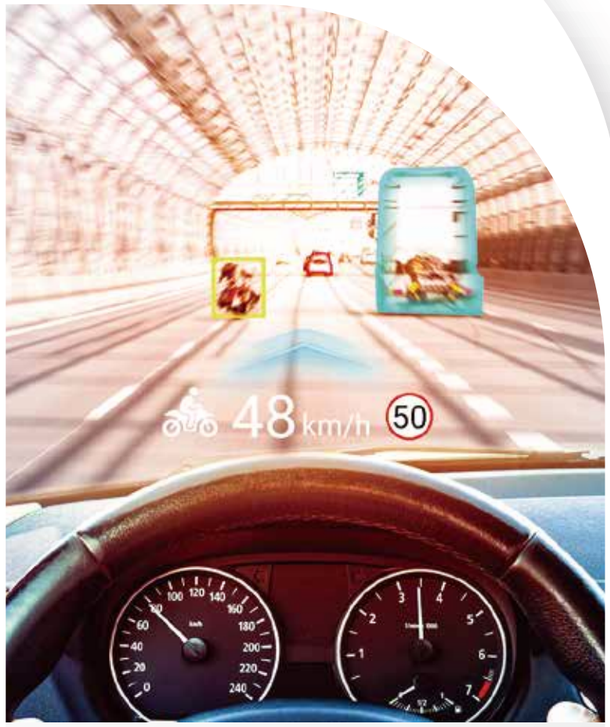
E-LEAD ELECTRONIC CO., LTD. 2024
Sustainability Report



E-LEAD

















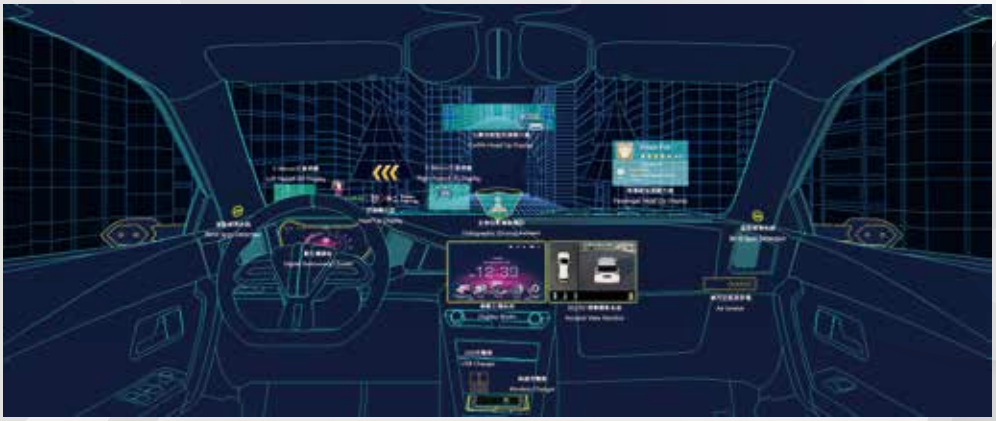
E-LEAD ELECTRONIC CO., LTD. 2024

Sustainability Report









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About This Report

Scope and Boundaries

This Sustainability Report covers the operations of E-LEAD ELECTRONIC CO., LTD. (hereinafter referred to as “E-LEAD”) at its parent company’s operational sites, including Chuansing I Factory, Chuansing II Factory, and Changhua Factory. Subsidiaries are excluded from the reporting scope unless otherwise specified in annotations. Financial data disclosed herein are based on E-LEAD’s audited financial reports, prepared in accordance with the “Regulations Governing the Preparation of Financial Reports by Securities Issuers,” and the International Financial Reporting Standards (IFRS), International Accounting Standards (IAS), and relevant interpretations issued by the International Accounting Standards Board (IASB). Audits were conducted by Ernst & Young CPAs in accordance with applicable auditing standards and attestation rules. All financial information is presented in New Taiwan Dollars (NTD).

Reporting Principles and Frameworks

This report is compiled by the E-LEAD Sustainable Development Committee, which coordinates data collection across all departments. The report follows the Global Reporting Initiative (GRI) Standards, the Task Force on Climate-related Financial Disclosures (TCFD) framework, and the Sustainability Accounting Standards Board (SASB) reporting requirements. This report has been approved by the Board of Directors and is scheduled for official release on August, 2025.

Report Overview

E-LEAD published first Sustainability Report for the year 2024 in 2025 and disclosed it on the company’s official website.

Reporting Period	January 1, 2024 – December 31, 2024
Publication Cycle	Annually
Current Publication Date	August 2025
Next Scheduled Publication	August 2026

Contact Information

If you have any comments regarding the content of this report or any suggestions related to E-LEAD’s sustainability practices, please feel free to contact us:

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Website	https://www.e-lead.com.tw/

Message from the Chairman



E-LEAD ELECTRONIC CO. LTD
Chairman

Giving back to society is a core value of corporate existence, and this principle is deeply embedded in E-LEAD's approach to sustainable development. In the face of increasing external challenges—ranging from extreme weather events to geopolitical conflicts—we strive to strengthen our internal capabilities. Through cross-functional collaboration, we aim to drive rapid corporate growth while fulfilling our commitment to environmental responsibility.

In our journey toward building a culture of corporate sustainability, we recognize that talent is our most valuable asset. We embrace diversity and respect individual differences, encouraging employees to voice their opinions and fostering continuous learning, training, and team cohesion. E-LEAD has earned certifications in ISO 14001, ISO 45001, and ISO 14064-1, affirming our commitment to workplace safety, environmental protection, and health. We are dedicated to creating a work environment that is inclusive, respectful, safe, and supportive of employee well-being.

As a pioneer in automotive electronics with over 40 years of experience, E-LEAD remains committed to innovation. The automotive industry is undergoing a transformative shift toward energy efficiency, electrification, intelligence, and automation. Guided by our technical expertise and innovative spirit, E-LEAD is well-positioned to play a pivotal role in this evolution.

In 2015, the United Nations introduced the 17 Sustainable Development Goals (SDGs) in response to shared global challenges, providing a guiding framework for all nations to pursue sustainable development by 2030. E-LEAD aligns with this framework by conducting risk assessments related to environmental, social, and governance (ESG) issues connected to its operations, and by formulating corresponding risk management policies and strategies.

Each department at E-LEAD undertakes specific responsibilities in fulfilling corporate social responsibility:

- The Administration Department manages employee engagement and community service.
- The Industrial Safety Office ensures workplace safety and environmental hygiene.
- The Spokesman oversees investor relations.
- The Finance Department handles financial, tax, and regulatory relations.
- The Production Division focuses on waste reduction.
- The Quality Service Department and Marketing Division manage customer relations.
- The Procurement Department maintains supplier partnerships.

E-LEAD continues to advance in five key areas: corporate governance, public welfare, CSR disclosure, sustainable environment, and occupational health and safety. We also encourage our partners to join us in understanding and promoting the importance of sustainability, moving forward together.



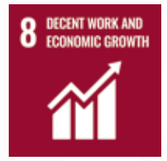
2024 Sustainability Performance Highlights

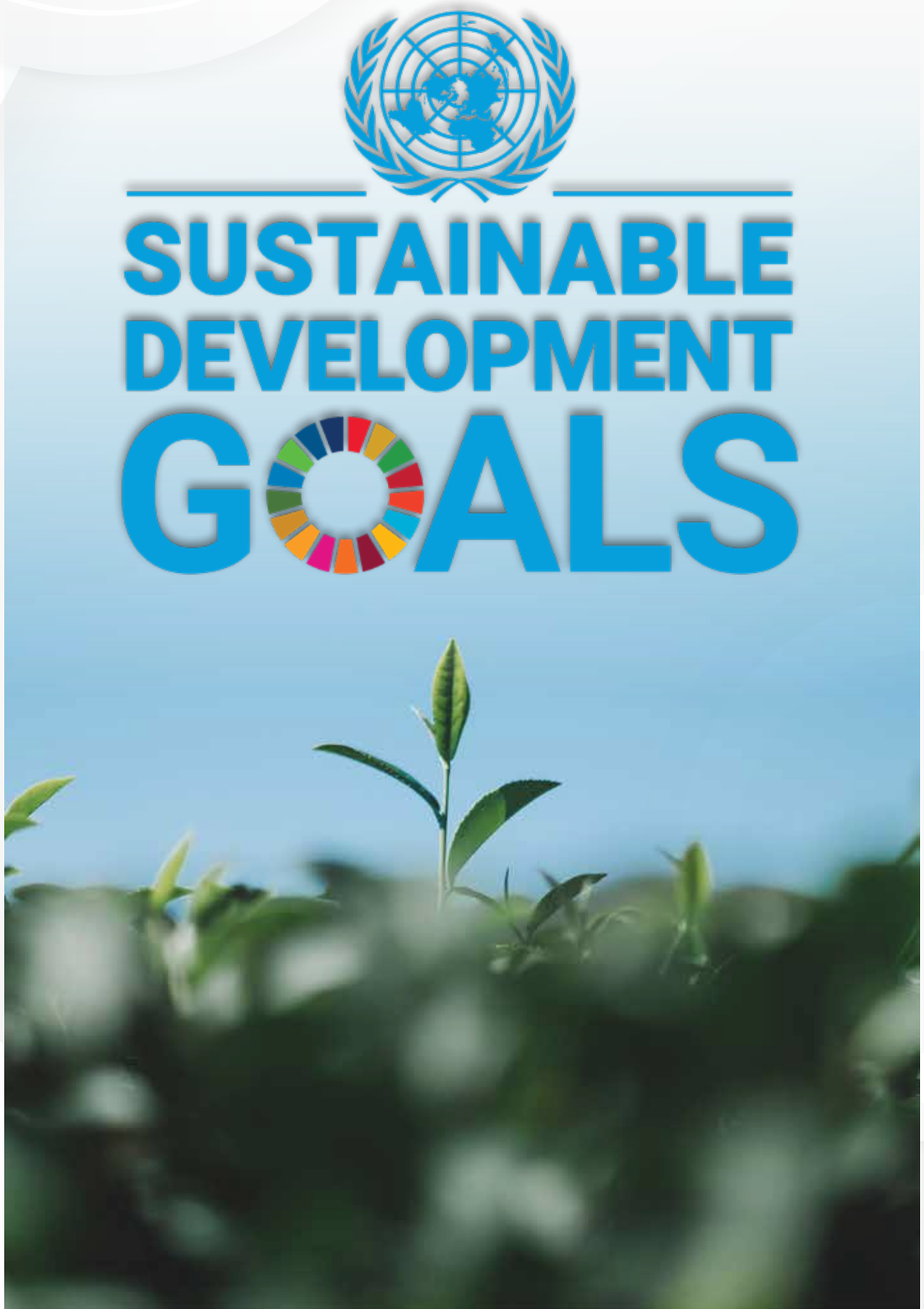
E-LEAD adheres to the principle of “giving back to society” and actively promotes sustainable development across multiple dimensions, including corporate governance, social welfare, ESG disclosure, and environmental responsibility. The following summarizes the company’s key strategies and achievements in 2024 across the Environmental, Social, Governance, and Economic (ESG) pillars, along with corresponding UN Sustainable Development Goals (SDGs).

Sustainability Dimension	Specific strategies and performance in 2024	Relevant SDGs
1. Environmental Sustainability	Climate Action & Carbon Reduction • Completed Scope 1, 2, and 3 GHG inventories for parent and subsidiary operations. • 2023 emissions (metric tons CO_2e): ▫ Chuansing I Factory: 3240.870 • 2024 emissions (metric tons CO_2e): ▫ Chuansing I Factory: 2,974.108 ▫ Changhua Factory: 445.562 ▫ Chuansing II Factory: 7.386 • Set GHG reduction targets: 3% by 2025 and 10% by 2030. • Replaced 110 traditional light fixtures with LED lamps; upgraded 6 air conditioners and 1 water dispenser to high-efficiency models. • Implemented ISO 50001 Energy Management System with energy meters installed on key equipment for tracking. Resource Efficiency & Circular Economy • Water usage reduced by 2.97% compared to 2023. • Total waste generated: 67.436 metric tons; resources recycled: 21.736 metric tons (a reduction of 0.344 metric tons YoY). • Promoted green supply chain through supplier engagement on packaging and material recycling. Renewable Energy & Green Infrastructure • Participated in 3 environmental campaigns, including a beach cleanup with Taiwan Automotive Manufacturers Association and second-hand clothing donation events.	Affordable and Clean Energy Responsible Consumption and Production Climate Action
2. Social Sustainability	Employee Care & Inclusion • Female representation: 25% in management; 38% among supervisors. • Employed 5 individuals with disabilities with necessary workplace accommodations. • Regular health checks and occupational safety training provided. • Established “Warm Sunshine” care system for staff coping with personal or family crises, offering early intervention and support. Community Engagement • Sponsored Lunar New Year meals (NT$58,900) for the Huashan Foundation supporting elderly individuals living alone. • Donated NT$240,000 in scholarships to international students at National Changhua University of Education. • Contributed NT$100,000 to improve English education in rural schools. Charity & Public Welfare • Blood donation drives collected 197 units. • Donated NT$100,000 to promote rural English education. • Supported Genesis Social Welfare Foundation by sponsoring a charity event booth and helmet sales. • Donated 116 kg of used clothing to the Taipei Mental Health Families Association.	Good Health and Well-being Quality Education Gender Equality Reduced Inequalities





Sustainability Dimension	Specific strategies and performance in 2024	Relevant SDGs
3. Governance Sustainability	Ethical Business & Anti-Corruption • Implemented Principle of the Ethical Corporate Management; held training for 62 employees. • Board diversity policies publicly disclosed. • Regular internal audits to assess legal and operational risks. Stakeholder Engagement • Participated in 3 investor conferences. • Dedicated website section for stakeholder feedback (2 cases handled). • Investor relations managed via dedicated spokesman and email channel (2 cases handled). Sustainability Governance • Sustainable Development Committee held 4 meetings to monitor and report progress to the Board. • Task forces established for specific topics (environment, disclosure, governance, social responsibility).	 Decent Work and Economic Growth  Peace, Justice, and Strong Institutions
4. Economic Sustainability	Product & Technological Innovation • All new products comply with RoHS and WEEE environmental regulations. Sustainable Supply Chain • 176 suppliers signed sustainability commitments. • Conducted 43 supplier audits focused on environmental, safety, automation, and waste reduction. Renewable Energy Investments • Leased rooftop spaces to solar partners; current installed capacity: 309 kW • Estimated annual solar generation: 430,000 kWh	 Industry, Innovation and Infrastructure  Sustainable Cities and Communities



Chapter 1
Company Profile






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1-01 Company Profile and Organizational Structure

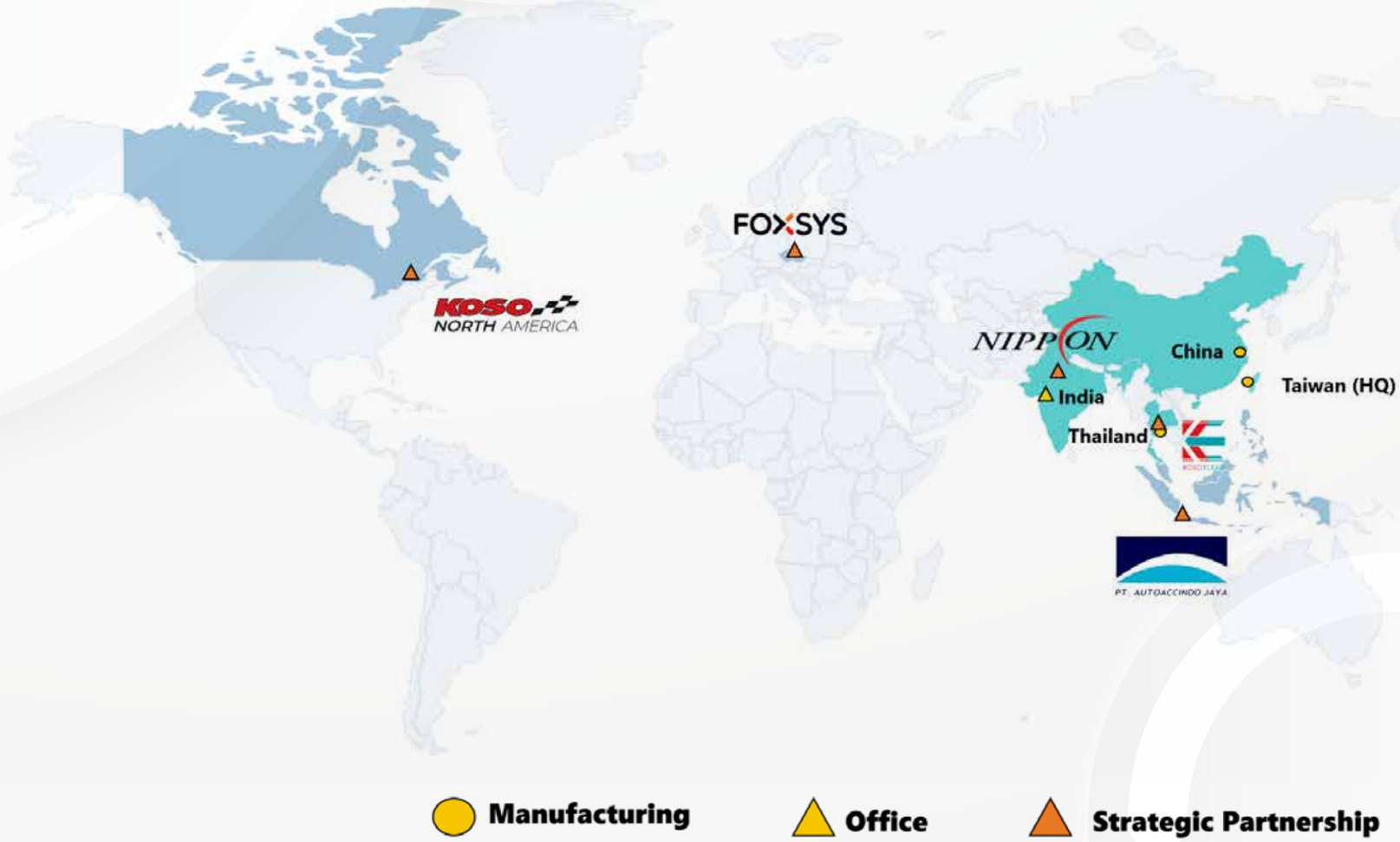
Company Background

E-LEAD was founded in 1983, with its headquarters located in Changhua, central Taiwan. Over 42 years of development and transformation, the company has invested significant R&D resources and tooling capabilities into a wide range of vehicle types and models. Its innovative products have been successfully integrated into original equipment manufacturer (OEM) supply chains, including head-up displays (HUD), in-vehicle infotainment systems, rear seat entertainment systems, and various automotive electronic modules. E-LEAD has become a trusted and preferred professional partner for its clients.

To provide timely business and technical support, E-LEAD has established after-sales service centers in key locations such as Suzhou, China, and Thailand. Through strategic alliances, the company continues to expand its footprint and build a competitive advantage in a rapidly evolving industry.

E-LEAD's products are trusted by renowned domestic and international automotive brands, including VW, Toyota, Honda, Nissan, Mitsubishi, Mazda, Audi, GM, Ford, and Hyundai. With strong roots in Taiwan, E-LEAD continues to expand its global marketing network, seeking new overseas partnerships to strengthen competitiveness, secure market share, and create win-win outcomes for both the company and its clients.

E-LEAD’s mission is to become the leading automotive electronics supplier in the Greater China region and to cultivate core technical talent for product optimization. The company is committed to sharing its achievements with customers, employees, and investors, thereby enhancing the collective value of all stakeholders.



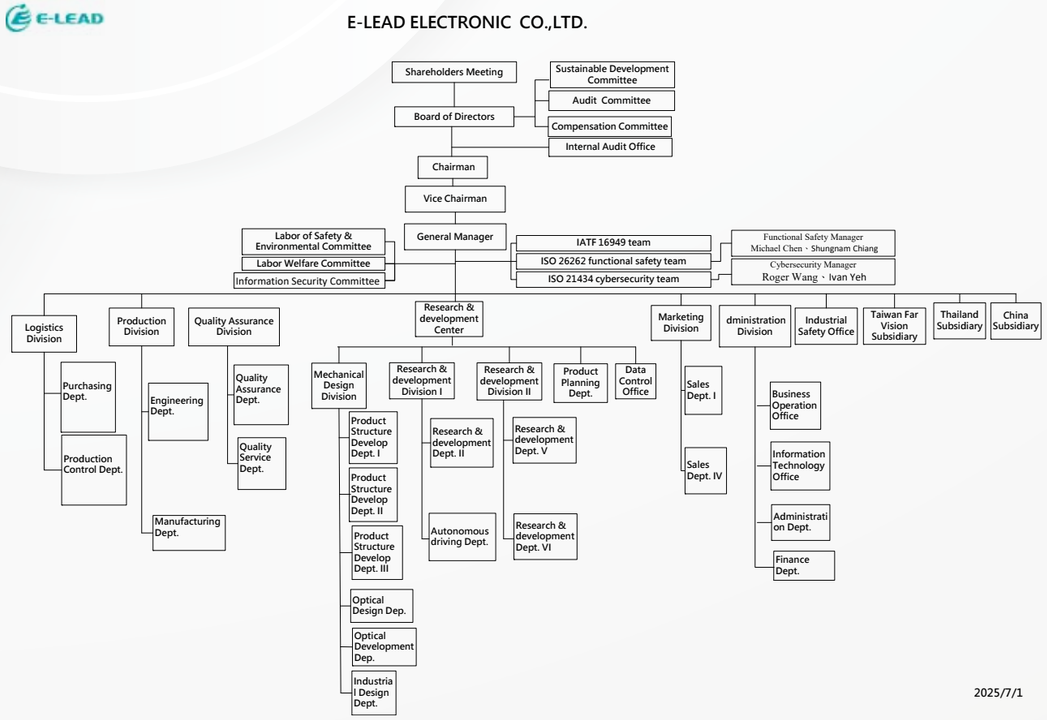





Organizational Structure

E-LEAD's organizational structure is composed of the following levels and functional units:

- Governance Level
  - Shareholders' Meeting: The highest decision-making body of the company.
  - Professional Committees: Including the Sustainable Development Committee, Audit Committee, and Compensation Committee, which support strategic and operational decision-making.
  - Board of Directors and Chairman: Responsible for overseeing major corporate strategies and long-term direction.
  - Internal Audit Office: Ensures the ongoing effectiveness of the internal control system and assists the Board and management in fulfilling their governance responsibilities.
- Executive Management
  - General Manager: Leads corporate operations and executes business strategies.
- Specialized Management Teams
  - IATF 16949 Management Review Team – Quality Management
  - ISO 26262 Functional Safety Team – Automotive Functional Safety
  - ISO 21434 Cybersecurity Team – Information Security Management
- Core Committees
  - Sustainable Development Committee
  - Audit Committee
  - Compensation Committee
  - Occupational Safety and Health Committee
  - Information Security Committee
- Major Departments and Functions
  - Administration Division: Includes Finance Department, Administration Department,Information Technology Office, and Business Operation Office.
  - Marketing Division: Responsible for business development and market expansion.
  - Research & development Center: Comprising Research & development Division,Mechanical Design Division, Product Planning Department, and Data Control Office,responsible for comprehensive product development.
  - Quality Assurance Division: Includes Quality Service Department and Quality Assurance Department, focusing on product quality and customer service.
  - Production Division: Encompasses Manufacturing Department and Engineering Department, dedicated to production and technical support.
  - Logistics Division: In charge of Purchasing Department, Production Control Department, and warehouse management.
  - Industrial Safety Office: Handles workplace and environmental safety affairs.



Company History

Year	Milestone
1983	E-Lead Electronics Co., Ltd. was founded and began operations.
1995	Certified with ISO 9002.
1999	Certified with QS9000 and ISO 9001. Entered the automotive industry and launched development of in-vehicle multimedia systems.
2000	Established China subsidiary: E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD.
2001	Completed and inaugurated the Chuansing I Factory in Changhua. Certified with ISO 14001.
2002	Listed on the Taiwan Stock Exchange (TWSE) (Ticker: 2497).
2004	Certified with Ford Q1, OHSAS 18001, and ISO/TS16949.
2006	Established Thailand subsidiary: E-LEAD ELECTRONIC (THAILAND) CO., LTD.
2018	Certified with ISO 14001:2015 and ISO 45001:2018.
2021	Certified with TISAX Level 2 – Automotive Information Security Exchange Assessment.
2022	Achieved ASPICE CL2 certification from DEKRA Taiwan.
2023	Certified with TISAX Level 3. Founded Vision Forward Technology Co., Ltd. for market expansion. Certified with ISO/SAE 21434 for automotive cybersecurity.
2024	Established Thailand company KOSO E-LEAD ELECTRONIC TECHNOLOGY CO., LTD. (49% ownership) to explore the two-wheeler market. Established Indian subsidiary: E-LEAD ELECTRONIC (INDIA) PVT. LTD.

1-02 Board of Directors and Governance Team

Composition of the Board

E-LEAD's Board of Directors consists of nine members. Director candidates are nominated by the Board, with independent director qualifications reviewed prior to shareholder election. Candidates are selected based on expertise, diversity, independence, and professionalism, with backgrounds from both academia and industry. To uphold sound corporate governance, all directors are required to complete continuing education annually, and in 2024 all directors met the required training hours.

To strengthen governance, three functional committees have been established under the Board:

- Compensation Committee
- Audit Committee
- Sustainable Development Committee

These committees regularly convene to assist the Board in supervision and sustainability policy execution, reporting their activities and resolutions accordingly.

Board Responsibilities and Meetings

As the highest governance body, the Board—chaired by the Chairman—oversees company operations, formulates strategic business plans in response to market dynamics, and coordinates cross-departmental efforts. To avoid conflicts of interest, directors are required to recuse themselves from voting on matters where personal interests may impact the company or shareholder rights. In 2024, six Board meetings were held. For details of board meeting agendas, please refer to the E-LEAD Annual Report.

ESG Reporting Oversight

Starting in 2024, E-LEAD publishes its Sustainability Report annually in accordance with the "Regulations Governing the Preparation and Filing of Sustainability Reports." The Sustainable Development Committee coordinates data collection across environmental, social, and governance dimensions. The report is submitted to and approved by the Board before public disclosure.





Chairman
Hsi-Hsun Chen



Deputy Chairman
Hsi-Tsang Chen



Director
Yu-Tzu Fu



Director
Teng-Kuei Chen



Director
Ming-Shou Lin



Independent Director
Chi-Chung Tsai



Independent Director
Shein-Tung Wu



Independent Director
Cheng-Chun Chang



Independent Director
Rong-Lin Jiang



Board Expertise and Independence

Following the company's Corporate Governance Best Practice Principles, directors are nominated through a candidate nomination system and elected by shareholders. All directors are expected to possess core competencies, including:

1. Operational judgment
2. Accounting and financial analysis
3. Business management (including subsidiary oversight)
4. Crisis management
5. Industry expertise
6. Global market perspective
7. Leadership
8. Decision-making capabilities

Regulations Governing the Preparation and Filing of Sustainability Reports

文件名稱 Document Title	編製與申報永續報告書作業辦法				
文件編號 Document ID	EL-B24	版次 Version	00	制訂單位 Est. Dept.	財務部

提報董事會通過 Presented to the Board of Directors：■Yes□No
提報審計委員會審議 Presented to the audit committee： ■Yes□No
提報股東會 Presented to the Board of Shareholders：□Yes■No
相關作業部門 Related Operating Department:
■台灣 Taiwan□江蘇 Jiangsu□泰國 Thailand□遠視界科技 Taiwan
相關審核部門 Related Checking Department:
稽核室、經管室、管理部、工安室
同作業部門 As above Related Operating Department

【※備註:江蘇與泰國子公司的相關部門名稱參閱「母子公司組織權責對照表」(OA 系統\員工園地\怡利組織圖)】
【Remark :Names of related department of Jiangsu and Thailand subsidiaries are referred to Comparative Chart of Parent and Subsidiary Company Organization Responsibilities」(OA System\Staff area\E-Lead Organization Chart)】

Board Diversity

To strengthen corporate governance and promote the sound development of the composition and structure of the Board of Directors, E-LEAD, in accordance with Article 6.5.2.1.1 of its "Corporate Governance Best-Practice Principles," discloses the resumes and duties of its Board members, the Board diversity policy, and its implementation status in the annual corporate governance information, in compliance with relevant laws and the requirements of the stock exchange. This information is continuously updated.
As of 2024, the Board consists of nine directors—five non-independent and four independent directors—drawn from academic and industry backgrounds. The company emphasizes gender diversity, aiming for at least 33% female representation. As of now, one female director (11%) is serving, with a goal to reach the target by 2026. The company also aims to lower the average age of directors in the future.

Corporate Governance Best-Practice Principles

文件名稱 Document Title	公司治理實務守則				
文件編號 Document ID	EL-B16	版次 Version	06	制訂單位 Est. Dept.	財務部

提報董事會通過 **Presented to the Board of Directors**：■Yes□No
提報審計委員會 **Presented to the Audit Committee**：■Yes□No
提報股東會 **Presented to the Board of Shareholders**：□Yes■No
相關作業部門 Related Operating Department:
■台灣 Taiwan■江蘇 Jiangsu■泰國 Thailand■遠視界科技 Far Vision
全集團所有部門
相關審核部門 Related Checking Department:
稽核室、經管室、管理部
同作業部門 As above Related Operating Department

【※備註:江蘇與泰國子公司的相關部門名稱參閱「母子公司組織權責對照表」(OA 系統\員工園地\怡利組織圖)】
【Remark :Names of related department of Jiangsu and Thailand subsidiaries are referred to Comparative Chart of Parent and Subsidiary Company Organization Responsibilities」(OA System\Staff area\E-Lead Organization Chart)】



Directors' Professional Backgrounds：

Title	Name	Gender	Age Range	Term of contract	Principal work experience and academic qualifications	Position(s) held concurrently in the company and/or in any other company
Chairman and General Manager	Hsi-Hsun Chen	Male	61-70	2023.06.16 ~ 2026.06.15	● Department of Physics, National R.O.C University ● PhD Program, Department of Computer Science, National Tsing Hua University ● Deputy Chairman and General Manager, E-LEAD ELECTRONIC CO., LTD.	● Chairman, E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. ● Director, E-LEAD ELETRONIC (THAILAND) CO., LTD. ● Chairman, E-LEAD TECHNOLOGY CO., LTD (B.V.I.) ● Chairman, OKAY ENTERPRISE CO., LTD. ● Chairman, FAR VISION TECHNOLOGY CO., LTD. ● Director, E-LEAD ELECTRONIC (INDIA) PRIVATE LIMITED
Deputy Chairman	Hsi-Tsang Chen	Male	61-70	2023.06.16 ~ 2026.06.15	● Department of Electronic Engineering, National R.O.C Ocean University ● Master of Business Administration, Yunlin University of Science and Technology ● Chairman and General Manager, E-LEAD ELECTRONIC CO., LTD ● Director, E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD. ● Independent Director, R.O.C Optical Platform ● Independent Director, KINGCAN HOLDINGS LIMITED	● Chairman, E-LEAD ELECTRONIC (THAILAND) CO., LTD. ● Director, OKAY ENTERPRISE CO., LTD. ● Chairman, YI JIA INVESTMENT BUSINESS CO. LTD. ● Chairman, KOSO E-LEAD TECHNOLOGY CO., LTD. ● Director. E-LEAD ELECTRONIC (INDIA) PRIVATE LIMITED
Director	Teng-Kuei Chen	Male	61-70	2023.06.16 ~ 2026.06.15	● Department of Math, National R.O.C University ● Supervisor, E-LEAD ELECTRONIC CO., LTD	● Chairman, DICKIE DUCK ENTERPRISES CO., LTD. ● Supervisor, E-LEAD ELECTRONIC TECHNOLOGY (JIANGSU) CO., LTD.
Director	Yu-Tzu Fu	Female	61-70	2023.06.16 ~ 2026.06.15	● School of Nursing, China Medical University	● Deputy Director, Shen Gang Jong Shiaw Hospital
Director	Ming-Shou Lin	Male	61-70	2023.06.16 ~ 2026.06.15	● Master of Accounting, National Cheng-Chi University ● Director/International Affairs, Crowe (TW) CPAs ● Supervisor, E-LEAD ELECTRONIC CO., LTD.	● Independent Director, KINGCAN HOLDINGS LIMITED ● Independent Director, DEPO AUTO PARTS IND. CO., LTD. ● Vice Chairman, Crowe (TW) CPAs
Independent Director	Chi-Chung Tsai	Male	61-70	2023.06.16 ~ 2026.06.15	● Master of Business Administration, Dayeh University ● Ph.D. in Management, Fuzhou University ● Independent Director, TING SIN CO., LTD	● Member of the Remuneration Committee and Audit Committee, E-LEAD ELECTRONIC CO., LTD. ● Chief, Horng Shyang Cpa, Law & Land Administration Agent Offices ● Litigious (or non-litigious) agent ad litem, Cayman Engley Industrial Co., Ltd. ● Adjunct Lecturer, National Open College of Continuing Education Affiliated to Taichung University of Science and Technology ● Assistant Professor, Dayeh University ● CEO, HONG XIANG INTERNATIONAL FINANCIAL AND ECONOMIC CONSULTING CO., LTD.
Independent Director	Cheng-Chun Chang	Male	61-70	2023.06.16 ~ 2026.06.15	● Ph.D., College of Law, Chinese Culture University ● Secretary-general, The Entrepreneur Club ● Independent Director and member of the Audit Committee, SIWARD CRYSTAL TECHNOLOGY CO., LTD.	● Member of the Remuneration Committee and Audit Committee, E-LEAD ELECTRONIC CO., LTD. ● Supervisor, LINCO TECHNOLOGY CO., LTD.

Title	Name	Gender	Age Range	Term of contract	Principal work experience and academic qualifications	Position(s) held concurrently in the company and/or in any other company
Independent Director	Shein-Tung Wu	Male	61-70	2023.06.16 ~ 2026.06.15	● Master of Science in Computer Science, Utah State University, USA ● Senior Director, Market Intelligence & Consulting Institute (MIC) ● Project Leader, "Industry & Technology Intelligence Service- Information and Communications Technology (ICT) software field (ITIS)", DOIT, Ministry of Economic Affairs ● Member of Council, Asia Pacific Industrial Analysis Association	● Member of the Remuneration Committee and member of Audit Committee, E-LEAD ELECTRONIC CO., LTD. ● Consultant, Market Intelligence & Consulting Institute (MIC)
Independent Director	Rong-Lin Jiang	Male	61-70	2023.06.16 ~ 2026.06.15	● Director, E-LEAD ELECTRONIC CO., LTD. ● Supervisor, AXCEN PHOTONICS CORPORATION, LTD. ● Director, AXCEN PHOTONICS CORPORATION, LTD.	● Member of the Remuneration Committee and Audit Committee, E-LEAD ELECTRONIC CO., LTD. ● Assistant General Manager, Sunrise CPA's Firm

(Professional and academic profiles of each Board member are listed in tabular format in the report.)

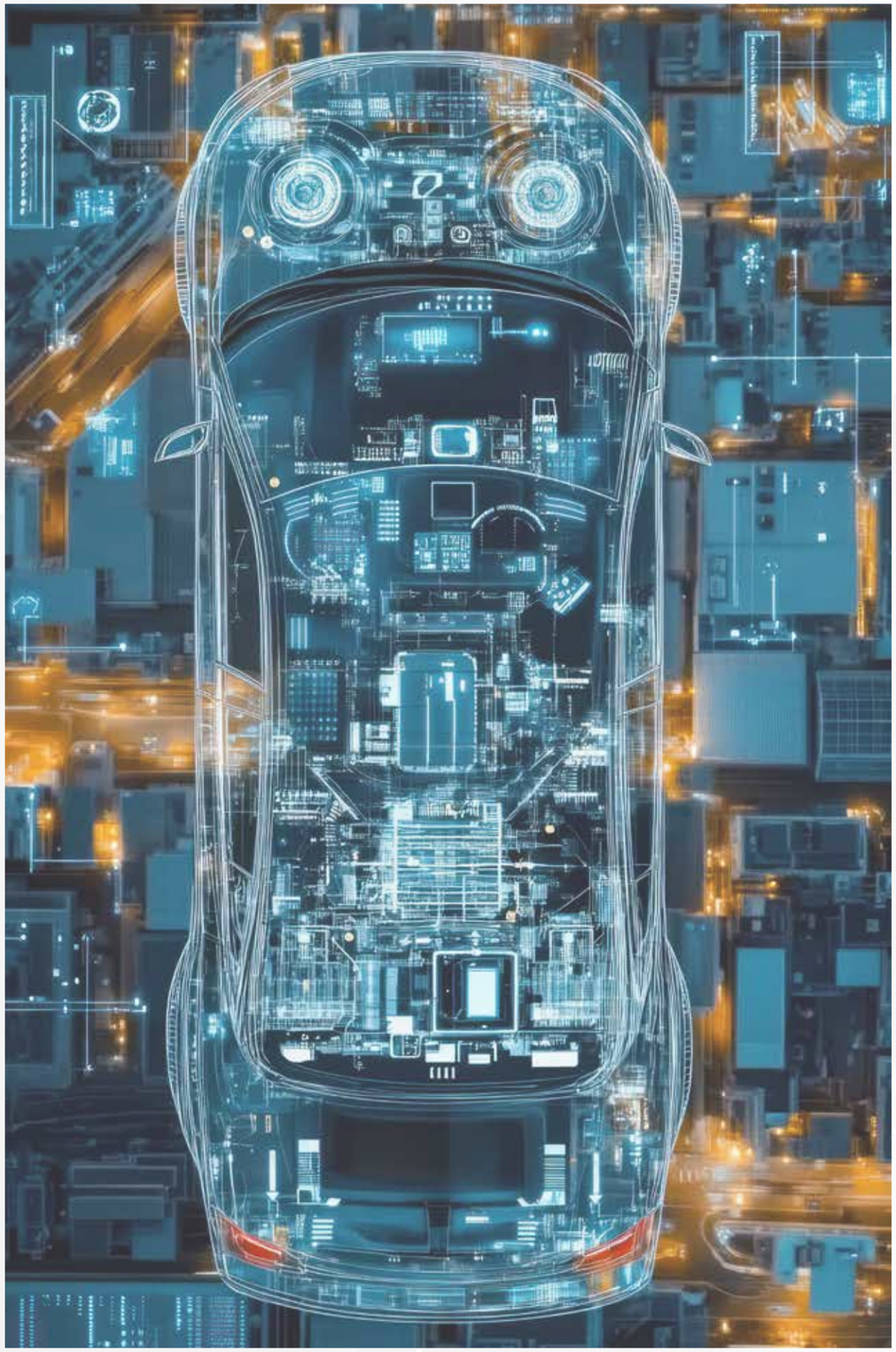
Directors' Skills Matrix：

(Competency matrix outlining directors' experience in operations, finance, crisis management, industry expertise, international market perspective, leadership, and legal knowledge.)

Title	Name	Business Management/ Operational Judgment	Finance and Accounting	Crisis Management	Industry Expertise	Global Market Perspective	Leadership and Decision-Making Capabilities	Legal Expertise
Chairman and General Manager	Hsi-Hsun Chen	✓	✓	✓	✓	✓	✓	
Deputy Chairman	Hsi-Tsang Chen	✓	✓	✓	✓	✓	✓	
Director	Teng-Kuei Chen	✓		✓	✓	✓	✓	
Director	Yu-Tzu Fu	✓		✓			✓	
Director	Ming-Shou Lin	✓	✓	✓		✓	✓	
Independent Director	Chi-Chung Tsai	✓	✓	✓		✓	✓	✓
Independent Director	Cheng-Chun Chang	✓		✓			✓	
Independent Director	Shein-Tung Wu	✓		✓		✓	✓	
Independent Director	Rong-Lin Jiang	✓	✓	✓		✓	✓	✓

✓ = Demonstrated expertise in this area





2024 Director Training

Details on training programs completed by directors in 2024, including course topics, organizing institutions, and hours completed, are presented in tabular format.

