. This mechanism refers to factors such as international carbon tax systems (such as the practices of the European Union and the United States), carbon pricing models of benchmark companies, prices in the carbon emissions trading market, and fines in relevant regulations. At the same time, considering the domestic and international sales of each business unit, the company set the internal carbon price at NT\$800 per metric ton, and it is expected to be included in the operating report for monthly tracking to supervise implementation.

SEEC's internal carbon pricing mechanism promotes each business unit to check its emissions monthly, and includes it in the financial management report at an internal price of NT\$800 per metric ton, which is listed as an off-the-book expense of the business unit, further linking emissions with the operating performance of each business group. It encourages each business group to continue to actively develop energy-saving products and promote green energy projects. At the same time, the company is committed to the use of green energy in each plant, the introduction of energy-saving measures, and the reduction of greenhouse gas emissions, aiming to achieve SEEC's carbon reduction goals and enhance sustainable competitiveness.

Solar power generation for self-use

According to statistics, electricity consumption is the main source of carbon emissions for SEEC. Although the current contract capacity of each plant does not meet the regulatory standards, in response to ESG (carbon reduction production) and the government's green energy policy, the company launched a solar power generation system construction plan in 2022, with an estimated total power generation capacity of 5.1MW. As the company's business strategy increasingly focuses on climate change issues, and the Heavy Electric Plant T3 has been completed and put into operation in 2024, the plan has been added to the rooftop solar installation capacity of 6.2MW, with the goal of increasing the proportion of green electricity use to 15% by 2030.



Obtain green power assessment

The large roofs of Heavy Electric plants, Automobile Equipment plants, and Xinfeng plants are very suitable for installing solar power generation systems.

Location of installation

A total of 12 sites; planned to be installed in three phases (2022~2030)

Phase 1 (2022~2024) installation capacity: 1,940kW

Phase 2 (2025~2027) installation capacity: 2,720kW

Phase 3 (2028~2030) installation capacity: 1,595kW

Total power generation capacity

6,255kW (accounting for 15% of the factory's annual electricity consumption), the total investment budget remains at NT\$260 million. The main reason is that the original budget has taken into account possible risks and changes in the future and has a certain degree of flexibility. Therefore, even if the device capacity increases, the existing budget is still sufficient to support the construction plan without the need for additional investment.

Solar power generation benefit assessment (Phase I)

1. Solar panel installation capacity: 4,660kW, annual power generation: 5.1 million kWh
2. Green energy benefit assessment: NT\$25.51 million/year. (NT\$5 * 5.1 million kWh)
3. Carbon reduction benefits: 2,521 metric tons/year

The SEEC Heavy Electric Plant and the Automobile Equipment Plant were completed and connected to the grid in June and October 2023, respectively. The Xinfeng Plant was 90% completed by the end of 2024 and is expected to be connected to the grid in 2025. As of the end of December 2024, the first phase of the solar panel installation capacity has been completed, with an installation capacity of 1,940kW and a plan achievement rate of 102%. The second phase of the construction plan has been started. The cumulative solar power generation is currently 952,989kWh (3,430.8GJ), and the use of renewable energy accounts for 1% of the total energy consumption of the consolidated company ^(Note).

Note: The annual report recorded it as 1.02%. After the external agency assured the company's greenhouse gas emissions, the total energy emissions were revised and the percentage of renewable energy was simultaneously revised to 1%.

Current status of the first phase of solar power generation construction

- 1



Heavy electric plant/Finished product warehouse,
Manufacturing factory roof
Solar panel installation capacity: 392kW+436kW

Energy saving benefits

 - Estimated power generation: 700,000 kWh/year
 - CO₂ emission reduction: 342 metric tons/year
 - Ratio of power consumption in the factory: 3.4%
- 2



Automobile equipment plant/Material warehouse roof
Solar panel installation capacity: 217kW

Energy saving benefits

 - Estimated power generation: 260,000 kWh/year
 - CO₂ emission reduction: 128 metric tons/year
 - Ratio of electricity consumption in the factory: 2.8%
- 3

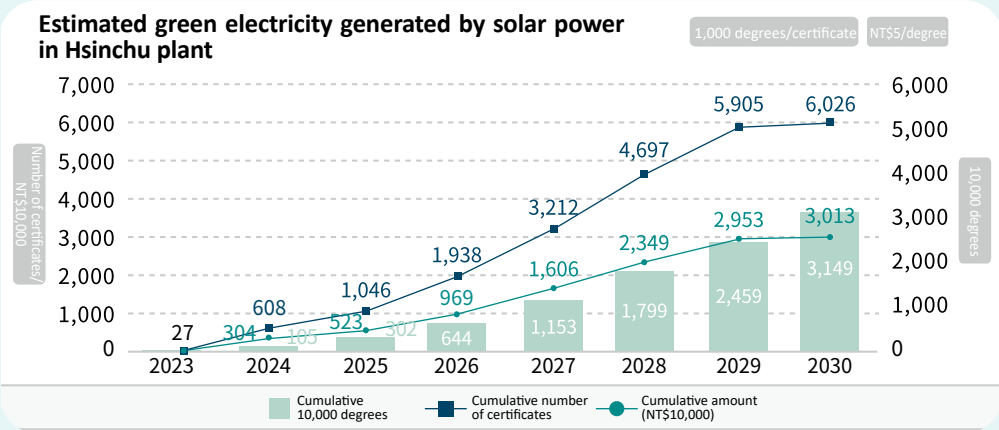


Xinfeng factory/Car parking Lot
Solar panel installation capacity: 895kW

Energy saving benefits

 - Estimated power generation: 980,000 kWh/year
 - CO₂ emission reduction: 485 metric tons/year
 - Ratio of electricity consumption in the factory: 14.7%

2023~2030 Carbon reduction path and renewable energy construction



Apply for Green Energy Certificate

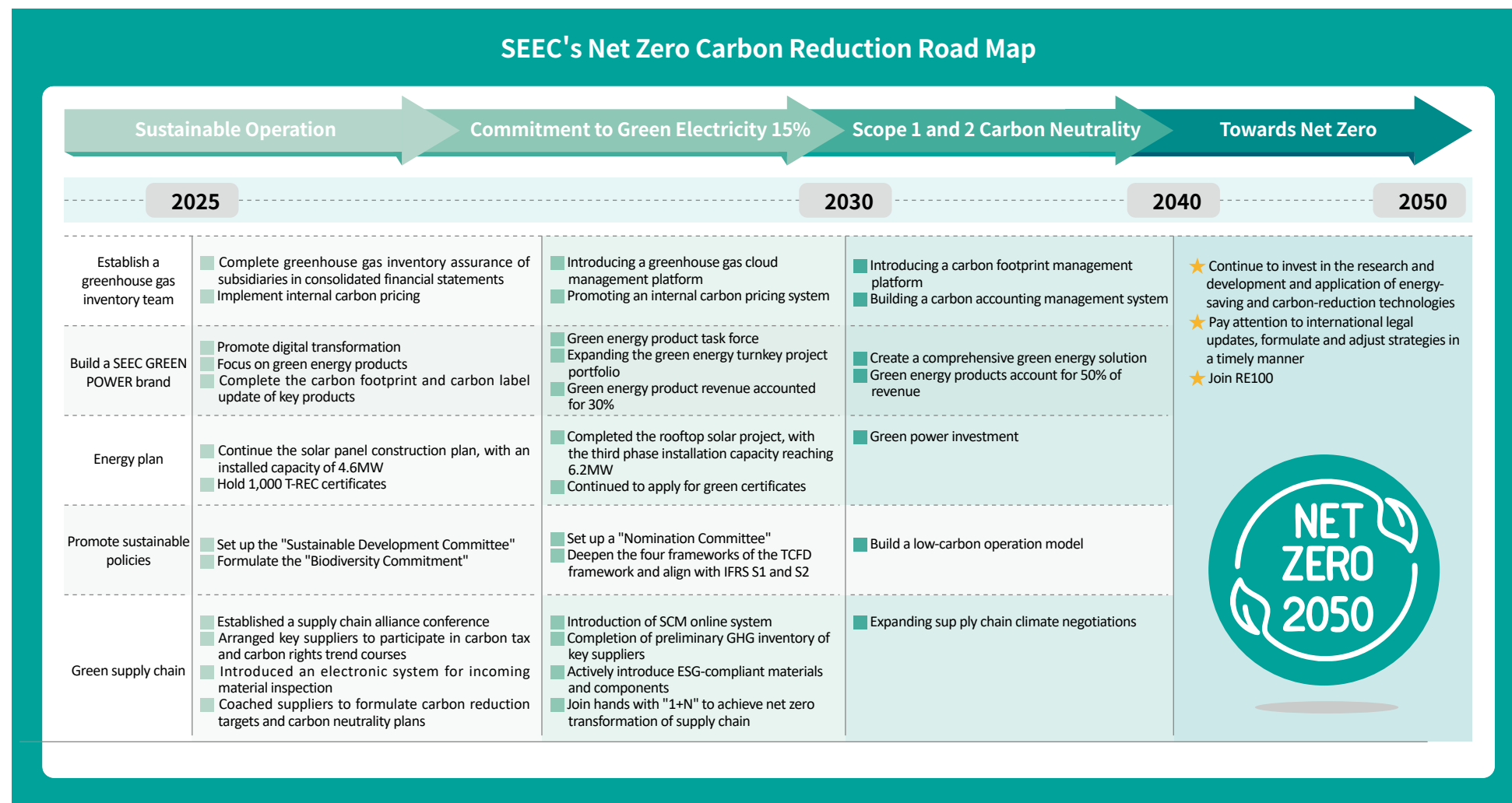
SEEC successfully applied for T-REC renewable energy certificates, demonstrating its determination to promote green energy development and achieve sustainable goals. The certificates were generated by the solar energy system in the finished product warehouse of SEEC Heavy Electric Plant, and a total of 608 T-REC certificates were obtained during 2024.

The successful application for the certificate not only symbolizes that SEEC actively responds to renewable energy policies, but also lays the foundation for the company's future participation in the carbon trading market.

As a leader in the domestic heavy electrical industry, Shihlin Electric continues to invest in renewable energy, combining solar energy, wind energy and energy storage technology to build green energy infrastructure. In the future, Shihlin Electric will continue to explore more energy transformation opportunities, deepen the application of renewable energy certificates, and strive to achieve low-carbon and sustainable business goals. Please refer to [Appendix 5](#) for renewable energy certificates.

Indicators and Goals

SEEC's Net Zero Carbon Reduction Road Map



Greenhouse Gas Inventory Schedule

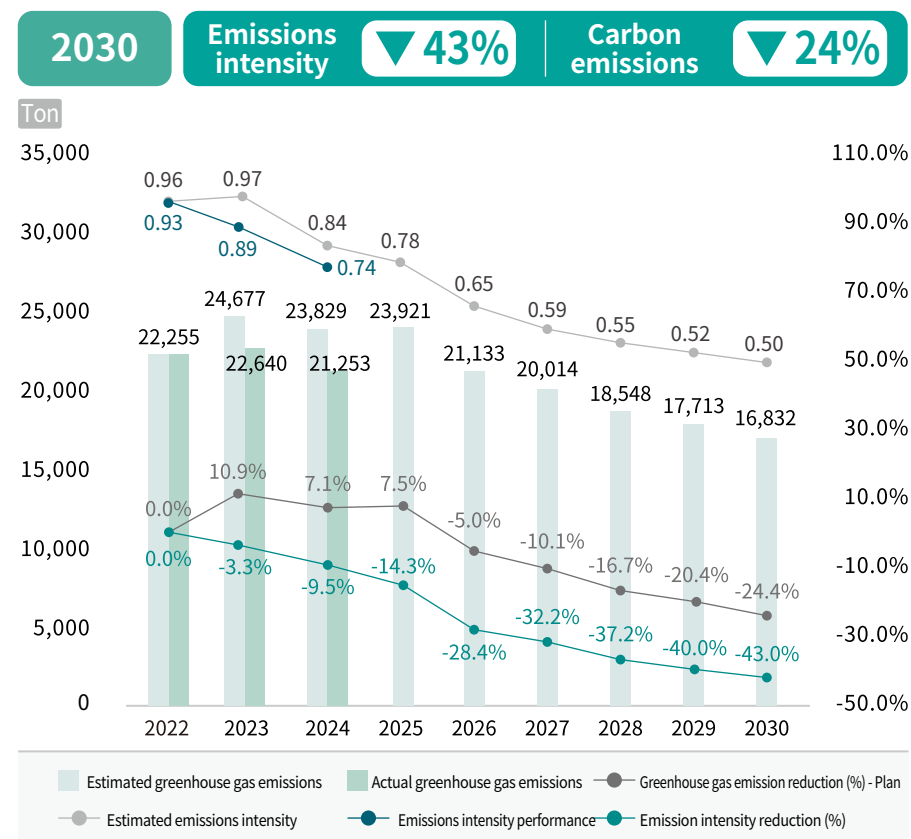
SEEC is a listed company with paid-in capital of more than NT\$5 billion but less than NT\$10 billion. According to the Financial Supervisory Commission's "Sustainable Development Roadmap for Listed Companies" SEEC must comply with the law to complete greenhouse gas inventory and assurance operations within the prescribed timeline. The implementation content is reported to the board of directors on a quarterly basis for control. The current planned inventory and assurance schedule for individual companies and consolidated subsidiaries is detailed in the following table.

Object	Item	Statutory Timetable	Progress
Listed companies with capital of NT\$5 to 10 billion	Parent company	Inventory	2025/06
	Parent company	Assurance	2027/06
	Consolidated subsidiaries	Inventory	2026/06
	Consolidated subsidiaries	Assurance	2028/06

Greenhouse gas reduction (individual)

2024 Goals	2024 Goals achieved	Short-term goals (within 3 years)	Medium- and long-term goals (more than 3 years)
Greenhouse gas emissions intensity reduced by 8%	Greenhouse gas emissions intensity reduced by 20%	Greenhouse gas emissions intensity reduced by 32%	Greenhouse gas emissions intensity reduced by 43% Total greenhouse gas emissions reduced by 24%

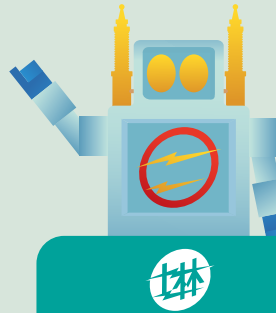
Roadmap for reducing greenhouse gas emission intensity of individual companies



1.2 Energy and Greenhouse Gas Management

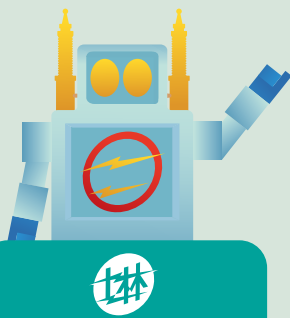
Energy Management Policy

- Develop green energy-saving products to meet customers' energy requirements
- Establish energy management system to reduce greenhouse gas emissions
- Improve energy efficiency and reduce energy waste
- Promote energy conservation activities and continuously improve energy use
- Promote energy conservation awareness and fulfill corporate social responsibility



Greenhouse Gas Management Policy

- Inventory greenhouse gases and propose reduction plans
- Promote energy conservation and carbon reduction and fulfill corporate responsibility
- Comply with environmental regulations and meet customer requirements
- Install renewable energy to improve green electricity efficiency

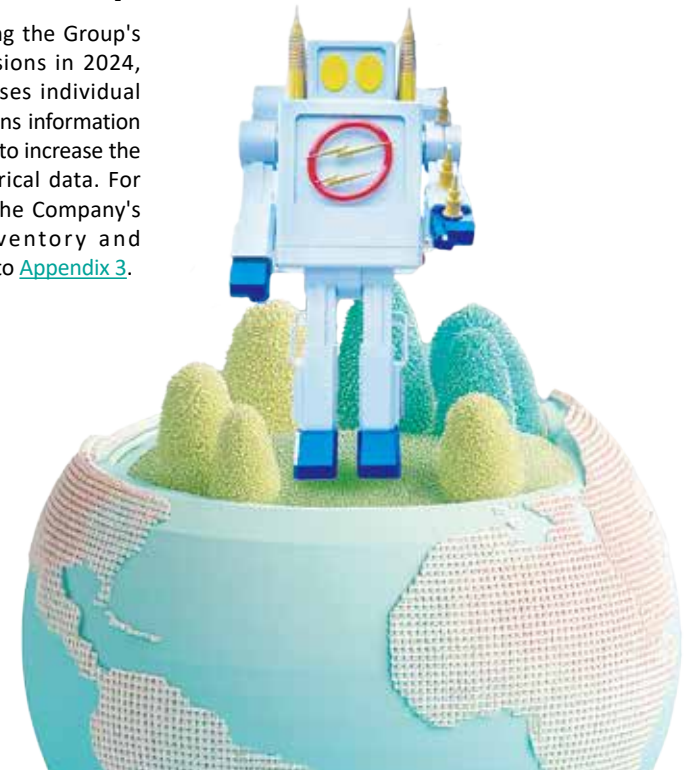


Greenhouse Gas Emissions

To strengthen greenhouse gas management, the Company has conducted independent greenhouse gas inventory at SEEC's individual boundaries in accordance with ISO 14064-1 since 2022, and arranged for external organizations to conduct individual emission assurance operations since 2023. Moreover, in response to the Group's future carbon reduction needs, the greenhouse gas inventory team has independently expanded the inventory boundaries to include consolidated subsidiaries, and added greenhouse gas emission calculations in Scope 3 to improve inventory integrity and management efficiency, which will help promote carbon reduction strategies.

In 2024, the scope of greenhouse gas inventory and assurance of SEEC was expanded to include the parent company and consolidated subsidiaries, and the greenhouse gas emission base year will be reset accordingly to ensure the consistency and comparability of data. At the same time, further research will be conducted on carbon reduction targets at the group level to ensure that the target scope covers the company's overall operations and strengthen the promotion and implementation of carbon reduction strategies. In 2024, the group's greenhouse gas emissions in categories I and II are approximately 41,487.13 metric tons of CO₂e, and the greenhouse gas emission intensity is 1.1829 metric tons of CO₂e/NT\$million.

In addition to disclosing the Group's greenhouse gas emissions in 2024, this report also discloses individual greenhouse gas emissions information for the past three years to increase the comparability of historical data. For more information on the Company's greenhouse gas inventory and assurance, please refer to [Appendix 3](#).



Greenhouse gas emissions (Group)

Unit: Metric tons CO₂e

Item/Year		2024
Scope 1,2	Scope 1	5,718.82
	Scope 2	35,768.31
	Scope 1 + Scope 2	41,487.13
	Consolidated Revenue (NT\$ million)	35,071
	Emission Intensity (metric tons CO ₂ e/NT\$ million)	1.1829
Scope 3 ^{Note 8}	Fuel and energy related activities	6,314.43
	Employee commuting	2,852.35
	Business travel	1,618.66

Note:

- The greenhouse gas emissions are calculated using the operational control method. The scope of greenhouse gas disclosure in the above table is based on the consolidated financial statement entity of SEEC, including the individual boundaries of SEEC (Taipei headquarters, four business groups, project sites (note 2) and various branch locations) and consolidated subsidiaries (covering subsidiaries, branches, offices/liaison offices in mainland China, Vietnam, the United States and the Philippines).
- The System Engineering Division (Project Site) is divided into the System Engineering Project Site and the Solar Charging and Storage Project Site. Since the Solar Charging and Storage Project Site is subcontracted by multiple manufacturers, the related costs are mixed and cannot be divided, and the proportion of total emissions is small, so it is not included.
- Greenhouse gas inventory benchmark: Inventory is carried out in accordance with ISO 14064-1:2018. The inventoried gases include: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).
- The data for 2024 is based on the limited assurance report of the CPA according to ISAE 3410.
- The global warming potential (GWP) for 2024 is quoted from the IPCC 2021 Sixth Assessment Report.
- The source of the conversion coefficient for 2024: "Greenhouse gas emission coefficient announced on February 5, 2024" by the Ministry of Environment, Executive Yuan.
- The carbon emission coefficient of electricity purchased is quoted from the Bureau of Energy of the Ministry of Economic Affairs: the electricity emission coefficient quoted in 2024 is 0.474 kg CO₂e/kWh.
- The scope of data disclosure for Category 3 "Employee commuting" and "business travel" is mainly based on the individual boundaries of SEEC: Taipei headquarters, four major business groups, Case^{Note 2} and various branch locations (including branches in the United States and the Philippines).

Greenhouse gas emissions (Individual)

Item/Year	2022	2023	2024
Scope 1	3,190.83	3,871.84	3,254.60
Scope 2	19,064.61	18,768.02	18,079.75
Total emissions	22,555.44	22,639.86	21,334.35
Individual Revenue (NT\$ million)	23,821	25,524	28,537
Greenhouse gas emission intensity (metric tons CO ₂ e/NT\$ million)	0.9343	0.8870	0.7476

Note:

- The greenhouse gas emissions are calculated using the operational control method. The scope of greenhouse gas disclosure in the above table is based on the boundary of the SEEC entity, including the Taipei headquarters, four business groups, project sites^{note 2} and various branch locations in Taiwan.
- The company's project sites are divided into system engineering projects and photovoltaic charging and storage projects. Since the photovoltaic charging and storage projects are subcontracted by multiple manufacturers, the related costs are mixed and cannot be divided, and the proportion of total emissions is small, so they are not included.
- Greenhouse gas inventory benchmark: Inventory is carried out in accordance with ISO 14064-1:2018. The inventoried gases include: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).
- The data for 2022 are internal data and have not been confirmed by a third party; the data for 2023 and 2024 have obtained a limited assurance report from an accountant in accordance with ISAE 3410.
- The global warming potential (GWP) from 2022 to 2024 is quoted from the IPCC 2021 Sixth Assessment Report.
- The conversion coefficients for 2022 and 2023 are from the "Greenhouse Gas Emission Coefficient Management Table 6.0.4" of the Ministry of Environment, Executive Yuan; the conversion coefficient for 2024 is from the "Greenhouse Gas Emission Coefficient Announced on February 5, 2024" of the Ministry of Environment, Executive Yuan.
- The carbon emission coefficient of purchased electricity is quoted from the electricity carbon emission coefficient announced by the Ministry of Economic Affairs and the Energy Bureau: 2022 quoted the 2021 electricity carbon emission coefficient of 0.509 kg CO₂e/kWh, 2023 quoted the 2022 electricity carbon emission coefficient of 0.495 kg CO₂e/kWh, and 2024 originally quoted the 2023 electricity carbon emission coefficient of 0.494 kg CO₂e/kWh. After the Ministry of Economic Affairs and the Energy Bureau announced the latest electricity carbon emission coefficient, it was changed to 0.474 kg CO₂e/kWh.

Energy Use

The energy calculation scope of SEEC in 2024 is the same as the greenhouse gas inventory, and is expanded to the parent company and consolidated subsidiaries at the same time. The main energy usage categories of the group in 2024 include diesel, gasoline, liquefied petroleum gas (LPG), natural gas (NG) and electricity. SEEC Group's energy usage in 2024 is 346,986.07 GJ, of which renewable energy usage is approximately 3,430.76 GJ and non-renewable energy usage is approximately 343,555.31 GJ; the energy intensity in 2024 is 9.89 GJ/NT\$ million.

In 2024, we will actively promote energy-saving replacement of official vehicles, gradually replace them with hybrid vehicles or electric vehicles, and simultaneously install charging piles in the factory parking lot to effectively reduce gasoline consumption, reduce carbon emissions, and implement low-carbon transformation goals.

Energy usage (Group)

Unit : GJ

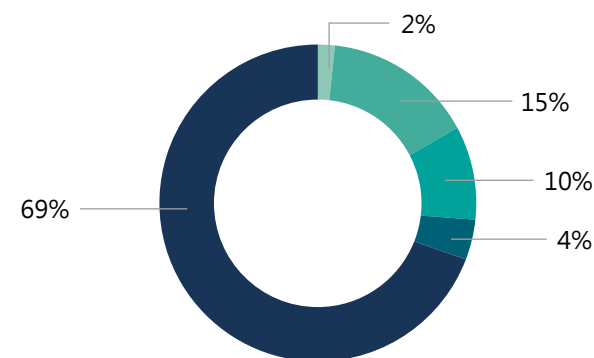
Energy Type	Item/Year	2024
Non-renewable energy	Diesel fuel	27,122.55
	Gasoline	10,023.33
	Liquefied Petroleum Gas (LPG)	27,694.67
	Natural Gas (NG)	19,972.98
	Electricity	258,741.79
Total		343,555.31
Non-renewable energy intensity (GJ/NT\$ million)		9.80
Renewable energy	Electricity - Solar	3,430.76
Total		3,430.76
Renewable energy intensity (GJ/NT\$ million)		0.10
Energy intensity (GJ/NT\$ million)		9.89
Consolidated Revenue (NT\$ million)		35,071

Note:

- 1 GJ = 10⁶ KJ.
- The calculation scope of energy usage is the same as the 2024 Greenhouse Gas Inventory (Group) boundary.
- The statistical sources of various energy units and data: Electricity (kWh) is based on the data listed in the monthly electricity bills of each operating location; gasoline (L), diesel (L), natural gas (cubic meters) and liquefied petroleum gas (L) are based on actual usage and refueling receipts.
- The 2024 calorific value coefficient data is quoted from: Taiwan-Ministry of Environment "Greenhouse Gas Emission Coefficient Announced on February 5, 2024" and "113 Year Announcement of Low Calorific Value of Gasoline/Diesel for Automobiles on February 13, 2025".
- Conversion coefficients of calorific values of various energy sources: 1kWh of electricity = 3,600 KJ; 1 liter of liquefied petroleum gas (LPG) = 27,760.84 KJ; 1M3 of natural gas (NG) = 33,472 KJ; 1 liter of diesel = 36,158.13 KJ; 1 liter of gasoline = 31,836.06 KJ.

Energy-saving Measures and Performance

In 2024, energy-saving improvements have been implemented in various plant areas, and a total of 18 energy-saving improvement plans have been implemented. The improvement measures include lighting energy-saving improvement, air compressor renewal, water-cooled box air conditioner replacement, transformer replacement, plastic drying machine energy-saving improvement, etc., which are estimated to reduce a total of 1,189,264 kWh, approximately 587.5 metric tons of CO₂e and 4,281.35 GJ.



Cooling tower	69.93 GJ 9.596 TCO ₂ e
Air conditioning equipment	650.466 GJ 89.258 TCO ₂ e
Equipment update	408.6936 GJ 56.082 TCO ₂ e
Lighting system	184.032 GJ 25.253 TCO ₂ e
Process improvement	2,968.2288 GJ 407.307 TCO ₂ e

Note:

- The energy-saving benefit is estimated mainly by using the difference in energy consumption ratio between new and old equipment * equipment load rate * operating hours; some equipment equipped with smart meters uses direct measurement.
- The energy-saving benefits of the solar energy-saving improvement project are not included here. For more information about the solar energy improvement project, please refer to [1.1 Climate Change Management](#).

Introduced greenhouse gas cloud management platform Used simultaneously in 16 locations at home and abroad



Speed up the inventory operation

- ✓ Upload data and certificates from domestic and overseas locations
- ✓ Reduce manual and compilation work
- ✓ Instantly grasp e-carbon emission information and generate reports with one click

Information digitization: Improve real-time monitoring and data analysis performance

Green Energy Management Platform

The real-time carbon emission data of the solar charging and storage devices introduced in each factory area is uploaded to the Dash-board system. In addition to monitoring whether the power consumption of each unit in the factory is abnormal and controlling the total power demand (contract capacity assessment), the real-time electricity consumption and historical data of the solar power generation are also analyzed and managed, including a five-day power generation forecast.

Energy Saving Management Platform

The power factor of factory electricity and carbon emissions of high-energy-consuming equipment (air-conditioning chillers, air-conditioning equipment, air compressors, injection molding machines, drying furnaces, etc.) and maintenance hours of various parameters (power, current, temperature, pressure, carbon emissions, etc.) are uploaded to the dash-board system in real time, providing equipment managers with historical data for analysis and response strategies, and providing more objective data for factory energy-saving improvement effectiveness evaluation.



Raw Materials Usage

In addition to direct purchases, the sources of raw materials for the four major business groups of the company also include outsourcing and component purchases. The main raw materials are non-renewable resources such as iron, copper, silver, aluminum, silicon steel, plastic and insulating oil. In response to environmental protection and reducing carbon emissions at all stages of the product life cycle, SEEC continues to promote more friendly actions and will conduct greenhouse gas category III inventory from 2023, covering carbon emissions from raw materials during manufacturing, transportation and use. The purpose is to confirm emissions and explore emission reduction strategies. Based on the inventory results, the company will work with suppliers to optimize the source of raw materials, promote higher standards of green procurement, and reduce the carbon footprint of the supply chain.

Application of recycled materials

- Recyclable plastics are used and modular design is adopted to increase the reuse rate of recycled materials, while lowering the technical threshold and reducing environmental pollution. In the production of molten aluminum for aluminum die castings, the proportion of recycled materials added is 30-40%, and about 10% of recycled materials are also added in the production of plastic parts.
- Brass and red copper scraps are collected by classification, and a total of 73.4 tons of recycled materials was provided in 2024 for reprocessing by manufacturers, which is in full compliance with the 5R principles of circular economy (redesign, reuse, reduction, recycling, energy recovery).



Environmentally friendly packaging and logistics

- During the product design process, consumables and packaging are made of recyclable materials, such as wood, paper and iron boxes. When suppliers deliver goods, they are encouraged to use recyclable plastic boxes and pallets to reduce environmental impact.



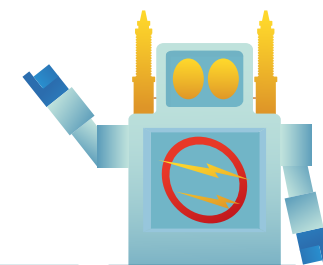
SEEC continues to improve its internal processes and strengthen cooperation with suppliers to fully implement sustainable raw material management in line with the company's mission of energy conservation and environmental protection. The raw material usage in 2024 is shown in the following table.

Main raw material usage in 2024

Raw material category	Unit	Heavy Electric Business Group	Automobile Equipment Business Group	Breaker & Switchgear Business Group
Copper	Ton	4,052	631	650
Silver	Ton	0	0	8
Iron (including silicon steel)	Ton	9,873	4,767	1,330
Iron (excluding silicon steel)	Ton	40,145	0	0
Aluminum	Ton	0	539	0
Insulating oil	kiloliter	8,800	0	0
Plastic	Ton	0	15.4	320

Note:

- The Automation Business Group does not directly purchase bulk raw materials.
- The main raw materials in the above table are all non-renewable materials.



Promoting Paperless and Packaging Optimization, Seec Fulfills Its Green and Sustainable Commitment

- SEEC actively promotes the green transformation of product promotion and packaging, based on technology and innovation, to achieve the sustainable goal of energy saving and carbon reduction.
- Through paperless catalogs and industrial packaging design, SEEC implements the concept of sustainability in daily operations, continues to work hard to protect the earth's environment, and demonstrates the best practices of green innovation.

Digitization of international exhibition catalogues: reducing paper waste and promoting paperless communication

In the past, the sales units of SEEC have long used paper catalogs as the main tool for product promotion. However, with the popularization of electronic catalogs and QR Code technology, the company has fully adopted online catalogs to gradually replace traditional paper materials. Not only does it promote paperless product displays at exhibitions and client briefings, but clients are also increasingly requesting electronic files to replace paper catalogs. This move has reduced the printing volume of SEEC's commonly used catalogs by about 40% in the past five years, effectively demonstrating the environmental benefits of paperless promotion.



Industrial packaging design: saving resources and improving efficiency

For BH/NVB switches commonly used by switchboard installers, SEEC adopts an industrial packaging design without individual paper boxes. This design not only reduces packaging material costs by 58%, but also reduces paper usage by about 40%, and significantly shortens the time for installers to disassemble the packaging, improving assembly efficiency. This move not only improves resource utilization efficiency, but also demonstrates SEEC's commitment to energy conservation, carbon reduction and environmental protection.



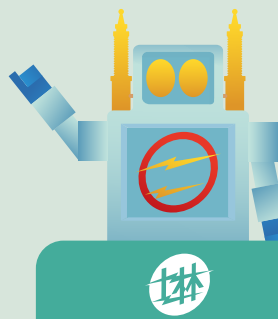
1.3 Environmental Pollution Prevention and Control

The company has set up industrial safety and health centers in each business group to be responsible for promoting environmental management and industrial safety-related affairs, and the General Affairs Division of the subsidiaries also manages related matters. We strengthen supervision of pollution prevention and control management operations, pay attention to the maintenance and repair of environmental protection equipment, and improve equipment processing efficiency to comply with environmental protection regulations and standards. We also promote and pass the environmental management system (ISO 14001) certification.

Water Usage

Water resources management policy

Use water-saving labeling equipment to improve water efficiency
Recycling of water resources to ensure water resources goals
Continuously improve water supply pipelines to prevent water leakage
All employees participate in water conservation and promote water resources management
Comply with government management regulations and include them in management review



The company's main water use includes process water, household water, plant irrigation, etc., and the water sources are Taiwan Water Corporation and groundwater; the water source for the Hsinchu plant is Touqian River, and the water source for the Taipei headquarters is Feitsui Reservoir. According to the World Resources Institute's "Water Risk Atlas", the water resource pressure in the area where the company is located is "Low - Medium Risk (1-2)", and water withdrawal has not caused a significant impact on the local water source. The water resource use in the past three years is shown in the following table.

Water use in recent years

			Unit: Million liters		
Item			2022	2023	2024
Plant	Total water intake	Tap water	222.10	204.00	189.79
		Groundwater	0.92	0.79	0.22
	Total water displacement		92.01	83.78	75.71
	Total water consumption		131.01	121.01	114.3
Taipei headquarters	Total water intake	Tap water	6.42	6.80	6.55
Individual revenue (NT\$ million)			23,821	25,524	28,537
Water withdrawal intensity (million liters/NT\$ million)			0.0096	0.0083	0.0069

Note:

- The disclosure scope includes the four business groups (three factories) and Taipei headquarters, and does not include local branches; the water intake of Taipei headquarters is calculated based on the monthly tap water bill of Yangde Building.
- Water consumption = water intake - water displacement.
- Water displacement is the actual statistical value of the factory flow meter.
- The water consumption of Taipei headquarters in 2023 and 2024 has been assured to a third-party impartial verification agency using AA1000AS v3 Type 2 Medium Assurance Level for assurance. Please refer to [Appendix 5](#) for the verification statement.

Water Pollution Prevention and Control

The wastewater containing heavy metals and wastewater from various operating activities generated by the company's manufacturing process is collected to the industrial park wastewater treatment plant for further treatment after the wastewater pre-treatment process. The treated wastewater is finally discharged into Qielong Creek. In order to achieve the goal of recycling sewage, improve water efficiency and reduce sewage discharge, the company actively improves the process to increase the ratio of waste water recycling and reuse, improves water leakage prevention for air-conditioning, installs water-saving equipment in sanitary facilities, controls the frequency of cleaning the exterior walls of the workshop, and saves water for irrigation and greening of landscapes. For water recycling and water pollutant treatment through high-efficiency equipment, the quality of the discharged water must be better than or meet government regulations. The Heavy Electric Plant and Automobile Equipment Plant commissioned the Wastewater Treatment Plant of the Industrial Park Management Center to send personnel to the factory every month to sample and test the water quality; Xinfeng Factory entrusts the Ministry of Environment to approve the environmental testing agency to send personnel to the factory every month to sample and test the water quality. The test results from 2022 to 2024 are all in compliance with and far lower than the emission standards.



Wastewater Displacement Control In Seec in Recent Years

Water pollution testing item	Plant	Regulatory standards	Testing results at the end of 2024
Hydrogen ion concentration (pH)	Automobile Equipment	5.0~9.0	7.1
	Heavy Electric	5.0~9.0	8
	Xinfeng	6.0~9.0	7.6
Chemical Oxygen Demand (COD)	Automobile Equipment	<600(mg/L)	140.5
	Heavy Electric	<600(mg/L)	50
	Xinfeng	<100(mg/L)	63.9
Biochemical Oxygen Demand (BOD)	Automobile Equipment	<400(mg/L)	50.2
	Heavy Electric	<400(mg/L)	ND
	Xinfeng	<100(mg/L)	7.9
Suspended Solids (SS)	Automobile Equipment	<400(mg/L)	50.2
	Heavy Electric	<400(mg/L)	18
	Xinfeng	<30(mg/L)	22.8
Copper (Cu)	Automobile Equipment	<3(mg/L)	-
	Heavy Electric	<3(mg/L)	0.01
	Xinfeng	N/A	-
Nickel (Ni)	Automobile Equipment	<1(mg/L)	-
	Heavy Electric	<1(mg/L)	0.01
	Xinfeng	N/A	-
Soluble iron (Fe)	Automobile Equipment	<10(mg/L)	-
	Heavy Electric	<10(mg/L)	0.21
	Xinfeng	N/A	-
Zinc (Zn)	Automobile Equipment	<5(mg/L)	-
	Heavy Electric	<5(mg/L)	0.08
	Xinfeng	N/A	-
Hexavalent chromium (Cr)	Automobile Equipment	<0.5(mg/L)	-
	Heavy Electric	<0.5(mg/L)	ND
	Xinfeng	N/A	-
Lead (Pb)	Automobile Equipment	<1(mg/L)	-
	Heavy Electric	<1(mg/L)	ND
	Xinfeng	N/A	-

Note:

1. The disclosure scope is mainly for the four major business groups (three factories), and does not include the Taipei headquarters and local branches.
2. The detection value is lower than the lowest reliable concentration that the instrument can measure, indicating that the concentration is too low to be measured and can be regarded as non-detectable (N.D.).
3. "-" means that this item is not applicable or does not need to be filled in.

Waste Management

The company leverages total waste reduction and waste recycling as waste management strategies, and takes zero waste as the ultimate goal. Through management measures such as process technology improvement, raw material reduction, and recycled materials reuse, waste output is reduced so as to achieve strategic objectives of waste reduction and resource recycling.

Our waste is mainly classified into three categories: general business waste, resource waste and hazardous waste. Among them, resource wastes include metal wastes, waste plastics and waste paper boxes, etc., which are sorted and collected and handed over to qualified recyclers for recycling and reuse. Hazardous wastes include electronic wastes, waste solvents, etc., which are sorted and collected and handed over to qualified processors for further treatment; while domestic waste and general business waste are cleared and transported to the incineration plant. The sequence of waste treatment is classification, reuse, and resource recycle. If the waste cannot be treated by the above-mentioned treatment methods at this stage, it will be disposed of by landfill or incineration. All wastes are recycled and treated in accordance with the regulations, and reported online in accordance with the regulations of the Ministry of Environment.

The critical step of business waste reduction is waste generation control, that is, waste reduction and recycling during the manufacturing process, to continuously reduce the generation of waste, and prioritize the recycling and reuse of resources after the material loses its original purpose of use, and then is other appropriate disposal methods to achieve resource recycling. In order to effectively manage business waste, we use the waste proper disposal checklist and GPS global satellite positioning to grasp and verify the flow of waste removal and treatment, and arrange visits and audits of waste treatment plants from time to time to ensure that all waste is properly disposed.

The total weight of waste generated in 2024 is approximately 906.7 tons, including 901.6 tons of general business waste and 5.1 tons of hazardous business waste, all of which are handled off-site and no waste is disposed on-site. Among them, 176.8 tons of business waste is recycled and reused, and the total amount of waste directly disposed is 729.9 tons, including 724.8 tons of general business waste and 5.1 tons of hazardous business waste.

[For more information, please refer to the company's official website/Sustainable Management/Environmental Protection/Pollution Prevention and Control Management](#)

Waste Generation and Disposal

Hazardous waste			
Waste composition	Waste generation (tons)		
Item	2023	2024	Processing method
Waste liquid (flash point less than 60°C)	10.3	5.1	Incineration (including energy recovery)

General industrial (non-hazardous) waste			
Waste composition	Waste generation (tons)		
Item	2023	2024	Processing method
Waste oil mixture	27.3	26.9	Recycle
Sludge	51.9	36.8	Recycle
Scrap wire	0.2	0.1	Recycle
Scrap hardware	24.8	28.5	Recycle
Scrap wood	55.0	83.9	Recycle
Waste electronic components, scrap and defective products	0.3	0.3	Recycle
Metal-containing printed circuit board waste and its powder	0.3	0.1	Recycle
Waste tin	0.7	0.3	Recycle
Waste paper	26.1	40.3	Incineration (including energy recovery)
Waste plastic	36.4	39.0	Incineration (including energy recovery)
Household garbage	496.6	463.3	Incineration (including energy recovery)
Waste wood mixture	0.4	3.0	Incineration (including energy recovery)
Waste rubber mixture	31.6	19.6	Incineration (including energy recovery)
Waste wood pallets	35.3	69.4	Incineration (including energy recovery)
Waste solvent	82.8	61.3	Incineration (including energy recovery)
Waste resin	2.1	1.9	Incineration (including energy recovery)
Waste oil mixture	9.1	26.9	Incineration (including energy recovery)
Total	891.2	906.7	—

Chapter # Major Theme Management and Response Sustainable Supply Chain Management Policy | Green Energy Development Management Policy

Green Supply Chain



★ Annual Performance

Major stakeholders

Total customer satisfaction rating of each business group

Average **4.5** points

Annual supplier assessment results

100% qualified

Conducted education and training for suppliers of SEEC carbon inventory

A total of **80** suppliers participated

The Automobile Equipment Business Group successfully passed the standard certification

ISO26262 "Road vehicles - Functional safety" standard certification

Products produced by all business groups of SEEC comply with RoHS standards

100%



- Participating in the Engineering, Procurement, and Construction of green energy projects, more than 12 projects have been completed and connected to the grid by 2024, and 10 projects are under construction
- Established the Shihlin Electric Green Power brand to integrate and provide related green energy services



- Continue to develop green energy-saving products, committed to product innovation and upgrading, annual R&D expenses account for 2% of operating income
- Actively promote "amorphous" and "high-efficiency" transformers, 2 products have obtained carbon footprint and carbon label certification



- Participated in large-scale government public projects and Taipower turnkey projects. In 2024, got 2 major projects, both in the construction stage.
- Participated in Taiwan Railway projects, including the South-Link Railway project, Taipei Power Section Tunnel Section Conductor Rail Installation Project, etc.
- A total of 39 public projects have been participated in by 2024.



Special Issue

New progress of SEEC Supply Chain Alliance: The Board of Directors of the Heavy Electric Cooperation Association Was Established to Create a New Situation for the Industry

As the global demand for transformers increases, the company continues to strengthen supply chain management and enhance operational resilience to ensure stable supply and promote sustainable development of the industry. Based on the 2023 Supply Chain Alliance Conference, the Heavy Electric Cooperation Council was officially established on July 5, 2024. It is composed of 11 key suppliers of heavy electric plants. The purpose is to strengthen supply chain relationships, ensure stable production, and enhance suppliers' operating capabilities and competitiveness. It deepens supply chain partnerships and also shows that the cooperation between SEEC and suppliers has entered a new stage.

At the inaugural meeting of the Council, senior executives of SEEC shared the future development plans and market opportunities of the Heavy Electric Plant. Senior Vice President of the Heavy Electric Plant, Lin, Yu-Liang, pointed out that the supply chain is facing global resource uncertainty, carbon emission pressure and technological change challenges. Therefore, through the Council mechanism, SEEC will strengthen the management capabilities of supply chain partners and promote technological innovation and standardized production to enhance the competitiveness of the industry. In addition, Plant Manager Chu, Wen-Ping further explained the product line expansion plan, including the production progress of the new plant and the layout of the renewable energy market. The new plant is expected to be put into production in the second quarter of 2025, which will significantly increase the production capacity of large transformers and complement the medium-sized capacity product line to meet the needs of global renewable energy and infrastructure projects.

Review of the 2024 Council Activities

The Council of the Heavy Electric Cooperation Association Was Formally Established

The company officially established the Heavy Electrical Cooperation Association Council on July 5, 2024, with the aim of strengthening supply chain relationships, ensuring stable production, and enhancing suppliers' operating capabilities and competitiveness. This deepens supply chain partnerships and also shows that the cooperation between SEEC and its suppliers has entered a new stage.



