

This report is prepared in both Mandarin and English. In the event of any discrepancy, the Mandarin version shall prevail.

NIEN MADE ENTERPRISE CO., LTD.
2025 ANNUAL REPORT
(Printed on May 13, 2026)





NORMAN[®]
SHUTTERS. BLINDS. SHADES.

VENETA[®]

Woodlore[®]

Portrait[™]
HONEYCOMB SHADES

Soluna[™]
ROLLER SHADES

Woodlore [PLUS][™]

Decoflex[™]

PERFECTSheer[™]

Normandy[®]

Performance[™]

SMARTDrape[™]

SYNCHRONY[™]

CITYLIGHTS

Centerpiece[™]
ROMAN SHADES

CORPORATE ADDRESSES:**CORPORATE HEADQUARTER**

26F.-1, No. 98, Shizheng N. 7th Rd., Xitun Dist.,
Taichung City, Taiwan
Tel: +886 4 3600 0999

CHANGHUA PLANT (PVC PIPES)

No.19, Kung-Chu Rd., Hou Liao Village Fangyuan Hsiang,
Changhua, Taiwan
Tel: +886 4 896 1181

SPOKESMAN:

Jok Chung-Wai (Edward), CFO
Tel: +886 4 3600 0999
Email: edward.jok@nienmade.com.tw

DEPUTY SPOKESMAN:

Liao Wei-Chih (David), Executive Secretary
Tel: +886 4 3600 0999
Email: david.liao@nienmade.com.tw

CORPORATE WEBSITE:

<https://www.nienmade.com.tw>

AUDITORS:

Ernst & Young
Chen Ming-Hung/ Tu Chin-Yuan
26F, No. 186, Shizheng N. 7th Rd., Xitun Dist.,
Taichung City, Taiwan
Tel: +886 4 2259 8999
<https://www.ey.com/tw>

SHARE ADMINISTRATION AGENCY:

Fubon Securities Co., Ltd. Share Administration
Department
11F, No. 17, Xuchang Street, Zhongzheng Dist.,
Taipei City, Taiwan
Tel: +886 2 2361 1300
<https://www.fubon.com>

NAME OF THE TRADING VENUE

FOR OVERSEAS LISTED SECURITIES AND HOW TO ACCESS RELATED INFORMATION:

None

TABLE OF CONTENTS

1

CHAIRMAN’S LETTER TO SHAREHOLDERS

[1.1]	Business Report (2025)	Page 4
[1.2]	Business Outlook (2026)	Page 6

2

NM’S CORPORATE GOVERNANCE

[2.1]	Board Members & Management Team	Page 10
[2.2]	Compensation Paid to Board Members & Management Team	Page 20
[2.3]	Corporate Governance Practices	Page 26
[2.4]	Disclosure of Internal Control System Implementation	Page 47
[2.5]	Information on CPA (Certified Public Accountants)	Page 47
[2.6]	Information on CPA Changes	Page 48
[2.7]	Share Transfers and Pledges by Directors, Independent Directors, Executives, and Major Shareholders (10%+)	Page 49
[2.8]	Relationships Among Top 10 Shareholders (Affiliates, Spouses, or Close Relatives)	Page 49
[2.9]	Consolidated Shareholding of the Company, Directors, Supervisors, Executives, and Subsidiaries in the Same Investee Company	Page 50

3

SUSTAINABILITY-RELATED FINANCIAL INFORMATION

[3.1]	General Approach	Page 53
[3.2]	Governance Roles	Page 53
[3.3]	Strategy Analysis	Page 54
[3.4]	Risk Management	Page 56
[3.5]	Metrics and Targets	Page 59
[3.6]	Climate Action	Page 59
[3.7]	ESG (Environmental, Social and Governance)	Page 62

TABLE OF CONTENTS (CONTINUED)

4

NM'S CAPITAL AND SHARES

[4.1]	Capital and Shares	Page 70
[4.2]	Dividend Policy and Execution	Page 71
[4.3]	Corporate Bonds	Page 74
[4.4]	Preferred Shares	Page 74
[4.5]	GDRs (Global Depositary Receipts)	Page 74
[4.6]	Employee Stock Warrants	Page 74
[4.7]	Restricted Stock Awards	Page 74
[4.8]	New Shares Issued for M&A or Share Acquisitions	Page 74
[4.9]	Capital Utilization Plans	Page 74

5

NM'S OPERATIONAL HIGHLIGHTS

[5.1]	Business Overview	Page 76
[5.2]	Industry Overview	Page 77
[5.3]	Technology and R&D	Page 94
[5.4]	Employees	Page 94
[5.5]	Environmental Expenditures	Page 96
[5.6]	Cybersecurity Management	Page 97
[5.7]	Material Contracts	Page 98

6

NM'S FINANCIAL & RISK HIGHLIGHTS

[6.1]	Financial Highlights	Page 100
[6.2]	Financial Performance	Page 100
[6.3]	Cash Flow	Page 101
[6.4]	Risk Analysis and Assessment	Page 101
[6.5]	Other Financial Information	Page 104

7

APPENDIX

[7.1]	Affiliated Companies and Other Disclosures	Page 106
[7.2]	Significant Matters Impacting Equity or Stock Price	Page 106

1

CHAIRMAN'S LETTER TO SHAREHOLDERS



[1.1] Business Report (2025)

Dear shareholders:

This past year, 2025, amid soft window coverings demand, consumer trade-down, and rising tariffs in North America, alongside heightened USD volatility, Nien Made (NM) proactively mitigated these pressures through early preparation — diversifying its global footprint, expanding 0% tariff capacity in Mexico, and timely adjusting pricing for Custom window coverings. With disciplined execution, 2025 consolidated operating revenue reached a record NT\$29.97bn (+1.5% YoY), or +4.4% YoY in USD terms. Custom window coverings grew +6.5%, supported by market-driven promotions in North America amid trade-down and sustained direct-to-consumer (D2C) e-commerce momentum in Europe. In contrast, Stock window coverings were essentially flat at +0.1% YoY, lifting Custom's revenue share to an all-time high of 72.9%. Continued optimization of manufacturing processes and strengthened cross-regional capacity allocation further reinforced our operational fundamentals, driving gross and operating margins to new highs. Partly offset by USD volatility on the non-operating side, NM's net income attributable to shareholders of the parent declined -4.4% YoY to NT\$6.60bn, with EPS at NT\$22.53.

In recent years, the window coverings industry has undergone a structural transformation. The North American market has largely transitioned to cordless window coverings, enhancing user safety. At the same time, ease of operation — including lifting and lowering — and manufacturing consistency, supported by patent protection, have become key competitive differentiators. NM's cordless operating system has now reached its 4th generation, with reliability and user experience that outperform peers. In addition, tighter de minimis rules in North America and Europe have reduced the loophole-driven advantage of low-cost cross-border shipping, shifting competition back to brand strength, product quality, and supply chain capabilities.

Looking ahead to 2026, tariff policies and geopolitical uncertainties remain key risks. The new 10% U.S. tariff, effective Feb 2026 — down from prior levels — may ease the burden on Custom window coverings, though other tariff measures still warrant close monitoring. Outside the U.S., we expect European D2C e-commerce, deeper penetration in Australia, contributions from new Canadian operations, and store expansion in Japan to drive growth. On the production side, additional capacity in Mexico and Northern Vietnam is set to come online in 2H2026, while new Stock capacity is in development to support future demand. At the Board of Directors (BoD) level, we will continue advancing diversity — introducing expertise in electrical engineering and artificial intelligence, alongside greater female representation — to align with smart window covering trends and strengthen sustainability.

Overview of Business

Despite weak market demand in 2025, NM maintained growth in window coverings. The return on equity (ROE) — a performance indicator that comprehensively reflects profitability (net margin), operating efficiency (asset turnover), and capital structure (financial leverage) — was 23.7% in 2025, in line with expectations.

Financial Summary

NM's consolidated operating revenues of 2025 were NT\$29.97bn (+1.5% YoY) while the consolidated operating income for 2025 was NT\$8.92bn (+6.6% YoY). For the non-operating items, compared with the exchange gain of NT\$~600mn in 2024, NM had NT\$~430mn in exchange loss in 2025. On the whole, NM's consolidated net income attributable to shareholders of the parent in 2025 was NT\$6.60bn (-4.4% YoY) and EPS to NT\$22.53/share.

Profitability

Benefiting from proactive actions — diversifying its global footprint, expanding 0% tariff capacity in Mexico, and timely adjustments to pricing for Custom window coverings — NM's consolidated gross margin expanded to 58.8% in 2025 from 57.2% in 2024.

Financial Budgeting

Not applicable. The Company does not publicly prepare financial budgets.

Technological Developments

Our R&D focus in 2025 includes:

1. New-generation window coverings and low-PVC eco-friendly materials — advancing product sustainability;
2. Advanced smart window covering technologies — enhancing product assortment; and
3. Deployment of smart cutting machines in big-box retail — strengthening market share in Stock window coverings.

[1.2] Business Outlook (2026)

Summary of Annual Business Plan, and Important Production and Sales Policies

As we look ahead to 2026, key risks will be tariffs and geopolitical tensions. Supported by further price adjustments in North American Custom window coverings in 2026 and the introduction of next-generation motorized window coverings, growth momentum is expected to be sustained. Additional capacity in Mexico and Northern Vietnam will further enhance global production resilience. Together with this expanded capacity, we will actively drive Custom window coverings and expand market share in 2026. In Stock window coverings, building on the successful introduction of smart cutting machines, we expect to strengthen our niche position and unlock new growth opportunities.

Macro Dynamics, Competitive Landscape, Regulatory Changes, and NM's Countermeasures

Macro Dynamics & Competitive Landscape

U.S. mortgage rates dropped to about 6.0% at the end of 2025, from a 2023 peak of 7.5%. Easing rate pressure may improve consumers' real purchasing power, supporting a latent recovery in sluggish housing demand. Another key area to watch is the new 10% U.S. tariff, effective Feb 2026 — down from prior levels. In our view, this may offer a potential silver lining against consumer trade-down trends.

The window coverings industry is entering a phase of rising technological complexity and process barriers — tilting the advantage toward players with strong balance sheets, deep talent pools, and state-of-the-art fabrication. As peers constrained by funding scale back expansion, this presents an opportunity to accelerate our global manufacturing footprint. From establishing our Mexico facility in 2020 to ramping up our 2nd plant in 2025, and securing land in Northern Vietnam for operations starting in 2H2026, we continue to execute with discipline. Supported by our net cash position, NM is among the few fully integrated window covering manufacturers that continue to expand global capacity and capture growth.

Regulatory Changes

In our window coverings manufacturing process, we always prioritize safety and quality. Through professional testing, we ensure our products are free of harmful substances. In 2026, tariff uncertainties are expected to be under scrutiny. In response to climate change, NM has disclosed its 2050 risk assessment (Mild Climate Risk) in accordance with the Task Force on Climate-Related Financial Disclosures (TCFD) framework. Regarding the European Union's Carbon Border Adjustment Mechanism (CBAM) and the European Union Deforestation Regulation (EUDR), although there is no impact for 2024-2025, NM has initiated cross-departmental tracking to ensure thorough preparedness.

Business Policies

Safe Production and Quality First are NM's core values. We firmly believe that providing safe and excellent quality products is fundamental to the sustainable development of the Company. Dedication to quality paves the best path to cost efficiency and delivery satisfaction.

- NM shall provide competitive products and customer-oriented service to fulfill customer needs.
- NM shall strengthen its corporate structure to ensure sustainable development amid the rapidly changing environment.
- NM shall add value, fulfill the Company's social responsibilities, and contribute to societal development.

