特力屋

自組樂趣·自造美好

2025

TLW Sustainability Report

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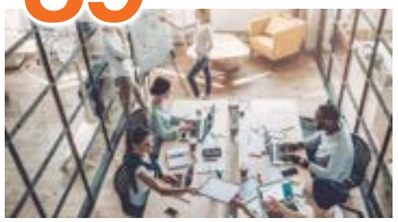
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ABOUT

About this Report

This is the Test Rite Retail Co. Ltd. (hereinafter referred to as TLW) 2025 Sustainability Report, which openly and transparently discloses our strategic goals and actions on corporate sustainability issues in order to allow stakeholders to understand TLW's sustainable management policies and performance.

Reporting Boundary	The reporting period for the 2025 Report is from January 1, 2025 to December 31, 2025. We plan to publish these reports regularly each year on our official website as an important medium for communicating with stakeholders. The reporting boundary for this report mainly includes Test Rite Retail Co., Ltd. and Test Rite Home Service Co., Ltd. The information reported includes performance on economic, environmental, and social topics. Information on our past and future sustainability plans are also provided in order to ensure that all corporate sustainability information is fully presented.
Reporting Basis	This Report was prepared based on the Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, the GRI Standards issued by the Global Sustainability Standard Board (GSSB) in 2021, and the industry-specific standards issued by the Sustainable Accounting Standards Board (SASB). The financial figures disclosed are based on information from publicly-disclosed consolidated financial reports that have been certified by an accountant. Other non-financial figures and information are based on the results of internal inventories and data collection, while environmental performance figures have been independently calculated using the calculation and estimation methods publicly disclosed by the government.
Restatements of Information	This report presents a revised calculation of the energy intensity data reported for 2024. Please refer to section 5.1.2 Energy, Resources, and Waste Management for these figures.
Internal Audits	1. The data or information disclosed in this report has been prepared by each responsible department, and has been reviewed for accuracy by the head of each department. 2. The annual results achieved by implementing corporate sustainable development are reported to the Board of Directors each year.
External Certification	Sustainability Information: Ernst & Young Taiwan was engaged to conduct a limited assurance verification of part of the information presented in this Report based on the Statements of Assurance Engagements Standards No. 01: Assurance Engagements Other than Audits or Reviews of Historical Financial Information issued by the Accounting and Research Development Foundation of the R.O.C. The limited assurance report has been included in the Appendix section of the Report.

Publication Schedule

TLW publishes the Corporate Sustainability Report regularly each year

Current Version: Published August 2026

Publication date of next report: Expected to be published in August 2027

Feedback

Please feel free to contact us through the following methods should you have any questions or feedback concerning the 2025 TLW Sustainability Report. Thank you for helping us continue making improvements.

特力屋

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TLW Sustainability Website
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CEO MESSAGE

A Word from Management

Thirty Years of Establishment • Leading a Transition Towards a New Phase Focused on Services and Sustainability

In 2025, TLW celebrated our important 30th anniversary milestone, and successfully completed listing on the Emerging Stock Board. This not only signifies how we have entered a new phase of corporate development, but also reflects our advancements in and commitment to corporate governance, operational transparency, and sustainable development. Looking back over these past 30 years, TLW has continued to respond to changes in consumer demand by building on our core operations as a home products retailer. In the face of changes to the market environment and consumer lifestyles, we have continued to provide comprehensive home improvement services relevant to the lifestyle habits of consumers, achieving our corporate vision of "All home matters, big or small, are always a job for TLW!"

Deepening Local Operations • Creating a Customer-Oriented Business Model

TLW has continued to expand our community stores. In 2025, we established a new community-focused service network through the launch of our new Banqiao Beimen Street store, Tamsui Zhongshan North Road store, and Yunlin Township Huwei Gong'an Road store, allowing us to respond to consumer needs in real time. As part of our service model transition, TLW has sought to deepen our TLW Home Steward services, expanding our professional capabilities from providing in-store services to services within customer homes, improving our services from our sales locations into home living spaces. In 2025, we provided more than 30,000 in-home services across Taiwan. Our TLW Home Stewards are professionally trained and capable of providing consumers with a one-stop service package from initial measurement and consultation all the way to project implementation. Through an integrated promotion of both our community store locations and our in-home services, TLW has not only developed deeper connections with the everyday lives of customers, but also gradually established an integrated operating model from observing customer demand to service delivery, further strengthening our differentiated competitive advantage in the home improvement services market.

Strengthening Talent System • Improving Organizational Operational Resilience

A stable and healthy organization requires a professional and cohesive talent team. In 2025, TLW has continued to improve our talent cultivation system and integrate internal and external resources to promote our training and incentive mechanism. Through establishing internal certification systems, skills training, and vocational education systems which focus on our core management, sales, professional, and service competencies, we have systematically enhanced the professional capabilities of our frontline employees and installation technicians. We have provided more than 2,600 hours of work training throughout the year, laying the foundation for providing stable service quality. At the same time, we have also actively improved employee store management and teamwork competencies. Through professional skills certification, employee badge systems, and internal mentorship mechanisms, we have enhanced the accumulation of skills and passing down of work experience, improving new talent cultivation and operational stability while also supporting business growth and maintaining consistent service quality.

Promoting Green Transition • Deepening Sustainable Development

In the face of the challenges posed by climate change, TLW has continued to incorporate environmental sustainability concepts into products and operations. In 2025, we collaborated with suppliers to launch our Marine Antibacterial Self-Adhesive Floor Tile, made by recycling discarded oyster shells. This helps to mitigate the issue where large amounts of discarded oyster shells can be found stacked alongside Taiwan's coastline, while also creating a sustainable product with high added-value. With regard to our business operations, 100% of our large-scale and community stores in Taiwan have obtained a Green Store Certification. In particular, our Taoyuan Nankan, Bade, and Pingzhen stores received the Excellent Green Store award in 2025. Separately, we have also collaborated with external partners to promote circular packaging materials, reducing the packaging weight for online orders by 44%. We also achieved a 90.64% local procurement ratio, supporting local businesses while also effectively reducing our burden on the environment. We have continued to promote eco-friendly products with green labels, and encourage consumers to recycle used batteries and light bulbs. We launched a new PET bottle recycling project in 2025, which has recycled 1,417,869 bottles so far. Through product innovation, green operations, and consumer participation, TLW has gradually implemented sustainability concepts into regular day-to-day business operations and the consumer experience, working together with each of our various stakeholders to create a sustainable lifestyle.

Our 30th anniversary symbolizes not only what we have achieved at this stage, but more importantly represents the beginning of a new journey! In the future, we will integrate sustainable development strategies to steadily strengthen our corporate structure and boost growth momentum, while also continue upholding our core values of "Professionalism, Peace of Mind, and Trust" to answer expectations from customers and society, devoting our efforts towards corporate sustainable development.



TLW Chairman 何漢雄



TLW General Manager 張輝青

1

TLW Sustainable Values

This chapter comprehensively presents the TLW Corporate Development Roadmap, sustainability vision, and key performance achievements in 2025. We have followed the rigorous framework of the GRI Universal Standards and identified which material topics on economic, governance, employee, social, or environmental issues should be addressed with the highest priority based on two-way communication with our diverse stakeholders, including our employees, customers, and business partners. Based on the material topics identified, we have reviewed our core value chain to ensure that our operational strategy closely aligns with the United Nations Sustainable Development Goals (SDGs).

We firmly believe that listening and proactively responding to stakeholder expectations is the starting point for enhancing corporate sustainability governance. This chapter therefore not only discloses substantive figures on TLW's operating performance, but also serves as a concrete implementation of the transparency and trust mechanism we have established. As TLW embarks on a new phase of development, we hope to use our stable corporate governance as a foundation to build internal employee cohesion and establish social inclusion with external communities. Through gentle but determined steps, we aim to gradually implement our vision of "All home matters, big or small, is always a job for TLW" as our commitment towards sustainability.

Sub-chapters

1.1 About TLW
1.2 2025 Highlights and Key Performance Achievements
1.3 Sustainability Vision and Strategy
1.4 Material Topics and Stakeholder Engagement



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1.1 About TLW

TLW Milestones

Establishment in Home Furnishings Industry

1987 Test Rite International Co., Ltd. was established in 1987

1995 Signed contract with UK company King Fisher to establish a TLW retail store in Taiwan



1996 First TLW store opened in Nankan



1998 Established the home furnishings and appliance store HOLA

2004 Established HOLA TLW in China

2008 Bought out King Fisher's 50% stake in TLW

2009 Established first home renovation center in Taipei's Neihu District, providing integrated one-stop professional home renovation planning, products, and services

Integrate Brand Resources and Launch Green Storefronts

2011 Opened the Dècor Hoüse Nankan store, integrating the Group's retail brands



2012 TLW Shihlin store achieved ISO 50001 certification, the first hypermarket in Taiwan to do so

2014 Won the Excellence Award in the Green Brand Survey held by Business Next for two consecutive years

2016 Opened the TLW Xitun store, the first green building store

Leading Online Shopping and Physical Integration

2017 Established an online shopping website that integrates each of TLW's various retail channels

2018 Established the retail brand Hoi Living International

Strengthen Store Locations Network, Lead Retail Innovation through Services

2019 Opened the first TLW community store in Linkou, Zhongshan Road, creating a store easily accessible by the community
Launched the first community Home Steward service, entering the community and customer homes to provide professional consulting and free in-home measuring and assessment services

2021 Opened the TLW Penghu Magong store, the first store on Taiwan's offshore islands

2022 Opened the TLW Kinmen Tai Lake store, the second community store on Taiwan's offshore islands
Opened the TLW Yunlin store

2024 Opened the TLW Taitung store, completing the establishment of large-scale stores across all counties and cities in Taiwan
Test Rite Group's retail businesses are divided into four subsidiaries: TLW (Ltd.), HOLA (Ltd.), Hoi Living International (Ltd.), TR Selection (Ltd.)

2025 TLW celebrates 30th anniversary, announces IPO and becomes officially listed on the Emerging Stock Board



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Basic Information on TLW

Company Profile

Test Rite Retail Co., Ltd.	Company Name	Test Rite Home Service Co., Ltd.
March 1, 1995	Establishment Date	June 23, 2004
Tony Ho	Chairman	Jason Chang
Jason Chang	General Manager	Role concurrently held by Jason Chang
NT$960,000,000	Paid-in capital	NT$86,000,000
1,825 (as of December 31, 2025)	Number of employees	58 (as of December 31, 2025)
No.23, Xinhu 3rd Rd., Neihu Dist., Taipei City	Headquarters Location	5F, No.23, Xinhu 3rd Rd., Neihu Dist., Taipei City
Taiwan	Operational Footprint	Taiwan
Wholesale and retail of general home building materials	Main Products and Services	Interior renovation

Number of TLW stores

Large-scale TLW Stores	TLW Community Stores	Dècor Hoüse Taoyuan Store
28	37	1

Test Rite Retail Groups

TEST RITE 特力集團

1 TLW
2 HOLA
3 Hoi Living International
4 TR Selection
5 Dècor Hoüse

1. Trading business operations, integrates owned retail channels, brand licensing and distribution agent operations.
2. Large-scale home furnishing repair center, provides comprehensive DIY repair, home renovation, and functional lifestyle enhancement solutions.
3. Gathers and combines innovative materials from around the world, integrating them from a usability perspective to create original local designs, conveying home lifestyle aesthetics through a warm and humanistic cultural style.
4. Provide good designs, good prices, good services, and convenience, focusing on lifestyle topics and accompanying customers as they pursue a good life.
5. Brings together world-renowned kitchenware and home furnishing brands, providing customers with a comfortable and high-quality home experience.
6. Create the largest home improvement consumer center in Taiwan, providing customers with a full range of home products and integrated home improvement services.

Note: Dècor Hoüse is managed by Chung Cin Enterprise Co., Ltd., a subsidiary of Test Rite Group. In particular, the Taoyuan Store was placed under the management of TLW (Ltd.) in Q4 2024.



TLW is the largest retail brand in the Test Rite Group. We have combined the Group's own retail channels, brand licensing, and brand distributor agent operations, merged online operations with physical retail stores, and established a diverse home improvement and retail brand together with the other brands under the Test Rite Retail Group, HOLA, Hoi Living International, TR Selection, and Dècor Hoüse, in order to provide consumers with the most comprehensive home-related products and services.

TLW has maintained our core spirit of "Professionalism, Peace of Mind, and Trust", and in recent years we have continued to expand our store presence into cities and countries across Taiwan. We gradually established stores in areas such as Penghu, Kinmen, and Taitung, enabling us to not only come into close contact with the community and lifestyle circles of our consumers, but also provide even more convenient retail services. This has also allowed us to gain a deeper understanding of consumer needs, and provide interior renovation, installation, leasing, and on-site consultation services. These services further drive our product sales, enabling us to offer consumers with the best possible choices for their home building product and service needs.

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TLW 30th Anniversary in 2025: Officially listed on the Emerging Stock Board, progressing from selling products to selling services, deepening our ties with the community and moving towards sustainability

TLW was established in 1995, and we celebrate our 30th anniversary this year. On October 16, 2025, we become officially listed on the Emerging Stock Board, where we plan to fully embrace the capital market. TLW will continue to optimize our corporate governance framework, and fully commit towards a business transition from selling products to selling services, providing consumers with comprehensive home and lifestyle solutions, deepening our ties with communities and homes, and looking forwards to opportunities for expanding into overseas markets.

1. **Transition to New Business Model**
   - Community stores: TLW has continued to expand community store locations into more densely-populated counties and cities, in order to more deeply integrate into home lifestyle circles. In the future, we will engage in cross-industry collaborations with convenience stores to further expand sales channels.
   - TLW Home Steward: In response to interior repair business opportunities and demand, we provide an integrated one-stop service from free in-home measuring and professional consultation services to home living space improvement suggestions, building deeper connections and trust with customers.
   - Please refer to 2.1 Service Transition and Innovation for the corresponding section of the Sustainability Report.
2. **Employee Cultivation and Social Engagement**
   - TLW Home Steward: Established comprehensive structured training courses for new Home Stewards and advanced training courses for existing Home Stewards, enhancing the professional skills and knowledge of new employees and providing consumers with the most professional and suitable services. Please refer to 3.2.1 Employee Training Program for the corresponding section of the Sustainability Report.
   - TLW 30th Anniversary Volunteer Day: Collaborated with World Vision to utilize our core competencies and help repair local teaching locations. Employees from headquarters and each of our stores across Taiwan were mobilized to participate. Please refer to 4.4.2 TLW Volunteer Day for the corresponding section of the Sustainability Report.
3. **Environmental Sustainability**

   We have continued to promote the TLW Eco-Friendly Day to jointly support environmental protection and resource recycling with onsumers, and implemented greenhouse gas inventories and verified inventory results. Please refer to 5.1 Green Operations Management for the corresponding section of the Sustainability Report.
4. **Enhance Corporate Governance Framework**

   The functional committees established in 2025 include: the Remuneration Committee and Audit Committee. TLW has established a dedicated investor information page on our website to disclose information on corporate governance, finance, corporate social responsibility, and stakeholders. Please refer to 5.2 Sustainable Governance Structure for the corresponding section of the Sustainability Report.

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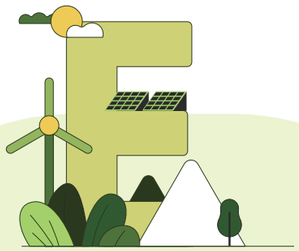
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1.2 2025 Highlights and Key Performance Achievements



Environmental

- In 2025, the TLW Nankan, Bade, and Pingzhen stores all received the Taoyuan City Excellent Green Store award.
- The TLW Beitun store received the Taichung City Low-Carbon Mall Certification.
- Collaborated with PackAge+ to use circular recycling packaging services for 1% of all packages shipped during the year.
- Achieved the Ministry of Environment's target of reducing the average weight of packaging materials by 30%.
- 944 products in total obtained green label certifications in 2025.
- Recycled a total of 82,430 light bulbs, 11,831 kg of dry batteries, and 1,417,869 PET bottles in 2025.



TLW Beitun store
Received Taichung City Low-Carbon Mall certification

TLW Pingzhen store
Received the Taoyuan City Excellent Green Store award



Employees and Society

- Increased the number of certified mentors at our stores by 17.6%.
- Hired 72 new employees aged 50 or above, accounting for 14% of total new employees.
- Organized 495 DIY hands-on experience workshops, attracting a total of 3,132 participants.
- Organized 1,401 free seminars featuring expert speakers, attracting a total of 5,899 participants.
- Collaborated with local community care locations to organize 20 DIY courses for the elderly, attended in total by approximately 400 participants.
- Collaborated with social welfare organizations to hold 4 DIY courses for disadvantaged children, attended by a total of 100 participants.
- Trained 200 TLW Home Stewards, and provided more than 30,000 in-home services across Taiwan.
- All 28 community stores across Taiwan participated in the TLW Volunteer Day event. The event attracted 400 volunteers and donated NT$300,000 in supplies to help disadvantaged groups living in rural areas.



- The Sponsor a Child's Christmas Wish program provided Christmas gifts to 681 families across 15 different counties and cities, helping to build a festive atmosphere. Attracted 6,950 participants in total thus far.



Opening of TLW community store



Economic Governance

- TLW became officially listed on the Emerging Stock Board in October 2025.
- Three TLW community stores opened, being the Banqiao Beimen store, Tamsui Zhongshan store, and Yunlin Huwei Gong'an store.
- Collaborated with suppliers to launch the Marine Antibacterial Self-Adhesive Floor Tile.
- In 2025, the supplier evaluation pass rate (score of acceptable or above) reached 100%, and 100% of suppliers signed the Corporate Social Responsibility Clause and Integrity Clause.
- Maintained local procurement strategies, with local procurement in Taiwan accounting for 90.64% of total procurement.
- Customer satisfaction survey scores reached 8.3 (on 9-point scale).
- Added a push notification reminder function to our app for single product installation services.



TLW listed on Emerging Stock Board

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1.3 Sustainability Vision and Strategy

1.3.1 Sustainability Vision

Sustainability Vision and Mission

Test Rite Group Strategy	TLW Core Spirit	TLW Sustainability Strategies and Concepts		Corresponding SDGs
Implement Green Products and Operations	Professionalism Peace of Mind Trust	Green Stores and Environmental Protection	● Develop environmentally-friendly green products ● Reduce resource consumption, promote recycling and reuse	
Become the Best Company to Work For		Happy and Inclusive Workplace	● Promote Diversity and Inclusion, Ensure Equal Opportunity	
Promote Shared Social Prosperity		A Good Neighbor to the Home	● Open stores across Taiwan, more closely integrate into customer living circles ● Monitor community housing and disaster prevention topics	
Pursue Sound Business Operations		Sustainable Management Culture	● Merge online to offline operations, enhance customer experiences ● Ensure that the personal information of consumers remain secure	
Lead Development of Responsible Supply Chain		Sustainable Supply Chain Management	● Manage and control supplier sustainability risks, establish a guidance mechanism ● Ensure product health and safety	



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Sustainable Value Chain

TLW's main services include the retail sale of home building materials and provision of home interior decoration and renovation services. Combining the sustainable development philosophy of the Test Rite Group with the Group's management policies, we have incorporated sustainability requirements into our product and installation technician management, and also required that all stores adopt and align with green eco-friendly criteria. We require all of our products and interior renovation services to follow safety, health, and sustainable innovation standards, and seek to provide the best products and services in order to deeply integrate into the local communities of our consumers through building peace of mind and trust.

TLW Sustainable Value Chain

Integrating Test Rite Group's Sustainable Development Philosophy and Strategy

Six Major Capital Investments

Finance
Create economic returns through a sound financial and management system.

Production
Continue upgrading sustainable store facilities and resources. Suppliers are encouraged to keep abreast of related advancements.

Smart Operations
Continue investing into innovative R&D of products and services, and providing services that meet customer needs.

Talent
Enhance and cultivate employee talent, and make full use of employee abilities by assigning them suitable roles.

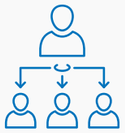
Nature
Adopt energy conservation, carbon reduction, and circular economy measures to reduce the consumption of natural resources.

Society
Leverage core business competencies to exert social influence and advance towards achieving community co-prosperity.

Sustainable Value Chain

1 Supply Chain and Installation Technician Management

- Raw Materials Selection
- Product Manufacturing
- Product Development
- Product Procurement
- Installation Technician Recruitment and Contract Signing



- Collaborate with suppliers to develop green raw materials for products, developing a circular economy
- Regularly implement factory inspection procedures to control the quality and safety of all products and comply with TLW requirements
- Incorporate ESG and human rights requirements into supplier and installation technician work contracts to manage supply chain sustainability risks
- Communicate with suppliers to consolidate deliveries, improving logistical efficiency

2 Operations Management

- Store Sales
- Product Marketing
- Brand Management
- Home Interior Renovation and Design Services



- Conduct periodic sample testing of products already launched on the market, and focus on health-conscious concepts when providing products and interior renovation services, ensuring consumer safety and health when using our products
- Manage energy usage within our shopping spaces to create the greenest stores
- Hold store environmental protection day events, joining hands with consumers to promote environmental protection awareness
- Integrate community stores into consumer living circles, merging online and physical sales

3 Customer and Community Services

- After Sales Services
- Community Management



- Implement education and training for store employees and interior renovation personnel, improving customer satisfaction
- Implement consumer personal data protection
- Deeply integrate our services into communities within various counties and cities, promoting simple home repair and disaster prevention awareness

Impact and Achievements

TLW becomes officially listed on the Emerging Stock Board, and continues to expand by opening more community store locations, including the Banqiao Beimen store, Tamsui Zhongshan store, and Huwei Gong'an store.

All TLW large-scale stores and community stores across Taiwan have obtained Green Store Certification.

Collaborated with local suppliers to launch the Marine Antibacterial Self-Adhesive Tile, demonstrating the commercial potential of reusing marine waste to create home building materials.

Increased the number of internal store mentors and enhanced talent cultivation.

Promoted PVC reduction strategies and worked with suppliers to reduce the use of PVC raw materials in products. The proportion of product packaging which contains PVC materials sold at TLW has been reduced to 2.2%.

TLW Home Stewards provided more than 30,000 in-home services in 2025, providing professional home assistance and advice.

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1.3.2 Sustainable Governance

TLW follows the sustainable governance framework of our parent company Test Rite Group. The Test Rite Group has established the Corporate Governance and Sustainable Development Committee as a functional committee, with the Chairman serving as the Committee Chair. Senior managers have also been assigned to the roles of Deputy Committee Chair, and to lead the environmental sustainability, shared social prosperity, and corporate governance task forces, leading committee members (cross-organization management representatives) and assigned task force members to implement related tasks and response measures. For more information on the members of the Corporate Governance and Sustainable Development Committee, their professional capabilities, and their duties, please refer to the link on the Test Rite Group official website.

The Corporate Governance and Sustainable Development Committee is mainly responsible for supervising the following issues:

I. Formulate a corporate governance and sustainable development vision, policies, and targets, and plan related management principles and programs.

II. Identify and evaluate risks and opportunities related to corporate governance and sustainable development issues, and determine response strategies.

III. Oversee, track, assess, and revise the implementation of corporate governance and sustainable development programs and their achieved results.

IV. Review and revise the Company's sustainable development guidelines, corporate governance guidelines, risk management guidelines, sustainability reports, etc.

V. Other tasks assigned by the Board of Directors in its meeting resolutions.

Organizational Framework of Test Rite Group's Corporate Governance and Sustainable Development Committee



Please refer to the latest Sustainability Report published by the Group for more details on the Group's sustainable governance framework.

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1.4 Material Topics and Stakeholder Engagement

1.4.1 Stakeholder Engagement

TLW has identified seven stakeholder groups based on our parent company Test Rite Group's and our own communication experience with various different groups, which include shareholders/ investors, customers, consumers, suppliers, employees, local communities, and the media. We then assessed the importance of each of these seven stakeholder groups to TLW based on the five major assessment principles for the AA1000 Stakeholder Engagement Standard (responsibility, influence, tension, diverse perspectives, and dependency). We have conducted stakeholder communications following our four major strategies of transparency, diversity, tolerance, and persistence, and maintained an open and transparent philosophy when publicly disclosing information. We have also established multiple smooth and diverse communication channels, and respect different values and perspectives while continuing to listen to stakeholders and maintain smooth communication relations.

Stakeholder communication channels and results in 2025 are as follows:



	Significance to TLW	Engagement Methods and Frequency	Engagement Performance in 2025
Shareholders/ investors	Shareholders/Investors entrust their money to TLW. Their support affects the stability of funding available to the Group.	• Shareholders' meeting (annually) • Investor conference (annually) • IR section on website (intermittently) • Annual report (annually) • Telephone calls or investor relations/stock affairs email (real-time) • Market Observation Post System (intermittently) • Financial report (regularly)	• Held 2 shareholders' meetings • Held 12 Board of Director's meetings • Held 1 investor conference • Published 16 press releases • Responded to all questions raised by shareholders and investors
Customers	Corporate customers are an important source of revenue for TLW, and TLW is committed to providing high-quality products and services and establishing long-term and stable relationships with corporate customers.	• Email, telephone calls (real-time)	• Real-time email and telephone response to corporate customers
Consumers	Consumers are the main target audience for TLW's retail sales business. Their preferences and loyalty towards TLW directly affects sales performance.	• Sent catalogues and electronic brochures through text messages or our website (intermittently) • Market services and consultation (real-time) • Established a customer service network platform and telephone service hotline (real-time) • Customer satisfaction survey (after transaction) • Courses and seminars (intermittently)	• Customer satisfaction reached 93.3% • Test Rite Maker held a total of 1,401 seminars and 495 DIY activities
Suppliers	Suppliers are the main providers of TLW's products. We must maintain good relations with suppliers to ensure the quality of products and services.	• Telephone calls, email (real-time) • Social media (real-time) • Sales agents (video calls) • Meetings (intermittently) • Factory inspections (intermittently) • Supplier conferences (intermittently)	• Completed factory inspections for 281 suppliers
Employees	Employees are an important asset for TLW. Employees who have a passion for service are key to supporting our competitiveness in the service industry, enabling us to achieve sustainable corporate management.	• Performance interviews (2 times a year) • Enterprise information portal (EIP) announcements (intermittently) • Various employee relations activities (intermittently) • Internal publications (monthly) • Employee engagement survey • Employee assistance programs (EAPs) (based on personal needs) • Employee seminars (intermittently) • Employee suggestion box and complaint hotline (intermittently) • Employee Welfare Committee and Occupational Health and Safety Committee (quarterly)	• Held 3 performance interviews • Issued 13 EIP announcements • Issued internal publications each month • 74 employees participated in employee assistance programs • Held 4 labor-management meetings • Held 4 Employee Welfare Committee meetings • Held 4 Occupational Safety and Health Committee meetings
Local communities	TLW has established stores in almost every city and county in Taiwan. Good relations with local communities are crucial for helping us to deeply integrate into local areas and give back to society.	• Volunteer's Day (intermittently) • Company website, shopping platform, Facebook page, media channels (intermittently) • Community services (intermittently) • Community services for accidents (intermittently)	• Provided more than 30,000 in-home services throughout Taiwan • Completed disaster prevention awareness and education for more than 100 households in the community • Published articles from time to time on our company website, shopping platform, Facebook page, and media channels
Media	Through publishing information through various media channels, we allow the public to better understand TLW's corporate development, corporate activities, and emergency response measures.	• Announce press releases (intermittently) • Media interviews (intermittently)	• Announced 31 press releases, on average 2-3 times each month • 51 print, online, and television interviews • 1028 press releases and media interview articles

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1.4.2 Identification and Ranking of Material Topics

TLW has referenced the process for determining materials topics provided in the 2021 GRI Universal Standards to conduct an assessment of material topics, and identified the Company's level of positive or negative impact on the environment, economy, and people (including human rights). These analysis results have been used to determine the Company's direction when implementing sustainable development, and to create a foundation for responding to stakeholder concerns.

1 Establish a database of sustainability issues

- We selected 19 sustainability issues by first using the sustainability issues identified in our parent company Test Rite Group's sustainability report as a foundation, and combining these with the GRI topic standards, SASB standards, and industry trends both domestically and abroad. We have also established the 2024 TLW Sustainability Issues Database, which covers issues across governance, environmental, product, and social aspects.

2 Calculate weights for each stakeholder group

- In order to better understand the importance of each of the seven stakeholder groups to TLW, senior executives filled out a questionnaire on the weights that should be assigned to each stakeholder group. 13 questionnaires were collected in total.

3 Assess the level of stakeholder concern

- We distributed questionnaires on stakeholder concerns to stakeholders in order to understand the level of concern that each stakeholder has with regard to TLW's sustainability issues. In total, we collected 876 questionnaires, including 9 from shareholders/investors, 110 from customers, 166 from consumers, 128 from suppliers, 422 from employees, 26 from local community groups, and 15 from the media. We then weighted the level of concern that each stakeholder group has with regard to each sustainability issue using the weights determined in Step 2.

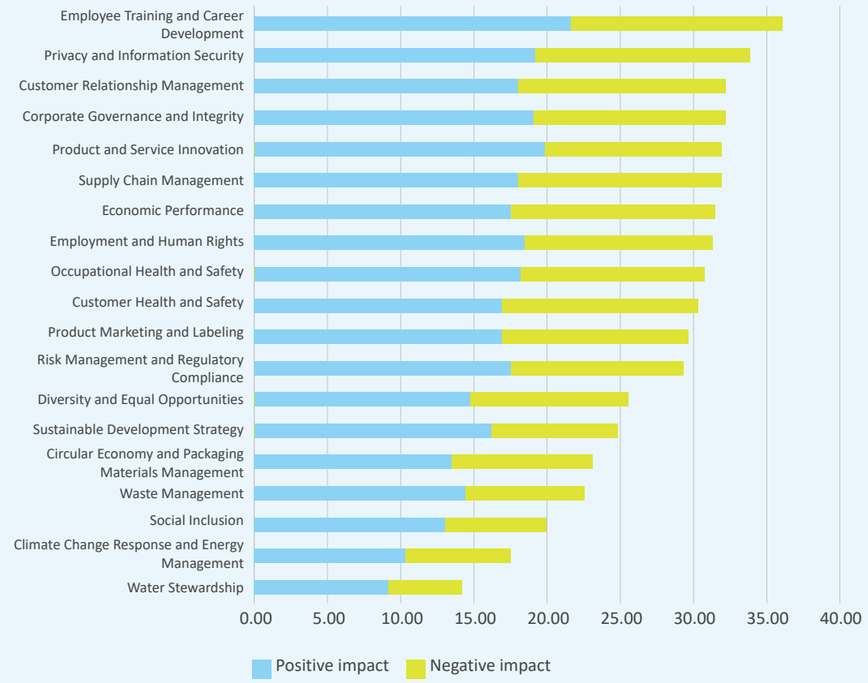
4 Calculate and assess impact of sustainability issues

- TLW senior executives filled out questionnaires on the impact of sustainability issues, assessing the positive or negative impact that each sustainability issue poses on the external environment, economy conditions, and people (including human rights), as well as their likelihood of occurrence. 13 questionnaires were collected in total.

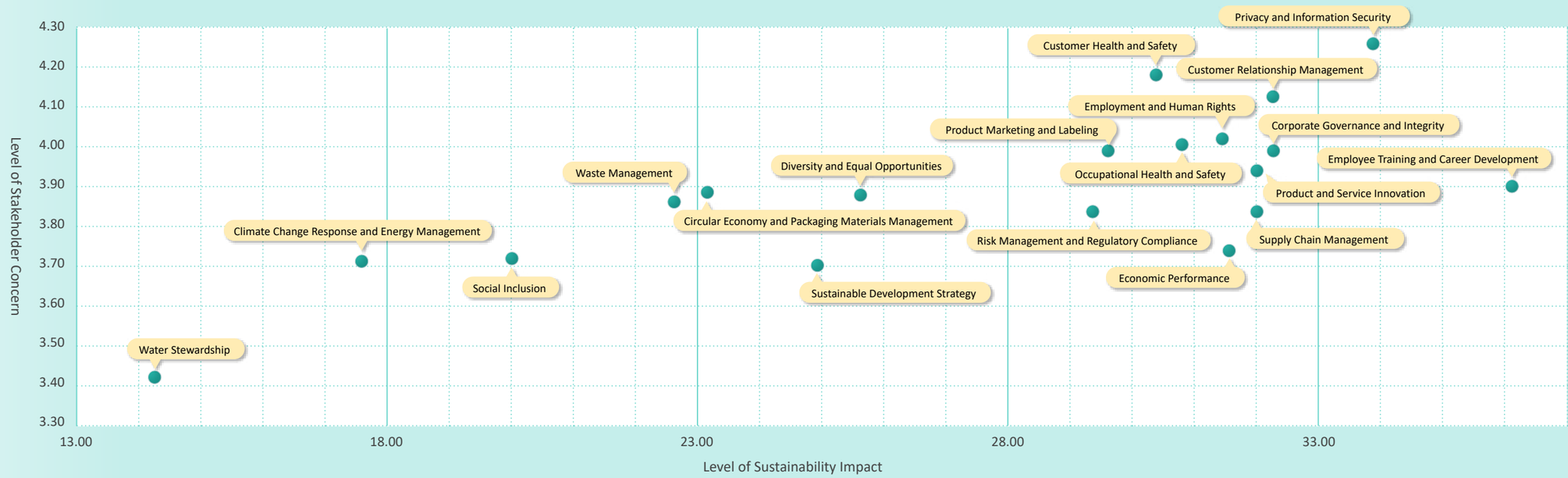
5 Rank and confirm material topics

- Based on an analysis of the questionnaire results obtained in Steps 3 and 4, a matrix chart was created displaying the "level of stakeholder concern" and "impact on external environment, economic conditions, and people (including human rights)" for each sustainability issue. Through an internal TLW discussion, 13 material topics were identified after comprehensively considering the views of stakeholders and the level of impact.

Ranking of the Positive and Negative Impact of Material Topics



Material Topics Matrix



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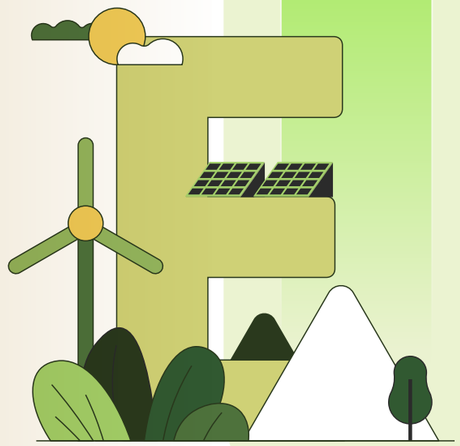
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Material Topics Assessment Results

After internal discussions and resolutions, TLW has decided to adopt the same material topic ranking results determined for 2024, due to there being no significant changes to the Company's operational scope, business model, and stakeholder issues of concern in 2025. The list of material topics and management indicators are provided in the table below.

Environment & Products



Material Topics	Description of External Impact	2025 Major Management Indicators	Achievement Status	Corresponding Chapters/Sections
Customer Health and Safety	• Proper management of customer health and safety issues, by incorporating customer health and safety considerations throughout the lifecycle of products and services, provides customers and consumers with access to safe products or services. • Failing to properly manage customer health and safety issues, and failing to incorporate these considerations into the product or service lifecycle may result in health and safety hazards to customers when using the product.	• Achieve a 97.5% pass rate for post-market sampling tests. • Implement rigorous measures to handle major product incidents.	• Private label products achieved a 100% pass rate in post-market sample testing. Only one of the 23 non-private label products tested failed to meet standards. We have tracked this issue and implemented improvements. • Strictly handled major product incidents and timely convened cross-department meetings. Reviewed product quality management results, ensuring that control mechanisms are effective.	2.2 Products and Services with Peace of Mind
Product and Service Innovation	• Provide sustainable, innovative, and competitive product and service solutions, enabling us to continue responding to market and stakeholder needs. • Failing to provide sustainable, innovative, and competitive product and service solutions may lead to an inability to continue responding to market and stakeholder needs.	• Increase number of experience course participants by 10%. • Integrate course enrollment methods into our app, improving the consumer experience. • Launch the new Little Heroes Environmental Recycling Experience Course, which integrates in-store smart recycling machine experiences to instill eco-friendly concepts in children from a young age.	• Held a total of 1,401 free seminars with expert speakers and 495 DIY courses in 2025, attracting over 9,000 participants. • A total of 113 people participated in the 2025 Little Heroes Summer Camp Environmental Recycling Experience Course.	2.1 Service Transition and Innovation
Product Marketing and Labeling	• Effective management of product marketing and labeling in compliance with relevant laws and regulations can ensure that customer and consumer rights and interests are protected. • Failing to implement product marketing and labeling management can increase information asymmetry risks for customers and consumers when using the product.	• Maintain 100% clear labeling of product information in compliance with regulatory requirements. • Obtain Green Store certification for 100% of TLW stores. • Reach a total audience of 1.47 million/year through green product retail marketing and promotion campaigns.	• 100% of product information was clearly labeled in compliance with regulatory requirements. • 100% of TLW stores obtained Green Store certification. • Reached a total audience of 2.77 million/year through green product retail marketing and promotion campaigns.	2.2.1 Insistence on Product Quality
Circular Economy and Packaging Materials Management	• If the Company continues to adopt circular economy measures in business operations, including but not limited to the recycling and reuse of packaging and packing materials, this can lead to a decreased reliance on non-renewable materials, and reduce the environmental burden of business operations. • Without the proactive implementation of circular economy measures, non-renewable materials will continue to be used for packaging and packing materials, resulting in business operations putting a burden on the environment.	• Percentage of TLW products using PVC packaging: 4%. • Ensure compliance with the relevant legal requirements for packaging materials, methods, and packing weight reduction rates for online sales.	• Percentage of TLW products using PVC packaging: 2.2% • Collaborated with PackAge+ to use circular recycling packaging services for 1% of all packages shipped during the year.	2.1.2 Green Products and Packaging Materials

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Society

Material Topics	Description of External Impact	2025 Major Management Indicators	Achievement Status	Corresponding Chapters/Sections
Employee Training and Career Development	• The Company establishes career development plans and provides professional training for employees. • A clear performance and promotion system is established to improve employee capabilities, improve employee satisfaction, and achieve a stable employee retention rate. Industry talent continues to be cultivated to boost overall industry development competitiveness. • The Company fails to attach importance to talent cultivation and establishing related management measures to protect the rights and interests of employees, and is unable to provide further education and career development opportunities to a diverse range of talent, potentially affecting the overall economic development of the industry.	• Improve management competencies and boost morale of store supervisors. • Continue strengthening the basic professional abilities of employees through professional skills certification and allowance mechanisms, assigning employees to the roles most suitable for them following the principle of "placing the right people in the right positions," improving the job alignment rate. • Increase ratio of certified internal store mentors to 18%, increase new employee retention rate through providing mental support and skills training. • Recruit and train key sales talent for our stores, improving their professional skills and sales capabilities. • Recruit and train elite management trainees for roles at our headquarters or stores.	• Improved the management competencies and morale of store managers through utilizing internal and external resources to provide training, holding seminars and workshops, and establishing a mid-year sales performance incentive competition. The results of these measures were reflected in the annual store manager experience survey score of 4.02. 84.6% of the target set by the mid-year sales performance inventive competition was achieved, with 10 stores achieving over 100% of the target. • Continued to strengthen the basic professional capabilities of employees through a professional skills certification and allowance system. In 2025, we added 195 new professional badges, and as of the end of December a total of 1.946 badges have been given out to employees across our stores, an average of 1.2 professional badges per employee (based on a total of 1,627 store employees). Out of these employees, 213 have received job-match allowances, totaling NT$2,684,868. • In 2025, there were 290 certified internal store mentors, accounting for 19.5% of all non-management personnel (18% was the target for 2025). These mentors have helped to improve the new employee retention rate through providing mental support and teaching job skills. • The number of key talent employees at our stores (TLW Home Stewards) increased from 88 at the start of the year to 196 through recruitment and rigorous training. We will continue to improve the professional skills and sales abilities of our Home Stewards.	**3.2 Talent Cultivation and Development**
Employment and Human Rights	• By implementing employment and human rights management, a respectful and equal workplace and communication environment is created. Negative human rights incidents are avoided, and these efforts may even drive similar measures across the value chain. • Failure to implement employment and human rights management measures can increase the risk of negative human rights incidents such as workplace discrimination or forced labor within the Company or supply chain.	• Comply with the Group's human rights policies, and prohibit the use of forced labor and child labor. • Establish more comprehensive communication and complaint channels, and strengthen measures for promoting awareness. • Organize employee communication meetings and engagement surveys.	• Conducted an employee engagement and experience survey for all employees in December 2025 with a response rate of over 95% (1,682 employees filled out the survey in total). • Scored an average of 3.9 points (out of a 5-point scale) on overall employee engagement and experience. • Regular labor-management meetings are held each quarter pursuant to legal procedures, and the representatives sent to labor-management meetings are submitted to the Ministry of Labor for review and recordation.	**3.3 Employee Welfare and Rights**
Occupational Health and Safety	• Improving occupational health and safety systems, such as by implementing hazard identification and risk assessments, on-the-job training and education, and implementing health promotion activities, can help maintain the safety and health of all workers. • Failing to establish a sound occupational health and safety management system may increase the safety and health risks of all workers. Should a health or safety incident take place, worker rights will be harmed, potentially affecting their family's livelihood.	• Conduct annual hazard identification and risk assessments in the workplace in order to implement improvements addressing unacceptable operational or workplace environment risks. • All employees are required to receive 3 hours of occupational health and safety training every three years.	• All departments have completed hazard identification and risk assessment procedures, and no unacceptable risks have been discovered after these assessments. • All employees have received 3 hours of occupational health and safety training every three years, strengthening employee safety awareness.	**3.4 Occupational Safety and Healthy**



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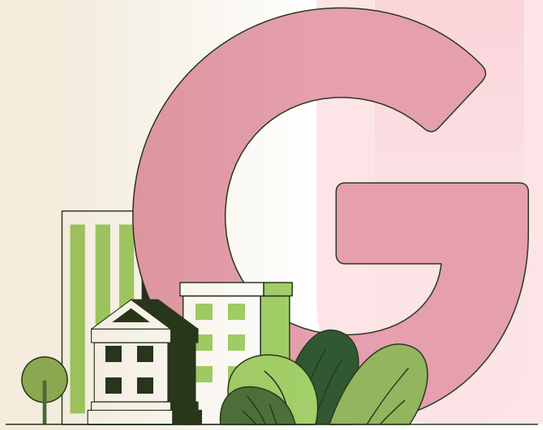
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Governance

Material Topics	Description of External Impact	2025 Major Management Indicators	Achievement Status	Corresponding Chapters/Sections
Privacy and Information Security	● Establishing a comprehensive information security policy and appropriate information security management systems can help protect the private information of customers or employees from being hacked or stolen. ● Failing to establish appropriate information security management systems may increase the risk of operational disruptions or confidential information from being leaked. This may not only lead to financial losses or damage to business reputation, but also directly result in the rights of stakeholders, such as customers and employees, being infringed.	● Organize social engineering drills and information security education and training. ● Complete and implement all required rectification measures and related supporting measures before recommended regulatory deadlines to address and manage risk vulnerabilities found to require monitoring through reviews.	● 100% of employees passed the information security education and training courses based on the course examination criteria. ● Completed one vulnerability scan and rectified the high-risk vulnerabilities found. Vulnerabilities continue to be tracked and observed.	**5.2.5 Privacy and Information Security**
Customer Relationship Management	● Through sound customer relationship management, analyze customer and consumer preferences in order to provide products and services able to meet their expectations. Also provide diverse channels of communication to effectively obtain feedback and respond to their needs. ● Should the Company fail to properly manage customer relations, it will be unable to clearly understand customer needs, leading to the products and services provided not meeting customer expectations and potentially harming customer rights.	● Achieve customer satisfaction score of 8.1 (on 9-point scale). ● Promote diverse and friendly services for women, different language speakers, and the elderly.	● Achieved an 8.3 customer satisfaction score (on 9-point scale). ● Provided female members with one-time free rentals of specific electrical tools. ● Store employees able to speak different languages (such as English and Japanese) wear identifying badges to help customers with different language needs quickly obtain services and assistance. ● Provided elderly members above the age of 65 with simple plant repotting services and free potting soil from TLW.	**2.3.1 Customer Service and Feedback**
Corporate Governance and Ethical Corporate Management	● Strengthening the Company's corporate governance framework, sustainability strategy, and Board of Director's functions can provide long-term benefits to stakeholders such as our employees, shareholders, investors, business partners, and customers. Additionally, implementing ethical corporate management and establishing related rules and guidelines can help prevent corruption and other unethical behavior, while also steadily increase trust from stakeholders such as suppliers and investors. ● Should the Company fail to implement an internal audit control system and does not establish a risk assessment and prevention mechanism for unethical behavior, insider trading and other unethical behavior may take place and consequently damage the financial interests of shareholders, or affect employees and business partners.	● Have 100% of employees sign the Integrity Commitment Letter in 2025; have 100% of suppliers sign. ● Include 2 female members on the Board of Directors.	● In 2025, 100% of employees and suppliers have completed signing the Integrity Commitment Letter. ● The Board of Directors includes 4 female members.	**5.2.1 Corporate Governance and Board of Director's Functions** **5.2.2 Ethical Governance and Legal Compliance**
Supply Chain Management	● Establishing a sound supplier management mechanism and working with suppliers to build a sustainable supply chain can help the Company understand how suppliers are implementing human rights protections and increase the proportion of local procurement. This can help drive the economic development of local suppliers, and enables the Company to jointly achieve energy conservation and carbon reduction targets alongside suppliers. ● Failing to manage supplier sustainability practices related to human rights and the environment can affect the Company's value chain, should a major violation of law or negative incident happen to a supplier.	● Implement a Supplier Evaluation System.	● In 2025, 100% of suppliers passed the evaluation (score of acceptable or above). ● 2,657 hours of training was provided to installation technicians, with a total of 492 training participants. ● Achieved score of 8.8 points (on 9-point scale) for customer satisfaction with installation work.	**2.2.2 Supply Chain Management**
Economic Performance	● Establishing operational strategies and targets able to respond to changes in markets and trends can help improve operational performance, and contribute to the economic development of the market. ● Should the Company fail to establish an operational strategy capable of responding to market changes, it may lose customers, resulting in a decline in operational performance and harming the financial interests of employees and shareholders.	● Exceed NT$9 billion in annual revenue. ● Open 6 new community stores, establishing a total of 40 community stores across Taiwan. ● Have employees proactively make sales, and provide proactive and timely high-quality services in order to achieve high sales and profit performance.	● Annual revenue exceeded NT$8.63 billion. ● Opened 3 new community stores, establishing a total of 37 community stores across Taiwan.	**5.2.4 Operating Results**
Risk Management and Compliance with Laws and Regulations	● Effectively understanding and responding to risks, and complying with the regulatory requirements set by the competent authorities during business operations can help the Company maintain sound and stable operations. ● Failing to effectively understand and respond to risks, or failing to comply with the regulatory requirements set by the competent authorities during business operations increases risks to the Company's sound operation, affecting the rights and interests of stakeholders.	● Risk management: Achieve 100% of targets related to personal information, information security, and intellectual property rights management. ● Compliance with laws and regulations: Effectively reduce major violations. ● Audit tasks: Complete 100% of audit tasks. ● Improve risk management and education and training. ● Have no major violations of regulations. ● Increase the number of audit tasks through the risk assessment mechanism.	● 100% of targets related to personal data, information security, and intellectual property rights management have been achieved. ● Improvements have been implemented to address all major violations. ● 100% of all audit tasks have been completed. ● Information security, credit, and operations-related insurance has been purchased.	**5.2.2 Ethical Governance and Legal Compliance** **5.2.3 Risk Management**



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Value Chain Boundaries Corresponding to Each Material Topic

	Value Chain Impact Boundaries							
	Within Organization	Outside Organization						
	Company/ Employees	Shareholders	Corporate customers/ consumers	Local communities	Suppliers	Media	Corresponding GRI Standard	Corresponding SASB Standard
Customer Health and Safety	✓	✓	✓	✓	✓		GRI 416	CG-MR-410a.2
Product and Service Innovation	✓	✓	✓		✓		Self-designated Topic	
Product Marketing and Labeling	✓		✓		✓		GRI 417	
Circular Economy and Packaging Materials Management	✓	✓	✓		✓		Self-designated Topic	CG-MR-410a.1 CG-MR-410a.3
Employee Training and Career Development	✓						GRI 404	SV-PS-330a.3
Employment and Human Rights	✓						GRI 401 GRI 402	CG-MR-310a.1 CG-MR-310a.2 CG-MR-330a.1 SV-PS-330a.1 SV-PS-330a.2 SV-PS-000.A SV-PS-000.B
Occupational Health and Safety	✓	✓	✓	✓	✓	✓	GRI 403	
Privacy and Information Security	✓	✓	✓				GRI 418	CG-MR-230a.1 CG-MR-230a.2 SV-PS-230a.1 SV-PS-230a.2 SV-PS-230a.3
Customer Relationship Management	✓	✓	✓		✓		Self-designated Topic	
Corporate Governance and Integrity	✓	✓	✓		✓	✓	GRI 205-2 GRI 207	CG-MR-310a.3 CG-MR-330a.2 SV-PS-510a.1 SV-PS-510a.2
Supply Chain Management	✓		✓		✓		GRI 204 GRI 308 GRI 414	
Economic Performance	✓	✓					GRI 201	
Risk Management and Regulatory Compliance	✓	✓	✓	✓	✓	✓	GRI 206	

2

Professionalism: Comprehensive Home Services Solutions

In response to changes in consumption patterns and family structures, TLW has accelerated our transition towards becoming a service-based provider through a customer-centric approach. We have integrated physical stores, online platforms, and in-home services to integrate deeper into communities and build one-stop home solutions for customers. At the same time, we have deeply embedded sustainable concepts into our product R&D, green packaging, and responsible supply chain, leading the market in green consumption. With regard to service quality and trust, TLW has established comprehensive quality management measures, transparent information labeling, and real-time feedback systems to ensure the professionalism and peace of mind of our services. We will continue listening to customer voices and cultivating professional partners in order to implement our vision of “All home matters, big or small, is always a job for TLW.”