Title	Name	Date	Organizer	Course Topics	Hours
Chairman and General Manager	Hsi-Hsun Chen	12 April 2024	Taiwan Academy of Banking and Finance	Corporate Governance Forum	3hrs
		3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs
Deputy Chairman	Hsi-Tsang Chen	16 June 2024	Taiwan Investor Relations Institute	Hostile Takeovers - Safeguarding Corporate Control	3hrs
		21 July 2024	Taiwan Investor Relations Institute	Functions and Outlook of the Carbon Exchange & How Boards Supervise Corporate Risk Management	3hrs
Director	Teng-Kuei Chen	22 March 2024	TWSE	CDP Taiwan Launch - Building a New Carbon Era Through Sustainability Knowledge	3hrs
		3 June 2024	Financial Supervisory Commission	Institutional Investors' Perspectives Forum	3hrs
Director	Yu-Tzu Fu	12 April 2024	Taiwan Academy of Banking and Finance	Corporate Governance Forum	3hrs
		3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs
Director	Ming-Shou Lin	20 February 2024	CPA Associations R.O.C. (Taiwan)	Greenhouse Gas Inventory Practices	6hrs
		21 February 2024	CPA Associations R.O.C. (Taiwan)	Greenhouse Gas Inventory Practices	6hrs
Independent Director	Chi-Chung Tsai	3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs
Independent Director	Cheng-Chun Chang	20 September 2024	Securities & Futures Institute	2024 Seminar on Insider Trading Prevention	3hrs
		26 September 2024	Taiwan Academy of Banking and Finance	Corporate Governance Forum	3hrs
Independent Director	Shein-Tung Wu	3 June 2024	Securities & Futures Institute	Institutional Investors' Perspectives Forum	3hrs
		3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs
Independent Director	Rong-Lin Jiang	22 March 2024	TWSE	CDP Taiwan Launch – Building a New Carbon Era Through Sustainability Knowledge	3hrs
		3 July 2024	TWSE	2024 Cathay Sustainable Finance and Climate Change Summit	6hrs

Board Attendance in 2024

A total of six Board meetings were held in 2024. Attendance records, including delegation and attendance rates, are tabulated for transparency.

Title	Name	Physical Attendance (Times)	Proxy Attendance (Times)	Attendance Rate (%)	Remarks
Chairman	Hsi-Hsun Chen	6	0	100%	
Director	Hsi-Tsang Chen	6	0	100%	
Director	Teng-Kuei Chen	6	0	100%	
Director	Ming-Shou Lin	6	0	100%	
Director	Yu-Tzu Fu	6	0	100%	
Director	Han-Nien Lin	4	0	100%	Dismissed on June 12, 2024
Independent Director	Chi-Chung Tsai	4	0	66.67%	
Independent Director	Cheng-Chun Chang	6	0	100%	
Independent Director	Shein-Tung Wu	6	0	100%	
Independent Director	Rong-Lin Jiang	6	0	100%	

Conflict of Interest Avoidance

E-LEAD has established provisions on conflict of interest for directors in accordance with its "Rules of Procedure for Board of Directors' Meetings" and "Operational Procedures and Guidelines for Ethical Corporate Management." The implementation status of directors' recusal from conflicts of interest in 2024 is as follows:

1. January 24, 2024 (Board Meeting #16-5) – On year-end bonuses for executives, both the Chairman and Deputy Chairman, being executives, abstained from voting.
2. July 31, 2024 (Board Meeting #16-9) – On salary adjustments for executives, the same two directors abstained from voting.

Rules of Procedure for Board of Directors' Meetings

文件名稱 Document Title	董事會議事規範				
文件編號 Document ID	EL-B10	版次 Version	08	制訂單位 Est. Dept.	財務部

提報董事會通過 Presented to the Board of Directors：■Yes□No
提報審計委員會 Presented to the audit committee：□Yes■No
提報股東會 Presented to the Board of Shareholders：□Yes■No
相關作業部門 Related Operating Department:
全集團 The Whole Group、■台灣 Taiwan■江蘇 Jiangsu■泰國 Thailand■遠視界科技
相關審核部門 Related Checking Department:稽核室、經營管理室
同作業部門 As above Related Operating Department
【※備註:江蘇與泰國子公司的相關部門名稱參閱「母子公司組織權責對照表」(OA 系統\員工園地\怡利組織圖)】
【Remark :Names of related department of Jiangsu and Thailand subsidiaries are referred to Comparative Chart of Parent and Subsidiary Company Organization Responsibilities」(OA System\Staff area\E-Lead Organization Chart)】

Operational Procedures and Guidelines for Ethical Corporate Management

文件名稱 Document Title	誠信經營作業程序及行為指南				
文件編號 Document ID	EL-B26	版次 Version	00	制訂單位 Est. Dept.	財務部

提報董事會通過 **Presented to the Board of Directors**：■Yes□No
提報審計委員會 **Presented to the Audit Committee**：■Yes□No
提報股東會 **Presented to the Board of Shareholders**：□Yes■No
相關作業部門 Related Operating Department:
■台灣 Taiwan■江蘇 Jiangsu■泰國 Thailand■遠視界科技 Far Vision
全集團所有部門
相關審核部門 Related Checking Department:
稽核室、經管室、管理部
同作業部門 As above Related Operating Department

【※備註:江蘇與泰國子公司的相關部門名稱參閱「母子公司組織權責對照表」(OA 系統\員工園地\怡利組織圖)】
【Remark :Names of related department of Jiangsu and Thailand subsidiaries are referred to Comparative Chart of Parent and Subsidiary Company Organization Responsibilities」(OA System\Staff area\E-Lead Organization Chart)】

Board and Committee Performance Evaluation

Following its internal "Directors and Functional Committees Performance Evaluation Measures", E-LEAD conducts annual performance reviews of the Board, its committees, and individual members. In 2024, internal self-assessments were completed and rated as satisfactory, with results submitted to the Board in Q1 2025. From H2 2025, ESG-related metrics will be incorporated into future evaluations.

Directors and Functional Committees Performance Evaluation Measures

檔案名稱 Document Title	董事及功能性委員會績效評估辦法				
文件編號 Document ID	EL-M31	版次 Version	02	制訂單位 Est. Dept.	管理部
審　　核　　會　　簽					
●提報董事會否 Presented to the Board of Directors：■Yes□No ●相關作業部門 Related Operating Department：怡利母公司專用辦法 ●相關審核部門 Related Approval Department: 管理部 Administrative Dept.、稽核室 Internal Auditing Office、財務部 Finance Dept 【※備註:江蘇與泰國子公司的相關部門名稱參閱「母子公司組織權責對照表」(OA系統\員工園地\怡利組織圖)】 【Remark :Names of related department of Jiangsu and Thailand subsidiaries are referred to Comparative Chart of Parent and Subsidiary Company Organization Responsibilities」(OA System\Staff area\E-Lead Organization Chart)】					

Functional Committees

The Audit Committee of E-LEAD ELECTRONIC CO., LTD. is composed of four Independent Directors. The Audit Committee is established to assist the Board of Directors in fulfilling its oversight responsibilities regarding the quality and integrity of the Company's accounting, auditing, financial reporting processes, and financial controls.
For more details, please refer to "4-03 Finance and Taxation".

Compensation Committee

The Compensation Committee of E-LEAD ELECTRONIC CO., LTD. is composed of four Independent Directors. The committee is responsible for evaluating the compensation policies and systems for the Directors and managerial officers of E-LEAD from a professional and objective standpoint. It convenes at least twice a year and may hold additional meetings as needed. The committee submits recommendations to the Board of Directors as a reference for decision-making.
For more details, please refer to "4-04 Compensation".

Sustainable Development Committee

To fulfill sustainability goals and enhance corporate governance, E-LEAD established the Sustainable Development Committee in accordance with Article 6.3.3.1 of the Corporate Governance Best-Practice Principles and Article 6.2.3 of the Sustainable Development Practice Principles. The committee is governed by the established Sustainable Development Committee Charter. It is composed of three members with expertise and capabilities in corporate sustainability, and the Chairman of the Board serves as the convener and chairperson.
For more details, please refer to "2-01 Sustainable Development Committee".



1-03 Employee Rights and Welfare

Talent Attraction and Retention Policy

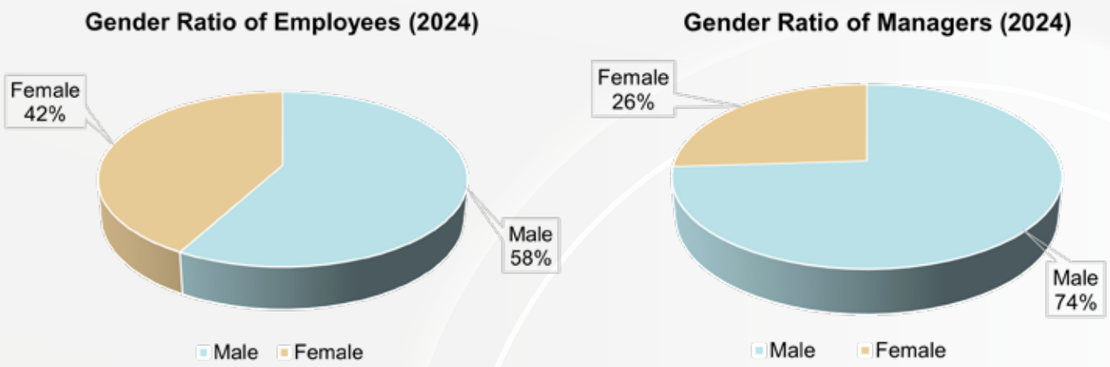
Facing a shrinking population and a competitive labor market in Taiwan, E-LEAD has developed diversified talent retention strategies to stabilize its workforce. Despite intense competition for skilled personnel, the company's turnover rate in 2024 was only 1.93%. To retain key talent, E-LEAD conducted a company-wide salary review and adjustment, based on market salary trends and inflation. In 2024, the company implemented an average salary increase of 3.78% to attract and motivate high-performing employees.

Strategy	Promise	Target
● Multiple communication channels ● Good working environment ● Incentive rewards ● Excellent employees joining and staying ● Talent retention strategies	● Attach great importance to the management of employer brand ● Attract and retain outstanding talents ● Corporate culture that employees like and identify with	● Turnover rate: 5% target for 2025-2027 ● Driving and implementing unit: Human Resources Department

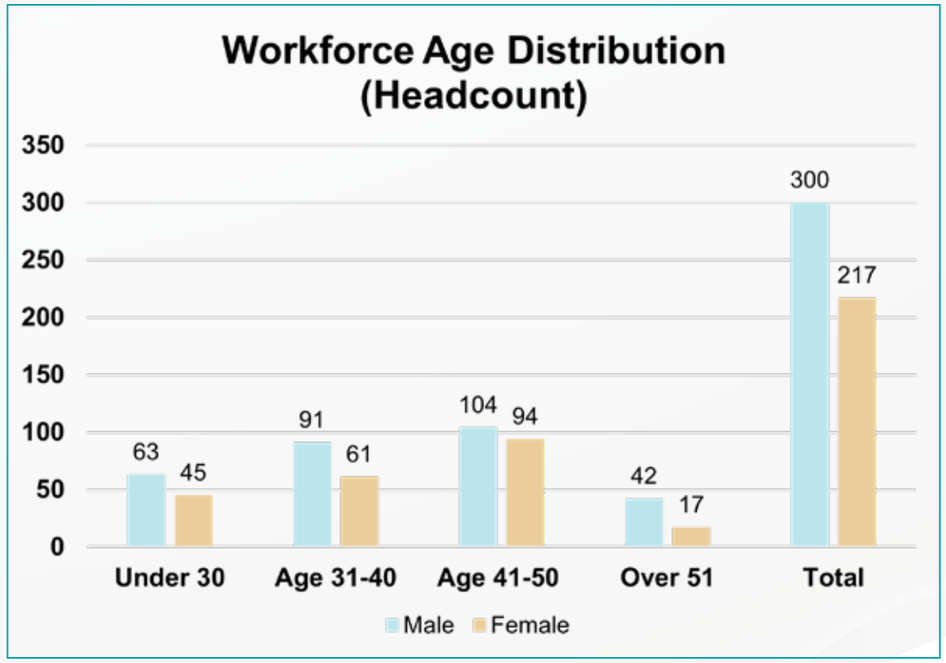
Workforce Structure and Diversity

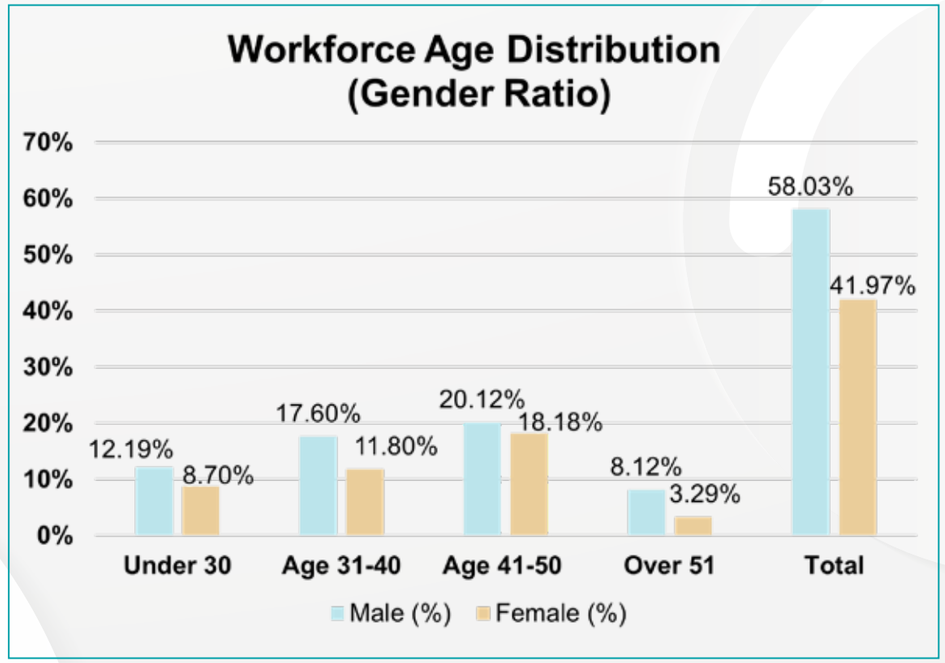
As of 2024, employees under the age of 40 accounted for 50.29% of the global workforce, indicating a predominantly young demographic. Additionally, employees with disabilities made up 0.88% of the workforce—all of whom were full-time employees.

Staff structure



Age and human resources structure





Communication and Feedback Channels

E-LEAD promotes open communication and values employee input through various mechanisms:

- Quarterly labor-management meetings
- Case-based interviews conducted as needed
- Annual employee satisfaction survey: 82.63% satisfaction rate in 2024

Employee Benefits

Effective November 1, 2024:

- Employees receive one additional paid leave day during their birthday month.
- The entire company is allowed to leave work 30 minutes early on workdays preceding national holidays.

Additional benefits and announcements are regularly shared via internal email or intranet, including:

- Health checkups
- Company trip
- Welfare committee updates
- Personnel announcements
- Company operational news
- Training and education opportunities

The company has also established various employee clubs to promote social interaction and work-life balance.

Training and Development

To enhance employee competencies, E-LEAD offers a variety of training resources:

- New hire orientation programs
- On-the-job training sessions
- Functional and technical training tailored to job roles

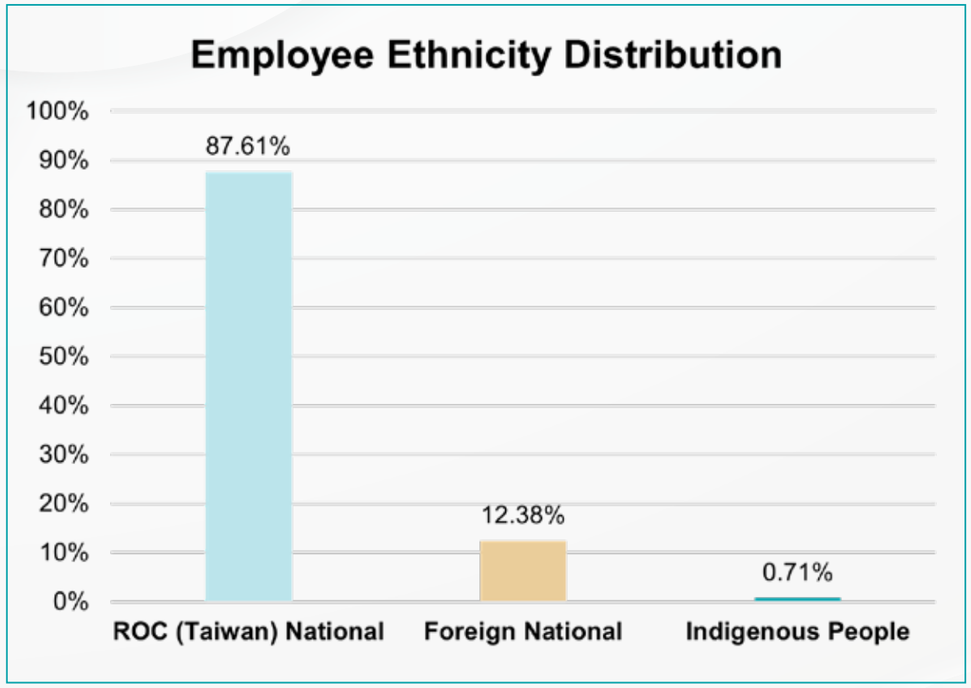
Further details are provided in Section 5-01 "Talent Development."

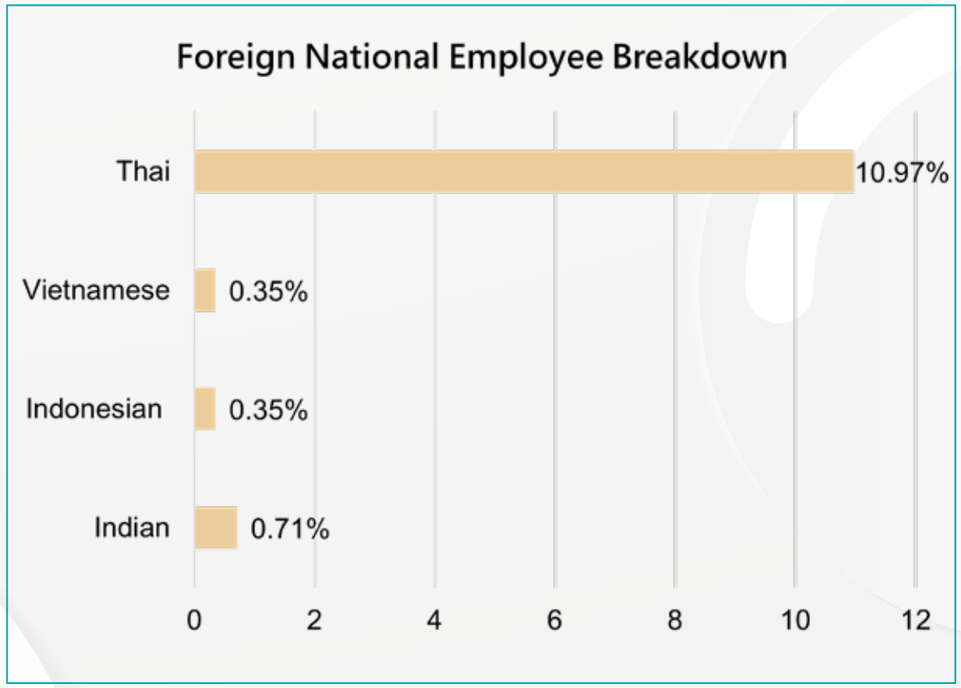
Diversity and Equal Opportunity

E-LEAD is committed to providing a respectful and safe work environment that supports diversity in hiring and ensures fair treatment in compensation and promotion opportunities. Discrimination or harassment based on race, gender, religion, age, political affiliation, or any legally protected status is strictly prohibited.

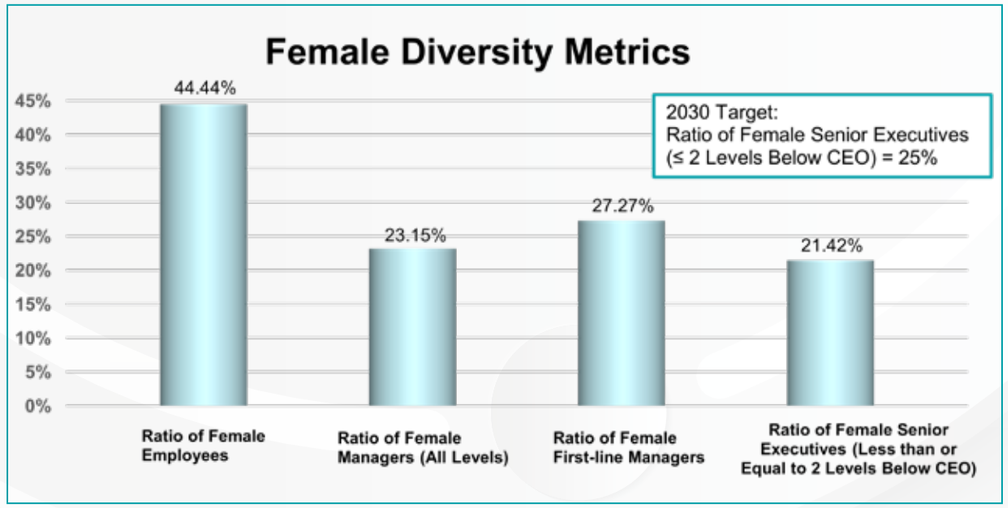
The company complies with the People with Disabilities Rights Protection Act and hires employees with disabilities accordingly. For Indigenous employees, E-LEAD respects cultural practices and ensures no violations of labor or human rights.

Employee Ethnicity Distribution

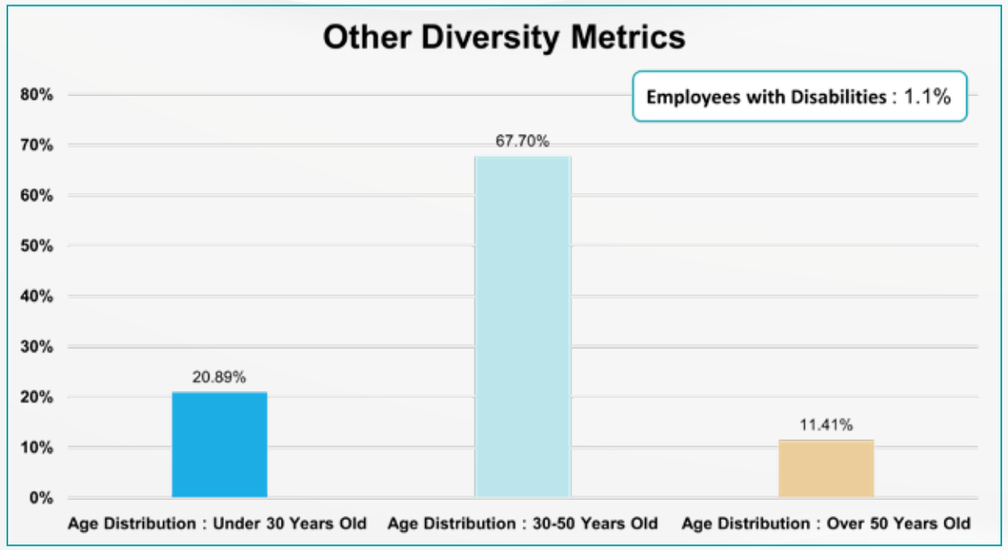




Gender Diversity Metrics



Other Diversity Metrics



Non-Discrimination Policy

E-LEAD upholds fairness and does not tolerate discriminatory practices in recruitment, employment, compensation, evaluation, or promotion based on gender, age, education level, nationality, or political beliefs. All employees are treated equally, regardless of race, skin color, disability, pregnancy, religion, union affiliation, or marital status.

Workplace Harassment Reporting Hotline: +886-4-7075577
Anti-Bullying Email Contact: antibullying@e-lead.com.tw

1-04 Main Products

E-LEAD is a leading manufacturer and supplier in the automotive electronics industry. The company's R&D focuses on four main areas:

1. Head-Up Displays (HUD)
2. In-Vehicle Infotainment Systems
3. Driver Safety and Protection
4. Charging Devices and Other Automotive Accessories

In recent years, E-LEAD has undergone a strategic transformation, positioning HUD and Advanced Driver Assistance Systems (ADAS) as its core product lines, while continuing to support traditional infotainment units. E-LEAD has established a robust R&D and manufacturing system that complies with global OEM standards. It has obtained certifications including IATF 16949, ISO 26262, ISO 17025, FORD Q1, and VDA. E-LEAD's products are trusted by globally renowned automotive brands such as Volkswagen, Toyota, Honda, Nissan, Mitsubishi, Mazda, Audi, General Motors, Ford, and Hyundai.

Key Product Categories

Automotive Electronics

- Head-Up Displays (CHUD, WHUD, 2D/3D ARHUD, PHUD, 2D/3D Digital Rearview Mirror HUD, VPA)
- Driver Monitoring System (DMS)
- In-Vehicle Infotainment and Navigation Systems
- Digital Instrument Clusters
- Rear-Seat Entertainment Systems
- Rear-View Cameras
- 2D/3D Surround View Systems
- Blind Spot Detection Systems
- Advanced Driver Assistance Systems (ADAS)
- Wired and Wireless In-Vehicle Chargers
- Automotive Air Purifiers
- Dash Cameras

Other Products

- Eye Protection Devices for Long-Distance Viewing
- Camera Lens Conversion Straps





Head-Up Display (HUD)



In-Vehicle Infotainment System



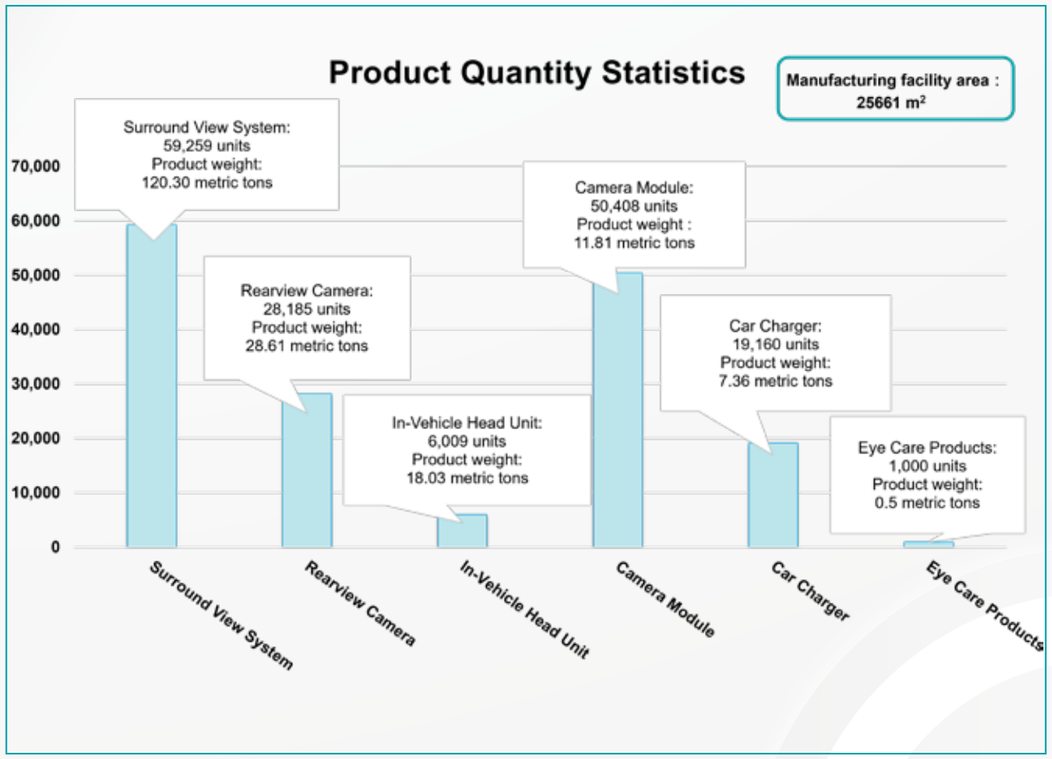
Advanced Driver Assistance Systems (ADAS)



Charging and Other Vehicle Accessories

Annual Production Volume

This section primarily discloses industry-specific metrics in accordance with SASB Standards (TR-AP-000.A/B/C).





1-05 Business Performance



2024 Operational Highlights

E-LEAD focused on the following key strategies in 2024:

・Corporate Strengthening

The company prioritized capacity expansion, cost optimization, enhanced team collaboration, and talent development to ensure steady growth and improve competitiveness.

・Product Strategy

Strategic emphasis was placed on project acquisition for 3D AR Head-Up Displays (ARHUD), Polarized HUDs (PHUD), and E-mirror systems. Subsidiary Vision Forward also launched an innovative visual extension device, "True Image Long-Range Telescope," in April 2024 to expand into emerging markets.

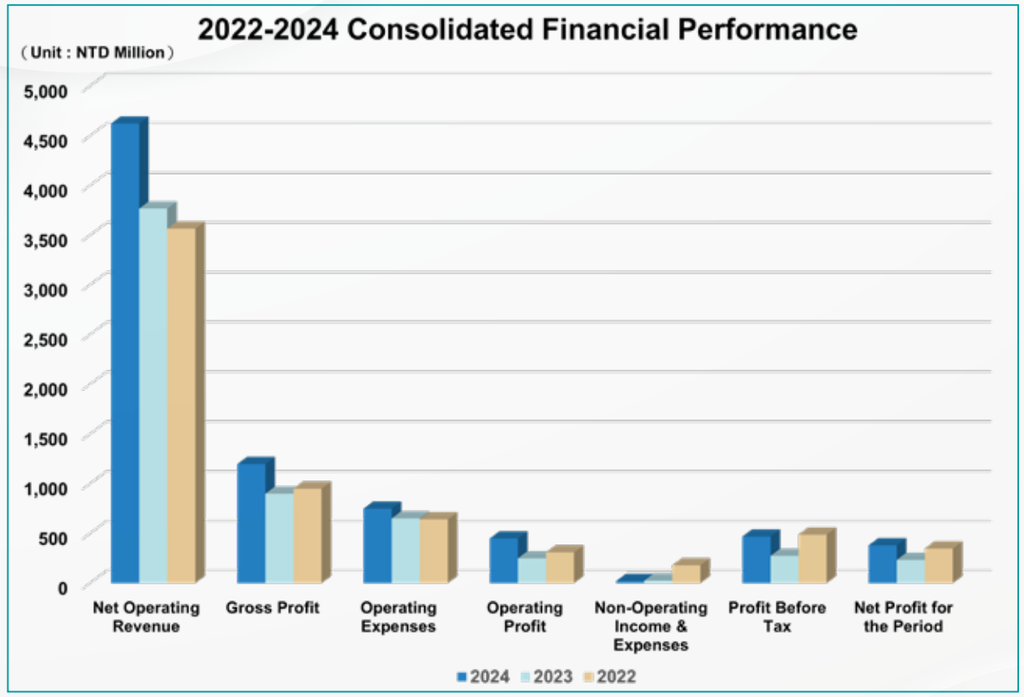
・Market Development

E-LEAD aims to further expand its market reach, targeting India, Japan, Europe, and North America as major emerging markets. Leveraging its Tier 1 automotive relationships and technological edge, the company is forming cross-industry alliances to enter the two-wheeler segment, particularly electric and large motorcycles. Meanwhile, Vision Forward is focused on promoting its products outside the Chinese market.

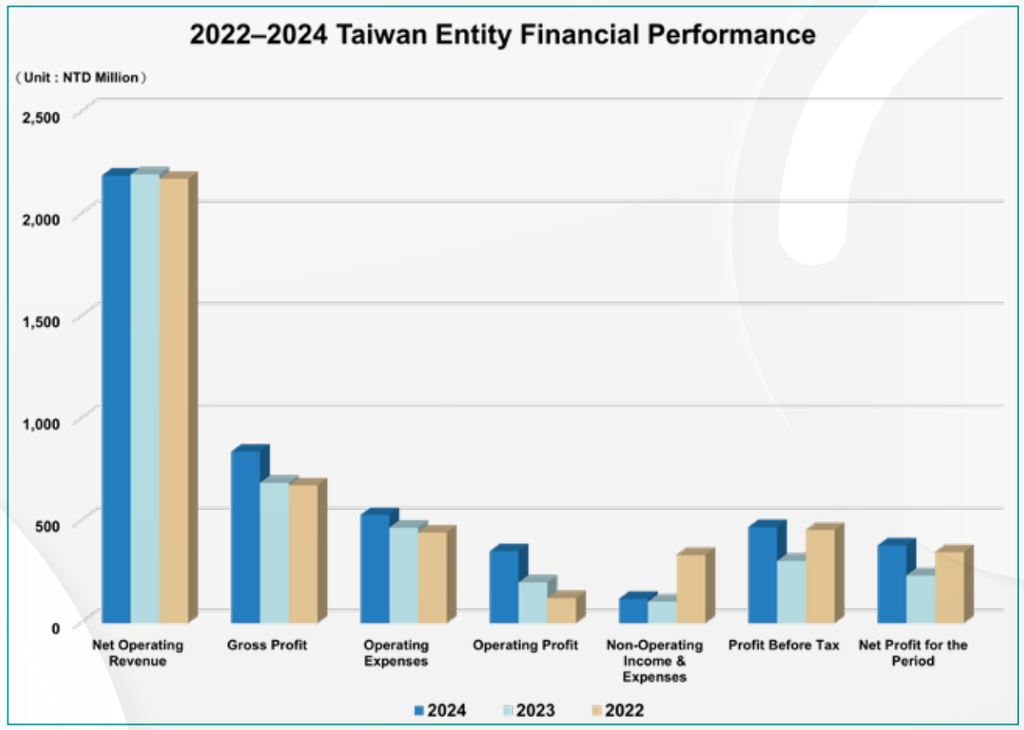
These initiatives reflect E-LEAD's growing influence in the value chain, its commitment to innovation, and proactive market expansion. Active participation in industry associations also enhances its ability to track trends, engage in standard-setting, and strengthen brand presence.

Overall, these strategies aim to integrate internal resources and strengthen external partnerships, driving sustainable growth and leadership in the industry.

2022–2024 Consolidated Financial Performance (NT$ Million)



2022–2024 Taiwan Entity Financial Performance (NT$ Million)



Awards and Recognitions Over the Years

- 1999
  - Won the 2nd Little Giant Award
  - Won the 8th National Rock Award

- 2005
  - Business Week <Top 100 Patents> Quality overall evaluation compared to other electronic patent kings-Taiwan auto electronic parts king

- 2007
  - Won the Silver Award for Ford VI and Supplier of the Year
  - Won the Innovative Product Award at Taipei International Automotive Electronics Show
  - Won the Guangdong Honda Automobile Supplies Annual Special Contribution Award
  - Nophpad intelligent human-vehicle interface won the Auto Tronics Taipei 2007 Product Innovation Award

- 2008
  - Won the Kuozui Motors: Excellent Export Award

- 2010
  - The EL-828 car audio and video navigation host won the Global Sources: Best Design Award and Electronic Product Innovation Award

- 2011
  - Won the Honda Special Award
  - Won the Shanghai Volkswagen Quality Award
  - The EL-828 car audio and video navigation host won the 2011 Taipei International Automotive Electronics Show Automotive Electronics Innovation Product Award
  - The in-car audio and video navigation head unit won the 2011 Taiwan ITS/Telematics Excellent 100 Product Category Special Award
  - EL-828E-where offline navigation and itinerary planning technology won the 2011 Taiwan ITS/Telematics Excellent 100 Technology Award

- 2012
  - Won the Silver Award of Shanghai Volkswagen Annual Supplier
  - Won the Innovation Achievement Commendation from the Technology Office of the Ministry of Economic Affairs
  - EL-816/EL-918 Modular Infotainment won the 2012 Taipei International Automotive Electronics Show Automotive Electronics Innovation Product Award

- 2013
  - Information Month Outstanding Information Application and Product Award
  - EL-918C full-plane in-vehicle multimedia navigation host won the 2013 Taipei International Automotive Electronics Show Automotive Electronics Innovation Product Award
  - Toyota ALJACS Supplier Silver Award-Outstanding Performance in Delivery

- 2014
  - SmartHUD smart head-up display: COMPUTEX BC Award and Top 100 Innovation Product (Information Month)
  - MOEA: Key Guidance Enterprise under Mid-Sized Enterprise Program
  - Toyota ALJACS: Supplier Gold Award

- 2016
  - Optical Projection HUD won the 2016 Taipei International Automotive Electronics Show Innovation Product Award

- 2017
  - Honda Taiwan: Best Partner Award
  - HUD: Gold Award for Innovative End Product of the 2017 Taipei International Automotive Electronics Show

- 2018
  - Combiner Type HUD: Silver Award for Innovative End Product & Component of the 2018 Taipei International Automotive Electronics Show

- 2021
  - (Naked eye style) 3D head-up display won the 30th Taiwan Excellence Award

- 2022
  - GNB Gaze & Bright W: Gold Medal at Moscow Archimedes Invention Exhibition and Gold Medal and Indonesia Special Award at Japan Midsummer Design & Invention Expo
  - Asia Pacific Outstanding Enterprise Leader Award & Enterprise Breakthrough Award

- 2024
  - Best Quality Performance Award by the International Automotive Quality Standardization Association
  - Top 10 Brand in China's Smart Cockpit Industry – HUD Category

Industry Associations

In the era of innovation-driven economies, nonprofit industry associations play a vital role as a "third sector," complementing government and business. These associations promote member value and international alignment, enhance societal interests, and stimulate industrial growth.

E-LEAD is an active member of the following associations:

- Taiwan Electrical and Electronic Manufacturers' Association (TEEMA)
- Taiwan Transportation Vehicle Manufacturers Association
- Changhua County Industrial Association
- Changhua County Industrial & Commercial Development Investment Promotion Association
- Changhua County Labor-Management Relations Advancement Association
- Industrial Zone Manufacturers' Association
- Taiwan EV Industry Alliance
- Radiation Protection Association
- National Association of Innovation and Entrepreneurship







Chapter 2
Sustainability Vision and Strategy

2-01 Sustainable Development Committee 50
2-02 Sustainability Policy and Commitments 53
2-03 Sustainability Implementation Mechanism 55
2-04 Stakeholder Engagement 60

2-01 Sustainability Development Committee

Establishment Background

In line with the Financial Supervisory Commission's "Sustainable Development Roadmap for TWSE- and TPEx-listed Companies (2023)," specifically Item 5 under "Deepening Corporate Sustainability Culture," listed companies are encouraged to establish a Sustainability Committee and appoint a Chief Sustainability Officer (CSO). To implement this directive, E-LEAD has formed a Sustainability Development Committee comprising members of the Board and department heads, tasked with setting the company's sustainability goals, management policies, and implementation plans.

Committee Structure

To strengthen ESG governance and promote sustainable operations, E-LEAD established the Sustainability Development Committee in accordance with the company's "Corporate Governance Best-Practice Principles" (Section 6.3.3.1) and "Sustainable Development Practice Principles" (Section 6.2.3). The committee is governed by its own organizational charter and consists of three members with expertise in corporate sustainability. The committee is chaired and convened by the Chairman of the Board.

Organizational Structure of Sustainability Committee



The committee functions independently and is responsible for approving material sustainability issues, as well as overseeing the compilation and verification process of the annual sustainability report. It regularly reviews updates from subgroups regarding sustainability plans, goals, and execution progress, and recommends adjustments when necessary.

Functions and Responsibilities

Organization	Function	Responsibilities
Board of Directors	Provides strategic direction and over-sight	Reviews reports from the Sustainability Committee, covering ESG project results, climate risk frameworks and TCFD responses, environmental KPIs, net-zero pathways, renewable energy strategy, and future sustainability direction. Approves long-term planning, budgets, and resource allocation.
Sustainable Development Committee	Strategic planning and supervision of ESG matters	Reviews subgroup reports, monitors implementation progress, and coordinates adjustments. Sets sustain-ability goals and KPIs. Regularly reviews progress and performance of sustainability initiatives.
Chief Sustainability Officer (CSO)	Oversees implemen-tation of ESG strate-gies	Leads cross-departmental execution of ESG projects and reports progress to the committee. Collaborates with departments to drive sustainability integration.
Corporate Governance Group	Ensures compliance and governance integrity	Establishes and reviews internal governance policies. Oversees implementation of Board decisions. Enhances transparency and accountability mechanisms.
Environmental Sustainability Group	Environmental management and resource efficiency	Implements energy-saving and carbon-reduction measures. Monitors and mitigates environmental impact. Partners with external stakeholders on environmental projects.
Social Responsibility Group	Community engagement and corporate citizenship	Plans and executes CSR programs. Strengthens community partnerships. Enhances the company's social image.
Information Disclosure Group	ESG communication and transparency	Publishes sustainability reports. Manages stakeholder engagement and disclosure compliance. Ensures alignment with regulatory standards.