SEEC MBS Enterprise Simulation Business War

In order to promote the exchange of industry information among the directors and supervisors of the Heavy Electric Cooperation Association, lecturers were invited to hold the "SEEC MBS Enterprise Simulation Business War" from August to October 2024. In addition to allowing the directors and supervisors to get education and training through virtual competitions, it also enhanced communication and interaction among the directors and supervisors.



In the future, the Heavy Electrical Cooperation Association will continue to promote supply chain standardization and efficiency improvement, actively expand the international market, and work with suppliers to move towards low-carbon transformation and sustainable development. It hopes that through strengthened cooperation, the heavy electrical industry will achieve greater success in the global market.

Goals of the Cooperation Association

In response to market demand growth, enhance supply chain competitiveness

Unite the supply chain to ensure product quality, delivery time and cost control, and support the rapid growth of the global transformer market.

Improve the operational capabilities of supply chain manufacturers

Help suppliers improve management, promote technological innovation, raise quality standards, and respond to challenges of global resource uncertainty and technological change.

Strengthen communication and cooperation between the central factory and suppliers

Establish the Council as a communication platform to promote healthy dialogue, share market demands and technological trends, and jointly promote ESG goals and sustainable development.

Smart Energy Week Visit

With its profound technical accumulation and innovation capabilities, the company continues to exert key influence in the field of green energy. At this exhibition, SEEC took "GREEN POWER" as the theme to showcase its comprehensive layout in the fields of green energy, energy storage and energy conservation, highlighting the company's efforts and commitment in energy transformation. It also invited the Cooperation Association to participate in the exhibition at the third board meeting to strengthen supply chain relations.



Council Fengqi Trail Hiking Activity

The Board of Directors and Supervisors of SEEC Heavy Electric Cooperation Association organized a hiking event on Fengqi Trail, with participation from many key suppliers, aiming to strengthen industry information exchange and partnerships and jointly promote sustainable practices.



Trends in carbon taxes, carbon rights and carbon fees at home and abroad

The course "Carbon Tax, Carbon Rights and Carbon Fee Trends at Home and Abroad" was held by SEEC, and members of the Heavy Electric Cooperation Association Board of Directors were invited to participate. The course helps suppliers grasp the latest carbon management trends, while providing practical guidance on carbon inventory and emission reduction methods, effectively improving suppliers' environmental awareness and response capabilities.



Special Issue

Xinfeng Plant Supply Chain Friendship Meeting: Gathering Centripetal Force and Creating a Sustainable Supply Chain

SEEC has long been committed to promoting sustainable development and has extended this concept to supply chain management. The 2024 Xinfeng Plant Supply Chain Association (Xinlian Association) is themed "Gathering Centripetal Force and Creating a Sustainable Supply Chain". Through various activities and concrete actions, it aims to strengthen supplier cooperation and promote enterprises and supply chain partners to work together towards sustainable goals.



Association Goals

- Establish a strong supply chain network and gather centripetal force to ensure supply stability and business growth.
- Improve the management ability and quality level of suppliers to meet the needs of market competition.
- Cultivate excellent supplier cadres to ensure the sustainable development of suppliers.
- Deliver on time and with quality, and improve the on-time delivery rate of products.
- Encourage suppliers to put forward suggestions for improvement and innovation, and cooperate to promote ESG implementation, with the goal of sustainable enterprises.



Prospect and Future Plans

Visits to high-performing manufacturers and sharing of carbon inventory

Promote communication and learning among suppliers and improve carbon management capabilities.

SCM online system Implementation

Optimize supplier engineering inspection process and improve monitoring efficiency.

Solar charging and storage case sharing

Introducing successful sustainable cases within SEEC to encourage suppliers to invest in green innovation.

2023/12

In December 2023, SEEC held an ESG seminar for the supply chain association at its Xinfeng plant, with "sustainable supply chain" as the main theme. Key suppliers of the Xinfeng plant were invited to participate, aiming to strengthen industry information exchange and partnerships, and jointly promote the practice of environment, society and governance (ESG).

The Outstanding Suppliers Recognition Conference held in February not only recognized the outstanding performance of suppliers, but also encouraged more innovation and cooperation. The award-winning manufacturers shared their successful experiences in quality improvement, on-time delivery and ESG practices.

2024/2

2024/4

The reading club activity in April enhanced suppliers' capabilities in production efficiency and resource utilization by sharing actual cases of lean management.

2024/6-10

The engineering inspections and factory audits conducted in June and October emphasized supply chain transparency and quality management, effectively ensuring supply stability.

2024/12

In December, SEEC held a course on "Carbon Tax, Carbon Rights and Carbon Fee Trends at Home and Abroad" and invited members of the Xinfeng Plant Supply Chain Association to participate. The course helps suppliers grasp the latest carbon management trends, while providing practical guidance on carbon inventory and emission reduction methods, effectively improving suppliers' environmental awareness and response capabilities.

Through the above plan, SEEC hopes to further consolidate its supply chain partnerships and, with the goal of "co-creating sustainable value," achieve a win-win development in terms of economy, environment, and society with its partners.

2.1 Supply Chain Management

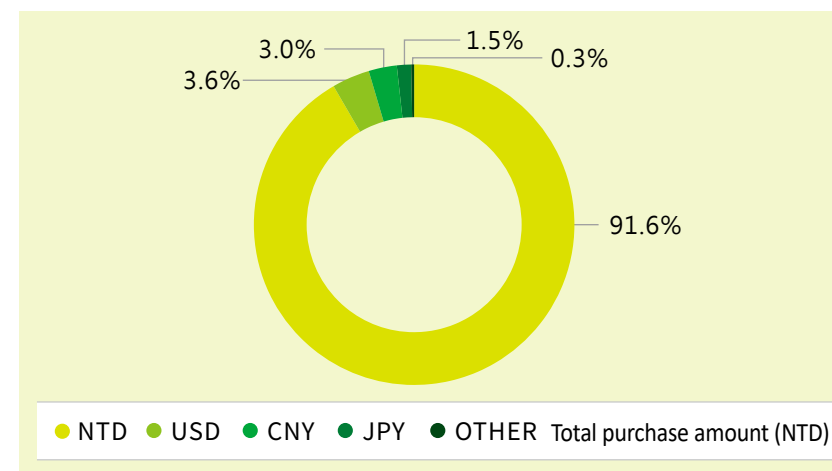
SEEC offers a complete product line, with supply chains mainly distributed in Taiwan, the United States, and mainland China. The upstream includes raw material or component suppliers, partners, and contractors, and the downstream products are widely used in many industries and fields, including steel, metallurgy, chemicals, electricity, electronics, construction and commerce, public works, industrial automation, automotive and motorcycle components, and household livelihood, providing TOTAL SOLUTION to meet customers' needs for products and services.



Local Procurement

SEEC is fully committed to local procurement. Most of its suppliers have factories in cities near its production bases, including Taiwan, Suzhou, Xiamen and Changzhou. Some of the purchases are designated by customers, and we also negotiate with customers to increase the proportion of local procurement, save transportation energy and time, and reduce pollution to the environment. In 2024, there are 1,634 suppliers, of which Taiwan factories account for about 92% of the local procurement amount, followed by the United States and mainland China.

Local procurement ratio in 2024



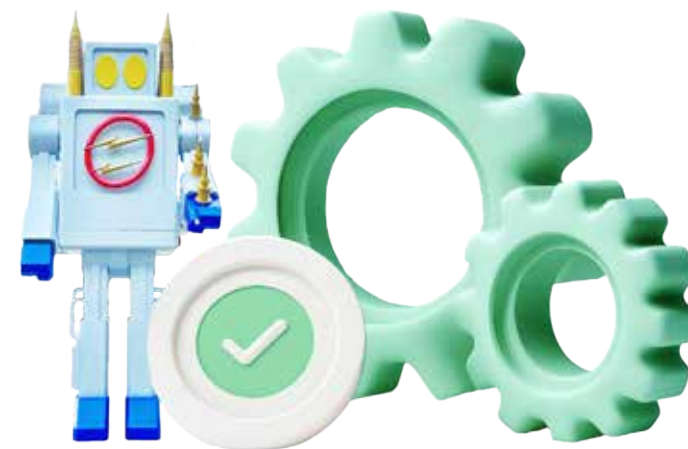
Note: Differentiated by currency.

In order to effectively utilize resources and focus on managing risks, the company identifies key suppliers based on the purchase amount, the criticality of the supply items, and the potential impact on operations or sustainability issues, and focuses on key suppliers for due diligence management and related sustainability promotion measures, gradually building a resilient sustainable supply chain. For the time being, due diligence management measures are mainly targeted at key suppliers, and non-key suppliers have not yet been fully included in the assessment and management scope. In the future, the company will gradually expand the scope of supplier sustainability management based on the maturity of resources and systems, and enhance the sustainability performance and resilience of the overall supply chain.

Supply Chain Due Diligence

According to the characteristics of each business group's products, suppliers are classified into raw material suppliers, cooperative factories/cooperators, and contractors. The supply chain management strategy of the SEEC is to develop a sustainable supply chain from traditional supply chain management (quality, delivery time), from the most basic compliance with regulations to jointly establishing a sustainable supply chain. First, communicate with suppliers about the concept of sustainability, combine sustainable procurement, and then further identify key suppliers, strengthen management, establish corresponding management mechanisms, keep pace with the times, and continuously improve the depth and implementation of management. Finally, cooperate with regular and irregular inspections to grow together with suppliers.

When purchasing raw materials, production components and products, each business group purchases the raw materials needed for production and sales at the right quality, quantity, price, time and location. In line with the concept of growing together with suppliers and complementing each other, on the basis of mutual trust and mutual assistance, we allow excellent suppliers to deliver on time and provide high-quality products at competitive costs.



Sustainable Supply Chain Management Cycle

01 Set Sustainable Goals

ISO 9001/IATF 16949 quality management system, supplier human rights clauses, procurement ethics code, and fair business conduct standards.

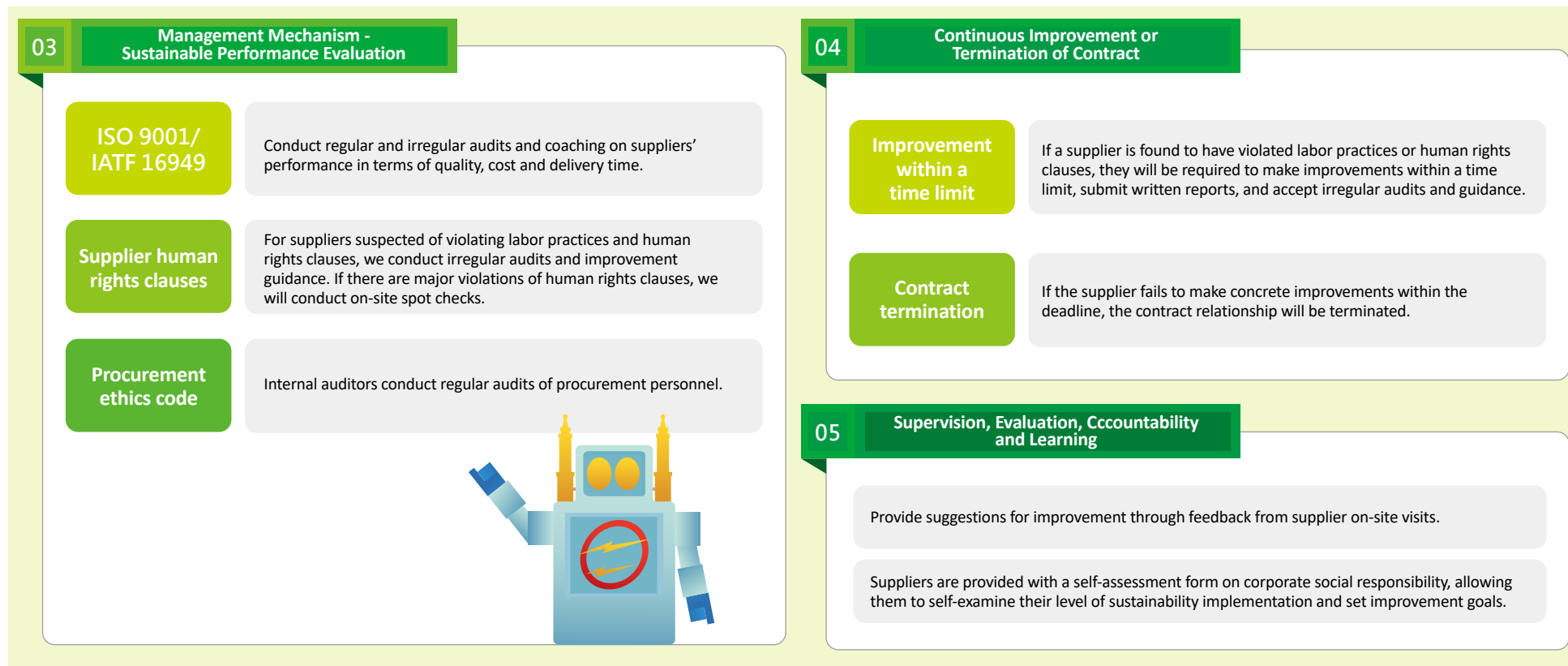
02 Risk Assessment and Control

Risk assessment

Conduct actual on-site visits to understand operational conditions and the implementation of human rights clauses, conduct manufacturer evaluations to understand supplier service quality, and conduct risk assessments based on site responses.

Risk control

To ensure that the procurement window complies with the ethical standards of procurement work, a complaint reporting mechanism is established, and the corporate ethics office is provided as a complaint reporting window to implement supervision and control.



Supplier Social Responsibility Codes

The company stipulates that raw material suppliers, cooperative factories/partners, and contractors must comply with the "Supplier Social Responsibility Commitment", "Partner Prohibited and Restricted Substances Control Guarantee", "Environmental Safety and Health Policy", and "Partner Management Measures". Since 2016, each business group has successively added the "Supplier Social Responsibility Commitment" and "Partner Prohibited and Restricted Substances Control Guarantee" to ensure that all suppliers of SEEC can work together towards sustainable operations and environmental protection, and the products they produce can meet the standards. As of 2024, a total of 352 key suppliers have signed the "Supplier Social Responsibility Commitment" and "Partner Prohibited and Restricted Substances Control Guarantee".

In addition to requiring suppliers to comply with the "Supplier Social Responsibility Commitment", in terms of labor rights and human rights protection, they must comply with current laws and regulations, provide employees with a safe and healthy workplace environment, and reject discrimination and inequality; in terms of ethics, they must commit to fair trade, comply with intellectual property rights, perform obligations honestly and with integrity, and prohibit employees from providing or accepting any form of benefits; in terms of environmental protection, they must comply with ISO 14001 requirements, continuously improve environmental protection, reduce the impact on the environment, and manage and dispose of waste in accordance with laws and regulations. Industrial wastewater and noise control must be within the legally permitted range. Enterprises must comply with the spirit of sustainability and promote improvements in the supply chain for sustainable operations.

Supplier Management and Audit Procedure

Supplier selection management

In order to implement supply chain due diligence management, the company conducts a new supplier assessment process in accordance with the "Third-Party Vendor Management Measures" and conducts on-site assessments. When selecting new suppliers, in addition to having sufficient ability to meet quality standards as the most basic consideration, indicators such as whether they are local manufacturers and whether they can cooperate stably in the long term are also included to implement local procurement and maintain the stability of cooperation. At the same time, suppliers are also required to meet the needs of environmental protection, industrial safety and human rights, as well as the relevant industrial safety qualifications of national regulations. Suppliers are required to comply with and sign the "Supplier Social Responsibility Commitment", "Supplier Prohibited and Restricted Substance Control Guarantee", etc. and incorporate issues related to corporate social responsibility into supplier selection projects. In 2024, a total of 15 new suppliers were added, and all of them were evaluated as new suppliers, with 100% passing the assessment. At the same time, they signed the "Supplier Social Responsibility Commitment" and the "Partner Prohibited and Restricted Substance Control Guarantee" to become qualified suppliers.

New supplier evaluation

In the initial stage of supplier introduction, the quality of their products must be confirmed by the Quality Assurance Center of each business group, and on-site evaluation is required if necessary. Supplier can be included only after the appraisal is qualified and filed. The assessment is divided into two stages:

The first stage: Paper Review

New suppliers are requested by the managers of the Material Purchasing Department to fill in the "Vendor Survey Form" so as to initially get the supplier's information, such as operation status, organization, scale, type, products, customers, production and testing equipment, quality status, environmental protection, and safety and health related certifications. In addition, the Material Purchasing Department tracks the supplier's dynamics at any time. If there is any change, it will re-check the data in the "Vendor Survey Form" and follow the principle of tracking and revising once every three years.

The second stage: Field Assessment

The Material Purchasing Department serves as the operation center and convenes personnel from relevant departments such as R&D and design, quality assurance (management) and production technology to form an evaluation team to conduct on-site evaluation operations and compile the on-site evaluation results into the "Supplier Evaluation" Report" is submitted to the relevant unit supervisor for review.

Supplier Engineering Monitoring

In order to implement source risk management before incoming material inspection, we conduct engineering inspections on third-party factories to ensure that the materials and outsourced processing components delivered by suppliers to our factory maintain a certain level, and confirm the effectiveness of suppliers' implementation of countermeasures against defects and improve the supplier's quality management system, so as to prevent quality risks on the manufacturer side in advance. SEEC will formulate an annual engineering inspection plan for the next year for existing suppliers every year. The Quality Assurance Center will evaluate the performance and actual results of each supplier in the current year. According to the company's third-party factory evaluation form, third-party manufacturers are divided into four categories: A, B, C, and D. Appropriate engineering inspection times and inspection plans are arranged for suppliers of different categories. If necessary, unplanned engineering inspections will be arranged.

The performance of engineering inspections and the matters for improvement pointed out will be reported to the manager-level supervisor of the Quality Assurance Center and then reported to the first-level quality committee of the entire company every quarter. For those who do not cooperate well, relevant adjustment measures will be taken, such as reducing the purchase volume, stopping the right to quote new models or stopping purchases, etc. In 2024, the total number of suppliers for engineering inspections of various factories totaled 56, a total of 86 times, and 100% of the engineering inspections were completed according to the annual plan.

Annual Supplier Evaluation

In order to improve the operating quality of suppliers, maximize management performance, and implement service spirit and cooperation, the company implements annual on-site evaluation of suppliers in accordance with the "Third-Party Supplier Management Procedure". Each BU procurement unit will flexibly convene relevant departments to form an evaluation team based on the scale and level of the third-party factory to review the ISO 9001/IATF 16949 maintenance effectiveness and internal audit implementation status of the supply chain, as well as whether it has passed QC 080000 or other major manufacturers' GP certification (or its equivalent certification). The evaluation areas are as follows:

- **Quality control capabilities:** RoHS analyzer, incoming materials, process and factory quality control, etc.
- **R&D capabilities:** product life cycle management, number of R&D personnel and turnover rate, etc.
- **Operation management and service system:** child labor, forced labor, freedom of association, collective bargaining rights and working hours, etc.
- **Production technology:** implementation status of safety, health and environmental protection measures, etc.



The annual on-site evaluation of the third-party factory is divided into four ratings: A, B, C, and D. After the third-party factory is graded and evaluated, the following management measures are taken according to its rating:

Grade A

- Priority ordering for new parts
- Increase market share
- Eligibility for exemption from inspection

Grade B

Can be introduced after the improvement of the pointed out

- Order volume increased slightly
- Qualified for exemption from inspection

Grade C

Must be re-evaluated to Grade B or above before introduction

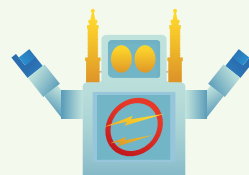
- No new parts can be produced
- Notify them to make improvements and re-evaluate them the following year. If there is no obvious improvement and the situation is serious, the business group may eliminate them.

Grade D

In principle, no re-evaluation or introduction

- The business group may eliminate them.

Improvement tracking and elimination process is as follows:



01

In addition to assessing the rating of the third-party factory, the grading assessment team must also provide the third-party factory with specific shortcomings and suggestions for improvement.

02

The Material Purchasing Department shall compile and submit the evaluation results of the current year, and submit a copy to the Quality Assurance Center to facilitate the selection of the target of the third-party supplier spot check mechanism.

04

Eliminated third-party suppliers must stop trading within three months, and the Material Purchasing Department may transfer the parts it manufactures to other suppliers of Grade B (or above) if they meet the requirements of the new regulations.

03

A third-party factory with a grade D rating may be eliminated; a third-party factory with a grade C rating must make improvements within a specified period of time after the business group Material Purchasing Department notifies the evaluation rating, and is listed as a priority in the engineering monitoring plan and has an increased frequency of inspections. Re-evaluation will be conducted according to the improvement plan; if it does not reach grade B, it may be eliminated depending on the situation.

In response to supplier quality anomalies and assessment deficiencies, we propose improvement and recurrence prevention measures in accordance with management procedures. In addition, in accordance with the company's requirements, we also propose improvement implementation tracking forms and quality management status assessment forms to track quality anomalies and, if necessary, stop dealing with unqualified suppliers. The purpose of the assessment is to enhance the capabilities of our company's suppliers and achieve the goal of mutual complementation, coexistence and prosperity between the center and satellite factories. According to the 2024 supplier assessment results, there are 30 evaluated manufacturers, among which all improvement items opened for assessment deficiencies have been closed, and all suppliers have proposed improvement and recurrence prevention measures within 1 month, all of which meet the company's needs. There are 22 Grade-A suppliers and 8 Grade-B suppliers, all of which meet the company's requirements. The assessment results are 100% qualified, and there are no Grade-C or Grade-D suppliers.

Contractor Environmental Safety and Health Management

For contractors who enter the company to provide services (such as construction, waste removal, plant repairs, etc.), the company will conduct investigations and evaluations on their basic information, safety and health management, engineering and technical capabilities. In order to maintain the safety and health of the personnel entering the factory, there is a "Contractor's Environmental and Safety and Health Management Commitment Letter", which does require the contractor and his employees to comply with it, so as to protect the rights and interests of both parties, and reduce accidents. In addition, the contractor must include the safety and health management fee as a necessary budgetary expense, so as to prevent the manufacturer from neglecting the safety and health management work due to low price bidding.

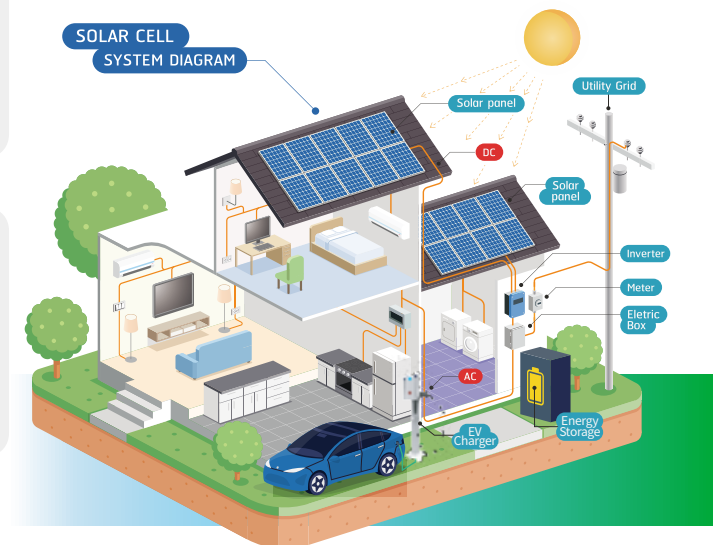
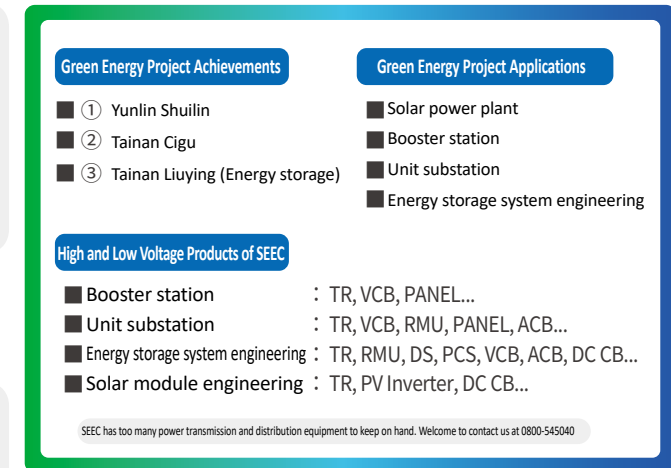
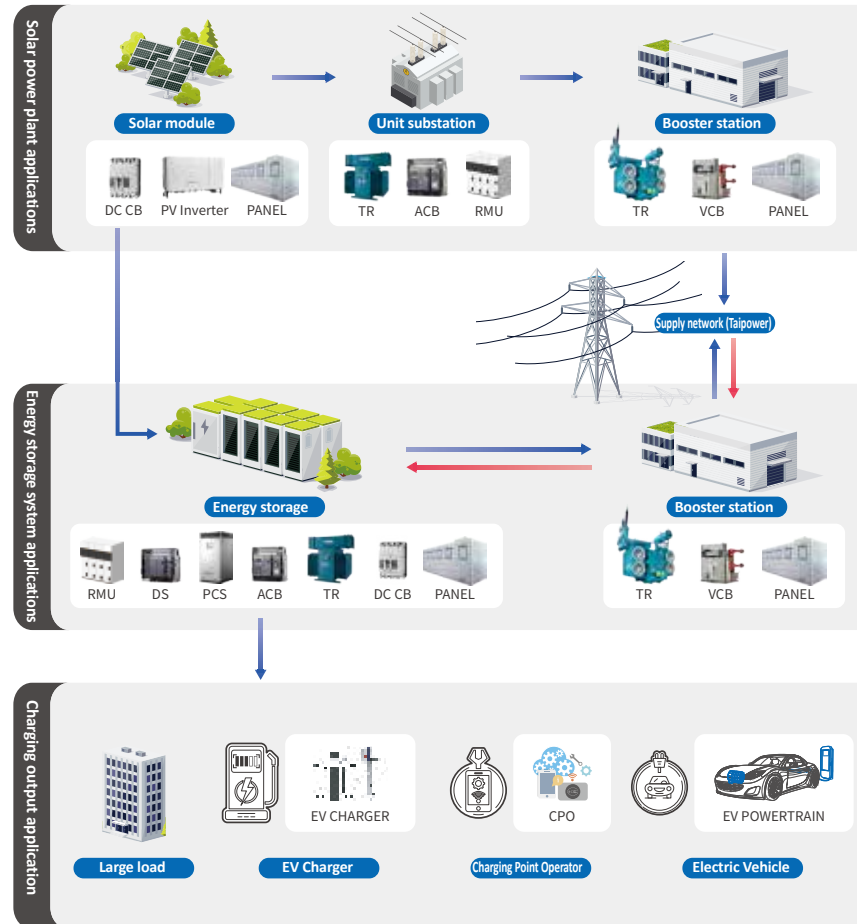
Conflict-free Metal Management

Shihlin Electric also formulated a "Conflict-Free Metal Declaration" in response to conflict metal management issues, requiring suppliers to commit to detailed investigations of the supply chain to ensure that gold (Au), tantalum (Ta), tungsten (W), cobalt (Co) and tin (Sn) are not obtained through anarchy, illegal groups, mining in the conflict zone of the Democratic Republic of Congo, or illegal smuggling. In addition, the metals exported from the following countries are not found to be "conflict-free" by the United Nations Security Council. Norms": Democratic Republic of Congo (DRC), Rwanda, Uganda, Burundi, Tanzania, and Kenya. For steel products are mainly purchased from China Steel Corporation (Taiwan) and Nippon Steel & Sumitomo Metal Corporation and JFE (Japan). The source of its iron ore is Australia and Brazil. By 2024, 100% of key suppliers signed the "Conflict-Free Metal Declaration".

2.2 Green Energy Development

As a globally renowned supplier of power system equipment, SEEC has actively expanded into the green energy sector in recent years, offering customers optimal green energy solutions. In response to the growing global demand for resilient power grids and the rising awareness of environmental protection, SEEC is vigorously developing the green energy industry by participating in public infrastructure projects and continuously enhancing the core strengths to lead the market and meet customer needs.

To fully capture opportunities in the green energy market, SEEC established the cross-business brand "Green Power" to rapidly build a comprehensive new energy business portfolio. The brand focuses on four major development pillars: Green Power Provider (e.g., Fishing and Electricity Symbiosis, EPC turnkey power plants), Substation Construction (for self-use or third-party supply), Energy Storage Projects (from planning to operation and maintenance), and Green Energy Applications (e.g., Charging Stations & piles, DC Switches, EV Powertrains).



Green Energy Engineering

In terms of Green Energy Engineering, SEEC already has the planning, design, civil engineering, motor, and maintenance capabilities for solar boost stations, unit substations, monitoring systems, and energy storage sites, including the construction of turnkey solar power projects and sites, Energy storage engineering, charging pile manufacturing and charging station construction, PCS and PV inverter introduction, and the production, manufacturing and supply of various AC and DC related high and low voltage products establish the investment and development of comprehensive new energy and green energy.

Since 2018, SEEC has invested in ground-mounted solar power construction and has become the largest EPC manufacturer of domestic solar power plants. At the same time, it has expanded into energy storage projects and completed the online power supply of multiple 69-level and 161-level energy storage sites, with a market share of more than 60%, establishing a competitive advantage in the new energy field. With its first-class product quality, SEEC has successively received the construction of a solar-electricity-fishery symbiosis case-storage system in Qigu, Tainan, the construction of a 206 MW fishery-electricity-fishery and energy storage case-storage turnkey project in Liuying, Tainan from Sandi Energy, and the construction of a 4 billion turnkey project for a solar power plant by AUO Shuilin. From the beginning of the 163 hectares of forest land, the 2024 green energy project-storage turnkey project (EPC) has been completed and connected to the grid for more than 12 cases, and 10 are under construction. In addition, SEEC also participates in large-scale government public projects and Taipower turnkey projects. As of 2024, it has participated in a total of 39 public projects, playing a very important role in the construction of national public projects, with case results all over Taiwan and outlying islands.

Projects of the Ministry of Economic Affairs

2008~2013	Wanda power plant expansion and Songlin branch hydropower project Gold Medal
2014~2017	Connection transformer and ancillary equipment engineering for Tongxiao power plant renewal and expansion project
2014~2018	Mingtian power plant Jugong branch 161kV switchyard renovation project Gold Medal
2018~2021	Taichung power plant seawater pump room medium voltage power cable renewal project
2019~2022	Fuhe D/S 161kV 60MVA power transformer GIT new construction project
2023~2024	Taichung power plant new backup main transformer manufacturing and installation project for units 5 to 8 under construction
2023~2026	Xingda power plant gas unit renewal and reconstruction plan including transformer and ancillary equipment project under construction
2023~2026	Southern Taiwan Science Park E/S 161kV static synchronous compensator (STATCOM) new construction project under construction
2023~2026	Concorde Power Plant Zhushan Branch expansion project of 4 diesel units under construction
2024~2026	Zhanglin E/S 345kV/500MVA power transformer new construction project under construction

Projects of the Ministry of Transportation And Communications

2017~2022	Taitung-Chaozhou section electrification project of the Taiwan Railways Southern Railway Gold Medal Award for Facility Category
	Taipei electric power section tunnel section conductor rail installation turnkey project Gold Medal Award for Excellence in Construction Gold Medal for Excellence in Design
2021~2026	Electrical and mechanical engineering of the main terminal building of the third terminal Area of the Taiwan Taoyuan International Airport under construction
2023~2026	Taiwan Taoyuan International Airport Terminal 3 information and communication system project under construction
2023~2026	Push-pull passenger train motor system updated under construction
2025~2027	Kaohsiung Airport Chaozhou Base Phase II Project Construction Design-CL132 task # Maintenance Equipment Project under construction



Push-Pull passenger train motor system upgraded



Xingda power plant gas unit renewal and reconstruction plan including transformer and ancillary equipment project

Green Energy Products

Each business group of the company is committed to developing more energy-saving green products (low consumption, low carbon emissions, low environmental impact), and is fully committed to promoting the concept of SEEC green energy through "GREEN POWER" participation in exhibitions, briefings, etc. so as to establish a strong and powerful image in the industry that is different from traditional mechanical and electrical plants in the past. Our green products include high-efficiency smart servo motors, special frequency converters for water pumps, special frequency converters for exhaust, hollow shaft servo motors, amorphous molded transformers, new generation transformers, smart monitoring, high-efficiency energy-saving rectifier transformers, ISG Starter generators, EV power systems, charging piles, carbon-reducing silicon steel sheets, vegetable oil transformers, etc. Continue to create carbon reduction and environmental protection benefits for customers. For featured energy-saving products, please refer to [SEEC's official website/product introduction/product categories](#)

Green Energy Innovation Product Line: Adapting to Diversified Energy Demands

SEEC with a core focus on Green Energy Innovation, continues to drive Taiwan's energy transition by launching a range of high-efficiency solar inverters and residential energy storage products. The latest green energy solutions not only meet market demand but also deliver comprehensive enhancements in performance, safety, and design, contributing to the goal of energy conservation and carbon reduction.

SEEC's green energy product line covers a variety of models, including:

- ✓ **SPH6.0RS household energy storage machine:** Designed for home users, providing high-efficiency energy storage solutions.
- ✓ **30KW, 50KW and 125KW solar inverters:** Provide stable and efficient power generation performance for industrial and commercial applications of different sizes.
- ✓ **350KW solar inverter:** Suitable for large-scale ground-based sites to further improve power generation efficiency.



SPH6.0RS



SP30&50CX-P2



SP125CX-P2



SP350HX-20

All of these products have obtained VPC certification and incorporate advanced technologies such as global MPPT tracking and an ultra-wide MPPT voltage range, ensuring stable power generation from sunrise to sunset.

Product advantages: easy to install, easy to generate electricity, and safe

SEEC's green energy products are designed to be "easy to install, easy to generate electricity, and safe":

- ✓ **Easy to install:** The product design is lighter and the AC side interface is independently designed to reduce the difficulty of construction.
- ✓ **Efficient power generation:** With full-range MPPT technology and a wide voltage range, the best performance of early power generation and late shutdown is achieved.
- ✓ **Safety upgrade:** Multiple protections such as DC arc detection (AFCI), DC SPD Type I & II and AC SPD Type II are used to ensure safe use.

Towards a green future

SEEC's GREEN POWER products are not only safe and reliable, but also can improve the overall power generation efficiency, providing a full range of green energy solutions for industrial, commercial and household users. In the future, SEEC will continue to focus on green energy innovation, support Taiwan's energy sustainable development, and move towards a low-carbon future together.

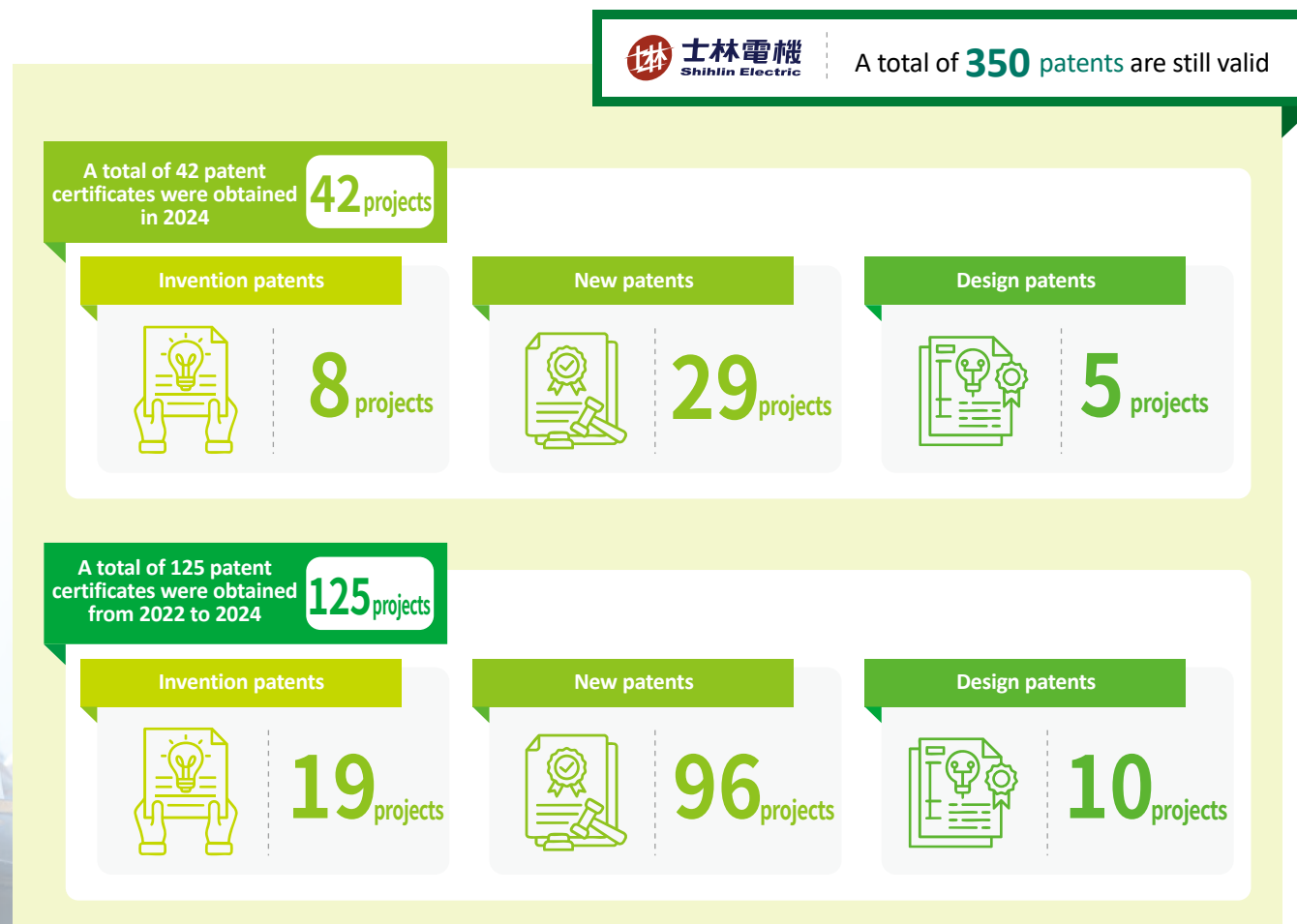
Product Carbon Footprint

The company strives to improve the carbon footprint of its products and services, and to reduce the carbon footprint through more energy-efficient and efficient processes. In accordance with the industry category standards set by the Ministry of Environment, the company uses the product life cycle assessment (LCA) to check the greenhouse gas emissions directly or indirectly generated during the product life cycle. It also conducts green procurement, creates low-carbon product service processes, and actively obtains government carbon footprint and carbon reduction certification labels for products to demonstrate its determination to reduce carbon emissions.

SEEC actively promotes related products such as "amorphous" and "high-efficiency" transformers, with more optimized design and high-quality raw materials to manufacture products with higher efficiency and lower loss than ordinary transformers. The "amorphous oil-immersed transformer" and "high-efficiency oil-immersed transformer" products have completed ISO 14067 carbon footprint verification and the application for the carbon label of the Electrical and Electronic Industry Association in 2017, and will complete the carbon footprint and carbon label update of these two products in 2023. (Please refer to [Appendix 5](#) for the verification statement)

2.3 Product Development and Patent Management

The company's R&D expenses accounted for 2% of its operating income in 2024. In addition to focusing on product safety, labeling and reliability, we are also actively developing products that provide various safety improvements in the following applications:



Shihlin Electric

Leading the trend of green energy distribution: a comprehensive solution from photovoltaic charging and storage to microgrids

In response to the power distribution needs of solar power generation, energy storage and low-emission electric vehicle charging piles in recent years, the switch products of the SEEC Breaker & Switchgear Business Group correspond to the green energy distribution electricity market, continuously update product specifications, and lead the trend of green energy distribution. From DC 1000V to DC 1500V solar power generation field system protection switches, to Taipower feeder front-end AC 800V and above switches, for the first time, a perfect solution for charging pile A.B type leakage circuit breakers is provided, which not only improves the stability and efficiency of the power generation field system, but also increases the system voltage and reduces the use of cables, achieving a trend of high efficiency and energy saving. It has also obtained the high-voltage switch approval letter certification from the Energy Administration, fully demonstrating the quality and reliability of SEEC products.

Market performance is applied to solar power generation systems (photovoltaic), green energy charging systems (charging), and green energy storage systems (storage). Its photovoltaic charging and storage can be built into a microgrid system, which can generate electricity on its own. It also has the dual functions of energy saving and sustainability and is directly installed and used in SEEC. In the global net zero carbon emission goal, the construction of microgrids is one of its important methods. Its architecture covers solar energy systems, charging systems, and energy storage systems. Taking SEEC's Xinfeng plant as an example, electricity can be self-sufficient and can be converted into energy storage during off-peak electricity consumption. In order to achieve the energy system management benefits of environmental protection and energy saving.

01



The first company to launch DC1500V switch products

02



The first company to launch AC800V high voltage switch

03



The first company to launch charging station A.B type leakage circuit breaker

04



The first company to obtain the high voltage switch approval letter from the Energy Administration

Product certification

The entire range of products has obtained TUV certification from the Department of Energy



Product specifications

Complete product line DC250/500/750/1000V/1500V

Product advantages

- Local production **fast delivery**
- Many service bases **quick response**
- Price **high CP value**
- Domestic product **quality first**

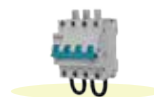
Fuse (including holder)



Switch-disconnector



Miniature Circuit Breaker



Surge Protection Device



Molded Case Circuit Breakers



Shihlin Electric

SEEC creates a new benchmark for safe community charging: ChungYuet Yipin's success story

As electric vehicles become more popular, the demand for community charging facilities is increasing. The high-end residential community "ChungYuet Yipin" in the Taoyuan Arts and Culture District has successfully overcome the safety concerns of traditional cable trough wiring solutions through SEEC's innovative technology, creating a safe, convenient and efficient charging environment, becoming a benchmark for community charging facilities.



The solutions provided by SEEC include fireproof mineral busbars and smart EMS energy management system (EMS). The busbar has passed the 950°C/3-hour fire resistance test and adopts a modular design. It is not only highly safe, but also greatly reduces the installation space requirements. It provides a nearby socket for each parking space to avoid the risk of cable burning. It also has waterproof, dustproof and insulation functions. The EMS system was developed by the Gochabar Co., Ltd., which is invested by the SEEC Company, and has functions such as dynamic current regulation and off-peak charging scheduling to meet the needs of residents to save electricity costs. It also supports multiple startup methods to improve user convenience and management efficiency.

In this project, SEEC not only provided equipment, but also designed a complete set of car charging systems for the community, allowing residents to enjoy a new charging experience of safety and convenience. The system not only meets Taipower standards, but will also be able to meet the charging needs of all parking spaces in the entire community in the future.

The success of ChungYuet Yipin demonstrates SEEC's ability to integrate innovative technologies and set new standards for residential charging facilities. SEEC plans to promote this system to more residential complexes, making the convenience and safety of green energy technology more popular and laying a solid foundation for the new energy era.



Shihlin Electric

Smart manufacturing and green energy technology go hand in hand to achieve energy conservation and carbon reduction goals

SEEC has created an energy-saving management platform through the "GREEN POWER" brand, collecting power factor and carbon emission data of high-energy-consuming equipment in its own factories, and providing real-time monitoring and analysis. In 2024, it participated in the Taipei International Automation Industry Exhibition and demonstrated a complete FA (Factory Automation) series of products and system integration services to help various industries realize the automation of the entire factory equipment and comprehensively improve their competitiveness.

At this exhibition, SEEC showcased its latest servo driver SDP-E (PLUS), which pioneered the high-speed Compare function and successfully replaced the traditional comparison axis card. It is widely used in high-speed scanning markets such as semiconductor wafer inspection and printing defect inspection, significantly improving production capacity and reducing inspection costs. At the same time, SEEC cooperates with industrial control design partners to provide 3D graphics data for a full range of products to help customers speed up product development. In addition, Shidian's new generation servo motor SM3 combined with multiple components has also been successfully applied to human-machine collaborative equipment to optimize the assembly process and reduce the man-hours for fine-tuning, thereby improving production efficiency.