Material Topics

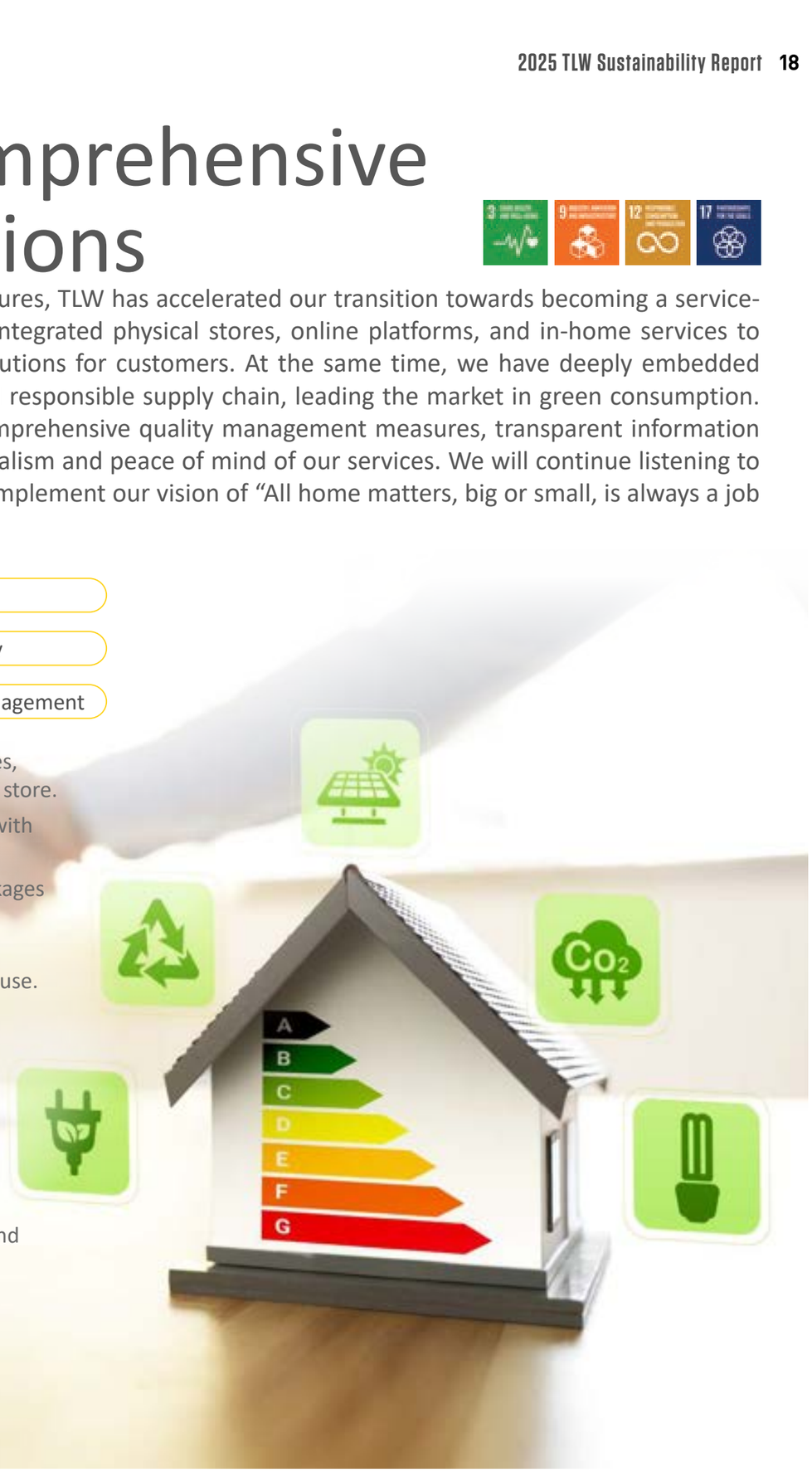
- Circular Economy and Packaging Materials Management
- Supply Chain Management
- Product and Service Innovation
- Customer Health and Safety
- Product Marketing and Labeling
- Customer Relationship Management

Performance Highlights

- TLW has expanded our network of community services by opening new community stores, including the Banqiao Beimen store, Tamsui Zhongshan store, and Yunlin Huwei Gong’an store.
- In 2025, a total of 944 products obtained the Green Mark certification. We also worked with suppliers to launch the Marine Antibacterial Self-Adhesive Tile.
- Collaborated with PackAge+ to use circular recycling packaging services for 1% of all packages shipped during the year.
- In 2025, the supplier evaluation pass rate (score of acceptable or above) reached 100%, and 100% of suppliers signed the Corporate Social Responsibility Clause and Integrity Clause.
- Maintained local procurement strategies, with local procurement in Taiwan accounting for 90.64% of total procurement.
- In 2025, TLW achieved an average customer satisfaction score of 8.3 points. Test Rite Home Service achieved a customer satisfaction score of 8.8 points (on a 9-point scale) for single product installation.
- Added a push notification function to our app for single product installation services.
- Optimized the customer experience, promoted system allowing customers to identify store employees able to communicate in sign language, and promoted diverse and friendly services for elderly and female members.

Sub-chapter

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2.2 Products and Services with Peace of Mind
2.3 Customer Service and Trust



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Management Approach to Material Topics

Material Topics: Circular Economy and Packaging Materials Management

Policies and Commitments
- For private label products, environmental protection concepts must be incorporated into the design during the development stage, including eco-friendly designs for the product itself, and the use of eco-friendly packaging materials, simplified packaging, and flat packaging to reduce energy consumption during transportation, etc.

Responsible Unit
- Merchandising Management Department

Resources Committed
- Manpower to develop alternative materials and establish new suppliers

Response Measures and Management Actions
- Collaborated with suppliers to develop products made from recycled materials and other alternative eco-friendly materials.
- Initiated recycling services, increased service exposure, and strengthened external communication.
- Packaging boxes for online shopping are made from over 90% recycled paper, and have been certified by green labels. The bubble wrap and air cushion bags used are also made from recycled materials. We have planned to implement online shopping packaging reduction policies, incorporating collaboration efforts with third-party suppliers to utilize circular recycling packaging.
- Adjusted the product management system, and managed the use of PVC materials by creating new PVC material management fields.Organized training on development materials and regulations for procurement personnel.
- Arranged monthly education and training to share the reductions achieved for online shopping packaging material weight each month, promoting the reduction and management of online shopping packaging materials.

Complaint Mechanism
- Customer feedback forms,customer satisfaction surveys,the customer service contact information specified on the websites for each retail channel.

2025

Targets
- Percentage of TLW products using PVC packaging: 4%
- Ensure compliance with the relevant legal requirements on online shopping packaging materials, methods, and packing weight reduction rates.

Achieved
- Reduced the percentage of TLW products using PVC packaging to 2.2%
- Collaborated with PackAge+ to use circular recycling packaging services for 1% of all packages shipped during the year
- In 2025, the average weight of packaging materials used for online shopping packages was 0.128g, a 44% reduction compared to the baseline year and in line with the Ministry of Environment's 30% weight reduction target.

2026

Short-term Targets
- Continue guiding consumers to use recycled eco-friendly packaging materials for products shipped out through the TLW website, increasing the proportion of recycled packaging used.
- Continue providing online shopping customers with discounts for picking up purchases from stores, reducing the environmental burden from waste generated during the delivery process.

2027~2029

Medium-term Targets
- Percentage of TLW products using PVC packaging: 0%
- Ensure compliance with the relevant legal requirements on online shopping packaging materials and packing weight reduction rates.
- Invite partnered suppliers with products sold through the TLW online shopping platform to also jointly support the use of recycled packaging materials.

Material Topics: Product and Service Innovation

Policies and Commitments
- TLW is committed to continuously enhancing the customer experience and promoting healthy living at home. We have also continued to hold experience events such as DIY hands-on experience courses and expert seminars to expand our hands-on crafting experiences to a wider audience, helping consumers create joy in their lives and feel a sense of accomplishment.

Responsible Unit
- Merchandising Department, Marketing Unit

Response Measures and Management Actions
- While TLW has felt the rise of the digital era, we also feel that many valuable crafts and real experiences remain irreplaceable. We therefore launched the Test Rite Maker program in 2016, pioneering Taiwan's DIY movement. We organized four major DIY themed courses, with the themes being wood crafting travel experiences, parent-child joint learning, coexisting with animals, and green symbiosis. These experience courses allowed the public to learn handicraft techniques, facilitated parent-child interactions, and helped people gain new inspiration amidst their busy modern lifestyles.
- Leveraging the Test Rite Maker venues and our professional human resources, TLW has established free DIY hands-on experience courses and held expert seminars, teaching the public simple DIY techniques that they can use at home during their daily lives.
- TLW Home Stewards provide consumers with consultation services right in their own homes, enabling consumers (including the elderly and those with limited mobility) to more conveniently access our services.
- In-house installation technicians stationed on-site at TLW stores are available to provide consumers with fast and convenient services.

Evaluation Mechanism
- Through issuing after-course questionnaires, we are able to understand whether customers were able to learn practical information and techniques that match the course theme. Course content is also adjusted each month on a rolling basis.

2025

Targets
- Increase number of experience course participants by 10%.
- Integrate course enrollment methods into our app, improving the consumer experience.
- Launch the new Little Heroes Environmental Recycling Experience Course, which integrates in-store smart recycling machine experiences to instill eco-friendly concepts in children from a young age.

Achieved
- In 2025, we held 1,401 free expert seminars and 495 creative DIY experience courses, attracting 5,899 and 3,132 participants respectively.
- A total of 113 people participated in the 2025 Little Heroes Summer Camp Environmental Recycling Experience Course.

2026

Short-term Targets
- Increase number of experience course participants by 10%.
- Integrate course enrollment methods into our app, improving the consumer experience.
- Launch the new Little Heroes Environmental Recycling Experience Course, which integrates in-store smart recycling machine experiences to instill eco-friendly concepts in children from a young age.

2027~2029

Medium-term Targets
- Increase number of experience course participants by 10%.
- Continue developing a variety of handicraft materials to enhance the experience provided by our hands-on courses.

After 2030

Long-term Targets
- Increase number of experience activity and course participants by 10%.

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Material Topics Product Marketing and Labeling

Policies and Commitments
- The marketing and labeling of products and services must comply with local regulations to encourage green consumption and create eco-friendly distribution channels.

Responsible Unit
- Merchandising Management Department, Supply Chain Quality Control Department, Retail Channel Marketing Division

Resources Committed
- Manpower to develop alternative materials and establish new suppliers

Response Measures and Management Actions
- Conduct QA/QC (quality control) sampling inspections of product labels from time to time.
- Conduct product inspections of private label and self-imported products, including inspections of whether the functions and specifications provided on external product labels match the product's actual functions.
- Marketing Department invests resources to strengthen external communication.

Complaint Mechanism
- Customer feedback forms
- Customer satisfaction surveys
- Contact channels listed under "Contact Customer Service" on TLW online shopping platform

2025

Targets
- Maintain 100% clear labeling of product information in compliance with regulatory requirements
- Obtain Green Store certification for 100% of TLW stores
- Reach a total audience of 1.47 million/year through green product retail marketing and promotion campaigns

Achieved
- 100% of product information was clearly labeled in compliance with regulatory requirements
- Obtained Green Store certification for 100% of TLW stores
- Reached a total audience of 2.77 million/year through green product retail marketing and promotion campaigns

2026

Short-term Targets
- Maintain clear labeling of 100% of product information in compliance with regulatory requirements
- Obtain Green Store certification for 100% of TLW stores
- Continue increasing the number reached through green product retail marketing and promotion campaigns, and expand the scope of their reach

2027~2029

Medium-term Targets
- Clearly label 100% of product information in compliance with regulatory requirements
- Obtain Green Store certification for 100% of TLW stores
- Reach a total audience of 3 million/year through green product retail marketing and promotion campaigns

After 2030

Long-term Targets
- Clearly label 100% of product information in compliance with regulatory requirements
- Obtain Green Store certification for 100% of TLW stores

Material Topics Supply Chain Management

Policies and Commitments
- TLW requires suppliers to fulfill their ESG management responsibilities, instead of merely meeting the minimum legal and regulatory standards. TLW's operational strategy for suppliers: Aim to develop long-term and stable partnerships.

Responsible Unit
- Supply Chain Quality Control Division (QA/QC)

Response Measures and Management Actions
- TLW has implemented a supplier evaluation system, and established the Supplier Guidelines, requiring suppliers to comply with social, environmental, and governance provisions.
- Quality control departments provide guidance and assistance measures to help factories improve operation quality.
- In order to expand the services offered by our platform and enhance the service quality of our installation technicians, TLW has set up the North/Central/South Taiwan Training Center Vocational School to provide professional technician training.
- Established a QA/QC/FA (supply chain quality control and supplier evaluation) Department responsible for factory and product inspections as well as supplier product sampling to effectively manage low-quality product issues.
- Evaluate partner retention and replacement each year based the customer satisfaction performance and KPI achievements of each service provider partner.

Evaluation Mechanism
- Supplier evaluation operations: We conduct regular inspections of supplier factories, and assign one of 4 rating levels based on inspection results. Each rating level is subject to different re-inspection times and rules, and we will terminate collaborations with suppliers who receive the lowest rating until they implement improvements and meet our standards.

2025

Targets
- Implement the supplier assessment system, and require suppliers whose evaluation results are rated as "unacceptable" to provide improvement plans and complete improvements on schedule

Achieved
- Continued implementing the supplier evaluation system. 100% of suppliers scored "acceptable" or above in 2025 through the system.
- Provided 2,657 hours of training to installation technicians, with a total of 492 training participants.
- Achieved score of 8.8 points (on 9-point scale) on installation technician work quality and customer satisfaction with installation work.

2026

Short-term Targets
- Implement the supplier assessment system, and require suppliers whose evaluation results are rated as "unacceptable" to provide improvement plans and complete improvements on schedule.

2027~2029

Medium-term Targets
- Propose a training plan for suppliers with an evaluation result of "needs improvement."
- Request that service provider partners with an evaluation result of "needs improvement" submit an improvement plan

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Material Topics Customer Health and Safety

Policies and Commitments
- TLW has created a corporate culture focused on integrity, accountability, and placing customers first. We pay close attention to quality and are determined to provide safe and high-quality products. TLW continues to adopt "Health" and "Safety" as two of our four main operating guidelines, with the aim of helping customers build a healthier, safer, and more comfortable living environment.

Responsible Unit
- Customer Service Management Office, QA/QC, Merchandising Department

Response Measures and Management Actions
- TLW has implemented strategies to reduce PVC use, and collaborated with suppliers to reduce the use of PVC raw materials each year by replacing them with alternative non-toxic materials such as PP and PE.All of our private label products are packaged without PVC materials, and all construction materials are mainly made from eco-friendly and non-toxic green building materials.
- We strictly monitor the quality of products delivered by suppliers right at the procurement source, regularly conduct post-market product sampling inspections to ensure that products comply with laws and regulations, and implement production management, supplier evaluation, and product verification measures for our own private label products.
- We analyze customer complaints of our private label products each month. Should there be three quality concerns raised for a single product across one year, a product quality review meeting will be held, and the results of the product quality management measures implemented will be reviewed to ensure that our quality control mechanisms are effective.
- Implement production management controls, supplier evalu ations, and post-market sampling tests right at the procurement source.
- Headquarters reviews individual customer feedback on products with quality concerns daily, and convenes cross-departmental meetings to discuss improvement action plans.

Complaint Mechanism
- We have established diversified complaint channels, including through our online platforms, dedicated hotlines, and in-store consultations, to listen and actively respond to customer needs. We have also adopted a systematic management model that regularly tracks progress and management effectiveness on the handling of each complaint.

2025

Targets
- Achieve a 97.5% pass rate for post-market sampling tests
- Implement rigorous measures to handle major product incidents

Achieved
- Private label products achieved a 100% pass rate in post-market sample testing. Only one of the 23 non-private label products tested failed to meet standards. We have tracked this issue and implemented improvements.
- Strictly handled major product incidents and timely convened cross-department meetings. Reviewed product quality management results, ensuring that control mechanisms are effective.

2026

Short-term Targets
- Achieve a 97.5% pass rate for post-market sampling tests
- Implement rigorous measures to handle major product incidents

2027~2029

Medium-term Targets
- Achieve a 98% pass rate for post-market sampling tests
- Implement rigorous measures to handle major product incidents

After 2030

Long-term Targets
- Achieve a 99% pass rate for post-market sampling tests
- Implement rigorous measures to handle major product incidents

Material Topics Customer Relationship Management

Policies and Commitments
- TLW continues to uphold the spirit of “open innovation” and “placing customers first”, and is committed to providing an exceptional service experience. We proactively listen to customer feedback, and leverage this information as an impetus for improvement, continuously perfecting our shopping journey and building deep customer relationships through trust.

Responsible Unit
- Merchandising Management Department, Customer Service Management

Response Measures and Management Actions
- TLW has established a customer service management unit directly underneath the President in our organizational structure. This ensures that we can quickly and efficiently respond to customers and coordinate across different departments.
- Regularly conduct customer satisfaction surveys, and optimize the content and scoring mechanism of the customer satisfaction form in order to help customers answer more intuitively and align ourselves with industry trends.At the same time, feedback is analyzed and quantified into information which each department can reference to make continuous improvements.
- Apart from tracking the achievement of each key performance indicator (KPI), reports also monitor changes in the quarterly revenue growth rate (QoQ) and monthly revenue growth rate (MoM).
- Comprehensively improved the observable and measurable dimensions for the customer shopping journey: Divided the “in-store experience” into the discount and product selection process, newly-included post-sales processes under “product experience”, and divided the “website shopping experience” into the browsing, checkout, and delivery processes, in order to more precisely determine customer pain points.
- Established an online sentiment monitoring mechanism able to track brand discourse and potential negative risks in real-time, allowing us to develop response strategies in advance to reduce risks, maintain our brand reputation, and deepen customer trust.

Evaluation Mechanism
- Customer satisfaction surveys
- Real-time monitoring of online sentiment

2025

Targets
- Achieve customer satisfaction score of 8.1 (on 9-point scale)
- Promote diverse and friendly services for women, different language speakers, and the elderly

Achieved
- Achieved an 8.3 customer satisfaction score (on 9-point scale).
- All stores in Taiwan which have restrooms provide sanitary pads at the service counter in order to meet the urgent needs of customers.
- Provided female members with one-time free rentals of specific electrical tools.
- Store employees able to speak different languages (such as English and Japanese) wear identifying badges to help customers with different language needs quickly obtain services and assistance
- Provided elderly members above the age of 65 with simple plant repotting services and free potting soil from TLW.
- Offered exclusive discounts to elderly members above the age of 65: 12% off all gardening materials, helping elderly customers create their own home gardens with ease and add liveliness to their lifestyles.

2026

Short-term Targets
- Achieve customer satisfaction score of 4.0 (on 5-point scale)

2027~2029

Medium-term Targets
- Achieve customer satisfaction score of 4.2 (on 5-point scale)

After 2030

Long-term Targets
- Achieve customer satisfaction score of 4.2 (on 5-point scale)

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2.1 Service Transition and Innovation

2.1.1 Innovative Products and Services

From Retail Channel to Community, from Product to Service

TLW has focused on customer needs and upheld a “Responsive, Available, and Doable” service attitude to provide consumers with comprehensive home living, repair, and DIY solutions. TLW stocks a rich variety of over 30,000 different items, including tools and materials for home repair, decoration, and renovation. Each of our in-store product sections is staffed by professional personnel able to immediately respond to customers and provide professional advice. At the same time, each store has a dedicated Home Renovation Center able to help create tailored home renovation plans for each customer based on their different needs.

TLW Products and Services



1 Philosophy
- Customer-centric, professional, peace of mind, and trustworthy

2 Sales Channels
- Large-scale TLW Stores
- TLW Community Stores
- TLW Online Shopping
- Shopping Malls (DÉCOR HOÜSE)

3 From Products to Services
- Home DIY-related products and services
- TLW private label products
- Home renovation center
- Test Rite Maker
- TLW Home Stewards provide in-home services

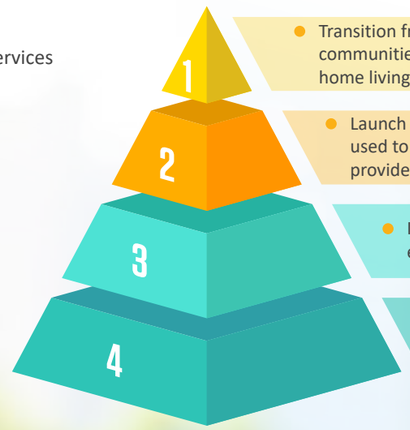
In response to changes in Taiwan’s family compositions and lifestyle needs, TLW has in recent years accelerated the expansion of our community stores. We have committed to a strategy of not just selling home products and repair tools, but of establishing ourselves as a regional home repairs marketplace able to provide neighboring residents with home repair consultation and home renovation services. TLW opened 3 new community stores across Taiwan in 2025. In the future, we plan to open 6 to 8 new stores each year, and focus on expanding our presence in Taiwan’s six special municipalities. With regard to overseas expansion, we will evaluate the feasibility of expanding into Southeast Asian markets (such as Vietnam), and hope to export the customer experience offered at our Taiwan stores through a “Community-Store + Private Label Products + In-Home Services” model. Through this one-stop service model, TLW hopes to respond to the diverse home repair and renovation needs of different customers by creating tailored product and service combinations, helping customers create the perfect home environment.

In the face of changes to the market structure, TLW hopes to implement a business transition through a core Four-Layer Transition Roadmap, which includes growing the number of community stores, expanding the TLW House Steward service, increasing the proportion of private label products, and integrating e-commerce into our physical stores. Through this transition framework, TLW has gradually began to transition towards a business model of extending home services to communities and households with product sales at the core.



The TLW Home Steward helps customers conveniently resolve their home living and repair problems by providing the required products and installation services.

TLW Four-Layer Transition Roadmap



1. Transition from large-scale stores in metropolitan areas to community stores in local communities and counties, cities, and townships, establishing locations closer to customer home living circles
2. Launch the TLW Home Steward service model connecting our professional personnel, who used to be limited to providing in-store services, with customers across the last mile to provide in-home services
3. Improve product structure, enhance our private label products, and replace sales with experiences
4. Integrate e-commerce operations into our stores, creating a merged online and offline home renovation platform

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The Test Rite Maker holds courses on product knowledge and installation methods, promoting DIY home repair skills.

One-stop Service Solution

TLW stores are not just retail sales spaces. We have continued to innovate to create a service space able to help consumers resolve their home repair needs. The special services offered at all of our stores include same-day installation, in-house installation technicians, tool rental services, and free shipping within the neighborhood for small items. This makes it convenient for consumers to meet all of their shopping, shipping, installation, and home repair consultation needs at the same time. As TLW community stores expand into more locations, we are able to more deeply integrate into the everyday lives of consumers, improving the accessibility of our services and enriching the home lives of consumers through our DIY experiences and services.

TLW Special Services

Same-day Installation

- Customers who purchase designated products can enjoy convenient same-day installation services.

On-site Services from Professional Technicians

- Professionally trained and certified technicians are present at our stores at designated time periods to provide customers with advice on home appliance issues and instruct them on simple repairs and installation work.



Paint Color Mixing Services

- Our stores provide professional paint color mixing services, and we have established a dedicated color adjustment website allowing customers to play around with color combinations and find their ideal color. Customers can look up past records on the TLW App, making it convenient for them to mix and prepare paint to touch up previous paint jobs.

Tool Rental Service

- TLW has observed that many customers only have short-term renovation needs, and therefore only infrequently need to use electronic tools. Our tool rental service makes it convenient for customers to meet these short-term temporary needs with a small rental payment, without needing to specially purchase the tool.

Wood Board Cutting Service

- We help customers select good wood board materials and provide precise cutting services based on their needs, ensuring that the dimensions are correct. This helps consumers to better utilize DIY designs to achieve their ideal home lifestyle.

TLW Continues to Expand Community Stores

In 2025, we opened the Tamsui Zhongshan North road store, providing a complete home decoration and renovation display space. The store provided enhanced physical displays of furniture, bathroom, kitchenware, living room, and bedroom systems, addressing the long-term lack of large-scale home decoration and renovation stores in the Tamsui area. This allowed local residents to access repair and replacement services right within their community.





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TLW stores provide on-site paint color mixing services, allowing consumers to create color plans for their home

TLW provides consumers with on-site paint color mixing services within our stores, providing customers with customized color shades based on their wall refurbishment, furniture remodeling, or other creative handicraft needs. Store personnel are able to provide color mixing suggestions based on the customer's spatial planning or lighting conditions, improving overall home living quality. At the same time, TLW also provides color matching services. Consumers can bring pieces of flaked off paint from their home to stores to find a matching color. Based on the specific color code, our stores' systems can automatically mix the required primers and colorants, helping customers resolve issues with not being able to find the same color of paint.



Highlights and Testimonials

Commended store: Zhonghe store — **Customer Mr. Li**

The customer purchased a Noah Home desk. However, they were unable to successfully lock the required screws in when assembling the desk, and turned to store personnel for help after spending some time struggling to assemble the desk. After confirming the photos sent, store personnel took the initiative to start a LINE video call to provide assistance. By assembling the display unit as a demonstration, they were able to demonstrate the correct assembling technique and screw locking method step by step, patiently guiding the customer to finish the assembly.

Merge Online Sales with Physical Stores, Understand Consumer Dynamics

TLW has observed how market trends and consumer behavior has changed, and deeply integrated our physical stores with our online shopping platform to build a seamless service model. We successfully removed sales barriers by displaying online exclusive products at our physical stores, and by providing convenient services for ordering online products at physical stores. Additionally, through a comprehensive member classification system and precisely targeted sales promotions, we have effectively converted traffic at our physical stores into online sales momentum. We have created a comprehensive sales ecosystem to ensure that consumers can enjoy a consistent and high-quality shopping experience at any point of contact.

TLW Service Development and Management Process

1. **Customer Needs**
   - Customer needs and suggestions
   - Observed by frontline employees
   - Customer satisfaction survey
2. **Project Planning**
   - Establish a project team
   - Sales Department meeting
   - Cross-departmental meetings
3. **Prior Preparation**
   - Employee training and communication
   - Design of marketing and promotional materials
   - Installing required software and hardware equipment
   - Complete testing
4. **Project Implementation**
   - Announcement and store launch
   - Promotion and implementation
5. **Customer Satisfaction**
   - Review results
   - Customer feedback and evaluation

6 Adjustments and Corrections

(1) Member Management Strategy: Leveraging Leading Data Analysis to Precisely Segment Target Audiences

TLW has implemented a multi-dimensional membership management strategy, and analyzed user behavior through big data to accurately and precisely segment and market to different customer groups. At the same time, through automated marketing mechanisms and exclusive discounts, we send precisely targeted and personalized promotional information to individual customers during large promotional campaign periods or cross-retail channel activities, guiding customers to complete merged online to physical store, or physical store to offline consumer journeys across the full range of our retail channels, optimizing the online to offline (O2O) consumption process.



- Consolidation of core values: Enhance operations and management of high-value members, maintaining their high loyalty to the brand.
- Automated activation mechanism: Adopted a personalized repurchase cycle forecast model and automated electronic brochure distribution system in order to precisely reach customers during critical purchase decision points, maintaining member activity and effectively preventing customer loss.
- Dual incentive model: Adopted a dual-incentive strategy of designating "low threshold gifts" and "high threshold reward points," precisely triggering consumption opportunities for different customer groups and successfully "waking up" dormant members to increase conversion rates.
- Digital marketing optimization: Facing the challenge of rising digital advertising costs, we have adopted flexible manufacturing systems (FMS) to effectively drive growth in advertising effectiveness. We are able to dynamically segment advertising audiences based on product performance data and consumer intentions in order to precisely deliver advertisements. Significantly improved our overall return on ad spend (ROAS), and assisted the brand in continuing to develop new customer groups in a saturated market, expanding our market share.

(2) 2025 Operating Performance

- Increase in online merge offline (OMO) membership: In 2025, the number of members completing online merge offline (OMO) consumer journeys increased by 10.4% compared to the same period in the previous year.
- Integration of virtual and physical sales: Online sales ordered through physical stores increased by 5% compared to the same period in the previous year.
- Strong promotional explosiveness: During large-scale promotional events, the online sales orders contributed by physical stores can reach 50% of all online orders for that single day, demonstrating our strong cross-channel integration and ability to effectively direct customer flow.

(3) Future Vision: Continue to improve the shopping journey

Looking towards the future, TLW is committed to comprehensively integrating and optimizing our product capabilities, visual merchandising, service effectiveness and digital systems. Our goal is to create a shopping environment which offers a convenient purchasing experience while also providing lifestyle inspiration. When optimizing the purchase process, we especially aim to inspire customers and spark their imagination on home furnishing and renovation possibilities through each interaction.

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2.1.2 Green Products and Packaging Materials

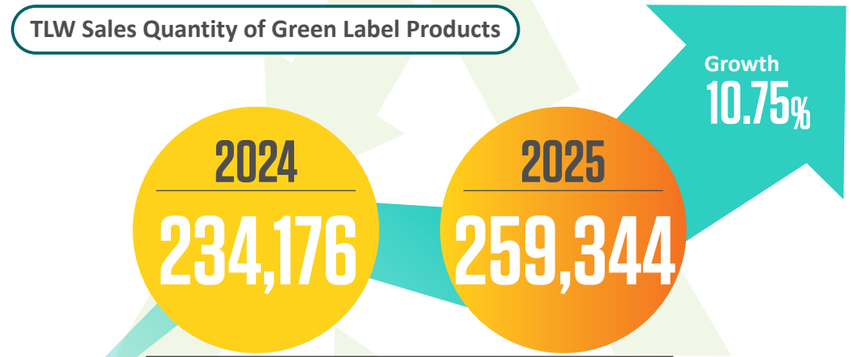
Green Products

TLW is committed to the research and development of eco-friendly products, reducing the impact of the products we sell on the environment and human health. As the first home retail store to fully ban the use and sale of incandescent light bulbs and promote LED products, TLW has since continued to stock more green products. In 2025, TLW offered 944 products with green label certifications, including products with the Water Saving Label, Energy Label, Green Mark, Green Building Material Label, Forest Stewardship Council (FSC) certification, and Energy Efficiency Grading Label. In total, we sold 259,344 of these products, with a sales growth of 10.75%. Total sales revenue from these products reached NT$596,188,682, representing a revenue increase of 3.33%.

Working with Suppliers to Offer Recycled Material Products

TLW actively works with suppliers to promote eco-friendly home products able to satisfy customer needs. In 2025, TLW collaborated with strategic partners to launch the Marine Antibacterial Self-Adhesive Floor Tile. The tile is produced mainly using waste oyster shells found piled up in large quantities along coastal regions which pose long-term environmental pollution concerns (these shells are considered a type of common marine waste, and will generate foul odors, attract insect pests, and affect the coastal environment if not properly handled). Through cleaning, crushing, and turning the oyster shell into a composite material, we upgrade these waste oyster shells from being an environmental burden into a waterproof and practical production material. We have sold more than 400 crates of the product since its launch, demonstrating the commercial potential of reusing marine waste as a home building material. The project combines marine waste governance with product innovation, which not only helps to reduce the pollution problems

TLW Sales Quantity of Green Label Products



Note: The "Number of Green Label Product Types Sold" refer to products that continue to be certified with a valid green label as of December 31 of the specified year.

Types and Quantity of Green Label Products Sold at TLW in 2025

Green Label	Label Description	Number of Product Types Sold	Sales Quantity	Example Products
Water Saving Label	The Water Resources Agency, Ministry of Economic Affairs issues the Water Saving Label to products which meet designated specifications. By choosing to purchase products with the Water Saving Label, customers can save water without affecting their water use habits.	179	91,368	Toilets, faucets, shower heads, plumbing supplies and accessories
Energy Label	Companies can voluntarily submit applications to the Bureau of Energy, Ministry of Economic Affairs to apply for the Energy Label certification. Consumers can use the Energy Label to identify energy-efficient products.	254	100,154	Fans, light bulbs, air conditioners, water heaters, and gas stoves
Green Mark	The Ministry of Environment designed the Green Mark following the ISO 14024 Ecolabels standards in order to encourage the development of products and services with reduced environmental impact. Consumers can use the Green Mark to identify and purchase more eco-friendly products and services.	20	15,011	Dishwashing liquid, paint
Green Building Material Label	The Architecture and Building Research Institute of the Ministry of the Interior promotes the Green Building Material Label system to effectively evaluate and integrate health, ecology, renewable, and high-performance information on building materials to serve as a reference for customers when selecting materials, ensuring a comfortable and healthy indoor living environment and environmental sustainability.	25	16,756	Furniture, shelf boards, and board materials
FSC	The Forest Stewardship Council is an international non-profit organization, and its label indicates that the wood materials used in a product are sourced from a secondary forest or plantation forest, rather than an old-growth forest.	163	17,964	Board materials, wooden furniture
Energy Efficiency Level 1	Taiwan has established national energy efficiency standards to encourage the replacement of old equipment. The Energy Efficiency Label is mandatory and is divided into five levels. All energy-consuming products must be labeled. A lower level indicates that the less energy is consumed and more energy is saved.	130	4,832	Dehumidifier, refrigerators, and water dispensers
Energy Efficiency Level 2		141	11,992	
Energy Efficiency Level 3		32	1,267	

Note: TLW's total procurement of green label products reached NT$486,603,518 in 2025, an increase of 13.12% compared to NT$430,158,152 in 2024.

TLW Marine Antibacterial Self-Adhesive Floor Tile

TLW observes that Taiwan generates approximately 160,000 metric tons of waste oyster shells each year. Following circular recycling concepts, we have worked together with suppliers in Taiwan to develop waterproof floor tiles made from oyster shells through R&D and rigorous testing. This has allowed us to not only reduce plastic consumption, but promote the development of a local sustainable circular economy. The product has also been developed with practicality in mind, and it can be easily disassembled, cleaned. and maintained.





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caused by piling oyster shells along coastlines, but also transforms this marine waste problem into an added-value sustainable product by integrating circular economy concepts. This project has also allowed us to leverage our influence as a retailer to push the consumer market into greater adoption of green materials.

In 2026, TLW aims to deepen the supply chain circular economy collaboration model, and plan to work with local cement suppliers to develop eco-friendly cement materials and paint coatings made from reused reservoir sludge. This can help reduce the accumulation of reservoir sludge and improve resource utilization efficiency. At the same time, we have also held seminars through our handicraft classrooms, and raised awareness on circular building material concepts, allowing more consumers to understand and support the value of sustainable materials.

Green Packaging

TLW has established Green Packaging Guidelines for our own private label products. Product packaging must utilize green materials and designs and identifying labels must be printed on the packaging, as an implementation of our environmental claims to reduce resource use, produce easily-recyclable products, and reduce pollution.

TLW uses as much paper, PE (Polyethylene), and PP (Polypropylene) materials as possible in our product packaging in order to reduce the proportion of PVC (Polyvinyl Chloride) used. In 2025, the proportion of product packaging containing PVC was successfully reduced to just 2.2%. We have also already fully banned the use of PVC materials in single-use products since 2023.

The retail industry has a large demand for cardboard boxes. TLW has implemented cardboard recycling mechanisms for many years, and reduces overall cardboard consumption through reusing cardboard.

Green Packaging Guidelines for TLW Private Label Products

Eco-Friendly Materials

External box
- Glass, paper, biodegradable plastic (PET), and metals are used as packaging materials. External packaging boxes cannot be nailed.
- Used waste paper is recycled into molded pulp, cushioning materials, or filling materials.

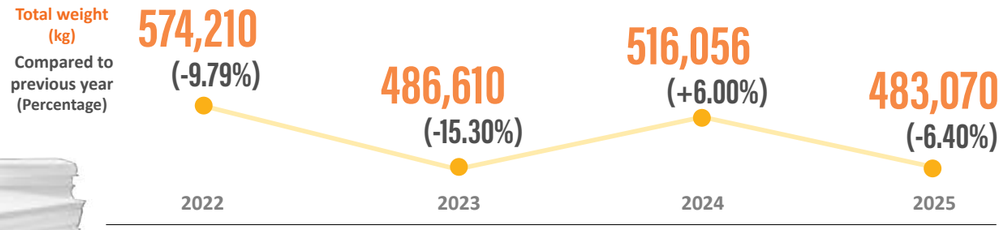
Internal box
- PVC packaging is prohibited.
- Styrofoam is prohibited.
- Eco-friendly ink shall be used for printing.

Meet International Requirements
- The metal materials used in the packaging shall contain less than 100ppm in total of lead, cadmium, mercury, and hexavalent chromium combined.

Packaging Reduction
- No more than 3 different materials shall be used in the packaging materials for each product, for ease of recycling.
- Rules against excessive packaging. Packaging shall not exceed three layers, the volume ratio shall be less than 1, and packaging must weigh less than the weight of the product.

TLW Number of Recycled Paper Bricks





Note: The main reason for the decrease in number of recycled paper boxes is due to the implementation of green product packaging guidelines.

TLW Collaboration with PackAge+ on Circular Recycling Packaging Services

In August 2025, TLW officially began collaborating with PackAge+ on circular recycling packaging services. We established a dedicated page on our official website encouraging consumers to join our plastic reduction green movement. After the service was launched, approximately 1% of all packaging across the year utilized circular recycling packaging, gradually improving our packaging use efficiency and reducing waste from disposable packaging materials. At the same time, in order to further reduce the amount of packaging materials consumed during the delivery process, TLW has continued to promote in-store pickup of online orders through friendly incentive mechanisms such as discount coupons and parking discounts, encouraging consumers to choose more eco-friendly shopping options. These measures effectively decrease the amount of packaging materials waste generated during shipping, reduce the environmental burden, and implement circular economy concepts through our consumer operations.



Online Shopping Packaging Reduction

In line with the Ministry of Environment's regulations on reducing online shopping packaging materials, we have used recycled paper for more than 90% of our online packaging paper boxes, as well as bubble wrap and cushioning materials made from recycled materials. In 2025, the average weight of packaging materials used for online shopping packages was 0.128g, a 44% reduction compared to the baseline year and in line with the Ministry of Environment's 30% weight reduction target. Our website began using circular recycling packaging materials in 2025, and we continue to offer online shoppers discounts for in-store pickups to reduce the amount of packaging materials used for delivery.

TLW Online Shopping Packaging Weight



Note 1: The packaging weight ratio and packaging materials used above comply with Ministry of Environment regulations. Audit report prepared by CPA firm BDO Taiwan.

Note 2: Calculation of product to packaging weight ratio = (weight of online shopping packaging materials/ (weight of online shopping packaging materials+ total product weight)) x 100%

Note 3: The statistics provided above do not include the new TLW community stores opened in recent years.

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2.2 Products and Services with Peace of Mind

2.2.1 Insistence on Product Quality

Ensuring Consistent Quality through Product Value Chain

TLW conducts pre-launch inspections and post-market sample testing of all products we sell, regardless if they are private label products or products from other brands. We insist on ensuring product quality right from the value chain in order to proactively protect consumer rights.

TLW has established product specifications for the functions, specifications, appearance, and related physical or chemical characteristics of our private label products following rigorous standards. We carry out multiple inspections and tests during the development and manufacturing process, strictly monitoring and testing products across the entire process from raw materials to finished product. We also require products to comply with the Chinese National Standards (CNS), ensuring excellent product quality. In addition, for important products such as: textiles, cutlery/cookware, and light bulbs/lighting fixtures, we require that these products meet national and market standards, as well as pass a comprehensive inspection from a third-party certification agency before being launched for sale.

TLW has completed post-market sample testing in 2025 for a total of 28 private label and non-private label products. We have required improvement plans with specified deadlines to be provided for products that fail to pass this inspection. If necessary, we will also require that entire product batches be replaced or removed from sale, ensuring that customers can purchase consistently high-quality products with peace of mind.

Product Marketing and Labeling Requirements

TLW has implemented policies requiring all suppliers to include information on the product's source, contents, components, and product safety on product labels which fully complies with government guidelines, related laws and regulations, and import or origin requirements. TLW has also conducted post-market sampling tests on product labels. The post-market sample testing pass rate was 97.9% in 2025. We discovered 13 violations of product labeling regulations, and immediately required suppliers to correct their product labels or remove products from sale. These violations have not caused a major impact on TLW, and did not result in any fines.

TLW Post-Market Sample Testing Statistics

	Private Label Products			Non-Private Label Products		
	Number of Cases Tested	Number of Cases Passed	Pass rate	Number of Cases Tested	Number of Cases Passed	Pass rate
2024	4	4	100.00%	25	24	96.00%
2025	5	5	100.00%	23	22	95.70%

TLW Product Quality Management Process

Upstream Preventive Management Measures

1 Factory Inspection
- Divided into two major categories: general products and high-risk products (e.g., textiles).
- Factories are given one of four grades after being inspected. Each grade is subject to different validity periods, management and quality control requirements, and approved operating procedures. Additionally, some suppliers may be exempt from factory inspections if they meet specified criteria.

2 Confirm Product Specifications
- QA proposes guidelines based on laws and regulations/functions and safety, which is used to conduct sample/bulk testing and product inspections after being confirmed.

3 Sample/Bulk Testing
- Following the specification requirements agreed to by both parties, products are sent to a designated third-party certification organization or approved laboratory for testing.
- If the product fails the test, improvement measures and follow-up actions must be proposed.

4 Pre-Shipping Inspection
- Confirm samples, specification information, and testing report based on the product order. The TLW quality control unit then conducts a product inspection.
- Should the product fail the inspection, improvement measures and follow-up actions must be proposed to address the issues described in the inspection report.
- We promote a self-inspection process for product inspections, and allow suppliers who have consistently met high quality standards to ship out their products after a self-inspection.

Store Corrective Management Measures

5 Post-market Sample Testing
- Commission a third-party certification organization to conduct testing to confirm if the product complies with laws and regulations/functional and safety requirements.
- Inspect labels for products sold at our stores. Immediately require the supplier to make corrections if their products fail to comply with labeling laws.

TLW Product Marketing and Labeling Management Framework

Product Management
- Plan mandatory product labeling training courses for all employees. Employees must also pass the course examination.
- New employees are required to complete product labeling education and training within three months of taking on their role, and pass the course examination.

Suppliers
- Together with communicating with suppliers through the B2B platform, provide suppliers with guidance documents on product labeling requirements, and require that suppliers properly implement these requirements.
- Bound by the terms of the TLW Standard Form Contract.

QA/QC
- Conduct random product label inspections for each store once every two months.
- Based on the number of products which failed internal/external inspections in the previous year, determine the number of products to undergo spot inspections this year for each product category.

Marketing Communication
- Provide product installation instructions and play instructional videos in-store.

Post-market Sample Testing
- TLW achieved a 97.9% pass rate.
- When violations are discovered, suppliers are required to immediately correct labels or stop selling the product.

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In 2025, TLW had 13 violations of product and service information labeling regulations, resulting in a warning. There was also 1 case where product and service health and safety regulations were violated, leading to a fine. The case has since been handled. Additionally, there were no violations of product marketing and promotion regulations during the year.

Incidents of TLW Product and Service Information Labeling Violations in 2025

Warnings

Incomplete product labeling

8 — The product has been removed from sale, and product labeling information has been revised. Will only be returned to sale after confirming that new label information is accurate.

Water Saving Label Verification

1 — TLW confirms that all products sold since 2019 have valid Water Saving Labels, and reports back to the competent authority.

Product did not meet energy efficiency regulations

Product fails to obtain new Energy Efficiency Grading Label

2 + 1 — Already removed product from sale.

Product label did not include importer name, address, and phone number

1 — After confirming with the supplier, the product label information is correct and does not need to be revised. The supplier will later issue an explanation together with the Pingtung County Government.

Fines

TLW's New Japanese-Style Multi-Purpose Pine Stool was designated as a product requiring inspection, but failed to provide an inspection label, violating the first section of Article 6, Paragraph 1 of the Commodity Inspection Act.

1

- We completely removed the product from sale after discovering the deficiency, and fully completed product labeling improvements on February 13, 2025.
- We requested the relevant business team to take inventory of various product types. If any non-compliance with regulatory standards is discovered, the labeling on the products supplied should be immediately corrected, and the supplier should be notified to immediately update the correct product labeling to prevent potential legal violations for new products in the future.

Protecting Consumer Health

TLW has promoted a strategy of reducing Polyvinyl Chloride (PVC) usage. We have worked with suppliers to gradually reduce PVC materials consumption year after year, including replacing PVC shower hoses with stainless steel hoses, upgrading inner hoses to those made from Ethylene Propylene Diene Monomer (EPDM) rubber, and reducing PVC materials used in anti-slip bathroom mats and indoor mats by replacing them with Thermoplastic Elastomer (TPE) or rubber materials. Less than 10.3% of the products sold by TLW contain PVC materials, and we have also reduced the percentage of product packaging which contain PVC materials to 2.2%. Additionally, the TLW Quality Control Department sends supplier products to third-party certification organizations for testing (such as Intertek or the Taiwan Testing and Certification Testing) from time to time to ensure product quality. These tests include product label inspections, product composition inspections, and tests for free formaldehyde content.

TLW's private label products have continued to protect consumer health. We have developed phthalate-free non-toxic plastic floor tiles, continued to adopt lead-free stainless steel water faucets, and obtained Lead Free certifications from the Bureau of Standards, Ministry of Economic Affairs to provide consumers with safe water appliance choices. TLW has observed that consumers are specially concerned about product safety, and in the future we plan to expand towards offering products focused on home, children, and elderly safety in order to provide consumers with safer product options.

Examples of TLW Private Label Products that Help Protect Consumer Health

Phthalate-free Plastic Tile

- Uses German BASF Hexamoll® DINCH as raw material, ensuring health and safety.
- Complies with the SGS Flammability Test Level 1 standard.
- Complies with SGS formaldehyde test standards.
- Passed EU standards test, did not detect any of the 15 prohibited plasticizers.



Lead-free Stainless Steel Faucet

- Obtained Lead Free certification from the Bureau of Standards, Ministry of Economic Affairs, ensuring product contains no heavy metals such as lead.



E1 Low Formaldehyde Furniture

- Obtained E1 Low Formaldehyde Emissions certification, certifying that formaldehyde emissions ≤ 1.5mg/L.





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TLW makes no compromises when it comes to product safety. All products which require an inspection pursuant to law (such as lighting fixtures, low formaldehyde boards, etc.) are inspected by a third-party certification organization. Through regulatory compliance, we ensure that all of the products we sell fully comply with national safety standards, comprehensively protecting customer home safety.

TLW Important Product Sales Categories and Revenue in 2025

	Number of Product Types Sold	Sales Revenue
Home Appliances/ Electric Components	638	NT$326,101,279
Lighting fixtures	2,725	NT$762,840,531
Textile Products	3,788	NT$423,311,724
Board Materials	1,940	NT$261,156,627
Bathroom	139	NT$227,126,012

Percentage of products passing inspections required by law
100%

Note: This percentage is calculated only for the number of products in each category which require third-party inspection pursuant to law.

Test Rite Home Service takes customer health into consideration. We use non-toxic raw materials and building materials for renovation, ensuring that our materials and techniques meet national standards, including:

1 RT-Mix Cement Mortar

We choose to use cement mortar from RT-Mix, which has undergone rigorous inspection to ensure that it contains no harmful substances. This avoids potential health problems from low-quality cement.

2 Wooden Boards

We use wooden boards that meet F3 standards, and which also meet national safety standards on formaldehyde emissions.

3 Ventilation Fans

We install ventilation fans during the renovation process to effectively reduce dust concentrations at the renovation site, keeping air circulating and reducing the amount of dust inhaled by workers and residents.



Management of Major Product Incidents

TLW has established the Rules for Managing Major Product Incidents, and immediately convenes cross-departmental meetings when a major product incident occurs. We follow a set of standard operating procedures (SOP) from the initial reporting of the incident to handling and finally closing the incident, ensuring that we are able to handle incidents efficiently and consistently. After we complete handling an incident, we review and collect experience and feedback on the incident in order to continue strengthening our incident handling and management capabilities, and reduce the risk of similar incidents happening again.

TLW Standard Procedures for Handling Major Products Incidents

1 Report
- Store employees who receive information on major product/service incidents must immediately report to their unit supervisor and our Customer Service Management Office.
- Record information on the “who, what, where, when” of the incident within the system to facilitate handling and progress tracking.

2 Meeting
- An emergency task force meeting is convened by the Customer Service Management Office, where discussions are conducted pursuant to the Rules for Managing Major Product Incidents.
- The basic members of the task force are composed of personnel from the Merchandising Department, Customer Service Management Office, TLW Marketing and Public Relations Department, Quality Assurance Department, and Legal Affairs Department.
- After the meeting, the resolutions approved by the meeting will be reported to TLW Level 1 supervisors through mail.

3 Implementation
- Individual case measures: After discussing and determining a solution, the handling unit communicates this solution plan to customers.
- General case measures: Require suppliers to implement comprehensive improvement measures, including removing the product from sale, reviewing or repairing the product, or recalling the product.

4 Tracking
- Managers from each business unit track progress and report back to the emergency task force members on how measures are being implemented. Any problems encountered are promptly discussed and adjustments made.

5 Case Closed
- After implementing the general case handling plan, the Customer Service Management Office will report the case handling results to the members of the emergency task force and TLW Level 1 supervisors.
- The case closing report includes a section on “General Case Handling Results” and “Incident Review and Takeaways.”

Handling of Major Product Incidents in 2025

In 2025, TLW had 1 case of a product quality issue. The Company proactively notified consumers of available review, repair, and replacement services, ensuring that consumer rights and interests are unaffected.

Incident Summary	There was a product quality issue involving the “TLW 30W LED Ceiling Suction Light - with Remote Control” product falling off ceilings.
Implemented Plan	We offered customers product returns, along with NT$200 in gift vouchers as compensation for transportation costs. Should a customer wish to exchange for a new lighting fixture, a discount was provided.
Handling Method	The Company actively notified customers through telephone and text messages of the potential hazard posed by the product. We then sent professional technicians to customer homes on a date specified by the customer to review and assist in replacing the lighting fixture.

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2.2.2 Supply Chain Management

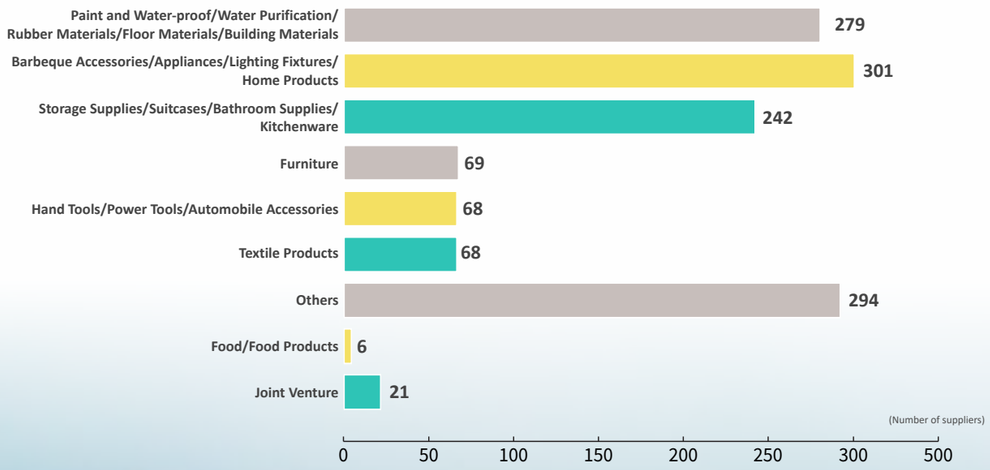
Complying with Test Rite Group's Supplier Guidelines

TLW is in the retail business, and our business operations do not include manufacturing. Our suppliers are located across the Taiwan, China, and Southeast Asia regions. With regard to supply chain management, TLW has followed the Supplier Guidelines established by Test Rite Group, which covers the following issues: Legal compliance, employee recruitment, voluntary labor, working hours, remuneration, health and safety, the environment, conflict minerals, and anti-bribery measures, etc. We encourage suppliers to establish comprehensive quality management systems and obtain related certifications to enhance product quality monitoring, and continue to place meeting consumer and customer expectations as one of our most important goals. TLW conducts supplier evaluations following the Supplier Guidelines, and establishes related supplier requirements and specific control and management measures based on these Guidelines.

For the Test Rite Group Supplier Guidelines, please refer to Link

TLW supplier products can be divided into private label products and non-private label products. At the moment, most suppliers provide non-private label products. Products are classified into different categories based on product type. In 2025, the majority of our suppliers supplied products in the barbeque accessories, electronic appliances, lighting fixtures, and household appliances categories, followed by storage supplies, suitcases, bathroom supplies, and kitchenware.

TLW Supplier Classification



Contract Includes Corporate Social Responsibility Clause and Integrity Clause

Additionally, regardless if the supplier is providing TLW with private label or non-private label products, we require all suppliers to sign contracts that include a Corporate Social Responsibility Clause and Integrity Clause. We require that all suppliers align with our ESG sustainable development and ethical corporate management expectations in their business operations. In 2025, 100% of suppliers have signed these contract clauses. TLW also fulfills our responsibility to conduct due diligence and verification when selecting suppliers to add to our list of collaboration partners. Due diligence and verification scope includes whether the supplier values human rights, ensures reasonable work hours and working environment safety and cleanliness, and refrains from using child labor. All related articles must be clearly stated in the contract, and the contract will be terminated if any party violates social ethics, undermines business reputation, or acts against public interest.