2024 Meeting and Attendance

- On November 11, 2024, the Board of Directors appointed the Sustainable Committee members.
- One Sustainable Development Committee meeting was held in 2024.

Attendance Record:

Title	Name	ESG Expertise	Meetings Attended	Proxy Attendance	Attendance Rate (%)
Chairperson	Hsi-Hsun Chen	Climate change trends, ESG strategy, Corporate governance	1	0	100%
Member	Hsi-Tsang Chen	ESG risk identification, ESG strategy, Corporate governance	1	0	100%
Member	Mao-Quan Ke	ESG regulatory compliance, Sustainability disclosure and Internal controls, Corporate governance	1	0	100%

Note: On January 15, 2025, the Board of Directors appointed Mao-Quan Ke as Chief Sustainability Officer.



2-02 Sustainability Policy and Commitments

Background

In 2015, the United Nations introduced the 17 Sustainable Development Goals (SDGs) to address global challenges and serve as a strategic framework for sustainable development by 2030. In alignment with this vision, E-LEAD has adopted the principles of materiality to assess risk and establish management strategies. These strategies are executed through coordinated efforts across departments.

Sustainability Policy and Commitments

In response to international sustainability trends and regulatory expectations, E-LEAD has established its “Corporate Sustainability Best Practice Principles” as the foundation for long-term sustainable development. This internal policy framework represents both the company’s sustainability policy and its formal commitments, as outlined below:

- Policy Objectives
  - Fulfill Corporate Social Responsibility: Manage economic, environmental, and social risks to ensure sustainable operations.
  - Protect Stakeholder Interests: While pursuing profitability, balance the needs of Environmental, Social, and Governance (ESG) dimensions.
  - Risk Management: E-LEAD adheres to the principle of materiality to assess operational risks and formulate appropriate mitigation strategies.
- Core Principles
  - Corporate Governance: Strengthen governance frameworks to ensure transparency, integrity, and responsible business practices.
  - Environmental Sustainability: Enhance resource efficiency and achieve environmental protection goals.
  - Social Responsibility: Advance employee well-being and support community development.
  - Information Disclosure: Improve the transparency and reliability of sustainability-related disclosures.
- Implementation Measures
  - Board Responsibilities: Define sustainability vision and policy, oversee implementation, and ensure performance effectiveness.
  - Executive Management Involvement: Address economic, environmental, and social issues related to company operations.
  - Education and Training: Conduct regular training to raise awareness and reinforce the concept of sustainability among employees.

- Environmental Management
  - Regulatory Compliance: Ensure adherence to environmental regulations and promote green operations.
  - Resource Conservation: Use recycled materials, reduce energy consumption, and minimize waste.
  - Climate Action: Conduct greenhouse gas inventories and implement carbon reduction initiatives.
- Social Responsibility
  - Human Rights Protection: Enforce non-discrimination policies and ensure fair labor conditions.
  - Employee Welfare: Provide a safe working environment and support career development.
  - Customer Relations: Build trust through integrity and professionalism, ensuring product and service quality.
- Future Outlook
  - E-LEAD will continue to monitor global and domestic sustainability developments, refine related policies, and enhance its economic, environmental, and social impact over the long term.

Sustainable Development Practice Principles

文件名稱 Document Title	永續發展實務守則				
文件編號 Document ID	EL-B14	版次 Version	06	制訂單位 Est. Dept.	財務部
提報董事會否 **Presented to the Board of Directors**：■Yes□No 相關作業部門 Related Operating Department: ■台灣 Taiwan□江蘇 Jiangsu□泰國 Thailand-- 稽核室、經管室、管理部 相關審核部門 Related Checking Department: 同作業部門 As above Related Operating Department 【※備註:江蘇與泰國子公司的相關部門名稱參閱「母子公司組織權責對照表」(OA 系統\員工園地\怡利組織圖)】 【Remark :Names of related department of Jiangsu and Thailand subsidiaries are referred to Comparative Chart of Parent and Subsidiary Company Organization Responsibilities」(OA System\Staff area\E-Lead Organization Chart)】					

2-03 Sustainability Implementation Mechanism

Background

Since its establishment in 1983, E-LEAD has upheld principles of integrity, legal compliance, and information transparency. The company is committed to sustainable development and growth, striving to generate reasonable value for employees, customers, shareholders, investors, suppliers, and society.

E-LEAD promotes five major sustainability strategies: strengthening corporate governance, upholding social responsibility, enhancing ESG disclosures, advancing environmental sustainability, and enforcing environmental and occupational health and safety policies. All products are manufactured with lead-free materials in compliance with RoHS regulations. The company has long engaged in waste classification, recycling, water conservation, and emission reduction. An Occupational Safety and Environmental Management Office oversees facility operations and environmental initiatives.

In terms of social contribution, E-LEAD actively supports community engagement. Internally, it ensures gender equality and human dignity, strictly prohibits workplace discrimination, verbal abuse, and harassment, and complies with the Gender Equality in Employment Act. Externally, the company participates in charitable initiatives such as Light Up Love, coastal cleanups, and blood drives, fostering positive societal impact.

These actions reflect E-LEAD's commitment to ESG principles and its pursuit of a sustainable future.

Role of the Board in Driving Sustainability

The Board of Directors, upholding the duty of care of a good administrator, supervises the implementation of corporate sustainability, continuously monitors and reviews its effectiveness, and ensures ongoing improvement to guarantee the fulfillment of the company's sustainability policies.

The Board of Directors authorizes the Sustainable Development Committee to oversee how senior management addresses economic, environmental, and social issues arising from operational activities. The committee is also tasked with reporting the handling status to the Board to ensure that operational procedures and responsible personnel are clearly defined and effectively implemented.

The committee is responsible for formulating and enhancing the company's sustainability policies, annual plans, and strategic direction. It also supervises ESG disclosures and approves the annual sustainability report to ensure timely and accurate information.

Additionally, the Board has adopted the "Directors and Functional Committees Performance Evaluation Measures" to regularly assess governance effectiveness and continuous improvement in sustainability governance.

Climate-Related Risk Identification and Assessment

Aligned with the TCFD framework and other international guidelines, E-LEAD has integrated climate-related risks and opportunities into its governance and risk management systems. The company identifies risks, sets emission reduction targets, and incorporates climate-related performance into its oversight structure under the Sustainability Committee and the Board. It actively responds to stakeholder expectations from governments, clients, investors, and the public on climate governance issues.

Governance

TCFD Recommendation	Response
Board of Directors oversight of climate-related risks and opportunities	The Chairman of the Board also serves as the Chair of the Sustainability Development Committee, while Vice President Mao-Quan Ke acts as the Chief Sustainability Officer (CSO). The committee, along with its working groups, regularly reports to the Board of Directors on ESG performance, climate-related risk and impact assessments, and progress toward sustainability goals.
Role of management in assessing and managing climate-related risks and opportunities	A cross-functional Environmental Sustainability Group has been established to oversee environmental management systems, ensure compliance with environmental regulations and international standards, evaluate the transition to sustainability, enhance resource efficiency, and implement climate adaptation mechanisms. Designated unit or personnel is responsible for achieving environmental sustainability objectives. The Chief Sustainability Officer (CSO), supported by senior executives, leads climate-related management efforts and reports directly to the Board. The Corporate Governance Group is also responsible for implementing risk management practices and reports annually to the Board of Directors on governance and sustainability progress.



Strategy

TCFD Recommendation	Response
Identified short-, medium-, and long-term climate-related risks and opportunities	Short term (1–3 years): • Transition risk: Challenge of developing low-carbon, energy-efficient products. • Physical risk: Increased intensity of extreme weather events such as typhoons, heavy rain, and temperature fluctuations. • Opportunity: Growing global demand for energy-efficient, low-carbon products and services. Medium term (3–5 years): • Transition risk: Heightened pressure on suppliers to comply with low-carbon technologies and reporting obligations, leading to increased costs and transition risks. • Physical risk: Continued intensification of extreme weather events. • Opportunity: Enhance brand image, gain government incentives, and foster new market partnerships. Long term (5+ years): • Transition risk: Widespread adoption of low-carbon technologies may significantly raise costs. • Physical risk: More frequent and severe extreme weather events. • Opportunity: Competitive advantage through elimination of non-compliant competitors.
Impact of climate-related risks and opportunities on business, strategy, and financial planning	The major climate risks faced by the company primarily stem from key stakeholders such as customers and suppliers who expect reductions in greenhouse gas emissions and compliance with energy efficiency standards. Meanwhile, opportunities associated with climate change are mainly product-driven. E-LEAD has initiated multiple development projects aligned with sustainability regulations, which are expected to gain customer and supplier support by promoting energy-saving and waste-reducing solutions that expand new market partnerships. Major Transition Risks: To comply with legal and regulatory trends, the company proactively collaborates with automotive customers on international sustainability standards and strives to mitigate the cost risk of renewable energy use. Green product design is focused on low energy consumption, waste reduction, high energy conversion efficiency, and low carbon emissions. Major Physical Risks: To reduce the impact of typhoons, heavy rainfall, and extreme temperatures, the company has invested in energy-saving facilities at relevant sites, enhanced water resource management and waste recycling, and implemented emergency response plans to mitigate operational losses caused by natural disasters. Major Climate Opportunities: With longstanding trusted relationships with automotive clients and strong expertise in in-vehicle electronics integration, the company develops low energy-consuming, waste-reducing, and high energy-efficiency products. As sustainability becomes increasingly prioritized, E-LEAD is well positioned to gain customer preference and grow revenue through its green product offerings.

TCFD Recommendation	Response
Resilience of strategy, taking into consideration different climate-related scenarios	Referring to climate change forecasts released by authoritative institutions, the company assesses potential future climate impacts and formulates science-based GHG reduction targets. Estimated reductions are used as references to adjust operational strategies.

Risk Management

TCFD Recommendation	Response
Processes for identifying and assessing climate-related risks	In accordance with the "ESH Aspects and Risk Identification and Assessment Regulations," the Company has identified potential climate-related risks and opportunities by evaluating severity, exposure, and likelihood of occurrence. Key risks and opportunities related to energy and resource consumption as well as carbon emissions have been identified and prioritized based on their assessed risk levels. For significant climate-related risks and opportunities, corresponding response measures have been developed. For instance, if air compressors or generators operate without proper control, electricity consumption may increase. Therefore, pursuant to the "Regulations for the Management of Risks and Opportunities," the Company has established an action plan that includes: ・ Promoting awareness of energy-saving and carbon-reduction methods; ・ Installing electric meters on major energy-consuming equipment for enhanced data monitoring; ・ Implementing the ISO 50001 energy management system to manage energy-consuming equipment, thereby avoiding the risk of inefficient energy usage caused by inaccurate electricity data tracking.
Climate-Related Risk Management Process	After identifying major risks, the Corporate Governance Group and the Environmental Sustainability Group develop and discuss corresponding countermeasures. Risk assessments, action plans addressing each risk and opportunity, and subsequent implementation plans are then submitted for Chairman approval.
Identification and Assessment of Climate-Related Risks	Climate risks are incorporated into the Company's material climate risks under sustainable development. Risk management plans are effectively implemented, and relevant countermeasures are accordingly devised.
Integration of climate-related risk processes into overall risk management	The company incorporates climate risk management into its overall risk management framework through PDCA cycles under the 'EHS Risk Assessment Guidelines' and the 'Risk and Opportunity Management Policy', continuously improving climate risk governance.

Metrics & Targets

TCFD Recommendation	Response
Metrics used to assess climate-related risks and opportunities in line with strategy and risk management	The company uses greenhouse gas emissions per unit of revenue as its primary quantitative metric. In addition, it has set annual goals to reduce total electricity consumption by 5% and carbon emissions by 3%.
Scope 1, Scope 2, and Scope 3 GHG emissions and related risks	In 2024, the company conducted a full inventory of its Scope 1, 2, and 3 greenhouse gas emissions and obtained third-party verification under ISO 14064-1. The emissions in metric tons of CO2e are as follows: Scope 1: ・ Chuansing I Factory: 175.2041 ・ Changhua Factory: 13.0135 ・ Chuansing II Factory: 7.3863 Scope 2: ・ Chuansing I Factory: 2004.1877 ・ Changhua Factory: 352.2237 ・ Chuansing II Factory: 0 Scope 3: ・ Chuansing I Factory: 794.7162 ・ Changhua Factory: 80.3249 ・ Chuansing II Factory: 0
Targets used to manage climate-related risks and opportunities and performance against targets	The company has established environmental goals such as waste reduction, water conservation, and emissions control. ・ Carbon Emissions and Energy Management: Reduce total annual carbon emissions by 3% by 2025, using 2024 as the base year. ・ Product Energy Efficiency: N/A ・ Waste Management: Promote waste recycling and request suppliers to reuse material baskets and simplify packaging to reduce waste generation. ・ Water Resource Management: Promote water-saving practices.



2-04 Stakeholder Engagement

Since its founding, E-LEAD has prioritized sustainable growth and value creation through integrity, compliance, and transparent operations. The company values the rights and interests of all stakeholders and has established transparent, effective, and diverse communication channels to understand their expectations and incorporate them into CSR and operational plans. This ensures effective and transparent communication on conflict-of-interest management and material issues.

Stakeholder	Key Topics of Concern	Communication Channels and Response Mechanisms
Employees	1. Compensation and benefits 2. Education and training 3. Workplace environment and occupational health and safety	1. Internal website and corporate email announcements 2. Provision of internal and external training programs 3. Employee suggestion box
Customers	1. Customer engagement 2. Product design and after-sales services	1. Customer satisfaction surveys 2. Client visits 3. Customer audits 4. Communication meetings
Shareholders / Investors	1. Corporate governance 2. Regulatory compliance 3. Business performance 4. Financial information	1. Board of Directors and quarterly financial reports 2. Annual general shareholders' meetings 3. Investor conferences (1–2 times per year) 4. Spokesman contact window 5. Shareholder services agent contact window
Suppliers	1. Supplier management	1. Supplier evaluations 2. Encouragement and guidance toward IATF 16949 certification 3. Occasional training sessions or review meetings
Government Agencies	1. Regulatory compliance 2. Environmental protection 3. Occupational safety	1. Official correspondence 2. Participation in government-led policy briefings as needed
Industry Associations	1. Regulatory compliance	1. Official correspondence 2. Participation in association briefings as needed
Banks	1. Financing services 2. Account management 3. Risk management tools	1. Occasional interviews or meetings 2. Monitoring of exchange rate and interest rate changes
Local Communities	1. Social participation 2. Charitable activities	1. Participation in community events 2. Donations and sponsorships on an as-needed basis

Stakeholder Engagement Policy

E-LEAD is committed to transparent and constructive dialogue with stakeholders. The company maintains an Investor Relations section on its website and hosts meetings, seminars, and various communication channels, including:

- Internal website and email announcements
- Internal and external training sessions
- Employee suggestion boxes
- Customer satisfaction surveys and audits
- Direct customer visits and communication meetings
- Annual Shareholders' Meeting and investor conferences
- Shareholder services and spokesman contact windows
- Supplier assessments and governmental consultations
- Community engagement and philanthropic initiatives

These mechanisms ensure stakeholder voices are incorporated into strategic planning and sustainability decision-making.

Conflict of Interest Management

E-LEAD has established clear policies to identify and manage potential conflicts of interest. Employees and management are required to disclose any personal interests that may influence company decisions. The Audit Committee oversees the implementation of conflict-of-interest policies, ensuring that all decisions adhere to the principles of fairness, integrity, and transparency.

Communication of Material Events

E-LEAD is committed to maintaining timely, transparent, and effective communication in the event of material incidents. The company has established robust internal and external notification mechanisms to ensure that all relevant stakeholders are promptly informed when such events occur.

Communication channels include press releases, announcements on the corporate website, emails, and internal meetings. These ensure that employees, investors, customers, and communities receive accurate and comprehensive information regarding the incident and the company's corresponding response measures.

2024 Stakeholder Engagement Performance

Stakeholder	2024 Stakeholder Engagement Performance
Employees	1. Average salary adjustment of 3.78% across all factories. 2. 3,436.2 hours of internal and external training sessions provided. 3. Approximately NT$1.92 million in domestic travel subsidies for employees. 4. Approximately NT$289,000 for weddings, funerals, and celebrations. 5. Approximately NT$2.135 million in holiday gift vouchers and birthday bonuses. 6. NT$30,000 in club activity subsidies. 7. Over 50 internal announcements related to employee benefits and training. 8. Quarterly labor-management meetings. 9. Bi-monthly Occupational Safety and Health Committees to promote occupational safety and health awareness. 10. Employee satisfaction rate of 82.63%. 11. Launched “The Sunshine Stays With You” –E-LEAD Employee Mental Health Support Channel. A caring team formed by the Administration Department and Industrial Safety Office signed an EAP implementation agreement with National Changhua University of Education to help employees solve issues affecting their work, life, and health, enabling them to focus on their jobs with peace of mind.
Customers	1. Participated in 5 domestic and international exhibitions (Taiwan: Taipei Automotive Electronics Show; USA: CES, Display Week, Vehicle Displays & Interfaces; Germany: IZB). 2. Completed one customer satisfaction survey with an overall satisfaction rate of 99.85%.
Shareholders and Investors	1. Issued quarterly financial reports, uploaded to the TWSE Market Observation Post System (MOPS) and company website. 2. Released 23 material announcements in Chinese/English and 13 public announcements. 3. Held annual general Shareholders’ Meeting on June 12. 4. Conducted 3 domestic institutional investor conferences.
Suppliers	1. 176 suppliers signed the Supplier Quality Manual (including the “Supplier Sustainability Policy”), with a 100% signing rate among major suppliers. 2. Conducted audits on 25 suppliers and evaluations for 16 new suppliers.
Regulatory Authorities	1. In addition to legally required Compensation Committee and Audit Committee, a Sustainable Development Committee was established. 2. Submitted reports to regulatory authorities on time as required. 3. Organized director training programs. 4. Conducted separate communication meetings between accountants, audit supervisors, and independent directors. 5. Performed internal evaluations of the Board of Directors and functional committee. 6. Reported on IP management plans and implementation to the board.
Social Groups and Local Residents	1. Supported local education by partnering with colleges and arranging industry-academia collaborations or site visits, offering practical training to local students; held 6 collaboration events with 271 participants. 2. Participated in employment service programs for individuals with mental disabilities and inclusion workshops by Convention on the Rights of Persons with Disabilities (CRPD) organized by Taichung-Changhua-Nantou Regional Branch of Workforce Development Agency, Ministry of Labor; hired 5 employees with disabilities in Taiwan, promoting workplace inclusiveness. 3. Held 2 blood donation events with 122 donors and 197 bags of blood collected. 4. Sponsored festive gift donations with Huashan Social Welfare Foundation during major holidays (Dragon Boat Festival, Mid-Autumn Festival, Lunar New Year); 45 employee participants, total donations of NT$58,900. 5. Donated NT$100,000 to Journey Education Institution to support English education in remote areas. 6. Sponsored NT$30,000 to Changhua Branch of Genesis Social Welfare Foundation for a parent-child charity fair selling safety helmets. 7. Donated 116 kg of secondhand clothes to the Hsinye Association, a charity in Taipei City. 8. Participated in a beach cleanup in Shengang Township, Changhua County for the contractor of China Motor Corporation (CMC) with 12 participants collecting 127 kg of trash. 9. Participated in “2024 Good Savage-Autumn Fun Tour, Hiking and picnic activities between employees and employers” at Xizhou Gardens organized by Changhua County Government with 121 participants.

Chapter 3
Material Issues Identification

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3-01 Process of Determining Material Issues

Identification of Sustainability Issues

The process of determining material issues typically includes multiple steps to ensure that the selected issues accurately reflect the company's or organization's impacts and concerns in sustainability, economics, society, and the environment. This year, E-LEAD's list of material issues refers to the GRI Standards, TCFD Climate-related Disclosures, SASB Industry Indicators, and key issues and trends within the industry.

Segment 1: Economic Aspects

Aspect	Description	Guidelines
Economic Performance	Sustained and stable operational performance is the foundation of corporate sustainable development. By creating economic value, the company benefits its stakeholders.	GRI 201
Market Position	Through value distribution and feedback generated by operational performance, the company promotes local economic development and job creation.	GRI 202
Procurement Practices	The company supports local suppliers to reduce supply chain risks, stabilize the local economy, and maintain community relations.	GRI 204
Anti-Corruption	Integrity is the core value of the company and the guiding principle for all activities. Employees are expected to uphold high ethical standards and provide customers with premium products and services.	GRI 205
Product Quality / Green R&D	The company is committed to developing high-efficiency, high-standard, and eco-friendly products that enhance customers' quality of life while contributing to environmental protection.	Industry-Specific Key Issue

Segment 2: Environmental Aspects

Aspect	Description	Guidelines
Materials	Strict control of raw material composition ensures that product design, production, and recycling exceed environmental requirements.	GRI 301
Energy	Energy and resource management are critical for sustainable operations and climate change mitigation. Systematic management ensures continuous improvement in environmental performance.	GRI 302
Water	The company prioritizes water resource management, using stable and clean water sources while conserving water as part of its global citizenship responsibility.	GRI 303
Emissions	Reducing greenhouse gas (GHG) emissions is a global priority. The company conducts GHG inventories and implements reduction measures.	GRI 305
Wastewater & Waste	Anticipating rising environmental costs, the company adopts waste management tools to enhance efficiency.	GRI 306
Environmental Compliance	The company strictly adheres to environmental regulations and upholds legal and ethical standards.	GRI 307
Supplier Environmental Assessment	Suppliers are key partners in sustainability. Environmental evaluations ensure compliance with eco-friendly standards.	GRI 308

Segment 3: Social Aspects

Aspect	Description	Guidelines
Employment Relations	The company offers competitive compensation and benefits based on annual objectives and benchmarking against internal/external salary data.	GRI 401
Labor/Management Relations	Fosters mutually beneficial labor-management relations to achieve win-win outcomes.	GRI 402
Occupational Safety and Health	Employees are the company's most valuable asset. Providing a healthy and safe workplace is essential for sustainable operations and maximizing productivity.	GRI 403
Training & Education	Continuous employee development drives corporate sustainability. Training programs enhance skills, performance, and career readiness, supported by regular evaluations and growth incentives.	GRI 404
Diversity & Equal Opportunity	Complies with labor laws and international standards, promoting inclusive policies to respect global diversity and strengthen employee engagement.	GRI 405
Supplier Social Assessment	A stable supply chain is vital for sustainability. Suppliers must meet social responsibility criteria to mitigate risks.	GRI 414
Customer Health & Safety	Provides convenient, safe, energy-efficient, and non-toxic products, aligning with environmental stewardship.	GRI 416
Marketing & Labeling	Ensures transparent product/service information to highlight quality and sustainability efforts, boosting revenue while preventing reputational risks.	GRI 417

Aspect	Description	Guidelines
Customer Privacy	Implements robust data governance and cybersecurity measures to protect client confidentiality.	GRI 418
Socioeconomic Compliance	Adheres to local laws and ethical principles to build a socially responsible enterprise.	GRI 419

Segment 4: TCFD Climate Governance & Strategy

Aspect		Description	Guidelines
TCFD Climate Governance	Climate Governance Framework & Responsibilities	The climate risk and opportunity governance structure include the Board of Directors, Sustainable Development Committee, Risk Management Team, and relevant departments. The company implements climate risk management duties through a "Three Lines of Defense" framework.	TCFD
	Climate Change Management Policy Framework	Updates to relevant regulations, including Climate Change Management Guidelines, Risk Management Policy, "Sustainable Development Practice Principles," and "Sustainable Development Committee Charter."	TCFD
TCFD Climate Strategy	Climate Mitigation & Adaptation Strategies	Aligns with the Sustainable Development Practice Principles and Responsible Investment Policy to assess operational impacts on climate change, including transition risks and physical risks. Prioritizes actions based on materiality and develops response strategies for significant risks.	TCFD
	Climate Risk & Opportunity Identification	Discloses climate risks and opportunities across short-, medium-, and long-term horizons, evaluating their impacts on operations, strategy, products, and financial planning. Includes financial risk assessments.	TCFD
TCFD Climate Risk Management	Risk Management Guidelines	Establishes climate risk management processes referencing ISO 31000, with annual evaluations of climate change impacts.	TCFD
TCFD Metrics and Targets	Net-Zero Emissions Targets (Short/ Medium/Long-Term)	Sets a 2050 Net Zero Emissions target, aligned with national policies and climate adaptation action plans.	TCFD

Segment 5: Sustainability Accounting Standards Board (SASB) Standards

Aspect	Description	Guidelines
Product Safety	Describes risk identification and management methods for product information security.	TC-HW-230a.1
Workforce Diversity	Percentage of employees by (1) gender and (2) diverse groups within categories: (a) senior management, (b) general management, (c) technical staff, and (d) other employees.	TC-HW-330a.1
Product Lifecycle Management	Revenue percentage from products certified as energy-efficient.	TC-HW-410a.3
	Weight and recycling rate of end-of-life products and e-waste.	TC-HW-410a.4
Supply Chain Management	Percentage of Tier-1 suppliers audited under RBA VAP or equivalent (CMA), by category: (a) all suppliers and (b) high-risk suppliers.	TC-HW-410a.1
	For Tier-1 suppliers: (1) percentage failing RBA VAP/CMA audits, and (2) improvement rates for (a) major and (b) minor non-conformities.	TC-HW-410a.3
Material Sourcing	Risk management practices for critical materials usage.	TC-HW-440a.1
Operational Metrics	Production unit volume by product category (not disclosed if sensitive).	TC-HW-000.A
	Manufacturing facility area.	TC-HW-000.B
	Percentage of products manufactured in-house.	TC-HW-000.C



E-LEAD has established transparent and effective multi-channel communication and response mechanisms, integrating stakeholders' key concerns into its corporate sustainability strategy. These serve as reference indicators for formulating the Company's sustainability policies and implementation plans. For details regarding stakeholder engagement, please refer to Section 2-04.

Going forward, E-LEAD will conduct a materiality review every two years through the Sustainable Development Committee. This review will collect and assess stakeholder concerns, identify material issues, and prioritize them based on the degree of stakeholder impact and influence. The identified issues will then be evaluated for significance and disclosed accordingly.

The materiality assessment process focuses on the following three key elements:

1. Optimization of Evaluation Metrics: Issues are assessed based on two dimensions—Impact and Stakeholder Concerns—with clearly defined scales and calculation methods to determine materiality.
2. Focus on Key Stakeholders: Representatives of key stakeholders with close ties to E-LEAD are selected for surveys, ensuring the relevance and materiality of the results.
3. Integration of Industry Standards: The assessment process incorporates international frameworks and industry benchmarks, including GRI Standards, TCFD climate-related disclosures, SASB industry-specific indicators, and sustainability trends within the sector, to ensure consistency and alignment in identifying material issues.

In 2024, a total of 23 sustainability issues were identified. A questionnaire surveys and subsequent analysis were conducted to assess and analysis material issues.



Materiality Analysis Process

1. Understanding the Organization's Context and Identifying Stakeholders
   - With reference to the GRI Standards, TCFD recommendations, SASB industry-specific indicators, and emerging trends within the industry, E-LEAD compiled a list of key sustainability issues as the foundation for stakeholder engagement and issue investigation.
   - In line with the principle of stakeholder inclusiveness, E-LEAD identified key stakeholders who are closely related to or have a significant influence on the Company as the primary subjects of communication.

2. Impact Assessment of Material Issues
   - Defined the assessment dimensions and content for impact level and stakeholder concern regarding key sustainability issues.
   - Designed and distributed questionnaires to the Company's management and stakeholders to evaluate the level of impact and concern for each potential sustainability topic.
   - Conducted quantitative analysis based on the survey results to determine the degree of impact and concern for each issue.
   - Utilized a materiality matrix and scope of influence to filter out topics with both high impact and concern as preliminary material issues.

3. Confirmation and Disclosure of Material Issues
   - With reference to the GRI Standards, TCFD recommendations, SASB industry-specific indicators, and emerging trends within the industry, E-LEAD compiled a list of key sustainability issues as the foundation for stakeholder engagement and issue investigation.
   - In accordance with the principle of stakeholder inclusiveness, E-LEAD identified key stakeholders who are closely related to or have a significant influence on the Company as the primary subjects of communication.
   - Finalized material issues through deliberation and validation by the Sustainable Development Committee and disclosed them accordingly.

4. Periodic Review and Continuous Improvement
   - Established management approaches for each material issue to guide performance disclosure and improvement efforts.
   - Conducted the materiality assessment process biennially to ensure the continued relevance and validity of material issues and their corresponding impacts.

Issue	Sustainability Issue
1	Impact of corporate governance practices on sustainable operations
2	Impact of major regulatory violations on sustainable operations
3	Impact of financial management on sustainable operations
4	Impact of hiring local management and paying base salaries above local minimum wage on sustainable operations
5	Impact of local supplier procurement ratio on sustainable operations
6	Impact of tax policy transparency on sustainable operations
7	Impact of material management in production processes on sustainable operations
8	Impact of energy management practices on sustainable operations
9	Impact of water consumption and usage efficiency on sustainable operations
10	Impact of wastewater quality and quantity management on sustainable operations
11	Impact of greenhouse gas emissions management on sustainable operations
12	Impact of air pollutant emissions management on sustainable operations
13	Impact of waste management practices on sustainable operations
14	Impact of using environmental standards to evaluate suppliers (new/existing) on sustainable operations
15	Impact of employee turnover and welfare management on sustainable operations
16	Impact of occupational safety/health prevention and wellness programs on sustainable operations
17	Impact of training systems and integrated diverse learning resources on sustainable operations
18	Impact of management/employee diversity and pay equity on sustainable operations
19	Impact of human rights protections on sustainable operations
20	Impact of operational activities on local communities for sustainable operations
21	Impact of using social standards to evaluate suppliers (new/existing) on sustainable operations
22	Impact of products/services on health and safety for sustainable operations
23	Impact of customer data breaches/losses on sustainable operations



Material Issue Questionnaire Design

In accordance with the GRI Standards, two separate questionnaires were developed to assess the impact and level of stakeholder concern for potential material sustainability issues:

1.Questionnaire of Impact Assessment:
Targeted at senior executives and management personnel, this questionnaire evaluates the extent to which each issue affects the company's sustainable business operations.

2.Questionnaire of Stakeholders' Concern:
Distributed to key stakeholders—including employees, customers, shareholders, and suppliers—to gauge the level of concern they assign to each issue.

The 23 sustainability issues in the questionnaire span three dimensions:

- Economic (6 issues, e.g., financial management, economic performance)
- Environmental (8 issues, e.g., environmental management, climate change)
- Social (9 issues, e.g., employee benefits, occupational safety)

Responses were rated using a 5-point Likert scale to facilitate subsequent data analysis:

- Impact: Ranging from Very Low Impact (1) to Very High Impact (5)
- Concern: Ranging from Not at All Concerned (1) to Extremely Concerned (5)

Questionnaire Distribution and Collection

The questionnaires were distributed through online tools (e.g., Google Forms) and shared via digital platforms targeting specific respondent groups:

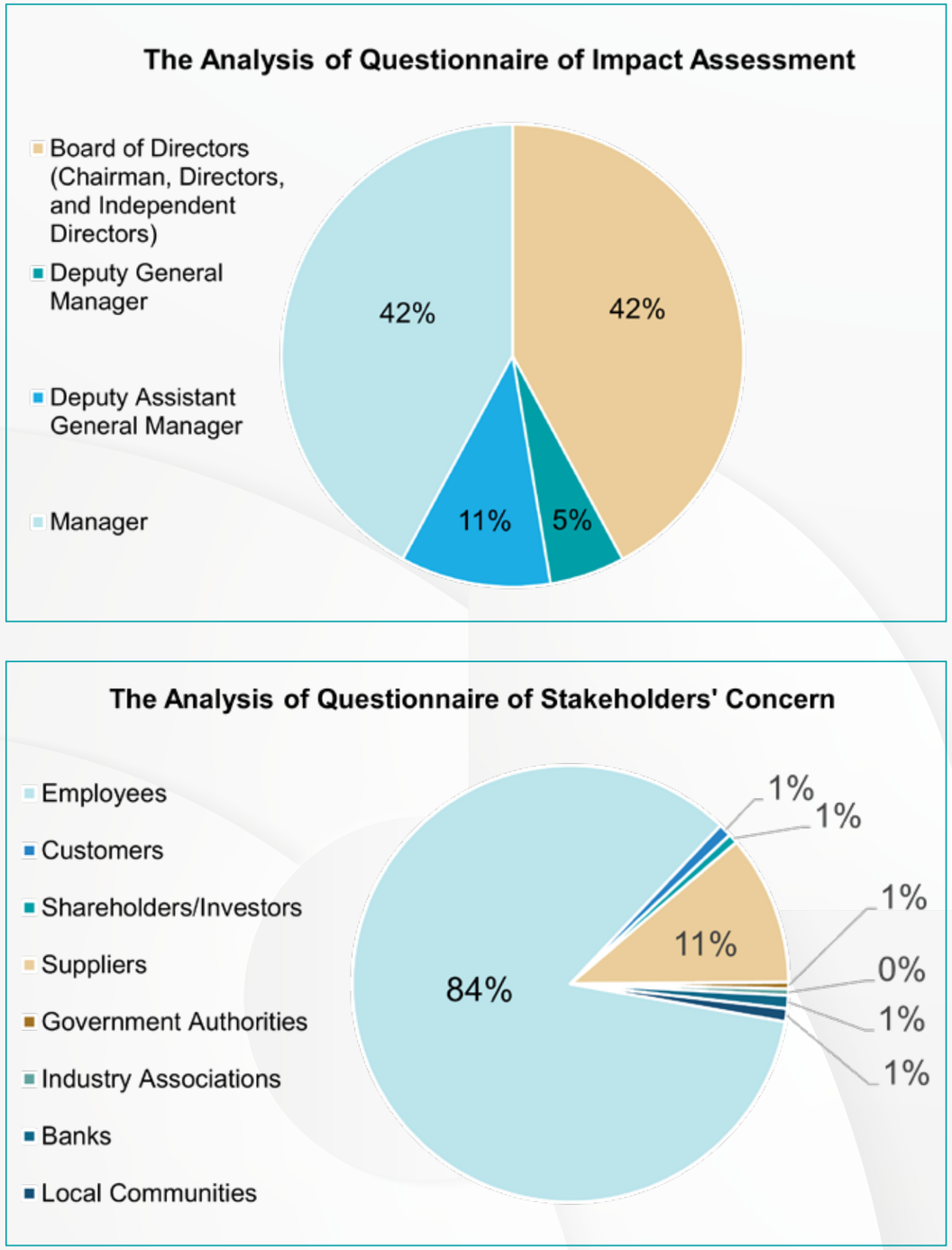
1.Questionnaire of Impact Assessment:
Sent to senior management, including the Board of Directors (Chairman, Directors, and Independent Directors), Deputy General Manager, Deputy Assistant General Managers, and Managers.

2.Questionnaire of Stakeholders' Concern:
Distributed to key stakeholder groups including employees, customers, shareholders/investors, suppliers, relevant government agencies, industry associations, financial institutions, and local communities.

A two-week response window was set to ensure a sufficient number of responses.

The survey yielded positive results:

- Questionnaire of Impact Assessment: 19 valid responses were collected, with the majority coming from board members (8) and managers (8).
- Questionnaire of Stakeholders' Concern: 414 valid responses were collected, mainly from employees (349) and suppliers (46).



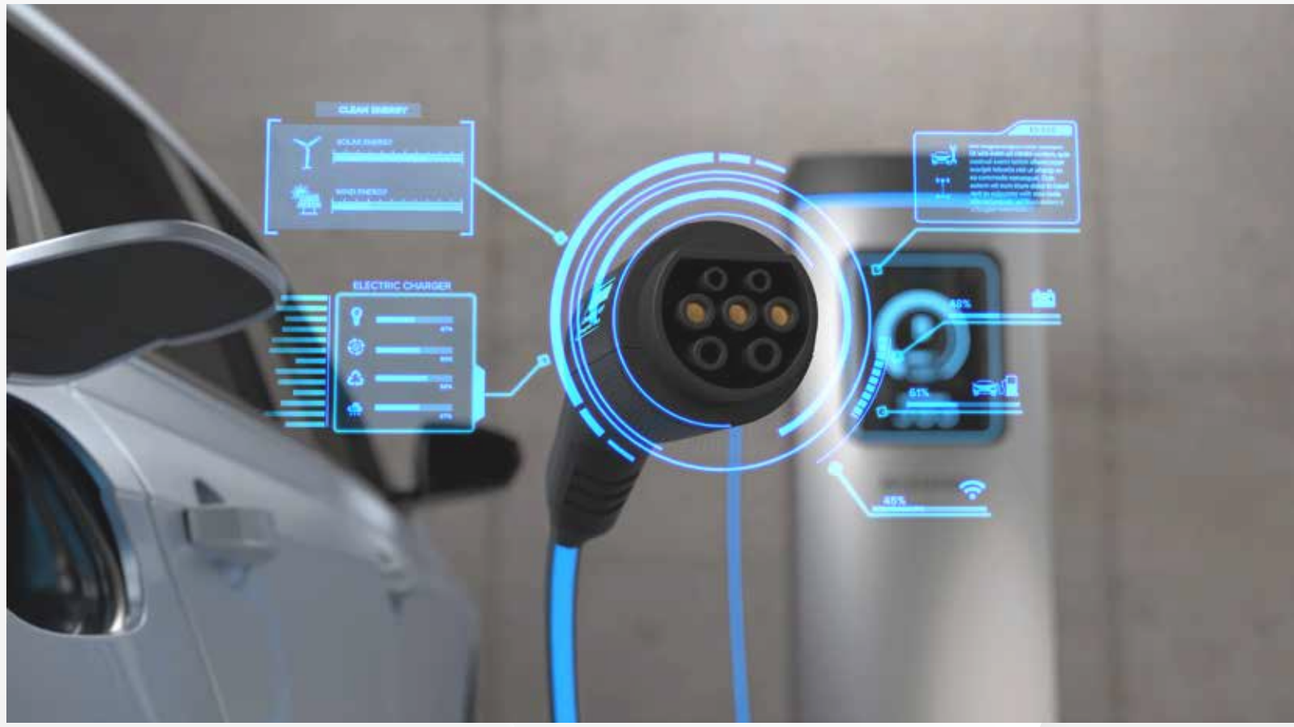
3-02 Disclosure of Material Issues

Questionnaire Data Analysis

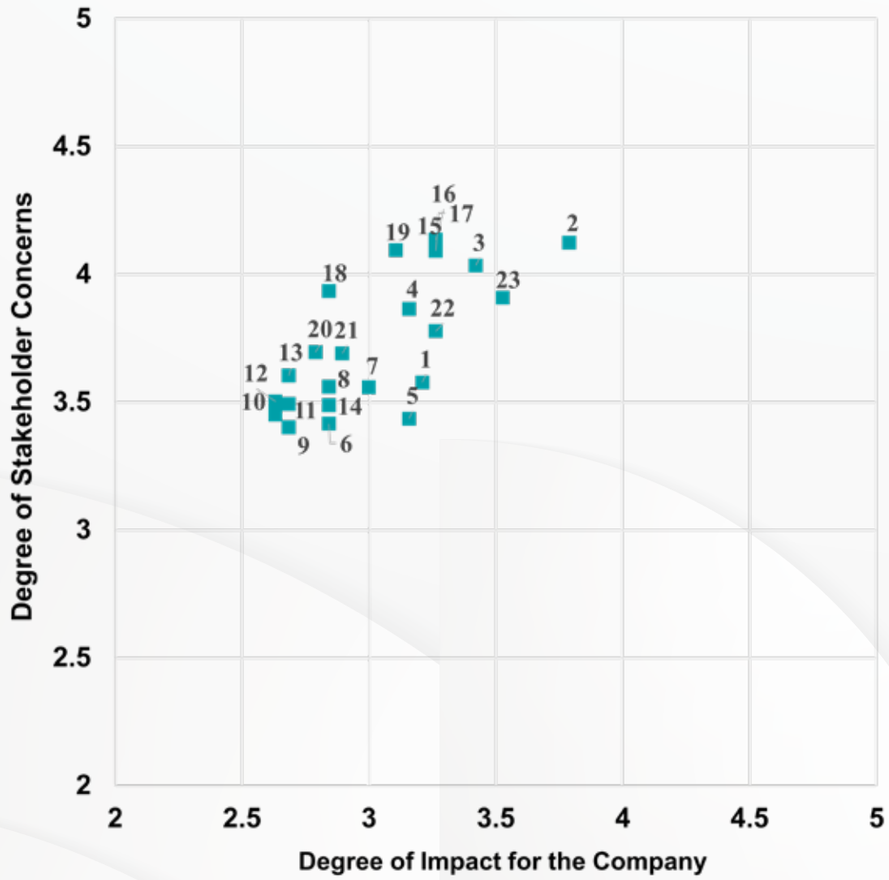
The primary objective of the data analysis was to quantify the impact and stakeholder concerns associated with each sustainability issue. The analysis involved the following methods:

1. Mean Score Calculation:
   The average scores for each issue were calculated based on responses for both “Impact” and “Stakeholder Concerns.”
2. Materiality Matrix Analysis:
   A scatter plot was created using Impact scores as the X-axis and Stakeholder Concern scores as the Y-axis to visualize the distribution of each issue across the matrix.
3. Influence Radius Extension:
   Using the point (X = 5.0, Y = 5.0) as the center, concentric circles of varying radii were drawn to determine which issues fell within the scope of materiality.

