



Stock Code: 7760

ENJOY WARMTH CO., LTD.

Annual Report for 2025

Market Observation Post System (MOPS) Website: <https://mops.twse.com.tw>

Enjoy Warmth Co., Ltd. Website: <https://www.sws.com.tw>

Compiled by Enjoy Warmth Co., Ltd.

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I. Spokesperson, Deputy Spokesperson – Name, Title, Contact Phone, and Email:

Spokesperson Name: Li, Chi-Lin	Title: General Manager
Contact Phone:(07)224-2999	Email: ir@s wsktv.com.tw
Deputy Spokesperson Name: Lin, Wei-Ya	Title: Chief Financial Officer
Contact Phone:(07)224-2999	Email : ir@s wsktv.com.tw

II. Headquarters, Branch Offices, and Factory Addresses and Phone Numbers

(I) Headquarters:

Address: No. 175-15, Jianguo 1st Road, Lingya District, Kaohsiung City
 Phone: (07)224-2999

(II) Branch Offices:

Name	Address	Phone
Pingtung Branch	1F, 2F, 3F, No. 7-7, Beiping Road, Pingtung City, Pingtung County	(08)733-3366
Tainan Branch	1F, No. 26, Section 1, Zhonghua East Road, East District, Tainan City	(06)236-6600
Taichung Branch	No. 79, Qinghai South Street, Xitun District, Taichung City	(04)2452-6600
Magong Branch	1F, 2F, 3F, No. 47, Yongtai Street, Magong City, Penghu County	(06)926-2800
Taitung Branch	1F, 2F, No. 308, Zhongzheng Road, Taitung City, Taitung County	(089)338-777
Taitung Xiyuan Branch	1F, 3F, 4F, No. 308, Zhongzheng Road, Taitung City, Taitung County	(089)338-777
Fengshan Branch	No. 292, Jiexi Road, Daliao District, Kaohsiung City	(07)703-7722
Fengshan Xiyuan Branch	No. 296, Jiexi Road, Daliao District, Kaohsiung City	(07)703-9977
Tainan Anping Branch	No. 8, Qingping Road, Anping District, Tainan City	(06)293-9900
Bo'ai Branch	No. 55, Bo'ai 4th Road, Zuoying District, Kaohsiung City and No. 8 & No. 10, Lane 26, Chonghui Street	(07)342-3300
Wujia Branch	1F, 2F, No. 291, Fengnan Road, Fengshan District, Kaohsiung City	(07)716-6688
Wufu Branch	1F, 2F, No. 65, Wufu 2nd Road, Xinxing District, Kaohsiung City	(07)272-7700
Jianguo Branch	No. 175-15, Jianguo 1st Rd., Lingya Dist., Kaohsiung City	(07)225-5666
Jianguo Xiyuan Branch	No. 175-15, Jianguo 1st Rd., Lingya Dist., Kaohsiung City	(07)229-3999
Gangshan Branch	No. 28, Jie'an Road, Gangshan District, Kaohsiung City	(07)626-3666
Gangshan Xiyuan Branch	No. 26, Jie'an Road, Gangshan District, Kaohsiung City	(07)626-6899
Renwu Branch	No. 111, Jingji 3rd Road, Renwu District, Kaohsiung City	(07)371-6611
Arena Branch	No. 359, No. 359-1, No. 359-2, Bo'ai 2nd Road, Gushan District, Kaohsiung City	(07)555-9300
Hualien Branch	No. 82, Guolian 3rd Road, Hualien City, Hualien County	(03)835-0668
Nantun Branch	No. 38, Dagan Road, Nantun District, Taichung City	(04)2380-6655

III. Stock Transfer Agent – Name, Address, Website, and Phone:

Name: CTBC Bank – Stock Affairs Agency
Department

Website: <https://www.ctbcbank.com>

Address: 5F, No. 83, Section 1, Chongqing South
Road, Zhongzheng District, Taipei City

Phone: (02)6636-5566

IV. CPAs Who Certified the Most Recent Annual Financial Report – Name, Firm, Address, Website, and Phone:

CPA Names: Chen, Chen-Li, CPA; Hsu, Kai-Ning, CPA

Firm Name: Deloitte & Touche

Website: <https://www.deloitte.com.tw>

Address: 3F, No. 88, Chenggong 2nd Road,
Qianzhen District, Kaohsiung City

Phone: (07) 530-1888

V. Name of Overseas Exchange(s) Where the Company's Securities Are Listed and How to Access Information on Such Securities: Not applicable.

VI. Company website: <https://www.sws.com.tw>

Enjoy Warmth Co., Ltd.
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One. Letter to Shareholders

Dear Shareholders,

Thank you for taking the time to attend the 2026 Annual General Meeting of Shareholders and for your recognition and continued support of Enjoy Warmth. We hereby report on the operating results for Year 2025 and a summary of the Year 2025 business plan as follows:

I. Implementation Overview and Business Policy

(I) Implementation Overview

During this fiscal year, the Company's operating revenue declined compared to the previous year, impacted by fluctuations in the global economic environment and intensified market competition. In response to these external changes, the Company continued to deepen brand management, strengthen differentiated services and operational management, safeguard our competitive advantages, and drive steady revenue growth.

(II) Business Policy

In response to the evolving development of the audiovisual karaoke market, the Company's key strategic focus is to continue expanding business locations across various cities and counties. Currently, the Company operates 16 KTV venues and 4 banquet halls, spanning a total of 7 cities and counties. The Chiayi, Nanzih, and a new hotel location are expected to complete renovations and open in 2026, with the Xiaogang location currently under construction. In addition, to broaden our consumer base, the Company will develop KTV-related ancillary businesses in the future, such as teppanyaki, hot pot, BBQ, and other composite dining services.

Food and beverage service at our banquet restaurants and KTV venues is a critical part of our operations; therefore, enhancing food safety controls is also a key development priority. The Company continues to evaluate food suppliers to higher standards and sources only safe and certified products. Furthermore, the Company has established an in-house laboratory for product testing and has assigned dedicated professionals to expand the scope of self-conducted inspections, ensuring consumers receive safe, high-quality dining services.

The Company not only continues to deepen its roots in the audiovisual karaoke industry but also strives to develop and enhance the professional capabilities of its banquet and wedding hall operations – in line with the Company's development philosophy of "Professionalism, Stability, and Continuous Improvement" – while also creating greater added value.

II. Operating Results

(I) Operating Summary

Unit: NT\$ Thousands

Item	2025	2024	Amount of increase/decrease	Double-acting ratio
Operating Revenue	1,291,287	1,317,052	(25,765)	-2%
Cost of Goods Sold	825,265	804,142	21,123	3%
Gross profit	466,022	512,910	(46,888)	-9%
Operating Expenses	412,705	385,970	26,735	7%
Operating Income	53,317	126,940	(73,623)	-58%
Non-Operating Income and Expenses	(12,993)	(13,532)	539	-4%
Income Before Tax	40,324	113,408	(73,084)	-64%
Income Tax Expense	4,844	20,938	(16,094)	-77%
Net Income for the Year	35,480	92,470	(56,990)	-62%

Notes:

The Company's operating revenue for 2025 was NT\$1,291,287 thousand, a slight decline of 2% compared to NT\$1,317,052 thousand in 2024, primarily attributable to changes in the global economic environment and intensifying industry competition. Due to rising raw material prices and increased fixed costs such as personnel expenses, operating income in 2025 decreased by NT\$73,623 thousand compared to 2024. Income before tax in 2025 decreased by NT\$73,084 thousand compared to 2024, and net income for the period decreased by NT\$56,990 thousand compared to 2024.

(II) Financial Ratios and Profitability Analysis

Item	2025	2024
Financial Structure		
Debt-to-Assets Ratio (%)	54.83	61.15
Long-term Funds to Property, Plant & Equipment Ratio (%)	153.68	156.98
Solvency		
Current Ratio (%)	116.10	95.93
Quick Ratio (%)	100.43	80.96
Interest Coverage Ratio	1.97	3.90
Profitability		
Return on Assets (%)	1.56	2.98
Return on Equity (%)	1.92	6.04
Pre-tax Income to Paid-in Capital Ratio (%)	6.72	23.23
Net Profit Margin (%)	2.74	7.02
Earnings Per Share (NT\$)	0.68	2.00

III. 2026 Business Plan Overview

With the rapid development of popular music, the market has seen the emergence of diverse audiovisual singing services, in addition to traditional KTV, such as online streaming platforms, KTV booths, and Bluetooth karaoke microphones. To sustain the Company's competitiveness and long-term operations, in addition to complying with government regulations on food safety and environmental standards, improving the quality of the consumer environment and providing diversified services are key operational development priorities.

1. Improving Environmental Quality and Safety at Business Locations

In recent years, the pandemic has made consumers increasingly attentive to environmental hygiene. The Company has further strengthened strict daily cleaning and disinfection protocols at all locations and has procured epidemic prevention equipment to enhance the environmental quality of KTV private rooms and restaurant areas. Furthermore, to provide consumers with a safe and reassuring experience, the Company also regularly inspects and maintains fire safety equipment in accordance with public safety regulations.

2. Continued Expansion of Locations and Increased Marketing Activities

To solidify Enjoy Warmth KTV's brand recognition in central and southern Taiwan as well as the Hualien-Taitung region, the Company is actively expanding KTV locations across various cities and counties using a garden-style private room concept, and is stimulating consumer visits through various seasonal events and activities. The Company also promotes banquet discount programs during holidays such as Lunar New Year and Mother's Day to develop the versatility of its banquet restaurant offerings. In the future, the Company will adopt a composite dining-and-KTV model to expand its consumer base.

We wish all shareholders
good health and prosperity in all endeavors.

Chairman:
Li, Tung-Ho



General Manager:
Li, Chi-Lin



Chief Accounting Officer:
Chiou, Yea-Yun



Two. Corporate Governance Report

I. Information on Directors, General Manager, Deputy General Managers, Assistant General Managers, and Heads of Departments and Branch Offices

(I) Director Information

1. Directors

March 28, 2026; Unit: share; %

Title	Nationality or place of registration	Name	Gender Age	Date of Initial Election	Term	Date of Initial Election	Shares Held at Time of Election		Shares Currently Held		Shares Currently Held by Spouse & Minor Children		Shares Held Under Others' Names		Major Work / Educational Background	Current Positions Held at This Company and Other Companies	Directors, Supervisors, or Managers with Spousal or Within 2nd-Degree Kinship Relationship			Notes
							Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio			Title	Name	Relationship	
Chairman	R.O.C.	Enjoy Investment Co., Ltd.	-	2023.06.27	3 years	2023.06.27	5,249,500	12.50	10,460,939	17.43	-	-	-	-	-	-	-	-	-	Note 1
	R.O.C.	Representative: Li, Tung-Ho	Male 60 - 69 years old				4,493,500	10.70	4,639,500	7.73	1,400,000	2.33	11,009,939	18.35	Kaohsiung Municipal Zuoying Senior High School Captain, Kaohsiung City Volunteer Police Corps	Executive Officer of this Company Chairman of Enjoy Investment Co., Ltd. Director of Youshun Chang Co., Ltd Director of Lien Shun Chang Enterprise Limited	General Manager Director	Li, Chi-Lin Su, Hsueh-Wen	Father & Son Second Degree	
Director	R.O.C.	Enjoy Investment Co., Ltd.	-	2024.05.27	3 years	2023.06.27	5,249,500	12.50	10,460,939	17.43	-	-	-	-	-	-	-	-	-	-
	R.O.C.	Representative: Wu, Fu-Nan	Male 70 - 79 years old				525,000	1.25	455,505	0.76	168,918	0.28	-	-	Lufeng Elementary School, Changhua County Standing Director, Changhua County Pastry & Bakery Association	Owner, Yongfeng Western Pastry & Bakery	-	-	-	
Director	R.O.C.	Meihe Co., Ltd.	-	2023.06.27	3 years	2021.08.10	500,000	1.19	1,368,707	2.28	-	-	-	-	-	-	-	-	-	-
	R.O.C.	Representative: Wu, Kunher	Male 50 - 59 years old				425,000	1.01	517,356	0.86	-	-	1,368,707	2.28	Ph.D. in Public Health, Loma Linda University Epidemiological Researcher, Planning Division, Los Angeles County	Assistant Professor, I-Shou University Owner, Meihe Co., Ltd.	-	-	-	

Title	Nationality or place of registration	Name	Gender Age	Date of Initial Election	Term	Date of Initial Election	Shares Held at Time of Election		Shares Currently Held		Shares Currently Held by Spouse & Minor Children		Shares Held Under Others' Names		Major Work / Educational Background	Current Positions Held at This Company and Other Companies	Directors, Supervisors, or Managers with Spousal or Within 2nd-Degree Kinship Relationship			Notes
							Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio			Title	Name	Relationship	
Director	R.O.C.	Su, Hsueh-Wen	Male 60 - 69 years old	2023.06.27	3 years	2023.06.27	450,000	1.07	275,000	0.46	-	-	-	-	Department of Public Health Chia Nan University of Pharmacy & Science, Department of Pharmacy	Supervisor, Enjoy Investment Co., Ltd.	Chairman	Li, Tung-Ho	Second Degree	-
Director	R.O.C.	Lin, Ching-Hwa	Female 60 - 69 years old	2023.06.27	3 years	2000.10.25	1,500,000	3.57	1,810,424	3.02	-	-	-	-	Asia University, Department of Business Administration	Owner, Xinhuaatai Multimedia Technology Co., Ltd.	-	-	-	-
Independent Director	R.O.C.	Chiu, Chao-Yung	Male 60 - 69 years old	2024.09.06	3 years	2024.09.06	-	-	-	-	-	-	-	-	Chung Yuan Christian University, Department of Accounting Assistant General Manager, Finance Department, Gaodu Auto Co., Ltd. Independent Director, Hi Scene World Enterprise Co., Ltd.	Senior Assistant General Manager, Management Department, Gaodu Auto Co., Ltd. Independent Director, Hi Scene World Enterprise Co., Ltd.	-	-	-	-
Independent Director	R.O.C.	Tsai, Tsung-Lun	Male 40 - 49 years old	2024.09.06	3 years	2024.09.06	-	-	-	-	-	-	-	-	Master's Degree, Graduate Institute of Southeast Asian Studies, College of International Studies, Tamkang University Advisor, Kaohsiung City Government Executive Director, Kaohsiung Tou-Nan-Fong Education Foundation; Chairman Dawin Trading Co., Ltd.; Deputy Executive Director New Frontier Foundation; Independent Director	Guangling Electronics Co., Ltd.; Independent Director Yang Ming Marine Transport Corp. Chairman, Chinese Engineering Consultants, Inc.	-	-	-	-
Independent Director	R.O.C.	Lin, Shui-Cheng	Male 60 - 69 years	2024.09.06	3 years	2024.09.06	-	-	-	-	-	-	-	-	National Taiwan University, Department of	Director, LIN, SHUI-CHENG Law	-	-	-	-

Title	Nationality or place of registration	Name	Gender Age	Date of Initial Election	Term	Date of Initial Election	Shares Held at Time of Election		Shares Currently Held		Shares Currently Held by Spouse & Minor Children		Shares Held Under Others' Names		Major Work / Educational Background	Current Positions Held at This Company and Other Companies	Directors, Supervisors, or Managers with Spousal or Within 2nd-Degree Kinship Relationship			Notes
							Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio			Title	Name	Relationship	
			old											Law National Taiwan University, Department of Law; Judge and Presiding Judge, Kaohsiung Branch, Taiwan High Court	Office					
Independent Director	R.O.C.	Wang, Wen-Pi	Male 70 - 79 years old	2024.09.06	3 years	2024.09.06	-	-	-	-	-	-	-	Central Police University, Department of Crime Prevention Warden, Kaohsiung Prison, Agency of Corrections, Ministry of Justice	-	-	-	-	-	

Note 1: When the Chairman and the General Manager or an equivalent position (highest-level manager) are the same person, spouses, or first-degree relatives, the reasons, reasonableness, necessity, and responsive measures (e.g. increasing the number of independent directors, ensuring that more than half of the directors do not concurrently serve as employees or managers) shall be disclosed:

- (1) The Chairman concurrently serves as Executive Officer, primarily to enhance the Company's operational performance and profitability, and to enable rapid execution of decisions to achieve management efficiency.
- (2) The Chairman and General Manager are first-degree relatives, primarily because the Company's business operations are highly complex, and it is reasonable and necessary to actively cultivate a successor by combining practical experience and technical expertise.

(3) Responsive Measures:

- Internal Oversight:
- (1) The Company has appointed independent directors with specialized expertise in law, accounting, management, and business operations respectively, to effectively fulfill their supervisory functions.
 - (2) Each year, all directors are arranged to attend professional director training courses offered by external institutions such as the Securities & Futures Institute, to enhance the effectiveness of board operations.
 - (3) Independent directors may fully discuss and submit recommendations through functional committees for the board's reference, in order to implement sound corporate governance.
 - (4) More than half of the board members do not concurrently serve as employees or managers.

External Oversight: Audit and supervision by a major accounting firm.

2. Major Shareholders of Corporate Shareholders

As of March 28, 2026

Corporate Shareholder	Major Shareholders of the Corporate Shareholder	Shareholding Ratio
Enjoy Investment Co., Ltd.	Li, Tung-Ho	52.64%
	Lee-Su, Hsueh-Lan	15.79%
	Li, Chi-Lin	21.05%
	Li Chi-Yu	5.26%
	Li Chi-Hung	5.26%
Meihe Co., Ltd.	Wu, Kunher	100.00%

3. Major Shareholders of Corporate Shareholders That Are Themselves Legal Entities:
None.

4. Board Diversity Policy and Independence

(1) Disclosure of Directors' Professional Qualifications and Independent Directors' Independence

Condition Name	Professional Qualifications and Experience	Independence Status	Number of Other Public Companies Where Serving as Independent Director
Enjoy Investment Co., Ltd. Representative: Li, Tung-Ho	For relevant academic and professional background, please refer to Section (I) Director Information. Possesses extensive experience in related industries and corporate management. No circumstances under any subparagraph of Article 30 of the Company Act.	Is a second-degree relative of Director Su, Hsueh-Wen.	None
Enjoy Investment Co., Ltd. Representative: Wu, Fu-Nan	For relevant academic and professional background, please refer to Section (I) Director Information. Possesses extensive experience in related industries and corporate management. No circumstances under any subparagraph of Article 30 of the Company Act.	No circumstances under any subparagraph of Article 30 of the Company Act. Has no spousal or within second-degree kinship relationship with other directors.	None
Meihe Co., Ltd. Representative: Wu, Kunher	For relevant academic and professional background, please refer to Section (I) Director Information. Possesses extensive experience in related industries and corporate management. No circumstances under any subparagraph of Article 30 of the Company Act.	No circumstances under any subparagraph of Article 30 of the Company Act. Has no spousal or within second-degree kinship relationship with other directors.	None

Condition Name	Professional Qualifications and Experience	Independence Status	Number of Other Public Companies Where Serving as Independent Director
Su, Hsueh-Wen	For relevant academic and professional background, please refer to Section (I) Director Information. Possesses extensive experience in related industries and corporate management. No circumstances under any subparagraph of Article 30 of the Company Act.	Is a second-degree relative of Director Li, Tung-Ho.	None
Lin, Ching-Hwa	For relevant academic and professional background, please refer to Section (I) Director Information. Possesses extensive experience in related industries and corporate management. No circumstances under any subparagraph of Article 30 of the Company Act.	No circumstances under any subparagraph of Article 30 of the Company Act. Has no spousal or within second-degree kinship relationship with other directors.	None
Chiu, Chao-Yung	For relevant academic and professional background, please refer to Section (I) Director Information. Possesses extensive experience in related industries and corporate management. No circumstances under any subparagraph of Article 30 of the Company Act.		1
Tsai, Tsung-Lun	For relevant academic and professional background, please refer to Section (I) Director Information. Possesses extensive experience in related industries and corporate management. No circumstances under any subparagraph of Article 30 of the Company Act.	Meets the requirements of the Regulations Governing the Appointment and Exercise of Powers by Independent Directors of a Company Whose Stock Is Listed on the Stock Exchange or Traded Over the Counter.	2
Lin, Shui-Cheng	For relevant academic and professional background, please refer to Section (I) Director Information. Possesses extensive experience in related industries and corporate management. No circumstances under any subparagraph of Article 30 of the Company Act.		None

Condition Name	Professional Qualifications and Experience	Independence Status	Number of Other Public Companies Where Serving as Independent Director
Wang, Wen-Pi	For relevant academic and professional background, please refer to Section (I) Director Information. Possesses extensive experience in related industries and corporate management. No circumstances under any subparagraph of Article 30 of the Company Act.		None

(2) Board Diversity

The Company currently has nine directors (including four independent directors), of whom one is a female director. To strengthen the board's structure and enhance its independence and diversity, board members should generally possess the knowledge, skills, and competencies necessary to carry out their duties. To achieve the ideal goals of corporate governance, the board as a whole should possess the following capabilities: operational judgment, accounting and financial analysis, business management, crisis management, industry knowledge, international market perspective, leadership, and decision-making experience relevant to the Company's operations.

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

Management Objective	Achievement Status
Directors concurrently serving as managers should not exceed one-third of total board seats	Achieved
The ratio of female directors should reach one-third of total board seats	In planning
Independent directors should not serve more than three consecutive terms	Achieved
Independent directors should exceed one-third of total board seats	Achieved

The implementation of the diversity policy is shown in the table below:

Diversity Item		Basic Composition				Industry Experience and Competencies							
		Nationality	Gender	Age	Concurrently Serving as Company Employee	Legal knowledge	Accounting & Financial Analysis Ability	Business Management Ability	Crisis Management Ability	Industry Knowledge	International Market Perspective	Leadership Ability	Decision-Making Ability
Director Name													
Director	Li, Tung-Ho	R.O.C.	Male	60 - 69	V	-	-	V	V	V	V	V	V
	Wu, Fu-Nan	R.O.C.	Male	70 - 79		-	-	V	V	V	V	V	V
	Wu, Kunher	R.O.C.	Male	50 - 59		-	-	V	V	V	V	V	V
	Su, Hsueh-Wen	R.O.C.	Male	60 - 69		-	-	V	V	V	V	V	V
	Lin, Ching-Hwa	R.O.C.	Female	60 - 69		-	-	V	V	V	V	V	V
Independent Director	Chiu, Chao-Yung	R.O.C.	Male	60 - 69		-	-	V	V	V	V	V	V
	Tsai, Tsung-Lun	R.O.C.	Male	40 - 49		-	V	V	V	V	V	V	V

	Lin, Shui-Cheng	R.O.C.	Male	60 - 69		V	—	V	V	V	V	V	V
	Wang, Wen-Pi	R.O.C.	Male	70 - 79		V	—	V	V	V	V	V	V

(3) Board Independence

The Company's Board of Directors consists of nine directors, including four independent directors, representing 44.44% of the total, all of whom are serving as independent directors of the Company for the first time. No more than half of the directors have spousal or second-degree kinship relationships with one another, and there are no circumstances as prescribed in Paragraphs 3 and 4 of Article 26-3 of the Securities and Exchange Act.

