



Test Research, Inc. 2024 Annual Report

Notice to readers

This English-version annual report is a summary translation of the Chinese version and is not an official document of the shareholders' meeting. If there is any discrepancy between the English and Chinese versions, the Chinese version shall prevail.

Taiwan Stock Exchange Market Observation Post System:

<http://newmops.twse.com.tw>

2024 Annual Report is available at: <http://www.tri.com.tw>

Printed on May 2, 2025

Spokesperson

Name: Chiang-Hua, Lin

Title: Vice President of Global Sales Division

Tel: 886-2-28328918

E-mail: ir@tri.com.tw

Deputy Spokesperson

Name: Kaun-Yuan, Chen

Title: Director of Finance Department

Tel: 886-2-28328918

E-mail: ir@tri.com.tw

Headquarters and Plant**Headquarters**

Address: 7F., No.45, Dexing W. Rd., Shilin Dist., Taipei City 11158, Taiwan

Tel: 886-2- 28328918

Plant

Address: No. 256, Huaya 2nd Rd, Guishan Dist., Taoyuan City, 33383, Taiwan

Tel: 886-2- 28328918

Stock Transfer Agent

Stocks Affairs Department of KGI Securities

Address: 5F, No. 2, Chongqing South Road, Taipei City, Taiwan

Tel: 886-2-23892999

Website: www.kgieworld.com.tw

Auditors

PricewaterhouseCoopers, Taiwan

Auditors: Huang, Pei-Chuan, Yen, Yu-Fang

Address: 27F, No. 333, Sec. 1, Keelung Rd., Xinyi Dist., Taipei 11012, Taiwan

Tel.: 886-2-27296666

Website: www.pwc.tw

Overseas Securities Exchange

None.

Corporate Website

<http://www.tri.com>

Contents

	<i>page</i>
I. Letter to Shareholders.....	1
II. Corporate Governance Report	
2.1 Directors and Management Team.....	2
2.2 Remuneration of Directors, Independent Directors, President, and Vice Presidents for the Most Recent Year	12
2.3 Implementation of Corporate Governance.....	18
2.4 Information Regarding the Company's Audit Fee.....	79
2.5 Information on CPA's replacement.....	79
2.6 Information about the Company's Chairman, President, or Any Manager in Charge of Financial and Accounting Matters Who Has Worked in the CPAs' Affiliated Firm or its Associated Enterprise in the Past year.....	79
2.7 Changes in the Equity (Share Transfer and Pledge) of Directors, Managers, and Shareholders with a Shareholding of More than 10%.....	79
2.8 Relationship among the Top Ten Shareholders.....	80
2.9 The Number of Shares of the Same Investee Held by the Company, the Company's Directors and Managerial Officers, and the Businesses Controlled Directly or Indirectly by the Company, and the Consolidated Shareholding Ratio.....	81
III. Capital Overview	
3.1 Capital and Shares.....	82
3.2 Bonds.....	86
3.3 Preferred Shares.....	86
3.4 Global Depository Receipts.....	86
3.5 Employee Stock Options.....	86
3.6 Status of New Restricted Stock Award Shares Issued to Employees.....	86
3.7 Status of New Shares Issuance in Connection with Mergers and Acquisitions...	86
3.8 Financing Plans and Implementation.....	86
IV. Operational Highlights	
4.1 Business Activities.....	87
4.2 Market and Sales Overview.....	97
4.3 Human Resources for the Past Two Years.....	103
4.4 Environmental Protection Expenditure.....	103
4.5 Labor Relations.....	104
4.6 Cyber Security Management.....	109
4.7 Important Contracts.....	111

V. Review of Financial Conditions, Operating Results, and Risk Management

5.1	Analysis of Financial Status.....	114
5.2	Analysis of Operation Results.....	115
5.3	Analysis of Cash Flow.....	116
5.4	Major Capital Expenditure Items.....	116
5.5	Investment Policy in Last Year, Main Causes for Profits or Losses, Improvement Plans and the Investment Plans for the Coming Year.....	116
5.6	Analysis of Risk Management.....	117
5.7	Other Important Matters.....	120

VI. Special Disclosure

6.1	Summary of Affiliated Companies.....	121
6.2	Private Placement Securities in the Most Recent Years.....	121
6.3	Other Require Supplementary information.....	121
6.4	Matters, if any, that may affect shareholders' equity or securities price as defined in Subparagraph 2, Paragraph 3, Article 36 of the Securities and Exchange Act in the most recent year and as of the printing date of the annual report.....	121

I. Letter to Shareholders

Dear Shareholders:

In 2024, the Company reported consolidated revenue of NT\$6.356 billion and after-tax net profit of NT\$1.837 billion. This represents a substantial year-over-year increase of 43% in revenue, compared with NT\$4.435 billion in 2023; and the after-tax net profit was a huge increase of 83%, compared with NT\$1.001 billion in the previous year.

As shown in the consolidated financial statements, the Company's gross profit margin was 60%, operating net profit margin was 32%, after-tax net profit margin was 29%, return on equity was 24%, and return on assets was 20% in 2024. Thus, its overall financial status remains stable and sound.

The main reasons behind the Company's substantial growth in revenue and profits in 2024: (1) The annual revenue of the X-RAY inspection and the board testing ICT product lines achieved record-high annual revenues. (2) The annual revenue of the Taiwan Headquarters and the IBD (International Business Department) set new records last year. (3) Revenues from the server industry and network communications industry have also shown substantial growth. (4) The revenue of the semiconductor industry has grown significantly. (5) High-speed, high-precision AOI and SPI revenue maintains growth. (6) New products are commercialized one after another and the competitiveness continues to improve. (7) Close ties with customers and major international manufacturers have ensured substantial growth in revenue and profits throughout the year.

- Future business policy, production and sales policy, development strategy and expected sales volume:

The Company's operating strategy focuses on improving the competitiveness of automatic inspection equipments (AOI, SPI, X-RAY) and board testing ICT. In addition to the continued growth of SMT process testing equipment, semiconductor process testing equipment also plays an important strategic role. The proportion of revenue from semiconductor testing equipment to its overall revenue is expected to increase year by year. Opportunities for future growth lie in (1) X-RAY inspection and board testing ICT are essential testing equipment in the manufacturing process of automotive electronics and servers. In this regard, the Company will continue to improve the competitiveness and increase shipments of these equipment. (2) High-precision AOI, SPI, and X-RAY are necessary testing equipment in advanced semiconductor packaging processes. The Company will continue to commercialize competitive new products, and the shipment of semiconductor process inspection equipment is expected to continue to grow. (3) In response to the demand for production process automation, the Company continues to improve the functions of In-Line ICT, and shipments are also expected to grow. (4) The Company continues to deepen the application of AI technology on optical inspection machines to reduce programming time, while improving the detection rate and reducing the misjudgment rate. (5) To enhance the development of the global market: As new products continue to be commercialized and their competitiveness improves, it is expected that there will be double-digit growth opportunities in shipments this year.

- Influence of external competitive environment, regulatory environment and overall business environment on the Company:

The Company continues to improve its quality in product competition and operations management. Core values of the Company: "Team, Speed, Innovation, Integrity, and Service." Meanwhile, the Company will continue to improve its overall competitiveness in terms of "technology leadership", "stable and reliable quality", "global market development", "control of new product development schedule" and "internal talent cultivation". I firmly believe that the Company will have opportunities for continued growth in the future.

We would like to express our deep gratitude to all shareholders for their support, which gives the Company the opportunity to continue to grow.

We wish you all good health and happiness.

Chairman: Chieh-Yuan, Chen

Manager: Chieh-Yuan, Chen

Accounting Chief: Kaun-Yuan, Chen

II. Corporate Governance Report

2.1 Directors and Management Team

2.1.1 Directors

1. Directors

March 30, 2025

Title	Nationality/ Place of Incorporation	Name	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Notes
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Chairman	R.O.C	Chieh-Yuan,Chen	Male 71~80	2023.05.31	3	1989.04.10	37,889,235	16.04%	37,889,235	16.04%	17,338,054	7.33%	0	0	BE(Elec)of Tatung University Department Head of Philip Co. Taiwan	Note 1	Director of Logistics Division	Mei-Hsing,Yeh	Spouse	Note 6
Director	ROC	Kuang-Chao,Fan	Male 71~80	2023.05.31	3	2002.05.04	142,211	0.06%	151,211	0.06%	5,000	0.00%	0	0	Ph.D. degree from University of Manchester Institute of Science and Technology in UK Distinguished Professor in the Department of Mechanical Engineering of National Taiwan University.	Note 2	None	None	None	None
Director	ROC	Chin-Lung,Chen	Male 71~80	2023.05.31	3	1999.03.27	415,857	0.18%	415,857	0.18%	62,100	0.03%	0	0	LL.M National Taiwan University Managing Partner, Bright & Wise Attorneys-at-Law	Note 3	None	None	None	None
Director	ROC	Chiang-Huai,Lin	Male 71~80	2023.05.31	3	2000.06.03	2,402,864	1.02%	2,357,864	1.00%	589,059	0.25%	0	0	BE(ES)of National Taiwan University of Science and Technology Vice President of Test Research, Inc.	Note 4	None	None	None	None
Director	ROC	Ming-Chuan,Tsai	Male 71~80	2023.05.31	3	2008.06.13	1,350,650	0.57%	1,006,000	0.43%	160,000	0.07%	0	0	BE(Elec)of Tatung University Vice President of Test Research, Inc.	None	None	None	None	None

Title	Nationality/ Place of Incorporation	Name	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Notes
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Independent Director	ROC	Mei-Jin,Chen	Female 61~70	2023.05.31	3	2017.05.26	0	0.00%	0	0	0	0	0	0	MBA of New York University in USA Chairman of SinoPac Securities Investment Trust Co. Ltd.	None	None	None	None	None
Independent Director	ROC	Yow-Shiuan,Fu	Male 71~80	2023.05.31	3	2017.05.26	0	0.00%	0	0	0	0	0	0	MBA of West Coast University in USA General Manager of WYSE Technology Taiwan Ltd. General Manager of E Ink Holdings Inc.	Note 5	None	None	None	None
Independent Director	ROC	Liang-Chia,Chen	Male 61~70	2023.05.31	3	2017.05.26	0	0.00%	0	0	0	0	0	0	Ph.D. in Advanced manufacturing and mechanical engineering, the university of South Australia, Australia Chair, Manufacturing Automation Technology Research Center, National Taiwan University.	None	None	None	None	None

Title	Nationality/ Place of Incorporation	Name	Gender Age	Date Elected	Term (Years)	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Notes
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Independent Director	ROC	Chi-Jui,Huang	Male 51~60	2023.05.31	3	2023.05.31	0	0.00%	0	0	0	0	0	0	Ph.D., Department of International Business, National Taiwan University Dean, College of Business, National Taipei University Commissioner, Department of Economic Development Taipei City Government Director of board, Small and Medium Enterprise Credit Guarantee Fund of Taiwan Professor, Department of Finance and Cooperative Management, National Taipei University Commissioner Labor Funds Supervisory Committee	None	None	None	None	None

Note1 : Act as the Company's chairman and concurrent as the president. Concurrently serving as a director of Der-Sheng Investment Co., Ltd., Der-Shin Investment Co., Ltd., Der-Hong Investment Co., Ltd., TRI Electronics (Shenzhen) Ltd., TRI Electronics (Suzhou) Ltd. and TRI Electronics Trading (Shanghai) Ltd..

Note2 : Act as the independent director of U.D. Electronic Corp. Act as the director of 3DFamily Technology Co., Ltd. Act as the chairman of Optodyne International Co., Ltd.

Note3 : Act as the supervisor's representative of Powerchip Investment Holding Corporation. Act as the independent director of Ever Supreme Bio Technology Co., Ltd. Act as the director of Fu-Ding Investment Co., Ltd.

Note4 : Act as the Company's vice president of global sales division. Act as the chairman and concurrent as the president of TRI Electronics (Shenzhen) Ltd., TRI Electronics (Suzhou) Ltd. and TRI Electronics Trading (Shanghai) Ltd. Act as the director of Test Research USA, Inc., TRI Test Research Europe GmbH, TRI Japan Co., Ltd., Test Research Innovation Malaysia Sdn. Bhd., TRI Korea Co., Ltd., Test Research Innovation Vietnam Company Limited and Test Research Innovation (Thailand) Company Limited. Act as the president of Test Research Innovation Mexico S. de R.L. de C.V..

Note5 : Act as the independent director of PenPower Technology Co., Ltd. and Logah Technology Corp.

Note6 : The Company's chairperson and concurrent as the president aims to improve operational efficiency and the execution of decisions. To strengthen the Board's independence, the Company is actively training suitable candidates.

Furthermore, the chairperson fully communicates the Company's recent condition, plans, and policies with directors to implement corporate governance. The Company currently has the following measures:

- The four independent directors have expertise in finance, accounting, automatic inspection devices and corporate governance, thus ensure efficient supervision.
- Arrange directors to participate in professional courses offered by external institutions every year, such as the Securities and Futures Institute, to enhance Board performance.
- Independent directors can fully discuss and provide recommendations in functional committees to the Board of Directors in implementing corporate governance.
- Over half of the directors in the Board of Directors do not concurrently serve as an employee or executive officer.

2. Professional qualifications and independence analysis of directors and independent directors

Criteria Name	Professional qualifications and experiences	Independence Conditions	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Chairman Chieh-Yuan,Chen	Graduated from the Department of Electrical Engineering of Tatung University, currently chairman and general manager of the Company, and is committed to the field of automatic detection equipment for nearly 40 years. Has working experiences required in business, financial, and corporate business, and possesses the ability of professional leadership, marketing, operation management, and strategic planning. Expects to lead the Company as an industry pioneer, and move towards a sustainable management.	Not having any of the situations set forth in Article 30 of the Company Act of the ROC.	-
Director Kuang-Chao,Fan	Graduated from UK's Manchester University of Technology with a PhD in mechanical engineering, and was a professor at the Department of Mechanical Engineering of National Taiwan University. Concurrently chairman of Optodyne International Co. Ltd., independent director of U.D. Electronic Corp. and director of 3DFamily Technology Co. Ltd. Has professional qualifications and working experiences of professor in public and private colleges/universities of relevant departments required for the Company's business. Committed to the research of automated optical inspection, providing professional advice on the Company's products, R&D, and sales.	Not having any of the situations set forth in Article 30 of the Company Act of the ROC.	1
Director Chin-Lung,Chen	Graduated with a master of laws degree from National Taiwan University, currently presiding attorney of Bright & Wise Attorneys-at-Law, and acting as legal representative of supervisor of Powerchip Investment Holding Corporation., independent director of Ever Supreme Bio Technology Co., Ltd and director of Fu-ding Investment Co., Ltd.; has legal experiences and qualification certificates to assist the Company in legal professional consultation.	Not having any of the situations set forth in Article 30 of the Company Act of the ROC.	1
Director Chiang-Huai,Lin	Graduated from the Electronic Engineering Department of National Taiwan University of Science and Technology. Currently vice president of the Company's Global Sales Division. Has working experiences required for business, finance, and corporate business, with an international view, global professional market competition judgment, and innovative leadership skills.	Not having any of the situations set forth in Article 30 of the Company Act of the ROC.	-

Criteria Name	Professional qualifications and experiences	Independence Conditions	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Independent Director
Director Ming-Chuan,Tsai	Graduated from the Electrical Engineering Department of Tatung University, former vice president of the Company's Global Sales Division. Has working experiences required for commercial, financial, and corporate business, specializing in market strategy and business promotion.	Not having any of the situations set forth in Article 30 of the Company Act of the ROC.	-
Independent Director Mei-Jin,Chen	Graduated from New York University of the U.S. with a master degree in business, currently a member of the Company's Audit Committee and Remuneration Committee. Former Chairman of SinoPac Securities Investment Trust Co. Ltd., and has working experiences required for business, finance, accounting, and corporate operations and rich experiences in banking and financial practice, specializing in corporate finance and accounting practice.	Note1.	-
Independent Director Yow-Shiuan,Fu	Graduated from West Coast University of the U.S. with a master degree in business, currently a member of the Company's Audit Committee and Remuneration Committee. Acting as independent director of PenPower Technology Co. and Logah Technology Corp., respectively. Former General Manager of E Ink Holding Inc. and Wyse Technology Taiwan; has the necessary working experience in business, finance, and corporate business, and rich experiences in industrial planning.	Note1.	2
Independent Director Liang-Chia,Chen	Graduated from the University of South Australia with a PhD degree in advanced manufacturing and mechanical engineering, and currently a member of the Company's Audit Committee and a convener Remuneration Committee. A full-time professor at the Department of Mechanical Engineering of National Taiwan University; has professional qualifications as professor and working experiences in public and private colleges/universities of relevant departments required for the Company's business. Committed to the research of automated optical inspection, providing professional advice on the Company's products, R&D, and sales.	Note1.	-
Independent Director Chi-Jui,Huang	Graduated from the University of National Taiwan with a PhD degree in international business, and currently a convener of the Company's Audit Committee and a member of Remuneration Committee. A full-time professor at the Department of Finance and Cooperative Management of National Taipei University; has professional qualifications as professor and specializing in in corporate governance, ESG and financial performance.	Note1.	-

Note1 : During the two years prior to the election and the term of office, all in accordance with the following independent assessment criteria:

1. Not an employee of the Company or any of its affiliates.
2. Not a director or supervisor of the Company or any of its affiliates (not applicable in cases where the person is an independent director of the Company, its parent company, subsidiary, or the subsidiary of the same parent company in accordance with the Act or with local laws).
3. Not a natural-person shareholder who holds shares, together with those held by the person's spouse, minor children, or held by the person under others' names, in an aggregate amount of one percent or more of the total number of issued shares of the company or ranks as one of its top ten shareholders.
4. Not a spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship of a manager in (1) or personnel in (2) and (3).
5. Not a director, supervisor, or employee of a corporate shareholder that directly holds 5% or more of the Company's outstanding shares, a top five shareholder, or appointed as the Company's director or supervisor in accordance with Article 27, Paragraph 1 or 2 of the Company Act (not applicable in cases where the person is an independent director of the Company, its parent company, subsidiary, or the subsidiary of the same parent company in accordance with the Act or with local laws).
6. Not a director, supervisor, or employee of other companies controlled by the same person with over half of the Company's director seats or shares with voting rights (not applicable in cases where the person is an independent director of the Company, its parent company, subsidiary, or the subsidiary of the same parent company in accordance with the Act or with local laws).
7. Not a director, supervisor, or employee of another company or institution who is the same person or spouse of the Company's chairperson, president or equivalent position (not applicable in cases where the person is an independent director of the Company, its parent company, subsidiary, or the subsidiary of the same parent company in accordance with the Act or with local laws).
8. Not a director, supervisor, or executive officer of a specific company or institution with financial or business dealings with the Company, or shareholder with 5% or more shares of the Company (not applicable in cases where the specific company or institution holds 20% or more but less than 50% of the Company's outstanding shares, and is an independent director of the Company, its parent company, subsidiary, or the subsidiary of the same parent company in accordance with the Act or with local laws).
9. Not a professional individual who, or an owner, partner, director, supervisor, or manager of a sole proprietorship, partnership, company, or institution that audited or provided commercial, legal, financial, or accounting services for total compensation not exceeding NT\$500,000 in the most recent two years to the company or to any affiliate of the company, or a spouse thereof. This does not apply to members of the Remuneration Committee, Public Tender Offer Review Committee, or Merger and Acquisition Special Committee performing duties in accordance with the Securities and Exchange Act or laws and regulations related to mergers and acquisitions.
10. Not having a marital relationship, or a relative within the second degree of kinship to any other director of the company;
11. Not having any of the situations set forth in Article 30 of the Company Act of the ROC.
12. Not a government agency, juristic person, or its representative set forth in Article 27 of the Company Act of the ROC.

3. Board diversity and independence:

- (1) Board diversity: The Company advocates and respects the policy of director diversity. As an attempt to strengthen corporate governance and promote the sound development of the composition and structure of the Board of Directors, it is believed that the diversity policy will help improve the overall performance of the Company. The election of board members is based on the principle of employing talents and abilities, and on diversified and complementary capabilities across industries to include basic composition (age, gender, and nationality, for example.), industry experience and related skills (finance, securities, accounting, law, education, and electronic technology, etc.), business judgment, business management, leadership decision-making, and crisis management capabilities. To reinforce the functions of the Board of Directors and achieve the ideal goals of corporate governance, Article 20 of the Company's "Corporate Governance Code" clearly states that the board as a whole should have the following capabilities: 1. Business judgment ability 2. Accounting and financial analysis ability 3. Operation and management ability 4. Crisis handling ability 5. Industry knowledge 6. International market outlook 7. Leadership and 8. Decision-making.

The Company's diversity policy of current board members and implementation is illustrated as follows:

Diversified core projects

Diversified core projects

(2) The Board of Directors' specific management objectives of diversity policy and achievements:

Management goals	Achievements
One-third of the board seats shall be held by either gender.	There is one female member of the Board of Directors, which is less than one-third of the board seats. (Note)
Directors who also serve as company managers should not exceed one-third seat of directors.	Achieved
The term of independent directors should not exceed three sessions.	Achieved

Note: The current nine directors were elected at the Shareholders' Meeting held on May 31, 2023. There is only one female director, less than one-third. This is because the composition of the Board of Directors mainly considers the professional background, experience, participation and contribution of the candidates to the future development of the Company, and does not specifically limit the gender ratio. To promote gender equality on the Board, a long-term goal of one-third of directors being of different genders will be set, and progress on this diversity will be reviewed regularly.

(3) Board independence: The Company's Board of Directors consists of 9 directors, including 4 independent directors, accounting for 1/3 of the board seats, and none of them has served three terms. The number of directors with employee status does not exceed 1/3 of the board seats; there is no family relationship between all directors and independent directors as defined in Article 26-3, Paragraph 3 of the Securities and Exchange Act. In addition, in accordance with the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies", all independent directors have issued an "Independent Director Statement" when they were elected, confirming that they meet the independence qualification requirements.