This method effectively identifies issues with both high impact and high concern, which are considered as potential material issues for further disclosure and management.



Disclosure of Material Issues



The 23 Sustainability Issues Evaluated Are as Follows:

1. Impact of corporate governance practices on sustainable operations
2. Impact of major regulatory violations on sustainable operations
3. Impact of financial management on sustainable operations
4. Impact of hiring local management and paying base salaries above local minimum wage on sustainable operations
5. Impact of local supplier procurement ratio on sustainable operations
6. Impact of tax policy transparency on sustainable operations
7. Impact of material management in production processes on sustainable operations
8. Impact of energy management practices on sustainable operations
9. Impact of water consumption and usage efficiency on sustainable operations
10. Impact of wastewater quality and quantity management on sustainable operations
11. Impact of greenhouse gas emissions management on sustainable operations
12. Impact of air pollutant emissions management on sustainable operations
13. Impact of waste management practices on sustainable operations
14. Impact of using environmental standards to evaluate suppliers (new/existing) on sustainable operations
15. Impact of employee turnover and welfare management on sustainable operations
16. Impact of occupational safety/health prevention and wellness programs on sustainable operations
17. Impact of training systems and integrated diverse learning resources on sustainable operations
18. Impact of management/employee diversity and pay equity on sustainable operations
19. Impact of human rights protections on sustainable operations
20. Impact of operational activities on local communities for sustainable operations
21. Impact of using social standards to evaluate suppliers (new/existing) on sustainable operations
22. Impact of products/services on health and safety for sustainable operations
23. Impact of customer data breaches/losses on sustainable operations

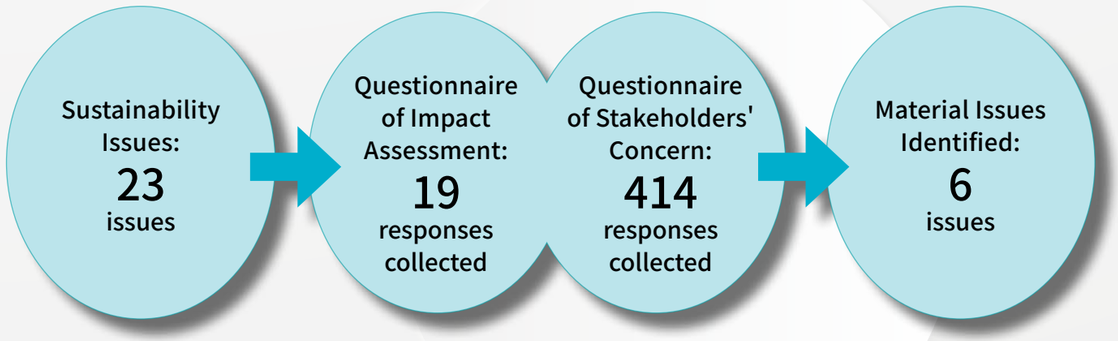
Material Issue Identification

Based on the results of the data analysis, issues were categorized into different levels of materiality by applying the influence range expansion method:

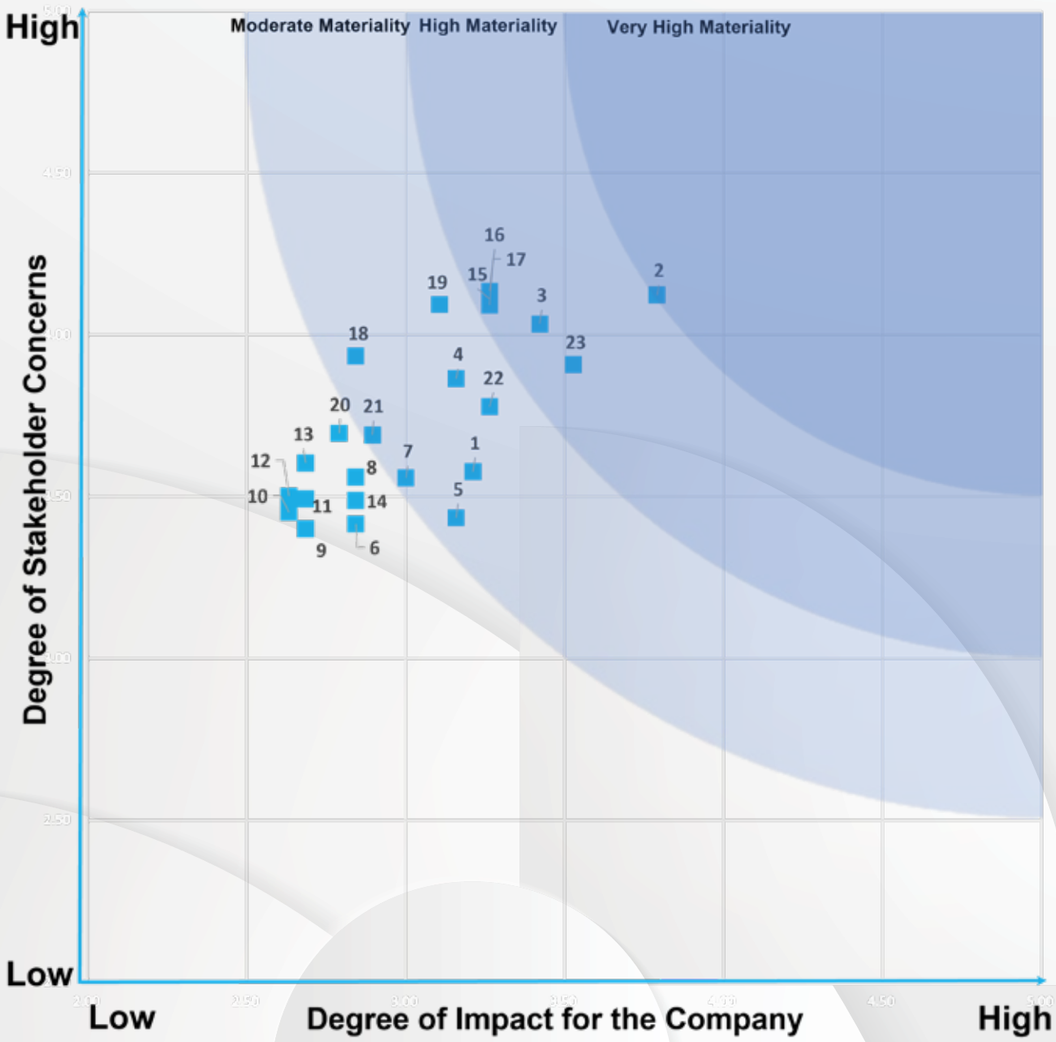
1. Very High Materiality
2. High Materiality
3. Moderate Materiality

The issue identified under Very High Materiality is Issue 2.
Issues identified under High Materiality include Issues 3, 15, 16, 17, and 23.
Issues identified under Moderate Materiality include Issues 1, 4, 5, 7, 18, 21, and 22.
Finally, after deliberation by the Sustainability Development Committee, the company confirmed the material issues for the year. It was determined that six issues falling under the categories of Very High and High Materiality will be prioritized for disclosure in this sustainability report. The corresponding management approaches for each material issue will be detailed in the subsequent sections of this report.

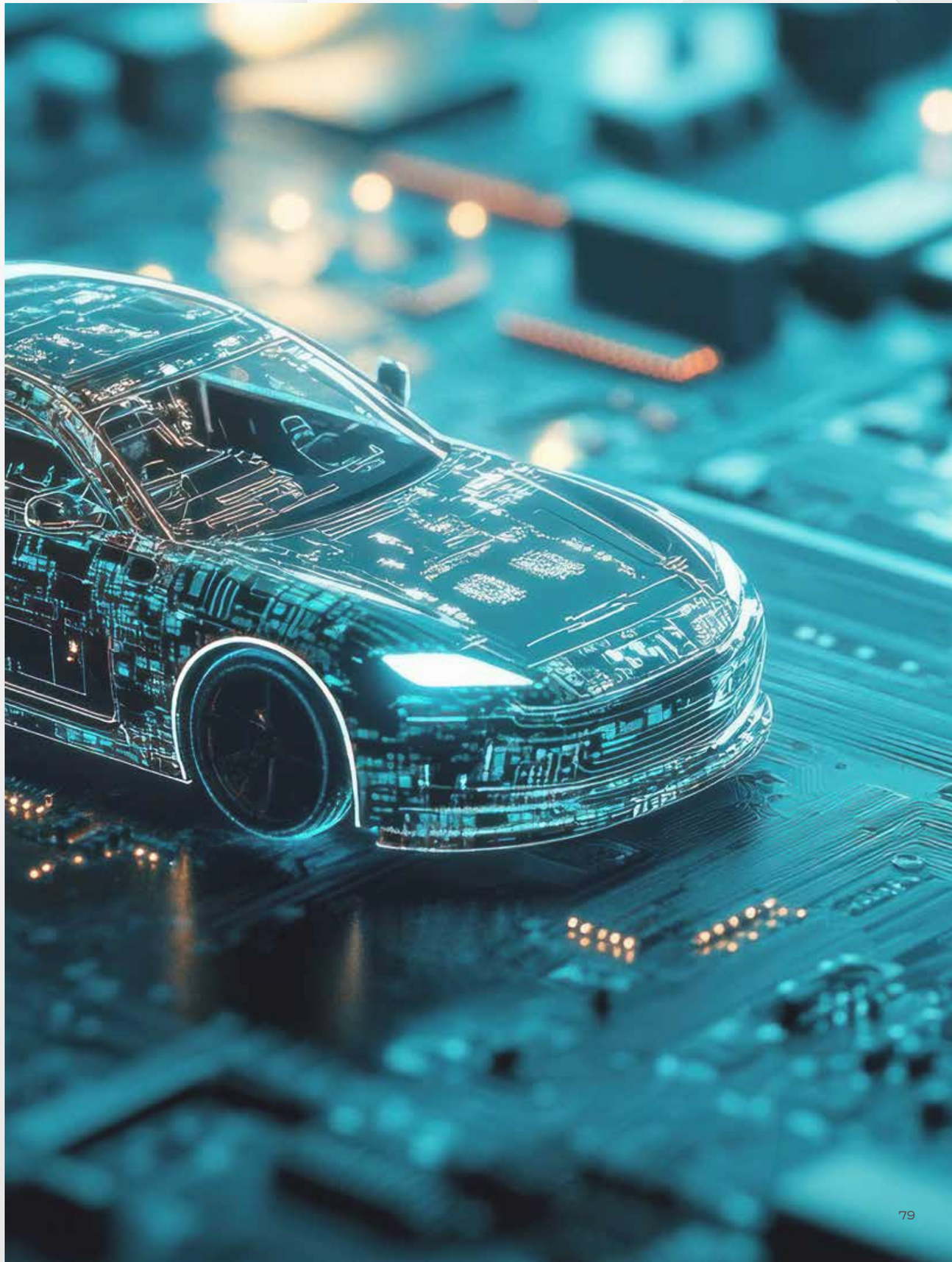
Issue	Aspect	GRI Standard	Material Issue Description
2.	Regulatory Compliance	GRI 2-27	Impact of major regulatory violations on sustainable business operations
3.	Economic Performance	GRI 201	Impact of financial management on sustainable business operations
15.	Employment Relations	GRI 401	Impact of employee turnover and welfare management on sustainable business operations
16.	Occupational Health & Safety	GRI 403	Impact of Occupational Health and Safety prevention, management and health promotion programs on sustainable business operations
17.	Training & Education	GRI 404	Impact of establishing training development systems and integrated diverse learning resources on sustainable business operations
23.	Customer Privacy	GRI 418	Impact of customer data breaches or losses on sustainable business operations



E-LEAD Materiality Issue Matrix







3-03 Management Approach to Material Issues

Explanation of Material Issue Management

For identified material issues, E-LEAD establishes corresponding management policies and develops appropriate action plans. Quantitative metrics and targets are set based on strategic data-driven measurements, with regular tracking of implementation progress. As for non-material sustainability issues, the Company discloses relevant indicators based on existing management procedures and practices to ensure stakeholders are informed of E-LEAD's overall sustainability performance.

Formulation of Management Policies

Through the materiality analysis process applied to 23 sustainability issues, E-LEAD identified six material issues: Regulatory Compliance, Economic Performance, Labor Relations, Occupational Health and Safety, Training and Education, and Customer Privacy. For each of these six material issues, the Company has formulated dedicated management policies. The following table summarizes the impact boundaries along the value chain, the strategic actions adopted, and the corresponding Sustainable Development Goals (SDGs) associated with each material issue.



Material Issue	Description	GRI Standards	Value Chain Impact Boundary	Action Strategies	Related SDGs
Regulatory Compliance	Impact of major regulatory violations on sustainable operations	GRI 2-27	◎Upstream: Suppliers & Partners Regulatory Alignment ◎Operations: Internal Compliance Management & Risk Monitoring ◎Downstream: Product/Service Market Compliance	1. Regulatory Monitoring and Internal Compliance Review: E-LEAD establishes a dedicated regulatory compliance team to regularly monitor and update applicable regulations. E-LEAD implements a regulatory monitoring system to ensure compliance across all operations. E-LEAD collaborates with legal counsel to conduct annual regulatory reviews and risk assessments. 2. Emergency Response and Crisis Management: E-LEAD establishes a "Regulatory Compliance Response Task Force" to promptly respond to incidents of non-compliance. E-LEAD sets up a real-time reporting mechanism to ensure information transparency and timely response. E-LEAD develops an internal audit plan to conduct regular internal reviews. 3. Employee Legal Education and Corporate Culture Implementation: E-LEAD conducts regular training sessions on legal requirements and ethical conduct to enhance employees' awareness of compliance responsibilities. E-LEAD establishes internal whistleblower reporting channels to protect whistleblower rights and eliminate misconduct. E-LEAD promotes ethical corporate governance and incorporates it into the ESG evaluation mechanism.	8 Decent Work and Economic Growth 12 Responsible Consumption and Production 16 Peace, Justice and Strong Institutions

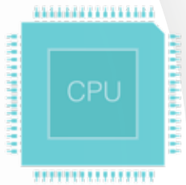
Material Issue	Description	GRI Standards	Value Chain Impact Boundary	Action Strategies	Related SDGs
Economic Performance	Impact of financial management on sustainable operations	GRI 201	◎ Upstream: Supplier Economic Stability ◎ Operations: Financial Governance & Investment Decisions ◎ Downstream: Customer & Market Competitiveness	1. Enhancing Financial Management and Risk Control: E-LEAD increases the transparency of financial reporting by adopting International Financial Reporting Standards (IFRS). E-LEAD strengthens budgetary control and cost management by establishing a digital financial monitoring system. E-LEAD conducts regular internal and external audits to ensure the accuracy and compliance of financial reports. 2. Investment Strategy and Business Diversification: E-LEAD promotes green finance and ESG investments to enhance returns on sustainable investments. E-LEAD expands markets and emerging business opportunities through mergers, acquisitions, or strategic alliances. E-LEAD establishes innovation funds to support internal innovation projects and new technology development. 3. Enhancing Shareholder and Investor Relations: E-LEAD strengthens its investor relations (IR) communication mechanisms to ensure information transparency and disclosure. E-LEAD regularly holds investor conferences and ESG report release events. E-LEAD improves shareholder returns while maintaining a stable dividend policy.	Decent Work and Economic Growth Industry, Innovation and Infrastructure
Employment Relations	Impact of employee turnover and welfare management	GRI 401	◎ Operations: Employee Turnover Rate & Welfare Systems	1. Improving Compensation and Benefits System: E-LEAD establishes a market-competitive salary structure to ensure fairness and reasonableness. E-LEAD provides long-term benefits such as employee health insurance and pension plans. E-LEAD promotes flexible working arrangements to enhance work-life balance. 2. Enhancing Employee Satisfaction and Retention: E-LEAD conducts regular employee satisfaction surveys to serve as a basis for continuous improvement. E-LEAD establishes internal career development mechanisms to provide opportunities for promotion and job rotation. E-LEAD sets up employee feedback mechanisms to ensure employee needs are heard and addressed. 3. Promoting Diversity and Inclusion Policies: E-LEAD fosters a gender-equal and non-discriminatory workplace environment. E-LEAD provides childcare subsidies and parental leave to support employees' family needs. E-LEAD implements mental health support programs and offers access to professional counseling services.	Gender Equality Decent Work and Economic Growth

Material Issue	Description	GRI Standards	Value Chain Impact Boundary	Action Strategies	Related SDGs
Occupational Health & Safety	Impact of OHS management on sustainable operations	GRI 403	◎ Operations: Workplace Safety & Health Management Systems	1. Enhancing Occupational Safety Management: E-LEAD implements the ISO 45001 Occupational Health and Safety Management System to raise safety standards. E-LEAD regularly conducts occupational safety risk assessments to ensure a safe working environment. E-LEAD provides Personal Protective Equipment (PPE) to reduce workplace hazards. 2. Health Promotion and Preventive Measures: E-LEAD offers regular health checkups and vaccination services. E-LEAD assigns professional medical personnel to provide employee health management consultations. E-LEAD promotes healthy diets and fitness programs to enhance employee physical and mental well-being. 3. Employee Safety Training: E-LEAD conducts regular occupational safety training sessions to raise safety awareness. E-LEAD organizes emergency response drills to strengthen employee preparedness for unexpected events.	Good Health and Well-being Decent Work and Economic Growth



Material Issue	Description	GRI Standards	Value Chain Impact Boundary	Action Strategies	Related SDGs
Training & Education	Impact of talent development systems	GRI 404	◎ Operations: Employee Skills Development Programs	1. Establishing Employee Learning and Development Systems: E-LEAD establishes a corporate academy to offer professional skills and management training. E-LEAD adopts digital learning platforms to improve training accessibility and effectiveness. E-LEAD promotes mentorship programs and a knowledge-sharing culture. 2. Developing Performance and Growth Evaluation Mechanisms: E-LEAD designs Individual Development Plans (IDPs) to ensure that learning outcomes are applied to work. E-LEAD integrates training results with performance evaluation systems to increase motivation for learning.	Quality Education Decent Work and Economic Growth
Customer Privacy	Impact of data breaches on sustainable operations	GRI 418	◎ Operations: Customer Data Protection Management	1. Strengthening Information Security Protection: E-LEAD establishes the ISO 27001 Information Security Management System. E-LEAD applies encryption technologies and access control to safeguard customer data. 2. Conducting Regular Cybersecurity Drills: E-LEAD simulates hacker attack scenarios to improve incident response capabilities. E-LEAD trains employees to identify phishing attempts and cybersecurity risks. 3. Enhancing Customer Privacy Protection: E-LEAD clearly communicates its privacy policy to increase transparency. E-LEAD establishes a customer data management team to ensure regulatory compliance.	Industry, Innovation and Infrastructure Peace, Justice and Strong Institutions

Chapter 4
Governance and Economic Performance




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4-01 Ethical Business Practices

Integrity Management Policy

E-LEAD has established the “Principle of the Ethical Corporate Management” and the “Operational Procedures and Guidelines for Ethical Corporate Management” as part of its corporate regulations. These documents include provisions such as a whistleblower mechanism for reporting unlawful or unethical behavior by internal and external personnel, and a Declaration of Compliance with the Integrity Management Policy. These policies serve as the guiding principles for ethical conduct within the company and across its affiliated entities.

・Whistleblower Email: eleadesg@e-lead.com

Principle of the Ethical Corporate Management

文件名稱	誠信經營守則				
文件編號	EL-B17	版　次	02	制訂單位	財務部
審　　核　　會　　簽					
提報董事會否：■審計委員會　■董事會通過　□股東會通過　■股東會報告 相關作業單位：集團企業與組織 相關審核部門：董事會、財務部					



Operational Procedures and Guidelines for Ethical Corporate Management

文件名稱 Document Title	誠信經營作業程序及行為指南				
文件編號 Document ID	EL-B26	版次 Version	00	制訂單位 Est. Dept.	財務部
提報董事會通過 **Presented to the Board of Directors**：■Yes□No 提報審計委員會 **Presented to the Audit Committee**：■Yes□No 提報股東會 **Presented to the Board of Shareholders**：□Yes■No 相關作業部門 Related Operating Department: ■台灣 Taiwan■江蘇 Jiangsu■泰國 Thailand■遠視界科技 Far Vision 全集團所有部門 相關審核部門 Related Checking Department: 稽核室、經管室、管理部 同作業部門 As above Related Operating Department 【※備註:江蘇與泰國子公司的相關部門名稱參閱「母子公司組織權責對照表」(OA 系統\員工園地\怡利組織圖)】 【Remark :Names of related department of Jiangsu and Thailand subsidiaries are referred to Comparative Chart of Parent and Subsidiary Company Organization Responsibilities」(OA System\Staff area\E-Lead Organization Chart)】					

Corporate Governance and Sustainable Development

Under the Sustainable Development Committee, E-LEAD has established a Corporate Governance Group responsible for promoting the Group’s integrity management, anti-corruption, anti-bribery, legal compliance, risk management, formulation of reasonable compensation policies, employee performance appraisal systems, and relevant training programs. This team is also responsible for revising, implementing, interpreting, and providing consulting services for the ethical operation procedures and behavioral guidelines. It oversees the registration and documentation of whistleblowing content and supervises implementation. The team is required to report to the Board of Directors regularly (at least once a year). The 2024 Integrity Management Report was submitted to the Board on January 15, 2025.

Training and Declaration Signing

On November 11 and December 16, 2024, E-LEAD conducted training sessions on the “Operational Procedures and Guidelines for Ethical Corporate Management” for directors, managers, and employees, with a total of 62 participants, each attending a one-hour session. In 2024, all 9 company directors signed the “Declaration of Compliance with the Ethical Corporate Management Policy,” achieving a 100% signing rate.

The Chairman and Deputy Chairman both signed the Declaration of Compliance with the Ethical Corporate Management Policy

怡利電子工業股份有限公司
遵循誠信經營政策聲明書

依怡利電子工業股份有限公司誠信經營守則、誠信經營作業程序及行為之規定，公司及集團企業與組織應於規章及對外文件中明示誠信經營之政策，以及董事會與管理階層積極落實誠信經營政策之承諾，茲聲明如下：

本人已充份知悉並願遵循怡利電子工業股份有限公司「誠信經營守則」及「誠信經營作業程序及行為指南」等誠信經營政策相關規定，確實遵守禁止但不限於下列不誠信行為相關規範：

一、行賄及收賄。
二、提供非法政治獻金。
三、不當慈善捐贈或贊助。
四、提供或接受不合理禮物、款待或其他不正當利益。
五、侵害營業秘密、商標權、專利權、著作權及其他智慧財產權。
六、從事不公平競爭之行為。
七、產品及服務於研發、採購、製造、提供或銷售時直接或間接損害消費者或其他利害關係人之權益、健康與安全。

特此聲明

此致

怡利電子工業股份有限公司

立聲明書人：（簽名或蓋章）

中　華　民　國　113年　11月　11　日

怡利電子工業股份有限公司
遵循誠信經營政策聲明書

依怡利電子工業股份有限公司誠信經營守則、誠信經營作業程序及行為之規定，公司及集團企業與組織應於規章及對外文件中明示誠信經營之政策，以及董事會與管理階層積極落實誠信經營政策之承諾，茲聲明如下：

本人已充份知悉並願遵循怡利電子工業股份有限公司「誠信經營守則」及「誠信經營作業程序及行為指南」等誠信經營政策相關規定，確實遵守禁止但不限於下列不誠信行為相關規範：

一、行賄及收賄。
二、提供非法政治獻金。
三、不當慈善捐贈或贊助。
四、提供或接受不合理禮物、款待或其他不正當利益。
五、侵害營業秘密、商標權、專利權、著作權及其他智慧財產權。
六、從事不公平競爭之行為。
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特此聲明

此致

怡利電子工業股份有限公司

立聲明書人：（簽名或蓋章）

中　華　民　國　113　年　11　月　11　日

Workplace Regulations and Supplier Management

E-LEAD has established the “E-LEAD ELECTRONIC CO., LTD. Work Rules” and regularly reviews the “Employee Pledge.” The content of these documents complies with relevant government regulations and social ethical standards and is publicly announced and promoted internally. E-LEAD’s core values of integrity and ethical business conduct are equally extended to its suppliers.

2024 Supplier Quality Manual Highlights:

1. A total of 176 suppliers completed the signing process.
2. The manual covers critical topics including anti-corruption and anti-money laundering, data protection and data security, financial accountability and accurate recordkeeping, information disclosure, conflict of interest, counterfeit parts, intellectual property, export controls, trade and sanctions, whistleblower protection, and retaliation prevention.
3. The signing rate among key suppliers reached 100%.

Whistleblowing and Legal Compliance

In 2024, E-LEAD received no reports of illegal or unethical behavior from employees, suppliers, or customers, and there were no legal violations or penalties incurred.

Role of the Highest Governance Body

E-LEAD’s highest governance body plays a pivotal role in overseeing impact management, ensuring the company can promptly respond and implement appropriate measures when facing challenges and opportunities. Upholding the principles of anti-corruption and anti-competitive practices, the company ensures ethical operations across all business activities. In terms of labor relations, E-LEAD is committed to providing a positive work environment and treating all employees fairly and equitably.



4-02 Economic Performance

E-LEAD upholds key policies and commitments dedicated to achieving clear goals and objectives. In addition to fostering a strong sense of responsibility, E-LEAD ensures the proper allocation of resources to support its mission. The company has also established a grievance mechanism to ensure that employee feedback is valued and addressed.
E-LEAD takes concrete actions while continuously evaluating and refining its management policies. Adjustments are made in accordance with the results of these evaluations. The company aims to drive continuous improvement and excellence based on the principles of transparency, accountability, and commitment.
A summary of the management approach is provided in the following table:

2024 Management Policy Framework

Item	2024 Management Policy
Policy	To dynamically adapt operational strategies in response to regulatory changes and market fluctuations, while monitoring risks including interest rate and foreign exchange volatility.
Commitment	To safeguard stakeholder interests and ensure timely information disclosure.
Goals & Objectives	To pursue operational excellence while maintaining sustainable development.
Responsibilities	To ensure regulatory compliance while optimizing costs to enhance operational efficiency and profitability.
Resources	1. Financial: Maintain strong relationships with financial institutions to monitor interest/FX rates for risk mitigation. 2. Accounting: In response to regulatory changes, financial statements are prepared in accordance with the Financial Reporting Standards, applicable laws and regulations, and the International Financial Reporting Standards (IFRS) as endorsed by the Financial Supervisory Commission R.O.C. (Taiwan). 3. Taxation: Foster proactive communication with CPAs and tax authorities.
Complaint Mechanism	Stakeholders may submit complaints via the dedicated website portal or email.
Key Initiatives	To enhance performance management systems aligning individual KPIs with corporate objectives.
Evaluation Metrics	Financial reporting and analysis are conducted on a regular basis to monitor the current financial structure, financial costs, and operating profit and loss. Comparative analysis with industry peers is performed to make necessary adjustments and enhance financial performance.
Performance Results	2024 EPS: NT$3.09 2024 Net Profit After Tax: 63% Year on Year (YoY) growth vs 2023.

The above initiatives demonstrate E-LEAD's commitment to economic performance by striving for sustainable economic growth while maintaining sound financial management and risk control, thereby safeguarding the long-term interests of the Company and its stakeholders.

Investor Relations and Financial Performance

E-LEAD values shareholder rights and has established a spokesman system to ensure information transparency and build shareholder trust. The Company places a strong emphasis on investor relations, having established an Investor Relations section on its corporate website that provides stakeholders with timely financial and operational information. A dedicated team is responsible for regularly updating the Company's annual reports, financial statements, and revenue data. Additionally, consolidated monthly revenues of the Group are published to keep investors promptly informed of the Company's operating performance.

Moreover, E-LEAD regularly engages with domestic and international institutional investors through meetings, conference calls, and visits to its facilities in Taiwan and subsidiaries abroad. These activities allow investors to gain timely and in-depth insights into the Company's operations and outlook. E-LEAD is also invited to participate in investor conferences to communicate its business performance to stakeholders and gather valuable feedback on operations, finance, and corporate governance.

With its technological leadership, E-LEAD has gained recognition from global automakers and continues to receive global orders for its INFOTAINMENT products. Shipments are scheduled according to customers' production timelines. For HUD (Head-Up Display) products, E-LEAD has not only maintained its leading position in China but also secured challenging new orders from automakers in India, which are now entering mass production and increasing market share. The Company's ADAS (Advanced Driver Assistance Systems) products continue to grow steadily in Southeast Asia and have gained new clients and orders. Additionally, E-LEAD is expanding into the two-wheeler electronics market and has secured new projects with support from motorcycle manufacturers, with shipments already in progress.

To meet the rising demand for HUDs, E-LEAD continues to develop new technologies and has launched the 3D SPATIAL VISION HUD, a cutting-edge head-up display with spatial visualization. This innovation has attracted international automakers and resulted in proof-of-concept (POC) orders.



Government Financial Subsidies

The financial subsidies E-LEAD has received from the government over the past two years are as follows (in New Taiwan Dollars):

No.	Subsidy Program	2023	2024
1	Ministry of Labor - Employment Stabilization Plan	262,500	—
2	Ministry of Labor - Youth Employment Flagship Program	793,220	1,147,580
3	Exhibition Participation Grants	103,520	190,000
4	Taiwan Industry Innovation Platform Program (TIIP)	1,915,641	—
5	Bureau of Labor Insurance, Ministry of Labor - Pregnancy Checkup Accompaniment and Paternity Leaves Wage Subsidy	21,669	9,733
6	Ministry of Labor - Multi-beneficiary Vocational Training Program	230,782	49,170
7	Workforce Development Agency, Ministry of Labor - Enterprises Human Resource Upgrade Program	—	168,000
	Total	3,327,332	1,564,483



4-03 Financial and Tax Governance

Regulatory Compliance

In 2024, E-LEAD was not involved in any legal cases related to anti-competitive behavior, antitrust, or monopolistic practices. The Company also did not incur any penalties for violations related to corporate governance, product regulations, the Labor Standards Act, or Occupational Safety and Health Facility Rules.

E-LEAD has established a comprehensive risk management mechanism. Through the implementation of the “Risk Management Policy and Procedures”, the Company is committed to managing various risks that may impact the achievement of its objectives. Risk management is integrated into daily operations and management processes to support the attainment of business goals, enhance management effectiveness, ensure the reliability of information, and enable efficient allocation of resources.

Risk Management Policy and Procedures

文件名稱 Document Title	風險管理政策與程序				
文件編號 Document ID	EL-B27	版次 Version	00	制訂單位 Est. Dept.	財務部

提報董事會通過 **Presented to the Board of Directors**：■Yes□No
提報審計委員會 **Presented to the Audit Committee**：■Yes□No
提報股東會 **Presented to the Board of Shareholders**：□Yes■No
相關作業部門 Related Operating Department:
■台灣 Taiwan■江蘇 Jiangsu■泰國 Thailand■遠視界科技 Far Vision
全集團所有部門
相關審核部門 Related Checking Department:
稽核室、經管室、管理部
同作業部門 As above Related Operating Department

【※備註:江蘇與泰國子公司的相關部門名稱參閱「母子公司組織權責對照表」(OA 系統\員工園地\怡利組織圖)】
【Remark :Names of related department of Jiangsu and Thailand subsidiaries are referred to Comparative Chart of Parent and Subsidiary Company Organization Responsibilities」(OA System\Staff area\E-Lead Organization Chart)】

Financial Risk Management

E-LEAD’s risk management strategy encompasses the management of market risk, credit risk, and liquidity risk. The Company has established corresponding policies, procedures, and internal control systems, which are overseen by the Audit Committee and the Board of Directors to ensure sound financial operations.

Audit Committee

The Audit Committee at E-LEAD is composed of four independent directors. Its primary purpose is to assist the Board of Directors in overseeing the integrity and quality of the Company's accounting, auditing, financial reporting processes, and financial controls. The Committee aims to ensure:

1. The accurate presentation of the Company’s financial statements.
2. The selection, dismissal, independence, and performance of certified public accountants.
3. The effective implementation of the Company’s internal control system.
4. The Company’s compliance with applicable laws and regulations.
5. The management of existing or potential risks.

Audit Committee's Duties Include:

1. Establishing or amending the internal control system in accordance with Article 14-1 of the “Securities and Exchange Act”.
2. Evaluating the effectiveness of the internal control system.
3. Establishing or amending procedures for significant financial transactions, such as asset acquisitions or disposals, derivative transactions, lending of funds, endorsements, or guarantees, as stipulated in Article 36-1 of the “Securities and Exchange Act”.
4. Addressing matters involving conflicts of interest with directors.
5. Reviewing major asset or derivative transactions.
6. Reviewing significant lending, endorsements, or guarantees.
7. Reviewing the public offering, issuance, or private placement of equity-type securities.
8. Appointing, dismissing, or determining the remuneration of certified public accountants.
9. Appointing or dismissing financial, accounting, or internal audit officers.
10. Reviewing annual and quarterly financial reports signed or stamped by the Chairman, managers, and chief accounting officer.
11. Other significant matters as prescribed by the Company or regulatory authorities.

In 2024, the Audit Committee convened four times. The attendance details are as follows:

Title	Name	Physical Attendance	Proxy Attendance	Attendance Rate (%)	Remarks
Independent Director	Chi-Chung Tsai	3	1	75	Convener
Independent Director	Cheng-Chun Chang	4	0	100	
Independent Director	Shein-Tung Wu	4	0	100	
Independent Director	Rong-Lin Jiang	4	0	100	

Communication Between Independent Directors, the Audit Committee, Internal Audit, and External Auditors:

1. The Chief Internal Auditor submitted audit reports to the independent directors in the month following the completion of each audit project. The independent directors raised no objections.
2. The Chief Internal Auditor attended regular Audit Committee and Board of Directors meetings to present audit reports, and no objections were raised by the independent directors.
3. The Company's quarterly financial reports were reviewed by external auditors. Both the Chief Internal Auditor and the external auditors attended Audit Committee meetings for three-way communication.
4. After the auditors completed their audit (or review) of the financial reports, meetings were arranged with directors, independent directors, the Chief Financial Officer, and the Chief Internal Auditor to discuss the Company's financial status. The communication topics between auditors and corporate governance officers in 2024 included:
   - March 6, 2024:
     (A) FY2023 Financial Report
     (B) Auditor Independence
     (C) Client Representation Letter
     (D) Scope of Group Audit
     (E) Key Audit Matters
     (F) Audit Opinion for FY2023
     (G) Other communications with governance officers
   - November 11, 2024:
     (A) Review Report for Q3 2024
     (B) 2024 Audit Plan
     (C) Other communications with governance officers
5. Communication between E-LEAD's independent directors and auditors was smooth and constructive.

Exchange Rate Risk

To mitigate exchange rate risks, E-LEAD utilizes natural hedging by offsetting foreign currency receivables and payables, in addition to employing derivative financial instruments. Interest rate risks are managed by monitoring market interest trends and maintaining strong banking relationships. Credit risks are addressed by assessing counterparties' creditworthiness and, when appropriate, requiring advance payments. Liquidity risks are managed by maintaining financial flexibility through cash, cash equivalents, and bank loans.

Operational Risk Management

In terms of operational risk management, E-LEAD closely monitors changes in domestic and international policies and regulations and maintains regular consultations with legal and accounting advisors to respond swiftly to market shifts. The Company continually enhances its R&D capabilities and monitors industry trends. E-LEAD also implements the TISAX (Trusted Information Security Assessment Exchange) system to reduce the occurrence of information security incidents.
For risks related to corporate image, merger and acquisition (M&A) plans, and facility expansion, E-LEAD adopts a prudent approach to safeguard corporate and shareholder interests.

Financial Transparency and Performance

E-LEAD values timeliness and transparency in information disclosure. The Company website features a stakeholder section that provides channels for submitting written or email complaints. E-LEAD emphasizes performance management by strengthening the link between individual performance and corporate operational performance. Regular financial reporting and analysis help monitor financial status and benchmark performance against industry peers to enhance financial outcomes.
In 2024, E-LEAD's net profit after tax increased by 63% compared to 2023.

4-04 Compensation and Remuneration

Operation of the Compensation Committee

E-LEAD is committed to providing a friendly and supportive work environment and has established a comprehensive compensation system. In accordance with the principle of profit sharing, the Company adjusts employee compensation to align with business performance, ensuring that employee salaries grow in tandem with company profitability. In 2024, the Company implemented an average salary adjustment of 3.78% across all facilities.

To strengthen corporate governance and align with international standards, E-LEAD has established a Compensation Committee, authorized by the Board of Directors, to review the remuneration of directors and managerial officers. The Committee comprises four independent directors, who, from a professional and objective standpoint, evaluate the Company's policies and systems related to director and executive compensation.

The Committee performs its duties in good faith, based on professional knowledge and fiduciary responsibility, and is tasked with formulating and periodically reviewing performance evaluation and remuneration policies, systems, standards, and structures for directors and managers. It also regularly reviews the remuneration of directors and executives. The Compensation Committee holds at least two meetings per year, with additional meetings convened as needed, and submits recommendations to the Board of Directors.

In 2024, the Compensation Committee convened four times. Attendance details are shown in the table below:

Title	Name	In-Person Attendance	Proxy Attendance	Attendance Rate (%)	Remarks
Chairperson	Cheng-Chun Chang	4	0	100	-
Member	Chi-Chung Tsai	2	2	50	-
Member	Shein-Tung Wu	4	0	100	-
Member	Rong-Lin Jiang	4	0	100	-

Compensation Policy for Directors and Executives

The remuneration of E-LEAD's directors is determined based on the "Directors and Functional Committees Performance Evaluation Measures" and the "Directors and Functional Committees Compensation Measures." The Compensation Committee evaluates each director's level of participation in corporate operations and the value of their contribution, linking the Company's operational performance to individual compensation. Recommendations are then submitted to the Board of Directors for resolution. Key evaluation criteria include:

1. Alignment with the Company's strategic objectives
2. Degree of involvement in corporate operations
3. Professional expertise and continued professional development
4. Internal relationship management and communication

Directors and Functional Committees Compensation Measures

文件名稱	董事及功能性委員給付辦法				
文件編號	EL-M22	版　本	00	制訂單位	管理部
審　　核　　會　　簽					
提報董事會否：Y　　薪酬委員會:Y 相關作業單位：怡利母公司專用辦法（限集團中有上市或上櫃的公司） 相關審核部門：管理部、稽核室、財務部					

The remuneration of managerial officers is determined in accordance with the Company's "Salary Management Measures" and "Performance Appraisal Management Measures." This includes an assessment of how well executives meet key performance indicators (KPIs), such as revenue growth rate, net profit margin trends, and overall contribution. These assessments are correlated with business performance and potential future risks to ensure rationality. All remuneration proposals must be reviewed by the Compensation Committee and approved by the Board of Directors. This process ensures a balance between managing operational uncertainty and securing long-term corporate sustainability and stakeholder interests.