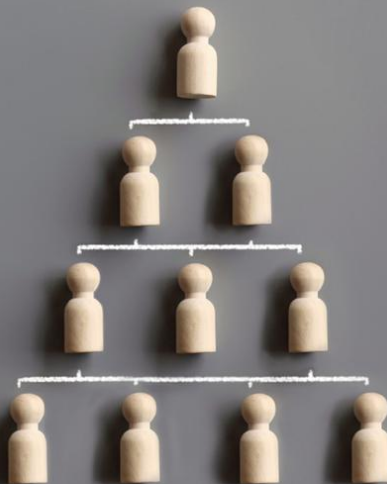
Cordially,

Howard Nien

Chairman
Nien Made Enterprise

2

NM'S CORPORATE GOVERNANCE



NM's NORMAN® Japan Store — Nagoya



[2.1] Board Members & Management Team

A) NM's Board Members:

1. Directors of Nien Made (Apr 19, 2026; Unit: Shares, %):

Title	Nationality	Name	Gender Age	Date Elected	Term	First Elected Date (Note 1)	Shareholding When Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangements		Education & Past Positions (Note 2)	Current Positions at NM & Other Companies (Note 3)	Managers/ Directors or Supervisors who are spouse or relative within the second-degree of kinship			Others (Note 4)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Chairman	ROC	Nien Keng-Hao (Howard)	Male 51-60 y/o	Jun 21 2023	3 Years	Mar 1 2008	28,927,263	9.87	28,927,263	9.87	-	-	-	-	■ B.L., Tunghai University ■ L.L.M., Southern Methodist University, U.S. ■ VP and Executive Secretary of NM ■ Extel – Best CEO: 2023, 2021, 2019 ■ Harvard Business Review Taiwan Top 100 CEOs: 2020	Note 3	Director, CEO VP	Michael Nien Ron Nien	Brother Brother	-
Director	ROC	Nien Chao-Hung (Michael)	Male 51-60 y/o	Jun 21 2023	3 Years	Mar 1 2008	27,687,263	9.45	27,750,263	9.47	-	-	-	-	■ B.S., Department of Electrical Engineering, National Taiwan University ■ M.B.A., Boston University, U.S. ■ AVP, NM ■ Extel – Best CEO: 2025	CEO and Note 3	Chairman VP	Howard Nien Ron Nien	Brother Brother	-
Director	ROC	Chuang Hsi-Chin (Ken)	Male 61-70 y/o	Jun 21 2023	3 Years	Mar 1 2008	17,999,047	6.14	15,007,047	5.12	1,244,000	0.42	-	-	■ B.S., Department of Business Administration, National Chung Hsin University ■ AVP, Factory Director and Manager, NM	VP and Note 3	-	-	-	-
Director	ROC	Peng Ping (Benson)	Male 61-70 y/o	Jun 21 2023	3 Years	Jun 30 2008	146,658	0.05	164,658	0.06	39,000	0.01	-	-	■ B.S., Hsiuping University of Science and Technology ■ Director of Production Survey Department, Manager of Business Planning & Cost Deputy manager of Automobile Department, Division Manager, of Elite Sewing Machine MFG. Co., Ltd. ■ Lean Production and A-Team Project Consultant, Industrial Development Administration, Ministry of Economic Affairs (MOEA)	EVP and Note 3	-	-	-	-

1. Directors of Nien Made (Apr 19, 2026; Unit: Shares, %) (CONTINUED):

Title	Nationality	Name	Gender Age	Date Elected	Term	First Elected Date (Note 1)	Shareholding When Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangements		Education & Past Positions (Note 2)	Current Positions at NM & Other Companies (Note 3)	Managers/ Directors or Supervisors who are spouse or relative within the second-degree of kinship			Others (Note 4)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Director	Canada	Jok Chung-Wai (Edward)	Male 61-70 y/o	Jun 21 2023	3 Years	Jun 28 2017	262,000	0.09	133,000	0.05	-	-	-	-	■ B.S., Computer Science, University of California Berkeley ■ M.B.A., University of British Columbia ■ CPA, PwC (Canada) ■ M&A advisor, Ernst & Young (Hong Kong) ■ CFO, Ming Pao Newspaper (Canada) ■ CFO, EMI (Hong Kong/ China) ■ Treasurer, Sun Microsystems (Asia)	CFO and Note 3	-	-	-	-
Director	ROC	Lee Ming-Shan (Note 5)	Male 51-60 y/o	Jun 21 2023	3 Years	Jun 3 2015	N/A													
Independent Director	ROC	Lin Chi-Wei	Male 71-80 y/o	Jun 21 2023	3 Years	Nov 10 2014	-	-	-	-	-	-	-	-	■ B.A., Accounting Department, National Cheng Kung University ■ CPA and Partner, Diwan & Company	Convener of Audit & Remuneration Committees and Note 3	-	-	-	-
Independent Director	ROC	Huang Shen-Yi	Male 61-70 y/o	Jun 21 2023	3 Years	Nov 10 2014	-	-	-	-	-	-	-	-	■ B.A., Accounting Department, Business School, National Chung Hsing University ■ MA, Graduate Institute of Management Sciences, Tamkang University ■ Deputy Manager, KPMG ■ CPA of Pan-China (TW) CPAs ■ CPA, Crowe Horwath International ■ Assistant Professor-level Technical Expert, Asia University.	Member of Audit & Remuneration Committees, Director of Taichung Office of Crowe (TW) CPAs and Note 3	-	-	-	-

1. Directors of Nien Made (Apr 19, 2026; Unit: Shares, %) (CONTINUED):

Title	Nationality	Name	Gender Age	Date Elected	Term	First Elected Date (Note 1)	Shareholding When Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangements		Education & Past Positions (Note 2)	Current Positions at NM & Other Companies (Note 3)	Managers/ Directors or Supervisors who are spouse or relative within the second-degree of kinship			Others (Note 4)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relation	
Independent Director	ROC	Hung Chung- Ching	Male 51-60 y/o	Jun 21 2023	3 Years	Nov 10 2014	-	-	-	-	-	-	-	-	■ Bachelor of Law, National Chengchi University ■ Practicing Lawyer, Tai An Law Firm	Member of Audit & Remuneration Committees Practicing Lawyer of Tai An Law Firm	-	-	-	-

Note 1: Indicate the First Elected Date as director or supervisor. If there was any interruption in service, please provide details.

Note 2: List experience relevant to the current position. If applicable, specify titles and duties held at audit firms or affiliates during the stated period.

Note 3: Concurrent positions in other companies are as follows:

Nien Keng-Hao (Howard)	Director:
	Legal Representative of Dongguan Fanchang Curtain Product Co., Ltd.; Legal Representative of Nien Made (Dong Guan) Window Fashions Co., Ltd.; Legal Representative of Zhao Feng (Dong Guan) Window Fashions Co., Ltd.; Original Source Investments Limited; Legal Representative of Nien Made (Wulian) Window Fashions Co., Ltd.; Norman International Inc.; International Window Treatments, Inc.; Nien Advanced Solutions; Capital Darren Limited; Legal Representative of Norm Pacific Technology Ltd.; Capital Might Limited; and I Zhao Investment Co., Ltd.
	Supervisor:
	Yi Hsin Investment Co., Ltd.
Nien Chao-Hung (Michael)	Trust Supervisor:
	Norman Nien Charity Trust
Chuang Hsi-Chin (Ken)	Director:
	Legal Representative of Dongguan Fanchang Curtain Product Co., Ltd.; Legal Representative of Nien Made (Dong Guan) Window Fashions Co., Ltd.; Legal Representative of Zhao Feng (Dong Guan) Window Fashions Co., Ltd.; Original Source Investments Limited; Legal Representative of Nien Made (Wulian) Window Fashions Co., Ltd.; Norman International Inc.; International Window Treatments, Inc.; Nien Advanced Solutions; Capital Darren Limited; San Feng (Cambodia) Company Limited; Capital Might Limited; Yi Hsin Investment Co., Ltd.; I Zhao Investment Co., Ltd.; and Yong An Industrial Co., Ltd.
	Trust Supervisor:
Peng Ping (Benson)	Norman Nien Charity Trust
	Chairman:
	Legal Representative of E-Shine Technology Ltd.
	Director:
	Legal Representative of Norm Pacific Automation Corp.

Jok Chung-Wai (Edward)	Director:
	Global Viewcomp (Hong Kong) Company Limited; Billion Coins Development Limited; New Legend Enterprises Limited; Norman Japan Limited; Norman Myanmar Service Co. Ltd.; Bay Blinds Limited; and Santa Fe Shutters Limited
Lin Chi-Wei	Independent Director:
	Lonon Electronics Corp.; Sweeten Real Estate Development Co., Ltd.; and Taiwan Sakura Corporation
	Member of Audit Committee :
	Lonon Electronics Corp.; Sweeten Real Estate Development Co., Ltd.; and Taiwan Sakura Corporation
Huang Shen-Yi	Member of Remuneration Committee:
	Lonon Electronics Corp.; Sweeten Real Estate Development Co., Ltd.; and Taiwan Sakura Corporation
	Director:
	Quan Ying Investment Ltd.
	Independent Director:
	Sinon Corp., and LNC Technology Co., Ltd.
	Member of Audit Committee:
	Sinon Corp., and LNC Technology Co., Ltd.
Huang Shen-Yi	Member of Remuneration Committee:
	Sinon Corp., and LNC Technology Co., Ltd.
	Member of Nomination Committee:
Huang Shen-Yi	Sinon Corp.

Note 4: If the Company's chairperson and general manager (or equivalent top executive) are the same person, spouses, or first-degree relatives, provide an explanation of the reasons, rationale, necessity, and corresponding measures (e.g., increasing the number of independent directors, ensuring that a majority of directors do NOT serve concurrently as employees or executives, etc.).

Note 5: Lee Ming-Shan passed away on Jan 25, 2024, leading to his resignation from the position.

2. Main Shareholders of Institutional Investors (Apr 19, 2026):

Institutional Investors	Main Shareholders of Institutional Investors
None	None

3. Main Shareholders of Institutional Investors (via an Institutional Shareholder Representative) (Apr 19, 2026):

Institutional Shareholder Representative of Institutional Investors	Institutional Shareholder Representative's Main Shareholders
Not Applicable	Not Applicable

B) NM's Management Team:

1. NM's CEO, Executive Vice President (EVP), Vice President (VP), Assistant Vice President (AVP), and Heads of Departments (Apr 19, 2026; Unit: Shares, %):

Title	Nationality	Name	Gender	Date Elected	Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangements		Education & Past Positions (Note 1)	Current Positions at Other Companies	Managers Who are Spouses or within Second-degree Relative of Consanguinity to Each Other			Others
					Shares	%	Shares	%	Shares	%			Title	Name	Relation	
CEO	ROC	Nien Chao-Hung (Michael)	Male	Jun 21 2023	27,750,263	9.47	-	-	-	-	■ B.S., Department of Electrical Engineering, National Taiwan University ■ M.B.A., Boston University, U.S. ■ VP and AVP, NM ■ Extel – Best CEO: 2025	(Note 2)	Chairman	Howard Nien	Brother	-
													VP	Ron Nien	Brother	
EVP	ROC	Peng Ping (Benson)	Male	Mar 1 2008	164,658	0.06	39,000	0.01	-	-	■ B.S., Hsiuping University of Science and Technology ■ Director of Production Survey Department, manager of Business Planning & Cost Deputy manager of Automobile Department, division manager, of Elite Sewing Machine MFG. Co., Ltd. ■ Lean Production and A-Team Project Consultant, Industrial Development Administration, Ministry of Economic Affairs (MOEA)	(Note 2)	-	-	-	-
VP	ROC	Nien Kai-Lung (Ron)	Male	Apr 1 2011	28,597,263	9.76	-	-	-	-	■ B.A., Department of Economics, National Taiwan University ■ M.B.A., Kellogg School of Management, Northwestern University ■ Executive Secretary, NM	(Note 2)	Chairman	Howard Nien	Brother	-
													CEO	Michael Nien	Brother	
VP	ROC	Chuang Hsi-Chin (Ken)	Male	Mar 1 2008	15,007,047	5.12	1,244,000	0.42	-	-	■ B.S., Department of Business Administration, National Chung Hsing University ■ AVP, Factory Director and Manager, NM	(Note 2)	-	-	-	-
VP	ROC	Wu Tai-Fung (T.F.)	Male	Mar 1 2008	7,277	0.00	80,000	0.03	-	-	■ B.S., Department of Mechanical Engineering, National Taiwan University ■ Chief Manager, Factory Director and Deputy Factory Director, Four Pillars Enterprise Co., Ltd. ■ Production manager, Factory Director, Trend Tone Imaging, Inc. ■ General Manager, Pro Accutech Co., Ltd.	-	-	-	-	-
VP	ROC	Chiu Tzu-Hao (Oliver)	Male	Nov 10 2020	296,566	0.10	-	-	-	-	■ M.B.A., Fullerton, California State University ■ B.S., Fullerton, California State University	(Note 2)	-	-	-	-
VP	ROC	Lu Chin-Tai (Ted)	Male	Feb 01 2023	-	-	-	-	-	-	■ Textile Industry Department/Textile Chemistry Section, National Taipei Institute of Technology ■ AVP, Factory Director and Manager, NM	(Note 2)	-	-	-	-
VP	ROC	Huang Chien-Wei (KC)	Male	Feb 01 2024	-	-	3,000	0.00	-	-	■ EMBA, UCLA Extension ■ Bachelor of Art, UC Berkeley ■ AVP and Manager, NM	-	-	-	-	-
VP	ROC	Liu Chien-Cheng (Alex)	Male	Feb 01 2024	29,000	0.01	24,256	0.01	-	-	■ M.B.A., Da-Yeh University ■ AVP, Manager, Assistant Manager and Division Head, NM	-	-	-	-	-
VP	HK	Lee Ho-Fai (Albert) (Note 3)	Male	Jun 25 2025	430,000	0.15	-	-	-	-	■ Doctor, Business Administration ■ City University of Hong Kong	(Note 2)	-	-	-	-