Main Content of the Corporate Social Responsibility Clause and Integrity Clause

Social Environment
- ☒ Prohibited from undermining consumer confidence
- ☒ Prohibited from encroaching on consumer rights
- ☑ Manage and control emission substances

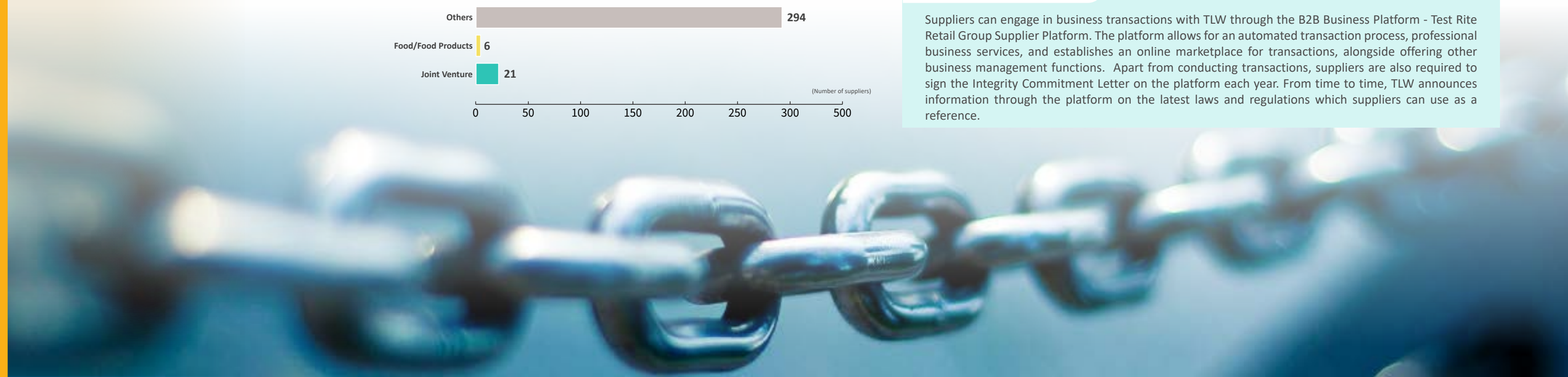
Labor Rights
- ☒ No child labor
- ☒ No excessive work hours
- ☒ No racial discrimination
- ☑ Provide a healthy and safe work environment

Integrity

Suppliers are prohibited from providing or attempting to provide any payment or benefits directly or indirectly to the employee, authorizer, proxy, representative, or fiduciary of any location or organization, or anyone related to the aforementioned personnel.

B2B Business Platform

Suppliers can engage in business transactions with TLW through the B2B Business Platform - Test Rite Retail Group Supplier Platform. The platform allows for an automated transaction process, professional business services, and establishes an online marketplace for transactions, alongside offering other business management functions. Apart from conducting transactions, suppliers are also required to sign the Integrity Commitment Letter on the platform each year. From time to time, TLW announces information through the platform on the latest laws and regulations which suppliers can use as a reference.



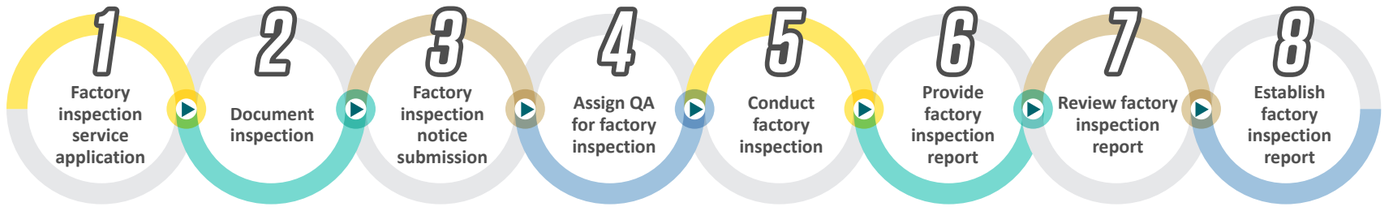
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Supplier Evaluation Management

TLW conducts factory inspections, product inspections, and product testing on both private label and non-private label suppliers through our Quality Control Department (QA/QC). Additionally, TLW has established a comprehensive quality control policy for our private label products, implementing quality controls starting right from the product development phase. We not only ensure that products comply with national regulations, but also proactively conduct regular factory inspections to ensure the quality and consistency of the products we sell. TLW also conducts supplier evaluation procedures (factory inspections) for suppliers of non-private label products. The factory inspection process is based on the ISO 9001, ISO 14001, and ISO 45001 standards, and includes inspections of whether child labor, forced labor, or integrity violations have taken place. After these results are evaluated by the Quality Control Department, suppliers are assigned a grade and subject to follow-up inspections and regular audits based on the grade received.

TLW Supplier Evaluation Process



Note: TLW will not make purchase orders from factories that fail to pass inspection.

Based on the supplier factory inspection results, TLW assigns suppliers a risk assessment grade of A, B, C, or D. Suppliers with a risk assessment grade of A, B, or C are subject to regular audits every three, two, and one year(s), respectively. Suppliers who receive an assessment grade of D will be marked in our system as being unable to receive orders. They will only become able to receive orders again after proposing an improvement plan and passing a follow-up inspection from the Quality Control Department. At present, we have not terminated our relationship with a supplier after conducting an assessment.

TLW conducted environmental impact assessments of 51 suppliers when conducting on-site supplier audits in 2025. These assessments covered five major topics. The average pass rate for an individual topic in 2025 was 73.62%, an increase of 3.42% compared to 2024.

TLW Supplier Grading Assessment Statistics

	Inspection Results	Inspection Frequency	2023	2024	2025
A Excellent	• Factory inspection score > = 75% • No child labor and/or forced labor and/or integrity issues and other severe problems	Three years	8	8	10
B Satisfactory	• 1. 60% ≦ Factory inspection score < 75% • No child labor and/or forced labor and/or integrity issues and other severe problems	Two years	11	17	14
C Acceptable	• 1. 45% ≦ Factory inspection score < 60% • No child labor and/or forced labor and/or integrity issues and other severe problems; results require improvement but remain acceptable.	One year	26	26	23
D Unacceptable	• Factory inspection score < 45% • If child labor and/or forced labor and/or integrity issues and other severe problems are discovered on-site, inspection results are rated as "unacceptable".	Required to submit an improvement proposal. The proposal needs to be reviewed and approved by QA, otherwise TLW will immediately terminate business relations with the supplier.	9	0	0
	• Valid suppliers of private label products		59	51	47
		Total	113	102	94

Note 1: Valid suppliers of private label products include: Suppliers that passed third-party certification organization inspections, or those that meet criteria for exemption.

Note 2: Suppliers that meet the following criteria can apply to be exempt from factory inspections: (1) New vendors: First purchase order amount below US$8,000; (2) Existing vendors: Net purchase order amount below NT$3 million in the previous year.

Main Environmental Impact Assessment Items for TLW Factory Inspection

1. Can the factory provide an Environmental Impact Assessment (EIA) report for construction projects (including for all production processes)?
2. Can the factory provide monitoring reports on exhaust, wastewater, and noise, and has it obtained related EIA approvals?
3. Has the factory obtained a pollutant emissions permit?
4. Is the factory required to obtain a water permit for using groundwater or lake/river water?
5. Has the factory signed an agreement with a qualified agency to recycle hazardous waste?

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Management of Service Provider Partners

TLW is committed to providing interior renovation design services focused on the perspective of the customer. After understanding the customer's renovation needs, we assign suitable installation technicians to provide services. TLW audits and evaluates all service provider partners to ensure that they are capable of providing quality renovation work and meet service standards in line with our requirements.

In order to convey TLW's core culture of "Professionalism, Peace of Mind, and Trust," we have established management processes for the recruiting, contracting, training, dispatching, and performance evaluation of service provider partners. Our partnered technicians must comply with the TLW Code of Conduct before signing our contracts.

- New Service Provider Partners: Through reviewing work performance and visiting completed renovation sites, TLW evaluates the financial, credit, and work undertaking capacity of service provider partners, and selects service providers to work with after also taking their reputation within the industry into consideration.
- Service Provider Partners: Existing partners are evaluated based on ongoing work projects. Supervisors conduct sampling tests during and after the project, and review customer satisfaction surveys and annual evaluation reports in order to determine whether to renew or terminate the contract with each partner.

TLW has continued to enhance the human rights and labor safety management of our service provider partners. The partnership contracts signed by new partners and the renewal contracts provided to existing partners both include human rights clauses, including: Compliance with laws and regulations, prohibitions on child labor, no forced labor, and no violations of basic worker rights. We also hold meetings with service partners, inspect work sites, and provide training and education to help our installation technicians understand and implement these human rights clauses, enhancing our joint responsibility towards ensuring worker rights within the service partner supply chain.

In order to enhance the occupational safety capabilities of our service provider partners, TLW has since 2025 further strengthened our occupational safety training. We have also provided guidance to help the installation technicians we work with obtain the Occupational Safety and Health Card, in order to enhance their ability to identify occupational safety risks and reduce the number of work site accidents.

Service Provider Partner Evaluation Management

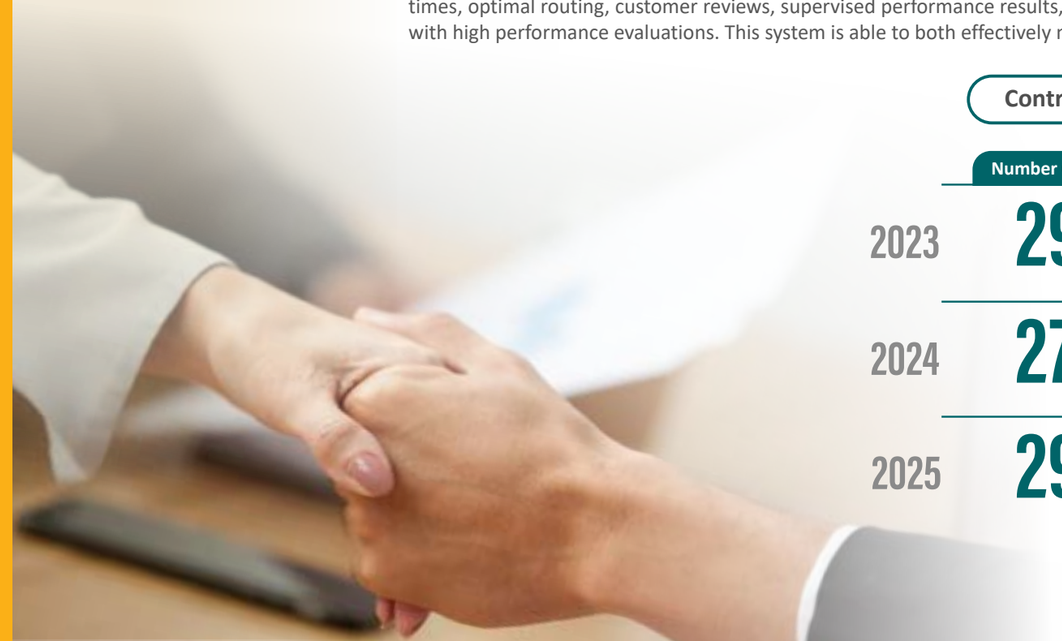
We have prioritized training for our service partners, and regularly hold training and education courses for service partners. We also invite contractors who have completed work exceeding a specified monetary amount for us, or installation technicians with specialized skills to participate in service partner communication and training.

However, there is a wide range of installation and renovation services. TLW has established annual evaluation standards based on the work responsibilities of each service partner, including standards on required hardware equipment and personnel training. Using air-conditioning installation personnel as an example, service partners must undergo a vehicle, equipment, and certification evaluation before signing the contract at the beginning of the year. They are only assigned work orders after signing the contract and passing education and training tests.

After formally taking on a work order, installation technicians are ranked each month based on key performance indicators (KPI). Technicians who fail to meet these standards are provided guidance. In the event of a major customer complaint, or repeated violations of our company rules, they may be suspended from receiving further work, disqualified as a service partner, or in severe cases have their contract terminated.

In 2025, we collaborated with 292 installation technician firms, and terminated contracts with 53 firms (including firms engaged on one-off contracts). The contract termination rate for the year was 18.1%.

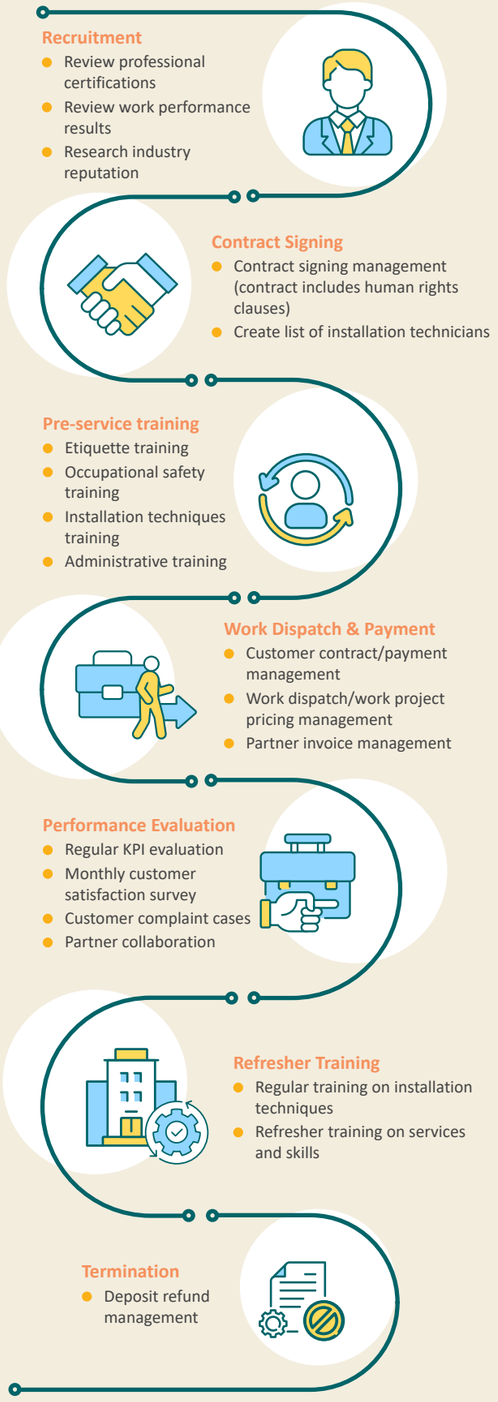
Test Rite Home Service has also established a smart interior renovation work dispatch system, which takes into consideration the fastest work completion times, optimal routing, customer reviews, supervised performance results, and number of customer complaints to prioritize assigning work to technicians with high performance evaluations. This system is able to both effectively manage service provider partners and ensure service quality.



Contracted Service Provider Partners & Training Hours

	Number Contracted	Training and Education Hours		
2023	292 providers	2,708 hours	523 participants	99 providers
2024	273 providers	2,468 hours	414 participants	170 providers
2025	292 providers	2,657 hours	492 participants	188 providers

TLW Service Provider Partner Management Process



Note: After an installation technician passes the performance evaluation stage, they will proceed to the work dispatch and payment stage. Should the installation technician fail to pass performance evaluation, they will proceed to the refresher training stage. They will only proceed to the work dispatch & payment stage after passing training.

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Vocational School

In order to enhance the service quality of our installation technicians, TLW has established the North/Central/South Taiwan Training Center "Vocational School" to provide professional technician training. We established teaching classrooms within the vocational training center equipped with multimedia learning resources and actual product displays in order to provide a diversified training environment. Additionally, we have also established a training area for practical drills, including practical demonstration areas, combined practical exercise areas, painting simulation areas, and bathroom simulation areas. This not only provides installation technicians with a learning space for practical drills and gaining experience, but also creates a venue for practicing and testing skills. We also hold training courses on a variety of topics, including labor safety and regulations, standard service procedures, etiquette, and specialized services for the elderly. Through the comprehensive training courses arranged through our vocational schools, TLW hopes to improve the quality of our installation technicians and expand the service capacity of our platform.



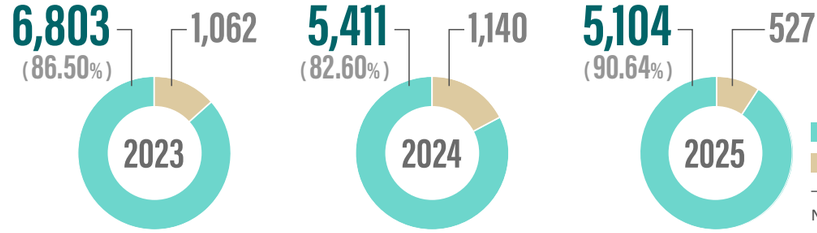
Various product installation courses held at our vocational schools



Training Center Practical Drill Area

Most of TLW's procurement expenditures are provided to Taiwanese suppliers. Although we carry products from well-known international brands imported from overseas as part of our brand distribution agent operations, we have at the same time maintained a developed local supply chain that accounts for 90.64% of our procurement. In 2025, we spent approximately NT$5.104 billion on local procurement expenditures.

TLW Local Procurement in 2025 (Unit: NT$ million)

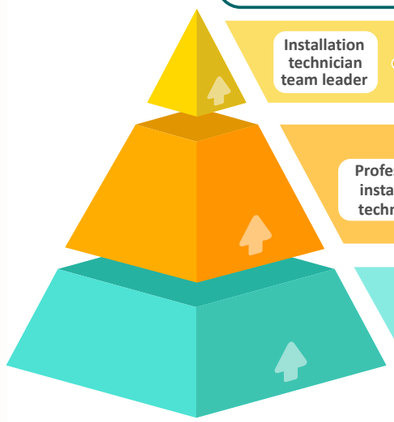


Note: Local procurement is defined as procurement from Taiwanese suppliers.

Number of TLW Local Suppliers in 2025

Local	617 suppliers	81.51%
Import	140 suppliers	18.49%

TLW Vocational School Development Roadmap & Training Status



Installation technician team leader	Team development; Team management; Team training	Number of providing firms trained	58 providers	Training hours	294 hours	Number of people trained	49 persons
Professional installation technicians	Professional installation work standards: (1) Annual training on air conditioning, bathroom projects, painting, and various product installation methods. (2) Training on new techniques and installing new products. (3) Refresher training to enhance services and professional skills; Single product installation technician: Single product installation rules	Number of providing firms trained	169 providers	Training hours	2,482 hours	Number of people trained	463 persons
New installation technicians	Service etiquette; Worker safety; Professional skills certification; App system management	Number of providing firms trained	19 providers	Training hours	175 hours	Number of people trained	29 persons

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2.3 Customer Service and Trust

2.3.1 Customer Service and Feedback

TLW attaches great importance to the needs and feedback provided by each customer, and transforms this into momentum to further improve our services and continuously raise overall service quality. In doing so, we hope to provide a service experience more aligned with customer needs.

In order to implement a customer-oriented corporate culture, TLW has long incorporated customer-oriented service projects into our retail business operations. Through collecting and analyzing data, we have identified customer pain points and the gaps in our service, using this information to launch improvement projects across different departments and establish service-linked key performance indicators. We have continued to implement the Plan, Do, Check, Act (PDCA) management cycle based on the two main themes of “indicator review” and “service audits”, improving service quality and increasing customer satisfaction. At the same time, we have established a Total Quality Management (TQM) framework, integrating suppliers with our logistics support departments to jointly assist sales departments in providing products and services that exceed customer expectations. Logistics and administrative departments must provide timely assistance to first-line service personnel, and also adopt customer feedback to create service improvement plans through internal improvement channels. The implementation and results of these improvement plans are also regularly tracked.

TLW has established various service performance indicators based on customer feedback and internal operating results. These indicators cover four major service aspects: Retail channel services, marketing activities, product quality, and installation work services. The Customer Service Management Office and the Customer Analysis and Market Research Department regularly conduct customer satisfaction surveys each year in order to better understand customer needs and listen to customer voices, helping us build long-term customer relationships. These surveys are then used to continuously improve and enhance overall customer satisfaction. Additionally, TLW regularly reviews the achievement of various service indicators, and establishes service strategies and targets for the following year based on these results.

TLW Service Governance Framework

Establish standard operating procedures for services
- Establish standard operating procedures for service processes, incorporating the document management system
- Monitor and manage various service indicators

Diverse customer communication channels
- Customer satisfaction surveys
- Physical stores in each county and city
- Voice service hotline
- Customer service mailbox and online chat

Continuously improve service quality
- Mystery shopping service audit
- Customer satisfaction survey

Prioritize handling customer complaints
- Establish indicators measuring how efficiently customer complaints are handled
- Implement the Rules for Managing Major Product Incidents
- Gather feedback from different departments on how to handle the issue
- Implement case review and improvement plan



TLW Service Improvement Management Model

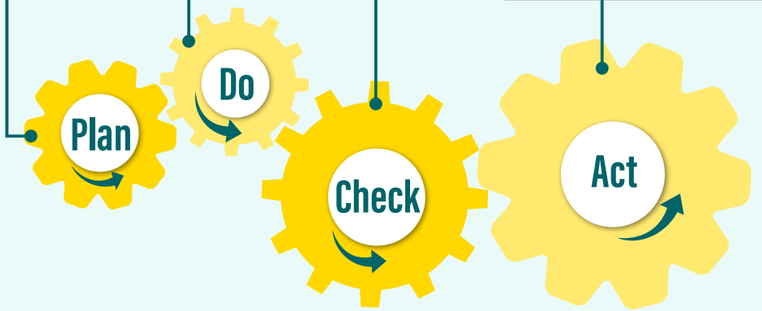
Set Targets
- Customer complaint rate for service attitude
- Customer complaint rate for products
- Customer complaint rate for work defects

Provide Services
- Sales services
- Products and services
- Installation services

Identify problems
- Do service employees lack passion
- Does product quality meet customer expectations
- Are there issues with the installation work process, work procedures, or work techniques

Take Action
- Service courses and incentive programs
- Require suppliers to improve quality or make improvements before a deadline
- Establish rules on installation work process, work procedures, and work techniques, and provide regular training

Follow-up on Results
- Service audit
- Irregular post-market sample testing
- Conduct employee satisfaction survey



TLW Customer Service Satisfaction Indicator

Marketing Activities
- Number of customer complaints on marketing activities

Physical Retail Channels
- Customer satisfaction
- Mystery shopper evaluation score
- Customer complaint rate
- Efficiency of resolving customer complaints

Product Quality
- Customer satisfaction
- Number of customer complaints on defective products
- Number of products removed due to government requirements
- Number of customer complaints on supplier delivery and installation issues
- Number of customer complaints on after-sales customer services provided by suppliers

Virtual retail channels
- Customer satisfaction
- Loyalty
- Customer service telephone response rate
- Customer feedback response efficiency

Installation Work Services
- Customer satisfaction with single product installation
- Customer satisfaction with home renovation
- Customer complaint rate for single product installation
- Customer complaint rate for home renovation

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Customer Satisfaction Management

TLW issues a customer satisfaction questionnaire every time that a customer makes a purchase, continuously collecting customer feedback throughout the year. We then use information collected on the customer's immediate service experience to make service improvements. In 2025, TLW, achieved an average 8.3 customer satisfaction score (out of a 9-point scale, 92.2% satisfaction rate). Test Rite Home Service also sends out sample surveys on installation service satisfaction through text messages to customers who purchase single-product installation services. A reward and penalty system has been established based on the results found through these customer satisfaction surveys, and on the results of on-site reviews conducted by work supervision personnel. We have assigned dedicated employees to provide guidance and support to dissatisfied customers, ensuring overall work quality. In 2025, Test Rite Home Service achieved an average customer satisfaction score of 8.8 points (out of a 9-point scale, 97.8% satisfaction rate) on surveys sent out to customers purchasing single product installation services, similar to our performance in 2024.

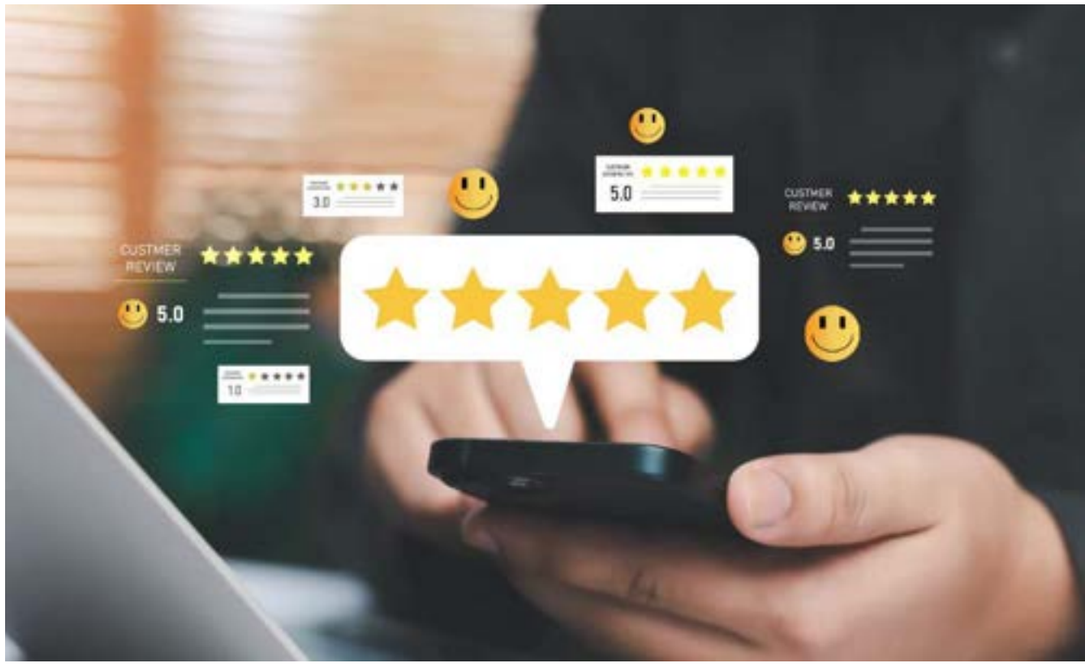
TLW believes employee passion for service to be an important foundation for improving customer satisfaction. Positive feedback from customers can create a virtuous cycle that further enhances employee service engagement and performance. Each month, TLW's President personally selects inspiring service examples and model employees for public commendation. TLW has continued to promote various customer satisfaction upgrading plans. In 2025, we received more than 2,300 letters of appreciation, with over 90% providing feedback on the excellent services provided by our employees.

In order to promote a safer, more transparent, and higher-quality in-home services, TLW will continue to promote digital service improvements and process optimizations to continue enhancing customer trust in our services and improve overall customer satisfaction.

1. **Implementing digital ID system for installation technicians, enhancing security of in-home services**

   In order to improve security and provide customers with peace of mind when using our in-home services, we have established a comprehensive digital ID system for all of our single product installation services. All installation technicians providing in-home services must present digital ID cards upon arrival. These ID cards will display the technician's name and other basic identity information, allowing customers to quickly confirm the identity of our service personnel.

   This system not only enhances the transparency of in-home services, but also offers a more comprehensive service verification process able to reduce the risk of mistaken identity and further build customer trust.



2. **App provides push notification reminders for single product installation services, enhancing information transparency**

   In order to help customers better understand installation arrangements and make our services more convenient, we have added the new app push notification function for single product installation services from April 2025 onwards. The day before the scheduled installation, customers will receive an app push notification with the following information:

   - Expected arrival and installation time
   - Name of technician for this installation

This function effectively improves the transparency of scheduled service times, allowing customers to better plan their own schedules while improving communication efficiency and customer satisfaction.

TLW Customer Satisfaction Survey Results

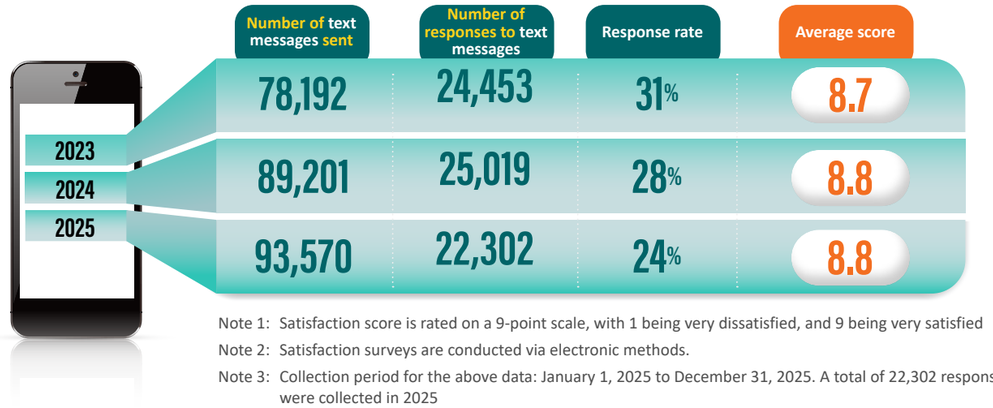
	Consumer Loyalty Survey		Survey Item			
	Willingness to continue shopping at the store in the future	Score on willingness to recommend TLW	Overall average	Store experience	Products	Employee service
2023	95.00%	91.00%	8.4	8.3	8.3	8.4
2024	95.40%	92.10%	8.4	8.3	8.3	8.4
2025	94.00%	89.00%	8.3	8.3	8.3	8.4

Note 1: Satisfaction score is rated on a 9-point scale, with 1 being very dissatisfied, and 9 being very satisfied

Note 2: TLW conducts questionnaire surveys through app push notifications after customers complete a transaction

Note 3: Collection period for the above data: Data collected daily from January 1 to December 31, 2025. During this period, 31,100 consumers who purchased products from our stores across Taiwan during the month participated in the questionnaire survey. Analysis was conducted on the collected survey results.

Test Rite Home Service Customer Satisfaction Survey Results



Note 1: Satisfaction score is rated on a 9-point scale, with 1 being very dissatisfied, and 9 being very satisfied

Note 2: Satisfaction surveys are conducted via electronic methods.

Note 3: Collection period for the above data: January 1, 2025 to December 31, 2025. A total of 22,302 responses were collected in 2025

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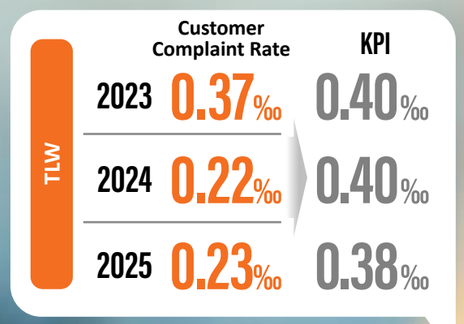
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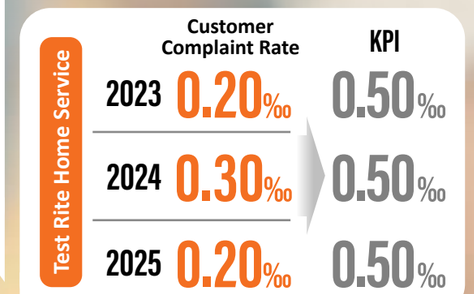
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Handling Customer Complaints

TLW attaches great importance to customer feedback, and has placed resolving customer issues and meeting customer needs as our most important principle. We are able to immediately respond to and communicate with customers upon receiving most customer complaints, quickly reaching an agreement that ensures customer rights are protected and enhancing trust in our services. The Company has established standard operating procedures for handling customer complaints. We have appointed dedicated personnel to immediately handle, track, and confirm that customer complaints are resolved. Our membership management system also serves as a management tool, providing functions that allow us to record and track complaints. Additionally, we also use the number of days taken to resolve customer complaints as an indicator for managing how effectively customer complaints are being handled. In 2025, both TLW and Test Rite Home Service achieved set KPIs for handling customer complaints.





Highlights and Testimonials

Turn "All home matters, big or small, is always a job for TLW" into more than just a slogan

- When customer Miss Zheng was shopping at the Rende store, she discovered that her child was missing, and anxiously sought assistance at the service counter, telling employees that her child went missing inside the store. Store employees quickly divided up tasks: Some employees reassured the parent, some looked through the surveillance camera footage, some searched within the store, while others looked outside the store. During this emergency, TLW employees demonstrated their ability to adapt and showed empathy when accompanying the customer. This transformed "All home matters, big or small, is always a job for TLW" into more than just a slogan, but a visible demonstration of our service values.
- Customer Mrs Tao purchased a sliding door at the Hsinchu store, and chose to install it herself. After receiving the product, she discovered that the rollers for the new sliding door were incompatible with her existing roller track. Since Mrs Tao was elderly, she lacked the physical strength to successfully remove the rusted screws, and found herself unable to resolve the situation. Store employees proactively inquired through LINE messages on how the installation went. After learning that the customer was unable to install the door herself, they first comforted the customer's feelings, before visiting her home in person to provide assistance. After almost an hour, they were able to successfully remove the old track and install the new sliding door, resolving the customer's problem and demonstrating the passion for service that our store employees possess.

Consumer Feedback

Professional services that provide peace of mind and satisfaction

Commended store: Pingzhen Store — **Customer Ms. Cai**

We originally purchased a bathroom cabinet online, but immediately regretted our choice when we received the item... However, thinking that since we already spent the money, we might as well get a better faucet to try and salvage the situation. We went to the Pingzhen TLW store and bought a faucet we liked, and also made an appointment to install the faucet. When the installation technician arrived, they discovered that the overall design, installation method, and installation location of the bathroom cabinet were all less than ideal. The technician very honestly explained to us the advantages and disadvantages of our cabinet, and also spent time to give us advice on a few different options we were hesitating over. We understand that the technician went above and beyond here, they helped us out very enthusiastically, and were able to provide us with practical advice after seeing our actual bathroom layout. We booked an installation service again after making a new order, and by a stroke of luck, the same technician arrived to install our new bathroom cabinet! As before, they were very professional and thorough. From drilling holes, neatly and precisely unpackaging and installing the item, smoothly applying silicon sealant, testing for leaks, to finally cleaning and wiping down everything, we were extremely satisfied with their service, and would like to commend the employee.

Feeling the dedication and warmth from our technician's professionalism

Commended store: Pingzhen Store — **Anonymous Customer**

I purchased a light fixture from the Pingzhen store. The technician not only arrived slightly before the appointment time, but also very politely introduced himself as the installation technician. Furthermore, as I was unfamiliar with plumbing and electrical systems, the technician helped explain things to me through a diagram, preventing issues with needing to remove the light after installing it wrong. The technician was extremely professional, and confirmed before installation whether the installation method or direction was correct. I will definitely recommend this service to my colleagues, friends, and family in the future. I was very satisfied with the service provided by TLW employees, including when I asked employees in store about the brightness of wattage of lights I should be purchasing. In-store employees were able to provide professional suggestions on what to buy, and which ones can't be installed (light bulbs too small). TLW technicians and store employees all very kindly explained this to me. I will continue to visit TLW in the future if I need to buy similar products.

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2.3.2 Welcoming Store Spaces

TLW listens to customer needs, and thinks from the perspective of the customer. We have continued to develop innovative and thoughtful services with the goal of providing consumers with a convenient, peace of mind, and warm service experience when shopping and making home improvements.

Thoughtful Facilities and Services in Response to Urgent Customer Needs

1. **Diverse language services:** Store employees able to speak different languages (such as English and Japanese) are provided with identifying badges, and English signs are also provided at checkout counters to help customers with different language needs quickly access services and obtain assistance.
2. **Store accessibility:** We provide wheelchair users with free wheelchair rental services, and also provide reading glasses for customer use, ensuring a warm customer experience. At the same time, we also provide identifying badges to store employees able to communicate in sign language who can provide immediate communication assistance.
3. **Menstruation-friendly services:** All stores in Taiwan which have restrooms provide sanitary pads at the service counter in order to meet the urgent needs of customers.
4. **Breastfeeding room services:** In line with government regulations and in order to support a childcare-friendly environment, the Company has established breastfeeding rooms in some of our large-scale stores in compliance with regulations, providing customers with a private, comfortable, and safe breastfeeding and breast milk expressing space. This allows parents to take care of their young children with peace of mind while shopping, demonstrating our commitment to childcare needs and gender equality.
5. **Paper box packaging area:** In order to implement resource recycling and reduce waste, the Company has established paper box packaging areas at some of our large-scale stores, where paper boxes are freely available to customers for packaging their purchases. This not only makes it more convenient for customers to package their purchases and improve their shopping experience, but also promotes the recycling and reuse of paper materials in order to protect the environment and reduce waste, demonstrating the concrete actions we have implemented to promote a circular economy.
6. **Ride-hailing service:** Our store service counters are able to help hail rides for customers, offering customers convenient and safe mobility options. When a customer requires a taxi ride, our employees can help to hail a ride and assist customers in successfully reaching their next destination, elevating our overall service experience and improving customer satisfaction.
7. **Umbrella assistance service on rainy days:** We provide umbrella assistance services from the store to our surface parking lot on rainy days, ensuring that customers can shop comfortably and safely on rainy days.



English checkout sign



Sign language store employee wearing identifying badge

Pet Strollers for Shopping with your Furry Friend

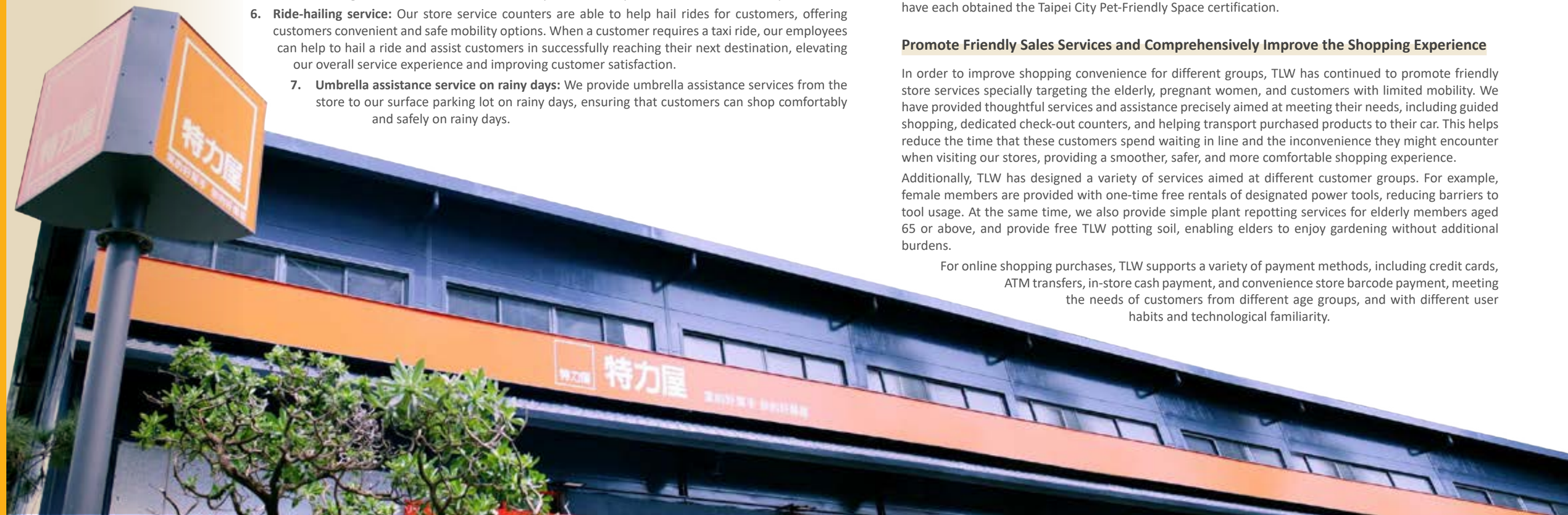
Pets are also cherished family members, and our stores specially provide pet strollers which the public can use to enjoy shopping with their furry friends stress-free. Unlike most ordinary stores, our pet strollers come with diaper pads, and are fully disinfected after each use to ensure environmental hygiene, enabling that the next customer and pet can use comfortably with peace of mind. The TLW Neihu and Shihlin stores have each obtained the Taipei City Pet-Friendly Space certification.

Promote Friendly Sales Services and Comprehensively Improve the Shopping Experience

In order to improve shopping convenience for different groups, TLW has continued to promote friendly store services specially targeting the elderly, pregnant women, and customers with limited mobility. We have provided thoughtful services and assistance precisely aimed at meeting their needs, including guided shopping, dedicated check-out counters, and helping transport purchased products to their car. This helps reduce the time that these customers spend waiting in line and the inconvenience they might encounter when visiting our stores, providing a smoother, safer, and more comfortable shopping experience.

Additionally, TLW has designed a variety of services aimed at different customer groups. For example, female members are provided with one-time free rentals of designated power tools, reducing barriers to tool usage. At the same time, we also provide simple plant repotting services for elderly members aged 65 or above, and provide free TLW potting soil, enabling elders to enjoy gardening without additional burdens.

For online shopping purchases, TLW supports a variety of payment methods, including credit cards, ATM transfers, in-store cash payment, and convenience store barcode payment, meeting the needs of customers from different age groups, and with different user habits and technological familiarity.



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Diverse Handicraft Courses and DIY Seminars, Meeting the Learning and Lifestyle Needs of All Age Groups

TLW offers a series of handicraft courses and DIY seminars able to meet the socialization and learning needs of customers from different age groups. We offer a diverse range of course content, from re-potting plants, painting courses, and LED lighting tours, to faucet installation demonstrations and toilet water tank replacement lessons, etc. We have also offered home DIY courses, and seminars on simple woodworking, floral arts, and gardening, allowing participants to improve their everyday life skills and find joy in making their own handicrafts in an easygoing environment.

These courses not only help customers to learn practical skills, but also help to promote social interactions, build self-confidence, and create a sense of accomplishment. Regardless of whether participants wish to improve their home repair skills, or explore new interests and hobbies, TLW's handicraft courses and DIY seminars are able to offer rich and practical options.

Consumer Feedback

Commended store: Beitun Store — **Customer Mr. Chen**

I visited the Beitun store on the evening of 1/26 to buy ready-to-assemble furniture. I asked a store employee a few questions regarding the furniture dimensions, and was pleasantly surprised by his service attitude, which is why I specially chose to bring this up and ask that the Company commend this employee.

First, he listened extremely carefully to my request, and patiently provided a different opinion, breaking down the characteristics of several other related products from a professional perspective. He even provided a detailed explanation of the discounts that the store offers for purchasing these products as part of a combined package deal. Most commendably, when we finally decided to make a purchase, he proactively found a larger shopping cart to help us more safely transport our purchase due to its large size and heavy weight. He also helped us lift the item into the cart. Although the product label stated that it weighed 70 kg, the employee still very patiently helped us lift the item into the cart, and accompanied us to complete paying for the item at checkout. He then helped us push our purchase to the underground parking lot, and lifted the item into the car. This thoughtful and enthusiastic service really surpassed our customer expectations!

I have visited TLW more than a dozen times, and have always felt the employees here to be enthusiastic and warm when servicing customers. However, Mr. Su exceeded even those expectations. He not only provided service, but touched the hearts of customers with thoughtful and high-quality service.

Commended store: Nankan Store — **Customer Ms. Su**

We visited the Company's paint section twice to purchase some products, and both times were served by a male employee with medium to long hair. Although I forgot his name, I felt that I had to write a special letter to the Company to express my gratitude.

This employee was not only professional, but also able to provide us with clear and practical advice on applying paint. He also thoughtfully helped us carry the heavy buckets of paint to the checkout counter, and also proactively helped us find paper boxes to package the buckets, making it easier for us to carry. Throughout the entire process, his attention to detail and thoughtfulness made a deep impression on us of the Company's customer service spirit. I would like to ask that the Company appropriately commend and recognize this employee. I believe that this type of service makes customers more willing to visit the store again, and also demonstrates how highly the Company values excellent employees.

Commended store: Zuoying Store — **Customer Ms. Long**

I visited the Zuoying store today to purchase a large amount of wood materials. Mr. Wang, the employee who served us, was very professional. Before cutting our wooden boards, he carefully confirmed with us the dimensions we wanted the boards to be cut into, and explained beforehand about potential cutting discrepancies. He also offered thoughtful suggestions on the most suitable type of wood material to use. Finally, he helped us carry the wood materials back to our vehicle. We were extremely satisfied with his professionalism and service attitude, which is why we have written this letter commending him.

Highlights and Testimonials

Commended store: Rende Store — **Customer Mr. Tang**

The customer Mr. Tang inquired about a tabletop for a customized table at the Rende store handicraft classroom. His child had special needs due to a disability, and was unable to reach out and hold onto ordinary tabletops. He needed a tabletop with an indented groove for his child to use as a table for playing with toys. After store employees understood his needs, they selected a safe, non-toxic, and pre-polished pine wood board to make the tabletop. They also suggested that the tabletop be made with food-grade wood wax and our creative wooden columns, improving durability and extending the tabletop's lifespan. In order to ensure the parent's peace of mind, employees drew diagrams to depict the actual product, and explained the design of its indented groove and safety features. In the end, they successfully helped build a tabletop for the customer, creating a dedicated table suitable for their child's needs.

Consumer Feedback

Commended store: Rende Store — **Customer Ms. Xiao**

I would like to express my sincere gratitude and appreciation for Instructor Zi Yu and Instructor Mei Lan. When my children participated in the woodworking course held at the Company's classroom, they were able to not only learn a wealth of woodworking knowledge and practical skills, but were also deeply touched by the passion and dedication for teaching displayed by the two instructors.

Instructor Zi Yu and Instructor Mei Lan possess strong professional backgrounds, and clearly explained the course content. From tool usage and wood selection, all the way to supervising assembly techniques, they explained everything patiently and in detail. This allowed my kids to steadily learn and apply practical knowledge in a safe environment. I am grateful to the woodworking classroom at the Rende store for having such an excellent team of instructors, allowing children to freely explore and exert their creativity in a fun and fulfilling environment.





3

Peace of Mind: Happy and Inclusive Workplace

TLW has established a sound talent management system and occupational safety and health mechanism, creating a safe and friendly workplace. We promote a diverse range of recruitment methods in order to attract talent from different generations and backgrounds. Together with our career development strategy, blended learning, hands-on training, and professional talent cultivation programs, we have deepened employee competencies and valued professional expertise, gradually building a resilient manpower structure. At the same time, we have also attached great importance to the well-being and rights of employees, providing a comprehensive welfare system and establishing an inclusive and supportive workplace culture. Additionally, TLW has continued to upgrade our occupational safety and health management capabilities through hazard risk assessments, training and education, and health promotion activities, ensuring the mental health and safety of employees.

Material Topics

- Employee Training and Career Development
- Employment and Human Rights
- Occupational Health and Safety

Performance Highlights

- Employed more than 3.9 times the legally required number of employees with disabilities, employing a total of 27 employees with disabilities in 2025.
- Newly-hired 62 middle-aged and elderly workers above the age of 50, accounting for 17.5% of all new hires.
- Trained 290 certified internal in-store mentors, of which 19.5% were non-managerial employees.
- TLW has implemented talent training each year in line with the Ministry of Labor's The Youth's Employment Ultimate Program. As of 2025, we have trained 59 outstanding young employees.
- Implemented a monetary incentive program to reward professional skills. 213 employees received the Professional Skills Job-Match Allowance in 2025.
- Launched program to station TLW Home Stewards at all TLW stores in 2025, expanding the organizational scale from 80 Stewards to 200 through internal transfers and external recruitment.

Sub-chapters

3.1 Talent Attraction and Retention
3.2 Talent Cultivation and Development
3.3 Employee Welfare and Rights
3.4 Occupational Safety and Health



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Management Approach to Material Topics

Material Topics Employee Training and Career Development

Policies and Commitments
- Following the Training Management Rules, the Human Resources Department creates annual training plans on overall company-wide management, general knowledge courses, and specific professional skills courses based on an assessment of our business strategies, operational targets, and training needs each year, in order to effectively promote and implement the Group's employee training and career development target management and measures.

Responsible Unit
- Human Resources Department

Resources Committed
- In 2025, we invested a total of NT$4,749,173 into education and training, incentive bonuses for obtaining skill certifications, and professional skills job-match allowances. Our employees received a total of 26,352 hours of internal and external training (including online courses on general knowledge and legal compliance topics) during the year.

Response Measures and Management Actions
- Through diversified and systematic training measures and regular evaluation and feedback, and by aligning with our plans for developing the core and management competencies required for the retail industry, we have guided our employees to mature and develop through gaining practical work experience, becoming uniquely capable retail management talent.
- In response to the current need for more diverse learning approaches, and as practical in-person training may not always be capable of effectively transmitting knowledge, TLW has followed the policies of our parent group to increase the proportion of digital learning provided. By combining digital training with practical in-person training to create a blended learning approach, we allow our employees to choose training methods suited to their different needs while also reducing commuting time and costs.

Complaint Mechanism
- Complaint hotline: 02-8791-6668 ext. 6292
- Complaint mailbox: hr_service@TLWgo.com

Evaluation Mechanism
- **Trainee course satisfaction rate:** Track how instructors conduct teaching, course content, and course administration, adjusting how future courses are conducted based on trainee feedback.
- **Career development platform system:** Track the list of trainees signed up for each course, employee class records, attendance, and other related course statistics.
- **Trainee training results:** Track how effectively courses have improved service, sales, and professionalism through customer satisfaction surveys, mystery shopper audits, and customer complaint rates for each store.
- **The Company's internal control mechanism:** Evaluate training plans, implementation, and improvement processes through the Company's internal control mechanism.

2025

Targets
- Improve management competencies and boost morale of store supervisors
- Continue strengthening the basic professional abilities of employees through professional skills certification and allowance mechanisms, assigning employees to the roles most suitable for them following the principle of "placing the right people in the right positions," improving the job alignment rate.
- Increase ratio of certified internal store mentors to 18%, increase new employee retention rate through providing mental support and skills training.
- Recruit and train key sales talent for our stores, improving their professional skills and sales capabilities.
- Recruit and train elite management trainees for roles at our headquarters or stores.

Achieved
- Improved the management competencies and morale of store managers through utilizing internal and external resources to provide training, holding seminars and workshops, and establishing a mid-year sales performance incentive competition. The results of these measures were reflected in the annual store manager experience survey score of 4.02. 84.6% of the target set by the mid-year sales performance inventive competition was achieved, with 10 stores achieving over 100% of the target.
- We have continued to strengthen the basic professional capabilities of employees through a professional skills certification and allowance system. In 2025, we added 195 new professional badges, and as of the end of December a total of 1,946 badges have been given out to employees across our stores, an average of 1.2 professional badges per employee (based on a total of 1,627 store employees). Out of these employees, 213 have received job-match allowances, totaling NT$2,684,868.
- In 2025, there were 290 certified internal store mentors, accounting for 19.5% of all non-management personnel (18% was the target for 2025). These mentors have helped to improve the new employee retention rate through providing mental support and teaching job skills.
- The number of key talent employees at our stores (TLW Home Stewards) increased from 88 at the start of the year to 196 through recruitment and rigorous training. We will continue to improve the professional skills and sales abilities of our Home Stewards.

2026

Short-term Targets
- Strengthen management leadership capabilities and organizational identification, continue enhancing the management competencies of store managers, and establish plans to optimize the team atmosphere amongst employees through various training and incentive programs.
- Professional skills improvement and job-alignment rate: Continue promoting our professional skills certification and allowance system. Ensure that the professional skills of employees match their assigned job duties through precise job-matching measures, and further increase the proportion of employees with professional badges.
- Continue deepening the functions of the internal mentorship system. Apart from providing guidance on job-related skills, also enhance the system's ability to provide mental support.
- Deepen the professional and sales abilities of key sales personnel (Home Stewards), and improve productivity. Refocus on transitioning towards providing "consultant-style service" in 2026, introduce a sales approach which builds upon the consultant services offered by Home Stewards while also upgrading our product sales training from selling individual products to selling an overall space design concept.
- Improve talent succession pipeline, and continue to recruit and cultivate potential talent for roles at our headquarters office or store locations.

2027~2029

Medium-term Targets
- Establish a "Manager's Club" to support managers at our headquarters office and stores by improving their advanced management abilities, including through providing courses on decision-making abilities, communication skills, and transformational leadership capabilities.
- Support the Company's medium and long-term strategic development to expand from "selling products" to "selling services", prioritize the career promotion path for key sales talent, and establish an evaluation mechanism in order to support career growth.
- Continue to strengthen the basic professional skills and abilities of employees, improve job-alignment rate, continue to deepen the competencies of internal store mentors, and improve the new employee retention rate through providing mental support and teaching professional skills.
- Improve the product planning and talent training development framework, enhancing our product strategies and market insights.