Additionally, according to Article 27 of E-LEAD's Articles of Incorporation, if the Company

generates profits in a given fiscal year, no less than 1% shall be allocated as employee compensation and no more than 5% as director compensation. However, if the Company has accumulated losses, such losses must be covered prior to any distribution.
In fiscal year 2024, E-LEAD allocated 3% of profits as employee compensation and 1.5% as director compensation. These allocations were reviewed by the Compensation Committee, approved by the Board of Directors, and subsequently reported to the Annual General Shareholders' Meeting.

Salary Management Measures

文件名稱	薪 資 管 理 辦 法				
文件編號	EL-M09	版　次	04	制訂單位	管理部
審　　核　　會　　簽					
●提報董事會否 Presented to the Board of Directors：□Yes■No ●相關作業部門相關作業部門 Related Operating Department：：怡利母公司專用辦法 ●相關審核部門 Related Checking Department：管理部、經管室					

Performance Appraisal Management Measures

文件名稱 Document Name	績 效 考 核 管 理 辦 法 Performance Appraisal Management Measures				
文件編號 Document Number	QS-M06	版　次 Edition	04	制訂單位 Prepared by	管理部 Management Department
●提報董事會否 Presented to the Board of Directors：□Yes■No ●相關作業部門 Related Operating Department：全集團 The whole Group ●相關審核部門 Related Approval Department: 母公司 Parent company: 管理部 Administrative Dept.、稽核室 Internal Auditing Office、經管室 Business Operation Office、品保處 Quality Assurance Division CN: 管理部 Administrative Dept TH: 管理部 Administrative Dept 【※備註:江蘇與泰國子公司的相關部門名稱參閱「母子公司組織權責對照表」(OA系統\員工園地\怡利組織圖)】 【Remark :Names of related department of Jiangsu and Thailand subsidiaries are referred to Comparative Chart of Parent and Subsidiary Company Organization Responsibilities」(OA System\Staff area\E-Lead Organization Chart)】					

4-05 Risk Management

Risk Management Mechanism

On November 11, 2024, E-LEAD's Board of Directors approved the "Risk Management Policy and Procedures," aiming to establish a comprehensive risk management system. The Company addresses various risks that may affect the achievement of its goals, including strategic risks, operational risks, financial risks, information security risks, compliance risks, integrity risks, and climate-related risks. By integrating risk management into operational activities and daily management processes, the Company strives to achieve the following objectives:

- Fulfill corporate strategic goals;
- Enhance management effectiveness;
- Provide reliable information;
- Allocate resources efficiently.

The Board of Directors holds ultimate responsibility for E-LEAD's risk management. The Audit Committee assists the Board in performing its oversight responsibilities. The E-LEAD risk management organizational structure is as follows:



Strategic Risk

E-LEAD reports its annual strategy at the shareholders' meeting each year. The Board of Directors reviews financial statements quarterly and delivers operational reports, while monthly management meetings assess internal and external environments, global political and economic trends, national policies, competitor strategies, and the impact of strategic decisions made under limited resources. In 2024, no significant strategic risks were reported.

Operational Risk Management

Risk Item	Mitigation Measures
Impact of Domestic/ Foreign Policy & Legal Changes	1. All operations strictly comply with domestic and international laws. Monitor policy/legal developments to adapt strategies. 2. E-LEAD maintains close consultation with its appointed legal advisors and certified public accountants to stay abreast of significant domestic and international policy developments and regulatory changes. This proactive approach enables the company to assess the potential impacts on financial and operational performance, and to formulate appropriate response strategies in a timely manner. 3. No material impacts identified.
Impact of Technological & Industry Shifts	Continuously track industry trends and R&D advancements. Strengthen in-house R&D capabilities to expand market applications. No material impacts to date.
Reputation Risks to Crisis Management	No significant reputation incidents affecting crisis management.
M&A Expected Benefits/Risks	No current M&A plans. Future transactions will follow E-LEAD's Asset Acquisition/Disposal Procedures to safeguard corporate/shareholder interests.
Factory Expansion Benefits/Risks	No plans for factory expansion.
Concentration Risks (Procurement/Sales)	1. Top 10 customers accounted for 76% (2023) and 75% (2024) of revenue. Other sales risks are immaterial. 2. Actively develop new clients to reduce concentration.
Risks from Major Share Transfers	No substantial transfers by directors or >10% shareholders.
Risks from Control Changes	No changes in corporate control.
Operational Risks	No material operational risk events.

Financial Risk

Risk Category	Mitigation Measures
Financial Risk Management Policy	1. The primary objectives are to manage market, credit and liquidity risks related to operations. Risks are identified, measured and managed per E-LEAD's policies and risk appetite. 2. E-LEAD has established appropriate policies, procedures, and internal control mechanisms for financial risk management in accordance with relevant regulations. All significant financial activities are subject to review by the Audit Committee and the Board of Directors, based on applicable regulatory frameworks and the company’ s internal control system. During the execution of financial management activities, all relevant regulations related to financial risk management must be strictly followed.
Foreign Exchange Risk	1. Arises from operational activities (revenues/expenses in foreign currencies) and net investments in foreign operations. 2. Natural hedging occurs when receivables/payables are in same currency. Monitor exchange rates and execute conversions at optimal times. May use derivative contracts when appropriate.
Interest Rate Risk	1. Results from fluctuations in fair value/future cash flows of financial instruments due to market rate changes, primarily from fixed/floating rate borrowings. 2. Monitor rate trends and bank offerings. Maintain strong banking relationships to secure favorable terms. Optimize short/long-term borrowing mix to minimize exposure.
Credit Risk Management	1. Risk that counterparties fail to meet contractual obligations. Arises from operations (receivables) and financing activities (bank deposits/ instruments). 2. Each business unit manages credit risk in accordance with the established credit risk policies, procedures, and control measures. The credit risk assessment of all counterparties takes multiple factors into account, including their financial condition, credit ratings from rating agencies, historical transaction records, current economic conditions, and internal evaluation standards. E-LEAD also mitigates credit risk associated with certain counterparties by utilizing advance payments where appropriate.
Liquidity Risk Management	Maintain financial flexibility through cash/cash equivalents, bank borrowings, convertible bonds and leasing arrangements.



Information Risk

On January 19, 2022, E-LEAD's Board of Directors appointed Mr. Ke Mao-Quan, Deputy General Manager of the General Administration Division, as the Chief Information Security Officer (CISO). The Information Technology Office, under the IT Department, includes one information security supervisor and one information security personnel.

- The Information Security Supervisor (also head of the IT Department) is responsible for overseeing information security operations, early warning and monitoring of security status, incident response, proposing improvements, and assisting with internal audits.
- The Information Security Personnel is responsible for planning, implementing, monitoring, improving, and responding to information security issues.

E-LEAD obtained the TISAX (Trusted Information Security Assessment Exchange) Level 3 certification for its automotive information security management system in 2023, valid until May 28, 2024.

An internal audit was conducted on April 12, 2024, identifying 13 observation items, all of which were corrected. A management review meeting was held on May 10, 2024, addressing decisions regarding the information security policy, stakeholder issues, audit results, risk assessment, and opportunities for continual improvement.

Following a third-party audit, E-LEAD renewed its TISAX certification on October 24, 2024, valid until June 20, 2027.

The Information Security Governance Report was submitted to the Board of Directors on July 30, 2024.

In 2024, E-LEAD did not encounter any losses resulting from inappropriate or failed internal processes, human errors, system failures, or external events. This includes business interruptions due to asset damage, trade secret leaks, or system breakdowns.



Compliance Risk

1. Legal personnel are assigned to review contracts, and legal advisors are retained for professional consultation.
2. Patent engineers are employed to provide patent-related advice and to apply for new product patents.
3. For tax-related legal compliance, E-LEAD consults accounting firms or tax authorities.
4. For unclear regulations, the company consults directly with relevant government departments.
5. The Audit Office regularly audits compliance across departments.

In 2024, E-LEAD faced no compliance risks due to failure to observe regulations, untimely response to regulatory changes, improper execution of legal documents, unenforceable contracts, overstepping authority, insufficient provisions, contractual omissions, or other factors that may have damaged the Company’s reputation or caused significant losses.

Legal Consultant Certificate



Integrity Risk Management

E-LEAD has established a Sustainable Development Committee under the Corporate Governance Group, which reports directly to the Board of Directors. This subcommittee is responsible for promoting ethical business practices, anti-corruption, anti-bribery, and regulatory compliance. It reports annually to the Board of Directors on its implementation status. Based on the responsibilities and scope of each department, the subcommittee assists the Board and senior management in formulating and supervising the implementation of the integrity management policy and related preventive measures to ensure the effective enforcement of the "Principle of the Ethical Corporate Management." The 2024 implementation results were reported to the Board on January 15, 2025.

The Board of Directors has approved the "Principle of the Ethical Corporate Management" and the "Operational Procedures and Guidelines for Ethical Corporate Management" as the foundation for E-LEAD's ethical management practices. These documents include mechanisms for internal and external reporting of illegal or unethical behavior and the "Declaration of Compliance with the Ethical Corporate Management Policy."

2024 Integrity Risk Management Highlights:

- All Board members signed the "Declaration of Compliance with the Ethical Corporate Management Policy" on November 11, 2024.
- The whistleblowing system for internal and external stakeholders is publicly disclosed on E-LEAD's corporate website.
- Whistleblower email address: eleadesg@e-lead.com.

On November 11 and December 16, 2024, E-LEAD conducted training sessions on the "Operational Procedures and Guidelines for Ethical Corporate Management" for directors, managers, and employees, totaling 62 participants, with each session lasting one hour.

Suppliers are required to sign the Supplier Quality Manual, which includes the Supplier Sustainability Policy, emphasizing that suppliers must uphold the highest standards of integrity and operate honestly and fairly throughout the supply chain. Suppliers are expected to implement a Business Ethics Management System, covering:

- Anti-corruption and anti-money laundering
- Data protection and cybersecurity
- Financial accountability and accurate recordkeeping
- Information disclosure
- Conflict of interest avoidance
- Counterfeit component prevention
- Intellectual property protection
- Export control compliance
- Trade and economic sanctions adherence
- Whistleblower protections and non-retaliation
- Corrective actions and grievance mechanisms

In 2024, a total of 176 key suppliers signed the manual. E-LEAD completed 25 supplier audits and 16 new supplier evaluations.

E-LEAD did not face any legal actions in 2024 related to anti-competitive practices, antitrust violations, or monopolistic behavior, nor did it receive any penalties for non-compliance with corporate governance, product regulations, labor standards, or occupational health and safety facility regulations.

Other Emerging Risks

E-LEAD and its subsidiaries have designated personnel within their Industrial Safety Office and Administration Department to address issues related to climate change, natural disasters, and other significant external threats. In 2024, there were no reported incidents related to climate change, natural disasters, or major external hazards.



4-06 Supply Chain Management

E-LEAD is committed to building a responsible and sustainable supply chain, ensuring that suppliers comply with Environmental, Social, and Governance (ESG) standards. Through rigorous procurement practices, supplier assessments, and value chain management, we strive to ensure the sustainability of our business operations.

At E-LEAD, suppliers are regarded as key partners in co-creating value. Together with our brand customers, we aim to influence the supply chain to uphold business ethics and social responsibility, thereby reducing environmental resource consumption and impact. This collaborative approach enhances our capacity to create value across the economic, social, and environmental dimensions, fostering robust industry development and long-term sustainable growth.

Building a Sustainable Supply Chain

E-LEAD's upstream suppliers primarily include electronic components materials, wire harnesses materials, plastic materials, metal materials, and packaging materials. The midstream segment consists of E-LEAD's own SMT (Surface Mount Technology) Assembly and Final Integration, while the downstream segment includes automotive manufacturers and trading company clients.

E-LEAD provides products and services to downstream customers and requires all suppliers to comply with relevant government policies. We also impose strict internal standards on suppliers regarding environmental protection, green energy adoption, and social welfare to ensure alignment with our sustainability values.

Upstream

Electronic Components Materials, Wiring Harnesses Materials, Plastic Materials, Metal Materials & Packaging Materials

Midstream

E-LEAD's own SMT Assembly & Final Integration

Downstream

Automotive Manufacturers & Trading Company Clients

E-LEAD is committed to actively promoting the Responsible Business Alliance (RBA), the AIAG Guiding Principles to Enhance Sustainability Performance in the Supply Chain, and the AIAG Automotive Industry Practical Guide to Sustainability, to ensure that the working environments across the supply chain and subcontractors are safe, that employee dignity and rights are protected, and that business operations are environmentally responsible and conducted with integrity.

On the internal regulatory level, E-LEAD adheres to the Supplier Management Guidelines based on Quality, Cost, Delivery, and Service (QCDS) as well as Environmental, Health, and Safety standards. In addition to continuously conducting self-assessments of the company's performance in labor, health and safety, environmental, and ethical aspects—and undergoing on-site audits conducted by third-party verification bodies—E-LEAD also proactively requires suppliers to adopt RBA tools and standards and to comply with relevant AIAG guidelines.

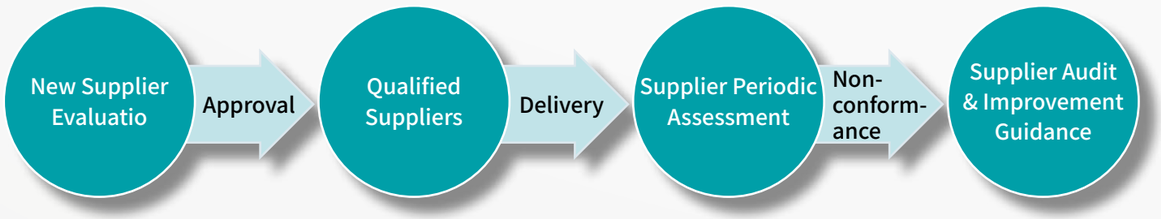
To demonstrate this commitment and foster a sustainable business environment, we uphold an uncompromising stance of integrity, and are dedicated to the protection of rights and well-being of supply chain practitioners and the broader community within the electronics industry.



Supplier Management

Each year, evaluations are conducted based on quality, pricing, delivery schedule, service, and the dimensions of occupational health and safety, environmental sustainability, and labor and human rights. Suppliers that possess relevant environmental or hazardous substance management certifications—such as ISO 14001, QC 080000, IATF 16949, or adhere to the Responsible Business Alliance (RBA) Code of Conduct—are awarded additional points in the evaluation process. This serves as an incentive to encourage suppliers to align with E-LEAD's sustainability values.

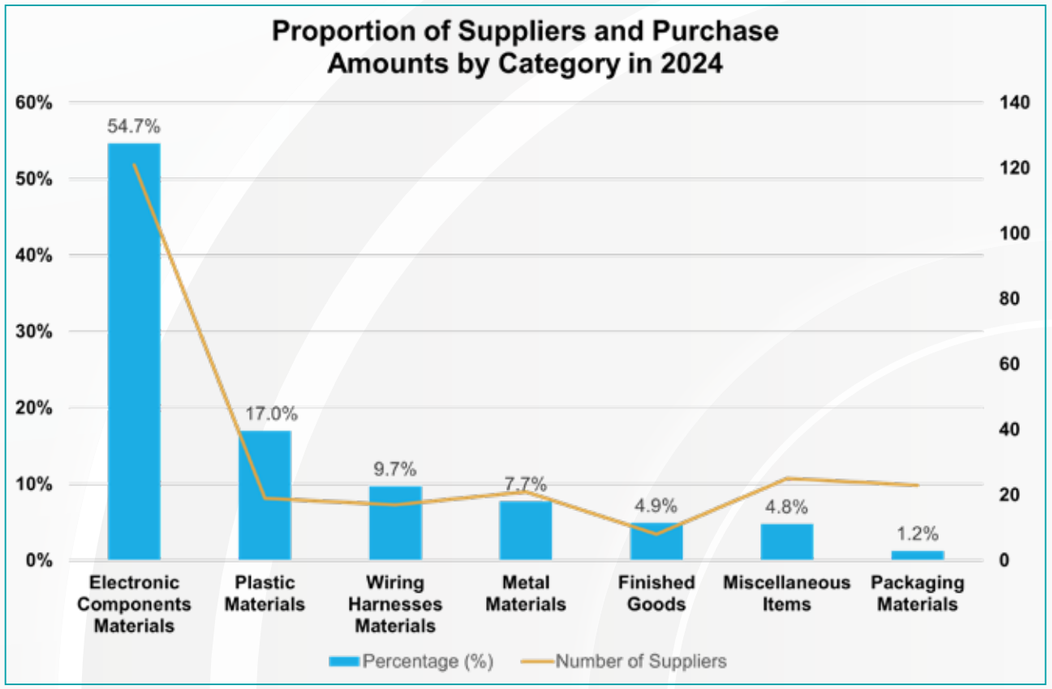
Supplier Management Process



Procurement and Supplier Sustainability Strategy

E-LEAD primarily manufactures automotive electronic products, with electronic components accounting for over 50% of total procurement annually. Looking forward, the company aims to evolve into a full-spectrum systems manufacturer. To align with industry standards and enable our customers to focus on their core competencies, we adopt cost-reduction procurement strategies. Going forward, we will continue to prioritize local suppliers and environmentally friendly materials to meet global sustainability trends and client expectations.

E-LEAD selects high-quality suppliers based on criteria such as product quality, technical capability, and environmental policies. We cultivate long-term partnerships with qualified suppliers to jointly fulfill corporate social responsibilities. In addition, all suppliers are required to comply with RoHS regulations. We enhance training programs to ensure the safety of operations and safeguard the health and well-being of all personnel, collaboratively strengthening risk management across the supply chain.



According to the supplier evaluation and management procedure, E-LEAD conducts regular audits to ensure that suppliers consistently maintain the quality of their products and services. Audits may be carried out through on-site assessments or document reviews. From 2022 to 2024, the number of supplier audits and new supplier evaluations has steadily increased each year.

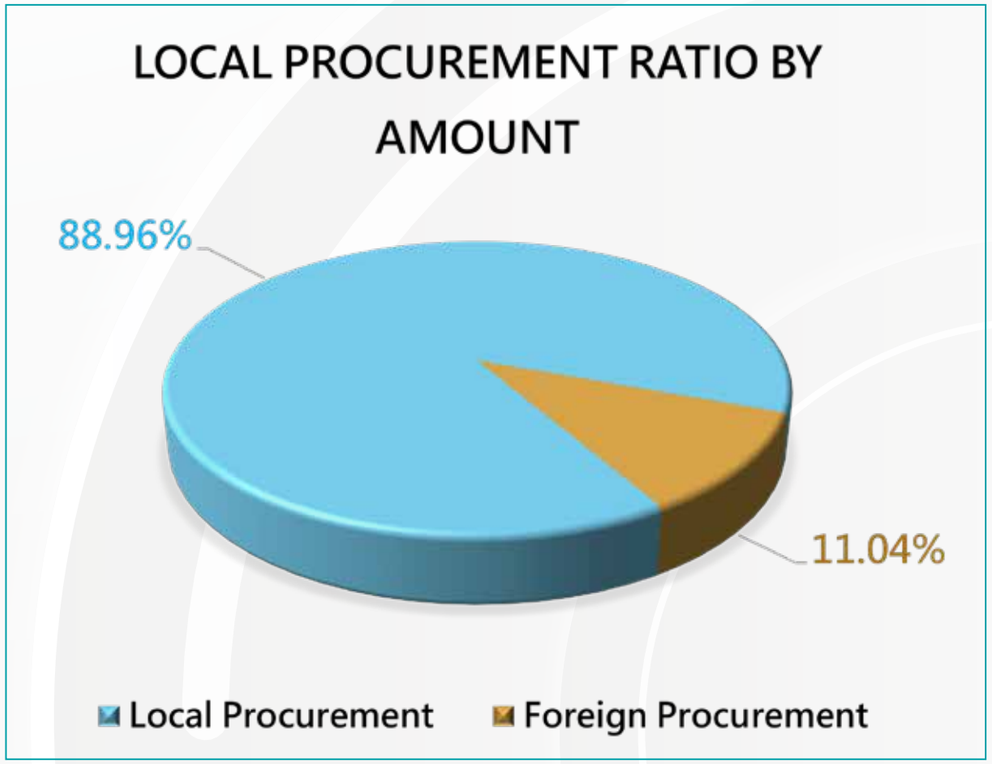
Item \ Year	2022 (number of suppliers)	2023 (number of suppliers)	2024 (number of suppliers)
Supplier Audit	20	24	25
New Supplier Evaluation	8	6	16



Local Procurement

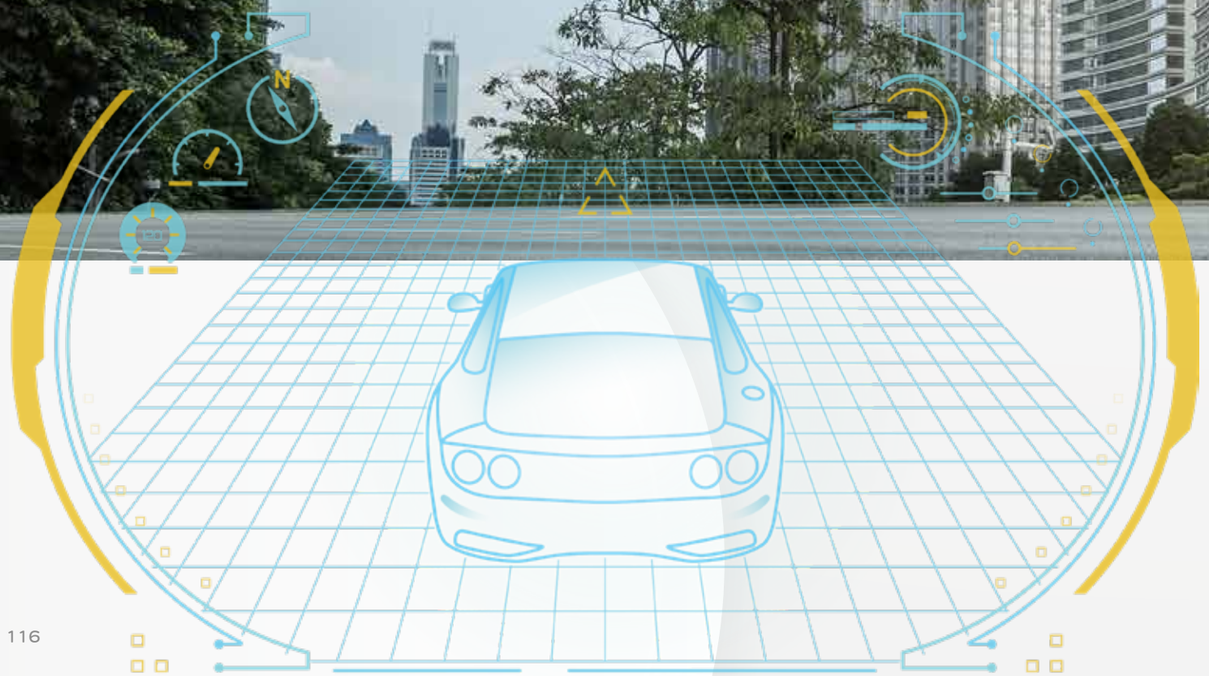
Global warming has led to abnormal climate patterns, resulting in increasingly severe typhoons, floods, droughts, and food crises. The rising frequency and intensity of these events pose a significant threat to human survival. In response, E-LEAD is committed to protecting the planet by working hand in hand with its supply chain to safeguard the environment. The Company continuously promotes local sourcing among its suppliers to reduce transportation costs, lower carbon emissions, mitigate risks, and further minimize the environmental impact of logistics.

To reduce the environmental impact caused by transportation and achieve carbon emission reduction, E-LEAD prioritizes suppliers with local production capabilities in its procurement strategy. This approach not only improves supply chain efficiency and effectiveness but also minimizes environmental damage. Suppliers are key partners in E-LEAD's operations, and through close collaboration, both parties strive for sustainable business development and growth. With its operational headquarters located in Changhua, E-LEAD primarily engages in domestic transactions with suppliers based in Taiwan. Despite steady annual revenue growth, the Company maintained a local procurement rate of 88.96% in 2024, reflecting its strong commitment to prioritizing local suppliers.





Chapter 5
Social Performance



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5-01 Talent Development

Human Resources Vision and Policy

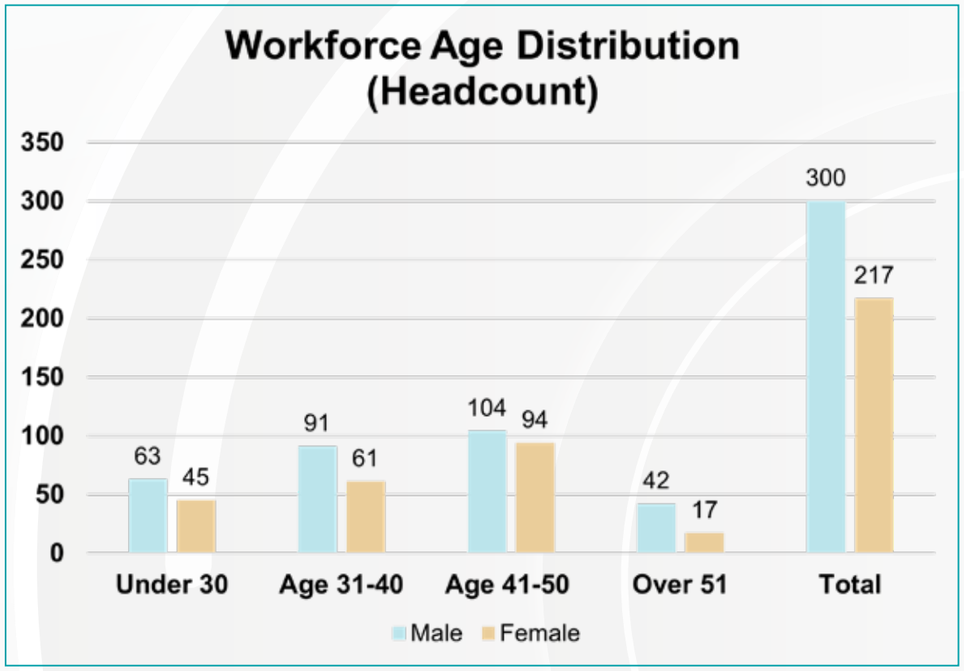
E-LEAD is committed to establishing a people-oriented corporate culture, recognizing employees as its most valuable assets. Through comprehensive human resource management, career development programs, and employee welfare policies, the company ensures that all employees can grow and thrive in a safe, healthy, and supportive work environment. In addition to stipulating relevant matters in the work rules, E-LEAD also implements diverse communication channels and management mechanisms to ensure proper employee care, while fostering a corporate atmosphere of respect, compassion, and human rights protection. All operational sites and suppliers of E-LEAD reported no incidents of forced labor.

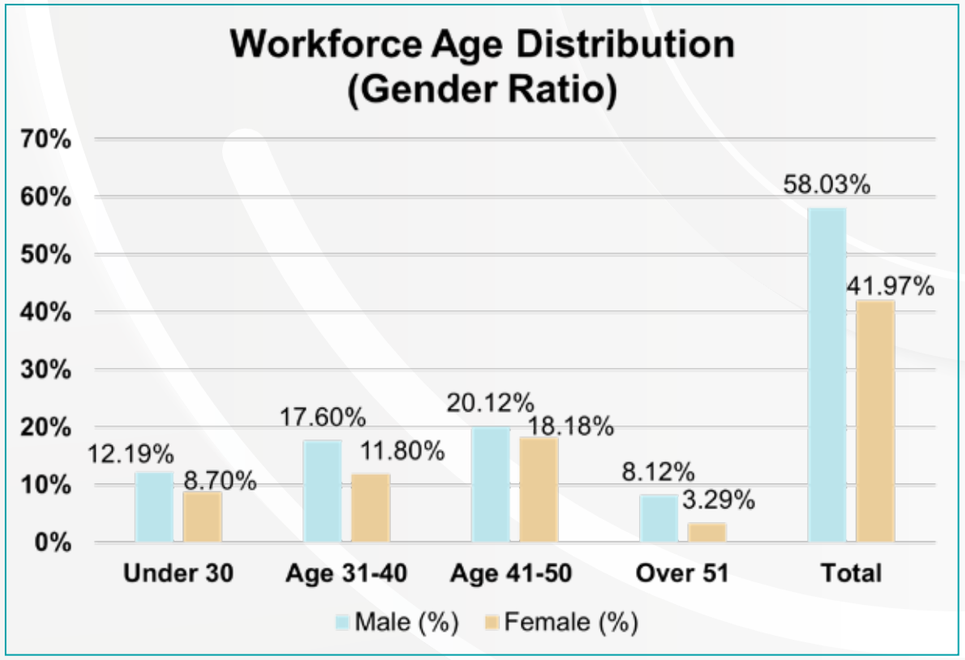
In line with the fundamental human right to equal employment opportunities, E-LEAD ensures that its recruitment, hiring, compensation, performance evaluation, and promotion practices are free from discrimination based on gender, race, age, skin color, disability, pregnancy, political affiliation, religion, association membership, or marital status. The company also strictly adheres to Article 45, Paragraphs 1 and 2 of the Labor Standards Act, and does not employ child labor under the age of 16. No violations related to child labor occurred during the reporting period.

E-LEAD consistently complies with relevant labor laws to protect employees' legal rights, promotes employee well-being, and supports physical and mental health. Through fair employment and promotion systems, the company actively seeks talent from diverse backgrounds and with various specialties. It remains committed to fostering individual capacity building, thereby creating a win-win working environment for both employees and the company.



Age Distribution of Workforce Structure

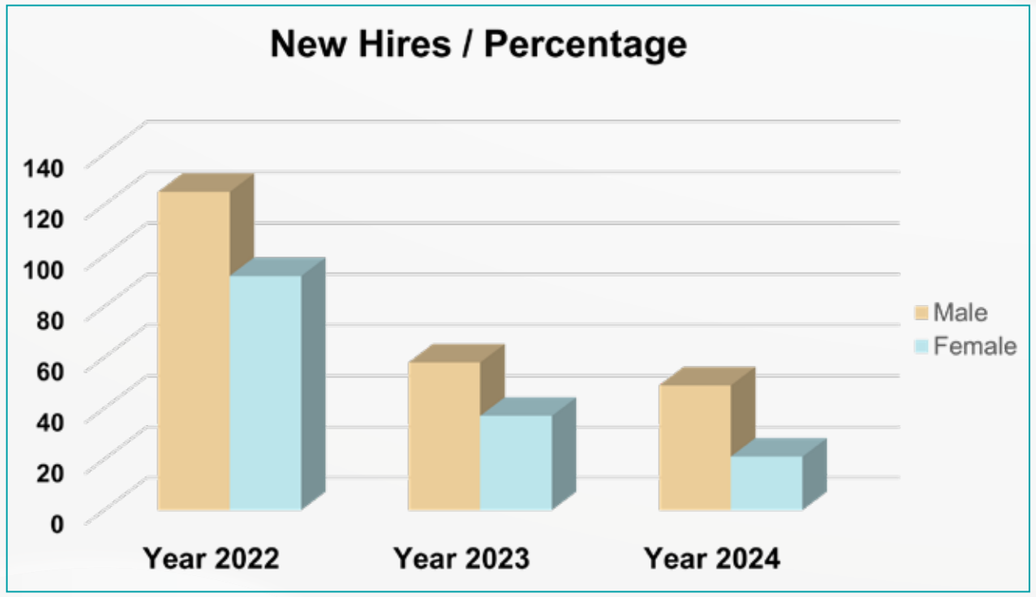




New Hires and Turnover

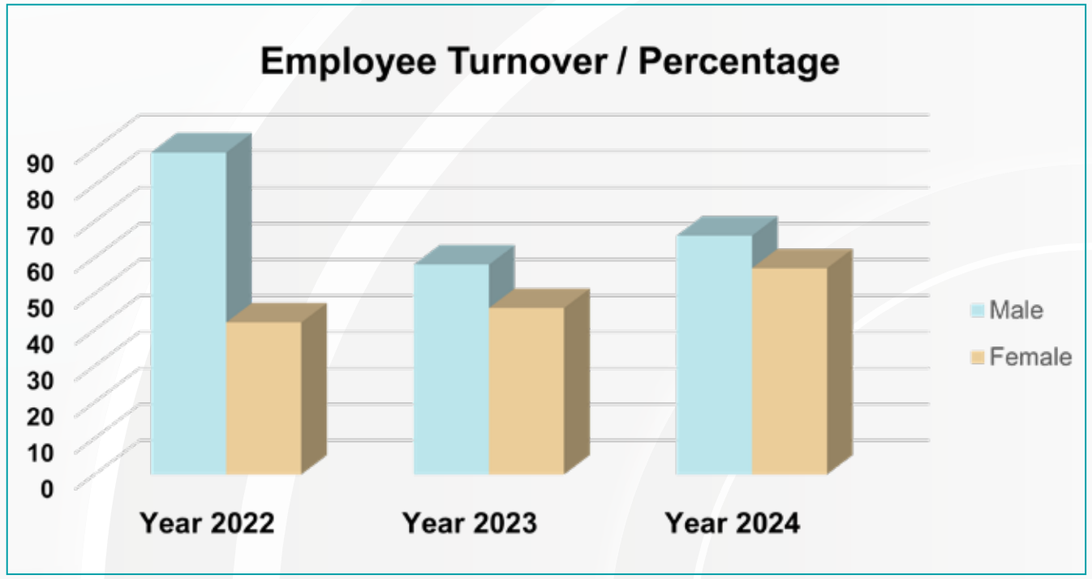
E-LEAD is committed to retaining outstanding talent by fostering a friendly work environment, promoting work-life balance, and offering employees opportunities for training and development. The company encourages continuous self-improvement to support individual career growth. In 2024, the turnover rate was 1.93%. Employees are given priority for internal job openings. If no suitable positions are available, severance is processed in accordance with the "Labor Standards Act."

New Hire and Turnover Ratio Table

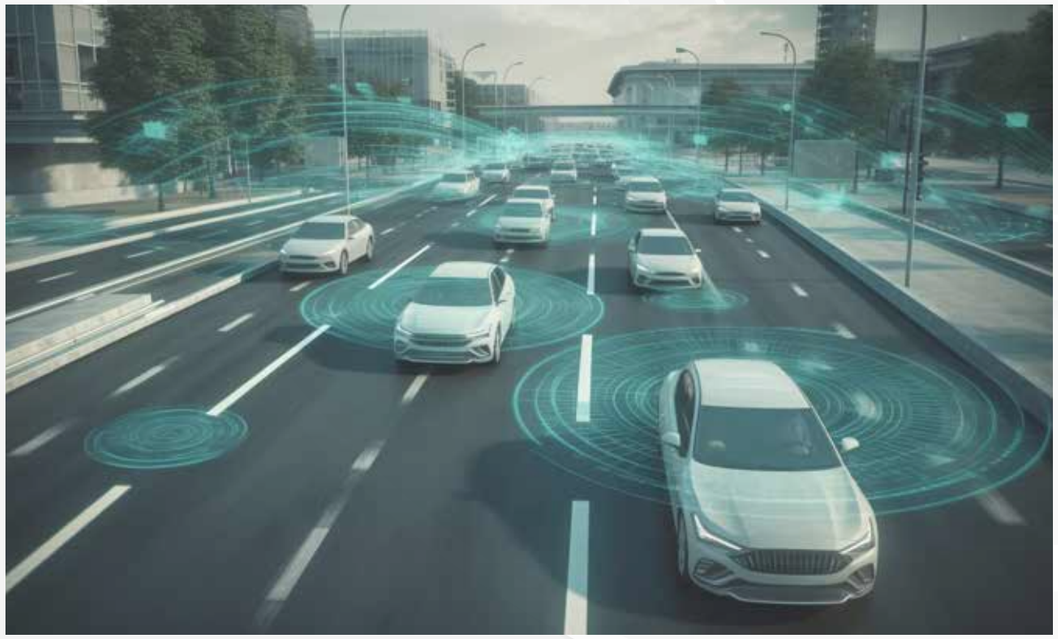


	Year 2022	Year 2023	Year 2024
Male / Percentage (%)	125 people / 44.64%	58 people / 18.77%	49 people / 16.55%
Female / Percentage (%)	92 people / 37.86%	37 people / 14.51%	21 people / 9.63%





	Year 2022	Year 2023	Year 2024
Male / Percentage (%)	89 people / 31.79%	58 people / 18.77%	66 people / 22.3%
Female / Percentage (%)	42 people / 15%	46 people / 14.89%	57 people / 19.26%



Employee Compensation and Benefits

E-LEAD is committed to providing competitive compensation to attract and motivate top talent, ensure organizational competitiveness, and achieve the company's long-term sustainability goals. The company has established a Compensation Committee to ensure that employees are rewarded with competitive pay, based on a transparent and equitable compensation policy that aligns business performance with employee rewards.

For entry-level specialists in the same job category, the compensation is consistent upon hiring. For professionals with relevant expertise and work experience, salaries are determined based on their academic background, experience, skills, and certifications—regardless of gender or ethnicity.

Employee welfare remains a top priority at E-LEAD. In addition to actively providing career development opportunities, the company has established a transparent promotion mechanism. Employees demonstrating outstanding performance and potential are promoted with greater responsibilities and higher compensation, driving positive organizational growth.

Moreover, in response to market wage levels and inflation, a comprehensive salary review and adjustment was conducted. In 2024, the average salary adjustment across the company was 3.78%, aimed at attracting talent, incentivizing top performers, and improving retention rates.

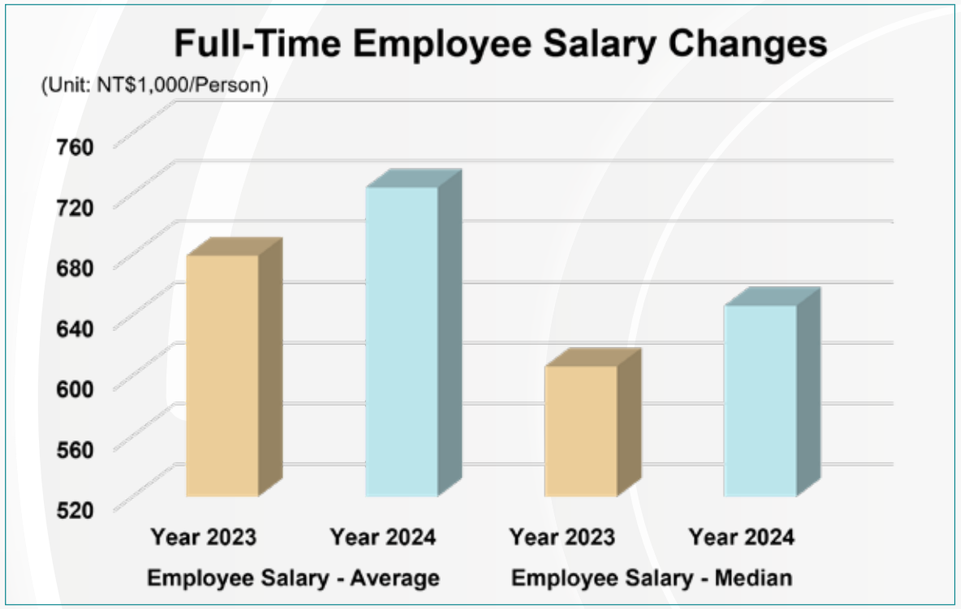
The average and median annual salaries of full-time, non-supervisory employees, and their respective changes compared to the previous year, are shown in the table below:



Salary Changes for Full-Time Employees

Year	2023	2024
Average Employee Compensation (Unit: Thousand NTD/Person)	679	724
Year-on-Year Change	+6.63%	

Year	2023	2024
Median Employee Compensation (Unit: Thousand NTD/Person)	606	646
Year-on-Year Change	+6.60%	



Employees as Valuable Assets

E-LEAD regards its employees as the company's most important assets. To fulfill its responsibility to employees and their families, the company offers a friendly working environment and has established a comprehensive compensation system. Salaries are determined based on performance evaluations and the reward and penalty policy, with profit-sharing mechanisms in place to ensure that employee compensation grows in tandem with company profitability.