2.1.2 Management Team

March 30, 2025

Title	Nationality	Name	Gender	Date Effective	Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Managers who are Spouses or Within Two Degrees of Kinship			Note
					Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Chairman (Concurrent as the President)	R.O.C	Chieh-Yuan,Chen	Male	1990.03.01	37,889,235	16.04%	17,338,054	7.33%	0	0	BE(Elec)of Tatung University Department Head of Philip Co. Taiwan	Note 1	Director of Logistic Division	Mei-Hsing,Yeh	Spouse	Note 4
Vice President of Global Sales Division	R.O.C	Chiang-Huai,Lin	Male	1998.04.30	2,357,864	1.00%	589,059	0.25%	0	0	BE(ES) of National Taiwan University of Science and Technology President of CHINATECH Corp.	Note 2	None	None	None	
Director of R&D Division 1	R.O.C	Chien-Hsing, Chou	Male	1999.01.07	10,687	0.00%	93,540	0.04%	0	0	BE(ES) of National Taiwan University of Science and Technology Manager of Kingsdale Corp.	None	None	None	None	
Director of R&D Division 2	R.O.C	Wen-Ming, Wu	Male	2021.03.01	25,000	0.01%	6,000	0.00%	0	0	ME(PME) of National Tsing Hua University Principal Investigator of Industrial Technology Research Institute(ITRT)	None	None	None	None	
Director of R&D Division 3	R.O.C	Wen-Kuei, Lee	Male	1996.07.01	132,376	0.06%	12,859	0.01%	0	0	ME(CS/ES) of National Central University Engineer of National Chung-Shan Institute of Science & Technology(NSCIST)	None	None	None	None	
Director of Manufacture Division	R.O.C	Chang-Fa,Lin	Male	2005.04.18	48,000	0.02%	0	0	0	0	BE(Mechanical) of National United University Process Development section Manager of PHILIPS CLI TWN Production Engineering Manager of LainHwa Food Corp.	None	None	None	None	

Title	Nationality	Name	Gender	Date Effective	Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Experience (Education)	Other Position	Managers who are Spouses or Within Two Degrees of Kinship			Note
					Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Director of Logistics Division	R.O.C	Mei-Hsing,Yeh	Female	1990.01.06	17,338,054	7.33%	37,889,235	16.04%	0	0	BA(JP) of FuJen Catholic University Secretary of YuChang Industrial Co., Ltd.	Note 3	President	Chieh-Yuan,Chen	Spouse	
Director of Human Resources Department	R.O.C	Chia-Lang,Tsai	Male	2018.09.01	10,000	0.00%	0	0	0	0	Master of Information Management of Fu-Jen Catholic University MIS Manager of Potrans Electrical Corp. MIS Manager of Test Research Inc.	None	None	None	None	
Director of Finance Department	R.O.C	Kaun-Yuan,Chen	Male	2004.06.17	178,620	0.08%	0	0	0	0	Master of Science in Accounting of University of Wisconsin-Milwaukee Deputy Manager of KPMG Taiwan Senior Accounting Manager of Primax Electronics Ltd.	None	None	None	None	

Note1 : Act as the director of Der-Sheng Investment Co., Ltd., Der-Shin Investment Co., Ltd., Der-Hong Investment Co., Ltd., TRI Electronics (Shenzhen) Ltd., TRI Electronics (Suzhou) Ltd. and TRI Electronics Trading (Shanghai) Ltd.

Note2 : Act as the Company's vice president of global sales division. Act as the chairman and concurrent as the president of TRI Electronics (Shenzhen) Ltd., TRI Electronics (Suzhou) Ltd. and TRI Electronics Trading (Shanghai) Ltd. Act as the director of Test Research USA, Inc., TRI Test Research Europe GmbH, TRI Japan Co., Ltd., Test Research Innovation Malaysia Sdn. Bhd., TRI Korea Co., Ltd., Test Research Innovation Vietnam Company Limited and Test Research Innovation (Thailand) Company Limited. Act as the president of Test Research Innovation Mexico S. de R.L. de C.V..

Note3 : Act as the director of TRI Electronics (Shenzhen) Ltd., TRI Electronics (Suzhou) Ltd. and TRI Electronics Trading (Shanghai) Ltd. Act as the chairman of Der-Sheng Investment Co., Ltd., Der-Shin Investment Co., Ltd., and Der-Hong Investment Co., Ltd. Act as the representative of TRI INVESTMENTS LIMITED.

Note4 : The Company's chairperson and concurrent as the president aims to improve operational efficiency and the execution of decisions. To strengthen the Board's independence, the Company is actively training suitable candidates. Furthermore, the chairperson fully communicates the Company's recent condition, plans, and policies with directors to implement corporate governance. The Company currently has the following measures:

- The four independent directors have expertise in finance, accounting, automatic inspection devices and corporate governance, thus ensure efficient supervision.
- Arrange directors to participate in professional courses offered by external institutions every year, such as the Securities and Futures Institute, to enhance Board performance.
- Independent directors can fully discuss and provide recommendations in functional committees to the Board of Directors in implementing corporate governance.
- Over half of the directors in the Board of Directors do not concurrently serve as an employee or executive officer.

2.2 Remuneration of Directors, Independent Directors, President, and Vice Presidents

2.2.1 Remuneration of Directors and Independent Directors

December 31, 2024 ; Unit: NT\$ thousands

Other than as disclosed in the above table, the remuneration earned by Directors providing services (e.g. providing consulting services as a non-employee) to the Company and all consolidated entities in the latest fiscal

Title	Name	Remuneration								Ratio of Total Remuneration (A+B+C+D) to Net Income (%)		Relevant Remuneration Received by Directors Who are Also Employees								Ratio of Total Compensation (A+B+C+D+E+F+G) to Net Income (%)		Compensation Paid to Directors from an Invested Company Other than the Company's Subsidiary or the Parent Company		
		Base Compensation (A)		Pension (B)		Directors Compensation(C) (Note 1)		Business Expense (D)				Salary, Bonuses, and Allowances (E) (Note 2)		Pension (F) (Note 3)		Employee Compensation (G) (Note 4)								
		The company	All companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company		Companies in the consolidated financial statements		The company	Companies in the consolidated financial statements			
																Cash	Stock	Cash	Stock					
Chairman	Chieh-Yuan,Chen	0	0	0	0	9,735	9,735	0	0	9,735	9,735	8,031	8,031	235	235	802	0	802	0	18,803	18,803	1.02%	1.02%	-
Director	Kuang-Chao,Fan																							
Director	Chin-Lung,chen																							
Director	Chiang-Huai,Lin																							
Director	Ming-Chuan,Tsai																							
Independent Director	Mei-Jin,Chen	0	0	0	0	8,956	8,956	0	0	8,956	8,956	0	0	0	0	0	0	0	0	8,956	8,956	0.49%	0.49%	-
Independent Director	Yow-Shiuan,Fu																							
Independent Director	Liang-Chia,Chen																							
Independent Director	Chi-Jui,Huang																							

Remuneration Bracket Table for Directors and Independent Directors

- Please describe the policy, system, standard, and structure of remuneration to independent directors, and the correlation between duties, risk, and time input with the amount of remuneration: For the remuneration of independent directors, besides referring to results of director performance evaluations, the Remuneration Committee considers each director's degree of participation and contribution to the Company's operations, links the reasonableness and fairness of performance and risks to remuneration, considers the Company's business performance and the remuneration standards of competitors, and makes recommendations to the Board of Directors in accordance with Article 29-1 of the Company's Articles of Association.
- Other than as disclosed in the above table, the remuneration earned by Directors providing services (e.g. providing consulting services as a non-employee) to the Company and all consolidated entities in the latest fiscal year: None.

Range of Remuneration	Name of Directors			
	Total of (A+B+C+D)		Total of (A+B+C+D+E+F+G)	
	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements
Under NT\$ 1,000,000	0	0	0	0
NT\$1,000,000 (inclusive)~ NT\$2,000,000(exclusive)	Directors : Chieh-Yuan,Chen, Chiang-Huai,Lin, Kuang-Chao,Fan, Chin-Lung,Chen, Ming-Chuan,Tsai,	Directors : Chieh-Yuan,Chen, Chiang-Huai,Lin, Kuang-Chao,Fan, Chin-Lung,Chen, Ming-Chuan,Tsai,	Directors : Kuang-Chao,Fan, Chin-Lung,Chen, Ming-Chuan,Tsai,	Directors : Kuang-Chao,Fan, Chin-Lung,Chen, Ming-Chuan,Tsai,
NT\$2,000,000 (inclusive) ~ NT\$3,500,000 (exclusive)	Independent Directors : Mei-Jing,Chen, Yow-Shiuan,Fu, Liang-Jia,Chen, Chi-Jui,Huang	Independent Directors : Mei-Jing,Chen, Yow-Shiuan,Fu, Liang-Jia,Chen, Chi-Jui,Huang	Director : Chieh-Yuan,Chen Independent Directors : Mei-Jing,Chen, Yow-Shiuan,Fu, Liang-Jia,Chen, Chi-Jui,Huang	Director : Chieh-Yuan,Chen Independent Directors : Mei-Jing,Chen, Yow-Shiuan,Fu, Liang-Jia,Chen, Chi-Jui,Huang
NT\$3,500,000 (inclusive) ~ NT\$5,00,000 (exclusive)	0	0	0	0
NT\$5,000,000 (inclusive) ~ NT\$10,00,000 (exclusive)	0	0	Director : Chiang-Huai,Lin	Director : Chiang-Huai,Lin
NT\$10,000,000 (inclusive) ~ NT\$15,000,000 (exclusive)	0	0	0	0
NT\$15,000,000 (inclusive) ~ NT\$30,000,000 (exclusive)	0	0	0	0
NT\$30,000,000 (inclusive)~ NT\$50,000,000 (exclusive)	0	0	0	0
NT\$50,000,000 (inclusive)~ NT\$100,000,000 (exclusive)	0	0	0	0
Over NT\$100,000,000	0	0	0	0
Total	9	9	9	9

Note 1: The directors' compensation for the year 2024 had been approved by Board and will be reported to the 2025 Annual Shareholders' Meeting.

Note 2: All pays to the director who is also an employee of the Company (including the position of president, vice president, other executive officer and staff), including salary, additional pay, severance pay, bonuses, rewards, transportation allowance, special allowance, stipends, dormitory, and car for the most recent year (2024). Where housing, cars, other means of transportation, or expenditures exclusively for individuals are offered, the nature and costs of the offered assets, the actual rent or fair market rent, fuel expenses, and other benefits shall be disclosed. In addition, where a driver is provided, please provide an explanation in the notes on the compensation paid to the driver by the Company, but not including the remuneration. Furthermore, the salaries recognized in accordance with IFRS 2 "Share-based Payment," including the share subscription warrants issued to employees, new restricted stock award shares issued to employees, and employee stock options at cash capital increase, shall be calculated as remuneration.

Note 3: Employers shall on a monthly basis contribute labor pension funds to individual labor pension accounts at the Bureau for employees covered by the Act.

Note 4: The employees' compensation for the year 2024 had been approved by Board and will be reported to the 2025 Annual Shareholders' Meeting.

2.2.2 Remuneration of the President and Vice President

December 31, 2024 Unit: NT\$ thousands

Title	Name	Salary(A) (Note 2)		Pension (B) (Note 4)		Bonuses and Allowances (C) (Note 3)		Employee Compensation (D) (Note 1)				Ratio of total compensation (A+B+C+D) to net income (%)		Compensation Paid to the President and Vice Presidents from an Invested Company Other than the Company's Subsidiary or the Parent Company
		The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company	Companies in the consolidated financial statements	The company		Companies in the consolidated financial statements		The company	Companies in the consolidated financial statements	
								Cash	Stock	Cash	Stock			
President	Chieh-Yuan, Chen	3,428	3,428	235	235	4,603	4,603	802	0	802	0	9,068 0.49%	9,068 0.49%	None
Vice President of Global Sales Division	Chiang-Huai, Lin													

Remuneration Bracket Table for President and Vice Presidents

Range of Remuneration	Name of President and Vice President	
	The company	Companies in the consolidated financial statements
Under NT\$ 1,000,000	Chieh-Yuan,Chen	Chieh-Yuan,Chen
NT\$1,000,000 (inclusive)~ NT\$2,000,000(exclusive)	0	0
NT\$2,000,000 (inclusive) ~ NT3,500,000 (exclusive)	0	0
NT\$3,500,000 (inclusive) ~ NT5,00,000 (exclusive)	0	0
NT\$5,000,000 (inclusive) ~ NT10,00,000 (exclusive)	Chiang-Huai,Lin	Chiang-Huai,Lin
NT\$10,000,000 (inclusive) ~ NT\$15,000,000 (exclusive)	0	0
NT\$15,000,000 (inclusive) ~ NT\$30,000,000 (exclusive)	0	0
NT\$30,000,000 (inclusive)~ NT\$50,000,000 (exclusive)	0	0
NT\$50,000,000 (inclusive)~ NT\$100,000,000 (exclusive)	0	0
Over NT\$100,000,000	0	0
Total	2	2

Note 1: The employees' compensation for the year 2024 had been approved by Board and will be reported to the 2025 Annual Shareholders' Meeting.

Note 2: Refers to the salaries, duty allowances, and severance pay paid to the president or vice president in the most recent year (2024).

Note 3: Refers to the remuneration paid to the president or vice president, including various bonuses, incentives, travel expenses, special disbursements, allowances, accommodation, company car, other physical items, other compensations, etc., in the most recent year (2024). Where housing, cars, other means of transportation, or expenditures exclusively for individuals are offered, the nature and costs of the offered assets, the actual rent or fair market rent, fuel expenses, and other benefits shall be disclosed. In addition, where a driver is provided, please provide an explanation in the notes on the compensation paid to the driver by the Company, but not including the remuneration. Furthermore, the salaries recognized in accordance with IFRS 2 "Share-based Payment," including the share subscription warrants issued to employees, new restricted stock award shares issued to employees, and employee stock options at cash capital increase, shall be calculated as remuneration.

Note4: Employers shall on a monthly basis contribute labor pension funds to individual labor pension accounts at the Bureau for employees covered by the Act.

2.2.3. Compare and describe separately the analysis of total remunerations paid to the Company's directors, president, and vice presidents for the past two years by the Company and all companies in the consolidated report as a percentage of the net income after tax, and describe the correlation among the remuneration payment policy, standards and combination, remuneration establishing procedures, and management performance and future risks:

Unit: NT Thousands

Title	2024		2023	
	Total amount of remuneration (Unit: NT\$ thousands)	Ratio of the total amount to net income after tax (%) (Note)	Total amount of remuneration (Unit: NT\$ thousands)	Ratio of the total amount to net income after tax (%) (Note)
Directors	18,691	1.02%	10,336	1.03%
President and Vice President of Global Sales Division	9,068	0.49%	8,029	0.80%

Note: The Company's 2024 net income after tax was NT\$ thousands \$1,836,628 and the 2023 net income after tax was NT\$ thousands 1,001,254.

- (1) The policies, standards, and portfolios for the payment of remuneration, the procedures for determining remuneration:
The remuneration paid to directors is subject to the Articles of Association. According to the current articles, if the Company has a surplus in the current year, it shall deduct the profit before the remuneration for employees is distributed from the pre-tax profit. If there is any profit that shall be appropriated after making up the loss, it shall set aside no more than 2% as the remuneration for directors, which shall be all paid by cash. As for the remuneration paid to the general manager and deputy general manager, it shall be paid based on their performance and contribution to the company, and by referring to the level in the same industry. The current remuneration includes salary, performance bonus and meal allowance, which shall be all paid by cash.
- (2) The correlation with risks and business performance:
The Company's remuneration procedures for directors and managers are formulated according to both Board of Directors and employee performance evaluations. Reasonable remunerations are rendered not only by referring to the Company's operating performance, future risks, development strategies, and industry trends, but also to take the individual's contributions to the Company's performance into account, including considerations such as the implementation of the Company's core values and operating management capabilities, financial/business performance indicators and comprehensive management indicators, and continuous education and participation in sustainable operations. Other special contributions and/or negative events are weighted for this purpose. Abiding by regulations, the Salary and Compensation Committee and the Board of Director reviewed and approved the performance evaluation and remuneration distribution. By observing the entire environment and business strategies, a timely review on the Company's remuneration distribution policy will be conducted in order to take care of a sustainable operation and interests of stakeholders.

2.2.4 Names of executive officers that received employee bonuses and status of the distribution

December 31, 2024; Unit: NT\$ thousands

	Title	Name	Employee Compensation - in Stock (Fair Market Value)	Employee Compensation - in Cash	Total	Ratio of Total Amount to Net Income (%)
Executive Officers	President	Chieh-Yuan,Chen	0	3,765	3,765	0.20%
	Vice President of Global Sales Division	Chiang-Huai,Lin				
	Director of R&D Division 1	Chien-Hsing, Chou				
	Director of R&D Division 2	Wen-Ming, Wu				
	Director of R&D Division 3	Wen-Kuei, Lee				
	Director of Manufacture Division	Chang-Fa,Lin				
	Director of Logistics Division	Mei-Hsing,Yeh				
	Director of Human Resources Department	Chia-Lang,Tsai				
	Director of Finance Department	Kaun-Yuan,Chen				

*Note: Refers to the amount of employee compensation distributed to executive officers approved by the Board of Directors (on February 26, 2025), and will be reported to the 2025 Annual Shareholders' Meeting.

2.3 Implementation of Corporate Governance

2.3.1 Board of Directors

A total of 5 (A) meetings of the Board of Directors were held in the previous period (2024.01.01~2024.12.31). The attendance of directors was as follows:

Title	Name	Attendance in Person (B)	By Proxy	Attendance Rate (%) 【B/A】	Remarks
Chairman	Chieh-Yuan,Chen	5	0	100%	
Director	Kuang-Chao,Fan	5	0	100%	
Director	Chin-Lung,Chen	4	1	80%	
Director	Chiang-Huai,Lin	5	0	100%	
Director	Ming-Chuan,Tsai	4	1	80%	
Independent director	Mei-Jing,Chen	5	0	100%	
Independent director	Yow-Shiuan,Fu	5	0	100%	
Independent director	Liang-Jia,Chen	5	0	100%	
Independent director	Chi-Jui,Huang	5	0	100%	

- If any of the following circumstances occur, the dates of the meetings, sessions, contents of motion, all independent directors' opinions and the company's response should be specified:
 - Matters referred to in Article 14-3 of the Securities and Exchange Act:
The Company has established an Audit Committee, and Article 14-3 of the Securities and Exchange Act is not applicable to the Company. Please refer to Page 20~22 of the Annual Report for related information of the operation status of the Audit Committee.
 - Other matters involving objections or expressed reservations by independent directors that were recorded or stated in writing that require a resolution by the board of directors: None.
- If there are directors' avoidance of motions in conflict of interest, the directors' names, contents of motion, causes for avoidance and voting should be specified: During the board meeting held on February 21, 2024 and August 7, 2024, it discussed the proposals of the Remuneration Committee and the proposal of performance bonus and salary adjustment for managers, director Chiang-Huai, Lin avoided the discussion and voting because he was an executive officer and was involved in the conflict of interest.
- The information of evaluation cycles, periods, scope, method and content of self-evaluation of the Board of Directors:

Evaluation Cycle	Evaluation Period	Evaluation Scope	Evaluation Method	Evaluation Content
Annually	2024/1/1~2024/12/31	Note1	Note2	Note3

Note1: The Company's board self-evaluation scope covers the evaluation of the board, functional committees and individual board members.

Note2: Methods of evaluations include the internal evaluation of the board and functional committees, self-evaluation by individual board members.

Note3:

- (1) The self-evaluation of the board of directors includes the following aspects: (1) Participation in the operation of the company; (2) Improvement of the quality of the board of directors' decision making; (3) Composition and structure of the board of directors; (4) Election and continuing education of the directors; and (5) Internal control.
- (2) The self-evaluation of board members includes the following aspects: (1) Familiarity with the goals and missions of the company; (2) Awareness of the duties of a director; (3) Participation in the operation of the company; (4) Management of internal relationships and communication; (5) The director's professionalism and continuing education; and (6) Internal control.
- (3) The self-evaluation of the functional committees includes the following aspects: (1) Participation in the operation of the company; (2) Awareness of the duties of the functional committee; (3) Improvement of quality of decisions made by the functional committee; (4) Composition of the functional committee and election of its members; and (5) Internal control.

Note4: The Company measured the performance of the Board and functional committees in accordance with the "Board Performance Evaluation Measures", which is regularly evaluated once a year, and at least every three years by an external professional. The 2024 annual evaluation results have been submitted to the 1st meeting of the 2025 board of directors.

4. Measures taken to strengthen the functionality of the board:

- (1) Based on the "Procedures of the Board of Directors of Publicly Issued Companies", the Company's "Rules of Procedure for the Board of Directors" are formulated for compliance.
- (2) Among the nine seats of directors, four seats are independent directors, accounting for more than one-third of all directors. The Audit Committee and Remuneration Committee are composed of all independent directors to assist the Board of Directors to perform its supervisory duties.
- (3) In order to improve information transparency, an "Investor Zone" is available in the Company's website to provide relevant information.

Important information after the board meeting is also announced on the public information observatory immediately, and corporate briefing sessions are held regularly.

- (4) To guarantee the assumed risk of directors and managers in conducting businesses, the Company purchases "the liability insurance of directors and manager" each year, and regularly reviews the policy's contents, thus ensuring its insurance compensation amount and coverage to meet requirements.

2.3.2 Operation of the Audit Committee

The Audit Committee assists the Board of Directors in performing its supervision functions. It is also responsible for tasks defined by the Company Act, Securities and Exchange Act and other relevant regulations. The Audit Committee is comprised of all independent directors, with 1 financial expert. Operating according to the Audit Committee Charter and the members shall also maintain good communication channels with the Company's internal auditors, independent auditors, and management.

The Audit Committee is responsible for periodic review of the following important annual matters :

- Financial statements
- Internal control system
- Material transactions of assets, derivatives, loans, endorsements, guarantees
- Audit plans of internal and external auditors and their execution status
- Engaging and removing the Company's independent auditors and accessing such auditors' remuneration and independence
- Risks and control procedures of compliance with government law
- Execution of documentation that involves government agencies

A total of 4 Audit Committee meetings were held in the previous period (2024.01.01~2024.12.31). The attendance of the independent directors was as follows:

Title	Name	Attendance in Person	By Proxy	Attendance Rate (%)	Remarks
Independent director	Mei-Jing, Chen	4	0	100%	
Independent director	Yow-Shiuan, Fu	4	0	100%	
Independent director	Liang-Jia, Chen	4	0	100%	
Independent director	Chi-Jui, Huang	4	0	100%	

Other mentionable items:

1. If any of the following circumstances occur, the dates of meetings, sessions, contents of motion, resolutions of the Audit Committee and the Company's response to the Audit Committee's opinion should be specified:

(1) Matters referred to in Article 14-5 of the Securities and Exchange Act:

Audit Committee Date (sessions)	Agenda items and resolutions	Resolution of the Audit Committee	The Company's handling of independent directors' opinions
2024.02.21 (3 rd of the 3 rd session)	<ol style="list-style-type: none"> 1. Approved to amend the Internal Control System. 2. Approved 2024 appointment of CPA and audit fee assessment. 3. Adoption of 2023 Earning Distribution Plan. 4. Adoption of 2023 Financial Statements. 5. Approved the assessment of the effectiveness of the company's internal control system during the year 2023. 	Approved by all members present in the meeting.	Independent directors had no dissenting or unqualified opinions.
2024.05.08 (4 th of the 3 rd session)	<ol style="list-style-type: none"> 1. Approved to amend the Internal Control System. 2. Adoption of 2024 Q1 Financial Statements. 		
2024.08.07 (5 th of the 3 rd session)	<ol style="list-style-type: none"> 1. Approved to amend the Internal Control System. 2. Adoption of 2024 Q2 Financial Statements. 		
2024.11.01 (6 th of the 3 rd session)	<ol style="list-style-type: none"> 1. Approved to amend the Internal Control System. 2. Adoption of 2024 Q3 Financial Statements. 		