(II) Information on General Manager, Deputy General Managers, Assistant General Managers, and Heads of Departments and Branch Offices

As of March 28, 2026 | Unit: Shares; %

Title	Nationality	Name	Gender	Date of Appointment	Shares Held		Shares Held by Spouse & Minor Children		Shares Held Under Others' Names		Major Work / Educational Background	Current Positions Held at Other Companies	Managers with Spousal or Within 2nd-Degree Kinship Relationship			Notes
					Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio			Title	Name	Relationship	
Executive Officer	R.O.C.	Li, Tung-Ho	Male	2022.01.01	4,639,500	7.73	1,400,000	2.33	11,009,939	18.35	Kaohsiung Municipal Zuoying Senior High School Captain, Kaohsiung City Volunteer Police Corps	Chairman of Enjoy Investment Co., Ltd. Director of Youshun Chang Co., Ltd Director of Lien Shun Chang Enterprise Limited	General Manager	Li, Chi-Lin	Father & Son	Note
General Manager	R.O.C.	Li, Chi-Lin	Male	2022.01.01	1,644,493	2.74	—	—	1,155,677	1.93	Master's Degree in Finance and Economics, University of Detroit Mercy Master's degree Deputy Captain, Kaohsiung City Traffic Volunteer Police Corps	Director, Enjoy Investment Co., Ltd. Director, Good Place Enterprise Co., Ltd.	Executive Officer	Li, Tung-Ho	Father & Son	Note
Chief Financial Officer	R.O.C.	Lin, Wei-Ya	Male	2022.01.01	226,000	0.38	-	-	860,000	1.43	Tunghai University, Department of Accounting Auditor, Yicheng CPA Firm Passed National Higher Examination for CPAs	Director, Kingwaytek Technology Co., Ltd.	-	-	-	-
Deputy General Manager	R.O.C.	Kao, Chi-Hsiang	Male	2020.01.01	55,000	0.09	-	-	-	-	Shih Hsin Institute of Commerce and Industry, Department of E-Commerce Planning Specialist, Gaoyou Department Store	-	-	-	-	-
Deputy General	R.O.C.	Lin, Chi-Jui	Male	2013.08.01	63,000	0.11	10,000	0.02	-	-	Far East Industrial Junior College, Department of	-	-	-	-	-

Title	Nationality	Name	Gender	Date of Appointment	Shares Held		Shares Held by Spouse & Minor Children		Shares Held Under Others' Names		Major Work / Educational Background	Current Positions Held at Other Companies	Managers with Spousal or Within 2nd-Degree Kinship Relationship			Notes
					Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio			Title	Name	Relationship	
Manager											Industrial Design Manager, Enjoy Warmth Co., Ltd. Assistant General Manager, Enjoy Warmth Co., Ltd.					
Deputy General Manager	R.O.C.	Li, Cheng-Yeh	Male	2015.03.01	220,000	0.37	10,000	0.02	-	-	Seneca College, International Trade (incomplete) Manager, Enjoy Warmth Co., Ltd. Assistant General Manager, Enjoy Warmth Co., Ltd.	-	-	-	-	-
Deputy General Manager	R.O.C.	Kuo, Ting-An	Male	2020.01.01	63,000	0.11	-	-	-	-	Lunghwa University of Science and Technology, Department of Industrial Management Supervisor, Nikko Hotel Manager, Enjoy Warmth Co., Ltd. Assistant General Manager, Enjoy Warmth Co., Ltd.	-	-	-	-	-
Deputy General Manager	R.O.C.	Lu, Sung-Yu	Male	2020.07.16	13,000	0.02	-	-	-	-	Hechun Institute of Technology, Department of Food & Beverage Management Assistant General Manager, Taoyuan Sheraton Hotel	-	-	-	-	-
Accounting Manager	R.O.C.	Chiou, Yea-Yun	Female	2022.07.01	12,065	0.02	-	-	-	-	Master's Degree, Department of Finance and Operations, National Kaohsiung First University of Science and Technology CFO, Meimeng Technology Co., Ltd. Tax Department Manager, PricewaterhouseCoopers Passed National Higher Examination for CPAs	-	-	-	-	-

Title	Nationality	Name	Gender	Date of Appointment	Shares Held		Shares Held by Spouse & Minor Children		Shares Held Under Others' Names		Major Work / Educational Background	Current Positions Held at Other Companies	Managers with Spousal or Within 2nd-Degree Kinship Relationship			Notes
					Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio			Title	Name	Relationship	
Assistant General Manager	R.O.C.	Tseng, He-Hsing	Female	2024.01.01	16,000	0.03	-	-	-	-	Haiqing Senior Vocational and Commercial School, Department of Data Processing (incomplete) Manager, Enjoy Warmth Co., Ltd.	-	-	-	-	-
Assistant General Manager	R.O.C.	Huang, Mei-Juan	Female	2014.12.06	45,000	0.08	-	-	-	-	National Kaohsiung University of Applied Sciences, Department of Electronics Manager, Enjoy Warmth Co., Ltd.	-	-	-	-	-
Assistant General Manager	R.O.C.	Mo, Hsien-Ta	Male	2018.10.16	105,000	0.18	-	-	-	-	Zhongshan Senior Vocational and Commercial School, Department of Automotive Technology Manager, Enjoy Warmth Co., Ltd.	-	-	-	-	-
Assistant General Manager	R.O.C.	Chen, Hsiao-Fang	Female	2014.10.01	96,524	0.16	-	-	-	-	Fengshan Senior Commercial and Industrial Vocational School, Department of Data Processing Manager, Enjoy Warmth Co., Ltd.	-	-	-	-	-
Assistant General Manager	R.O.C.	Weng, Tsai-Chien	Female	2026.01.01	30,000	0.05	-	-	-	-	Zhongshan Senior Vocational and Commercial School, Department of Business Administration Manager, Enjoy Warmth Co., Ltd.	-	-	-	-	-

Note: When the Chairman and the General Manager or equivalent position (highest-level manager) are the same person, spouses, or first-degree relatives, the reasons, reasonableness, necessity, and responsive measures shall be disclosed:

- (1) The Chairman concurrently serves as Executive Officer, primarily to enhance the Company's operational performance and profitability, and to enable rapid execution of decisions to achieve management efficiency.
- (2) The Chairman and General Manager are first-degree relatives primarily because the Company's business operations are highly complex, and it is reasonable and necessary to actively cultivate a successor by combining practical experience and technical expertise.
- (3) Responsive Measures:

- Internal Oversight:
- (1) The Company has appointed independent directors with specialized expertise in law, accounting, management, and business operations respectively, to effectively fulfill their supervisory functions.
 - (2) Each year, all directors are arranged to attend professional director training courses offered by external institutions such as the Securities & Futures Institute, to enhance the effectiveness of board operations.
 - (3) Independent directors may fully discuss and submit recommendations through functional committees for the board's reference, in order to implement sound corporate governance.
 - (4) More than half of the board members do not concurrently serve as employees or managers.
- External Oversight: Audit and supervision by a major accounting firm.

II. Remuneration Paid to Directors, Supervisors, General Manager, and Deputy General Managers in the Most Recent Fiscal Year

(I) Remuneration Paid to General Directors and Independent Directors in the Most Recent Fiscal Year (2025):

Unit: NT\$ Thousands

Title	Name	Director Remuneration								Total of Items A, B, C & D and as % of After-tax Net Income		Remuneration Received as Concurrent Employee						Total of Items A, B, C, D, E, F & G and as % of After-tax Net Income (%)		Remuneration Received from Investee Companies Other than Subsidiaries or from Parent Company						
		Compensation (A)		Retirement & Severance (B)		Director Remuneration (C) (Note 2)		Business Execution Expenses (D)				Salary, Bonuses & Special Allowances (E)		Retirement & Severance (F)		Employee Remuneration (G) (Note 2)										
		This Company	All Companies in Financial Report	This Company	All Companies in Financial Report	This Company	All Companies in Financial Report	This Company	All Companies in Financial Report	This Company	All Companies in Financial Report	This Company	All Companies in Financial Report	This Company		All Companies in Financial Report		This Company	All Companies in Financial Report							
Chairman	Enjoy Investment Co., Ltd., Representative: Li, Tung-Ho	-	-	-	-	280	280	45	45	325	325	0.92%	0.92%	4,210	4,210	-	-	11	-	11	-	4,546	4,546	12.81%	12.81%	-
Director	Enjoy Investment Co., Ltd., Representative: Wu, Fu-Nan	-	-	-	-	140	140	45	45	185	185	0.52%	0.52%	-	-	-	-	-	-	-	-	185	185	0.52%	0.52%	-
Director	Meihe Co., Ltd., Representative: Wu, Kunher	-	-	-	-	140	140	45	45	185	185	0.52%	0.52%	-	-	-	-	-	-	-	-	185	185	0.52%	0.52%	-
Director	Su, Hsueh-Wen	-	-	-	-	140	140	45	45	185	185	0.52%	0.52%	-	-	-	-	-	-	-	-	185	185	0.52%	0.52%	-
Director	Lin, Ching-Hwa	-	-	-	-	140	140	40	40	180	180	0.51%	0.51%	-	-	-	-	-	-	-	-	180	180	0.51%	0.51%	-
Independent Director	Chiu, Chao-Yung	360	360	-	-	-	-	45	45	405	405	1.14%	1.14%	-	-	-	-	-	-	-	-	405	405	1.14%	1.14%	-
Independent Director	Tsai, Tsung-Lun	360	360	-	-	-	-	45	45	405	405	1.14%	1.14%	-	-	-	-	-	-	-	-	405	405	1.14%	1.14%	-
Independent Director	Lin, Shui-Cheng	360	360	-	-	-	-	40	40	400	400	1.13%	1.13%	-	-	-	-	-	-	-	-	400	400	1.13%	1.13%	-
Independent Director	Wang, Wen-Pi	360	360	-	-	-	-	45	45	405	405	1.14%	1.14%	-	-	-	-	-	-	-	-	405	405	1.14%	1.14%	-

Title	Name	Director Remuneration						Total of Items A, B, C & D and as % of After-tax Net Income	Remuneration Received as Concurrent Employee						Total of Items A, B, C, D, E, F & G and as % of After-tax Net Income (%)	Remuneration Received from Investee Companies Other than Subsidiaries or from Parent Company				
		Compensation (A)		Retirement & Severance (B)		Director Remuneration (C) (Note 2)			Business Execution Expenses (D)		Salary, Bonuses & Special Allowances (E)		Retirement & Severance (F)				Employee Remuneration (G) (Note 2)			
		This Company	All Companies in Financial Report	This Company	All Companies in Financial Report	This Company	All Companies in Financial Report		This Company	All Companies in Financial Report	This Company	All Companies in Financial Report	This Company	All Companies in Financial Report			This Company		All Companies in Financial Report	
Cash Amount	Stock Amount							Cash Amount							Stock Amount					
1.	Please describe the compensation payment policy, system, standards, and structure for independent directors, and explain the correlation between the responsibilities assumed, risks, time committed, and the amount of compensation paid: The independent directors' compensation payment policy is handled in accordance with the Company's Articles of Incorporation and the "Directors and Managers Compensation Management Measures" approved by the Board of Directors on November 28, 2024.																			
2.	Apart from what is disclosed in the table above, remuneration received by the Company's directors for services provided in the most recent fiscal year (such as serving as non-employee advisors to the parent company / all companies in the financial report / investee companies): None.																			

Note 2: Estimated proportionally based on the actual distribution for 2024.

(II) Remuneration Paid to Supervisors in the Most Recent Fiscal Year (2025): The Company has established an Audit Committee; therefore, this section is not applicable.

(III) Remuneration Paid to General Manager and Deputy General Managers in the Most Recent Fiscal Year (2025)

Unit: NT\$ Thousands

Title	Name	Salary (A)		Retirement & Severance (B)		Bonuses & Special Allowances (C)		Employee Remuneration Amount (D)				Total of Items A, B, C & D and as % of After-tax Net Income (%)		Remuneration Received from Investee Companies Other than Subsidiaries or from Parent Company
		This Company	All Companies in Financial Report	This Company	All Companies in Financial Report	This Company	All Companies in Financial Report	This Company		All Companies in Financial Report		This Company	All Companies in Financial Report	
								Cash Amount	Stock Amount	Cash Amount	Stock Amount			
Executive Officer	Li, Tung-Ho	2,366	2,366	0	0	1,844	1,844	11	-	11	-	4,221 11.90%	4,221 11.90%	-
General Manager	Li, Chi-Lin	1,934	1,934	108	108	1,450	1,450	8	-	8	-	3,500 9.86%	3,500 9.86%	-
Deputy General Manager	Kao, Chi-Hsiang	781	781	46	46	30	30	4	-	4	-	861 2.43%	861 2.43%	-
Deputy General Manager	Li, Cheng-Yeh	1,412	1,412	94	94	53	53	6	-	6	-	1,565 4.41%	1,565 4.41%	-
Deputy General Manager	Kuo, Ting-An	1,387	1,387	89	89	284	284	7	-	7	-	1,767 4.98%	1,767 4.98%	-
Deputy General Manager	Lu, Sung-Yu	874	874	48	48	36	36	2	-	2	-	960 2.71%	960 2.71%	-
Deputy General Manager	Lin, Chi-Jui	1,278	1,278	76	76	48	48	7	-	7	-	1,409 3.97%	1,409 3.97%	-
Chief Financial Officer	Lin, Wei-Ya	960	960	58	58	816	816	8	-	8	-	1,842 5.19%	1,842 5.19%	-

(IV) Names of Managers Allocated Employee Remuneration and Distribution Details in the Most Recent Fiscal Year (2025)

Unit: NT\$ Thousands

Manager Title	Name	Stock Amount	Cash Amount	Total	Total as % of After-tax Net Income (%)
Executive Officer	Li, Tung-Ho	-	65	65	0.18%
General Manager	Li, Chi-Lin				
Deputy General Manager	Kao, Chi-Hsiang				
Deputy General Manager	Li, Cheng-Yeh				
Deputy General Manager	Kuo, Ting-An				
Deputy General Manager	Lu, Sung-Yu				
Deputy General Manager	Lin, Chi-Jui				
Chief Financial Officer	Lin, Wei-Ya				
Accounting Manager	Chiou, Yea-Yun				
Assistant General Manager	Mo, Hsien-Ta				
Assistant General Manager	Chen, Hsiao-Fang				
Assistant General Manager	Tseng, He-Hsing				

(V) Comparative Analysis of Total Remuneration Paid to Directors, Supervisors, General Manager, and Deputy General Managers of the Company and All Companies in the Consolidated Report for the Two Most Recent Fiscal Years, as a Percentage of After-tax Net Income in the Individual or Separate Financial Statements, and Description of Compensation Payment Policy, Standards and Mix, Procedures for Determining Compensation, and Correlation with Operating Performance and Future Risks

1. Analysis of Total Remuneration Paid to Directors, Supervisors, General Manager, and Deputy General Managers as a Percentage of After-tax Net Income for the Two Most Recent Fiscal Years

Unit: NT\$ Thousands

Analysis Item	2024		2025	
	This Company	All Companies in Financial Report	This Company	All Companies in Financial Report
Total Director Remuneration	9,670	9,670	6,896	6,896
Total Director Remuneration as % of After-tax Net Income (%)	10.46	10.46	19.44	19.44
Total Supervisor Remuneration	408	408	Not Applicable	
Total Supervisor Remuneration as % of After-tax Net Income (%)	0.44	0.44	Not Applicable	
Total Remuneration of General Manager and Deputy General Managers	16,273	16,273	16,125	16,125
Total Remuneration of General Manager and Deputy General Managers as % of After-tax Net Income (%)	17.60	17.60	45.45	45.45

2. Compensation Payment Policy, Standards and Mix, Procedures for Determining Compensation, and Correlation with Operating Performance and Future Risks

Compensation Payment Policy, Standards, and Mix:

- (1) Director remuneration of the Company is governed by the Company's "Directors and Managers Compensation Management Measures." Compensation for directors in the performance of their duties is determined by the Board of Directors with reference to the prevailing standards of the industry, taking into account each individual director's degree of participation and contribution. In addition, if the Company is profitable in a given year, no more than 5% of profits shall be allocated as director remuneration in accordance with Article 20 of the Company's Articles of Incorporation; independent directors do not participate in the distribution of director remuneration. The Company conducts performance evaluations of the Board in accordance with the "Board Performance Evaluation Measures," with evaluation criteria covering five dimensions: degree of participation in company operations, enhancement of board decision-making quality, board composition and structure, director selection and continuing education, and internal control.
- (2) Manager remuneration is governed by the "Directors and Managers Compensation Management Measures" and the "Performance Achievement Bonus Measures," which specify various work allowances and bonuses to recognize and reward employees' efforts. The evaluation criteria under these measures include: professional competency, employee retention rate, budget targets, and regulatory compliance. Compensation is determined based on the Company's annual operating performance, financial condition, business status, and individual work performance. In addition, if the Company is profitable in a given year, 1%–5% of the profits shall be allocated as employee remuneration in accordance with Article 20 of the Company's Articles of Incorporation, of which no less than 20% shall be allocated to frontline employees.
- (3) The mix of compensation paid by the Company, as stipulated in the organizational rules of the Compensation Committee, includes cash compensation, stock options, profit sharing, various allowances, and other substantive incentive measures.

Procedures for Determining Compensation:

The performance evaluations and reasonableness of compensation for the Company's directors and managers are regularly assessed and reviewed annually by the Compensation Committee and the Board of Directors. In addition to referencing individual performance achievement rates and contributions to the Company, consideration is also given to the Company's overall operating performance, future industry risks and development trends, as well as timely reviews of the compensation system in light of actual operating conditions and relevant regulations. Taking into account current corporate governance trends, reasonable compensation is provided to achieve a balance between the Company's sustainable operations and risk management.

III. Corporate Governance Operations

(I) Board of Directors Operations

The Board of Directors held 9 meetings (A) in the most recent fiscal year (Year 2025).

Directors' attendance is as follows:

Title	Name	Actual Attendance (B)	Attendance by Proxy	Actual Attendance Rate (%) [B/A]	Notes
Chairman	Enjoy Investment Co., Ltd., Representative: Li, Tung-Ho	9	0	100%	
Director	Enjoy Investment Co., Ltd., Representative: Wu, Fu-Nan	9	0	100%	
Director	Meihe Co., Ltd., Representative: Wu, Kunher	9	0	100%	
Director	Su, Hsueh-Wen	9	0	100%	
Director	Lin, Ching-Hwa	8	1	89%	
Independent Director	Chiu, Chao-Yung	9	0	100%	Elected at the Extraordinary General Meeting of Shareholders on September 6, 2024.
Independent Director	Tsai, Tsung-Lun	9	0	100%	Elected at the Extraordinary General Meeting of Shareholders on September 6, 2024.
Independent Director	Lin, Shui-Cheng	8	1	89%	Elected at the Extraordinary General Meeting of Shareholders on September 6, 2024.
Independent Director	Wang, Wen-Pi	9	0	100%	Elected at the Extraordinary General Meeting of Shareholders on September 6, 2024.

Note: The Company conducted a full re-election of directors at the Extraordinary General Meeting of Shareholders on September 6, 2024, and established an Audit Committee to replace the supervisors.

Other Matters to Be Recorded:

1. If any of the following circumstances occur in the operations of the Board of Directors, the date of the board meeting, agenda item number, content of the motion, opinions of all independent directors, and the Company's handling of such opinions shall be described:
 - (1) Matters listed under Article 14-3 of the Securities and Exchange Act: The Company has established an Audit Committee; therefore, Article 14-3 of the Securities and Exchange Act is not applicable. For matters listed under Article 14-5 of the Securities and Exchange Act, please refer to the section on Audit Committee Operations.

(2) Other board resolutions, apart from the above, against which independent directors have expressed dissent or reservations with records or written statements: No such circumstances.

2. Execution of Conflict of Interest Recusal by Directors on Related-Party Agenda Items:

Board Meeting Date	Director Name	Agenda Item	Reason for Required Recusal	Participation in Vote
January 17, 2025	Li, Tung-Ho Su, Hsueh-Wen	Proposed approval of managers' 2024 year-end bonuses.	Director is an interested party or a second-degree relative of an interested party.	The directors listed did not participate in the discussion or vote on this matter.
	Li, Tung-Ho Su, Hsueh-Wen	The Company's managers' 2024 performance achievement bonuses and special bonuses.	Director is an interested party or a second-degree relative of an interested party.	The directors listed did not participate in the discussion or vote on this matter.
March 11, 2025	Li, Tung-Ho Su, Hsueh-Wen	Adjustment of the Company's managers' 2025 salaries, bonuses, and special allowances.	Director is an interested party or a second-degree relative of an interested party.	The directors listed did not participate in the discussion or vote on this matter.
July 10, 2025	Li, Tung-Ho Su, Hsueh-Wen	The Company's 2025 cash capital increase – employee stock subscription.	Director is an interested party or a second-degree relative of an interested party.	The directors listed did not participate in the discussion or vote on this matter.
	Li, Tung-Ho Su, Hsueh-Wen Wu, Kunher Wu, Fu-Nan Lin, Ching-Hwa	Proposed approval of 2024 director remuneration distribution.	Director is an interested party or a second-degree relative of an interested party.	The directors listed did not participate in the discussion or vote on this matter.
November 10, 2025	Li, Tung-Ho Su, Hsueh-Wen	Establishment of the Company's "Sustainability Development Committee" and adoption of the "Sustainability Development Committee Organizational Rules," and appointment of members of the 1st Sustainability Development Committee.	Director is an interested party or a second-degree relative of an interested party.	The directors listed did not participate in the discussion or vote on this matter.
	Li, Tung-Ho Su, Hsueh-Wen Wu, Kunher	Ratification of contracts entered into by the Company with related parties.	Director is an interested party or a second-degree relative of an interested party.	The directors listed did not participate in the discussion or vote on this matter.
December 22, 2025	Li, Tung-Ho Su, Hsueh-Wen	Proposed approval of managers' 2024 employee remuneration amount.	Director is an interested party or a second-degree relative of an interested party.	The directors listed did not participate in the discussion or vote on this matter.

3. Listed companies shall disclose information on the board’s self-assessment (or peer assessment) evaluation cycle and period, scope, method, and content:

The Company’s Board of Directors adopted the “Board Performance Evaluation Measures” on December 23, 2024. Performance evaluations of the board and individual directors shall be conducted at least once per year.

Evaluation Cycle	Evaluation Period	Evaluation Scope	Evaluation Method	Evaluation content
At least once a year	January 1, 2025 to December 31, 2025	Board of Directors	Board Internal Self-Assessment	<ol style="list-style-type: none"> 1. Degree of participation in company operations. 2. Enhancement of board decision-making quality. 3. Board composition and structure. 4. Director selection and continuing education. 5. Internal control.
		Individual Directors	Director Internal Self-Assessment	<ol style="list-style-type: none"> 1. Understanding of company goals and mission. 2. Awareness of director responsibilities. 3. Degree of participation in company operations. 4. Internal relationship management and communication. 5. Director expertise and continuing education. 6. Internal control. 6. Internal control.
		Functional Committees	Functional Committee Internal Self-Assessment	<ol style="list-style-type: none"> 1. Degree of participation in company operations. 2. Awareness of functional committee responsibilities. 3. Enhancement of functional committee decision-making quality. 4. Functional committee composition and member selection. 5. Internal control.

4. Assessment of objectives and implementation for strengthening board functions in the current and most recent fiscal year (e.g. establishment of Audit Committee, enhancement of information transparency):
- (1) To establish sound board governance, strengthen supervisory functions, and enhance management capabilities, the Company has adopted the “Board of Directors Meeting Procedures” in accordance with Article 26-3 of the Securities and Exchange Act and carries out board functions in accordance with the relevant regulations.
 - (2) The Company established an Audit Committee and a Compensation Committee in Year 2024 to strengthen corporate governance, assist the Board in fulfilling its supervisory responsibilities, and enhance the effectiveness of board operations.
 - (3) The Company’s Compensation Committee and Audit Committee respectively assist the Board in fulfilling its supervisory responsibilities.
 - (4) The Company arranges corporate governance-related training courses for directors each year to strengthen professional knowledge in corporate governance.
 - (5) The Company has purchased directors’ liability insurance for all directors and has filed the required reports.

(II) Operations of the Audit Committee or Participation of Supervisors in Board Meetings

1. Operations of the Audit Committee

The Audit Committee held 8 meetings (A) in the most recent fiscal year (Year 2025).

Independent directors' attendance is as follows:

Title	Name	Actual Attendance (B)	Attendance by Proxy	Actual Attendance Rate (%) [B/A]	Notes
Independent Director	Chiu, Chao-Yung	8	0	100%	Elected at the Extraordinary General Meeting of Shareholders on September 6, 2024.
Independent Director	Tsai, Tsung-Lun	8	0	100%	Elected at the Extraordinary General Meeting of Shareholders on September 6, 2024.
Independent Director	Lin, Shui-Cheng	7	1	88%	Elected at the Extraordinary General Meeting of Shareholders on September 6, 2024.
Independent Director	Wang, Wen-Pi	8	0	100%	Elected at the Extraordinary General Meeting of Shareholders on September 6, 2024.

Note: The Company elected additional independent directors at the Extraordinary General Meeting of Shareholders on September 6, 2024, and established an Audit Committee to replace the supervisors.

Other Matters to Be Recorded:

(1) If any of the following circumstances occur in the operations of the Audit Committee, the date of the Audit Committee meeting, agenda item number, content of the motion, independent directors' dissenting opinions, reservations or significant recommendation items, the resolution of the Audit Committee, and the Company's handling of the Audit Committee's opinions shall be described.

A. Matters listed under Article 14-5 of the Securities and Exchange Act.

Audit Committee Meeting Meeting Date	Agenda Item	Audit Committee Resolution	Company's Handling of Audit Committee Opinion
1st Meeting of 2025 January 17, 2025	<ol style="list-style-type: none"> Proposed extension of audit services by Chen, Chen-Li, CPA of Deloitte & Touche through 2025. Discussion on the appointment and remuneration of 2025 signing accountants, and assessment of their competency and independence. Proposed amendment to the Company's "Internal Control System – Procurement and Payment Cycle." 	Passed unanimously by all attending members without objection.	None.
2nd Meeting of 2025 March 11, 2025	<ol style="list-style-type: none"> Assessment of the effectiveness of the Company's 2024 internal control system and the "2024 Internal Control System Statement." The Company's 2024 business report and 	Passed unanimously by all attending members without objection.	None.