After 2030

Long-term Targets
- Implement the Manager's Club operating mechanism, and continue innovating to lead the Company's transition.
- Implement career development measures for key sales personnel, ensure that evaluation mechanisms are operating effectively, and promote positive career growth for employees.
- Cultivate a proactive learning atmosphere, and establish a store culture focused on professionalism, customer peace of mind, and trust. Continue deepening the competencies of internal store mentors, and increase the new employee retention rate through mental support and teaching professional skills.
- Implement measures for training and developing product planning personnel, ensure that evaluation mechanisms are operating effectively, and continue to deepen our product strategy and market insights.
- Implement a succession plan which ensures the sustainable development of the organization and our employee talent.

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Material Topics

Employment and Human Rights

Policies and Commitments

TLW complies with the Test Rite Group's human rights policy and related labor laws and regulations, ensuring that employee rights are fully protected.

- Health and Safety: Strive to create a healthy and safe work environment.
- Equal Development Opportunities: Respect employee diversity, and provide all employees with equal development opportunities.
- Reasonable Salary and Bonus System: Plan a reasonable salary and bonus system, and manage working hours to protect the rights and interests of employees.
- Diverse Welfare Benefits: Provide comprehensive insurance benefits, retirement systems, and flexible working hours.
- Smooth Communication Channels: Hold regular labor-management meetings pursuant to law, and hold employee seminars from time to time, establishing an effective and trustworthy bridge for communication.
- Employee Assistance Program and Complaint Mailbox: We have established an employee assistance program and complaints mailbox, allowing employees to safely and securely report issues when required.
- Implement employee engagement surveys, listen to employee voices, understand the true opinions and needs of frontline employees, and have the Human Resources Department and other units implement improvement measures based on verified employee suggestions and feedback.

Responsible Unit

- Human Resources Department

Resources Committed

- Unit responsible for handling employee complaints, managers at all levels

Response Measures and Management Actions

- Comply with the Group's human rights policies
- Conduct surveys or interviews with new and departed employees
- Regularly hold labor-management meetings and employee seminars, implement employee engagement surveys, and directly listen to the voices of frontline employees, in order to better understand employee needs and collect different suggestions able to help the Company continue to develop.
- Offered diverse two-way communication channels to timely respond to employee suggestions and concerns.

Complaint Mechanism

- Complaint hotline: 02-8791-6668 ext. 6292
- Complaint mailbox: hr_service@TLWgo.com

Evaluation Mechanism

- Employee retention rate
- Employee engagement survey

2025

Targets

- Comply with the Group's human rights policies, and prohibit the use of forced labor and child labor.
- Establish more comprehensive communication and complaint channels, and strengthen measures for promoting awareness
- Organize employee communication meetings and engagement surveys

Achieved

- We conducted an employee engagement and experience survey for all employees in December 2025 with a response rate of over 95% (1,682 employees filled out the survey in total).
- Based on the survey results, we scored an average of 3.9 points (out of a 5-point scale) on overall employee engagement and experience.
- Regular labor-management meetings are held each quarter pursuant to legal procedures, and the representatives sent to labor-management meetings are submitted to the Ministry of Labor for review and recordation.
- Employee retention rate in 2025 exceeded 80%.

2026

Short-term Targets

- Comply with the Group's human rights policies, and prohibit the use of forced labor and child labor.
- Establish more comprehensive communication and complaint channels, and strengthen measures for promoting awareness
- Hold employee seminars and score 4.0 points on average on the employee engagement survey
- Achieve an employee retention rate of over 80% in 2026
- Have no labor-management disputes

2027~2029

Medium-term Targets

- Comply with the Group's human rights policies, and prohibit the use of forced labor and child labor.
- Apart from handling and responding to all suggestions raised through employee seminars, also track implementation progress and actively reach out to show concern, establishing an effective and reliable bridge for communication with our employees.
- Improve employee engagement to an average score of 4.1, and maintain a retention rate of above 85%



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Occupational Health and Safety

Policies and Commitments

TLW firmly believes that healthy employees are essential to the Company's success, and we have long been committed to providing employees with a safe working environment, and to protecting their physical and mental health. We attach great importance to employee safety and health, and care for and respect all employees. We are also committed to creating a healthy and vibrant workplace, rejecting all forms of workplace bullying, and eliminating all potential safety risks, in line with our mission to create a "safe, healthy, and happy environment where all employees can work with peace of mind," including through:

- Complying with occupational safety and health laws and regulations, and upholding safety and health rules.
- Protecting the physical and mental health of workers, and preventing occupational hazards.
- Encouraging employee participation and continuously improving occupational safety and health management.
- Respecting life, putting safety first, and implementing sustainable operations.

Responsible Unit

- Occupational Safety and Health Committee

Resources Committed

- Worker health services nurses, managers at all levels

Response Measures and Management Actions

- Establish an occupational safety and health management system based on the ISO 45001 standards as a core framework, and implement the Plan, Do, Check, Act (PDCA) management mechanism to effectively manage related issues.
- Continue organizing occupation safety and health education and training each year.
- Create case studies based on compilations of previous work accidents to prevent similar accidents in the future.
- Compile and manage safety and health certifications to ensure that related education and training measures have been effectively implemented.

Complaint Mechanism

- Internal communication and complaint channel: 02-8791-6668 ext. 6292
- Contracted firms/personnel can contact our sales contact person should they discover any occupational safety and health issues.

Evaluation Mechanism

- New employees receive 3 hours of training, and existing employees receive 3 hours of training every three years.
- Have no major occupational injuries.

2025

Targets
- Conduct annual hazard identification and risk assessments in the workplace in order to implement improvements addressing unacceptable operational or workplace environment risks.
- Require all employees to receive 3 hours of occupational health and safety training every three years.

Achieved
- All departments have completed hazard identification and risk assessment procedures, and no unacceptable risks have been discovered after these assessments.
- All employees have received 3 hours of occupational health and safety training every three years, strengthening employee safety awareness.

2026

Short-term Targets
- Conduct annual hazard identification and risk assessments in the workplace in order to implement improvements addressing unacceptable operational or workplace environment risks.
- Require all employees to receive 3 hours of occupational health and safety training every three years.

2027~2029

Medium-term Targets
- Continue implementing effective operations through the occupational safety and health management system.
- All key personnel from our working partners have received occupational safety and education training, and are fully informed of occupational hazards.

After 2030

Long-term Targets
- Gradually promote the digitalization of the occupational safety and health management system



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3.1 Talent Attraction and Retention

3.1.1 Talent Recruitment and Hiring

Talent Recruitment

In response to rapid changes in the talent market in this new generation, and increasingly fierce competition for talent, TLW has optimized our talent recruitment strategy, and sought to attract exceptional talent through diverse external talent recruitment channels.

- Cultivating campus recruitment: In order to remain competitive when recruiting new generation talent, TLW has proactively implemented campus recruitment measures and built good working relationships with different schools, cultivating the next generation of cross-disciplinary talents. We have targeted schools and university departments related to the key professional competencies we aim to recruit, and have organized campus recruitment activities, information sessions, and company tours each year, allowing fresh students to understand industry trends and workplace needs. Please refer to 3.2.1 Employee Training Program for more details on our cultivation of youth talent.
- Merging online and offline promotion channels: TLW has attached great importance to integrating diverse promotional channels. We have used both our online brand image and offline resources to promote ourselves, increasing our reach.
- Effectively utilize various evaluation tools: In order to more objectively evaluate the characteristics and professional competencies of talent, we have selected different evaluation tools for different roles to conduct behavioral event interviews. These evaluations include the Big 5 Personality Traits Test, competency evaluations, DISC assessments, logical reasoning evaluations, and English proficiency tests.
- Effectively utilize behavioral event interviews: Each of our managers are trained on behavioral event interview techniques for interviewing job candidates. Through these behavioral event interview methods and by applying the STAR (Situation, Task, Action, Result) principles, we are able to conduct more effective and fair interviews.
- Emphasis on cultural fit: Through identifying talent based on shared core values, we select talent based not only on their professional capabilities, but also place a heavy emphasis talent who are good cultural fits in order to improve employee retention and engagement.

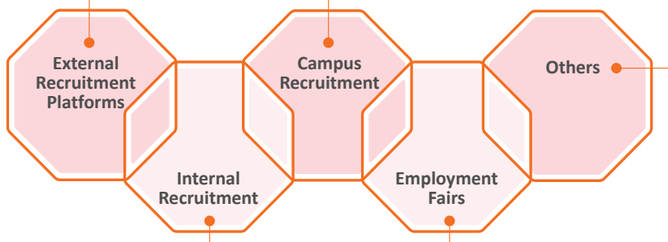


iwork Association recruitment

- Recruit talent in line with the key focuses of the Company's development strategy: In 2025, we designated our Home Steward services as a key focus of our business development strategy. Based on these targets, we established a Home Steward recruitment policy and encouraged internal employees to transfer into these roles, while also promoting recruitment through diverse external channels, including from featured advertisements on the 104 Job Bank, job advertisements on Facebook and Youtube, offering increased referral bonuses, store HR bonuses, pushing advertisements on internal computer startup screens, the iwork Association, recruitment from the military, and campus recruitment. Through these efforts, we aimed to recruit 200 Home Stewards in total for our stores across Taiwan.

TLW Talent Recruitment Channels

- **Job banks:** 104, 1111, 518, TaiwanJobs, Cake Resume
- **Career networking social media platform:** LinkedIn
- **Company website**
- **3 recruitment fairs:** National Cheng Kung University, National Sun Yat-sen University, National Chung Hsing University
- **2 corporate information sessions:** National Taiwan University, National Taiwan University of Science and Technology



- Regular internal recruitment announcements
- Announcement boards at each store
- **1 talent job-matching event:** Yuanshan Taipei Expo Park Job Fair
- Promoted job openings and talent recruitment through collaborations with the Gjun Information interior design course, various job-seeking/job-training/veteran services organizations and agencies across Taiwan, the iwork Association, recruitment events within the military, China University of Technology micro-credit courses, and social media platforms (Facebook).

Entering campuses for cross-disciplinary learning

In November and December 2025, we collaborated with the China University of Technology to hold cross-disciplinary credited courses where TLW interior renovation supervisors served as speakers at courses held at the China University of Technology. These courses covered various home repair topics, including lighting fixtures, switches and sockets, and replacing faucets, etc. Speakers also provided practical demonstrations during the course. In total, 35 students from the interior design department and construction department attended the courses, and the courses achieved overall good results, with all students giving the courses a satisfaction score of 4 or above.



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National Cheng Kung University campus recruitment


Recruitment from military



Diverse Employment

TLW complies with the Labor Standards Act, and does not hire employees below the age of 15. At the same time, we have also upheld employee diversity concepts, and hire a diverse range of talent, including students, fresh graduates, elite candidates transitioning from different careers, workers re-entering the workforce, and elderly workers. We have also been committed to achieving employment equality, enhancing the friendliness of the working environment, and providing persons with disabilities, indigenous peoples, foreigners, and elderly workers with more employment opportunities. The results of our diverse employment measures in 2025 are as follows:

- Persons with Disabilities: Employed more than 3.9 times the legally required number of employees with disabilities. We employed a total of 27 employees with disabilities in 2025, with 1 being a senior manager. 6 of these employees have worked at the Company for over 20 years, with the longest-serving employee having worked at TLW for 24.8 years.
- Indigenous peoples: We employ 26 indigenous people employees, who have on average worked at TLW for 4.9 years. The longest-serving of these employees have worked at TLW for 25.8 years.
- Foreign nationals: We employ 4 foreign national employees, who have on average worked at TLW for 4.5 years.
- Middle-aged and elderly employees: Hired 62 new employees aged 50 or above, accounting for 17.5% of total new employees.
- Workers from disadvantaged groups: In 2025, we have continued to hire 3 elderly workers, 3 middle-aged unemployed workers, and 2 workers under the Workplace Learning and Re-adaption program, supporting workers from disadvantaged groups and those returning to the workforce to support their families.
- Youth talent: Establishing youth talent development to empower future generations.We actively recruit fresh graduates newly-entering the workforce and participate in the government's The Youth's Employment Ultimate Program. We hired 2 youths in 2025 which we see high potential in, and provided robust practical job training.

Talent retention

We attach great importance to employee growth and retention, and have planned comprehensive and diverse new employee training programs in the hopes that new employees can quickly familiarize themselves with the Company's culture and work content. We also conduct satisfaction surveys and assessments for these employees to ensure that they are adapting well to the workforce, and provide immediate assistance when necessary. Additionally, we also provide clear training resources and offer career development opportunities through internal role transfers, encouraging employees to explore career directions based on their own expertise and interests.

- New employee onboarding and orientation: We have created a new employee orientation program to ensure that new employees can successfully integrate into and remain with the Company for the long-term. On a new employee's onboarding day, we explain to them the Company's systems and introduce the workplace environment, helping them to quickly understand the Company's culture, systems, and work processes.
- New employee training: On a new employee's onboarding date, the training unit will provide a new employee training program, including an introduction to the Company, the Company's culture, professional skills training, and e-learning and online courses, helping new employees to quickly learn about the Company.
- Internal certified store mentor system: Each new employee is guided by an internal certified store mentor responsible for supporting the employee and helping them adapt to the work environment, reducing frustration for new employees by making sure they don't need to figure out work tasks and the workplace environment by themselves. At the same time, new employees will create an On-the-Job Training (OJT) checklist together with a supervisor in their first week of work, allowing employees to understand their work duties, job targets, and development direction through discussion. In 2025, we had 290 internal certified store mentors, with the proportion of non-managerial store employees serving as mentors growing from 17.6% in 2024 to 19.5% in 2025.
- New employee satisfaction survey: We regularly conduct satisfaction surveys for new employees, and keep track of how new employees are adapting to work or what assistance they require. Based on the circumstances, this information is reported back to supervisors, and measures adopted in response.
- New employee evaluation: Through the new employee evaluation system, we ensure that new employees possess the skills and knowledge necessary to meet work requirements, but also discover what additional training or support they need to carry out their duties. In 2025, 100% of new employees at our headquarters passed the new employee evaluation.
- Career development: The Company provides comprehensive career development channels that allow exceptional talent to pursue more challenging work through receiving promotions. Additionally, we have established a transparent and smooth internal transfer mechanism, encouraging employees to experience different job roles and promote cross-departmental learning. A total of 44 employees received promotions in 2025.

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Implementation of Talent Recruitment and Retention Courses in 2025

Digital Training Program for New Managers at Headquarters and Store Locations

- Assist newly-assigned/hired managers in familiarizing themselves with our performance management system, and through practical case studies reinforce performance equality concepts, techniques for providing specific feedback, and communication skills to lead employees into improving performance and challenging higher targets.

Weekly assignments/one cohort a year

Participants: Newly-hired/assigned managers in 2024-2025

Number of participants	Total course hours
28	79.5

Headquarters Performance Management and Practical Development Courses

- Focused on core performance management concepts, and guides trainees to understand target-oriented communication, daily feedback, evaluation interview techniques, and improvement plan procedures.

Weekly assignments/one cohort a year

Participants: Newly-hired/assigned managers in 2024-2025

Number of participants	Total course hours
9	36

Digital Training Program for New Headquarters Employees

- Provides new employees with required information, allowing them to quickly understand the Company's operations and relevant laws and regulations.

Weekly assignments

Participants: New headquarters employees

Number of participants	Total course hours
31	133.3

Digital Training Program for New Store Employees

- Provides new store employees with required information, allowing them to quickly understand the Company's operations, store operations, and relevant laws and regulations.

Weekly assignments

Participants: New store employees

Number of participants	Total course hours
272	1,224

Internal Certified Store Mentor Course

- Understand the duties and role of an internal certified store mentor, and learn mentoring skills such as how to provide work guidance, respond to questions, show empathy, and listen to concerns.

Annually

Participants: Internal certified store mentors

Number of participants	Total course hours
49	343



3.1.2 TLW Employee Structure

Manpower Resources Overview

Apart from our Taiwan headquarters, TLW employees are also located in our 28 large-scale stores and 37 community stores across Taiwan (including offshore islands). We strive to meet the needs of consumers in Taiwan by providing comprehensive retail and home decoration services. As of the end of 2025, we have a total of 1,883 employees, with female employees accounting for 45.9% of all employees. Additionally, female managers also account for 31.0% of our total managers, with female managers accounting for 42.6% of all managers at our headquarters location. In order to accommodate the shift scheduling and staffing needs of our stores in response to holiday seasons, promotional periods, and weekend peak hours, we also provide part-time employment opportunities to workers re-entering the workforce and students. Part-time employees account for 8.9% of our total employees. Younger employees aged 30 or below account for 10.8% of our workforce, while employees above the age of 50 account for 25.8% of our workforce. This manpower structure reflects the diverse, flexible, and comprehensive manpower deployment established by TLW, enabling us to create a more inclusive workplace environment.

2025 Employee Types (Unit: persons)

	TLW	Test Rite Home Service
Total number of employees	1,825	58
Employment contract/employment type		
Part-time employees	68	100
Male permanent employees	988 (Full-time employees 920)	31 (Full-time employees 31)
Female permanent employees	837 (Full-time employees 737)	27 (Full-time employees 27)

Employee age

TLW	Male	Female	Total
Age 30 or below	113	91	204
31-49 years old	613	542	1,155
Age 50 and above	262	204	466

Test Rite Home Service	Male	Female	Total
Age 30 or below	0	0	0
31-49 years old	18	21	39
Age 50 and above	13	6	19

Diverse Employment

TLW	Male	Female	Total
Persons with Disabilities	13	11	24
Indigenous peoples	9	17	26
Foreign nationals	0	4	4

Total number of diverse employees: 54
As percentage of all employees: 2.96%

Test Rite Home Service	Male	Female	Total
Persons with Disabilities	1	2	3
Indigenous peoples	0	0	0
Foreign nationals	0	0	0

Total number of diverse employees: 3
As percentage of all employees: 5.17%

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2025 Employee Job Level and Gender (Unit: persons)

TLW

	Male	Female	Total
Senior Manager	8	4	12
Mid-level Manager	151	67	218
Regular Employees	829	766	1,595
Total	988	837	1,825

Test Rite Home Service

	Male	Female	Total
Senior Manager	1	0	1
Mid-level Manager	5	3	8
Regular Employees	25	24	49
Total	31	27	58

Note: Senior Manager: Job level 9 or above; Mid-level Manager: Managerial employee below job level 9; Regular Employee: Non-managerial employee below job level 9.

2025 Employee Job Level and Diverse Employees (Unit: persons)

TLW

	Persons with Disabilities	Indigenous peoples	Foreign nationals	Total
Senior Manager	1	0	0	1
Mid-level Manager	1	4	0	5
Regular Employees	22	22	4	48
Total	24	26	4	54

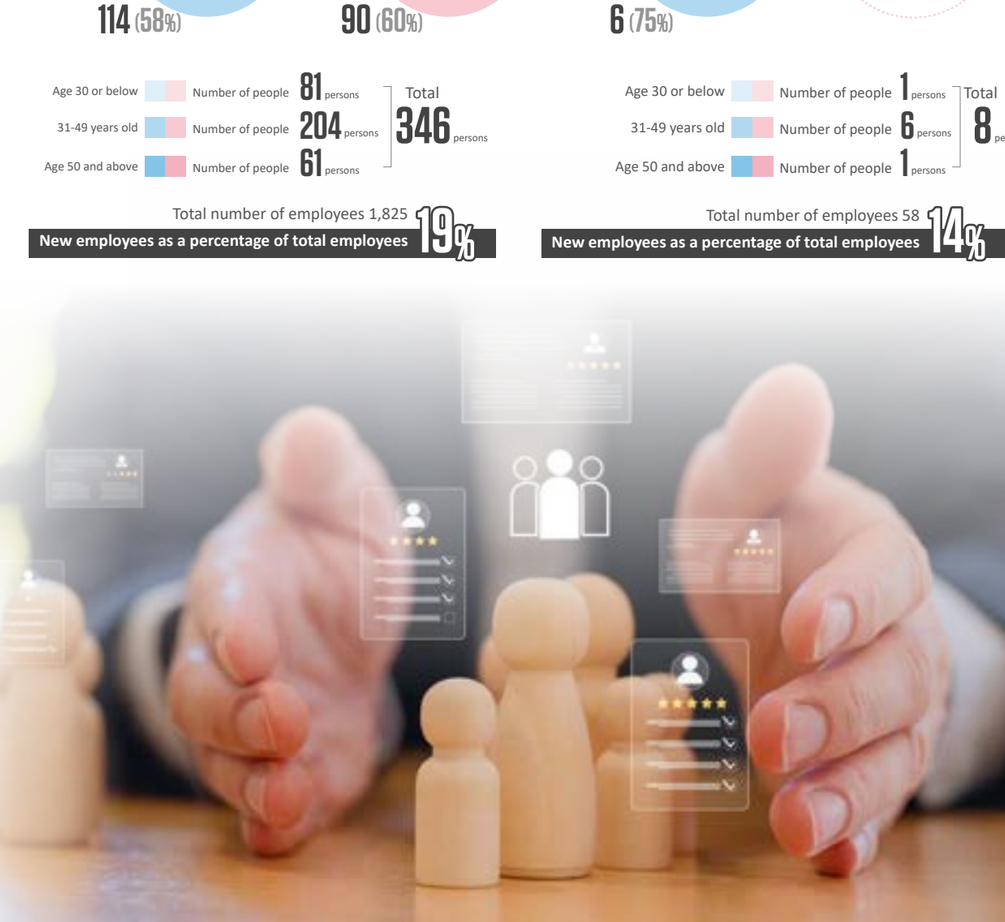
Test Rite Home Service

	Persons with Disabilities	Indigenous peoples	Foreign nationals	Total
Senior Manager	0	0	0	0
Mid-level Manager	0	0	0	0
Regular Employees	3	0	0	3
Total	3	0	0	3

Note: Senior Manager: Job level 9 or above; Mid-level Manager: Managerial employee below job level 9; Regular Employee: Non-managerial employee below job level 9.

2025 New Employees (Unit: persons)

TLW



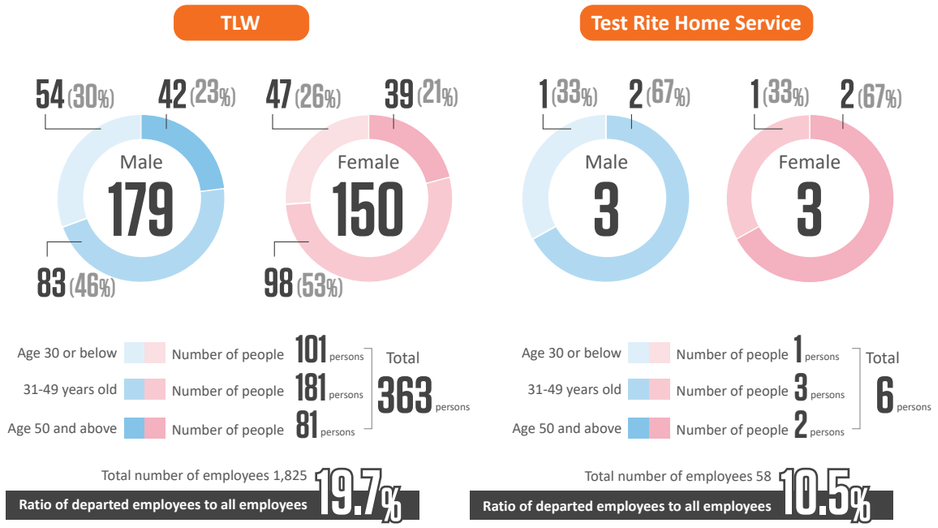
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2025 Employee Turnover

(Unit: persons)



2025 Voluntary and Involuntary Turnover Rate

		TLW	Test Rite Home Service
Retail Stores	Voluntary Turnover Rate	18.6%	0%
	Involuntary Turnover Rate	0.9%	0%
	Total	19.5%	0%
All Employees	Voluntary Turnover Rate	18.8%	7.0%
	Involuntary Turnover Rate	0.9%	3.5%
	Total	19.7%	10.5%



2025 Number of Employees on Unpaid Parental Leave, Reinstatement Rate, and Retention Rate

		Male	Female	Total
A	Number of employees eligible for unpaid parental leave in 2025 (persons)	6	9	15
B	Number of employees applying for unpaid parental leave in 2025 (persons)	1	9	10
	Application rate (%) = B/A: Actual number of employees applying for unpaid parental leave	17%	100%	67%
C	Number of employees expected to be reinstated after unpaid parental leave in 2025 (persons)	5	16	21
D	Number of employees actually reinstated after unpaid parental leave in 2025 (persons)	2	10	12
	Reinstatement rate (%) = D/C: The actual reinstatement rate after unpaid parental leave	40%	63%	57%
E	Number of employees (persons) reinstated after unpaid parental leave in previous year (2024)	8	8	16
F	Employees reinstated from parental leave (persons) in previous year (2024) who remained employed for one year	6	7	13
	Retention rate (%) = F/E: Retention rate after reinstatement following unpaid parental leave	75%	88%	81%

Note: This table includes data from both TLW and Test Rite Home Service.



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3.2 Talent Cultivation and Development

TLW heavily values talent diversity, and has developed a comprehensive and detailed TLW Talent Cultivation and Employee Development Roadmap. We provide a transparent career path exploration plan for employees based on our Company vision, operational strategy, medium and long-term plans, and the different job duties and professional expertise of each employee, systematically cultivating management and professional talent at all levels. Based on an employee's expertise and interests, we provide corporate resources and plan a suitable career development pathway able to stimulate innovation and encourage them to grow alongside the Company. Additionally, we have established a rigorous and transparent performance evaluation and promotion system ensuring that all employees receive equal rights and have access to fair and diverse promotion opportunities, implementing our philosophy of putting the right people in the right positions.

TLW Vision:

All Home Matters, Big or Small, is Always a Job for TLW

Profes-sionalism | Peace of Mind | Trust

TLW Talent Training Plan Framework

Management Skills Training	Talent Cultivation Ability Training	Sales Ability Training	Professionalism Training	Service Ability Training	General knowledge and New Employee Training
• Talent potential training for headquarters and store employees • Basic management competencies training • Advanced management competencies training		• Store employee sales ability training • Courses on basic retail skills (including OJT) • Professional MD procurement training • Professional skills training and certification for store employees		• Service ability training for store employees • New employee training • Company culture and values • General knowledge and legal compliance	

Diverse Learning Models

(Physical and digital integration, blended learning, external support)

Training Approach and Effectiveness

(Foundational business philosophy, career development platform, links to performance)



3.2.1 Employee Training Program

Comprehensive Employee Empowerment

TLW has actively developed a comprehensive career development and performance management system for employees. We provide professional skills, general knowledge, and management training to employees in order to enhance their professional competencies and knowledge, encouraging continuous growth.

In order to improve training effectiveness, TLW has integrated the Company's long-term growth strategy with our day-to-day business operations to establish a highly effective blended learning system:

- Diverse blended learning: Integrates in-person learning and practice, e-learning, self-learning materials, verification and acceptance, and On-the-Job training (OJT), ensuring that learning is no longer limited by time and location constraints.
- Enhancing professional competencies: Includes professional skills, general knowledge, and leadership and management training, ensuring that employees possess the core capabilities to adapt to market changes.
- Certification and incentive mechanism: We have closely linked learning outcomes with our internal certification and promotion system, deepening the Company's internal culture of proactive learning, and transforming our training capabilities into a competitive advantage within the industry to achieve sustainable talent development targets.

Additionally, TLW has implemented a reserve talent pool strategy, establishing talent cohorts that extend deep within our organization, and building strategic industry-academia links. We provide professional and comprehensive training and development programs to help our employees quickly adapt to the work environment and improve professional skills, creating a workplace environment that fosters learning and growth. For example, we have designed a systematic talent potential development program for fresh graduates just entering the workforce, providing a comprehensive long-term career development pathway and ensuring a supply of talent able to meet our corporate expansion needs. We have also promoted a "super store manager" training program for our frontline store employees, helping employees quickly grasp key operational management, customer service, and retail technology application concepts.

1. New Talent Potential Project

In order to revitalize our organization and maintain long-term growth momentum, TLW has actively recruited outstanding new graduates and developed an exclusive 1.5-2.5 year training program for these new talents.

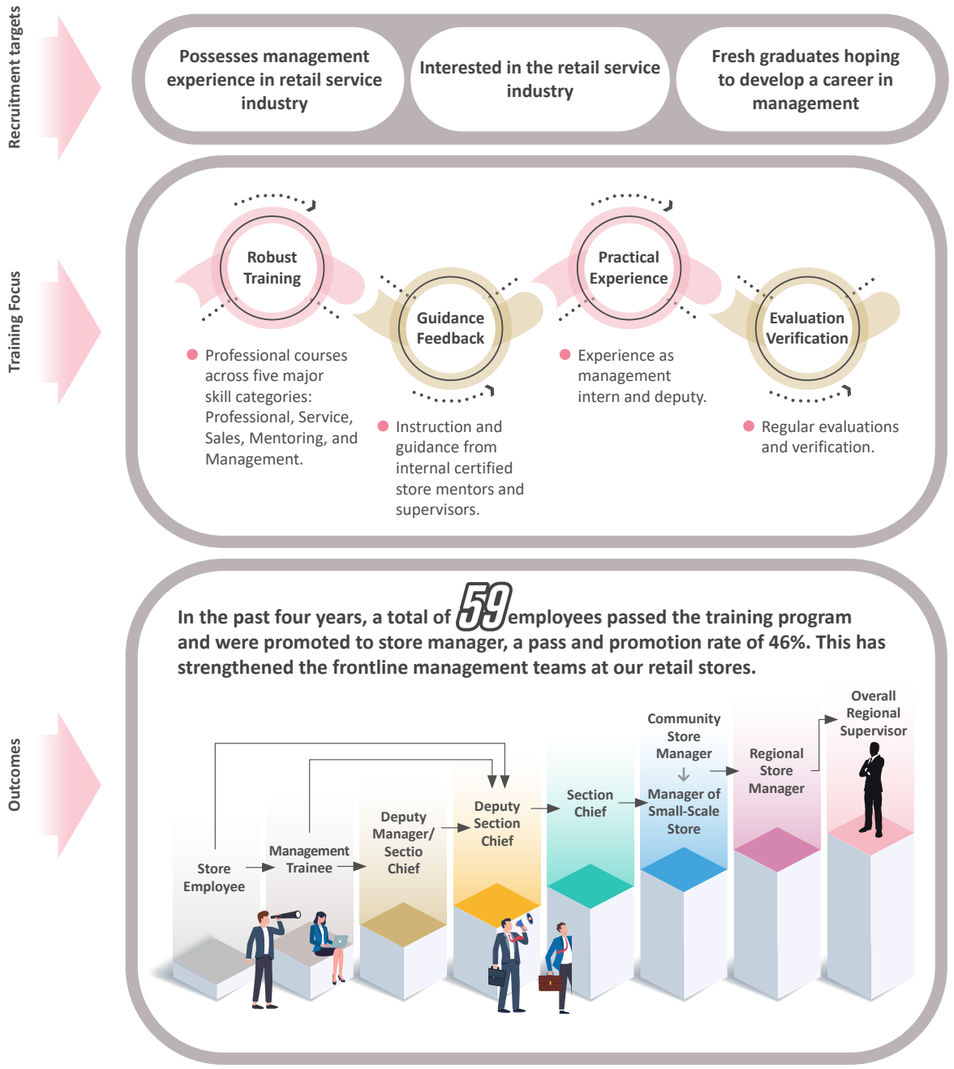
Program Focus	Targeted Talent
• Provide a 1.5-2.5 year comprehensive learning and development roadmap. • In-depth understanding of products, markets, customers, and suppliers, providing a grasp of TLW's core business operations. • Lead younger employees towards developing a deep career in the retail industry, help them quickly and effectively accumulate professional knowledge through robust and comprehensive work experiences, work tasks, and challenges, and become unique talents capable of taking on different roles, gaining more career development opportunities.	• Talent with strong ambitions and highly motivated for achievement, and who have the courage to tackle new experiences and take on challenges. • Passion for product planning, development, procurement, and sales work, has a curious and inquisitive attitude towards learning about new market trends. • Wants to work together with the Company to establish a new retail business model, exerting their creativity. • Wants to achieve various new possibilities through online to offline integrations.

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2. Retail store elite management trainees (Super Store Manager program)

In order to cultivate long-term retail talent, we have promoted a store management trainee recruitment and training program each year. Through systematic training, a comprehensive store manager development roadmap, and regular evaluations, we guide employees to gradually develop the core competencies and management skills required for the retail industry through practical work experience, with the eventual goal of becoming retail management talent.



3. The Youth's Employment Ultimate Program

In order to help younger workers more quickly familiarize themselves with the workplace and develop their own unique strengths, we have in recent years actively collaborated with the Youth's Employment Ultimate Program established by the Workforce Development Agency, Ministry of Labor. Through this platform, we match our corporate manpower needs with the interests of job-seeking youth, and provide practical workplace training programs to youth employees. These youth employees are considered full-time employees upon entering our company, and undergo a 3 to 6 month training period where they learn practical skills and techniques needed for the workplace, helping them quickly adapt to the workplace and improve work efficiency. They are offered official employment at the Company after passing an assessment.

Through the Youth's Employment Ultimate Program, TLW has continued to train talent for roles at our store locations and headquarters each year, training 59 youth talent in total from 2020 to 2025.

TLW Talent Cultivation and Employee Development Training Hours

	Participants	Total course hours
General knowledge training	9,296	6,152
Management training	116	879
Professional retail training	3,975	15,425
External training	170	1,238
Self-learning	2	12

Training Hours

	Mid-level Manager		Regular Employees	
	Male	Female	Male	Female
Number of trainees by gender	315	134	2,579	1,164
Training hours by gender (hours)	1,482.0	602.0	10,488.5	4,864.5
Average training hours by gender (hours)	4.7	4.5	4.1	4.2

Total number of persons at each job level	449	3,743
Total training hours for each job level (hours)	2,084.0	15,353.0
Average training hours for each job level (hours)	4.6	4.1

Note 1: Only data for TLW is provided.
Note 2: Mid-level and senior managers: Job level 5 or above; regular employees: Job level 4 or below.
Note 3: Data on the number of training hours provided to senior managers has not been provided.



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	Mid-level Manager	Training Focus	Participants	Total course hours (hours)
General Knowledge Training	• New employee training • Company culture and values training • General knowledge and legal compliance training	• Planned training to help employees understand the Company's core values, cultivate behavior in line with our corporate culture and in compliance with laws and regulations, and demonstrate this behavior in their daily work. • General training includes: New employee training program, teaching of common core competencies, skill learning under mentor guidance, general knowledge seminars, etc.	10,125	43,048
Management Training	• Store reserve talent training • Headquarters reserve talent training • Basic management training • Advanced management training	• Cultivate operational and management-focused thinking in management talent, enhancing their leadership capabilities and strengthening the organization's leadership effectiveness to achieve stable corporate management. • Management training includes: Leadership competencies & talent management development plans, etc.	151	1,008
Professional Retail Training	• Professional MD procurement training • Professional skills training and certification for store employees • Store employee sales ability training • Service ability training for store employees • Courses on basic retail skills (including OJT)	• Provide analysis, planning, implementation, and results tracking support for professional retail sales/services/product training, helping the retail business group achieve their business targets. • Train management trainees for stores, specialized professional retail roles, and cross-disciplinary talent.	2,117	15,714
External Training	• Leadership and management training • Legal compliance training • Domestic and overseas visits/professional seminars • Occupational health and safety/emergency first aid • Self-learning/Personal growth/Digital learning platforms/Other specialized training		170	1,606



Cross-departmental manager training for headquarters and store locations

Professional Store Talent

TLW attaches great importance to the development of employees at all levels, and has established education and training roadmaps for different roles. In particular, we have created specific training roadmaps for our stores in order to enhance the professional knowledge and skills of frontline store sales personnel.

Knowledge Management TLW Professional Knowledge Management Development Project

- Establishing a professional club Formed "professional experts clubs" for each product, composed of professional experts from each store with expertise on different products. These clubs are tasked with collecting and organizing professional knowledge, holding regular professional club workshops, and conducting discussions focused on professional knowledge for individual products following the knowledge management framework. This information is provided to each unit for use, and includes product, service, experience, and professional training.
- Review and prepare teaching materials Professional clubs review and revise professional learning materials for each product type each year. Additionally, in response to customer in-home measurement needs, we invite experts to hold live online courses and record professional teaching video courses, which we use in combination with physical in-person courses to improve training effectiveness.

Continue refining TLW's professional image and passing down related knowledge

Professional Certification Store personnel professional skills and knowledge certification

The Company has planned product training, professional skills certification, and expert verification activities for frontline sales personnel at our stores.

- Hands-on practice Through these professional skills courses, our employees can effectively learn professional product knowledge through hands-on practice.
- Online learning platform Conduct written tests, practical demonstrations, and style interpretation tests to confirm the learning outcomes of employees. Employees can obtain professional badges by passing these tests.
- In 2025, we have comprehensively deepened the professional product skills certification system, linking professional certifications to Professional Skills Job-Match Allowances to implement an incentive system rewarding employees for obtaining professional skills. Through concrete salary incentives and matching employees to roles in line with their professional skills, we have precisely improved employee retention rates for our store employees and optimized the employee career path, demonstrating the Company's commitment to the professional growth and compensation and welfare of employees.

Total Professional Skills Job-Match Allowances provided in 2025: NT$2,684,868

Number of employees receiving job-match allowances in 2025: 213 persons

In 2025, 195 employees completed training and obtained professional badges through our professional skills certification and grading system.

Strategic Training Professional training for TLW Home Stewards

TLW Home Stewards actively enter the community and step into customer homes to provide professional advice and in-home measurement and assessment services that help customers resolve home interior improvement issues. This enables them to become partners helping our customers to lead home lifestyles with peace of mind.

- Structured New Home Steward Training Course In line with our operational strategy, we have in 2025 implemented plans to station Home Stewards at all of our stores. Through internal transfers and external recruitment, we increased the number of TLW Home Stewards from an original 80 to 200 (as of the end of December, 196 Home Stewards are ready to provide service). We designed a comprehensive 2-month professional training and hands-on practice course teaching the professional knowledge and service skills required for our Home Stewards, and conducted assessments in the 3rd month for newcomers to the role, allowing Stewards to quickly accumulate professional product knowledge and interior renovation service knowledge. Through this systematic training program, we have trained Home Stewards capable of performing their duties.
- Advanced training for existing Home Stewards In 2025, we held in-home professional training courses for our existing Home Stewards (1 cohort, 3 sessions): Courses focused on assessing the completeness of home spaces and guidelines for entering customer homes, improving the ability of Home Stewards to respond to complex home environments and maintain a professional image.Training on receiving painting project orders (2 cohorts, 6 sessions): Enhanced the integration of professional painting expertise and ability to provide precise price quotes, ensuring that frontline employees possess a high level of work project management knowledge.Home space inspection and sales techniques (1 cohort, 6 sessions): Through teaching sales logic from a consultant perspective, guide employees to learn how to directly discover a customer's potential needs from their home spaces, and provide the most suitable home repair solutions.
- Online and in-person integration By integrating online and in-person training courses, supplemented by our store internship system and through sharing case studies to enhance training results, we have improved the professional skills of our employees and ensured that customers receive professional services.

- ☑ In 2025, 108 Home Stewards entered the training program for new Home Stewards. New Home Stewards earned an overall satisfaction score of 4.2 (out of 5).
- ☑ In 2025, advanced training courses for existing Home Stewards had 459 participants in total, providing 2,700 hours of training. Overall course satisfaction score was 4.9 (out of 5).

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TLW Home Steward Kick-Off Meeting


Electrical certification for lighting products


Bathroom product certification

Encourage Lifelong Learning

Integrated Internal Training

- TLW has enhanced our employee learning capabilities through providing guidance from internal trainers and instructors, and integrating these measures with online teaching. We have also included case study discussions and hands-on skills practice as part of this integrated internal training program, in the hopes that employees can continue to apply learning outcomes to their work. At the same time, our supervisors integrate business development with OJT methods to cultivate talent, exponentially enhancing achievement of company and team performance goals.

Establishing External Training Plans

When internal training is unable to meet day-to-day operational needs, each unit may create external training plans, including:

- Participate in regulatory courses held by government agencies.
- Professional knowledge or skills training required for current or future operations.
- Seminars on new market trends, government regulations, and professional technologies.
- Courses required for the Company's needs, or personal development needs.

Intergenerational Inclusion

In response to the Strong Generation re-employment wave and to support intergenerational inclusion within the workplace, TLW has in recent years actively sought to collaborate with middle-aged employment programs. In line with these efforts, 4 of our employees met criteria for receiving subsidies under the Workforce Development Agency's Subsidy Plan for Continuing to Employ Senior Workers in 2025. At the same time, we have designed a reasonable working environment for middle-aged and elderly employees, such as by: Setting up chairs at the customer service desk and cashier checkout area, avoiding the use of order pickers and need to lift heavy objects, offering flexible rest times, and extending computer operations learning times, etc. These measures have created a safe and friendly workplace for middle-aged and elderly employees.

Developing Digital Learning

TLW has continued to develop digital learning materials, and planned blended training courses based on different job characteristics and training targets, including digital videos, live-streamed lessons, and in-person training. By using lesson video recordings and creating learning portfolios, we are able to overcome time and space restrictions, promote participation from headquarters and store employees, and provide training to a greater number of participants. At the moment, we have adopted a blended learning approach to designing our management trainee training courses, revitalizing our existing teaching model and improving learning efficiency for our employees while ensuring that teaching resources are properly utilized.

3.2.2 Employee Incentives and Development

Fair Performance Evaluation

TLW has continued to uphold our philosophy of employee care. Through our talent evaluation mechanism and various career development plan programs, we have provided internal talent with more promotion and development opportunities. The Company has also offered role rotation mechanisms which encourage employees to rotate to different roles or gain experience in other company departments based on their career needs.

Performance Planning & Management (PPM):

Through three different stages, from setting a performance plan, to performance review, then performance evaluation, TLW continues to communicate performance targets to employees through their supervisors, while also staying updated on employee progress towards achieving performance goals and expected employee behavior. We provide timely feedback, rewards, and guidance to motivate employee performance, establishing a culture of high performance.

Performance evaluation results impact our human resources decisions, performance improvement measures, and personal development. Human resource decisions include evaluations for promotions, salary adjustments, performance bonuses, and transfer criteria. Personal development includes evaluations for developmental training, external training, and elite talent management. Should an employee receive a performance evaluation result of "requires improvement," a guidance mechanism will be activated. If improvements fail to be made even after guidance is provided, their employment will be terminated pursuant to law in order to continuously improve our manpower quality.

2025 Performance Evaluation

		Senior Manager		Mid-level Manager		Regular Employees	
	Employee category (Note)	Male	Female	Male	Female	Male	Female
TLW	Total number of employees (A)	8	4	151	67	829	766
TLW	Number of employees receiving regular performance and career development reviews (B)	8	4	151	67	829	766
TLW	Percentage (B/A)	100%	100%	100%	100%	100%	100%
Test Rite Home Service	Total number of employees (A)	1	0	5	3	25	24
Test Rite Home Service	Number of employees receiving regular performance and career development reviews (B)	1	0	3	3	25	24
Test Rite Home Service	Percentage (B/A)	100%	0	100%	100%	100%	100%

Note: Senior managers: Job level 9 or above; Mid-level managers: Managerial employees below job level 9; Regular employees: Non-managerial employees below job level 9.

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3.3 Employee Welfare and Rights

3.3.1 Human Rights Policy and Management

TLW strictly abides by the principles and spirit of international human rights conventions, including the Universal Declaration of Human Rights, United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization Declaration on Fundamental Principles and Rights at Work. At the same time, we comply with Test Rite Group's human rights policies, which have been signed and approved by the Chairman, and comprehensively protect employee rights (including contracted and temporary employees). We also expect our suppliers and contractors to jointly comply with these principles. TLW has committed to implementing human rights protections to eliminate all violations of human rights. We attach great importance to the rights and interests of employees at each of our operating locations, and also respect worker rights, preventing any form of discrimination and human rights violations.

Test Rite Group Human Rights Policy and Principles		Management Status
Reasonable working conditions and a safe and healthy work environment		• Complied with laws and regulations to ensure that employees receive reasonable working conditions and have a safe and healthy work environment.
Equal employment, prevent discrimination and harassment	• Implement equal employment and workplace diversity. Do not discriminate on the basis of gender, sexual orientation, race, class, age, marital status, language, beliefs, religion, political affiliation, place of origin, place of birth, appearance, facial features, or disability, and prevent all forms of discrimination or harassment.	• There have been no incidents of workplace discrimination or major complaints in the past three years, and no financial losses caused by employment discrimination. • The Company provides an open and transparent career development and promotion system, and prioritizes promoting internal talent. Over 90% of store management talent were promoted internally.
No forced labor, no child labor	• It is forbidden to force employees into work through inappropriate means, such as through threats, fraud, violence, or restricting their personal freedom. • It is forbidden to employ minors below the legal minimum age for employment for any form of labor.	• No cases of forced labor or child labor occurred in 2025.
Respect privacy and employee freedom of association		• We have committed to protecting the information security of employees and consumers, and ensuring that our data collection and storage methods comply with laws and regulations. • We protect employee rights to form, participate in, or withdraw from any legal associations, unions, or other organizations.
Strictly prohibit sexual harassment, strengthen awareness and promote effective handling	• Strictly prohibit sexual harassment within the workplace, and establish sexual harassment prevention measures, complaint channels, and disciplinary rules. Use case studies to spread awareness, and provide training and education, and counseling services. Strengthen supervisor awareness of and ability to respond to sexual harassment, in order to effectively handle related incidents.	• The Company has established a dedicated hotline and email address to process sexual harassment complaints. • Education and training: The Company conducts sexual harassment prevention education and training for all current employees each year. A total of 1,797 people participated in the training in 2025, with an employee participation rate of 100%.
Smooth communication channels, provide complaint mechanisms	• Establish smooth labor-management communication channels, hold regular labor-management meetings, and provide complaint mechanisms. Should any violations of human rights occur, immediately begin investigation procedures and implement supplementary education and improvement measures.	• Complaint hotline: 02-8791-6668 ext. 6292 • Complaint mailbox: hr_service@TLWgo.com • Employee Assistance Programs (EAP) • Labor-management meetings
Regular supervision, tracking, and evaluation	• In compliance with the Group's risk mitigation and remediation measures, have the required units regularly supervise, track, evaluate, and stay updated on human rights issues, and manage the implementation results of related plans.	• Risk assessment, mitigation, and remediation: TLW complies with the Group's human rights due diligence investigation plans and risk assessment mechanism, and has strengthened employee awareness of human rights to reduce potential accidents and impacts.

In 2025, we received no complaints of unlawful rights infringements. We will continue promoting our zero tolerance policy for workplace bullying to all company employees.

In 2025, no incidents of human rights violations occurred at any TLW operating locations, including no incidents of child labor, forced labor, infringement of indigenous people rights, or violations of workers' freedom of association or collective bargaining rights.

Human Rights Education and Training Implemented in 2025

Workplace Misconduct Prevention Course

- In order to prevent workers from suffering physical or mental harm caused by the actions of others during the performance of work duties, we have planned and implemented necessary safety measures that ensure worker physical and mental health. We have also held special courses to spread awareness on workplace misconduct.

Annual

Participants: Headquarters and store employees

Number of participants	Training time (hours)
1,772	1.42

Promoting awareness on preventing sexual harassment/ workplace bullying

- Prevent the occurrence of sexual harassment incidents to protect employees, job-seekers, and service personnel from the threat of sexual harassment.

Annual

Participants: Headquarters and store employees

Number of participants	Training time (hours)
1,797	0.5

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Employee Communication Channels

TLW strives to create a two-way and open channel of communication for “employee to company” and “company to employee” communications. We care about the feelings of each employee, and encourage employees to proactively express their thoughts. Through various forms of interaction and communication, we hope to respond appropriately to the voices of employees and create a positive and smooth communication environment.

Supervisor Communication

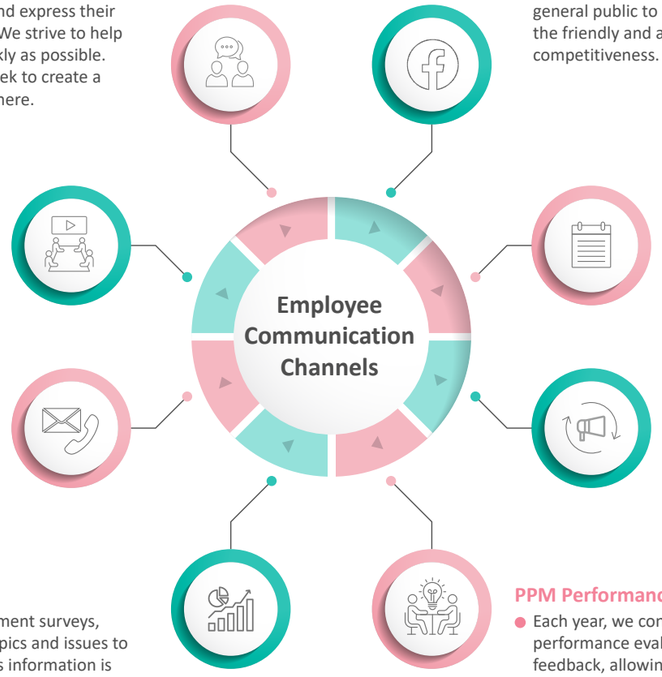
- When employees encounter work-related problems, or have thoughts they want to express, the Company encourages them to speak up without holding back, and express their opinions to their supervisors at any time. We strive to help employees resolve their problems as quickly as possible. Through these friendly interactions, we seek to create a flexible and open communication atmosphere.

Test Rite Family Facebook page

- Information on the Company’s latest news and activities are shared on the Test Rite Family Facebook page, allowing all employees and the general public to better understand the Company. This also enhances the friendly and approachable image of our corporate brand, enhancing competitiveness.

Labor-Management Meetings

- The Company holds labor-management meetings every quarter pursuant to law. These meetings are attended by representatives from each department and store, as well as senior managers. Through these meetings, we hold cross-department discussions and communication on issues of concern to employees.



"Talking People"

- "Talking People" is an internal journal that consolidates the Company’s organizational culture and announces Company news, sharing articles on healthy lifestyles, and publishing the service achievements of outstanding employees. Employees are also encouraged to submit articles to the journal which are regularly published each week, deepening our corporate culture.

Employee Suggestions Mailbox and Complaint Hotline

- The Company has specially established various suggestion hotlines and mailboxes. When employees encounter a major problem at work, discover unethical conduct, or have any different opinions or innovative new ideas with regard to products and the Company’s business operations, they can anonymously express these thoughts through the suggestions mailbox and complaint hotline.
- There were no employee complaints in 2025. All complaints will be handled by the responsible unit, which will establish an investigation team to understand and evaluate the situation, and provide communication. Follow-up tracking will also be conducted to ensure the effectiveness of communication channels.

Group EIP Announcements

- The Company has established an Enterprise Information Portal (EIP) system as an important foundation for our organizational development and collaborations. Through a comprehensive information integration platform, we are able to immediately communicate important information of concern to employees in real-time, including information on personnel changes, changes to rules and regulations, and various employee activities and welfare benefits.

Employee Engagement Survey

- TLW regularly conducts employee engagement surveys, and also collects employee opinions on topics and issues to accurately grasp employee sentiment. This information is used to quickly develop improvement plans, allowing both labor and management to successfully reach a consensus and meet employee needs.

PPM Performance Interviews

- Each year, we conduct performance plan (PP), performance review (PR), and performance evaluation (PE) interviews and provide employees with supervisor feedback, allowing them to clearly understand their work targets, the Company’s expectations, and work results. Employees can also propose ideas or suggestions during these interviews.

Employee Engagement Survey

1 Survey Purpose

- We implemented the Employee Engagement and Experience Survey in 2025 to understand how committed our employees are to work, and to collect feedback on our Company’s overall structure and the employee work experience. This helps the Company to continue optimizing the employee experience year after year, and establish enhancement and improvement plans.

2 Survey Aspects

- Taking both the perspective of employees and the organization into account, we aim to understand the level of commitment of employees, and lend a ear to employee voices and collect feedback on their work experience. The survey includes questions on various aspects of the employee experience, including with the Company’s vision and strategy, work requirements, supervisor support, teamwork, performance management, learning and development, and employee engagement. We have adopted a five-point scale to measure employee approval, and also included open-ended questions to collect information on the feelings and thoughts of our employees. The survey is conducted anonymously, and the information filled in is kept confidential, allowing employees to express their opinions with peace of mind while also ensuring the survey’s authenticity and credibility.