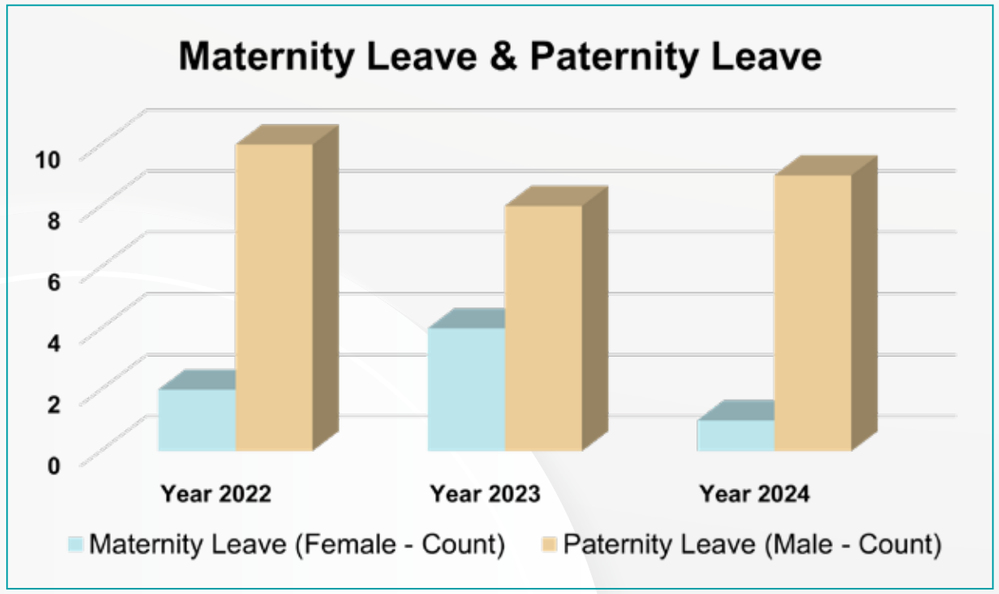
As part of its commitment to corporate social responsibility, E-LEAD regularly reviews its salary structure to provide employees with competitive compensation. The company is committed to non-discriminatory practices, ensuring that employees are not treated differently based on gender, age, education, nationality, or political beliefs. For employees of the same job position and grade, the basic salary ratio for men and women is maintained at 1:1, with salary levels adjusted in accordance with salary adjustment method and annual promotions.

Parental Leave Without Pay

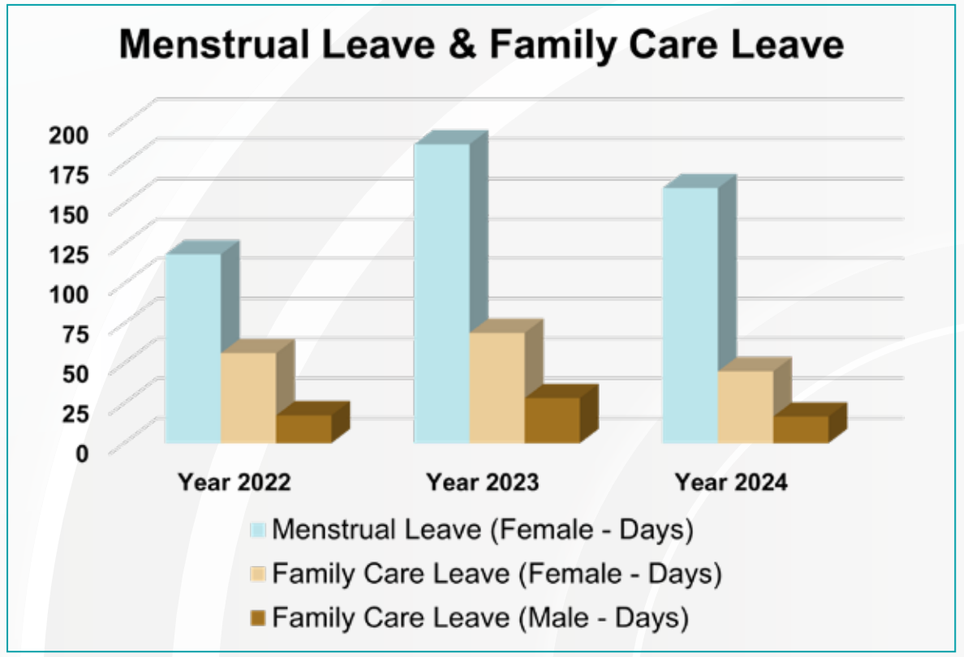
In accordance with the "Gender Equality in Employment Act," E-LEAD has established a Parental Leave Without Pay Management Procedure. Regardless of gender, employees may apply for parental leave for up to two years before their child turns three. Upon the end of the leave period, the company assists employees with reinstatement to their original department and position, enabling those with childrearing responsibilities to balance work and family life.

Number of Applicants and Total Days of Parental Leave Without Pay

Category	Gender	2022	2023	2024
Maternity Leave (Count)	Female	2	4	1
Paternity Leave (Count)	Male	10	8	9
Menstrual Leave (Days)	Female	118.3125	187.25	159.8125
Family Care Leave (Days)	Female/ Male	56.375/17.375	69.0625/28.1875	45/16.625

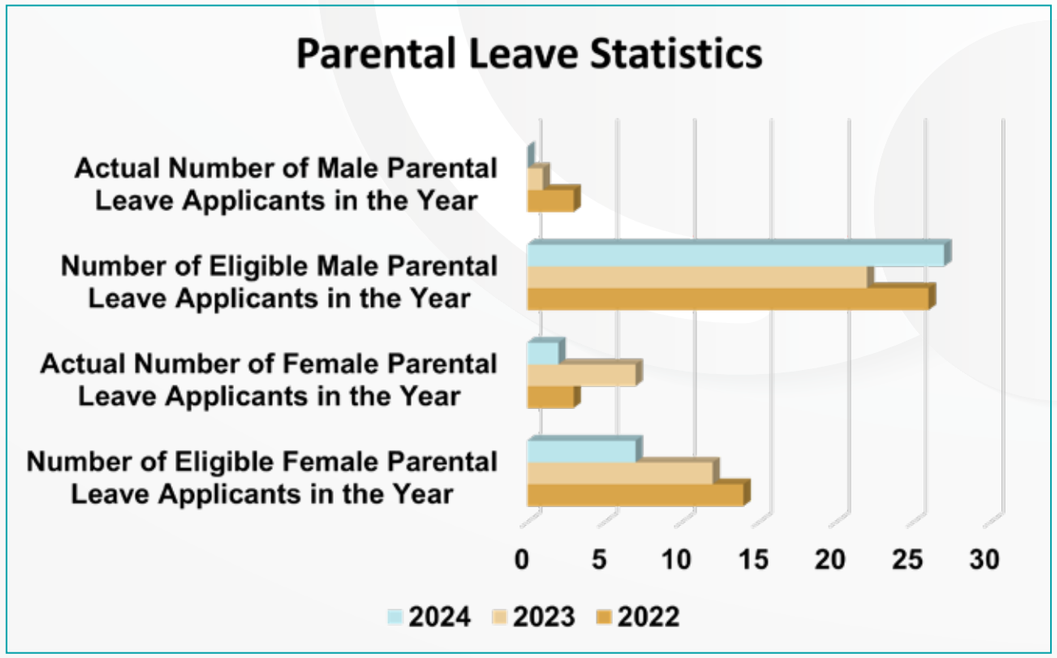


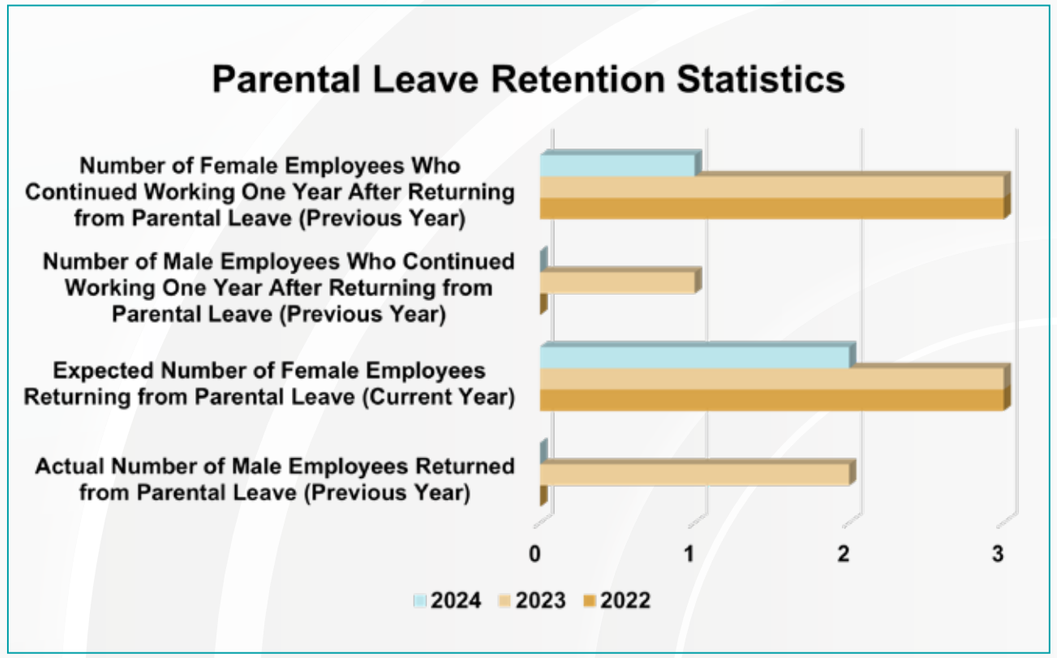


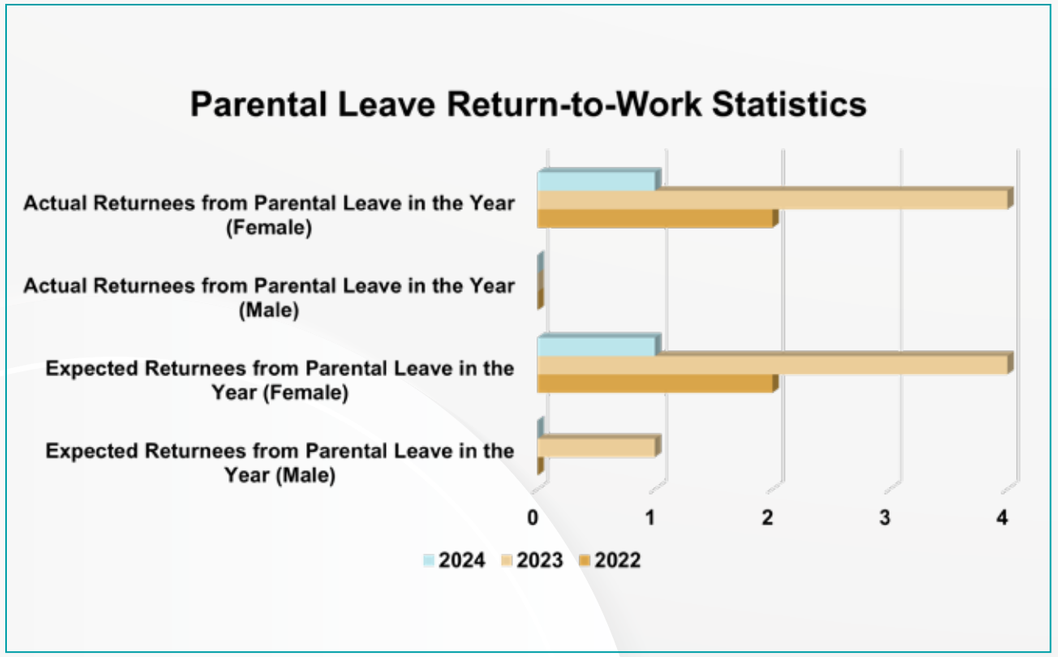


Gender Ratio of Parental Leave Without Pay Applicants

Category	Gender	2022	2023	2024
Eligible for Parental Leave	Male	26	22	27
	Female	14	12	7
	Total	40	34	34
Employees Who Took Parental Leave	Male	3	1	0
	Female	3	7	2
	Total	6	8	2
Scheduled to Return from Leave (A)	Male	0	1	0
	Female	2	4	1
	Total	2	5	1
Actually Returned from Leave (B)	Male	0	0	0
	Female	2	4	1
	Total	2	4	1
Return Rate (B/A)	Male	0%	0%	0%
	Female	100%	100%	100%
Returned from Leave Previous Year (C)	Male	0	2	0
	Female	3	3	2
	Total	3	5	2
Still Employed After 1 Year (D)	Male	0	1	0
	Female	3	3	1
	Total	3	4	1
Retention Rate After Return (D/C)	Male	0%	50%	0%
	Female	100%	100%	50%









Training and Education System

E-LEAD encourages employees to continuously enhance their professional knowledge and demonstrate a drive for personal growth. The company aims to foster a strong learning atmosphere, build a positive development environment, and establish itself as a learning-oriented organization.

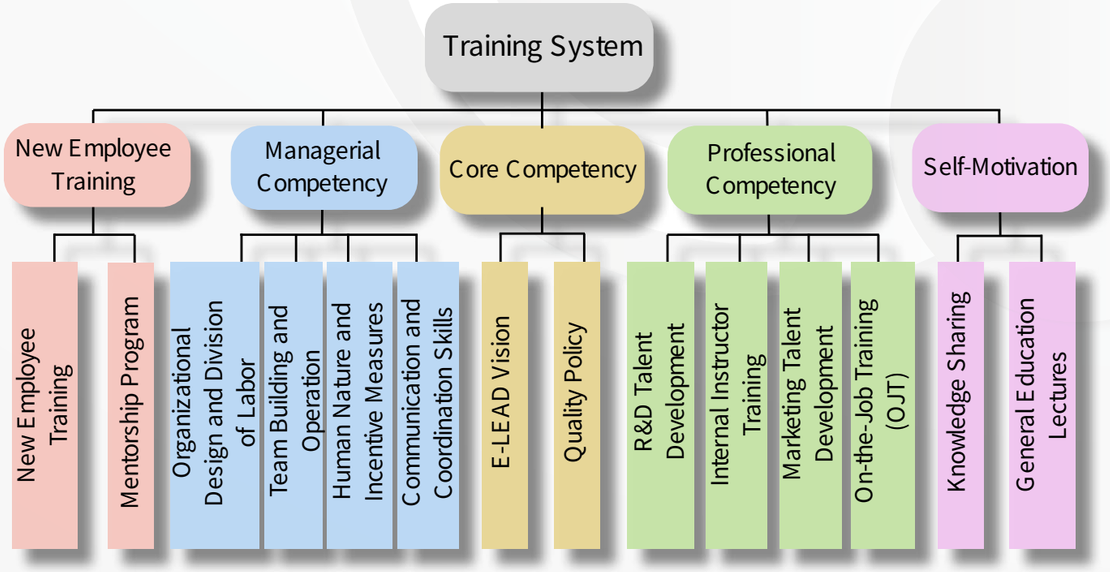
To strengthen and improve the quality of training, E-LEAD follows the Taiwan Talent Quality Management System (TTQS) established by the Ministry of Labor and has been awarded the TTQS Bronze Certification.

To improve talent quality and promote sustainable corporate operations, the company is committed to supporting employees in acquiring new knowledge, enhancing professional capabilities, and offering diverse learning methods. A comprehensive training system has been established to help employees and the company grow together.

- In 2024, E-LEAD provided 3,436.2 hours of internal and external training.
- In 2023, the company received the Talent Quality Management System (TTQS) Bronze Certification, valid for two years.



Training Framework Chart



TTQS Bronze Certification



To inspire employees' potential and enhance professional capabilities, E-LEAD offers a wide range of diverse learning resources. In addition to onboarding training for new hires, in-service training, and various functional and professional skills development courses, many other programs are available for employees to choose from. Through a comprehensive training system, the company aims to ensure that every employee is placed in the right position with the right skills, thereby strengthening overall human resource development.

Actual Training Statistics

Category		Management		Non-Management	
Item	Unit	Male	Female	Male	Female
Total Employees	Persons	73	26	228	192
Total Training Hours	Hours	7,741	2,885	20,498	13,516
Avg. Training Hours	Hours/Person	106	110	90	70

To enhance employees' professional skills and job-related expertise, and to support lifelong learning, E-LEAD develops an annual training plan. Employee training is categorized into onboarding training for new employee training, on-the-job training, and professional training, all aimed at improving overall employee competence.

Employee Training Program Overview

Training Category	Program Content
New Employee Training	• Orientation Program • Mentor System
On-the-Job Training	• Management Skills • Core Competencies • Self-Development
Professional Training	• R&D Talent Development • Internal Trainer Program • Marketing Talent Development • On-the-Job Training (OJT)



In addition to annual job-specific and professional training, all personnel at E-LEAD (including new hires) receive training on the Act of Gender Equality in Employment, conducted by occupational safety and health staff or external lecturers. The training includes topics such as sexual harassment prevention measures, complaint procedures, and disciplinary actions. The purpose is to prevent incidents of sexual harassment, gender discrimination, or human rights violations during the course of duty.



New Employee Training



On-the-Job Training

Fair Performance Management System

E-LEAD conducts regular annual performance evaluations, with assessment criteria and standards tailored to employees' job titles and responsibilities. The results serve as a reference for year-end bonus distribution, promotion decisions, and salary adjustments. According to company policy, all employees who have been employed for over three months are subject to evaluation. The assessment coverage rate is 100%.

Performance Evaluation Statistics Table

Item	Management Staff	Non-Management Staff
Percentage of Male Employees Evaluated	100%	100%
Percentage of Female Employees Evaluated	100%	100%



5-02 Occupational Safety and Health

Occupational Safety and Health Management System

E-LEAD promotes a culture of safety under the principle of ensuring labor safety, hygiene, and health. The company is committed to injury prevention and health promotion, aiming to achieve zero hazards, zero accidents, and zero occupational diseases, thereby creating a healthy and safe working environment.

Environmental, Safety, Health and Energy Policy

怡利電子工業股份有限公司

環 境 安 全 衛 生 及 能 源 政 策

本公司為從事汽車電子及通訊電子產品製造之企業，我們將秉持著保護環境、照顧勞工安全、衛生及健康與合理有效使用能源的原則下，追求空氣、水、廢棄物等污染排放優於法規標準及零災害、零職業病、零事故，更要建立全員參與節約能源、減少溫室氣體排放、資源回收、污染預防及降低風險的持續改善工作，強化能源管理、合理使用能源與降低能源浪費，創造全體員工最佳工作職場，以達到企業永續經營發展目標，同時承諾採取以下執行方針：

1. 恪遵相關環境安全衛生、能源法規、客戶及其他要求事項，並以最適化實務為標竿，以持續改善、預防污染為理念，預防傷害及促進健康為目標，營造一個健康、安全的工作環境，並維護促進員工的身心健康。
2. 落實廠區設備、員工安全維護並持續員工環安衛與能源教育訓練、交通安全意識提升及推動環安衛績效管理，落實全員參與安全衛生、環保與能源管理工作。
3. 在確保產品品質原則下，選用節能、低污染性及低危害性製程設備或對環境及人員衝擊較小之原物料，消除危害和 降低環安衛風險與能源浪費。
4. 合理有效使用資源、貫徹節約能源並使能源效率化，減少污染物及管理溫室氣體排放，致力於推動永續發展。
5. 確保工作者及其代表的諮商及參與。
6. 公開承諾本公司保護環境、安全至上及節能減碳之決心。

董事長 陳[illegible]

2025 年 07 月 01 日

E-LEAD has established an Occupational Safety and Health Management System and obtained ISO 45001:2018 certification in 2018. The company employs six Class A occupational safety supervisors, two Class A occupational safety and health specialists, two Class B occupational safety and health officers, and one nurse responsible for labor health services. In accordance with Occupational Safety and Health Committee, E-LEAD has set up an Occupational Safety and Health Committee, with 51.8% of the committee composed of elected labor representatives. The committee assists in overseeing and advising on occupational health and safety planning. Regular meetings are held every two months to discuss, review, coordinate, and provide suggestions on safety and health management issues, aiming to create a more friendly and secure working environment for employees.

Following the risk assessment guidelines of the Occupational Safety and Health Administration (OSHA), E-LEAD has established a hazard identification and risk assessment program along with related procedures. At the end of each year, the company performs identification, evaluation, and control of workplace hazards and operational risks. To prevent occupational injuries and diseases, E-LEAD ensures the safety of workplace equipment and employees by identifying potential hazards, implementing appropriate control measures, operational regulations, and protective measures. For instance, operations involving ionizing radiation within the facility are monitored monthly for compliance and are subject to operational controls. Departments are also instructed to identify and manage environmental, health, and safety risks accordingly.

Certified with ISO 14001:2015 Environmental Management System and ISO 45001:2018 Occupational Safety and Health Management System.



LRQA

Current issue date: 4 October 2024
Expiry date: 3 October 2027
Certificate identity number: 10635103

Original approval(s):
ISO 14001 - 14 August 2001

Certificate of Approval

This is to certify that the Management System of:

E-LEAD ELECTRONIC CO., LTD.

No. 37, Gungdung 1st Road, Shengang Shiang, Changhua Hsien (Chuan-Hsin Industrial Park) 509, Taiwan

has been approved by LRQA to the following standards:

ISO 14001:2015

Approval number(s): ISO 14001 – 0070903

The scope of this approval is applicable to:

Design and manufacture of vehicle electronic and communication products and accessories.

Davis Guan

Regional Director

Issued by: LRQA Limited

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LRQA

Current issue date: 4 October 2024
Expiry date: 3 October 2027
Certificate identity number: 10635101

Original approval(s):
ISO 45001 - 4 October 2018

Certificate of Approval

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No. 37, Gungdung 1st Road, Shengang Shiang, Changhua Hsien (Chuan-Hsin Industrial Park) 509, Taiwan

has been approved by LRQA to the following standards:

ISO 45001:2018

Approval number(s): ISO 45001 – 0070904

The scope of this approval is applicable to:

Design and manufacture of vehicle electronic and communication products and accessories.

Davis Guan

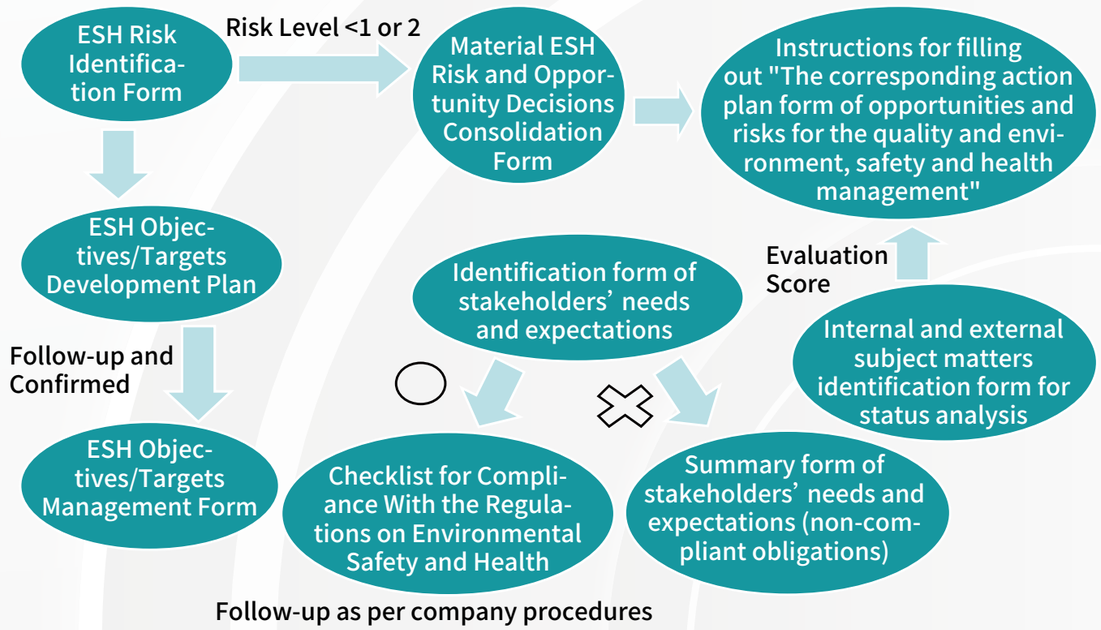
Regional Director

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Hazard Identification and Risk Assessment Program Process



Identification and Control of Environmental, Health, and Safety (EHS) Related Risks Table

Risk Tier	Environmental Risk Score	Occupational HSE Risk Score	Risk Level Description
Tier 1	≥ 150	≥ 70	Considered significant risk - Must be included in the "Material ESH Risk and Opportunity Decisions Consolidation Form" and tracked for improvement through engineering controls and operational measures
Tier 2	100-149	60-69	
Tier 3	60-99	42-59	Considered acceptable risk
Tier 4	20-59	20-41	
Tier 5	≤ 19	≤ 19	

According to the operational procedures of the Emergency Response Plan, when there is an imminent danger in the workplace, the employer or the person in charge of the site shall immediately suspend operations and evacuate workers to a safe location. E-LEAD enhances on-site emergency response capabilities to prevent or reduce personal injury, property loss, and environmental impact by conducting various emergency response drills based on operational risks. In 2024, a total of 13 emergency disaster response drills were conducted.

Fire Drill





Employee Health Promotion

E-LEAD is committed to a people-oriented approach, dedicated to providing a healthy, safe, and supportive working environment. We firmly believe that employee health is the foundation of long-term corporate development. Therefore, we actively organize a variety of health promotion activities, provide diverse mental health support services, and maintain comprehensive safety facilities. In addition, we have received the Workplace Health Promotion Certification and Health Promotion Label from the Health Promotion Administration, Ministry of Health and Welfare.
Below are the health and welfare initiatives implemented by E-LEAD in 2023–2024.

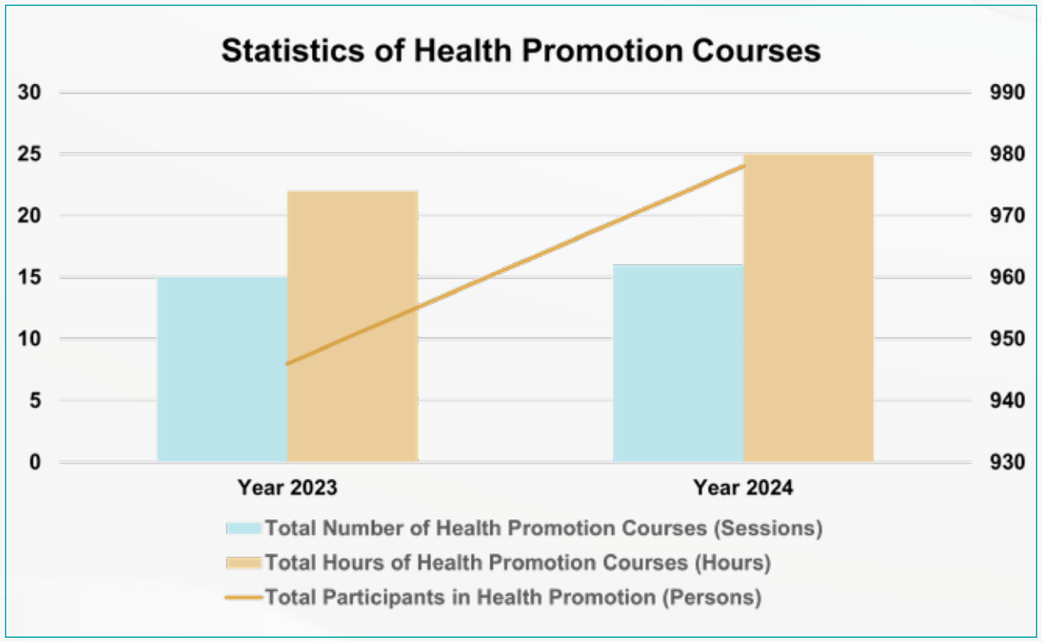
Health Promotion Label (Awarded by the Health Promotion Administration, Ministry of Health and Welfare.)



Health Promotion and Education

E-LEAD regularly organizes health promotion courses aimed at enhancing employees' physical and mental well-being, while strengthening their ability to maintain work-life balance.

- In 2023, a total of 15 health promotion sessions were held, accumulating 22 hours of instruction and engaging 946 participants.
- In 2024, the number of sessions increased to 16, with a total of 25 hours and 978 participants.



These courses featured professional psychologists, nutritionists, and physical therapists, covering a wide range of health-related topics to help employees cope with various challenges in both work and life. Additionally, health education information is periodically shared through the company's internal electronic bulletin board.

E-LEAD also collaborates with nearby public health centers to install Automated External Defibrillators (AEDs) in the workplace. Regular CPR and AED training sessions are conducted by certified instructors, allowing employees to engage in hands-on practice, thereby promoting health awareness and preventing occupational injuries.

Furthermore, the company organized a free influenza vaccination campaign, with a total of 61 employees participating.



· Ergonomic Awareness Training
"Is Your Posture Wrong?"
- Proper working postures
- Prevention of musculoskeletal disorders



· CPR+AED Training
Regularly invite certified trainers to conduct on-site CPR+AED training with hands-on practice sessions for all employees



· Mental Health Promotion Workshops
Organize professional-led workplace mental health education programs



· Vaccination Initiatives
Conduct free influenza and COVID-19 vaccination campaigns for staff



Regular Health Examinations

To safeguard employee health, E-LEAD commissions medical institutions certified by the Ministry of Labor to conduct annual health examinations. The company provides health screenings that exceed legal requirements and uses the results for tiered health risk management to help employees monitor their well-being.

- In 2023, a total of 516 health examinations were conducted, achieving a participation rate of 93%, including 11 cases of special examinations for ionizing radiation operations.
- In 2024, 473 employees underwent health checks, with a 94% participation rate. Among these, 10 were related to ionizing radiation and 2 were special examinations for dust exposure.

Occupational Medicine Services

E-LEAD places a strong emphasis on the prevention of occupational diseases by providing access to specialized occupational medical services to protect employee health.

- In 2023, a total of 22 on-site health consultation sessions were conducted by contracted occupational medicine specialists.
- In 2024, this number increased to 24 sessions, reflecting a growing demand for occupational health services among employees.



On-Site Health Check Photos
Visual records of annual employee physical examinations



Occupational Health Consultation Records
Documentation of nurse/doctor interviews addressing work-related health concerns

Mental Health Support

As work and life pressures continue to intensify, mental health has become an essential issue that enterprises can no longer overlook. E-LEAD has established the “The Sunshine Stays with You” mental health support channel, offering employees anonymous and confidential psychological counseling services to help them cope with challenges in both the workplace and daily life.







In addition, to care for employees' physical and mental well-being, E-LEAD collaborates with the Community Counseling and Potential Development Center of National Changhua University of Education to offer Employee Assistance Programs (EAPs). Each employee is entitled to two free one-on-one psychological counseling sessions with a licensed counselor annually. These sessions help clarify work or life-related issues, identify key actions to overcome difficulties, reduce stress, enhance focus and job performance, promote physical and mental health, and foster a positive workplace culture, ultimately improving employee well-being.

AED Safety Facilities and Nursing Room Setup

Recognizing the importance of workplace safety, E-LEAD has installed seven Automated External Defibrillators (AEDs) across its three facilities to handle sudden cardiac arrest emergencies. Since 2017, we have consistently received the “AED Safe Place” certification from the Ministry of Health and Welfare and regularly conduct professional training to ensure that employees can respond calmly and effectively in emergencies.

To support employees’ family lives, the company provides designated parking spaces for pregnant employees, private nursing rooms, and childbirth cash gifts—further demonstrating our commitment to employee care and family-friendly policies.



Exclusive parking spaces designed specifically for pregnant women, located near the company's main entrance and offering ample space, allow expectant mothers to enjoy more convenient and safe parking, as well as easy access to and from their vehicles, adding a touch of warmth and consideration.



Certificate of AED-Ready Safe Space issued by the Ministry of Health and Welfare (left image 1), Certificate of Friendly Nursing Room issued by the Changhua County Government (right image 1).



Providing a warm and comfortable breastfeeding space, serving as the strongest support for working mothers!



The facility is equipped with a total of 7 AEDs, which are inspected daily for any abnormalities and regularly maintained by suppliers, including the replacement of consumables.

Education and Awareness Programs

E-LEAD organizes educational training programs annually based on operational needs, providing ongoing environmental, safety, and health (ESH) training to employees, contractors, and suppliers. All personnel involved in regulated tasks are required by law to obtain the appropriate operational qualifications. These include general occupational safety and health training for new employees, on-the-job safety and health training, annual fire drills and earthquake evacuation drills, as well as first-aid responder training.

In addition, the company regularly conducts fire safety training covering self-defense firefighting teams, emergency reporting, firefighting techniques, evacuation guidance, and safety protection measures. Traffic safety campaigns are also held regularly to enhance employees’ awareness of traffic safety and hazard identification in the workplace. Annual contractor meetings are conducted to strengthen contractor management.

Occupational Safety and Health Training Program Statistics Table

Year	Training Program	Hours/ Course	Attendees	Total Hours
2022	Traffic Safety Awareness Training	1	1,062	1,062
	Forklift Operation Training	3	4	12
	First Aid Personnel Training	3	9	27
	Health Promotion Training	6	2,251	13,506
	Fire Safety Training	1	501	501
	New Employee OSH Training	11.5	31	356.5
	Radiation Protection Training	24	11	264
	Fire Fighting Management Personnel Training	6	1	6
	Automated External Defibrillator (AED)+ Cardiopulmonary Resuscitation (CPR) Training	1	211	211
	Annual Fire Drill	4	315	1,260
	Safety and Health Education and Training for Class-1 Manager of Occupational Safety and Health Affairs	12	5	60
	Designated Operations Training	1	16	16
	Organic Solvent Safety Supervisor Training	6	1	6
	Risk Identification and Assessment Training	1	16	16

Year	Training Program	Hours/ Course	Attendees	Total Hours
2023	Automated External Defibrillator (AED)+ Cardiopulmonary Resuscitation (CPR) Training	1	339	339
	Traffic Safety Awareness Training	1	2,266	2,266
	Health Promotion Training	13	450	5,850
	On-the-Job OSH Training	9	109	981
	On-the-Job OSH Training	6	13	78
	Annual Fire Drill	4	139	556
	Fire Fighting Management Personnel Training	12	1	12
	Risk Identification and Assessment Training	1	16	16
	Safety and Health Education and Training for Occupational Safety and Health Management Personnel	6	2	12
	Safety and Health Education and Training for Class-1 Manager of Occupational Safety and Health Affairs	6	1	6
	Designated Operations Training	3	71	213
2024	On-the-Job OSH Training	1	514	514
	Health Promotion Training	19.5	751	14,644.5
	Automated External Defibrillator (AED)+ Cardiopulmonary Resuscitation (CPR) Training	1	255	255
	New Employee OSH Training	6	54	324
	Supervisors of Oxygen-deficient Operations Training	6	1	6
	Annual Fire Drill	4	153	612
	Fire Safety Awareness Training	1	392	392
	Safety and Health Education and Training for Occupational Safety Management Specialist	6	1	6
	Emergency medical technician--one (EMT-1+) Education	8	1	8
	Risk Identification and Assessment Training	1	16	16
	First Aid Personnel Training	19	2	38
	Safety and Health Education and Training for Occupational Safety and Health Management Personnel	3	1	3
	Designated Operations Training	1.5	21	31.5

Occupational Injuries and Diseases

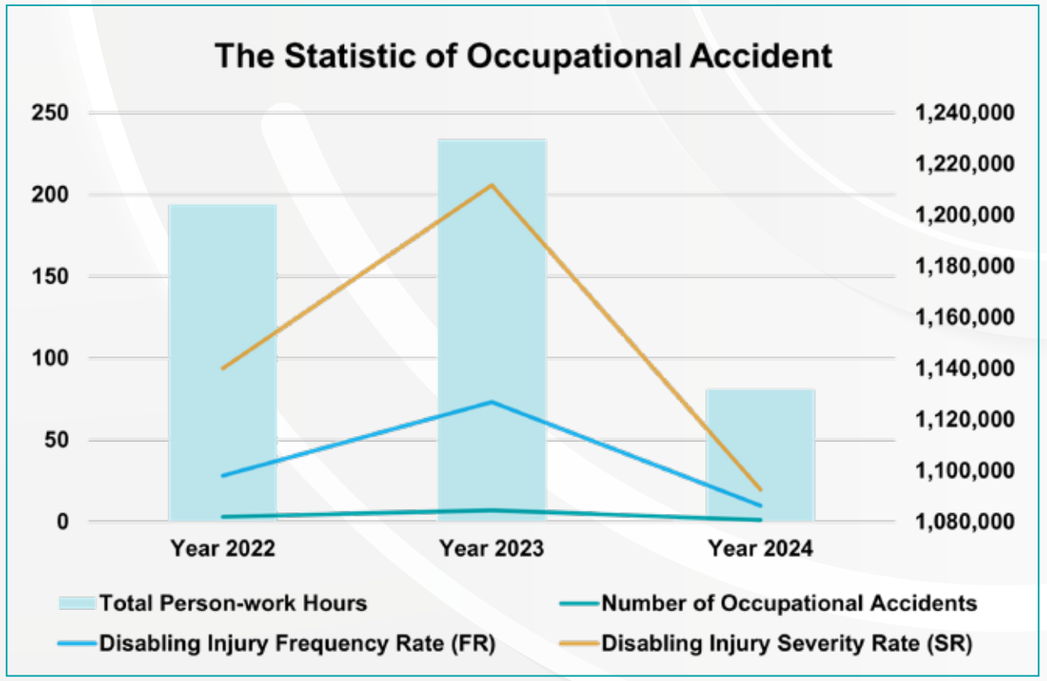
E-LEAD places great emphasis on the management of occupational injuries and diseases. By promoting performance management in occupational safety and health (OSH), the company has established safety and health performance indicators that encompass both ESH and health promotion. These indicators include both proactive and reactive measures such as the number of health promotion and awareness activities, completion rate of on-the-job safety and health training, and number of traffic incidents.

Key metrics for occupational injury analysis include the Frequency Rate (FR) and Severity Rate (SR) of disabling injuries. In 2022, there were 3 cases of disabling injuries resulting in 10 lost workdays. In 2023, there were 7 cases with 21 lost workdays. In 2024, only 1 case was reported with 2 lost workdays. Most incidents were related to traffic accidents; therefore, traffic safety promotion efforts will be strengthened.

E-LEAD continues to improve its OSH performance to ensure the effective operation of its Occupational Health and Safety Management System (OHSMS), maintaining certification under ISO 45001:2018. These efforts aim to protect the safety and health of all working personnel.

The Statistic of Occupational Accident

Metric	2022	2023	2024
Total Person-work Hours	1,204,106	1,229,419	1,131,616
Number of Occupational Accidents	3	7	1
Disabling Injury Frequency Rate (FR)	28.22	73.12	9.81
Disabling Injury Severity Rate (SR)	93.80	205.74	19.63



5-03 Social Engagement

In addition to its commitment to delivering high-quality products and services to customers, E-LEAD upholds the spirit of corporate social responsibility by engaging in a wide range of social participation initiatives. These initiatives aim to give back to society, promote equitable development, and enhance environmental sustainability. Our social engagement strategy encompasses support for education, community development, environmental protection, and public volunteer services to ensure mutual prosperity between the company and society.

To support local education, increase students' practical work experience, and reduce population outflow, E-LEAD actively collaborates with universities and local students through industry-academic cooperation and site visits. In 2024, the company hosted six industry-academic cooperation and corporate visit events, involving a total of 271 participants.



National Puli Vocational Senior School Visit



International Student Visit



Judge for the National Changhua University (NCUE) of Education "Industry-Academia Innovation and Practice Competition."