**1. NM's CEO, Executive Vice President (EVP), Vice President (VP), Assistant Vice President (AVP), and Heads of Departments (Apr 19, 2026; Unit: Shares, %)
(CONTINUED):**

Title	Nationality	Name	Gender	Date Elected	Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangements		Education & Past Positions (Note 1)	Current Positions at Other Companies	Managers Who are Spouses or within Second-degree Relative of Consanguinity to Each Other			Others
					Shares	%	Shares	%	Shares	%			Title	Name	Relation	
CFO	Canada	Jok Chung-Wai (Edward)	Male	Dec 1 2008	133,000	0.05	-	-	-	-	■ B.S., University of California Berkeley, Computer Science ■ M.B.A., University of British Columbia ■ CPA, PwC (Canada) ■ M&A advisor, Ernst & Young (Hong Kong) ■ CFO, Ming Pao Newspaper (Canada) ■ CFO, EMI (Hong Kong/ China) ■ Treasurer, Sun Microsystems (Asia)	(Note 2)	-	-	-	-
AVP	ROC	Hsu Wen-Che (Wen)	Male	Feb 1 2011	1,000	0.00	-	-	-	-	■ Electronics Department, Lee-Ming Institute of Technology ■ Manager, Assistant Manager, Division Head, and Deputy Division Head, NM	-	-	-	-	-
AVP	ROC	Hung Wen-Chin (Hanks)	Male	Mar 5 2015	34,000	0.01	1,000	0.00	-	-	■ Taichung Industrial High School ■ Manager, Assistant Manager and Division Head, NM	-	-	-	-	-
AVP	ROC	Ou Yueh-Liang (Ohya)	Male	Feb 1 2019	1,000	0.00	6,000	0.00	-	-	■ B.S., Department of Applied Mathematics, Tunghai University ■ Manager, NM	(Note 2)	-	-	-	-
AVP	ROC	Lin Hsien-Ju (Felix)	Male	Feb 1 2019	3,000	0.00	87,347	0.03	-	-	■ B.A. of Accounting Department, National Taiwan University ■ Assistant Manager of Deloitte Touche Tohmatsu Limited ■ Manager, NM	-	-	-	-	-
AVP	ROC	Liu Yu-Sha (Lisa)	Female	Feb 1 2019	47,000	0.02	-	-	-	-	■ B.A. of Foreign Languages and Literatures, National Chung Hsing University Department ■ Manager, NM	-	-	-	-	-
AVP	ROC	Chang Cheng-Li (Leo)	Male	Nov 8 2021	-	-	2,000	0.00	-	-	■ Master of Political Science, Fu Hsing Kang College ■ Lecturer of Lunghwa University of Science and Technology ■ Manager, NM	-	-	-	-	-
AVP	ROC	Chiu Wen-Kuang (Brian)	Male	Jan 2 2024	64,000	0.02	-	-	-	-	■ B.A., Accounting Department, National Taiwan University ■ Auditor, Deloitte Touche Tohmatsu Limited ■ Manager and Assistant Manager, NM	-	-	-	-	-
AVP	ROC	Huang Yung-Chieh (Jay)	Male	Feb 1 2024	-	-	-	-	-	-	■ St. John's & St. Mary's Institute of Technology (now St. John's University) ■ Manager, NM	-	-	-	-	-

**1. NM's CEO, Executive Vice President (EVP), Vice President (VP), Assistant Vice President (AVP), and Heads of Departments (Apr 19, 2026; Unit: Shares, %)
(CONTINUED):**

Title	Nationality	Name	Gender	Date Elected	Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangements		Education & Past Positions (Note 1)	Current Positions at Other Companies	Managers Who are Spouses or within Second-degree Relative of Consanguinity to Each Other			Others
					Shares	%	Shares	%	Shares	%			Title	Name	Relation	
AVP	ROC	Peng Chih-Ping (Peter)	Male	Oct 1 2024	-	-	-	-	-	-	■ B.L., Tunghai University ■ M.A., Graduate Institute of Political Science, Tunghai University ■ Manager, NM	-	-	-	-	-
Audit Division Manager	ROC	Chao Pei-Chun (Watson)	Male	Mar 16 2015	48,000	0.02	-	-	-	-	■ B.A., Accounting Department, National Taiwan University ■ M.S. of Graduate Institute of Accounting, Soochow University ■ Team leader, PwC Taiwan ■ Specialist, Transcend Information, Inc. ■ Passed CPA Examination	-	-	-	-	-
Accounting Division Manager	ROC	Chen Yung-Chuan (Albert)	Male	Nov 27 2014	-	-	56,000	0.02	-	-	■ B.A., Accounting Department, National Taiwan University ■ Manager, KPMG ■ Passed CPA Examination	-	-	-	-	-
Chief Corporate Governance Officer	ROC	Wang Shu-Chuan (Jane)	Female	Jan 27 2021	3,766	0.00	19,000	0.01	-	-	■ International Trade Department, National Open College of Continuing Education Affiliated to National Taichung University of Science and Technology ■ Assistant Manager, NM	-	-	-	-	-

Note 1: Specify experience and qualifications related to the current position. If during a period specified above, the person has served in a position at a CPA firm that serves as external auditor/attestor, specify the position held and the duties for which the person was responsible.

Note 2: Concurrent positions in other companies are as follows:

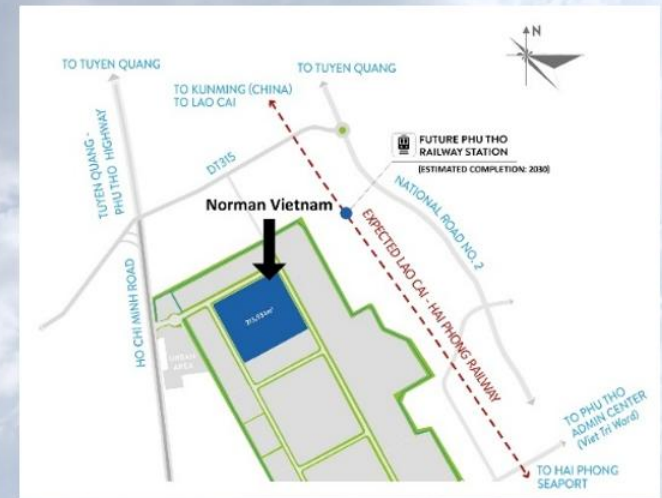
Nien Chao-Hung (Michael)	Director:
	Legal Representative of Dongguan Fanchang Curtain Product Co., Ltd.; Legal Representative of Norm Pacific Automation Corp.; Norman International Inc.; International Window Treatments, Inc.; Nien Advanced Solutions; Capital Darren Limited; San Feng (Cambodia) Company Limited; Capital Might Limited; Yi Hsin Investment Co., Ltd.; I Zhao Investment Co., Ltd.; and Yong An Industrial Co., Ltd.
	Trust Supervisor: Norman Nien Charity Trust
Nien Kai-Lung (Ron)	Director:
	Norman International Inc.; International Window Treatments Inc.; Nien Advanced Solutions; Capital Darren Limited; Norman Japan Limited; Capital Might Limited; Veneta Blinds Pty Ltd.; and Yi Hsin Investment Co., Ltd.
	Supervisor: Norm Pacific Automation Corp.; and I Zhao Investment Co., Ltd.
	Trust Supervisor: Norman Nien Charity Trust

Chuang Hsi-Chin (Ken)	Director: Legal Representative of Dongguan Fanchang Curtain Product Co., Ltd.; Legal Representative of Nien Made (Dong Guan) Window Fashions Co., Ltd.; Legal Representative of Zhao Feng (Dong Guan) Window Fashions Co., Ltd.; Original Source Investments Limited; Legal Representative of Nien Made (Wulian) Window Fashions Co., Ltd.; Norman International Inc., International Window Treatments, Inc.; Nien Advanced Solutions; Capital Darren Limited; San Feng (Cambodia) Company Limited; Legal Representative of Norm Pacific Automation Corp.; Legal Representative of Norm Pacific Technology Ltd.; Legal Representative of E-Shine Technology Ltd.; Capital Might Limited; Giga Resource (Cambodia) Co., Ltd.; and Great Harvest International Resource Company Limited
Peng Ping (Benson)	Chairman: Legal Representative of E-Shine Technology Ltd. Director: Legal Representative of Norm Pacific Automation Corp.
Jok Chung-Wai (Edward)	Director: Global Viewcomp (Hong Kong) Company Limited; Billion Coins Development Limited; New Legend Enterprises Limited; Norman Japan Limited; Norman Myanmar Service Co. Ltd.; Bay Blinds Limited; and Santa Fe Shutters Limited
Chiu Tzu-Hao (Oliver)	Director: Norman Australia Pty Ltd.; Norman Myanmar Service Co. Ltd; Bay Blinds Limited; and Santa Fe Shutters Limited
Lu Chin-Tai (Ted)	Supervisor: Nien Made (Wulian) Window Fashions Co., Ltd.
Lee Ho-Fai (Albert)	Director: Global Viewcomp (Hong Kong) Company Limited; Billion Coins Development Limited; New Legend Enterprises Limited; Norman Myanmar Company Limited; and Norman Ghana Company Ltd Legal Representative: Norman Vietnam Company Limited
Ou Yueh-Liang (Ohya)	Director: Norman Australia Pty Ltd.

Note 3: On Jun 25, 2025, the Company assigned Lee Ho-Fai (Albert) to be VP.



NM's Northern Vietnam Facility Under Construction



[2.2] Compensation Paid To Board Members & Management Team

A) Directors:

1. Remuneration Paid to Directors and Independents Directors (as of Dec 31, 2025; Unit: NT\$'000):

Title	Name	Director's Remuneration								Total Remuneration [=A+B+C+D] as a % of Annual Net Income (Note 4)		Other Remuneration								Total Remuneration [=A+B+C+D+E+F+G] as a % of Annual Net Income		Compensation Paid to Directors from Non Consolidated Affiliates
		[A] Base Compensation (Note 1)		[B] Severance Pay & Pensions		[C] Compensation to Directors (Note 2)		[D] Allowances (D) (Note 3)				[E] Base Compensation, Bonuses, and Allowances (Note 5)		[F] Severance Pay and Pensions		[G] Other Compensation (Note 6)						
		NM	From Consolidated Entities (Note 7)	NM	From Consolidated Entities (Note 7)	NM	From Consolidated Entities (Note 7)	NM	From Consolidated Entities (Note 7)	NM	From Consolidated Entities (Note 7)	NM	From Consolidated Entities (Note 7)	NM	From Consolidated Entities (Note 7)	NM		From Consolidated Entities (Note 7)		NM	From Consolidated Entities (Note 7)	
																Cash	Stock Value	Cash	Stock Value			
Director	Nien Keng-Hao (Howard)	6,690	6,690	0	0	30,184	30,184	0	0	36,874 0.5586%	36,874 0.5586%	17,037	33,922	338	338	6,616	0	6,616	0	60,865 0.9220%	77,750 1.1778%	None
Director	Nien Chao-Hung (Michael)																					
Director	Chuang Hsi-Chin (Ken)																					
Director	Peng Ping (Benson)																					
Director	Jok Chung-Wai (Edward)	3,600	3,600	0	0	4,980	4,980	0	0	8,580 0.1300%	8,580 0.1300%	0	0	0	0	0	0	0	0	8,580 0.1300%	8,580 0.1300%	None
Independent Director	Lin Chi-Wei																					
Independent Director	Huang Shen-Yi																					
Independent Director	Hung Chung-Ching																					

In addition to what is disclosed in the above table, please specify the amount of remuneration received by directors in the most recent fiscal year for providing services (e.g., for serving as a non-employee consultant to the parent company /any consolidated entities / invested enterprises):

None.

Please describe the policy, system, standards and structure in place for paying remuneration to directors and describe the relationship of factors such as the duties and risks undertaken and time invested by the directors to the amount of remuneration paid:

Independent directors and regular directors can have different salary structures and standards due to their differing responsibilities and risks. However, compensation should be based on each director's involvement and contribution to the Company, referencing industry standards. The remuneration for independent directors, determined through legal procedures, is a fixed monthly salary. Additionally, according to Article 28 of the "Articles of Incorporation," they may receive an annual bonus **NOT** exceeding 1.5% of the Company's profits.

Note 1: This refers to director base compensation in the most recent fiscal year (including director salary, duty allowances, severance pay, and various rewards and incentives, etc.).

Note 2: Please fill in the amount of director profit-sharing compensation approved by the Board of Directors for distribution for the most recent fiscal year.

Note 3: This refers to director expenses and perquisites in the most recent fiscal year (including travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, etc.). If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the Company to the driver, but do **NOT** include it in the calculation of the director remuneration.

Note 4: Net income means the net income after tax on the parent company only or individual financial report for the most recent fiscal year.

Note 5: This includes any remuneration received by a director for concurrent service as an employee in the most recent year (including concurrent service as general manager, assistant general manager, other managerial officer, or non-managerial employee) including salary, duty allowances, severance pay, rewards, incentives, travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, etc.