3 Number of Responses

- Surveys were sent out to full-time and part-time employees who have worked for the Company for more than 3 months, and a total of 1,682 responses were collected.

4 Survey Results

- The overall response rate across the Company exceeded 95%, with an average score of 3.9 in overall engagement and work experience.
- The Human Resources Department creates improvement strategies based on the survey responses received. These measures mainly focus on optimizing employee communication and reward systems, cultivating talent development, and employee welfare benefits. We also implement internal improvement plans for each of our departments at our headquarters location and stores, optimizing overall employee engagement and experience.

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Labor-Management Communication and Meetings

At the moment, TLW has not established a labor union, or entered into a collective bargaining agreement. In order to maintain a smooth labor-management communication mechanism, the Company headquarters holds labor-management meetings each quarter pursuant to law, and each of TLW's 29 store locations also hold labor-management meetings each quarter. These meetings aim to promote communication between management and employees, and discuss and respond to issues raised by workers in order to improve the Company's operational transparency and employee participation.

Representatives for labor-management meetings are elected or appointed pursuant to law, and the number of meeting attendees also meet legal requirements. Meeting attendees include managers from various levels across the Company and labor representatives, ensuring that the interests and opinions of each party are fully expressed and taken into consideration.

2025 Main Topics

The main topics discussed in the meeting include the following aspects:

- Number of workers and changes: Including new employee hires, resignations, and internal transfer.
- Worker developments: Report on employee work conditions and related developments.
- Worker activities: Introduction of the various employee activities held by the Company organization to promote employee interaction and cohesion.
- Work environment improvements: Discussion of measures implemented to improve the work environment, ensuring that employees have a safe and comfortable work environment.
- Work hour system: Explanation and voting on implemented work hours system, ensuring reasonable work arrangements and compliance with labor regulations.

Decisions and Action Plans

Decisions and follow-up action plans determined during meetings are recorded in detail, and relevant departments will be assigned the responsibility of implementing and tracking these actions.

Advance Notification Period for Major Operational Changes

TLW will communicate with employees in advance in the event of a major operational change that affects employees. Should an employee need to be dismissed, dismissal procedures will be conducted pursuant to the Labor Standards Act, and the employee will be provided with the required advance notice based on their tenure at the Company. Severance pay or financial compensation will be paid pursuant to law, protecting employee rights and interests.

Advance notice period	Employee tenure
10 days in advance	Employees with a continuous employment period of more than 3 months but less than 1 year
20 days in advance	Employees with a continuous employment period of more than 1 year but less than 3 years
30 days in advance	Employees with a continuous employment period of more than 3 years



3.3.2 Employee Welfare

TLW considers employee care to be one of our core values. We provide employees with a diverse range of comprehensive benefits in order to support employee work-life balance. In addition to providing incentive rewards, performance bonuses, and various different allowances, we also provide employees with welfare benefits including parental leave pursuant to law, flexible working arrangements, activities on holidays and special occasions, and group insurance and health examinations. By devoting our efforts to take care of employees and their family members, we hope that our employees can feel a sense of belonging at the workplace. These welfare benefits are not only provided to full-time employees. Part-time employees are also provided with all employee benefits proportional to their work hours, as part of our efforts to create a warm, caring, and energetic work environment. Each welfare benefit is described in detail in the table below:

$ Financial protection

Work injury sympathy allowance	Provide sympathy allowances based on hospitalization status and number of hospitalized days.
Sympathy allowance for hospitalization	Provide sympathy allowance for hospital stays of more than 3 days.
Emergency aid funds	Emergency aid funds and sympathy allowance is provided on a case-by-case basis.
Funeral consolation payment	Condolence payments are provided for funerals of employees, or relatives within the third degree of kinship.
Group insurance	In order to provide employees with more comprehensive protections, the Company not only provides employees with labor insurance, national health insurance, and labor pensions, but also provides personal insurance coverage (including life insurance, medical insurance, and insurance for accidents, cancer, and other major illnesses). The Company fully covers all insurance premiums for employees. At the same time, we also offer preferential insurance coverage plans where employees can purchase additional medical and cancer insurance for their direct family members at their own expense, demonstrating how the Company takes care of both our employees and their families.
Employee discount and family shopping days	As an employee perk, all TLW employees enjoy a 10% discount when shopping at TLW/Hola Furnishing. Additionally, each employee can also apply for a Friends and Family Discount Card for their friends and family, allowing their family members to also share in these benefits. Additionally, the Company has designated specific employee family shopping days, where discounts of up to 20% are provided. By enabling our employees to purchase the best quality home products at the best prices, we help them to build a happy family together.
Annual holiday and birthday cash gifts	All employees receive birthday cash gifts, and also receive Test Rite Pay shopping credit on important holiday celebration dates, using electronic methods to make shopping even easier.
Contracted stores	The Employee Welfare Committee has partnered with more than 270 contracted stores across Taiwan, allowing employees to enjoy a diverse range of exclusive services from dining to clothing, accommodation, travel, sports, and entertainment at these contracted stores.
Transportation allowances and housing subsidies	Transportation allowances are provided to managers or employees who need to travel due to business needs. The Company also provides housing subsidies to show our care for employees supporting the Company's development in areas far from home, with subsidy amounts based on the distance between their work location and home location.
Marriage cash gift	Cash gifts are provided to congratulate marriages, If both parties are employees, they can each apply for separate cash gifts.
Childbirth bonus	Childbirth bonuses are provided, with no limit to the number of children they can be applied for. Condolence payments are provided for 8-week or older miscarriages.

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Health Promotion

Employee Health Examinations	● TLW hopes to allow all employees lead safer and healthier lives both during and outside their work through regular health examinations. Both full-time and part-time employees are provided with fully-subsidized health examinations once every two years. Apart from including health examination items outside of those required under the Regulations for Labor Health Protection, the Company has also provided additional health examination items and subsidies based on employee age. The 2025, 896 employees qualified for health examinations, and 847 actually underwent a health examination, representing an examination rate of 97.81%.
Health care	● In 2025, our headquarters and store locations offered on-site health consultations with physicians for employees, addressing health issues such as ergonomics, preventing overwork fatigue, maternal healthcare. 24 sessions were held, totaling 72 hours. While shaping our workplace health culture, we have at the same time provided regular care to help employees better understand their health risks and the importance of maintaining healthy lifestyle habits, enabling them to properly manage their own health and regularly monitor health abnormalities/illnesses.

Mental Care

Employee Assistance Program (EAP)	TLW has collaborated with the Hsinchu Lifeline Association to establish an Employee Assistance Program, providing mental, legal, and financial care and consulting services to employees, helping them to resolve work-related or personal issues. This helps to promote employee mental health, and alleviate workplace stress. ● In 2025, a total of 108 people used our Stage 1 consulting services, including preliminary interview chats, service consultations, emotional support, follow-up care, referral resources, management advice, individual case discussions, and administrative services. ● Subsequently, 16 cases advanced to Stage 2 consulting services, where the Association's professional counselors provided one-on-one assistance. Of these 16 cases, 5 concerned legal consultations, 2 concerned emotional issues, 7 concerned interpersonal relationships, and 2 were on career and work issues.
Recreational and Entertainment Activities	● The Employee Welfare Committee oversees the planning of various recreational and entertainment activities throughout the year, encouraging employees to find time in their busy lifestyles to engage in continuing education, cultivate hobbies and interests, relief stress and maintain health, or travel to experience other cultures, expand their horizons, and relax. This helps us achieve our employee work-life balance goals.

Parental Care

Unpaid Parental Leave	● Both genders can apply for unpaid parental leave. In 2025, the one year retention rate for reinstated employees was 75% for male employees and 88% for female employees.
High-quality Breastfeeding Rooms	● In order to support the breastfeeding needs of female employees and in line with government policies, TLW has provided conveniently accessible and private breastfeeding spaces, reducing the burden of childcare.
Flexible Childcare Work Hours for Employees	● System description: Pursuant to the Gender Equality in Employment Act, the Company has established a reduced working hours system for employees with childcare needs, offering employees with children below the age of three reduced working hours, with salaries adjusted proportionally. This helps to maintain employee labor rights. The Company provides flexible working arrangements and a friendly application process. Employees can discuss and negotiate work duties and scheduling with supervisors, striking a balance between their childcare needs and the team's business operations. The Company also adheres to a management principle of not letting childcare needs affect performance review results, enabling employees with childcare needs to use these systems with peace of mind. ● Results and commitments: Through the flexible childcare working hours system, the Company helps reduce the childcare burden of employees and maintain career continuity, creating a more inclusive and supportive work environment. Company will continue to track how the system is used, and adjust and strengthen related measures in response to employee needs and create a more childcare-friendly workplace culture.

Flexible work hours

TLW provides flexible work hour arrangements in compliance with laws and regulations, ensuring that employee rights and interests are protected when meeting business operational needs. Employees normally work 8 hours a day (excluding rest times and meal breaks), and work no more than 40 hours a week. Based on the work characteristics and business needs of each department, TLW is in the retail industry, which the competent authority has designated as being applicable to adopt the 4-Week Transformed Working Hour System. We have implemented a flexible working hours system pursuant to Article 30-1 of the Labor Standards Act as approved through labor-management meetings.

During seasonal or holiday celebration periods, work hours may be extended beyond ordinary working hours due to shift change, preparation, customer service, or supplementary work needs. These extended working hours have been approved by the labor-management meeting. If overtime work is required, personnel working overtime must first apply to do so, and be approved by the responsible supervisor. The maximum number of overtime hours allowed strictly complies with local regulations.

Through these measures, TLW ensures that employee work hours not only comply with regulations, but are also able to flexibly adapt to day-to-day operating needs, further protecting the work-life balance of employees.

Retirement Benefits

Retirement System

Pursuant to the Labor Standards Act and Labor Pension Act, we have established the Retirement Management Rules to govern matters related to employee retirement. This ensures that the Company has allocated sufficient employee pension funds, protecting the rights and interests of employees claiming pension funds in the future.

Employees may apply for retirement if they meet any of the following criteria:

1. Employee has worked at the Company for more than 15 years, and is 55 years or older
2. Employees has worked at the Company for more than 25 years3
3. Employee has worked at the Company for more than 10 years, and is 60 years or older

Retirement Pension

Old Pension System	● Pursuant to the Labor Standards Act, the Company allocates 2% of an employee's salary each month to the labor retirement reserve fund account. The Bank of Taiwan handles the deposits, safekeeping, and use of this account. Employees may apply to receive retirement pensions from the Company after meeting retirement criteria.
New Labor Pension System	● Pursuant to the Labor Pension Act, the Company allocates 6% of an employee's salary each month to their individual account at the Bureau of Labor Insurance as pension contributions. Additionally, employees can also choose to voluntarily allocate an additional 1-6% of their monthly salary as additional pension contributions. This amount is deducted from their annual individual consolidated income for the year.

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3.3.3 Remuneration System

TLW's remuneration system is based on market competitiveness and fairness at its core. We provide a diverse remuneration structure, including basic salaries, incentives, performance bonuses, and various welfare benefits and allowances.

In addition to complying with the statutory minimum wage when hiring employees, we also utilize various salary benchmarking tools and analysis reports to monitor market salaries. This information not only allows us to improve the transparency and credibility of our remuneration system, but also achieves our goal of maintaining market competitiveness. We have also established remuneration strategies based on market conditions, and review and adjust salaries each year. We allocate a salary adjustment budget for the current year one year in advance, and in 2025 we provided an average salary adjustment of 3%.

We firmly believe that a fair salary scale provides equal development opportunities, and is an important foundational driver motivating employees to pursue higher performance. TLW's salary scale takes an employee's academic qualifications, professional knowledge, tenure, and personal performance into overall consideration, and does not discriminate on the basis of gender, religion, race, nationality, or political affiliation. We regularly review the fairness of our remuneration, ensuring that all employees receive fair remuneration.

Additionally, we also attach great importance to the long-term career growth of employees. Through providing professional training, learning subsidies, and health protections, we help to create a stable and valuable career development environment for employees. At the same time, we have established a clear incentive and performance bonus system that encourages employees to continue improving their performance, ensuring that the efforts of each employee can be fully recognized.

TLW

2025 Gender Remuneration Ratio

	Basic Salary Male: Female	Remuneration Male: Female
Senior Manager	1.16:1	1.29:1
Mid-level Manager	1.01:1	1.04:1
Regular Employees	0.98:1	1.00:1

Test Rite Home Service

2025 Gender Remuneration Ratio

	Basic Salary Male: Female	Remuneration Male: Female
Senior Manager	0.99:1	1.09:1
Mid-level Manager	1.07:1	1.03:1
Regular Employees	1.18:1	1.19:1

2025 Ratio of Frontline Employee Salary to Taiwan's Minimum Wage by Gender

1.18:1	Male Frontline Employees Ratio to Taiwan's Minimum Wage	1.29:1
1.18:1	Female Frontline Employees Ratio to Taiwan's Minimum Wage	1.36:1

Note: Taiwan's statutory minimum wage was NT$28,590 in 2025.

3.4 Occupational Safety and Health

3.4.1 Occupational Safety and Health Management System

TLW values employee health and safety. We are committed to identifying and reducing potential risks that may pose a threat to safety, creating a healthy and vibrant work environment. As a business unit designated as moderate risk, TLW complies with the Occupational Safety and Health Act and the TLW Occupational Safety and Health Policy, implementing a comprehensive occupational safety and health management system to maintain the safety and health of employees.

Our headquarters has adopted the ISO 45001: Occupational Health and Safety Management Systems standards as a primary framework, and complied with numerous documented management system standards to enhance the organization's safety management operations. At the moment, the system covers 219 workers at TLW headquarters, all of whom are company employees. Internal and external audits are also conducted following these standards. TLW has already implemented digitalized management (such as our online occupational accident reporting system and online education courses, etc.) to improve our occupational safety and health management effectiveness. We have continued to provide 3 hours of occupational safety and health education and training to all employees every three years, and ensured that all key personnel from our working partners have received all required occupational safety and health training, and are fully informed of hazard notifications.

Occupational Safety and Health Committee Structure

TLW has established an Occupational Safety and Health Committee, composed of 1 Committee Chairperson and 7 members. Labor representatives account for 37% of the Committee.

Occupational Safety and Health Committee Organizational Chart



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1. Governance:

The Committee operates independently, and the Company's President serves as the Committee Chairperson, directly overseeing occupational safety and health plans, implementation, reviews, and improvements. Committee members convene a meeting once every quarter, discussing 12 major occupational safety and health topics including occupational safety and health policies, occupational safety and health management plans, and occupational safety and health training. Should employees have any concerns related to occupational safety and health, they can also report these concerns to a labor representative or occupational safety and health personnel. These concerns are brought up during the meeting for discussion, further optimizing our occupational safety and management. Additionally, in line with the core spirit of ISO 45001, we have continued to improve the effectiveness of our occupational safety and health management measures. Headquarters regularly convenes management review meetings, verifying occupational safety and health implementation progress and results.

2. Optimization:

TLW has established an online real-time occupational accident reporting system to quickly handle occupational accidents. We have also conducted appropriate and effective post-incident analysis and investigation, enhancing our occupational accident prevention measures. At the same time, TLW has hired professional physicians to provide free health consultations services for all employees. Internal occupational safety and health personnel and nurses can also provide employees with professional advice and assistance on health and safety. Additionally, in order to strengthen the occupational safety and health knowledge of new employees, we have in 2024 created a new 2-hour new employee education and training video to explain the latest occupational safety and health topics and potential hazards in the retail industry, preventing occupational accidents from occurring. These training materials have been reviewed and approved by the Occupational Safety and Health Administration, after which they were implemented in mid-2025. Additionally, we have established a regulatory compliance verification mechanism. When the Occupational Safety and Health Act or one of its subordinate regulations are amended, these regulations can be immediately looked up, and adjustments made to comply with new regulations, ensuring legal compliance and protecting employee rights under safety and health regulations.

Important Topics Discussed by the Occupational Safety and Health Committee in 2025



- Implement measures for monitoring the work environment pursuant to law. The permissible carbon dioxide concentration within the work environment should be below 5,000pm. All monitoring results in 2025 comply with legal requirements.

- Employees at headquarters engage in slow jogging exercises twice a week, where employees conduct 10 minutes of aerobic exercise to music, promoting health.
- Organized health promotion talks to raise health awareness.

- Increase the number of ISO 45001 internal audit personnel trained.
- Refresher training for emergency first aid personnel.
- Refresher training for occupational safety and health management personnel.
- Refresher training for occupational safety and health supervisors.
- Refresher training for health service nurses.
- Occupational safety and health education and training for new employees.
- Occupational safety and health education and training for existing employees.
- Refresher training for forklift drivers.

- In 2025, most occupational accidents involved traffic accidents commuting to and from work, followed by cut injuries and falls as the second and third most frequent incidents. Apart from collecting and analyzing data, and conducting investigations into the cause of these accidents, the occupational safety and health management unit also turns incident causes and prevention measures into training materials, strengthening internal awareness.

3.4.2 Implementation Plan and Results

Occupational Safety and Health Management System Audit

TLW conducts annual audits of our occupational safety and health management system to ensure that the system continues to operate effectively. Our headquarters location conducts an audit once a year, and an external professional occupational safety and health consultant is engaged to conduct 2 audits a year. The headquarters occupational safety and health management unit also conducts audits from time to time during the year. No major deficiencies were discovered in internal and external audits in 2025.

Occupational Safety and Health Hazard Identification and Risk Assessment Process

Pursuant to occupational safety and health regulations, and work environment monitoring and supervision results, TLW's work environment currently does not pose any risk of specific occupational diseases to workers. Additionally, each department and store implements hazard identification and risk assessments each year under the guidance of occupational safety and management personnel, where the work environment and operational procedures for each work operation is assessed for potential hazards. Should assessment results reveal any unacceptable risks, improvement measures will be immediately implemented to reduce the risk level to within a tolerable range.

1 Hazard Identification

Identify hazards in work environment and operations

- Establish risk assessment management procedures, take inventory of each operation and work environment, and identify any potential hazards.

2 Hazard Description

Identify cause of hazards

- Conduct in-depth investigations into potential hazards and study the reasons for their cause.

3 Risk Assessment

Conduct risk assessment

- Assess the severity and likelihood of occurrence for each hazard based on laws and regulations, and on the long-term work experience and professional knowledge of our senior employees and occupational safety and health personnel.

4 Improvement Measures

Implement hazard controls

- Should an unacceptable risk be discovered through the assessment, implement hazard controls to address the hazard's origin, pathway, and related personal protection, engineering, and administrative management measures. Ensure that the risk posed by the hazard has been assessed and handled, and limit its risk to a tolerable range. No unacceptable risks were discovered in 2025.



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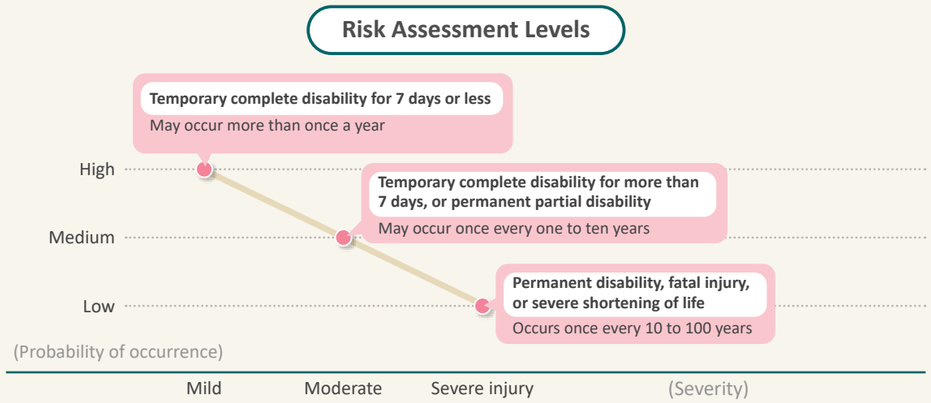
2 Professionalism: Comprehensive Home Services Solutions

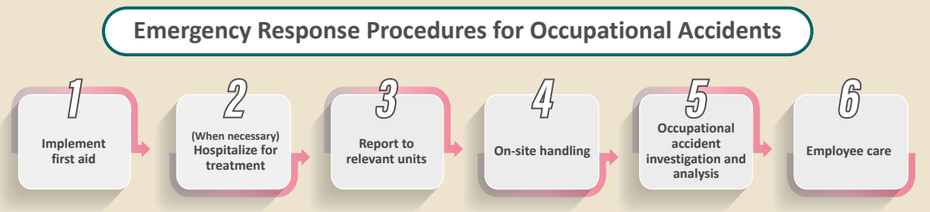
3 Peace of Mind: Happy and Inclusive Workplace
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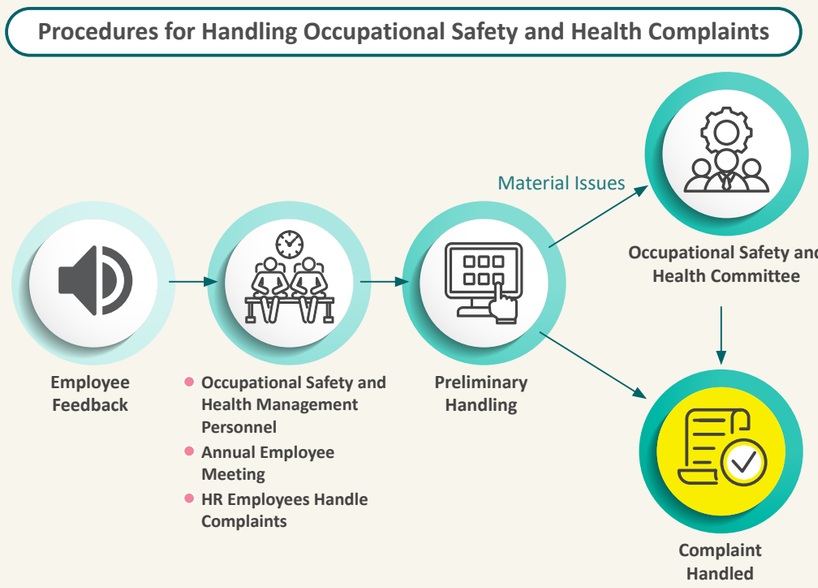
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Hiring Security Personnel

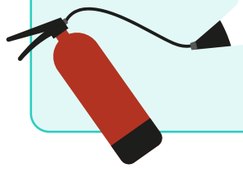
Some TLW stores hire in-store security personnel to help monitor safety. Pursuant to the law, we notify security providers of potential hazards and convene contractor consultation group meetings in order to implement safety and health management of contractor operations. Additionally, we also hire occupational safety and health personnel to provide one hour of occupational safety and health training to contractors each year, exceeding regulatory requirements. By improving the occupational safety and health knowledge of contractors, we are able to prevent occupational accidents.

Fire Safety Management

In order to protect employee lives and property, TLW has followed our parent company Test Rite Group's policies to fully implement office fire safety management measures. Pursuant to law and internal rules, we have established a robust fire safety management system, installed fire safety equipment, and adopted fire response measures, enhancing employee fire prevention awareness and response capabilities. In order to further reduce risks, we planned to optimize our fire monitoring system in 2025 to enhance early warning capabilities,established fire safety disclosure guidelines, risk assessment, and risk level management system,and also continued to improve our employee fire safety culture and response capabilities.

All fire safety equipment at TLW headquarters and our stores have been installed pursuant to the Fire Services Act, and fire safety inspections are regularly conducted and reported to the competent authority each year. Should any defective equipment be discovered, or if a fire extinguisher is about to expire, we will make arrangements to repair or replace the equipment as quickly as possible, ensuring workplace fire safety. Additionally, we have established a self-defense fire brigade pursuant to law. We hold regular fire prevention drills to enable employees to understand their responsibilities in the event of an accident.

Test Rite Group Fire Safety Management Targets



Inspection pass rate for fire-fighting equipment	Number of fire accidents
100%	0
Achieved	Achieved

Fire Safety Management Measures

Fire Safety Equipment Management	● Regularly inspect fire safety equipment such as fire extinguishers, automatic sprinkler systems, and smoke detectors to ensure that they are operating normally.
Emergency Response Plan	● Conduct drills of evacuation plans and fire response procedures at least once a year.
Regular Training and Seminars	● Self-defense fire brigade personnel receive basic fire safety knowledge and evacuation training once a year. ● Headquarters employees receive digital disaster prevention training once a year. ● Designated fire prevention managers receive professional training and obtain certification. ● Maintain contact with external firefighting units, and regularly invite these units for on-site training. Through on-site interactive training, practical drills, and question and answer discussions, help them gain a deeper understanding of electrical safety.
Promote Proactive Reporting Culture	● Encourage employees to proactively report issues to avoid potential hazards.
Raise Level of Importance to Management	● Test Rite Group's management has incorporated accident prevention and safety as part of ESG policy, ensuring that resources are invested towards implementing safety measures.
External Collaboration	● Work with fire safety equipment repair and consulting firms to obtain guidance and assistance with submitting related reports. Regularly inspect and review all fire safety installations and equipment throughout our building, and improve and optimize our fire management system. ● Become a New Taipei City Disaster Prevention Corporate Partner, and jointly organize large-scale fire drills.
Review and Improvement	● Conduct proactive reviews and look for issues to implement improvement plans. All previous fire accidents and false alarms which occurred at our stores have been made into case studies and distributed to each store as training materials, preventing similar incidents from reoccurring.

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2025 Occupational Accident Statistics

In the 2025 occupational accident statistics, the most common cause of accidents were traffic accidents when commuting to and from work, followed by cut injuries, and falls. Once an incident occurs, it is handled following our occupational accident emergency response procedures. After headquarters receives information on each incident, they will communicate the cause of the incident and prevention measures to each store, and also request employees to undergo training to prevent similar incidents from recurring.

In 2025, we will continue to promote work safety protection for all of our installation technician partners, and enhance installation technician training. We require technicians to obtain the government Occupational Safety and Health Card, and as of the end of 2025 more than 300 installation technicians have completed certification for the Card. All technicians are also required to complete and sign the occupational safety hazard notification through the app before starting work each day, implementing daily safety reminders to reduce the risk of accidents. Additionally, no incidents of occupational diseases were reported at TLW and our contractors and partnered suppliers in 2025.

Four Major Occupational Safety Protection Plans

TLW has promoted occupational safety and health protection plans, and conducted questionnaire surveys and used assessment forms to systematically identify and assess risks, discovering potential hazards. We provide employees with any required assistance, and continue to monitor and optimize the effectiveness of implemented measures.

1 Prevention Plan for Musculoskeletal Diseases Caused by Repetitive Actions

Each store completes a Musculoskeletal Disease Symptoms Questionnaire each year, and physicians and nurses provide care to employees identified as being at risk through the questionnaire, providing health improvement or medical advice.

2 Prevention Plan for Diseases Resulting from Abnormal Workload

Each store completes a Fatigue Questionnaire each year, and we have physicians and nurses evaluate the conditions of employees, arrange for physician consultations, and provide health management, medical, or stress relief advice.

3 Prevention Plan for Workplace Misconduct

The Group has designed the Hazard Identification and Risk Assessment Form, Workplace Misconduct Self-Review and Monitoring Form, and Work Environment Inspection Records Form based on the Group's Rules for Preventing Workplace Misconduct in order to better understand misconduct against employees in the workplace, and provide medical assistance or adjust job roles for victims.

4 Maternal Health Protection Plan

Pregnant employees and their supervisors are requested to fill out a Worker Health Self-Assessment Form for Pregnant Women and Women One Year After Childbirth, as well as the Workplace Hazards Assessment and Maternal Health Protection Measures Form. Physician consultations are then arranged if necessary.

2025 Occupational Accident Statistics

	TLW			Test Rite Home Service			Contractors and All Partnered Suppliers		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
A Number injured	23	19	42	0	0	0	6	0	6
B Number of fatalities	0	0	0	0	0	0	0	0	0
C Number of injuries considered severe occupational injuries	0	1	1	0	0	0	1	0	1
D Total number of employees (Note 3)	999	844	1,843	28	26	54			
E Total number of occupational injuries (=A+B)	23	18	41	0	0	0	6	0	6
F Total work hours (Note 4)	1,891,138	1,593,036	3,484,174	55,776	51,792	107,568	381,170		
G Occupational injury rate (=E/F*1,000,000)	12.16	11.30	11.77	0	0	0	0	0	-
H Proportion of severe occupational injuries (=C/F*1,000,000)	0.00	0.63	0.29	0	0	0	0	0	-
I Total number of absent work days	2,217	2,804	5,020	20	54	74			
J Total number of work days	248,751	210,156	458,907	6,972	6,474	13,446			
K Absence rate (=I/Jx100%)	0.89%	1.33%	1.09%	0.28%	0.83%	0.55%			
L Total number of lost work days	359	221	580	0	0	0			
M Lost work day rate (L/F*1,000,000)	189.83	138.73	166.47	0	0	0			

Type of occupational accident			
	Traffic accidents X 30 Falls X3 Ergonomic hazards X2	Cut injuries X 2 Trip and falls X3 Collisions X1	None	Falls X 2 Cut injuriesX 2 Twisting injuriesX 2

Note 1: There were 249 actual work days in 2025.

Note 2: The number of days lost include days lost due to traffic accidents.

Note 3: Data on the total number of workers for our contractors and all partnered suppliers has not been provided, due the high worker turnover and total number of workers.

Note 4: Total work hours for contractors and all partnered suppliers are estimated based on the quantity of services provided.



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Occupational Health Services Actions and Results

Health Examination and Follow-Up

- In order to take care of employee health, we provide health examination items and frequency exceeding those required by the Regulations for Labor Health Protection. Both full-time and part-time employees are provided with health examinations once every two years. As our employees are distributed across Taiwan, we have signed agreements with 8 health examination institutions to offer examinations at 12 different location, making it convenient for our employees in each region to visit a nearby hospital for health examinations.
- In 2025, a total of 847 employees completed health examinations (896 people were eligible for subsidized health examinations), representing an examination rate of 97.81%.

Technology-based Physical Fitness Assessment

- We collaborated with the Taipei City Government Department of Sports to utilize smart health equipment and data analysis to help employees easily understand their physical fitness, muscle, and balance health indicators, improving health awareness and creating a more energetic and healthy workplace. 30 persons participated in the program, which achieved a satisfaction rate of 90.4%.



Worker Health Services

- TLW has currently hired 2 full-time nurses, and has worked with physicians specializing in occupational medicine since 2017 to provide worker health services that exceed regulatory requirements.
- In 2025, we held 24 on-site health consultation sessions at our headquarters and store locations, providing a total of 72 hours of on-site medical consultation services that helped addressed health topics including ergonomic hazards, overwork fatigue prevention, and maternity health protection. This helped employees better understand their own personal health risks and the importance of maintaining a healthy lifestyle, enabling them to properly manage their own health and regularly monitor any health abnormalities/illnesses, in turn establishing a healthy workplace culture.

Talking People Health Column

- In order to raise employee awareness of self-health management, we regularly promote one educational article on health promotion or mental health topics each month.

Health Seminars

- Collaborated with the Hsinchu City Lifeline Association to organize a series of diverse physical and mental health courses. 5 sessions were held in total, attracting a total of 373 participants.

EIP (TLW Health)

- In order to enhance employee health knowledge, we publish at least one news article on health promotion measures each month in conjunction with the health-related news announced by the government.

Slow Jogging

- To encourage employees to develop exercise habits, we hold slow jogging events twice a week, helping employees establish healthy lifestyle habits.

Blood Donation Drive

- In collaboration with the Taipei Blood Center, we organized 1 blood donation drive in both the first and second half of the year, encouraging employees to participate in the charity event and donate their blood to show compassion. This not only provides health benefits, but also enables us to continue fulfilling our corporate social obligations. Members of the public were also invited to participate. Through the power of a single bag of blood, we were able to protect multiple more lives. 134 bags of blood were donated in total.



CPR+AED

- We collaborated with the Neihu District Fire Department and Taipei City Hospital Linsen Chinese Medicine and Kunming Branch to organize 1 first aid training course each in the first and second half of the year, teaching CPR and AED techniques through both theory and hands-on practice to help familiarize employees with first aid procedures and create a healthy and safe work environment. A total of 132 people participated in the course, which achieved a satisfaction rate of 97.8%.

Workplace Influenza/COVID-19 Vaccination

- Helped reduce the invisible cost burden on employees needing to travel to a hospital to receive vaccinations, improving employee health protection.
- In 2025, we organized 1 workplace vaccination event with a total of 21 participants (12 people received the vaccine covered by national health insurance, 9 paid for vaccines out-of-pocket, of which 6 received the COVID-19 vaccine covered by national health insurance). The event achieved a 93.4% satisfaction rate.

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EIP Monthly Educational Health Content

2025 / 01	TLW Health Understand measles symptoms and take important precautions!
2025 / 02	TLW Health Subsidized screening for five major cancers ensures stable health
2025 / 03	TLW Health Prevent viral gastroenteritis, and eat safe and healthy!
2025 / 04	TLW Health 3 food safety steps for the Qingming Festival
2025 / 05	TLW Health Watch out for this deadly killer: Aortic dissection!
2025 / 06	TLW Health Grade A+ protection against Hepatitis A
2025 / 07	TLW Health Fight high temperatures and prevent heat injuries!
2025 / 08	TLW Health Quit smoking, your health is the best gift to your family
2025 / 09	TLW Health Protecting memories starts with understanding dementia
2025 / 10	TLW Health Don't become round like the moon! Eat wisely during the Mid-Autumn Moon Festival
2025 / 11	TLW Health Pay more attention to you and your family's health this coming flu season
	TLW Health Low temperatures are here, make sure to stay warm
2025 / 12	TLW Health 5 tips to refuse drinking at meal gatherings without making things awkward





3.4.3 Occupational Safety and Health Education, Training, and Awareness

On-the-Job Education

- Pursuant to the Occupational Safety and Health Education and Training Regulations, employees must receive at least 3 hours of on-the-job occupational safety and health training every 3 years. In order to cultivate employee safety and health awareness, TLW hires professional occupational safety and health speakers to provide employee training each year. We also disseminate safety and health information to our stores from time to time, enabling frontline employees to maintain a high level of occupational safety and health awareness, and reducing the likelihood of hazards occurring.

Occupational Accident Analysis and Case Study

- After headquarters receives information on each incident, they will communicate the cause of the incident and response measures to stores and request that education and training be held to prevent similar incidents from recurring.
- In 2025, headquarters issued information on 4 occupational accident cases to stores, including cases of injuries caused by crushing, falling, and cuts. Each store was requested to carry out education and training for all store employees to prevent similar occupation accidents from recurring.

Contractors

- Include safety and health conditions in outsourcing contracts to ensure the safety and health of contractors.
- Contractors are requested to take photos of their work sites and send these photos to TLW, allowing us to verify if safety standards are met.
- Should an outsourced contractor encounter an accident on the commute to or from work, they shall immediately notify the regional Engineering Services Department supervisor. Depending on the situation, the Company may assist in providing on-site first aid or help seek medical assistance. Personnel from the Work Dispatch Center shall also be notified, and the contractor will not be penalized for any losses that may occur as a result of the accident.
- Implement safety and health education and training for air conditioning installation firms.
- Contractors can contact their sales contact person should they encounter any occupational safety and health issues.



Occupational Safety and Health Training Courses

		Participants	Number of participants	Total course hours
Occupational Safety and Health Management System Internal Auditor Training	ISO 45001 Internal Auditors Each year, depending on necessity	Designated headquarters employees	3	42
Occupational Safety and Health Training (Group Headquarters)	Mandatory courses on Taiwan's occupational safety laws and regulations. Workers are required to complete 3 hours of practical refresher courses (provided through streamed online video) once every 3 years. Annual	Headquarters employees	88	264
Digital Courses on Disaster Prevention	We promote correct disaster prevention knowledge for situations that may arise during daily life, preventing accidents within homes and establishing correct disaster safety attitudes. Courses deeply embed the concept of taking the necessary accident precautions and prepare trainees for handling disasters should they occur, minimizing the damage caused. Annual	Headquarters employees	245	122.5
Occupational Safety and Health Management Personnel	Regular on-the-job training conducted pursuant to the Occupational Safety and Health Education and Training Regulations. Every 2 years	Occupational safety and health supervisors, managers, and administrators	36	505
On-the-Job Training for First Aid Personnel	Regular on-the-job training is conducted every 3 years pursuant to Article 15 of the Regulations for Labor Health Protection. Every 3 years	First aid personnel	63	356
Nurses Specializing in Worker Health Services	Regular on-the-job training is conducted every 3 years pursuant to Article 19 of the Occupational Safety and Health Education and Training Regulations. Every 3 years	Nurses	2	24
Special Work Personnel	Regular on-the-job training is conducted every 3 years pursuant to Article 19 of the Occupational Safety and Health Education and Training Regulations. Every 3 years	Forklift operators	34	158

4

Trust: A Good Neighbor to the Home

Starting from our roots as a home repair products retailer, we have driven social engagement through focusing on the topics “DIY Creative Culture”, “From Store to Home,”, and “Social Welfare”, and leveraged our internal professional expertise and resources to help more consumers, members of the public, and community groups design home spaces and improve their quality of life and well-being, in turn building deeper connections with our stakeholders.

Performance Highlights

- Organized 495 DIY creative experiences and 1,401 free seminars with expert speakers, attracting more than 9,000 participants.
- Collaborated with local community care centers to organize 20 DIY courses exclusively for the elderly, attracting approximately 400 participants.
- Collaborated with social welfare organizations to hold 4 DIY courses for disadvantaged children, attracting 100 participants in total.
- Trained 200 TLW Home Stewards, and provided more than 30,000 in-home services across Taiwan.
- 28 community stores across Taiwan and 400 volunteers participated in the TLW Volunteer Day event, donating a total of NT$300,000 in resources to support disadvantaged groups living in rural areas.
- As part of the Group’s Sponsor a Child’s Christmas Wish program, we provided Christmas gifts to 681 families across 15 different counties and cities, helping 6,950 children across the program’s history.

Sub-chapters

4.1 Social Engagement
4.2 DIY Creative Culture
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4.1 Social Engagement

Starting from our roots as a home repair products retailer, we have focused on the role that "home" plays in every person's lifestyle, and maintained a brand philosophy of "professionalism, trust, and peace of mind." Through our three main social engagement topics: "DIY Creative Culture," "From Store to Home," and "Social Welfare," we have leveraged our professional expertise in home repair, home lifestyle knowledge, and handicraft techniques to enter cities and villages across Taiwan, helping more members of the public create beautiful home spaces and improve their quality of life in order to give back to the public.



1 Creative DIY Experiences
2 Seminars and Activities
3 Community Classroom for Seniors
4 Handicraft Lessons for Disadvantaged Children

Beneficiaries
- General public, elderly people, disadvantaged children

Topic Significance
- Provide different age groups with handicraft experiences that accommodate the different lifestyle habits of the modern age, providing companionship through these experience activities and helping to teach life knowledge and practical skills.

Pathway to Social Engagement through DIY Creative Culture

Main Resources Committed	Activity Outcomes	Impact
• Handicraft experience space • Course instructors and event instructors • Tools and materials	• Organized 495 creative DIY experiences • Organized 1,401 expert seminars, attracting 5,891 participants • Held 20 community classrooms for seniors, attracting a total of 400 participants • Held 4 handicraft lessons for disadvantaged children, attracting a total of 100 participants	On TLW • Gain understanding of the service needs of different groups • Provided reference information for future services and course planning On General Public • Promoted physical and mental growth of participants • Expanded social interactions and community lifestyle participation

1 Community disaster prevention collaborations
2 TLW Volunteer Day
3 Support for other charity activities

Beneficiaries
- Local residents, members of community management committees, condominium management companies, disadvantaged and rural groups, and disadvantaged children

Topic Significance
- Collaborate with government organizations to promote disaster prevention awareness within communities, and establish a disaster prevention product section within our stores and e-commerce platform
- Utilizes TLW resources to support rural areas and disadvantaged groups

Pathway to Social Engagement through Store and Community Co-Prosperity

Main Resources Committed	Activity Outcomes	Impact
• Established a disaster prevention product section in some stores • Assigned professional personnel to provide disaster prevention services • More than 400 volunteers from 28 TLW community stores across Taiwan • Tools for conducting work site assessment and measurement • Donated NT$300,000 in resources • Donated 326 gifts	• Assisted 100 residents in understanding the latest evacuation rules • Completed on-site inspections and compliance improvements for more than 10 communities • Collaborated with World Vision Taiwan to hold the "Spreading the Love through Beautiful Homes" and "Repair + Rescue" dual charity events • 326 children benefited from the Sponsor a Child's Christmas Wish program	On TLW • Cultivated employee compassion and a culture of engagement • Strengthened corporate identity • Improved brand reputation On General Public • Improve home safety and quality of life • Increased residents' trust in the Company • Help the disadvantaged in remote areas, plant seeds of kindness, and create a positive growth environment

1 TLW Home Stewards

Beneficiaries
- Local residents

Topic Significance
- In response to Taiwan becoming a super-aged society, the rise in single-person households, and rising demand for repairing aging homes, TLW has entered local residence communities to provide services

Pathway to Social Engagement through Providing From Store to Home Services

Main Resources Committed	Activity Outcomes	Impact
• Manpower provided by the 200 TLW Home Stewards across Taiwan • TLW community store resources	• Provided over 30,000 in-home services 	On TLW • Strengthened connection between our stores and local residents • Improved brand reputation On General Public • Improve home safety and quality of life • Increased residents' trust in the Company

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4.2 DIY Creative Culture

TLW pioneered Taiwan's DIY movement, and in 2016 we established Test Rite Maker to create a space where hands-on DIY crafts can coexist with creativity. By providing a rich range of DIY tools and materials, we strive to provide professional and high-quality courses that allow DIY enthusiasts to enjoy an unforgettable hands-on experience. We also offer exclusive courses for different age groups. For example, we offer DIY courses specifically for the elderly to help them practice their hand-eye coordination.We also organize events limited to children which help to cultivate DIY life skills from an early age. Additionally, Test Rite Maker also organizes various free and diverse expert seminars which teach the public practical skills on home repair, tools, and equipment operation.









4.2.1 In-store Creative DIY Experiences

Test Rite Maker has carefully planned DIY handicraft experience courses focused on four main themes: Wood-crafting games, joint parent-child learning, coexisting with animals, and coexisting with animals. Each of these themes are closely related to the diverse needs of modern lifestyles. We have organized numerous sessions each month to provide participants with more flexible and rich course options. 23 instructors from Test Rite Maker serve as course instructors, and we held 495 creative DIY experiences in 2025, attracting a total of 3,132 participants. These experiences allow participants to not only learn practical woodworking skills, but also serve as quality family bonding time able to help them rediscover warmth and balance in their lives. These experiences allow us to find time in our busy schedules to regain new inspiration and inner motivation.

Wood-Crafting Games	Three-layer handheld storage boxes, DIY book shelves, Christmas doorbells, shaker stationery cases, and multipurpose pine wood stools, etc.	212 sessions
Joint Parent-Child Learning	Giraffe table lamps, pine wood pinball machines, acrylic Christmas trees, little ghost music chimes, and shark Beyblades, etc.	238 sessions
Coexisting with Animals	DIY pet food bowl stand coloring experiences, cat food bowl stands, cute hungry monster storage boxes, retro television-themed pet beds, and adjustable pet tables, etc.	8 sessions
Coexisting with Nature	Staghorn fern mounting boards - grid board style, succulent plant display cases, zen kokedama landscape arrangements, water culture plant decorations, etc.	37 sessions

Stakeholder Feedback

We distribute satisfaction surveys to participants after they complete a course in order to obtain direct feedback from course participants. This information is used to optimize future courses. In 2025, we received many positive pieces of feedback, which has motivated us to continue improving:

- "The course is fun! It gives children new types of experiences and stimulation."
- "The instructors explained the procedures very carefully, and warmly guided children to take part."
- "A good educational activity that also helps build family bonds!"
- "Children can gain a sense of accomplishment through creating DIY crafts."
- "The course helped me relief stress, it was a great experience!"
- "The course let kids operate machines by themselves (drilling holes, cutting), it looked like they had a great time."
- "Letting kids learn more about tools and how to operate them is a great introductory experience."
- "I had an excellent experience! I am definitely interested in joining and experiencing other handicraft courses given the opportunity!"
- "Course content is interesting and interactive!"

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4.2.2 Seminars and Activities

We organized free seminars on a wide variety of topics, sharing practical knowledge on home living to provide greater inspiration on and teach practical home repair skills to the public, inspiring them to learn DIY techniques and expertise and improving their home quality of life. In 2025, we held a total of 1,401 free expert seminars across all stores, attracting a total of 5,899 participants.

Expert Seminars

Water Purification Seminar	We teach basic water quality testing methods that can help determine whether the water quality at home is safe. Through in-person interactions, we help children to a better understanding of how water is supplied to their homes, and teach them the differences between filtered and unfiltered water through understanding the origins of each drop of water we drink in our daily lives. This further teaches the importance of water use, including learning about tap water pollution, and interactive residual chlorine testing.	108 sessions
Kitchen and Bathroom Seminars	Participants learn to replace sinks and faucets, safe cooking skills, washing techniques, replacement of shower heads, etc.	216 sessions
Painting and Waterproofing Seminar	Participants learn about the use of various brushes, and how to choose the most suitable roller brushes and paintbrushes. This includes teaching basic information on paintbrushes and roller brushes, environments suitable for painting, painting methods, and things to watch out for. Explanation on outdoor waterproofing procedures and materials, as well as teach simple and effective methods for removing efflorescence on walls, are also provided.	187 sessions
Home Appliances Seminars	Participants learn basic air-conditioning cleaning and maintenance, as well as how to correctly install air-conditioning filters to simultaneously improve room cooling while saving electricity. They also learn the functions of humidifiers, and how to choose appliances most suitable for their homes, including understanding humidifier types, confirming the dimensions of their home spaces, and basic introductions to home appliance operation/functions and maintenance.	241 sessions
Lighting Seminar	Participants learn how to select between different types of lighting fixtures, and how to create a comfortable atmosphere through DIY.	82 sessions
Containers Seminar	Professional home organizers are invited to teach how storage containers and cabinets should be paired, and how to select the right containers based on personal habits.	145 sessions
Floor and Curtains Seminar	Participants learn how to install click-lock flooring as well as how to choose curtain materials and styles to beautify their homes while also protecting their privacy.	183 sessions
Hardware Tools Seminar	Participants learn techniques for selecting the correct electric screwdrivers and accessories, including an introduction to the different types of screwdrivers and explanations of the functions of screwdrivers, tool accessory usage, and maintenance.	188 sessions
Home Safety Seminar	Instructions are provided on the use of self-defense spray for street security guards and how to gauge distances to deploy self-defense spray against assailants; an introduction to home security alarms and real-life case studies are also provided.	51 sessions









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4.2.3 Community Classrooms for Seniors

In response to Taiwan's transition towards a super-aged society, TLW has organized a series of DIY courses exclusively for elderly groups, and collaborated with local community care centers to ensure that these courses not only help train the hand-eye coordination of elderly participants, but also allow them to gain a new sense of accomplishment through the handicraft process. In the future, TLW will continue to design and promote more elderly courses. We hope to enrich the lives of these seniors through our own creative DIY techniques.

Training Hand Coordination for Seniors

Program Content		● Community care centers are established in village administrative offices or by private organizations, mainly providing elderly care, health promotion, and home visit services, allowing elders to lead safe and comfortable lifestyles in communities familiar to them. TLW has worked with local volunteers to plan DIY experience courses for the elderly. Through our courses on operating tools and power equipment, we allow the elderly to continue learning new skills, implementing the spirit of "life gets better as you get older" through understanding, respecting, and cherishing the elderly.
Program Targets		● Elderly seniors
Course Content		● Using Test Rite Maker's resources, we organize hand crafting courses suitable for the elderly from time to time each quarter, including courses on gardening and repotting, painting, LED display tours, installing faucets, and changing toilet water tanks, etc. We also organized seminars on home DIY knowledge, such as on simple woodworking and gardening. This has enabled us to accompany these elderly seniors as they explore the joys of life, and create a fulfilling retirement lifestyle.
Resources Committed		● Test Rite Maker established a dedicated team to promote various elderly services.
Outcome and Benefits		● We received countless pieces of positive feedback through our post-course questionnaire from the approximately 400 participants of the 20 courses held.
Social Impact	Internal	● As Taiwan becomes a super-aged society, demand for services will inevitably increase. This program has therefore enabled TLW to understand the expectations of seniors, helping us explore the future development direction of related services.
	External	● Through participating in the creative DIY handicraft course, the elderly are able to grow both physically and mentally through developing better hand-eye coordination, learning new knowledge, and participating in teamwork. At the same time, since there are no restrictions on who can participate, these courses also help the elderly expand their social circles.

Stakeholder Feedback

- The instructor patiently explained the operating procedures, and didn't become impatient when seniors moved slowly or forgot the instructions, putting participants at ease.
- The course interactions created a lively and vibrant atmosphere, and creating the final product in the end provided a great sense of accomplishment!
- The price charged for each course session includes meal costs, which puts a strain on limited budgets. I hope there can be more good-value courses to take part in.







4.2.4 Handicraft Lessons for Disadvantaged Children

Handicraft Lessons for Disadvantaged Children

Program Content		● We worked with social welfare organizations to contribute towards helping disadvantaged children in society. In 2025, we worked with the youth welfare service centers of local social affairs bureaus to design customized courses able to meet the learnings needs of children, and inspire their interest in DIY hand crafting.
Program Targets		● Disadvantaged children, children under 12 years old, and their parents
Course Content		● Mount Fuji Perpetual Calendar, Christmas Lights Piggy Bank
Resources Committed		● The Test Rite Maker team proactively engaged with social welfare organizations to promote the program, hoping to help disadvantaged children develop a "learn by doing" attitude towards life.
Outcome and Benefits		● We received countless pieces of positive feedback through our post-course questionnaire from the approximately 100 participants of the 4 courses held.
Social Impact	Internal	● Became a stable collaboration partner to various social welfare organizations through these activities.
	External	● Encouraged and guided children to participate in creative DIY handicraft courses, helping to boost both their physical and mental growth through teaching basic hand crafting concepts, tool usage, and teamwork, inspiring their interest in hand crafting. Through the DIY concept of "learning by doing," we have helped guide children to experience the joys and accomplishment of DIY crafts.

Feedback from social welfare organizations

- These courses are able to meet children's needs. Since many participants have limited financial resources, we recommend holding more courses with lower prices.







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4.3 From Store to Home

TLW not only provides product sales services through our stores, but also actively delivers our professional expertise into home environments, helping to resolve various home improvement problems through practical action. Apart from the continued increase in the number of elderly and people living alone, which has driven growing demand for in-home services, we have also observed that many ordinary families lack regular home measurement and repair habits. On top of that, many residential buildings in Taiwan have hidden repair costs due to aging pipelines and cracking walls due to their old age, as well as lack fire safety equipment. These issues are often overlooked due to a lack of urgency. However, they may potentially affect home safety if not timely addressed. We have therefore launched the TLW Home Steward service to provide comprehensive home repair solutions, improving overall home quality.

4.3.1 TLW Home Steward

Actions in 2025 TLW stores across Taiwan provide thousands of in-home services each year by leveraging our resources and expertise, giving back to the community and supporting community development.