	<p>financial statements.</p> <ol style="list-style-type: none"> 3. The Company's 2024 earnings distribution. 4. The Company's 2024 earnings capitalization – issuance of new shares. 5. Proposed additions and amendments to the Company's "Internal Control System – Payroll Cycle." 6. Proposed amendment to certain provisions of the Company's "Internal Audit Implementation Rules." 		
3rd Meeting of 2025 April 18, 2025	<ol style="list-style-type: none"> 1. Amendment to the Company's 2024 earnings distribution and discontinuation of earnings capitalization – issuance of new shares. 	Passed unanimously by all attending members without objection.	None.
4th Meeting of 2025 June 17, 2025	<ol style="list-style-type: none"> 1. The Company's cash capital increase – issuance of ordinary shares. 2. Appointment of the internal audit supervisor. 3. Adoption of the Company's "Operational Standards for Financial and Business Matters Among Related Parties." 4. Amendment to the expansion plan for the Chiayi location. 5. The Company's donation to related parties. 	Passed unanimously by all attending members without objection.	None.
5th Meeting of 2025 August 12, 2025	<ol style="list-style-type: none"> 1. The Company's Q2 2025 financial report. 	Passed unanimously by all attending members without objection.	None.
6th Meeting of 2025 October 23, 2025	<ol style="list-style-type: none"> 1. The Company's 2021 business report and financial statements. 2. The Company's 2022 business report and financial statements. 3. The Company's 2021 earnings distribution. 4. The Company's 2022 earnings distribution. 	Passed unanimously by all attending members without objection.	None.
7th Meeting of 2025 November 10, 2025	<ol style="list-style-type: none"> 1. Change of the Company's financial report signing accountant. 2. The Company's Q3 2025 financial report. 3. Proposed issuance of the Internal Control System Statement for the period October 1, 2024 to September 30, 2025. 4. Proposed amendment to the Company's "Organizational Chart." 5. Establishment of the Company's "Sustainability Development Committee," adoption of the "Sustainability Development Committee 	Passed unanimously by all attending members without objection.	None.

	<p>Organizational Rules,” and appointment of members of the 1st Sustainability Development Committee.</p> <p>6. Preparation of financial forecast tables for Q4 2025 through Q1 Year 2026 in connection with the Company’s stock exchange listing application.</p> <p>7. Proposed adoption of the Company’s “Management Measures for Transactions with Group Enterprises, Specific Companies, and Related Parties.”</p> <p>8. Proposed amendments to the Company’s internal control system.</p> <p>9. Proposed amendment to the Company’s “Corporate Governance Best-Practice Principles.”</p> <p>10. 1Proposed amendment to the Company’s “Sustainability Development Best-Practice Principles.”</p> <p>11. The Company’s “Corporate Governance Evaluation Self-Assessment Report.”</p> <p>12. Ratification of contracts entered into by the Company with related parties.</p>		
8th Meeting of 2025 December 22, 2025	<p>1. Proposed adoption of the Company’s 2026 audit plan.</p> <p>2. The Company’s 2026 business plan overview and budget.</p> <p>3. Proposed amendment to the Company’s “Procedures for Acquisition or Disposal of Assets.”</p> <p>4. Expansion plan for the Mitsui Shopping Park location in Fengshan District.</p>	Passed unanimously by all attending members without objection.	None.

B. Other resolutions not approved by the Audit Committee but approved by two-thirds or more of all directors: No such circumstances.

(2) Execution of Conflict of Interest Recusal by Independent Directors on Related-Party Agenda Items (to include the independent director’s name, agenda item content, reason for required recusal, and participation in vote): No such circumstances.

(3) Communication between Independent Directors, the Internal Audit Supervisor, and the Accountants (to include significant matters, methods, and results of communication regarding the Company’s financial and business conditions):

A. The Company’s internal audit supervisor submits audit reports to the independent directors upon completion of each audit item in accordance with applicable regulations; the independent directors raised no objections.

B. The Company’s internal audit supervisor regularly attends Audit Committee and Board meetings and presents audit reports; the independent directors raised no objections regarding the reported matters.

C. The Company’s independent directors communicate and discuss matters relating to audit planning, key audit matters, and other requirements under relevant regulations with the signing accountants; the independent directors raised no objections.

(III) Corporate Governance Operations and Differences from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies, and Reasons Thereof

Evaluation Item	Operations			Differences from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
I. Has the Company adopted and disclosed Corporate Governance Best-Practice Principles in accordance with the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies?	V		The Company has adopted “Corporate Governance Best-Practice Principles” in accordance with the “Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies” and disclosed them on the Market Observation Post System.	No significant differences.
II. Shareholding Structure and Shareholder Rights (I) Has the Company established internal operating procedures for handling shareholder suggestions, inquiries, disputes, and litigation, and implemented them accordingly?	V		The Company has established a spokesperson and deputy spokesperson system and works with a stock transfer agent to assist in handling shareholder suggestions and disputes.	No significant differences.
(II) Does the Company maintain a list of the major shareholders who actually control the Company and the ultimate controllers of those major shareholders?	V		The Company regularly reports changes in insiders’ shareholdings, and stock affairs operations are entrusted to a professional stock transfer agent to assist the Company in monitoring the shareholding status of directors, managers, and shareholders holding 10% or more of the shares.	
(III) Has the Company established and implemented risk management and firewall mechanisms between itself and affiliated enterprises?	V		The Company has adopted the “Related-Party Transaction Management Procedures” and the “Management Measures for Transactions with Group Enterprises, Specific Companies, and Related Parties” as internal control regulations governing relevant transactions, in order to establish appropriate risk management and firewall mechanisms.	
(IV) Has the Company adopted internal regulations prohibiting insiders from trading securities using	V		The Company has adopted the “Procedures for Prevention of Insider Trading” and the “Procedures	

Evaluation Item	Operations			Differences from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
material non-public information?			for Handling Internal Material Information,” prohibiting insiders from trading securities using material non-public information.	
III. Board Composition and Responsibilities (I) Has the Board of Directors formulated a diversity policy with specific management objectives and implemented it?		V	The Company’s “Corporate Governance Best-Practice Principles” sets out an appropriate board diversity policy based on its own operations, business model, and development needs, selecting directors of different ages, genders, professional skills, and industry experience based on basic qualifications, values, professional knowledge, and skills in order to strengthen board functions. For the current board’s diversity policy and implementation, please refer to pages 7–10 of this Annual Report.	No significant differences.
(II) In addition to the Compensation Committee and Audit Committee established as required by law, has the Company voluntarily established other functional committees?		V	The Company has established a Compensation Committee and an Audit Committee as required by law, and established a Sustainability Development Committee on November 10, 2025.	No significant differences.
(III) Has the Company adopted board performance evaluation measures and evaluation methods, conducts performance evaluations on a regular annual basis, reports the results to the Board of Directors, and uses the results as a reference for individual directors’ compensation and nomination for re-appointment?		V	The Company adopted the “Board Performance Evaluation Measures” on December 23, 2024, conducts performance evaluations at least once per year, and reports the results to the Board of Directors. The 2025 board performance evaluation results were reported to the Board on March 6, 2026. The evaluation results are intended to serve as a reference for relevant compensation and nominations in the	No significant differences.

Evaluation Item	Operations			Differences from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
			future.	
(IV) Does the Company regularly assess the independence of its signing accountants?	V		<p>In accordance with Article 29 of the “Corporate Governance Best-Practice Principles,” the Company assesses the independence and competency of its signing accountants at least once per year.</p> <p>The most recent assessment results were discussed and approved by the Company’s Audit Committee and Board of Directors on March 6, 2026. The assessment concluded that Hsu, Kai-Ning, CPA and Liu Cheng-Han, CPA of Deloitte & Touche both meet the Company’s standards for independence and competency and are qualified to serve as the Company’s signing accountants.</p> <p>This assessment was conducted with reference to Audit Quality Indicators (AQIs), and independence statements have been obtained from the accountants.</p>	No significant differences.
IV. Has the listed company appointed a sufficient number of qualified corporate governance personnel and designated a corporate governance officer responsible for corporate governance-related matters (including but not limited to providing directors and supervisors with information needed to perform their duties, assisting directors and supervisors in complying with laws and regulations, handling matters related to board and shareholders’ meetings in accordance with applicable laws, and preparing minutes of board and shareholders’ meetings)?	V		<ol style="list-style-type: none"> 1. The Company’s Board of Directors approved the establishment of a corporate governance officer position at the board meeting held on August 12, 2025. 2. The Company’s Finance and Accounting Department serves as the part-time corporate governance unit, responsible for handling board meeting-related matters in accordance with applicable laws, preparing board meeting minutes, assisting directors with onboarding and 	No significant differences.

Evaluation Item	Operations			Differences from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
			continuing education, providing directors with the information needed to perform their duties, assisting directors in complying with laws and regulations, and other matters stipulated in the Company's Articles of Incorporation or contracts.	
V. Has the Company established communication channels with stakeholders (including but not limited to shareholders, employees, customers, and suppliers), set up a stakeholder section on the Company's website, and appropriately responded to important corporate social responsibility issues of concern to stakeholders?	V		The Company has designated a spokesperson and a deputy spokesperson as communication channels for stakeholders. Stakeholders may obtain real-time information about the Company's operations through the Market Observation Post System and may contact the Company by telephone or email using the contact information posted on the Company's website.	No significant differences.
VI. Has the Company engaged a professional stock affairs service provider to handle shareholders' meeting matters?	V		The Company has engaged CTBC Bank – Stock Affairs Agency Department to handle shareholders' meeting matters.	No significant differences.
VII. Information Disclosure (I) Has the Company established a website to disclose financial, business, and corporate governance information?	V		The Company's website appropriately discloses relevant information regarding the Company's finances, business operations, and corporate governance.	No significant differences.
(II) Has the Company adopted other means of information disclosure (such as establishing an English-language website, designating dedicated personnel responsible for collecting and disclosing company information, implementing the spokesperson system, and posting investor conference proceedings on the Company's website)?	V		The Company has designated dedicated personnel responsible for collecting and disclosing company information and has fully implemented the spokesperson system. Investors may also access the Company's relevant financial, business, and corporate governance information through the Market Observation Post System.	No significant differences.

Evaluation Item	Operations		Differences from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons	
	Yes	No		Summary
(III) Has the Company publicly announced and filed its annual financial report within two months after the end of the fiscal year, and publicly announced and filed its Q1, Q2, and Q3 financial reports and monthly operating results ahead of the prescribed deadlines?	V		The Company is currently listed on the Emerging Stock Market and is not yet required to file Q1 and Q3 financial reports. All other financial reports and monthly operating results are publicly announced and filed within the required time frames in accordance with applicable regulations.	No significant differences.
VIII. Does the Company have any other important information that would help in understanding the Company's corporate governance operations (including but not limited to employee rights, employee care, investor relations, supplier relations, stakeholder rights, directors' and supervisors' continuing education, implementation of risk management policies and risk measurement standards, implementation of customer policies, and the Company's purchase of liability insurance for directors and supervisors)?	V		<ol style="list-style-type: none"> 1. Employee Rights: The Company protects employee rights in accordance with the Labor Standards Act and shares operating results with employees. 2. Employee Care: The Company provides group insurance for employees, holds education and training sessions on a non-periodic basis, and organizes employee trips and regular health check-ups. 3. Investor Relations: The Company has designated a spokesperson and deputy spokesperson and provides contact methods including telephone and email so that investors may submit feedback at any time. The Company convenes shareholders' meetings annually in accordance with applicable regulations, providing shareholders with opportunities to ask questions and submit proposals. 4. Supplier Relations: The Company maintains equal and positive relationships with its suppliers. 5. Stakeholder Rights: In accordance with relevant 	No significant differences.

Evaluation Item	Operations		Differences from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	
			<p>laws and regulations, the Company publicly discloses operating information on the Market Observation Post System to protect the rights and interests of stakeholders.</p> <p>6. Directors' Continuing Education: The Company periodically arranges for directors to attend professional training courses to strengthen their understanding of corporate governance. For details on directors' continuing education, please refer to Note 1.</p> <p>7. Implementation of Risk Management Policies and Risk Measurement Standards: The Company has formulated various internal regulations in accordance with applicable laws and complies with them to manage risks. The internal audit unit conducts periodic and non-periodic reviews of the implementation of the internal control system.</p> <p>8. Implementation of Customer Policies: The Company has established a customer complaint handling mechanism, with relevant personnel addressing complaints promptly to protect customers' rights and interests and enhance service quality.</p> <p>9. Purchase of Liability Insurance for Directors: The Company has purchased directors' liability insurance for all directors from Chubb Insurance (US), covering the period from October 8, 2025 to October 8, 2026, and has filed the required</p>

Evaluation Item	Operations			Differences from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
			report on the Market Observation Post System.	
IX. Please describe the improvements made based on the corporate governance evaluation results most recently published by the Corporate Governance Center of the Taiwan Stock Exchange Corporation. For items not yet improved, please identify priority areas for enhancement and propose corresponding measures. The Company has not yet been included among the evaluated companies; therefore, this item is not applicable.				

Note 1: Directors' Continuing Education in the Most Recent Year:

Title	Name	Course date	Organizer	Course Title	Course hours
Chairman	Enjoy Investment Co., Ltd. Representative: Li, Tung-Ho	April 9, 2025	Securities and Futures Institute	Corporate Governance and Securities Regulations	3 hours
Director	Enjoy Investment Co., Ltd. Representative: Wu, Fu-Nan				
Director	Meihe Co., Ltd. Representative: Wu, Kunher				
Director	Su, Hsueh-Wen	May 29, 2025	Chinese Financial Development Association	Analysis of Greenwashing and False Sustainability Reports: Case Studies and Legal Liability	3 hours
Director	Lin, Ching-Hwa				
Independent Director	Chiu, Chao-Yung				
Independent Director	Lin, Shui-Cheng				
Independent Director	Wang, Wen-Pi				
Independent Director	Tsai, Tsung-Lun	February 24, 2025	Chinese Financial Development Association	Trump's New Tariff Policies and Global Economic Upheaval	3 hours
		April 9, 2025	Securities and Futures Institute	Corporate Governance and Securities Regulations	3 hours

(IV) Composition and Operations of the Compensation Committee

1. Compensation Committee Member Information

Identity	Condition Name	Professional Qualifications and Experience	Independence Status	Salary and remuneration from concurrent positions at other public companies Number of Other Public Companies Where Serving as Compensation Committee Member
Independent Director (Convener)	Chiu, Chao-Yung	All members are independent directors and meet the independence qualifications. All members are independent directors and meet the independence qualifications. Please refer to pages 7–10 – Disclosure of Directors’ Professional Qualifications, Experience, and Independence.		0
Independent Director	Lin, Shui-Cheng			0
Independent Director	Tsai, Tsung-Lun			2
Independent Director	Wang, Wen-Pi			0

2. Information on Compensation Committee Operations

- (1) The Company’s Compensation Committee has a total of four members.
- (2) Current term of members: October 8, 2024 to June 26, 2026. The Compensation Committee held four meetings (A) in the most recent fiscal year (2025). Member qualifications and attendance are as follows:

Title	Name	Actual Attendance (B)	Attendance by Proxy	Actual Attendance Rate (%) (B/A)	Notes
Convener	Chiu, Chao-Yung	4	0	100%	Newly appointed on October 8, 2024.
Committee member	Lin, Shui-Cheng	3	1	75%	Newly appointed on October 8, 2024.
Committee member	Tsai, Tsung-Lun	4	0	100%	Newly appointed on October 8, 2024.
Committee member	Wang, Wen-Pi	4	0	100%	Newly appointed on October 8, 2024.

Other Matters to Be Recorded:

- I. If the Board of Directors does not adopt or modifies the recommendations of the Compensation Committee, the date of the board meeting, agenda item number, content of the motion, board resolution, and the Company’s handling of the Compensation Committee’s opinion shall be described (if the compensation approved by the Board is more favorable than the Compensation Committee’s recommendation, the differences and reasons shall be stated): No such circumstances.
- II. If any member of the Compensation Committee has dissenting or reserved opinions with records or written statements regarding resolutions passed by the Compensation Committee, the date of the Compensation Committee meeting, agenda item number, content of the motion, all members’ opinions, and the handling of members’ opinions shall be described: No such circumstances.

III. The discussion items, resolutions, and the Company's handling of member opinions at the Compensation Committee meetings in the most recent fiscal year:

Compensation Committee Meeting Date	Agenda Item	Compensation Committee Resolution	Company's Handling of Compensation Committee Opinion
1st Meeting of 2025 January 17, 2025	Salary adjustment for managers.	Passed unanimously by all attending members without objection.	None.
	Proposed approval of managers' 2024 year-end bonuses.		
	Managers' Q4 2024 quarterly bonuses.		
	Managers' 2024 performance achievement bonuses and special bonuses.		
2nd Meeting of 2025 March 11, 2025	Proposed amendment to the Articles of Incorporation.	Passed unanimously by all attending members without objection.	None.
	2024 employee remuneration and director/supervisor remuneration allocation.		
	Adjustment of managers' 2025 salaries, bonuses, and special allowances.		
3rd Meeting of 2025 July 10, 2025	Bonus management measures.	Passed unanimously by all attending members without objection.	None.
	Managers' Q1 and Q2 2025 quarterly bonuses and other compensation matters.		
	Adoption of the 2025 cash capital increase employee stock subscription measures.		
	2025 cash capital increase – employee stock subscription.		
	Addition of corporate governance officer position.		
4th Meeting of 2025 December 22, 2025	Periodic assessment of the scope of frontline employees.	Passed unanimously by all attending members without objection.	None.
	Proposed review of promotion of Manager Weng, Tsai-Chien and salary adjustment.		
	Proposed approval of managers' 2024 employee remuneration amount.		

(V) Implementation of Sustainability Development and Differences from the Sustainability Development Best-Practice Principles for TWSE/TPEX Listed Companies, and Reasons Thereof:

Initiative	Implementation Status			Differences from the Sustainability Development Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
I. Has the Company established a governance framework for promoting sustainability development, set up a dedicated or part-time unit for sustainability development, authorized senior management to handle related matters by the Board of Directors, and is the Board of Directors overseeing such matters? (Listed companies shall report on implementation status; this is not a comply-or-explain requirement.)	V		The Company has adopted the “Sustainability Development Best-Practice Principles” and established a Sustainability Development Committee on November 10, 2025. A cross-departmental team will subsequently be formed to implement various sustainability development policies. The Committee will convene regular discussion meetings and report implementation progress to the Board of Directors, continuously advancing sustainability development goals.	No significant differences.
II. Has the Company, in accordance with the materiality principle, conducted risk assessments on environmental, social, and corporate governance issues related to its operations, and formulated relevant risk management policies or strategies? (Note 2) (Listed companies shall report on implementation status; this is not a comply-or-explain requirement.)		V	The Company will refer to standards issued by the Global Reporting Initiative (GRI), relevant international standards including the Task Force on Climate-related Financial Disclosures (TCFD), and the Sustainability Accounting Standards Board (SASB), and based on sustainability issues of concern to the Company’s stakeholders, will categorize material issues into three categories – environmental, social, and corporate governance – to formulate relevant strategies. However, the Company has not yet formulated explicit “Risk Management Measures” or related “Risk Management Policies.” The Company will continue to monitor relevant issues and adjust its management approach in a	To be determined based on the Company’s future needs.

Initiative	Implementation Status			Differences from the Sustainability Development Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
			timely manner to enhance risk management capabilities.	
III. Environmental Issues (I) Has the Company established an appropriate environmental management system based on its industry characteristics?	V		The Company has corresponding measures in place for regulations governing its operating environment, including compliance with the Air Pollution Control Act, the Occupational Safety and Health Act, and business hygiene-related regulations, to ensure that the environment meets certain quality standards.	No significant differences.
(II) Is the Company committed to improving energy use efficiency and using renewable materials with low environmental impact?	V		The Company continues to improve the utilization efficiency of various resources, such as: providing non-disposable tableware for employee use in restaurants; mandating equipment shutdown during non-operating hours; implementing business waste sorting and recycling, and recycling waste paper for reuse.	No significant differences.
(III) Has the Company assessed the potential risks and opportunities of climate change for the Company's current and future operations, and taken relevant responsive measures?	V		The Company continuously monitors the impact of climate change on its operating activities, actively improves the utilization efficiency of various resources, and reduces waste to address the global environmental issue of climate change.	No significant differences.
(IV) Has the Company compiled greenhouse gas emissions, water consumption, and total waste weight for the past two years, and formulated policies for greenhouse gas reduction, water reduction, or other waste management?		V	Although the Company has not yet fully compiled greenhouse gas emissions, water consumption, and total waste weight for the past two years, it has begun collecting and recording basic data on electricity consumption, water usage, and energy use from its headquarters office as a baseline for initial climate	No significant differences.

Initiative	Implementation Status			Differences from the Sustainability Development Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
			change management. In the future, the Company will gradually expand the scope of its inventory and disclosure in accordance with its operational characteristics and resource conditions, and will formulate relevant policies and procedures after assessment to achieve the goal of reduction management.	
IV. Social Issues (I) Has the Company formulated relevant management policies and procedures in accordance with applicable laws and regulations and international human rights conventions?	V		The Company formulates work rules in compliance with laws and regulations, and explicitly stipulates protections for human rights (e.g. prevention of sexual harassment) and employee rights, and has established an internal hotline. The Company maintains a safe working environment, conducts regular building safety inspections and fire safety training in accordance with occupational safety and health regulations, and conducts employee health examinations in accordance with relevant occupational safety and health regulations.	No significant differences.
(II) Has the Company formulated and implemented reasonable employee welfare measures (including compensation, leave, and other benefits), and appropriately reflected operating performance or results in employee compensation?	V		1. The Company establishes employee compensation standards with reference to market wage conditions, the Company's financial status, and organizational structure, and compensation does not differ based on gender. The Company continues to strive to build a diverse workplace. The Company also implements an employee performance evaluation system, committed to a multi-supervisor evaluation approach to fairly	No significant differences.

Initiative	Implementation Status			Differences from the Sustainability Development Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
			<p>reflect results in employee promotions and bonus compensation.</p> <p>2. The Company creates a work environment with generous benefits to enhance employee well-being, including an employee cafeteria, employee dormitories for business trips to other counties and cities, and annual employee trips and activities to foster bonds and strengthen employee cohesion. Leave policies including marriage leave, maternity leave, prenatal check-up leave, and paternity leave are also established, emphasizing work-life balance.</p> <p>3. The Company's year-end bonus amount is determined based on the year's operating results and is distributed to all employees after considering individual seniority and annual performance evaluation results, to motivate everyone to work together toward the Company's goals. Employee remuneration is calculated at 1%–5% of the Company's annual profits in accordance with Article 20 of the Company's Articles of Incorporation.</p>	
(III) Does the Company provide employees with a safe and healthy working environment and conduct regular safety and health training for employees?	V		<p>1. The Company provides a safe and healthy working environment. In accordance with applicable law, the Company has established an Employee Welfare Committee, organizes annual employee trips, conducts regular health examinations, and</p>	No significant differences.

Initiative	Implementation Status			Differences from the Sustainability Development Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
			<p>has designated air quality management personnel at work sites.</p> <p>2. The Company has adopted the “Sexual Harassment Prevention Measures, Complaint and Disciplinary Procedures” and the “Integrity Management Whistleblowing System Measures” to ensure a safe and healthy working environment for employees.</p> <p>3. No fire incidents occurred in Year 2025, with no casualties. The Company continues to strengthen disaster prevention awareness campaigns across all units.</p>	
(IV) Has the Company established effective career development and training programs for employees?	V		The Company plans comprehensive competency training for managers and employees at all levels in accordance with their job descriptions, including new employee training, professional training, and management training, to assist employees in continuous learning and growth through diverse learning methods. Each year, the Company also plans internal training (including arranging internal instructors and engaging external instructors) and external training courses to enhance employees’ relevant professional knowledge and skills.	No significant differences.
(V) Regarding issues such as customer health and safety, customer privacy, marketing, and labeling of products and services, does the Company comply with relevant laws and	V		The Company complies with relevant regulations in the labeling of its products and services. The Company has adopted a “Policy for the Protection of Consumer and Customer Rights,” and	No significant differences.

Initiative	Implementation Status			Differences from the Sustainability Development Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
international standards, and has it formulated policies and complaint procedures to protect consumer or customer rights?			in accordance with the Act Governing Food Safety and Sanitation, implements food safety sampling inspection procedures and has purchased food safety-related insurance to ensure food safety and protect consumer health and safety. The Company also protects customer privacy in accordance with the Personal Data Protection Act. Furthermore, to ensure that customer feedback is effectively communicated and addressed, the Company has established a toll-free complaint hotline for customers, and records and processes after-sales service operations based on complaint patterns.	
(VI) Has the Company formulated supplier management policies requiring suppliers to comply with relevant standards on environmental protection, occupational safety and health, or labor and human rights issues, and what is the implementation status?	V		In addition to managing basic supplier information, the supplier management policy includes annual supplier evaluations. Suppliers are strictly required to comply with safety and health regulations, labor-related regulations, and quality control requirements. If any violations are discovered, suppliers are required to make improvements within a specified time frame.	No significant differences.
V. Has the Company prepared sustainability reports or other reports disclosing non-financial information with reference to internationally recognized report preparation standards or guidelines? Have such reports obtained assurance or a guarantee opinion from a third-		V	The Company has prepared a 2024 Sustainability Report with reference to internationally recognized report preparation standards or guidelines and has uploaded it to the Market Observation Post System; however, a third-party verification or assurance opinion has not yet been obtained.	To be planned in accordance with regulatory requirements and actual needs in the future.