(2) Other matters which were not approved by the Audit Committee but were approved by two-thirds or more of all directors. None

2. If there are independent directors' avoidance of motions in conflict of interest, the directors' names, contents of motion, causes for avoidance and voting should be specified: None
3. Communications between the independent directors, the Company's chief internal auditor and CPAs (e.g. the material items, methods and results of audits of corporate finance or operations, etc.)

(1) Communication methods of independent directors with the internal audit chief

and CPAs:

- a. The internal audit chief of the Company will submit the audit report and follow-up report to the independent directors of the Audit Committee for approval. The independent directors will communicate with him regarding the audit report and the follow-up report if any problem during the audit process.
 - b. The CPA of the Company communicates with the independent directors on a quarterly basis, and reports to the independent directors regarding the review or audit results or the situation of internal control inspection for the Company and its overseas subsidiaries.
- (2) Summary of communications between the independent directors and the internal audit chief:
- The independent directors of the Company achieved good communication regarding the implementation and effectiveness of the audit business, with the communication items in 2024 summarized as below:
- a. In 2024/05, Report on the Audit Implementation of Internal Control System for Q1, 2024
 - b. In 2024/08, Report on the Audit Implementation of Internal Control System for Q2, 2024
 - c. In 2024/11, Report on the Audit Implementation of Internal Control System for Q3, 2024
 - d. In 2025/02, Report on the Audit Implementation of Internal Control System for Q4, 2024
- (3) Summary of communications between the independent directors and the CPAs:
- The independent directors of the Company achieved good communication with the CPA, with the communication items in 2024 summarized as below:
- a. In 2024/05, Reports on the Audit Result of Consolidated Financial Statements for Q1, 2024; The content of financial statements and the audit report were explained and communicated in written forms.
 - b. In 2024/08, Reports on the Audit Result of Consolidated Financial Statements for Q2, 2024; The content of financial statements and the audit report were explained and communicated in written forms.
 - c. In 2024/11, Reports on the Audit Result of Consolidated Financial Statements for Q3, 2024; The content of financial statements and the audit report were explained and communicated in written forms.
 - d. In 2025/02, Reports on the Audit Result of Consolidated and Individual Financial Statements for 2024; the CPA audit report, key audit items, CPA independence were explained and communicated in written forms.

2.3.3 Corporate Governance Implementation Status and Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies”

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
1. Does the company establish and disclose the Corporate Governance Best-Practice Principles based on “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies”?	V		The Company has established the “Corporate Governance Code” based on “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” which was approved by Board.	None.
2. Shareholding structure & shareholders’ rights				
(1) Does the company establish an internal operating procedure to deal with shareholders’ suggestions, doubts, disputes and litigations, and implement based on the procedure?	V		(1) The content of the “Corporate Governance Code” includes the matters related to handling of shareholder proposals, questions, disputes and litigations. Currently, the spokesperson is responsible for handling the shareholder proposals or disputes.	(1) None.
(2) Does the company possess the list of its major shareholders as well as the ultimate owners of those shares?	V		(2) The Company keeps track of major shareholders and the list of ultimate owners of those shares.	(2) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
(3) Does the company establish and execute the risk management and firewall system within its conglomerate structure?	V		(3) The Company has established appropriate risk control mechanisms and firewalls based on related internal regulations such as Trading with Related Parties Management Regulations, Subsidiary Management Regulations, Procedures for Endorsement & Guarantee, Procedures for Lending Funds to Others and Procedures for the Acquisition or Disposal of Assets. Those who have business connection with affiliated companies are treated as independent third parties to prevent non-arm’s length transactions.	(3) None.
(4) Does the company establish internal rules against insiders trading with undisclosed information?	V		(4) The Company has established the Material Information Handling Procedures and the Insider Trading Prevention Management Procedures.	(4) None.
3. Composition and Responsibilities of the Board of Directors				

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
(1) Does the Board develop and implement a diversified policy for the composition of its members?	V		(1) The Company has adopted the "Corporate Governance Code" that formulates the diversification policy in Chapter 3 Strengthen the functions of the Board. The nomination and selection of the directors of the Company' are subject to the provisions of the Company's Articles of Association and adopt the candidate nomination system. The directors selected by the Company have the working experience in business, legal, financial, accounting fields or Company's business, for which the diversification policy is implemented. In addition to considering different backgrounds and professional fields, the composition of the company's board of directors has specific goals of "no more than 1/3 of the directors concurrently serving as managers", "One-third of the board seats shall be held by either	(1) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
			gender” and "the term of independent directors should not exceed three sessions". There are 9 current directors of the company in the 10th term (including 4 independent directors), 22% of directors with employee status, 44% of independent directors, 11% of female directors, and none of the four independent directors has served more than three terms. Five directors are over 70 years old, two are 61-70 years old, and one is under 60 years old. The directors of the 10th Board include one female and the following members with the expertise in leadership, operational judgement, business management, crisis handling, industrial knowledge and international market outlook, including Chieh-Yuan, Chen, Chiang-Huai, Lin, Chin-Lung, Chen, Kuang-Chao, Fan and Ming-Chuan, Tsai.	

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
(2) Does the company voluntarily establish other functional committees in addition to the Remuneration Committee and the Audit		V	<p>Those who have the professional knowledge and competency in the automatic inspection industry that the Company is engaged in, and are appointed as the professors of national universities include Kuang-Chao, Fan, Liang-Jia, Chen and Chi-Jui, Huang. As for the 4 independent directors, Mei-Jing, Chen, Yow-Shiuan, Fu, Liang-Jia, Chen and Chi-Jui, Huang, they provide so much guidance with their expertise in business, finance, administration management, industrial knowledge and corporate governance. The Board has disclosed the diversification policies of the members on the website of the Company and the MOPS.</p> <p>(2) The Company has set up the Remuneration Committee and Audit Committee, and formulated charters for them. By considering the operational</p>	(2) In evaluation.

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
Committee?			scale, it doesn't set up other functional committees so far.	
(3) Does the company establish a standard to measure the performance of the Board, and implement it annually?	V		(3) The company has passed the "Board Performance Evaluation Measures" on 2020/02/26 by the board of directors, which clearly stipulates that internal performance evaluations will be conducted regularly every year. Before the end of the first quarter of the year, the results of the performance evaluation shall be reported to the board of directors and used as a reference for individual directors' remuneration and nomination for renewal.	(3) None.
(4) Does the company regularly evaluate the independence of CPAs?	V		(4) The Company regularly evaluates the independence of CPAs every year, and obtains the "Independence Statement" from the CPAs every year. The evaluation result has submitted to the Board on May 8, 2024. According to the evaluation of the	(4) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
			Company, CPA Huang, Pei-Chuan and CPA Yen, Yu-Fang from PwC Taiwan could meet the independence evaluation criteria (Note 1). The company appointed 2025 annual financial report CPAs: CPA Huang, Pei-Chuan and CPA Yen, Yu-Fang, based on the AQIs information (Note 2) provided by PWC to conduct aptitude assessment, the assessment results have been approved by the Audit Committee on February 26, 2025 and it was submitted to the board of directors for approval on February 26, 2025.	
4. Does the company set up a corporate governance unit or appoint personnel responsible for corporate governance matters (including but not limited to providing information for directors and supervisors to perform their functions, handling work related	V		The Company set up the corporate governance manager upon the resolution of the Board on May 8, 2019, who is also the director of the Finance Department. The main responsibilities include handling matters related to the board meetings and shareholder’s meetings, making	None.

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
to meetings of the board of directors and the shareholders’ meetings, filing company registration and changes to company registration, and producing minutes of board meetings and shareholders’ meetings)?			board and shareholder’s meeting minutes, assisting directors in taking office and conducting continuing education, providing directors with the data required to execute their business, assisting directors in complying with laws and regulations, reporting to the board of directors the results of inspections on whether the qualifications of independent directors comply with relevant laws and regulations at the time of nomination, election and term of office, handling matters related to changes in directors handling changes in various operations of the Company, and holding investor conferences randomly to maintain investor relations and other corporate governance related matters. etc. Status of continuing education in 2024: Please refer to Executive Officers’ training records.	
5. Does the company establish a communication	V		a. The Company sets up a spokesperson and an acting	None

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
channel and build a designated section on its website for stakeholders (including but not limited to shareholders, employees, customers, and suppliers), as well as handle all the issues they care for in terms of corporate social responsibilities?			<p>spokesperson. The relevant contact information is announced on the MOPS as required. The Company sets up a spokesperson mailbox on the website to establish a communication channel with stakeholders.</p> <p>b. To strengthen the communication between employees and the Company, the Company has set up an employee opinion mailbox on the internal website as the channel to express opinions and complaints.</p> <p>c. The Company has set up the customer service page on the website to facilitate smooth communication with customers.</p> <p>d. The Company has set up a supplier platform to check accounts with manufacturers regularly, and follow up the transaction status with suppliers at any time to facilitate smooth communication with suppliers.</p> <p>e. The Company has set up a special area for</p>	

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
			stakeholders on the website, and assigned personnel for handling and response.	
6. Does the company appoint a professional shareholder service agency to deal with shareholder affairs?	V		The Company designates KGI Securities Co., Ltd. to deal with shareholder affairs.	None
7. Information Disclosure				
(1) Does the company have a corporate website to disclose both financial standings and the status of corporate governance?	V		(1) The Company has set up a website (www.tri.com.tw) to disclose information regarding the Company’s financials, business and corporate governance status. The information related the finance, business and corporate governance of the Company can be also inquired on the MOPS.	(1) None.
(2) Does the company have other information disclosure channels (e.g. building an English website, appointing designated people to handle information collection and disclosure,	V		(2) The Company has assigned an appropriate person to handle information collection and disclosure work on the MOPS, and the information disclosure on the Chinese and English website of the Company.	(2) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
<p>creating a spokesman system, webcasting investor conferences)?</p> <p>(3) Does the Company announce and file its annual financial reports within 2 months from the end of the fiscal year? Does the Company announce and file the financial reports for Q1, Q2 and Q3, as well as the operation status of each month before the due date?</p>	V		<p>(3) The Company announces and files its annual financial reports within 2 months from the end of the fiscal year. Moreover, it announces and files the financial reports for Q1, Q2 and Q3, as well as the operation status of each month before the due date.</p>	(3) None.
<p>8. Is there any other important information to facilitate a better understanding of the company’s corporate governance practices (e.g., including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors’ and supervisors’ training records, the implementation of risk management policies and</p>	V		<p>a. Rights and benefits for employees: The Company always treats employees honestly and protects the legal rights of employees in accordance with the Labor Standard Act.</p> <p>b. Care for employees: The Company provides diversified employee care measures to create a high-quality working environment. Besides the employee welfares required by laws, it also provides</p>	None.

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
risk evaluation measures, the implementation of customer relations policies, and purchasing insurance for directors and supervisors)?			<p>group insurance and health check-up. In addition, it also provides diverse education training programs that strengthen core and professional competencies. The Company also provides two-way communication channels such as the general assembly and advice mailbox, respecting the expression of employee's opinions.</p> <p>c. Investor’s relations: The Company discloses the revenue, profit, and major information in real time on the official website and the MOPS. The Company always adheres to the principle of real-time, public and transparent information disclosure, so that all shareholders can fully grasp the development direction of the Company.</p> <p>d. Supplier’s relations: It negotiates and signs contracts with suppliers in accordance with the Company’s</p>	

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
			<p>procurement regulations, and completes delivery and payment under the terms of the contract.</p> <p>e. Interested party’s rights: In order to ensure the rights of interested parties, the Company has established various communication channels to uphold the core values-the principle of business integrity and responsible attitude.</p> <p>f. Continuing education of directors: The directors of the Company all have the background of professional industry and management experience. (Please refer to the Directors’ training records.)</p> <p>g. Implementation of the Company’s risk management policies and risk evaluation criteria: It formulates various internal regulations under laws, so as to conduct various risk managements and evaluations.</p> <p>h. Implementation of customer policies: The Company</p>	

Evaluation Item	Implementation Status ¹			Deviations from “the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
			<p>maintains a stable and good relationship with customers to create profits for the Company.</p> <p>i. Situation of purchasing liability insurance for directors: The Company has purchased liability insurance for all directors.</p>	

9. Please explain the improvements which have been made in accordance with the results of the Corporate Governance Evaluation System released by the Corporate Governance Center, Taiwan Stock Exchange, and provide the priority enhancement measures.

No.	Indicator Item	Priority Matters the Require Strengthening and Measures
4.30	Does the company formulate a training and development plan to enhance the career capabilities of its employees and disclose the content and implementation status?	Disclosed in the sustainability report and company website.
4.31	Does the company conduct regular employee satisfaction surveys and disclose its implementation status and improvement plans?	Disclosed in the sustainability report and company website.
4.32	Does the company formulate a personal data protection policy and disclose its content and implementation?	Disclosed in the sustainability report and company website.
4.33	Does the company have policies and complaint procedures to protect consumer or customer rights regarding issues such as health and safety, marketing or labeling of its products and services?	Disclosed in the sustainability report and company website.

Note 1 : CPA Independence Evaluation Criteria

Item	Evaluation Content	No	Yes
1	Has the CPA provided auditing service for the Company for seven consecutive years?	V	
2	Do the members of audit service team, other partners of CPAs, accounting firm and affiliates of the accounting firm have a relationship with the Company against the independence?	V	
3	Do the CPAs and their audit service join the client as a director, supervisor, or officer or is in a key position to exert significant influence over the subject matter of the engagement currently or in the most recent two years?	V	
4	Do the CPAs and their audit service have relative relationship with a director, supervisor, or officer of the Company or those who are in a key position to exert significant influence over the subject matter of the engagement?	V	
5	Do the CPAs join the client as a director, supervisor, or officer or is in a key position to exert significant influence over the subject matter of the engagement within one year of disassociating from the company?	V	
6	Do the CPAs have a direct or material indirect financial interest in the audit client?	V	
7	Do the CPAs receive any valuable gift or present offered by the Company, or its directors and officers?	V	
8	Do the CPAs have a significant close business relationship with the Company?	V	
9	Are the CPAs entering into a potential employment negotiations with the Company?	V	
10	Does the non-audit service provided by the CPAs for the Company involve any key item showing direct influence on the audit case?	V	
11	Do the CPAs act as an advocate on behalf of the Company in litigation or disputes with third parties?	V	
12	Do the CPAs hold the shares of the Company?	V	
13	Do the CPAs hold a position in the Company concurrently and receive fixed amount of payment?	V	
14	Do the CPAs have a relationship of common investment or profit sharing with the Company?	V	
15	Do the CPAs borrow some money from the Company?	V	

Note 2 : Audit Quality Indicators (AQIs) - 5 facets and 13 indicators

Professional	Quality Control	Independence	Supervision	Innovation ability
<ul style="list-style-type: none"> • Check experience • Training hours • Turnover • Professional support 	<ul style="list-style-type: none"> • Accountant load • Check input • Review status of case quality control review (EQCR) • Quality support capability 	<ul style="list-style-type: none"> • Ratio of non-audit services • Customer familiarity 	<ul style="list-style-type: none"> • Deficiency and sanction of external inspection • The number of letters issued by the competent authority 	<ul style="list-style-type: none"> • Innovation planning or initiative

Directors' training records:

Title	Name	Elected Date	Date	Training institution	Course	Hours
Chairman	Chieh-Yuan, Chen	1989/04/10	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
					Business management practices: Industry 4.0 is not what you think	3.0
Director	Kuang-Chao, Fan	2002/05/04	2024/11/07	Taiwan Corporate Governance Association	Evaluation of board performance and effectiveness from the perspective of directors/supervisors	3.0
					Application of modern enterprise risk management strategies in corporate governance	3.0
Director	Chin-Lung, Chen	1999/03/27	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
					Business management practices: Industry 4.0 is not what you think	3.0
Director	Chiang-Huai, Lin	2000/06/03	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
					Business management practices: Industry 4.0 is not what you think	3.0
Director	Ming-Chuan, Tsai	2008/06/13	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
					Business management practices: Industry 4.0 is not what you think	3.0

Title	Name	Elected Date	Date	Training institution	Course	Hours
Independent Director	Yow-Shiuan, Fu	2017/05/26	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
					Business management practices: Industry 4.0 is not what you think	3.0
Independent Director	Mei-Jing, Chen	2017/05/26	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
					Business management practices: Industry 4.0 is not what you think	3.0
Independent Director	Liang-Jia, Chen	2017/05/26	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
					Business management practices: Industry 4.0 is not what you think	3.0
Independent Director	Chi-Jui, Huang	2023/05/31	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Accounting Research and Development Foundation	2024 ESG Summit: Net Zero in All Directions, Sustainable Future	3.0

Executive Officers' training records:

Title	Name	Date	Training institution	Course	Hours
President (Concurrent as the Chairman)	Chieh-Yuan, Chen	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Business management practices: Industry 4.0 is not what you think	3.0
Vice President of Global Sales Division	Chiang-Huai, Lin	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Business management practices: Industry 4.0 is not what you think	3.0
Director of Research & Development Division 1	Chien-Hsing, Chou	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Business management practices: Industry 4.0 is not what you think	3.0
Director of Research & Development Division 2	Wen-Ming, Wu	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Business management practices: Industry 4.0 is not what you think	3.0
Director of Research & Development Division 3	Wen-Kuei, Lee	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Business management practices: Industry 4.0 is not what you think	3.0

Title	Name	Date	Training institution	Course	Hours
Director of Manufacture Department	Chang-Fa, Lin	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Business management practices: Industry 4.0 is not what you think	3.0
Director of Logistics Division	Mei-Hsing, Yeh	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Business management practices: Industry 4.0 is not what you think	3.0
Sr. Manager of Human Resources Department	Chia-Lang, Tsai	2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Business management practices: Industry 4.0 is not what you think	3.0
Director of Finance Department	Kaun-Yuan, Chen	2024/08/29 2024/08/30	Accounting Research and Development Foundation	Continuing Training Course of Principal Accounting Officers of Issuers, Securities Firms, and Securities Exchanges.	12.0
Corporate Governance Manager (Concurrent as the Director of Finance Department)	Kaun-Yuan, Chen	2024/07/18	Accounting Research and Development Foundation	How to Analyze Key Financial Information of Enterprises Strengthening crisis early warning capabilities	6.0
		2024/09/18	Taiwan Corporate Governance Association	Understanding and preventing illegal infringements in the workplace	3.0
				Business management practices: Industry 4.0 is not what you think	3.0

2.3.4 The Remuneration Committee

The Remuneration Committee assists the Board in discharging its responsibilities relating to the Company's compensation and benefits policies, plans and programs, and the evaluation of the directors' and executives' compensation.

A. Professional Qualifications and Independence Analysis of Remuneration Committee Members

Title	Criteria Name	Professional Qualification and Experience	Independence Criteria	Number of Other Public Companies in Which the Individual is Concurrently Serving as an Remuneration Committee Member
Independent Director	Mei-Jing,Chen	Please refer to P5~6 : Professional qualifications and independence analysis of directors and independent directors.		0
Independent Director	Yow-Shiuan,Fu			2
Independent Director	Liang-Jia,Chen			0
Independent Director	Chi-Jui,Huang			0

B. Attendance of Members at Remuneration Committee Meetings

There are 4 members in the Remuneration Committee. A total of 3 (A) Remuneration Committee meetings were held in the previous period (2024.01.01~2024.12.31). The attendance record of the Remuneration Committee members was as follows:

Title	Name	Attendance in Person(B)	By Proxy	Attendance Rate (%) 【 B / A 】	Remarks
Convener	Liang-Jia,Chen	2	0	67%	
Committee Member	Mei-Jing,Chen	3	0	100%	
Committee Member	Yow-Shiuan,Fu	3	0	100%	
Committee Member	Chi-Jui,Huang	3	0	100%	
Other mentionable items:					
1. If the board of directors declines to adopt or modifies a recommendation of the remuneration committee, it should specify the date of the meeting, session, content of the motion, resolution by the board of directors, and the Company's response to the remuneration committee's opinion (eg., the remuneration passed					

by the Board of Directors exceeds the recommendation of the remuneration committee, the circumstances and cause for the difference shall be specified):
None.

2. Resolutions of the remuneration committee objected to by members or expressed reservations and recorded or declared in writing, the date of the meeting, session, content of the motion, all members' opinions and the response to members' opinion should be specified: None.

Meeting Date (Sessions)	Agenda Items	Resolutions	The Company's handling of the opinions of the Remuneration Committee
2024.01.24 (1 st .)	1. Reporting the implement of the previous meeting resolution. 2. Proposal for the 2023 distribution of employees' and directors' remuneration. 3. 2023 executive officers' year-end and performance bonus payment.	No dissenting or unqualified opinions.	Submitted to the Board of Directors and approved by all attending directors
2024.02.21 (2 nd .)	1. Reporting the implement of the previous meeting resolution. 2. Proposal for the executive officer's salary adjustment for the year 2024.	No dissenting or unqualified opinions.	Submitted to the Board of Directors and approved by all attending directors
2024.08.07 (3 rd .)	1. Reporting the implement of the previous meeting resolution. 2. Proposal for the executive officers' performance bonus in the half 2024.	No dissenting or unqualified opinions.	Submitted to the Board of Directors and approved by all attending directors

2.3.5 Sustainable Development

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
1. Does the Company have a special (concurrent) unit to promote sustainable development initiatives, supervised by a Board-appointed member of the management team?	V		<p>On October 24, 2021, the “Sustainable Development Committee” was established under the authorization of the Board of Directors, representing the highest-level sustainable development decision-making center of the Company. Of this committee, the Company’s chairman took the chairman position, and chief officer of human resources served as executive secretary. It was divided into the Environmental Safety Team (manufacturing supervisor is responsible), the Corporate Governance Team (chief financial officer is responsible), and the Community Engagement and Talent Development Team (chief of HR is responsible), and the Company’s senior executives jointly reviewed core operating capabilities and formulated medium and long-term sustainable development plans.</p> <p>The main principle of sustainable management:</p> <ul style="list-style-type: none"> ● R&D of advanced testing technology to improve product quality and optimize human life. ● An integrity and steady operation to comply with laws and regulations and implement corporate governance. ● To continuously improve service quality and competitiveness and achieve customer satisfaction, thus ranking as a leading brand of testing equipment in the world. ● To build operational risk assessment, prevention, response, and improvement, ensuring the Company to mitigate shocks and recover quickly from incidents. ● To establish sound cooperative ties with the supply chain and build a competitive supply chain. 	None.