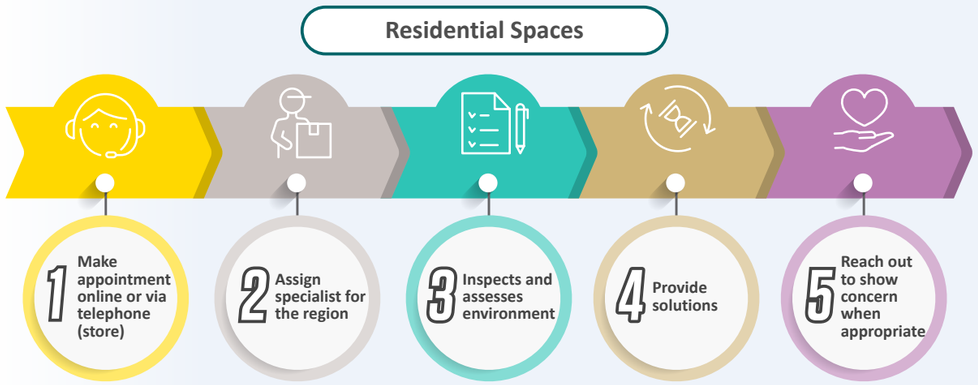
Program Content

	Event Description	Number of sessions	Number of beneficiaries	Proportion of committed resources
Water quality inspection service	Household water quality inspections for chlorine, pH value, and impurities	3,000	3,000 residents	10.0%
Assist in air conditioning DIY cleaning	Helps customers who have purchased air-conditioning cleaning materials clean their air-conditioners	150	More than 150	5.0%
Home space inspection service	Conducts various safety inspections of bathrooms, kitchens, living rooms, and bedrooms in customer homes, discovering customer needs	20,000	More than 20,000	85.0%

Program Targets	● TLW members/General public	
Resources Committed	● Trained 200 TLW Home Stewards	
Outcome and Benefits	● Provided more than 30,000 in-home services across Taiwan in 2025, providing residents with assistance and advice on various home improvement issues.	
Social Impact	Internal	● Through our community stores and TLW Home Stewards, we actively interact with households and families, strengthening links between stores and consumers and enhancing employee service awareness to allow residents in the region to more easily understand how they can use our services to resolve issues with their home living spaces and improve their quality of life. This in turn improves TLW's brand reputation. ● Feedback from residents helps TLW continue to discover different home needs, further motivating us to develop new services able to satisfy changing market needs.
	External	● Helped residents understand how to resolve home repair problems and improve quality of life. ● Promoted importance of home environment safety and comfort through TLW Home Steward program. ● TLW Home Steward proactively provided services to improve the safety and trust of residents, promoting safety and a higher quality of life.



TLW Home Steward Service Process



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Highlights

Sanchong Jimei Store 2025 / 11 / 25

Example: Services extended from home repair consultation/assistance, and care for the disadvantaged ▶ Elderly living alone/families with elderly members

Resources Committed	Outcome and Benefits	Social Impact
Qualitative: Home Steward proactively showed concern for customer home accommodation difficulties/provides assistance beyond salesperson role	Qualitative: Resolved home accommodation difficulties that customer has struggled with for years	Qualitative: Established a service example for other employees
Quantitative: Dispatched 1 Home Steward/approximately 2 hours	Quantitative: 1 customer feedback commendation/1 reel published to social media	Quantitative: Improved customer trust and corporate approachability

Stakeholder Feedback

- A customer proactively sent in a letter expressing gratitude for help with resolving a problem they had struggled with for years.

Today is Tuesday, November 25. Thank you so much for the help.

I had struggled for many years with a broken cabinet in my home, since I was unable to carry it down from the 4th floor to the designated trash collection location. A moving company had quoted me a price of a few thousand dollars for the job.

I live in a single-parent household, just my daughter and me, with no one able to help. Today, my struggle for the past several years has finally been resolved, thank you so much.

This also made me realize that TLW has already offered this type of service for 6 years. I just contacted our Village Chief, and told them where to look in the future should our community require similar services again.

Thank you for everything.

The old things have been removed, and I will be going now to TLW to buy a new cabinet, everything is great now thanks to your help.



Feedback from TLW Home Steward

"One small action in exchange for a big heartwarming experience"

A sweet old lady came to the service counter.

She said to me: "The cabinets in my home's kitchen have been broken for a long time... but there is no elevator on the fourth floor, and I can't move the cabinets downstairs by myself... so I could never buy a new one."

She had came to TLW previously to browse cabinets, and had already selected the one she wanted.

However, since the cabinet she chose was a "self-installed product," she couldn't call for a technician to come to her house and remove the old cabinet.

So she had been stuck like this, kicking this problem down the road... for a long, long time.

By chance, I met her that day.

After listening, I said to her: "Old lady, I'll help you carry the old cabinets downstairs, don't worry about it!"

Her eyes immediately welled red with emotion, and she continued to say to me: "Thank you... this problem had troubled me for so long, I didn't think that today would be the day it gets resolved."

She later wrote a letter of appreciation, which really warmed my heart to the core.

Actually...

When it comes to "home matters," sometimes what customers need are not the products themselves, but someone willing to help think of a solution and carry it out together with them.

This is the meaning behind the TLW Home Steward service.

All Home Matters, Big or Small, is Always a Job for TLW

Is your home facing any small difficulties, which you've been struggling with for a long time?

Feel free to send a message, I'll see what I can do to help you ease that burden



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4.4 Store Community Co-Prosperity

4.4.1 Community Disaster Prevention Collaboration

Based on the World Bank's Natural Disaster Hotspots: A Global Risk Analysis research report, Taiwan is considered a high-risk region due to its exposure to multiple types of natural disasters, and its high fatality risk indicators. The main types of natural disasters affecting Taiwan include earthquakes, typhoons, and flooding. In response, TLW has actively integrated government resources and signed a memorandum of understanding with the Linkou District Office in 2024 on corporate disaster prevention efforts. This year, we have continued to collaborate with the New Taipei City government to promote disaster prevention activities, and regularly organized various educational events on disaster prevention in the neighboring communities of our stores across Taiwan. We spread awareness on various self-initiated disaster prevention concepts, including: Preparing emergency lighting equipment, regularly inspecting and repairing home living environments, fixing furniture in place, etc. These measures can help the public make advance preparations against disasters, protecting their homes.

Utilizing Public Sector Influence to Improve Public Disaster Prevention Awareness

Program Content		● In conjunction with the Ministry of the Interior's disaster prevention month activities, we established a disaster prevention products section at each of our stores across Taiwan, promoting various disaster prevention products and enhancing the public's disaster prevention awareness. ● Collaboration with New Taipei City Government: TLW collaborated with the New Taipei City Government in 2025 to participate in the Disaster Prevention Carnival event and jointly implement disaster prevention drills with community residents. We also promoted various disaster prevention products and attended the disaster prevention meetings held by district offices in different regions. By integrating government administrative resources with our corporate capabilities, we enhanced the disaster resilience of both the communities and the company, and helped community residents improve their self and mutual support abilities.
Program Targets		● Local residents
Resources Committed		● If necessary, our physical stores can set up disaster prevention product sections to promote disaster prevention products. ● A disaster prevention product section has been established on our online shopping platform, allowing customers to browse related products. ● Collaborated with the disaster prevention policies of central and local governments, allocating professional manpower towards providing disaster prevention services. ● Invested manpower and resources into marketing, and actively promoted disaster prevention awareness to the public through social media and other channels.
Outcome and Benefits		● Established partnerships with New Taipei City Government. ● The TLW Xinzhuang store was recognized as an Outstanding Disaster Prevention Corporation by the New Taipei City government.
Social Impact	Internal	● Obtained more human resources to develop disaster prevention products and provide professional services. ● Established a long-term positive and professional corporate image.
	External	● Established a disaster prevention product section on our online shopping platform, allowing families across different regions to purchase disaster prevention products as part of their normal shopping routine. ● Spread awareness on related information through the media, helping consumers learn the importance of disaster prevention, incorporate various disaster prevention advice, and enhance the effectiveness of government efforts to promote disaster prevention awareness.





Entering Communities to Enhance Home Safety

Program Content		● Regulatory promotion and education: Clearly explain the current building technical regulations and the latest building standards announced by each county and city through seminars, posters, and information sessions. ● On-site inspection and diagnosis: Dispatched professionals to inspect public areas within communities, and help to determine whether potential evacuation routes have been blocked by metal gates. ● Tailored suggestions for improvement: Provide improvement suggestions for metal gates based on site conditions (e.g., remodeling, removing, or replacing with safety gate that meets safety regulations). ● Introduce plans able to both prevent theft and ensure evacuation safety: Educate residents on how they can use smart locks and anti-theft monitoring methods to improve home safety while also meeting evacuation needs. ● Follow-up and guidance: Continue tracking improvements to the community, and provide necessary technical support and work assistance.
Program Targets		● Local residents (especially residents with public entrance routes blocked by metal gates) ● Members of community management committees ● Condominium management companies
Resources Committed		**Human resources** ● Appointed TLW Home Stewards to conduct on-site inspections and explain regulations ● Renovation departments at participating stores provide support by implementing renovation improvements **Material resources** ● Promotional materials (brochures, presentations, posters) ● Evacuation safety checklist, on-site measurement tools **Financial resources** ● Event costs (site fees, material production costs) ● Subsidies for required training and transportation costs
Outcome and Benefits		● Educated residents in more than 200 regions on the latest regulations on evacuation routes. ● Completed on-site inspections and compliance improvements for 60 households in at least 20 communities. ● Reduced the risk of penalties imposed on communities following government audits. ● Encouraged residents to implement other home security upgrades (such as smart locks and emergency lights).
Social Impact	Internal	● Improved the regulatory knowledge and consulting-style sales techniques of internal personnel through implementing the program.
	External	● Upgraded the image of TLW's Home Stewards team to "Home Safety Consultant," establishing the brand as professional and trustworthy in the minds of customers. ● Strengthened public safety in residential areas, and reduce incidents of fire evacuation routes being obstructed. ● Raised awareness on evacuation amongst community residents and improved self-initiated disaster prevention and management capabilities. ● Promoted the smooth implementation of local government policies, achieving the goal of building a safe community.

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4.4.2 TLW Volunteer Day

TLW organized the “Spreading the Love through Beautiful Homes” volunteer program in 2025, leveraging our professional home repair expertise to not only deeply integrate ourselves into homes and communities, but also encourage TLW employees to use their own abilities to show care and deliver resources into every corner of society in need, creating a positive impact.

In order to help out a more diverse range of disadvantaged groups, TLW has collaborated with non-profit organizations to hold charity activities. By integrating local resources, we hope to provide real help and companionship to those living in Taiwan’s rural and remote areas, jointly creating a better home.

Spreading the Love through Beautiful Homes

Program Content		● In conjunction with the 30th anniversary of our business operations in Taiwan, we collaborated with World Vision Taiwan to hold the Repair + Rescue dual charity event. Through the event, we helped repair classrooms and learning spaces for children in Yilan County’s remote areas, helping to create safer learning spaces for children that they can use with peace of mind, We also participated in the 30 Hours Famine experience event held by World Vision, and made donations to fund humanitarian aid expenses, continuing to spread love through action.
Program Targets		● The children and humanitarian aid recipients supported by World Vision Taiwan
Resources Committed	Qualitative	● The TLW Luodong store and responsible departments conducted an advance survey of sites, assessing and communicating with residents on their requirements and confirming which portions needed to be repaired and replaced. This preparatory work required personnel to make multiple trips to the region, committing over 1 month of their time. ● The Company provided volunteer leave for all participants. The Company President and management executives also jointly participated in the repair work in-person on the day of the event. The repair work for the event included improving learning space storage capabilities and lighting sources, external paint application, optimizing learning spaces, and enhancing the safety of balcony environments. Aging electronic appliances such as fire alarms and gas stoves were also replaced, improving overall safety within the space. ● In collaboration with the 30 Hours Famine event, TLW donated funds to World Vision Taiwan to support families with special needs in Taiwan for each employee registered to participate in the event.
	Quantitative	● Nearly 400 employees participated in the volunteer program. Our headquarters location and all 28 stores in Taiwan each had employees participate in the program and spread their love. ● Donated a total of NT$300,000 in resources to improve both the present and futures of children in need through the Repair + Rescue dual charity event.
Social Impact	Internal	● Cultivated employee willingness to contribute and show compassion, while also echoing the Company’s culture and values of professionalism, peace of mind, and trust. ● With support from the departments responsible and the Company’s management, we were able to enhance employee identification with the Company, and attract more high-quality and like-minded employees to join TLW.
	External	● Helped young students in remote areas to have safe learning and living environments they can use after school with peace of mind, encouraging children to maintain gratitude towards society and helping to create an environment able to foster positive learning and growth. ● Through physical experiences and aid donations, we helped provide World Vision Taiwan with the resources necessary to provide humanitarian relief and improve the lives of children in vulnerable regions.

Stakeholder Feedback

- TLW volunteers: "We were happy that we could use our own expertise to create safer and more secure learning spaces for children, which will accompany them as they grow."
- World Vision Taiwan East District Office Director: "Through support from each store and scholarship aid, children are no longer forced to abandon their studies due to financial difficulties. A little care from the general public can have the power to change children’s lives. World Vision deeply understands that a child’s growth depends not only on learning book knowledge, but also requires an environment that provides companionship and support. These learning locations are what children depend on, ensuring that when they face issues with school, life, or mental troubles, someone is always there to lend a ear and be by their side. I am grateful to TLW and the public for these contributions, allowing this care to be continue to be delivered, and letting more children embrace hope and move forward with confidence."
- World Vision Taiwan: "I am grateful for the compassionate actions taken by TLW, which has helped create safe environments through their expertise and love. By turning this love intro strength, we can help accompany children towards a more secure future."





TLW volunteers participating in the 30 Hours Famine



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4.4.3 Other Charity Support

Sponsor a Child's Christmas Wish

Christmas is a festive holiday full of love, hope, and warmth. TLW has continued to partner with the World Peace Association for 8 consecutive years to help make children's Christmas wishes come true. We have taken concrete action to convey joy and blessings, continuing to spread our love through society to bring happiness to disadvantaged children.

The items that children wish for are mostly basic life necessities with practical use, such as stationery for learning, daily life necessities, and clothes. Some wishes are also about their budding dreams or future goals. Many children also show their care for their families, and express hopes that their hardworking family members can share in the joy of receiving gifts together. Over the years, TLW employees have not only spent time on wrapping each single Christmas present, but also attach handwritten greeting cards. In consideration of the reading age of the children, the handwritten text is also accompanied by phonetic symbols, aiming to convey warm thoughts to the heart of every child without barriers.

Program Content		● Children receiving aid from the World Peace Association
Program Targets		● HR Department employees and the Company's management calls on TLW and Test Rite Group employees to adopt a child's Christmas wish together in the Christmas month each year. ● In 2025, TLW headquarters and stores delivered a total of 326 gifts.
Outcome and Benefits		● Across the past 8 years, TLW and Test Rite Group employees have personally purchased gifts and delivered their own blessings to a total of 6,950 children in 681 families across 15 counties and cities in Taiwan.
Social Impact	Internal	● With support from the departments responsible, and through the long-term promotion of the program by the Company's management, we cultivated a willingness to contribute and show care from employees, while also enhancing employee identification with the Company. This in turn attracts more high-quality and like-minded employees to join TLW.
	External	● We showed care for disadvantaged children and helped make their wishes come true, encouraging them and their families to develop gratitude and hope towards society, and positively impacting their future development.

Stakeholder Feedback

- World Peace Association: "These small seeds of kindness links together human interactions and warmth, while also evoking the goodness and beauty in each everyone's heart. The commitments made by TLW's Christmas angels to each child are also like the acorns in stories. They continue to take root, grow, and pass on their spirit.
- Each gift is attached with a card written by a Christmas angel for the children, full of their strong and sincere feelings. When each child receives the gift, they can also feel the precious emotions behind them. By reading the blessings on each gift, each child can happily speak out the words and sentences expressed, and share their happiness with their classmates."



Sponsor a Child's Christmas Wish

Dècor Hoüse: Establishing a Sustainable Charity Platform

The Dècor Hoüse Taoyuan store (hereinafter referred to as Dècor Hoüse) is committed to building a bridge that allows the public to participate in charity efforts and raise social awareness on a wider range of issues, in line with a core goal of supporting charity organizations and disadvantaged groups. We have proactively developed deeper long-term collaborations with charity partners, and continued to expand our social influence. For this reason, Dècor Hoüse has allowed its store space to be used as a charity promotion platform free of charge, helping collaborating organizations to introduce the aid services they provide and the groups they help to the public. This allows more members of the public to understand the mission and needs of charity organizations, in turn gathering concrete support from the public.

In 2025, Dècor Hoüse has continued to utilize the value of its store venue to work with charity organizations in different fields and organize more activities, including charity sales, blood donation drives, performances from street artists with disabilities, and stray animal adoption programs. It has worked with organizations including the Renyou Sanatorium, Hondao Senior Citizen's Welfare Foundation, Chensenmei Social Welfare Foundation, Taoyuan Autism Association, Institute for the Blind of Taiwan, Sunshine Social Welfare Foundation, Huikuang Guide Dog School Taiwan, Mao Tui Tui Animal Rescue Association, Rotary Club of Taoyuan King Hawk, and the Nature in Spring Charity Sale. Using the charity sales events held as an example, below is a specific breakdown of the concrete social impact that Dècor Hoüse and collaborating charity organizations have jointly achieved.

2025 Dècor Hoüse Charity Sale Events

Program Targets		● General public ● 9 charity organizations, including the Renyou Sanatorium, Hondao Senior Citizen's Welfare Foundation, Chensenmei Social Welfare Foundation, Taoyuan Autism Association, Institute for the Blind of Taiwan, Sunshine Social Welfare Foundation, Huikuang Guide Dog School Taiwan, Mao Tui Tui Animal Rescue Association, and Nature in Spring Charity Sale.
Resources Committed		● The Dècor Hoüse store venue and facilities were used, and participating volunteer workers were allowed to park free of charge. ● Assistance, event planning, and on-site support to ensure that the event proceeds smoothly. ● Used marketing resources (social media, posters, announcements) to help charity organizations boost exposure for their sale event. ● Collaborated with charity organizations to jointly plan promotional content and presentation methods, improving the overall effectiveness of the event.
Social Impact	Internal	● Improved employee identification with the Company's charity values, and enhanced team cohesion through joint participation in activities, providing employees with a shared mission and feeling of participation, creating a positive work culture.
	External	● Through charity sales and charity initiatives, we increased exposure for charity organizations and provided more opportunities for them to obtain resources, allowing more people to understand the aid services they provide and their needs. This has further boosted public participation in charity activities, and through the process promoted positive interactions and collaboration between Dècor Hoüse and various charity organizations.

Stakeholder Feedback

- Charity organizations express that the effective exposure and fundraising opportunity has provided positive support.







5

Environmental Protection: Sustainable Management Culture

This chapter explains how TLW has enhanced corporate resilience and long-term competitiveness, and deepened our green operations, risk management, and information security measures through a core focus on sustainable governance. In response to climate change and the energy transition, TLW has implemented energy conservation, carbon reduction, and circular resource recycling. We have also ensured the stable implementation of these sustainable strategies through systematic governance and cross-departmental mechanisms, and have promoted green products in line with the “environmental” aspect of ESG, deepened privacy protections in line with the “social” aspect, and strengthened Board of Directors functions in line with the “governance” aspect. By incorporating sustainable concepts into day-to-day operations, we have actively respond to the United Nations Sustainable Development Goals (SDGs) and shaped long-term value.

Material Topics

- Corporate Governance and Integrity
- Risk Management and Regulatory Compliance
- Economic Performance

Performance Highlights

- In 2025, the TLW Nankan, Bade, and Pingzhen stores all received the Taoyuan City Excellent Green Store award.
- The TLW Beitun store received the Taichung City Low-Carbon Mall Certification.
- Collaborated with PackAge+ to use circular recycling packaging services for 1% of all packages shipped during the year.
- Achieved the Ministry of Environment’s target of reducing the average weight of packaging materials by 30%.
- Recycled a total of 82,430 light bulbs and 11,831 kg of dry batteries in 2025.
- Recycled 1,417,869 PET bottles in 2025.

Sub-chapters

5.1 Green Operations Management
5.2 Sustainable Governance Structure



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Management Approach to Material Topics

Material Topics: Corporate Governance and Integrity

Policies and Commitments
- Corruption has a negative impact on the Company's development and social stability. TLW has upheld a business philosophy of maintaining professional integrity, and we not only seek to comply with laws and regulations, but also proactively require employees and supply chain partners to comply with the Company's internal anti-corruption guidelines.

Responsible Unit
- Human Resources Department, Finance Department, Audit Office

Resources Committed
- Board of Directors, human resources personnel, legal affairs personnel, procurement personnel, all employees.

Response Measures and Management Actions
- Communicate major operational guidelines and hold meeting discussions through the Board of Directors and functional committees, including on information security risk management and intellectual property management plans.
- Improved corporate governance transparency through information disclosures on the Company's official website.
- Continued to promote business integrity through multiple internal channels.
- Established governance rules and signed integrity commitments.
- Remained updated on laws and regulations at all times to formulate and amend relevant company rules, and promoted regulatory awareness internally from time to time.

Complaint Mechanism
- Taiwan 02-8791-5965 & 02-8791-5966 Whistleblowing@testritegroup.com

Evaluation Mechanism
- The audit unit regularly reviews results achieved by implemented operations, and tracks and confirms improvement plans.

2025

Targets
- Have 100% of employees sign the Integrity Commitment Letter in 2025; have 100% of suppliers sign.
- Include 2 female members on the Board of Directors.

Achieved
- In 2025, 100% of employees and suppliers have completed signing the Integrity Commitment Letter.
- The Board of Directors has 4 female members.

2026

Short-term Targets
- Establish an investor section on the Company's official website where investors can look up corporate governance information.

2027~2029

Medium-term Targets
- Corporate governance evaluation: Achieve 21-35%.
- Board of Directors diversity: Have one gender make up at least 1/3 of the Board of Directors, and have more than half the Board be composed of independent directors.
- Conduct business integrity education and training at least once a year, with all employees completing the training.
- Have employees internalize the Company's cultural values of business integrity, and adhere to the integrity guidelines in their daily work.

After 2030

Long-term Targets
- Corporate governance evaluation: Achieve 6-20%.
- Maintain stable financial management, and continue distributing profit dividends.

Material Topics: Economic Performance

Policies and Commitments
- TLW makes every effort to further the Company's development, and we have continued to implement effective plans and prudent management. We also make good use of financial instruments and diversify funding sources to strengthen our capital structure and increase returns on shareholders' equity.

Responsible Unit
- Finance Department

Resources Committed
- Sales, Procurement and Marketing Department, finance and legal affairs personnel.

Response Measures and Management Actions
- Committed to developing integrated online and offline services to meet the diverse needs of consumers.
- Continued to expand the community store service network, developed the TLW Home Steward program to more closely integrate into consumer lifestyles and help effectively resolve home repair issues in local communities, expanding awareness of our brand within the market.
- Continued to improve and optimize sustainable supply chain and service business partner management, ensuring that TLW products and services meet consumer expectations.

Complaint Mechanism
- Investors' mailbox: TLW_IR@TLWgo.com
- Contact information provided under "Stock Affairs" in the "Investor Relations" section of the TLW website.

Evaluation Mechanism
- Regularly track sales performance progress and propose improvement plans.
- Monitor market trends and public sentiment, and make timely adjustments to operational plans.

2025

Targets
- Exceed NT$9 billion in annual revenue.
- Open 6 new community stores, establishing a total of 40 community stores across Taiwan.
- Have employees proactively make sales, and provide proactive and timely high-quality services in order to achieve high sales and profit performance.

Achieved
- Annual revenue exceeded NT$8.63 billion.
- Opened 3 new community stores, establishing a total of 37 community stores across Taiwan.

2026

Short-term Targets
- Exceed NT$10 billion in annual revenue.
- Open 8 new community stores, establishing a total of 45 community stores across Taiwan.

2027~2029

Medium-term Targets
- Continue to improve product competitiveness, actively expand market share through establishing new stores, and improve operating performance to generate profits and returns to shareholders.

After 2030

Long-term Targets
- Continue to increase shareholders' equity across the long-term.

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Material Topics

Risk Management and Regulatory Compliance

Policies and Commitments

- We market and label our products and services pursuant to the relevant laws and regulations, or the requirements at the importing location. At the same time, we have included the Company's organizational structure and the newly-emerging risks we face in our risk management scope. These issues are jointly managed and related measures implemented by the Board of Directors and each of our operating units.

Responsible Unit

- General Manager's Office, Finance Department

Resources Committed

- Legal personnel, audit personnel, product inspection personnel, risk management personnel, counseling, advisory, and certification expenses

Response Measures and Management Actions

- Regularly provide information security and personal data management training for all Company employees.
- Optimized legal reporting mechanisms: For example, we established an energy-saving label system.
- Strengthened compliance systems: For example, we re-examined store storage space and layout guidelines, and conducted warehouse safety compliance reviews.
- Established risk management rules.
- Each business unit identifies, analyzes, measures, responds to, monitors, reviews, and reports the existing and potential risks they face and the level of impact of each risk based on each unit's different operating characteristics. Response measures are also proposed to address each risk.
- In response to the requirements of the competent authority and local regulations, we promote awareness on different regulatory topics to the Company's employees and offer advice on these topics.
- The Company purchases information security, credit, and operations-related insurance.

Complaint Mechanism

- All stores across Taiwan.
- Investors' mailbox: TLW_IR@TLWgo.com
- The contact channels provided in the "Contact Customer Service" section of the official TLW online shopping website.

Evaluation Mechanism

- Conduct internal self-audits and external third-party audits at least once a year to ensure that the information security and personal data management system is operating effectively.



2025

Targets

- Risk Management: Fully achieve all personal data, information security, and intellectual property management targets.
- Compliance with laws and regulations: Effectively reduce major violations.
- Audit tasks: Complete all audit tasks.
- Improve risk management and education and training.
- Have no major violations of regulations.
- Increase the number of audit tasks through the risk assessment mechanism.

Achieved

- All targets related to personal data, information security, and intellectual property rights management have been achieved.
- Improvements have been implemented to address all major violations.
- 100% of all audit tasks have been completed.
- Information security, credit, and operations-related insurance has been purchased.

2026

Short-term Targets

- Risk Management: Fully achieve all personal data, information security, and intellectual property management targets.
- Compliance with laws and regulations: Effectively reduce major violations.
- Audit tasks: Complete all audit tasks.
- Improve risk management and education and training.
- Have no major regulatory violations.
- Increase the number of audit tasks through the risk assessment mechanism.
- Enhance information security, credit, and operations-related insurance mechanisms.

2027~2029

Medium-term Targets

- Risk Management:
  - Strengthen the Company's ability to manage personal data security.Hire impartial and independent third parties to conduct reviews every 2 years to ensure the effective operation of the personal data security management system.
  - Deepen the Company's information security management capabilities.Hire impartial and independent third parties to conduct reviews every 3 years to ensure the effective operation of the information security management system.
- Compliance with laws and regulations:
  - Have no major violations of regulations.
  - Establish a regulatory compliance and legal reporting mechanism to gradually improve quality management performance each year.
- Audit tasks:
  - Complete all planned audit tasks.

After 2030

Long-term Targets

- Establish a risk management platform and improve risk management mechanisms.
- Establish a Cross-departmental Compliance Management Team.
- Obtain external verification under the Taiwan Intellectual Property Management System (TIPS) and continue related operations.

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Material Topics

Privacy and Information Security

Policies and Commitments

- Establish an information security management system, create an information security management policy and information system assessment and risk handling plan, continue implementing Information Security Management System (ISMS) effectiveness evaluations and remediation and prevention systems, strengthen our operational processes and environmental protection capabilities, and improve information security techniques and information security management system operational capabilities, in order to ensure that information security policies are implemented in compliance with external audit evaluation standards. Additionally, provide regular information security protection education and training to enhance employee information security awareness.

Responsible Unit

- Information System Management Department

Resources Committed

- Information System Management Department

Response Measures and Management Actions

- Regularly reviewed information security policies and implementation results.
- Regularly conducted information security training.
- Regularly performed vulnerability scanning and penetration testing of information application systems to ensure a secure information environment.
- Conducted internal self-audits and external third-party audits at least once a year to ensure the effectiveness of the information security management system.

Complaint Mechanism

- All stores across Taiwan.
- Test Rite Group investor mailbox: TLW_IR@TLWgo.com
- The contact channels provided in the "Contact Customer Service" section on the TLW online shopping website.

Evaluation Mechanism

- Regularly measure information security indicators and review results.
- Regularly convene information security management review meetings, review ISMS management, and track results.
- Regularly carry out third-party audits and reviews to ensure that information security management policies meet evaluation standards.

2025

Targets

- Organize social engineering drills and information security education and training.
- Complete and implement all required rectification measures and related supporting measures before recommended regulatory deadlines to address and manage risk vulnerabilities found to require monitoring through reviews.

Achieved

- 100% of employees passed the information security education and training courses based on the course examination criteria.
- Completed one vulnerability scan and rectified the high-risk vulnerabilities found. Vulnerabilities continue to be tracked and observed.

2026

Short-term Targets

- Continue to carry out information security education and training, as well as social engineering drills to elevate the information security awareness and vigilance of all employees.
- Strengthen data protection mechanisms to ensure the confidentiality, integrity, and availability of internal company and customer data.

2027~2029

Medium-term Targets

- Strengthen information security capabilities and ensure the effective operation of the information security management system.
- Establish a dedicated information security unit to create and implement the Company's internal information security policies.
- Strengthen supply chain information security management, ensure that suppliers meet the Company's information security standards, and conduct regular risk assessments and reviews.

After 2030

Long-term Targets

- Implement information security policies and privacy protection measures to achieve target of zero data breaches.
- Strengthen information security incident management mechanisms, implement real-time monitoring of internal and external information security activities, and improve information security defense capabilities.



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5.1 Green Operations Management

TLW is committed to promoting energy-conservation and electricity-saving operating policies, and promoting sales of green and environmentally friendly products. We have also educated our employees on how they can lead by example, expanding the impact of electricity and energy conservation efforts. Additionally, TLW has required all medium and large-scale stores to obtain the Ministry of Environment's Green Store certification. As of 2025, all newly-opened small-scale community stores have also obtained the Green Store certification.

5.1.1 Creating an Eco-Friendly Green Consumption Store

TLW Eco-Friendly Day sees stores working with consumers to support recycling

TLW has held the Eco-Friendly Day event for more than 12 consecutive years. Each of our stores encourage consumers to bring in their used batteries or LED lights on Saturdays to participate in the store's recycling rewards program. TLW provides participants with membership points in exchange, which can be used as store credit. Through these efforts, we have encouraged consumers to participate in green actions and increased store consumption stickiness, expanding the benefits from recycling light bulbs and waste batteries.

We selected government-approved eco-friendly waste transport companies to work with, regularly arranging for these vendors to collect the light bulbs and batteries collected by each store. Stores participating in the Eco-Friendly Day also set up cardboard compactor machines at their store locations, allowing customers to immediately compact waste cardboard and have it recycled by the store after unpackaging their products. These measures have not only raised environmental protection awareness amongst consumers, but effectively reduced resource waste.

In terms of achieved results, a total of 82,430 light bulbs were recycled in 2025, which customers exchanged for 247,290 product points. 11,831 dry cell batteries were recycled, and NT$312,270 in discount vouchers were issued in exchange. As part of our efforts to promote eco-friendly green activities, we also engaged in a major collaboration with the ECOCO smart recycling machines in 2025, adding the option to recycled PET bottles. 1,417,869 bottles were recycled in 2025, and NT$283,574 in discount vouchers were issued in exchange.



2025 Eco-Friendly Day



ECOCO smart recycling machine for recycling PET bottles



ECOCO machine installed at Xinzhuang store



Light Bulbs and Batteries Recycled on TLW Eco-Friendly Days in 2025

	Number recycled	Exchanged points
Light bulbs	82,430 bulbs	NT$247,290
Battery	11,831 kg	NT$312,270
PET bottles	1,417,869 bottles	NT$283,574

Event value
NT$843,134

Participating members
6,785 persons

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Promoting replacement of LED lights

TLW has continued to integrate energy conservation, health, and environmental protection efforts into our sales efforts in 2025 by encouraging consumers to purchase green products. In particular, we have chosen to promote LED products as our main green product. We created an LED experience booth that allows customers to directly experience the difference in the energy efficiency of LED products compared to other types of lighting products. These booths also allowed customers to personally experience how LED lights look in typical home scenarios. In 2025, we sold 180,000 sets of LED ceiling lights, 1.03 million LED light bulbs, and 260,000 LED tube lights (including 4-foot and 2-foot tubes). Compared to traditional T8 lights, these lights can altogether help reduce carbon emissions by approximately 140,000 metric tons.

LED light bulbs/tube lights sales volume

	2023	2024	2025
LED ceiling lights (unit: 3 lights)	-	-	183,802
LED light bulbs (unit: bulbs)	1,405,132	1,363,995	1,038,184
LED 2-foot tube lights (unit: tubes)	110,814	118,690	107,132
LED 4-foot tube lights (unit: tubes)	152,639	172,498	159,639
Electricity consumption saved per year (unit: kWh)	282,068,255.1	276,755,796.9	316,913,531.25
Approximate quantity of carbon emissions reduced (unit: metric ton of CO_2e)	139,341.7	131,182.25	147,998.62

Note: The figures presented in the table above are calculated based on the formulas below

1. Electricity consumption saved per year = (conventional lighting wattage - LED lighting wattage) × daily usage hours × 365/1000.
2. The electricity carbon emission factor is based on the latest figures announced by the Energy Administration, Ministry of Economic Affairs. The emissions factor for 2025 is 0.467 kg CO_2e/kWh. Since the electricity carbon emission factor for the year is announced at a different time compared to when the sustainable report is prepared, this affects our data results, and the data figures presented in the newest sustainable report shall be considered the most accurate.
3. The LED ceiling light contains three LED light bulbs.
4. Although the wattage is different, we have adopted a conservative average estimate of one 9W LED light providing the same brightness as a 60W incandescent light bulb, and assumed a daily usage of 10 hours.

   Electricity conserved (kWh): (60W-9W)×10 hours×365 days/1,000=186.15 kWh/year.
   Carbon emissions reduced: 186.15 kWh × 0.467kg CO_2e = 86.93kg CO_2e.
5. 4-foot tube lights mainly have a wattage of 18W, and 2-foot tube lights mainly have a wattage of 9W. To ensure that both lights are calculated in the same uniform method, 2 2-foot tube lights are calculated as having the same wattage as 1 4-foot tube light.
   The brightness of a 4-foot 18W LED tube light is equivalent to a 45W conventional T8 tube light, and daily usage is calculated as 10 hours a day.
   Electricity savings (kWh): (45W-18W)×10 hours×365 days/1,000=98.55 kWh/year.
   Carbon emissions reduced: 98.55 kWh × 0.467kg CO_2e = 46.02kg CO_2e.



TLW created an LED experience booth to help consumers directly experience LED lights, promoting LED products as the first choice when purchasing lighting products.

Received the Excellent Green Store Award and actively promoted the sale of green products

As a leading green product retail chain, all TLW stores have obtained the Ministry of Environment's Green Store certification. We not only sell green products, but have also established resource recycling areas and provided clear and accessible guidance that encourage consumers to choose green products. The competent authorities of each county and city government regularly collect sales data on green products from TLW, using this data as a basis for evaluating various green store awards.

Additionally, TLW continues to be commended and recognized by various local county and city governments. Our Beitun store has been awarded the Taichung City Low-Carbon Mall certification for two consecutive years, and our Nankan, Bade, and Pingzhen stores have all received the Excellent Green Store awards in 2025, showing how we have made continuous contributions to environmental protection and green consumption.


Taichung City Low-Carbon Mall Certification—TLW Beitun store



Commended as Excellent Green Store - TLW Nankan, Bade, and Pingzhen stores

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A shopping environment that supports green consumption

TLW strives to create a green shopping environment, and we have included "green shopping environment" as one of our major performance indicators, accompanying consumers as they transition towards a low-energy consumption and low-carbon lifestyle. At the same time, we have continued to share sustainable lifestyle concepts and promote green marketing activities through various digital social media platforms, including our official Facebook and LINE accounts. In 2025, the TLW Facebook page reached approximately 33.75 million people.

- Store employees provide professional energy conservation education and guidance: Store personnel actively promote energy conservation knowledge and emphasize its importance to consumers, turning each shopping experience into an opportunity to learn more about environmental protection and helping consumers reduce energy consumption and carbon emissions in daily life.
- Participation in the government's energy conservation season and awards: We have actively participated in the energy-saving season promotional activities organized by the central or local governments, as well as entered energy conservation awards. We have also held green lifestyle experience events at our stores, encouraging consumers to prioritize energy-saving products.
- Establishing dedicated store section for energy conservation products: Each store has established a dedicated energy conservation products section, which collects and displays different energy conservation products. Through prominently displaying energy conservation labels, we guide consumers to also seek out products with similar labels in other sections of the store, making it more convenient for them to select green consumption choices.
- Full-scale promotion of eco-friendly shopping bags and electronic invoices: TLW has stopped all sales of non-eco-friendly shopping bags, and encouraged consumers to use recycled paper boxes or eco-friendly shopping bags. We have also actively promoted the use of electronic invoices at our service counters in line with our paper reduction strategy.
- Designed reward exchange programs and incentive mechanisms: We offer various promotional discounts for products with the Energy Efficiency Level 1 or Level 2 label, such as cash rebates, discount vouchers, lucky draw events, and zero-interest installment payment plans. We have also provided shopping discounts in line with the government's energy-conservation initiatives, such as offering discounts for purchasing energy conservation products in collaboration with the power-saving voucher programs offered by the environmental protection departments of various local governments.



5.1.2 Energy, Resources, and Waste Management

TLW has established an energy conservation task force at all stores to create energy conservation management plans for each store and invest resources into implementing energy conservation measures. At the same time, we have actively promoted internal store education on energy conservation, and verified whether each unit has implemented energy conservation policies for stores.

The Dècor Hoüse Taoyuan store has constructed a rainwater collection system and installed energy-efficient high voltage transformer equipment. We have also used low-e glass able to block heat from the summer sunlight, reducing air-conditioning usage within our buildings. The Taoyuan store has already established a smart power monitoring system to monitor different store sections and detect abnormal energy consumption in real-time. We plan to adopt data analysis methods to further optimize our power load and reduce unnecessary power consumption. All parking lot lights have been replaced with high-efficiency LED energy-conserving lights, which has helped reduce the power consumed by parking lot lights by 50%. We have also collaborated with vendors to build electric vehicle charging facilities, further enhancing the store's energy conservation measures.

Implementing Green Management at TLW Stores

Governance
Establish a dedicated energy audit unit

- Each store has established an energy conservation promotion task force: Responsible for creating energy conservation management plans, implementing energy conservation tasks, and promoting energy conservation policies and education.
- Regular inspections: We regularly invite our equipment vendors to conduct in-store inspections of each store's air-conditioning efficiency, and have allocated annual budget amounts for replacing aging air-conditioning units and compressors.
- Government collaborations: Take advantage of the electricity conservation guidance programs established by the Ministry of Economic Affairs and Taipower helping corporations to improve energy efficiency.
- Carbon emissions management: The Nankan store was the first to complete a carbon inventory and establish related carbon management systems. In the future, we will expand these efforts to other stores and implement carbon emissions management.

Operations
Manage energy consumption in stores

- Implement the 5R principles to reduce environmental burden (Reduce, Reuse, Recycle, Rethink, Reject)
- Based on our past experience with obtaining ISO 50001 certification for the Shihlin store, we have established a set of professional standard operating procedures for energy conservation management, and provided these procedures to other stores as a reference for establishing their own energy management procedures, which has helped achieve significant energy-conservation results.
- Stores are only partially powered outside of business hours; escalators are changed to power on and off based on an infrared motion sensor; air conditioning is set at 26-28°C, and set to fan mode in the autumn and winter; air-conditioning equipment is set to bring in fresh outside air when the weather is cold.

Promote
Provide a comprehensive eco-friendly and energy-saving product series

- Continue developing green products, launching promotions and discounts for eco-friendly and energy-conserving products from time to time, and reshape the public's impression of energy-conservation products as being inaccessible, encouraging more people to make energy-efficient products their first choice.
- Regularly provide store sales personnel with green consumption education and training, teaching green product knowledge and sales techniques.
- Each store actively collaborates with local governments to promote and participate in energy-saving activities and competitions

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Energy Management

In 2025, 100% of power consumed by TLW came from electricity purchased externally from the grid. TLW uses eco-friendly lighting at our headquarters office, Yangmei logistics center, and all of our stores. We also adjust the usage hours and intensity of our power-intensive air-conditioning systems based on the season.

Due to our business characteristics and business hours, TLW's main sources of energy consumption are the electricity consumed by our stores, and electricity consumed by air-conditioning. In order to reduce the environmental impact of our business operations, the Company regularly requests vendors to conduct inspections on whether air-conditioning systems are operating efficiency at our store locations, and to replace aging air-conditioners and compressors. We have also gradually reduced the amount of electricity purchased through our power purchase agreements, reducing the electricity and energy consumed by our stores. At the same time, TLW has collaborated with various county and city governments to hold electricity-saving competitions, and access the electricity conservation guidance programs that the Ministry of Economic Affairs has provided for corporations, helping each store save energy and electricity.

In order to understand how each store has used energy resources, TLW has completed a greenhouse gas inventory in 2025 and established a carbon emissions management system.

The gasoline and diesel consuming equipment used at TLW mainly includes company vehicles, forklifts, and power generators. Our headquarters location is an office, and so consumes no diesel. The only fuel consumed is gasoline by company vehicles. TLW regularly adjusts reserve fuel levels for power generators based on past usage experience, in order to prevent excess residual fuel from degrading. During the typhoon season, our stores will test emergency power generators in advance after a sea typhoon warning is issued to ensure that they are operating normally. These tests are not restricted by two-week operational cycles, taking into account our emergency power generation and generator testing needs while reasonably managing reserve fuel levels. At the same time, TLW has allocated budget amounts for replacing aging vehicles each year in order to reduce the gasoline and diesel consumed by company vehicles, apart from the Xinzhuang and Shihlin store which switched to renting new company vehicles in 2024. In 2025, we will continue implementing daily fuel consumption management and regular maintenance for company vehicles in order to maintain low-carbon transportation methods and reduce fuel consumption.

2025 Electricity/Energy Consumption Statistics

TLW Electricity Consumption[1]

	2023	2024	2025
Purchased electricity (kWh)	34,210,052.10	37,018,574.80	38,785,520.10

TLW Electricity use intensity[2]

	2023	2024	2025
Electricity use intensity (kWh/m²)	153.82	149.18	157.55
Changes in electricity use intensity compared to previous year (%)	-	-3.0%	5.6%

Note 1: This table includes data from both TLW and Test Rite Home Service.
Note 2: Total floor area in 2025 was 246,182.26m².

TLW Energy Consumption[3]

	2023	2024	2025
Purchased Electricity (GJ)	123,184.2	133,297.2	139,627.9
Gasoline (GJ)	326.0	515.2	304.5
Diesel (GJ)	234.4	148.8	247.8
Natural Gas (GJ)	-	-	6,854.3
Total Energy Consumption (GJ)	123,744.6	133,961.2	147,034.5

TLW Energy Intensity[4]

	2023	2024	2025
Electricity use intensity(GJ/NT$ million)	9.39	13.95	16.27

Note 3: The scope of this data includes both TLW and Test Rite Home Service.
Note 4: 2024 energy intensity figures were revised after internal data verification.

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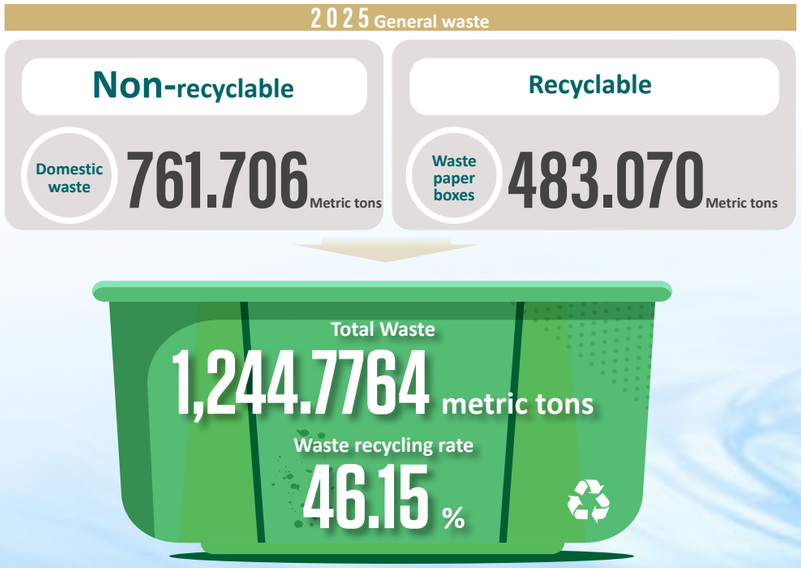
Greenhouse Gas Emissions Management

In 2025, TLW's Scope 1 energy consumption emissions mainly included those from gasoline and diesel, refrigerants, septic tanks, and fire extinguishers, amounting to 1,585.77 metric tons of CO_2e. Scope 2 emissions mainly included those from externally-purchased electricity, amounting to 18,384.34 metric tons of CO_2e. Total emissions amounted to 19,970.10 metric tons of CO_2e, and total greenhouse gas emissions intensity was 2.21 metric tons CO_2e/NT$1 million.

		2024 (tCO_2e)	2025 (tCO_2e)
Scope 1	Emissions from stationary combustion sources	350.84	365.05
	Emissions from mobile combustion sources	45.32	30.66
	Fugitive emissions sources	1,200.14	1,190.06
Scope 2	Energy indirect emission sources (purchased electricity)	17,546.80	18,384.34
Greenhouse gas emissions intensity	(A) Total greenhouse gas emissions	19,143.11	19,970.10
	(B) Revenue (NT$ million)	9,600	9,037
	Greenhouse gas emissions intensity (A/B)	1.99	2.21

Waste Management

All of the waste generated by TLW is general waste. Since a relatively large number of waste paper boxes are generated during business operations, stores will first compact paper boxes into paper bales for recycling, before handing them over to a contracted professional recycling vendor for processing. At present, all TLW stores across Taiwan have partnered with recycling vendors to recycle and process waste.



Water Stewardship

TLW attaches great importance to the use of water resources and water conservation concepts. Each year, we take inventory of the total water withdrawn, water consumed, and water discharged at all of our operating locations across Taiwan. Although water withdrawal in 2025 was the highest in the past three years, this change was mainly due to an increase in our operational scale and number of operating locations, as well as changes to our water use conditions (such as changes to our business hours and business spaces, and the water intensity of our facilities). Overall, this increase remained within a range attributable to reasonable operational fluctuations. Despite the slight increase in water consumption, TLW has continued to promote water conservation and water resources recycling measures to reduce water intensity. For example, we have installed a rainwater collection system within the store space at our Xitun store, and recycled the collected rainwater to water plants.

The Dècor Hoüse Taoyuan store has also installed water-saving aerators on frequently-used water faucets in store toilets. With regard to safe water use at the store, we have continued to improve overall sustainability performance through upgrading equipment and reducing consumption at the source. After discovering that sewage system tanks were damaged through a routine inspection at the store, we began a large-scale upgrade project to reinforce our sewage system and prevent similar incidents, which was completed within 6 months. This major investment effectively strengthened the durability of our sewage system structure and improved sewage treatment efficiency, reducing leakage and environmental risks to ensure stable business operations at the store location. Additionally, we have also reduced chemical pollutants at the source by requiring all cleaning vendors and in-store food and beverage counters to only use biodegradable cleaning agents with the governments Environmental Protection Label, reducing the burden on the sewage treatment system and improving the overall quality of the water usage environment.

Water Withdrawn

2023	119.50
2024	191.80
2025	195.74

(Unit: million liters)

Water Consumed

2023	-
2024	-
2025	-

(Unit:million liters)

Water Discharged

2023	119.50
2024	191.80
2025	195.74

(Unit: million liters)

Note: This table includes data from both TLW (including stores) and Test Rite Home Service.

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Additionally, we have introduced the following measures across our overall business operations to reduce the environmental impact of waste materials:

Office - Paperless operations

Currently, TLW has fully adopted a paperless operational process internally. We established a B2B business platform in 2001, and have continued to introduce more administrative operations conducted through the platform. While reducing paper usage, these measures also enabled the Company to reduce printing errors and pass on cost savings to consumers. We hope that these actions can further drive our upstream and downstream business partners to also enhance their eco-friendly measures. Data for 2025 shows that the number of administrative forms (including order forms, product inspection forms, and product return forms) saved amounted to approximately 1,241,838 pieces of paper, equivalent to reducing carbon emissions by approximately 7.6 metric tons CO_2e. After taking into consideration the forms saved by suppliers, total carbon emissions were reduced by 16.9 metric tons CO_2e.

Stores - Electronic services

- Electronic invoices: TLW stores have cooperated with the government to promote electronic invoices. In 2025, the utilization rate for electronic invoices at TLW reached 54.9%, an increase of 4.3% compared to 50.6% in 2024.
- APP: Through establishing our own app, TLW has accelerated the process of transitioning to paperless operations at stores. The paper discount vouchers, product catalogues, tool rental forms, and course sign-up sheets frequently used in the retail industry have all been made available and usable online, reducing the amount of paper consumed. In 2025, all membership card applications were submitted through our app, reducing the amount of paper-based membership application procedures. In 2025, this helped save 2,654 sheets of A4 paper in membership application forms, reducing carbon emissions by approximately 0.02 metric tons.
- Digital price tags: Our retail channels have trialed the use of digital price tags to reduce paper printing, including at two of our large-scale stores, the Shihlin store and Dadun store. Each store replaces approximately 3,647 price tags each sales cycle, estimated to consume 58,352 sheets of A4 paper each year in total. In the future, we will continue to increase the number of stores adopting digital price tags, and also integrate other systems to automate the management of peripheral equipment, upgrade our business operations, and improve employee productivity. In 2025, we estimated that 58,352 sheets of A4 paper can be saved each year through the use of digital price tags, reducing carbon emissions by approximately 0.47 metric tons.
- Digital catalogues: Together with promoting energy-conserving products, we have also created catalogues that inform the public of our comprehensive home energy conservation and carbon reduction solutions. Retail sales channels have reduced the number of printed paper catalogues, and instead send out digital catalogues to members. These catalogues are also available on our shopping website, facilitating customer communication. Additionally, TLW reduced paper catalogue and promotional material printing costs by 81% in 2025 compared to 2024.

Stores - Rent instead of buy services

TLW has also provided consumers with tool rental services, reducing the amount of waste materials generated through offering rent instead of buy services. This also reduces the environmental pollution caused by waste batteries and other tool accessories. In 2025, a total of 6,637 tool rentals were provided across all TLW stores.

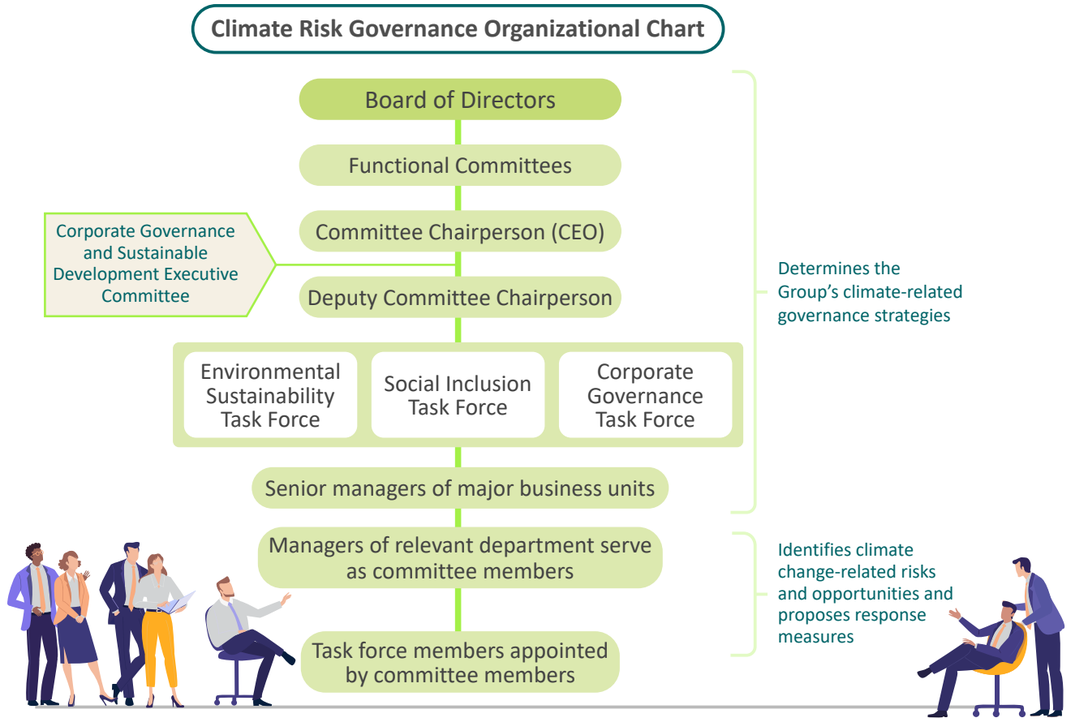


5.1.3 Climate Change Response Strategies and Management

TLW has collaborated with Test Rite Group from 2020 onwards to disclose climate-related risks and opportunities following the Task Force on Climate-related Financial Disclosures standards. We have conducted a risk and opportunity analysis of the transition and physical risks we face as a result of market changes and extreme climate events, and established response strategies to address material climate-related risks and opportunities in order to effectively manage our climate risks and opportunities.