Initiative	Implementation Status			Differences from the Sustainability Development Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons
	Yes	No	Summary	
party verification body?				
<p>VI. If the Company has adopted its own sustainability development guidelines in accordance with the “Sustainability Development Best-Practice Principles for TWSE/TPEX Listed Companies,” please describe any differences between its operations and the adopted guidelines. The Company has referred to the “Corporate Social Responsibility Best-Practice Principles for TWSE/TPEX Listed Companies” and considered its actual operations to formulate its “Sustainability Development Best-Practice Principles.” In compliance with relevant laws and regulations, the Company implements integrity management in practice to regulate the matters that its personnel should observe when performing their duties.</p>				
<p>VII. Other Important Information to Aid Understanding of Sustainability Development Implementation:</p> <p>(1) Environmental Safety: Regular fire drill exercises are conducted to establish a safe working environment.</p> <p>(2) Social Welfare: Employees are encouraged to participate in public welfare activities.</p>				

(VI) Climate-Related Information for TWSE/TPEX Listed Companies

Item	Implementation Status
1. Describe the Board of Directors' and management's oversight and governance of climate-related risks and opportunities.	No climate-related information implementation is currently in place. The Company will progressively complete relevant matters in accordance with operating conditions in the future.
2. Describe how identified climate risks and opportunities affect the Company's business, strategy, and finances (short, medium, and long term).	
3. Describe the financial impact of extreme climate events and transition actions.	
4. Describe how the process for identifying, assessing, and managing climate risks is integrated into the overall risk management system.	
5. If scenario analysis is used to assess resilience to climate change risks, describe the scenarios, parameters, assumptions, analytical factors, and key financial impacts used.	
6. If a transition plan for managing climate-related risks exists, describe the plan and the indicators and targets used to identify and manage physical and transition risks.	
7. If internal carbon pricing is used as a planning tool, describe the basis for price setting.	
8. If climate-related targets have been set, describe the activities covered, greenhouse gas emission scopes, planned time frames, and annual progress; if carbon offsets or renewable energy certificates (RECs) are used to achieve relevant targets, describe the sources and quantities of carbon reduction credits offset or the number of RECs used.	
9. Greenhouse gas inventory and assurance status, reduction targets, strategies, and concrete action plans (to be filled in separately under 1-1 and 1-2).	

(VII) The Company’s Implementation of Integrity Management and Differences from the Integrity Management Best-Practice Principles for TWSE/TPEX Listed Companies, and Reasons Thereof:

Evaluation Item	Operations		Differences from the Integrity Management Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons	
	Yes	No		Summary
I. Formulation of Integrity Management Policies and Programs (I) Has the Company formulated an integrity management policy approved by the Board of Directors, and explicitly stated the integrity management policy, practices, and the Board of Directors’ and senior management’s commitment to actively implementing the management policy in its regulations and external documents?	V		The Company has formulated the “Integrity Management Best-Practice Principles” and the “Integrity Management Operating Procedures and Code of Conduct,” both approved by the Board of Directors, which detail the Company’s integrity management policies and practices. The Board of Directors and management conduct business in accordance with integrity management principles.	No significant differences.
(II) Has the Company established a mechanism for assessing the risk of dishonest conduct, regularly analyzed and assessed business activities with higher risks of dishonest conduct within its business scope, and formulated programs to prevent dishonest conduct, covering at minimum the preventive measures for the conduct described in each subparagraph of Paragraph 2 of Article 7 of the “Integrity Management Best-Practice Principles for TWSE/TPEX Listed Companies”?	V		The Company has adopted the “Integrity Management Best-Practice Principles,” “Integrity Management Operating Procedures and Code of Conduct,” and “Code of Ethical Conduct,” which explicitly set out prohibited conduct. The Company has also adopted the “Integrity Management Whistleblowing System Measures” and communicated them to employees, clearly demonstrating its commitment to integrity management, the consequences of integrity violations, and measures to prevent such violations.	No significant differences.
(III) Has the Company clearly specified operating procedures, codes of conduct, disciplinary and complaint systems for violations within the program to prevent dishonest conduct, and fully implemented and regularly reviewed and revised the aforementioned program?	V		Operating procedures, codes of conduct, and disciplinary and complaint systems for violations have been clearly specified, and the reporting procedures for employees who discover violations of laws or the Code of Ethical Conduct have been explicitly defined. For personnel involved in	No significant differences.

Evaluation Item	Operations		Differences from the Integrity Management Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons	
	Yes	No		Summary
			business activities with higher risks of dishonest conduct, the Company conducts timely awareness campaigns to effectively prevent such conduct from occurring. Internal auditors regularly review compliance with the aforementioned systems and conduct ongoing reviews to ensure the design and effective implementation of the internal control system.	
II. Implementation of Integrity Management (I) Has the Company evaluated the integrity records of its business counterparties and explicitly included integrity conduct clauses in contracts signed with them?	V		Before entering into business dealings, the Company conducts credit checks on business counterparties to exclude those with records of dishonest conduct, and explicitly stipulates integrity conduct clauses in business contracts.	No significant differences.
(II) Has the Company established a dedicated unit under the Board of Directors responsible for promoting corporate integrity management, and does it regularly (at least once per year) report to the Board on its integrity management policy, programs to prevent dishonest conduct, and oversight of implementation?	V		In accordance with the Company's "Integrity Management Operating Procedures and Code of Conduct," a dedicated unit has been established with sufficient resources and qualified personnel responsible for formulating and overseeing the implementation of integrity management policies and prevention programs, and reports to the Board of Directors on a regular basis (at least once per year). The 2024 integrity management implementation report was presented to the Board of Directors on August 12, 2025.	No significant differences.
(III) Has the Company formulated a conflict of interest prevention policy, provided appropriate channels for reporting, and fully implemented it?	V		In the event of a conflict of interest, Company employees may report through the employee suggestion box or directly to their immediate supervisor or internal auditors. Senior managers and	No significant differences.

Evaluation Item	Operations		Differences from the Integrity Management Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons	
	Yes	No		Summary
			directors of the Company who have a personal interest in a board agenda item recuse themselves from the discussion and vote on such matters.	
(IV) Has the Company established effective accounting and internal control systems to implement integrity management? Additionally, has the internal audit unit, based on the results of dishonest conduct risk assessments, formulated relevant audit plans and conducted reviews of compliance with the programs to prevent dishonest conduct, or engaged accountants to perform such reviews?	V		The Company has established effective accounting and internal control systems, which are reviewed and revised in response to changes in laws and regulations and practical needs. Internal auditors conduct reviews in accordance with planned schedules to ensure the continued effectiveness of system design and implementation, and report regularly to the Board of Directors.	No significant differences.
(V) Does the Company regularly hold internal and external education and training on integrity management?	V		The Company conducts education and awareness training on insider trading prevention, integrity management, and related regulations during new employee orientation or routine annual internal meetings, and also promotes relevant articles and case studies through its internal website or bulletin boards. In 2025, integrity management policy, guidelines, and code awareness training was conducted, reaching a total of 618 person-sessions for 618 hours.	No significant differences.
III. Operations of the Company's Whistleblowing System (I) Has the Company formulated a specific whistleblowing and incentive system, established convenient whistleblowing channels, and designated appropriate dedicated personnel to handle reports against the reported parties?	V		The Company has formulated a specific whistleblowing and incentive system in the "Integrity Management Whistleblowing System Measures," and has established an independent whistleblowing mailbox. The human resources unit serves as the dedicated receiving window, handling whistleblowing complaints and related matters.	No significant differences.

Evaluation Item	Operations		Differences from the Integrity Management Best-Practice Principles for TWSE/TPEX Listed Companies and Reasons	
	Yes	No		Summary
(II) Has the Company formulated standard operating procedures for investigating reported matters, follow-up measures to be taken after completion of investigations, and relevant confidentiality mechanisms?	V		The Company handles reported matters in accordance with standard investigation operating procedures and relevant confidentiality mechanisms. Please refer to Article 5 of the “Integrity Management Whistleblowing System Measures.”	No significant differences.
(III) Has the Company adopted measures to protect whistleblowers from improper treatment as a result of whistleblowing?	V		The responsible unit is required to maintain full confidentiality throughout the case handling process, conduct verification through independent channels, and properly safeguard all relevant investigation documents and files to protect the identities of whistleblowers.	No significant differences.
IV. Strengthening Information Disclosure Has the Company disclosed the content of its integrity management guidelines and the results of its promotion efforts on its website and the Market Observation Post System?	V		The Company has formulated the “Integrity Management Best-Practice Principles” and the “Integrity Management Operating Procedures and Code of Conduct,” and disclosed them on the Market Observation Post System.	No significant differences.
V. If the Company has adopted its own integrity management guidelines in accordance with the “Integrity Management Best-Practice Principles for TWSE/TPEX Listed Companies,” please describe any differences between its operations and the adopted guidelines. The Company has referred to the “Integrity Management Best-Practice Principles for TWSE/TPEX Listed Companies” to formulate its own “Integrity Management Best-Practice Principles,” “Integrity Management Operating Procedures and Code of Conduct,” and “Code of Ethical Conduct,” which have been approved and promulgated by the Board of Directors and disclosed on the Company’s website. There are no significant differences between actual operations and the provisions of the guidelines.				
VI. Other important information that aids understanding of the Company’s integrity management operations (e.g. the Company’s review and revision of its integrity management guidelines): The Company strictly complies with the Company Act, the Securities and Exchange Act, TWSE/TPEX-related regulations, and other relevant business conduct laws and regulations as the foundation for implementing integrity management.				

(VIII) Other important information that would enhance understanding of the Company’s corporate governance operations: None.

(IX) Status of Implementation of the Company’s Internal Control System:

1. Internal Control Statement:

The Company’s 2025 Internal Control Statement is available for inquiry on the Market Observation Post System.

Website:<https://mops.twse.com.tw/mops/#/web/t06sg20>

2. For companies that have engaged accountants to professionally review the internal control system, the accountants’ review report shall be disclosed: No such circumstances.

(X) Important Resolutions of Shareholders’ Meetings and Board Meetings in the Most Recent Fiscal Year and up to the Date of Publication of This Annual Report

1. Important Resolutions of Shareholders’ Meetings in the Most Recent Fiscal Year (2025) and up to the Date of Publication of This Annual Report

Meeting Date	Important Resolutions
May 29, 2025 (Annual General Meeting)	(1) Approval of the 2024 Business Report and Financial Statements. (2) Approval of the 2024 Earnings Distribution. (3) Amendment to the “Articles of Incorporation.”
December 12, 2026 (Extraordinary General Meeting)	(1) Approval of the 2021 and 2022 Business Reports and Financial Statements. (2) Approved the distribution of earnings for 2021 and 2022.

2. Important Resolutions of Board Meetings in the Most Recent Fiscal Year (2025) and up to the Date of Publication of This Annual Report

Meeting Date	Important Resolutions
January 17, 2025	(1) Salary adjustment for managers. (2) Proposed approval of managers' 2024 year-end bonuses. (3) The Company's managers' 2024 performance achievement bonuses and special bonuses. (4) The Company’s managers’ Q4 Year 2024 quarterly bonuses. (5) Proposed extension of audit services by Chen, Chen-Li, CPA of Deloitte & Touche through Year 2025. (6) Discussion on the appointment and remuneration of Year 2025 signing accountants, and assessment of their competency and independence. (7) Proposed amendment to the Company’s “Internal Control System – Procurement and Payment Cycle.”
March 11, 2025	(1) Assessment of the effectiveness of the Company’s Year 2024 internal control system and the “Year 2024 Internal Control System Statement.” (2) The Company’s Year 2024 Business Report and Financial Statements. (3) The Company’s Year 2024 employee remuneration and director remuneration allocation.

Meeting Date	Important Resolutions
	<ul style="list-style-type: none"> (4) The Company's Year 2024 earnings distribution. (5) The Company's Year 2024 earnings distribution – cash dividends. (6) The Company's Year 2024 earnings capitalization – issuance of new shares. (7) Proposed amendment to the Company's "Articles of Incorporation." (8) Proposed additions and amendments to the Company's "Internal Control System – Payroll Cycle." (9) Adjustment of the Company's managers' 2025 salaries, bonuses, and special allowances. (10) Proposed amendment to certain provisions of the Company's "Internal Audit Implementation Rules." (11) Adjustment of the Company's internal audit report approval process. (12) Establishment of branch offices. (13) The Company's bank financing facility arrangements. (14) Setting the date, venue, agenda, and matters related to accepting shareholder proposals (for shareholders holding 1% or more of total issued shares) for the Company's Year 2025 Annual General Meeting of Shareholders.
April 18, 2025	<ul style="list-style-type: none"> (1) Amendment to the Company's Year 2024 earnings distribution and discontinuation of earnings capitalization – issuance of new shares. (2) Amendment to the agenda of the shareholders' meeting.
June 17, 2025	<ul style="list-style-type: none"> (1) The Company's cash capital increase – issuance of ordinary shares. (2) Appointment of the internal audit supervisor. (3) Adoption of the Company's "Operational Standards for Financial and Business Matters Among Related Parties." (4) Amendment to the expansion plan for the Chiayi location. (5) The Company's bank financing facility arrangements. (6) The Company's donation to the preparatory committee of Enjoy Warmth Social Welfare Foundation, Kaohsiung City.
July 10, 2025	<ul style="list-style-type: none"> (1) Bonus management measures. (2) The Company's managers' Q1 and Q2 Year 2025 quarterly bonuses and other compensation matters. (3) Adoption of the "Year 2025 Cash Capital Increase Employee Stock Subscription Measures." (4) The Company's 2025 cash capital increase — employee stock subscription. (5) Establishment of the Company's "Corporate Governance Officer" position. (6) Proposed approval of 2024 director remuneration distribution.
August 12, 2025	<ul style="list-style-type: none"> (1) The Company's Q2 Year 2025 financial report.
October 23, 2025	<ul style="list-style-type: none"> (1) The Company's Year 2021 Business Report and Financial Statements. (2) The Company's Year 2022 Business Report and Financial Statements. (3) The Company's Year 2021 earnings distribution. (4) The Company's Year 2022 earnings distribution. (5) Setting the date, venue, and agenda for the Company's 1st Extraordinary General Meeting of Shareholders of Year 2025.
November 10, 2025	<ul style="list-style-type: none"> (1) Change of the Company's financial report signing accountant. (2) The Company's Q3 Year 2025 financial report. (3) Proposed issuance of the Internal Control System Statement for the period October 1, 2024 to September 30, 2025.

Meeting Date	Important Resolutions
	<ul style="list-style-type: none"> (4) Proposed amendment to the Company’s “Organizational Chart.” (5) Establishment of the Company's "Sustainability Development Committee" and adoption of the "Sustainability Development Committee Organizational Rules," and appointment of members of the 1st Sustainability Development Committee. (6) Preparation of financial forecast tables for Q4 Year 2025 through Q1 Year 2026 in connection with the Company’s stock exchange listing application. (7) Proposed adoption of the Company’s “Management Measures for Transactions with Group Enterprises, Specific Companies, and Related Parties.” (8) Proposed amendments to the Company’s internal control system. (9) Proposed amendment to the Company’s “Corporate Governance Best-Practice Principles.” (10) Proposed amendment to the Company’s “Sustainability Development Best-Practice Principles.” (11) The Company’s Year 2024 Sustainability Report. (12) The Company’s “Corporate Governance Evaluation Self-Assessment Report.” (13) Ratification of contracts entered into by the Company with related parties. (14) Proposed signing of an over-allotment option agreement with the lead underwriter in connection with the Company’s application for listing of ordinary shares on the stock exchange.
December 22, 2025	<ul style="list-style-type: none"> (1) Periodic assessment of the scope of frontline employees. (2) Proposed review of promotion of Manager Weng, Tsai-Chien and salary adjustment. (3) Proposed approval of managers’ Year 2024 employee remuneration amount. (4) Proposed adoption of the Company’s Year 2026 audit plan. (5) The Company’s Year 2026 business plan overview and budget. (6) Proposed amendment to the Company’s “Procedures for Acquisition or Disposal of Assets.” (7) Expansion plan for the Mitsui Shopping Park location in Fengshan District. (8) The Company's bank financing facility arrangements.

(XI) In the most recent fiscal year and up to the date of publication of this Annual Report, instances where directors or supervisors expressed dissenting opinions on important resolutions passed by the Board of Directors with records or written statements, and the main content thereof: No such circumstances.

IV. Signing Accountant Fee Information

(I) Signing Accountant Fee Information

Unit: NT\$ Thousands

Accounting Firm	CPA Name	Audit Period	Audit Fees	Non-Audit Fees	Total	Notes
Deloitte & Touche	Chen, Chen-Li	January 1, 2025 – December 31, 2025	2,000	1,230	3,230	Non-audit fees cover tax certification, internal control system project review, assistance with stock exchange listing application, shareholder annual report information review, cash capital increase processing, and out-of-pocket expenses.
	Hsu, Kai-Ning					

- (II) Where an accounting firm has been changed and the audit fees paid in the year of change are less than those paid in the year prior to the change, the audit fee amounts before and after the change and the reasons therefor shall be disclosed: No such circumstances.
- (III) Where audit fees have decreased by 10% or more compared to the previous year, the amount of decrease, percentage, and reasons shall be disclosed: No such circumstances.

V. Accountant Change Information:

(I) Pertaining to Predecessor Auditors:

Date of Auditor Change	November 10, 2025; March 6, 2026		
Reason for Auditor Change and Explanation	Auditor Chen, Chen-Li and auditor Wu, Chiu-Yen were the company's predecessor auditors at Deloitte & Touche. The auditors were replaced with Chen, Chen-Li and Hsu, Kai-Ning in the third quarter of 2025 and Hsu, Kai-Ning and Liu, Cheng-Han in the first quarter of 2026 to ensure the independence of auditors and in accordance with the firm's internal rotation mechanism. They jointly conducted the audit and attestation.		
Explain whether the principal or auditor terminated the appointment, or the status of the party who declined the appointment.	Party	CPA	The Principal
	Situation	Not Applicable	
	Initiated the termination of the appointment		
No longer accepted continued appointments.			
Opinions and reasons for audit reports other than unqualified opinions issued in the most recent two years	None		

Whether there is any disagreement with the issuer	Yes	Accounting Principles or Practices
		Disclosure of Financial Statements
		Audit Scope or Procedures
		Others
	None	
	Explanation: N.A.	
Other Disclosures (Required disclosure items in accordance with Item 1-4 to Item 1-7, Subparagraph 6, Article 10 of the Regulations Governing Information to be Published in Annual Reports of Public Companies)	None	

(II) Pertaining to Successor Auditors

Name of Firm	Written comments of successor auditors whose opinions differ from those of the predecessor auditors
CPA Name	Chen, Chen-Li and Hsu, Kai-Ning (Q4 of 2025) Hsu, Kai-Ning and Liu, Cheng-Han (Q1 of 2026)
Date of appointment	November 10, 2025; March 6, 2026
Pre-engagement consultations on accounting treatments or principles for specific transactions and the conclusions thereof, including potential audit opinions	None
Written comments of successor auditors whose opinions differ from those of the predecessor auditors	None

(III) The reply of a predecessor auditors on matters stated in Item 1 and Item 2-3, Subparagraph 6, Article 10 of the Regulations Governing Information to be Published in Annual Reports of Public Companies. None.

VI. Where the Company's chairman, general manager, or manager responsible for financial or accounting affairs has, within the past year, been employed by the accounting firm to which the signing accountant belongs or its affiliated enterprises, their name, title, and period of employment at such firm or its affiliated enterprises shall be disclosed: No such circumstances.

VII.Changes in Shareholdings and Share Pledge Status of Directors, Supervisors, Managers, and Shareholders Holding More Than 10% of Shares in the Most Recent Fiscal Year and up to the Date of Publication of This Annual Report

(I) Changes in Shareholdings of Directors, Supervisors, Managers, and Major Shareholders

Please refer to the Market Observation Post System for inquiry.

Website:https://mops.twse.com.tw/mops/#/web/query6_1

(II) Information on cases where the counterparty to share transfers by directors, supervisors, managers, or major shareholders is a related party: No such circumstances.

(III) Information on cases where the counterparty to share pledges by directors, supervisors, managers, or major shareholders is a related party: No such circumstances.

VIII. Information on Relationships Among the Top Ten Shareholders by Shareholding Ratio – Related Parties, Spouses, or Within Second-Degree Kinship

As of March 28, 2026, Unit: Shares; %

Name	Shares Held Personally		Shares Held by Spouse & Minor Children		Shares Held Under Others' Names		Relationships Among Top Ten Shareholders – Related Parties, Spouses, or Within Second-Degree Kinship		Notes
	Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio	Title (or name)	Relationship	
Enjoy Investment Co., Ltd. Representative: Li, Tung-Ho	10,460,939	17.43	—	—	—	—	Li, Tung-Ho	Responsible person of the Company	—
	4,639,500	7.73	1,400,000	2.33	11,009,939	18.35	Lee-Su, Hsueh-Lan	Spouse	—
							Li, Chi-Lin	Father & Son	—
							Good Place Enterprise Co., Ltd.	Responsible person – first-degree relative	—
Li, Tung-Ho	4,639,500	7.73	1,400,000	2.33	11,009,939	18.35	Enjoy Investment Co., Ltd.	Responsible person of the Company	—
							Lee-Su, Hsueh-Lan	Spouse	—
							Li, Chi-Lin	Father & Son	—
							Good Place Enterprise Co., Ltd.	Responsible person — first-degree relative	—
Lin, Ching-Hwa	1,810,424	3.02	—	—	—	—	—	—	
Li, Chi-Lin	1,644,493	2.74	—	—	1,155,677	1.93	Enjoy Investment Co., Ltd.	Responsible person — first-degree relative	—
							Li, Tung-Ho	Father & Son	—
							Lee-Su, Hsueh-Lan	Parent and child	—
							Good Place Enterprise Co., Ltd.	This company Responsible person	—
Lee-Su, Hsueh-Lan	1,400,000	2.33	4,639,500	7.73	549,000	0.92	Enjoy Investment Co., Ltd.	The person in charge is the spouse.	—
							Li, Tung-Ho	Spouse	—
							Li, Chi-Lin	Parent and child	—
							Good Place Enterprise Co., Ltd.	Responsible person — first-degree relative	—

Name	Shares Held Personally		Shares Held by Spouse & Minor Children		Shares Held Under Others' Names		Relationships Among Top Ten Shareholders – Related Parties, Spouses, or Within Second-Degree Kinship		Notes
	Shares	Shareholding ratio	Shares	Shareholding ratio	Shares	Shareholding ratio	Title (or name)	Relationship	
Meihe Co., Ltd.	1,368,707	2.28	—	—	—	—	—	—	—
Representative: Wu, Kunher	517,356	0.86	—	—	1,368,707	2.28	Wu, Min-Ru	Second Degree	—
Good Place Enterprise Co., Ltd.	1,155,677	1.93	—	—	—	—	Li, Chi-Lin	This company Responsible person	—
Representative: Li, Chi-Lin							Enjoy Investment Co., Ltd.	Responsible person — first-degree relative	—
	1,644,493	2.74	—	—	1,155,677	1.93	Li, Tung-Ho	Father & Son	—
Wu, Min-Ru	1,014,000	1.69	—	—	—	—	Wu, Kunher	Second Degree	—
							Meihe Co., Ltd.	Responsible person: Second Degree	—
Taishin Securities Co., Ltd.	999,525	1.67	—	—	—	—	—	—	—
Kingwaytek Technology Co., Ltd., Representative: Lin, Wei-Ya	860,000	1.43	—	—	—	—	—	—	—
	226,000	0.46	—	—	—	—	—	—	—

IX. Number of shares held in the same investee company by the Company, its directors, supervisors, managers, and enterprises directly or indirectly controlled by the Company, with combined comprehensive shareholding ratio calculated: No such circumstances.

Three. Fundraising Activities

I. Company Capital and Shares

(I) Sources of Capital

1. History of Capital Formation

Unit: Thousands of shares; NT\$ Thousands

Year/Month	Issue Price (NT\$)	Authorized Capital		Paid-in Capital		Notes		
		Shares	Amount	Shares	Amount	Source of Capital	Payment in Property Other Than Cash	Others
2008/10	10	—	10,000	—	10,000	Authorized capital	None	Note 1
2010/06	10	6,000	60,000	6,000	60,000	Capital increase in cash	None	Note 2
2011/11	10	11,500	115,000	11,500	115,000	Capital increase in cash	None	Note 3
2012/10	10	25,000	250,000	25,000	250,000	Capital increase in cash	None	Note 4
2015/09	10	30,000	300,000	30,000	300,000	Capital increase in cash	None	Note 5
2016/07	10	31,900	319,000	31,900	319,000	Capital increase in cash	None	Note 6
2017/01	10	33,900	339,000	33,900	339,000	Capital increase in cash	None	Note 7
2019/05	42	50,000	500,000	35,740	357,396	Capital increase in cash	None	Note 8
2019/10	42	50,000	500,000	42,000	420,000	Capital increase in cash	None	Note 9
2023/09	29	100,000	1,000,000	43,800	438,000	Conversion of employee stock warrants ordinary shares NT\$18,000 thousand	None	Note 10
2023/12	30	100,000	1,000,000	45,000	450,000	Conversion of employee stock warrants ordinary shares NT\$12,000 thousand	None	Note 11
2024/09	56	100,000	1,000,000	48,800	488,000	Capital increase in cash	None	Note 12

Note 1: Approved by Kaohsiung City Government Letter No. 09700693340 dated October 2, 2008.