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
			<ul style="list-style-type: none"> ● To promote ISO14001 environmental management system, continue energy conservation and carbon reduction activities, create sustainable environmental resources, and fulfill the corporate social responsibility of sustainable environmental maintenance. ● To introduce ISO45001 Occupational Safety and Health Management System, and provide a safe and hygienic workplace environment to ensure the rights and interests of employees. ● To provide competitive rewards, creating a workplace environment for employees to learn and grow. Let employees grow with the Company and form a high-quality corporate culture. ● To be dedicated in social welfare, and the Company and employees participate in activities to give back to the society. <p>The Sustainable Development Committee carries out its operation in accordance with the sustainable management policy, and reports to the Board of Director on a regular basis (at least once per year): On Nov. 1, 2024, it reported to the Board of Directors on the current year’s implementation results of sustainable development and work plans in the years to come. The Company's board of directors listens to reports from the management team (including ESG reports) on a regular basis, and the management level proposes corporate strategies to the Board, which must assess the likelihood of success of these strategies, review progress frequently, and push the management team to make adjustments as needed.</p> <p>The Company obtained the external audit certification of ISO14001 environmental management system. It expects to continue energy-saving and carbon-reduction activities in order to create sustainable environmental resources</p>	

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
			<p>and fulfill the corporate social responsibility in this regard. In addition, it also obtained the external certification of ISO45001 occupational safety and hygiene management system. This is to provide a safe and hygienic workplace environment, to ensure the rights and interests of employees and a safe working environment</p> <p>2024 is the third consecutive year that the Company has sponsored the Taipei Family Service Center to hold a winter fair to assist disadvantaged families. The Company continued to cooperate with the Taiwan Charity Alliance to donate computers to rural schools: Xigang Elementary School in Changhua County, Delanan Elementary School in New Taipei City, and Xiufeng Elementary School in Nantou County. It also encourages employees to give back to the community, such as blood donation activities (a total of 112 employees participated in 2024, and the amount of blood donated reached 31,500CC, the highest in history.) There are 8 hours of public welfare leave each year. If colleagues participate in charity activities (including community beach cleaning and volunteering), they can apply for compensatory leave. This year, the Company cooperated with World Vision International for the first time ~ "Red Envelopes to Spread Love" and "You're Santa Claus" activities. Test Research Inc. (TRI) hopes that all children can grow up healthily and learn happily. Through the above two activities, children and families feel the warmth, and employees also receive feedback cards from children. This mutual encouragement represents a continuation of the Company's belief of "taking from society and giving back to society". We use the limited strength to promote public welfare and hope that society will develop in a positive direction. In 2024, we continued to implement the "EAPs Employees" program with professional organizations to help colleagues, thus stabilizing their emotions and regulating stress. We also hold birthday parties every month and organize "quarterly afternoon tea" activities. To this end, we give everyone a cup of afternoon tea on special holidays such</p>	

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
			as the opening ceremony, Labor Day, Ghost Festival, and Winter Solstice to increase the connection with traditional culture and express our condolences to our colleagues for their hard work. Meanwhile, this year's health promotion activities are in conjunction with the "TRI Games" held every five years. The theme of this event is "Warm-up Race for Athletes". A 50,000-step activity is held every week in Q2. Those who meet the standard can draw a tablet computer and receive an electronic gift certificate. As a warm-up for the Company's 35th anniversary sports meeting, about 200 colleagues signed up, 49.7% met the standard, and the total number of warm-up steps accumulated was 128.31 million steps, which is equivalent to 93 laps around Taiwan. The results are remarkable.	
2. Does the company assess ESG risks associated with its operations based on the principle of materiality, and establish related risk management policies or strategies?	V		Relevant risk management policies and strategies of the Company are formulated in the principle of materiality of sustainable operations, and based on risk assessments of important issues, as follows:(*Note1)	None.
3. Environment issues (1) Does the Company establish proper environmental management systems based on the characteristics of its businesses?	V		(1) Establish environmental management systems: a. It establishes the internal management standards for the air-conditioning temperature of the office building to achieve the proper energy utilization. b. The factory located in the Hwa Ya Technology Park in Taoyuan meets many regulations related to green building through the "bright, elegant and	(1) None.

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
			<p>comfortable" architectural design. The factory uses transparent glass design and skylight to let natural light sources in, so as to reduce the use of indoor lighting. At the same time, it also connects outdoor green plants with the landscape in the courtyard, which can not only reduce the impact of sunlight, but also obtain a good lighting surface. All these can achieve energy saving, carbon and GHG emission reduction. The planting area has also been greatly increased, with 14m and 8.7m green plants on both sides of the road. Various plant types in the green space with multiple layers and materials on the ground, could create a park landscape for leisure and relaxation.</p> <p>c. To implement energy conservation, carbon reduction, water conservation and other environmental protection and energy conservation actions, it regularly reports the energy conservation results such as the utilities.</p> <p>d. Smoking is completely banned in the office. The smokers are only allowed to smoke in the designated area outdoors to comply with the regulations, and regularly conduct disinfection, rat and pest repellent.</p> <p>e. The Company's management system is introduced according to ISO14001:2015 standards and TUV Nord is commissioned to conduct the external verification. This external audit carried out on March 22, 2022,</p>	

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
(2) Does the Company endeavor to utilize all resources more efficiently and use renewable materials which have low impact on the environment?	V		<p>and obtained the certification on April 30, 2022.</p> <p>(2) The Company is committed to improving the utilization efficiency of various resources and using the recycled materials, with the details as below:</p> <ul style="list-style-type: none"> a. Proper disposal of wastes, including advocacy and promotion of garbage classification and reduction, and treatment of wastewater b. Recycle and reuse of energy-consuming articles; suppliers are encouraged to jointly promote paper recycle, use of recycled paper and resource recycle. c. Use low-energy office facilities and supplies, and put the energy-saving products in the first choice when purchasing, and include the necessary inspection items to improve the energy-saving ratio. 	(2) None.
(3) Does the Company evaluate the current and future potential risks and opportunities brought by the climate change, and take measure to respond to the	V		<p>(3) The Company is also concerned about the impact of climate change on the operating activities, and has formulated the "Energy-saving and Carbon-reduction Management Policies" to minimize the impact of the Company's operations on the natural environment. Moreover, it is engaged in the research and development, production and service operations in accordance with the following principles.</p> <p>It is explained as below:</p>	(3) None.

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
<p>climate related issues?</p> <p>(4) Does the company calculate the greenhouse gases (GHG) emission, water consumption and total weight of wastes for the past two years, and formulated the strategies for energy conservation, carbon reduction, GHG emission reduction, water saving and management of other</p>	V		<p>a. Reduce the resource and energy consumption of products and services.</p> <p>b. Reduce the discharge of pollutants, toxic substances and wastes, and properly dispose wastes</p> <p>c. Improve the recyclability and reuse of the raw materials or products.</p> <p>d. Maximize the sustainable use of renewable resources.</p> <p>e. Extend the durability of the products.</p> <p>f. Increase the performance of products and services.</p> <p>(4) The Company calculates the GHG emissions, water consumption and total weight of wastes for every year and discloses them on the official website. The Company establishes the energy-saving and carbon-reduction management policy, which is committed to promoting water saving, energy conservation, waste reduction and resource recycling.</p>	(4) None.

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
wastes?				
4. Social issues				
(1) Does the Company formulate appropriate management policies and procedures according to relevant regulations and the International Bill of Human Rights?	V		(1) Abiding by the Labor Standards Act and other relevant regulations, the Company formulates its work rules and various internal management regulations. The most important is that the Company respects and supports internationally recognized human rights norms and principles, including the Universal Declaration of Human Rights, the United Nations Global Covenant, the International Labor Organization (ILO) Core Convention Standards, and other relevant norms to formulate the "Test Research's Human Rights Policy Code". Meanwhile, the Company complies with relevant labor laws and regulations of the company location to protect the legitimate rights and interests of local employees, and continue to improve the overall working environment of employees.	(1) None.
(2) Does the Company formulate and implement reasonable policies of staff welfare (including compensation, vacation and other welfares), and reflect	V		(2) Apart from the leave system superior to the Labor Standards Act, the Company also provides travel and related allowances in addition to benefits such as free group insurance and regular health check-ups. It extremely emphasizes on the employee rewards, so it implements employee profit distribution plans in addition to the annual salary raise every year.	(2) None.

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
<p>the operating performance or achievement in the compensation of the employees properly?</p> <p>(3) Does the Company create a safe and healthy working environment and provide safety and health education for employees regularly?</p>	V		<p>(3) The Company conducts safety and health inspections of working environment regularly on a quarterly basis. It conducts safety and health education for new recruits and in-service employees through online and physical courses, and also implements fire protection drilling every six months. In the implementation of health protection management, it conducts health check-ups and special operation inspections annually for the employees, so as to prevent occupational diseases. Moreover, it provides on-site medical and nursing services in accordance with the provisions of the occupational safety laws and regulations, and also provides the health consultation and promotion for the employees. Related health lectures and first aid knowledge instructions are held randomly. The Company had a total of 10 occupational accidents in 2024, involving 10 people (accounting for 1.5% of the total number of employees at the end of 2024). The company immediately reviewed improvement measures, including: revising automatic inspection items, machine safety inspections, restating the Company's</p>	(3) None.

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
(4) Does the Company provide employees with opportunities for career development and training?	V		<p>occupational safety clauses, and activating supervisors to pay attention to the physical and mental status of colleagues to ensure safety during work. No fire incidents happened in 2024.</p> <p>(4) The Company plans the individual performance management and development goals based on the balanced scorecard of each department, and establishes the "Performance Management and Development Plan Table", which attaches great importance to the self-development plan submitted by employees (writing down 1 to 3 ability items that take the priority for enhancement and development), and is planned in the Company's annual education and training plan.</p>	(4) None.
(5) Does the Company follow regulations and international standards in the customer health, safety, customer privacy, marketing and labeling of its products and services, and set policies and appeal procedures for protection of consumer's	V		<p>(5) The marketing and labeling of the Company's products and services comply with relevant regulations and international standards such as: ISO9000 UL, CE and other regulatory standards. The customer service zone is provided on the Company's website, which is available for the customer to raise questions at any time regarding customer technical support, Q & A information and contact windows. The Internal Control Management Regulations stipulate the customer complaint handling or customer satisfaction management procedures. It shall pay attention to and actively respond to the customer complaints or suggestions.</p>	(5) None.

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
rights and interests? (6) Does the Company formulate the supplier management policies and require suppliers to follow relevant norms on environmental protection, occupational safety and health, or labor’s human rights, and disclose the implementation?	V		(6) The Company establishes the "Supplier Management Operation Procedures", and conducts supplier evaluation management based on the ISO third-party management instructions. Suppliers are required to follow environmental protection, safety and health, labor and human rights, and ethics regulations, etc. The supplier evaluation also includes this issue when conducting field inspection. In 2021, the ISO 14001&ISO 45001 management systems was introduced, and completed the certification in 2022. It aims to evaluate the possible operation safety and environmental impact of suppliers and contractors, and to prevent the occurrence of occupational disasters or environmental impacts caused by business activities of both parties.	(6) None.
5. Does the Company, following internationally recognized guidelines, prepare and publish reports such as its corporate social responsibility report to disclose non-financial information of the Company? Does the Company obtain a		V	The Company has formulated the "Sustainable Development Code of Practice" based on the guidelines and prepared the 2023 Chinese/English Sustainability Report in accordance with internal control, which has been simultaneously published on the official website. Due to the Company's business scale, a sustainability report verified by a third party has not yet been prepared, but it is expected to be confirmed in 2026.	In evaluation.

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
third-party verification or assurance for such reports?				
6. If the Company has established the corporate social responsibility principles based on “the Corporate Social Responsibility Best-Practice Principles for TWSE/TPEX Listed Companies”, please describe any discrepancy between the Principles and their implementation: None.				
7. Other important information to facilitate better understanding of the company’s corporate social responsibility practices : (1)The Company attaches great importance to employee rights. It regularly conducts surveys on employee satisfaction and education training, revises and arranges related courses based on the employee needs. In addition, the “Employee Welfare Committee” is set up to show care for employee’s lives, so as to protect employee’s rights and interests and enhance employee welfare, with the expectation to create a better working environment and development space for employees. (2)Environmental protection: The Company is engaged in the research and development and production of automatic inspection equipment. The factory is located in the Hwa Ya Technology Park in Taoyuan. The Hwa Ya Technology Park Administration requires paying the sewage treatment fee annually, which is also responsible for stipulating the environmental protection policies. There is no environmental pollution incident so far. The operations of the existing pollution prevention facilities could meet the inspection standards of environmental protection agencies. (3)Social responsibilities: a. Besides the focus on the business development of the industry, the Company will repay the public in a timely manner for the Company's social responsibilities, such as consumption rights and social welfares, etc. Through commercial activities and donations, it participates into the civic organizations on community development and education, charity and public welfare organizations and local government agencies. b. It actively purchases energy-saving label equipment, low-energy consumption, green energy office supplies, office equipment, information equipment, lighting equipment and related equipment. When the office equipment is not in use, it will automatically enter the power-saving mode. Moreover the energy-saving bulbs are used to replace the traditional bulbs, so as to avoid ozone depletion. c. It avoids or regulates the use of materials and packaging supplied by the suppliers that endanger the human body and the environment as required by international laws and regulations, so as to strive for the CSR enhancement.				

Evaluation Item	Implementation Status			Deviations from “the Sustainable Development Best-Practice Principles for TWSE/TPEx Listed Companies” and Reasons
	Yes	No	Abstract Explanation ²	
(4)Investor relations and interested parties: The special line for spokespersons is available and the online investor service zone is planned on the external website.				

*Note1:

Major issues	Risk assessment items	Risk management policy or strategy
Environment	Environmental impact and management	As the global warming increases, enterprises may be subject to measures such as carbon taxes in the future. Test Research Inc. started to introduce ISO14001 environmental management system in 2021, and certified in 2022, carried out energy-saving operations in the plant, and planned to use green energy equipment.
Society	Occupational safety	Employees are the most important asset of enterprises, which must provide a safe and hygienic workplace environment so that employees can perform their work without worries. Test Research Inc. started to introduce the ISO45001 occupational safety and health management system in 2021, and certified in 2022, expecting to continuously improve the safety and health of the workplace environment.
Society	Employee care	Due to the return of Taiwanese businessmen in the past two years, the island’s labor market has become increasingly competitive. In addition to the offer of a safe and hygienic workplace environment, the Company conducts employee health checks each year, and hires doctors and nurses, according to laws, to provide colleagues with consultation and follow-up care in the factory. A group insurance is also granted for spouses and their children to join for free. Meanwhile, the Company makes a fixed salary adjustment every April with reference to the market salary survey, thus rendering all-round care to colleagues and

Major issues	Risk assessment items	Risk management policy or strategy
		increasing its competitiveness in the labor market. The Company implemented the "Public Welfare Compensatory Leave" benefit in 2023, in which each employee can apply for 8 hours a year to encourage to participate in more social welfare activities. We also cooperated with professional organizations for the first time to implement "Employee Assistance Programs (EAPs)" to help colleagues stabilize their emotions and relieve work stress through consultation. In view of the price fluctuations in 2024, the friendship fund for each department has been increased (by 25%) to allow departments to hold activities as scheduled and increase internal employee friendship.
Corporate Governance	Legal Compliance	Through the establishment of governance organization and implementation of internal control mechanism, it ensures that the Company's personnel and operations have complied with all relevant laws and regulations.
Corporate Governance	Strengthening director functions	Planned relevant training topics for directors and provided them with latest regulations, system development, and policies every year.
Corporate Governance	Stakeholder Communication	Established various communication channels, and actively communicated to reduce confrontation and misunderstanding. Set up investor mailboxes and handled by the spokesperson to be responsible for responding.

2.3.6 Climate-Related Information

1. Implementation of Climate-Related Information

Item	Implementation status
1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	<p>According to the "Sustainable Development Roadmap for Listed/OTC Companies" promulgated by the Financial Supervisory Commission in March 2022, the Company belongs to the category of listed/OTC companies with a capital of less than NT\$5 billion and is suitable for phase III applicable greenhouse gas inventory and verification (expected to be carried out in 2026 inventory of individual companies, verification completed in 2028). Therefore, the Company will conduct greenhouse gas inventory and assurance operations in accordance with the reference guidelines and relevant regulations of the competent authority.</p> <p>The Company's manufacturing department and designated part-time units for climate change-related greenhouse gas inventory work are required to report to the Board of Directors the detailed promotion schedule of various greenhouse gas inventory plans through internal investigations by the financial department every quarter, and formulate complete inventory procedures, including the board of directors supervises and controls the implementation progress of phased goals and other objectives.</p>
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	Facing climate risk and opportunity issues, the Company will integrate the use of "ISO 14001:2015 environmental management system" to conduct situational issue analysis. Based on the analysis results, it expects to continually control the progress of annual greenhouse gas inventory activities, understand the Company's greenhouse gas emissions, and use the inventory results to identify internal carbon emission sources and seek reduction opportunities.
3. Describe the financial impact of extreme weather events and transformative actions.	In recent years, extreme weather events have occurred one after another around the world. For example, on shipping issues, water levels in some canals may have dropped due to climate drought, which has led to an increase in international freight rates and affected the Company's shipping costs. In response to the risks of climate change, the Company has introduced "green design" in research and development to change product types and weight, and seeks to meet other transportation conditions to reduce financial expenses.

Item	Implementation status
4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	Regarding the identification, assessment and management of climate risks, the climate risk and opportunity matrix is analyzed through the "Climate Risk and Opportunity Questionnaire" to understand the possibility and extent of the impact of climate issues on the Company, and to adopt short, medium and long-term countermeasures.
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	In evaluation.
6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	
7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	

Item	Implementation status
<p>8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.</p>	
<p>9. Greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan (separately fill out in points 1-1 and 1-2 below).</p>	<p>Separately fill out in points 1-1 and 1-2 below.</p>

1-1 Greenhouse Gas Inventory and Assurance Status for the Most Recent 2 Fiscal Years

1-1-1 Greenhouse Gas Inventory Information

Greenhouse gas emissions in the past two years are shown in Table 1 and Table 2 below:

Table 1: Refers to the inventory information of Category 1, Category 2, Category 3 and Category 4 of the parent company's Taiwan factories (Taipei location) in 2022. This data has been verified by the third party SGS to comply with the ISO 14064-1:2018 standard.

Table 2: Refers to the inventory information of Category 1, Category 2, Category 3 and Category 4 of the parent company's Taiwan factories (Taipei, Linkou, and Zhubei locations) in 2023. This data was independently inspected in accordance with the ISO 14064-1:2018 standard and has not been verified by a third party.

Table 1					
Year	Category 1 (tons of CO2)	Category 2 (tons of CO2)	Category 3 (tons of CO2)	Category 4 (tons of CO2)	Intensity (ton CO2e / million NT dollars)
2022	99.1884	1039.6049	150.8957	3,144.2227	0.66

Table 2					
Year	Category 1 (tons of CO2)	Category 2 (tons of CO2)	Category 3 (tons of CO2)	Category 4 (tons of CO2)	Intensity (ton CO2e / million NT dollars)
2023	788.055	1,556.983	835.488	1,372.784	0.44

1-1-2 Greenhouse Gas Assurance Information

In 2023, the Company commissioned SGS to conduct verification of the parent company's Taiwan factory, and successfully obtained verification on December 17, 2023. Statement number: TW23/00618GG.

Note 1: Direct emissions (scope 1, i.e., emissions directly from sources owned or controlled by the Company), indirect energy emissions (scope 2, i.e., indirect greenhouse gas emissions from electricity, heat, or steam) and other indirect emissions (scope 3, i.e., emissions from company activities that are not indirect energy emissions, but originate from sources owned or controlled by other companies).

Note 2: The data coverage scope for direct emissions and indirect energy emissions shall comply with the schedule prescribed in the order issued under Article 10, paragraph 2 of the Regulations. Other indirect emissions information may be voluntarily disclosed.

Note 3: Greenhouse gas inventory standards: Greenhouse Gas Protocol (GHG Protocol) or ISO 14064-1 issued by the International Organization for Standardization (ISO).

Note 4: The intensity of greenhouse gas emissions may be calculated per unit of product/service or revenue, but at least the data calculated in terms of revenue (NT\$ 1 million) shall be disclosed.

1-2 Greenhouse Gas Reduction Targets, Strategy, and Concrete Action Plan

The Company's products are produced using a "low pollution, low energy consumption" process. In response to the international trend of carbon emission reduction, energy-saving lamp replacement projects in various factories have been implemented since 2022. So far, 176.9 tons of CO₂e carbon emissions have been reduced. At the same time, in response to the national policy goal of "2050 Net Zero Emissions Path - Net Zero Emissions", we implement independent greenhouse gas inventories every year to better understand the changes in overall carbon emission sources internally and actively seek opportunities for greenhouse gas reduction.

2.3.7 Ethical Corporate Management

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
<p>1. Establishment of ethical corporate management policies and programs</p> <p>(1) Does the company declare its ethical corporate management policies and procedures in its guidelines and external documents, as well as the commitment from its board to implement the policies?</p>	V		<p>(1) The Company passed the [Ethical Corporate Management Principles] upon the resolution of the Board on October 26, 2016, which is disclosed on the MOPS and the official website. The policies and practices of business integrity management are addressed in the regulations and publicly available documents. The directors and senior management are also required to present a statement of compliance with the business integrity management policies.</p>	(1) None.
<p>(2) Does the company establish appropriate precautions against high-potential unethical</p>			<p>(2) The [Ethical Corporate Management Principles] formulated by the Company sets up</p>	(2) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
<p>conducts or listed activities stated in Article 2, Paragraph 7 of the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies?</p> <p>(3) Does the Company formulate the operation procedures, guidelines, disciplinary and appeal system against unethical conduct? Does the Company implement and regularly review to revise them?</p>			<p>the Risk Management Committee affiliated to the Board. It is responsible for regularly analyzing and evaluating the risks of unethical conduct within the operation scope, based on which the unethical conduct prevention schemes are formulated. Moreover, it also establishes business related SOP and guidelines in these schemes.</p> <p>(3) As for the unethical conduct prevention schemes formulated by the Company, the operation procedures and guidelines covers the following matters:</p> <p>a. Criteria for identifying the provision or reception of improper benefits.</p> <p>b. Procedures for handling the provision of legal political contributions.</p>	(3) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
			<ul style="list-style-type: none"> c. Procedures for handling and the amount limits of provisions of proper charity donation or sponsorship. d. Procedure for reporting and handling the avoidance of interest conflicts of related to the position. e. Confidentiality requirements for confidential and commercial sensitive information acquired for business. f. Regulations and procedures for handling the suppliers, customers and business transaction partners involved in unethical conduct. g. Procedures for handling violations against the Ethical Corporate Management Principles of the Company. 	