Governance

The Environmental Sustainability Task Force of Test Rite Group's Corporate Governance and Sustainable Development Executive Committee is responsible for the Group's climate governance strategies. The Task Force's main responsibilities include formulating and implementing climate-related management policies, regularly reporting to the Company's Corporate Governance and Sustainable Development Committee and Board of Directors on policy implementation progress, and obtaining approval.



Strategy

Test Rite Group has adopted climate-related risk and opportunity identification mechanisms, fully assessed the impact of various risks and opportunities on business operations, and proposed corresponding response strategies. At the same time, we have conducted annual education and training, regularly reviewed policy implementation status, and continued to stay updated on any changes to risks and opportunities, in order to reduce the impact of environmental issues on TLW.

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Identification and assessment process for climate-related risks

Test Rite Group has integrated the climate risks and opportunities identified into our existing risk management framework. Each department assesses and identifies their individual climate-related risks and opportunities based on their own business operations and status, and proposes response measures. The scenario assumptions and factor coefficients used during the risk identification process to assess the impact on our operations and finances mainly include the following parameters: Business-As-Usual (BAU) carbon emissions, suggested carbon prices, revenue growth estimates, labor costs, store revenue, product gross profit, and energy costs, etc. Additionally, TLW also takes regulatory trends, consumer behavior, extremely heavy rainfall intensity, and raw material price trends into consideration as analysis factors. Through an analysis incorporating the above factors, TLW is able to assess the financial impact of climate-related risks and opportunities on the Company's product costs, management costs, and business revenue, and use these analysis results to establish risk corresponding risk strategies and response measures.

Identification Process

1 Select Risks and Opportunities	• Select domestic and international climate-related risks and opportunities relevant to the retail business based on our industry characteristics.
2 Select Risks and Opportunities	• Conduct in-depth discussions on climate-related topics and understand the definition of each risk. Study domestic regulations, markets, and technology trends. • Conduct composite analysis on each topic to understand the impact and effect the risk or opportunity would have on TLW through factors such as its likelihood of occurrence, level of impact, and time of occurrence.
3 Identify Material Risks and Opportunities	• Assess risk values according to the risk inventory results, their likelihood of occurrence (L) and level of impact (M), and compile the Group's overall material risks and opportunities. • Collect information on climate risks and opportunities and management mechanisms/strategies.
4 Confirmation and Management from Senior Managers	• Select domestic and international climate-related risks and opportunities relevant to the retail business based on our industry characteristics.



Climate-related risk and opportunity management and response measures

Through the steps described above, Test Rite Group has selected 5 material climate risks and opportunities for 2025 from the list of identified risks and opportunities, including 1 transition risk, 3 physical risks, and 1 opportunity.

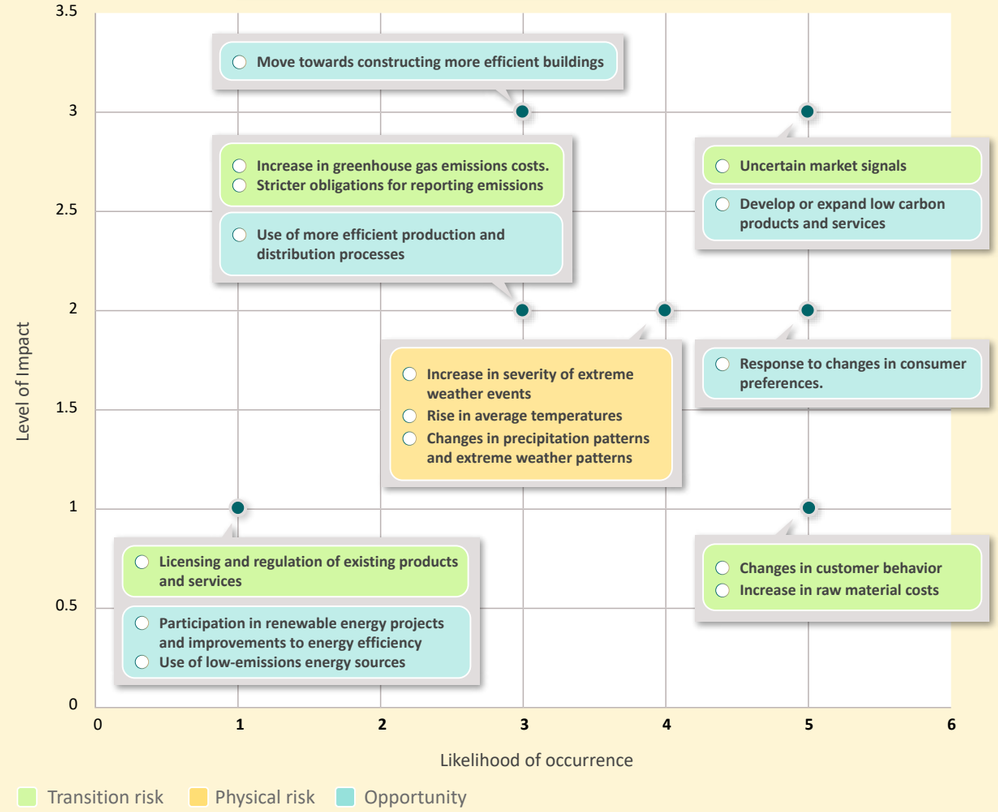
Types of Risks and Opportunities

Transition risk
- Increase in greenhouse gas emissions costs
- Stricter obligations for reporting emissions
- Authorization and regulation of existing products and services
- Changes in customer behavior
- Uncertain market signals
- Increase in raw material costs

Physical risk
- Increase in severity of extreme weather events
- Changes to precipitation patterns and extreme weather patterns
- Rise in average temperatures

Opportunity
- Use of more efficient production and distribution processes
- Move towards constructing more efficient buildings
- Participation in renewable energy projects and improvements to energy efficiency
- Use of low-emissions energy sources
- Develop or expand low carbon products and services
- Respond to changes in consumer preferences

Risk and Opportunity Matrix



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The response measures proposed by each department to address climate-related risks and opportunities are approved by the department's senior executives and regularly reported to the Committee, serving as a basis for establishing climate governance strategies. The impact time period, financial impact, and response strategy for each climate-related risk and opportunity is provided in the table below.

	Type	Risk Category	Impact on TLW	Period of Impact/Financial Impact	TLW Response Strategies
Transition risk	Market	Uncertain market information	• The market will be affected by changes in government climate regulations in each region. • Demand for climate-related products (such as blankets, carpets, etc.) will become difficult to predict.	Long-term • Under the BAU scenario, Taiwan's carbon fee regulations will have a long-term financial impact on TLW.	• Continue working closely with our suppliers to adjust product inventory stock and sales as soon as we observe regulatory changes.
Physical risk	Immediate	Increased severity of extreme weather events	• Store operations may be disrupted due to flooding caused by extreme heavy rain. • Suppliers' deliveries may be interrupted by extreme climate issues, resulting in products being unable to be shipped out on schedule.	Short-term • Taiwan experiences an average of three to four typhoons per year. If climate change continues to worsen, it is estimated that Taiwan may experience up to eight intense typhoons each year from 2021 to 2030, severely impacting our stores across Taiwan.	• Store location assessment includes an assessment of the location's flooding risk. • All stores are insured against operation disruptions. • All stores have established disaster prevention standard operating procedures, and store managers must review all disaster prevention measures and equipment following the checklist. • The Procurement Department schedules supplier order delivery times in advance, and has planned for backup suppliers to be available.
	Long-term	Extreme changes in climate patterns	• Raw material prices may increase due to long-term climate change, reducing product gross profit. • Climate issues may cause product supply crises. For example, some products require a lot of water to manufacture and may become out of stock due to water shortages or prolonged droughts.	Long-term -	• The Procurement Department regularly tracks global raw material price trends and responds accordingly early on. • When necessary, the Marketing Department directs demand away from items that are out of stock due to climate issues. • Include more comprehensive environment and climate-related checks in supplier assessments to ensure suppliers are better able to adapt to long-term climate change. For example, when selecting a wood product supplier, select only those who have passed FSC certification.
	Long-term	Rise in average temperatures	• Rising average temperature leads to higher electricity demand, in turn increasing costs. Stores also face power supply restrictions or possible blackouts. • Product manufacturers may have to give workers days off due to high temperatures, leading to product delivery delays.	Medium-term • Energy costs for our business operations rise due to global warming and climate change. Rising average temperatures will affect our business operations, since our stores require air-conditioning and cooling systems to maintain operations. However, as temperatures rise, additional air-conditioning equipment will be required or the efficiency of existing systems will need to be improved, leading to higher electricity and energy consumption.	• Implemented electricity conservation measures to reduce electricity shortage risks caused by climate change. • All stores have installed emergency generators to provide power for business operations during power rationing periods. Tanker trucks can be dispatched quickly to keep our generators operating. • The Procurement Department regularly tracks prices of raw material futures to detect changes caused by energy shortages and respond in advance.
Opportunity	Products and services	Develop or expand the low-carbon products and services offered in response to increased demand	• In the face of climate change, consumers have developed greater awareness of low-carbon and energy-conserving products. Responding to this market demand can help create business opportunities for TLW.	Long-term • As global consumers become increasingly aware of sustainable consumption, they are more likely to select eco-friendly low-carbon products or services.	• Establish a dedicated energy-conserving products section at TLW stores to take advantage of business opportunities • TLW continues to introduce green products, including: Products with the Water Saving Label, Energy Label, Green Mark, Forest Stewardship Council (FSC) Certification, and products made from green building materials or renewable materials. Also established incentive mechanisms to encourage customer purchases. • With regard to marketing, TLW has created green catalogues and promoted green products through online social media and consumer interactions.

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Metrics and Targets

Through discussions within Test Rite Group between the Environmental Sustainability Task Force and senior executives, TLW has developed metrics and targets for the Group's three major metrics, and regularly tracked their implementation results.

	Energy Consumption	Greenhouse Gas Emissions	Green Procurement
Metric	**TLW's electricity consumption hotspots are store lighting and office electricity. We aim to reduce energy consumption and our environmental footprint through implementing energy management measures.**	**TLW's greenhouse gas emissions are primarily Scope 2 emissions. We strive to reduce carbon emissions and reduce the impact of each of our business operations on the environment.**	**Due to growing awareness of climate change, consumers are more likely to purchase low-carbon or energy-efficient products. TLW can create greater business opportunities by responding to this market demand.**
Targets	• Decrease TLW's electricity use intensity by 1% each year.	• Reduce carbon emissions from core business operations by 0.5% each year.	• TLW green product procurement amount exceeds NT$1 billion. • Increase the number of products sold with green labels by 0.5% each year
2025 Results	• TLW consumed 38,785,520.10 kWh of electricity in 2025, increasing electricity use intensity by 5.6% compared to the previous year.	• Completed TLW greenhouse gas inventory for Scope 1 and Scope 2 emissions.	• In 2025, the procurement amount spent by TLW on green products exceeded NT$480 million. • In 2025, the number of products with green labels sold by TLW reached 944 different item types.



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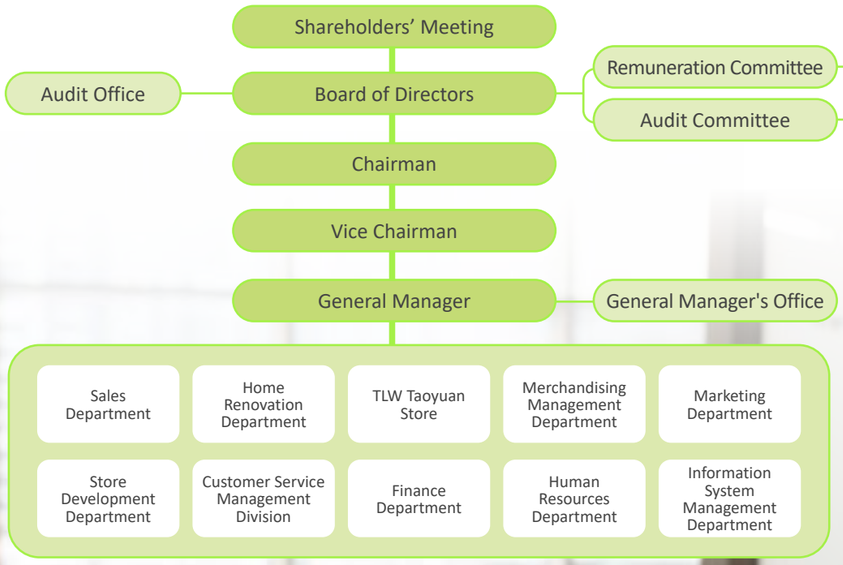
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5.2 Sustainable Governance Structure

5.2.1 Corporate Governance and Board of Directors Functions

Test Rite Group is TLW's parent company. Since 2024, Test Rite Group's retail business (TLW, HOLA Furnishing, Hoi Living International, TR Selection) has been divided into four independent subsidiaries. TLW is the largest in scale out of these subsidiaries, and was officially listed on the Emerging Stock Board in October 2025. We have gradually amended important operating rules and established relevant systems to ensure the implementation of corporate governance. TLW has established a Remuneration Committee and an Audit Committee in August and December of 2025 respectively. We have also hired professional managers, and at the same time established various operational management systems internally to implement our ethical and transparent governance principles, creating a foundation for developing new business operations.

Corporate Governance Framework



Remuneration Committee

Purpose of Establishment

In order to improve the Company's director and manager remuneration system, we have established a Remuneration Committee Organizational Charter (hereinafter referred to as the "Organizational Charter") pursuant to Article 3 of the Regulations Governing the Appointment and Exercise of Powers by the Remuneration Committee of a Company Whose Stock is Listed on the Taiwan Stock Exchange or the Taipei Exchange (hereinafter referred to as the Remuneration Committee Regulations) for compliance.

Responsibilities

The Committee must exercise the care of a prudent manager in fulfilling their duties, and submit their proposed suggestions to the Board of Directors for discussion:

1. Regularly review these Regulations and propose suggested amendments.
2. Establish and regularly review performance evaluation standards for the Company's directors and managers, annual and long-term performance goals, and remuneration policies, systems, standards, and structure.
3. Regularly evaluate if the Company's directors and managers are achieving performance targets, and determine individual remuneration items and amounts based on the results of evaluations conducted following performance evaluation standards.

Members

Convener:
Zhen-Yuan Chen

Committee Members:
Guo-Ding Song Wang, Kai-Lun Lin, and Yu-Mei Yeh

Frequency and number of meetings in 2025 2 meetings

The Remuneration Committee convenes a meeting at least twice a year. A total of two meetings were convened in 2025, with an attendance rate of 100%.

Audit Committee

Purpose of Establishment

The main purpose of the Committee's operations is to oversee the following matters:

1. Appropriate presentation of the Company's financial statements.
2. Selection/dismissal of CPAs, and their independence and performance.
3. Effective implementation of the Company's internal controls.
4. The Company's compliance with relevant laws and regulations.
5. Control and management of the Company's existing or potential risks.

Responsibilities

The Committee's responsibilities are as follows:

1. Establish or revise the internal control system pursuant to Article 14-1 of the Securities and Exchange Act.
2. Evaluate the effectiveness of the internal control system.
3. Establish or revise procedures for conducting major financial operations, such as for obtaining or disposing of assets, engaging in transactions of financial derivatives, or providing loans, guarantees, or endorsements to other parties pursuant to Article 36-1 of the Securities and Exchange Act.
4. Matters involving the personal interests of directors.
5. Major asset or derivative transactions.
6. Major loans, endorsements, or guarantees.
7. The offering, issue, or private placement of equity-based securities.
8. The appointment, dismissal, or compensation of CPAs.
9. The appointment and dismissal of the Chief Financial Officer, Chief Accounting Officer, and Chief Internal Audit Officer.
10. The annual financial reports signed or sealed by the Chairman, managers, and Chief Accounting Officer, and second quarter financial reports that must be audited and certified by a CPA.
11. Other major matters required by other companies or the competent authorities.

Members

Convener:
Zhen-Yuan Chen

Committee Members:
Guo-Ding Song Wang, Kai-Lun Lin, and Yu-Mei Yeh

Frequency and number of meetings in 2025 1 meeting

The Audit Committee meets at least once a quarter. 1 meeting was convened in 2025, with an attendance rate of 100%.

Note: The Audit Committee was established in December 2025.

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Board of Directors Operations

The Board of Directors is the Company's highest governance body, and has the authority to appoint the General Manager, who oversees and manages various Company operations and reports to the Chairman. The TLW Board of Directors is composed of 9 directors (including 4 independent directors), each serving three-year terms from December 16, 2025 to December 15, 2027. Directors are elected through a candidate nomination system pursuant to the Test Rite Retail Co., Ltd. Director Election Rules. The current Board of Directors is composed of 5 male members and 4 female members, with female directors accounting for 44.44% of total members. The current members of the Board of Directors possess the necessary knowledge, skills, and capabilities to perform their duties, and each possesses extensive professional knowledge, backgrounds, and experience in our industry, business management, financial, tax accounting, and legal affairs. This allows the Board of Directors to fully utilize its business decision-making and risk supervision and management functions. In order to implement corporate governance, TLW has complied with the Group's guidelines and established an Audit Office under the Board of Directors to improve its supervisory functions and strengthen management capabilities. The finance unit is the dedicated corporate governance unit responsible for handling the Company's corporate governance affairs, while the Board of Directors is responsible for supervising and implementing corporate governance operations.

A total of 12 Board of Director's meetings were held this year, with a director attendance rate of 94.44%. The Company regularly reports major incidents to the Board of Directors. In 2025, 6 major incidents were communicated to the Board, all of which were related to corporate governance, including amendments to internal control systems, amendments to the Company's Articles of Incorporation and major systems, the public offering of stocks and application to become listed on the Emerging Stock Board, and the establishment of the Remuneration Committee. Please refer to the link to the Investor Relations section of the TLW website for a summary of important Board of Director's resolutions.

Managing Conflicts of Interest

TLW has established the Procedures for Board of Directors Meetings, which provide that if a Director or a corporate entity that the Director represents is considered an interested party, the Director shall state the essential aspects of their conflict of interest at the Board of Director's meeting. Should this conflict of interest harm the Company's interests, the Director shall not participate in discussion and voting on the proposal, and recuse themselves from discussion and voting. They shall also not represent other Directors as their proxy to exercise voting rights. If a Director's spouse, second-degree blood relative or closer, or companies in which the Director has a controlling interest has a conflict of interest involving the meeting proposal, the Director shall be considered as having a personal conflict of interest with the meeting proposal. Where the rules described in the above paragraphs apply and a director is prohibited from exercising their voting rights, the resolutions issued by the Company's Board of Directors shall be handled pursuant to Article 180, Paragraph 2 of the Company Act, as applied mutatis mutandis under Article 206, Paragraph 4 of the Act. The Company's directors and Chairman do not have cross-shareholdings in the Company's suppliers or other interested parties, and have not engaged in transactions or owe outstanding debts to the Company's interested parties.

Diversity and Independence

In order to establish sound corporate governance, facilitate the robust development of the composition and structure of the Board of Directors, and strengthen its functions, we have established diversity policies in our Corporate Governance Best-Practice Principles and Director's Election Rules. These policies state that the composition of the Board of Directors should be diverse, and the Company should formulate appropriate diversity guidelines for its operations, business model, and development needs. These should include without limitation the following standards on two major aspects: basic criteria, and values, professional knowledge, and skills. 4/9 members of the Company's Board of Directors are women, and the Board of Directors possesses overall business judgement, accounting and financial analysis, business management, crisis management, industry knowledge, international market perspective, and leadership and decision-making capabilities in compliance with the Company's diversity policy. The Company's Procedures for Board of Directors Meetings stipulate compliance guidelines and the main agenda items of Board of Director's meetings, operating procedures, and the items that should be recorded in the meeting minutes, ensuring the independent operation of the Board of Directors and enabling the Company's Board of Directors to establish sound governance and supervisory functions.

Test Rite Group Corporate Governance and Sustainable Development Committee

TLW is governed by our parent company Test Rite Group's Corporate Governance and Sustainable Development Committee. The Committee is composed of 4 independent directors, the Chairman, executive vice president, and senior executives including the Chief Operating Officer. The Committee convenes at least 2 meetings a year and reports to the Board of Directors, promoting corporate governance and sustainable development affairs. A total of 2 meetings were convened in 2025, with a 100% attendance rate. Please refer to 1.3.2 Sustainable Governance for more details on the Test Rite Group Corporate Governance and Sustainable Development Committee organizational structure.

Board of Directors Show Diversity, Professionalism, and Independence

Position	Name	Nationality	Business Judgement	Accounting/ Financial Analysis	Operations Management	Crisis Handling	Industry Knowledge	International Market Perspective	Leadership	Decision-Making	Concurrently Serving as Senior Executive or Employee
Chairman	Tony Ho Male Age 51 and above	Republic of China	✓	✓	✓	✓	✓	✓	✓	✓	✗
Vice Chairman	Judy Lee Female Age 51 and above		✓	✓	✓	✓	✓	✓	✓	✓	✗
Director	Joyce Ho Female Age 31–50		✓		✓	✓	✓	✓	✓	✓	✗
Director	Agnes Shih Female Age 51 and above		✓	✓	✓	✓	✓	✓	✓	✓	✗
Director	Tien-Wen, Chen Male Age 51 and above		✓	✓	✓	✓	✓	✓	✓	✓	✗
Independent Director	Chen-Yuan, Chen Male Age 51 and above		✓	✓	✓	✓	✓	✓	✓	✓	✗
Independent Director	Guo-Ding Song Wang Male Age 51 and above		✓		✓	✓	✓	✓	✓	✓	✗
Independent Director	Kai-Lun, Lin Male Age 51 and above		✓	✓	✓	✓	✓		✓	✓	✗
Independent Director	Yu-Mei, Yeh Female Age 51 and above		✓	✓	✓	✓	✓	✓			✗

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Board of Directors Continuing Education in 2025

2025/7/17	2025/7/29	2025/8/8	2025/8/12	2025/10/16	2025/10/28	2025/10/28	2025/11/11	2025/11/14	2025/11/18	2025/11/21	2025/12/24
Course Topic	Course Topic	Course Topic	Course Topic	Course Topic	Course Topic	Course Topic	Course Topic	Course Topic	Course Topic	Course Topic	Course Topic
Director and Corporate Governance Officer Training - The Release, Impact and Response of IFRS S1 and S2 Sustainability Disclosure Guidelines	Industry Examples of Smart Manufacturing and Digital Decision-Making	Corporate Governance and Securities Regulations - Explanation of Director and Supervisor Corporate Governance Responsibilities and Case Studies	Trade Secrets Management Thinking and Strategies for Enterprise Competition	Outlook for the U.S.-China Economy and Taiwan Industry After the U.S. Election	Global Economic Trends and Industry Outlooks	How the Board of Directors Oversees the Establishment of Consolidation and Management Mechanisms after Mergers and Acquisitions	AI Applications, Legal Compliance & Auditing	The Digital Financial Revolution: The Principles of Stablecoins and the Development Trends of Blockchain Virtual Assets	Designing Sustainability Performance Indicators and Incentive Plans	Shareholder Activism and Voting Results: Analyzing Director Responsibilities through Global Perspectives	How the Board of Directors Monitors Enterprise Risk Management and Crisis Management
Securities & Futures Institute	Securities & Futures Institute	Corporate Operating and Sustainable Development Association	Taiwan Corporate Governance Association	Securities & Futures Institute	Taiwan Corporate Governance Association	Taiwan Corporate Governance Association	Taiwan Corporate Governance Association	Taiwan Corporate Governance Association	Taiwan Corporate Governance Association	Taiwan Corporate Governance Association	Taiwan Corporate Governance Association
1 person / 3 hours	1 person / 3 hours	8 persons / 3 hours	8 persons / 3 hours	1 person / 3 hours	7 persons / 3 hours	7 persons / 3 hours	1 person / 1.5 hours	1 person / 3 hours	1 person / 1.5 hours	1 person / 3 hours	4 persons / 3 hours

Continuing education for the Board of Directors

The Company's directors attend and complete advanced courses each year pursuant to the Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEx Listed Companies in order to maintain our core values, competitiveness, and professional competencies. In 2025, directors completed course organized by associations including the Taiwan Corporate Governance Association. In particular, they completed 3 hours of sustainability-related courses, including on the IFRS S1 and S2 Sustainable Disclosure Standards. During the year, our 9 directors attended a combined total of 120 hours of courses, improving the sustainable development group knowledge and skills of our Board of Directors.



Board of Directors performance evaluation

As a company listed on the Emerging Stock Board, TLW has established the Board of Directors Performance Evaluation Rules in October 2025, and conducts at least one internal Board of Directors performance evaluation once a year. This evaluation includes a Board of Directors self-evaluation, an individual board member self-evaluation, and a functional committee (including the Audit Committee and Remuneration Committee) self-evaluation. The Board of Directors internal evaluation is conducted at the end of each year, and evaluates the performance results achieved that year. An external and independent professional organization or an external panel of experts and scholars must be appointed to review the Company's implementation of Board of Directors performance evaluations at least once every three years. The Board of Directors performance evaluation results must be submitted to the Board of Directors before the first quarter of the following year. We have completed the Board of Director's performance evaluation results for 2025, and the performance evaluation results for the Board of Directors, individual board members, and functional committees (Audit Committee and Remuneration Committee) all received the grade of "Excellent." We expect to complete reporting these results to the Board of Directors by the first quarter of 2026 (March 10, 2026). For more details on the evaluation, evaluation scope, and evaluation procedures, please refer to the TLW Investor Relations webpage.

Board of Directors Performance Evaluation Scope and Aspects

Board of Directors performance evaluation
- Participation in the Company's business operations
- Contribution to improvements in Board of Directors' decision making quality
- Board of Directors composition and structure
- Director election and continuing education
- Internal controls

Board of Director's Member Performance Evaluation
- Understanding of the Company's targets and tasks
- Awareness of director responsibilities
- Participation in the Company's business operations
- Management and communication of internal relations
- Director expertise and continuing education
- Internal controls

Functional Committee (Audit Committee, Remuneration Committee) Performance Evaluation
- Participation in the Company's business operations
- Awareness of Audit Committee and Compensation Committee responsibilities
- Improvement in decision-making quality of the Audit Committee/Remuneration Committee
- Audit Committee/Compensation Committee composition and election of members
- Internal controls

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Remuneration Policies

Pursuant to the Company Act and our Articles of Incorporation, should TLW make a profit for the year, we shall allocate no less than 2% of this profit as employee remuneration. The Board of Directors shall pass a resolution determining whether to distribute this remuneration in stock or cash. Should the Company make a profit as described in the previous paragraph, the Board of Directors shall pass a resolution to allocate no more than 2% of this profit as director remuneration. Additionally, director's remuneration shall be based on the value of an individual director's participation and contribution to the Company, and determined based on the evaluation results received following the Board of Director's Performance Evaluation Rules. Proposals for distributing employee and director remuneration shall be submitted to the Shareholders' Meeting. However, should the Company have any outstanding accumulated losses, they shall first reserve an amount to make up for these losses, before allocating employee and director remuneration based on the percentages described above.

The remuneration policies for the Company's senior executives include fixed remuneration, variable remuneration, long-term performance incentives, a retirement pension, health insurance, and other additional allowances. Fixed remuneration includes base salary and benefits, and is determined based on market standards and the employee's individual work experience. We ensure that these amounts are consistent with market salary standards in order to maintain competitiveness. Variable remuneration is based on the senior executive's individual performance and the Company's overall performance. Short-term year-end bonuses and performance bonuses are provided, as well as retention bonuses to serve as long-term incentives. In order to increase the overall attractiveness of the remuneration provided to managers, senior executives are all provided with retirement pensions, health insurance, and additional allowances. The Company's remuneration policy does not include severance pay and clawback mechanisms. Additionally, TLW has included ESG performance indicators (including those related to environmental, social, and governance topics) as part of senior executive performance. We regularly review ESG performance each year and adjust senior executive remuneration accordingly, encouraging senior executives to contribute to the Company's sustainable development.

TLW has already established a Remuneration Committee in 2025. Pursuant to the Remuneration Committee's organizational charter, remuneration committee members will discuss and approve a senior executive remuneration package, taking into consideration the Company's overall business performance, the industry's future risks and development trends, and the job position, job responsibilities, and performance target achievement rate of individual executives. This remuneration package is then passed by the Board of Director's through a resolution. The remuneration package proposed by the Human Resources Department must be reviewed and approved by the Human Resources supervisor and the General Manager, ensuring that decisions are fair and transparent.

Tax Management

The Chief Accounting Officer performs day-to-day tax administration and management duties, and regularly reviews changes to major tax regulations to anticipate their potential impact. They regularly brief relevant management executives on these changes. When a decision needs to be made on tax-related issues (including in the event of major changes to tax regulations), the Chief Accounting Officer will submit these decisions to the General Manager and Chairman for approval. Additionally, the Company's tax personnel work with external tax consulting agencies to obtain professional services and strengthen their professional knowledge. The Group has established the following tax management policies in response to global tax governance trends, and to comply with regulations, implement corporate sustainable development measures, and increase shareholder value:

- Comply with the tax regulations at all operating locations.
- Transactions with affiliated companies should comply with the regular arms-length transaction principles and transfer pricing guidelines released by the Organization for Economic Co-operation and Development (OECD).
- Comply with regulations and guidelines on tax disclosure and processing.
- Do not engage in tax planning for tax avoidance purposes.
- Establish a relationship of mutual respect with tax authorities.
- Take tax impact into consideration when making important company decisions.
- Assess tax risk based on the operating environment.

5.2.2 Ethical Governance and Legal Compliance

TLW firmly believes that maintaining fairness and integrity is essential to sustainable management, and has established long-term relationships with customers and suppliers based on these principles. TLW urges all directors, supervisors, employees, and suppliers to uphold ethical corporate management and abide by all business regulations in order to protect our business reputation and ensure core competitiveness. In order to fulfill our ethical management rules, we have not only established the Ethical Corporate Management Best Practice Principles through the Board of Directors, but also established the Ethical Corporate Management Operating Procedures and Code of Conduct, in order to create a sound corporate governance and risk management mechanism, and an operating environment able to foster sustainable development. The Company has promoted business integrity and ethics to all employees through digital courses, and also required employees to sign integrity commitments, raising employee awareness on anti-corruption and ethical corporate management. A total of 1,772 people participated in these courses, which provided 443 total hours of training.

TLW Ethical Corporate Management Best Practice Principles (Summary)

Prohibition on Unethical Conduct	During business activities, employees are prohibited from directly or indirectly providing, promising, requesting, or receiving illegitimate benefits, and from engaging in dishonest or illegal actions, or violating their fiduciary obligations, in exchange for personal gain.
Regulatory Compliance	Fully abide by the laws and regulations stipulated in the Company Act, Securities and Exchange Act, Business Entity Accounting Act, Political Donations Act, Anti-Corruption Act, Government Procurement Act, and Act on Recusal of Public Servants Due to Conflict of Interest, as well as TWSE, TPEX, and other business-related laws and regulations. This compliance forms the basis for implementing ethical corporate management.
Prohibition on Offering and Accepting Bribes	Do not directly or indirectly provide, promise to provide, demand, or accept illegitimate benefits in any form, including rebates, commissions, facilitation payments, or provide or accept illegitimate benefits from clients, licensees, contractors, suppliers, public officials, or other stakeholders through other channels.
Prohibition on Illegal Political Donations	The direct or indirect donations of funds to a political party or organization, or to individuals that participate in political activities, should comply with the Political Donations Act and the Company's related internal operating procedures. Donations shall not be provided in exchange for business profits or to gain advantages in transactions.
Prohibition on Improper Charitable Donations or Sponsorship	The charitable donations or sponsorships provided must comply with relevant regulations and internal operational procedures, and may not be used as an alternative form of bribery.
Prohibition on Unreasonable Gifts, Hospitality, or Other Improper Benefits	Do not directly or indirectly offer or accept any unreasonable gifts, hospitality, or other improper benefits for the purpose of establishing business relationship or to influence business transactions.

Note: Please refer to the link to the TLW website for the full version of the Ethical Corporate Management Best Practice Principles.



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TLW emphasizes that all business activities must fulfill corporate social responsibilities and corporate ethics. We have complied with all government laws and regulations, and upheld our ethical corporate management principles when expanding business operations. The Company requires all employees to refrain from participating in unfair business practices, and strictly prohibits bribery, offering or accepting improper benefits, fraud, coercion, and other illegal activity. Employees are also to avoid any potential conflicts of interest. Through our internal and external website, and through regular management meetings, the Company has required all business units to communicate these principles to the Company's business transaction counterparties, enabling our transaction partners to fully understand the Company's ethical corporate management policy, prevention measures, and the consequences of unethical conduct. We have also required all employees to comply with our Ethical Corporate Management Best Practice Principles.

Additionally, we have integrated our ethical corporate management policy with our human resources policy, establishing a clear and effective reward and punishment system. The Company informs new employees on their onboarding date of our ethical corporate management policy, explaining that integrity is a permanent part of TLW's corporate culture, and emphasizing the importance we attach to integrity and ethics. A total of 329 people participated in training in 2025.

The Audit Office is established under the Company's highest governance body, the Board of Directors. In the event of a potential external or internal violation of ethics or illegal conduct, or when an organizational ethics issues arises, the Audit Office is responsible for investigating the incident and directly reporting to the Board of Directors. If a violation of ethical management principles is discovered and verified to have occurred, the Group will terminate the partnership with the violating party. All reported incidents are investigated by our parent company's dedicated task force, and audit and investigation results are compiled and reported to our parent company's Board of Directors each year. TLW has assigned our human resources unit as the responsible unit, and allocated sufficient resources and suitable personnel to maintain the Ethical Corporate Management Best Practice Principles. The unit also regularly reviews and assesses related risks, and reports to the Board of Directors at least once a year.

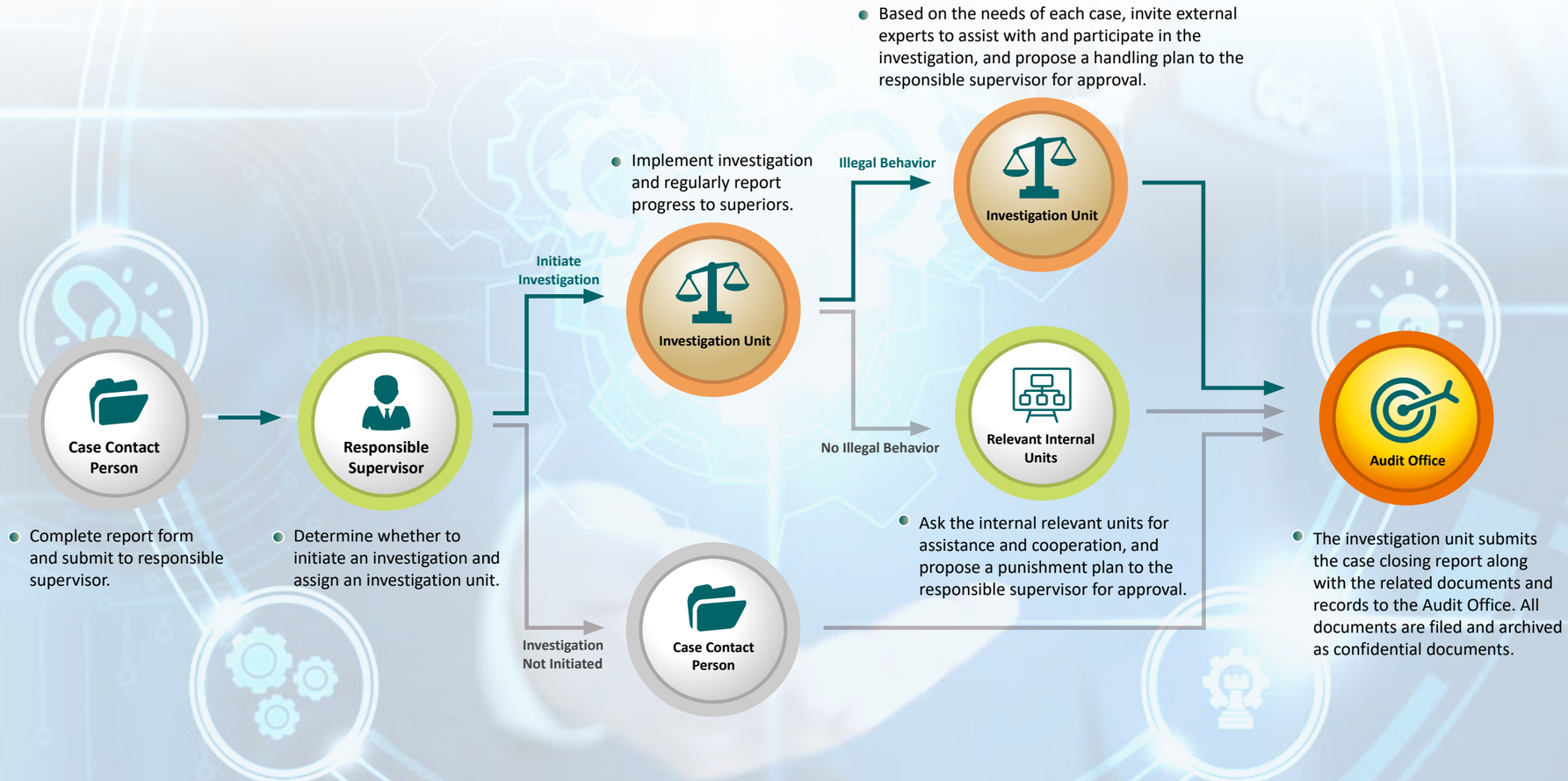
TLW requires all employees and suppliers to sign the Integrity Commitment Letter, and periodically issue reminders of these integrity commitments each year after signing. The responsible human resources unit will remind employees and suppliers of these integrity commitments through requiring electronic document signatures, or announcements. We require all new employees each year to sign the Commitment when first reporting for work. Employees on unpaid leave are required to sign when they are reinstated and return to work, and employees on maternity leave or long-term leave are not included on the list of signatories for the Commitment. They will be included on the list the following year. We require all suppliers providing products or installation services to TLW and Test Rite Home Service to sign the Integrity Commitment Letter. In 2025, all of the Company's employees and suppliers have signed the Integrity Commitment Letter.

Whistleblowing Channel and Confidentiality Mechanisms

Should internal or external personnel discover violations of the Company's ethical corporate management rules, they may report these violations through our whistleblowing channel. The Company provides several whistleblowing channels, including: the employee complaints hotline, external complaints hotline, and email. Whistleblowers remain anonymous, and reports are kept fully confidential. Should the Company verify the reported violation of ethical corporate management to be truthful, we will punish or terminate business relations with the violator in accordance with the relevant regulations. In 2025, there were 3 incidents in total of an employee engaging in unethical behavior, mainly involving the employee abusing their job duties for personal gain, or abusing their official job duties to take on personal work. After confirming that these incidents have violated the Company's ethical rules, we have dismissed these employees. In the future, the Company will continue strengthening the promotion of ethical principles and optimizing our internal operating procedures to avoid similar incidents.

Internal and external complaint hotline: +886-2-8791-5965 and +886-2-8791-5966

E-mail: Whistleblowing@testritegroup.com



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Internal Audit and Internal Control System

The Company has established an Audit Office directly beneath the Board of Directors in order to implement the Company's internal audit operations. The Audit Office is responsible for ensuring that all operational and logistical management units, such as the sales, financial, and store management units, have effectively implemented internal control systems. Based on the risks identified, the Audit Office proposes an audit plan for the following year, which is implemented after being approved by the Board of Directors. The Audit Office also conducts special audits when necessary for management needs. The Audit Office currently consists of three personnel. In order to improve the audit department's overall ability to innovate and monitor risks, we have arranged for audit case study sharing and discussion meetings from time to time each quarter, enabling Audit Office members to learn a more diverse range of work skills. In addition to submitting audit results to directors and independent directors for review each month, these results are also regularly submitted to the Audit Committee and Board of Directors each quarter, allowing all members of the Board of Directors to remain familiar with the Audit Office's operations. In 2025, 40 audit plans were planned, and all 40 were implemented. Of these plans, 23 involved operating cycle audits, while 17 involved management audits.

TLW Store Audits Implemented in 2025



TLW regularly communicates with our parent company and Board of Directors on internal audit implementation, including on the following audit policies:

1. The Chief Internal Audit Officer regularly submits audit reports and follow-up reports to directors and independent directors.
2. The Board of Directors must review the feasibility of the annual audit plans, the comprehensiveness of revisions to written internal audit and control system rules, and the authenticity of internal control system statements.
3. Audit reports that reveal major violations must be immediately submitted to directors and independent directors.
4. In 2025, the independent directors of the parent company must convene at least one regular one-on-one meeting with CPAs. Beginning in 2026, we will arrange for the Company's independent directors to have at least one regular one-on-one communication meeting with CPAs and the Chief Internal Audit Officer each year. Meetings may also be convened whenever a major incident occurs.
5. CPAs and Audit Committee members of the parent company will meet to discuss and communicate on the financial report for each year and quarter.
6. The Company's Audit Committee and Board of Directors regularly assesses the independence and competency of accountants every year.



Regulatory Compliance

TLW strictly complies with laws and regulations, implements appropriate risk controls, and establishes relevant mechanisms to effectively manage and ensure regulatory compliance. The Company has established operating principles for regulatory compliance in order to maintain the sound operation of our regulatory management system. We have also established an automated reminder system, compiled legal analysis reports, promoted departmental communication, and trained professional personnel to strengthen internal legal awareness, in order to achieve the Company's regulatory compliance goals.

In 2025, TLW had no incidents or legal disputes related to anti-competitive behavior, anti-trust, or monopolistic practices. There were 3 incidents of regulatory violations resulting in fines in 2025 (including one major regulatory violation). We have actively implemented improvements and strengthened awareness of regulatory compliance both internally and externally. Details on each incident are provided in the table below.

Regulatory Violations in 2025

Environmental Regulations

Violations	• In April 2025, Dècor Hoüse Taoyuan store was inspected by the Taoyuan City Government on effluent water quality. Inspection tests revealed that water pollutants exceeded regulatory limits, violating Article 7, Paragraph 1 of the Water Pollution Control Act. Total Fine Amount NT$273K • In Octorber 2025, Dècor Hoüse Taoyuan store was inspected by the Taoyuan City Government on effluent water quality. Inspection tests revealed that water pollutants exceeded regulatory limits, violating Article 7, Paragraph 1 of the Water Pollution Control Act. Total Fine Amount NT$2,178K
Rectification Measures	• Improvements have been completed as of August 11, 2025, and a third-party verified water quality report showing that we meet regulatory standards has been submitted. • A renovation of the store's internal structure was successfully completed in late November 2025, ensuring the public safety of its ground beam foundation. • The renovation of electromechanical equipment and pipelines for overall wastewater treatment was completed and put into operation in mid-December 2025. • In order to improve management measures, we have initiated a "source management mechanism" where TLW requires food and beverage counters and cleaning services providers to switch to using cleaning agents with the Green Mark, or those made from natural plant-based formulas, preventing chemical substances from harming the ecosystem.

Governance Regulations

Violations	• The TLW Hsinchu store is located in a Category B Industrial Area. The Hsinchu City government believes that we have leased this land for commercial retail use, violating Article 36 of the Urban Planning Act and Article 18, Paragraph 2 of the Enforcement Rules of the Urban Planning Act in Taiwan Province. Total Fine Amount NT$60K
Rectification Measures	• Looked for alternative plans for the Hsinchu store (an alternative location was found, and the store is expected to open in March 2026), and continue communicating with the building's owners.

Note 1: For incidents where product and health-related regulations were violated, please refer to the section Product Marketing and Labeling Requirements in 2.2.1 Insistence on Product Quality.

Note 2: A major regulatory violation is defined pursuant to the Taiwan Stock Exchange Corporation Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities and the Reference Guidelines for the Recognition of Sustainable Economic Activities, and includes incidents which have caused material damage or impact on the Company, incidents where the competent authority has issued an order to suspend work, suspend business operations, shut down the business, or terminate or revoke pollution-related permits, and individual incidents where the total fine received exceeded NT$1 million.

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In 2025, TLW organized and participated in multiple internal and external training sessions on compliance with laws and regulations, requiring all employees to respect and comply with regulations.

Internal Training Courses Held

Training Course	Course Content	Participants	Training Hours
Handling Customer Complaints (Advanced Course)	Improves ability of store employees to handle customer complaints and basic regulatory awareness	On-duty store managers	7
TIPS and Training - Intellectual Property Management Policies, Targets, and Practical Operations	Assist employees in understanding TIPS regulations and improving their knowledge and protection of intellectual property rights	Employees from designated units and new employees	0.5
Personal Data Protection Training for All Employees	Teaches employees correct personal data protection concepts and knowledge	New employees and all employees	0.5
Emergency Response Drill and Education Training for Personal Data Infringement Incidents in 2025	Strengthen employee awareness of the importance of personal data protection and management, and personal data protection responsibilities, and implement data protections in response to different scenarios.	Employees from designated units	0.5
Information Security Services	Strengthen new employee understanding of the importance of information security, and the Company's information security rules.	All new employees	0.5
Intellectual property rights	Helps new employees develop a basic understanding of intellectual property rights, and things to note when conducting related operations.	All new employees	0.5

External Training Courses Held

Training Course	Organizer	Company Participants	Training Hours
Don't Allow Outsourcing to Become a Hidden Threat: Key Points on Outsourced Supervision of Personal Data and Information Security Management	Institute for Information Industry	Regular Employees	2
TIPS and Corporate Governance Intellectual Property Compliance Training	Science and Technology Law Institute at the Institute for Information Industry, Saint Island International Patent & Law Offices	Regular Employees	12
Certified Privacy Management Professional (CPMP)	Institute for Information Industry	Regular Employees	18
Techniques for Personal Data Review: Things to Note When Filling in Administrative Self-Evaluation Forms	Science and Technology Law Institute at the Institute for Information Industry	Regular Employees	2
Personal Data Inventory Methodology and Practical Skills	Institute for Information Industry	Regular Employees	2
Ransomware Attack Case Study	Information Service Industry Association of the R.O.C.	Regular Employees	6
Building a Personal Data Line of Defense for Information Security, Personnel, and Equipment	Institute for Information Industry	Regular Employees	2
Regulatory Analysis of the Board of Directors and Functional Committees (Audit, Remuneration), and Internal Audit Focuses	The Institute of Internal Auditors - Chinese Taiwan	Regular Employees	6
New Trends in Legal Marketing: Ease of Mind in Marketing and Key Points for Legal Marketing Activities	Institute for Information Industry	Regular Employees	2
Real-World Case Analysis: The Information Security Pitfalls We Previously Fell Into	Chinese Culture University	Regular Employees	2
Audit Ethics and Professional Decisions in the AI Era: Technological Risks, Ethics, and New Governance Challenges	The Institute of Internal Auditors - Chinese Taiwan	Supervisors	6
"Regulatory Focus" Discussion of Key Internal Control and Internal Audit Focuses	The Institute of Internal Auditors - Chinese Taiwan	Regular Employees	6
Growing Challenges from the Rise of AI: The Double-Edged Sword of Personal Data and Artificial Intelligence	Science and Technology Law Institute at the Institute for Information Industry	Regular Employees	2
Pre-Job training for New Internal Audit Personnel	The Institute of Internal Auditors - Chinese Taiwan	Regular Employees	18
2025 Certified Privacy Internal Auditor	Science and Technology Law Institute at the Institute for Information Industry	Regular Employees	13
Importance and Impact of IFRS S1/S2 on Internal Control and Internal Audit	The Institute of Internal Auditors - Chinese Taiwan	Supervisors	6
Patent Seminar - U.S. Federal Court Schedule A Litigation: Effective Path to Profit from Intellectual Property Rights	Taiwan Advance Patent and Trademark Office	Regular Employees	1.5
Privacy Begins with Designing Professional Talent Training	Preparatory Office of the Personal Data Protection Committee	Regular Employees	3
Determining Design Patent Infringement in China and Sharing of Judicial Cases	Li & Cai Intellectual Property Office	Regular Employees	3
Workshop on Enhancing E-Commerce Personal Data Protection	Administration for Digital Industries, MODA	Regular Employees	3.5
Seminar on Amendments to the Electronic Signatures Act	Importers and Exporters Association of Taipei	Regular Employees	2
2025 Trade Secret Protection Seminar (North Taiwan session) - Trade Secret Protection Risks and Management Countermeasures in the Digital Environment	Intellectual Property Office, Ministry of Economic Affairs; Taiwan Association for Trade Secrets Protection	Regular Employees	3
Retail Industry Personal Data Regulatory Compliance Practices and Information Security Seminar	Administration of Commerce, Ministry of Economic Affairs	Regular Employees	2.5
Seminar on TPIPAS Revisions and Future Outlook	Science and Technology Law Institute at the Institute for Information Industry	Regular Employees	2
2025 Fair Trade Commission Seminar on Regulations Concerning False, Untrue, and Misleading Advertisements and Case Studies	Fair Trade Commission	Regular Employees	3
Corporate AI Applications and Innovation from the Perspective of Laws and Governance	The Institute of Internal Auditors - Chinese Taiwan	Supervisors	3
Corporate Fraud Prevention Discussion on Common Practices to Note for Corporate Internal Control	The Institute of Internal Auditors - Chinese Taiwan	Supervisors	3
Carbon Emission Trading Mechanisms and Applications to Corporate Management (Part 1)	The Institute of Internal Auditors - Chinese Taiwan	Supervisors	3

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5.2.3 Risk Management

TLW follows our parent company Test Rite Group's risk management policies and strategies. We have implemented the Group's risk management system in our business operations, including the corporate governance and sustainable development policies of our parent company, and establishing a corporate governance unit and business unit supervisors. All employees jointly participate in the implementation of risk management, reducing overall operational risks. Our corporate governance units and the responsible units at each level of the organization regularly conduct risk identification and analysis, and continuously adjust and optimize operational practices. Senior executives and directors review and assess the effectiveness of these improvements. Day-to-day monitoring and response is carried out through the business management system, such as through multi-year strategy meetings, annual plans, and regular quarterly and monthly meetings. In the event of a major crisis, an emergency response task force is created to discuss and handle the incident. Additionally, a Group-level Project Management Department and Taiwan Retail Customer Satisfaction Management Department has also been established to improve efficiency by supporting risk management operations at the organizational level.

TLW Risk Management Structure



Risk Management Process

1 Identify	Identify risk factors that require management.
2 Analysis	Use various information sources to determine the likelihood of a risk event.
3 Establish Measurement Standards	Establish measurement standards through quantitative, qualitative, or semi-quantitative analysis methods.
4 Determine Risk Appetite	Establish priorities based on risk level to determine how much risk can be tolerated or managed.
5 Assess	Develop appropriate assessment methods for risk management.
6 Response	Respond appropriately with the following measures: avoid, reduce, transfer, or assume risk
7 Supervision and Review	Business units should establish risk monitoring mechanisms and performance evaluation indicators.