National Chin-Yi University of Technology (NCUT) Visit



National Innovation and Entrepreneurship Association Visit



National Taichung University of Science and Technology (NTCUST) Visit

E-LEAD 2024 Social Engagement Highlights

- Donated NT$240,000 in scholarships to international students at National Changhua University of Education (NCUE).
- Organized 2 blood donation events with 122 participants, collecting a total of 197 bags of blood.
- Collaborated with the Huashan Social Welfare Foundation during Dragon Boat Festival, Mid-Autumn Festival, and Lunar New Year, with 45 employees participating in charitable purchases and a total donation of NT$58,900.
- Donated NT$100,000 to Journey Education Institution to support English education in remote areas.
- Sponsored NT$30,000 to Changhua Branch of Genesis Social Welfare Foundation for a parent-child charity fair selling safety helmets.
- Donated 116 kg of secondhand clothes to the Hsinye Association, a charity in Taipei City.
- Participated in a beach cleanup in Shengang Township, Changhua County for the contractor of China Motor Corporation (CMC) with 12 participants collecting 127 kg of trash.
- Participated in “2024 Good Savage-Autumn Fun Tour, Hiking and picnic activities between employees and employers” at Xizhou Gardens organized by Changhua County Government with 121 participants.



Employee Blood Donation Drive



Beach cleanup in Shengang Township, Changhua County Volunteer Activity



Hiking and Picnic Day
(Corporate Wellness Event)



Hsinye Association's Second-hand Clothing Donation



Genesis Social Welfare Foundation, Changhua Branch Charity Event



Huashan Social Welfare Foundation's Mid-Autumn Gift Donation Campaign

5-04 Product Responsibility

E-LEAD is committed to delivering high-quality, innovative, and environmentally compliant products that ensure customer health and safety. The company strictly adheres to applicable laws and regulations, upholding transparency and integrity in marketing and labeling practices. Product responsibility at E-LEAD encompasses design, production, marketing, and after-sales services to ensure the highest safety standards and enhance customer trust and satisfaction.

In 2024, E-LEAD engaged with a total of 176 suppliers. The company views suppliers as vital partners in value creation and, alongside its brand clients, aims to influence the supply chain to uphold business ethics and social responsibility. This collaboration seeks to reduce environmental resource consumption and impact, thereby enhancing the value generated across economic, social, and environmental dimensions and driving sustainable industry development and growth.

Quality Management

All activities—including product design, sales, and customer service—follow clearly defined guidelines to achieve quality assurance, customer satisfaction, and regulatory compliance. E-LEAD implements robust quality management policies to ensure that materials approval, procurement, design, manufacturing, and delivery processes meet quality standards. Internal audits and external third-party certifications are regularly conducted to validate the effectiveness of the quality management system and continuously improve process controls at all stages.

Training and Education

To foster a culture of quality and enhance employees' quality management capabilities, E-LEAD conducts annual quality education and training sessions. These are designed to continually develop the professional competencies of existing staff and ensure that all new hires receive systematic training related to quality and hazardous substances. This initiative aims to cultivate quality awareness and skills across the organization, thereby elevating the company's overall quality standards. In 2024, E-LEAD also planned specialized quality training programs tailored to new employees and those requiring refresher courses.

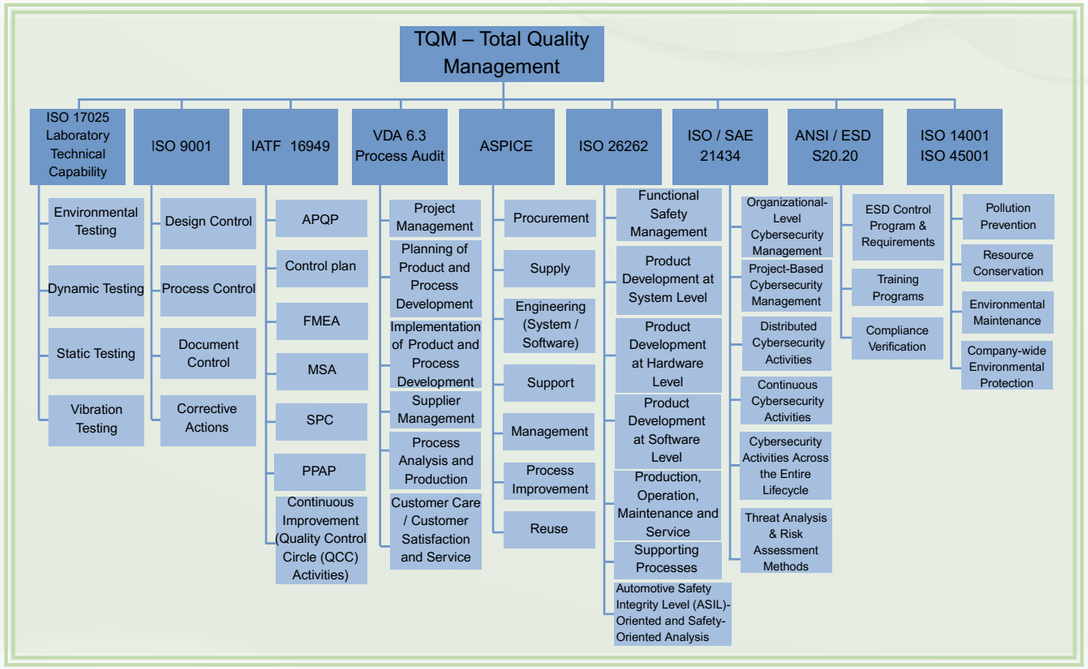
2024 Quality Training Outcome

Course Name	Participants (Persons)
Hazardous Substances Regulations Training	2
IATF 16949 (Automotive Quality Management System)	48

Management System Operations

E-LEAD has fully implemented Total Quality Management (TQM), an approach that centers on customer-oriented operations. The company has elevated its quality practices to the level of quality-driven management, integrating quality principles into all aspects of its business strategy.

Total Quality Management Framework



As a Tier 1 supplier in the automotive industry, E-LEAD has obtained multiple international certifications since 1999, including ISO 9001, IATF 16949, Ford Q1, ISO 26262, ASPICE, TISAX, ISO/SAE 21434, ANSI/ESD S20.20, ISO 17025, ISO 14001, and ISO 45001. These certifications reflect E-LEAD's strict adherence to global standards in quality control, information security, environmental management, and occupational health and safety.

In addition, E-LEAD has received numerous prestigious awards at international exhibitions, including the Computex Best Choice Award, the Taipei International AutoTronics Innovation Product Award, and the Taiwan Excellence Award. These honors demonstrate E-LEAD's outstanding achievements in product innovation and technological development, as well as its strong competitiveness in the global market.

Through these certifications, industry awards, and exhibition recognitions, E-LEAD showcases its leadership in quality control and product innovation. The company not only meets customer expectations but also strives to elevate quality and innovation standards across the automotive industry.



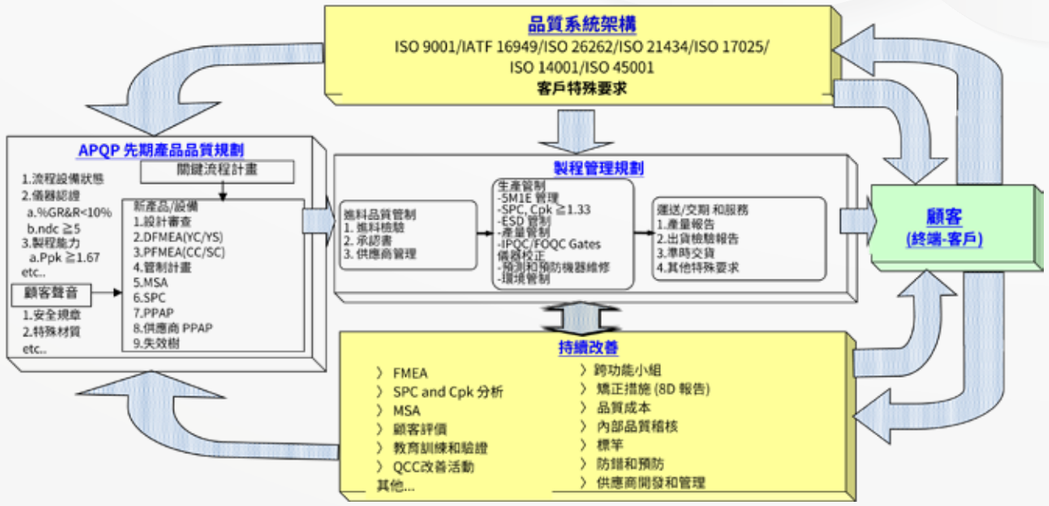
E-LEAD Certification Summary Table

Category	Original Issue Date	Certification Body
IATF 16949 (ISO/TS 16949)	May 2018 Oct. 2004	LRQA
Ford Q1	Jun. 2004	FORD
VDA 6.3 POT Analysis	Feb. 2017	VW
VDA 6.3 process auditor VDA 6.5/ PSB	Jun. 2017	VDA QMC
ISO 26262	Dec.2024	DEKRA
ISO 17025	Feb. 2018	TAF
ISO 9001	Oct. 1999	LRQA
ISO 45001 (OHSAS 18001)	Oct. 2018 Mar. 2004	LRQA
ISO 14001	Aug. 2001	LRQA
ASPICE (ISO/IEC 330xx)	Mar. 2022	DEKRA
TISAX Level 3 + Prototype Protection	2023	TUV NORD
ANSI/ESD S20.20	Aug. 2023	SGS
Cyber Security (ISO/SAE 21434)	Dec. 2023	DEKRA

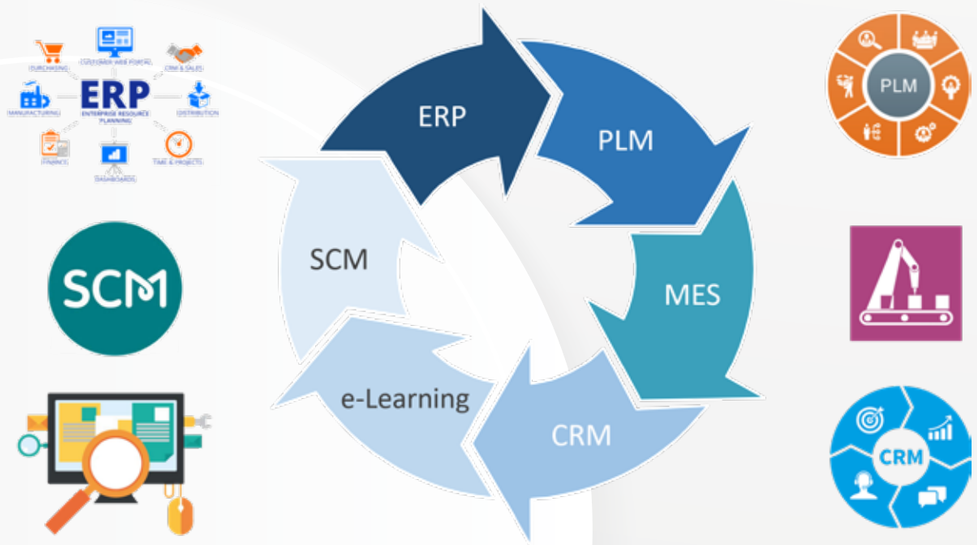
Management System Verification

E-LEAD conducts two internal audits and one third-party external audit annually as scheduled, to ensure that its quality management system complies with ISO 9001 requirements. In 2024, there were no violations of product or service regulations resulting in fines or warnings, no breaches of voluntary codes, and no major product defects that led to large-scale recalls.

Quality Management Process Flowchart



Information Management System for Quality Control



To implement Total Quality Management (TQM), E-LEAD has established a dedicated Quality Assurance Division and a comprehensive quality management system tailored to meet the quality control needs of both company operations and all stages of product development. In support of this system, E-LEAD has integrated various digital information management systems, including:

- PLM (Product Lifecycle Management)
- ALM (Application Lifecycle Management)
- MES (Manufacturing Execution System)
- WES (Warehouse Execution System)
- ERP (Enterprise Resource Planning)

These systems enable seamless execution of quality management processes across departments, ensuring systematic control and real-time monitoring of product and process quality throughout the lifecycle.

Restricted Substances Management

E-LEAD fully complies with all regulations regarding the use of restricted and prohibited hazardous substances as well as responsible minerals, and actively provides related compliance information to customers. All E-LEAD products meet international safety and environmental standards, and are labeled in accordance with environmental product regulations applicable to their shipping regions, including:

- European Restriction of Hazardous Substances (RoHS) Directive
- European Waste Electrical and Electronic Equipment (WEEE) Directive
- European Regulation on Registration, Evaluation, Authorization and Restriction of Chemicals (REACH)
- European CE Certification
- Federal Communications Commission (FCC) Certification
- Bureau of Standards, Metrology and Inspection, Ministry of Economic Affairs (BSMI) Certification

In 2024, there were no incidents of non-compliance with product/service information or labeling regulations, nor any violations of voluntary agreements.



Marketing and Labeling

E-LEAD adheres strictly to advertising laws and principles of fair competition, ensuring that all product information is truthful and non-misleading. All marketing materials clearly display product features, usage instructions, and safety precautions.

To promote informed consumer decisions, E-LEAD provides comprehensive product information through multiple channels and ensures clear, transparent product labeling in compliance with both local and international standards (e.g., CE, RoHS, FCC). Labels include:

- Detailed user instructions
- Safety warnings
- Environmental recycling information

Multilingual labeling is provided to ensure global customers can easily understand product information.

Number of Products Compliant with Safety Standards

Compliance Category	Number of Cases (2024)
CE Certification	1
ELV (End-of-Life Vehicles) Directive	1
RoHS (Restriction of Hazardous Substances) Directive	5
Odor Testing	18

E-LEAD has established a customer service support system to provide real-time responses and technical assistance, as well as a product issue reporting mechanism to ensure that customers can promptly resolve product-related concerns. Through customer satisfaction surveys and feedback mechanisms, the Company continuously improves product and service quality. A dedicated Quality Service Department is responsible for handling customer complaints and disputes to safeguard customer rights. To ensure proper management of customer privacy, E-LEAD has established a grievance channel through which any individual may file complaints or reports.

● Complaint Email Address: sales@e-lead.com

5-05 Information Security and Customer Privacy

Information Security Management

In today's digital and globalized business environment, information security has become a cornerstone of enterprise operations and customer trust. E-LEAD fully recognizes the importance of safeguarding both corporate and customer information, and is committed to establishing and maintaining the highest standards of information security.

To further enhance its information security management capabilities, E-LEAD implemented an Information Security Management System (ISMS) in 2021 and adheres to the Trusted Information Security Assessment Exchange (TISAX) standard. In October 2024, the company successfully renewed its TISAX Level 3 certification.

This system encompasses risk assessment, vulnerability management, cybersecurity protection, and emergency response planning. Through these measures, E-LEAD not only effectively defends against external attacks but also ensures that internal operations are protected from unauthorized access or information leakage.

TISAX Level 3 Certification – Trusted Information Security Assessment Exchange for the Automotive Industry


TISAX ENX ASSOCIATION RESULT AVAILABLE

TISAX® ASSESSMENT

TISAX is an assessment and exchange mechanism for the information security of enterprises and allows recognition of assessment results among the participants.

This document is valid until **20.06.2027**
E-LEAD ELECTRONIC CO., LTD.
LM3V16
No. 37, Gungdung 1st Rd., Shengang Shiang, 509, Changhua, Taiwan

TISAX® Assessment Scope *SRFYKH*

Scope Type: Standard Scope 2.0
The Scope comprises all processes and involved resources at the sites defined below that are subject to security requirements from partners in the automotive industry. Involved processes and resources include collection of information, storage of information and processing of information.

TISAX® Assessment Objectives
Information with Very High Protection Needs
Protection of Prototype Parts and Components

TISAX® Assessment Information

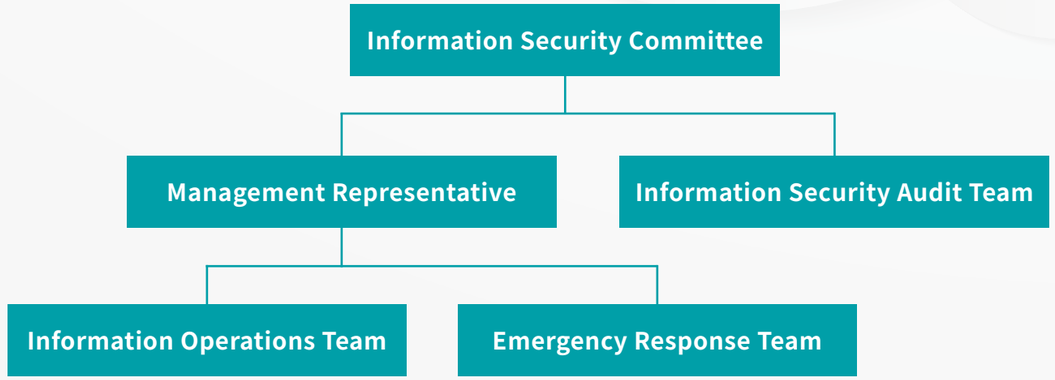
ASSESSMENT-ID	Report Issuance Date
ANMH59-1	*24.10.2024*
ANMH59-2	*24.10.2024*
ANMH59-3	*24.10.2024*

ENX
This document has been issued by ENX Association and certifies that a TISAX® Assessment has been conducted and has yielded results that can be seen under the link mentioned below. TISAX® and TISAX® results are not intended for general public and only visible for authorized TISAX® Participants.
enx.com/TISAX/tisaxassessmentresults
www.enx.com

Information Security Committee

E-LEAD has established an Information Security Committee, with the Chief Information Security Officer (CISO) serving as the convener. Committee members are appointed by the convener to strengthen the effectiveness of the company's information security management system. The goal of the committee is to ensure the implementation of the system meets its intended objectives and enhances the security of business operations.

Structure and Responsibilities of the Information Security Committee:



1. Management Representative:
   Appointed by the convener, the information manager coordinates the Information Task Force and Emergency Response Team, executes security alert monitoring and incident response, provides improvement suggestions, and assists in internal reviews.
2. Information Security Audit Team:
   Conducts regular internal audits to assess the effectiveness and compliance of the information security management system (ISMS), and provides recommendations for improvement based on audit findings.
3. Information Operations Team:
   Responsible for planning and executing various information security operations and ensuring security controls are implemented effectively.
4. Emergency Response Team:
   Handles information security emergencies, formulates response plans, and ensures rapid action and recovery to maintain business continuity during incidents.

The Information Security Committee convenes an annual Management Review Meeting to evaluate the year's information security performance and ensure continual improvement of the ISMS.

Information Security Management System (ISMS)

E-LEAD has implemented comprehensive information security controls to ensure the protection of systems and data:

1. Policies and Procedures
   - Information Security Policy: Communicated to all employees and relevant external parties to set the direction for ISMS.
   - Information Asset Management: Annual inventory conducted at minimum; assets are classified based on confidentiality, integrity, and availability, with clear ownership defined.
   - Access Control & Communication Security:
     - Employees are granted system access only upon proper authorization, with regular reviews.
     - Communication between HQ and branch offices uses VPN or dedicated lines.
     - Remote work requires secure VPN connections.
     - Business Continuity Management: Annual drills for data center maintenance and core systems to ensure operational resilience.
2. Technical Measures
   - Unified Threat Management (UTM) Firewall: Regular updates to security rules and signature databases; high-availability configuration ensures redundancy.
   - Multi-Factor Authentication (MFA): Mandatory for system administrators.
   - High Availability (HA): Virtualization-based HA ensures seamless system migration during hardware failures.
   - Managed Detection and Response (MDR): Provides real-time threat detection and expert response analysis.
3. Risk Management
   - Annual risk assessments and information asset inventory to identify and mitigate risks.
   - Vulnerability scanning and patching for data centers and end-user devices.
4. Internal Audits
   - Conducted annually in line with TISAX standards to verify ISMS effectiveness and compliance, with follow-up improvements implemented.
5. Employee Training and Awareness
   - Annual Information Security Training to enhance awareness and capability to recognize and respond to security threats.
   - Cybersecurity Drills: Simulate various potential threats and test response readiness.
   - Ongoing education to strengthen employee awareness of emerging threats.

2024 Information Security Awareness and Training Sessions

Course Name	Duration (Hours)	Target Audience	Participants
Information Security Awareness Training	2	All Department Staff	520
IT Staff Security Training	6	IT Personnel	9
ISMS Documentation & TISAX Daily Requirements	2.5	New IT Staff	2
Information Asset Inventory & Risk Assessment	2.5	New IT Staff	2
Business Continuity Drill	2.5	New IT Staff	2



Information Security Awareness Training

Customer Privacy Protection

Customer privacy is one of the core values of E-LEAD. The company is committed to protecting customers' personal data in accordance with applicable regulations and best practices. When handling customer data, E-LEAD adopts stringent security measures and ensures that all data storage and transmission are secured using encryption technologies to prevent unauthorized access or data breaches.

E-LEAD has also established a transparent data usage policy to ensure that customers are informed about the collection, use, storage, and processing of their personal data.

Privacy and Security Monitoring

To further strengthen data security and privacy protection, E-LEAD regularly reviews and updates its data protection protocols to comply with the latest legal and regulatory requirements. The company also performs routine security tests and vulnerability scans to identify and mitigate potential risks. In addition, a real-time security monitoring system is in place to detect and prevent any abnormal activity, ensuring customer data is secure at all times.

Customer Support and Trust

E-LEAD understands the importance customers place on data privacy. Therefore, the company has established dedicated customer support channels to address any inquiries related to data protection and to help customers better understand E-LEAD’s privacy policies and practices. Through these initiatives, E-LEAD aims to build and maintain long-term trust with its customers.

As of the end of 2024, E-LEAD has achieved outstanding results in protecting customer personal information, with no reported incidents involving violations of customer confidentiality or complaints. Furthermore, there were no violations of product or service information labeling regulations that resulted in major fines imposed by regulatory authorities.





Chapter 6
Environmental Performance

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6-01 Green Products

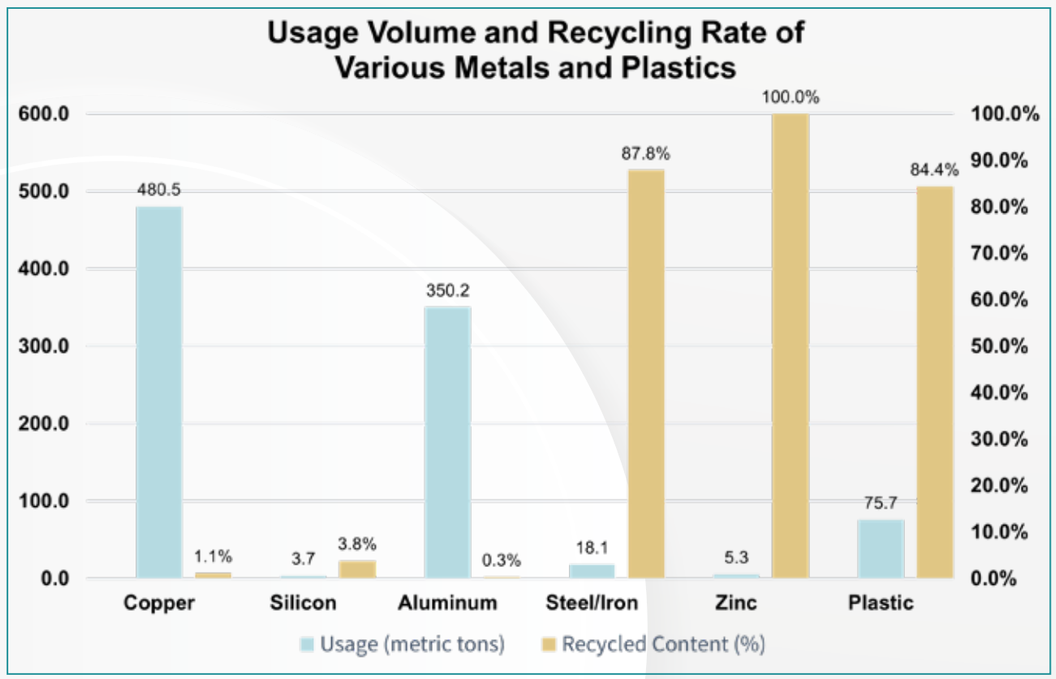
Material Management

E-LEAD is committed to promoting green product design. In addition to ensuring compliance with regulations such as the EU RoHS and REACH directives, the company strives to improve product recyclability. By adopting circular economy principles, E-LEAD actively incorporates recycled and renewable materials and works to reduce the carbon footprint of its products.

Material Usage

In 2024, the total weight of materials procured by E-LEAD was 1,310 metric tons. Among these, metal materials accounted for 857.8 metric tons (65.5% of the total), including 480.5 metric tons of copper, 3.7 metric tons of silicon, 350.2 metric tons of aluminum, 18.1 metric tons of steel/iron, and 5.3 metric tons of zinc. Plastic materials amounted to 75.7 metric tons (5.8% of the total). Combined, metals and plastics made up over 70% of total material usage.

The usage volume and recycled content ratio for each material category are illustrated in the accompanying chart, showing that recycled content usage exceeded 80% for steel/iron, zinc, and plastics.



Risk Management for the Use of Critical Materials

The risk management associated with critical materials such as copper and aluminum encompass various aspects, including supply chain risks, price volatility, and environmental and regulatory risks. These materials are primarily sourced through component suppliers, and E-LEAD collaborates with suppliers to manage related risks.

- Supply Chain Risk Management:
  - Raw Material Supply Instability: The primary producers of copper and aluminum may be affected by geopolitical factors such as trade restrictions or tariff adjustments.
    Mitigation Measures: Diversify sources of supply to ensure stable availability.
  - Transportation and Logistics Risks: International shipping disruptions, port congestion, or natural disasters can delay deliveries.
    Mitigation Measures: Cooperate with multiple logistics providers to ensure flexible and resilient distribution.
- Price Volatility Risk Management:
  - Market Price Fluctuations: As bulk commodities, copper and aluminum prices are influenced by global market demand, supply conditions, and investment trends.
    Mitigation Measures:
    1. Hedging Strategies: Utilize futures, options, and other financial instruments to lock in costs.
    2. Long-term Contracts: Sign long-term supply agreements with vendors to stabilize pricing.
- Environmental and Regulatory Risk Management:
  - Environmental Regulations: The extraction and refining of copper and aluminum may be restricted by carbon emissions and environmental protection policies.
    Mitigation Measures:
    1. Source from suppliers compliant with environmental regulations.
    2. Use recycled materials to reduce the carbon footprint.
  - Waste Disposal and Recycling: Waste handling of copper and aluminum must comply with environmental standards; non-compliance may lead to fines or legal liabilities.
    Mitigation Measures:
    1. Establish recycling systems to increase material circularity.
    2. Ensure all waste processing meets environmental regulations.



6-02 Energy Management

Energy Management

E-LEAD upholds the philosophy of environmental protection and is committed to energy conservation by actively reducing energy consumption. Measures include replacing traditional lighting with energy-efficient LED fixtures, adjusting chiller temperatures to reduce system load, inspecting and repairing air compressors to improve efficiency, and installing motion-sensor lighting in low-traffic areas such as pantries. The company also promotes habits such as switching off unused lights, unplugging devices to reduce standby power, and using stairs instead of elevators. These energy-saving initiatives effectively reduce overall consumption and greenhouse gas emissions.

The company has implemented the ISO 50001 Energy Management System to monitor energy-intensive equipment and plans to install power meters on key machinery for accurate electricity usage monitoring and to avoid unnecessary consumption.

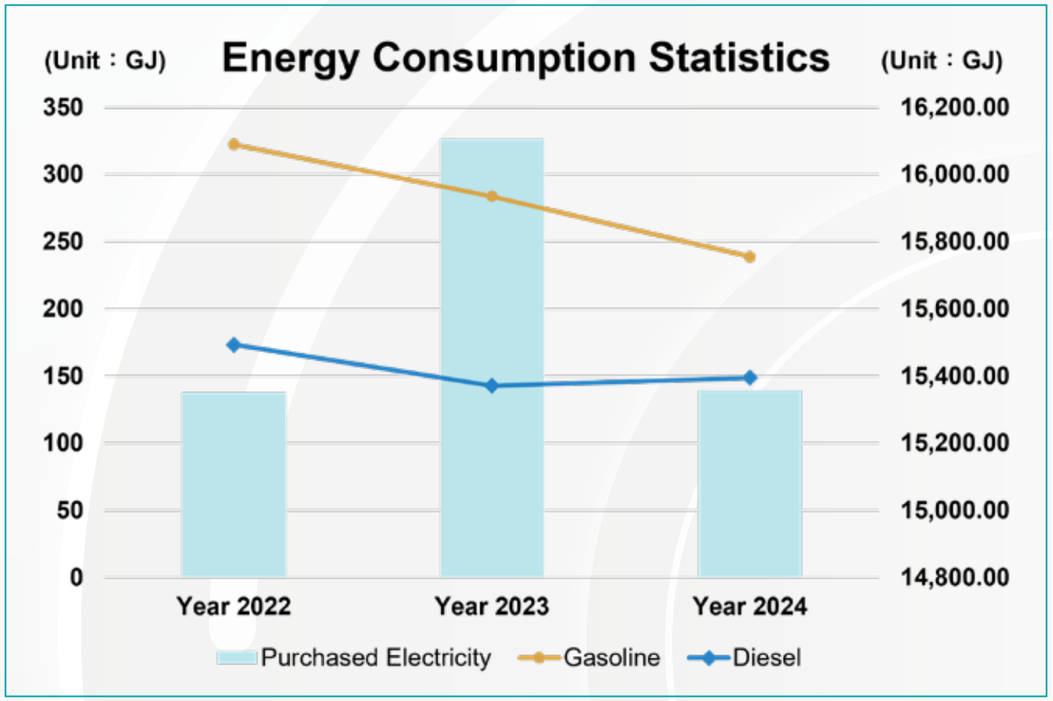
To support national energy transition efforts, E-LEAD has installed solar panels with a total generation capacity of approximately 309 kW, connected to the Taipower grid, generating about 430,000 kWh annually. E-LEAD aims to reduce total electricity consumption by 5% by 2025 and continues to explore additional energy management strategies to advance its green sustainability goals.

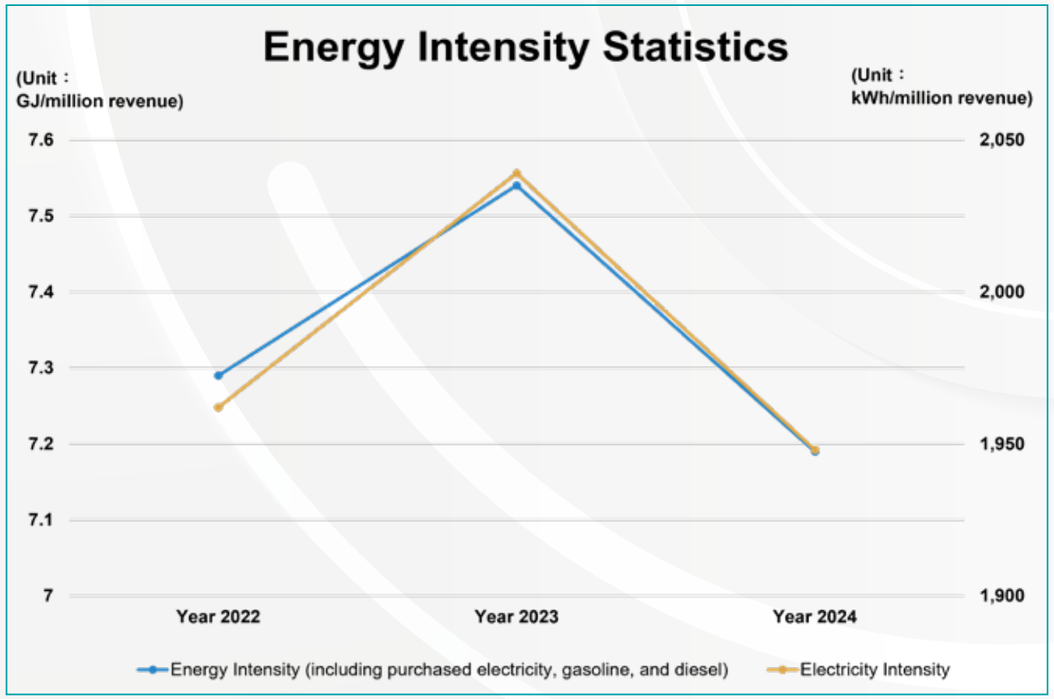
Energy Consumption

E-LEAD's energy sources include purchased electricity, gasoline, and diesel. In the past three years, purchased electricity has accounted for approximately 97% of total energy use. In 2024, electricity consumption totaled 15,356.52 GJ, representing a 4.7% reduction compared to the previous year. Gasoline and diesel usage totaled 387.43 GJ, a 9.1% year-over-year decrease, showing significant reductions.

In 2024, energy intensity (including purchased electricity, gasoline, and diesel) was 7.19 GJ per million NTD in revenue, and electricity intensity was 1,948 kWh per million NTD in revenue—both continuing a downward trend over the past three years.

Energy	Unit	2022	2023	2024
Purchased Electricity	kWh	4,264,463	4,473,740	4,265,700
	GJ	15,352.07	16,105.46	15,356.52
Gasoline	L	9,872.4	8,684.66	7,311.17
	GJ	322.40	283.61	238.76
Diesel	L	4,925.5	4,056.8	4,227.2
	GJ	173.22	142.67	148.67
Energy Intensity	GJ/million revenue	7.29	7.54	7.19
Electricity Intensity	kWh/million revenue	1,962	2,039	1,948





6-03 Water Resource Management

Water Resource Management

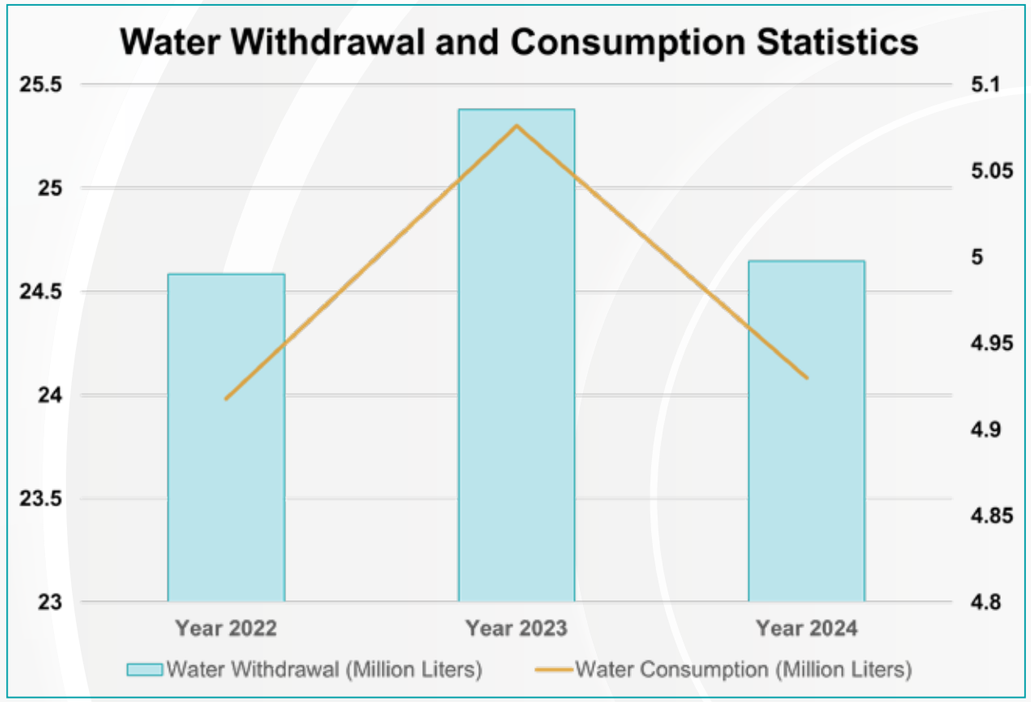
E-LEAD primarily engages in product PCB assembly processes, which require minimal water usage. Water consumption is limited to domestic employee use, cooling towers, and landscape irrigation. In response to global climate change and water scarcity issues, the company is committed to taking concrete actions to address these challenges alongside global businesses. E-LEAD promotes daily water conservation by installing water-saving faucets and equipment certified with water efficiency labels.

For drinking water, quarterly sampling and testing are conducted by water quality inspection agencies approved by the Ministry of Environment. All test results consistently meet the standards for potable water.

Water Withdrawal and Consumption

E-LEAD sources all its water from municipal supply systems. In 2024, the total water withdrawal was 24.648 million liters, representing a reduction of 0.731 million liters (2.97%) compared to 2023. This demonstrates the company's effective commitment to water conservation and environmental protection. The water intensity in 2024 was 0.011257 million liters per million NTD in revenue, continuing a downward trend over the past three years.

Year	2022	2023	2024
Water Withdrawal (million liters)	24.587	25.379	24.648
Water Consumption (million liters)	4.918	5.076	4.930
Water Intensity (million liters/million revenue)	0.011313	0.011569	0.011257





6-04 Wastewater Management

Wastewater Management

E-LEAD's manufacturing processes do not involve water-intensive procedures; therefore, all wastewater generated at the facilities is domestic sewage from employee use, with no industrial wastewater discharge. Domestic sewage is first treated via septic tanks, then discharged into the sewage piping system of the Chuansing Industrial Park. From there, it is processed by the park's wastewater treatment plant before being released into the Shengang Creek drainage channel.

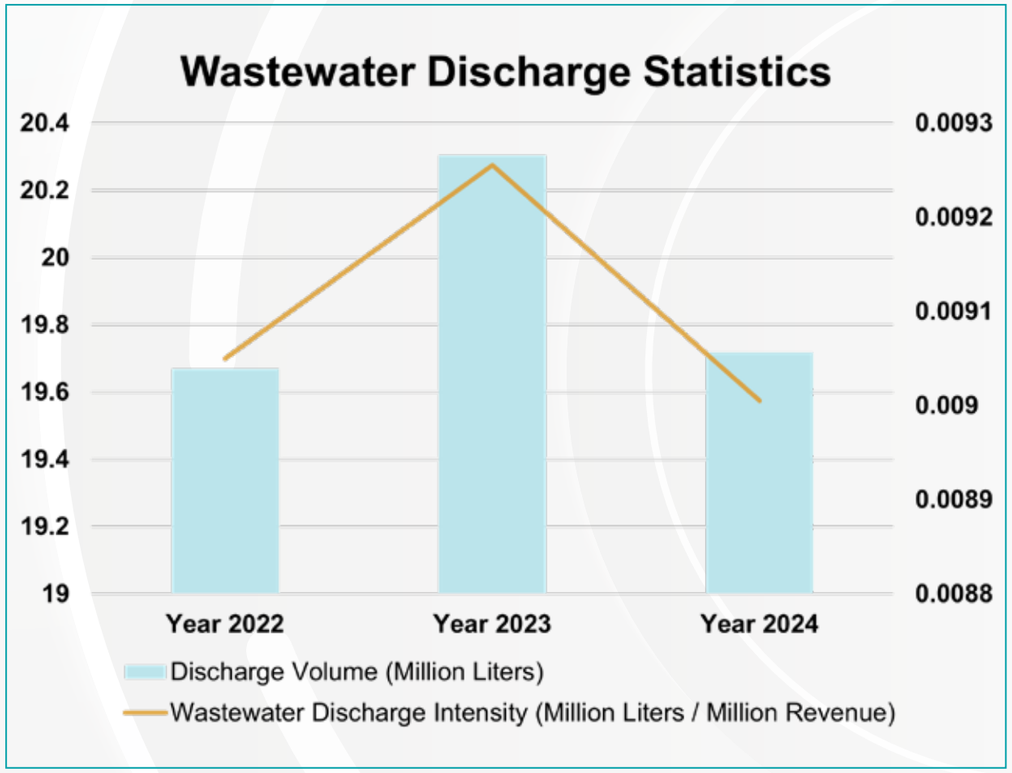
The sewer system of the Chuansing Industrial Park is managed by an operations center that commissions Chuan-Feng Environmental Technology to regularly conduct sampling and water quality monitoring at the facility's discharge outlets. All test results comply with the water quality standards required for sewer connection by the Chuansing Industrial Park. The final effluent quality discharged from the Chuansing Industrial Park's treatment plant also meets national discharge water quality standards.