Note 2: Approved by Kaohsiung City Government Letter No. 09900569410 dated June 24, 2010.

Note 3: Approved by Kaohsiung City Government Letter No. 10001447200 dated November 9, 2011.

Note 4: Approved by Kaohsiung City Government Letter No. 10150360940 dated October 16, 2012.

Note 5: Approved by Kaohsiung City Government Letter No. 10453675900 dated September 17, 2015.

Note 6: Approved by Kaohsiung City Government Letter No. 10554721600 dated July 20, 2016.

Note 7: Approved by Kaohsiung City Government Letter No. 10650053600 dated January 5, 2017.

Note 8: Approved by Kaohsiung City Government Letter No. 10852044700 dated May 24, 2019.

Note 9: Approved by Kaohsiung City Government Letter No. 10854099100 dated October 17, 2019.

Note 10: Approved by Kaohsiung City Government Letter No. 11253368400 dated September 5, 2023.

Note 11: Approved by Kaohsiung City Government Letter No. 11254665500 dated December 6, 2023.

Note 12: Approved by Kaohsiung City Government Letter No. 11353579400 dated September 9, 2024.

2. Types of Shares

As of March 28, 2026, Unit: Shares

Type of Shares	Authorized Capital			Notes
	Shares Outstanding	Unissued Shares	Total	
Ordinary Shares	60,000,000	40,000,000	100,000,000	The Company's shares are not listed on the TWSE or TPEX.

3. Information related to the shelf registration system: No such circumstances.

(II) List of Major Shareholders

Shareholders holding 5% or more of shares, or the top ten shareholders by shareholding ratio – name, number of shares held, and shareholding ratio

As of March 28, 2026

Name of major shareholder	Number of shares held	Shareholding ratio (%)
Enjoy Investment Co., Ltd.	10,460,939	17.43
Li, Tung-Ho	4,639,500	7.73
Lin, Ching-Hwa	1,810,424	3.02
Li, Chi-Lin	1,644,493	2.74
Lee-Su, Hsueh-Lan	1,400,000	2.33
Meihe Co., Ltd.	1,368,707	2.28
Good Place Enterprise Co., Ltd.	1,155,677	1.93
Wu, Min-Ru	1,014,000	1.69
Taishin Securities Co., Ltd.	999,525	1.67
Kingwaytek Technology Co., Ltd.,	860,000	1.43

(III) Company Dividend Policy and Implementation

1. Dividend Policy as Stipulated in the Articles of Incorporation

If the Company has a profit at the end of the annual financial settlement, taxes shall be paid in accordance with applicable law, accumulated deficits shall be covered, and 10% shall then be set aside as a legal reserve. However, when the legal reserve has reached the Company's paid-in capital, no further appropriation is required. After appropriating or reversing special reserves in accordance with applicable laws or regulations of the competent authority, if there is still a remaining balance, such balance, plus accumulated undistributed earnings, shall be submitted by the Board of Directors as a distribution proposal to the shareholders' meeting for approval before distribution to shareholders as dividends and bonuses.

Cash distributions of dividends, bonuses, legal reserves, and capital surplus shall be authorized by a resolution of the Board of Directors with attendance of two-thirds or more of the directors and approval by a majority of directors present, and shall be reported to the shareholders' meeting. Distributions in the form of newly issued shares shall be resolved at the shareholders' meeting in accordance with applicable regulations.

The Company's dividend distribution policy shall take into account factors including the current and future investment environment, capital requirements, domestic and international competitive conditions, and capital budgets, while balancing shareholder interests, stable dividends, and the Company's long-term financial planning. Annual dividends distributed to shareholders shall not be less than 10% of the newly added distributable earnings for the year; however, if accumulated distributable earnings are less than 10% of paid-in capital, no distribution is required. Dividends may be distributed in the form of cash or shares, with cash dividends being no less than 10% of the total dividends distributed for the year.

2. Proposed Dividend Distribution at This Shareholders' Meeting:

The Company's Year 2025 earnings distribution was approved by the Board of Directors on March 6, 2026. The proposed distribution is a cash dividend of NT\$1.1008 per share, totaling NT\$66,048,000, plus a cash distribution from capital surplus of NT\$1 per share, totaling NT\$66,048,000. The earnings distribution cash dividend proposal and the capital surplus cash distribution proposal will be submitted for report at the Annual General Meeting of Shareholders on May 26, 2026.

3. Expected significant changes to dividend policy: Not applicable.

(IV) Impact of Proposed Bonus Shares at This Shareholders' Meeting on the Company's Operating Performance and Earnings Per Share:

The Company did not issue bonus shares in Year 2025; therefore, this item is not applicable.

(V) Employee, Director, and Supervisor Remuneration

1. Percentage or Range of Employee, Director, and Supervisor Remuneration as Stipulated in the Articles of Incorporation

If the Company is profitable in a given year, 1%–5% of the profits shall be allocated as employee remuneration (of which no less than 20% shall be allocated to frontline employees), to be distributed in the form of shares or cash by resolution of the Board of Directors. The recipients include employees of controlling or subsidiary companies who meet certain conditions. From the above profit amount, no more than 5% shall be allocated as director remuneration by resolution of the Board of Directors. The employee remuneration and director remuneration distribution proposals shall be submitted for report at the shareholders' meeting.

However, if the Company still has accumulated deficits, an amount sufficient to cover such deficits shall be reserved in advance before allocating employee remuneration and director remuneration in the proportions described above.

2. Basis for Estimating Employee and Director Remuneration for the Current Period, Basis for Calculating the Number of Shares for Employee Remuneration Distributed in Shares, and Accounting Treatment When Actual Distribution Differs from Estimates

The Company estimates employee and director remuneration based on the appropriation percentages stipulated in the Articles of Incorporation, and recognizes such amounts as salary expenses. If the amounts change after the annual financial report is approved, the changes are treated as changes in accounting estimates and adjusted in the following year.

3. Remuneration Distribution Approved by the Board of Directors

(1) Amount of employee remuneration and director/supervisor remuneration distributed in cash or shares. If there is a difference from the estimated amount recognized in the expense year, the difference, reasons, and handling shall be disclosed:

The Company's Board of Directors approved the Year 2025 employee and director remuneration distribution proposal on March 6, 2026. The amounts distributed for employee and director remuneration are NT\$840 thousand each, both paid in cash. There is no difference between the approved distribution amounts above and the estimated amounts recognized in the expense year.

- (2) Ratio of employee remuneration distributed in shares to after-tax net income for the current period and the total employee remuneration: Employee remuneration is distributed in cash; therefore, this item is not applicable.
4. Actual Distribution of Employee, Director, and Supervisor Remuneration for the Previous Year (including number of shares distributed, amounts, and share prices), and where differences exist from recognized remuneration, the differences, reasons, and handling shall be described

The Company's Board of Directors approved the Year 2024 employee remuneration and director/supervisor remuneration distribution proposal on March 11, 2025. The distributed amounts for employee remuneration and director/supervisor remuneration are NT\$3,619 thousand each, both paid in cash, and were submitted for reporting at the Year 2025 Annual General Meeting of Shareholders. There is no difference between the above approved distribution amounts and the estimated amounts recognized in the expense year.

(VI) Share buyback by the Company: No such circumstances.

II. Corporate bonds: No such circumstances.

III. Preferred shares: No such circumstances.

IV. Overseas depositary receipts: No such circumstances.

V. Employee stock warrants: No such circumstances.

- (I) Status of employee stock warrants not yet expired as of the date of publication of this Annual Report: No such circumstances.

(II) Names of managers who received employee stock warrants and the top ten employees by number of warrants received, and details of warrants received and exercised:

April 17, 2026

Title	Name	Quantity Received	Ratio to Total Issued Shares (%)	Exercised				Unexercised				
				Quantity of Shares Subscribed	Exercise Price	Exercise Amount	Ratio of Shares Subscribed to Total Issued Shares (%)	Quantity of Shares Subscribed	Exercise Price	Exercise Amount	Ratio of Shares Subscribed to Total Issued Shares (%)	
Managers	Executive Officer	Li, Tung-Ho	2,231,000	4.96%	2,231,000	29, 30	65,650	4.96%	-	-	-	-
	General Manager	Li, Chi-Lin										
	Chief Financial Officer	Lin, Wei-Ya										
	Deputy General Manager	Kao, Chi-Hsiang										
	Deputy General Manager	Lin, Chi-Jui										
	Deputy General Manager	Li, Cheng-Yeh										
	Deputy General Manager	Kuo, Ting-An										
	Deputy General Manager	Lu, Sung-Yu										
	Accounting Manager	Chiou, Yea-Yun										
	Internal Audit Supervisor	Huang, Shu-Chuan (Note)										
	Assistant General Manager	Tseng, He-Hsing										
	Assistant General Manager	Huang, Mei-Juan										
	Assistant General Manager	Mo, Hsien-Ta										
	Assistant General Manager	Chen, Hsiao-Fang										
Employees	Cashier	Chen, Li-Mei	428,000	0.95%	428,000	29, 30	12,590	0.95%	-	-	-	-
	Supervisor	Lin, Hsiao-Wen										
	Specialist	Su, Wan-Chi										
	Store Manager	Yu, Hsien-Jung										
	Store Manager	Su, Ting										
	Banquet Head Chef	Chiu, Ming-Sung										
	Store Manager	Chen, Yu-Tsz										
	Banquet Manager	Weng, Tsai-Chien										
	Store Manager	Tai, Chun-Hsuan										
	Executive Chef	Tsai, Hung-Jen										

Note: Resigned on September 5, 2024.

VI. Restricted new shares for employees: No such circumstances.

VII. New shares issued in connection with mergers, acquisitions, or acquisition of shares of other companies: No such circumstances.

VIII. Status of Execution of Fund Utilization Plan:

Pre-listing Cash Capital Increase – Issuance of New Shares in Year 2026

1. Plan Details

(1) Approval date and document number from the competent authority for the target business: Approved by Taiwan Stock Exchange Corporation Letter No. 1151800882 dated March 20, 2026.

(2) Source of funds: The Company issued 6,048,000 new shares in the current cash capital increase, with a par value of NT\$10 per share, amounting to a total of NT\$60,480,000. The minimum underwriting price for the competitive auction was determined in accordance with the relevant regulations of the Securities Association of the Republic of China, based on 70% of the simple average of the closing prices over the 30 business days during which transactions were executed on the Emerging Stock Market prior to the filing of the auction agreement, after adjustment for ex-rights (stock dividends or capital reduction) and ex-dividend. The minimum underwriting price was set at NT\$25.21 per share. Bids were awarded in order of price priority, and each successful bidder subscribed at their respective bid price. The public subscription underwriting price was determined at NT\$30.03 per share, calculated as the volume-weighted average price of all successful bids. However, as such price exceeded 1.19 times the minimum underwriting price, the public subscription price was set at NT\$30 per share, and the shares were issued at a premium.

(3) Plan items and scheduled fund utilization progress:

Unit: NT\$ Thousands

Plan Item	Estimated Completion Date	Total Funds Required	Scheduled Fund Utilization Progress
			2026
			Q2
Repayment of bank loans	Q2 2026	193,882	193,882

(4) Projected benefits:

The Company's cash capital increase this time is intended to repay bank loans of NT\$193,882 thousand. Upon completion of the fundraising, bank loans will be repaid in Q2 Year 2026 in accordance with the fund utilization schedule, thereby reducing interest expenses. Based on the amount of bank loans to be repaid and the applicable interest rate, it is estimated that interest expenses of approximately NT\$2,848 thousand can be saved in Year 2026, and NT\$4,271 thousand per year can be saved from Year 2027 onwards. This will appropriately reduce the Company's dependence on bank borrowings, strengthen its financial structure and debt repayment capacity, and benefit its overall operational development.

- (5) Changes to plan content, sources and uses of funds, reasons for changes, pre- and post-change benefits, and date the amended plan was submitted to the shareholders' meeting: Not applicable.
- (6) Date of submission to the information reporting website designated by the Financial Supervisory Commission: March 20, 2026.

Four. Business Overview

I. Business Description

(I) Scope of Business

1. Main Business Activities

Main Business Activities of the Company

- A. A. Audiovisual karaoke business
- B. B. General hotel business
- C. C. Restaurant business
- D. D. Tobacco and alcohol wholesale business
- E. E. Beverage wholesale business
- F. F. Food and grocery wholesale business
- G. G. Food, grocery, and beverage retail business
- H. H. Tobacco and alcohol retail business
- I. I. Arts and cultural services business
- J. J. Performing arts activities business
- K. K. In addition to licensed businesses, the Company may operate any business not prohibited or restricted by law

2. Revenue Breakdown by Main Product

Unit: NT\$ Thousands

Main Product Category	2024		2025	
	Amount	%	Amount	%
Audiovisual karaoke	997,204	75.71	963,986	74.65
Banquet and dining	319,848	24.29	327,301	25.35
Total	1,317,052	100.00	1,291,287	100.00

3. Current Products (Services)

The Company's main business activities are the provision of private rooms equipped with audiovisual karaoke equipment for consumers to sing, and the provision of freshly prepared Chinese cuisine, beverages, desserts, and banquet services for consumers to dine in or take away.

4. New Products Under Development

- ① Continued expansion of audiovisual karaoke business locations to meet the continuously growing leisure and entertainment market.
- ② Provision of ready-to-cook meal kits and pre-packaged meal products to meet consumers' needs for enjoying quality cuisine at home.

(II) Industry Overview

1. Current Status and Development of the Industry

The Company operates in the audiovisual karaoke service industry and the food and beverage service industry. Its brands currently serve Taiwan as the primary market, providing consumers with entertainment and audiovisual services alongside food and beverage services. The Company currently operates 16 audiovisual karaoke venues, 4

large banquet restaurants, 3 “Daxiang Ye Guo” (hot pot) locations, and 1 Yuxiang Teppanyaki location. The industry overview for the Company’s sectors is as follows:

① Audiovisual Karaoke Industry

The domestic audiovisual karaoke industry has developed over more than 30 years, with a market scale that can reach tens of billions of NT dollars. The business models of audiovisual karaoke operators are mainly divided into two categories: chain store operations and small-scale karaoke bar operations. As the industry has entered a saturation stage, the trend of the strong getting stronger has become an unchanging rule. However, influenced by population density and regional economic development, the distribution of business operators across Taiwan varies significantly. According to statistics from the Ministry of Finance, the density of operators is higher in Kaohsiung City and Taichung City, with New Taipei City, Taipei City, and Pingtung also showing relatively high density, as shown in the table below.

Distribution of Audiovisual Karaoke Centers by Region in Taiwan

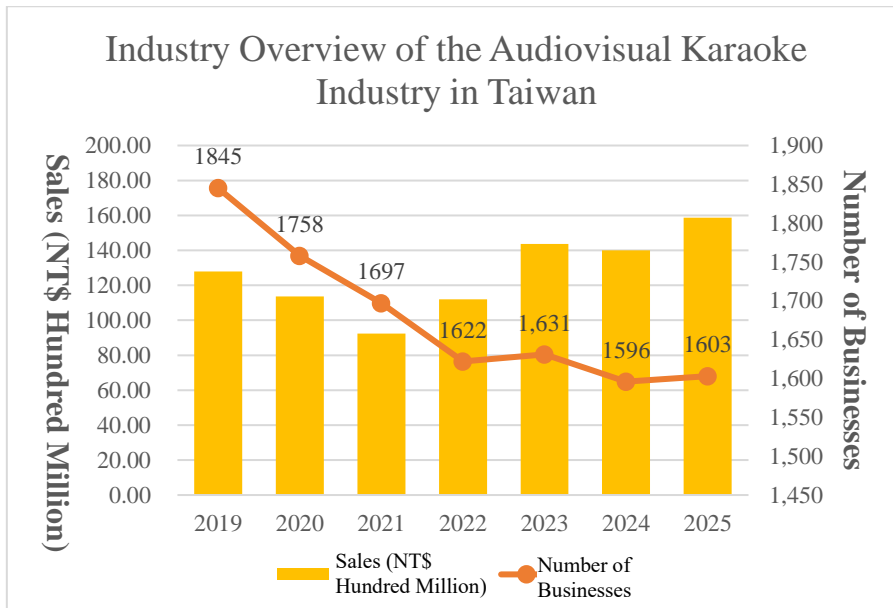
Unit:%

Region	2022	2023	2024	2025
New Taipei City	6.04	5.76	5.70	5.55
Taipei City	7.46	7.85	8.08	8.05
Taichung City	10.05	10.48	10.59	10.98
Kaohsiung City	15.78	15.70	16.17	15.91
Changhua County	7.71	8.03	7.64	7.99
Yunlin County	6.10	6.25	6.45	5.99
Pingdong County	9.25	9.44	9.40	9.67
Other counties/cities	37.61	36.49	35.97	35.86
Total	100.00	100.00	100.00	100.00

Note: Ratios are calculated based on the number of businesses by city/county.

Data source: Ministry of Finance Financial Statistics Database; Taiwan Institute of Economic Research Industry and Economy Database; compiled by the Company; queried March 2026.

Chain audiovisual karaoke operators typically open in urban commercial districts or large shopping center areas, with larger operating spaces and more comprehensive audiovisual equipment and services. Small-scale karaoke bars typically open in residential areas or remote locations, with smaller operating spaces and simpler audiovisual equipment and services. Since the key operational factors in the audiovisual karaoke industry include store location, hardware and software equipment, and music licensing rights, as long as operators have sufficient capital, operational barriers are almost unlimited. However, most small operators are often unwilling to invest in high capital expenditures, which affects their audiovisual environment and service quality. Therefore, large chain operators such as Enjoy Warmth, in addition to providing good service quality and facilities, also offer professional audio equipment and projectors to enhance the consumer experience, thereby achieving a certain level of consumer loyalty to the Enjoy Warmth brand.



Data source: Ministry of Finance Financial Statistics Database; compiled by Taishin Securities; queried February 2026.

According to the Ministry of Finance Financial Statistics Database (as shown in the table above), as the real wage income of Taiwan’s population has increased year by year, demand for entertainment consumption in Taiwan has also grown. In recent years, operators have actively developed food and beverage sub-brands, such as opening cafés within venues and expanding dining and consumption areas, to increase consumers’ willingness to visit. By 2019, the industry’s sales value had grown to NT\$12.801 billion. From 2020 to 2021, due to the impact of the COVID-19 pandemic, people voluntarily reduced outdoor gatherings and activities. When the nation entered epidemic alert status, major entertainment venues temporarily closed in compliance with government policies, resulting in a significant reduction in foot traffic and a dampening of domestic consumer and entertainment confidence. Industry sales declined by 11.29% and 18.71%, respectively, from 2019 to 2020 and from 2020 to 2021. In April 2022, a large-scale outbreak caused by a COVID-19 variant occurred domestically. With increasing vaccination rates and a trend toward coexistence with the virus, pandemic prevention regulations for leisure and entertainment venues were progressively relaxed and people increased their frequency of going out. The stabilization of the pandemic in the second half of 2022 helped bring back student and youth consumers, and industry sales grew by 22.76% year-on-year. In 2023, the impact of COVID-19 transitioned to an influenza-like pattern. As COVID-19 was downgraded to a Category 4 communicable disease, the domestic pandemic situation cleared, further boosting consumers’ leisure and entertainment spending momentum. This supported the industry in maintaining its recovery growth, with performance gradually returning to pre-pandemic levels and driving optimistic overall sales for 2023, continuing the double-digit year-on-year growth trend. Additionally, according to research data from the Institute for Future Commerce (dated December 26, 2023), among the leisure and entertainment sectors surveyed, the KTV industry recorded the highest short-term scale growth indicator of 39.2% for 2023. This not only reflected the lower base effect during the COVID-19 pandemic period, but also indicated a significant recovery in physical entertainment consumption venues in the post-pandemic era.

In 2024, with increases in the basic wage and steady growth in private consumption momentum, along with operators’ active adoption of composite

business models to attract consumers, the industry nonetheless faced headwinds from global economic fluctuations and changes in consumption patterns. The rise of online entertainment and social platforms has shifted some demand toward streaming media, online karaoke apps, and immersive entertainment formats. Consumers are increasingly substituting traditional audiovisual and karaoke centers with smartphones, computers, and other devices, visibly weakening demand in the industry. Furthermore, the high base formed by post-pandemic revenge consumption in 2023 caused overall industry sales to decline in 2024.

Although the domestic market is maturing and the proliferation of home entertainment equipment and mobile devices is creating significant demand substitution pressure, KTV operators are diversifying their entertainment content in response to competitive pressures. Some operators have also begun actively seeking business transformation opportunities, such as upgraded dining offerings, themed private room designs, exclusive luxury private rooms, online gaming integration, and digitalized reservation and song selection services, providing consumers with new entertainment sensory experiences. Leveraging its competitive advantages in the capital market, the Company regularly updates its private room designs in line with market trends to attract consumers and contribute to revenue growth.

② Wedding banquet catering industry

As Taiwan's economy continues to recover, driving steady increases in national income, the growing number of single-person households and DINK (dual income, no kids) households has led this demographic to redirect savings previously earmarked for home purchases, marriage, and child-rearing toward dining and travel entertainment expenditures, further establishing dining and entertainment consumption habits. Additionally, declining birth rates and a year-on-year decrease in the newborn population have gradually shifted domestic family structures toward smaller nuclear families. The desire for convenience has reduced the willingness to cook at home and increased the tendency to seek dining alternatives outside, all of which have raised the propensity of Taiwan's population to dine out. This has driven a continuous increase in the proportion of people eating out, thereby generating strong demand for the food and beverage industry and supporting stable growth in the sector.

According to data from the Directorate-General of Budget, Accounting and Statistics (DGBAS) household income and expenditure survey reports, Taiwan's family structure and consumption behavior are changing year by year. First, the average number of persons per household continues to decline, reflecting a trend toward smaller family sizes. Second, in terms of consumption patterns, the proportion of expenditure on restaurants and hotels has been rising year by year, indicating the growing prevalence of service consumption such as dining out and travel. Furthermore, the average household disposable income has grown year by year, enhancing overall spending capacity and prompting changes in dietary habits, with people increasingly favoring convenient, diverse, or high-quality dining options – closely linked to changes in social composition and further reflected in the product trends and service development of the food and beverage industry.

Household Income and Expenditure Survey

Year	2017	2018	2019	2020	2021	2022	2023	2024
Item								
Average Number of Persons per Household (persons/household)	3.07	3.05	3.02	2.92	2.89	2.83	2.79	2.78
Household Consumption Expenditure Structure by Consumption Type – Restaurants and Hotels (%)	12.00	12.32	12.79	13.07	12.77	13.77	13.92	13.74
Average Disposable Income (NT\$/person)	331,903	339,772	350,904	369,742	377,354	391,720	407,422	419,139

Data source: Statistical Information Network of the Republic of China (Taiwan)

The food and beverage industry is subdivided by type into three major sub-sectors: the restaurant industry, the beverage shop industry, and the catering and institutional food service industry. Analyzing changes in the revenue share of each sub-sector, in the largest sub-sector – the restaurant industry – the COVID-19 pandemic in 2021 reduced people’s willingness to dine out, the number of international visitors to Taiwan declined, and during the period when the nationwide pandemic alert was raised to Level 3, the government prohibited all dine-in services. These factors all led to a decline in restaurant performance, and many operators chose to permanently close due to reduced business, causing the revenue share to fall from 80.79% in 2020 to 79.90% in 2021. From 2022 to 2023, Taiwan’s pandemic prevention policy shifted toward coexistence with the virus, driving a recovery in business at restaurants, department store food courts, night markets, and other dining venues. Most large groups also launched store expansion plans and raised food and beverage prices in response to rising ingredient and labor costs, causing the revenue share to recover to approximately 80%. In 2024, live concert performances effectively stimulated surrounding consumer spending, and chain brands launched limited promotional set menus to attract customers in celebration of international competition gold medal victories, boosting continued sales growth. However, as corporate dining events and wedding banquets became more active, and banquet table prices increased, the catering and institutional food service industry recorded double-digit revenue growth momentum. The crowding-out effect caused the restaurant industry’s revenue share to decline slightly from 81.36% in 2023 to 80.82% in 2024. In 2025, the restaurant industry was affected by the different timing of the Lunar New Year falling in two calendar years, which delayed corporate year-end banquet and New Year’s cuisine purchasing opportunities, causing its share to fall to 79.94%.