Booth Photos



Highlight products - Human-machine collaboration equipment



SinoPac Bank Visits - SVP Hou, Kuan-Liang Introduction



Group photo with executives

SEEC continues to combine smart manufacturing and green energy technology to promote industry upgrading with innovative technologies, not only helping customers achieve energy-saving goals, but also injecting more possibilities into global energy transformation.

Chapter # Major Theme Management and Response [Employee Relations Management Policy](#) | [Workplace Health and Safety Management Policy](#)

Inclusive Workplace



★ Annual Performance

Major stakeholders

Human rights violations and discrimination incidents, and related complaints and grievances

Zero case,
labor-management harmony

Average annual salary increase

4.1%

Annual training budget execution rate

104%, 7% increase from the previous year

In 2024, the turnover rate of all SEEC employees was

9.4%, a 2.6% decrease from the previous year

Regularly hold CPR, AED and other emergency care training courses, and colleagues participating in 2024 was

a total of 58



- Promote first aid knowledge such as CPR and AED operation training for employees
- Hold company-wide health checkups and health and medical lectures every year, and set up an employee fitness center in Hsinchu
- Hold employee travel and sports club events every year



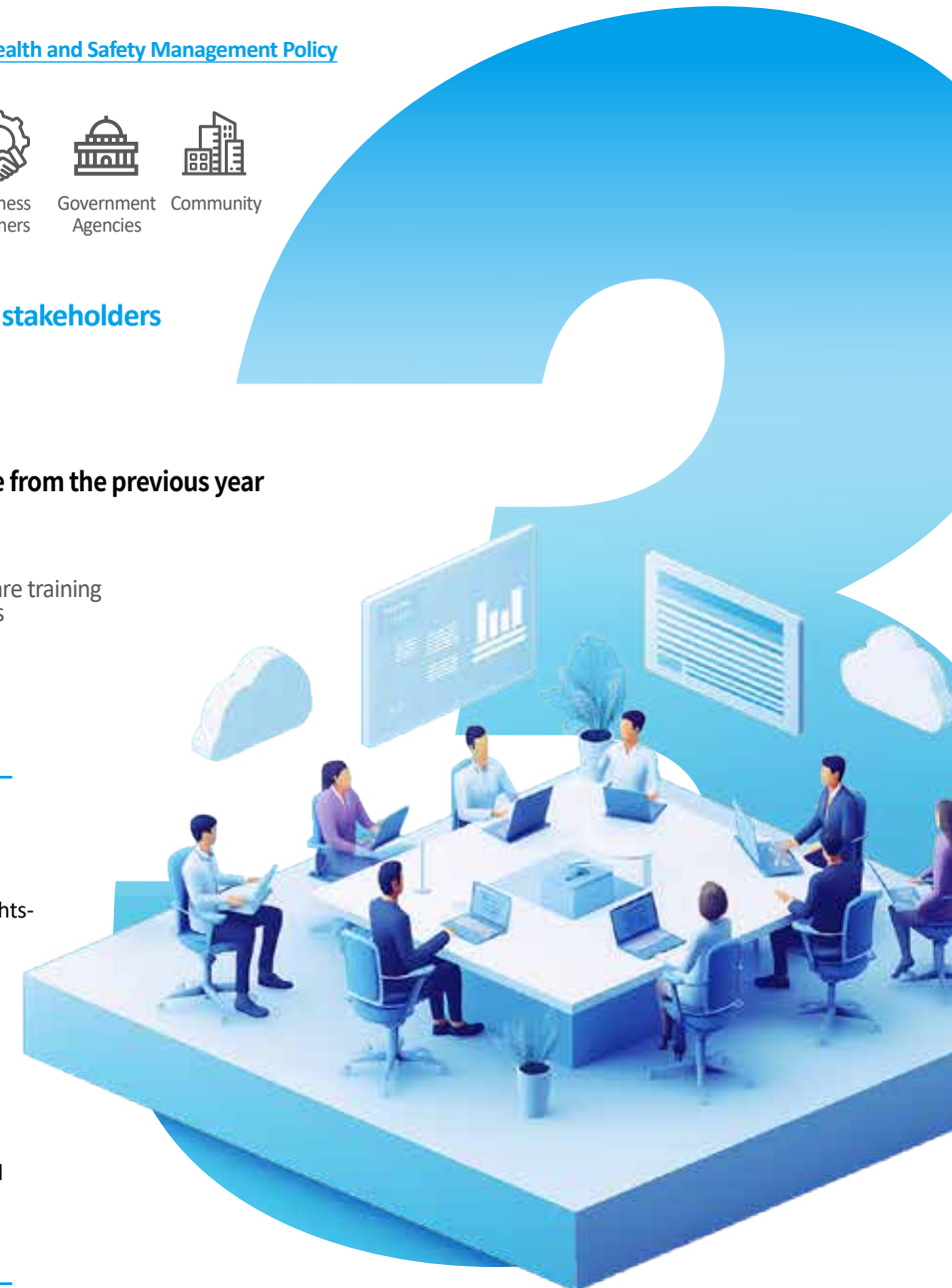
- Provide industry-university training and internship opportunities, and promote cooperation between industry-master special classes
- Education and Training Development Committee performance review meetings are held every quarter, with a total of 4 meetings held in 2024



- Continue to conduct safety and health education and training, and complete ISO 45001 occupational safety management system re-certification
- Hold 16 occupational safety and health committee meetings to discuss occupational safety related matters
- Cooperate with the Hsinchu County Fire Department to expand fire self-defense team drills and toxic disaster prevention and rescue drills



- Guarantee job opportunities for vulnerable groups such as indigenous peoples and people with disabilities
- Continue to conduct human rights-related education and training, with 1,455 participants in 2024



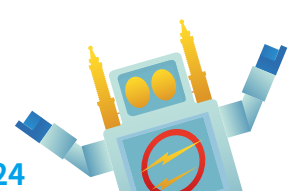
3.1 Labor Relations and Harmony

Human Resources Structure

The recruitment policy is based on equal human rights, without discrimination based on gender, race, age, politics, marital or family status, making the composition of colleagues more diverse. In 2024, the total number of employees is 2,188 (including 313 foreign employees), 1,536 men (70.2%), and 652 women (29.8%) are all full-time employees, and there are no temporary or part-time employees. There are 511 supervisory employees (62 senior supervisors, 197 middle supervisors, and 252 first-line supervisors), and 1,677 non-management employees (general colleagues). Due to the special nature of the manufacturing industry, most of the early employees were men, so the proportion of male employees was higher. The company continues to promote a diverse workplace. In recent years, not only has the proportion and number of female employees increased year by year, but the proportion of female supervisors has also continued to grow.

In addition to employees, some of the company's duties are delegated to non-employee workers. In 2024, there are a total of 220 non-employee workers, including 49 labor contractors (22 men and 27 women) engaged in security, cleaning, and group catering operations; 171 dispatched employees (61 men and 110 women) engaged in production line-related operations.

SEEC Employee Structure Statistics in 2024

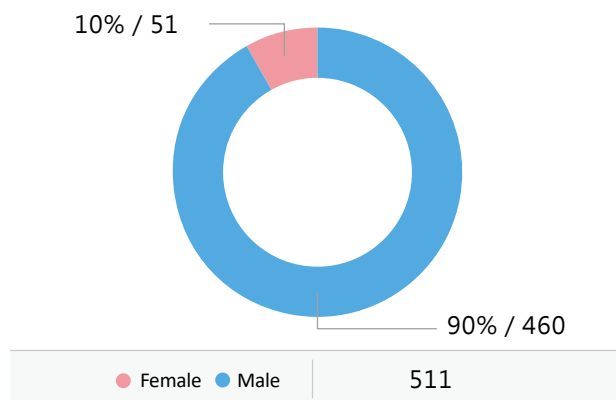


	local employees	foreign worker	Sub-total		local employees	foreign worker	Sub-total	
Male	287	156	443	Below 30	111	79	190	Female
	797	40	837	31-50	341	38	379	
	256	0	256	Above 51	83	0	83	
		1,536		Total		652		
Grand total					2,188			

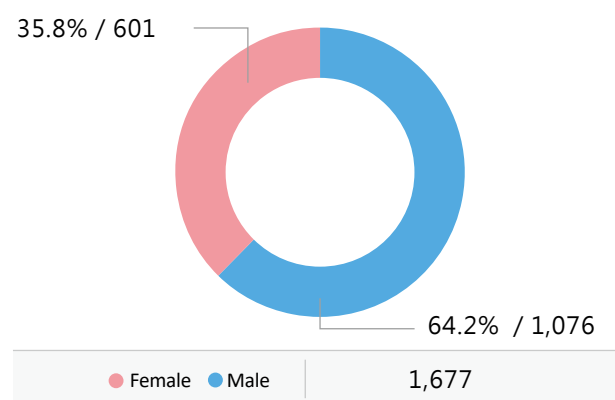
Note:

1. The above data is calculated based on employees in service as of December 31, 2024.
2. The company has no part-time, temporary or non-guaranteed hourly employees.
3. The headcount in the above table does not include directors serving in the company.
4. 100% of senior executives above the director level are local employees.

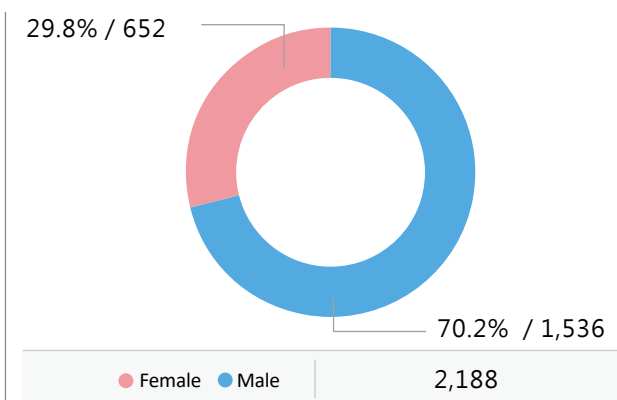
Gender distribution of management staff



Gender distribution of non-management staff



Gender distribution of all employees



Recruitment and Retention

Diversified employment of talents is the most important asset and the lifeline of sustainable operation of SEEC. Providing development opportunities to "high-quality talents" with potential is our golden rule for recruitment and talent promotion. When recruiting, appointing and developing employees, we treat people of different races, religions, skin colors, nationalities, ages, genders, sexual orientations, marital status, political affiliations, age and disabilities equally and fairly, and select talents based on their performance and the right people for the right job.

SEEC has formulated a long-term development strategy for organizational talent. According to the business strategy development policy, it has designed a reasonable organizational structure and deployed the most suitable talents at all levels. It prepares an annual human resources plan and budget every year. When each unit has a need for employment, it will submit an application for employment needs to the Human Resources Division based on the human resources plan. The Human Resources Division will use various recruitment channels to publish job vacancies and conduct talent recruitment and appointment procedures. The talent recruitment process complies with the provisions of the Labor Standards Act and treats everyone equally and fairly. It recruits suitable talents based on their ability performance and adopts a fair and just operating model. In accordance with the Personal Data Protection Act, the personal information of job seekers is protected and will not be used for purposes other than recruitment and selection without the consent of job seekers.

In addition, in order to effectively recruit outstanding talents, we use multiple recruitment channels and carry out various industry-university cooperation programs with key schools, such as: industry-university cooperation scholarships, semester internships, research and development substitute services, industry master's special classes, technical consultant cooperation, special lectures and speeches, etc., in order to achieve the combination of learning and practice and systematically cultivate professional talents.

Diversity and Inclusion

In terms of protecting employment opportunities for vulnerable groups such as indigenous people and people with disabilities, the company complies with laws and regulations, provides equal employment opportunities for vulnerable groups, employs indigenous people and people with disabilities in accordance with the law, and implements the statutory leave regulations for indigenous workers. In 2024, 21 indigenous employees were employed (accounting for 0.96% of the total employees); 15 people with disabilities were employed (accounting for 0.69% of the total employees), and the difference subsidy was paid to the "Employment Fund for the Disabled" of the local labor authority in accordance with the "Protection Act for the Disabled".

SEEC production team has members from the Philippines, Thailand, and Vietnam. In order to ensure that employees from different cultural backgrounds can adapt to the work environment, Chinese language training courses are provided when they initially join the company to ensure that employees from different cultural backgrounds can quickly integrate into their own culture and improve communication efficiency between departments.

In addition, the company is actively creating a fair and inclusive working environment and is recruiting professional and management talents from different countries. Currently, SEEC employs a total of 10 foreign professionals (from the Philippines, Vietnam, Malaysia, Thailand and China) in Taiwan (5 of whom are newly recruited after 2024, and one of them is a middle-level supervisor), actively cultivating more multinational professional talents and enhancing the diversity of international management team.



New Hires and Employee Turnover

In 2024, the new hire rate of SEEC was 11.9%, and the turnover rate was 9.4%, which was 2.6% lower than the previous year. In order to continue to reduce the turnover rate, new employees will be regularly cared for, and supervisors will interview employees who have resigned to understand the reasons in depth and collect statistics to evaluate improvement plans.

New hire turnover rate in 2024

	New hire rate						Turnover rate					
	Below 30		30~50		Above 51		Below 30		30~50		Above 51	
	Count	Ratio	Count	Ratio	Count	Ratio	Count	Ratio	Count	Ratio	Count	Ratio
Male	88	30.7%	59	7.4%	11	4.3%	35	12.2%	50	6.3%	38	14.8%
Female	35	31.5%	29	8.5%	1	1.2%	18	16.2%	23	6.8%	13	15.7%
Total	123	30.9%	88	7.7%	12	3.5%	53	13.3%	73	6.4%	51	15.1%

Note:

1. New hire rate (%) = number of new hires in this category (gender, age) in the current year/total number of employees in this category (gender, age) at the end of the year.
2. Turnover rate (%) = the number of employees in this category (gender, age) who resigned in the current year / the total number of employees in this category (gender, age) at the end of the year.
3. The number of new employees does not include those who leave midway; the number of employees who leave the company includes voluntary or dismissed and retired employees.
4. The 313 foreign workers are not included in the calculation of the above-mentioned employee recruitment rate and turnover rate.

Rights Protection and Labor-Management Communication

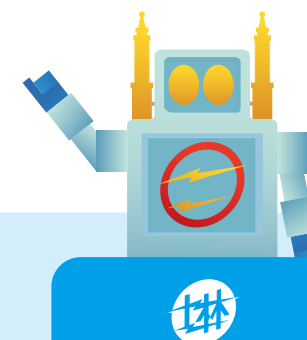
Human Rights Policy

The company is committed to protecting the basic human rights of all employees, customers and stakeholders, and recognizes and supports the spirit and basic principles of human rights protection set forth in the Universal Declaration of Human Rights, the United Nations Global Compact, the International Labor Convention and other international human rights conventions. In order to implement the above declarations and fulfill corporate social responsibilities, so that all internal and external stakeholders of the company can be treated fairly and with dignity, a human rights policy has been formulated and published on the company website after approval by the chairman.

In addition, we regularly review our own operations, value chain, and other related activities every year by paying attention to major social issues and conducting questionnaire surveys to identify and assess groups at risk and potential human rights risks. We formulate human rights issue control plans based on potential risks and continuously monitor and improve the results of plan implementation.



Human Rights Policy



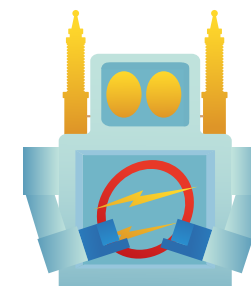
Employee Code of Conduct and Ethics

The company has a "ethical code of conduct", and stipulated in its work rules and corporate ethics statement that employees shall not take advantage of their positions, engage in fraudulent practices or accept gifts from others, nor shall they disclose the company's various technologies and business content to the outside world, and has established relevant control measures. For example, through the establishment of an internal control system, the Audit Committee and the Internal Control Committee conduct regular and irregular internal audits. As for the procurement process, it's clearly specified in the contract that requires suppliers must not bribe or provide improper benefits to employees of the company. For corruption cases, the administrative punishment as well as legal liability will be pursued to prevent corruption or leaks. As a result, there was no employee corruption in 2024.

Anti-discrimination Measures

The company has set up "Sexual Harassment Prevention Measures and Employee Complaints and Disciplinary Rules" and announced on internal website. Any sexual harassment in the workplace is strictly prohibited in order to maintain a safe and healthy working environment. New employees are required to sign the "Sexual Harassment Prevention Public Disclosure Statement" when they are on board. At the same time, we use the internal website to promote the implementation methods of the employee complaint system to ensure that employee discrimination does not occur.

The company supports and abides by various international human rights conventions. In 2024, there is no discrimination, violation of freedom of assembly and association, use of child labor, violation of indigenous rights and forced labor, etc. The company is committed to observing and protecting the rights and interests of all workers.



Specific Management Plan

01 Internal communication structure of the company



In the orientation training program for new recruits, relevant laws and regulations are highlighted, including prohibition of forced labor, prohibition of child labor, anti-discrimination, anti-harassment, working hour management, and protection of humane treatment.

02 Provide online courses on sexual harassment prevention



Understand the concept of sexual harassment, sexual harassment prevention, and how the company handles sexual harassment incidents.

03 Implement workplace bullying prevention promotion



Help employees understand workplace bullying, know how to avoid bullying, and jointly create a friendly working environment that is open to communication and management.

04 Provide a complete series of occupational safety training



According to the situations that different types of employees will encounter in the workplace, different safety trainings are provided, such as fire training, emergency response training, emergency personnel training, general safety and health education and training, factory safety training, environmental safety and health supervisor safety training, etc.

In order to enhance awareness of human rights protection and reduce the possibility of related risks, SEEC continues to organize human rights-related education and training. In 2024, it organized courses including occupational safety, labor safety and health, fire safety, first aid care, civil defense training, health care knowledge, prevention and treatment of sexual harassment and workplace bullying, and human rights protection, with a total of 1,455 participants and 6,788 hours.

Participant	Training course	Main content	Total number of people	Total man-hour
Occupational Safety Supervisor	On-the-job training for occupational safety and health supervisors	Occupational safety series training	167	1,119
Safety personnel	Occupational safety and health personnel on-the-job training	Occupational safety series training	123	1,439
General colleagues	Labor safety and health education	Labor safety and health	485	2,331
General colleagues	Fire safety training	Fire safety	203	784
General colleagues	First aid training	Emergency care	49	349
General colleagues	Civil defense training	Civil defense training	58	304
General colleagues	Health lecture	Health care knowledge	126	153
General colleagues	Legal knowledge promotion	Prevention and treatment of sexual harassment and workplace bullying, protection of human rights	244	309
Total			1,455	6,788

Labor Unions and Collective Bargaining Agreements

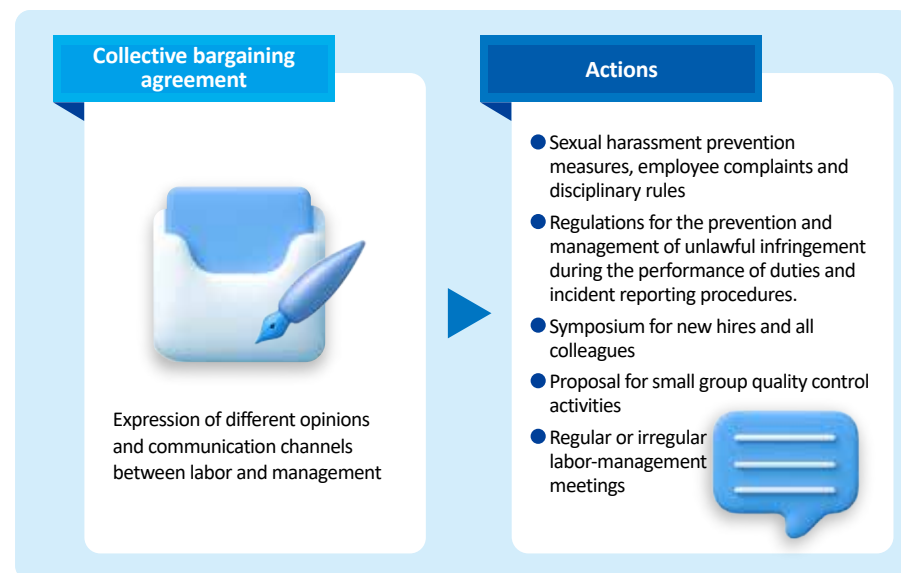
In order to pursue the improvement of work efficiency and working conditions, and to promote smooth communication and coordination between labor and management, SEEC established the "Industrial Union" in February 1971. The union holds a member representative conference every year and elects 14 union directors and 4 supervisors. Union directors and supervisors meetings are held every two months to discuss various issues related to employees. The company will send personnel to attend for communication. In 2024, the proportion of employees joining the union was 99.77% (employees who also served as directors did not participate). The collective agreement covers all employees who join the union. Currently, there is a union office in the Xinfeng plant, so that employees can communicate and exchange opinions with union representatives on a regular basis. In addition, a model labor selection is held every year, and 1 person is selected for every 25 people. In 2024, a total of 78 model labor representatives were selected, and they were publicly praised in the factory and published in monthly special reports.



Grievance Mechanism and Communication Channels

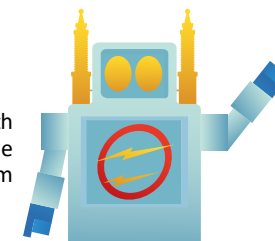
In order to promote labor-management harmony, safeguard labor rights, assist employees in resolving issues related to personal rights or unfair treatment at work, provide employees and job seekers with a work and service environment free from sexual harassment and gender discrimination, and take appropriate preventive, corrective, disciplinary and handling measures to safeguard the rights and privacy of the parties involved, the company appoints the CHRO as the person in charge of employee rights and benefits, and has established a complaint mechanism of "sexual harassment prevention measures, employee complaints and disciplinary rules" to enable disputes caused by employees in factories and investment companies to be quickly and satisfactorily resolved.

The company complies with various labor laws and regulations to establish work rules and completes the signing of collective agreements with labor unions. Regarding the shortest notice period for operational changes, relevant regulations are stipulated in collective agreements and work rules in accordance with the law. All operational activities comply with the Labor Standards Act. For major changes in employee operations, relevant employees will also be notified in advance in accordance with its provisions to ensure employee rights and interests. The company has harmonious labor-capital relations and maintains a good interactive relationship between labor and capital. No employee complaints were received in 2024, and no labor-capital disputes occurred.



Labor Retirement Reserve Fund Provision System

The company sets aside labor retirement reserves in accordance with the law, and employees can apply for retirement if they meet the statutory retirement conditions. A stable retirement provision system will protect employees' rights to receive pensions in the future.



Retirement system	Appropriation status	Implementation status in 2024
<div>Old system</div> <p>Appropriation under the Labor Standards Act</p>	<p>Calculated on the basis of the employee's years of service and the average salary of the six months prior to retirement. The monthly retirement reserve allocation is based on 3% of the employee's total salary, and is deposited into the labor retirement reserve account of the Bank of Taiwan.</p>	<p>In January of each year, after the settlement of the previous year, professional actuaries conduct actuarial calculations of retirement reserves to confirm that vested benefits are fully withdrawn. As of the end of 2024, the balance of the company's Bank of Taiwan Labor Retirement Reserve Special Account amounted to NT\$978,465,000; the total withdrawal in 2024 was NT\$194,610,000.</p>
<div>New system</div> <p>Appropriate according to Labor Pension Act</p>	<p>6% the employee's monthly salary is allocated as the pension and deposited into the labor pension individual account of the Labor Insurance Bureau. Employees can also contribute 1% to 6% voluntarily.</p>	<p>The new pension expense set aside in 2024 is NT\$73,440,000.</p>

3.2 Employee Compensation and Benefits

Fair Compensation Structure

In order to attract and retain outstanding talents, ShihIn Electric participates in the salary market survey of well-known consulting companies every year to provide a generous and competitive overall salary. It also strictly abides by the requirements of government labor-related laws and regulations, provides employee sick leave pay regulations that are better than those required by the law, respects gender equality, and provides equal starting salaries for male and female new employees for equal work, regardless of gender or age. It also establishes facilities and systems that comply with labor safety and health laws and regulations.

The company's employee compensation items include basic salary and allowances. The payment of employee wages and the standard of additional wages for overtime work are all handled in accordance with the "Labor Standards Act" and other relevant laws and regulations. The company recruits new employees with a minimum wage that is higher than the minimum wage stipulated in the Labor Standards Act. The minimum wage for full-time employees in ShihIn Electric is 108% of the minimum wage of the Labor Standards Act. After the probation period, new employees will be promoted to regular employees with a salary increase of NT\$2,000. Every year, we select and promote outstanding employees and adjust their salaries. The salary is maintained at the industry level, and we select and promote talents to retain them. We use a competitive overall compensation system to attract outstanding talents to join the company to ensure the company's overall competitiveness. In the recruitment, appointment and management of personnel, we comply with the Labor Standards Act, the Gender Equality Act and related labor laws. The starting salary ratio of male and female new employees with the same conditions is 1:1, and there is no difference due to gender. In addition, for non-employees, we strictly require our suppliers to comply with the Labor Standards Act and other relevant laws and regulations, and regularly review the contracts signed by both parties to ensure the rights and interests of the workers.

The ratio of the highest individual annual total compensation in 2024 to the median annual total compensation of other employees (excluding the highest paid individual) is 15.4, and the ratio of the percentage increase in the highest individual annual total compensation in 2024 to the median percentage increase in the annual total compensation of other employees (excluding the highest paid individual) is 1.05. For the average and median salaries of full-time employees who are not supervisory positions, and the changes in the former and the previous year, please go to the new version of the Market Observation Post System (MOPS) for inquiries. Query index path: Summary Report → Corporate Governance → Employee Benefits and Compensation Statistics → Non-Supervisory Full-time Employee Salaries → Non-Supervisory Full-time Employee Salary Information.

Female / Male Salary Ratio

Rank	2022				2023				2024			
	Total Compensation		Monthly Salary		Total Compensation		Monthly Salary		Total Compensation		Monthly Salary	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Senior executive	0.77	1	0.79	1	0.71	1	0.78	1	0.85	1	0.81	1
Middle and junior managers	0.85	1	0.87	1	0.90	1	0.90	1	0.93	1	0.90	1
Employee	0.82	1	0.83	1	0.84	1	0.86	1	0.86	1	0.81	1

Note:

1. Senior executives are directors above the director level, and middle/junior managers are supervisors above the section chief level.
2. In recent years, we have actively cultivated female managers and colleagues at all levels, so their total salary ratio has been reduced compared with previous years.

Performance Appraisal

The company aims to improve organizational and individual performance through performance appraisal. In accordance with the "Work Rules" and "Performance Appraisal Methods" formulated by the company, it uses clear performance indicators and evaluation systems and conducts regular reviews. The evaluation results are then used to implement reward differentiation and promotion references to motivate employees to effectively achieve the company's operating goals.

In 2024, except for employees on unpaid leave and employees on probation (new employees will be subject to separate assessment), all other employees were participated in performance appraisal.





The number and ratio of employees who receive regular performance appraisal in 2024




Personnel category/ gender		Number of employees who should be evaluated	Number of employees receiving regular performance and career development reviews	Ratio
Manager	Male	460	460	100%
	Female	51	51	100%
Employee	Male	1,063	1,063	100%
	Female	598	598	100%
Total		2,172	2,172	100%

Note: Management position: section chief level (inclusive) and above.

Well-established Employee Welfare

Since its establishment, SEEC has been adhering to the business philosophy of sustainable management and fulfilling social responsibility, with the purpose of seeking the happiness of colleagues and the development of the company, improving the welfare system of employees' stable life and establishing a good relationship of mutual trust and mutual dependence. It always considers the rights and welfare of employees. The specific practices of employee welfare are:

Type	Benefit Description
 Basic benefit	<ul style="list-style-type: none"> Statutory items such as labor health insurance, maternity leave, paternity leave, parental leave, breastfeeding room, special leave and retirement, etc., are in accordance with relevant government regulations.
 Employee stock ownership trust	<ul style="list-style-type: none"> A certain amount is withdrawn from salary every month, and the company will give a certain proportion of rewards according to the amount withdrawn.regulations.
 Employee rewards	<ul style="list-style-type: none"> The salary level is better than 75% of the companies in the same industry. Year-end bonus, three-festival bonus, performance bonus, employee dividend, etc. A variety of incentive programs recognize outstanding teams and individuals to affirm employees' efforts and contributions, including team awards for outstanding performance, individual awards, senior employee recognition, travel subsidies, and exemplary worker awards.
 Welfare activities	<ul style="list-style-type: none"> The Welfare Committee organizes employee tours from time to time and provides various welfare-related subsidy measures such as weddings, funerals, weddings, celebrations, and scholarships for employees' children to cater for the needs of employees at all levels. Spring feast/Year-End dinner, one-day tour, various ball games and family day. Birthday gifts, Labor Day gifts, three-festivals bonus/gifts, etc. Company-wide athletic competition. Employee travel grants.

Type	Benefit Description
 Welfare activities	<ul style="list-style-type: none"> ● Staff fitness center (Hsinchu): gymnasium, basketball court, badminton court, billiard room, pool room, aerobic exercise classroom. ● Club activities: basketball club, badminton club, aerobic courses, movie club...etc.
 Employee training	<ul style="list-style-type: none"> ● Through four categories of courses, including newcomer training, on-the-job training, off-the-job training, and self-inspiration, the company spends 10 million of education and training expenses every year to provide employees with learning and development. ● Cultivation of newcomers: 90-day training plan, company-wide tour and orientation forum for newcomers. ● Professional project training: full subsidies for the company's internal courses and external training, and assistance in obtaining professional licenses. ● English and Japanese courses: invite famous teachers in the industry and provide course fee subsidies. ● Internal lecturer system: cultivate internal lecturers and provide internal lecturer incentives. ● Management Associate Program: Select outstanding potential talents to participate in professional training courses and arrange visits to overseas companies so as to accelerate talent cultivation.
 Insurance/ Medical care	<ul style="list-style-type: none"> ● Group insurance: accident insurance, riders for accident & hospitalization medical treatment, overseas emergency assistance services. ● Regular company-wide health checks. ● Occasional health and medical lectures.

SEEC's Spring Family Day Tour: Bringing Together Employees and Showcasing a Happy Workplace

On April 20, 2024, SEEC held a company-wide spring family day tour, which attracted 1,118 employees and their families from all over the country to participate, fully demonstrating the company's emphasis on employee welfare and its dedication to creating a happy workplace. The event designed five routes, covering multiple themes of nature, ecology, culture and entertainment, allowing employees and their families to fully enjoy the fun of parent-child travel.

SEEC is committed to providing a diverse leisure and communication platform for employees and their families. This family activity not only enhanced the friendship between employees, but also created unforgettable memories for the families, reflecting SEEC's "rigorous and warm" corporate culture.

In the future, SEEC will continue to hold more employee care activities to create a happy environment with a balanced work-life for employees, further build cohesion, and promote the common growth of the company and its employees.



Report on the Renovation of the Creative Studio of an Automobile Equipment Factory

In order to create an open and flexible office space that meets the needs of modern employees, the second floor of the R&D office of the SEEC Automobile Equipment Factory has been transformed into a creative thinking room, which will be available to colleagues from 2023 to create a working environment that is both comfortable and flexible.

The creative thinking room is divided into three major areas:

1. The hand-brewed coffee bar and planting area create an atmosphere of relaxation and communication.
2. The video projection conference area supports domestic and international meetings and improves communication efficiency.
3. The group brainstorming work area promotes cross-departmental cooperation and creative thinking.



With the increasing demand for video conferencing and the development of new working models, companies are increasingly demanding flexible discussion spaces. This space design emphasizes breaking the constraints of traditional decoration, stimulating creativity, improving work enthusiasm and performance, and ultimately bringing growth and value creation to the company.



2024 Team Leader MA Training Program



SEEC has launched a 10-month management function system introduction training program (MA) to cultivate future management elites and enhance the management functions and professional qualities of trainees. The second half of the semester will continue the four major themes of "Partner Communication Skills" and "Responsible Execution", and will add "Human Resources Management for Non-HR Managers" and "Financial Management for Non-Financial Managers", combined with the experience sharing of senior managers, so that trainees can continue to grow in theory and practice.

In the final report, the trainees used the PDCA management cycle to present "learning application results", "improvement plan progress" and "future career planning", and shared the implementation results in actual work. For example, one trainee developed a guidance plan based on the characteristics of his subordinates to improve efficiency, while another used positive thinking to deal with challenges and improve work results.





The training program also arranges group reading clubs and external activities, such as the "International Smart Energy Week" and "Internal Exhibition", to broaden the students' horizons and enhance their professional capabilities. After graduation, the students showed outstanding growth and injected new impetus into the company. SEEC believes that these future cadres will play a key role in organizational development and sustainable operations, and work together to create a more brilliant tomorrow.

Parental Leave System

SEEC pays attention to the family life of employees and the care of the next generation. In addition to providing employees with maternity cash gifts to encourage childbirth, and in accordance with the "Gender Equality in Employment Act", female employees are entitled to maternity leave during pregnancy and before and after childbirth, while male employees are entitled to paternity leave when the spouse gives birth. According to the "Gender Equality in Employment Act" and the "Regulations for Implementing Unpaid Parental Leave for Raising Children", employees with childcare needs are given the right to child care leave without pay, and the labor contract shall not be terminated during the maternity leave. After the expiration of the leave, employees shall return to the original unit and position.

Statistics on parental leave without pay in the past three years

			Total
155	Number of people eligible for parental leave (A)	95	250
4	The actual number of applications for parental leave in the current year (B)	19	23
2	Number of people who should be reinstated from parental leave in the current year (C)	24	26
1	The actual number of people who have been reinstated from parental leave in the current year (D)	22	23
0	The actual number of people reinstated from parental leave in the previous year (E)	13	13
0	Number of people who continued to work for one year after parental leave in the previous year (F)	11	11
50%	Parental leave reinstatement ratio in the current year % (D/C)	92%	88%
N/A	Parental leave retention ratio in the current year % (F/E)	85%	85%

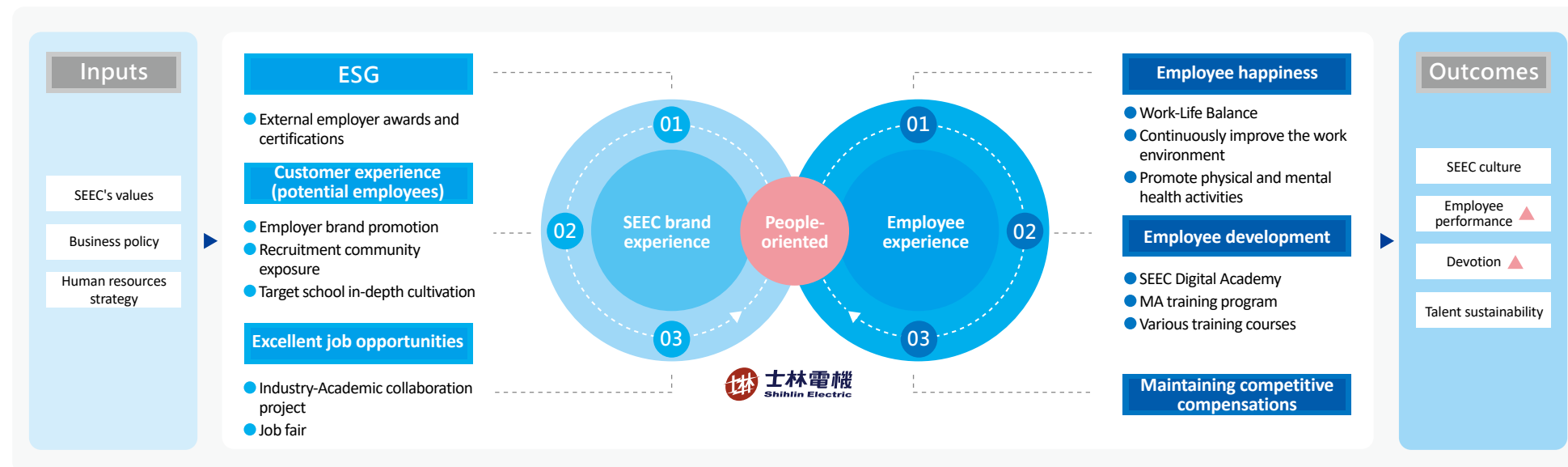
Note: Employees who are eligible to apply for parental leave (A) are defined as those who have taken maternity leave or paternity leave in the three years before the current year. Employees who are eligible to apply in 2024 are those who have taken maternity leave or paternity leave between January 1, 2020 and December 31, 2024.

3.3 Talent Cultivation and Development

The company has formulated a long-term development strategy for organizational talent. Through a dual-track recruitment system for high-quality newcomers and experienced talents, supplemented by on-the-job training for external and internal lecturers, and planned exchanges of core technology and business knowledge (Know-How) with the technical cooperation parent factory, the company has established a knowledge management (KM) platform to pool the wisdom of employees and build an elite team. In addition, it has promoted a training program for reserve supervisors (MA) exclusively for Shidian, actively cultivating young and potential cadres for rapid promotion and employment. The "Manager/Director-level Reserve Training Program" to be carried out in 2024 is planned with a hybrid learning model of online courses + physical courses to improve learning efficiency and effectiveness, and cultivate students' learning habits of "learning anytime, anywhere" to create a self-learning culture. In addition, in order to deepen the personalized counseling and development of students, the company has invested in Gallup's strengths test resources and arranged for students to have 1 on 1 counseling interviews with professional mentors to assist students in life and work career path development planning and suggestions.

At the same time, we regularly conduct cost-performance CP (Cost & Performance) assessments every year to eliminate the weak and retain the strong, and improve the efficiency of employing people. Meanwhile, we focus on the key position managers of each functional area of the organization. Through the Rotation system, we accumulate experience and inheritance, and cultivate successors at all levels of the organizational pyramid. In addition to establishing an internal talent pool and exchanges with related corporate talents, we also expand the integration and layout of the group's talents.

Talent is the foundation of corporate development and the basis for the company's sustainable operation. Faced with the increasingly severe challenges of globalization and the uncertain global political and economic situation, SEEC continues to strengthen talent development and training, and strengthens SEEC's brand experience with the core theme of "people-oriented", attracting external talents to believe in SEEC and SEEC; optimizing employee experience, encouraging colleagues to devote their energy, improve performance and stay with peace of mind.



Training Program and Career Development

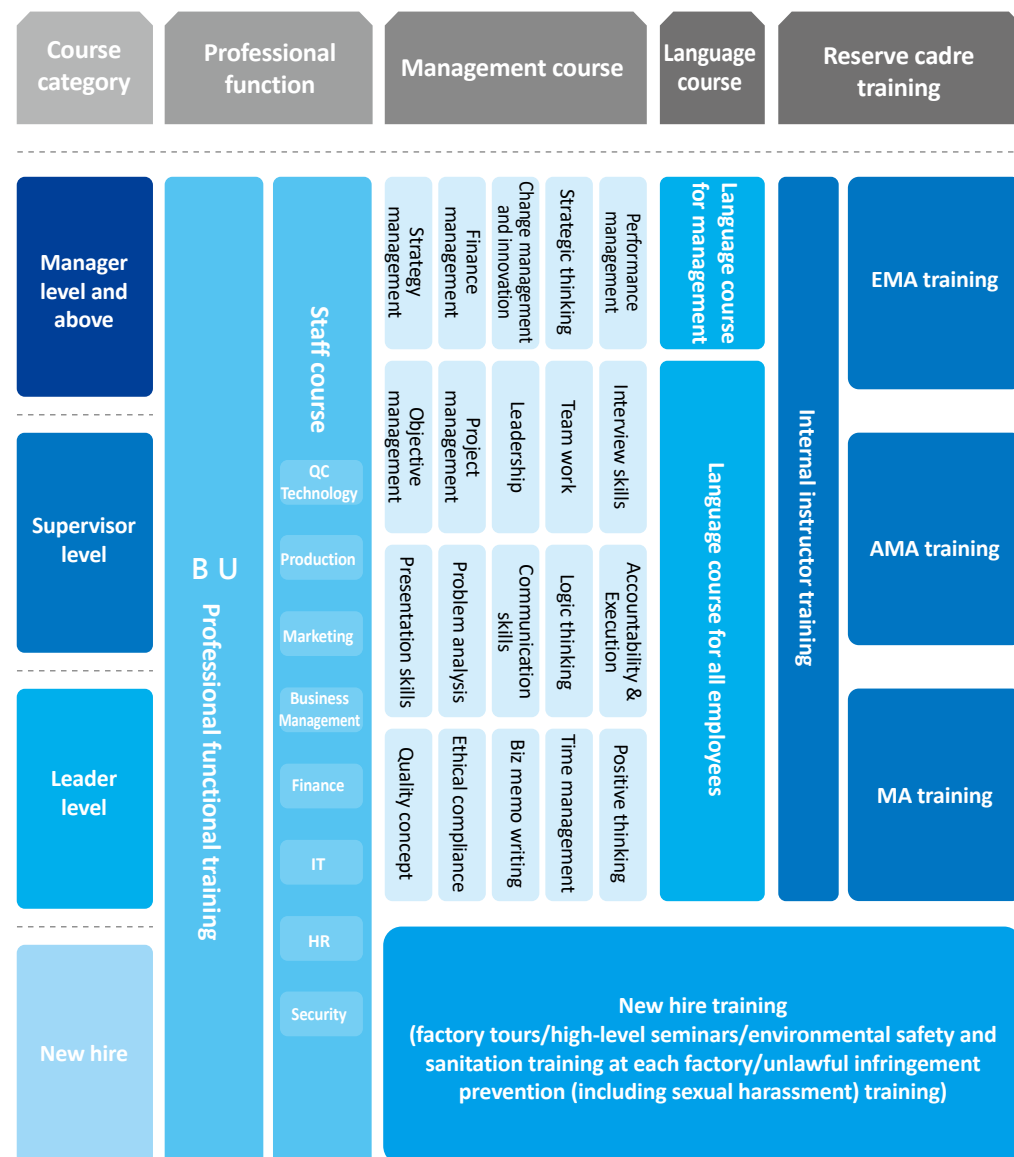
The employee development strategy that emphasizes continuous learning has always been a key success factor of the company, and it is even more important in the current challenging economic environment. The company provides employees with a wide range of learning opportunities and resources, and tailors a personal development plan for each employee based on personal career development needs and company needs as well. Our training system combines organizational strategy, vision and content needed by various job ranks to develop an all-round training system, so that every talent can perform at the right level in the company.

The company attaches great importance to talent cultivation and regularly promotes employees and supervisors at all levels to ensure that the company has a sound talent organization and a transparent promotion system and opportunities. Regardless of the bonus system or position promotion, performance appraisal and work performance are used as the basis for evaluation.