If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the Company to the driver, but do **NOT** include it in the calculation of the director remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a right offering, etc.—should be included in the calculation of remuneration.

A LEXUS car was offered to Nien Chao-Hung (Michael), the director and CEO of NM on Nov 25, 2021, with the book value at about NT\$580k as of the publication date of the annual report.

A LEXUS car was offered to Peng Ping (Benson), the director and EVP of NM on Aug 5, 2015, with the book value at about NT\$0 as of the publication date of the annual report.

The VP and above were jointly provided with 2 drivers, whose remuneration was NT\$1,210k.

Note 6: This refers to employee profit-sharing compensation (including stocks and cash) received by a director for concurrent service as an employee in the most recent fiscal year (including concurrent service as general manager, assistant general manager, other managerial officer, or non-managerial employee). Disclose the amount of profit-sharing compensation approved or expected to be approved by the Board of Directors for distribution for the most recent fiscal year. If the amount **CANNOT** be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. “Names and Distributions of Employee Profit-Sharing Compensation to Managerial Officers” should also be completed.

Note 7: Disclose the total amount of the remuneration paid to directors of the Company by all companies in the consolidated financial report (including the Company).

2. Remuneration Paid to Directors – By Range:

Range	Name			
	Total Remuneration [=A+B+C+D]		Total Compensation [=A+B+C+D+E+F+G]	
	NM	From Consolidated Entities	NM	From Consolidated Entities
NT\$0 - NT\$999,999				
NT\$1,000,000 - NT\$1,999,999				
NT\$2,000,000 - NT\$3,499,999	Lin Chi-Wei Huang Shen-Yi Hung Chung-Ching	Lin Chi-Wei Huang Shen-Yi Hung Chung-Ching	Lin Chi-Wei Huang Shen-Yi Hung Chung-Ching	Lin Chi-Wei Huang Shen-Yi Hung Chung-Ching
NT\$3,500,000 - NT\$4,999,999				
NT\$5,000,000 - NT\$9,999,999	Nien Chao-Hung (Michael) Chuang Hsi-Chin (Ken) Peng Ping (Benson) Jok Chung-Wai (Edward)	Nien Chao-Hung (Michael) Chuang Hsi-Chin (Ken) Peng Ping (Benson) Jok Chung-Wai (Edward)	Jok Chung-Wai (Edward)	
NT\$10,000,000 - NT\$14,999,999	Nien Keng-Hao (Howard)	Nien Keng-Hao (Howard)	Nien Keng-Hao (Howard) Nien Chao-Hung (Michael) Chuang Hsi-Chin (Ken) Peng Ping (Benson)	Nien Keng-Hao (Howard) Nien Chao-Hung (Michael) Chuang Hsi-Chin (Ken) Peng Ping (Benson)
NT\$15,000,000 - NT\$29,999,999				Jok Chung-Wai (Edward)
NT\$30,000,000 - NT\$49,999,999				
NT\$50,000,000 - NT\$99,999,999				
NT\$100,000,000+				
Total Counts	8	8	8	8

This table is for information disclosure purposes only and is **NOT** intended to be used for tax purposes, as the remuneration disclosed in this table differs from the concept of income under the "Income Tax Act."

B) NM's Management Team:

1. Compensation Paid to NM's CEO, Executive Vice President (EVP) and Vice President (VP) (as of Dec 31, 2025; Unit: NT\$'000):

Title	Name	[A] Base Compensation (Note 1)		[B] Severance Pay and Pensions		[C] Bonuses and Allowances (Note 2)		[D] Other Compensation (Note 3)				Total Remuneration [=A+B+C+D] as a % of Annual Net Income (Note 4)		Compensation Paid to Directors from Non- Consolidated Affiliates
		NM	From Consolidated Entities (Note 5)	NM	From Consolidated Entities (Note 5)	NM	From Consolidated Entities (Note 5)	NM		From Consolidated Entities (Note 5)		NM	From Consolidated Entities (Note 5)	
								Cash	Stock Value	Cash	Stock Value			
CEO	Nien Chao-Hung (Michael)	28,388	65,250	1,080	1,080	9,009	22,173	60,392	0	60,392	0	98,869 1.4977%	148,895 2.2556%	None
EVP	Peng Ping (Benson)													
VP	Nien Kai-Lung (Ron)													
VP	Chuang Hsi-Chin (Ken)													
VP	Wu Tai-Fung (T.F.)													
VP	Chiu Tzu-Hao (Oliver)													
VP	Lu Chin-Tai (Ted)													
VP	Huang Chien-Wei (KC)													
VP	Liu Chien-Cheng (Alex)													
VP	Lee Ho-Fai (Albert) (Note 6)													

This table is for information disclosure purposes only and is **NOT** intended to be used for tax purposes, as the remuneration disclosed in this table differs from the concept of income under the "Income Tax Act."

Note 1: This includes salary, duty allowances, and severance pay to the CEO, EVP, and VP in the most recent fiscal year.

Note 2: This includes the amounts of all types of rewards, incentives, travel expenses, special disbursements, stipends of any kind, provision of facilities such as accommodations or vehicle, and other compensation to the CEO, EVP, and VP in the most recent fiscal year. If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the Company to the driver, but do **NOT** include it in the calculation of the director remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a right offering, etc.—should be included in the calculation of remuneration.

A LEXUS car was offered to Nien Chao-Hung (Michael), the director and CEO of NM on Nov 25, 2021, with the book value at about NT\$580k as of the publication date of the annual report.

A LEXUS car was offered to Peng Ping (Benson), the director and EVP of NM on Aug 5, 2015, with the book value at about NT\$0 as of the publication date of the annual report.

A TOYOTA car was offered to Chiu Tzu-Hao (Oliver), the VP of NM on Jul 15, 2024, with the book value at about NT\$1,937k as of the publication date of the annual report.

A LEXUS car was offered to Huang Chien-Wei (KC), the VP of NM on Apr 10, 2024, with the book value at about NT\$2,190k as of the publication date of the annual report.

The VP and above were jointly provided with 2 drivers, whose remuneration was NT\$1,210k.

Note 3: This refers to employee profit-sharing compensation (including stocks and cash) received by the CEO, EVP, and VP as approved or expected to be approved by the Board of Directors for the most recent fiscal year (including concurrent service as general manager, assistant general manager, other managerial officer, or non-managerial employee). If the amount **CANNOT** be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. "Names and Distributions of Employee Profit-Sharing Compensation to Managerial Officers" should also be completed.

Note 4: Net income means the net income after tax on the parent company only or individual financial report for the most recent fiscal year.

Note 5: Disclose the total amount of the remuneration paid to the CEO, EVP, and VP of the Company by all companies in the consolidated financial report (including the Company).

Note 6: On Jun 25, 2025, the Company assigned Lee Ho-Fai (Albert) to be VP.

2. Compensation Paid to CEO, Executive Vice President (EVP) and Vice President (VP) – By Range:

Range	CEO, EVP and VP	
	NM	From Consolidated Entities
NT\$0 - NT\$999,999	Liu Chien-Cheng (Alex)	-
NT\$1,000,000 - NT\$1,999,999	-	-
NT\$2,000,000 - NT\$3,499,999	-	-
NT\$3,500,000 - NT\$4,999,999	-	-
NT\$5,000,000 - NT\$9,999,999	Nien Chao-Hung (Michael) Peng Ping (Benson) Chuang Hsi-Chin (Ken) Lee Ho-Fai (Albert)	Nien Chao-Hung (Michael) Peng Ping (Benson) Chuang Hsi-Chin (Ken)
NT\$10,000,000 - NT\$14,999,999	Nien Kai-Lung (Ron) Wu Tai-Fung (T.F.) Huang Chien-Wei (KC) Lu Chin-Tai (Ted)	Nien Kai-Lung (Ron) Wu Tai-Fung (T.F.) Liu Chien-Cheng (Alex)
NT\$15,000,000 - NT\$29,999,999	Chiu Tzu-Hao (Oliver)	Chiu Tzu-Hao (Oliver) Lu Chin-Tai (Ted) Huang Chien-Wei (KC) Lee Ho-Fai (Albert)
NT\$30,000,000 - NT\$49,999,999	-	-
NT\$50,000,000 - NT\$99,999,999	-	-
NT\$100,000,000+	-	-
Total Counts	10	10

This table is for information disclosure purposes only and is **NOT** intended to be used for tax purposes, as the remuneration disclosed in this table differs from the concept of income under the "Income Tax Act."

3. Compensation Paid to NM's Management Team (as of Dec 31, 2025; Unit: NT\$'000 or '000 shares):

	Title	Name	Stock Value	Cash	Sum	Total Compensation as a % of Annual Net Income
Management Team	CEO	Nien Chao-Hung (Michael)	0	123,065	123,065	1.8643
	EVP	Peng Ping (Benson)				
	VP	Nien Kai-Lung (Ron)				
	VP	Chuang Hsi-Chin (Ken)				
	VP	Wu Tai-Fung (T.F.)				
	VP	Chiu Tzu-Hao (Oliver)				
	VP	Lu Chin-Tai (Ted)				
	VP	Huang Chien-Wei (KC)				
	VP	Liu Chien-Cheng (Alex)				
	VP	Lee Ho-Fai (Albert)				
	CFO	Jok Chung-Wai (Edward)				
	AVP	Hsu Wen-Che (Wen)				
	AVP	Hung Wen-Chin (Hanks)				
	AVP	Ou Yueh-Liang (Ohya)				
	AVP	Lin Hsien-Ju (Felix)				
	AVP	Liu Yu-Sha (Lisa)				
	AVP	Chang Cheng-Li (Leo)				
	AVP	Chiu Wen-Kuang (Brian)				
	AVP	Huang Yung-Chieh (Jay)				
	AVP	Peng Chih-Ping (Peter)				
	Audit Division Manager	Chao Pei-Chun (Watson)				
	Accounting Division Manager	Chen Yung-Chuan (Albert)				
	Chief Corporate Governance Officer	Wang Shu-Chuan (Jane)				

Note: "Managerial officers" means those falling within the applicable scope defined in Mar 27, 2003 Order No. Tai-Cai-Zheng-III-0920001301 of the former Securities and Futures Commission, Ministry of Finance, including:

- 1) General managers or their equivalents
- 2) Assistant general managers or their equivalents
- 3) Deputy assistant general managers or their equivalents
- 4) Chief financial officer

- 5) Chief accounting officer
6) Other persons authorized to manage affairs and sign documents on behalf of a company

C) Total Compensation to Directors, CEO, Executive Vice President (EVP) and Vice President (VP) as a % of Annual Net Income (Unit: %):

Title	Total Compensation as a % of Annual Net Income			
	2024		2025	
	NM	From Consolidated Entities	NM	From Consolidated Entities
Directors	0.8115	0.8115	1.0520	1.3078
CEO and VP	1.2946	1.6385	1.4977	2.2556

D) Compensation Policy, Standards, Procedures, and Links to Performance and Risk:

1. Directors:

Remuneration is reviewed regularly based on the “Regulations Governing the Board Performance Evaluation,” evaluated by the Remuneration Committee and the Board. Evaluation criteria and weightings:

- a) Company goals & mission (incl. sustainability): 10%
- b) Role understanding: 30%
- c) Business involvement: 10%
- d) Internal relations & communication: 15%
- e) Expertise & continuous learning: 15%
- f) Internal controls: 20%

2. CEO and VP:

Compensation for the CEO and Vice President is based on contribution and market level. Per NM’s “Articles of Incorporation,” when the Company makes profits, 1–4% of annual profit shall be allocated to employee bonuses, subject to Remuneration Committee and Board approval. Performance metrics for managers include financial (e.g., profitability, corporate leverage) and non-financial (e.g., sustainability, management capability) indicators.

Compensation for the CEO and Vice President is based on contribution and market level. Per NM’s “Articles of Incorporation,” when the Company makes profits, 1–4% of annual profit shall be allocated as employees’ compensation, subject to review by the Remuneration Committee and approval by the Board. Performance metrics for managers include financial indicators, such as profitability and corporate leverage, as well as non-financial indicators, such as sustainability, management capability, zero-accident workplace, and lean production optimization — with a focus on quality first and eliminating redundant energy use. Sustainability is included in the annual performance evaluation and linked to the payout ratio of variable bonuses. According to NM’s “Employee Appraisal Form,” sustainability/ESG performance accounts for 10% of the total weighting.