Discharge Volume and Water Quality

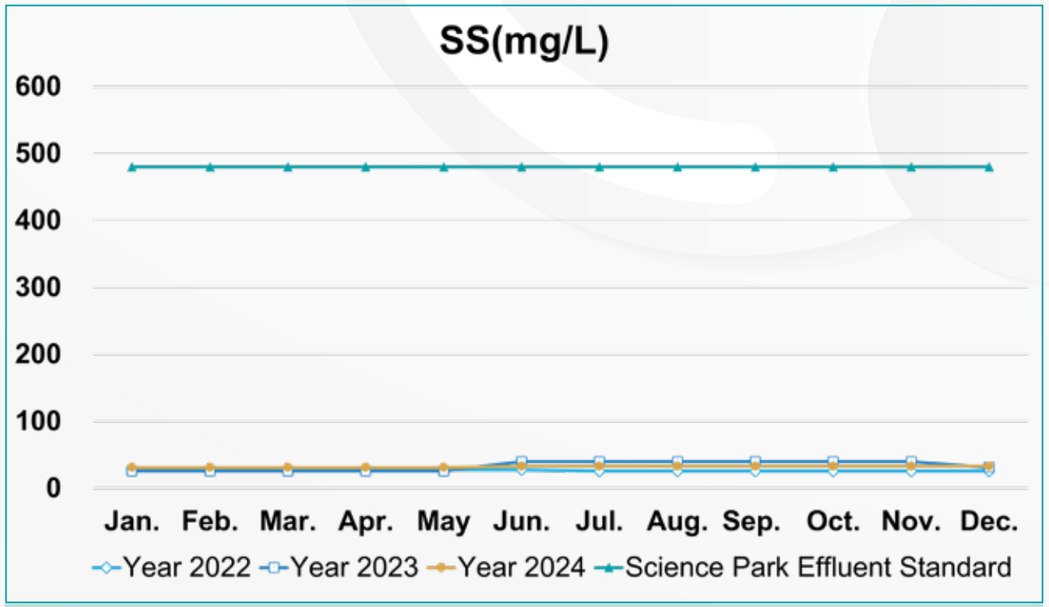
In 2024, E-LEAD discharged 19.718 million liters (ML) of wastewater, a 2.88% reduction compared to 2023. The wastewater discharge intensity was 0.009005 ML per million NTD in revenue, also representing a 2.70% decrease from 2023. These improvements reflect significantly enhanced water resource efficiency and reduced environmental impact on water bodies. Wastewater from the facility is jointly treated within the Chuansing Industrial Park system and ultimately discharged into the Shengang Creek drainage channel.

Over the past three years, all effluent sampling results at the facility's discharge points have met regulatory standards. The average concentration of suspended solids (SS) was approximately 30.7 mg/L, about 6.39% of the regulatory limit. The average chemical oxygen demand (COD) was around 136.5 mg/L, approximately 24.38% of the regulatory limit.

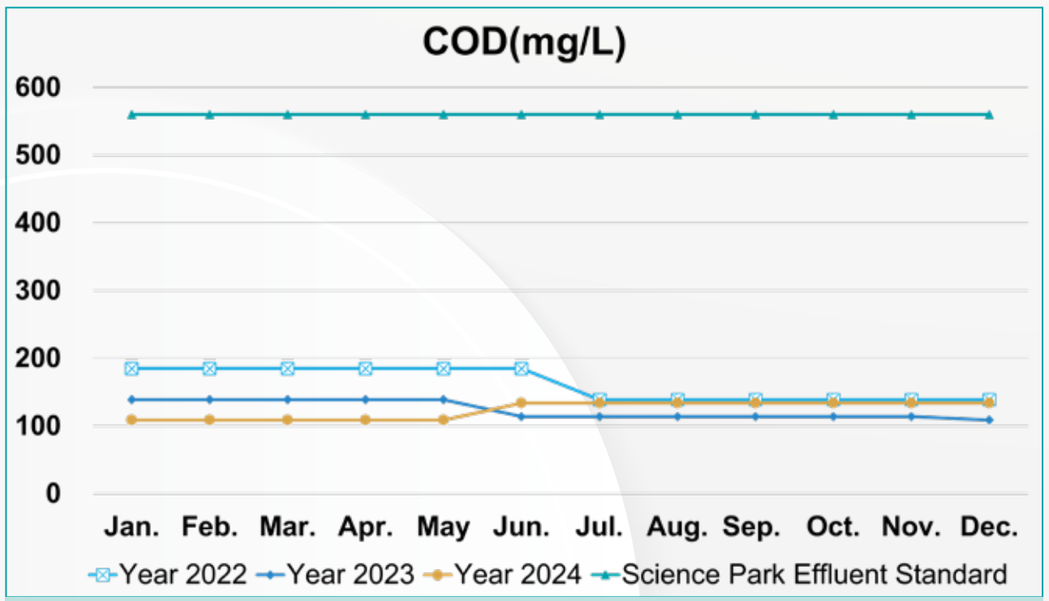
Year	2022	2023	2024
Discharge Volume (million liters)	19.669	20.303	19.718
Wastewater Discharge Intensity (million liters/million revenue)	0.009050	0.009255	0.009005







Suspended Solids (SS) Monitoring Results at Discharge Outlets in the Past Three Years



Chemical Oxygen Demand (COD) Monitoring Results at Discharge Outlets in the Past Three Years

6-05 Greenhouse Gas Emissions and Management

Greenhouse Gas Emissions Management

In response to the global impacts of climate change, E-LEAD is committed to reducing greenhouse gas (GHG) emissions. In accordance with the ISO 14064-1:2018 GHG inventory standard, the operational control approach is adopted for inventory and management. The 2024 total GHG emissions within the boundary of the Taiwan facilities are disclosed, with 2024 designated as the base year for carbon reduction. The GHG emissions per unit of revenue are used as the key quantitative assessment indicator. A short-term target has been set to reduce total carbon emissions by 3% in 2025, and a mid-term goal of a 10% reduction by 2030, aiming to achieve net-zero emissions by 2050.



ISO 14064-1 Greenhouse Gas (GHG) Inventory Report



怡利電子工業股份有限公司
（全興一廠）

2024 年度溫室氣體盤查報告書

2024 GHG Inventory Report

董事長：
管理代表：李嘉惠　工安主管：　製作者：陳曉萱

2025 年 4 月 18 日



怡利電子工業股份有限公司
（彰化廠）

2024 年度溫室氣體盤查報告書

2024 GHG Inventory Report

董事長：
管理代表：李嘉惠　工安主管：　製作者：陳曉萱

2025 年 4 月 18 日



怡利電子工業股份有限公司
（全興二廠）

2024 年度溫室氣體盤查報告書

2024 GHG Inventory Report

董事長：
管理代表：李嘉惠　工安主管：　製作者：陳曉萱

2025 年 4 月 18 日

ISO 14064-1 Greenhouse Gas Inventory External Verification



LRQA

查證聲明書

LRQA Independent Assurance Statement

Relating to E-LEAD ELECTRONIC CO., LTD. GHG Inventory Report for the calendar year 2024

服務條件

本保證聲明書乃為怡利電子工業股份有限公司所準備。

鳳梅帝感股份有限公司台灣分公司(以下簡稱 LRQA)受怡利電子工業股份有限公司(以下簡稱 E-LEAD)之委託以查證其 2024 日曆年度（01/01/2024~31/12/2024）期間溫室氣體盤查報告(發行日期2025 年 04 月 18 日,第三版)，以下簡稱為"溫室氣體盤查報告"。

此溫室氣體盤查報告包含直接能源間接以及其他間接溫室氣體排放。怡利電子工業股份有限公司包含下列的地址範圍內的研發製造汽車電子模組、抬頭顯示器、車載影音導航主機及後座娛樂系統的製造相關活動，與其他相關設施設備活動。如溫室氣體盤查報告中所描述，溫室氣體排放使用管理控制權。

溫室氣體盤查報告：怡利電子工業股份有限公司 2024 年溫室氣體盤查報告書（發行日期 2025 年 04 月 18 日,第三版）

怡利電子工業股份有限公司：

1.(全興一廠)彰化縣芳苑鄉芳苑村工業一路 37 號

2.(全興二廠) 彰化縣和美鎮國內復興工路 264 號

3.(彰化廠) 彰化縣彰化市芳草街 72-6 號

Terms of Engagement

This Assurance Statement has been prepared for E-LEAD ELECTRONIC CO., LTD.

LRQA Group Limited, Taiwan Branch (hereafter referred to as "LRQA") was commissioned by E-LEAD ELECTRONIC CO., LTD. (hereafter referred to as the "E-LEAD") to assure its GHG Inventory Report of E-LEAD for the calendar year 2024 (hereafter referred to as the "GHG Inventory Report").

The GHG Inventory Report relates to direct GHG emissions, energy indirect GHG emissions and other indirect GHG emissions. E-LEAD's geographical boundary includes the operations and activities relevant with the Design and manufacture of vehicle electronic products, HUD(i.e. Head Up Display), accessories, car audios and the associated facilities and equipment as set out in the following GHG Inventory Report. The GHG emissions have been consolidated using operational control approach.

Year 2024 GHG Inventory Report: The E-LEAD ELECTRONIC CO., LTD. dated 18 Apr. 2025, 3rd Edition.

E-LEAD ELECTRONIC CO., LTD.

1. (Chuansing I Factory) No. 37, Gongdong 1st Rd., Xizi Vil. Shengang Township, Changhua County, Taiwan(R.O.C.)
2. (Chuansing II Factory) No. 264, Xinggong Rd., Hemei Township, Changhua County, Taiwan(R.O.C.)
3. (Chuaghua Factory) No. 72-6, Fangcao St., Changhua City, Changhua County, Taiwan(R.O.C.)

管理責任

怡利電子工業股份有限公司的管理階層對本溫室氣體盤查報告之準備及維持有效的內部控管包含溫室氣體盤查報告中揭露之資料負責。LRQA 的責任為依據我們與怡利電子工業股份有限公司間的合約執行查證。



LRQA

最終，溫室氣體盤查報告已由怡利電子工業股份有限公司所核准並向其負責。

Management Responsibility

E-LEAD's management was responsible for preparing the GHG Inventory Report and for maintaining effective internal controls over the data and information disclosed. LRQA's responsibility was to carry out an assurance engagement on the GHG Inventory Report in accordance with our contract with E-LEAD. Ultimately, the GHG Inventory Report has been approved by, and remains the responsibility of E-LEAD.

LRQA 的方法

LRQA 查證已依據 ISO 14064-3:2019 (溫室氣體主張之確證與查證附指引之規範)，以提供怡利電子工業股份有限公司符合 ISO 14064-1:2018 組織層級溫室氣體排放與移除之量化及報告的報告書中，二之合理保證查證以及類別三、四之有限保證等級查證。

為形成結論，本保證以抽樣方式執行並涵蓋下列的活動：

- 但溫室氣體盤查報告中所界定的設施範圍，進行現場查訪; 同時審查與溫室氣體排放數據及資料管理相關的過程；
- 訪談組織中對於相關溫室氣體排放數據與紀錄管理與維持之權責人員；
- 查證報告排放期間之重大性原則；
- 查核自台灣地區之相關係數與 IPCC 2021 年第六次評估報告之 GWP 值；
- 查證類別一與類別二的歷史數據與數值相關的追踪及資料來源；
- 查證類別三之上下游原料產品怡利付費之運輸、員工通勤、商務旅行以蒐集物流輸之活動數據；以及
- 查證類別四所包含採購的產品能源類型之水、電及汽柴油以及廢棄物處理之活動數據彙整；

LRQA's Approach

Our verification has been conducted in accordance with ISO 14064-3:2019, *Specification with guidance for validation and verification of greenhouse gas assertions*" to provide reasonable assurance for Categories 1 and 2 and limited assurance for Categories 3 and 4 that the GHG data as presented in the GHG Inventory Report has been prepared in conformance with ISO 14064-1:2018, *"Specification with guidance at the organizational level for quantification and reporting of greenhouse gas emissions and removals"*.

To form our conclusions the assurance was undertaken as a sampling exercise and covered the following activities:

- conducted site tours of the facilities, as defined in the GHG Inventory Report, and reviewed processes related to the control of GHG emissions data and records;
- interviewed relevant staff of the organization responsible for managing and maintaining GHG emissions data and records;
- confirmed significant criteria on reporting of emission categories.
- verified emission factors sourced from MOENV and the Global Warming Potentials (GWPs) from the Sixth Assessment Report of the Intergovernmental Panel on Climate Change 2021 (AR6);
- verified the historical GHG emissions data and information for Categories 1 and 2 back to source for the calendar year 2024;and
- verified an aggregated level GHG emissions data for Category 3 from transport of upstream and downstream product paid by E-LEAD, employee commuting, business travel and waste transportation ,and
- verified an aggregated level GHG emissions data for category 4 from products purchased (city water ,electricity, gasoline and diesel) and industrial waste treatment.



LRQA

查證等級及實質性

依據合約的協議，查證是在合理保證等級及5%的實質性(類別一與類別二)，有限保證等級及5%的實質性(類別三與類別四下執行的)，本查證意見是於此形成。

Level of Assurance & Materiality

In accordance with our contract agreement, the assurance was conducted at a reasonable level of assurance at a materiality of 5% for Categories 1 & 2 and at a limited level of assurance at a materiality of 5% for Category 3 & 4. The opinion expressed in this Assurance Statement has been accordingly formed.

LRQA意見

基於 LRQA 的方法，但溫室氣體盤查報告中報導日曆年西元 2024 年度之全部溫室氣及氟開關的溫室氣體(類別一與類別二)排放總量實質正確，其定開報溫室氣體排放(類別三與類別四)沒有任何致於引起我們注意到計算有實質不正確；溫室氣體盤查報告之準備也符合 ISO 14064-1 2018 組織層級溫室氣體排放與移除之量化及報告附指引之報範的關要求。

LRQA's Opinion

Based on LRQA's approach,

- the GHG emissions for Categories 1 and 2 disclosed in the Report as summarized in Table 1 below are materially correct,
- nothing has come to our attention that would cause us to believe that the GHG emissions for Category 3 and 4 disclosed in the Report as summarized in Table 1 below are not materially correct
- and that the GHG Inventory Report has been prepared in conformance with ISO 14064-1:2018.

LRQA建議

怡利電子工業股份有限公司就注意:

- 活動數據計算的正確性
- 強化人員對於活動數據蒐集之知識與技巧

LRQA's Recommendations

E LEAD should:

- improve the calculation of activity data
- strengthen staff's knowledge and skills in activity data collection

Signed　　日期 Dated: 18 Apr. 2025

Wayne Huang
Lead Verifier 主導查驗員
On behalf of LRQA Group Limited Taiwan
CIT, No. 1, Yumen St.,
Zhongshan Dist., Taipei City , Taiwan.
台北市中山區玉門街 1 號 台北創新中心(CIT)
LRQA Reference: TW#0200111/0_2025/Date issued: 27 May 2025

Chiang-shan Chen
General Manager 總經理

UKAS

Greenhouse Gas Emissions

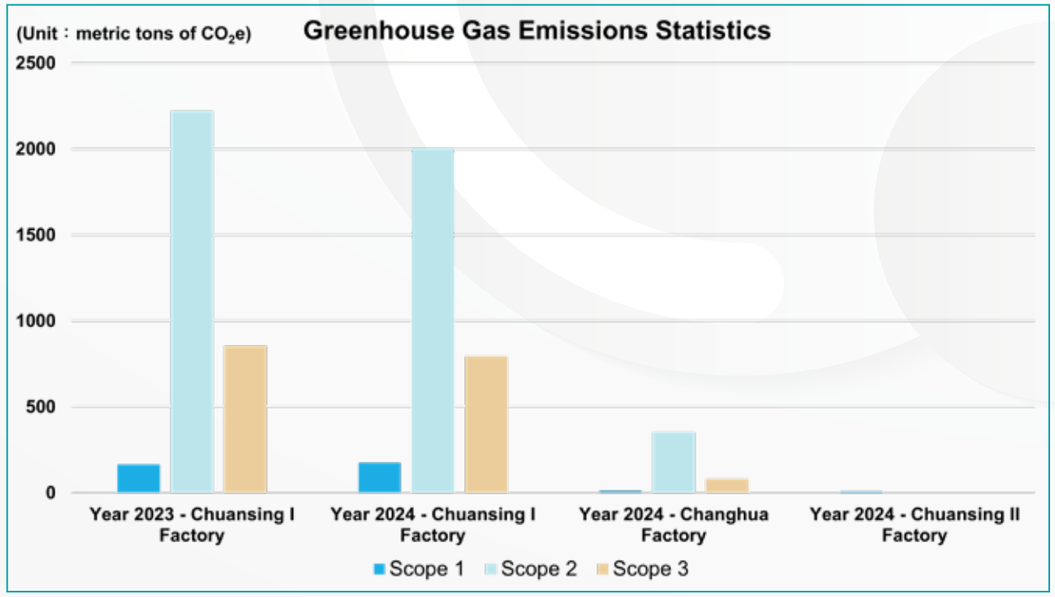
In 2024, E-LEAD completed the greenhouse gas inventory for its Taiwan facilities. The GHG emissions for Chuansing I Factory, Changhua Factory, and Chuansing II Factory were 2,974.108, 445.562, and 7.386 metric tons of carbon dioxide equivalents (CO_2e), respectively. The primary source of emissions was Scope 2 energy in electricity indirect greenhouse gas emissions. The greenhouse gas emission intensity was 1.565 metric tons of CO_2 equivalent per million NTD in revenue.

Greenhouse Gas Emission Source	Category	2023 Chuansing I Factory (metric tons of CO_2e)
Scope 1	Direct GHG Emissions resulting from Stationary Combustion	0.0312
	Direct GHG Emissions resulting from Mobile Combustion	31.2330
	Direct GHG Emissions resulting from Fugitive Emissions	132.7181
Scope 2	Energy in Electricity Indirect GHG Emissions	2,221.7897
Scope 3	Other Indirect GHG Emissions	855.0978

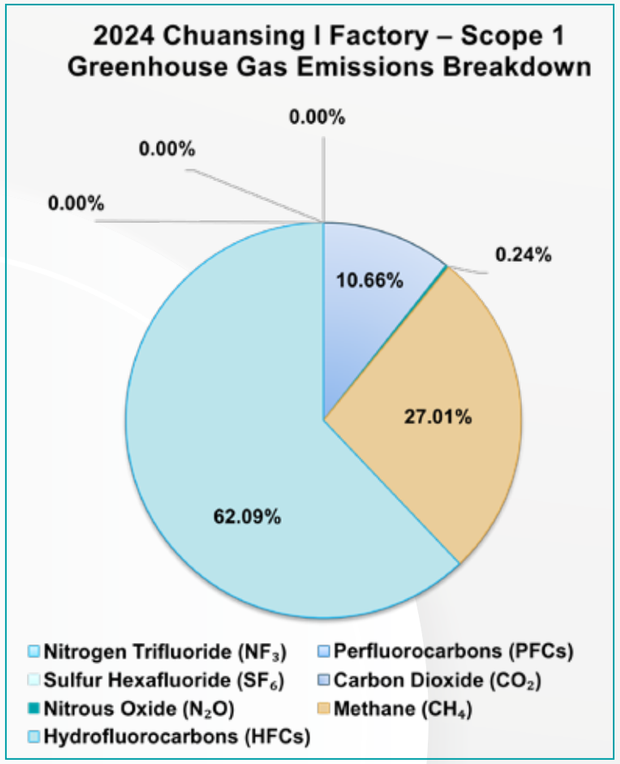


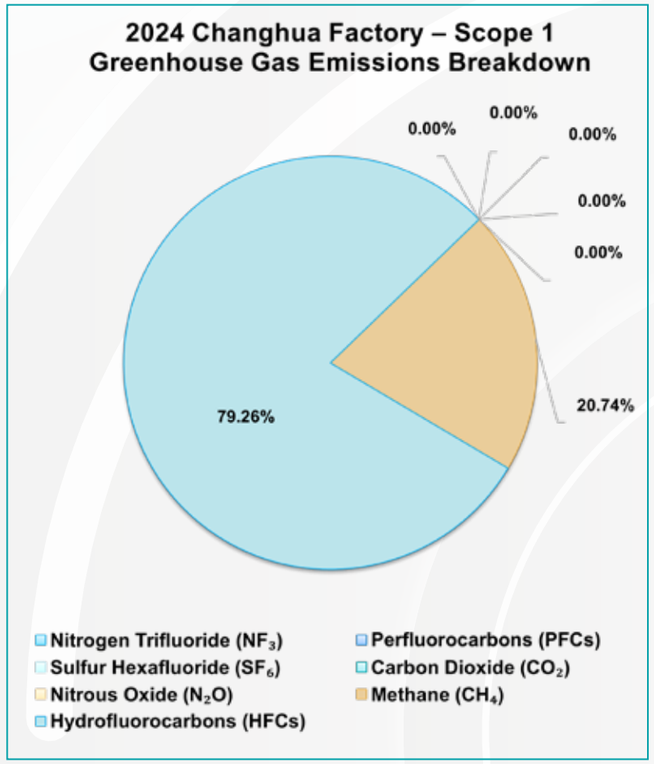
Greenhouse Gas Emission Source	Category	2024 Chuansing I Factory (metric tons of CO_2e)	2024 Changhua Factory (metric tons of CO_2e)	2024 Chuansing II Factory (metric tons of CO_2e)
Scope 1	Direct GHG Emissions resulting from Stationary Combustion	0.0104	0	0
	Direct GHG Emissions resulting from Mobile Combustion	19.1979	0	0
	Direct GHG Emissions resulting from Fugitive Emissions	155.9958	13.0135	7.3863
Scope 2	Energy in Electricity Indirect GHG Emissions	2,004.1877	352.2237	0
Scope 3	Indirect GHG Emissions from Upstream Transportation and Distribution	5.1587	0	0
	Indirect GHG Emissions from Downstream Transportation and Distribution	0.3695	0	0
	Indirect GHG Emissions from Employee Commutes	296.9997	6.3088	0
	Indirect GHG Emissions from Business Travel	58.6830	0	0
	Indirect GHG Emissions from Waste Transportation (Waste generated in operation)	4.7223	0	0
	Indirect Emissions from“Fuel- and Energy-related Activities” (not included in Scope 1 or Scope 2)	422.0288	74.0161	0
	Indirect Emissions from the Disposal of Solid and Liquid Waste (Waste generated in operation)	6.7542	0	0

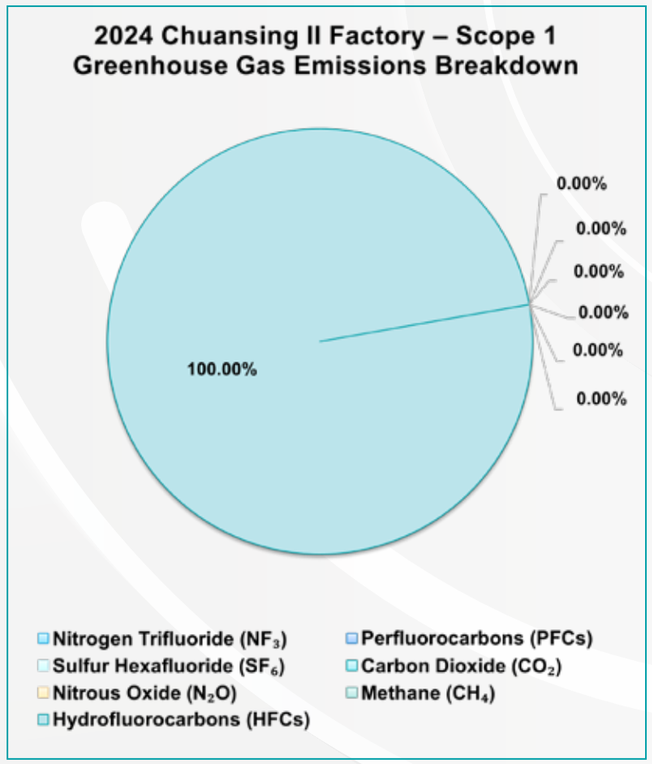




Scope 1 greenhouse gas emissions were primarily composed of hydrofluorocarbons (HFCs), mainly originating from refrigerant fugitive emissions. The category breakdown of Scope 1 Direct GHG Emissions for Chuansing I Factory, Changhua Factory, and Chuansing II Factory in 2024 is illustrated in the chart.







Greenhouse Gas Assurance Information

The assurance details for 2024 are summarized in the table below:

Assurance Scope	E-LEAD ELECTRONIC CO., LTD. Chuansing I Factory	E-LEAD ELECTRONIC CO., LTD. Changhua Factory	E-LEAD ELECTRONIC CO., LTD. Chuansing II Factory
Assurance Provider	LRQA - Taiwan Branch	LRQA - Taiwan Branch	LRQA - Taiwan Branch
Assurance Standard	ISO 14064-3:2019	ISO 14064-3:2019	ISO 14064-3:2019
Assurance Statement	The assurance provider has conducted verification in accordance with ISO 14064-3:2019, Specification with guidance for validation and verification of greenhouse gas assertions. The assurance was conducted at a reasonable level of assurance at a materiality of 5% for Categories 1 & 2 and at a limited level of assurance at a materiality of 5% for Category 3 & 4. Based on LRQA's approach, ● the GHG emissions for Categories 1 and 2 disclosed in the Report for calendar year 2024 are materially correct. ● nothing has come to our attention that would cause us to believe that the GHG emissions for Category 3 and 4 disclosed in the Report as summarized in Table 1 below are not materially correct. ● and that the GHG Inventory Report has been prepared in conformance with ISO 14064-1:2018.		

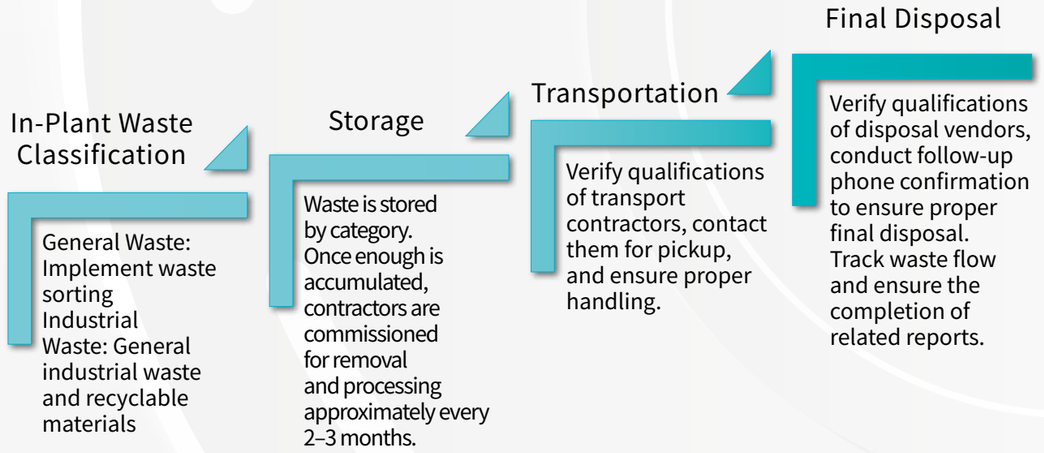


6-06 Waste Management

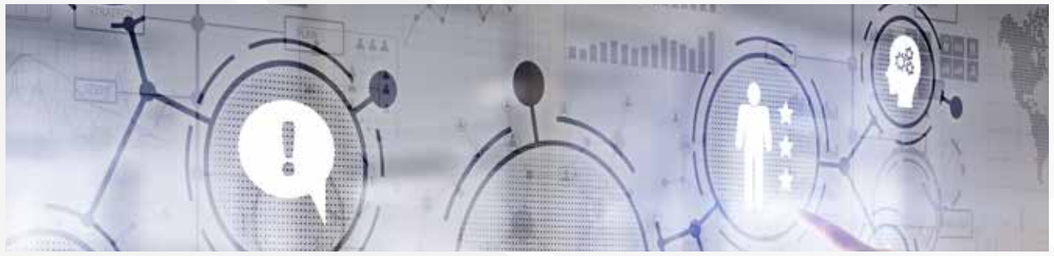
Waste Management

E-LEAD is committed to environmental protection and ensures the selection of raw materials that have minimal impact on the environment and personnel while maintaining product quality, thereby reducing waste generation. The plant generates only general waste and general industrial waste, with no hazardous industrial waste produced. All waste is handled in accordance with waste disposal plans approved by the competent environmental authorities and is entrusted to licensed waste disposal contractors for incineration or recycling.

E-LEAD tracks waste disposal contractors to ensure transparency in waste flow, ensure legal handling, and prevent secondary pollution. Through waste recycling campaigns, the company implements reduction targets. Suppliers are also encouraged to recycle and reuse material baskets and wooden pallets and are advised to simplify packaging to reduce the use of packaging materials and the amount of waste generated.



Waste Disposal Flow



Waste Generation, Transfer, and Disposal

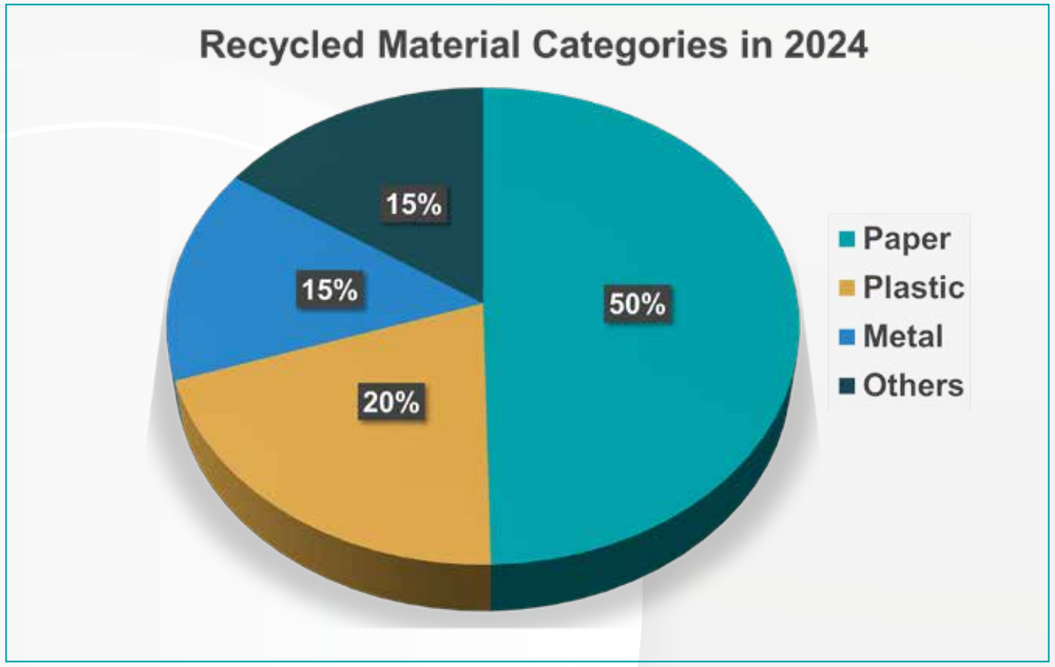
As a result of the aforementioned reduction measures, all waste generated by E-LEAD in 2024 was classified as non-hazardous. The total amount of waste generated in 2024 was 67.436 metric tons, with 21.736 metric tons being recycled. Compared to 2023, the total waste volume decreased by 0.344 metric tons. Waste generation has shown a steady year-over-year decline, with an average annual reduction rate of 2.66% over the past three years.

In 2024, the waste intensity was 0.030798 metric tons per million in revenue, also showing a downward trend with an average three-year reduction of 3.01%.

Year	2022	2023	2024
Total Waste Generated (metric tons)	71.222	67.780	67.436
Recycled Materials (metric tons)	27.222	24.180	21.736
Recycling Rate (%)	38.22	35.67	32.23
Waste Intensity (metric tons/million revenue)	0.032772	0.030898	0.030798

In 2024, E-LEAD achieved a resource recovery rate of 32.23%. Over the past three years, the main categories of recovered materials were:

- Paper: 50%
- Plastics: 20%
- Metals and others: approximately 15% each.



Recycled Materials	Year 2022	Year 2023	Year 2024
Paper (metric tons)	12.72	11.805	10.79
Plastic (metric tons)	6.784	4.11	4.392
Metal (metric tons)	4.1225	5.6902	3.1753
Others (metric tons)	3.0702	2.4944	3.3786

According to statistics, all of E-LEAD's waste was directly disposed of through incineration with energy recovery. In 2024, the incineration process generated approximately 100.89 GJ of electricity.





Chapter 7 Appendix

Appendix I. GRI Standards Content Index 182
Appendix II. SASB Industry Standards Index 186
Appendix III. TCFD Climate-Related Disclosures Index 187

Appendix I. GRI Standards Content Index

Reporting Basis	E-LEAD ELECTRONIC CO., LTD. has prepared this report in accordance with the GRI Standards for the period from January 1 to December 31, 2024.
GRI 1 Applied	GRI 1: Foundation 2021
Sector Standards	No applicable GRI Sector Standards were used.

GRI General Disclosures Index

Standard	Code	Disclosure Item	Corresponding Section	Page	Remarks
1. Organization and Reporting Practices					
GRI 2 General Disclosures	2-1	Organizational details	1-01	16-19	
	2-2	Entities included in sustainability reporting	About This Report	4	
	2-3	Reporting period, frequency and contact	About This Report	4	
	2-4	Restatements of information	-	-	This is E-LEAD's first sustainability report, hence no restatements.
	2-5	External assurance	-	-	This report has not undergone external assurance.
2. Activities and Workers					
GRI 2 General Disclosures	2-6	Activities, value chain and other business relationships	1-04, 1-05	39	
	2-7	Employees	1-03	34	
	2-8	Workers who are not employees	-	-	Not disclosed



Standard	Code	Disclosure Item	Corresponding Section	Page	Remarks
3. Governance					
GRI 2 General Disclosures	2-9	Governance structure and composition	1-02	20	
	2-10	Nomination and selection of the highest governance body	1-02	20	
	2-11	Chair of the highest governance body	Message from the Chairman, 1-02	6, 20	
	2-12	Role of highest governance body in overseeing impact management	1-02, 2-03	20, 55	
	2-13	Delegation of responsibility for impact management	1-02, 2-03	20, 55	
	2-14	Role of highest governance body in sustainability reporting	2-03	55	
	2-15	Conflicts of interest	1-02, 2-04	30, 61	
	2-16	Communication of critical concerns	2-04, 3-02	61, 75	
	2-17	Collective knowledge of the highest governance body	1-02	20	
	2-18	Evaluation of the highest governance body's performance	1-02, 2-03	32, 55	
	2-19	Remuneration policies	1-02, 5-01	33, 122	
	2-20	Process for determining remuneration	1-02, 4-04	33, 100	
	2-21	Annual total compensation ratio	4-04	100	
4. Strategy, Policies and Practices					
GRI 2 General Disclosures	2-22	Statement on sustainable development strategy	2-01	50	
	2-23	Policy commitments	2-02	53	
	2-24	Embedding policy commitments	2-02	53	
	2-25	Processes to remediate negative impacts	3-03	80	
	2-26	Mechanisms for seeking advice and raising concerns	3-03	80	
	2-27	Legal compliance	4-03, 4-05	96, 103	
	2-28	Membership of associations	1-05	46	

5. Stakeholder Engagement					
GRI 2 General Disclosures	2-29	Stakeholder engagement approach	2-04	60	
	2-30	Collective bargaining agreements	-	-	Not disclosed

GRI Material Issue Disclosures Index

Standard	Code	Disclosure Item	Corresponding Section	Page	Remarks
GRI 3 Material Topics	3-1	Process to determine material issues	3-01	66	
	3-2	List of material issues	3-02	75	
	3-3	Management of material issues	3-03	80	

GRI Topic Standards Disclosure Index

Standard	Code	Disclosure Item	Corresponding Section	Page	Remarks
GRI 200 Economic	201	Economic Performance	4-02	93	
	202	Market Presence	1-03, 5-01	34, 122	
	203	Indirect Economic Impacts	-	-	Not disclosed
	204	Procurement Practices	4-06	110	
	205	Anti-corruption	4-01	88	
	206	Anti-competitive Behavior	4-01	88	
	207	Tax	4-03	96	
GRI 300 Environmental	301	Materials	6-01	160	
	302	Energy	6-02	162	
	303	Water and Effluents	6-03, 6-04	164, 166	
	304	Biodiversity	-	-	Not disclosed
	305	Emissions	6-05	169	
	306	Waste	6-06	177	
	308	Supplier Environmental Assessment	4-06	110	
GRI 400 Social	401	Employment	1-03	34	
	402	Labor/Management Relations	-	-	Not disclosed
	403	Occupational Health and Safety	5-02	131	
	404	Training and Education	1-03, 5-01	36, 127	
	405	Diversity and Equal Opportunity	1-03	36	
	406	Non-discrimination	1-03	38	
	407	Freedom of Association and Collective Bargaining	-	-	Not disclosed
	408	Child Labor	5-01	118	
	409	Forced or Compulsory Labor	5-01	118	
	410	Security Practices	-	-	Not disclosed
	411	Rights of Indigenous Peoples	-	-	Not disclosed
	413	Local Communities	5-03	144	
	414	Supplier Social Assessment	4-06	110	
	415	Public Policy	-	-	Not disclosed
	416	Customer Health and Safety	5-04	147	
	417	Marketing and Labeling	5-04	152	
	418	Customer Privacy	5-05	153	



Appendix II. SASB Industry Standards Index

Theme	Code	Indicator	Type	Value	Section	Page	Remarks
Energy Management	TR-AP-130a.1	Total energy consumption	Quant	15,356.52 GJ	6-02	162	
		Percentage of grid electricity supply	Quant	100%		162	E-LEAD sources all purchased electricity from Taiwan Power Company grid.
		Percentage of renewable energy	Quant	0%		162	E-LEAD has installed solar panels (430,000 kWh annual generation) connected to the grid.
Waste Management	TR-AP-150a.1	Total waste generated in production	Quant	67.436 metric tons	6-06	178	
		Percentage of hazardous waste	Quant	0%		178	E-LEAD's production process generates no hazardous waste.
		Waste recycling rate	Quant	32.23%		178	
Product Safety	TR-AP-250a.1	Number of products requiring recall	Quant	-	5-04	-	No product recalls occurred in Taiwan during 2024.
		Total number of products actually recalled	Quant	-		-	
Fuel Efficiency	TR-AP-410a.1	Revenue from products designed for fuel efficiency/ emission reduction	Quant	-	-	-	Not applicable (E-LEAD has no fuel-consuming products).
Material Sourcing	TR-AP-440a.1	Risk management for critical materials	Qual	See remarks	6-01	161	Covers supply chain risk management, price volatility risk management, and environmental/ regulatory risk management.
Material Efficiency	TR-AP-440b.1	Recyclability rate of sold products	Quant	>80%	6-01	160	Over 80% of steel/ iron, zinc, and plastic materials are recyclable.
	TR-AP-440b.2	Percentage of recycled/ remanufactured materials	Quant	-	6-01	-	E-LEAD has no material recycling/ remanufacturing policy.
Competitive Practices	TR-AP-520a.1	Monetary losses from antitrust litigation	Quant	-	4-03	-	E-LEAD has no antitrust-related litigation.
Component Production	TR-AP-000.A	Number of components produced	Quant	164,021 units	1-04	41	Count includes main product components only.
	TR-AP-000.B	Weight of components produced	Quant	186.61 metric tons	1-04	41	Weight includes main product components only.
	TR-AP-000.C	Manufacturing facility area	Quant	25,661 m^2	1-04	41	

Appendix III. TCFD (Task Force on Climate-Related Financial Disclosures) Index

Aspect	TCFD Disclosure Items	Corresponding Sections	Page
Governance	● Describe Board of Directors oversight of climate-related risks and opportunities	2-03	55
	● Describe management's role in assessing and managing climate-related risks and opportunities	2-03	56
Strategy	● Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term	2-03	57
	● Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning	2-03, 4-03	57, 96
	● Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2° C or lower scenario	2-03	58

Aspect	TCFD Disclosure Items	Corresponding Sections	Page
Risk Management	● Describe the organization's processes for identifying and assessing climate-related risks	2-03	58
	● Describe the organization's processes for managing climate-related risks	4-05	103
	● Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management	4-05	103
Metrics and Targets	● Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process	2-03	59
	● Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas emissions, and the related risks	2-03, 6-05	59, 169
	● Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets	2-03, 6-05	59, 169