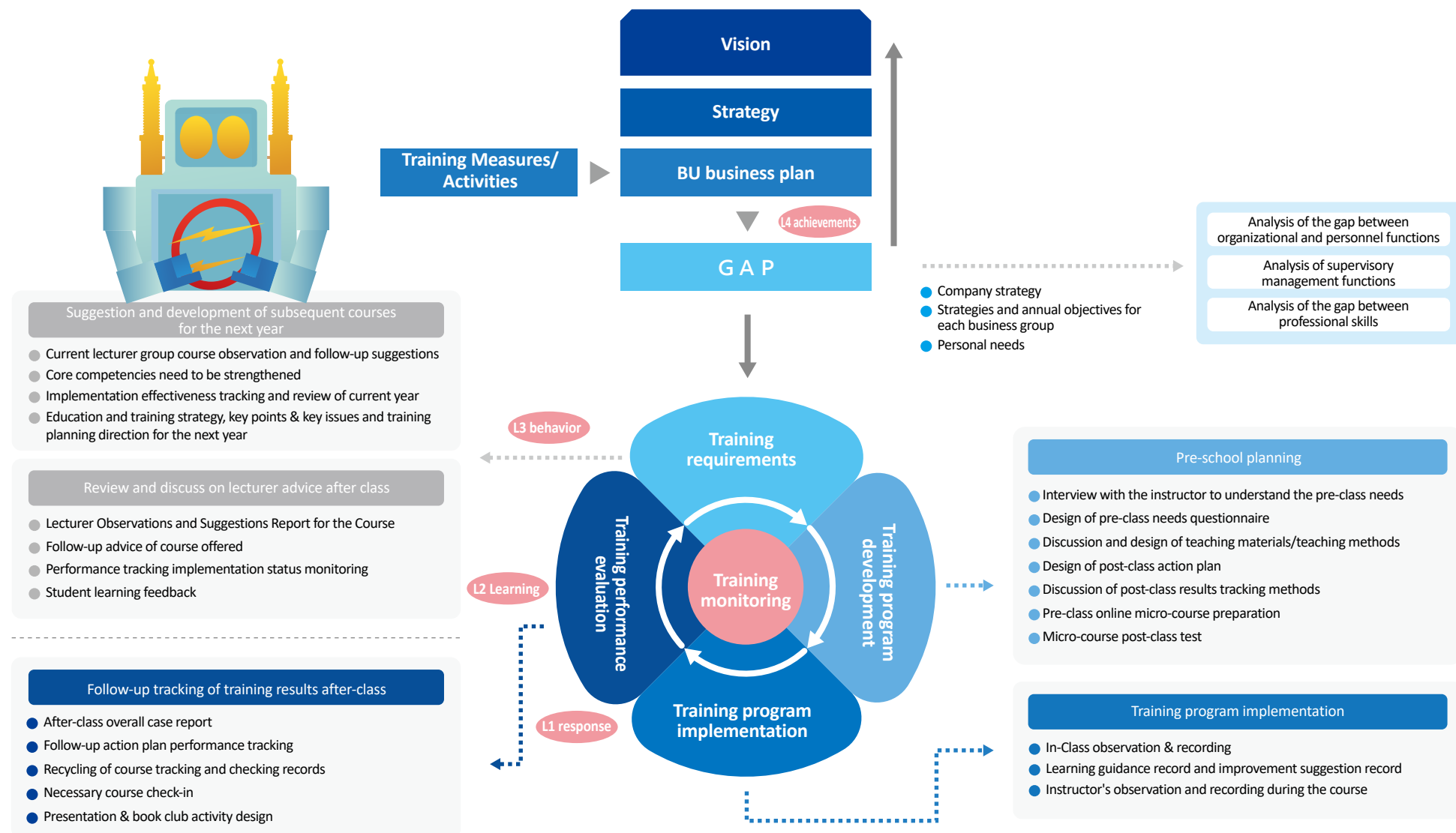
Education and training course content

Category	Content
On-the-job training	Professional and experience learning, work conferences, technology research and development studies, on-site teaching and other professional skills related training.
Off-the-job training	Class-specific courses to enhance management functions, as well as various professional functions, such as training courses in finance, information, business, and professional technology.
Common training	Lectures, book clubs, and inviting celebrity speeches, etc., provide real-time research and exchange opportunities on culture, life, health, information, language learning, etc.
Self-learning	Rich e-learning course, negotiation skills, language, management, professional technology sharing, etc.
Core professional skills	We have planned 11 professional group courses, which contain many internal teaching resources and relevant knowledge. We also regularly update courses and arrange internal and external training to meet the training and development needs of colleagues in each professional group, so that colleagues can learn and grow according to their job requirements.
Reserve cadres in management positions	Plan to participate in basic supervisor training courses design in order to help trainees with the relevant knowledge and abilities to serve as supervisors; reserve technical talents for specialized positions, and regularly arrange new product and new technology seminars, as well as more research and development technology work assignments.
Online micro course learning	Cultivate colleagues' learning habits of "learning at any time and anywhere" and create a culture of independent learning.

Training plan and learning development structure



Learning and Development Planning Process



New employee training program, factory visit and senior management seminar

New employees are an important cornerstone of corporate development. SEEC recruits new employees steadily every year, which is the driving force for the continuous growth of the business. In order to accelerate new employees' understanding of the company, each unit plans a three-month professional training plan after the new employees arrive, supplemented by product awareness and functional training courses to deepen professional knowledge. Through the deployment of training courses, each new employee can get into the environment faster.

HR arranges three company-wide new employee trainings every year. The courses are mainly divided into two days. The first day is a factory tour to observe the production line and learn about the products of each business group. The second day arranges senior managers to have exchanges and talks with new colleagues to help colleagues understand career development and corporate core values. In addition, internal lecturers teach professional courses such as workplace ethics and compliance, workplace illegal infringement (including sexual harassment prevention) and IT information security promotion. Workplace ethics and compliance include workplace ethics and compliance concepts, company law, securities trading law, commercial accounting law, political donation law, criminal law, anti-corruption law, etc.; workplace illegal infringement courses introduce colleagues' workplace illegal infringement behavior patterns and case introductions, workplace sexual harassment prevention, introduction to the law of follow-up and related response drills and complaint channels. The IT information security promotion course introduces information security and precautions, software and hardware, precautions for using emails, how to cultivate good information security habits, etc. Through planned training methods, new employees can quickly and effectively integrate into the workplace environment.



Group photo before factory visit



On-site supervisor introduces the production line



New colleagues introduce themselves



Factory tour



Senior executives interview

SEEC: "90-day new employee training program" creates a cradle of talent

In response to the global energy transformation trend, SEEC actively recruits talents and launches the "90-day training program for new employees" to provide a complete career start platform for new employees. The program is tailored to the needs of each department and covers company introductions, interviews with senior executives, and other content to help new employees become part of the team.

Allen, an engineer in the North America Sales Department of the Heavy Electric Business Group, demonstrated SEEC's tolerance of talent background. Although he had no electrical background, he quickly mastered professional knowledge with 90 days of training. Now he can confidently communicate with foreign customers and even participate in the IEEE exhibition in the United States. Nick, the head of the Manufacturing Section of the Automobile Equipment Business Group, transferred from the catering industry to SEEC, used the company's subsidy to complete further studies, and was promoted from a production line technician to a supervisor.

SEEC provides a variety of benefits and learning resources, including expatriate opportunities, free employee restaurants and dormitories, as well as training subsidies and language courses. In addition, the Hsinchu plant has a gymnasium where employees regularly hold activities to promote cross-departmental communication and cohesion.

With an innovative spirit and a "rigorous and warm" corporate culture, SEEC is committed to cultivating a new generation of green energy talents, injecting vitality into the global market, and consolidating its leading position in the heavy electrical industry.



Functional Hierarchy Curriculum

To cater for the business strategy and future business development direction, concentrate resources to promote talent development and build a growing organization. Focus on the development of management capabilities and key core professional courses, and strengthen the integration of cross-BU resources and the joint learning mechanism. By systematically cultivating the talents needed by the unit and deepening the personal strength of employees, we can effectively retain talents and make long-term contributions to the enterprise.



Internal instructor training



Layer Level Course - Problem Analysis

Language course

Every year, the company-wide English and Japanese language courses are conducted regularly, and are divided into classes according to the level of colleagues and their willingness to learn. In addition, according to the needs of various business groups and senior executives, special short-term intensive language classes are set up to strengthen the business language ability of colleagues through external professional instructors.

Self-enlightenment lecture

In addition to professional training at work, SEEC also attaches great importance to the self-enlightenment of colleagues in life, and conducts various lectures on health issues, IT trend, financial knowledge, etc., to expand the different learning horizons of colleagues.

Talent echelon development

In response to the global layout, the long-term development strategy of organizational talents has been formulated. Through the dual-track recruitment system of high-quality newcomers and experienced talents, supplemented by external and internal lecturers On the Job Training, a KM platform has been established to gather the wisdom of employees and build an elite team. In addition, since 2015, the exclusive MA supervisor training program of SEEC has been promoted every year to actively cultivate young and potential cadres for rapid promotion and promotion, focusing on strengthening the practical experience and strategic planning, leadership communication and other functions of MA supervisors, establishing an internal talent pool of the enterprise, and building an elite team. At the end of 2024, the "Manager/Director-level Reserve Training Program" (Management Associate, MA) will be launched, with the goal of training trainees to become excellent mid- and senior-level cadres, supporting the company's long-term business strategy, and establishing a complete talent training system.



EMA Training Course for Managers/Directors

Education and Training Achievements

The company has established an "Education and Training Development Committee" to hold regular meetings every quarter to review the implementation results, work plans and directions. In 2024, the total amount of education and training investment was NT\$11.13 million, with a total of 2,188 employees, an average training time of 18.8 hours per person, and an average training frequency of 2.9 times per person, totaling 6,435 person-times and 41,055.7 person-hours. The average employee training time decreased slightly by 12%, mainly because of the company's 70th anniversary, and the annual internal R&D, quality control, and manufacturing exhibition and seminar were adjusted from the original Q4 of 2024 to Q1 of 2025, so the training results decreased slightly.

We planned a rich and diverse range of internal and external training courses for the year, and achieved the annual training budget and annual training hours through the quarterly performance tracking of the "Education and Training Development Committee", active training and the active participation of colleagues. The execution rates of the annual budget and annual training hours reached 104% and 111% respectively. In addition, the average training hours for management positions were 26 hours for men and 34.4 hours for women; the average training hours for general employees (direct employee) were 5.9 hours for men and 3.3 hours for women; the average training hours for general employees (indirect employee) were 30.4 hours for men and 22.5 hours for women.

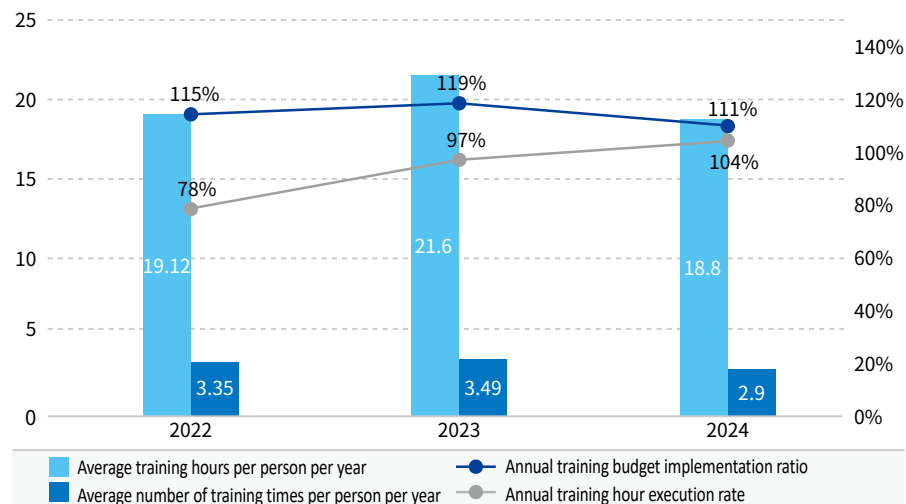
Types of employees trained, gender and average hours of training in 2024

Item/Gender		Total people	Total training hours	Average training hours
Management	Male	460	11,975.6	26.0
	Female	51	1,753.8	34.4
Employee (direct)	Male	474	2,773.3	5.9
	Female	380	1,259	3.3
Employee (Indirect)	Male	602	18,329.6	30.4
	Female	221	4,964.4	22.5
Total		2,188	41,055.7	18.8

Note:

1. Management position: supervisor level (inclusive) and above.
2. Calculation formula: Average training hours of indirect personnel of each gender in the current year = total training hours of indirect personnel of each gender in the current year / total number of indirect personnel of each gender in the current year.
3. Since the training content for direct personnel focuses on operational procedures, the number of training hours required is relatively low.

Education and Training Development Indicators



Note:

1. Average training hours per person per year = annual training hours / total number of people
2. Average number of training times per person per year = annual training times / total number of people
3. Annual training budget execution rate = annual execution amount / annual training budget
4. Annual training hours execution rate = annual execution hours / annual training hours

Re-employment Procedure

Shidian has created a dynamic corporate structure to provide a good environment for senior retired employees who have grown up in the company to continue working in the company if they are willing and able. It has formulated a "Re-employment Procedure for Retired Colleagues" retirement re-employment system to provide a mechanism for re-employment or transfer to related companies for retired colleagues who are willing to return to work, so that colleagues can continue to exert their professional knowledge and skills after retirement, assist the company's organizational development, and promote retired colleagues to re-enter the workplace.

SEEC won the Taipei City "Elderly and Senior Citizens Friendly Enterprise Certification"

"There is no century-old company that has only young people as employees."

SEEC will be celebrating its 70th anniversary next year. Over the past 70 years, SEEC has continuously improved its production and manufacturing standards and services. While the company is striving for excellence and moving towards becoming an international enterprise, it has also effectively shaped a cross-generational sustainable workplace by passing on the rich experience and wisdom of middle-aged and older colleagues, and working with the young and the old, creating greater value for SEEC and society.

The Taipei City's 2024 "Elderly and Senior-Friendly Enterprise Certification" is based on five aspects: "Organizational Culture", "Recruitment and Appointment", "Education and Training", "Work Environment and Job Redesign", and "Innovation and Action". The evaluation is more difficult than ever before. This year, more than 100 companies responded to participate, including SEEC, and a total of 58 companies finally stood out.

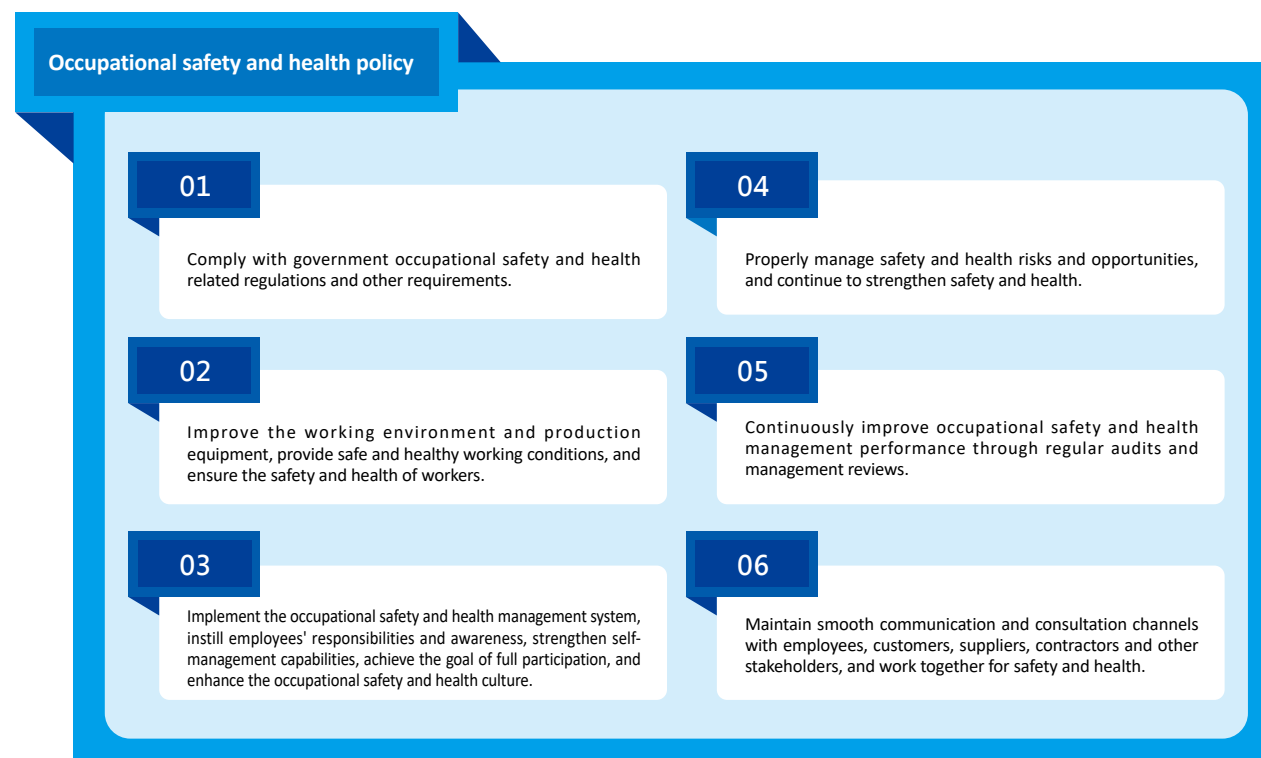
Middle-aged and elderly colleagues are valuable human resources of SEEC. Participating in corporate certification is not only an important milestone for SEEC to promote a friendly workplace, but also allows the company's young generation colleagues to stay with peace of mind, give full play to their strengths, and create greater value for themselves, SEEC and society.



3.4 Workplace Health and Safety

SEEC is committed to creating a comfortable, safe, and healthy working environment by continuously reducing the rate of occupational accidents. The Company has established an "Occupational Health and Safety Policy" as the highest guiding principle for its OHS management. SEEC proactively improves the workplace, manufacturing equipment, and operating procedures to safeguard the rights, safety, and health of workers and stakeholders.

Occupational Health and Safety Management System



Occupational safety and health management, worker participation, consultation and communication, and prevention and mitigation of occupational safety and health impacts directly related to business at each production and operation site are all handled in accordance with the provisions of the chapters and articles of the occupational safety and health management system, and are audited and verified by a third-party certification agency every year to ensure the continued validity of the certificate. The occupational safety and health management system includes all employees and all non-employee workers in the factory (approximately 220 people, whose main work content is security, cleaning, group meals and production line-related operations).

In order to comply with domestic environmental safety and health regulations and align with international management systems, the company has invested various resources in safety management and obtained ISO 45001:2018 and CNS 45001:2018 occupational safety and health management system certification certificates since 2020. It was re-certified in 2023 to continuously implement and maintain the effectiveness of ISO 45001 (occupational safety and health management system), and then combined with the "safety management cycle" mechanism formed by laws and regulations, management system construction, policy goal formulation, countermeasures plan formulation, incentive and reward assistance, and implementation effectiveness review, to achieve the zero disaster goal. (Please refer to [Appendix 5](#) for the inspection/verification statement)

Occupational Safety and Health Management

01

The company establishes an occupational safety and health management department, in accordance with the Labor Safety and Health Act, to be responsible for the safety and health business, formulates safety and health policies and report to the Occupational Safety Authority.

02

Occupational safety and health management plan formulation: The company regularly revise and release for implementation the following procedures every year, such as safety and health management plan, safety and health automatic inspection plan, hazardous and hazardous substance management plan, work environment inspection plan, etc.

03

For the prevention of chemical disasters or environmental pollution, regularly conduct training programs, emergency response drills, environment audits, and monitoring so as to enhance employees' awareness of chemical hazards and emergency response capabilities, and jointly achieve the goal of preventing occupational disasters and environmental pollution.

04

Carry out inspections from time to time and conduct safety and health training as well as promotion of laws and regulations to enhance employees' awareness of safety and health.

05

Following the zero-disaster policy in the occupational safety and health management system, actively establish a systematic management procedure (Plan-Do-Check-Action), and all employees participate in reducing hazards and risks, creating a safe and comfortable working environment, continuously improving safety and health performance.

Occupational Safety and Health Committee

In order to improve workplace safety, provide employees and contractors with a safe working environment, and aim for sustainable development, SEEC has established an occupational safety and health committee according to law. The chairman of the committee is the factory director who is the top manager of the factory, and the member in charge of the Environmental Health & Safety Department is the secretary. The secretary cooperates with the labor representatives and other members to review the company's safety and health matters, and is responsible for promoting coordination. Among the committee members, employee representatives account for more than one-third of the total committee members.

The committee conducts a management meeting every three months, and may hold an ad hoc meeting when necessary. The agenda items of the meeting include the handling of safety and health incidents, concerns of stakeholders, safety and health assessment results, safety and health goals & targets, improvement plan tracking, legal requirements, employee health protection and health promotion...etc. In 2024, a total of 16 meetings of the Occupational Safety and Health Committee (the head office, the Automobile Equipment Plant, the Xinfeng Plant, and the Heavy Electric Factory) were conducted to discuss matters related to in-plant occupational safety and health plans and proposals, and business safety and health management.

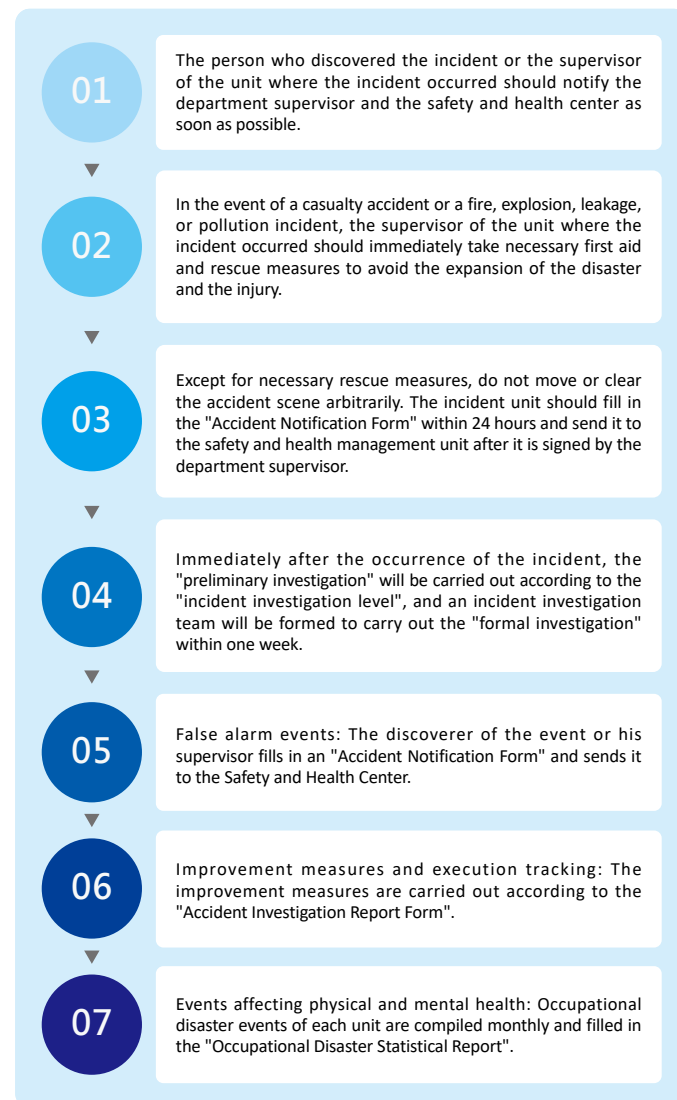
Hazard Identification, Risk Assessment and Accident Investigation

In accordance with the occupational safety and health management measures, the hazard and risk identification and evaluation process is formulated, and the scope includes the routine and non-routine work activities of the workers in the factory, and the derived safety and health risk identification, evaluation and risk control are all included. Occupational safety and health risks and opportunities identification and information update are carried out every year for various operation activities in the factory; the identification personnel in each unit should receive a training course on risk assessment execution methods every year to understand the relevant risk assessment methods and the cognitive ability of hazard control.

For the identified major occupational safety and health risks, analyze the impact of the risks, take actions and propose corresponding control methods and improvement measures, and consider and incorporate into the occupational safety and health goals, targets and management plans. The applicability and effectiveness of risk control measures are reviewed through regular management review meetings every year, and safety and health policies, objectives and safety and health management plans are established/revised accordingly, and the hazard risk in the factory is continuously improved and reduced.

The company has established "Accident Handling and Investigation Management Procedure", "Emergency Response Management Procedure", "Environmental Safety and Health Nonconformity Corrective and Preventive Procedure" and other operating procedures for accident reporting, handling and follow-up investigation procedures to facilitate the occurrence of accidents. It can quickly contact relevant units and personnel to rush to the scene of the accident to assist in the handling, and confirm the cause of the accident and propose accident prevention countermeasures to prevent the accident from happening again. This standard applies to safety and security incidents of all workers and other stakeholders in the company's workplace, including fires, chemical disasters, personal injuries, false alarms and other accidents, and protects the work of reporting incidents, hazards, risks and opportunities to avoid retaliation. In addition, according to the Occupational Safety and Health Act, when a person is found to be in immediate danger while performing his duties, such as explosions, fires, earthquakes, and other disasters, and the risk of spreading harmful and dangerous factors, the person should immediately use a safe method and find a safe path to voluntarily retreat to a safe place. The company will not conduct any punishment later.

The company's investigation and handling procedures for occupational accidents, false alarms, and incidents that affect physical and mental health are as follows:



Contractor Site Safety Management

Contractors are an important issue for the promotion of occupational safety and health in the factory area. If there is a slight carelessness, it may cause loss of personnel, equipment and property. Therefore, in order to ensure that the various environmental and safety management measures of the contractors can comply with the relevant environmental safety and health regulations required by each factory, the company has established a "contractor management procedure". Contractors, when enters the site, must fill out the "Commitment Letter on Labor Safety and Discipline", the "Contractor's Environmental and Safety and Hygiene Management Commitment", and the "Contractor's Environmental and Hazard Factor Notification Sheet" for their compliance and implementation to prevent disasters and ensure that the contractor and the company personnel safety. Furthermore, implement occupational safety education and training for contractors, so that all contracted projects can comply with relevant regulations, control and prevent possible occupational safety risks.

Occupational Safety and Health Promotion and Training

In order to improve employees' awareness of work safety, relevant education and training courses are implemented for employees and non-employees in the factory every year in accordance with legal requirements, including general safety education and training, on-the-job safety and health education and training, supervisor-level personnel safety and health education and training, organic solvents operation supervisor, anoxic operation supervisor, specific chemical substance operation supervisor, dust operation supervisor, stationary crane, stacker, boiler operator training, contractor safety and health education training, first aid personnel training, etc.

All personnel who operate specific types of mechanical equipment have obtained operating licenses in line with the regulation requirement. Conduct regular on-the-job training every 2 to 3 years after the license is obtained. Considering the number of persons and the convenience of employees participating in the training, for the larger number of people, the training organization will implement the training at the factory (the competent authority will send personnel to the factory for assessment), and the rest will get dispatched training to obtain relevant qualifications.



Employee safety and health education and training



Crane operation training (foreign employees)



Internal auditor education and training



Civil defense corps training

Two fire-related incident drills are regularly arranged every year. The purpose is to improve employees' response and handling capabilities through routine group training when disasters occur, thereby reducing loss of life or property.



The fire department guides and assesses our drills



Disaster prevention and self-defense team drill



Firefighting and disaster relief drills

Occupational Accident Statistics

The Company is committed to providing employees with a comfortable, safe and healthy working environment, continuously reducing the rate of occupational accidents, and protecting the rights and interests of workers and the safety and health of stakeholders. Statistics on the frequency of disabling injuries of factory employees from 2022 to 2024 show that only one occupational accident occurred in October 2023. The Company has formulated and implemented improvement measures for this incident to prevent similar accidents from happening again. In addition, no occupational accidents occurred to employees or non-employee workers throughout 2024. For information on the Company's sporadic violations, please refer to [4.3 Integrity Management](#).

Occupational safety performance statistics of employees in the past three years

Item		2022	2023	2024
Total working hours	Male total worked hours	2,652,317	2,911,282	3,075,044
	Female total worked hours	1,147,990	1,296,253	1,420,151
	Total worked hours	3,800,307	4,207,535	4,495,195
Occupational injury mortality rate	Male mortality rate due to occupational injury	0	0	0
	Female mortality rate due to occupational injury	0	0	0
	Total mortality rate due to occupational injury	0	0	0
Serious occupational injury rate (excluding fatalities)	Male serious occupational injury rate	0	0.34	0
	Female serious occupational injury rate	0	0	0
	Total serious occupational injury rate	0	0.23	0
Recordable occupational injury rate (including fatalities and serious occupational injuries)	Male occupational injury rate	0	0.34	0
	Female occupational injury rate	0	0	0
	Total occupational injury rate	0	0.23	0

Note:

1. The occupational safety data does not include commuting traffic accidents of employee.
2. Mortality rate due to occupational injury = (number of fatalities due to occupational injury / working hours) * 1,000,000.
3. Serious occupational injury ratio = (number of serious occupational injuries (excluding fatalities)/working hours) * 1,000,000. Serious occupational injury means that more than one person suffers from an occupational disaster and requires hospitalization.
4. Recordable occupational injury rate = (recordable occupational injury rate (including fatalities and serious occupational injuries) / working hours) * 1,000,000.
5. The total working hours are actual working hours, but the total working hours for men and women are estimated based on the gender ratio.
6. From 2022 to 2024, there were no occupational injury incidents for non-employees.

Workplace Health Promotion and Services

Health Promotion and Management

We provide employees with a safe working environment, and implement procurement management for all contracted operations and process equipment to provide safer and more complete facilities. The company complies with laws and regulations to promote the prevention of human hazards, maternal labor health protection, and the prevention of diseases caused by overload. Through perfect planning and preventive surveys, we deeply understand the needs and physical and mental conditions of our colleagues from all aspects, and through the promotion of the concept of a healthy workplace, we achieve internal employee satisfaction and external stakeholder support and recognition.

01

The company provides free health checkups for all employees every year. For employees working in special hazardous jobs, the company implements graded management based on the checkup results, regularly tracks visits and improvements, and provides health education information and medical assistance. In addition, doctors visit the factory regularly every month for individual consultations. We also hold health education lectures and improvement courses from time to time, such as hypertension management, weight loss courses, balanced diet, stress adjustment, bone density test explanations, health lectures, maternal health workplace and other health promotion courses.

03

According to the guidelines of the Occupational Safety and Health Administration of the Ministry of Labor, a plan was formulated, including:

- Unlawful infringements during the performance of duties
- Prevention of diseases caused by abnormal workloads
- Maternal health protection technology in the workplace
- Human-induced sexual hazards prevention plan, and implementation was carried out according to the plan

In order to show sympathy for employees' hard work, we hire visually impaired masseurs to provide massage services to employees during specific hours.

02

We are committed to providing a safe and comfortable working environment to protect the physical and mental health of our colleagues, including basic lighting, catering management, continuous improvement of the quality of the working environment, setting up a complete medical room and blood pressure measurement station for colleagues to use, designing a private and warm breastfeeding room, and creating a female-friendly working environment.

04



Visually impaired massage service



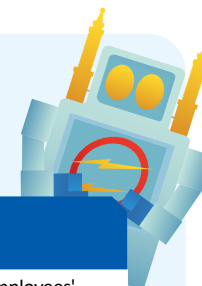
Blood pressure measurement service



Physician health lecture



Vaccination



Healthy workplace LOHAS work

Workplace health	Content
Health check-up	<ul style="list-style-type: none"> Regularly conduct employee health check-ups and special work environment health inspections, and implement health promotion measures to track the results of employees' health check-ups, and urge them to take regular inspections if there are abnormalities. Conduct free medical examinations for employees every year since 2021, which divided into three categories: manager level and above, overseas cadres and colleagues below the supervisor level.
Vaccination	<ul style="list-style-type: none"> Supervisor above the division level, overseas employees and colleagues stationed overseas, will get free flu vaccines.
Health seminar	<ul style="list-style-type: none"> Together with the Hsinchu County Government Health Bureau, the Veterans General Hospital, the MacKay Memorial Hospital, and the Shin Kong Hospital, regularly conduct health promotion seminars, such as weight management, preventive health care and primary medical care for employees and continue to strengthen the promotion of healthy diet management and physical fitness promotion as well as other health awareness and mental health concepts. Lecture topics include: prevention of the three highs, healthy metabolism - say goodbye to lower body obesity, stretching exercises - simple office stress relief exercise teaching, smoking prevention activities, maternal health protection, etc. In 2024, we specially invited lecturers from Boren Hospital to the company to hold a lecture on "Easily defeat the three highs and stay away from metabolic syndrome" so that colleagues can enhance their understanding of diseases and achieve the effect of prevention is better than treatment.
CPR & AED training for employees	<ul style="list-style-type: none"> Promoted employee awareness of emergency first aid skills such as CPR and AED, expanding CPR education and strengthening the emergency response system. CPR and AED training sessions are held annually on a regular basis. Course content includes instruction, demonstration, and hands-on practice of CPR, as well as the Heimlich maneuver for foreign body airway obstruction. Each participant receives individual hands-on training and assessment, aiming to equip employees with the ability to save lives in critical moments.
Manager-level and above supervisor's health check	<ul style="list-style-type: none"> Painless gastroscopy and colonoscopy (2) Evaluation of coronary artery calcification of the heart (3) Computerized tomography of lung tumor (4) Blood test of cardiac function (5) Urology related examination (prostate) is the main planning direction, and import the test results into 12 major health risk systems for management (1. Metabolism 2. Cardiology 3. Thoracic respiration 4. Gastrointestinal liver and gallbladder 5. Kidney and urinary 6. Women's organ system 7. Hemolymph 8. Ophthalmology 9. Otorhinolaryngology 10. Oral dentistry 11. Skeletal muscle 12. Nervous system).
Health check for dispatched overseas personnel	<ul style="list-style-type: none"> Focus on cardiovascular disease, tumor disease and gastrointestinal disease, and follow the inspection results by the factory nurses of each factory to track and manage.
Colleagues' health examinations below the section chief level	<ul style="list-style-type: none"> The planning direction is mainly based on government laws and regulations, and chronic diseases (metabolic syndrome and cardiovascular disease) are supplemented as the planning direction, and the inspection results are tracked and managed by the factory nurses in each plant. In order to allow colleagues to understand and improve their physical fitness in a short time, each factory has cultivated a group of health fitness measurement instructors, who can conduct health fitness measurement activities according to the needs of groups or individuals in the factory, and can immediately track the progress, physical fitness progress status, and develop improvement countermeasures to show the effectiveness of health promotion activities.
Hypertension prevention activities	<ul style="list-style-type: none"> Every year, we cooperate with health checkups, lectures, and set up blood pressure machines in each factory. The factory nurses track employees with abnormal status of physical examinations, encourage and invite employees to participate in lectures and take regular blood pressure tests, and post hypertension prevention and attention posters in the activity areas of all factory employees. Encourage employees to pay attention to and carry out independent health management.
Other	<ul style="list-style-type: none"> Measures for women to work at night, breastfeeding rooms, health checks, etc., to create a comfortable and safe working environment and improve work efficiency. The staff dormitory (provided free of charge) provides comprehensive leisure and recreational facilities.

Health Check-up

Occupational disease prevention and consultation are carried out by occupational medicine specialists for employees, and a management system is established to carry out hierarchical management of human-induced hazards, maternal protection, overload, and abnormal health checks to screen risk groups. Nurses, occupational safety, human resources and other personnel intervene in care, arrange doctor consultation and complete follow-up improvement when necessary. In 2024, the abnormal personnel with human hazards, maternal protection and overload management have all been intervened and improved and tracked by occupational doctors.

SEECn organizes health examinations every year that are better than those required by the industry standard and regulations, to help employees maintain a healthy body. When an employee's health examination shows abnormalities, occupational doctors and occupational nurses will conduct graded management and improvement tracking, implement medical referrals and promote multiple health promotion activities to achieve sustainable management of a healthy workplace. In 2024, a total of 2,101 employees completed general health examinations, 115 employees completed special health examinations, and this year's special operation health examination was conducted for 1 employee of level 3 or level 4 management. After evaluation by a doctor, the employee was asked to wear protective equipment. In addition to employees, SEECn also conducts general health examinations for 82 non-employee workers in the factory. No workers were diagnosed with occupational diseases in 2024.

2024 health checkup information

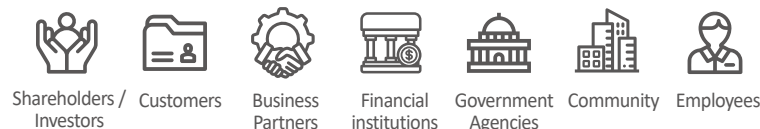
	General Health Checkup		Special Health Checkup	
Checkup items	General physical examination, doctor's consultation, urine routine test, blood routine test, liver function, kidney function, diabetes, X-ray examination, intraocular pressure measurement, cardiovascular disease risk assessment NEW hepatitis virus screening NEW abdominal ultrasound		Noise, ionizing radiation, lead handling, dust handling, n-hexane, organic solvents	
Number of people	Employee	Non-employee worker	Employee	Non-employee worker
	2,101	82	115	0
Amount(NT\$)	16,432,008		72,800	

Note: The health examination in 2024 is applicable to all employees of the company.



Chapter # Major Theme Management and Response Governance and Integrity Management Policy | Product Responsibility Management Policy

Governance and Integrity



★ Annual Performance

Major stakeholders

Corporate governance evaluation ranking

36%~50%

Results of performance evaluation of the Board of Directors, its members and its functional committees

All scores above 4

Corruption, major violations and unfair competition

No Occurrence

Complaints regarding customer privacy or loss of customer information and violations of information security laws and regulations

No Infringement



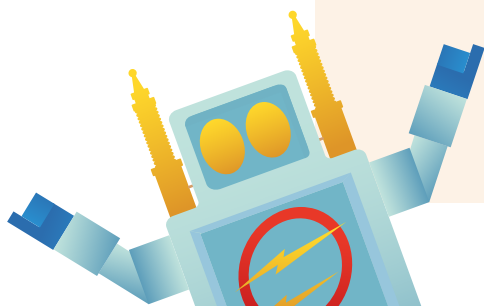
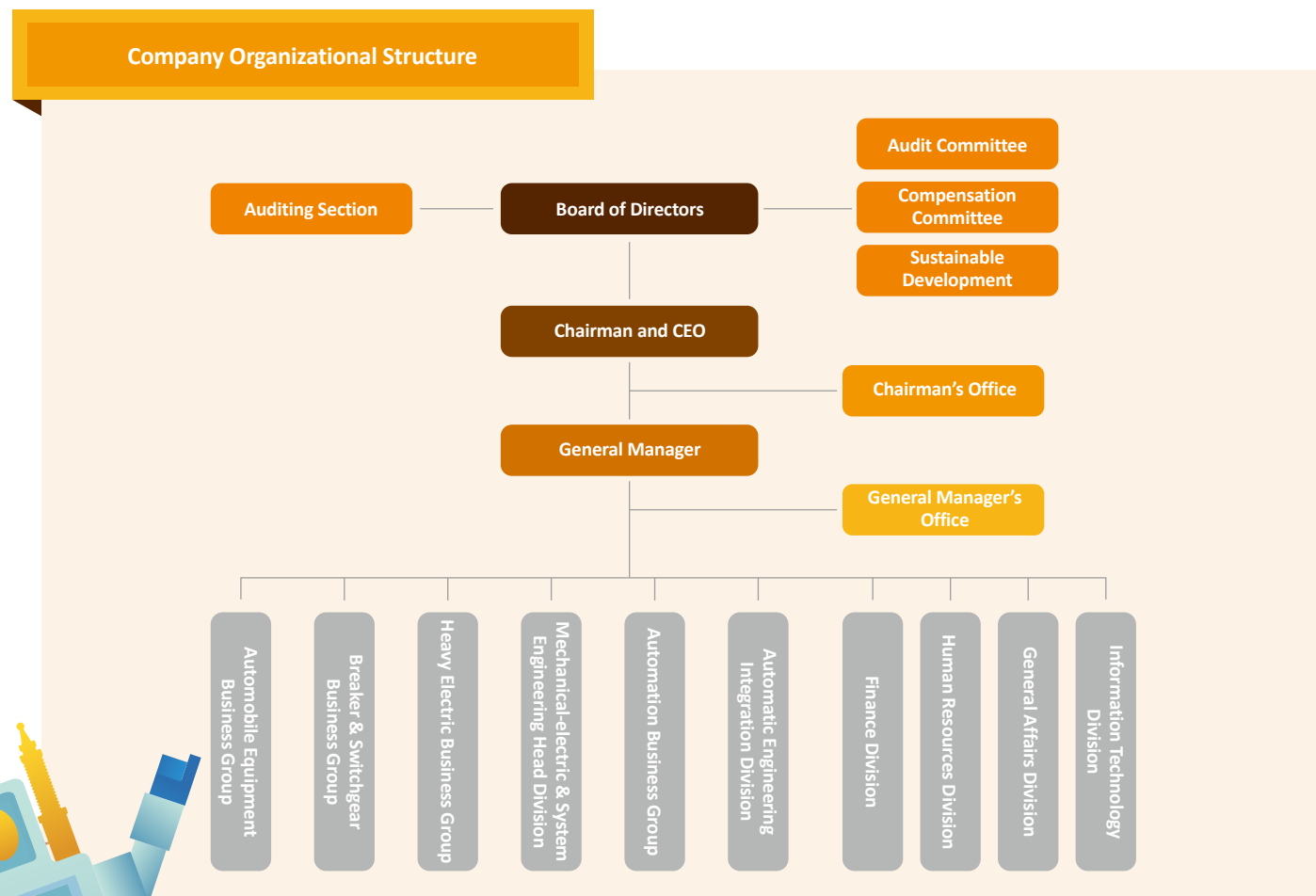
- Establish relevant standards and codes of conduct such as the "Corporate Governance Code of Practice", "Code of Ethical Conduct", "Code of Integrity Management", and "Code of Sustainable Development Practice", and continue to promote and implement management
- Establish a complete complaint/reporting mechanism, and promise to protect reporters from being improperly dealt with due to reporting
- Hold external education and training related to integrity management issues for 229 people, totaling 1,030 man-hours
- Continue to strengthen the disclosure of the operation of functional committees (Audit Committee, Remuneration Committee, and Sustainable Development Committee)



4.1 Corporate Governance

SEEC has formulated its articles of association and organizational structure in accordance with laws and regulations, with the board of directors as the highest level of corporate governance. Under the board of directors, there are audit committees, compensation committees, sustainable development committees, and audit teams to strengthen the implementation of corporate governance, maintain the optimization of corporate operations, and protect the interests of shareholders.

With the rapid development of technology and climate change, corporate operations and governance should take "sustainability" as the cornerstone of decision-making. Through the independent director system, continuous training of directors, assessment of director independence and the establishment of corporate governance managers, governance appropriateness should be implemented. In addition, relevant laws and regulations should be followed, financial reports and annual reports to shareholders should be submitted in advance, and sustainability reports should be prepared with reference to multiple standards (GRI, SDGs, TCFD, SASB, etc.) to improve information timeliness and transparency, strengthen communication with stakeholders to create a good communication atmosphere, and grow together to create a sustainable SEEC.



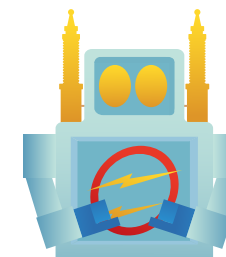
Board Diversity

The highest governance level of SEEC is the Board of Directors. In 2014, the shareholders' meeting approved the revision of the "Articles of Association". The election of directors (including independent directors) adopts a comprehensive candidate nomination system to strengthen the information transparency of the director nomination review process, thereby protecting the interests of shareholders and improving the company's governance.

In order to strengthen corporate governance and promote the sound development of the composition and structure of the board of directors, the composition of the board of directors takes into account various needs such as the company's operating structure, business development direction, future development trends, and evaluates various diversified aspects, such as: basic composition (such as: nationality, age, term of office, etc.), management capabilities, cross-cultural leadership and industry knowledge and experience.

The term of office of the current (21st) board of directors is from June 21, 2023 to June 20, 2026. The current board of directors of the company consists of 15 directors, all of whom are male, including 4 executive directors and 3 independent directors. Chairman Hsu, Yu-Rui does not concurrently serve as the company's general manager. There are 2 directors who are spouses or relatives within the second degree of kinship (Chairman Emmet Hsu and Director Bryant Hsu are father and son), which does not exceed half of the seats, which complies with the provisions of Article 26-3, Paragraphs 3 and 4 of the Securities and Exchange Act.

Among the 15 directors of SEEC, 40% are employees, 20% are independent directors, and about 27% are foreign directors. There are 2 directors under the age of 50 (about 13%), 6 directors aged 51-60 (about 40%), 3 directors aged 61-70 (20%), and 4 directors aged 71 or above (27%). Considering the needs of operational development and diversified operations, the company focuses on the diversity, professional experience, knowledge and skills of the board of directors and sets the following goals:



01

The goal is to increase the number of directors with "other industry knowledge and experience" to **more than half (i.e. 50%)**. Currently, there are **9 (60%) directors** with other industry knowledge and experience, and the goal has been achieved.