Revenue Share Breakdown of the Food and Beverage Industry

Unit: %; NT\$ Hundred Million

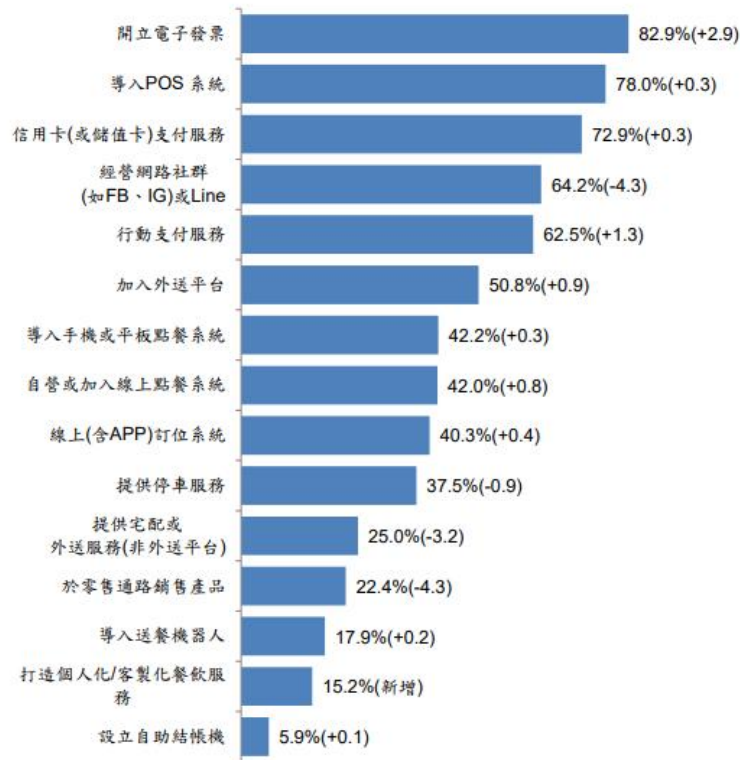
Item	2020		2021		2022		2023		2024		2025	
	Revenue	Percentage	Revenue	Percentage	Revenue	Percentage	Revenue	Percentage	Revenue	Percentage	Revenue	Percentage
Restaurant Industry	6,059	80.79	5,584	79.90	6,729	80.85	8,152	81.36	8,387	80.82	8,533	79.94
Beverage Shop Industry	367	4.89	1,067	15.27	1,194	14.35	1,286	12.83	1,331	12.83	1,426	13.36
Catering and Institutional Food Service Industry	1,074	14.32	337	4.82	399	4.80	582	5.81	659	6.35	716	6.70

Data source: Department of Statistics, Ministry of Economic Affairs; Taiwan Institute of Economic Research Industry and Economy Database; compiled by the Company (February 2026).

With economic growth in the food and beverage industry in recent years, consumers' opportunities to dine at restaurants have increased accordingly, demonstrating considerable domestic and international demand for dining out. As domestic chain food and beverage operators continue to establish new affordable dining brands, the food and beverage market has continued to expand. Chain groups, in addition to increasing the number of locations under their various brands, have continued to renovate store interiors, strengthen the in-store dining experience, deepen membership management to enhance customer loyalty, and develop ready-to-eat or frozen food products to create diversified business operations, thereby helping enterprises open up new growth opportunities. Furthermore, with improvements in wages and a continuously rising proportion of people eating out, consumers' willingness to dine out has increased significantly. The growing spending willingness of younger demographics on dining and lifestyle consumption has further driven growth momentum in restaurant industry revenues, resulting in a year-on-year growth trend in restaurant industry sales.

The shortage of manpower in restaurants continues to plague the industry as Taiwan's demographics and the work values of the younger generation change. This has accelerated businesses' digital transformation and the adoption of smart technologies. As Taiwan's demographic structure and the work values of younger generations continue to change, restaurant labor shortages have become a persistent issue, accelerating operators' push toward digital transformation and the application of smart technology. According to the Ministry of Economic Affairs' Year 2025 Survey Report on the Operating Conditions of Wholesale, Retail, and Food and Beverage Industries, the proportions of restaurants issuing electronic invoices, adopting online reservation systems, operating or joining online ordering systems, tablet or mobile ordering systems, self-checkout machines, food delivery robots, and mobile payment services were all higher than the same period in 2024. In order to reduce restaurants' heavy reliance on labor, operators are adopting technology tools to assist operations, guiding consumers through option-based interfaces to complete reservations and order placements independently, thereby reducing employee operational errors and consumer confirmation steps, all of which contribute to improving store operational efficiency.

Proportion of Digitalized Services Provided by the Restaurant Industry



Data notes: 1. Calculated based on the number of survey respondents.

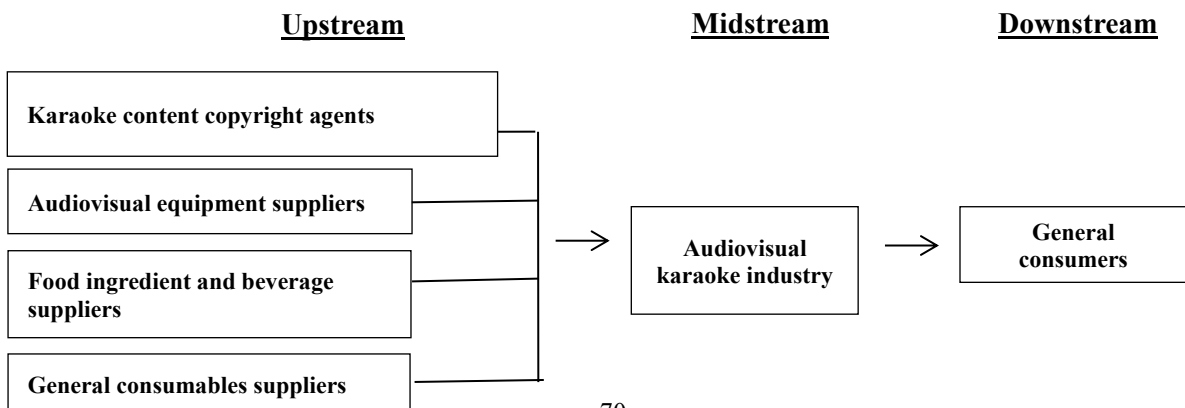
2. () indicates percentage point increase or decrease compared to the previous year.

Data source: Department of Statistics, Ministry of Economic Affairs (Year 2025 Survey Report on the Operating Conditions of Wholesale, Retail, and Food and Beverage Industries).

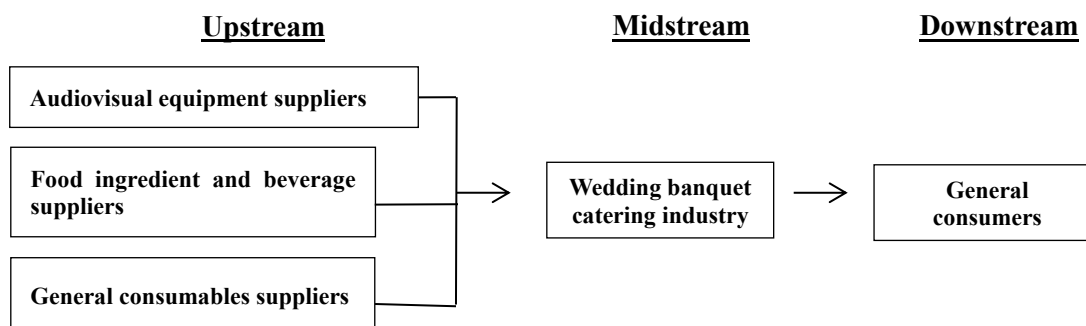
In summary, although operators' ingredient management and personnel costs will increase, with private consumption remaining steady and food and beverage operators actively expanding their business footprint, renovating store interiors, continuing to develop the food and beverage retail market, and accelerating digitalized service capabilities, these factors are all expected to add momentum to the development of Taiwan's food and beverage industry. Therefore, it is projected that the food and beverage industry will continue to show growth in 2026.

2. Relationships Among Upstream, Midstream, and Downstream in the Industry

① Audiovisual Karaoke Industry:



② Food and Beverage Service Industry:



3. Product Development Trends and Competitive Landscape

(1) Product Development Trends:

In 2025, mounting pressure from ingredient costs, unresolved labor shortages, and the continued expansion of sustainability development are among the key issues that will lead Taiwan’s audiovisual karaoke and food and beverage industries to develop along the following three major trends:

① Digital Technology Applications

Faced with labor shortages and rising operating costs, operators will accelerate the adoption of digital technology to improve operational efficiency and customer experience. This includes smart ordering systems, intelligent food delivery robots, QR code song selection and ordering, and other automated equipment, as well as precision marketing and customer relationship management through big data analytics. Furthermore, with technological advancements and increasingly personalized consumer demands, audiovisual karaoke venues will continue to add more online interactive platforms, cloud-based song databases, and intelligent audio equipment to create new digitalized entertainment formats.

② Sensory and Value Experience

Today’s consumers dining out not only prioritize taste and price, but also pursue an overall sensory experience, including dining ambiance, visual design, audiovisual effects, and interactive services. KTV is a highly price-competitive industry, requiring operators to strengthen brand value and customer experience, and enhance service refinement and differentiation to attract diverse consumer groups. The Company focuses on private room environment design and process optimization to increase customer satisfaction and the overall experience. By introducing high-specification surround sound systems, lighting effects, comprehensive eye-protection projection equipment, and visual design, the Company creates an immersive multi-sensory entertainment space that attracts customers through a high-value consumption model, creating enjoyable dining and singing experiences and increasing customer loyalty.

③ Sustainability Development Trends

Sustainability has become a key factor in global industry transformation. With growing environmental awareness, the design of future audiovisual karaoke venues will incorporate green building materials and energy-saving equipment to reduce environmental impact and fulfill

corporate social responsibility. At the same time, as food safety controls become increasingly stringent and carbon inventory awareness rises, green transformation will be implemented across procurement, ingredients, packaging, and energy dimensions. The Company uses locally sourced ingredients to reduce its carbon footprint, promotes organic ingredients and pesticide-free farming to advance sustainable agriculture and low-carbon dietary trends, and communicates its corporate social responsibility to consumers, driving the food and beverage industry toward green transformation and upgrading.

(2) Competitive Landscape

The Company primarily provides audiovisual karaoke and banquet dining services. Among domestic audiovisual karaoke operators, only Holiday KTV and Cashbox are, like the Company, large-scale chain brand operators; the remainder are smaller-scale audiovisual karaoke operators. The Company will continue to expand its business locations in the future to meet consumer demand for leisure, entertainment, and dining, thereby expanding revenue scale and increasing market share.

The domestic food and beverage industry has low barriers to entry, attracting many investors to enter the market. The high degree of product similarity diversifies consumer choices, resulting in intense market competition. To stand out in this competitive environment, the Company's management team actively develops new menu items and establishes food and beverage brands to consolidate its existing customer base, expand its diverse consumer demographics, and strengthen its market competitiveness.

(III) Technology and R&D Overview

1. R&D Expenditures in the Most Recent Fiscal Year and up to the Date of Publication of This Annual Report

Unit: NT\$ Thousands

Item	2025	As of March 31, 2026
R&D expenses	603	129
Net Operating Revenue	1,291,287	396,972
As a Percentage of Net Operating Revenue (%)	0.05	0.03

2. Successfully Developed Technologies or Products:

① Audiovisual karaoke

A. Online Song Selection System

The Company has developed an online song selection system that allows users to search for and select songs via smartphone, improving convenience and service efficiency. The system's search functionality has been continuously enhanced for accuracy and flexibility, featuring a user-friendly interface that enables users to quickly select songs and start singing immediately, reducing waiting time. To further improve customer convenience, the song selection system has been integrated with multiple payment platforms (Taiwan Pay, LINE Pay) to enhance transaction efficiency and experience.

B. Online Membership System and Integrated Membership Services Development

The Company has launched the “Enjoy Life Card” online membership system, integrating consumption, points, and promotional services to drive Enjoy Warmth KTV’s digital transformation and enhance membership management effectiveness. The Company has also collaborated with OPEN POINT to develop application program interfaces, providing customers with more diverse point accumulation and redemption options to strengthen customer loyalty and engagement.

C. Online Ordering System

The Company has developed an online ordering system that allows customers to place food and beverage orders by scanning a QR code via smartphone, improving ordering efficiency and service quality. The service call function has also been redesigned to use a system interface for sending and identifying service requests, reducing customer interruptions and improving service efficiency.

D. Composite Private Rooms

By integrating food and beverage brand resources, the Company has created the first-of-its-kind KTV combined with teppanyaki composite private rooms, creating a high-end, comfortable atmosphere and providing a diverse dining and entertainment experience.

E. Optimized Private Room Lighting and Visual Effects

Through modifications to lighting programming, the lighting effects strike a balance between ambiance enhancement and comfort, achieving an immersive audiovisual interactive experience that adds to the celebratory atmosphere and spatial layering of private rooms.

② Food and Beverage Services

In addition to continuously developing new menu items for its existing businesses, the Company has also developed entirely new food and beverage brands. New brands or menu items developed over the past five years are listed below:

A. New Brands

Year	Brand	Item
2023	Yuxiang Teppanyaki	Offers high-quality Japanese-style teppanyaki cuisine, featuring fresh live seafood and Japanese Wagyu beef, showcasing refined dining aesthetics.
2024	Daxiang Ye Guo (Hot Pot)	Centered on the concept of healthy eating, this brand differs from traditional hot pot flavors by offering an all-you-can-eat selection of Taiwan’s native wild vegetables and organic seasonal produce, allowing customers to enjoy fresh and healthy ingredients.

B. New Menu Items

Year	Category	Item
2021	Item	Dried Scallop Imperial Chicken, Rich Black Char Siu, Aged Vinegar Jellyfish, Sichuan Pepper Yellow Broth Leopard Grouper, Matsutake Wild Eel Braised Mountain Chicken, Black Flowing Sand Octopus, Golden Sands Phoenix Tail Garlic Spare Ribs, Nanjing Osmanthus Duck, Chili Oil Pork Tongue, Sous Vide French White Whelk, Leshan Drum Pepper Minced Pork Leopard Grouper, Scallop Pineapple Torched Salmon Tower, Lime Torched Char Siu, Gold & Silver Salt-Baked Paper-Wrapped Prawns, Cherry Duck with Aged Vinegar Noodles, Imperial Jujube Cake, Coconut Peanut Sweet Pancake, Pan-Fried Salty Pancake, Honey Brown Sugar Honeycomb Cake, Squid Conch Garlic Spare Rib Soup, Herbal Mushroom Black-Bone Chicken Soup
2022	Item	He Shou Wu Longan Braised Mountain Chicken, Chaoshan Braised Duck, Smoked Pressed Duck, Laoganma Sauce Liver, Twin Jewel Pine Flower, Lotus Leaf Spicy Crab Meat Floss, Tonkotsu Smooth Hemp Milk Hot Pot, Matcha Flowing Sand Sesame Ball, Snow Coconut Cotton Cake, Pearl Pomegranate Sweet Soup, Nanban Fish Vinegar, Purple Seaweed Egg Yolk Roll, Shunde Harmonica Bone Claypot Rice, Yunnan Pepper Spicy Chicken, Dried Scallop Squid Five-Willow Shark Fin, Ice-Crackle Shanghai Pan-Fried Bun, Honeydew Rich Sweet Soup, Colorful Goose Silk Hand Pancake, Mullet Roe Phoenix Roll, Tihu Sauce Beef, Flame-Seared Duck, Wheat Ear Abalone Mushroom, Beijing Sauce Hand Pancake, Yushan Lotus Leaf Wealthy Chicken, Truffle Thousand-Layer White Jade Pastry, Mustard Seed Vinegar Eel, Mushroom Popcorn Flowing Sand Bun, Dragon Fruit Osmanthus Jelly, Ginger Baked Matsusaka Pork, Ice Sauce Beef, Jade Scallop Egg White Goose Floss, Crab Maple Beer Pear Crispy Pear, Abalone in Sauce, Black Tide Sesame Cake, Cumin Five-Spice Crispy Tofu / Phoenix Lemon Ice Vinegar Sauce, Butter Mustard Baked Prawns, Singaporean Nyonya Steamed Fresh Fish, Sturgeon Cheese Salmon Tower, Shanghai Xiao Long Tang Bao
2023	Item	Black Gold Matcha Flowing Sand Ball, Black Pepper Butter Paper-Wrapped Chicken, Sesame Oil Sand Ginger Chicken, Laoganma Sauce Liver, Ice Sauce Plum Apricot Mushroom, Sugarcane Red Ingot Pastry, Desert King Pork Ribs, Peach Dew Oat Braised Apricot Milk, Walnut Wild Berry Custard Pastry, Colorful Crystal Lychee Taro Snow Ear Soup, Honey Onion Garlic Spare Ribs, Mapo Tofu Puffed Bread, Golden Jade Scallop Cup, Foraged Wild Mushroom Prawns, Golden Pomelo Sour Mandarin Harmonica Bone, Chengdu Pixian Braised Duck, Beijing Scallion Garlic Oil Spicy Chicken, Red and White Baked Leopard Grouper, Preserved Fruit Torched Char Siu, Yunnan Chopped Chili Steamed Grouper, Honey Black Pepper Jade Cake Prawn, Ceylon Imperial Chicken, Truffle Sansho Pepper Conch Shell, Red Yeast Rice Chicken Roll, Refined Soft Tripe Strips, Sea Coconut Scallop Fish Maw, Plum Winter Olive Leopard Grouper, Balsamic Pork Tomahawk, Egg Yolk Cherry Duck Boat, Fragrant Braised Tofu Skin, Crispy Crab Claw Caesar Cup, Cream Lemon Garlic Red Prawn, Pangtang Sugarcane Water Chestnut Strips, Mango Purple Taro Pearl Soup, Purple Sweet Potato Golden Sesame Paste Bun, Three-Shred Silk Crepe Pancake, Firewood Osmanthus Honey Teriyaki Rib, Braised Chicken Feet, Braised Chicken Heart, Braised Duck Tongue, Braised Duck Heart, Braised Duck Gizzard, Braised Duck Intestine, Honey Braised Duck Wing, Braised Beef Tripe, Spicy Braised Beef Tripe, Braised Beef Shank, Spicy Braised Beef Shank, Braised Beef Tendon, Spicy Braised Beef Tendon

Year	Category	Item
2024	Item	Cheese Butter Baked Prawns, Salt Koji Pork Belly, Passion Fruit Aged Vinegar Spare Ribs, Lingzhi American Ginseng Black Bean Chicken, Pumpkin Custard Baked Prawns, Red & Green Twin King Ribs, Five-Color Thai Milk Flowing Sand Ball, Rock Sugar Apricot Juice Snow Jelly, Premium Tea Emperor Chicken, Lotus White Jade Roll, Amber Preserved Sausage, Pocket Snow Spiced Western Australian Lobster / Dual Sauce Pita Bread, Chestnut Cordyceps Braised Chicken, Four-Color Net Prawn Cheung Fun, Red Pomegranate Mango Sago, Ceramic Plate Chowder Baked Oyster, Jinhua Dried Scallop Claypot Chicken / Phoenix Tail Shark Fin, Perilla Plum Dew Steamed Grouper, Patchouli Beef, Taro Roll Soup Rice Noodles, Night-Blooming Cereus Jade Bamboo Braised Chicken / Phoenix Tail Shark Fin, Wenchang Rich Deer Field Chicken, Supreme Coconut Bud Fish Maw Shark Fin, Yunnan Drum Pepper Fish Noodles, Garlic Gold Brick Lobster Satin, Champion Delicacy Braised Duck, Ginger Scallion Lobster with Rice Cake, Slightly Sour Lemon Honey Spare Rib, Four Gentlemen Honey Jujube Braised Pork Rib, Hawthorn Vegetable Frost-Drop Pork, Sesame Three-Shred, Spicy Cloud Dual Fungus, Mustard Apricot Fish Fragrance, Yellow Broth Drum Pepper Leopard Grouper, Ceramic Plate Fresh Abalone Milk Truffle / Black Truffle Flavor Potato, Yellow Sauce Silver Cream Sea Emperor Grouper, Zhenjiang Lantern Pork Tomahawk / Thin Crispy Fish Belly Strips, Sweet Flower Pine Board, Golden Garlic Scallop, Bamboo Shoot Flower Cool Bean Skin, Purple Taro Australian Lobster Fresh Vegetable / Golden Abalone Horn Snow Cloud Ear, Gravel Honey-Roasted Lamb Shoulder, Jujube Red Green Plum Snow Ear Soup, Hokkaido Scallop Pumpkin Seaweed Tempura, Japanese Hiroshima Oyster Wrapped in Stone Flounder Mousse, Parmesan Cheese Fresh Oyster White Broth; Soup Bases: Kombu, Miso, Vegetarian Bonito, Spicy, Chicken White Broth
2025	Item	Summer Wild Arctic Sweet Shrimp, Thirteen-Spice Pork Belly, Crab Sleeve Seaweed Bake, Ginger Honey Tomato, Chili Oil Fish Paste Sour Spicy Noodles, Butter Golden Sand Seafood Pot, Preserved Meat Harvest Rice / Sago Thai Pearl Ball, Lemongrass Garlic Gravel Honey Chicken, Dried Scallop Conch Trotter Braised Four Treasures, Chia Seed Lemon Taro Ball, Cocoa Snow Milk Jelly, Green Hemp Toon Sprout Spring Bamboo Shoot, Osmanthus Rain Mushroom, Vietnamese Vegetable Prawn Rice Noodles, Hand-Shredded Vietnamese Chicken, Chive Flower Stone Oyster Egg Drop Soup, Wild Mountain Pepper Ginger Scallion Spotted Fish, Spicy Crispy Abalone Spicy Potato, Golden Sands Squid Tentacle Taro Rice / Corn Cuttlefish Cake, Angus Black Pepper Dice Beef Bao, Honey Char Siu Black Ink Bao, Bamboo Shoot Chestnut Apricot Chicken Pot, Apricot Juice Purple Rice Coconut Milk Soup, Guangzhou Pear Pastry, Hongxi Tea-Smoked Hand-Shredded Chicken, Torched Conger Eel, Red Yeast Braised Pork, Kung Pao Clove, Perilla Ink Milk Scallop / Ice-Brewed Plum-Marinated Honey Red Persimmon, Maqaw Pepper Wing Claypot Chicken, Green Sichuan Pepper Sauce Leopard Grouper, Dry-Pot Lotus Pond Sichuan Prawn, Golden Garlic Gravel Basil Bone / Cherry Duck Hand Pancake, Sesame Heart Ovaltine Egg Tart, Kaili White Sour Broth Emperor Grouper, Chengdu Radish Braised Duck Pot, Japanese Chive Prawn Jujube, Chili Oil Garlic Gravel Honey Phoenix Sleeve, Lemongrass Honey-Roasted Chicken, Southern Milk Smooth Pine Board, Egg Yolk Salad Pork Tomahawk, Chengdu White Jade Pepper-Peeled Chicken, Matcha Snow Q Baked Egg Tart, Champion Mustard Clove, Jiulong Fruit Juice Lamb Shoulder, Japanese Radish Coin Braised Pork Rib, Osmanthus Chicken Flowing Sand Dumpling, Potato

Year	Category	Item
		Tonkotsu Thick Soup, Purple Sweet Potato Custard Thousand-Layer Cake, Earl Grey Ginger Milk Jelly, Walnut Longan Black Sesame Soup, Rose Lily Prawn Dumpling, Thin Crispy Yellow Sand Corner, Fragrant Lemon Slice Seaweed Salmon Roe Fresh Scallop, Fig Wine Jelly Torched Fresh Scallop, Hiroshima Oyster Yuzu Vinegar Snow Kombu, Torched Mozzarella Ribeye Steak; Soup Bases: Milk, Kimchi, Peeled Chili Chicken

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

The Company's management team has been operating in the audiovisual entertainment and food and beverage industries for over 30 years. Starting in Kaohsiung City, the Company built brand recognition before expanding to branches in other cities and counties. There is a considerable customer base in Kaohsiung City with a high level of recognition and affinity for the Company's venues. As the Company expands to other cities and counties, its operating direction focuses on forging stronger connections and a sense of identity with the local character of each region, while continuously strengthening service quality and incorporating technological systems and equipment as key improvement objectives.

(1) Short-Term Business Development Plan

① Marketing strategy

- A. Gather customer needs and frontline service improvement insights through recommendations, meetings, and reports from the frontline operations department, and feed this information back to management and other departments for real-time adjustments.
- B. Conduct market research through the marketing department, and achieve business depth and breadth expansion through corresponding regional marketing and brand marketing initiatives.
- C. Collect customer online reviews and complaints through the customer service unit, and use this feedback to revise and enhance education and training content, with support from the human resources department to strengthen in-house corporate training effectiveness.
- D. Partner with national chain convenience stores to list audiovisual karaoke gift vouchers on convenience store electronic platforms, allowing convenience store customers to redeem points for the Company's gift vouchers, thereby achieving advertising exposure.

② Product Production and R&D Strategy

- A. Restaurant banquet offerings must be evolved and adjusted based on on-site feedback and customer responses.
- B. Food safety is the top priority for food and beverage products. A food safety laboratory and related equipment have been fully established, and dedicated personnel have been assigned to broaden the scope of self-conducted inspections to ensure food safety.
- C. For audiovisual karaoke, improving customer convenience is the top priority. New systems and equipment will be used to link the song database, enabling multiple customers in the same private room to simultaneously select songs online via their smartphones.