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
			<p>h. Disciplinary action taken against those involved with the violation.</p> <p>It pays attention to the development of business integrity management related regulations at home and abroad any time, and encourages the employees to propose suggestions to review and improve the Principles, so as to enhance the effectiveness of the business integrity management in the Company.</p>	
<p>2. Fulfill operations integrity policy</p> <p>(1) Does the company evaluate business partners’ ethical records and include ethics-related clauses in business contracts?</p>	V		<p>(1) The standard sales contract of the Company clearly states that the contract should be performed in compliance with the business integrity principles. If one party is involved in any misconduct such as dishonesty, corruption</p>	<p>(1) None.</p>

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
(2) Does the company establish an exclusively (or concurrently) dedicated unit supervised by the Board to be in charge of corporate integrity?	V		<p>or bribery, the other party shall terminate or cancel this contract at any time. If an employee violates the business integrity policies, he will be warned for the first time and the annual bonus (including performance and year-end bonus) will be cancelled. As for the second time, he will be dismissed, and required to compensate all damages. This demonstrates our determination of implementing the business integrity management.</p> <p>(2) To improve the business integrity management and strengthen risk management functions, the Company has set up the Risk Management Committee affiliated to the Board. The manager of HR Division is responsible for coordinating the managers of Legal Division,</p>	(2) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
(3) Does the company establish policies to prevent conflicts of interest and provide appropriate communication channels, and implement it?	V		<p>Audit Office, and Project Management to formulate the business integrity policies and supervise the implementation (at least on an annual basis), which shall be reported to the Board. The implementation status of the business integrity management was reported to the Board for the year on 2024/11/01, including: business integrity management advocacy, education and training for business integrity and ethics policies, organization of risk prevention-supplier application management-ethics commitment and reporting system, etc.</p> <p>(3) The Company formulates policies to prevent conflicts of interest and provides appropriate channels for the employees to proactively</p>	(3) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
(4) Has the company established effective systems for both accounting and internal control to facilitate ethical corporate management, and are they audited by either internal auditors or CPAs on a regular basis?	V		<p>report whether they have potential conflicts of interest in the Company.</p> <p>(4) The Company has established an effective accounting system and internal control system. The accounting personnel shall perform strict review when paying related expenses. The Audit Office shall regularly check compliance and report to the Board regularly.</p>	(4) None.
(5) Does the company regularly hold internal and external educational trainings on operational integrity?	V		<p>(5) Business integrity is the core value of the Company, which is advocated during trainings for new recruits and the general meetings of the entire company. In 2024, the Company held internal and external educations and trainings (Including integrity policy education and training, general confidentiality education and training, group contract law education and</p>	(5) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
			training, business secret management system, intellectual property management education and training and other related courses) a total of 1,237 person-times, a total of 897.43 man-hours.	
3. Operation of the integrity channel (1) Does the company establish both a reward/punishment system and an integrity hotline? Can the accused be reached by an appropriate person for follow-up?	V		(1) The "Ethical Corporate Management Principles", "Ethical Code of Conduct" and "Reporting and Complaint Handling Measures" stipulated by the Company encourage employees to report any illegal conduct or misconduct against the Ethical Code of Conduct. It has also formulated regulations for handling complaints, and established internal and external	(1) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
(2) Does the company establish standard operating procedures for confidential reporting on investigating accusation cases?	V		<p>whistleblowing channels and processing procedures. The employees under the Group can report in person or through the independent reporting mailbox and dedicated line announced on the official website when submitting complaints of business integrity violations to the unit responsible for handling such complaints.</p> <p>(2) The Company has established specific reporting channels and complete processing procedures. The files regarding the acceptance of reporting case, investigation process, investigation results and related documents shall be archived as records. It also keeps the identity of the informant and the content of the report confidential, and supports anonymous</p>	(2) None.

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
(3) Does the company provide proper whistleblower protection?	V		<p>reporting. If an investigation reveals a major violation or the Company is at risk of major damage, it shall immediately submit a written report to the independent directors.</p> <p>(3) The "Reporting and Complaint Handling Measures" stipulates that the investigation process and related materials should be kept confidential. The relevant parties have the obligation to cooperate with the investigation. The heads of various departments shall not dismiss, transfer, or conduct other penalties unfavorable to the performance for the employees who submit complaints or assist others in appealing.</p>	(3) None.
4. Strengthening information disclosure Does the company disclose its ethical corporate	V		The Company has disclosed the Ethical Corporate	None.

Evaluation Item	Implementation Status ¹			Deviations from “the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies” and Reasons
	Yes	No	Abstract Illustration	
management policies and the results of its implementation on the company’s website and MOPS?			Management Principles as well as the information on the related corporate culture and operational policies on the official website.	
5. If the company has established the ethical corporate management policies based on the Ethical Corporate Management Best-Practice Principles for TWSE/TPEX Listed Companies, please describe any discrepancy between the policies and their implementation. No differences.				
6. Other important information to facilitate a better understanding of the company’s ethical corporate management policies (e.g., review and amend its policies).				
(a) The Company complies with the Company Act, Securities and Exchange Act, Business Accounting Law, regulation related to public companies and other commercial conducts, as the basis for the implementation of business integrity management.				
(b) The Company has "Internal Material Information Processing Operations" and "Insider Transaction Prevention Management Procedures", which clearly stipulates that directors, managers and employees shall not disclose known internal material information to others, and shall not inquire or collect the Company's undisclosed internal material information that is not related to the individual's duties from those who are aware of such information. For those who are aware of the undisclosed internal material information not acquired by implementation of businesses, it shall not disclose such information to others.				

2.3.8 Other Important Information Regarding Corporate Governance:

The Company establishes the "Internal Material Information Processing Operations" and "Insider Transaction Prevention Management Procedures", as well as irregularly review the compliance with current laws and the demands of practical management, so as to establish a good internal material information processing and disclosure mechanism, avoid improper disclosure of information, and ensure the consistency and accuracy of the Company's information announced externally, as well as the compliance with the related procedures and laws. This regulation is also announced in the internal document management system for all employees, which can be inquired by employees, managers and directors at any time. At the same time, it randomly advocates notes for material information to all employees of the Company.

2.3.9 Internal Control Systems

1. Internal Control System Statement

Test Research, Inc. Internal Control System Statement

Date: February 26, 2025

In 2024, the Company conducted an internal audit of its internal control system and hereby declares the following:

- I. The Company acknowledges and understands that the establishment, enforcement and maintenance of the internal control system are the responsibility of the Board of Directors and management, and that the company has already established such a system. The purpose is to provide reasonable assurance to the effectiveness and efficiency of business operations (including profitability, performance and security of assets), reliability of financial reporting and compliance with relevant regulatory requirements.
- II. There are inherent limitations to even the most well designed internal control system. As such, an effective internal control system can only reasonably ensure the achievement of the aforementioned goals. Moreover, the operating environment and situation may change, impacting the effectiveness of the internal control system. However, self-supervision measures were implemented within the Company's internal control policies to facilitate immediate rectification once procedural flaws have been identified.
- III. The Company determines the effectiveness of the design and implementation of its internal control system in accordance with the items in "Regulations Governing

Establishment of Internal Control Systems by Public Companies" (hereinafter called "Governing Regulations") that are related to the effectiveness of internal control systems. The criteria introduced by the "Governing Regulations" cover the process of management control and consist of five major elements, each representing a different stage of internal control: 1. control environment, 2. risk assessment, 3. control activities, 4. information and communications, and 5. monitoring activities. Each of the elements in turn contains certain audit items. Please refer to "Governing Regulations" for details.

- IV. Company has adopted the aforementioned measures for an examination of the effectiveness of the design and implementation of the internal control system.
- V. Based on the findings of the aforementioned examination, the Company believes it can reasonably assure that the design and implementation of its internal control system as of December 31, 2024 (including supervision and management of subsidiaries), including the effectiveness and efficiency in operation, reliability in financial reporting and compliance with relevant regulatory requirements, have achieved the aforementioned objectives.
- VI. This declaration constitutes part of the Company's annual report and prospectus, and shall be disclosed to the public. If any fraudulent information, concealment or unlawful practices are discovered in the content of the aforementioned information, the Company shall be held liable under Article 20, Article 32, Article 171 and Article 174 of the Securities and Exchange Act.
- VII. VII. This statement was passed by the Board of Directors on February 26, 2025, with none of the six attending Directors expressing dissenting opinions, and the remainder all affirming the content of this Statement.

Test Research, Inc.

Chairman and President: Chieh-Yuan, Chen

- 2. If the company engages an accountant to examine its internal control system, disclose the CPA examination report: None.

2.3.10 Major Resolutions of Shareholders' Meeting and Board Meetings in the past year and up to the date of report

1. Major resolutions of the shareholders' meeting and implementation

The Company convened 2024 Annual General Shareholders Meeting on May 29, 2024, the major resolutions of the shareholders' meeting and implementations are listed as below:

Major resolutions	Implementation status
1. Approval of the 2023 business report and financial statements.	Followed the results of resolution.
2. Approval of the 2023 earning distribution plan.	The 2023 earning distribution has been fully allocated. June 22, 2024 is set as the ex-dividend date and July 5 of the same year is set as the cash dividend payment date. The cash dividend is NT\$3.3 per share.

2. Major resolutions of the board of director

Item	Date	Major resolutions
Board meeting	2024.02.21	<ol style="list-style-type: none"> 1. Approval of the Year 2024 business plan. 2. Approved the proposal of Remuneration Committee. 3. Approval of the 2023 business report and financial statements. 4. Adoption of 2023 Earning Distribution Plan. 5. Passed the proposal for the appointment and compensation assessment of CPAs. 6. Approved the budget increase for the construction of the Linkou second-phase plant. 7. Approved the long-term equity investment case of the Subsidiary. 8. Passed company's 2024 shareholders meeting held matters. 9. Approved the assessment of the effectiveness of the company's internal control system during the year 2023. 10. Passed company's year 2023 annual —Internal Control System Statement. 11. Approved to amend the Internal Control System.
Board meeting	2024.05.08	<ol style="list-style-type: none"> 1. Approved the Company's consolidated financial statements for the first quarter of year 2024. 2. Passed the proposal for the independence assessment of CPAs. ° 3. Approved the budget increase for the construction of the Linkou second-phase plant. 4. Approved the assessment of past due receivables and other receivables non-fund loans. 5. Approved to amend the Internal Control System.

Item	Date	Major resolutions
Board meeting	2024.05.29	1. Passed the ex-dividend date of year 2023 cash dividend distribution.
Board meeting	2024.08.07	<ol style="list-style-type: none"> 1. Passed the X-ray laboratory construction project. 2. Approved the proposal of Remuneration committee. 3. Approved the 2023 Sustainability Report. 4. Approved the Company's consolidated financial statements for the second quarter of year 2024. 5. Approved the assessment of past due receivables and other receivables non-fund loans. 6. Approved the long-term equity investment case of the subsidiary. 7. Approved the long-term equity investment case. 8. Approved to amend the Internal Control System.
Board meeting	2024.11.01	<ol style="list-style-type: none"> 1. Approval of the Year 2025 audit plan. 2. Approved the Company's consolidated financial statements for the third quarter of year 2024. 3. Approved the assessment of past due receivables and other receivables non-fund loans. 4. Approved to amend the Internal Control System. 5. Approved to the Applications for Bank Line of Credit.
Board meeting	2025.02.26	<ol style="list-style-type: none"> 1. Approval of the Year 2025 business plan. 2. Approved the proposal of Remuneration Committee. 3. Approval of amendments to the Company's Articles of Association. 4. Approval of the 2024business report and financial statements. 5. Adoption of 2024 Earning Distribution Plan. 6. Passed the proposal for the appointment and compensation assessment of CPAs. 7. Approved the project for new factory purchase of TRI Electronic (Shenzhen) Limited in Shenzhen. 8. Passed company's 2025 shareholders meeting held matters. 9. Approved the assessment of the effectiveness of the company's internal control system during the year 2024. 10. Passed company's year 2024 annual —Internal Control System Statement. 11. Approved to amend the Internal Control System.

2.3.11 Major Issues of Record or Written Statements Made by Any Director or Supervisor Dissenting to Important Resolutions Passed by the Board of Directors: None.

2.4 Information Regarding the Company's Audit Fee and Independence

2.4.1 Audit Fee

Unit: NT\$ Thousands

Accounting Firm	Name of CPA	Period Covered by CPA's Audit	Audit Fee	Non-audit Fee	Total	Remarks
PWC	Huang, Pei-Chuan Yen, Yu-Fang	2024.01.01 2024.12.31	3,090	260	3,350	Including disbursement fee
PWC	Yen-Tan Tsai	2024.01.01 2024.12.31		640	640	Tax Compliance and Undistributed Earnings and Application for Tax Refund for Substantive Investment Made Audit
PWC	C.Y Hsu	2024.01.01 2024.12.31		320	320	Transfer Pricing Analysis

2.4.2 If the accounting firm is changed and the audit fees paid in the year of the replacement is less than that of the previous year, the amounts of the audit fees before and after the replacement and the causes shall be disclosed: None.

2.4.3 If the audit fees were reduced more than 10% from that of the prior year, the reduction amount, percentage and reasons for the reduction of audit fees shall be disclosed: None.

2.5 Replacement of CPA: None.

2.6 Audit Independence

The Company's Chairman, Chief Executive Officer, Chief Financial Officer, and managers in charge of its finance and accounting operations did not hold any positions in the Company's independent auditing firm or its affiliates during 2024.

2.7 Changes in Shareholding of Directors, Managers and Major Shareholders: None.

2.8 Relationship among the Top Ten Shareholders

As of March 30, 2025; Unit: Shares

Name	Current Shareholding		Spouse's/minor's Shareholding		Shareholding by Nominee Arrangement		Name and Relationship Between the Company's Top Ten Shareholders, or Spouses or Relatives Within Two Degrees		Remarks
	Shares	%	Shares	%	Shares	%	Name	Relationship	
Chieh-Yuan, Chen	37,889,235	16.04%	17,338,054	7.33%	0	0	Mei-Hsing, Yeh Der-Hsin Investment Co., Ltd. Der-Sheng Investment Co., Ltd. Der-Hong Investment Co., Ltd.	Spouse Note4 Note4 Note4	-
Mei-Hsing, Yeh	17,338,054	7.33%	37,889,235	16.04%	0	0	Mei-Hsing, Yeh Der-Hsin Investment Co., Ltd. Der-Sheng Investment Co., Ltd. Der-Hong Investment Co., Ltd.	Spouse Note4 Note4 Note4	-
Der-Hsin Investment Co., Ltd. Mei-Hsing, Yeh	15,885,174 17,338,054	6.72% 7.33%	0 37,889,235	0 16.04%	0	0	Mei-Hsing, Yeh Chieh-Yuan, Chen	Note 4	-
Der-Sheng Investment Co., Ltd. Mei-Hsing, Yeh	11,212,370 17,338,054	4.75% 7.33%	0 37,889,235	0 16.04%	0	0	Mei-Hsing, Yeh Chieh-Yuan, Chen	Note 4	-
Fidelity Investment Trust: Fidelity International Small Cap Fund	7,960,000	3.37%	0	0	0	0	-	-	-
C SUN MFG LTD. Morrison Liang	2,835,000 0	1.62% 0%	0 0	0 0	0	0	-	-	-
Shan-Lin Investment Co., Ltd. Chin-Hsin, Peng	3,060,000 1,110,000	1.30% 0.47%	0	0	0	0	-	-	-
Der-Hong Investment Co., Ltd. Mei-Hsing, Yeh	2,738,939 17,338,054	1.16% 7.33%	0 37,889,235	0.00% 16.04%	0	0	Mei-Hsing, Yeh Chieh-Yuan, Chen	Note 4	-

Name	Current Shareholding		Spouse's/minor's Shareholding		Shareholding by Nominee Arrangement		Name and Relationship Between the Company's Top Ten Shareholders, or Spouses or Relatives Within Two Degrees		Remarks
	Shares	%	Shares	%	Shares	%	Name	Relationship	
Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds	2,631,878	1.11%	0	0	0	0	-	-	-
Vanguard Emerging Markets Stock Index Fund, a Series of Vanguard International Equity Index Funds	2,369,660	1.00%	0	0	0	0	-	-	-

Note1: The names of all top ten shareholders shall be listed, and the names of institutional shareholder and representative shall be listed separately.

Note2: The shareholding rate is calculated based on the shares held in the name of himself, spouse, minors or others.

Note3: For the shareholders listed above including the legal persons and the individuals, their relations are disclosed.

Note4: Chieh-Yuan, Chen and Mei-Hsing, Yeh are the major shareholder of Der-Hsin Investment Co., Ltd. and Der-Sheng Investment Co., Ltd. and Der-Hong Investment Com, Ltd.

2.9 Ownership of Shares in Affiliated Enterprises

Unit: Shares/ %

Affiliated Enterprises	Ownership by the Company		Direct or Indirect Ownership by Directors/Managers		Total Ownership	
	Shares	%	Shares	%	Shares	%
TRI INVESTMENTS LIMITED	6,724,109	100%	0	0	6,724,109	100%
TEST RESEARCH USA, INC.	1,518,935	100%	0	0	1,518,935	100%
TRI TEST RESEARCH EUROPE GMBH	(Note 1)	100%	0	0	(Note 1)	100%
TRI JAPAN Co., Ltd.	720	100%	0	0	720	100%
TEST RESEARCH INNOVATION MALAYSIA SDN. BHD.	1,000,000	100%	0	0	1,000,000	100%
TRI KOREA Co.,Ltd.	80,000	100%	0	0	80,000	100%
TEST RESEARCH INNOVATION MEXICO S. de R.L. de C.V.	10,000,000	100%	0	0	10,000,000	100%

Note 1: A limited company without shares.

III. Capital Overview

3.1 Capital and Shares

3.1.1 Source of Capital

A. Issued Shares

Unit: Shares; NT\$ Thousand

Month/ Year	Par Value (NT\$)	Authorized Capital		Paid-in Capital		Remark		
		Shares	Amount (NT\$ thousands)	Shares	Amount (NT\$ thousands)	Sources of Capital	Capital Increased by Assets Other than Cash	Other
1989/04	—	—	5,000,000	—	5,000,000	Establishment Capital	—	—
1995/02	—	—	10,000,000	—	10,000,000	Capital Increase by Cash	—	—
1995/11	—	—	30,000,000	—	30,000,000	Capital Increase by Cash	—	—
1996/07	—	—	80,000,000	—	80,000,000	Capital Increase by Cash	—	—
1997/08	10	18,000,000	180,000,000	11,880,000	118,800,000	Capital Increase by Cash Capital Increase by Retained Earnings	—	—
1998/07	10	19,860,000	198,600,000	18,760,000	187,600,000	Capital Increase by Cash Capital Increase by Retained Earnings	—	—
1998/12	66	19,860,000	198,600,000	19,860,000	198,600,000	Capital Increase by Cash	—	—
1999/06	10	36,000,000	360,000,000	30,680,000	306,800,000	Capital Increase by Retained Earnings	—	(88)Tai-Tsai-Zheng (1)No.36650 dated April 30, 1999
2000/07	10	38,000,000	380,000,000	37,380,000	373,800,000	Capital Increase by Retained Earnings	—	(89)Tai-Tsai-Zheng (1)No.58495 dated July 6, 2000
2001/11	10	80,000,000	800,000,000	50,200,000	502,000,000	Capital Increase by Retained Earnings	—	(90)Tai-Tsai-Zheng (1)No.143081 dated July 5, 2001
2002/07	10	85,000,000	850,000,000	61,572,400	615,724,000	Capital Increase by Retained Earnings	—	(91)Tai-Tsai-Zheng (1)No.127097 dated May 17, 2002
2003/09	10	85,000,000	850,000,000	75,747,880	757,478,800	Capital Increase by Retained Earnings	—	Tai-Tsai-Zheng1 No.0920136606 dated August 13, 2003
2004/10	10	100,000,000	1,000,000,000	88,827,060	888,270,600	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng1 No.0930136184 dated August 13, 2004

Month/ Year	Par Value (NT\$)	Authorized Capital		Paid-in Capital		Remark		
		Shares	Amount (NT\$ thousands)	Shares	Amount (NT\$ thousands)	Sources of Capital	Capital Increased by Assets Other than Cash	Other
2005/09	10	120,000,000	1,200,000,000	109,042,500	1,090,425,000	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng l No.0940130810 dated July 28, 2005
2006/09	10	136,000,000	1,360,000,000	127,660,000	1,276,600,000	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng l No.0950133006 dated July 27, 2006
2007/09	10	160,000,000	1,600,000,000	153,800,000	1,538,000,000	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng l No.0960038740 dated July 24, 2007
2008/09	10	200,000,000	2,000,000,000	185,300,000	1,853,000,000	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng l No.09700346772 dated 2008.07.10
2009/10	10	250,000,000	2,500,000,000	192,573,447	1,925,734,470	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng l No.0980040149 dated August 2, 2009
2010/08	10	250,000,000	2,500,000,000	202,202,000	2,022,020,000	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng l No.0990034331 dated July 2, 2010
2011/08	10	250,000,000	2,500,000,000	216,356,000	2,163,560,000	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng l No.1000030072 dated June 29, 2011
2012/08	10	250,000,000	2,500,000,000	222,846,000	2,228,460,000	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng-F a-Zi No. 1010027650 dated June 22, 2012
2013/08	10	250,000,000	2,500,000,000	236,216,000	2,362,160,000	Capital Increase by Retained Earnings	—	Jin-Guan-Zheng-F a-Zi No. 1020025905 dated July 3, 2013

Note: The Company used to be a limited company before August, 1997.