[2.3] Corporate Governance Practices

A) Director's Attendance to the Board Meetings:

[A] 6 Board meetings held in 2025 (as of Dec 31)					
Title	Name	[B] Attendance in Person	By Proxy	[=B/A] Attendance Rate in Person	Other Information
Chairman	Nien Keng-Hao (Howard)	6	0	100	Must attend 6 times in 2025
Director	Nien Chao-Hung (Michael)	6	0	100	Must attend 6 times in 2025
Director	Chuang Hsi-Chin (Ken)	6	0	100	Must attend 6 times in 2025
Director	Peng Ping (Benson)	6	0	100	Must attend 6 times in 2025
Director	Lee Ming-Shan	-	-	-	Lee Ming-Shan passed away on Jan 25, 2024, leading to his resignation from the position
Director	Jok Chung-Wai (Edward)	6	0	100	Must attend 6 times in 2025
Independent Director	Lin Chi-Wei	6	0	100	Must attend 6 times in 2025
Independent Director	Huang Shen-Yi	6	0	100	Must attend 6 times in 2025
Independent Director	Hung Chung-Ching	6	0	100	Must attend 6 times in 2025

1. Directors' Professional Diversity and Independent Analysis:

Diversification Policy & Goals	In addition to NM's "Articles of Incorporation," the Company has also established the "Rules of Procedures for Election of Directors," which clearly stipulates that director elections shall follow the candidate nomination system for nomination and qualification review. Article 2 of the Rules states that Board composition shall consider diversity and establish a diversity policy based on the Company's operations, business model, and development needs. The policy should include, but NOT be limited to, the following: 1. Basic requirements and values: Gender, age, nationality, and culture; and 2. Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing, and technology), professional skills, and industry experience. Each Board member shall have the necessary knowledge, skill, and experience to perform their duties; the abilities that must be present in the Board as a whole are as follows: 1. The ability to make judgments about operations; 2. Accounting and financial analysis ability; 3. Business management ability; 4. Crisis management ability; 5. Knowledge of the industry; 6. An international market perspective; 7. Leadership ability; and 8. Decision-making ability. Diversity target: at least 1 female director to strengthen NM's Board structure.
	Achievement Status The current Board of Directors consists of 5 directors and 3 independent directors, with 7 members having accounting/finance expertise, 2 with legal expertise, and 8 with operational judgment experience. To enhance gender diversity on the Board of Directors, NM will include gender as a key consideration in the 2026 Board election and actively seek candidates from diverse backgrounds.
	Independent Analysis The NM's current Board consists of 8 directors, including 3 independent directors (37.5%). The independent directors have NO spousal or close family relationships (within second degree) as prohibited by Article 26-3, Paragraph 3 and 4 of the "Securities and Exchange Act."

■ **Directors' Expertise and Diversity:**

Title/ Name	Profile									Industrial Knowledge				Professional Competency		
	Nationality	Gender	Employed by NM	Age			Independent Director Tenure			Operational Judgment/ Management	Leadership/ Decision Making	Global Market View	Environmental Protection/ Lean Manufacturing	Legal & Compliance	Finance/ Accounting	Risk/Crisis Management
				51-60 y/o	61-70 y/o	71-80 y/o	Less than 3 years	6-9 years	More than 9 years							
Chairman Nien Keng-Hao (Howard)	ROC	Male	-	V	-	-	-	-	-	V	V	V	V	V	V	V
Director Nien Chao-Hung (Michael)	ROC	Male	V	V	-	-	-	-	-	V	V	V	V	-	V	V
Director Chuang Hsi-Chin (Ken)	ROC	Male	V	-	V	-	-	-	-	V	V	V	V	-	V	V
Director Peng Ping (Benson)	ROC	Male	V	-	V	-	-	-	-	V	V	V	V	-	V	V
Director Lee Ming-Shan	ROC	Male	N/A													
Director Jok Chung-Wai (Edward)	Canada	Male	V	-	V	-	-	-	-	V	V	V	-	-	V	V
Independent Director Lin Chi-Wei	ROC	Male	-	-	-	V	-	-	V	V	V	V	-	-	V	-
Independent Director Huang Shen-Yi	ROC	Male	-	-	V	-	-	-	V	V	V	V	-	-	V	-
Independent Director Hung Chung-Ching	ROC	Male	-	V	-	-	-	-	V	V	V	-	-	V	-	-

Lee Ming-Shan passed away on Jan 25, 2024, leading to his resignation from the position.

■ **Directors' Expertise and Independence:**

Title/ Name	Professional Qualification and Experience (Note 1)	Criteria	Number of Other Taiwanese Public Companies Concurrently Serving as an Independent Director
Chairman Nien Keng-Hao (Howard)	Refer to the Table of Directors' Expertise and Diversity	N/A	0
Director Nien Chao-Hung (Michael)	Refer to the Table of Directors' Expertise and Diversity	N/A	0
Director Chuang Hsi-Chin (Ken)	Refer to the Table of Directors' Expertise and Diversity	N/A	0
Director Peng Ping (Benson)	Refer to the Table of Directors' Expertise and Diversity	N/A	0
Director Lee Ming-Shan	N/A (Note 2)		
Director Jok Chung-Wai (Edward)	Refer to the Table of Directors' Expertise and Diversity	N/A	0
Independent Director Lin Chi-Wei	Refer to the Table of Directors' Expertise and Diversity	1. NEITHER the director, spouse, NOR relatives within the second degree serve as a director, supervisor, or employee of the Company or its affiliates; 2. NEITHER the director, spouse, NOR relatives within the second degree (or under another's name) hold shares in the Company;	3
Independent Director Huang Shen-Yi	Refer to the Table of Directors' Expertise and Diversity	3. NOT serving as a director, supervisor, or employee of companies with a specified relationship to the Company (refer to Article 3, Paragraph 1, Subparagraphs 5–8 of the "Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies"); and	2
Independent Director Hung Chung-Ching	Refer to the Table of Directors' Expertise and Diversity	4. NO compensation received in the past two years for commercial, legal, financial, accounting, or related services to the Company or its affiliates.	0

Note 1: None of the directors or independent directors fall under any of the circumstances listed in Article 30 of the "Company Law."

Note 2: Lee Ming-Shan passed away on Jan 25, 2024, leading to his resignation from the position.

2. Other Required Disclosures:

■ **If the Board Had Any of the Following Circumstances, the Meeting Date, Session, Agenda Items, All Independent Directors' Opinions, and the Company's Response to Those Opinions Should Be Disclosed:**

Per Article 14-3 of the "Securities and Exchange Act," NM has established an Audit Committee, so this regulation is **NOT** applicable. Please refer to the "Audit Committee" section of this Annual Report for details.

■ **Other Board Resolutions Opposed or Reserved by Independent Directors:**

None.

3. Disclose the Director's Name, Agenda Item, Reason for Recusal, and Voting Participation if a Director Recused Due to Personal Interest Conflict:

The Company has disclosed directors' personal interests in agenda items and reminded directors to recuse in advance. The recusal details for 2025 are as follows:

Date of Board Meeting	Board Member	Resolutions and Discussed Items	Reason for Conflict of Interest Recusal	Member's Voting Participation
Jan 15, 2025	Nien Keng-Hao (Howard) Nien Chao-Hung (Michael) Chuang Hsi-Chin (Ken) Peng Ping (Benson) Jok Chung-Wai (Edward)	Compensation adjustment of managers and bonus distribution	Items involving personal interests	Recused and did NOT participate in discussion or voting
Mar 12, 2025	Nien Keng-Hao (Howard) Nien Chao-Hung (Michael) Chuang Hsi-Chin (Ken) Peng Ping (Benson) Jok Chung-Wai (Edward) Lin Chi-Wei Huang Shen-Yi Hung Chung-Ching	Employees' compensation and directors' remuneration (2024)	Items involving personal interests	Recused and did NOT participate in discussion or voting

4. Evaluation of Board Performance:

Evaluation Cycle	Evaluation Period	Evaluation Scope	Evaluation Method	Evaluation Criteria	Evaluation Results
The Board's performance evaluation is conducted at least once a year.	Jan 1, 2025 – Dec 31, 2025	The Board	Internal Evaluation	1. Participation in the Company's operations 2. Improvement in decision-making quality 3. Board composition and structure 4. Director election and continuing education 5. Internal control	NM's Board has established the Regulations Governing the Board Performance Evaluation with detailed aspects disclosed on the official website (https://www.nienmade.com.tw). 2025 self-evaluation score: 4.74/5.
The performance evaluation of individual directors is conducted at least once a year.	Jan 1, 2025– Dec 31, 2025	Individual Directors	Internal Evaluation	1. Company goals & mission 2. Role understanding 3. Business involvement 4. Internal relations & communication 5. Expertise & continuous learning 6. Internal controls	2025 self-evaluation score: 4.97/5, showing decision-making aligns with governance standards.
The Board's external performance evaluation is conducted by an independent professional institution or panel of experts at least once every 3 years.	Jan 1, 2025– Dec 31, 2025	The Board, individual directors, Audit Committee, Remuneration Committee	Evaluation by External professionals/ Experts	At the end of 2025, NM entrusted EY Business Advisory Services Inc. with the Board's external performance evaluation across 3 aspects, namely "Structure," "People," and "Process and Information" of the Board of Directors and the Functional Committees, by means of document reviews, self-assessment questionnaires of directors and functional committee members, and onsite interviews. The evaluation of the Board of Directors and Functional Committees encompassed 8 items, including "Structure and Process," "Members," "Legal Representatives and Organizational Structure," "Roles and Responsibilities," "Conduct and Culture," "Training and Development," "Supervision of Risk Management," and "Declaration, Disclosure, and Performance Supervision."	EY rated NM's performance as: Structure – Basic; People – Advanced; Process and Information – Basic.
The performance evaluation of each committee is conducted at least once a year.	Jan 1, 2025– Dec 31, 2025	Audit Committee	Internal Evaluation	1. Participation in the Company's operations 2. Awareness of committee responsibilities 3. Quality of committee decisions 4. Committee composition and member selection 5. Internal controls	Audit committees scored 5/5 with excellent ratings, demonstrating high efficiency and effectiveness across evaluation criteria.
The performance evaluation of each committee is conducted at least once a year.	Jan 1, 2025– Dec 31, 2025	Remuneration Committee	Internal Evaluation	1. Participation in the Company's operations 2. Awareness of committee responsibilities 3. Quality of committee decisions 4. Committee composition and member selection	Remuneration committees scored 5/5 with excellent ratings, demonstrating high efficiency and effectiveness across evaluation criteria.
The performance evaluation of each committee is conducted at least once a year.	Jan 1, 2025– Dec 31, 2025	Sustainable Development Committee	Internal Evaluation	1. Participation in the Company's operations 2. Awareness of committee responsibilities 3. Quality of committee decisions 4. Committee composition and member selection	Sustainable development committees scored 4.82/5 with excellent ratings, demonstrating high efficiency and effectiveness across evaluation criteria.

5. Measures for Strengthening the Board's Functions:

The Company called a provisional shareholders' meeting on Nov 10, 2014, to elect 3 independent directors and established an **Audit Committee**. This committee is composed of 3 independent directors replacing the role of supervisors, holding meetings at least once per quarter. The 2nd Audit Committee was appointed on Jun 28, 2017, and in coordination with the re-election of the Board, the 3rd Audit Committee was formed on Jun 16, 2020. Responsibilities include fair presentation of NM's financial statements, appointment/removal, independence, and performance of CPAs, effective implementation of internal controls, compliance with laws and regulations, and management of existing/potential risks.

- The **1st Audit Committee**, from Nov 10, 2014, to Jun 27, 2017, convened **22 meetings**.
- The **2nd Audit Committee**, from Jun 28, 2017, to Jun 15, 2020, convened **16 meetings**.
- The **3rd Audit Committee**, from Jun 16, 2020, to Jun 20, 2023, convened **22 meetings**.
- The **4th Audit Committee**, from Jun 21, 2023, to **Dec 31, 2025**, convened **16 meetings**.

The committee has operated smoothly.

The **1st Remuneration Committee** was established on **Nov 27, 2014**, by Board resolution. The **2nd Remuneration Committee** was appointed by the Board on **Jul 18, 2017**, and in coordination with the Board re-election, the **3rd Remuneration Committee** was appointed on **Jun 30, 2020**. It is responsible for setting and reviewing annual and long-term performance goals, policies, systems, standards, and remuneration structures for directors and managers, assessing target achievement, and determining individual remuneration amounts.

- The **1st Remuneration Committee**, from Nov 27, 2014, to Jul 17, 2017, convened **10 meetings**.
- The **2nd Remuneration Committee**, from Jul 18, 2017, to Jun 29, 2020, convened **7 meetings**.
- The **3rd Remuneration Committee**, from Jun 30, 2020, to Jul 3, 2023, convened **10 meetings**.
- The **4th Remuneration Committee**, from Jul 4, 2023, to **Dec 31, 2025**, convened **8 meetings**.

The committee has operated smoothly.