D. Optimize service notifications through the song selection interface to display various service request messages, enhancing customers' experience of service efficiency.

③ Operational Scale

- A. Promote frontline employees and strengthen management and operational capabilities of supervisors through organizational structure planning and education and training systems.
- B. Strengthen customer loyalty and increase customer repurchase rates.
- C. Prioritize environmental hygiene and disinfection to improve customer comfort and optimize the ambiance of the consumption environment.
- D. Enhance environmental quality through air purification equipment to reduce odors in the consumer environment and minimize customer complaints.

(2) Long-Term Business Development Plan

① Marketing strategy

- A. Achieve advertising exchange benefits through cross-brand collaborations to enhance brand visibility.
- B. Actively pursue diversified development in food and beverage operations, including the addition of teppanyaki, Korean BBQ, or hot pot dining businesses, to further expand brand recognition.
- C. Continue donating supplies to fire and police units and charitable organizations, both substantively giving back to society and enhancing the Company's public welfare image.

② Product Production and R&D Strategy

- A. Restaurant banquet offerings will continue to focus on developing refined dishes as the primary direction for strengthening the Company's flagship products, striving for innovation and variety to simultaneously meet the needs of both diversification and customization.
- B. Continuously update private room décor in audiovisual karaoke venues with different visual themes, and optimize the ambiance switching and special effects performance of lighting hardware equipment.

③ Operation Strategy

- A. Expand the official website's functionality by integrating a music preview feature and a member song playlist linked to the song selection system, achieving high-frequency online interaction with customers.
- B. Continuously optimize the instructors and manuals for education and training programs, and implement job rotation plans with the goal of cultivating outstanding management talent.
- C. Continuously evaluate and establish suitable business locations to expand the operational footprint, facilitating centralization and resource sharing at the management center, and enhancing regional integration and comprehensive brand service standards.

II. Market and Sales Overview

(I) Market Analysis

1. Market Analysis

(1) Sales (Service) Regions for the Company's Main Products (Services)

Unit: NT\$ Thousands

Region \ Year	2024		2025	
	Amount	%	Amount	%
Domestic sales	1,317,052	100.00	1,291,287	100.00
Export Sales	-	-	-	-
Total	1,317,052	100.00	1,291,287	100.00

(2) Market share

① Audiovisual Karaoke Industry

Unit: Locations; NT\$ Hundred Million; %

Item	Year	2023	2024	2025
Enjoy Warmth Audiovisual Karaoke Revenue (A)		9.69	9.97	9.64
Total KTV Industry Revenue (B)		143.76	139.98	158.61
Market Share (A)/(B)		6.74%	7.12%	6.08%
Number of Enjoy Warmth KTV Locations (C)		15	16	16
Total Number of KTV Locations (D)		1,631	1,596	1,603
Market Share by Location Count (C)/(D)		0.92%	1.00%	1.00%

Data source: Ministry of Finance Financial Statistics Database

Based on the Company's audiovisual karaoke revenue by segment for the three most recent fiscal years of NT\$969 million, NT\$997 million, and NT\$964 million respectively, and according to statistics from the Ministry of Finance Data Center, domestic KTV industry revenue for Years 2023–2025 was NT\$14.376 billion, NT\$13.998 billion, and NT\$15.861 billion respectively. The Company's market share for the three most recent fiscal years was 6.74%, 7.12%, and 6.08% respectively. Although the Company's number of locations during the same period was 15, 16, and 16 respectively, representing only 0.92%, 1.00%, and 1.00% of the total number of KTV locations, its market share has continued to grow steadily, demonstrating a highly competitive advantage in revenue efficiency. In the future, the Company will continue to open new locations and develop new food and beverage brands to further expand its revenue scale and increase market share.

② Food and beverage industry

Unit: NT\$ Hundred Million; %

Item	Year	2023	2024	2025
Enjoy Warmth Food & Beverage Revenue (E)		2.35	3.20	3.27
Taiwan Food & Beverage Industry Revenue (F)		10,020	10,377	10,674
Market Share (E)/(F)		0.02%	0.03%	0.03%

Data source: Department of Statistics, Ministry of Economic Affairs

The Company's financial statements audited and certified by accountants for the three most recent fiscal years show food and beverage revenues of NT\$235 million, NT\$320 million, and NT\$327 million respectively. According to Ministry of Economic Affairs statistics, domestic food and beverage industry revenues for Years 2023–2025 were NT\$1,002.0 billion, NT\$1,037.7 billion, and NT\$1,067.4 billion respectively. The Company's estimated food and beverage market share for the three most recent fiscal years was 0.02%, 0.03%, and 0.03% respectively, showing a steady growth trend. As the Company continues to open new locations and develop new brands, it aims to further expand its food and beverage revenue scale and increase market share.

(3) Future Supply and Demand Conditions and Growth Prospects

① Audiovisual Karaoke Industry

According to a research report by Dimension Market Research, global karaoke market revenue is estimated to reach USD 9,167.2 million in 2025, and is projected to expand steadily at a compound annual growth rate of 5.2%, reaching USD 14,457.1 million in market revenue by 2034, demonstrating long-term and stable growth potential. The Asia-Pacific region accounts for 40.4% of the global karaoke market revenue. The primary growth drivers in this region stem from strong cultural connections and high usage frequency. Japan, as the birthplace of karaoke, continues to drive innovative model development to this day. Countries such as Japan, China, South Korea, and Taiwan regard karaoke as an important form of entertainment, socializing, family gatherings, and nighttime leisure activities, deeply embedded in people's daily lives. According to a Statista survey, more than half of Taiwanese respondents in 2023 indicated they had visited a KTV or karaoke venue in the past year, demonstrating that audiovisual karaoke entertainment still has a high degree of popularity and consumer base domestically.

Taiwan officially entered a super-aged society in 2025, meaning that the elderly population aged 65 and above will account for more than 20% of

the total population. Medical reports indicate that when elderly individuals memorize and sing song lyrics, neural transmission activity in the brain is stimulated, reducing the risk of dementia. Additionally, the varying breath lengths during singing increase bodily metabolic function, which in turn improves cardiovascular and cerebrovascular function and may reduce the likelihood of hypertension, heart disease, and diabetes. Singing and entertainment are no longer limited to younger demographics; middle-aged and elderly groups are gradually becoming the primary users. The Company has launched senior-friendly time-slot discounts and health-themed meal options targeting the elderly, promoting friendly services and leisure activities suitable for seniors under the concept of combining health and entertainment, making life in old age healthier and more enjoyable.

A review of data from the Ministry of Finance Financial Statistics Database shows that the year-on-year increase in the number of domestic audiovisual karaoke venues from 2023 to 2025 has been limited, indicating that the overall market is trending toward stability and saturation. Under these competitive conditions, operators with digital marketing integration capabilities, cross-sector operational advantages (combining dining with entertainment and audiovisual services), and brand recognition – such as Enjoy Warmth – are expected to expand market share and revenue scale through a composite business strategy that combines dining, audiovisual entertainment, and membership services, injecting growth momentum into the traditional entertainment industry.

② Food and beverage industry

Dining industry in Taiwan

Unit: NTS Hundred Million; %

Item	Year	2020	2021	2022	2023	2024	2025
Revenue		7,500	6,988	8,322	10,020	10,377	10,674
Annual growth rate		(4.8%)	(6.8%)	19.1%	20.4%	3.6%	2.9%

Data source: Department of Statistics, Ministry of Economic Affairs

Food and beverage industry revenues have reached new highs for three consecutive years, with a year-on-year increase of 2.9% in 2025. The food and beverage industry is one of Taiwan's important domestic demand sectors. With improvements in consumer spending capacity and the prevalence of dining-out culture in Taiwan, revenues in the food and beverage industry have generally shown a stable growth trend over the years. Revenue first broke through the NT\$700 billion mark in 2016, but was

affected by COVID-19 pandemic prevention measures and declining consumer dining-out momentum, resulting in year-on-year revenue decreases of 4.8% and 6.8% in 2020 and 2021 respectively – two consecutive years of negative growth. As the pandemic gradually subsided and willingness to dine out recovered, revenues surged 19.1% in 2022, surpassing pre-pandemic levels (2019), and further broke through the NT\$1 trillion mark in 2023, with year-on-year growth exceeding 20%. Growth moderated to 3.6% in 2024 due to a high comparison base, and 2.9% in 2025, with positive growth expected to continue going forward. With declining household sizes and changing lifestyles, dining out has become a part of modern life. Whether for social gatherings with family and friends or time-saving quick meals, these trends are driving consumer demand for the food and beverage industry, and industry revenues are growing accordingly.

(4) Competitive Advantages

① Experienced and Capable Management Team

The Company has a professional and experienced management team with nearly 30 years of deep expertise in the audiovisual, karaoke, and food and beverage industries. Starting from southern Taiwan, the Company has successfully built “Enjoy Warmth” into a household brand name. The management team is deeply familiar with local markets, possesses a stable operational foundation and keen market insight, and evaluates new location expansions based on surrounding population size, age structure, local consumption levels and habits, and local trends to formulate corresponding store expansion plans. The team adheres to a hands-on management approach, actively participating in every stage from store design and planning, spatial flow, and atmosphere creation, to construction supervision, creating a warm and comfortable consumer environment.

② Complementary and Synergistic Relationship Between Food and Beverage and Audiovisual Karaoke

The culinary team at the Company’s banquet halls brings together multiple professional chefs with experience at renowned hotels, skilled at maintaining the quality of banquet table cuisine and continuously introducing new menu items. In addition to providing exquisite banquet dining, this team also provides high-quality food offerings for the audiovisual karaoke venues, creating a highly complementary effect that successfully delivers an integrated “food and entertainment” experience, achieving resource sharing and synergistic benefits between audiovisual karaoke and food and beverage operations.

③ Broad and Well-Maintained Customer Base

The banquet hall's customers and service scope include, but are not limited to, family gatherings, various business and commercial events, weddings, product launches, and recognition ceremonies, offering broad reach and service flexibility. Audiovisual karaoke customers span diverse demographics, including seniors, working adults, and teenagers, with on-site supervisors cultivating strong, interactive relationships with them. Membership data from the Company's audiovisual karaoke operations shows an even distribution of customer age groups, with a high proportion of long-term members, indicating high brand loyalty and customer stickiness. Through proactive relationship cultivation by on-site supervisors, both members and non-members experience a friendly and warm service atmosphere, strengthening brand trust and the willingness to revisit.

④ Dedicated Professional Audiovisual Equipment Team

The Company has a professional audiovisual equipment team with nearly 30 years of experience. In addition to tracking market trends and rapidly introducing popular songs, the team is responsible for advanced audiovisual and visual systems in both karaoke venues and restaurants. It has installed high-specification equipment, including 360-degree surround audiovisual screens, dynamic lighting, sound field adjustment systems, and multi-effect mixing consoles with basic echo functions and multi-stage automatic pitch transposition, which can adjust accompaniment to suit the singer's characteristics. The professional team also provides venue control console operation, lighting and sound effect configuration, and other technical services for KTV venues and restaurants, tailoring the optimal audiovisual atmosphere for banquet halls and KTV private rooms to enhance customers' immersive experience.

⑤ Distinctive Garden-Style Venue Concept

The Company's venues feature lush garden landscaping and natural scenery, creating a warm and homely atmosphere for customers while providing a spatial philosophy that combines escape from urban noise, connection with nature, and safety. Most venues include garden landscaping, greenery, plants, and open-air spaces to improve air quality and overall comfort. The open design also helps elevate fire safety standards and reduce potential risks associated with enclosed spaces, bringing public safety and fire safety to another level, and successfully creating a differentiated brand image.

⑥ Implementing Food Safety Management

With food safety incidents occurring with increasing frequency in recent years, public awareness of food safety has grown significantly. In accordance with the provisions of the Act Governing Food Safety and Sanitation, and to ensure consumers can eat with confidence and guarantee the freshness of food ingredients, Enjoy Warmth has designated dedicated food safety and quality assurance personnel who work jointly with the Procurement, Marketing, and Food and Beverage departments to implement the "Food Safety Control System" mechanism. Regular food safety reviews and improvement initiatives are conducted on products sold by the Company

to fulfill food safety commitments. With respect to the in-house laboratory, a comprehensive inspection mechanism has been established to conduct regular inspections and audits of ingredients, semi-finished products, and finished products at KTV and food and beverage operations. Suppliers are required to regularly provide testing reports on raw material inspections to comply with food safety standards. The Company also has dedicated personnel who conduct visits to each location and conduct unannounced spot checks on ingredient storage conditions and dining environment hygiene at each location, with photographic records and improvement requirements issued accordingly.

(5) Favorable and Unfavorable Factors for Development Prospects and Responsive Strategies

① Favorable Factors

A. Garden-Style Design Providing a Comfortable and Safe Space

The company operates in the audiovisual karaoke and food and beverage industries. All business locations are planned in areas with high foot traffic and convenient transportation. They are self-designed, planned, and constructed in a garden-style format featuring green landscaping, natural scenery, and high-ceilinged garden atriums that serve as self-service karaoke venues. This provides consumers with more spacious environments, clear circulation routes, barrier-free accessibility, and efficient fire evacuation routes, allowing customers to enjoy karaoke with greater peace of mind and avoiding the risks of feelings of confinement and safety evacuation issues caused by insufficient building height during leisure activities.

B. Combining Digital Marketing to Drive Audiovisual Karaoke Consumer Momentum

The Company integrates digital marketing trends, actively utilizing social media platforms, short-form videos, self-media, and influencer collaborations to boost brand exposure. Since the audiovisual entertainment and food and beverage industries are highly complementary, they can be combined to launch promotional packages, with the “Enjoy Life Card” effectively expanding reach and consumer momentum. With continued growth in domestic music and entertainment demand, digital marketing not only strengthens customer interaction but also contributes to the stable enhancement of overall revenue and brand value. The Company has also launched cross-industry collaborations with leading convenience store chains to serve different consumer segments and increase digital marketing momentum.

C. Meeting Consumers’ Social Needs

KTV karaoke has become a universally recognized and popular form of leisure entertainment across Chinese-speaking communities, spanning all age groups and social classes. Compared to online entertainment such as video streaming and mobile karaoke apps, KTV provides a more immersive physical gathering space that meets the social needs of family and friends dining together, business networking,

and other social occasions. During festive periods such as Lunar New Year, Mother's Day, graduation season, Christmas, and company year-end banquets, demand for KTV and dining gatherings shows stable growth, providing meaningful support for the Company's revenue expansion.

D. Professional Chefs Continuously Advancing Food and Beverage Product Development

To cater to the diverse needs of customers across different age groups and demographics, the Company has long recruited professional culinary teams with hotel and food and beverage experience, continuously advancing the development and preparation of banquet and everyday menu offerings. Through ongoing menu optimization based on customer feedback, regular menu updates incorporating current food trends, and a high-quality dining experience that maximizes customer satisfaction, the professional chefs also continuously introduce new menu items for the audiovisual karaoke business, enhancing customers' recognition of the combined audiovisual karaoke and dining concept, thereby increasing overall revisit rates and brand loyalty.

② Unfavorable Factors and Responsive Strategies

A. Banquet Market Faces Transformation Challenges Amid Late Marriage Trends and Competitive Pressures

With the continuously growing proportion of people in Taiwan who choose not to marry or marry later, combined with economic pressures such as high housing and living costs faced by younger generations, the banquet market is developing into an M-shaped pattern, with demand polarizing toward both premium high-quality services and high-value-for-money banquet services. However, new hotels with banquet halls are opening in succession, causing serious supply-demand imbalances in the banquet market and intensifying competition among domestic banquet operators, limiting the growth of the Company's banquet-related business.

Responsive Strategy:

The Company is actively transforming its banquet offerings toward refinement and higher added value, using customized services and high-quality experiences to increase per-event banquet revenue. At the same time, the Company is also planning peripheral value-added services such as wedding favors, venue decoration, wedding consulting, and event planning services, providing an integrated one-stop solution to enhance customer experience and brand competitiveness. Furthermore, although the number of wedding banquet events has decreased, banquet spaces offer other opportunities for use. The Company is actively expanding its venue rental business by catering to product launches, press conferences, recognition ceremonies, and other business events, fully utilizing the combined advantages of venues, lighting, and audiovisual equipment to improve space utilization efficiency and enhance brand recognition. Additionally, the Company recently opened new food and beverage brands such as a health-

focused hot pot restaurant to balance the revenue gap between banquet peak and off-peak seasons, opening multiple growth curves through different dimensions of food and beverage and banquet operations.

B. Addressing Rising Labor Costs Through Service Digitalization and Operational Advantages

With domestic economic development, continuously rising minimum wages, and growing labor rights awareness, corporate labor costs have been increasing year by year, including expenses for salaries, labor and health insurance, and pension contributions, placing significant pressure on the labor-intensive audiovisual karaoke and food and beverage industries. The Company's operating model relies heavily on on-site personnel to deliver real-time services, such as private room cleaning, immediate meal delivery, and equipment troubleshooting. All of these services require human resources for operation and coordination, making overall operating costs directly impacted by continuously rising labor expenses.

Responsive Strategy:

The Company is developing online song selection systems and optimizing hardware equipment to reduce failure rates and maintenance labor requirements. The private room service call function has been redesigned to use a system interface for sending and identifying service requests. The Company will continue to build a software and hardware integration platform to improve overall service efficiency and accuracy. Additionally, the Company is evaluating its operating model and exploring new operational formats such as semi-self-service food and beverage kiosks, reducing service touchpoints while also adding consumer flexibility and operational flexibility. Through these measures, the Company aims to maintain service quality while improving operational efficiency, serving as a sustainable operating model for addressing long-term labor cost increases.

C. Declining Birth Rates and Shifting Values Impact Frontline Recruitment – Strengthening Talent Recruitment

With domestic economic development and changing social values, combined with increasingly prominent trends of declining birth rates and an aging population, frontline employees' willingness to proactively seek employment has declined, creating a structural gap in labor supply. The service industry's requirements for shift work, working on holidays, and other special working hours have also led job seekers to avoid entering related industries, creating the dual challenges of recruitment difficulties and high employee turnover.

Responsive Strategy:

To attract talent and reduce employee turnover, the Company, in addition to improving its personnel management systems, implements an employee care and communication culture, creates a high-quality workplace atmosphere, and establishes smooth two-way communication mechanisms to enhance employees' sense of belonging. The Company also optimizes personnel management systems, raises starting salaries, improves bonus structures to increase position attractiveness and stability, and provides competency-oriented

education and training to meet the self-development expectations of the new generation of employees. Finally, by applying for the Company's stock exchange listing to enhance its image and appeal, the Company aims to make joining the organization a source of pride, motivating employees' confidence in the Company's development vision and further consolidating team consensus.

(II) Important Uses and Production Processes of Main Products

1. Important Uses of Main Products

The Company primarily operates audiovisual karaoke services and provides customized banquet-style food and beverage services by professional chefs, to meet consumers' needs for leisure entertainment and banquet dining.

2. Production Processes of Main Products

- ① Audiovisual karaoke industry: Not applicable.
- ② Food and Beverage Service Industry:



(III) Supply Status of Main Raw Materials

The Company's main raw materials include seafood, meat, fresh vegetables and fruits, and various other food ingredients and beverage inventories. Long-term cooperative relationships have been established with major suppliers, ensuring a stable supply with no shortages or interruptions.

(IV) Names of Customers or Suppliers Accounting for 10% or More of Total Purchases or Sales in Either of the Two Most Recent Fiscal Years, Purchase/Sales Amounts and Ratios, and Explanation of Changes

1. Suppliers: Suppliers accounting for 10% or more of total purchases are as follows:

Unit: NT\$ Thousands

Rank	2024				2025				2026 Q1 (Unaudited Financial Results)			
	Name	Amount	As a percentage of the annual net purchase amount	Relationship with Issuer	Name	Amount	As a percentage of the annual net purchase amount	Relationship with Issuer	Name	Amount	As a percentage of the annual net purchase amount	Relationship with Issuer
1	P4 Company	59,568	12.13	None	P4 Company	61,394	12.39	None				None
2	P1 Company	56,900	11.59	None	P1 Company	59,558	12.02	None				None
3	P2 Company	55,436	11.29	None	P3 Company	55,549	11.21	None				None
4	P3 Company	54,402	11.08		P2 Company	48,068	9.70					
	Others	264,768	53.91	-	Others	270,857	54.68	-	Others			-
	Net Purchase Amount	491,074	100.00	-	Net Purchase Amount	495,426	100.00	-	Net Purchase Amount			-

Explanation of changes:

There were no significant changes in the Company's major suppliers over the two most recent fiscal years. Purchase amounts from major suppliers in Year 2025 increased compared to Year 2024, primarily due to rising raw material costs.

2. Sales Customers:

The Company primarily operates in the audiovisual karaoke and food and beverage service industries. Customers are mainly general consumers; therefore, there are no customers accounting for 10% or more of total sales.

III. Employees – Number of Employees, Average Years of Service, Average Age, and Educational Distribution for the Two Most Recent Fiscal Years and up to the Date of Publication of This Annual Report

Year		2024	2025	As of March 31, 2026
Number of Employees	Manager-level and above	13	13	13
	Direct personnel	395	391	395
	Indirect personnel	171	163	170
	Total	579	567	578
Average Age		36.28	36.39	36.39
Average Years of Service (years)		3.50	3.75	3.7
Educational Distribution (%)	Master's degree	0.69	1.06	0.7%
	College/University and above	37.31	38.98	37.3%
	High school/Vocational and below	62.00	59.96	62%

IV. Environmental Expenditure Information

- (I) Explanation of applications for pollution facility establishment permits or pollution discharge permits, payment of pollution prevention fees, or establishment of dedicated environmental protection personnel as required by law:

The Company primarily operates in the leisure and entertainment service industry and the food and beverage service industry. It does not engage in general manufacturing activities that would require applications for pollution facility establishment permits, pollution discharge permits, or payment of pollution prevention fees. Additionally, the Company has designated dedicated indoor air quality maintenance and management personnel at each location with a floor area of 600 square meters or more, in accordance with the Indoor Air Quality Management Act and the Regulations Governing the Establishment and Management of Dedicated Personnel for Indoor Air Quality Maintenance and Management.

- (II) Total losses (including compensation) and penalties incurred by the Company due to environmental pollution in the most recent fiscal year and up to the date of publication of this Annual Report, along with future responsive strategies (including improvement measures) and possible expenditures (including estimated amounts of losses, penalties, and compensation that may arise if responsive measures are not taken; if a reasonable estimate cannot be made, this shall be stated):

Penalty Date	Penalizing Authority	Violation of regulations	Penalty details	Penalty	Responsive Measures
2024/1/23	Kaohsiung City Environmental Protection Bureau	Article 27, Subparagraph 11 of the Waste Disposal Act	Failure to properly manage and remove water-accumulating containers, resulting in breeding of disease-vector mosquito larvae.	Fine of NT\$1,200.	Containers have been managed and removed.
2024/4/18	Kaohsiung City Environmental Protection Bureau	Article 31, Paragraph 1, Subparagraphs 1 and 2 of the Waste Disposal Act	Demolition of above-ground structures prior to submitting an industrial waste disposal plan to the Environmental Protection Bureau for review; failure to report waste flow online.	Fine of NT\$36,000 and 6 hours of environmental education.	Waste disposal documentation has been obtained.
2025/5/5	Kaohsiung City Environmental Protection Bureau	Noise Control Act, Article 8, Subparagraph 4	Use of power machinery such as cutting machines for woodcutting work at the construction site in violation of Item 4 of the aforementioned public announcement.	Fine of NT\$6,000 and 4 hours of environmental education.	Work has been halted.

V. Labor–Management Relations

(I) Description of the Company’s employee welfare measures, continuing education, training, retirement system and implementation status, labor–management agreements, and employee rights protection measures

1. Employee Welfare Measures

In addition to enrolling employees in labor insurance, national health insurance, and group insurance in accordance with applicable law, the Company also holds annual employee health check-ups. In addition to wages, employees receive individual monthly or quarterly performance bonuses, direct personnel recruitment referral bonuses, festive gifts, and professional allowance subsidies, and may receive year-end bonuses annually depending on the Company’s profit status. The Company established an Employee Welfare Committee in 2023, with supporting regulations covering employee wedding, funeral, and celebratory subsidies, hospitalization and medical subsidies, disaster relief subsidies, and emergency assistance.

2. Employee Continuing Education and Training

① Pre-employment training: The focus of training is to help new employees understand the rights and obligations between the Company and individual employees, the Company’s current status and future prospects, enhance the foundation of professional knowledge, workplace safety and health matters, and practical exercises.

- ② On-the-job training: The Company invites industry experts, professional instructors, or professors from relevant departments of colleges and universities to arrange a series of education and training courses to enhance employees' professional knowledge. A mentorship system has been established to assist new employees in entering the workplace.