02

With the goal of increasing the number of directors of "different genders" to **at least 1 (i.e. 6.7%)**, the company currently has only male directors, mainly because the term of the current directors has not yet expired. In addition, due to the characteristics of the industry, it is not easy to find talents in a short period of time. Before the board of directors expires and is re-elected, we will seek recommendations of talents from the industry and other channels to improve the company's governance effectiveness and implement the policy of diversified board members.

Governance Structure

Name	Election (appointment) date	Term of office			Employee status	Board of Directors		Audit Committee	Compensation Committee	Sustainability Committee
		<3	3~9	>9		Nationality	Job title			
Yeang Der Investment Co., Ltd. / Hsu, Yu-Jui	2023/06/21			●	●	Republic of China	Chairman			
Yeang Der Investment Co., Ltd. / Representative: Hsieh, Han-Chang	2023/06/21			●	●	Republic of China	Managing Director			
Chanching Co., Ltd. / Representative: Kan, Ming-Hong	2024/04/01	●				Republic of China	Director			
Mitsubishi Electric Corporation / Representative: Okochi Kazuhiko	2025/04/01	●				Japan	Managing Director			
Mitsubishi Electric Corporation / Representative: Hideaki Komura	2023/06/21	●				Japan	Director			
Mitsubishi Electric Corporation / Representative: Ikunori Kitamura	2025/04/01	●				Japan	Director			
Mitsubishi Electric Corporation / Representative: Katsumi Masuda	2025/04/01	●				Japan	Director			
Yeang Der Investment Co., Ltd./ Representative: Bryant Hsu	2023/06/21		●		●	Republic of China	Managing Director			
Yeang Der Investment Co., Ltd./ Representative: Cheng, Hsiang-Chih	2024/02/01		●		●	Republic of China	Director			
Yeang Der Investment Co., Ltd. / Representative: Kuo, Yueh-She	2024/02/01	●			●	Republic of China	Director			
Yeang Der Investment Co., Ltd./ Representative: Lee, Shui-Yuan	2024/10/01	●			●	Republic of China	Director			
Shin-Po Investment Co., Ltd. / Representative: Lin, Po-Fong	2023/06/21		●			Republic of China	Director			
Lin, Hsin-I	2023/06/21		●			Republic of China	Managing and Independent Director	●	● Convener	● Convener
Yan, Cherng-Jau	2023/06/21		●			Republic of China	Independent Director	● Convener	●	●
Hu, Chao-Fong	2023/06/21		●			Republic of China	Independent Director	●	●	●

Note:

- Yeang Der Investment Co., Ltd. Representative: Bryant Hsu took over as Managing Director on November 8, 2024.
- For important positions of board members, stakeholder representatives, and other board positions and related capabilities, please refer to SEEC's 2024 Annual Report "II. Corporate Governance Report / Directors, General Managers, Deputy General Managers, Assistant Managers, and Heads of Departments and Branches".
- For cross-shareholdings between board members and suppliers or other stakeholders, and the existence of controlling shareholders, please refer to SEEC's 2024 Annual Report "II. Corporate Governance Report / The number of shares held by the company, its directors, managers, and businesses directly or indirectly controlled by the company in the same investee business, and the calculation of the comprehensive shareholding ratio".

Board Operations

In accordance with the Articles of Association, the Board of Directors of the Company shall hold a meeting at least once a quarter to supervise and understand the implementation of the operating plan, the presentation of financial statements, audit reports and their tracking. In 2024, a total of 4 board meetings were held, and the average actual attendance rate of all directors (including proxy attendance) was 100%. The important regulations formulated/revised by the Board of Directors in 2024 include: "Sustainable Development Management Policy", "Board of Directors Rules of Procedure", "Audit Committee Organizational Charter", "Financial Business Related Operations between Related Parties", "Biodiversity Commitment", "Sustainable Information Disclosure Management Procedures", "Sustainable Report Preparation and Confidence Operation Procedures" and "Internal Control Rules", etc. The important resolutions of the Board of Directors are also published on the investor section of the company's website, and important company regulations such as the Articles of Association, Corporate Governance Code of Practice, and Risk Management Code of Practice are publicly available for inquiry.

In order to improve the company's sustainable governance and strengthen the management function of the board of directors, the company's board of directors passed a resolution on November 25, 2011 to set up a compensation committee, and on May 10, 2017, the board of directors passed a resolution to set up an audit committee, and formulated the "Compensation Committee Organization Charter" and "Audit Committee Organization Charter". In May 2023, the "Sustainability Committee" was adjusted to a formal functional committee, and the "Sustainability Committee Organization Charter" was formulated. In November 2024, the "Sustainable Information Disclosure Management Measures" were formulated to include sustainable information in the internal control system to promote the company's sound management. The committee members are all independent directors of the board of directors (3 seats). In 2024, the Compensation Committee held 3 meetings and the Audit Committee held 4 meetings, and the attendance rate of each member was 100% (including proxy attendance); the Sustainability Committee held a total of 1 meeting, and the attendance rate of each member was 100%.

For more detailed information on SEEC's board of directors, functional committees and other corporate governance reports, please refer to "II. Corporate Governance Report / Corporate Governance Operation Status" in SEEC's 2024 Annual Report.

Directors and Managers Remuneration Policy

The Company's directors' remuneration policy is governed by Article 235-1 of the Company Act and is proposed by the Compensation Committee and implemented after resolution by the Board of Directors. The Company's Articles of Incorporation also stipulate that if the Company makes a profit in the current year, it shall allocate a maximum of 4% of the directors' remuneration for distribution. However, if the Company still has accumulated losses, it shall reserve an amount in advance to make up for the losses.

The annual compensation package for senior managers and executives is a combination of salary, bonus, and employee bonus from profit distribution. Among them, the employee bonus generated by the company's performance accounts for about 10% to 30% of the annual compensation, indicating that the company's performance and annual compensation are highly correlated. The approval of senior executives' compensation is approved by the Compensation Committee in accordance with the law. During the process, the advice of external professional compensation consultants will also be sought. The relevant information is also appropriately disclosed in the company's annual report, so that all stakeholders can fully understand that the compensation of senior executives is highly linked to the company's operating performance.

Remuneration policy, standards and packages

The remuneration of directors of the Company is pursuant to Article 20 of the Articles of Association of the Company. The remuneration of directors (including independent directors) shall be determined by reference to the Company's operating conditions and industry standards, and submitted to the Board of Directors for approval in accordance with the law. According to Article 5 of the Rules on the Scope of Duties of Independent Directors of the Company, the remuneration of independent directors may also be determined as a fixed monthly remuneration through relevant legal procedures, and shall not be included in the Company's profit distribution. The remuneration of the General Manager and Deputy General Manager of the Company includes salary and various bonuses, and is paid in reference to the salary level of external homogeneous enterprises.

Procedure for determining remuneration

The salary and remuneration items of the general manager and deputy general manager are planned to be determined according to the current system and regulations, based on the degree of participation in the company's operations and the value of their contributions, and in consideration of the salary levels of external homogeneous enterprises. After being approved by the chairman, they will be submitted to the compensation committee for review and implemented after approval by the board of directors. In order to fully demonstrate the achievement of operating performance indicators, the performance measurement standard of the chairman is based on the company's annual operating indicator results related to operations, governance and financial results. The evaluation scope includes: pre-tax net profit, corporate governance evaluation and sustainable development indicators; the performance measurement and evaluation scope of the general manager includes: operational safety management, supervision of the implementation of financial plans, revenue management, strengthening internal control, implementation of quality assurance and management, sustainable development and other major responsibilities related to various performance goals.

Linking incentive system with sustainable performance

To motivate senior executives, key professionals, and all employees to focus on long-term, comprehensive performance and to achieve sustainable operations, SEEC, since 2023, effectively linked the sustainability strategies and goals with the incentive compensation of the Chairman and senior management.

	Chairman	Senior managers
Performance Evaluation	Net profit before tax	Operational safety
	Corporate governance	Supervise the implementation of financial plans
	15% Sustainability performance	Revenue management
	4% Green energy development and innovation	Strengthen internal control, implement quality assurance and management
	4% Carbon reduction transformation	6% Sustainability performance
	2% Occupational safety and friendliness	2% Integrity management
	5% Other	2% Information security
		2% Employee relations

For more information on SEEC's directors and managers' remuneration policy, please refer to "II. Corporate Governance Report / Information on Directors, General Managers, Deputy General Managers, Assistant Managers, and Heads of Departments and Branches" in SEEC's 2024 Annual Report.

Directors' Continuing Education

In accordance with the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies", the Company requires new directors to study for at least 12 hours in the year of their appointment, and at least 6 hours each year starting from the year after their appointment; successors should study for at least 6 hours each year during their term of office. In order to enable directors to continuously improve their knowledge during their term of office, the Company regularly provides directors with continuing education courses for reference. The content of the 2024 board of directors' continuing education includes education and training courses related to business operations, corporate governance, taxation, corporate sustainability, compliance, integrity management, anti-corruption, and net zero emissions. All directors of the Company meet the requirements for continuing education hours and publish their continuing education status in the annual report and the Market Observation Post System (MOPS). In the future, we will continue to plan directors' continuing education courses and gradually increase ESG-related topics to provide directors with an understanding and grasp of sustainable trends.

Among them, courses related to integrity and anti-corruption include promotion of prevention of insider trading, how directors and supervisors supervise the company to establish and promote a sound risk management system, investigation practices and case analysis of corporate fraud, common deficiencies in "financial report review" and practical analysis of important internal control regulations, the latest "Criteria for Establishing Internal Control Systems" revision and practical compliance with internal audit and internal control laws and regulations related to financial report preparation. A total of 15 directors participated in the relevant courses, and the training rate of all directors was 100%.

For more detailed information on directors' further education, please refer to the Summary Table of Directors' and Supervisors' Attendance at Board Meetings and Further Education on the Market Observation Post System (MOPS).

Performance Evaluation of the Board of Directors and Functional Committees

In order to implement corporate governance and enhance the functions of the company's board of directors, establish performance goals to enhance the efficiency of the board's operations, and in accordance with the "Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies", the company's board of directors has approved the "Board of Directors Performance Evaluation Procedure" to regulate the performance evaluation of the board of directors, board members and functional committees that the company's board of directors should implement each year. From 2024, the company's sustainable development was included in the director performance evaluation project, so that the board of directors can fulfill its commitment to sustainable development and achieve sustainable operations.

In 2024, the Company conducted internal performance evaluations on the entire Board of Directors, individual directors and functional committees. The directors and relevant members of the functional committees conducted self-evaluations in the form of internal questionnaires, namely, "Board Performance Evaluation Self-Evaluation Questionnaire", "Director Member Performance Evaluation Self-Evaluation Questionnaire" and "Functional Committee Performance Evaluation Self-Evaluation Questionnaire". The evaluation results were between 5 points "strongly agree" and 4 points "agree". The directors were mostly very agree with the operation of each evaluation indicator. The overall operation of the Board of Directors and functional committees was evaluated to be good, in line with corporate governance requirements, and effectively strengthen the functions of the Board of Directors and safeguard the interests of shareholders. The results of the 2024 Board of Directors Performance Evaluation were reported to the Board of Directors on March 6, 2025.

For related information, please refer to [SEEC's official website / Sustainability Management / Corporate Governance / Board of Directors / Performance Evaluation of the Board of Directors for the Current Year](#) or SEEC's 2024 Annual Report "II. Corporate Governance Report / Corporate Governance Operation".

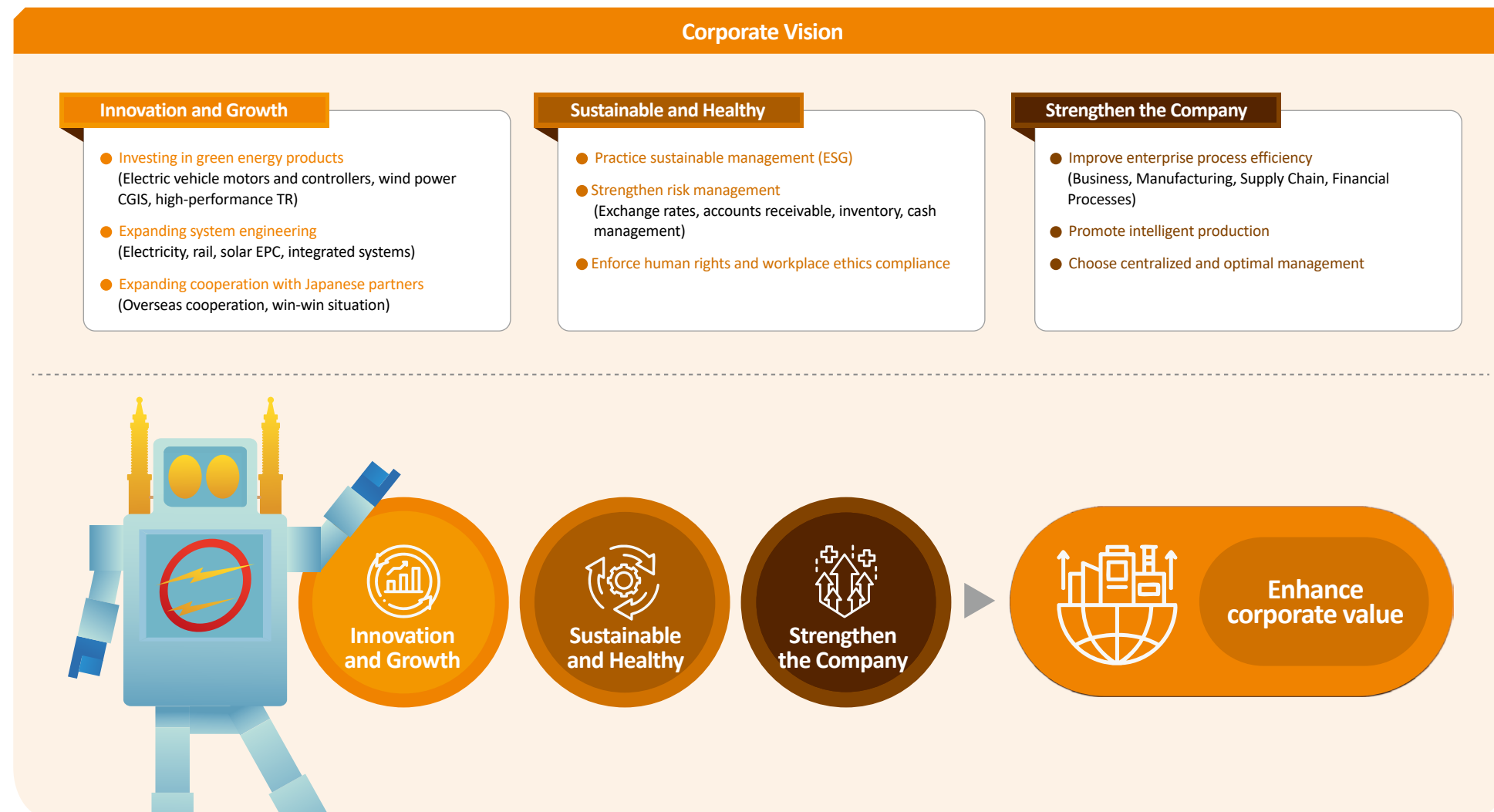
Conflict of Interest Management

In order to avoid conflicts of interest among directors, all directors of the Company are required to sign a consent form indicating their willingness to comply with the provisions of Article 23 of the Company Act, faithfully perform their duties and fulfill their obligations as good managers. At the same time, all directors are required to sign a declaration stating that they are aware of the content of recusal of the exercise of voting rights under Article 206 of the Company Act and the legal consequences of its violation. Article 32 of the Company's Corporate Governance Code of Practice and Article 16 of the Rules of Procedure of the Board of Directors also clearly stipulate the directors' conflict of interest system and ensure compliance with it.

Before the board of directors convenes, the company will review the proposals again to confirm whether there are any directors involved in the content that need to avoid conflicts of interest, and inform the director to avoid conflicts of interest in the meeting before the meeting; in the annual communication matters, each board member will also be reminded of the relevant legal changes and various important regulations. In 2024, the directors avoided 1 case of conflict of interest proposals, and the proposal was to donate to the "Memorial Foundation of Mr. Ching-Teh Hsu" (Board of Directors date 2024/11/08).

Furthermore, in accordance with Article 11 of the Company's "Integrity Management Code", the Company and its directors, managers, employees, assignees and actual controllers shall comply with the Political Donations Act and relevant internal company procedures when making direct or indirect donations to political parties or organizations or individuals participating in political activities. The purpose and purpose of the donations shall be confirmed and shall not be used to seek commercial interests or transaction advantages. No political donations was made in 2024.

4.2 Sustainable Management and Practice



Sustainability and Commitment

SEEC, with nearly 70 years of history, upholds the management philosophy of “People-Oriented,” “Innovative Growth,” and “Sustainable Development” in response to the rapidly changing global market. The Company is dedicated to providing comprehensive green energy solutions to customers and partners, advancing sustainability goals in collaboration with the supply chain, and maintaining open and positive communication with stakeholders to protect the global environment and create a sustainable future together.

E Environmental Protection

- Energy saving and carbon reduction** Actively invest in the research and development and application of energy saving and carbon reduction technologies, improve energy efficiency, and reduce greenhouse gas emissions.
- Green products** Respond to the global net zero carbon emission policy and strive to develop green products to reduce negative impacts on the environment.
- Energy and pollution prevention and control management** Follow environmental laws and regulations and standards, establish an environmental management system, and reduce pollution and damage to the environment.

S Social Engagement

- Employee benefits and training** We attach importance to employee benefits and training, provide competitive salary benefits and a complete education and training mechanism to ensure the continuous growth of employees.
- Green supply chain** Grow together with suppliers and create a green supply chain by promoting green concepts.
- Social responsibility** Actively participate in public welfare, support the development of education, culture, sports, medical care and other fields, and give back to the society.

G Management and Governance

- Corporate governance structure** Establish a sound corporate governance structure to ensure that the company promotes sustainable development decisions and execution.
- Information transparency** Focus on stakeholder interaction and feedback, ensure information is open and transparent, and improve corporate image and reputation.
- Risk management** Establish a sound risk management mechanism to identify and respond to potential risks early, improve decision-making quality and ensure stable company operations by reducing risks.

Sustainable Governance History

SEEC is committed to practicing sustainable management and upholding the core values of honest management and steady growth. Since promoting corporate social responsibility in 2015, it has continuously improved its governance structure, established a Chief Sustainability Officer and formally established a Sustainability Development Committee in 2023 to strengthen the promotion and implementation of sustainable policies and fully implement the company's sustainable development goals.

November 2015

- Established the "Corporate Social Responsibility Committee"
- The Board of Directors reviewed and approved the "Corporate Social Responsibility Code of Practice"

June 2017

- Formulated the "SEEC Co., Ltd. Corporate Social Responsibility Committee Organization Charter"

May 2022

- "Corporate Social Responsibility Committee" was renamed "Sustainable Development Committee"

March 2023

- "Procedures for the Preparation and Submission of Sustainability Reports" and related internal control systems were reviewed and approved by the Board of Directors

May 2023

- Set up the "Sustainability Development Committee"
- Establish a Chief Sustainability Officer

March 2024

- Formulate sustainable development management policy

November 2024

- Formulate the "Sustainability Information Disclosure Management Procedures"
- Amend the "Sustainability Report Preparation and Assurance Operation Procedures"
- Formulate the "Biodiversity Commitment"

Organizational Structure and Operations of the Sustainable Development Committee

The Company's Sustainable Development Committee is composed of all independent directors. The Sustainability Committee, under which the Sustainable Development Division, with Shih, Chin-Yi as the Chief Sustainability Officer. Six working groups are set up in three major aspects: sustainability report preparation, sustainability risk assessment, and greenhouse gas inventory. The six working groups are divided into three major aspects to promote ESG tasks and report the operation status to the Board of Directors on a regular basis. They are committed to practicing corporate sustainable management and following the concepts of honest management, steady growth, and sustainable development.

In 2024, the Sustainable Development Committee held 1 meeting, the Board of Directors held 4 meetings, and submitted 11 sustainability proposals. The communication topics included corporate sustainability plans and goals, supervision and management strategies for climate-related issues, and progress in greenhouse gas inventory implementation.

For more details on the organizational structure and operations of the Sustainable Development Committee, please refer to "II. Corporate Governance Operations / Corporate Governance Operations" in SEEC's 2024 Annual Report.

Organizational Structure of the Sustainable Development Committee



Committee Tasks

- Establishing corporate sustainable business policies and objectives
- Supervising and executing the short, medium, and long-term goals of corporate sustainability by committee members and task force members

Office of Sustainable Development

- Conduct research and improve various ESG promotion plans
- Implement corporate sustainable management policies formulated by senior managers

Secretary Office Promotion Team

- Master the committee's tasks and carry out PDCA work
- Regularly review execution performance to ensure continuous improvement activities
- Implement annual sustainability report production process and schedule project control
- Regularly track greenhouse gas inventory progress and report to the board of directors

Functions of each group of the Secretary Office



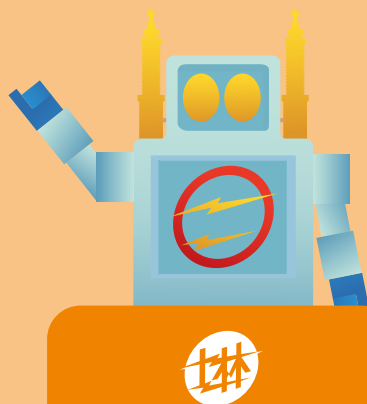
Key points for reporting ESG issues to the board of directors in 2024

Date of the board meeting	Proposal content
2024/03/11	<ul style="list-style-type: none"> Greenhouse gas inventory and verification schedule planning report Formulate sustainable development management policy 1 Operational continuity management policy 2 Energy management policy 3 Greenhouse gas management policy 4 Water resources management policy
2024/05/09	<ul style="list-style-type: none"> Greenhouse gas inventory and verification schedule report 2023 risk management implementation status report 2023 sustainability report proposal Chief Sustainability Officer changes proposal
2024/08/07	<ul style="list-style-type: none"> Greenhouse gas inventory and verification schedule report 2023 sustainable development implementation report 1 The company's supervision and management response strategy for climate-related issues 2 The company's communication status and frequency with stakeholders
2024/11/08	<ul style="list-style-type: none"> Greenhouse gas inventory and verification schedule planning report Proposal of donation to the "Memorial Foundation of Mr. Ching-Teh Hsu" Added and revised the company's internal policies and procedures 1 Formulated the "Biodiversity Commitment" 2 Formulated the "Sustainable Information Disclosure Management Procedure" 3 Revised the "Sustainable Report Preparation and Assurance Operation Procedure"

4.3 Integrity Operation

Codes of Ethical Conduct

In order to implement corporate ethical behavior and honest management, to facilitate the company's sustainable development goals, and to establish and maintain a good corporate governance system, the company has formulated "Corporate Governance Practice Code", "Code of Ethical Conduct", "Integrity Management Code", "Sustainable Development Practice Code", "Sustainable Development Committee Organizational Charters", "Charitable Donations and Sponsorship Management Procedures" and other regulations as the company's relevant standards and behavioral norms when practicing corporate social responsibility.



Reporting Mechanism and Whistleblower Protection System

The company's "Integrity Management Code" clearly stipulates the relevant mechanisms for soliciting ethical and legal behaviors and organizational integrity: "The company always pays attention to the development of domestic and international integrity management related standards, and encourages directors, managers and employees to make suggestions to review and improve the company's established integrity management policies and promotion measures to enhance the effectiveness of the company's integrity management implementation." The "Sexual Harassment Prevention Measures, Employee Complaints and Disciplinary Rules" clearly stipulate the reporting mechanism and process for general complaints or sexual harassment complaints, and promises to protect reporters from being improperly dealt with due to reporting situations.

The company has an independent complaint mailbox (audit@seec.com.tw), fax hotline and internal hotline for use by internal and external personnel of the company, and has assigned dedicated personnel to assist in handling complaints according to the type of complaint. According to the company's regulations, the receiving unit should record the content of the complaint, and after confirming that the content is correct with the complainant, sign or stamp and indicate the complainant's name, unit and title, residence, contact number, and date of complaint. If there is an agent, a letter of authorization should be attached, and the name, residence, and contact number should be stated. The complainant and the relevant personnel responsible for handling the complaint should keep it absolutely confidential and shall not disclose any content related to the complaint to the public, and protect the whistleblower from being improperly dealt with due to the reporting situation.

Written documents or electronic files should be kept for the acceptance of reports, the investigation process and the results of the investigation, and kept for five years to ensure confidentiality. If a lawsuit related to the content of the report occurs before the expiration of the retention period, the relevant information should continue to be kept until the end of the lawsuit.

According to the "Integrity Management Code", when a report involves a director or senior executive, it should be reported to the independent director. If a major violation is found or the company is at risk of major damage after investigation, a report should be made immediately and the independent director should be notified in writing. In addition, the company also stipulates in the "Code of Ethical Conduct" that "employees are encouraged to report to the board of directors, managers, the Sustainable Development Division, the internal audit director or other appropriate supervisors when they suspect or discover violations of laws, regulations or the Code of Ethical Conduct, depending on the extent of the violation, and provide sufficient information so that the company can properly handle subsequent matters." as a relevant reporting mechanism.

The company hopes to encourage employees to improve the company's social responsibility regulations through the company's relevant systems and regulations. If an employee is suspected of violating the regulations, an investigation can be conducted in advance to avoid causing damage to the company and society. In 2024, the company did not receive any complaints or reports.

Complaint/Report Channel

- The Sustainable Development Division of the company is the operating unit for supervising honest business operations, and the relevant complaint system is handled in accordance with the company's regulations and procedures.
- Email: audit@seec.com.tw
- The Human Resources Division of the company is the operating unit for internal general complaints and sexual harassment complaints, and the relevant complaint system is handled in accordance with the company's regulations and procedures.



Whistleblower Protection Mechanism

- The company's complaint handling personnel shall handle the complaints within the scope of the administrative system's authorization, and shall be fair, pragmatic and honest, collect information in detail, analyze and handle the complaints as soon as possible. The reporting process will protect the whistleblower from being exposed and improperly handled.



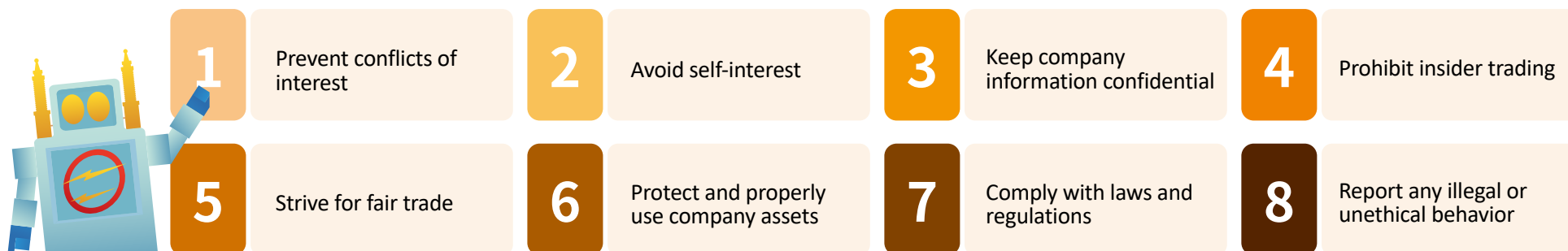
Investigation Process

- After accepting the report, the complaint handling personnel will conduct a follow-up investigation in accordance with standard procedures and abide by the confidentiality principles related to the Personal Information Protection Act. Retaliation against relevant colleagues is strictly prohibited.



Integrity Management Communication and Training

In order to prevent corruption, the company has established a corporate culture of honest management and sound development, and has regulated the behavior of all directors and managers in accordance with ethical standards. It has specially established "Code of Ethical Conduct" and "Code of Honest Management" and published them on the company website. The purpose is to require directors, managers, employees, assignees or those with actual control to follow the following behaviors:



In 2017, the company revised the "Integrity Management Code" to prohibit the company's directors, employees, assignees or persons with actual control from engaging in dishonest behavior when engaging in business activities. It also stipulates in the work rules and corporate ethics statement that employees shall not use their position to engage in malpractice or accept gifts from others, nor shall they disclose the company's various technologies and business contents to the outside world, and relevant control measures have been established, such as through the establishment of internal control systems and regular and irregular audits.

SEEC conducts anti-corruption education and training for sales, procurement, and new colleagues in the head office, branches, and subsidiaries from time to time to strengthen their awareness of the rule of law. Through prior education and training, colleagues are informed of the criminal and civil liabilities that may result from violating the law, in order to reduce the legal risks of colleagues accidentally violating the law. In addition, regarding the promotion of anti-corruption policies, the heads of various departments and procurement and sales colleagues serve as a communication bridge for all internal employees and external suppliers, respectively, and use actual cases of corruption in other companies to start dialogues. The company's anti-corruption stance has been promoted several times in various department meetings and or external business meetings. In 2024, SEEC did not have any major corruption risks, such as government procurement scandals, and no corruption incidents or corruption cases investigated by judicial prosecutors.

As for the policy against unfair competition, the company's "Codes of Ethical Conduct" and other regulations disclosed on the website all require that there should be no unfair transactions; and in all external distribution contracts, it is also clearly stipulated that the dealers set their own prices for sales, and the company will never manipulate market prices. In terms of preventive measures, new employee training includes legal courses, and sales and procurement personnel receive legal education and training courses and e-Learning courses every year to strengthen colleagues' awareness of relevant regulations. In 2024, SEEC was not involved in any unfair competition.

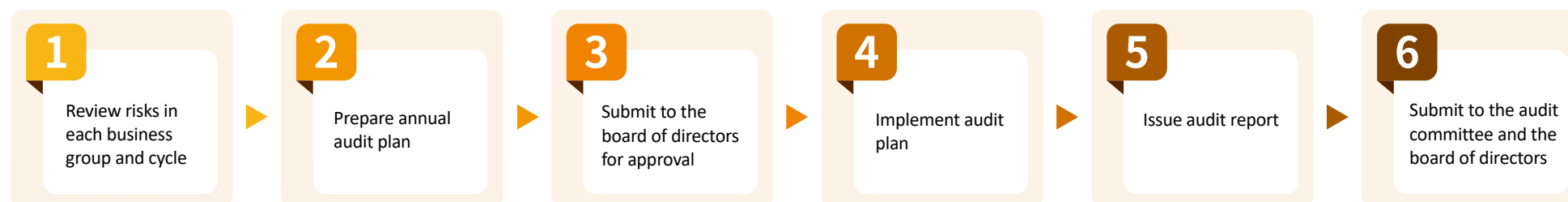
Communication Target	Communication Method	Communication /Training Ratio
New employees	<ul style="list-style-type: none"> Since 2016, all new indirect employees of the company, regardless of their position, have received anti-corruption education and training. The company arranges internal legal staff to teach the concepts of ethics and compliance in two rounds of legal courses for new indirect employees every year, totaling 130 people and 130 hours in 2024. 	100%
Current employees	<ul style="list-style-type: none"> Conduct regular e-mail regulatory advocacy and provide anti-corruption teaching materials for their study. In 2024, the advocacy covers all employees in service. 	100%
Purchasing and sales staff	<ul style="list-style-type: none"> For all procurement and sales personnel in Taiwan who may be at higher risk of accidentally engaging in corruption, we will also conduct education and training on anti-unfair competition, anti-trust and monopoly. The company's Legal Section will organize small classes to provide face-to-face education and training. e-Learning courses: Through the e-Learning system, relevant courses are launched from time to time, and sales and procurement colleagues are required to complete online courses. In 2024, with the themes of anti-bribery, anti-bribery, and anti-unfair competition, e-Learning online training was arranged, totaling 195 people and 97.5 hours, to strengthen the anti-corruption awareness of colleagues. Anti-corruption courses with "anti-bribery and anti-bribery": In 2024, each person will complete at least one online or face-to-face education and training course. Legal education and training courses for sales and procurement personnel: For the company's sales and procurement colleagues, especially for topics such as anti-corruption to strengthen the rule of law awareness, a total of 218 people, 235.5 hours. 	100%

Implement Internal Control and Audit Management

The Audit Team is set up under the Board of Directors to assist the Board of Directors and managers in identifying and assessing the company's risks, and to examine and review the effectiveness of the design and operation of the internal control system. The Audit Team proposes an audit plan every year based on the five elements of internal control of COSO (Committee of Sponsoring Organizations of the Treadway Commission), and based on past audit experience, the annual budget for the following year, and the existing organizational structure. It examines the management level's grasp of the overall internal and external environmental risks, the control of business unit operational risks, and the effectiveness of the design and implementation of the internal control system. After the audit report is completed, the improvement results will be regularly reported to the Audit Committee and the Board of Directors.

In addition to the internal control system, the company has established management systems for specific areas in each plant, such as ISO 14001, ISO 45001, ISO 9001 and other system verifications. The plant regularly conducts relevant regulatory compliance audits based on the management system regulations, establishes management reporting platforms for each department and subsidiary, and conducts internal audits and management reviews from time to time to ensure that the company's operations comply with regulatory requirements. The head office staff unit announces relevant regulations on the company's internal website and promotes them to employees through emails to enhance employees' understanding of regulations, and organizes regulatory compliance training for new employees to avoid the company and employees being exposed to the risk of violating the law.

Audit system implementation process



The key audit areas for 2024 include operational procedures, audit items mandated by the Financial Supervisory Commission (FSC), and the Internal Control System. The audit team has completed the annual audit tasks, and deficiencies identified in each unit have been rectified within the approved timeframe. For business units with varying levels of risk, audit frequency will be adjusted based on their overall impact on the Company, with the aim of minimizing operational risks across the organization.

Regulatory Compliance

The company strictly abides by government laws, international conventions and other laws and regulations. It not only fully complies with the relevant laws and regulations of the operating locations, but also pays attention to the latest global sustainable development issues. Through company regulations and compliance training, it ensures that all business and operating activities can comply with relevant laws and regulations to fulfill the most basic corporate social responsibility. The company did not have any major violations in 2024, but there were sporadic small fines, which SEEC paid immediately and completed the improvement.



Date of judgment 2024/6/24

Reasons for judgment and laws

Article 128-1, Paragraph 6 of the Occupational Safety and Health Facility Rules and Article 6, Paragraph 1 of the Occupational Safety and Health Act

Violation description

The use of aerial work vehicles for transformer installation projects may result in a fall hazard, and the aerial work vehicles are not used for purposes other than their primary purpose (i.e., as a device for going up and down without protective measures) in accordance with regulations.

Result of judgment

Fines of NT\$10,000

Preventive and improvement measures

The transformer installation project has set up a mobile ladder for workers to use as a device for going up and down, and the workers are sure to use back safety belts, helmets and other necessary protective gear.

Date of judgment 2024/8/28

Reasons for judgment and laws

Violation of Article 8, Paragraph 4 of the Noise Control Act, and judgment in accordance with Article 23 of the Noise Control Act

Violation description

Because the construction site is located in a traffic control area, it is necessary to cooperate with government public works to carry out night construction. When installing large transformer equipment, the operation of heavy machinery generated noise interference, thus violating the Noise Control Act, and was fined a small amount and required to participate in environmental training.

Result of judgment

A fine of NT\$6,000, and a one-hour environmental training in accordance with Article 23, Paragraph 2 of the Environmental Education Act

Preventive and improvement measures

In the future, apply for daytime construction as much as possible, and use low-noise equipment to improve noise.

Date of judgment 2024/9/12

Reasons for judgment and laws

Article 5 of the Standards for Building Safety and Sanitation Facilities, Article 8, Paragraph 1 of the Standards for Building Safety and Sanitation Facilities, and Article 6, Paragraph 1 of the Occupational Safety and Health Act

Violation description

For exposed steel bars in the workplace that are prone to occupational hazards, no protective measures such as bending the tip, adding covers or adding sheaths were adopted; no appropriate fixed fences were set up around the workplace, and warning signs were installed in prominent locations.

Result of judgment

Fined NT\$11,000

Preventive and improvement measures

- Rebar caps have been installed on exposed steel bars in the unit substation.
- A type fence has been set up around the workplace and warning signs have been installed in prominent locations.

Date of judgment 2024/9/12

Reasons for judgment and laws

Article 27, Paragraph 1, Clauses 1 and 4 of the Occupational Safety and Health Act

Violation description

When the business unit and the contractor separately employ workers to work together, in order to prevent occupational hazards, the original business unit failed to take the following necessary measures: 1. Establish an agreement organization and designate a workplace manager to be responsible for command, supervision and coordination. 4. Provide guidance and assistance for safety and health education between related contractors...

Result of judgment

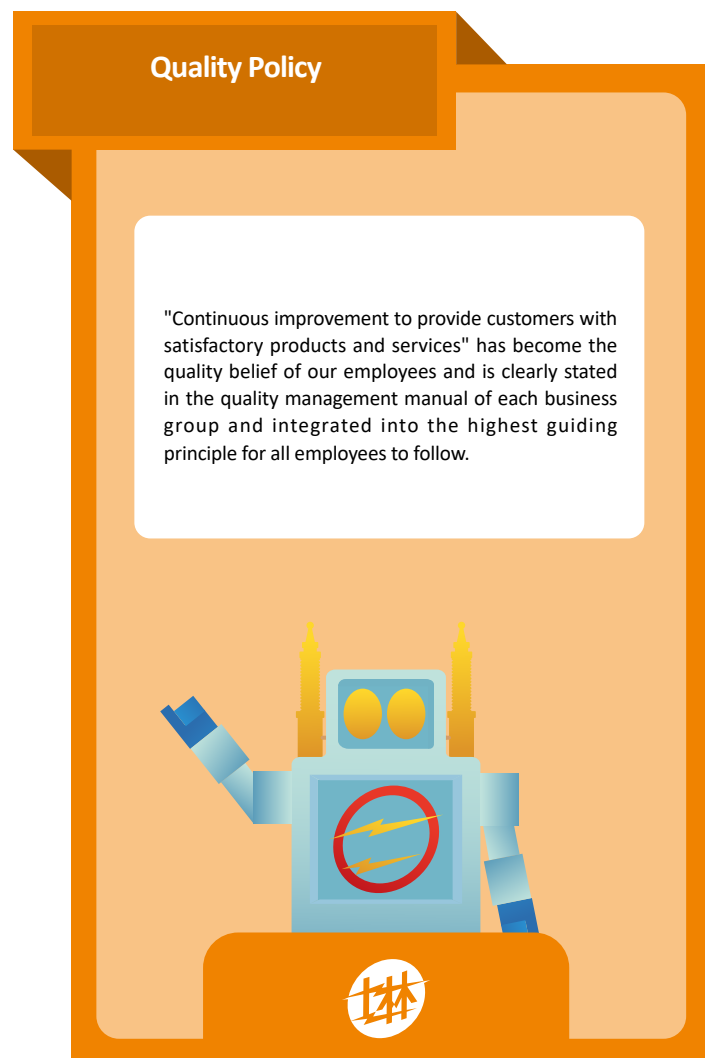
Fine of NT\$11,000

Preventive and improvement measures

- An agreement organization has been established, which is held regularly every month and as needed, and a workplace manager has been designated to be responsible for command, supervision and coordination.
- Workers have received general safety and health education training.

Note: "Major violation" is defined as a fine of NTD1 million or more.

4.4 Product Responsibility



Quality Management

In the manufacturing industry, product quality is the most important success factor. Only with good product quality can we have good competitiveness. In order to ensure product quality and customer safety in use, the company has set up "Quality Assurance Center" and "Automobile Parts Manufacturing Management Division" in each business group to promote smart manufacturing, improve business capabilities, deepen key manufacturing technologies, strengthen core capabilities, improve product engineering management and verification technologies, and strengthen risk management to ensure product quality.

Quality Management System Verification

All products developed and produced by the company's product business groups have passed and will continue to maintain international quality management system certification. Except for the Automobile Equipment Business Group, which adopts the latest IATF 16949:2016 quality certification for the automotive industry, all other business units (Taiwan production bases) have passed the latest international quality management system ISO 9001:2015 certification. (Please refer to [Appendix 5](#) for the verification statement)

Quality awareness education and certification assessment

In response to the requirements of quality management, in addition to the institutionalized management within each business unit, the head office management unit also implements quality education and training and internal assessment work, including promoting review and new training for employees, quality compliance confirmation and audit, research and development of new regulations and verification benchmark audits, etc., and formulates a professional certification and subsidy assessment system to encourage employees to obtain certificates and pay related fees.

For external training and assessment, the head office management unit cooperates with external resources to invite external professional institutions to provide professional quality training, and send personnel to participate in the CQT quality control technician, CQE quality control engineer and other professional technical personnel qualification examinations held by the Quality Society. In 2024, a total of 11 employees obtained quality professional certificates issued by the Chinese Society for Quality, of which 10 obtained the CQT certificate and 1 obtained the CQE certificate. A total of 326 people participated in quality assurance-related education and training, totaling 3,643 man-hours.

Continuously improving product verification capabilities

The company has set up precision measurement centers, reliability test centers, product testing centers and other product verification units in each production business group to provide effective product liability assurance for R&D prototype development, small batch trial verification, mass production inspection, and market feedback product verification.

The Heavy Electric Business Group has passed the TAF test laboratory certification and can independently issue fair and effective test reports for various types of power or distribution equipment such as power and distribution transformers, switchboards, voltage transformers, current transformers, lightning arresters, circuit breakers, etc. Many test items not only meet the factory test scope of domestic and international standards, but also cover many type test items, effectively increasing the confidence of stakeholders in our products.

In 2024, the Heavy Electrical Product Experiment Center applied for additional evaluation of lightning arresters (without gaps), evaluation of changes in high-voltage distribution boards, and accepted TAF's regular supervision and evaluation. After the evaluation, they all met the requirements and passed the certification and obtained the TAF reissued certification certificate. In August of the same year, the Heavy Electric Business Group also accepted the Bureau of Energy's three-year regular original manufacturer extension on-site evaluation, and passed the evaluation and obtained the "Original Manufacturer Approval Registration Certificate" reissued by the Ministry of Economic Affairs.

In 2024, the Breaker & Switchgear Business Group obtained the Ministry of Economic Affairs' original manufacturer registration certificate for high-voltage electrical equipment in accordance with the provisions of Point 7 of the "Ministry of Economic Affairs' Key Points for Testing and Operation of Inspection Institutions, Original Manufacturers, and High-voltage Electrical Equipment". (Please refer to [Appendix 5](#) for the original manufacturer registration certificate)

The product complies with national or international standard type tests

In addition, for product type test certification and voluntary certification, the products produced by the company can meet the requirements of relevant certification in laws and regulations. For example:

- High-voltage electrical equipment:** In 2024, 6 new items were approved by the Ministry of Economic Affairs and the Energy Administration, a total of 4 main types + 4 series types, and the approval letters totaled 123 items.
- Low-voltage switch category:** As of December 2024, a total of 432 items should be inspected and voluntarily registered (64 new items were obtained in 2024).
- Industrial automation products:** All products have obtained CE certification (such as servo motors, drives, inverters, etc.), and servo drives SDE, SDP-A, SDP-E, SDC-C, SDC-A, SDC-E, SME, SMP series have all obtained UL certification.
- Automotive electrical equipment category:** Meet the requirements of car factory durability tests and road vehicle tests.
- The Breaker & Switchgear Business Group:** Obtain the original manufacturer registration certificate for high-voltage electrical equipment from the Ministry of Economic Affairs in 2024, with a total of 14 main series models.

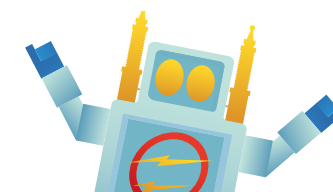
Product traceability management and tracking

In order to make the products produced and manufactured traceable, the company has introduced the MES (Manufacturing Execution System) system, which allows the system to monitor the products from ordering, production, process control to product completion, ensuring the quality of product production. Through databases, graphical user interfaces, open architectures and other related information, we integrate the processes of suppliers, property management, production, equipment maintenance, quality control, etc., and accurately transmit the real-time production information on the factory production line to users through the web or other notification methods, thereby improving the enterprise process, increasing production efficiency, and establishing production records, production resource control, and error prevention management.