NM's NORMAN® / VENETA® Roller Shade

6. Major Resolutions of Board Meetings & Shareholders' Meetings and Implementation Status:

Board Meeting Or Shareholders' Meetings	Date	Major Resolutions
Board Meeting	Jan 15, 2025	Other Important Matters to be Reported: - As prescribed in NM's "Measures for Whistleblowing," as of the end of 2024, the Company's whistleblowing mailbox received 2 external reports. Investigations have been completed with NO illegal evidence found, and both cases have been closed. - Directors & Officers Liability Insurance of US\$3mn, insurance period: Jan 15, 2025 – Jan 15, 2026. - According to NM's "Cybersecurity Risk Management Mechanism," as of the end of 2024, NO complaints were received from customers regarding privacy breaches or data leaks. NM has engaged Acer Cyber Security Inc. to assist in information security management and enhance protection measures. NM will continue to monitor information security issues, learning from past major incidents, and will constantly check and update internal hardware and software to prevent threats from viruses or hackers. - As of the end of 2024, NM has accumulated over 1,600 patent applications globally, with nearly 1,000 approved. In 2024, 15 patents were granted in various countries. Applications requiring defense are reviewed and coordinated by relevant departments to secure advantageous protection for core technologies. Through comprehensive patent monitoring and active participation in product and equipment development, new technical information is provided to departments, reducing potential risks early in development. - Summary of Questionnaire of Self-Evaluation of Performance of the Board; - Summary of Questionnaire of Self-Evaluation of Performance of Board Members. - Summary of Questionnaire of Self-Evaluation of Performance of NM's Audit Committee. - Summary of Questionnaire of Self-Evaluation of Performance of NM's Remuneration Committee. - Checklist for Independent Directors' Terms of Office - Sustainable Development Committee: - Key Sustainability Progress Updates - For the identification of material topics in NM's 2024 Sustainability Report, stakeholder surveys and communications were conducted. As of the end of Dec 2024, over 180 valid questionnaires were collected. Proposed Resolutions and Discussed Items: - Compensation adjustment of managers and bonus distribution - Vietnam Investment - Proposal to maintain the short-term general credit limit at Mizuho Bank, Ltd. - Amendments to various management rules: - Certain articles of NM's "Regulations Governing Related Party Transactions" - Certain articles of NM's "Measures for Preventing Illegal Insider Trading"
Board Meeting	Mar 12, 2025	Other Important Matters to be Reported: Sustainable Development Committee: Updates regarding the GHG inventory and verification schedule (parent company and subsidiaries). Proposed Resolutions and Discussed Items: - Business Report (2024) and Financial Statement (2024) - Reviewing effective internal control systems and the Statement of Internal Control System (2024) - Business Outlook (2025) - Earnings Distribution Proposal (2024) - Distribution of Cash Dividends Proposal (2024) - Establish ex-dividend date and related affairs. - Employees' compensation and directors' remuneration (2024) - Amendment to the "Articles of Incorporation" - Establishment/amendment to various management rules: - Establishment of NM's "Risk Management Policy and Procedures" - Amendments to certain articles of NM's "Sustainable Development Best Practice Principles" - Adjustment, Evaluation of the Suitability and Independence and the Hiring and Compensation of the CPAs. - Drafting of relevant items of the 2025 Shareholders' Meeting, time period for Shareholders' submission of Proposal and venue of the meeting.

6. Major Resolutions of Board Meetings & Shareholders' Meetings and Implementation Status (CONTINUED):

Board Meeting Or Shareholders' Meetings	Date	Major Resolutions
Board Meeting	May 13, 2025	Other Important Matters to be Reported: 1. Sustainable Development Committee: Updates regarding NM's GHG inventory and verification schedule (parent company and subsidiaries). 2. The Company did NOT receive any shareholder nominations or proposals during the submission period. Proposed Resolutions and Discussed Items: 1. Consolidated Financial Statements (1Q25) 2. Proposal to amend certain provisions of the Company's "Internal Control System" regarding the "Labor and Wage Cycle," "Purchase and Payment Cycle," and "Procedures for Computerized Information Processing System." 3. Proposal to amend certain provisions of the "Articles of Incorporation." 4. Proposal to apply for the short-term general credit limit in Taipei Fubon Bank.
Board Meeting	Jun 25, 2025	Proposed Resolutions and Discussed Items: 1. Proposal for the appointment of the Company's managers. 2. Proposal to expand investment in NM's production base in Mexico. 3. Proposal to keep the short-term general limit at CTBC Bank Co., Ltd. 4. Proposal to keep the short-term general credit limit at Cathay United Bank. 5. Proposal to keep the short-term general credit limit at Taishin International Bank Co., Ltd.
Shareholders' Meetings	Jun 25, 2025	Report Items: 1. Business Report (2024) 2. Audit Committee's Review Report (2024) 3. Employees' Compensation and Directors' Remuneration (2024) 4. Earnings Distribution - Cash Dividend (2024) 5. Amendments to certain articles of NM's "Sustainable Development Best Practice Principles" Proposed Resolutions: 1. Business Report (2024) and Financial Statement (2024) 2. Earnings Distribution Proposal (2024) Discussed Items: Proposal to amend certain provisions of the "Articles of Incorporation."
Board Meeting	Aug 6, 2025	Other Important Matters to be Reported: Updates regarding NM's GHG inventory and verification schedule. Proposed Resolutions and Discussed Items: 1. Consolidated Financial Statements (2Q25) 2. Establishment of the "Corporate Value Enhancement Plan" 3. 2024 Sustainability Report 4. Proposal to apply for the short-term general credit limit at HSBC Bank (Taiwan) Limited. 5. Guarantee endorsement for the subsidiary, Norman Japan Limited
Board Meeting	Nov 12, 2025	Other Important Matters to be Reported: Sustainable Development Committee: ■ NM's 2024 Sustainability Report was approved by the Board on Aug 6, 2025, and uploaded in both Mandarin and English versions to the Market Observation Post System on Aug 6 and Oct 29, 2025 respectively. ■ Updates regarding NM's GHG inventory and verification schedule (parent company and subsidiaries). Proposed Resolutions and Discussed Items: 1. Consolidated Financial Statements (3Q25) 2. Audit Plan (2026) 3. Proposal to expand investment in NM's production base in Mexico.

6. Major Resolutions of Board Meetings & Shareholders' Meetings and Implementation Status (CONTINUED):

Board Meeting Or Shareholders' Meetings	Date	Major Resolutions
Board Meeting	Feb 2, 2026	Other Important Matters to be Reported: - As prescribed in NM's "Measures for Whistleblowing," as of the end of 2025, the Company's whistleblowing mailbox received 1 external reports. Investigations have been completed with NO illegal evidence found, and both cases have been closed. - Directors & Officers Liability Insurance of US\$3mn, insurance period: Jan 15, 2026 – Jan 15, 2027. - According to NM's "Cybersecurity Risk Management Mechanism," as of the end of 2025, NO complaints were received from customers regarding privacy breaches or data leaks. NM has engaged Acer Cyber Security Inc. to assist in information security management and enhance protection measures. NM will continue to monitor information security issues, learning from past major incidents, and will constantly check and update internal hardware and software to prevent threats from viruses or hackers. - As of the end of 2025, NM has accumulated over 1,600 patent applications globally, with over 1,100 approved. In 2025, 15 patents were granted in various countries. Applications requiring defense are reviewed and coordinated by relevant departments to secure advantageous protection for core technologies. Through comprehensive patent monitoring and active participation in product and equipment development, new technical information is provided to departments, reducing potential risks early in development. - Summary of Questionnaire of Self-Evaluation of Performance of the Board; - Summary of Questionnaire of Self-Evaluation of Performance of Board Members. - Summary of Questionnaire of Self-Evaluation of Performance of NM's Audit Committee. - Summary of Questionnaire of Self-Evaluation of Performance of NM's Remuneration Committee. - Summary of Questionnaire of Self-Evaluation of Performance of NM's Sustainable Development Committee. - Conclusions of the external evaluation report on NM's Board of Directors and Functional Committees of NM after being evaluated by Ernst & Young Enterprise Management Consulting Services Co., Ltd. - Checklist for Independent Directors' Terms of Office - Sustainable Development Committee: - Key Sustainability Progress Updates; - For the identification of material topics in NM's 2025 Sustainability Report, stakeholder surveys and communications were conducted. As of the end of Jan 2026, over 180 valid questionnaires were collected. - Pursuant to NM's "Risk Management Policy and Procedures," the Sustainable Development Committee reported to the Board 5 times in 2025, covering topics such as GHG inventory planning, Corporate Value Enhancement Plan, sustainability regulations, and risk management. - Analysis of sustainability regulatory trends Proposed Resolutions and Discussed Items: - Compensation adjustment of managers and bonus distribution - Proposal to maintain the short-term general credit limit at Mizuho Bank, Ltd. - Vietnam Investment
Board Meeting	Mar 5, 2026	Other Important Matters to be Reported: Sustainable Development Committee: Updates regarding the GHG inventory and verification schedule (parent company and subsidiaries). Proposed Resolutions and Discussed Items: - Business Report (2025) and Financial Statement (2025) - Reviewing effective internal control systems and the Statement of Internal Control System (2025) - Business Outlook (2026) - Earnings Distribution Proposal (2025) - Distribution of Cash Dividends Proposal (2025) - Establish ex-dividend date and related affairs. - Employees' compensation and directors' remuneration (2025) - Adjustment, Evaluation of the Suitability and Independence and the Hiring and Compensation of the CPAs - Re-election of Directors (Including Independent Directors) and Candidate Nomination - Removal of Non-competition Restrictions for Newly Elected Directors - Drafting of relevant items of the 2026 Shareholders' Meeting, time period for Shareholders' submission of Proposal and venue of the meeting.

6. Major Resolutions of Board Meetings & Shareholders' Meetings and Implementation Status (CONTINUED):

Board Meeting Or Shareholders' Meetings	Date	Major Resolutions
Board Meeting	May 6, 2026	Other Important Matters to be Reported: 1. Sustainable Development Committee: Updates regarding NM's GHG inventory and verification schedule (parent company and subsidiaries). 2. The Company did NOT receive any shareholder nominations or proposals during the submission period. Proposed Resolutions and Discussed Items: 1. Consolidated Financial Statements (1Q26) 2. Proposal to keep the short-term general credit limit at HSBC Bank (Taiwan) Limited. 3. Proposal to apply for the short-term general credit limit in Taipei Fubon Bank.

7. Major Resolutions and Implementation of the 2025 Shareholders' Meeting:

Shareholders' Meetings	Major Resolutions
2025	1. Approval of the Business Report (2024) and Financial Statement (2024) Implemented: Reports have been filed with and disclosed to authorities in compliance with the Company Act and related regulations. 2. Approval of the Earnings Distribution Proposal (2024) Implemented: Ex-dividend date set for Apr 10, 2025; cash dividend distribution date set for Apr 30, 2025 (NT\$14.50 per share) 3. Amendments to certain articles of the "Articles of Incorporation." Implemented: The amendment has been filed and registered with the competent authority in compliance with the "Company Act" and related regulations.

8. Disagreements or written statements by directors or supervisors regarding major Board resolutions in the most recent year and up to the annual report publication date:

None.

B) Audit Committee Operations:

Audit Committee Responsibilities:

NM's Audit Committee was established on Nov 10, 2014, and re-elected for its 2nd term on Jun 28, 2017, 3rd term on Jun 16, 2020, and 4th term on Jun 21, 2023. The Committee consists of 3 independent directors, with Lin Chi-Wei serving as the convener. Meetings are held at least once every quarter. The Committee's main responsibilities include:

- Adopting or amending the internal control system pursuant to Article 14-1 of the "Securities and Exchange Act;"
- Assessing the effectiveness of the internal control system;
- Adopting or amending, pursuant to Article 36-1 of the "Securities and Exchange Act," procedures for material financial/business transactions, such as acquisitions/disposals of assets, derivatives trading, loans, and endorsements/guarantees;
- Handling matters where a director has a conflict of interest;
- Managing material asset transactions or derivatives trading;
- Managing loans, endorsements, or guarantees of a material nature.
- Overseeing the offering, issuance, or private placement of equity-type securities;
- Appointing or dismissing CPAs, and determining their compensation;
- Appointing or dismissing financial, accounting, or internal audit managers;
- Reviewing and approving the annual financial report (signed by the chairman, manager, and accounting officer) and the semi-annual financial report audited by CPAs; and
- Handling other significant matters as required by the Company or regulatory authorities.