B. Type of Stock

Share Type	Authorized Capital			Remarks
	Outstanding shares (Note)	Un-issued Shares	Total Shares	
Common Stock	236,216,000	13,784,000	250,000,000	—

Note: Shares of listed companies.

Information for Shelf Registration: None.

3.1.2 List of Major Shareholders

As of March 30, 2025

Shareholder's Name	Shareholding	
	Shares	Percentage
Chieh-Yuan, Chen	37,889,235	16.04%
Mei-Hsing, Yeh	17,338,054	7.33%
Der-Shin Investment Co., Ltd.	15,885,174	6.72%
Der-Sheng Investment Co., Ltd.	11,212,370	4.75%
Fidelity Investment Trust: Fidelity International Small Cap Fund	7,660,000	3.37%
C SUN MFG LTD.	3,835,000	1.62%
Shan-Lin Investment Co.,Ltd. Chin-Hsin, Peng	3,060,000	1.30%
Der-Hong Investment Co., Ltd.	2,738,939	1.16%
Vanguard Total International Stock Index Fund, a series of Vanguard Star Funds	2,631,878	1.11%
Vanguard Emerging Markets Stock Index Fund, a Series of Vanguard International Equity Index Funds	2,369,660	1.00%

3.1.3 Dividend Policy and Implementation Status

A. Dividend Policy

After the final accounts of the Company, if there are earnings, the Company shall first pay the tax, make up the losses for the preceding years and then set aside a legal reserve of 10% of the net profit. However, it is an exception when the legal reserve of profit reaches the capital sum. After an additional special reserve shall be set aside or reversed in compliance with laws, it shall be the distributable profit of the year. Together with the undistributed profit at the end of the period, it will be the cumulative distributable profit of the shareholders. The Board shall work out the earning distribution plan, and submit it to the shareholders meeting for resolution on distribution. The Company is engaged in the industries related to high-tech automatic inspection devices. It is in the growth period of the corporate life cycle. To cope with the overall environment and characteristics of industrial growth, achieve business sustainability, and pursue the long-term profit of the company and stabilize operating performance goals, the dividend policy of the Company shall be based on the capital expenditure budget and the capital demands in the future. The dividend for shareholder shall be appropriated from the cumulative distributable profit, which shall be no less than 60% of the distributable profit of the current year. The cash dividend shall be no less than 50% of the amount distributed in the current year.

B. 2025 Shareholder's Meeting Proposal:

Cash dividend of NT\$ 5 per share, with a total of NT\$ 1,181,080,000.

C. The Situation in Which the Dividend Policy is Expected to Change Significantly: None.

3.1.4 Effect of the proposed stock dividends (to be adopted by the shareholders' meeting) on the operating performance and earnings per share:

Not applicable.

The Company did not disclose the financial forecast in year 2025 so it is not necessary to disclose the forecast information of the year 2025.

3.1.5 Compensation of Employees and Directors

A. Article 29-1 of the Company's Articles of Association stipulates that:

" If the Company gains some profits in the year, it shall make up the loss based on the pre-tax profit before deducting the remuneration of the employees. If there are still some profits remaining, it shall appropriate no less than 1% as the remuneration of the employees, and no more than 2% as the remuneration of the directors. "

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

The remuneration of employees and directors is based on the profitability of the year, and is estimated at a certain ratio within the scope specified in the Company's Articles of Association. The appropriated amount is recognized as operating expenses for the current year. However, if the actual distribution amount resolved by the Board of Directors is different from the estimated amount, it is recognized as profit or loss in the following year.

C. Distribution of Compensation of Employees and Directors for 2024 Approved in the Board of Directors Meeting on February 26, 2025.

(1) 2024 employees' remuneration and directors' remuneration resolved is NT\$ 36,282,318 and NT\$18,690,894 respectively, and the above amount will be paid in cash. The resolution amount doesn't have any difference from the amount of expense recognized for 2024.

(2) The amount of any employee compensation distributed in stocks, and the size of that amount as a percentage of the sum of the after-tax net income stated in the parent company only financial reports or individual financial reports for the current period and total employee compensation: Not Applicable.

D. Information of 2024 Distribution of Compensation of Employees and Directors (with an indication of the number of shares, monetary amount, and stock price, of the shares distributed) and, if there is any discrepancy between the actual distribution and the recognized employee and director compensation, additionally the discrepancy, cause, and how it is treated.

The Company's estimated employee compensation in 2023 was NT\$20,064,231, and the compensation to directors was NT\$10,336,122. There is no difference between the estimated amount and the actual amount distributed.

3.1.6 Buyback of Treasury Stock: None.

3.2 Bonds: None.

3.3 Preferred Shares: None.

3.4 Global Depository Receipts: None.

3.5 Employee Stock Options: None.

3.6 Status of New Restricted Stock Award Shares Issued to Employees: None.

3.7 Status of New Shares Issuance in Connection with Mergers and Acquisitions: None.

3.8 Financing Plans and Implementation: None.

IV. Operational Highlights

4.1 Business Activities

4.1.1 Business Scope

1. Main areas of business operations

- (1)CB01010 Machinery and Equipment Manufacturing.
- (2)CE01010 General Instruments Manufacturing;
- (3)CE01030 Photographic and Optical Equipment Manufacturing;
- (4)E604010 Machinery Installation Construction;
- (5)EZ05010 Apparatus and Gauge Installation Construction;
- (6)F113030 Wholesale of Precision Instruments;
- (7)F119010 Wholesale of Electronic Materials;
- (8)F213030 Retail sale of Computer, Office Machinery and Equipment;
- (9)F213040 Retail Sale of Precision Instruments;
- (10)F219010 Retail Sale of Electronic Materials;
- (11)F401010 International Trade;
- (12)I301010 Software Design Services;
- (13)I501010Product Designing;
- (14)ZZ99999 To carry on the business which are not prohibited or restricted by law except for the services licensed under approval.

2. Revenue distribution

Unit ; NT\$ thousands		
Major Divisions	Total Sales in Year 2024	(%) of Total Sales
Automatic Inspection Devices	6,144,143	96.67%
Service Revenue	211,665	3.33%
Total	6,355,808	100.00%

3. Main products

- (1) In-Circuit Tester (ICT)
 - Model: TR518 series
Applicable to the electronic and information products.
 - Model: TR5001 series
Applicable to electronic products such as information, communication, network, IA, DVD player, Digital camera, and LCD TV.
 - Model: TR8001/8100 series
Applicable to laptops, PCs , communication products, mobile phones, and etc.
- (2) Circuit board analysis and test fixture manufacturing services
 - When the user designs the circuit board, it provides analysis on the measurable rate, so as to achieve the maximum test coverage when the circuit board design. In addition, it also provides test fixture manufacturing services.

(3) Solder Paste Inspection (SPI)	Model: TR7007 series Applicable to solder paste SD inspection of SMT production line
(4) Automated Optical Inspection (AOI)	Model: TR7500/TR7700 series Applicable to high-density PCBA products such as mobile phones, PDAs, communication products, motherboards, and laptops
(5) Automated X-ray Inspection (AXI)	Model: TR7600 series Applicable to high-density hidden multi-soldering components, such as BGA, QFN, PressFit Connector, etc
(6) Yield Management System	The self-developed yield management system can be connected with the production and inspection equipment of SMT production line through advanced software functions to provide customers with the complete reports on production status and the real-time information of the yield rate on the production line.

4. New products development

Unit: NT thousands

Items in the development plan	Funds to be invested
Multi-core high-speed high-count assembly circuit board test machine, Fully automated large-size online assembly circuit board test system	100,000/year
AI deep learning defect identification core software development and application 3D AOI Large area array camera high-speed online single/multi-lens assembled circuit board 3D inspection machine, Multi-probe high-precision semiconductor back-end precision packaging 3D inspection machine, High-resolution multi-probe high-precision wafer-level mid- and back-end precision packaging 3D inspection machine 3D SPI High-speed and high-precision online assembly circuit board 3D solder paste inspection machine High-resolution online semiconductor application 3D solder paste inspection machine	350,000/year

Items in the development plan	Funds to be invested
3D AXI High-speed and high-precision online line scan automated X-ray inspection machine High-speed and high-precision online flat panel scanning (flat panel) automated X-ray inspection machine High power automated X-ray inspection machine for automotive electrical module applications High-resolution automated X-ray inspection machine for semiconductor precision packaging applications	

4.1.2 Industry Overview

1. Current situation and development of the industry:

The automatic inspection w is mainly used to accurately check and indicate the defective parts from the circuit board. Since there are dozens of or even hundreds of electronic parts on the circuit board, the problem such as missed insertion, wrong insertion, cold welding or part fault may occur during the manual or automatic insertion welding. If it relies on manual inspection, it is time-consuming and unreliable, which further affects the efficiency of the production process. The automatic detection equipment solves the aforementioned problems related to defects, reduces the defects found before shipment which may result in rework. Therefore, it is an indispensable detection assistant for the industries such as electronic information and communications in the production process. In recent years, assembly production lines have been faced with requirements for higher yield and output speed, which brings higher market demands for automatic inspection equipment and the stricter requirements for functionality. This will help equipment suppliers with high price / function ratio and fast R & D speed to seize more business opportunities.

The automatic inspection equipment can be divided into ICT, AOI, SPI and AXI based on the functions:

A. In-Circuit Tester (ICT):

Besides static tests, it can only test the digital function of the IC on the circuit board. With the external power supply, it uses the PXI module on the test equipment to measure the analog and digital signals on the circuit board, which is applied to the quality inspection before shipment of the finished products. It belongs to dynamic functional test. It is suitable for products with complex circuit board design, many test points and powerful electronic components, such as automotive electronics, servers, etc.

B. Automated Optical Inspection (AOI):

Due to the compact and slim design trend of information and communication products, it makes the circuit board testing technology more difficult. AOI uses

optical image scanning / reading technology to replace general visual or traditional probe test. It solves the blind spots of the test for the assembled circuit board due to high distribution density of electronic components, such as skew, tombstone, lifted lead, scratches, polarity, excessive solder, insufficient solder, and etc.

C. Solder Paste Inspection (SPI):

SMT quality is determined by how to improve the printing quality of solder paste. The SPI can quickly measure the thickness and open/short circuit of each solder point, so as to solve the long-term troubles that 2D cannot solve. For compact and slim products, it won't cause poor contact due to small solder points, insufficient solder, vibration when use, thermal expansion and contraction, so as to improve the quality and capacity of the process.

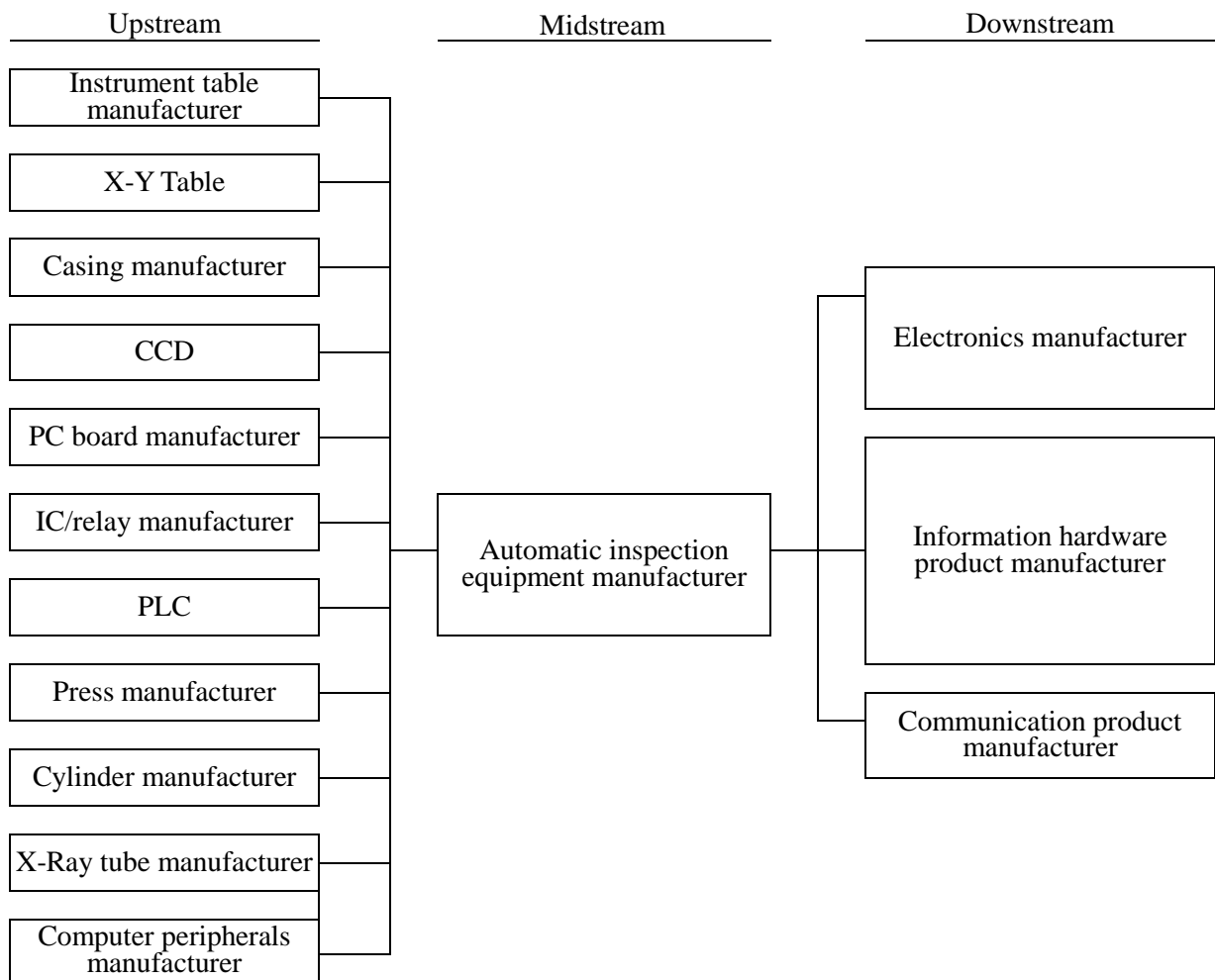
D. Automated X-ray Inspection (AXI):

For the traditional electrical measurement methods that adopt probe implanting, due to the high density of PCB parts, it is quite difficult to implant probes, so the test coverage is greatly reduced. The AOI system that uses visible light as the inspection light source cannot provide effective and satisfactory test coverage in high-density parts, micro parts, shielding solder joints of RF and high-frequency circuits, and etc. Through the good penetration and non-destructive inspection characteristics of X-Ray, it can be combined with traditional AOI systems to greatly improve the overall system test coverage.

2. Correlation between the industrial upstream, midstream and downstream

The components needed for manufacturing and assembling the automatic inspection equipment of the Company are mostly purchased from major domestic manufacturers, such as: XY Table, image processing board CCD Camera and X-ray tube, instrument table, PC board, IC, press and computer. After the above-mentioned components are obtained, the Company processes, assembles and inspects them, and finally sells them to manufacturers of information, communications and other industries, which are used to inspect and test the components during its production process, so as to improve the production yield.

The correlation between the industrial upstream, midstream and downstream is shown as below:



3. Product development trend:

In recent years, technology products are developing towards the compact and slim trend. All manufacturers of mobile phones, digital cameras, LCD screens, and laptops are fully committed to promoting the slim feature of their products to consumers. In response to the trend of lightweight products, the products must be designed with smaller size while maintaining the original high yield, which is quite difficult. Taiwan's industry that is dominated by outsourcing, is forced to enter a brand new generation of technology. The manufacturers have invested a lot of funds to update or expand new production lines and purchase more advanced production equipment. In terms of automatic inspection equipment, the growth of the network and the integration of 3C will promote the market demands for automatic inspection equipment. In addition, the rapid growth of communications and portable audio-visual products will bring high market demands for testers with small size and high density of electronic component.

4. Product competition situation:

(1)ICT :

At present, the manufacturers in Taiwan are mostly OEM, ODM and EMS. As for the inspection equipment, the foreign customers often designate to use products from international large brands. The Company has developed non-multitask models and simplified the jig manufacturing process. The improved human-machine interface makes it easy-to-operate for users. As the circuit boards are getting highly complicated and integrated, the new generation of automatic inspection equipment is provided to replace the equivalent equipment made from foreign manufacturers gradually. Recently, it has obtained a number of European and American AVL certifications, which will be helpful for the product sales and market expansion.

(2)AOI/SPI/AXI :

At present, there are many foreign competitors related to AOI, SPI and AXI. After investing huge resources in the research and development for many years, the Company has released a comparable machine with well-known foreign manufacturers in terms of the inspection speed and functions. Such machine can fully meet the current strict testing requirements for small components, with extremely high competitiveness in the market. In addition to the miniature trend of electronics, the ICT equipment that originally used electrical testing will face the problem of incomplete testing (low coverage of insufficient testing points). It is expected that the demands for AOI / SPI / AXI equipment will still have growth space in the next several years.

5. Yield rate of the Company's products:

Under the requirements of the quality policy, "developing advanced technology, pursuing excellent quality, and satisfactory customer service", the Company has been working hard to promote the design and production of high-precision and high-quality measurement equipment that will achieve a win-win outcome with customers. In terms of the quality requirements, it considers the R & D quality, process quality and service quality as the key elements of quality assurance. The Company has also set the installation yield rate, the repeated purchase rate of customers and the number of major factory certifications as the key performance indicators. Through the strategy roadmap, the quality goals are expanded to the entire company, so as to fully promote the implementation of quality. The implementation schemes such as quality verification for products developed, engineering design change process tracking, customer complaint handling, supplier quality counseling, subsidiary quality system linkage, etc. are all in pursuit of the goal of maximum customer satisfaction. Through quality cycles, it achieves continuous improvement and progress to provide customer-oriented quality services. However, under the constant challenge of pursuing better product quality, we are still committed to making breakthroughs. The "Time to Market" is the key in this new economic era. In terms of future efforts: we will strive to accelerate product commercialization, meet new technological challenges, and enhance the confidence in product reliability. We will provide high-quality assurance for our products and the customer's products, which is the Company's goal in quality.

4.1.3 Research and Development

1. Research and Development Expenses in the Past Two Years

Unit: NT thousands

Year	2024	2023
R&D Expenses (NT\$ thousands)	572,995	428,174
R&D Expenses as a Percentage of Sales Revenue	9%	9%

2. Research and Development Achievements of the TRI in the Past Five Years

Since the establishment, the Company has adhered to the faith of independent research and development, cultivated and recruited professional talents for a long time, so as to build a complete R & D system the covers the technologies of analog, digital, optical inspection, institutions, IC and system software. It aims to meet customer's multi-functional needs for products and maintain the market competitiveness with the technologies leading in the industry. The R&D achievements of the Company in the past five years are listed below:

Year	Major Products Developed	Product functions
2020	TR7700QE-S AOI	© Built on a high resolution and high precision platform, TR7700QE-S features the packaging purpose in the semiconductor industry. This unit enables to inspect various defects, including wire bonding, sticky crystal, SMD, bumps and tin points. Thus, the accuracy is upgraded through the use of both measurement functions and flexible inspection calculations.
2020	TR7700QM SII AOI	©TR7700QM SII is built on a high resolution and high expandability structure, and suitable for packaging in the semiconductor industry. In addition of detecting defects of wire bonding, sticky crystal, SMD, bumps, and tin points, this unit can employ the TRI intelligent inspection to detect data base in real time.
2020	TR7007Q Plus SPI	©TR7007Q Plus 3D SPI platform equips with a total of four sets of digital fringe light projection, an optimized motion control system (EtherCAT), together with an enhanced 2D light source module. This device ensures shadow free inspection, accurate detection of low tin bridge defects, and board-bending compensation so as to eliminate PCB manufacturing process errors.
2020	TR7007D Plus SPI	©TR7007D Plus 3D SPI platform equips with two sets of digital fringe light projection, an optimized motion control system (EtherCAT), plus an enhanced 2D light source module, a device to accurately detect low solder bridge defects and perform board bending compensation in order to eliminate PCB process errors eventually.

Year	Major Products Developed	Product functions
2020	TR5001 SII LED Series ICT	<p>◎ A new generation of TR5001 SII LED series assembled circuit board tester, this unit provides up to four independent test cores to support multi-core parallel testing and increase test productivity significantly. Regarded as TRI's latest ICT + FCT innovation technology of its kind, the TR5001 SII LED series is dedicated to LED lighting tests.</p> <p>◎ Winner of both the 2020 EM Asia Innovation Award and 2020 IPC APEX Innovation Award</p>
2021	TR7007 SII Ultra SPI	<p>◎The detection speed of TR7007 SII Ultra 3D SPI platform is in the leading position in the industry, and is built on a reinforced mechanical platform to ensure stability and accuracy during the inspection process.</p>
2022	TR7500QE Plus AOI	<p>◎TR7500QE Plus is a new generation of multi-camera side-view 3D AOI. This platform can detect inner layer bridges, hidden pins and other obscured defects, and is equipped with innovative AI-driven algorithms and enhanced mechanical functions to provide high-precision inspection of measurement level.</p>
2022	TR7700QB SII AOI	<p>◎The TR7700QB SII series is a 3D AOI solution with a downward-looking camera, which is specially designed for dual in-line package (DIP) and through-hole technology (THT) components that require high-coverage inspection. In addition, the smart factory solution supported by TR7700QB SII can exchange data and simplify the serial connection of MES.</p>
2022	TR8100H SII ICT	<p>◎TR8100H SII series is the latest high-end circuit board test ICT, which can test up to 11,088 pin points. Its high program designability enables rapid program development and effectively improves system stability. The long-term test reliability and fault coverage can fully present the test results.</p> <p>◎Won the 2022 EM Asia Innovation Award.</p>
2023	TR7007Q SII SPI	<p>◎The TR7007Q SII 3D SPI platform is equipped with up to 4 sets of digital stripe light projection, optimized motion control system (EtherCAT) and wide spectrum system. With its high-speed platform, the detection speed is significantly improved compared to the previous generation products, and the contrast and detection rate are greatly enhanced.</p>
2023	TR7007D SII SPI	<p>◎The TR7007D SII 3D SPI platform is equipped with up to 2 sets of digital stripe light projection, optimized motion control system (EtherCAT) and wide spectrum system. With its high-speed platform, the detection speed is significantly improved compared to the previous generation products, and the contrast and detection rate are</p>

Year	Major Products Developed	Product functions
		greatly enhanced.
2023	TR7700QH SII AOI	◎The newly launched TR7700QH SII ultra-high-speed 3D AOI can detect at speeds up to 80 cm ² /sec and maintains superior Gauge R&R values.
2023	TR7700 SIII Ultra AOI	◎The TR7700 SIII Ultra series high-throughput AOI system is equipped on a reinforced mechanical platform to ensure stability, accuracy and precision during inspection.
2023	TR7700 SIII Ultra CI AOI	◎TR7700 SIII Ultra CI AOI provides the most advanced protective coating detection function, with enhanced optical design and professional multi-phase illumination, suitable for detecting coating defects. In addition to measuring coating thickness, it also has the ability to detect flux and glue.
2023	TR7600F2D Plus AXI	◎The TR7600F2D Plus AXI series is equipped on a new mechanical platform, supports 5μm high resolution, and can provide comprehensive and complete coverage detection.
2023	TR7600LL SV AXI	◎This TR7600 SV series line-scan high-speed 3D AXI has an inspection speed up to 20% faster than the award-winning TR7600 SIII series, and can support high-volume inspection.
2023	TR7900Q SII AOI	◎TR7900Q SII AOI fully integrates the loading/unloading module to facilitate the use of conveying substrates and magazines, and is specially designed to provide inspection for the semiconductor/advanced packaging industry.
2023	TR7900Q SII-R AOI	◎TR7900Q SII-R AOI is a 3D automatic inspection and review station used in the semiconductor/advanced packaging industry. It fully integrates the loading/unloading module to simplify the transportation of substrates and magazines.
2023	TR7720S AOI	◎This TR7720S is a small AI-driven AOI specially designed for the semiconductor/advanced packaging industry. It is used to detect wire bonding, die bonding, SMD and solder points, etc.
2023	TR5001E SII ICT	◎The TR5001E SII ICT system has built-in automatic calibration and self-diagnosis functions, provides a quick and easy-friendly program development interface, and ensures a highly reliable and cost-effective solution for long-term testing.
2024	TR7007 SIII SPI	◎TR7007 SIII 3D SPI has an industry-leading inspection speed of up to 200 cm ² /sec. It is built on a reinforced mechanical platform to ensure stability and accuracy during the inspection process.