Product tracing flow chart



Product Health, Safety and Labeling



Hazardous Substance Management

Business Unit	Product	CE/RoHS	Reach
Heavy Electric Business Group	Power transformers exported to North America comply with UL regulations	100%	100%
Automobile Equipment Business Group	Generator, starter motor, fuel pump, ignition coil, magnet generator, start-stop generator	100%	100%
Breaker & Switchgear Business Group	Fusible circuit breakers, small type breakers, electromagnetic switches	100%	100%
Automation Business Group	Servo motors, programmable controllers, frequency converters, human-machine interfaces	100%	100%

In order to ensure that the company's products meet the standards of the "Restriction of the use of certain Hazardous Substances in Electrical and Electronic Equipment" (RoHS Directive) and achieve the goal of being free of hazardous substances, the "Restriction of Hazardous Substances Directive (RoHS) Management Measures" has been formulated to ensure All of SEEC products and manufacturing processes comply with international environmental protection laws and standards and meet international environmental protection requirements.

In addition, to effectively manage the Company's self-manufactured product quality and production processes, SEEC implements strict controls at the source of production. In addition to requiring suppliers to sign the "Prohibited and Restricted Substances Compliance Guarantee," the Company has established an "Incoming Material Inspection Procedure." For the first delivery from a supplier, a test report issued by a third-party certification body verifying the absence of hazardous substances is required. Depending on quality management needs, suppliers may also be requested to provide updated third-party test reports on an irregular basis. Products that pass inspection are labeled as RoHS-compliant on the external packaging and noted as "RoHS Only" in the quality inspection record remarks column, ensuring that all supplied environmentally friendly materials and components comply with SEEC's regulations on prohibited and restricted hazardous substances.

SEEC's banned and restricted substances are mainly the 10 hazardous substances specified in RoHS 2.0, and their types and concentrations must comply with the upper limits of the RoHS 2.0 regulations recently released by the EU. In 2024, all products produced by SEEC's business groups will comply with RoHS regulations, except for equipment with an operating voltage of less than 1000V AC or 1500V DC, such as heavy electrical products, which are within the scope of the RoHS Directive (2011/65/EU).

Although certain materials used in the Company's products contain substances listed under IEC 62474 (such as lead, mercury, cadmium, and hexavalent chromium), their concentrations comply with relevant restriction standards. In addition, suppliers have provided self-declarations to ensure compliance with prohibited and restricted substance requirements. In 2024, none of Shihlin Electric's sold products contained substances that required active disclosure under the IEC 62474 standard, and the revenue generated from such products accounted for 0% of the total revenue.

Product Safety and Labeling

The products have passed relevant tests and verifications such as international, national and customer standards before leaving the factory, and are 100% compliant with safety regulations. The products of the Heavy Electric Business Group exported to North America and the Automobile Equipment Business Group are 100% compliant with UL regulations. The electromagnetic contactors for export of the Breaker & Switchgear Business Group have obtained UL certification. The SDE series, SDP-A, SDC-A, and SDC-E series of servo drives of the Automation Business Group have all obtained UL certification. In addition, "Safety Precautions" are marked on the product manual when shipped to provide consumers with safe usage, installation environment and other product safety information.

The quality of the products of SEEC conforms to customer specifications or national standards CNS or well-known international standards (such as IEC, IEEE...). Taking CNS compliance as an example, through certification practices such as CNS Mark certification, we will continue to ensure customer safety in use. In conjunction with the promotion of the new version of the quality management system, we will continue to maintain and obtain the updated version of the CNS Mark certificate, and control product safety and labeling with the spirit of CNS Mark certification. As of 2024, an excerpt of the company's CNS Mark certification items is as follows:

Factory	Certificate Number	CNS Number	Product Name	CNS Mark	Smile Mark
Heavy Electric Factory	2897	598	Distribution transformer (single phase), rated primary voltage (11400V)	☑	-
	6001	11437	Instrument transformer (Current transformer)	☑	-
	6002	11437	Instrument transformer (Potential transformer)	☑	-
Xinfeng Factory	1260	1179	Low voltage capacitor	☑	😊
	1509	1372	High voltage power capacitor	☑	😊
	2261	2930	AC solenoid switch	☑	😊
	2371	14816-2	Low voltage switchgear and control device-Part 2: Circuit breaker	☑	😊
	3709	5422	Leakage circuit breaker (dedicated for ground fault protection)	☑	😊
	3710	5422	Leakage circuit breaker (ground fault protection, overload protection and short circuit protection)	☑	😊

Note:
The smile mark is for the Industrial Development Bureau, Ministry of Economic Affairs to assist domestic traditional industries to improve product quality. Since 2010, it has promoted the verification system of Taiwan-made MIT smile products, which meet the "Taiwan-made origin certification standards" and "quality inspection". The evaluation experts will then go to the site to check to confirm whether the product is manufactured in Taiwan's original industry and meets the relevant verification standards of the industry. Only after passing the inspection can the MIT smile mark be issued.

The cumulative statistical certificate cases for heavy electrical products, low-voltage switches and industrial control products (sent to impartial testing agencies for testing and passing the test) are as follows:

Item	CE (Self-declaration)	CCC (China)	TUV (Germany)	KEMA (Netherlands)	BSMI (Taiwan)	cULus (USA)	SNI (Malaysia)	SEMI S2 (EU)
Power and distribution transformers	0	0	0	3	0	1	0	0
Breaker	4	145	27	14	92	0	1	1
Electromagnetic contactor	0	79	30	0	0	40	0	0
Auxiliary device	0	0	0	0	0	0	0	0
Thermal relay	0	0	3	0	0	6	0	0
Server driver	6	0	0	0	0	2	0	0
Frequency converter	6	0	0	0	0	0	0	0
12" EFEM	1	0	0	0	0	0	0	0
LOADPORT	0	0	0	0	0	0	0	1

The Automobile Equipment Business Group successfully passed the ISO26262 certification

The Automobile Equipment Business Group has recently successfully obtained ISO 26262:2018 functional safety management process certification. ISO 26262 is an internationally recognized automotive functional safety standard that covers the entire product life cycle, from concept design, development, testing to mass production, to ensure the safety of automotive electronic and electrical systems. Based on the solid foundation of the existing IATF 16949 automotive quality management system, the Automobile Equipment Business Group has introduced the ISO 26262 standard and established a development process that meets functional safety requirements, achieving all-round safety protection for hardware, software and system design, reaching international advanced levels.

The certification was conducted by TÜV NORD, a German certification body. TÜV NORD has been established for more than 150 years and is the world's leading third-party testing and certification body. TÜV NORD's professional team conducted a comprehensive assessment of the development process of the Automobile Equipment Business Group and confirmed that it fully complies with the strict requirements of ISO 26262:2018. As the core standard of the global automotive industry, ISO 26262 has become an indispensable assessment benchmark in the supply chain. The successful passing of the ISO 26262:2018 functional safety management process certification not only proves the Automobile Equipment Business Group's strong strength in product functional safety development, but also reflects its accurate grasp of international market needs. (Please refer to Appendix 5 for the verification statement)



Customer Communication and Service

SEEC has a wide range of customers. In order to provide the best service to customers, from new product development, product sales to after-sales service, the sales department is the main window for correspondence. According to different topics, we will directly visit or convene meetings with relevant units for negotiation. In order to ensure that we can fully receive the needs, problems and feedback of customers when using products, we have planned many channels such as: 0800-524-040 hotline free consultation, SEEC website Q&A, consultation email (service@seec.com.tw), and on-site service. We also clearly mark the consultation contact information on product catalogs, official cars, official websites, company business cards, exhibitions, seminars, LINE, various service locations, etc., so as to collect the needs reflected by customers in real time, give feedback and make improvements, so that the voice of customers can be properly conveyed to the factory, so as to achieve the goal of continuously improving customer satisfaction.

Communication channels

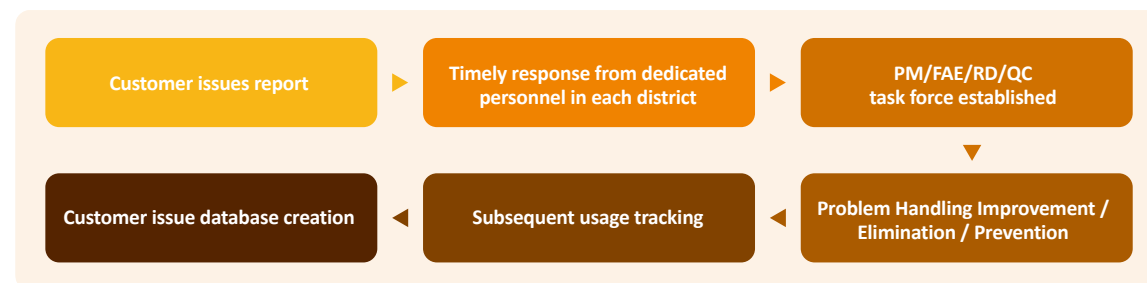
- 0800 free hotline
- Official website
- Email
- Specialized on-site service

Promotional channels

- Exhibitions
- Dealer seminars
- Product catalogs
- Official vehicles
- Social media LINE

Customer Consultation Process

Each business group has sales technicians in each branch, who can go to the customer site immediately to identify and eliminate issues. Once the customer issue is identified, it will be transferred to the dedicated department for analysis and processing. After the issue is solved, we will also track customer's subsequent usage status. This business group retains various problem-solving databases, conducts regular reviews and internal education and training on relevant issues, and continues to improve the efficiency of customer problem-solving.



Product Recall and Remediation Mechanism

The products manufactured and produced by SEEC strictly abide by relevant regulations and customer contract specifications, and we produce products that meet international standards, national standards and customer requirements. In 2024, SEEC had no product recalls, nor any legal proceedings or monetary losses due to violations of product safety regulations.

In addition, the company has established "Quality Service and Complaint Handling Procedures". When receiving customer complaints, the company will implement the following in accordance with operating procedures and management regulations:

1. Provide plans for product and service quality enhancement to prevent complaints.
2. When complaints occur, information can be conveyed and dealt with promptly.
3. Confirm customer satisfaction and prevent similar complaints from happening again.

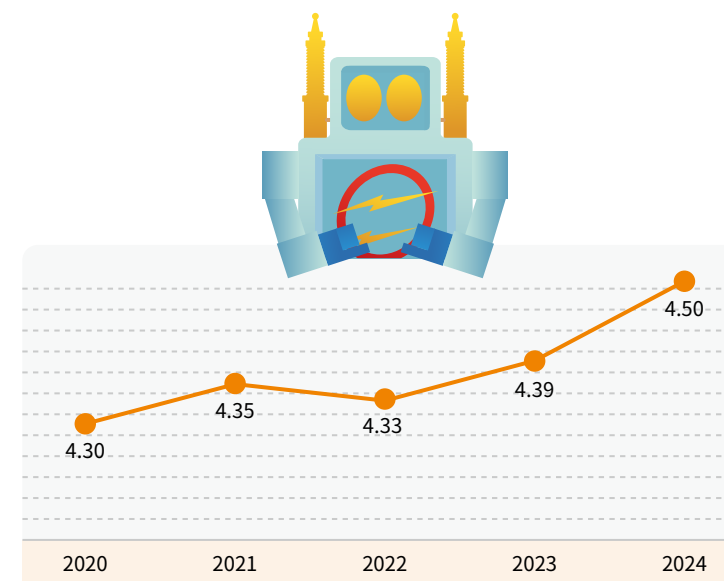
The main contact window for customer complaints is the business unit. If it is a product quality problem, the quality assurance center will mainly conduct analysis, countermeasures and statistics on the returned products and then reply to the customer. If the complaint involves product safety liability, a meeting will be conducted to handle the case.

Customer Satisfaction

Each business unit regularly conducts customer satisfaction surveys every year, focus on four indicators: quality, delivery time, price, and service; and then prepare a "Customer Satisfaction Survey Form" and submit it to the top management of the business group. If the survey results are lower than 3 points (full score is 5 points), a review will be conducted for further enhancement.

Overall, the overall satisfaction of SEEC has maintained a certain level, and the average score has remained above 4 points. In 2024, the average total customer satisfaction score of each business group was 4.5 points. The overall service satisfaction has increased compared with last year, and the scores of other indicators have also reached a satisfactory level. Based on the evaluation of customer satisfaction factors, we will organize, analyze and feedback to understand customers' ideas and make relevant improvements to improve service quality.

SEEC Customer satisfaction score over the years



Chapter # Major Theme Management and Response Business Performance Management Policy | Information Security Protection Management Policy

Sustainable Operation



★ Annual Performance

Major stakeholders

TCSA Taiwan Enterprise Sustainability Award

Innovation and Growth Leadership Award

Consolidated revenue of NT\$35,071 million

up **10.3%** from 2023

Shareholder Equity

Return rate **8.8%**, EPS NT\$ **5.81**

TCSA Taiwan Enterprise Sustainability Award

Traditional Manufacturing -Platinum Award

Consolidated net profit after tax of NT\$3,144 million

up **27.7%** from 2023



- Committed to investing in new products and new markets to create revenue performance
- Strategic alliances with business partners to expand the optical, charging and storage markets
- Promote digital and intelligent products and introduce intelligent manufacturing systems (AIOT, MES, e-Factory)



Business Policy

01

In response to the international trend of "net zero carbon emissions", we actively seize the business opportunities of energy transformation

02

Strive to win turnkey projects for green energy/transportation and public works/Taipower's Resilience Plan

03

Focus on strategic products with core advantages and expand domestic and overseas markets

04

Promote digital transformation

05

Comprehensive optimization of organization and talents

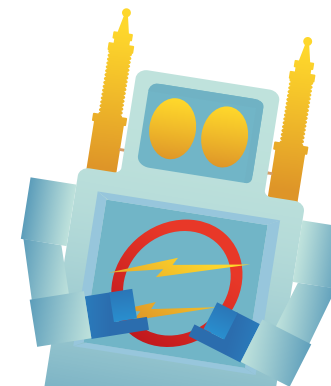
06

Strive to pursue sustainable management (ESG)

5.1 Operation Overview

Financial Performance

We continue to expand green energy-related businesses, covering various parts, equipment, and turnkey projects to meet the market's demand for green energy. At the same time, we work together with supply chain partners to implement environmental protection and social responsibility, and practice the concept of sustainable management to create a better future. The company is committed to investing in new products and new markets to create revenue performance. The business overview of each operating department is as follows:



1. Electricity Distribution Sector

The demand for power distribution market is strong at home and abroad, and the revenue performance this year is outstanding. In addition to the replacement and upgrading of equipment in the domestic power market, the system engineering business continues to expand and cooperate with the government's green energy policy, actively investing in solar energy and energy storage systems, and the market share continues to increase; in addition, it is also actively expanding overseas markets such as North America and Southeast Asia. In the power distribution market, the domestic housing construction market is in good condition due to the return of Taiwanese businessmen and the reconstruction of dilapidated and old buildings. It is also actively promoting the replacement market, and developing waterproof leakage switches for street lights and school power transformation projects. Factors such as these have enabled domestic revenue to continue to grow and maintain the first market share; in the overseas power distribution market, it is actively deploying markets such as the mainland China Southeast Asia, Saudi Arabia, and Bangladesh, and its export performance is hot. In addition, it continues to invest in the research and development of green energy, intelligent and miniaturized products and promotes international product certification. It is still very competitive in the face of market challenges.

2. Automobile Parts Sector

In 2024, the domestic automobile market declined by 4%, domestic cars declined by 6%, and imported cars also showed negative growth, declining by 2%. The proportion of imported cars still remained at 48%. The main customers of automotive electrical equipment are domestic car manufacturers. In addition to operating the existing market steadily, automobile equipment plants are also actively developing electric vehicles and charging pile related products. The motorcycle market had a higher base period due to the competition between the two gasoline car giants in the early stage. In 2024, it declined by 14%. Electric motorcycles only declined slightly by 1% due to the Keelung subsidy bid. However, the company continues to invest in the research and development of its own EV power system. Through the design and process capabilities accumulated from the production of automotive and motorcycle electrical products and electric motorcycle power systems, it has developed an air-cooled, high-efficiency power system to achieve lower costs, higher reliability and a longer endurance 8kW electric motorcycle power system, reflecting the innovation in research and development technology and the value of the gasoline vehicle electrification process. In addition, it actively cooperates with domestic and foreign car manufacturers to develop, open up international reputation and improve overall competitiveness. In response to future business opportunities. In terms of components, we continue to invest in energy-saving starter generator products (ISG), and adopt cross-strait division of labor to enhance product competitiveness. We actively expand the European and American export markets, and continue to expand into mainland China and Vietnam, hoping to enter major international car manufacturers and become an important supply chain member.

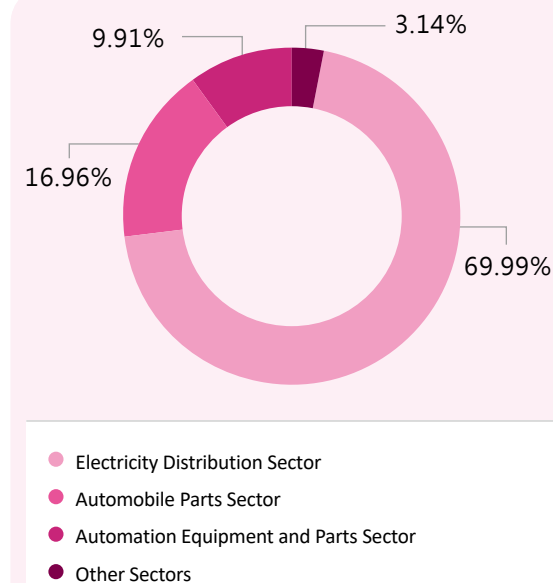
3. Automation Equipment and Parts Sector and others

In 2024, the export of domestic machinery industry was affected by geopolitics, and the export of machine tools declined sharply by 14.8%. Although the Automation Business Group was affected by the poor economic situation of the machinery and equipment industry and the delay of green energy cases, it still actively expanded the demand for new industry opportunities such as AI, CoWoS, green energy, etc., expanded the sales of customized hollow motors, and responded to industrial transformation to find new markets such as semiconductors and PCBs. Therefore, the domestic performance of the Automation Business Group in 2024 still grew slightly by 0.9% compared with the same period. In addition, through the continuous research and development of high-efficiency and low-energy consumption products, and the active recruitment of high-tech industry elites and management talents, high C/P value products are launched to expand sales.

Looking to the future, the Automation Business Group will continue to seize business opportunities such as CoWoS/AI immersion servo/energy saving and carbon reduction, and carry out growth momentum such as product certification and customization, expand new business/new product performance (green energy, energy storage/Mitsubishi new products), and integrate B/L business resources and sales channels to create a new wave of growth competitiveness and advantages for the Automation Business Group.

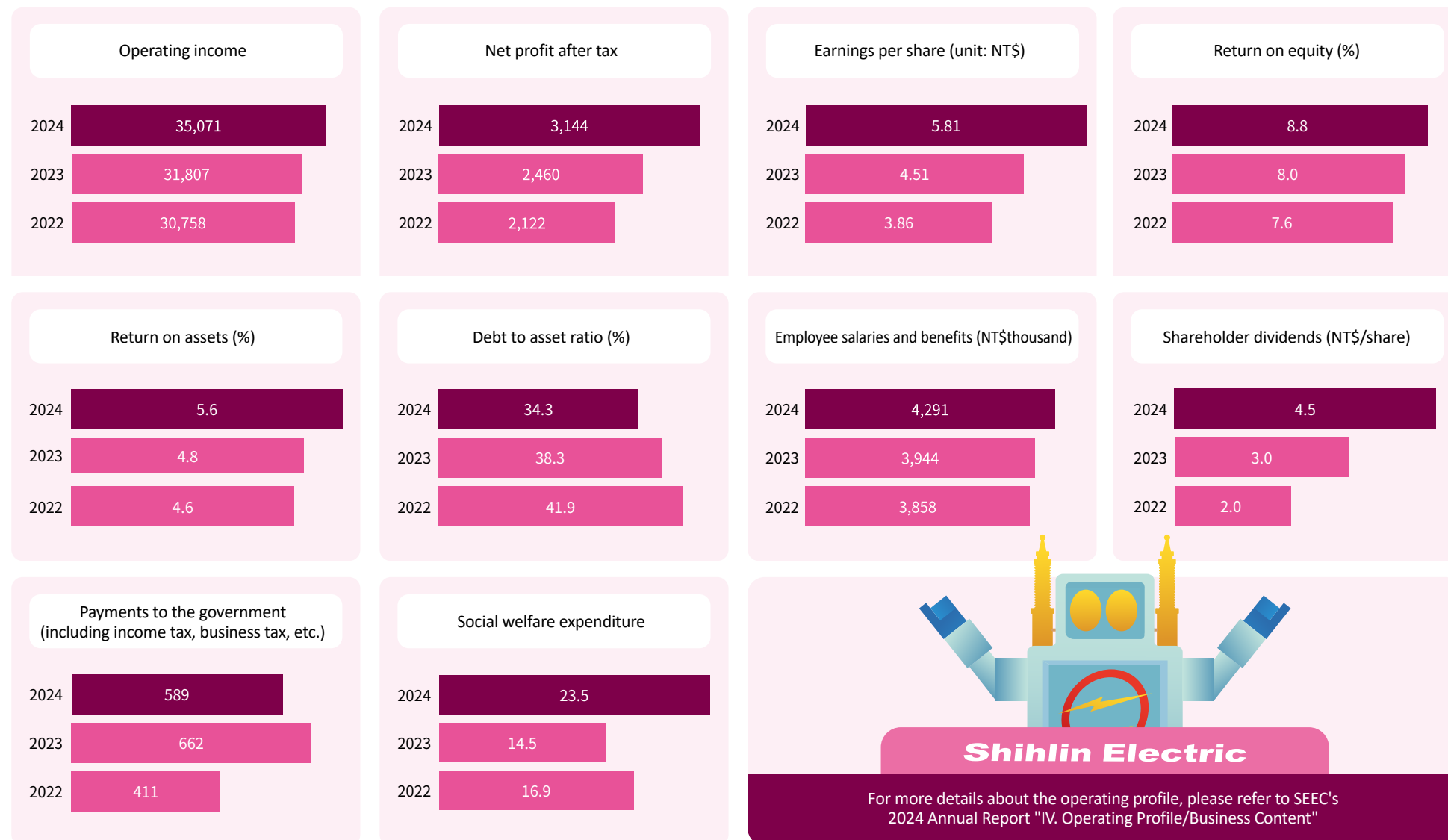
The world is facing energy transformation and high inflation. With its comprehensive strategic layout and flexible adaptability, SEEC has successfully responded to changes in the external environment and achieved steady growth. In 2024, the consolidated turnover was NT\$35.1 billion, an increase of 10.3% over last year; net profit after tax was NT\$3.14 billion, an increase of 27.7% over last year. The Company will continue to invest in order to achieve long-term excellence.

Revenue share of each sector



Consolidated Economic Performance Statistics for the Past Three Years

Unit: NTD million



SEEC participated in the Taiwan Image Exhibition in Thailand! Set up an office in response to PCB customers' factory expansion

The "Thailand Taiwan Image Exhibition 2024" hosted by the Taiwan External Trade Development Council has been grandly launched in November, focusing on five major themes such as smart manufacturing, circular economy, and cultural tourism. SEEC will exhibit electric vehicle charging piles and smart manufacturing switch series products to demonstrate its technical strength and achievements in the field of smart manufacturing.

As the center of Southeast Asia, the Thai government is actively promoting the "Thailand 4.0" and "Eastern Economic Corridor (EEC)" projects, focusing on the development of smart manufacturing, green energy and digital transformation, which brings broad growth opportunities to SEEC. SEEC has been deeply involved in the Thai market for more than ten years. In order to strengthen local services, it established an office in Thailand in May 2024. In addition to meeting the needs of PCB industry customers to expand their factories, it will also use Thailand as a base to actively expand into the Vietnamese and Indonesian markets in the future, continue to give full play to the advantages of high-quality products, and inject new momentum into local industrial upgrading and sustainable development.



SEEC and HD Renewable Energy Co., Ltd. join hands to create the future of photovoltaic energy storage and charging market

SEEC announced that it will establish two joint ventures with its partners to jointly seize the photovoltaic energy storage charging market, and plans to build 1,000 charging stations in Taiwan by 2026. SEEC will lead the equipment manufacturing in this cooperation, and combine the market resources of its partners to quickly promote the layout of smart mobility and green energy infrastructure. As a leading company in the green energy industry, this cooperation will further consolidate the competitive advantages of both parties in the field of charging infrastructure.

In addition to the local market, SEEC also has its sights set on the international market, with Japan as its first stop. It will work with large local trading companies to promote photovoltaic energy storage charging solutions and explore more application scenarios. In the future, SEEC will continue to leverage its advantages in equipment manufacturing and technological innovation to promote global energy transformation and sustainable development.

SEEC steadily expands its production layout to seize the global green energy and smart manufacturing market

SEEC adheres to the spirit of "innovation leads the future" and continues to develop green energy and energy-saving technologies, from independent development of electric vehicle parts, controllers to charging piles, and actively promotes advanced applications such as AI server liquid cooling systems to seize the artificial intelligence and smart manufacturing market and create new value for sustainable development and smart manufacturing.

With steady growth as its goal, SEEC combines expansion with technological innovation to continuously promote global energy transformation. The new large transformer plant is expected to be put into operation in the second quarter of 2025, with a 30% increase in production capacity. The medium-sized transformer production line is also planned to be expanded by 30% to 40% to fully support Taipower's strong power grid construction and private green energy needs. At the same time, the company is actively expanding the export market for heavy electrical products, targeting North America, Southeast Asia and Japan, and accelerating the layout of solar energy, energy storage, charging applications and wind energy. In addition to meeting domestic and foreign market demand, the proportion of exports will also grow further.

Government Financial Subsidies

The financial subsidies that the Company receives from the government mainly come from R&D investment deductions, smart machinery investment deductions and undistributed earnings tax deductions. The subsidies in the past three years are as follows:

Government Financial Subsidies Details

Unit: NTD million

Year	2022	2023	2024
R&D investment deduction	28	35	41 ^{Note}
Smart machinery investment deduction	6	5	12 ^{Note}
Retained Earnings Tax Credit	19	23	32 ^{Note}

Note: The approved amount has not yet been finalized and will be updated in future issuance reports once finalized.

Tax Governance

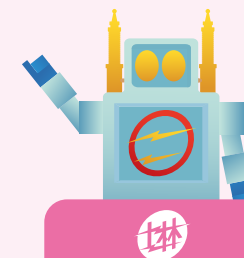
The company implements tax governance policies. Each production and operation site must comply with the tax laws of the country to which it belongs to ensure that transactions between production and operation sites are conducted in accordance with conventional transaction principles. Professional accounting firms are regularly commissioned to conduct transfer pricing analysis and disclose tax information to stakeholders through public channels such as financial reports and corporate sustainability-related information to improve information transparency.

The Finance Division is responsible for the company's tax management. All major transactions and decisions are subject to tax risk assessment. We plan in accordance with tax laws, tax incentives and tax agreements, and ensure compliance with laws and regulations through internal control mechanisms.

5.2 Risk Management

Business Continuity Management Policy

A corporate culture of continuous improvement;
The ability to respond flexibly and effectively to environmental challenges;
Regular inspection, review and improvement to ensure effective implementation and continuous improvement of plans.

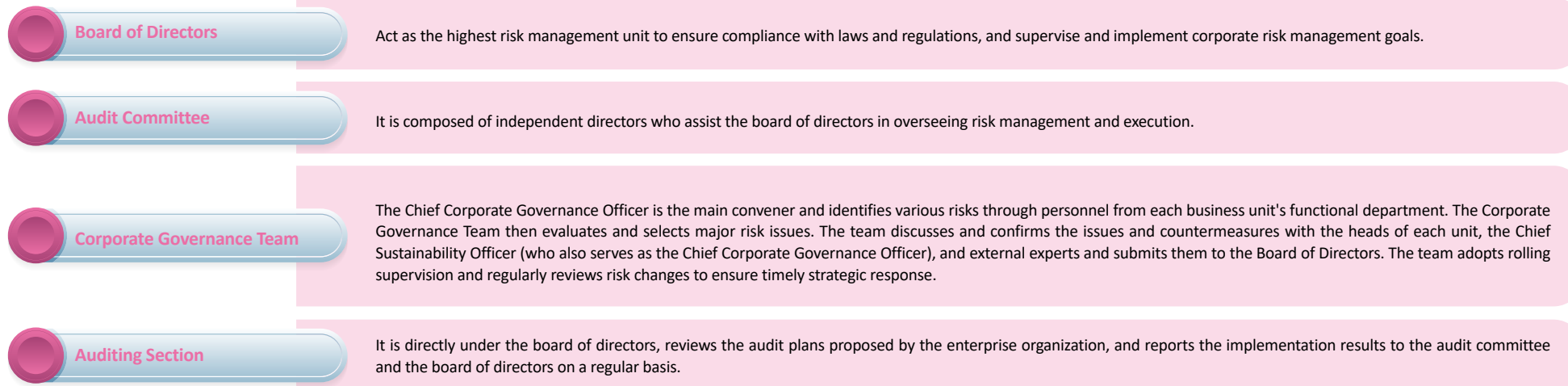


Risk Management Organization

Risk is a crisis as well as an opportunity. Pre-identifying the internal and external potential risk factors generated during the operation of the enterprise, evaluating, controlling, supervising and transforming them will stabilize the enterprise and then seek innovation and change. The company is committed to establishing a sound risk management system. In November 2022, the board of directors approved the establishment of the "Risk Management Practice Code", which distinguishes risk characteristics. General operational risks are regularly identified, assessed and controlled by each business unit, and the corporate governance team is responsible for integrating various risk management-related matters to promote the command, dispatch, self-assessment and execution of the risk management organization more efficient, and regularly report to the Audit Committee and the Board of Directors on the risk assessment and risk management operations of the previous year. Through the optimization cycle of internal control and management systems, operating risks are strictly controlled and effectively reduced, so that SEEC's operating performance can grow steadily and concretely realize its commitment to sustainable operations.

In order to implement the risk management mechanism, the Group regularly conducts risk assessment work every year. The risk assessment work results report will be regularly submitted to the Audit Committee (composed of 3 independent directors) and the Board of Directors every year. The report content includes the summary of the various risks faced by the company in that year, risk response measures and expected improvement methods. In addition, the Company continues to strengthen the risk concept of the Group's employees and implement the risk control concept in daily business management. In 2024, a total of 148 person-times and 835 man-hours of risk management education and training were conducted to increase the Company's first line of defense in risk management and ensure the effective operation and execution of the Company's risk management.

Risk Management Framework



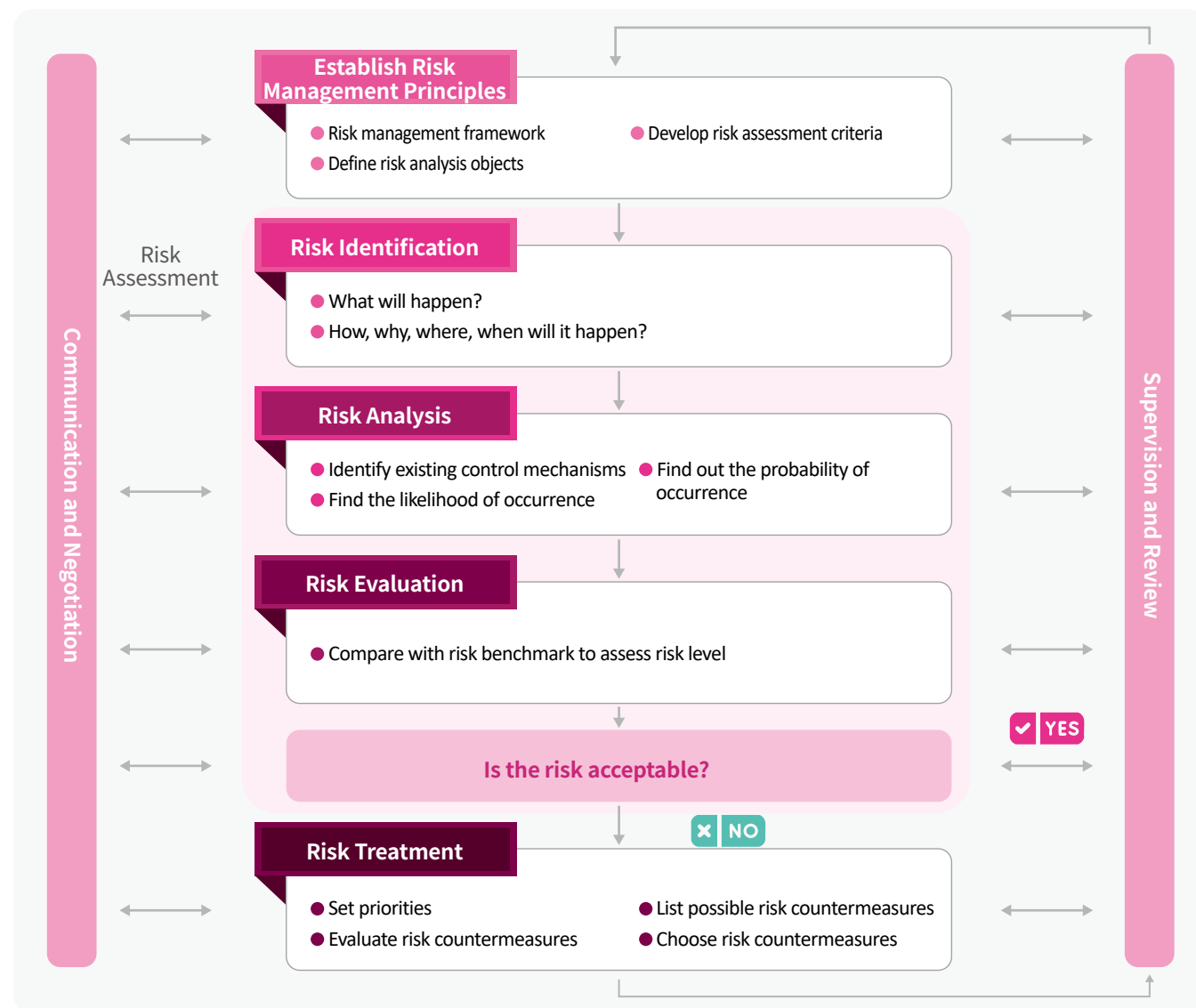
Risk Assessment Process

SEEC continues to identify major themes in accordance with the disclosure principles of "GRI 3: Major Themes 2021" (see [Material Topic Identification Process](#)). The Corporate Governance Team refers to the negative impact scores of this year's major theme assessment and lists the projects with scores exceeding the threshold as the focus of priority risk countermeasures, covering six areas: supply chain sustainability management, governance and integrity, information security and management, operating performance, occupational safety and health, and employee rights and benefits. SEEC also further discussed the projects that did not reach the threshold. Although "climate change risk" did not pose a significant negative impact risk, considering its importance as a global issue and the high attention of stakeholders, it was decided to include it in the risk topic and formulate corresponding response strategies after discussion. As for "political situation risk", in view of the US government's announcement of the policy of imposing reciprocal tariffs, the company held a risk response project meeting at the regular morning meeting in April 2025, inviting senior executives of each business group and the Chief Sustainability Officer and Corporate Governance Officer to take stock of possible impacts and formulate preliminary response measures. Preliminary assessment shows that this policy may have a potential impact on the company's export business, so it is decided to include it in the risk management discussion of this report.

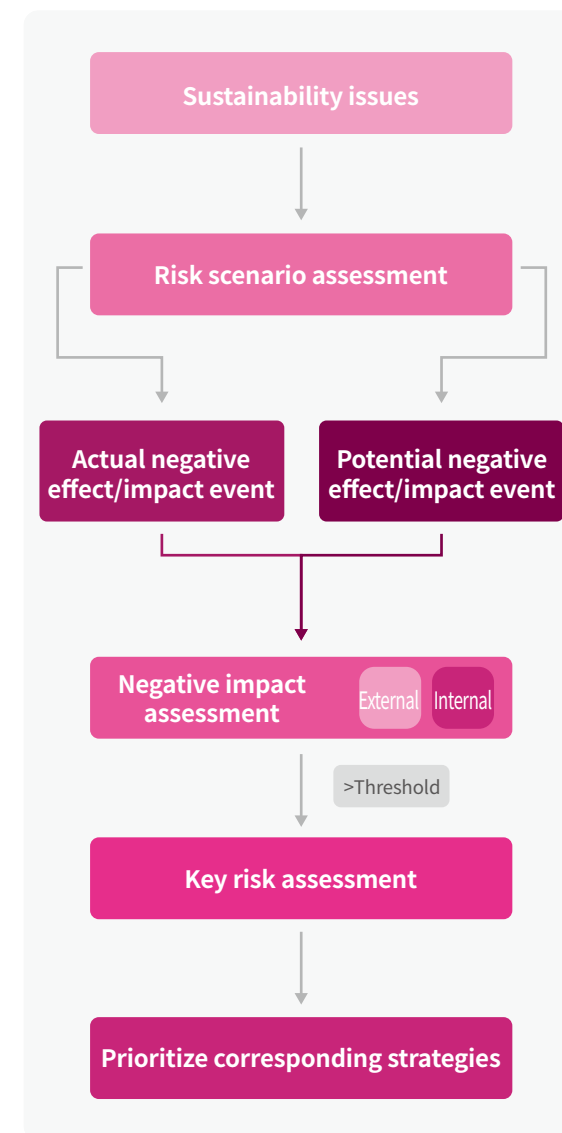
Furthermore, SEEC is also actively seeking to adjust its product design and production processes to adapt to the cost structure under the new tariff policy, and is working with major suppliers to seek further cost optimization and productivity improvements.

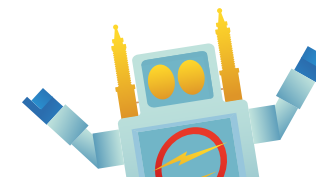
Risk assessment adopts regular rolling monitoring and regular review of risk changes to ensure the effectiveness of risk management programs and related control operations, while grasping the business opportunities associated with risks to formulate corporate development strategies. At the same time, combined with internal audit and internal control functions, ensure that all operational risks related to operations have been effectively controlled.

Risk Management Process



Risk Identification Process





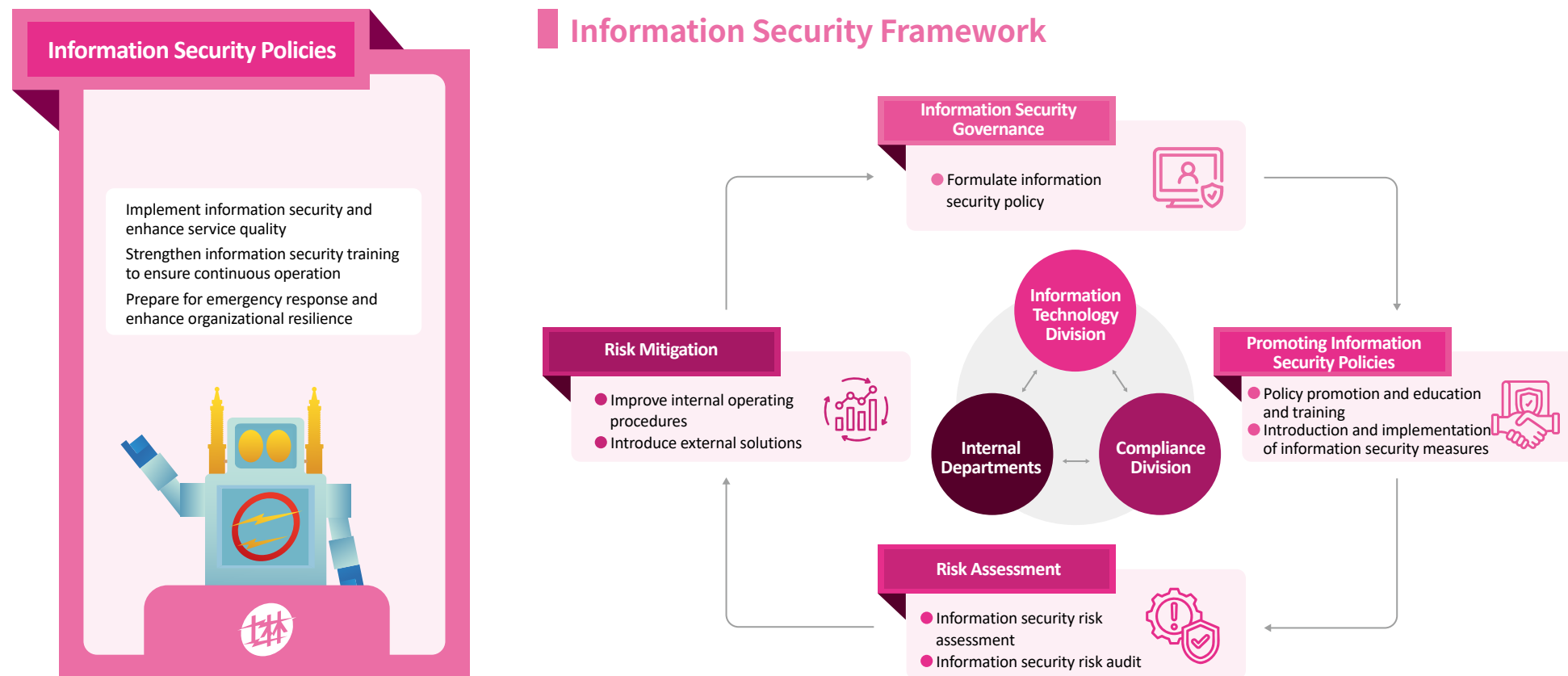
Risk Response Strategies

In order to achieve the goal of sustainable operation, the Company adopts a proactive and cost-effective approach to formulate corresponding risk management strategies based on the priority and risk level of the risks after assessment.

Risk Category	Risk Scenario	Response Measures
Supply Chain Sustainability Management	Due to the influence of the external environment, key materials in the supply chain may increase in price, be out of stock or have poor quality. If we fail to respond and adjust in time in the future, it may affect the cost, delivery time and quality of Shidian products, and thus affect the rights and interests of customers.	<ul style="list-style-type: none"> ● Strengthen design technology and standardize process optimization to reduce the use of high-priced materials. ● Establish key material monitoring mechanism, grasp exchange rate and key raw material price fluctuations, and increase stocking efforts when prices are favorable. ● Use economies of scale to improve bargaining power for key materials. ● Improve multi-source supplier development capabilities. ● Strengthen cooperation and exchanges, and establish operational consensus. ● Hold "Supply Chain Alliance", "Supply Chain ESG Education Training", "Supply Chain Carbon Inventory Education Training", etc. to strengthen the sustainable resilience of supply chain partners. ● Regarding the US government's announcement of reciprocal tariffs, please refer to "Political Situation Risks" for detailed response measures. ● For more detailed management actions, please refer to 2.Green Supply Chain.
Governance and Integrity	Any violation of ethics, regulations of competent authorities, improper or illegal behavior will damage the corporate image and the rights of stakeholders.	<ul style="list-style-type: none"> ● If there is any suspicion or discovery of any violation of laws, regulations or ethical conduct, the violation may be reported to the board of directors, managers, Sustainable Development Division, internal audit director or other appropriate supervisors depending on the extent of the violation. ● If there is any violation of ethics or law, in addition to the company's internal disciplinary regulations, all will be handled in accordance with the law. ● Strengthen the board of directors' corporate governance structure and improve the professionalism and independence of directors. ● Implement the "Integrity Management, Ethical Behavior" code and workplace ethics and integrity education. ● For more detailed management actions, please refer to 4.3 Integrity Operation.
Information Security and Management	Customer information, confidential commercial information, operation plans and related operation systems are extremely important and valuable assets for corporate operations. If good information security measures are not established, information leakage and other information security incidents may occur, which will seriously affect the stability of the company's operations.	<ul style="list-style-type: none"> ● Internal information management standards have been formulated and regularly audited to ensure its implementation. ● Regularly perform system information security testing and audit user behavior. ● Strengthen anti-virus and encryption mechanisms, and take protective measures for personal data through firewalls and other information security equipment. ● Regularly conduct audits through third-party units and regularly conduct employee education and training to improve information security awareness. ● For more detailed management actions, please refer to 5.3 Information Security Protection.