[A] 6 Audit Committee meetings held in 2025 (as of Dec 31, 2025)					
Title	Name	[B] Attendance in Person	By Proxy	[=B/A] Attendance Rate in Person	Other Information
Independent Director	Lin Chi-Wei	6	0	100	-
Independent Director	Huang Shen-Yi	6	0	100	-
Independent Director	Hung Chung-Ching	6	0	100	-

1. Audit Committee's Other Required Disclosures:

- **If Any of the Following Situations Occurred During the Audit Committee's Operations, the Meeting Date, Term, Agenda, Independent Directors' Objections, Reservations, or Major Suggestions, the Committee's Resolution, and the Company's Handling of the Committee's Opinions Must Be Disclosed:**

Matters specified in Article 14-5 of the "Securities and Exchange Act:"

Meeting Date	Agenda
Jan 15, 2025 (4 th Term, 11 th Meeting)	1. Vietnam Investment 2. Amendments to various management rules: ■ Certain articles of NM's "Regulations Governing Related Party Transactions" ■ Certain articles of NM's "Measures for Preventing Illegal Insider Trading"
Mar 12, 2025 (4 th Term, 12 th Meeting)	1. Business Report (2024) and Financial Statement (2024) 2. Reviewing effective internal control systems and the Statement of Internal Control System (2024). 3. Amendment to the "Articles of Incorporation." 4. Establishment/amendment to various management rules: ■ Establishment of NM's "Risk Management Policy and Procedures" ■ Amendments to certain articles of NM's "Sustainable Development Best Practice Principles" 5. Proposed non-assurance services to be provided by EY and affiliates in 2025. 6. Evaluation of the CPAs' suitability, independence, and appointment compensation
May 13, 2025 (4 th Term, 13 th Meeting)	1. Consolidated Financial Statements (1Q25) 2. Proposal to amend certain provisions of the Company's "Internal Control System" regarding the "Labor and Wage Cycle," "Purchase and Payment Cycle," and "Procedures for Computerized Information Processing System." 3. Amendment to the "Articles of Incorporation"
Jun 25, 2025 (4 th Term, 14 th Meeting)	Proposal to expand investment in NM's production base in Mexico.
Aug 6, 2025 (4 th Term, 15 th Meeting)	1. Consolidated Financial Statements (2Q25) 2. Establishment of the "Corporate Value Enhancement Plan" 3. 2024 Sustainability Report 4. Guarantee endorsement for the subsidiary, Norman Japan Limited
Nov 12, 2025 (4 th Term, 16 th Meeting)	1. Consolidated Financial Statements (3Q25) 2. Proposal to expand investment in NM's production base in Mexico.

Objections, reservations, or major suggestions by independent directors:

None.

Resolutions and handling of the Audit Committee's opinions:

All proposals were unanimously approved by the Audit Committee. The Board of Directors subsequently approved all proposals as recommended by the Audit Committee

- **Other Matters NOT Approved by the Audit Committee but Approved by Two-Thirds or More of All Directors:**

None.

2. Recusal of Independent Directors in Conflict of Interest Proposals:

None. All Audit Committee members fully expressed their views during meetings.

3. Communication Between Independent Directors and Internal Audit Manager/External CPAs (Including Major Financial and Business Discussions, Methods, and Outcomes):

At least 1 annual meeting between Independent Directors and CPAs:

CPAs report on NM's financial status, subsidiaries' operations, and internal control audit findings. Full communication is maintained regarding material audit adjustments and regulatory changes. Additional meetings are convened as needed for significant issues.

Independent directors shall provide feedback on audited financial statements and opinions issued by the CPAs.

The internal audit manager reports on audit execution and internal control status. Additional meetings are convened for significant issues.

Monthly audit/follow-up reports are delivered to independent directors by the end of the following month.

4. NM's Independent Directors, Internal Audit Supervisor, and External CPAs Interactions:

NM's <u>Independent Directors</u> and NM's <u>Audit Manager</u>			NM's <u>Independent Directors</u> and NM's <u>External CPAs</u>		
Date	Key Interactions	Results	Date	Key Interactions	Results
Mar 12, 2025 Audit Committee	Report the results of the internal control self-assessment and discuss the Statement of Internal Control System	No comments	Mar 12, 2025	- Independence of the CPAs - Content of customer declaration - Internal control testing execution and results - Key Audit Matter (KAM). - Audit difference identified in the audit: None - Report analysis - Independent auditors' opinion of the Group (2024) - Annual Evaluation Conclusion on System of Quality Management (SQM) - Securities regulatory updates - Tax regulatory updates	No comments
Mar 12, 2025 Board	- Report of audit implementation (Oct - Dec, 2024) - Report the results of the internal control self-assessment and discuss the Statement of Internal Control System	No comments			
May 13, 2025 Board	Report of audit implementation (Jan - Mar, 2025)	No comments	-	-	-
Aug 6, 2025 Board	Report of audit implementation (Apr - Jun, 2025)	No comments	-	-	-
Nov 12, 2025 Audit Committee	Audit plan (2026)	No comments	Nov 12, 2025	- Independence of the CPAs - Content of customer declaration - Audit report to be issued by the CPAs - Report analysis - Annual audit scope and schedule planning - Preliminary views on Key Audit Matters (KAMs) - Regulatory updates - IFRS updates	No comments
Nov 12, 2025 Board	- Report of audit implementation (Jul - Sep, 2025) - Audit plan (2026)	No comments			

C) Remuneration Committee Operations:

Nien Made's Remuneration Committee:

3 Members

Current Term (4th Term):

Jul 4, 2023 – Jun 20, 2026

Remuneration Committee Responsibilities:

Act with due care as a good manager, faithfully performing the following duties and submitting recommendations to the Board:

- Regularly review and propose amendments to the Committee's regulations;
- Establish and regularly review annual and long-term performance goals, policies, systems, standards, and structures for directors' and managers' compensation; and
- Regularly evaluate directors' and managers' performance against goals and determine individual compensation packages and amounts;

In fulfilling these responsibilities, the Committee shall:

- Ensure compensation arrangements comply with laws and attract talent;
- Base evaluations and compensation on industry norms, individual performance, company results, and future risk relevance;
- Avoid incentivizing directors or managers to take risks beyond the Company's tolerance for compensation gains;
- Determine bonus proportions and variable pay timing for directors and senior managers, considering industry and business characteristics; and
- Committee members must **NOT** participate in discussions or votes regarding their own compensation.

"Compensation" as used in the preceding two paragraphs includes cash compensation, stock options, profit sharing and stock ownership, retirement benefits or severance pay, allowances or stipends of any kind, and other substantive incentive measures. Its scope shall be consistent with the compensation for directors and managerial officers as set out in the Regulations Governing Information to be Published in Annual Reports of Public Companies.

When deliberating the recommendations of the Remuneration Committee, the Board of Directors shall comprehensively consider matters including the amount of remuneration, payment methods, and the Company's future risk.

If the Board of Directors declines to adopt or modifies a recommendation of the Remuneration Committee, it must obtain the consent of a majority of the directors present at a meeting attended by at least 2/3 of the entire Board. The resolution shall include comprehensive consideration as mentioned above and specifically explain whether the remuneration approved by the Board exceeds the recommendation of the Remuneration Committee.

If the compensation approved by the Board of Directors exceeds the recommendation of the Remuneration Committee, the circumstances and reasons for the difference shall be recorded in the Board meeting minutes.

If decision-making and handling of any matter relating to the remuneration of directors and managerial officers of a subsidiary is delegated to the subsidiary but requires ratification by the Board of Directors of the parent company, the parent company's Remuneration Committee shall make recommendations before the matter is submitted to the Board of Directors for deliberation.

[A] 4 Remuneration Committee meetings held in 2025 (as of Dec 31, 2025)					
Title	Name	[B] Attendance in Person	By Proxy	[=B/A] Attendance Rate in Person	Other Information
Convener	Lin Chi-Wei	4	0	100	-
Independent Director	Huang Shen-Yi	4	0	100	-
Independent Director	Hung Chung-Ching	4	0	100	-

Remuneration Committee Qualifications & Independence:

Title	Name	Professional Qualifications and Experience	Independence	Number of Remuneration Committee Memberships in Other Public Companies
Convener	Lin Chi-Wei	Refer to the "Directors' Expertise and Diversity" section in this Annual Report	Refer to the "Directors' Expertise and Diversity" section in this Annual Report	3
Independent Director	Huang Shen-Yi			2
Independent Director	Hung Chung-Ching			0

Major Resolutions and Implementation of the Remuneration Committee:

Remuneration Committee Meeting Date / Session	Agenda	Resolution	Implementation
Jan 15, 2025 (4 th Term, 5 th Meeting)	Compensation adjustment of managers and bonus distribution	Approved by all attending members	Submitted to the Board of Directors, approved by all attending directors
Mar 12, 2025 (4 th Term, 6 th Meeting)	1. Employees' compensation and directors' remuneration (2024) 2. Amendment to the "Articles of Incorporation."	Approved by all attending members	Submitted to the Board of Directors, approved by all attending directors
May 13, 2025 (4 th Term, 7 th Meeting)	1. Amendments to certain provisions of the Company's "Internal Control System" regarding the "Labor and Wage Cycle," "Purchase and Payment Cycle," and "Procedures for Computerized Information Processing System" 2. Amendment to the "Articles of Incorporation"	Approved by all attending members	Submitted to the Board of Directors, approved by all attending directors
Jun 25, 2025 (4 th Term, 8 th Meeting)	Proposal for managers' remuneration	Approved by all attending members	Submitted to the Board of Directors, approved by all attending directors

Remuneration Committee's Other Required Disclosures:

- **If the Board of Directors Declines to Adopt or Modifies the Remuneration Committee's Recommendation, the Board Meeting Date, Session, Agenda, Resolution, and Handling of the Committee's Opinion (Including Any Differences and Reasons if the Board-Approved Remuneration Exceeds the Committee's Recommendation) Must Be Disclosed:**

None.

- **If Any Member of the Remuneration Committee Opposes or Reserves an Opinion on a Resolution and Records It or Issues a Written Statement, the Meeting Date, Session, Agenda, All Members' Opinions, and Handling of Those Opinions Must Be Disclosed:**

None.

D) Corporate Governance Implementation Status as Required by Taiwan Financial Supervisory Commission (FSC):

Assessment Item	Implementation Status			Differences and Reason(s)
	Yes	No	Explanation	
1. Did NM set up its “Corporate Governance Best Practice Principles” in accordance with the “Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies?”	V		NM has established the “Corporate Governance Best Practice Principles,” which has been disclosed as prescribed	-
2. Shareholding Structure & Shareholders’ Rights				
1) Does NM have Internal Operation Procedures for handling shareholders’ suggestions, concerns, disputes and litigation matters? If yes, have these procedures been implemented accordingly?	V		To safeguard the rights and interests of the shareholders, NM has specialized staff and a spokesman system to deal with the shareholders’ doubts and disputes. The shareholders’ suggestions can be received through proposals.	
2) Does NM possess a list of major shareholders and beneficial owners of these major shareholders?	V		The information of the major shareholders with substantial control over NM has been disclosed in the Annual Report and the information of the beneficial owners has been disclosed in the Sustainability Report.	
3) Has NM built and executed a risk management system and “firewall” between the Company and its affiliates?	V		NM has established the “Operating Regulations of Supervision and Management of Subsidiaries” for the management of operational risks.	-
4) Has NM established internal rules prohibiting insider trading on undisclosed information?	V		To prevent insider trading, NM has established the “Measures for Preventing Illegal Insider Trading” and disclosed information on NM’s official website at the same time. The shareholding status of the NM’s insiders is declared, announced, and maintained in a transparent manner to protect our investors’ rights and interests. To familiarize the insiders with the norms, NM actively reminds them of the Lock-up Period (e.g., 30 days before the public announcement of the Annual Financial Report). We also invited an external lecturer to lecture on Instruction on Management of Equity Transactions of Insiders of Listed Companies in the 2-hour seminar in Jan, 2022, attended by a total of 25 participants. There was also an in-class quiz to confirm our associates’ understanding of the norms	
3. Composition and Responsibilities of the Board of Directors				
1) Has NM established a diversification policy and has it been implemented accordingly?	V		Please refer to the Directors' Expertise and Diversity section in the Annual Report.	
2) Other than the Remuneration Committee and the Audit Committee which are required by law, does NM plan to set up other committees?	V		Besides appointing the Remuneration Committee and Audit Committee as required by law, NM also appointed the Sustainable Development Committee. NM may set up other functional committees for the needs of business operations in the future.	
3) Does NM formulate a regulation governing the Board performance evaluation and the method of such evaluation and does NM conduct annual performance evaluation and report the results of performance evaluation to the Board of Directors as well as make use of such results as reference for the remuneration of individual directors as well as renewal nomination?	V		In Aug, 2016, the Board of Directors passed the “Regulations Governing the Board Performance Evaluation” for regular performance evaluation of the Board. The contents of the self-evaluation include role understanding, company goals & mission, business involvement, internal relations & communication, expertise & continuous learning, and internal controls. The results of the 2025 self-evaluation and external evaluation was submitted to the Board of Directors and disclosed on our official website on Feb 2, 2026.	-
4) Does NM regularly evaluate its external auditors’ independence?	V		NM's Audit Committee annually assesses the independence of the CPAs and reports the evaluation results to the Board of Directors. Please refer to the Evaluation of the External Auditor’s Independence section in the Annual Report.	
4. Does NM has an adequate number of corporate governance personnel with appropriate qualifications based on the size of the Company and does NM appoint a chief corporate governance officer to be in charge of corporate governance affairs (including but NOT limited to furnishing information required for business execution by directors and supervisors, assisting directors and supervisor with legal compliance, handling matters relating to meetings and shareholders meetings, producing minutes of Board meetings and shareholders meetings, etc.) as a TWSE/TPEX listed company?	V		NM’s Business Planning Department is the unit that also implements corporate governance. Its authority includes assisting the Sustainable Development Committee and implementing with the planning, review and execution of corporate governance. After discussions with the Sustainable Development Committee, the Business Planning Department reports the implementation plans and results to the Board regularly. In 2017, NM released its first English version of the financial reports and CSR Report to provide more transparent financial and non-financial information to institutional investors / shareholders and also to enhance the corporate governance of the Company. It was approved by the Board of Director on Jan 27, 2021 that Jane Wang, Manager, was appointed as the Chief Corporate Governance Officer. Jane has followed legal regulations and handled matters/ meeting minutes of Board meetings and shareholders’ meetings, assisted directors with appointment and further education, provided directors with necessary information for the execution of business and assisted directors in the compliance with laws and regulations for over 7 years, and has been able to strengthen the protection of shareholders’ equity and functions of Board of Directors. The number of training hours of the Chief Corporate Governance Officer in 2025 was 18 hours.	-