Year	Major Products Developed	Product functions
2024	TR7007Q SII-S SPI	◎TR7007Q SII-S 3D SPI is designed for SEMI back-end, Mini-LED and other inspection applications. It is equipped with a wide spectrum light system and coaxial lighting to achieve accurate solder paste measurement.
2024	TR7700QC SII AOI	◎TR7700QC SII 3D AOI is equipped with a number of core inspection functions required for electronic manufacturing applications, and its easy-to-set programming function meets the mainstream smart factory working standards.
2024	TR7700Q SII-S AOI	◎TR7700Q SII-S is the best AI-driven AOI inspection platform for the semiconductor/advanced packaging industry. Its enhanced metrology capabilities and multiple imaging technologies enable complete coverage inspection.
2024	TR7600F3D SII Plus AXI	◎TR7600F3D SII Plus is the latest model with 3 μm high-resolution 3D AXI, supports CT tomography, and uses the most advanced AI algorithm.

3. Research and Development Plan

(1) Goals of R&D strategies

The Company's research and development strategies are to be committed to automatic inspection equipment. With the development of Taiwan's information industry, communication industry and IC industry, the products developed by the Company can reduce the production inspection costs, improve the quality of product delivered, and thus improve the overall competitiveness for manufacturers. It makes our product lines of automatic inspection equipment more complete.

(2)Key R&D items

The Company's goal is to provide customers with an overall solution on automatic inspection equipment. In addition to constantly improving and optimizing the functions and quality of the commercialized products, the Company will develop:

- A. High-efficiency automatic inspection equipment: that will provide higher testing speed and complete functional testing for products, improve product quality, and reduce the manpower and costs for testing.
- B. Intelligent Test Software Solutions: that will integrate with AOI, SPI, AXI, ICT, and Functional Test systems to improve test coverage and reduce overall test time. The intelligent software could improve process yield and product quality, and provide overall solutions of online product inspection for production.

4.1.4 Long-term and Short-term Development

1. Short-term Development

The short-term marketing goals that the Company strives for are to strengthen the global marketing and service network in addition to fully developing the Chinese market in Taiwan and Mainland China. It aims to penetrate into the market of non-Taiwanese businesses and expand the business scope and scale.

For the assembly of automatic inspection equipment industry, the Company has already taken up the leading position in the industry. With a large number of customer clusters, its product quality, services and functions have been deeply recognized by customers. It has also established good relations with electronic information and communication product manufacturers, won the trust of customers and built a good brand image.

ICT has been certified by many international manufacturers, which have been widely used in many well-known factories. Since SPI & AOI automatic inspection equipment has the same customer clusters as ICT, it can be quickly promoted to the existing customer clusters. Regarding the automatic inspection equipment, the marketing strategy of the Company is to provide customers with "overall solutions."

2. Long-term Development

It will accelerate the internationalization, strengthen the marketing of self-owned brands, and increase the exposure in various markets around the world, and establish the image of a professional tester manufacturer, so as to become "a well-known brand of global automatic inspection equipment". Moreover, it will collect market intelligence extensively, which will be taken as important reference for formulating product development and marketing strategies.

4.2 Market and Sales Overview

4.2.1 Market Analysis

1. Target regions for main products:

The Company is mainly engaged in R & D, production, and sales services of automatic inspection equipment. It also constantly seeks breakthroughs in function and quality upon user's needs, so as to provide a complete solution for testing and assembled circuit boards. Besides the sales of testers, TRI also provides factory automation consulting services, which realizes the most comprehensive automation process for the production lines of the factory. Moreover, the production lines could be controlled by the online computers, which is convenient and more efficient. In terms of after-sales service, the Company also provides warranty services including education and training, machine repair, replacement, calibration, and regular maintenance. In addition, the regular software update services are available to allow users to upgrade to more powerful technologies.

Sales (Service) Region:

Unit: NT thousands

(Year) (Division)	2024		2023	
	Sales	Percentage	Sales	Percentage
Asia	5,693,161	89.6%	3,659,102	82.5%
America	404,316	6.4%	483,966	10.9%
Europe	256,736	4.0%	259,628	5.9%
Others	1,595	0.0%	32,405	0.7%
Total	6,355,808	100%	4,435,101	100%

2. Market Share (%) of Major Product:

The Company has been engaged in the field of automatic inspection equipment for decades. At the same time, it has also operated in major markets such as Taiwan and Mainland China for a long time. It not only obtains a high reputation in the industry, but also invests considerable resources in product development and customer management, which is one of the leading brands in Greater China. It currently ranks among the top five globally and takes up the global market share of 10~20%.

3. Market supply, demand situation and future growth:

(1) Industrial characteristics

- a. The industry is R&D technology-oriented, which results in high barriers for new manufacturers to enter the market.
The existing manufacturers have accumulated many years of experience, acquired key technologies and been engaged in the market for a long time. All these are high market barriers and technical bottlenecks for new manufacturers.
- b. The products are widely applied and close linked with the development of downstream industry process.
The tester market covers the industries of electronics, information communication, telecommunications and others, which requires grasping customer demands at any time. Current, the development cycle of consumer products is about 3 months, and the life cycle of products is 6 months. In order to cope with the fast-changing product process, tester manufacturers must be able to meet customer requirements in advance. Otherwise, it will not be able to take up a place steadily in the market.
- c. It takes product function and service as the orientation, and focuses on the key customers
Generally, the tester manufacturers complete customized designs for specific customer needs. Therefore, function update and after-sales service are extremely important.
- d. Low pollution and low energy consumption industry
The design of software and hardware and the mass production process do not consume a lot of energy or cause major pollution.

(2) Market demand

With the growth of the Internet and the rapid integration of 3C technology, it will show higher requirements for user-friendly interface. Taiwan's information manufacturers take advantage of the mature production technology and flexible manufacturing strength accumulated in the past. Under the rapid growth of global information appliance products, the related manufacturers in Taiwan have successively expanded their production and testing equipment to embrace the coming of post-PC era, which has also promoted the market demands for automatic inspection equipment.

(3)Market supply

The multi-functional automatic inspection equipment developed by the Company can takes the advantage of the rapid delivery and the complete

customer service system of local manufacturers. Moreover, the downstream applications consider to reduce production inspection costs. Thus, the imported inspection equipment will be gradually replaced. At the meantime, with the continuous growth of the information and telecommunication industry in Taiwan, the market supply in the future will be adequate since the tester manufacturers in Taiwan are engaged in this field for a long time and have acquired mature production technologies.

(4) Future development trend of the industry

- a. With the diversification of electronics and information products, the circuit design tends to be more and more complex, and the requirements for inspection coverage are stricter and it is upgraded toward functional digital measurement technology.
- b. Due to the compact and skim development trend of the electronics, the development of precision optical detection technology will be the development focus of the manufacturers in the future.

4. Favorable and Unfavorable Factors in the Long Term

Favorable factors that affect the future development of the Company

(1) R&D technical strength leading in the industry

The Company has spared no effort in the research and development of product technologies. In terms of hardware design, it has designed the host control board circuit for the automatic inspection equipment, fully mastered the key test technologies. With self-developed application software, it could accurately analyze the test results and feedback the process defects to the front-end manufacturer in real time. In this way, it achieves the purpose of improving the yield of the production process and reducing the inspection costs. Moreover, it greatly increases the added value of the integration of automatic inspection equipment systems, and releases new products that are leading in the industry, which have been recognized and complimented by customers. In addition, the customer's use suggestions and process development trends are reflected by the customer service personnel. After the relevant departments evaluate the feasibility, it will improve the existing automatic detection equipment or develop new products to enhance the competitiveness among the competitors.

(2) Good brand image, and product competitiveness

The Company promotes the brand “TRI innovation” in the markets at home and abroad. With the long-term efforts in the field of tester, the high-quality products and professional repair services, it has established a good brand image and won the recognition and trust of renowned large factories at home and abroad. With rich experience in marketing equipment and a large number of customer clusters, the Company as a local manufacturer, is more competitive than foreign manufacturers in terms of supply speed, product repair and technical support. Thus our products gradually replace the costly testers made by the manufacturers in the United States and Japan.

(3) With the technical strength accumulated over the past years, it has diversified

the product lines in the field of the assembled circuit board inspection, and provides complete inspection requirements and schemes for assembled circuit boards. Therefore, the Company is quite flexible in adjusting its technology and organizational structure, and can take advantage of the positive benefits of expanding its product lines in the right time.

(4) Sound operational and financial condition, and abundant manpower

The revenue of the Company has grown substantially since its establishment, and its financial condition is conservative and stable. Under the philosophy of "team, speed, innovation, integrity, and service" for a long time, we emphasize on the employee welfare, and establish responsibility-oriented management system, etc., so as to attract and retain outstanding employees. At the meantime, it spares no effort to conduct employee training and carry out cultivation plans. Abundant and excellent manpower, plus the Company's solid foundation, is critical for the future growth of the Company.

Unfavorable factors

Some foreign large information factories still designate foreign brand equipment: Despite the operations for many years, the increased global market share and higher awareness, some foreign large information factories still designate foreign brand equipment. As a result, the Company still has to continuously develop foreign AVL certification affairs of foreign large information factories.

Countermeasures:

- A. Strengthen product differentiation, and improve product functions to meet customer needs better; when facing various brands, customers will still consider product functions rather than price to make the decision.
- B. Establish a complete customer service system and real-time after-sales service, and help customers train production line engineers to make it get online easily; thus, they can solve the simple problems by themselves to avoid interruption of the production line and increase the confidence of downstream customers.
- C. Continuously and actively carry out the AVL certification of European and American large factories and maintain good relations with the above-mentioned OEM factories; with the advantages of quick supply and low equipment and maintenance costs of local manufacturers, we could gain customer trust and establish opportunities for future cooperation between the two parties.
- D. Develop overseas markets and expand marketing sites

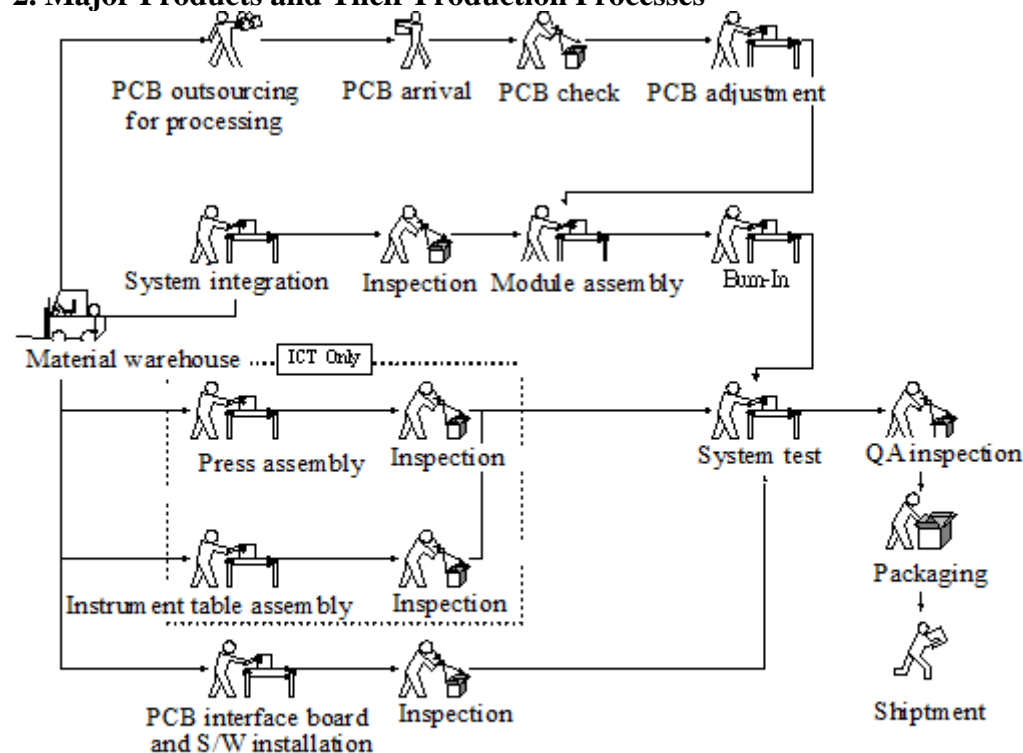
As the electronics, information, communication and other industries shift the production base to Mainland China, the Company has also set up sales and service sites in China and cooperates with local agents to fully grasp customer needs and trends at any time, so as to develop the potential markets in China. It also actively sets up sites in Asia, Europe, America and other regions and cooperates with local potential distributors to establish wide distribution network and expand the business in overseas markets.

4.2.2 Production Procedures of Main Products

1. Major Products and Their Main Uses

Products	Applications
ICT	Suitable for testing the functions of the assembled circuit board of the soldered parts and determining whether the circuit board is open/short circuited and whether the electronic components are missing, reversed, or damaged during production. The abnormal problems mentioned above will be firstly solved in the process to improve the quality management of the circuit board process. This reduces the number of defects found before shipment that may lead to rework.
AOI	Suitable for the inspection of the assembled circuit boards with small size and high density such as: Solder Volume, Missing Component, Skew Component, Tombstoned Component, Polarity & Marking, Solder Bridge, Missing Solder, Lifted Lead, Surface Defect on Gold Finger, and Surface Defect on PCB.
SPI	Suitable for solder point inspection before Pick and Places in the process of assembling the circuit board; it could minimize the defective rate of BGA parts welding and Solder Bridge during the process. It can also check the area, height, volume, insufficient, and excessive problems after printing the solder paste, so as to reduce the non-conforming solder joints derived from solder paste printing defects.
AXI	X-Ray AOI inspection machine mainly uses the penetration characteristics of X-Ray to present the images with various brightness on the camera acquisition. It can separate the upper and lower overlapping component images, makes computation and analysis for the images at different CT layer height by nine images taken by different directions of acquisition angle, so as to detect the defect the non-conformities on the circuit board. Especially for BGA components and the parts that can't be inspected visually, it can provide a more advantageous solution.

2. Major Products and Their Production Processes



4.2.3 Supply Status of Main Materials

Main materials	Location of major suppliers
Mechanism related parts	Taiwan
Image parts	United States, Canada, Japan, Germany, The Netherlands, Korea, UK
PCB empty board	Taiwan
Electromechanical parts	Japan, Taiwan
Computer peripherals	Taiwan
XY TABLE	Japan, Taiwan
Relay	Taiwan

The above suppliers are mostly large factories at home and abroad, which have good quality, technology and reputation in the industry, and have cooperated with the company for many years with good and stable partnership. At present, the Company has adequate supply for main materials. For the procurement of raw materials, it generally maintains more than two suppliers, ensuring the stable supply. Thus, there is no shortage of supply for production materials.

4.2.4 Major Suppliers and Clients

1. Major Suppliers in the Last Two Calendar Years who has accounted for more than 10% of the total purchase of goods in any one of the latest two years : None.
2. Major Clients in the Last Two Calendar Years who has accounted for more than 10% of the total sales of goods in any one of the latest two years : None.

4.3 Human Resources for the Past Two Years

Year		2024	2023
Number of Employees	Sales	416	376
	R & D	238	221
	Manufacturing	211	192
	Administration	133	134
	Total	998	923
Average Age		36.77	36.84
Average Years of Service		8	8
Education	Ph.D.	1.10%	1.19%
	Masters	25.65%	25.89%
	Bachelor's Degree	69.24%	69.02%
	Senior High School	3.91%	3.79%
	Below Senior High School	0.10%	0.11%

4.4 Environmental Protection Expenditure

4.4.1 Total Losses and Penalties

The loss or penalty caused by environmental pollution during the latest year and up to the printing date of this annual report: None.

4.4.2 Countermeasures

The amount of the loss and punishment caused by polluting the environment in the latest two years and as of the printing date of the annual report; also disclose the future preventive measures and possible expenditure: Not Applicable.

4.5 Labor Relations

4.5.1 The Company's HR strategy is to strive to create an "employer brand" that attracts excellent talents. The important human resources measures are listed as below:

1. Recruit excellent talents

To meet the needs of business growth and internationalization, the Company is actively recruiting various excellent talents. Through full empowerment, we provide a working environment that can realize the full potential and achieve the satisfaction and accomplishment of employees.

2. Performance Development Plan

The Company implements the Performance Development Plan(PDP) that combines the strategic planning with the personal performance management plans through the balanced scorecard. The PDP has effectively integrated resources and focused on the overall strategy and achievement of annual goals of the Company.

3. Compensation system

The Company implements the philosophy of performance-based incentives combines with the above-mentioned PDP, salary raise, bonuses and dividends that are based on the performance and ability evaluation.

4. Welfare measures

Travel allowance / cash gift for festivals/ diversified leisure activities / allowance for marriage, funeral and maternity / hospitalization relief money /allowance for medical examination free group insurance for employees and dependents / regular health check / gym exclusively for employee.

5. Further study, education and training

The Company's training system can enhance employees' competency and enable them to realize their full potential, as well as combine individual growth with organizational development. Every employee could take various training courses carefully arranged under this system, adding value to the colorful life!

(1) Leadership development course: Through a series of management leadership training in management, finance, law, human resources, and etc., it cultivates excellent leaders and establishes the management language with ethics and disciplines in common.

(2) Professional course: By enhancing the professional knowledge and skills of employees, it improves the work performance and increases the competitiveness of employees and the Company. The content of the course includes: a. Elementary professional training: FPGA, RF, MCU, TRIZ, FMEA, C ++, C #, etc. ; b. Advanced professional training: professional training for the specific department, special seminars and external training.

(3) Basic course: The new recruits are conducted with training related to philosophy, so they will be competent of the new position smoothly, which can

also strengthen the cohesion of the Company. The content of the course includes: a. introduction of corporate culture and business philosophy; b. description of company system, welfare, goals and future vision; c. product introduction and future development directions; d. legal concepts that technological employee should possess (for example: patent rights and intellectual property rights); e. utilization of internal management tools.

- (4) External course: Employees can attend seminars and professional training courses at home and abroad in a non-scheduled way, so as to strengthen professional competency and technology. The achievements of the Company's 2024 education and training records are as follows:

Number of classes	Total trainees	Total training hours	Total expense(NT\$)
280	9,640	20,371	817,863

6. Retirement system and its implementation

The Company established the Labor Retirement Reserve Supervision Committee in 2000, and formulated the labor retirement regulations to handle employee retirement matters. Moreover, it allocated pensions on a monthly basis as required by laws and deposits them in Department of Trusts, the Bank of Taiwan (formerly the Central Trust of China) for management. In addition, a new labor pensions system has been implemented since July 1, 2005, and pensions are appropriated on a monthly basis and deposited into the special account of the Bureau of Labor Insurance for management. The company's 2024 pension allocation situation is as follows:

Pension system	Old system	New system
Applicable source of law	Labor Standards Act	Labor Pension Regulations
How to withdraw	In name of the Company, 4% of the employee's total monthly salary is deposited into a special account in the Bank of Taiwan.	According to the insurance coverage of each employee, 6% is allocated to the individual account of the Bureau of Labor Insurance.
Amount to be allocated	Labor retirement reserve accumulated to amount of NT \$68,559 thousands.	An amount of NT\$ 31,062 thousands was allocated in 2024.

7. Labor agreements

The Company deals with the labor issues based on the business philosophy of labor-management integration, co-existence and co-prosperity, and attaches great importance to the opinions of employees. Employees may always fully express the problems encountered at work and in life through the formal or informal

communication channels of the Company, so as to seek mutual understanding, cohesion and consensus, and create outstanding performance together. In addition, since 2000, the labor representatives have been regularly elected, and labor meetings have been held regularly to coordinate the views of both parties and promote the harmony between labor and management. So far no labor disputes have occurred.

8. Code of Conduct

To regulate the employees service, appointment, resignation, dismissal, suspension without pay, lay-off, compensation, working hours, overtime work, leave, retirement, pension, assessment, reward and punishment, welfare, safety and health, employee complaint management and various conducts, the Code of Conduct was established in 1999, and reported to the competent authority for regular review. After the amendment was approved by the labor-management conference, it will be also filed to the competent authority for review.

9. Code of Ethical Conduct

To guide the Company's directors, managers at all levels and all employees to act in conformation to the ethical standards, and to make the Company's stakeholders understand the ethical standards better, the Company has established the Code of Ethical Conduct, including the following eight items:

- (1) Prevent conflicts of interest
- (2) Avoid pursuit of personal benefits
- (3) Confidentiality
- (4) Fair trade
- (5) Protect and properly use company assets
- (6) Comply with laws and regulations
- (7) Encourage reporting any illegal or ethical misconduct against the Code of Ethical Conduct
- (8) Disciplinary measures.