Risk Category	Risk Scenario	Response Measures
Business Performance	The global economic growth slowdown, affected by inflationary pressure, monetary policy tightening and regional political and economic uncertainty, may weaken market demand, thus affecting revenue performance. Furthermore, fluctuations in raw material and energy prices, unstable supply chains, exchange rate fluctuations and tariff barriers may pose challenges to costs and profitability.	<ul style="list-style-type: none"> ● Diversify risks through diversified business and investment, continue to reduce costs, and increase the value of the company's products and services. ● Establish a business continuity plan to deal with emergencies, and continuously evaluate its business and investment risks in different countries and regions. ● The merged company will use technology research and development, standardized process optimization to reduce manufacturing costs; and flexibly adjust purchases and inventory to reduce the impact of inflation. When key raw materials are at favorable prices, increase efforts to prepare materials, and pay close attention to the fluctuations of related operating costs. ● The merged company's foreign exchange positions are mainly in US dollars, Japanese yen and RMB, so the exchange rate fluctuations of US dollars, Japanese yen and RMB will have an impact on the company's profits and losses. The operation of the US dollar part is mainly based on the income and expenditure situation and the assessment of exchange rate fluctuations, and hedging methods such as spot selling, pre-sale or exchange and profit transactions are carried out. The main procurement strategy for the Japanese yen part is to lock in the annual plan. The merged company evaluates the demand for Japanese yen, the level of safety inventory and market fluctuations, and conducts forward exchange hedging when necessary to control the company's purchase costs. As for the RMB, continues to pay close attention to its trend, and takes the natural hedging method of payment and receipt balance as the principle. ● For more detailed management actions, please refer to 5.1 Operation Overview.
Occupational Safety and Health	A safe and healthy working environment can increase employee morale and motivation. If an occupational injury occurs, it will not only have a negative impact on the safety of employees' lives and property, but also affect the company's productivity, regulatory compliance or corporate image.	<ul style="list-style-type: none"> ● Introduce occupational safety and health management and systems that meet ISO 45001 standards to ensure the physical and mental safety and health of employees and stakeholders. ● Each factory strictly abides by human rights policies, establishes a complete welfare system and training system. ● Conduct various internal or external occupational safety training courses, and actively promotes sports clubs. ● For more detailed management actions, please refer to 3.4 Workplace Health and Safety.
Political Risk	<ul style="list-style-type: none"> ● The changes in the geopolitical situation in recent years have impacted raw materials, supply chains and overseas layouts. The company's operations still face many challenges; low growth, high inflation and uncertainty of global fragmentation. ● In April 2025, the United States announced a reciprocal tariff policy, and Taiwan's reciprocal tariff rate was 32%, which was higher than market expectations. 	<ul style="list-style-type: none"> ● Diversify business and investment to spread risks, continue to reduce costs, and increase the value of the company's products and services. ● Establish a business continuity plan to respond to emergencies, and continuously evaluate geopolitical and market uncertainties. ● Exchange rate and interest rate risks, adopt appropriate hedging products and timely capital deployment to ensure financial stability and safe use of funds. ● Continue to plan the feasibility of overseas factory construction, and optimize manufacturing and sales through global layout to suppress the impact of tariffs. ● Establish a backup supply chain plan to mitigate the impact of raw material control or shortages, and maintain close communication with customers to jointly respond to the impact of tariffs. ● In addition to continuing to explore new supply chain strategies, the company will strengthen sales in other markets, reduce economic dependence on a single market or country, avoid the impact of reduced sales share due to geopolitical and economic fluctuations, and continue to pay attention to international political and economic trends to adjust the company's business strategy in real time.
Climate Change Risks	If the company fails to reduce greenhouse gas emissions year by year, it will not only cause global warming to continue to worsen, but it may also cause the company to lose important customer opportunities and increase energy or carbon costs.	<ul style="list-style-type: none"> ● Continue to focus on climate change response and control, and establish the Sustainable Development Division in May 2023. Promote environmental protection, social participation, and business governance through the ESG framework to strengthen the company's climate change impact mitigation and adaptation strategies. ● Actively promote energy conservation and carbon reduction to mitigate the impact of climate change. ● Develop and promote energy-saving and carbon-reduction products to assist the government and enterprises in promoting net zero emissions. ● Continue to pay attention to changes in domestic and foreign environmental laws and regulations, and actively participate in the new (revised) environmental laws and regulations through public associations. ● For more detailed management actions, please refer to 1.1 Climate Change Management.






5.3 Information Security Protection



The company has established a security policy, and all employees are obliged to actively participate in promoting the information security policy to ensure the safe operation of the data, information and communication systems, equipment and networks of all employees of the company, and expect all employees to understand, implement and maintain it to achieve the goal of business continuity. In order to improve the company's information security management and strengthen the protection of personal information and customer privacy, the company obtained ISO 27001 certification in February 2025 (please refer to [Appendix 5](#) for the verification statement), established a complete information security framework, and formulated management guidelines to control various information security risks and reduce the possibility and impact of information security risks.

Furthermore, in order to enhance the information security of SEEC and in response to the revision of the Financial Supervisory Commission's "Regulations Governing the Establishment of Internal Control Systems for Public Companies", the Company has designated dedicated security supervisors and personnel since 2023 to promote the company's information security construction and compliance, and plans to establish a head office-level Information Security Management Committee to coordinate the promotion of the company's security business.

Information Security Control Measures


Management Focus	Specific Management Measures
 <p>Network security management</p>	<ul style="list-style-type: none"> ● Conduct assessment or test network system security from time to time. ● Patches for security risks and vulnerabilities in the network operating environment should be updated regularly or in a timely manner. ● Internal important websites and application systems should be isolated from the external Internet by firewalls. ● Using the encrypted transmission for network data transfer. ● Establish Internet access policies and filtering equipment to prevent personnel from accessing dangerous websites.
 <p>Information system access control</p>	<ul style="list-style-type: none"> ● Database and file access should be controlled by permissions. ● User code and passwords must comply with password principles, with a password length of more than 8 characters and a password complexity requirement. Passwords should be amended every 60 days. ● For employees who leave, the Information Center should immediately delete the user code or set an expiration date based on the departure date of the departure completion form.
 <p>Computer system security management</p>	<ul style="list-style-type: none"> ● Each server and PC should install anti-virus software on the client side with automatic virus pattern update mechanism. ● The mail system should install information security modules, such as spam filters, malware detection, attachment control and other management modules to improve email information security. ● When the equipment shutdowns or encounters information security incidents or due to business needs and it is necessary to perform the recovery operation, please follow the recovery operation procedures of each information system to quickly restore the normal operation of the system and shorten the time of system interruption. The system recovery operation procedure is proposed by the person in charge of each system and implemented after being reviewed and approved by the supervisor. ● Each information system conducts disaster recovery drills from time to time.
 <p>Data backup</p>	<ul style="list-style-type: none"> ● Perform data backup on daily basis. ● The backup data should be marked with the backup date, system name, and data content, and should be stored in different places.
 <p>System availability</p>	<ul style="list-style-type: none"> ● Establish a high availability mechanism for critical information systems. ● Perform full backup of application system on daily basis.

Information Security Education and Training

In order to supervise all colleagues to implement information security management and enhance employees' information security awareness, SEEC continues to conduct information security education and training every year to establish the concept of "information security is everyone's responsibility", prompting colleagues to understand the importance of information security, and urge them to comply with information security regulations, thereby improving information security intelligence and emergency response capabilities, reducing information security risks, and achieving the goal of sustainable operations. The company arranges information security courses in new employee education and training, and regularly organizes information security lectures for existing employees. It announces and promotes information security-related information to all employees at any time, and gives priority to employees who have not taken the company's information security courses for course training every year. In 2024, a total of 5 rounds of employee information security education and training were held. The course content included network security, data protection, etc. to enhance employee information security awareness. A total of 142 people participated this year.

In addition, the company conducts information security drills from time to time to enhance employees' information security awareness; and regularly conducts information security emergency response drills to ensure that when the information communication system fails or a major disaster occurs, it can be quickly restored to ensure the continuous operation of key businesses and enhance organizational resilience. In 2024, a total of 1 information security drill and 11 information security emergency response drills were conducted. The information security drills were distributed through phishing emails throughout the company, and a total of 1,532 people were distributed in 2024 to enhance the information security risk prevention awareness of colleagues. The average pass rate for the entire company is 75%, and further publicity and training are strengthened for unqualified colleagues. IT DRP drills are used to confirm the emergency response capabilities of core systems. Drill scenarios include failure of the uninterruptible power supply system to start during a power outage, damage to the system database, ERP AP virtual host failure, database server hardware failure, database storage failure, core network switch failure, firewall failure, ICT service interruption, etc. The person in charge of each information system will conduct drills by activating backup, backup and restoration, etc. according to the scenario. The drill results meet the requirement that the recovery time objective (RTO) must be within 4 hours.

2024 Information Security Education and Training

<p>Employee information security drill</p> <p>Date 4/27, 1 time</p> <p>Activity name Phishing letter drill</p> <p>Target All employees</p> <p>Number of people 1,532</p>	<p>Employee information security education and training</p> <p>Date 6/28, 11/21 (5 sessions in total, 1 hour per session)</p> <p>Activity name Employee information security education and training</p> <p>Target Selected from employees, with untrained employees given priority</p> <p>Number of people 142 in total</p>	<p>Employee information security education and training</p> 
<p>Information security emergency response drill</p> <p>Date Executed on a periodic basis</p> <p>Activity name Uninterruptible power system drill, ERP system database drill, ERP system AP virtual host recovery drill, ERP system database server drill (hardware), ERP system database storage drill, core network switch drill, Server Farm firewall drill, ICT service drill</p> <p>Target System related persons in charge</p> <p>Number of people 6 in total</p>		<p>Information security seminar</p> <p>Three information security personnel from the company participated in the information security related seminar, and the training rate was 100%.</p>



In order to safeguard the privacy of customers, the company has formulated personal data protection management rules for the collection, processing, copying, use, transmission, archiving, deletion, and destruction of customers' personal data. The company has explained the specific implementation of personal data protection and provided necessary training to relevant employees so that all levels of the company can be familiar with various regulations and legal requirements. All sales and promotional activities are carried out in compliance with the Fair Trade Act, the Personal Data Protection Act, the Trademark Act, the National Communications Commission and other government laws and agency requirements. In 2024, there were no complaints of infringement of customer privacy or loss of customer data, and no violations of information security-related regulations.

Obtained ISO 27001 certification, information security is further upgraded

SEEC is committed to digital transformation and information security management. To ensure the security of the company's core systems and data, the Information Technology Division successfully passed the ISO 27001 Information Security Management System (ISMS) international standard certification. This certification covers the development, operation, maintenance and management of the ERP system as well as the management of the computer room and network infrastructure, ensuring that the company has a high standard of protection mechanism during data processing. Through risk assessment and continuous monitoring, SEEC can more effectively prevent information security threats, reduce potential risks, and ensure the stability and reliability of business operations.

In the future, SEEC will continue to optimize its information security protection mechanism, strengthen its internal information management process through the implementation of international standards, enhance overall digital resilience, and provide customers and supply chain partners with safer and more reliable digital services. The acquisition of this certification is not only a recognition of SEEC's information security management capabilities, but will also further demonstrate the company's strength in smart manufacturing, cloud applications and data management.

SEEC will continue to implement information security and digital transformation to lay a more solid foundation for sustainable development.



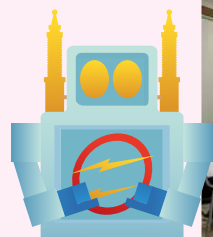
Strengthening information security culture

The Automobile Equipment Business Group obtained TISAX certification

In recent years, there have been frequent information security incidents in the automotive industry, pushing European automakers to accelerate the supply chain to complete the certification of the Automotive Safety Assessment Information Exchange Platform (TISAX) VDA ISA. The Automobile Equipment Business Group obtained the VDA ISA TISAX AL2 level certificate for the first time in July 2022, and underwent the third-year renewal verification in December 2024. It is expected to pass and update the validity label on the TISAX platform in March 2025. This move not only meets customer requirements, but also helps to expand European automaker customers while strengthening information security management within the factory.

Information security management promotion

The Company continues to promote information security enhancement operations, conducts information asset inventory, annual risk assessment, internal information security audit and information security management review to implement the ISMS management cycle, identify information security risks and formulate corresponding countermeasures.



Shihlin Electric



Information Asset Inventory and Risk Assessment Course



Risk Assessment Meeting

Chapter

Social Participation



Non-governmental organization



Non-profit organizations



Vulnerable groups

★ Annual Performance

In 2024, SEEC's social welfare investment amount reached

NT\$ **23.52** million

In 2024, the Memorial Foundation of Mr. Ching-Teh Hsu donated a total

NT\$ **33.29** million

SEEC has donated a total of

NT\$ **54.91** million

in the past three years

The Memorial Foundation of Mr. Ching-Teh Hsu has donated a total of

NT\$ **88.27** million

in the past three years

Major stakeholders



- Donate to support Taipei Veterans General Hospital to help the hospital research and treat depression and suicide prevention in young people.
- Donate to support neighborhood hospitals to support friendly medical environment and children's medical development.



- SEEC sponsors the 32nd National College and University Environmental Protection and Energy Saving Car Competition.
- For many years, SEEC has continued to promote golf sports and cultivate amateur and professional players.



- SEEC invests public welfare resources in foundations, industrial unions, medical institutions and social groups every year.
- Through the YEANDER TPC Championship international event and cross-border cooperation, it can promote cooperation and exchanges between different countries.
- SEEC supports the "2024 Shihlin Agricultural Fun Life Festival" to create agricultural fun culture and convey sustainable concepts.



SEEC has always been adhering to the corporate mission of "Taken from the Community, Giving Back to Society", aiming to fulfill its corporate social responsibility. The company has long been focusing on and investing resources in public welfare care, industry-university cooperation, sports promotion, community participation and giving back to society. We hope that through the cycle of kindness we can drive the entire society towards a sustainable development future.

In order to give back to the society, donate to public welfare, and fulfill corporate social responsibilities, SEEC has implemented public welfare activities through the "Memorial Foundation of Mr. Ching-Teh Hsu" for a long time. The "Memorial Foundation of Mr. Ching-Teh Hsu" was established in 1984 and has been participated in or sponsored local ecological conservation activities and cultural activities, supported local cultural education and rooting, and spared no effort in caring for vulnerable groups and emergency relief. By making regular donations to charity and leveraging the group's strength, we effectively utilize resources in various charity donations, community promotions, and cultural and artistic activities from point to line to realize the common goal of being friendly to society.

SEEC not only pays attention to the economic interests of the enterprise, but also actively undertakes social responsibilities, takes giving back to the society as its own responsibility, and creates more positive influences for the society. In 2024, the company's public welfare care and social participation expenses are about NT\$23.52 million. In the future, it will continue to feedback to the society, promote public welfare activities, and commit to mission of "Taken from the Community, Giving Back to Society".

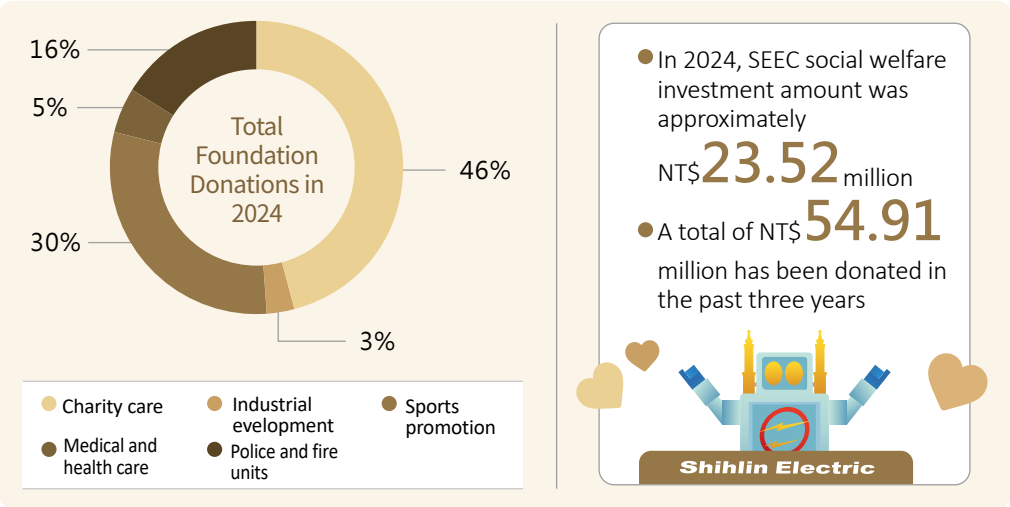
Details of Foundation Donations in 2024

Donation object type	Donation content	Amount (NTD thousand)
Medical research system	Medical research, medical supports, etc.	26,750
Religion and culture system	Temple Renovation and Maintenance	1,000
Private foundation	Community charity support, etc.	5,500
Educational group	Sponsor disadvantaged groups; subsidize underprivileged students with scholarships	640
Police and firefighting	Sponsor the police alumni association, donate firefighting clothing and shoes	400
Total		33,290

Public welfare care and social participation of SEEC

Category	Content	Amount (NTD thousand)
 Charity care	Through regular donations, we cooperate with charitable organizations to promote various social welfare activities and effectively provide resources to disadvantaged groups to enhance social welfare.	10,800
 Community relations	By giving back to local social groups, we promote positive development of the community and establish a harmonious and mutually supportive relationship between the company and the community.	5,044
 Sports promotion	We continue to invest resources in private sports units, strive to promote various sports, and actively sponsor sports events to support the development of Taiwan's sports industry.	7,068
 Industrial development	Integrate peer resources, maintain good communication and interaction, and jointly promote the vigorous development of the overall industry.	610

Proportion of SEEC's public welfare care and social participation in 2024



SEEC supports the "2024 Shihlin Agricultural Fun Life Festival": co-create agricultural fun culture and convey sustainable concepts

The "2024 Shihlin Agricultural Fun Life Festival" is jointly organized by the Shilin District Office and the Shilin District Farmers' Association. The event aims to promote the inheritance and promotion of agricultural culture in the Shilin area, inviting the public to experience the agricultural characteristics of the Shilin area, enjoy the colorful DIY activities and small farmers' markets, and enjoy stage performances and flash performances by street performers. SEEC has long been deeply involved in the community. This time, it co-sponsored event-related equipment including stage settings, audio microphones and power systems with HCT Logistics and Ambassador Hotel, which are also under the Yeander Group. The total amount is approximately NT\$230,000, supporting local culture and agricultural development with practical actions, reflecting the company's purpose of "taking from society and giving back to society." SEEC will continue to pay attention to local culture and agricultural development to create more value for society.



Shihlin Electric

Yeander Group donated 10 million to Taipei Veterans General Hospital to assist in research and treatment of depression and suicide prevention in young people

In the past 20 years, the suicide death rate among young people in Taiwan has more than doubled, from about 4 per 100,000 to about 11 per 100,000 last year. The loss of young lives is not only a loss to the country and society, but also a pain that their families cannot bear. Many suicidal intentions are very hidden, especially among young people. Unfortunately, in Taiwan, many factors make young people choose to suppress and face depression symptoms and suicidal intentions alone, thereby delaying the time and opportunity to seek help from outside, increasing the risk of suicide.

In view of this, Yeander Group donated NT\$10 million to Taipei Veterans General Hospital to support the "Research and Treatment of Depression in Young People and Suicide Prevention Program". The donation ceremony was held on September 26. Chairman Hsu, Yu-Jui donated and President Chen Weiming accepted the donation on behalf of the hospital.

The Yeander Group has long supported Taipei Veterans General Hospital. The Huizhong Foundation, to which the donation was made, was founded by the late Mr. Ching-Teh Hsu, who was one of the founders of Huizhong. The foundation aims to help poor patients who are unable to afford medical expenses at Taipei Veterans General Hospital. Today, the mission continues to be passed on through future generations, and the group's resources are combined to support Taipei Veterans General Hospital's various medical research, medical supplies and equipment, etc.



SEEC Basketball Friendship Game: Burning the basketball spirit and creating team glory

The annual SEEC Basketball Friendship Tournament was held on October 19 and November 9, 2024. A total of 5 teams from various business groups and STAFF units participated in the competition to compete for the annual championship. In order to allow the players to fully demonstrate their strength, this schedule is divided into preliminaries and finals, and special parent-child activities and ESG sustainability issues are incorporated to add more warmth to the corporate culture.

In the preliminary round, the players of each team showed a high degree of teamwork. After fierce competition, the Breaker & Switchgear Business Group and the STAFF unit stood out and entered the championship and runner-up finals. Finally, in the final on November 9, the Breaker & Switchgear Business Group defeated the STAFF unit with a score of 75 to 45, successfully achieving the feat of winning three consecutive championships.

During the event, a parent-child fun competition was held to convey the ESG sustainable concept to the participants. The basketball game was entertaining and educational, allowing each participant to enhance their understanding of environmental protection and sustainable development while experiencing the passion for sports. The basketball friendly game is not only a display of SEEC's corporate culture, but also a gathering of the centripetal force of employees and families, reflecting SEEC's ingenious combination of sports and sustainability.



SEEC and Yeander Group join hands to write a chapter of love and care at the end of the year

At the end of the year, SEEC participated in the Winter Warming Donation Campaign with the Yeander Group. The group's employees raised NT\$2 million in just a few days, which was donated by Yeander Group Chairman Hsu, Yu-Jui to the Mackay Medical System on Christmas Eve, including four hospitals such as Mackay Memorial Hospital and Mackay Children's Hospital, to support its friendly medical environment and children's medical development.

SEEC has long supported Mackay Memorial Hospital and given back to the community through practical actions. It donated funds for medical subsidies for artificial electronic ears, long-term care plans and medical services in remote areas, demonstrating SEEC's determination to fulfill its corporate social responsibility.

At the donation ceremony, Chen Mingren, director of Mackay Children's Hospital, thanked SEEC and Yeander Group, praising them for not only supporting the medical community but also making great contributions in education, police and other fields, setting a good example of corporate giving back to society.

In this event, SEEC and neighboring companies such as HD Renewable Energy Co., Ltd. joined hands to respond, gathering the love of companies and employees to convey warmth to the corners of society that need care the most. In the future, SEEC will continue to deepen its participation in public welfare, shoulder more social responsibilities, and create a more friendly social environment.



At the end of February, Yeander Group donated blood, a total of 77 bags (1 bag is 250CC)

On February 25, the Yeander Group, together with the Taipei Blood Donation Center and the Shilin District Health Service Center, held a blood donation event in the alley next to the SEEC Headquarters. On the day of the event, colleagues participated enthusiastically and collected 77 bags of blood totaling 19,250cc, contributing to the medical blood demand. In addition to blood donation, the oral cancer screening conducted simultaneously on site also received a warm response. A total of 25 eligible people participated in the screening, and the results were all normal, allowing everyone to care about their own health through free examinations.

The event ended successfully. Thank you to all the friends who donated blood and participated in health checks. Let us work together to inject more warmth and care into the society!





About SEEC

SEEC, founded in 1955, has nearly 70 years of history as a prominent heavy electrical enterprise in Taiwan. With a solid foundation and exceptional technology, SEEC has evolved alongside Taiwan's economic growth and industry trends, steadily expanding its market size. In response to the global push for net-zero carbon emissions and government-driven energy policies, the Company has transformed from a traditional supplier of electrical equipment and automotive parts to an EPC (Engineering, Procurement, and Construction) contractor, system supplier, and provider of green energy-related products. This transformation aims to support enterprises in achieving sustainable operations amidst the wave of climate change.

SEEC continuously improves products quality and service standards, offering a comprehensive product line widely used in various industries and fields, including steel, metallurgy, chemical, power, electronics, construction, public works, automotive components, and household appliances. Upholding a commitment to quality, SEEC continually enhances its offerings. From power system planning, complete sets of equipment, low-voltage electrical appliances to industrial control products, it provides comprehensive Total Solution to meet customer needs for products and services. Through strategic alliances with major international companies, SEEC strengthens its core competitiveness, striving for excellence and solidifying its capability to compete in the global market. With outstanding in-house manufacturing technology as its competitive advantage, SEEC collaborates with Japanese partners such as Mitsubishi Electric and Mitsuaba Electric, leveraging their R&D design and resource strengths to jointly advance product development and core manufacturing capabilities, creating new business opportunities together.

The headquarters of SEEC are located in Taipei, Taiwan, with operational sites spread across the globe. Upholding the philosophy of sustainable operation, SEEC has long focused on climate change issues, formulating long-term strategies and goals for energy conservation and carbon reduction. Through the promotion and implementation of corporate sustainable development, SEEC aims to make concrete contributions to the economy, environment, and society.

1955
士林電機 Shihlin
Electric

Basic Information Table

Company Name

● Shihlin Electric and Engineering Corporation

Date of Establishment

● November 3, 1955

Chairman

● HSU, YU-JUI

Ownership and Legal Form

● Listed (Stock Code 1503)

Paid-in Capital

● NT\$5.2 billion

Consolidated Revenue

● NT\$35,071 million

Total Employees

● 4,028 (2,188 in Taiwan, 1,840 overseas)

Operation Locations

Taiwan

- Automobile Equipment Plant (Automobile Equipment Business Group)
- Heavy Electric Plant (Heavy Electric Business Group)
- Xinfeng Plant (Breaker & Switchgear Business Group /Automation Business Group/ Automation Engineering Integration Division)

- Taipei Head Office
- Taipei Branch
- Hsinchu Branch (Heavy Electric Business Group)
- Hsinchu Branch (Breaker & Switchgear / Automation Business Group)
- Taichung Branch

- Tainan Branch
- (Heavy Electric/ Breaker & Switchgear Business Group)
- Tainan Branch
- (Automation Business Group)
- Tainan Branch
- (Automation Engineering Integration Division)
- Kaohsiung Branch

China

- Changzhou Shihlin Auto Parts Co., Ltd.
- Mitsubishi Electric Shinlin Automotive Changzhou Co., Ltd.
- Changzhou Shihlin Mitsuba Electric & Engineering Co., Ltd.
- Wuxi Shihlin Electric & Engineering Co., Ltd.
- Mitsuba Shihlin Electric (Wuhan) Co., Ltd.
- Xiamen Shinlin Electric & Engineering Co., Ltd.
- Mitsubishi Electric Low Voltage Equipment (Xiamen) Co., Ltd.
- Shihlin Electric (Suzhou) Power Equipment Co., Ltd.
- Suzhou Shihlin Electric & Engineering Co., Ltd.
- Shihlin Technology (Shenzhen) Co., Ltd.

- Shenzhen Branch
- Xiamen Branch
- Shanghai Branch
- Qingdao Branch
- Beijing Branch

- Changchun Office
- Shenyang Office
- Suzhou Office
- Wuxi Office
- Changzhou Office
- Yangzhou Office
- Hangzhou Office
- Quanzhou Office
- Guangzhou Office
- Zhongshan Office
- Dongguan Office
- Foshan Office

Vietnam

- Shihlin Electrical Engineering Ltd. of Vietnam

- Shihlin Electric Engineering Equipment Vietnam Company Limited

Thailand ● Thailand Branch

United States ● American Branch

United States ● Philippines Office

Participating Organizations

The company participates in activities organized by external organizations such as the Taiwan Electrical and Electronic Manufacturers' Association, the Taiwan Automation Intelligence and Robotics Association, the Taiwan Association of Machinery Industry, and various other associations, guilds, NGOs, etc., promoting domestic and international industrial and economic exchanges and contributing to the advancement of Taiwan's industries. Chairman Hsu, Yu-Jui is enthusiastic about promoting economic and cultural exchanges between Taiwan and other countries in the world. In terms of corporate sustainable development, he advocates and promotes environmental protection and resource sustainability, and is honored to serve as a supervisor of the Chinese National Association of Industry and Commerce. Moreover, CEO Hsieh, Han-Chang serves as a director of the Taiwan Electrical and Electronic Manufacturers' Association, Executive Vice President Cheng, Hsiang-Chih serves as vice chairman of the Taiwan Intelligent Building Association, and General Manager of the Business Group, Kuo, Yueh-She serves as a director of the Taiwan Electric Research & Testing Center. They actively participate in the organization's operations, integrate opinions from the business community, and provide financial, environmental, and social policy advice to the government to promote the common development of business and society.

Participate in External Organization Associations

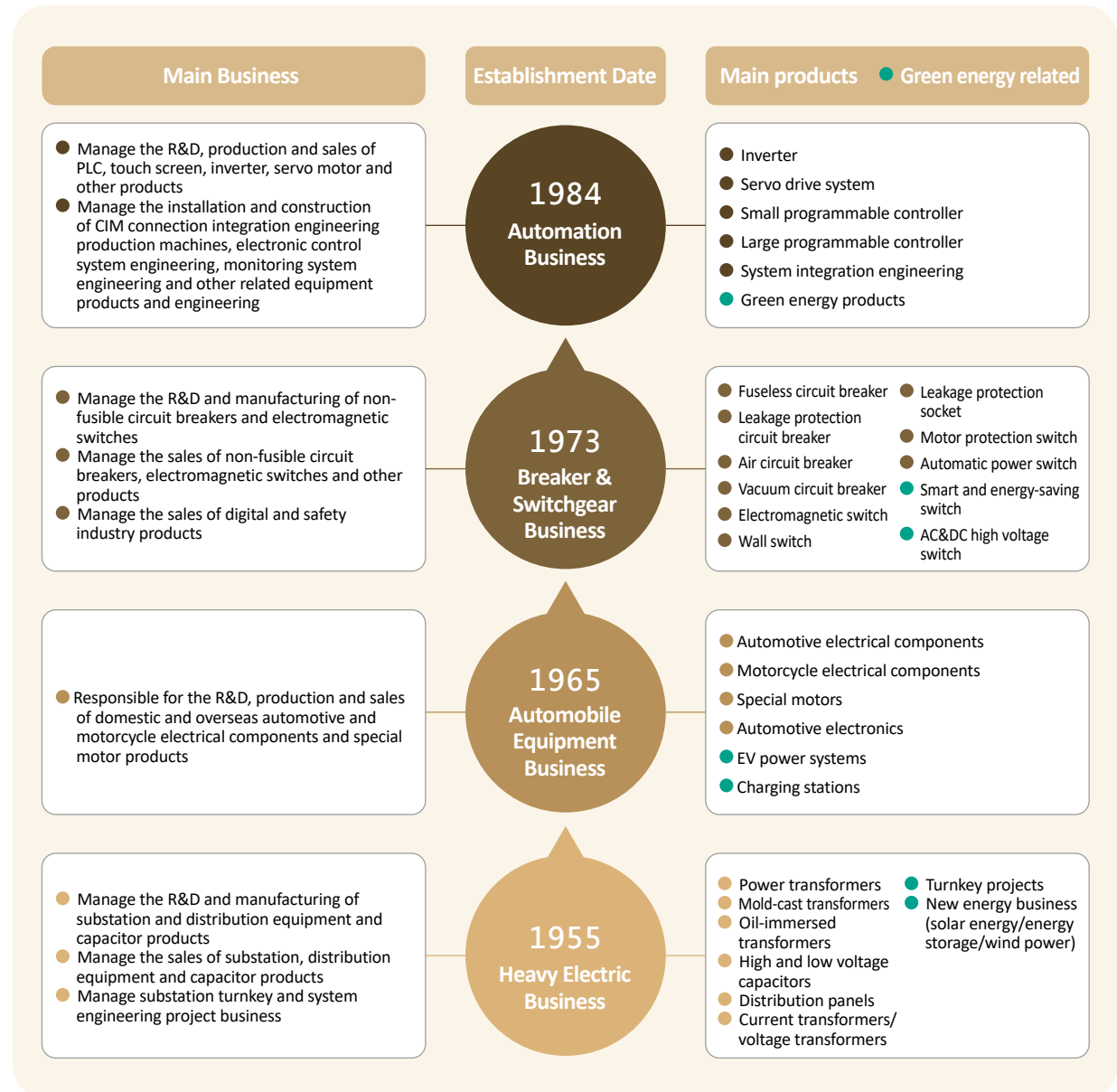
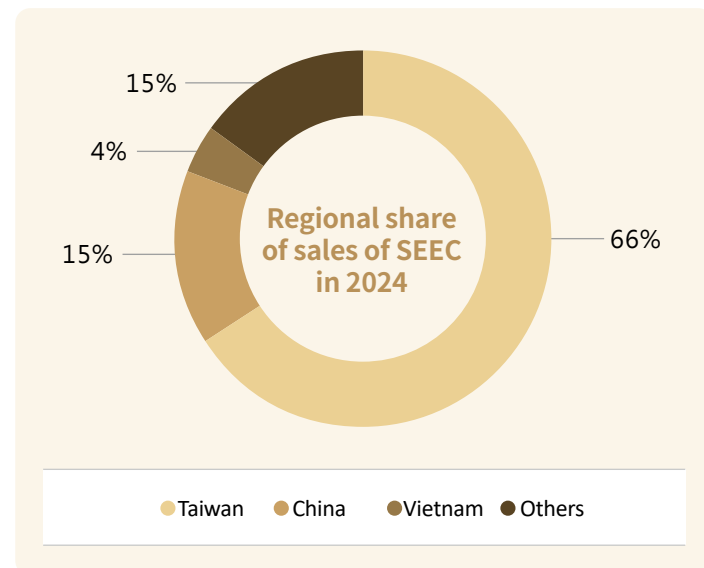
* The Chinese National Association of Industry and Commerce	Taiwan Photovoltaic Industry Association	CNS Certification Mark Association	Taichung City Parking Business Association
* Taiwan Electrical and Electronic Manufacturers' Association	Taiwan Power Enterprise Federation	Taipei Measuring Instrument Association	Automotive Research & Testing Center
* Taiwan Intelligent Building Association	Taiwan Power and Energy Engineering Association	Taiwan Mold & Die Industry Association	Corporate Synergy Development Center
* Taiwan Electric Research & Testing Center	Chung-Hwa Railway Industry Development Association	ROC East Asia Economic Association	Taiwan-Japan Relations Association
Taiwan Transportation Vehicle Manufacturers Association	Taiwan Association of Machinery Industry	The Third Wednesday Club	Taiwan Robotics Industry-Academia Alliance
Taiwan Stock Affairs Association	Energy-Saving Patrol	ROC-USA Business Council	CC-Link Partner Association (CLPA)
Accounting Research and Development Foundation	Taiwan Automation Intelligence and Robotics Association	The General Association of Chinese Culture	Taiwan Society of Refrigerating and Air-Conditioning Engineers
CRIF China Credit Information Service, Ltd.	High Efficiency Motor Alliance	GS1 Taiwan	Taiwan Water Pile Engineering Industries Association
Industrial Safety and Health Association	Taiwan Motor Industry Association	Information Management Association of R.O.C.	Taiwan Printed Circuit Association
Taipei City Parking Business Association	The Power Electronics Society	Taiwan Photovoltaic Industry System Association	Importers and Exporters Association of Taipei
Taiwan Telecommunication Engineering Industry Association	Chinese Society for Quality	Taiwan Wind Industry Association	
Taiwan Electrical Contractors Association	Chinese Society for Electrical Engineering	Taiwan Electronic Equipment Industry Association	

Note: Those marked with "*" are representatives of the company who hold management positions in the relevant associations or societies.

Main Products and Services

A comprehensive solution integrator - the company has four business groups, namely the Heavy Electric Business Group, the Automobile Equipment Business Group, the Breaker & Switchgear Business Group and the Automation Business Group. The main products are heavy electrical products, automotive electrical equipment, low-voltage switches, industrial control products, engineering integration equipment, digital home appliances (agency), etc.

The main sales territories of the merged company's heavy electrical products are: America, ASEAN, domestic private enterprises and green energy markets, and Taiwan Power Company; the sales territories of switch products are mainly Southeast Asia, China, the Middle East, and domestic sales in Taiwan; the sales territories of automation products (including parts and engineering integration equipment) are mainly domestic sales in Taiwan, exports to China and Asia; the sales territories of electrical equipment are mainly domestic sales in Taiwan, China, Southeast Asia, and exports to Europe and the United States. Overall, the sales territory ratio of SEEC in 2024 is shown in the figure.



Heavy Electric Business Group

In 1955, when SEEC was transformed from a public enterprise to a private enterprise, it had already begun to produce transformer products. After decades of experience accumulation and active research and development, the company has produced the highest level of 345kV 1260MVA ultra-high voltage transformers in the country for operation in nuclear power plants. In 2017, it passed the KEMA 242kV 200MVA short-circuit and type test certification. In addition to supplying domestic Taiwan Power Company and major public and private customers, the products are also supplied to all parts of the world, including the United States, Canada, Australia, the Philippines, and ASEAN countries through SEEC's global marketing network, with outstanding performance.

In recent years, we have actively participated in the integration of public works in the power system, including the Wansong substation project of the Taipower system, the Nanhui project of the railway electrification project, and the EMU500 electric multiple unit project, and won the government's public works gold award, and have been recognized by all walks of life for our technology and engineering quality. The company pays attention to quality and is the first to pass TAF certification. We have also developed surge-resistant spike transformers (SK TR) and amorphous transformers to meet the needs of various special loads. The main sales areas are Taiwan, followed by the Philippines and North America.

Main Application

We produce the highest grade 345kV 1260MVA nuclear grade ultra-high voltage transformers, a full range of transformers and power distribution equipment, and supply them to large domestic and foreign power plants, technology companies, department stores, integrated buildings, luxury homes and public construction, playing a key role in the power transmission and distribution system.

Automobile Equipment Business Group

The Automobile Equipment Business Group was established in 1965 and is mainly engaged in the research and development, manufacturing and sales of automotive and motorcycle electrical equipment and DC motors. It has been marketed at home and abroad with high-quality products and has been highly recognized by customers. In order to achieve international competitiveness of products, we continue to pursue the enhancement of quality, cost, delivery, development, business management and services to strengthen development technology and core manufacturing capabilities. We have also formed strategic alliances with many Japanese technology giants, not only cooperating in product technology, but also setting up joint ventures or conducting division of labor and cooperation overseas, working together to layout overseas markets and create a win-win strategic partnership.

The main sales territories are Taiwan, followed by North America and Europe. In response to the rise of environmental awareness, we are more actively involved in the research and development and production of EV power systems, production and promotion of charging pile business, and at the same time, we have formed strategic alliances with companies such as Hotai Group and eTreego Co., Ltd., and jointly invested in the establishment of "Gochabar Co., LTD" to lay out the charging operation business.

Main Application

- Two-wheel series products: used for engine starting and power supply of motorcycles, electric vehicles and other non-road vehicles (such as jet skis, snowmobiles, beach cars, etc.).
- Four-wheel series products: used for engine starting and power supply of automobiles.
- DC motor products: used for the control of electric wheelchairs and scooters.
- Charging piles: used for DC charging of motorcycles, DC fast charging/slow charging of automobiles, built in public areas such as communities and parking lots.

Breaker & Switchgear Business Group

Since 1973, the Breaker & Switchgear Business Group has focused on the research and development, production and sales of low-voltage switches. It is the leading brand with the largest market share in Taiwan. Based on decades of solid foundation, it has actively expanded into overseas markets. To date, it has a large and dense sales base and distribution network in mainland China, ASEAN, the Middle East, Central and South America, Western Europe, and is steadily and firmly moving towards the goal of "global layout".

In order to build an international global supply chain and promote high-quality products made in Taiwan to the world, we have established production bases with cross-strait division of labor and resource allocation, and continuously improved our independent development capabilities. We also accelerate the development of new products and models and develop core processes that combine quality and efficiency through precision molds, automation departments, and short-circuit testing laboratories certified by the International Electrotechnical Society. Our products have also passed a number of strict testing standards certified by international and local countries, proving that product specifications, quality, and performance are up to international standards. In pursuit of excellence and to improve core competitiveness, we have formed strategic alliances with major international manufacturers such as Japan's Mitsubishi, Osaki Electric, and American General Electric to carry out technical cooperation and advantage integration to jointly enter the international market.

Excellent competitiveness of low voltage switch business group

- Sharing of cross-strait procurement resources, with competitiveness in the international market.
- Products have obtained multiple international certifications, such as: CCC, KEMA, TUV, cULus, CSA, SIRIM, SNI, etc.
- Possessing the competitive advantage of low-cost manufacturing.
- Possessing independent development capabilities.
- Possessing a complete marketing channel system.

Main Application

The low-voltage switches, leakage circuit breakers and related power distribution equipment produced by Xinfeng Factory are mainly supplied to power distribution boxes for domestic and foreign factories, commercial and office buildings, department stores, residential buildings, luxury homes and public construction for power and personnel safety protection purposes.



Automation Business Group

The Automation Business Group was established in 1984 and is dedicated to providing customers with a full range of FA industrial control products. In addition to continuing to independently develop and represent well-known brands of industrial control products, the Automation Engineering Integration Business Division was established in 1996 to provide automation equipment system integration services, which are widely used in semiconductors, PCB, LED, machine tools, food machines, packaging machines, energy-saving systems, warehousing and logistics, factory automation, handling equipment, smart manufacturing, IoT systems and other industries to provide customers with Total Solution. Starting in 2022, through the cross-domain advantages of SEEC, new optoelectronics and energy storage products will be launched to respond to the government's new energy policy and work together to create a green environment with comprehensive net zero carbon emissions.

The Automation Business Group and Automation Engineering Integration Division have established R&D centers and advanced manufacturing plants across both sides of the Taiwan Strait and sales outlets distributed around the world. The main R&D centers and production bases are located in Taiwan and Suzhou, China. Through continuous research and development of high-efficiency and low-energy consumption products, we actively recruit high-tech industry elites and management talents to provide more complete products and services for industrial upgrading and industrial automation. The main sales territories are mainly Taiwan, followed by China, Japan, etc.

Main Application

- Automation equipment can save direct labor costs, circulate production information, improve yield, and increase competitiveness.
- Programmable controllers are indispensable control tools for automation and are also the command system of automated machinery. They are applicable from single-machine control to whole-plant automation.
- The inverter is an induction motor driver with stepless speed change, suitable for the drive part of industrial machinery and machine tools.
- The servo system has functions such as positioning control, speed control, and torque control, and is suitable for the drive part of industrial machinery and machine tools.
- The sensor is a sensing device that is used for detection and judgment in conjunction with automated machinery.
- The linear motor directly converts input power into linear kinetic energy, which is different from traditional torque and rotational kinetic energy. It is like spreading out a traditional motor and winding the coil into a straight strip.
- PV inverter Solar inverter refers to a device that can convert the direct current generated by the solar cell module into alternating current, and has the function of parallel connection to the mains. The inverter refers to a current conversion device.
- The Power Conversion System (PCS) refers to the device that connects the battery system with the transformer and switchgear in the energy storage system, and can perform AC/DC conversion and bidirectional conversion of electric energy between the energy storage system and the grid connection point.

About this Report

This report is the 9th sustainability report (2024 ESG Report) issued by the Shihlin Electric and Engineering Corporation (hereinafter referred to as Shihlin Electric, SEEC, and the Company). The content of this report covers SEEC's practices and actions in the environmental (E), social (S), and management governance (G) aspects in 2024. It is centered on chapters such as "Environmental Sustainability", "Green Supply Chain", "Inclusive Workplace", "Governance and Integrity", "Sustainable Operation", and "Social Participation". It includes information on management and execution performance, risk management, and ESG sustainability strategies for each major theme, showing the performance and achievements of the Company in various aspects.

Report Issuance Date

SEEC issues a sustainability report every year, uploads it to the Financial Supervisory Commission's on the Market Observation Post System (MOPS), and publishes it on the company's official website.

This report is published on July 7, 2025

Contact Information

If you have any comments or suggestions on this report, please contact us.

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Report Scope and Boundaries

The information disclosure period of this report is mainly from January 1, 2024 to December 31, 2024. The disclosure scope mainly covers the Taiwan operating areas of SEEC, including the Taipei headquarters, four business groups (Heavy Electric Business Group¹, Automobile Equipment Business Group², Breaker & Switchgear Business Group³ and Automation Business Group⁴) and local branches; the disclosure scope of greenhouse gas and energy use covers the consolidated statement entities, water resources covers the four business groups and Taipei headquarters, and other environmental information is mainly based on the four business groups; social participation content is expanded to cover the Yangde Group Memorial Foundation of Mr. Ching-Teh Hsu. If there is additional reported location information or some historical data is recompiled, it will be explained in the text.