Risk Identification Results

	2025 TLW Implemented Measures and Achievements
Operational Risks Risks due to changes in operational factors, such as price fluctuations in supply chains, products, and raw materials as well as changes in product R&D, services, and operation models.	● Retail business units hold weekly and monthly operational management meetings focused on discussing operational plans, tracking performance, and discussing related risks in order to propose risk handling strategies and responses, and create reports on risk management measures.
Financial Risks Market risks caused by interest and exchange rate fluctuations. Credit default risks for transaction partners, inflation, financing, liquidity management, dividend distribution, exchange rates, interest rate hedging, financial and strategic investments, leasing and financial management risks of significant capital expenditures.	● Submitted a monthly loans management report, and a weekly and monthly credit management assessment report. Provided credit risk assessment results to our transaction partners in weekly and monthly meetings, and proposed response and management measures.
Compliance Risks Potential risks resulting from failure to comply with various legal regulations, or various legal risks that may infringe the Company's rights and interests. Also includes risks from losses due to inadequate contract regulations, ultra vires acts, omissions of required contract terms, and/or a lack of legal effect on transaction counterparties resulting in invalid contracts or a failure to legally bind the counterparty to perform their obligations.	● Complied with corporate governance regulations, environmental regulations, social regulations, and product regulations. Monitored regulatory changes at all times, and created reports on changes before or when changes are made, ensuring that the Company' operations comply with laws and regulations and risk response strategies. ● Education and training: Promoted awareness of changes in laws and regulations when changes are made. Regularly promoted news and knowledge on intellectual property regulations every two months.

Information Security Risks

Information assets may be subject to unacceptable risks and fail to ensure the confidentiality, integrity, and availability of information, potentially resulting in losses. This includes scenarios involving unauthorized access to information, failure to ensure that information content and processing methods are correct and complete, and inability of authorized users to access information and use related assets when required.

- Adopt ISO27001 standards and maintain valid international information security management systems certification.
- Security monitoring: Commission external professional information security companies to monitor threats 24/7, issuing immediate alerts or providing external intelligence when required. No major information security incidents occurred in 2025.
- Vulnerability scanning: Conduct vulnerability scans each year for network equipment, server equipment, and information security equipment. Patch high-risk vulnerabilities and continue tracking and observation.
- Penetration testing: Conduct penetration testing on our main e-commerce websites each year.
- Conduct inventory of account access permissions: Regularly conduct inventories of key business systems to ensure that we have maintained appropriate access control.
- Implement strict identity verification and access control mechanisms (such as multi-factor authentication), and encrypt confidential data being transmitted and stored, preventing this data from being stolen or tampered with.
- Social engineering drills and information security education and training: Conducted email social engineering drills for all employees, completed annual information security education and training for all employees, and provided additional training to employees who still opened phishing emails during the re-test.
- Regularly conducted data backup and disaster recovery drills to ensure that operations can be quickly restored in the event of an attack or natural disaster.
- Completed information security audits, including external audits of Costco personal data protections, and external reviews of the Taiwan Personal Data Protection and Management System (TPIPAS) personal data verification measures.
- Reviewed information security indicators, information security-related regulations, information security implementation status, and target achievement reports during monthly information management meetings. The Company has also purchased information security-related insurance.
- Regularly organized information security-related meetings, including information security indicator meetings (monthly meetings), SOC quarterly and monthly meetings, information security implementation status and review meetings, shared experience with the information security units of our suppliers, and organized education and training courses and seminars.
- Complied with the Ministry of Finance's Directions for the Implementation of Electronic Uniform Invoices Operations, and with the information security management system standards for the e-invoice systems of value-adding centers.

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Human Resource Risks

Risks related to employee human rights and the Company's human resources development and management, such as risks related to attracting, retaining, and cultivating and developing talent.

- Reviewed turnover rates for each business unit and conducted turnover rate analysis to reduce the risk of talent loss through monthly human resources meetings.
- Regularly reviewed various human resources indicators, including the retention rates and employee composition (age, gender, seniority, managerial/non-managerial positions, etc.) for each business unit, reporting this information during business meetings.
- Employees are required to sign the Integrity Commitment Letter when starting their role. This is also included as part of mandatory training for new employees.
- The Company added a digital course to promote business ethics and integrity among employees, providing a total of 443 hours of course training to 1,772 participants.
- All TLW employees completed the annual signing of the Integrity Commitment Letter.

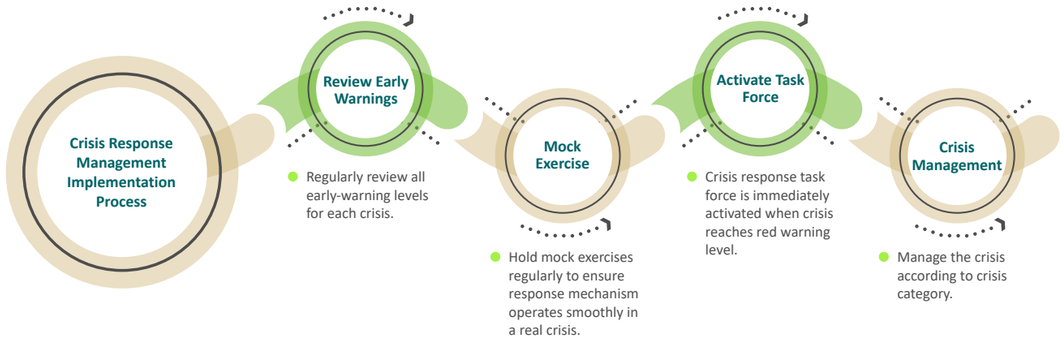
Climate Change Risks

Based on the impact of environmental issues such as climate change and natural disasters on the Group's operations and finances, we identify and manage greenhouse gas emissions, carbon credits, and energy consumption, and comply with international and local environmental protection regulations.

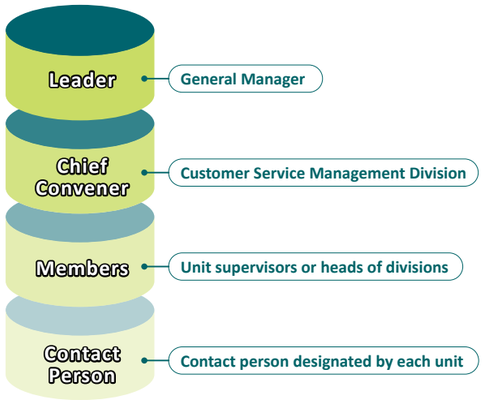
- Conducted annual review of climate change risk management, and reported implementation results to the Board of Directors.

Crisis Response Management

TLW has established the Crisis Response Management Rules to better respond to political and business developments, and the internal and external organizational and commercial environment. Through creating a complete response mechanism which incorporates both internal management and external communication, we are able to fulfill our sustainability commitment to stakeholders. The potential causes of internal and external crises are further classified into different incidents, and categorized based on severity. Once a crisis reaches the highest severity level (red warning), an emergency response task force will be activated, and the TLW General Manager will gather the supervisors of each relevant department to immediately handle the crisis. Additionally, apart from mobilizing the supervisors of each department, each department will also assign a crisis response task force contact person. We have conducted drills to ensure that employees understand the different crises that may occur, and how they can contact and report to the assigned contact person. A crisis that affects our operations requires us to communicate with our employees, customers, consumers, and suppliers; a crisis that affects our finances requires communication with the government authorities, securities supervisory unit, investors, or institutional investors; and a crisis that affects our image requires communication with the media, the general public, and trade associations or social organizations.



TLW Crisis Response Management Framework



Crisis Early Warning Mechanism

Company Operations

All business units hold regular monthly and seasonal meetings with the basic function of monitoring operating conditions. Special teams can be established to monitor matters requiring cross-departmental coordination.

Crisis Types

- ☑ Natural disasters/accident-related incidents
- ☑ Supplier-related issues or disputes
- ☑ Information and privacy related incidents
- ☑ Employee behavior-related incidents

Financial Management

As our parent company is a listed company, all procedures must be based on the regulations issued by the securities supervisory authority. The Audit Office is set up under the Board of Directors to manage internal inspections. Each year, we appoint an external CPA to perform external audits. The Test Rite Group has established an Investor Relations Department and appointed a spokesperson for external communication.

Crisis Types

- ☑ Financial/stock affairs incidents

Company Image

Through the employees within each unit and our customer relationship management mechanisms, we collect feedback on the Company from all stakeholders with the goal of implementing timely and effective responses before a crisis occurs.

Crisis Types

- ☑ Products/services/consumer/ market-related incidents
- ☑ Public issues-related incidents

Intellectual Property Management Measures

TLW has referenced the policies and standards of our parent company, and established the Intellectual Property Management Rules and other related enforcement rules based on the Taiwan Intellectual Property Management System (TIPS). Through implementing a continuous Plan-Do-Check-Act (PDCA) cycle, we have been able to effectively control potential intellectual property risks and reduce operating costs. In 2025, TLW completed the assignment of a large batch of trademarks, taking over management and conducting inventory on these trademarks in order to effectively invest company resources and properly utilize our intellectual property rights. There were no intellectual property infringements or disputes in 2025. Additionally, in 2025 we provided intellectual property education and training for all employees, including for new employees. This included training on the TIPS regulations, covering intellectual property management policies, targets, and operations, and helped to strengthen employee knowledge and literacy on intellectual property rights, while also enabling them to become more familiar with the TIPS regulations and better understand intellectual property rights protections. More than 245 people participated in this training, and all participants passed the training assessment.

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5.2.4 Operating Results

The global political and economic environment in 2025 experienced many fluctuations, including changes to the United States tariff policies and the restructuring of the global supply chain, and the decline in transaction volume within the domestic housing market due to mortgage restrictions imposed by the government. According to statistics released by the Ministry of Interior, annual housing market transaction volume within the six special municipalities declined by 24.6% in 2025, reaching a new 8-year low. This has impacted the Taiwanese retail and home products industry, posing greater challenges to revenue growth. However, through optimizing supply chain management. and implementing standardized construction processes and effective resource management, contributions to profit have continued to grow steadily.

After 30 years of operations, 2025 marks a crucial turning point for TLW. We began as a home DIY store, and in the past our brand was synonymous with home DIY and home repairs for many families. However, in the face of structural demographic changes, changes to home repair demand, and the decline of physical retail sales, TLW no longer only sells products, but has instead began to deliver services directly into communities and homes. As Taiwan's demographic structure changes, three new trends have emerged in the home repair market. First, the demand for third-party home repairs has increased due to a rise in rental subleasing and management services, and a growing trend towards old building renovation and revitalization. Second, there has been an increasing trend towards smaller homes, driven by the decline in average household size and growth in total number of households. Third, as Taiwan becomes a super-aged society, demand for elderly housing has received more attention, and demand for renovating homes to become more age-friendly has grown. TLW has changed our traditional business approach to adapt to these new trends. We see home repair needs not as short-term temporary demand, but a long-term inelastic demand, in line with our philosophy of “All home matters, big or small, is always a job for TLW.”

Direct economic value (A)	Operating revenue	8,692,031
Direct Economic Value Distributed (B)	Operating costs	5,285,665
	Employee salary and benefits	1,250,821
	Tax paid to government (income tax)	24,807
	Amounts paid to investors (interest)	11,464
	Community investment (charity donations and sponsorships)	313
	Total	6,573,071

Economic value retained (A-B)

2,118,961

(Unit: NT$ thousand)

5.2.5 Privacy and Information Security

Personal Data Protection

TLW is Taiwan’s largest home retailer with over 10 million registered members. We attach great importance to protecting the personal and transaction data of each of our members, and are committed to protecting customer privacy. The Company has established a Personal Data Notifications bulletin board at all stores across Taiwan, and has published a Personal Data Declaration and disclosed our Privacy Protection Policy on our official website, explaining to consumers how we use personal data. TLW has also established personal data management indicators to ensure that we have implemented personal data protections, which are measured once every six months. In 2025, the Company had no incidents related to information security or personal data infringement, and no customers were affected.

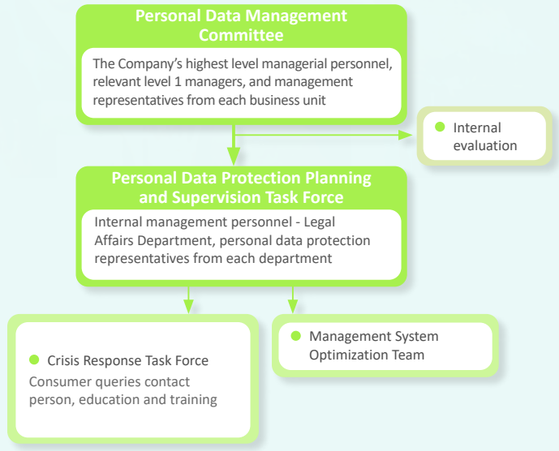


Personal Data Management Committee

The Company has established a Personal Data Management Committee, composed of relevant Level 1 managers and management representatives from each business unit. The highest-level manager in the Committee is the General Manager, and under the Committee we have established a Personal Data Protection Planning and Supervision task Force, composed of representatives assigned by the Legal Affairs Department and other departments. The Task Force helps each department to maintain personal data protection measures in order to strictly comply with the Personal Data Protection Act.

Scope of duties includes:

1. Review and approve personal data management targets and policies.
2. Review and approve personal data management indicators.
3. Review and approve personal data management roles and responsibilities.
4. Provide resources necessary for the various operations of the personal information management system.
5. Determine an acceptable level of risk.
6. Regularly or intermittently evaluate and audit the personal data management system, and review whether management measures and procedures comply with relevant personal data laws and regulations, or meet personal data management requirements, in order to continue strengthening the personal data management system’s suitability, adequacy, and effectiveness.
7. Create a list of corresponding responsible personnel in the personal data protection management organization.



Operations

Convene at least one personal data protection review meeting once a year. 2025 Implementation Results:

1. Personal Data Protection Review Meeting
   (1) 2024 TPIPAS personal data certification improvement results
   (2) 2025 Headquarters internal personal data evaluation improvement results
   (3) Store personal data evaluation results
   (4) Day-to-day personal data management operations
   - Review effectiveness of personal data management indicators
   - Assess level of tolerable risk
2. Implementation results in current year:
   Completed the Personal Data Protection Capability Diagnosis and Security Maintenance Plan questionnaire
   Evaluated by the Science and Technology Law Institute at the Institute for Information Industry as commissioned by the Ministry of Economic Affairs: 100% compliant with the Personal Data Protection Act.

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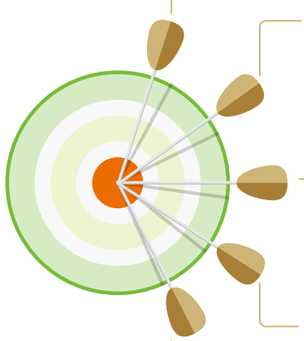
Apart from gradually establishing various information protection and responsible management rules, and ensuring that our systems possess required safety protections, we have also selected representatives to obtain the Taiwan Personal Information Protection and Administration System (TPIPAS) Certified Privacy Management Professional and Certified Privacy Internal Auditor certifications. In 2025, 11 TLW employees possess the Certified Privacy Management Professional certification, and 6 possess the Certified Privacy Internal Auditor certification.

TLW's Personal Data Internal Assessment Task Force conducts an internal evaluation each year, and proactively applies to undergo and pass TPIPAS regulations audit and certification each year. Our subsidiary Test Rite Home Service Co., Ltd. has successfully obtained the dp.mark personal data protection label administered by the Science & Technology Law Institute of the Institute for Information Industry as commissioned by the Ministry of Economic Affairs, making us the first home products retailer to obtain this label in Taiwan. The label remains valid for two years. The Company will continue to comply with TPIPAS requirements, review the status of the Company's personal data protection year by year, and set key performance indicators (KPIs) for implementing personal data protection measures. We have again passed certification for renewing the dp.mark label in 2025.

In order to effectively implement personal data protection measures, TLW has established personal data management targets and reviews related indicators once every six months. We received no complaints on personal data protection in 2025. Additionally, the Company has organized personal data protection education and training each year, including TPIPAS education and training and the 2025 personal data infringement incident emergency response drill and education and training. This has strengthened employee awareness on the importance of personal data protection, and of their management responsibilities. 1,734 TLW employees received training in 2025, and 867 hours of total training were provided. Test Rite Home Service trained a total of 63 persons, providing 31.5 hours of total training.

TLW has established a Personal Data Protection for All Employees online course, including commonly-seen personal data management and protection measures, in order to provide employees with the correct personal data protection concepts and awareness. In 2025, all TLW and Test Rite Home Service employees, numbering 1,797 persons in total, were required to take the course. These courses have also been included as part of new employee training, with all new employees required to complete Personal Data Protection Awareness Training within 3 months.

TLW Personal Data Management Targets



Target 1 Comply with Taiwan's personal data protection laws and regulations, as well as requests and orders from the competent authority.

- All business activities must comply with the Personal Data Protection Act and its Enforcement Rules, the regulations of the central competent authority for the industry, and contract terms. The Company does not tolerate any violations of laws, regulations of the competent authority, or breaches of contract. No related data breaches have been reported. **0 Times** ✓

Target 2 Comply with TPIPAS requirements

- Passed TPIPAS certification and obtained the dp.mark label. **100%** ✓

Target 3 Protected the personality rights of personal data subjects and provided them with legal autonomy over their personal data.

- The Company responded to requests for deleting, discontinuing processing, or using personal data within 30 days of receiving a request from the data subject. There were no incidents where this deadline was exceeded. **100%** ✓

Target 4 Conduct, process, and use personal data in an honest and credible manner, do not exceed the scope necessary for the specific purpose, and ensure use is appropriately and reasonably linked to the data collection purpose.

- Employees are required to receive education and training on personal data protection and pass the course examination. **100%** ✓

Target 5 Provide appropriate security management measures for personal data files to ensure that the Company fulfills our duty of care of a good administrator.

- The information system used to process personal data files regularly reviewed user accounts to prevent unauthorized access by internal personnel. **100%** ✓

Personal Data Protection Management of External Suppliers

TLW has in recent years continued to actively develop our online sales channels. In order to continue implementing personal data protections and management, and protect the rights of personal data subjects pursuant to the Personal Data Protection Act, the Company has requested external suppliers who access personal data files to also sign a Personal Data Commitment Letter when entering into contracts with the Company, requiring that external suppliers and their operational personnel comply with the Letter. We conduct self-assessments of external suppliers each year based on the content of the Personal Data Commitment Letter they have signed to verify that external suppliers have complied with requirements during the contract period. If necessary, onsite reviews are conducted and the results used as a reference for subsequent procurement, renewal, or contract changes.



Handling of Personal Data Incidents

TLW has established emergency response procedures in response to personal data incidents. When a personal data incident is determined to have taken place, TLW will verify the incident's scope of impact as quickly as possible, and understand how personal data has been illegally collected, handled, or utilized. To limit the spread of damage, we take emergency measures, monitor public opinions and customer response, and consult legal advisors to initiate relevant legal proceedings. Depending on the decisions made by our highest level manager, the Company provides an explanation to the parties involved or determines the number of customers to whom anti-fraud messages should be sent in order to minimize damage through quick and effective responses. Should the incident have caused damage to the rights and interests of customers, we will provide compensation or legal assistance to uphold customer rights and interests. Additionally, TLW will also require external vendors to immediately improve information security protection and prevention, and verify that these improvements are implemented after the incident. After convening an incident review meeting, TLW will prepare case studies and communicate to external vendors through the online platform to reduce the possibility of similar incidents recurring.

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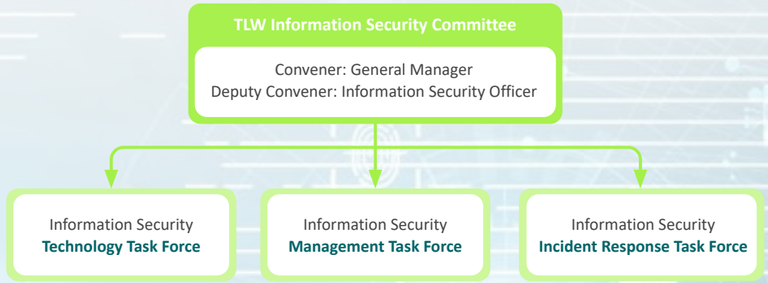
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Information Security Management

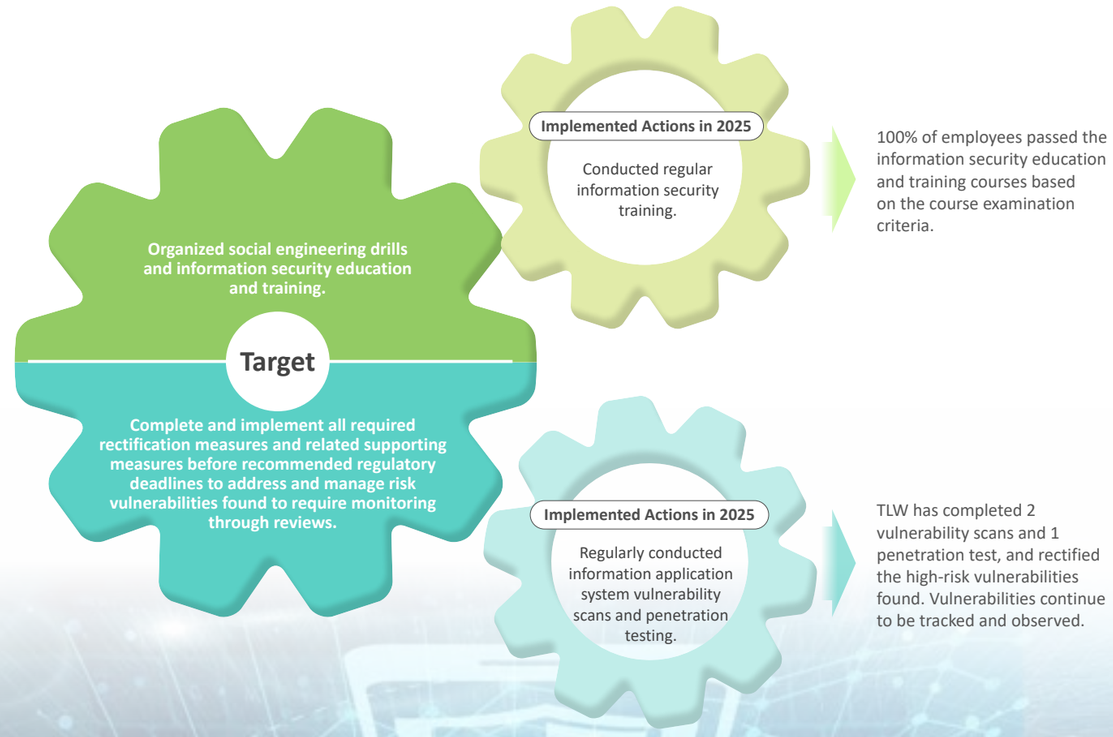
TLW follows the information security management structure of our parent company. We have strengthened our information security operational and environmental protection capabilities, improved information security management and techniques, enhanced our ability to maintain security, and implemented information security policies. We have established information security management policies and formulated information system assessment and risk management plans. We have also continued to conduct ISMS (Information Security Management System) effectiveness measurements and implement correction/prevention measures, meeting external audit and evaluation standards. Education and training on information security protection is regularly provided, strengthening the security of our information environment and employee information security awareness. In the medium and long-term, TLW will continue to deepen the information security management capabilities of our information system and reduce information security risks, and continue to hire impartial and independent third parties to conduct regular audits and reviews, ensuring that the information security management system is operating effectively.

TLW has established an Information Security Committee. The General Manager serves as the Committee convener, and convenes and hosts information technology management review meetings. They are also responsible for arbitrating and reaching a decision on cross-departmental information technology management issues. The Chief Information Security Officer serves as the deputy convener, and is responsible for reporting the Company's information security status and future strategic plans to the Information Security Committee. One Information Security Committee meeting was held in 2025 with a 100% attendance rate. Topics discussed included changes to internal and external information security management topics, information security management effectiveness, risk evaluation results, and risk management status.

Beneath the Committee, we have established an Information Security Technology Task Force responsible for technical applications, an Information Security Management Task Force responsible for maintaining the Company's information security and plan and execute relevant operations, and an Information Security Incident Response Task Force responsible for handling information security incidents. When a major information security incident occurs, it is reported to the Information Security Technology Task Force and Information Security Management Task Force, which then coordinates relevant units to activate the Information Security Incident Response Task Force. Task force members are determined according to the scope of the incident.



In order to improve the Company's ability to detect hacker activity and malicious attacks, we have regularly organized information security training and social engineering drills to improve employee awareness on information security issues, and improved the information security awareness of employees. We have also conducted vulnerability scans and penetration tests to ensure a secure information security environment. The information security management measures implemented in 2025 are as follows:





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- Appendix 2 Sustainability Accounting Standards Board (SASB) Index
- Appendix 3 Task Force on Climate-Related Financial Disclosures (TCFD) Index
- Appendix 4 List of Participating Associations
- Appendix 5 Assurance Report

Appendix 1 GRI Standards Comparison Index

Statement of Use	The TLW Report has been prepared following the GRI Standards. The information disclosure period for this Report is for the year 2025 (January 1, 2025 to December 31, 2025).
Used GRI 1	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No applicable GRI Standards

GRI 2 >General Disclosures 2021

GRI Standard	GRI Standard Disclosures		Corresponding Chapters/Sections	Page	Omissions/Note
Organization and Reporting Practices					
GRI 2 General Disclosures 2021	2-1	Organizational details	About this Report	02	
	2-2	Entities included in the organization's sustainability reporting	About this Report	02	
	2-3	Reporting period, frequency, and contact point	About this Report	02	
	2-4	Restatements of information	About this Report	02	This report restates energy intensity data for 2024.
	2-5	External assurance	Appendix 5 Assurance Report	102-104	
Activities and Workers					
GRI 2 General Disclosures 2021	2-6	Activities, value chain, and other business relationships	1.4.2 Identification and Ranking of Material Topics	13	
	2-7	Employees	3.1.2 TLW Employee Structure	45-46	
	2-8	Workers who are not employees	3.1.2 TLW Employee Structure	45-46	
Governance					
GRI 2 General Disclosures 2021	2-9	Governance structure and composition	5.2.1 Corporate Governance and Board of Directors Functions	85	
	2-10	Nomination and selection of the highest governance body	5.2.1 Corporate Governance and Board of Directors Functions	85	
	2-11	Chair of the highest governance body	5.2.1 Corporate Governance and Board of Directors Functions	85	
	2-12	Role of the highest governance body in overseeing the management of impacts	1.3.2 Sustainable Governance	11	
	2-13	Delegation of responsibility for managing impacts	1.3.2 Sustainable Governance	11	
	2-14	Role of the highest governance body in sustainability reporting	1.3.2 Sustainable Governance	11	
	2-15	Conflicts of interest	5.2.1 Corporate Governance and Board of Directors Functions	86	
	2-16	Communication of critical concerns	5.2.1 Corporate Governance and Board of Directors Functions	85-86	
	2-17	Collective knowledge of the highest governance body	5.2.1 Corporate Governance and Board of Directors Functions	86-87	
	2-18	Evaluation of the performance of the highest governance body	5.2.1 Corporate Governance and Board of Directors Functions	87	
	2-19	Remuneration policies	5.2.1 Corporate Governance and Board of Directors Functions	88	
	2-20	Process to determine remuneration	5.2.1 Corporate Governance and Board of Directors Functions	88	
	2-21	Annual total compensation ratio		-	Remuneration information involves confidential details, and are therefore not disclosed in this Report.
Strategy, Policies, and Practices					
GRI 2 General Disclosures 2021	2-22	Statement on sustainable development strategy	A Word from Management	03	
	2-23	Policy commitments	3.3.1 Human Rights Policy and Management	52	
	2-24	Embedding policy commitments	3.3.1 Human Rights Policy and Management	52	
	2-25	Processes to remediate negative impacts	5.2.2 Ethical Governance and Legal Compliance	88-90	
	2-26	Mechanisms for seeking advice and raising concerns	5.2.2 Ethical Governance and Legal Compliance	88-90	
	2-27	Compliance with laws and regulations	5.2.2 Ethical Governance and Legal Compliance	90-91	
	2-28	Membership associations	Appendix 4 List of Participating Associations	101	
Stakeholder Engagement					
GRI 2 General Disclosures 2021	2-29	Approach to stakeholder engagement	1.4.1 Stakeholder Engagement	12	
	2-30	Collective bargaining agreements	3.3.1 Human Rights Policy and Management	54	Although the Company has not established a labor union or collective bargaining agreement, we hold regular labor-management meetings, and provide transparent communication channels.

GRI 3 >Disclosures of Material Topics 2021

GRI Standard	GRI Standard Disclosures		Corresponding Chapters/Sections	Page	Omissions/Note
GRI 3 Material Topics 2021	3-1	Process to determine material topics	1.4.2 Identification and Ranking of Material Topics	13	
	3-2	List of material topics	1.4.2 Identification and Ranking of Material Topics	14-17	
Customer Health and Safety					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 2 Management Approach to Material Topics	21	
GRI 416 Customer Health and Safety	416-1	Assessment of the health and safety impacts of product and service categories	2.2.1 Insistence on Product Quality	27-28	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	2.2.1 Insistence on Product Quality	28	
Product and Service Innovation					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 2 Management Approach to Material Topics	19	
Self-designated Topic	-	-			
Product Marketing and Labeling					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 2 Management Approach to Material Topics	20	
GRI 417 Marketing and Labeling	417-1	Requirements for product and service information and labeling	2.2.1 Insistence on Product Quality	27	
	417-2	Incidents of non-compliance concerning product and service information and labeling	2.2.1 Insistence on Product Quality	28	
	417-3	Incidents of non-compliance concerning marketing communications	2.2.1 Insistence on Product Quality	28	
Circular Economy and Packaging Materials Management					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 2 Management Approach to Material Topics	19	
Self-designated Topic	-	-	-		

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GRI Standard	GRI Standard Disclosures		Corresponding Chapters/Sections	Page	Omissions/Note
Employee Training and Career Development					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 3 Management Approach to Material Topics	40	
GRI 404 Training and Education	404-1	Average hours of training per year per employee	3.4.3 Occupational Safety and Health Education, Training, and Awareness	61	
	404-2	Programs for upgrading employee skills and transition assistance programs	3.2.1 Employee Training Program	48-51	
	404-3	Percentage of employees receiving regular performance and career development reviews	3.2.2 Employee Incentives and Development	51	
Employment and Human Rights					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 3 Management Approach to Material Topics	41	
GRI 401 Employment	401-1	New employee hires and employee turnover	3.1.2 TLW Employee Structure	46-47	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	3.3.2 Employee Welfare	54-55	
	401-3	Parental leave	3.1.2 TLW Employee Structure	47	
GRI 402 Labor/ Management Relations	402-1	Minimum notice periods regarding operational changes	3.3.1 Human Rights Policy and Management	54	
Occupational Health and Safety					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 3 Management Approach to Material Topics	42	
GRI 403 Occupational Safety and Healthy	403-1	Occupational Health and Safety Management System	3.4.1 Occupational Safety and Health Management System	56-57	
	403-2	Hazard identification, risk assessment, and incident investigation	3.4.2 Implementation Plan and Results	57-58	
	403-3	Occupational health services	3.4.2 Implementation Plan and Results	60-61	
	403-4	Worker participation, consultation, and communication on occupational health and safety	3.4.1 Occupational Safety and Health Management System	56-57	
	403-5	Worker training on occupational health and safety	3.4.3 Occupational Safety and Health Education, Training, and Awareness	61	
	403-6	Promotion of worker health	3.4.2 Implementation Plan and Results	59-61	
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	3.4.2 Implementation Plan and Results 3.4.3 Occupational Safety and Health Education, Training, and Awareness	57-61	
	403-8	Workers covered by an occupational health and safety management system	3.4.1 Occupational Safety and Health Management System	56-57	
	403-9	Work-related injuries	3.4.2 Implementation Plan and Results	59	
	403-10	Work-related ill health	3.4.2 Implementation Plan and Results	59	
Privacy and Information Security					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 5 Management Approach to Material Topics	75	
GRI 418 Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	5.2.5 Privacy and Information Security	94	
Customer Relationship Management					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 2 Management Approach to Material Topics	21	
Self-designated Topic	-	-	-		

GRI Standard	GRI Standard Disclosures		Corresponding Chapters/Sections	Page	Omissions/Note
Corporate Governance and Integrity					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 5 Management Approach to Material Topics	73	
GRI 205 Anti-corruption	205-2	Communication and training about anti-corruption policies and procedures	5.2.2 Ethical Corporate Management and Legal Compliance	88-89	
GRI 207 Tax Strategy	207-1	Approach to tax	5.2.1 Corporate Governance and Board of Directors Functions	88	
	207-2	Tax governance, control, and risk management	5.2.1 Corporate Governance and Board of Directors Functions	88	
	207-3	Stakeholder engagement and management of concerns related to tax	5.2.1 Corporate Governance and Board of Directors Functions	88	
Supply Chain Management					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 2 Management Approach to Material Topics	20	
GRI 204 Procurement Practices	204-1	Proportion of spending on local suppliers	2.2.2 Supply Chain Management	33	
GRI 308 Supplier Environmental Assessment	308-1	New suppliers that were screened using environmental criteria	2.2.2 Supply Chain Management	30-31	
	308-2	Negative environmental impacts in the supply chain and actions taken	2.2.2 Supply Chain Management	30-31	
GRI 414 Supplier Social Assessment	414-1	New suppliers that were screened using social criteria	2.2.2 Supply Chain Management	30-31	
	414-2	Negative social impacts in the supply chain and actions taken	2.2.2 Supply Chain Management	30-31	
Economic Performance					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 5 Management Approach to Material Topics	73	
GRI 201 Economic Performance	201-1	Direct economic value generated and distributed	5.2.4 Operating Results	94	
	201-2	Financial implications and other risks and opportunities due to climate change	5.1.3 Climate Change Response Strategies and Management	83	
	201-3	Defined benefit plan obligations and other retirement plans	3.3.2 Employee Welfare	54-55	
	201-4	Financial assistance received from government	-	-	In 2025, TLW received NT$941,023 in government subsidies and Test Rite Home Service received NT$78,000.
Risk Management and Regulatory Compliance					
GRI 3 Material Topics 2021	3-3	Management of material topics	Chapter 5 Management Approach to Material Topics	74	
GRI 206 Anti-competitive Behavior	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	5.2.2 Ethical Corporate Management and Legal Compliance	90	

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Appendix 2 Sustainability Accounting Standards Board (SASB) Index

Multiline and Specialty Retailers & Distributors

Category	Accounting Metric		Corresponding Chapter or Content	Page	Improvement Methods and Future Targets
Energy Management for Retail and Distribution	CG-MR-130a.1	(1) Total energy consumed (2) Percentage of grid power consumed and (3) Percentage of renewable energy consumed	5.1.2 Energy, Resources, and Waste Management	79-80	TLW has implemented the following measures to improve and reduce energy and power consumption ● Established an Energy Conservation Task Force and created energy conservation plans. ● Regularly reviewed equipment energy efficiency and replaced aging equipment ● Cooperated with the government and Taipower's corporate energy-saving guidance measures. ● Adjusted store power consumption based on peak consumption periods.
Data Security	CG-MR-230a.1	Description of approach to identifying and addressing data security risks	5.2.5 Privacy and Information Security	94-96	Regularly hired impartial and independent third parties to conduct audits and reviews to ensure the effective operation of the information security management system.
	CG-MR-230a.2	(1) Number of data breaches (2) Percentage of breaches involving personal data (3) Number of customers affected	No related incidents occurred in 2025.	94	TLW has continued to pass TPIPAS certification and obtain the dp.mark label. We also require all of our activities to comply with the Personal Data Protection Act and its Enforcement Rules. We continue to require external suppliers to comply with personal data protection regulations.
Labor Practices	CG-MR-310a.1	(1) Average hourly wage (2) Percentage of store and logistical center employees earning minimum wage, by region	(1) NT$226 (2) Not applicable	-	TLW uses a wide variety of tools and reports to conduct market salary surveys, ensuring that our remuneration strategy remains transparent and credible, and maintaining market competitiveness. We establish salary strategies based on market conditions, which are reviewed and adjusted annually.
	CG-MR-310a.2	(1) Voluntary turnover rate for store and logistics center employees, and (2) Involuntary turnover rate for store and logistics center employees	3.1.2 TLW Employee Structure	47	We provide employees with clear training resources and career development plans, such as internal transfer opportunities. This encourages employees to explore different career directions based on their expertise and interest, achieving our talent retention targets.
	CG-MR-310a.3	Total amount of monetary losses as a result of legal proceedings associated with violations of labor regulations.	No related incidents occurred in 2025.	90	N/A
Workforce Diversity and Inclusion	CG-MR-330a.1	Percentage of (1) gender and (2) racial/ethnic group representation for (a) executive management, (b) non-executive management, and (c) all other employees.	3.1.2 TLW Employee Structure 5.2.1 Corporate Governance and Board of Director's Functions	45-46 86	TLW has upheld employee diversity concepts, and hired a wide range of talent, including students, new graduates, elites transitioning careers, workers re-entering the workforce, and middle-aged and elderly employees.Additionally, we have implemented employment equality practices and enhanced friendly workplace measures, providing people with disabilities, indigenous groups, foreign workers, and middle-aged and elderly workers with greater employment opportunities.
	CG-MR-330a.2	Total amount of monetary losses as a result of legal proceedings associated with employment discrimination	No related incidents occurred in 2025.	90	N/A
Product Sourcing, Packaging & Marketing	CG-MR-410a.1	Revenue from products third-party certified to environmental and/or social sustainability standards	NT$596,188,682	25	N/A
	CG-MR-410a.2	Discussion of processes to assess and manage risks and/or hazards associated with chemicals in products	2.2.1 Insistence on Product Quality	27-29	TLW has established product inspection, sampling inspections, and other quality verification rules to ensure that all products meet procurement, labeling, and storage management standards. TLW has also continued to develop our own private label products to provide consumers with more safe product options.
	CG-MR-410a.3	Discussion of strategies to reduce the environmental impact of packaging	(1) Established product packaging strategy limiting packaging to a maximum of 3 layers, and with no more than three different types of packaging materials used. (2) We have banned the use of PVC raw materials in disposable products.	26	TLW uses paper, PE, and PP materials as much as possible in our product packaging in order to reduce the proportion of PVC used. Our stores have implemented paper box recycling, and we have followed the Ministry of Environment's regulations on reducing online shopping packaging materials.
Activity Metric	CG-MR-000.A	(1) Number of retail stores and (2) Number of distribution centers	(1) 65 stores, including 28 medium and large-scale stores and 37 community stores (2) 1 distribution center (Yangmei Warehouse)	6	
	CG-MR-000.B	(1) Total area of retail locations and (2) distribution centers	(1) Total store area of 220,139.60 square meters (2) Distribution center area of 42,969 square meters	-	

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Professional & Commercial Services

Category	Accounting Metric		Corresponding Chapter or Content	Page	Improvement Methods and Future Targets
Data Security	SV-PS-230a.1	Description of approach to identifying and addressing data security risks	5.2.5 Privacy and Information Security	94-96	TLW has regularly hired impartial and independent third parties to conduct audits and reviews to ensure the effective operation of the information security management system.
	SV-PS-230a.2	Description of policies and practices relating to the collection, usage, and retention of customer information	5.2.5 Privacy and Information Security	94-96	TLW has continued to pass TPIPAS certification and obtain the dp.mark label. We also require all of our activities to comply with the Personal Data Protection Act and its Enforcement Rules. We continue to require external suppliers to comply with personal data protection regulations.
	SV-PS-230a.3	(1) Number of data breaches (2a) Percentage of data breaches involving customers' confidential business information (2b) Percentage of data breaches involving personal data (3a) Number of customers affected by data breaches (3b) Number of individuals affected by data breaches	No related incidents occurred in 2025.	94	N/A
Workforce Diversity and Engagement	SV-PS-330a.1	Percentage of (1) gender and (2) and racial/ethnic group representation for: (a) executive management, (b) non-executive management, (c) all other employees.	3.1.2 TLW Employee Structure	45-46	TLW has upheld employee diversity concepts, and hired a wide range of talent, including students, new graduates, elites transitioning careers, workers re-entering the workforce, and middle-aged and elderly employees. Additionally, we have implemented employment equality practices and enhanced friendly workplace measures, providing people with disabilities, indigenous groups, foreign workers, and middle-aged and elderly workers with greater employment opportunities.
	SV-PS-330a.2	(1) Voluntary turnover rate and (2) involuntary turnover rate (for all employees)	3.1.2 TLW Employee Structure	47	We provide employees with clear training resources and career development plans, such as internal transfer opportunities. This encourages employees to explore different career directions based on their expertise and interest, achieving our talent retention targets.
	SV-PS-330a.3	Employee engagement percentage	3.3.1 Human Rights Policy and Management	53	We regularly conduct employee engagement surveys and collect employee opinions on topics and issues. This information is used to quickly focus on issues and develop improvement plans, allowing both labor and management to successfully reach a consensus and meet employee needs.
Professional Integrity	SV-PS-510a.1	Description of approach to ensuring professional integrity	5.2.2 Ethical Governance and Legal Compliance	88-91	TLW clearly stipulates that all directors and supervisors, employees, and collaborating suppliers must uphold ethical corporate management principles and comply with all business regulations. The Board of Directors has passed and established the Ethical Corporate Management Best Practice Principles, and we comply with our parent company's Ethical Corporate Management Standard Operating Procedures and Guidelines.
	SV-PS-510a.2	Total amount of monetary losses as a result of legal proceedings associated with professional integrity	No related incidents occurred in 2025.	90	N/A
Activity Metric	SV-PS-000.A	Number of employees in the following categories: (1) Full-time and part-time employees, (2) Temporary employees, (3) Contract employees.	3.1.2 TLW Employee Structure	45-46	
	SV-PS-000.B	Employee hours worked and percentage paid	Total employee hours worked: 3,684,410 hours.Paid hours worked: 100%	-	

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Appendix 3 Task Force on Climate-Related Financial Disclosures (TCFD) Index

TCFD Recommended Disclosures		Climate-related Info of TWSE Listed & TPEx Listed Company	Corresponding Chapters/Sections	Page
Governance	Describe the board's oversight of climate-related risks and opportunities.	1. Describe the board's and the management's oversight of climate-related risks and opportunities.	5.1.3 Climate change response strategies and management	81
	Describe management's role in assessing and managing climate-related risks and opportunities.			81
Strategy	Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).		83
	Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	3. Describe the financial impact of extreme weather events and transformative actions.		-
	Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	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.		82
Risk Management	Describe the organization's processes for identifying and assessing climate-related risks.	4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.		82
	Describe the organization's processes for managing climate-related risks.			82
	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.			93
Metrics and Targets	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	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.		82
	Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks.	9. Greenhouse gas inventory and assurance status, and reduction targets, strategies, and specific action plans.		80
	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	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 used to offset emissions should be specified.		84

Appendix 4 List of Participating Associations

Company	No.	External Associations	Membership Type/Duties
TLW	1	The Institute of Internal Auditors - Chinese Taiwan	Member
	2	Computer Audit Association	Member
	3	Taipei City Rice Association	Member
	4	Taipei Measuring Instruments Association	Member
	5	Importers and Exporters Association of Taipei	Member
	6	Chinese Non-Store Retailer Association	Member
Test Rite Home Service	1	Taipei Association of Interior Designers	Member
	2	Taipei Electrical Commercial Association	Member
	3	Taipei Kitchen Commercial Association	Member

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English Translation of a Report Originally Issued in Mandarin

Independent Accountant's Limited Assurance Report

To Test Rite Retail Co. Ltd.

We have been engaged by Test Rite Retail Co. Ltd. and its subsidiary (hereinafter referred to as "TLW") to perform a 'limited assurance engagement', as defined by the Taiwan Accounting Research and Development Foundation, to report on the selected sustainability information ("the Subject Matter") included in TLW's 2025 Sustainability Report ("the Report").

The Subject Matter and the Applicable Criteria

Regarding the Subject Matter and the applicable criteria ("Criteria"), please refer to appendix A.

Management's Responsibility

TLW's management is responsible for the preparation of the Report with reference to GRI Standards issued by the Global Reporting Initiative. TLW's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records and making estimates that are relevant to the preparation of the Subject Matter, such that it is free from material misstatement, whether due to fraud or error.

Our Responsibility

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the Standard on Assurance Engagements 3000 "Assurance Engagements Other Than Audits or Reviews of Historical Financial Information", issued by the Taiwan Accounting Research and Development Foundation. The standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Management

We have complied with the independence and other ethical requirements of the Norm of Professional Ethics for Certified Public Accountant in the Republic of China, which basic principles are integrity, objectivity, professional competence, due care and professional behavior.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of Procedures Performed

Procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the Subject Matter and related information, and applying analytical and other appropriate procedures.

Our procedures included:

- Conducted interviews with TLW's personnel to understand TLW's business, sustainability implementation and reporting process;
- Understand the expectations and requirements of the key stakeholders and stakeholders, the specific communication channels between the two parties, and how TLW responds to such expectations and requirements through interviews and inspection of relevant documents;

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- Conducted interviews with TLW's key personnel to understand the process for collecting, collating and reporting the Subject Matter during the reporting period;
- Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria;
- Performing analytical procedures on selected information; collecting and assessing other supporting documentation and the obtained management representation letter. Testing samples if necessary;
- Reading TLW's Sustainability Report to confirm with the consistency of the indicators in the Sustainability Report which contribute to the selected information.

Limitations

Non-financial information contained within the Subject Matter are subject to measurement uncertainties. The selection of different measurement techniques can result in materially different measurement. Also assurance engagements are based on selective testing of information being examined. Any internal control is subjected to limitations. Consequently, it is not possible to detect all existing material misstatements whether resulting from fraud or error.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Subject Matter, in order for it to be in accordance with the Criteria.

Ernst & Young
July 2, 2026
Taipei, Taiwan, Republic of China

Notice to Readers
The reader is advised that the assurance report has been prepared originally in Mandarin. In the event of a conflict between the assurance report and the original Mandarin version or difference in interpretation between the two versions, the Mandarin language assurance report shall prevail.

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Appendix A:

<table>
<tr><th>No.</th><th>Chapter</th><th>Content Title</th><th>Selected Information</th><th>Applicable Criteria</th></tr>
<tr><td rowspan="2">1</td><td>5.2.2</td><td>Ethical Governance and Legal Compliance</td><td>In 2025, TLW had no incidents or legal disputes related to anti-competitive behavior, anti-trust, or monopolistic practices. There were 3 incidents of regulatory violations resulting in fines in 2025 (including one major regulatory violation[1]).
Note 1：major regulatory violation is defined pursuant to the Taiwan Stock Exchange Corporation Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities and the Reference Guidelines for the Recognition of Sustainable Economic Activities, and includes incidents which have caused material damage or impact on the Company, incidents where the competent authority has issued an order to suspend work, suspend business operations, shut down the business, or terminate or revoke pollution-related permits, and individual incidents where the total fine received exceeded NT$1 million.</td><td rowspan="2">Number of significant non-compliance incidents and regulatory violations in 2025 of TLW.</td></tr>
<tr><td>2.2.1</td><td>Insistence on Product Quality</td><td>In 2025, TLW ... There was also 1 case where product and service health and safety regulations were violated, leading to a fine.</td></tr>
<tr><td>2</td><td>3.1.2</td><td>TLW Employee Structure</td><td>2025 Voluntary and Involuntary Turnover Rate
<table><tr><th>Scope</th><th>Item</th><th>TLW</th><th>Test Rite Home Service</th></tr><tr><td rowspan="3">Retail Stores</td><td>Voluntary Turnover Rate</td><td>18.6%</td><td>0%</td></tr><tr><td>Involuntary Turnover Rate</td><td>0.9%</td><td>0%</td></tr><tr><td>Total</td><td>19.5%</td><td>0%</td></tr><tr><td rowspan="3">All Employees</td><td>Voluntary Turnover Rate</td><td>18.8%</td><td>7.0%</td></tr><tr><td>Involuntary Turnover Rate</td><td>0.9%</td><td>3.5%</td></tr><tr><td>Total</td><td>19.7%</td><td>10.5%</td></tr></table></td><td>Voluntary and involuntary employee turnover rates for retail store employees and all employees in 2025 of TLW.</td></tr>
<tr><td>3</td><td>5.1.1</td><td>Creating an Eco-Friendly Green Consumption Store</td><td><table><tr><th>LED light bulbs/tube lights sales volume</th><th>2025</th></tr><tr><td>LED ceiling lights (unit: 3 lights)</td><td>183,802</td></tr><tr><td>LED light bulbs (unit: bulbs)</td><td>1,038,184</td></tr><tr><td>LED 2-foot tube lights (unit: tubes)</td><td>107,132</td></tr><tr><td>LED 4-foot tube lights (unit: tubes)</td><td>159,639</td></tr><tr><td>Electricity consumption saved per year (unit: kWh)</td><td>316,913,531.25</td></tr><tr><td>Approximate quantity of carbon emissions reduced (unit: metric ton of CO_2e)</td><td>147,998.62</td></tr></table>Calculated formulas:
• Electricity consumption saved per year = (conventional lighting wattage - LED lighting wattage) × daily usage hours × 365/1000.
• Although the wattage is different, we have adopted a conservative average estimate of one 9W LED light providing the same brightness as a 60W incandescent light bulb, and assumed a daily usage of 10 hours.
• The electricity carbon emission factor is based on the latest figures announced by the Energy Administration, Ministry of Economic Affairs. The emissions factor for 2025 is 0.467 kg CO_2e/kWh.</td><td>Lighting product sales volume, annual electricity consumption saved, and approximate quantity of carbon emissions reduced in 2025 of TLW.</td></tr>
</table>

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No.	Chapter	Content Title	Selected Information		Applicable Criteria
4	3.3.1	Human Rights Policy and Management	Employee Engagement Survey		Average employee engagement survey score in 2025 of TLW.
			Survey Purpose	We implemented the Employee Engagement and Experience Survey in 2025 to understand how committed our employees are to work, and to collect feedback on our Company's overall structure and the employee work experience. This helps the Company to continue optimizing the employee experience year after year, and establish enhancement and improvement plans.	
			Survey Aspects	Taking both the perspective of employees and the organization into account, we aim to understand the level of commitment of employees, and lend a ear to employee voices and collect feedback on their work experience. The survey includes questions on various aspects of the employee experience, including with the Company's vision and strategy, work requirements, supervisor support, teamwork, performance management, learning and development, and employee engagement. We have adopted a five-point scale to measure employee approval, and also included open-ended questions to collect information on the feelings and thoughts of our employees. The survey is conducted anonymously, and the information filled in is kept confidential, allowing employees to express their opinions with peace of mind while also ensuring the survey's authenticity and credibility.	
			Number of Responses	Surveys were sent out to full-time and part-time employees who have worked for the Company for more than 3 months, and a total of 1,682 responses were collected.	
			Survey Results	The overall response rate across the Company exceeded 95%, with an average score of 3.9 in overall engagement and work experience. The Human Resources Department creates improvement strategies based on the survey responses received. These measures mainly focus on optimizing employee communication and reward systems, cultivating talent development, and employee welfare benefits. We also implement internal improvement plans for each of our departments at our headquarters location and stores, optimizing overall employee engagement and experience.	

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No.	Chapter	Content Title	Selected Information						Applicable Criteria
5	3.4.3	Occupational Safety and Health Education, Training, and Awareness	Occupational Safety and Health Training Courses by TLW in 2025.						The description of occupational safety and health training programs, number of participants, and total training hours in 2025 of TLW.
			Course Name	Participants	Course Description	Frequency of Offering	Number of participants	Total course hours	
			Occupational Safety and Health Management System Internal Auditor Training	Designated headquarters employees	ISO 45001 Internal Audits	Each year, depending on necessity	3	42	
			Occupational Safety and Health Training (Group Headquarters)	Headquarters employees	Mandatory courses on Taiwan's occupational safety laws and regulations. Workers are required to complete 3 hours of practical refresher courses (provided through streamed online video) once every 3 years.	Annual	88	264	
			Digital Courses on Disaster Prevention	Headquarters employees	We promote correct disaster prevention knowledge for situations that may arise during daily life, preventing accidents within homes and establishing correct disaster safety attitudes. Courses deeply embed the concept of taking the necessary accident precautions and prepare trainees for handling disasters should they occur, minimizing the damage caused.	Annual	245	122.5	

2025

TLW Sustainability Report

特力屋

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