10. Working environment and safety protection measures for employees

Safety and hygiene work rules have been formulated since 2000. In the first quarter of 2022, the ISO45001 Occupational health and safety management systems was introduced and certified by an external audit agency to continuously improve the safety and hygiene of the workplace environment, promote the well-being of employees and ensure their rights and interests. The Occupational Safety and Health Committee of the Company is in accordance with the "Occupational Safety and Health Management Measures" to effectively prevent occupational accidents in various workplaces within the Company and promote the safety and hygiene of all colleagues and workers who apply the regulations of the Republic of China-Occupational Safety and Hygiene Law. The rules and regulations for the

management of occupational safety and hygiene require supervisors at all levels and relevant personnel such as management, command, and supervision to implement the provisions of the regulations. The scope includes the following content for employees to follow:

- (1) Occupational safety and health management and rights and responsibilities at all levels: The occupational safety and health team is set up in accordance with the provisions of the Occupational Safety and Health Act, to manage all occupational safety and health related affairs of the Company.
- (2) Maintenance and inspection of equipment: This is to formulate automatic inspection control procedures and implement regular inspections, key inspections, and work inspections in accordance with laws and regulations. After being developed by the user unit and submitted to the Occupational Safety and Hygiene Organization for review, it will be implemented according to the plan.
- (3) Work safety and health standards: It includes the general safety and health precautions, safety and health precautions in the workplace, hand tool operation precautions, precautions related to material storage and transportation operation safety, electrical, air compressor, mechanical processing, safety precautions got organic solvents operation, fire and explosion prevention precautions.
- (4) Education and training: All workers must undergo at least three hours of safety and health training every three years. Moreover, they should undergo at least three hours of on-the-job training annually based on the job transfer or the needs of each department.
- (5) First aid and rescue: In case of any accidental injury at work, it should notify the first-aid personnel immediately. The injured personnel should be sent to the doctor for emergency medical treatment depending on the actual condition. In case of injury caused by special job, in addition to medical treatment and reporting to the management for handling, a written report should be prepared and submitted to the occupational safety and health team. The current lines for emergency are 110 and 119.
- (6) Preparation, maintenance and use of protective equipment
- (7) Accident reporting: When any injury occurs to the employee in the department at work, it should report to the supervisor immediately. The supervisor must report to the occupational safety and health team to grasp the disaster situation and track the progress within 24 hours. In case of major accident, the scene should be kept after the rescue, which should not be moved or destroyed without authorization. It facilitates the identification and inspection of the judicial authorities and labor inspection agencies. If a major disaster defined by laws occurs in the department, the occupational safety and health team should report to the local labor inspection agency within eight hours. In addition, the spokesperson of the Company is responsible for the press release. Occupational disasters in the department shall be investigated by the competent department

and labor representatives. The occupational safety and health team shall collect the data and perform monthly analysis, as well as formulate preventive measures and report them to the General Manager for approval.

4.5.2 Explain if there is any loss caused by any labor disputes in the most recent year and as of the printing date of the annual report, and disclose the potential estimated amount and the measures taking at present and in the future. If reasonable estimation is not available, please state the fact of not being able to reasonably estimate:

1. Losses sustained due to labor disputes: None.
2. Labor inspection results found in violation of the Labor Standards Act: None.

4.6 Cyber Security Management

4.6.1 The Company's Cyber security management framework, Cyber security policies, management plan and investments in resources for cyber security

1. Cyber security management framework

The Company's IT department follows the information security's internal control management measures and is responsible for implementation of various information security services. Completed the introduction of ISO/27001 certification in 2022 and built an information security management system (ISMS) that meets international standards. Therefore, a cross-departmental information security management committee was set up to coordinate the formulation of various information security policies related to the Company's overall information security, and to supervise the implementation and inspection of information security. A review meeting of information security management is held every year to report the effectiveness of information security managements, discuss information security-related issues, and make decisions on the future direction of the Company. Under the committee, there are three functional groups, namely "Information Security Maintenance and Response Team", "Information Security System Establishment and Implementation Team", and "Information Security Audit Team". Their respective responsibilities include various information security maintenance and emergency response processing, implementation of documents and system settings, and regular review of the company's information security implementation status.

2. Cyber security policy

To enhance the system of Company's information security managements is in implementation, effectively operated, supervised and managed, and carried out continuously, and to maintain confidentiality, integrity, availability, and legal compliance of important information systems. It formulates and promulgates the Company's information security policies for employees to guide their daily works. This enables all employees to understand, implement and maintain, and ensure that all the important business data of the Company, the maintenance and operation of the information security communication system and network, and the security control of personnel and suppliers to comply with relevant information security standards, and achieve the goal of continuous operation of the Company's business. And to formulate quantitative indicators of information security performance, confirm the implementation status of the information security management system and whether the set information security objectives are achieved or not? The continuous improvement cycle mode: (Plan), (Do), (Check), and (Action) is used to ensure the effectiveness and continuity of the Company's overall information security.

3. Specific management plan and resources invested in cyber security management

Internet security	<ul style="list-style-type: none"> ● To strengthen firewall and network control and avoid network security threats ● To introduce various security technologies, and actively detect/scan host system security ● To strengthen external connection security control mechanism
Equipment safety	<ul style="list-style-type: none"> ● To implement inventory of assets and equipment and equipment room access control ● Hosts are regularly patched and updated ● Centralized control of computer antivirus system of enterprises
Data security	<ul style="list-style-type: none"> ● To establish a backup and backup mechanism for important information systems, and carry out restoration drills on a regular basis. ● Permission application control and periodic review mechanism ● Operation, research and development of products and personal data security protection mechanisms, including the establishment of an independent and exclusive operating environment.
Personnel safety	<ul style="list-style-type: none"> ● Newcomers sign confidentiality contract ● To implement internal staff information security education and training courses ● Periodic replacement of staff account password
Supplier security	<ul style="list-style-type: none"> ● Information vendors sign information security confidentiality documents ● Remote log-in authority control for outsourced vendors
Application security	<ul style="list-style-type: none"> ● Integrated development process and conduct security checks ● Special permission and management of usage rights
Education training	<ul style="list-style-type: none"> ● To implement email social engineering drills and raise the awareness of information security of employees ● To regularly publicize the company's information security policy and safety precautions
Law to follow	<ul style="list-style-type: none"> ● In response to the requirements of relevant government laws and regulations, timely adjust the company's internal information security policies and measures

4.6.2 Losses Related to Cyber Security for the Most Recent Year and Up To the Publication Date of this Annual Report: None.

4.7 Important Contracts

Agreement	Counterparty	Period	Major Contents	Restrictions
Technical authorization	Agilent Technologies Incorporated	2002.07 Permanent	Permanent authorization of IC empty solder inspection technology and electrolytic capacitor reverse inspection technology	The only company in Greater China that obtains permanent authorization
Entrusted research plan	National Pingtung University of Science and Technology	2024/08/01 2025/07/31	2024 automatic optical inspection technology development	Upon the written consent of TRI in advance, National Pingtung University of Science and Technology is entitled to authorize a third-party to use the intellectual property in the industry other than the SMT automatic optical inspection. The profits shall be divided equally by both parties.
Appointment contract	JJP Architects & Planners.	2020/10/12	To appoint the architect firm for Phase II new construction of Linkou Plant, including its design and supervision consultancy works.	The copyright of design graphics deriving from the performance of this contract belongs to the assignee, but the Company ought to use it with no charges. Without a written consent of the other party, the right of this contract is not allowed to transfer to the third party.
Contract	Lee Ming Construction Co., Ltd	2021/6/7	Lee Ming Construction is responsible for the new construction of Linkou Plant, Phase II.	-

Agreement	Counterparty	Period	Major Contents	Restrictions
Cooperative development	Scientific Gear Service Co., Ltd.	2022/10/5	Image quality improvement plan	<ol style="list-style-type: none"> 1. Except with the written consent of both parties, neither party shall apply for registration of patent rights, copyrights or other intellectual property rights or other rights for the research and development results to any authority. 2. Before Test Research Inc. (TRI) obtains the authorization from the other party, TRI shall not manufacture the design drawings, actual equipment products, and production information obtained by reverse engineering without authorization, or modify it by itself or entrust its third party manufacturers to produce and develop products with the same or similar specifications. However, this does not apply if the other party fails to continue production or is slow in production. 3. Without the prior written consent of both parties, the rights and obligations in this contract shall not be transferred to any other third party.
Joint venture agreement	Industrial Technology Research Institute, Research Innovation Capital Corporation	2023/11/1	Establishment of a joint venture company (i.e. OmniMeasure Technology Inc.).	<ol style="list-style-type: none"> 1. Confidential information shall not be reversely analyzed, leaked or delivered to any third party without the prior written consent of the other party. 2. Neither party may transfer the rights, interests or obligations in this contract to any third party without the prior written consent of the other party.

Agreement	Counterparty	Period	Major Contents	Restrictions
Investment agreement	Research Innovation Capital Corporation, OmniMeasure Technology Inc.	2024/03/26	Participate in cash capital increase of OmniMeasure Technology Inc.	1. Confidential information shall not be reversely analyzed, leaked or delivered to any third party without the prior written consent of the other party. 2. Neither party may transfer the rights, interests or obligations in this contract to any third party without the prior written consent of the other party.
Cooperation agreement	Industrial Technology Research Institute (ITRI)	2025/2/6 2027/2/5	Optical technology cooperation	TRI is limited to using the modules provided by other parties within the scope of cooperation and shall keep them confidential with the duty of care of a good manager. Without the prior written consent of the other party, the module shall not be reverse-engineered or disclosed to any third party.

V. Review of Financial Conditions, Financial Performance, and Risk Management

5.1 Analysis of Financial Status

Analytical basis: the change rate is more than 20%, and the change amount is more than NTD\$10 million.

Unit: NT\$ thousands

<div style="display: flex; align-items: center;"> <div style="transform: rotate(-45deg); white-space: nowrap;">Year</div> <div style="margin-left: 10px;">Item</div> </div>	2024	2023	Difference	
			Amount	%
Current Assets	5,941,625	4,985,892	955,733	19.17
Fixed Assets	3,987,038	3,732,472	254,566	6.82
Other Assets	214,189	187,525	26,664	14.22
Total Assets	10,142,852	8,905,889	1,236,963	13.89
Current Liabilities	1,588,143	1,447,602	140,541	9.71
Long-term Liabilities	273,703	272,707	996	0.37
Total Liabilities	1,861,846	1,720,309	141,537	8.23
Capital Stock	2,362,160	2,362,160	0	0.00
Capital Surplus	53,290	53,290	0	0.00
Retained Earnings	5,899,320	4,837,679	1,061,641	21.95
Other Equity Interest	(33,764)	(67,549)	33,785	(50.02)
Total Stockholders' Equity	8,281,006	7,185,580	1,095,426	15.24
<p>1. Analysis of changes in financial ratios:</p> <p>(1)The increase in Retained Earnings was due to the increase in revenue of the current period compared with the previous period.</p> <p>(2)The decrease in Other Equity Interest was due to the decrease of cumulative translation adjustment.</p> <ul style="list-style-type: none"> • Effect of changes on the company's future business: The Company's business scope has not changed significantly. • Future response actions: Not applicable. 				

5.2 Analysis of Financial Performance

Analytical basis: the change rate is more than 20%, and the change amount is more than NTD\$10 million.

Unit: NT\$ thousands

Item \ Year	2024	2023	Difference	
			Amount	%
Net Operating Revenue	6,355,808	4,435,101	1,920,707	43.31
Operating Cost	(2,571,758)	(1,804,486)	(767,272)	42.52
Operating Margin	3,784,050	2,630,615	1,153,435	43.85
Operating Expenses	(1,754,629)	(1,422,269)	(332,360)	23.37
Operating Profit	2,029,421	1,208,346	821,075	67.95
Non-operating Income and Expense	148,355	46,890	101,465	216.39
Income Before Tax	2,177,776	1,255,236	922,540	73.50
Income Tax Expense	(341,148)	(253,982)	(87,166)	34.32
Current Period Net Profit	1,836,628	1,001,254	835,374	83.43
<p>1. Analysis of changes in financial ratios:</p> <p>(1) The increase in Net Operating Revenue, Operating Cost, Operating Margin, Operating Profit, Income Before Tax, Income Tax Expense and Current Period Net Profit was due to the increase in revenue of the current period compared with the previous period.</p> <p>(2) The decrease in Non-operating Income and Expense was due to the decrease of gain on foreign currency exchange.</p> <p>2. The expected sales volume and its basis in next year, the possible impact on the company's future financial business and corresponding plan: please refer to the description of "to shareholder's letter"</p>				

5.3 Analysis of Cash Flow

Cash Flow Analysis for the Current Year and the Coming Year:

Unit: NT\$ thousands

Cash and Cash Equivalents, Beginning of Year (1)	Net Cash Flow from Operating Activities (2)	Cash Outflow (3)	Cash Surplus (Deficit) (1)+(2)-(3)	Leverage of Cash Deficit	
				Investment Plans	Financing Plans
859,919	1,877,833	1,145,937	873,590	-	-
1. Analysis of change in cash flow in the current year: (1) Operating Activities : Mainly due to the company's operations. (2) Investing Activities : Mainly due to acquisition of fixed and intangible assets. (3) Financing Activities : Mainly due to distribution of cash dividends. 2. Improvement plan for insufficient liquidity: There is no liquidity insufficiency. 3. Cash liquidity analysis for the coming year:					
Estimated Cash and Cash Equivalents, Beginning of Year (1)	Estimated Net Cash Flow from Operating Activities (2)	Estimated Cash Outflow (Inflow) (3)	Cash Surplus (Deficit) (1)+(2)-(3)	Leverage of Cash Surplus (Deficit)	
				Investment Plans	Financing Plans
873,590	1,604,049	1,270,688	1,206,951	-	-

5.4 Major Capital Expenditure Items:

5.4.1 Major Capital Expenditure Items and Source of Capital:

Unit: NT\$ thousands

Projected item	Actual or expected Source of Capital	Completion date	Projected monetary amount	Actual or estimated use of Capital	
				2021~2023	2024
Linkou Plant (Phase 2)	Cash in hands and loan from the bank	2024/01	1,893,991	1,593,485	300,506

5.4.2 Expected Benefits: None.

5.5 Investment Policy in the Last Year, Main Causes for Profits or Losses, Improvement Plans and Investment Plans for the Coming Year

1. Investment Policy in the Last Year:

The Company's reinvestment policies in last year are to mainly expand the sales and service sites in Mainland China which are all 100% shareholding reinvestment companies. With the goal of getting close to customers for fast service, it can always grasp the customer needs and improve the competitiveness of the Company.

2. Main Causes for Profits or Losses:

The investment gain recognized based on the equity method in 2024 was NT\$50,284 thousands. Due to (1) The annual revenue of the X-RAY inspection and the board testing ICT product lines achieved record-high annual revenues. (2) The annual revenue of the Taiwan Headquarters and the IBD (International Business Department) set new records last year. (3) Revenues from the server industry and network communications industry have also shown substantial growth. (4) The revenue of the semiconductor industry has grown significantly. (5) High-speed, high-precision AOI and SPI revenue maintains growth. (6) New products are commercialized one after another and the competitiveness continues to improve. (7) Close ties with customers and major international manufacturers have ensured substantial growth in revenue and profits throughout the year

3. Improvement Plans :

The Company has been committed to improvements in product specifications, accuracy and quality and technological innovation of automation so as to keep in line with the inspection field with higher requirements and automation, and to ensure the driving force of the revenue growth in the future.

4. Investment Plans for the Coming Year: None.

5.6 Analysis of Risk Management in the Most Recent Year and as of the Date of Publication of the Annual Report:

5.6.1 Analysis of Risk Management

1. Effects of Changes in Interest Rates, Foreign Exchange Rates and Inflation on Corporate Finance, and Future Response Measures

(1) Interest rate

The Company's annual interest gains and expenses of 2024 were NT\$ 10,663 thousands and NT\$ 2,431 thousands, accounting for 0.25% and 0.13% of the annual operating income and net profit before tax, respectively. The ratios were quite low. It is estimated that the changes in interest rate in the future won't show significant influence on the overall operations and profit/ loss of the Company.

(2) Foreign exchange rates

The Company's annual exchange gain in 2024 was NT\$ 120,012 thousands, which accounted for 1.89% and 5.51% of annual operating income and net profit before tax, respectively. The ratios were quite low. However, since the export accounted for a considerable proportion of the Company's revenue, changes in the exchange rate of the NT\$ to the US\$ may have an impact on the Company's profit and loss. Thus, the following response measures will be continuously implemented:

The Finance Division regularly evaluates and analyzes the Company's overall risk positions and existing transactions undertaken in accordance with the international

political and the existing transactions based on the international economic situation, including risk positions such as interest rate and exchange rate. The risk positions are avoided based on the conservative and stable principles, and the net position of natural hedging is taken as the hedging criteria.

(3) Inflation

The price of raw materials required by the company is stable, so the impact of short-term inflation situation does not currently have a significant impact on the Company's profits and business operations.

2. Policies, Main Causes of Gain or Loss and Future Response Measures with Respect to High-risk, High-leveraged Investments, Lending or Endorsement Guarantees, and Derivatives Transactions:

The Company insists on the conservative and stable principles and is not engaged in any high-risk investments, highly leveraged investments, lending funds to other parties, endorsements, guarantees, or derivatives transactions. Moreover, according to the "Procedures for Lending Funds to Others", "Procedures for Endorsement & Guarantee", "Procedures for Conducting Derivative Transactions", and "Procedures for the Acquisition or Disposal of Assets", the above-mentioned items shall be subject to the related regulations and responsive measures, which shall be also regularly audited by the dedicated audit office. In the future, it will still strictly follow the related regulations, so as to guarantee the maximum benefits of the Company.

3. Future Research & Development Projects and Corresponding Budget

As for the research and development plan in the future, please refer to "V. Operational highlights" in this annual report. It is estimated that it will invest a total of NT\$618,636 thousands as R&D expense in 2025.

4. Effects of and Response to Changes in Policies and Regulations Relating to Corporate Finance and Sales

In response to the amendments made by the competent authorities on corporate governance, Company Act and securities-related laws and regulations, the Company has cooperated with it, and it doesn't show significant impact on the Company's financial operations currently.

5. Effects of and Response to Changes in Technology (including cyber security risk) and the Industry Relating to Corporate Finance and Sales: None.

6. The Impact of Changes in Corporate Image on Corporate Risk Management, and the Company's Response Measures

The Company has always adhered to the professional and ethical operating principles, and attached great importance to corporate image and risk control. At present, there is no foreseeable crisis.

7. Expected Benefits from, Risks Relating to and Response to Merger and Acquisition Plans: Not Applicable.

8. Expected Benefits from, Risks Relating to and Response to Factory Expansion Plans:

In an attempt to meet future business expansion and operational needs, the Board of Directors approved the construction of Linkou Plant (Phase 2) building worth NT\$1.8288 billion on May 5, 2021, and has been officially completed and opened on January 31, 2024. It is estimated that there will still be sufficient production capacity in the next few years to continue to increase revenue and profits, which will be helpful for the expansion of future operations.

9. Risks Relating to and Response to Excessive Concentration of Purchasing Sources and Excessive Customer Concentration

There is no risk associated with any consolidation of sales or purchasing operations. Please refer to “the List of customer accounting for more than 10% of the total sales in the most recent two years”.

10. Effects of, Risks Relating to and Response to Large Share Transfers or Changes in Shareholdings by Directors, Supervisors, or Shareholders with Shareholdings of over 10%

The directors of the Company or the majority shareholders who hold more than 10% of the Company had made no significant transfer or replacement of shares in 2024 and as of the annual report publication date.

11. Effects of, Risks Relating to and Response to the Changes in Management Rights: None.

12. Litigation or Non-litigation Matters

Litigious and non-litigious matters, the directors, supervisors, general managers and substantial principals of the Company, the shareholders with over 10% shareholdings and affiliated companies have been determined or are included in the lawsuit; non-litigation or administrative litigation results may have a significant effect on the Company's shareholders' equity or securities prices must be fully disclosed in detail and include the cost of litigation, date of commencement of proceedings, main litigants and the current situation as of the Annual Report publication date:

- (1) The former manager Jin-Yuan Lin and 15 other managers or employees of the Company were prosecuted by the Shilin District Prosecutor's Office in Taiwan in 2019 for committing crimes such as breach of trust, the Securities and Exchange Act, the Trade Secrets Act, and the Copyright Act. A public prosecution was filed in the local court and is currently being heard by the Shilin District Court in Taiwan. In 2018, the Company filed a lawsuit with the Intellectual Property Court for joint and several compensations of NT\$200 million for the civil liabilities involved by the above-mentioned persons. The first and second instance courts respectively ruled to reject the Company's lawsuit and the Company appealed to the Supreme Court. Later, the Supreme Court ruled on March 14, 2024 to abolish the original judgment and it is now under the trial of the Intellectual Property and Commercial Court. The Company will subsequently pursue litigation in accordance with the law to

safeguard its rights and interests. This case has no significant adverse impact on the Company's financial status.

13. Other Major Risks: None.

14. The financial commodities (including the financial derivatives) that adopt hedging accounting, its hedging transaction category, goal, method, effectiveness and accounting handling: None.

5.6.2 Organizational architecture of risk management:

Each operation risk of the Company is managed by the relevant department based on the nature of its business. The Audit Office will review the existing or potential risks of each operation, and then formulate and implement a risk-oriented annual audit plan. The management units for each risk are listed as below:

Global Sales Division: Responsible for business decision, marketing strategies, product promotion, learning market trend planning to reduce strategic and business operational risks.

Logistics Division: Responsible for the procurement operations at home and abroad. It is also responsible for production scheduling, legal affairs, establishment and implementation of relevant management systems, as well as analysis and procedure design of application systems such as enterprise resource planning (ERP) to reduce risks for general operations, legal affairs and information security.

Finance Department: Responsible for finance, accounting operations, capital planning, financial scheduling and utilization. It is also responsible for providing financial analysis and management reports to reduce financial risks.

5.7 Other Important Matters: None.

VI. Special Disclosure

6.1 Summary of Affiliated Companies

Please refer to Market Observation Post System, [Website: <https://mops.twse.com.tw> > Single Company > Electronic Document Download > Three-Book List for Related Companies], enter the company code, and query the related company information.

6.2 Private Placement Securities in the Most Recent Years: None.

6.3 Other Supplemental Information: None.

6.4 Matters, if any, that may affect shareholders' equity or securities price as defined in Article 36, Paragraph 3, Subparagraph 2 of the Securities and Exchange Act in the most recent year and as of the printing date of the annual report: None

Test Research, Inc.

Chairman: Chieh-Yaun,Chen