For more information on affiliated enterprises, please refer to the Related Party Transactions Section on the Market Observation Post System (MOPS).

Report Writing Principles

This report is mainly prepared in accordance with the latest version of the GRI Standards (GRI Standards 2021 Edition) issued by the Global Sustainability Standards Board (GSSB) and the Taiwan Stock Exchange Corporation's "Regulations Governing the Preparation and Filing of Sustainability Reports by Listed Companies". It also refers to the SASB Standards issued by the International Sustainability Standards Board (ISSB) - Sustainability Indicators for Electrical & Electronic Equipment, TCFD Climate-related Financial Disclosure Recommendations, and the United Nations Sustainable Development Goals (SDGs) to prepare and disclose the content of the report.

- 1. Headquarters:** 16th Floor, No. 88, Section 6, Zhongshan North Road, Taipei City
 TEL:(02)2834-2662 FAX:(02)2836-6187
- 2. Heavy Electric Plant:** No. 23, Zhonghua Road, Fenghuang Village, Hukou Township, Hsinchu County
 TEL:(03)598-1921 FAX:(03)598-1480
- 3. Automobile Equipment Plant:** No. 17, Zhonghua Road, Fengshan Village, Hukou Township, Hsinchu County
 TEL:(03)598-6951 FAX:(03)598-6950
- 4. Xinfeng Plant:** No. 234, Zhonglun Village, Xinfeng Township, Hsinchu County
 TEL:(03)599-5111 FAX:(03)599-5259

Information Quality and Assurance

Internal Review and Assurance

This report is prepared in accordance with the "Sustainability Report Preparation and Assurance Operation Procedure" of SEEC, and the internal control and audit system are updated. In November 2024, the "Sustainability Information Disclosure Management Method" was formulated to strengthen the quality of report disclosure. The statistical data disclosed in this report comes from the investigation and summary results of SEEC's various executive units. The financial data is publicly released information after being certified by accountants and is consistent with the company's annual report data. If there is no special mark, the currency is mainly in New Taiwan Dollar. In addition, our company has various management system certifications: IATF 16949 automotive quality management system, ISO 26262 road vehicle functional safety, CNS national standard, ISO 9001 quality management system, ISO 14001 environmental management system, ISO 45001 occupational safety and health management system, ISO/IEC 17025, ISO/IEC 27001 information security management, ISO 14064-1 greenhouse gas inventory, etc. We conduct internal audits every year (and cooperate with external audits/verifications) to ensure the accuracy of data and information. (See [Appendix 5](#) for the audit/verification statement)

External Verification and Declaration

The contents of this report were compiled by the ESG report preparation team with information provided. After review and approval by the department head, it was commissioned to the third-party impartial verification agency, the British Standards Institution Taiwan Branch (BSI), using the AA1000AS v3 Type 1 Moderate Assurance Level to ensure the inclusiveness, materiality, responsiveness and impact of the information disclosed in the report. The water consumption was verified using the Type 2 Moderate Assurance Level. The verified report was issued after approval by the board of directors in May 2025. (See [Appendix 5](#) for the verification statement)

Note:

If the data in this report on energy usage, renewable energy usage, greenhouse gas emissions, carbon emission coefficient, etc. are slightly different from the data disclosed in the annual report, it is mainly because the data in this report are assured by a third party based on the ISAE 3410 standard and adjusted according to the actual audit results.



Historical reports

Electronic files of historical reports

· 2024	· 2023	· 2022	· 2021
· 2020	· 2019	· 2018	· 2017
			· 2016

Appendix I : GRI Content Index

Statement of Use	The report period is from January 1, 2024 to December 31 2024, SEEC has been complied with GRI guidelines
GRI 1 Used	GRI 1: Base 2021
Applicable GRI Industry Code	No GRI Industry Code applicable

GRI Topic	Disclosed Item	Corresponding Chapter	Page Number	Omit Reason / Remark
2021 General Disclosures 2021				
Organization and Reporting Practices				
2-1	Organizational details	About SEEC	128	
2-2	Entities included in the organization’s sustainability reporting	About this Report	135	
2-3	Reporting period, frequency and contact point	About this Report	135	
2-4	Information reorganization	About this Report	135	
2-5	External verification / Assurance	About the Report Appendix 5	135 154	
Activities and Workers				
2-6	Activities, value chains and other business relationships	2.1 Supply Chain Management About SEEC	47 128	
2-7	Employee (Hireling)	3.1 Labor Relations and Harmony	61	
2-8	Non-employee worker (Non-Employee)	3.1 Labor Relations and Harmony	61	
Governance				
2-9	Governance structure and composition	4.1 Corporate Governance	87	
2-10	Nominating and selecting of the highest governance unit	4.1 Corporate Governance	87	

GRI Topic	Disclosed Item	Corresponding Chapter	Page Number	Omit Reason / Remark
2-11	Chair of the highest governance unit	4.1 Corporate Governance	87	
2-12	The role of the highest governance body in overseeing impact management	4.2 Sustainable Management and Practice	93	
2-13	Head of shock management	4.2 Sustainable Management and Practice	93	
2-14	Highest governance body's role in sustainability report	4.2 Sustainable Management and Practice About the Report	93 135	
2-15	Conflicts of interest	4.1 Corporate Governance	87	
2-16	Communicating critical concerns	4.2 Sustainable Management and Practice	93	
2-17	Collective knowledge of Highest governance unit	4.1 Corporate Governance	87	
2-18	Evaluating the highest governance unit's performance	4.1 Corporate Governance	87	
2-19	Remuneration policies	4.1 Corporate Governance	87	
2-20	Process for determining remuneration	4.1 Corporate Governance	87	
2-21	Annual total compensation ratio	3.2 Employee Compensation and Benefits	67	
Strategy, Policy and Practice				
2-22	Statement of sustainability strategy	Chairman's Expectation Chief Sustainability Officer's Message	22 23	
2-23	Policy commitment	3.1 Labor Relations and Harmony 4.2 Sustainable Management and Practice	61 93	
2-24	Incorporate policy commitments	Major Theme Management and Response 2.1 Supply Chain Management 3.1 Labor Relations and Harmony	13 47 61	
2-25	Procedures for remediating negative shocks	Major Theme Management and Response 4.3 Integrity Operation	13 97	

GRI Topic	Disclosed Item	Corresponding Chapter	Page Number	Omit Reason / Remark
Governance				
2-26	Mechanisms for seeking advice and raising concerns	4.3 Integrity Operation	97	
2-27	Legal compliance	4.3 Integrity Operation	97	
2-28	Membership of public associations	About SEEC	128	
Stakeholder Negotiation				
2-29	Stakeholder negotiation policy	Stakeholder Negotiation	05	
2-30	Collective bargaining agreements	3.1 Labor Relations and Harmony	61	
Material Topics				
GRI 3: Material Topics 2021				
3-1	Process for determining material topics	Material Topic Identification Process	09	
3-2	List of material topics	Major Theme Management and Response	13	
Material Topic : Governance and Integrity				
3-3	Management of material topics	Major Theme Management and Response Governance and Integrity Management Policy	13 18	
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	4.1 Corporate Governance 4.3 Integrity Operation	87 97	
	205-3 Confirmed incidents of corruption and actions taken	4.3 Integrity Operation	97	No related situation
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	4.3 Integrity Operation	97	No related situation
Major Topic: Supply Chain Sustainability Management				
3-3	Management of material topics	Major Theme Management and Response Sustainable Supply Chain Management Policy	13 14	

GRI Topic	Disclosed Item	Corresponding Chapter	Page Number	Omit Reason / Remark
Material Topic : Sustainable Supply Chain Management				
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	2.1 Supply Chain Management	47	
GRI 308 : Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	2.1 Supply Chain Management	47	
	308-2 Negative environmental impacts in the supply chain and actions taken	2.1 Supply Chain Management	47	
GRI 414 : Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	2.1 Supply Chain Management	47	
	414-2 Negative social impacts in the supply chain and actions taken	2.1 Supply Chain Management	47	
Material Topic : Business Performance				
3-3	Management of material topics	Major Theme Management and Response Business Performance Management Policy	13 20	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	5.1 Operation Overview	109	
	201-4 Financial assistance from the government	5.1 Operation Overview	109	
Material Topic : Product Quality and Safety				
3-3	Management of material topics	Major Theme Management and Response Product Responsibility Management Policy	13 19	
GRI 416 : Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	4.4 Product Responsibility	102	
	416-2 Incidents of violation of health and safety regulations concerning products and services	4.4 Product Responsibility	102	No related situation
GRI 417 : Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	4.4 Product Responsibility	102	
	417-2 Incidents of non-compliance with product and service information and labeling regulations	4.4 Product Responsibility	102	No related situation
	417-3 Incidents of non-compliance with marketing communications regulations	4.4 Product Responsibility	102	No related situation

GRI Topic	Disclosed Item	Corresponding Chapter	Page Number	Omit Reason / Remark
Material Topic : Climate Change Risk Response				
3-3	Management of material topics	Major Theme Management and Response Climate Change Management Policy	13 13	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	1.2 Energy and Greenhouse Gas Management	34	
	302-3 Energy intensity	1.2 Energy and Greenhouse Gas Management	34	
	302-4Reduction of energy consumption	1.2 Energy and Greenhouse Gas Management	34	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	1.2 Energy and Greenhouse Gas Management	34	
	305-2 Energy indirect (Scope 2) GHG emissions	1.2 Energy and Greenhouse Gas Management	34	
	305-3 Other indirect (Scope 3) GHG emissions	1.2 Energy and Greenhouse Gas Management	34	
	305-4 GHG emissions intensity	1.2 Energy and Greenhouse Gas Management	34	
	305-5 Reduction of GHG emissions	1.2 Energy and Greenhouse Gas Management	34	
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	1.1 Climate Change Management 2.2 Green Energy Development	25 53	
Material Topic : Clean Technology Opportunities				
3-3	Management of material topics	Major Theme Management and Response Green Energy Development Management Policy	25 53	
Customized Topic	Green Energy Development	2.2 Green Energy Development	53	
Material Topic : Information Security and Management				
3-3	Management of material topics	Major Theme Management and Response Information Security Protection Management Policy	13 21	
GRI 418 : Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	5.3 Information Security Protection	118	No related situation

GRI Topic	Disclosed Item	Corresponding Chapter	Page Number	Omit Reason / Remark
Material Topic : Employee Rights and Benefits				
3-3	Management of material topics	Major Theme Management and Response Employee Relations Management Policy	13 16	
GRI 201: Economic Performance 2016	201-3 Defined benefit plan obligations and other retirement plans	3.1 Labor Relations and Harmony	61	
GRI 401: Employment Relations 2016	401-1 New employees and resigned employees	3.1 Labor Relations and Harmony	61	
	401-2 Benefits provided to full-time employees (excluding temporary or part-time employees)	3.2 Employee Compensation and Benefits	67	
	401-3 Parental leave	3.2 Employee Compensation and Benefits	67	
GRI 402: Labor Relations 2016	402-1 Minimum notice period for operational changes	3.1 Labor Relations and Harmony	61	
GRI 404 : Training and Education 2016	404-1 Average hours of training per year per employee	3.3 Talent Cultivation and Development	72	
	404-3 Percentage of employees receiving regular performance and career development reviews	3.2 Employee Compensation and Benefits	67	
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	3.1 Labor Relations and Harmony	61	No related situation
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	3.1 Labor Relations and Harmony	61	No related situation
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	3.1 Labor Relations and Harmony	61	No related situation
GRI 409 : Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	3.1 Labor Relations and Harmony	61	No related situation

GRI Topic	Disclosed Item	Corresponding Chapter	Page Number	Omit Reason / Remark
Material Topic : Occupational Health and Safety				
3-3	Management of material topics	Major Theme Management and Response Workplace Health and Safety Management Policy	13 17	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	3.4 Workplace Health and Safety	79	
	403-2 Hazard identification, risk assessment, and incident investigation	3.4 Workplace Health and Safety	79	
	403-3 Occupational health services	3.4 Workplace Health and Safety	79	
	403-4 Worker participation, consultation, and communication on occupational health and safety	3.4 Workplace Health and Safety	79	
	403-5 Worker training on occupational health and safety	3.4 Workplace Health and Safety	79	
	403-6 Promotion of worker health	3.4 Workplace Health and Safety	79	
	403-7 Prevention and mitigation of health and safety impacts directly linked by business relationships	3.4 Workplace Health and Safety	79	
	403-8 Workers covered by an occupational health and safety management system	3.4 Workplace Health and Safety	79	
	403-9 Work-related injuries	3.4 Workplace Health and Safety	79	No related situation
	403-10 Work-related Ill health	3.4 Workplace Health and Safety	79	No related situation
Material Topic : Water and Effluents				
303-3 Water withdrawal	303-3 Water withdrawal	1.3 Environmental Pollution Prevention and Control	40	The water consumption of Taipei headquarters is verified using the second-class medium assurance level.

Voluntary Disclosure Indicators

GRI Topic	Disclosed Item	Corresponding Chapter	Page Number	Omit Reason / Remark
GRI 202: Market status 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wag	3.2 Employee Compensation and Benefits	67	
	202-2 Proportion of local residents employed as senior management	3.1 Labor Relations and Harmony	61	
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	6 Social Participation	122	
GRI 301 : Materials 2016	301-1 Weight or volume of material used	1.2 Energy and Greenhouse Gas Management	34	
GRI 303 : Water and Effluents 2018	303-2 Management of water discharge-related impacts	1.3 Enviromental Pollution Prevention and Control	40	
	303-3 Water withdrawal	1.3 Enviromental Pollution Prevention and Control	40	
	303-4 Water discharge	1.3 Enviromental Pollution Prevention and Control	40	
	303-5 Water consumption	1.3 Enviromental Pollution Prevention and Control	40	
GRI 306 : Waste 2020	306-2 Management of significant waste-related impacts	1.3 Enviromental Pollution Prevention and Control	40	
	306-3 Waste generated	1.3 Enviromental Pollution Prevention and Control	40	
	306-4 Waste diverted from disposal	1.3 Enviromental Pollution Prevention and Control	40	
	306-5 Waste directed to disposal	1.3 Enviromental Pollution Prevention and Control	40	
GRI 405 : Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	3.1 Labor Relations and Harmony 4.1 Corporate Governance	61 87	
	405-2 Ratio of basic salary and remuneration of women to men	3.2 Employee Compensation and Benefits	67	
GRI 415 : Public Policy 2016	415-1 Political contribution	4.1 Corporate Governance	87	No related situation

Appendix II SASB Index

• Industry: Electrical & Electronic Equipment

• Release version: December 2023

Topic	Code	Accounting Metric	Category	Units of Measurement	Response
Energy Management	RT-EE-130a.1	(1)Total energy consumed (2)Percentage of grid electricity (3)Percentage of renewable	Quantitative	Gigajoulee (GJ), Percentage (%)	(1) 346,986.07 (2) 75% (3) 1% ^{Note} Note: The annual report recorded 1.02%. After the external agency confirmed the company's greenhouse gas emissions, the total energy emissions were revised and the percentage of renewable energy was revised to 1%.
Hazardous Waste Management	RT-EE-150a.1	Hazardous waste generation and recycling percentage	Quantitative	Metric ton (t) Percentage (%)	5.1t 0%
	RT-EE-150a.2	The number of leakage incidents, the total amount of remediation and recovery during the reporting period	Quantitative	Quantity Kilogram (Kg)	No waste leakage incident occurred 0 (Kg)
Product Safety	RT-EE-250a.1	Number of recalls issued vs. total number of recalls	Quantitative	Quantity	None Please refer to 4.4 Product Safety and Responsibility
	RT-EE-250a.2	Total monetary damages due to legal action regarding product safety	Quantitative	Financial Report	None
Product Lifecycle Management	RT-EE-410a.1	Proportion of revenue for products containing substances scheduled in IEC 62474 as a percentage of total revenue	Quantitative	Percentage by revenue (%)	0%.
	RT-EE-410a.2	Percentage of eligible products, by revenue, that meet Energy Star® criteria.	Quantitative	Percentage by revenue (%)	Not applicable
	RT-EE-410a.3	Total revenue of renewable energy-related products and high-efficiency energy products	Quantitative	Financial Report	28%
Procurement	RT-EE-440a.1	Describe risk management for the use of critical materials	Discussion and Analysis	None	Please refer to 2.1 Supply Chain Management , 5.2 Risk Management
Business Ethics	RT-EE-510a.1	Describe policies and preventive practices regarding (1) corruption and bribery and (2) anti-competitive conduct	Discussion and Analysis	None	Please refer to 4.3 Integrity Operation
	RT-EE-510a.2	Total financial losses resulting from legal proceedings related to corruption and bribery	Quantitative	Financial Report	None
	RT-EE-510a.3	Total financial losses resulting from legal actions related to anti-competitive conduct	Quantitative	Financial Report	None

Appendix III Climate-Related Information of TWSE/TPEx Listed Company

Item	Implementation Status
1.Describe the board of directors’ and management’s oversight and governance of climate-related risks and opportunities.	1.1 Climate Change Management
2.Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	1.1 Climate Change Management
3.Describe the financial impact of extreme weather events and transformative actions.	1.1 Climate Change Management
4.Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	1.1 Climate Change Management
5.If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	N/A
6.If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	1.1 Climate Change Management
7.If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	1.1 Climate Change Management
8.If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	1.1 Climate Change Management
9.Greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan .	<p>SEEC is a listed company with a paid-in capital of more than NT\$ 5 billion but less than NT\$ 10 billion. It will complete the assurance of individual companies in 2027 and the assurance of consolidated subsidiaries in 2028. The greenhouse gas inventory and assurance of Shidian’s consolidated company have been completed in 2024.</p> <p>Currently, SEEC has gradually carried out greenhouse gas inventory operations and set reduction targets. Please refer to 1.1 Climate Change Management and SEEC’s 2024 Annual Report “II. Corporate Governance Report / Corporate Governance Operation Status”</p>

Describe the greenhouse gas emissions (tons CO₂e), intensity (tons CO₂e/NT\$million) and data coverage for the most recent two years

Basic information of the company

- ☐ Companies with capital of more than NT\$10 billion, copper industry, cement industry
 ☒ Companies with capital of more than NT\$5 billion but less than NT\$10 billion
 ☐ Companies with capital of less than NT\$5 billion

According to the sustainable development roadmap of listed companies, at least the following information should be disclosed:

- ☒ Parent company individual audit: 2023 and 2024
 ☐ Parent company individual assurance: 2027 ^(Note)
- ☒ Audit of subsidiaries in consolidated financial statements: 2026 ^(Note)
☐ Consolidated financial statements subsidiary assurance

Note: The Company disclosed in advance in 2024

Year		2023		2024	
Inventory Audit Status		Total emissions (tons CO ₂ e)	Intensity (tons CO ₂ e/NT\$million)	Total emissions (tons CO ₂ e)	Intensity (tons CO ₂ e/NT\$million)
Parent Company	Scope 1	3,871.85	0.8885	3,254.60	0.7476
	Scope 2	18,805.99		18,079.75	
	Sub-total	22,677.84		21,334.35	
Consolidated Financial Statements Subsidiaries	Scope 1	3,216.74	1.4577	2,464.22	1.1829
	Scope 2	20,470.98		17,688.56	
	Sub-total	23,687.72		20,152.78	
Total		46,365.56	1.4577	41,487.13	1.1829
Organizational Boundaries		The company adopts the operational control method, covering the office, Automobile Equipment plant, Heavy Electric plant, Xinfeng plant, and project site ^(Note 2) in Taiwan, as well as the subsidiaries, branches, and offices/ liaison offices in mainland China and Vietnam included in the consolidated financial statements.		The company adopts the operational control method, covering the office, Automobile Equipment plant, Heavy Electric plant, Xinfeng plant, and project site ^(Note 2) in Taiwan, as well as the subsidiaries, branches, and offices/ liaison offices in mainland China, Vietnam, the United States, and the Philippines that are included in the consolidated financial statements.	

Note:

- Greenhouse gas inventory benchmark: Inventory is conducted in accordance with ISO 14064-1:2018. The inventoried gases include: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).
- The System Engineering Division (Project) is divided into the System Engineering Project and the Solar Charging and Storage Project. Since the Solar Charging and Storage Project is subcontracted by multiple manufacturers, the related costs are mixed and cannot be divided, and the proportion of total emissions is small, so it is not included.
- Global warming potential (GWP) refers to the IPCC 2021 Sixth Assessment Report.
- Conversion coefficient source: "Announcement of Greenhouse Gas Emission Coefficients on February 5, 2024" by the Ministry of Environment, Executive Yuan.
- The carbon emission coefficient of electricity purchased is based on the electricity carbon emission coefficient announced by the Bureau of Energy, Ministry of Economic Affairs. The carbon emission coefficient of electricity in 2024 is calculated as 0.474 kg CO₂e/kWh.


Year		2023	2024
Inventory Audit Status		Total emissions (tons CO ₂ e)	Total emissions (tons CO ₂ e)
Parent Company	Scope 1	3,871.85	3,254.60
	Scope 2	18,768.01	18,079.75
	Sub-total	22,639.86	21,334.35
	Percentage of the aforementioned disclosed information	48.83%	100%
Consolidated Financial Statements Subsidiaries	Scope 1	N/A	2,464.22
	Scope 2	N/A	17,688.56
	Sub-total	N/A	20,152.78
Total		22,639.86	41,487.13
Organizational Boundaries		The company adopts the operational control method, covering offices in Taiwan, Automobile Equipment plants, Heavy Electric plants, Xinfeng plants, and branch offices in various regions.	The company adopts the operating control method, covering the office, Automobile Equipment plant, Heavy Electric plant, Xinfeng plant, and project site (Note 2) in Taiwan, as well as the subsidiaries, branches, and offices/liaison offices in mainland China, Vietnam, the United States, and the Philippines that are included in the consolidated financial statements.
Assurance Institution		Deloitte Taiwan	
Assurance Status Description		Greenhouse Gas Assurance Criteria: Obtaining an accountant's limited assurance report in accordance with ISAE 3410.	
Assurance Comments/Conclusion		Unqualified Opinion	



Note:



- Greenhouse gas inventory benchmark: Inventory is conducted in accordance with ISO 14064-1:2018. The inventoried gases include: carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF₆), and nitrogen trifluoride (NF₃).
- The System Engineering Division (Project) is divided into the System Engineering Project and the Solar Charging and Storage Project. Since the Solar Charging and Storage Project is subcontracted by multiple manufacturers, the related costs are mixed and cannot be divided, and the proportion of total emissions is small, so it is not included.
- Global warming potential (GWP) refers to the IPCC 2021 Sixth Assessment Report.
- Conversion coefficient source: "Announcement of Greenhouse Gas Emission Coefficients on February 5, 2024" by the Ministry of Environment, Executive Yuan.
- The carbon emission coefficient of electricity purchased is based on the electricity carbon emission coefficient announced by the Bureau of Energy, Ministry of Economic Affairs. The carbon emission coefficient of electricity in 2024 is calculated as 0.474 kg CO₂e/kWh.




Appendix IV: United Nations Sustainable Development Goals




In 2015, the United Nations adopted the 2030 Agenda for Sustainable Development, which includes 17 core global sustainable development goals. It aims to guide governments, local governments, enterprises, civil society groups and other actors to work together to achieve a world in which "every country achieves sustained, inclusive and sustainable economic growth and everyone has decent work" in the next 15 years, and a world in which all natural resources from air to land, from rivers, lakes and groundwater to oceans are produced, consumed and used in a sustainable way. SEEC also adheres to this vision, actively responds to the Sustainable Development Goals (SDGs), continues to implement various specific actions, and strives to contribute to the realization of sustainable development.

Corresponding Chapters	SDGs Detailed Goals	Specific Actions in 2024	Performance Results
 3 Inclusive Workplace	3.4 Reduce mortality from non-communicable diseases and promote mental health 3.d Strengthen health risk management capabilities	<ul style="list-style-type: none"> • Group insurance: accident insurance, accident medical treatment, hospitalization medical treatment, overseas emergency assistance services • Regular company-wide health check-ups • Irregular health and medical lectures • Promote first aid knowledge such as CPR and AED operation exercises for employees • Company-wide sports competitions • Employee Fitness Center (Hsinchu): Gym, basketball court, badminton court, billiard room, billiard room, aerobic classroom • Club activities: basketball club, badminton club, aerobic courses, movie appreciation, etc. • Regularly arrange visually impaired masseurs to provide massage services to employees • Support Taipei Rongming Hospital to research and treat depression and suicide prevention in young people • Support four hospitals including Mackay Memorial Hospital to promote friendly medical environment and children's medical development 	<ul style="list-style-type: none"> • Health check-ups are held every year, with a total cost of approximately NT\$16.4 million • A total of 1 third- or fourth-level manager undergoes special health check-ups, and the employee is asked to wear protective gear after evaluation by a physician • No workers were diagnosed with occupational diseases in 2024 • Regularly hold emergency care training courses such as CPR and AED, with a total of 58 employees participating in 2024 • Held a blood donation event for the Yangde Group, with a total of 25 people participating in 2024 • Invite a lecturer from Boren Hospital to the company to hold a lecture on "Easily defeat the three highs and stay away from metabolic syndrome", so that colleagues can use this to enhance their understanding of diseases and achieve the effect of prevention over treatment.

Corresponding Chapters	SDGs Detailed Goals	Specific Actions in 2024	Performance Results
 3 Inclusive Workplace	<p>4.4 Increase employment and employability</p> <p>4.5 Eliminate all discrimination in training and education</p>	<ul style="list-style-type: none"> • Carry out industry-university technology cooperation with schools • Provide industry-university training and internship opportunities • Promote cooperation between industry-master classes • Improve the talent training system of enterprises • Continue to deepen the promotion of golf sports for many years, and train amateur and professional players for many years • Continue to carry out human rights-related education and training • Conduct performance review meetings of the Education and Training Development Committee every quarter, and hold a total of 4 meetings in 2024 • Continue to sponsor the National College and University Environmental Protection and Energy-saving Car Competition 	<p>Industry-university technology cooperation: National Taiwan University, National Cheng Kung University</p> <ul style="list-style-type: none"> • Industry-university training: Taipei University of Science and Technology, Ming Hsin University of Science and Technology, Longhua University of Science and Technology • Industry-Master's Program: National Taiwan University of Science and Technology, National Cheng Kung University, Taipei University of Science and Technology • Internship cooperation: Taichung University of Science and Technology • The total amount of education and training investment in 2024 is NT\$11.13 million, the average training hours for all employees is 18.8 hours/person, and the average number of training times is 2.9 times/person • In 2024, 21 aboriginal employees were hired (accounting for 0.96% of the total employees), and 15 people with disabilities were hired (accounting for 0.69% of the total employees) • Conduct "Manager/Director-level Reserve Training Program" and plan a hybrid learning model of online courses + physical courses to improve learning efficiency and effectiveness • 223 new employees this year • No human rights violations or discrimination incidents occurred
 1. Environmental Sustainability 2. Green Supply Chain	<p>7.1 Achieve universal access to modern energy</p> <p>7.2 Increase the share of renewable energy globally</p> <p>7.a Promote research, technology and investment in access to clean energy</p> <p>7.b Expand and upgrade national energy services</p>	<ul style="list-style-type: none"> • Promoted by the Solar Photovoltaic Sustainable Development Association twice • Completed the first phase of the solar power generation construction plan • Continued to develop energy-saving green products • Focused on the GREEN POWER brand, integrating and providing related green energy services • Participated in the project site turnkey (EPC) of green energy projects, with more than 12 completed and grid-connected projects and 10 under construction by 2024 	<ul style="list-style-type: none"> • Solar power generation totals 952,989 kWh (3,430.8 GJ) by the end of 2024, saving 471 tons of CO2e • Solar power generation increased by 694,569 kWh compared to the previous year • Renewable energy use accounts for 1% of the total energy consumption of the consolidated company by the end of 2024 • Solar power generation capacity reached 1,940 kW in 2024

Corresponding Chapters	SDGs Detailed Goals	Specific Actions in 2024	Performance Results
 2. Green Supply Chain 3 Inclusive Workplace	8.1 Sustainable economic growth 8.2 Diversification, innovation and upgrading of economic productivity 8.4 Improving resource efficiency in consumption and production 8.5 Full employment and equal pay for equal work 8.8 Protecting labor rights and promoting a safe working environment	<ul style="list-style-type: none"> • Strive to invest in new products and new markets to create revenue performance • Strategic alliance with business partners to seize the field of electric vehicles and charging industry • Promote digital transformation and develop digital and intelligent products (AIOT, MES, e-Factory) • Continue to develop green energy-saving products, and strive for product innovation and upgrading. Annual R&D expenses account for 2% of operating income • Actively promote “amorphous” and “high-efficiency” transformers, and implement carbon footprint and carbon label updates for 2 products • The starting salary ratio for new male and female employees with the same conditions is the same, and there is no difference due to gender • Continue to carry out safety and health education and training, and complete ISO 45001 occupational safety management system re-verification • Held 16 occupational safety and health committee meetings to discuss occupational safety related matters • Conducted 2 fire self-defense group drills 	<ul style="list-style-type: none"> • Consolidated revenue in 2024 is NT\$35,071 million, up 10.3% year-on-year • Four energy-saving products of the Automation Business Group won the 2024 Taiwan Excellence Award • No workers was diagnosed with occupational diseases in 2024 • No factory accidents occurred in 2024
 2. Green Supply Chain	9.1 Develop sustainable, resilient and inclusive infrastructure 9.4 Upgrade all industries and infrastructure to achieve sustainability	<ul style="list-style-type: none"> • Participating in large-scale government public projects and Taipower turnkey projects, and received 2 major projects in 2024, both of which are in the construction stage • Taiwan Railway Project Project <ul style="list-style-type: none"> > Electrification Turnkey Project of Taitung Chaozhou Section of South-Link Railway > Turnkey Project of Conductor Rail Installation in Tunnel Section of Taipei Power Section • Airport Project <ul style="list-style-type: none"> > Mechanical and Electrical Engineering of Main Terminal of Taoyuan Airport > Information and Communication System Engineering of Taoyuan Airport > Phase II Project of Chaozhou Base of Kaohsiung Airport 	<ul style="list-style-type: none"> • A total of 39 public projects have been involved by 2024 • The South-Link Railway project reduces carbon emissions by approximately 6,709 tons per year • The Taipei Power Section project reduces carbon emissions by approximately 140.4 tons per year

Corresponding Chapters	SDGs Detailed Goals	Specific Actions in 2024	Performance Results
 2. Green Supply Chain 6. Social Participation	10.1 Reduce income inequality 10.2 Promote universal social, economic and political inclusion 10.3 Ensure equal opportunities and eliminate discrimination	<ul style="list-style-type: none"> • Sponsor neighborhood parties and community activities • Adopt and care for street trees and sidewalks around enterprises • Adopt parks around enterprises and carry out greening maintenance, pruning and cleaning • Sponsor the Taiwan Fund for Children and Families • Organize ecological conservation activities for residents and employees from time to time • Organize local cultural and artistic activities from time to time to support local cultural education and cultivation • Continue to carry out human rights-related education and training • Protect job opportunities for vulnerable groups such as indigenous people and people with disabilities 	<ul style="list-style-type: none"> • Robot Plaza maintenance costs: approximately NT\$600,000, including cleaning, painting, floor tiles and gutter cover repairs • Human rights-related education and training, a total of 1,455 people participated, 6,788 hours • No human rights violations or discrimination incidents occurred
 1. Environmental Sustainability	12.4 Properly manage the use and disposal of chemicals 12.5 Reduce waste generation through prevention, reduction, recycling and reuse	<ul style="list-style-type: none"> • Optimize the process and reduce losses • Centralize production and combine furnaces to improve production efficiency • Replace scraps with manufacturers to reduce procurement costs and waste disposal • Continue to promote waste liquid reduction improvement solutions 	<ul style="list-style-type: none"> • 73.4 tonnes of scraps (copper) were collected in 2024 and handed over to the industry for recycling • Improvement plan for waste liquid reduction, estimated to reduce water consumption by 600 tonnes per year and reduce waste generation
 1. Environmental Sustainability 4. Governance and Integrity	13.1 Strengthen resilience and adaptation to climate-related disasters 13.2 Integrate climate change measures into policies and planning 13.3 Build knowledge and capacity to respond to climate change	<ul style="list-style-type: none"> • Formulate a carbon reduction plan (reduce carbon intensity by 43% and carbon emissions by 24% by 2030) • Promote energy-saving improvements or updates of factory solar power generation, air compressors, air conditioners and chillers, lighting systems, etc. • Use variable frequency motors or amorphous transformers to reduce power loss • The Sustainable Development Division will continue to promote carbon reduction plans and track carbon reduction results to report to the board of directors • Establish a risk management team to assess possible risks and then formulate response strategies 	<ul style="list-style-type: none"> • In 2024, greenhouse gas emission intensity was reduced by 20% compared with the base year (2022) • In 2024, 61 suppliers participated in the supply chain carbon inventory training • In 2024, energy-saving improvements in each plant are estimated to reduce 587.5 tons of CO₂e/year • In 2024, the plants add solar power generation equipment and complete parallel power generation in the second half of the year, reducing a total of 471 tons of CO₂e

Corresponding Chapters	SDGs Detailed Goals	Specific Actions in 2024	Performance Results
 <p>1. Environmental Sustainability 4. Governance and Integrity</p>	<p>13.1 Strengthen resilience and adaptation to climate-related disasters</p> <p>13.2 Integrate climate change measures into policies and planning</p> <p>13.3 Build knowledge and capacity to respond to climate change</p>	<ul style="list-style-type: none"> Greenhouse gas inventory progress and TCFD risk and opportunity assessment results are regularly reported to the board of directors Each factory has established an energy management system to monitor factory green electricity generation, production equipment electricity consumption and other data, and conduct reduction control Actively increase the capacity of solar energy installations, with the goal of increasing to 15% by 2030 Green energy products account for 28% of revenue in 2024 	<ul style="list-style-type: none"> In 2024, greenhouse gas emission intensity was reduced by 20% compared with the base year (2022) In 2024, 61 suppliers participated in the supply chain carbon inventory training In 2024, energy-saving improvements in each plant are estimated to reduce 587.5 tons of CO₂e/year In 2024, the plants add solar power generation equipment and complete parallel power generation in the second half of the year, reducing a total of 471 tons of CO₂e
 <p>4. Governance and Integrity</p>	<p>16.5 Significantly reduce corruption and bribery</p> <p>16.6 Establish effective, accountable and transparent systems</p>	<ul style="list-style-type: none"> Establish relevant standards and codes of conduct such as “Corporate Governance Practice Code”, “Code of Ethical Conduct”, “Integrity Management Code”, and “Sustainable Development Practice Code” to continuously promote and implement management Establish a complete complaint/reporting mechanism and promise to protect reporters from being improperly dealt with due to reporting Organize external education and training related to integrity management issues for 229 people, totaling 1,030 man-hours Continue to strengthen the disclosure of the operation of functional committees (Audit Committee, Compensation Committee, and Sustainability Committee) 	<ul style="list-style-type: none"> No corruption, major violations, or unfair competition The performance evaluation results of the board of directors, board members, and functional committees are all above 4 points
 <p>6. Social Participation</p>	<p>17.17 Encouraging effective partnerships</p>	<ul style="list-style-type: none"> SEEC invests public welfare resources in foundations, industrial unions, medical institutions and social groups every year Promote cooperation and exchanges between countries through the Yangde TPC Championship international event and cross-border cooperation 	<ul style="list-style-type: none"> In 2024, SEEC’s social welfare investment amounted to NT\$23.52 million SEEC has donated a total of NT\$54.91 million in the past three years In 2024, the Hsu Jinde Memorial Foundation donated a total of NT\$33.29 million The Hsu Jinde Memorial Foundation donated a total of NT\$88.27 million in the past three years In 2024, the total prize money of the TPC Championship was increased to 1 million US dollars

Appendix V: Third-party Verification Statement



獨立保證意見聲明書

士林電機 2024 永續報告書

英國標準協會與士林電機股份有限公司(國語士林電機)為相互獨立的公司，英國標準協會除了針對士林電機 2024 永續報告書進行評估和查證外，與士林電機並無任何財務上的關係。

本獨立保證意見聲明書之目的，僅作為對士林電機 2024 永續報告書所界定範圍內的相關事項進行保證之結論，而不作為其他之用途。除對查證事實提出獨立保證意見聲明書外，對於其他目的之使用，或閱讀此獨立保證意見聲明書的任何人士，英國標準協會並不負有或承擔任何有關法律或其他之責任。

本獨立保證意見聲明書係英國標準協會審查士林電機提供之相關資訊所作出之結論，因此審查範圍僅基於並限於在這些提供的資訊內容之內。英國標準協會認為這些資訊內容都是完整且準確的。

對於這份獨立保證意見聲明書所載內容或相關事項之任何疑問，請向士林電機一併回覆。

查證範圍

士林電機與英國標準協會協定的查證範圍包括：

1. 本查證作業範疇與士林電機 2024 永續報告書揭露之報告範疇一致。
2. 依照 AA1000 保證標準 v3 之第 1 應用類型/第 2 應用類型評估組織遵循 AA1000 查證性原則的本質和程度及部分特定永續性績效資訊的可信程度，除了 2023 年及 2024 年台北總部取水量的具體管理方針及績效指標外，不包括對於報告書揭露的資訊/數據之可信程度的查證。

本聲明書以英文作成並已翻譯為中文以供參考。

意見聲明

我們應就士林電機 2024 永續報告書內容，對於士林電機之相關運作與永續績效提供了一個公平的觀點。基於保證範圍限制事項，士林電機所提供資訊與數據以及組織之測試，此報告書並無重大之不實陳述，而報告書中有關 2023 年及 2024 年台北總部取水量的具體管理方針及績效指標內容則為真實正確之呈現。報告書所揭露之永續性績效資訊展現了士林電機對識別利害關係人的努力。

我們的工作是由一組具有依據 AA1000 保證標準 v3 查證能力之團隊執行，以及規劃和執行這部分的工作，以獲得必要之訊息資料及說明。我們認為就士林電機所提供之足夠證據，表明其符合 AA1000 保證標準 v3 的報告方法與自我聲明依據 GRI 永續性標準原則係屬公允的。

查證方法

為了收集與作成結論有關的證據，我們執行了以下工作：

- 對來自外部團體的議題相關於士林電機政策進行訪談，以確認本報告書中聲明書的合適性；
- 與管理層討論有關利害關係人參與的方式，然而，我們並未直接接觸外部利害關係人；
- 訪談 14 位與永續性管理、報告書編製及資訊提供有關的員工；
- 審查有關組織的關鍵性發展；
- 審查內部稽核的發現；
- 藉由與負責收集資料管理者的會議，查證報告書中有關 2023 年及 2024 年台北總部取水量的績效數據與宣布；
- 審查有關 2023 年及 2024 年台北總部取水資料收集的過程與確保數據的準確性，數據追溯至最初來源並進行深度抽樣；
- 審查報告書中有關 2023 年及 2024 年台北總部取水資料所作出的支持性證據；
- 針對公司報告書及其相關 AA1000 查證性原則(2018)中有關包容性、重大性、回應性及衝擊性原則之流程管理進行審查。

結論

針對 AA1000 查證性原則(2018)之包容性、重大性、回應性及衝擊性與 GRI 永續性標準原則的詳細審查結果如下：

包容性

2024 年報告書反映出士林電機已持續尋求利害關係人的參與，並建立重大永續主題，以發展及達成對永續具有實質且策略性的回應。報告書中已公正地報告與揭露環境、社會及治理的訊息，足以支持適當的計畫與目標設定。以我們的專業意見而言，這份報告書涵蓋了士林電機之包容性議題。

重大性

士林電機公布對組織及其利害關係人之評估、決策、行動和績效產生實質性影響與衝擊之重大主題，永續性資訊揭露使利害關係人得以對公司之管理與績效進行判斷。以我們的專業意見而言，這份報告書適切地涵蓋了士林電機之重大性議題。

回應性

士林電機執行來自利害關係人的期待與看法之回應，士林電機已發展相關道德政策，作為提供進一步回應利害關係人的機會，並能對利害關係人所關切之議題作出及時性回應。以我們的專業意見而言，這份報告書涵蓋了士林電機之回應性議題。

衝擊性

士林電機已識別並以平衡和有效之量測及揭露方式公正展現其衝擊。士林電機已建立監督、量測、評估和管理衝擊之流程，從而在組織內實現有效之決策和結果管理。以我們的專業意見而言，這份報告書涵蓋了士林電機之衝擊性議題。

績效資訊

基於本聲明書所述之我們的查證方法，特定績效資訊係在士林電機與英國標準協會協議之查證範圍內，報告書揭露的重大主題之永續揭露。以我們的觀點，士林電機 2024 永續報告書揭露有關 2023 年及 2024 年台北總部取水量之數據與資訊是可信賴的。

GRI 永續性標準原則

士林電機提供有關依據 GRI 永續性標準原則 2021 之自我宣告，並對每個涵蓋其行業準則和具相關性的 GRI 主題準則之重大主題，揭露項目依據全部報導要求的相關資料。基於審查的結果，我們確認報告書中參照 GRI 永續性標準原則之永續發展相關揭露項目已被報告，部分報告或有省略，以我們的專業意見而言，此自我宣告涵蓋了士林電機的永續性主題。

保證等級

依據 AA1000 保證標準 v3 我們審查本聲明書為中度保證等級。如何本聲明書中所所述之範圍與方法。

責任

這份永續報告書所屬責任，如同責任信中所宣稱，為士林電機負責人所有，我們的責任為基於所所述之範圍與方法，提供專業意見並提供利害關係人一個獨立的保證意見聲明書。

能力與獨立性

英國標準協會於 1901 年成立，為全球標準與驗證的領導者。本查證團隊係由具專業背景，並接受過 AA1000AS、ISO 14001、ISO 45001、ISO 14064 及 ISO 9001 之一系列永續性、環境及社會等管理標準的訓練，並有積極員資格之成員組成。本保證係依據 BSI 公平交易準則執行。

For and on behalf of BSI:



Peter Pu, Managing Director BSI Taiwan

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2025-05-21

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Appendix V: Third-party Verification Statement



ISO 26262:2018-
Automobile Equipment Business Group
Certificate validity : 2030/1/16



ISO/IEC 17025:2017-
Heavy Electric Business Group
Certificate validity : 2025/11/23



ISO/IEC 27001:2022-
Information Technology Division
Certificate validity : 2028/2/12



ISO 9001:2015-
Heavy Electric Business Group
Certificate validity : 2027/7/8



IATF 16949:2016-
Automobile Equipment Business Group
Certificate validity : 2027/6/4



ISO 9001:2015-
Xinfeng Plant Breaker & Switchgear Business Group
Certificate validity:2027/8/3



ISO 9001:2015-
Xinfeng Automation Business Group
Certificate validity : 2025/10/11



ISO 45001:2018-
Heavy Electric Plant
Certificate validity : 2026/7/30



ISO 45001:2018-
Automobile Equipment Plant
Certificate validity until 2026/5/11



ISO 45001:2018-
Xinfeng Plant
Certificate validity until 2026/4/23



ISO 14001:2015-
Heavy Electric Business Group
Certificate validity : 2025/8/10



ISO 14001:2015-
Automobile Equipment Business Group
Certificate validity : 2026/05/11



ISO 14001:2015-
Xinfeng Plant
Certificate validity : 2026/04/23



Environmental label -
Amorphous oil-immersed
transformer



Environmental label -
High-efficiency oil-immersed
transformer



Carbon footprint verification
statement -
Amorphous oil-immersed
transformer



Carbon footprint verification
statement -
High-efficiency oil-immersed
transformer



Original manufacturer's
approval registration certificate -
Heavy Electric Plant
Certificate validity:2027/10/19



Original manufacturer's approval
registration certificate - Xinfeng Plant
Certificate validity:2026/11/8



Renewable energy certificate -
Automobile Equipment Business Group



Renewable energy certificate -
Heavy Electric Business Group



Carbon label -
Amorphous oil-immersed transformer



Carbon label -
High-efficiency oil-immersed transformer



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