Course Title	Training Course	Total Person-Sessions
Corporate Human Capital Enhancement Program	63	2,520
Management Capabilities & Team Communication for Supervisors	20	320
Enhancing Service Quality and Service Etiquette	10	30
Handling and Resolving Various Issues Related to On-Site Solicitation	40	120
Supervisors' General Assembly	85	680
Easy Flow System Course	36	144
SSA Scheduling System Course	36	144
Food Safety Course	30	60
Year 2024 Supervisors' Training Camp	83	1,328
Fundamentals of Accounting Practice	1	6
Corporate Procurement Negotiation Strategy and Practical Negotiation Skills	5	30
Legal Procedures for Dismissal and Performance Improvement Plans	1	5
Excel Functions Practical Application Training Program	3	42
Total	413	5,429

3. Retirement System and Implementation Status

The Company's retirement application and benefit payment standards comply with the Labor Standards Act and the Labor Pension Act. Each month, no less than 6% of each employee's monthly wage is contributed to the employee's individual labor pension account, and retirement-related matters are handled in accordance with the provisions of the Labor Pension Act.

4. Labor-Management Agreements and Employee Rights Protection Measures

The Company's work rules have been approved and filed with the competent authority. Labor-management meetings are held on a regular basis to maintain harmonious communication and interaction between labor and management, and the Company complies with relevant laws and regulations. Apart from general labor-management disputes or labor-management agreement matters, no significant labor-management disputes that could affect the Company's normal financial and business operations have occurred.

- (II) Losses incurred due to labor-management disputes in the most recent fiscal year and up to the date of publication of this Annual Report, with disclosure of current and future estimated amounts and responsive measures; if a reasonable estimate cannot be made, the fact shall be stated: The Company has always placed great importance on harmonious labor-management relations. In the two most recent fiscal years and up to the date of publication of this prospectus, aside from the following losses incurred due to labor-management disputes and violations of labor-management regulations, no significant losses due to labor-management disputes are anticipated in future fiscal years.

- (1) The Company dismissed an employee in 2021. The employee filed a lawsuit with the Taichung Branch of the Taiwan High Court seeking confirmation of the existence of an employment relationship. The Taichung Branch of the Taiwan High Court issued a ruling on March 6, 2024 dismissing the appeal, the Supreme Court issued a ruling on July 30, 2024 dismissing the appeal, and the Taichung Branch of the Taiwan High Court issued a ruling on June 4, 2025 dismissing the application for retrial.
- (2) The Company terminated the labor contract with an employee in June 2024. The employee submitted a labor-management mediation request to the Hualien County Government. The employee and the Company reached a settlement, and pursuant to the agreement, the Company paid severance totaling NT\$11 thousand.
- (3) The Company terminated the labor contract with an employee in September 2024. The employee submitted a labor-management mediation request to the Kaohsiung City Government Labor Bureau. The employee and the Company reached a settlement, and pursuant to the agreement, the Company paid severance pay totaling NT\$2 thousand.
- (4) The Company terminated labor contracts with two employees in March 2025. The two employees submitted a labor-management mediation request to the Kaohsiung City Government Labor Bureau. The two employees and the Company reached a settlement, and pursuant to the agreement, the Company paid overtime pay and severance pay totaling NT\$86 thousand.
- (5) Apart from the above cases resolved through litigation and labor-management mediation, a mediation attempt regarding a wage dispute with an employee in March 2024 was unsuccessful. As of the date of publication of this prospectus, the employee has neither submitted a further mediation request to the Labor Bureau nor filed a lawsuit with the court. Should the matter proceed to litigation in the future, the amount involved is not significant and is assessed to have no material impact on the Company's financial or business operations.
- (6) Penalties incurred by the Company for violations of labor-management regulations are as follows:

Penalty Date	Penalty Reference Number	Penalizing Authority	Violation of regulations	Penalty details	Penalty
2024/04/12	Fu Shou Lao Dong Zi No. 1130095091	Taichung City Government	Article 39 of the Labor Standards Act	Failure to pay double wages to employees for working on national holidays as required.	NT\$20 thousand
2024/09/26	Lao Ju Na Zi No. 11301827680	Ministry of Labor	Article 17 of the Worker Occupational Accident Insurance and Protection Act	Failure to accurately report insured salaries.	NT\$20 thousand
2025/11/10	Fu Shou Lao Dong Zi No. 1140339492	Taichung City Government	Article 24 of the Labor Standards Act	Failure to pay overtime wages to employees as required.	NT\$20 thousand
2025/12/24	Nan Shi Lao An Zi No. 1141747421	Tainan City Government	Articles 23 and 30 of the Labor Standards Act	1. Failure to accurately record wage records as required. 2. Failure to accurately record employee attendance records to the minute.	NT\$40 thousand

All cases of violations of labor-related regulations by the Company have been settled by payment of fines in accordance with applicable law. Improvements have been made in accordance with the nature of each violation, and employee training has been strengthened to prevent recurrence of similar incidents.

VI. Information and Communications Security Management

(I) Information and Communications Security Management

1. Information and Communications Security Risk Management Framework

The Company has established an Information Technology Department responsible for coordinating and implementing information security policies, handling information security protection operations, information security education and awareness campaigns, information security incident management, and other information and communications security-related matters. The Audit Office conducts annual information security reviews in accordance with internal control measures such as the information cycle and information and communications security control policies, to assess the effectiveness of the Company's internal controls over information operations.

2. Information and Communications Security Policies, Specific Programs, and Resources Invested in Information and Communications Security Management

(1) Information and Communications Security Policy: The Company's information and communications security policy has been formulated with reference to the information security guidelines for listed companies and relevant regulations, and incorporates the ISO 27001:2022 international information security certification. The policy covers account and password management for internal and external networks and operational systems (such as ERP enterprise resource planning systems, POS point-of-sale systems, and AD domain services), as well as monitoring standards for endpoint device usage behavior (such as web browsing, email usage, software download and installation, and data backup). The Company actively monitors network usage (targeting abnormal traffic, intrusion detection and prevention, DNS queries, etc.) and immediately addresses any anomalies detected. Regular employee education and training is conducted, and weekly information and communications security educational materials are disseminated to build employees' crisis awareness.

(2) Specific Management Programs

A. Anti-Virus and Anti-Hacking:

- a. Enterprise-grade firewall (Fortigate 101F) has been deployed to block unauthorized intrusions.
- b. WithSecure anti-virus software has been installed on all client computers to detect and prevent computer virus intrusions.
- c. The email system uses Chunghwa Telecom's HiBox service, which has built-in anti-virus and spam filtering mechanisms to prevent malicious emails from penetrating the internal network.
- d. The ClearPass system is adopted to strengthen network device authentication management and enhance wireless network information security.
- e. All hardware and software are regularly updated and upgraded to patch known vulnerabilities and reduce information security risks.

B. Account and Access Management: Employee computers are incorporated into the Active Directory domain for centralized information security policy management. System account passwords must be changed on a regular basis

- employee account passwords are changed every 90 days, and critical host and network management account passwords are changed every 30 days. Password strength requirements must comply with established principles to ensure secure system login.
- C. System Testing and Drills: All critical operational systems are deployed using a virtualized architecture. The Company conducts annual disaster recovery drills, vulnerability scans, and social engineering drills to strengthen network and system defense capabilities.
- D. Data Backup Plan: A daily data backup mechanism is implemented, with backups stored at an off-site location to ensure that data will not be lost due to an incident at a single location.
- E. Remote Access Control: Employees who need to remotely connect to internal systems (such as logging into the Company’s internal network to access the ERP) must apply for an IPSEC VPN account and connect through a secure encrypted connection. The use of unauthorized remote desktop programs to access the Company’s internal network is prohibited to prevent information security vulnerabilities arising from remote operations.
- F. Information Security Education and Training: The Company regularly holds information security education courses and publishes information security announcements. Information security knowledge is promoted weekly through the internal website or bulletin boards to enhance all employees’ information security awareness and crisis vigilance. Through the above comprehensive policies and measures, no significant information and communications security incidents or data breach losses occurred at the Company during this fiscal year. Despite the ever-evolving cyber threat environment, the Company will continue to invest resources in upgrading information security protection to safeguard the stability of operational systems and the security of customer data.

(II) Losses, potential impacts, and responsive measures arising from significant information and communications security incidents in the most recent fiscal year and up to the date of publication of this Annual Report:

The Company has not suffered any losses due to information and communications security incidents in the two most recent fiscal years and up to the date of publication of this prospectus.

VII.Important Contracts

Nature of Contract	Counterparty	Contract Period	Main Content	Restrictive Clauses
Copyright Contract	ACMA – Asia Pacific Music Collective Management Association	January 1, 2026 – December 31, 2026	Authorization certificates (16 locations in total)	None
Copyright Contract	TMCA – Taiwan Music Copyright Association	January 1, 2026 – December 31, 2026	Music public performance authorization certificate (Enjoy Warmth)	None
Copyright Contract	TMCA – Taiwan Music Copyright Association	January 1, 2026 – December 31, 2026	Music public performance authorization certificate (Magong)	None
Copyright Contract	Golden Melody Technology Corp.	April 1, 2026 – March 31, 2027	VOD licensing agreement (16 locations)	None
Copyright Contract	Ruiying Enterprise Co., Ltd.	April 1, 2026 – March 31, 2027	VOD usage agreement (15 locations)	None
Copyright Contract	Ruiying Enterprise Co., Ltd.	April 1, 2026 – March 31, 2027	VOD usage agreement (Magong)	None
Copyright Contract	MUST – Music Authors’ Society of Taiwan	January 1, 2026 – December 31, 2026	Music public performance authorization certificate (16 locations)	None
Copyright Contract	Huamao Shengshi Cultural Communication Co., Ltd.	June 1, 2025 – May 31, 2026	VOD lease agreement (16 locations)	None
Copyright Contract	Yangsheng Multimedia Technology Co., Ltd.	December 1, 2025 – November 30, 2026	VOD licensing agreement (15 locations)	None
Copyright Contract	Yangsheng Multimedia Technology Co., Ltd.	December 1, 2025 – November 30, 2026	VOD licensing agreement (Magong)	None
Copyright Contract	Hongyang Multimedia Technology Co., Ltd.	January 1, 2026 – December 31, 2026	VOD lease agreement	None
Copyright Contract	Guangzhou Baizhijia Planning Creative Services Co., Ltd.	September 1, 2025 – August 31, 2026	VOD lease agreement (16 locations)	None
VOD lease agreement (16 locations)	Various lessors	In accordance with the lease contract	Lease of buildings and land	None

Nature of Contract	Counterparty	Contract Period	Main Content	Restrictive Clauses
Loan Contract	Taiwan Cooperative Bank	August 14, 2023 – August 14, 2043	Medium to long-term secured loan	None
Loan Contract	Taiwan Cooperative Bank	December 15, 2023 – August 14, 2043	Medium to long-term secured loan	None
Loan Contract	CTBC Bank	June 30, 2023 – June 30, 2045	Medium to long-term secured loan	None
Loan Contract	CTBC Bank	December 30, 2024 – December 30, 2043	Long-term secured loan	None
Loan Contract	Bank SinoPac	September 8, 2025 – September 8, 2029	Medium-term secured loan	None

Five. Review and Analysis of Financial Condition and Financial Performance, and Risk Assessment

I. Financial Condition

Description of the main reasons for and impacts of significant changes in assets, liabilities, and shareholders' equity over the two most recent fiscal years, and future responsive plans where the impact is significant.

Unit: NT\$ Thousands

Item	Year	2024	2025	Variance	
				Amount	Percentage (%)
Current assets		317,603	349,211	31,608	9.95
Property, plant and equipment		2,540,706	2,696,930	156,224	6.15
Right-of-use assets		927,656	874,374	(53,282)	(5.74)
Intangible assets		2,120	2,019	(101)	(4.76)
Other assets		531,604	523,068	(8,536)	(1.61)
Total assets		4,319,689	4,445,602	125,913	2.91
Current liabilities		331,068	300,762	(30,306)	(9.15)
Non-current liabilities		2,310,578	2,136,803	(173,775)	(7.52)
Total liabilities		2,641,646	2,437,565	(204,081)	(7.73)
Share capital		488,000	600,000	112,000	22.95
Capital surplus		486,816	766,930	280,114	57.54
Retained earnings		703,227	641,107	(62,120)	(8.83)
Other equities		0	0	0	0
Total equity		1,678,043	2,008,037	329,994	19.67
<p>Main reasons for and impacts of significant changes (items with period-over-period changes of 20% or more and change amounts of NT\$10 million or more):</p> <ol style="list-style-type: none"> (1) Share Capital: Primarily due to the cash capital increase of 11,200 thousand shares carried out in Year 2025, resulting in an increase in share capital. (2) Capital Surplus: Primarily due to the share issuance premium arising from the cash capital increase carried out in Year 2025 being recorded as capital surplus. <p>Future responsive plans for significant changes: The above changes have no material impact on the Company's financial and business operations.</p>					

II. Financial Performance

Main reasons for significant changes in operating revenue, operating income, and pre-tax income over the two most recent fiscal years, expected sales volumes and their basis, possible impacts on the Company's future financial and business operations, and responsive plans.

Unit: NT\$ Thousands

Item	Year	2024	2025	Variance	
				Amount	Percentage (%)
Net Operating Revenue		1,317,052	1,291,287	(25,765)	(1.96)
Cost of Goods Sold		804,142	825,265	21,123	2.63
Gross profit		512,910	466,022	(46,888)	(9.14)
Operating Expenses		385,970	412,705	26,735	6.93
Operating Income		126,940	53,317	(73,623)	(58.00)
Non-Operating Income and Expenses		(13,532)	(12,993)	539	(3.98)
Income Before Tax		113,408	40,324	(73,084)	(64.44)
Income Tax Expense		20,938	4,844	(16,094)	(76.87)
Net Income for the Period		92,470	35,480	(56,990)	(61.63)
Total Comprehensive Income for the Period		149,350	35,480	(113,870)	(76.24)
<p>Main reasons for and impacts of significant changes (items with period-over-period changes of 20% or more and change amounts of NT\$10 million or more):</p> <ol style="list-style-type: none"> (1) Operating Income / Pre-tax Income / Net Income for the Period: Primarily due to a decline in operating revenue in Year 2025 compared to the prior year, combined with rising raw material prices and increased personnel and other costs, resulting in decreases in operating income, pre-tax income, and net income for the period. (2) Income Tax Expense: Primarily due to a decrease in pre-tax income in Year 2025, resulting in a decrease in income tax expense. (3) Total Comprehensive Income for the Period: Primarily due to a decline in revenue and profitability in Year 2025, causing a decrease in net income for the period; and the disposal of equity investment positions, resulting in a decrease in net other comprehensive income. <p>Expected sales volumes and their basis, possible impacts on the Company's future financial and business operations, and responsive plans: As the Company does not prepare or publish financial forecasts, this item is not applicable.</p>					

III. Cash Flows

1. Analysis of Cash Flow Changes in the Most Recent Fiscal Year (Year 2025)

Unit: NT\$ Thousands

Item	2024	2025	Increase (Decrease)
Net Cash Inflow (Outflow) from Operating Activities	196,552	183,936	(12,616)
Net Cash Inflow (Outflow) from Investing Activities	(301,843)	(227,455)	74,388
Net Cash Inflow (Outflow) from Financing Activities	158,765	71,244	(87,521)
Analysis of changes:			
(1) Decrease in net cash inflow from operating activities: Primarily due to a decrease in pre-tax income in Year 2025.			
(2) Decrease in net cash outflow from investing activities: Primarily due to a decrease in construction payments for business premises in Year 2025.			
(3) Decrease in net cash inflow from financing activities: Primarily due to lower capital expenditures in Year 2025 compared to Year 2024, resulting in a reduction in long-term borrowings.			

- Improvement plan for insufficient liquidity: The Company does not currently have any liquidity shortfalls.
- Cash Liquidity Analysis for the Coming Year (Year 2025)

Unit: NT\$ Thousands

Opening Cash Balance ①	Projected Annual Net Cash Flow from Operating Activities ②	Projected Annual Net Cash Flow from Investing Activities ③	Projected Annual Net Cash Flow from Financing Activities ④	Projected Cash Surplus (Deficit) ①+②+③+④	Remedial measures for projected cash deficits:	
					Financing plan	Investment Plan
174,547	257,998	(87,594)	(152,935)	192,016	—	—
Analysis of cash flow changes for the coming year:						
(1) Operating activities: Cash inflow from operating activities due to operating profits.						
(2) Investing activities: Cash outflow from investing activities due to continued capital expenditures required for the ongoing expansion of new business locations.						
(3) Financing activities: Cash outflow from financing activities due to the cash capital increase through issuance of new shares and repayment of long-term borrowings.						
Remedial measures for projected cash deficits and liquidity analysis: Not applicable.						

IV. Impact of Significant Capital Expenditures in the Most Recent Fiscal Year on Financial and Business Operations

The Company's significant capital expenditures in the most recent fiscal year were primarily for the expansion of new business locations, funded through the Company's own funds and bank financing, with no material impact on its financial management. The Company anticipates that the completion and commencement of operations at these new business locations will contribute to its long-term business development and operating profitability.

V. Investment Policy in the Most Recent Fiscal Year, Main Reasons for Profits or Losses, Improvement Plans, and Investment Plans for the Coming Year

No such circumstances.

VI. Analysis and Assessment of Risk Factors in the Most Recent Fiscal Year and up to the Date of Publication of This Annual Report

(I) Impact of Changes in Interest Rates, Exchange Rates, and Inflation on the Company's Profit and Loss, and Future Responsive Measures

1. Impact of Interest Rate Changes

The Company's interest expenses for Years 2024 and 2025 were NT\$38,987 thousand and NT\$41,233 thousand respectively, representing 2.96% and 3.19% of net operating revenue respectively. These primarily comprise financial costs of borrowings from financial institutions and interest on lease liabilities, used to continue expanding new locations and building a more comprehensive business footprint. To reduce the impact of market interest rate fluctuations on the Company, the Company closely monitors global economic developments and interest rate changes, and maintains good relationships with financial institutions to secure favorable interest rate terms. Considering future development and funding needs, the Company will continue to evaluate the costs of various funding sources and select appropriate financing methods to meet growth requirements.

2. Impact of Exchange Rate Changes

The Company's primary business activities are audiovisual karaoke and food and beverage services, with all operations located in Taiwan serving the general consumer public. Sales revenue and payment of related costs and expenses are primarily settled in New Taiwan dollars. Overall, exchange rate fluctuations have no material impact on the Company.

3. Impact of Inflation

The Company has not experienced any significant impact from inflation to date. The Company continuously monitors fluctuations in raw material market prices, actively seeks relevant suppliers for price inquiry, comparison, and negotiation, and maintains positive relationships with suppliers. Prices are appropriately adjusted and cost structures are managed to respond to market conditions and minimize the impact on the Company's operations.

- (II) Policies on high-risk, high-leverage investments, lending funds to others, endorsements and guarantees, and derivative financial instrument transactions; main reasons for profits or losses; and future responsive measures:

The Company has always adhered to the principles of focusing on its core business and taking a pragmatic approach to operations, with financial policies based on prudence and conservatism. In the most recent fiscal year and up to the date of publication of this Annual Report, the Company has not engaged in high-risk or high-leverage investments, lending funds to others, endorsements and guarantees, or derivative financial instrument transactions. The Company has adopted the “Procedures for Lending Funds to Others,” “Procedures for Endorsements and Guarantees,” “Procedures for Acquisition or Disposal of Assets,” and “Procedures for Derivative Financial Instrument Transactions.” Should the Company engage in lending funds to others, endorsements and guarantees, or derivative financial instrument transactions in the future, it will do so in accordance with the established policies and will publicly disclose transaction information in accordance with applicable regulations.

- (III) Future R&D Plans and Projected R&D Expenditures

Future R&D plans primarily aim to continuously strengthen service quality and incorporate technological systems and equipment, including the development of food and beverage products and enhancement of food safety, as well as system optimization of audiovisual karaoke equipment, to ensure the Company continues to maintain a highly competitive advantage. The Company’s R&D expenditures for Year 2024 were NT\$500 thousand, representing 0.04% of operating revenue, and for Year 2025 were NT\$603 thousand, representing 0.05% of operating revenue. The Company will continue to invest in developing new products to meet market consumer demands and maintain its competitiveness.

- (IV) Impact of Important Domestic and International Policy and Legal Changes on the Company’s Financial and Business Operations, and Responsive Measures

The Company conducts all operations in compliance with relevant domestic and international laws and regulations, and continuously monitors domestic and international policy development trends and regulatory changes. The Company consults relevant professionals and gathers relevant information to provide references for management decision-making, fully grasp and respond to changes in the market environment, and promptly adjust the Company’s operational strategies. In the most recent fiscal year and up to the date of publication of this prospectus, the Company has not been affected by any important domestic or international policy or legal changes that have impacted its financial and business operations.

(V) Impact of Technological Changes (Including Information and Communications Security Risks) and Industry Changes on the Company's Financial and Business Operations, and Responsive Measures

The Company continuously monitors changes in its industry, information and communications security risks, and market trends, and promptly adjusts its operational strategies and product mix to meet market demands and maintain the Company's competitiveness. In the most recent fiscal year and up to the date of publication of this Annual Report, no significant impacts on the Company's financial and business operations due to technological changes or industry changes have occurred.

(VI) Impact of Changes in Corporate Image on Crisis Management, and Responsive Measures

Since its establishment, the Company has complied with relevant laws and regulations, actively strengthened internal management, improved management quality and performance, and maintained harmonious labor-management relations to continuously uphold an excellent corporate image. In the most recent fiscal year and up to the date of publication of this Annual Report, no corporate crises arising from changes in corporate image have occurred.

(VII) Expected Benefits, Possible Risks, and Responsive Measures for Mergers and Acquisitions

In the most recent fiscal year and up to the date of publication of this Annual Report, the Company has no plans to merge with or acquire other companies. Should merger or acquisition plans arise in the future, the Company will act in accordance with its "Procedures for Acquisition or Disposal of Assets" and relevant laws and regulations, adopting a prudent evaluation approach and fully considering the synergies of the merger to genuinely protect shareholder rights and interests.

(VIII) Expected Benefits, Possible Risks, and Responsive Measures for Facility Expansion

In the most recent fiscal year and up to the date of publication of this prospectus, in order to expand the Company's market share and develop multiple brands through diversified operations, the Company plans to expand business locations in different cities and counties to strengthen its competitive capabilities.

The funding sources for expanding business locations are primarily the Company's own funds and operating profits, and the Company has fully assessed the return on capital expenditures. The Company will continue to prudently assess various benefits and risk management factors, fully considering the potential risks of store expansion plans to genuinely protect the Company's interests as well as shareholder rights and interests.

(IX) Risks and Responsive Measures Arising from Concentration of Purchases or Sales

1. Purchasing Concentration Risk

With respect to purchasing, no single supplier accounted for more than 30% of net purchases in either Year 2024 or Year 2025. The Company has established stable and long-term cooperative relationships with suppliers, and supply shortages are therefore unlikely to occur. The risk to the Company arising from purchasing concentration is accordingly limited.

2. Sales Concentration Risk

With respect to sales, the Company's primary customers are general consumers. No concentration in a single customer occurred in either Year 2024 or Year 2025, and therefore no operational risks arising from sales concentration are anticipated.

(X) Impact, Risks, and Responsive Measures Arising from Large-Scale Transfer or Change of Shareholdings by Directors, Supervisors, or Major Shareholders Holding More Than 10% of Shares

In the most recent fiscal year and up to the date of publication of this prospectus, no large-scale transfer or change of shareholdings by directors, supervisors, or major shareholders holding more than 10% of shares has had a material impact on the Company's operations.

(XI) Impact, Risks, and Responsive Measures Arising from Changes in Control of Management: No such circumstances.

(XII) Litigation and Non-Litigation Matters: Significant litigation, non-litigation, or administrative dispute matters involving the Company, its directors, supervisors, general manager, de facto responsible persons, major shareholders holding more than 10% of shares, and subsidiaries that have been finally adjudicated or are currently pending, and whose outcomes may have a material impact on shareholder rights and interests or securities prices, shall be disclosed. Such disclosure includes the disputed facts, subject matter amount, commencement date, main parties involved, and status as of the date of publication of this Annual Report: No circumstances have been identified that would have a material impact on the Company's shareholder rights and interests or securities prices.

(XIII) Other Important Risks and Responsive Measures: None.

VII. Other Important Matters: None.

Six. Special Disclosures

I. Affiliated Enterprise Information

- (I) Consolidated Business Report of Affiliated Enterprises: Not applicable.
- (II) Consolidated Financial Statements of Affiliated Enterprises: Not applicable.
- (III) Affiliation Report: Not applicable.

II. Status of private placement of securities in the most recent fiscal year and up to the date of publication of this Annual Report: No such circumstances.

III. Other necessary supplementary disclosures: None.

Seven. Matters specified under Article 36, Paragraph 3, Subparagraph 2 of the Securities and Exchange Act that have occurred in the most recent fiscal year and up to the date of publication of this Annual Report and that have a material impact on shareholder rights and interests or securities prices: None.

Enjoy Warmth Co., Ltd.



Li, Tung-Ho, Chairman