D) Corporate Governance Implementation Status as Required by Taiwan Financial Supervisory Commission (FSC) (CONTINUED):

Assessment Item	Implementation Status			Differences and Reason(s)	
	Yes	No	Explanation		
5. Has NM established communication channels with stakeholders (including, but NOT limited to, shareholders, employees, customers, and suppliers) and set up an area dedicated to stakeholders on the Company website and does NM respond appropriately to corporate social responsibility issues that stakeholders consider important?	V		NM has a spokesman and deputy spokesman system that regularly discloses transparent financial & non- financial information of the Company. In addition to the Section for Stakeholders was established in 2015 and open to the public on our official website, NM values communication with stakeholders. Since 2021, we have extended the sampling period for the major topic questionnaire on both the Mandarin and English official websites without any time limit, allowing stakeholders to freely express their opinions throughout the year. In 2025, the number of collected questionnaires increased to 246 (compared to 305 in 2024).	-	
6. Has NM designated a share administration agency to handle shareholder meeting affairs?	V		NM commissioned the Stock Affairs Department of Fubon Securities Co., Ltd. to handle affairs of the shareholders’ meeting.	-	
7. Information disclosure					
1) Has NM established a public website to disclose operational, financial, and corporate governance information?	V		NM has an official website for real-time updates of important financial information, and issues related to sustainability (including corporate governance) in the ESG Section (https://www.nienmade.com/ESG.aspx).		
2) Has NM adopted other methods of information disclosure (e.g., setting up an English website, designating a specialist responsible for gathering and disclosing Company information, setting up a spokesperson system, uploading recordings of investor conferences onto the Company website)?	V		NM discloses the information of corporate governance on MOPS (mops.twse.com.tw).	-	
3) Does the Company publicly announce and register the financial reports within two months after the close of each fiscal year and publicly announce and register the financial reports of the first, second and third quarters as well as the operating status of each month earlier than the stipulated deadline?	V		NM makes the public disclosure within a prescribed time limit.		

D) Corporate Governance Implementation Status as Required by Taiwan Financial Supervisory Commission (FSC) (CONTINUED):

Assessment Item	Implementation Status			Differences and Reason(s)
	Yes	No	Explanation	
8. Does NM have other important information to facilitate better understanding of the Company's corporate governance practices (including, but NOT limited to current status of employee rights, employee care, investor relations, supplier relations, stakeholder rights, director and supervisor training regimes, risk management policies, and risk measurement standards as well as the implementation of client policies and the Company's purchase of liability insurance for its directors and supervisors)?	V		1) Care for the Employees' Rights and Benefits: NM has established an Employee Welfare Committee and relevant personnel laws and regulations as prescribed to protect the employees' rights and interests and to maintain a good communication channel between the employer and the employees. 2) Investor Relations: NM has a spokesman system dedicated to the handling of shareholders' proposals. 3) Stakeholders and Supplier Relationship: Suggestions from all the stakeholders are obtained through the Stakeholders Section on the official website. 4) Continuing Education of Directors and Executive Officers: The directors and executive officers of NM all completed the education and training hours for 2025 (Note1), and they are also informed of the latest laws and regulations concerning corporate governance by the management at any time. 5) Implementation of Risk Management Policies and Risk Measurement Standards: Various internal regulations (e.g., the Operating Regulations of Supervision and Management of Subsidiaries) were stipulated in accordance with relevant law and regulations for the management and evaluation of risks. Please refer to the Risk Analysis and Assessment section in this annual report. 6) Implementation of Customer Policies: NM attaches great importance to the maintenance of customer relationships. To meet the customers' needs, NM is devoted to providing high quality products and effective grievance channels for our products and services (e.g., the B2B customer complaint web page and the Stakeholders Section). 7) Status of Liability Insurance for Directors and Executive Officers: D&O Liability Insurance is purchased for the directors and managers of NM, with the current coverage of US\$3mn.	-
9. Please explain improvements that have been made as well as priorities to improve the results of the Corporate Governance Evaluation issued by the Taiwan Stock Exchange Corporate Governance Center.				
Nien Made updates its internal organization system and information in accordance with the Corporate Governance Evaluation and relevant regulations every year. For example, the online complaint window and the whistle-blowing system have been added on the official website in recent years.				

Note 1: Continuing Education/Training of Directors and Executive Officers

Title	Name	Date	Organizer	Training	Duration (Hours)
Chairman	Nien Keng-Hao (Howard)	Aug 6, 2025	Taiwan Corporate Governance Association	- Technology and Trends: AI Innovation Applications and Risk Management - Technology and Trends: AI Development and Business Impact	6
Director	Nien Chao-Hung (Michael)	Aug 6, 2025	Taiwan Corporate Governance Association	- Technology and Trends: AI Innovation Applications and Risk Management - Technology and Trends: AI Development and Business Impact	6
Director	Chuang Hsi-Chin (Ken)	Aug 6, 2025	Taiwan Corporate Governance Association	- Technology and Trends: AI Innovation Applications and Risk Management - Technology and Trends: AI Development and Business Impact	6
Director	Peng Ping (Benson)	Aug 6, 2025	Taiwan Corporate Governance Association	- Technology and Trends: AI Innovation Applications and Risk Management - Technology and Trends: AI Development and Business Impact	6
Director	Jok Chung-Wai (Edward)	Aug 6, 2025	Taiwan Corporate Governance Association	- Technology and Trends: AI Innovation Applications and Risk Management - Technology and Trends: AI Development and Business Impact	6
Independent Director	Lin Chi-Wei	Aug 6, 2025	Taiwan Corporate Governance Association	- Technology and Trends: AI Innovation Applications and Risk Management - Technology and Trends: AI Development and Business Impact	6
		Aug 7, 2025	Independent Director Association Taiwan	Applications and Challenges of Generative AI from the Perspective of ChatGPT	3
Independent Director	Huang Shen-Yi	Aug 6, 2025	Taiwan Corporate Governance Association	- Technology and Trends: AI Innovation Applications and Risk Management - Technology and Trends: AI Development and Business Impact	6
		Aug 8, 2025	Taiwan Corporate Governance Association	ESG-related Legal Issues for the Board of Directors	3
Independent Director	Hung Chung-Ching	Aug 6, 2024	Taiwan Corporate Governance Association	- Technology and Trends: AI Innovation Applications and Risk Management - Technology and Trends: AI Development and Business Impact	6
Chief Corporate Governance Officer	Wang Shu-Chuan (Jane)	May 9, 2025	Securities and Futures Institute	2025 Annual Prevention of Insider Trading Promotion Conference	3
		Aug 6, 2025	Taiwan Corporate Governance Association	- Technology and Trends: AI Innovation Applications and Risk Management - Technology and Trends: AI Development and Business Impact	6
		Aug 15, 2025	Business Council for Sustainable Development, Taiwan, R.O.C. (BCSD Taiwan)	CDP and IFRS S2 Q&A Training Program, and Enhancing Climate Disclosure to Strengthen Corporate Climate Resilience	6
		Aug 22, 2025	Securities and Futures Institute	2025 Insider Equity Transactions Compliance Awareness Seminar	3
Accounting Division Manager	Chen Yung-Chuan (Albert)	Dec 11-12, 2025	Accounting Research and Development Foundation	Continuing training course for accounting supervisors of issuers, securities firms and stock exchanges	12
Audit Division Manager	Chao Pei-Chun (Watson)	Jun 12, 2025	Institute of Internal Auditors	Hands-on Practice in Generative AI × Python Data Cleaning and Feature Selection	6
		Oct 21, 2025	Institute of Internal Auditors	Production Cycle Practices and Key Audit Focus Areas	6

E) Conduct & Ethics Implementation Status as Required by the Taiwan Financial Supervisory Commission (FSC):

Assessment Item	Implementation Status			Differences and Reason(s)
	Yes	No	Explanation	
1. Establishment of Corporate Conduct and Ethics Policy and Implementation Measures				
1) Has NM established integrity management policy approved by the Board of Directors, and stated such policy and practices as well as the Board and senior management's commitments to active implementation of the management policy in the regulations or external documents?	V		For its sustainability goals, NM has set the "Ethical Corporate Management Best Practice Principles," approved by the Board. The Principles explicitly prohibit acts such as bribery, the provision of illegal political contributions, and other illegitimate interests, in accordance with Item 2 of Article 7 of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies." The Principles are disclosed on MOPS, NM's official website, and in the Sustainability Report. NM's Board also oversees financial reporting and internal controls through the Audit Committee and the Audit Department to ensure the effective implementation of ethical business practices. The Company has established an internal audit system, various management measures and the "Codes of Ethical Conduct" to prevent possible abuses. In terms of the avoidance of conflict of interest, directors, supervisors and managers shall NOT participate in the decision making when there is any conflict of interest in the decision or transaction. NM also requires suppliers to sign the Supplier Code of Conduct to reduce the risk of improper benefits. To regularly assess the risks of unethical conduct, NM's Administration Department reports relevant cases to the Board annually. NM also periodically reviews and updates its preventive measures in line with regulatory developments and operational needs.	-
2) Has NM established a risk assessment mechanism against unethical conduct, analyzed and assess on a regular basis the business activities within its business scope which are at a higher risk of being involved in unethical conduct, and established prevention programs accordingly that at least include preventive measures against all the behavior listed in Item 2 of Article 7 of the "Ethical Corporate Management Best Practice Principles for TWSE/TPEx Listed Companies?"	V		The sections concerning attendance, assessment, reward and punishment and promotion in the "Working Rules" stipulate the punishment of the act of fraud in the name of the Company. The managers and employees of the Company shall NOT directly or indirectly offer, promise to offer, request or accept any improper benefits when engaging in commercial activities. Meanwhile, the importance of integrity is also advocated and emphasized in the education and training of newcomers.	
3) Does NM specify the operating procedures, behavior guidelines, disciplinary penalties and grievance system in the prevention programs against unethical conduct and implement these programs as well as review and revise such programs regularly?	V		NM does NOT provide illegal political donations or improper charitable donations. In the prevention of dishonest behavior, NM has made it clear to the suppliers that NM shall NOT accept any presents and hospitality. Our stakeholders can directly complain or report the dishonest behavior of the employee(s) in the Company in the Stakeholders' Area on our official website.	
2. Ethic Management Practice				
1) Does NM assess the ethics records of whom it has business relationship with and include business conduct and ethics related clauses in the business contracts?	V		NM implements integrity management and provisions of relevant laws and regulations are clearly stipulated in the contract with our trading counterparties (e.g., retailers).	
2) Does NM set up a dedicated unit under the Board of Directors to be in charge of the promotion of corporate integrity management and regularly (at least once a year) report to the Board of Directors its integrity management policies and prevention programs against unethical conduct as well as the implementation status?	V		NM's Administration Department serves as an adjunct unit promoting integrity management. Relevant strategies and measures (e.g., educational training, the maintenance of rules and regulations, and suspected fraud investigations) are taken and the head of the department, Jane Wang, will periodically report to the Board after discussions at the Sustainable Development Committee. Every year, as prescribed in NM's Measures for Whistleblowing, at least one summary report of cases accepted in NM's whistle-blowing system will be submitted to the Board of Directors. According to the report from the Administration Department in Feb 2026, NM has NOT received any reported case regarding anti-integrity. Further, 14 people participated in education training on integrity management in 2023.	-
3) Does NM establish policies to prevent conflict of interests provide appropriate communication and complaint channels and implement such policies properly?	V		In accordance with NM's "Ethical Corporate Management Best Practice Principles," when there is any conflict of interest in the decision-making or transaction, the director(s), supervisor(s) and manager(s) shall NOT participate in the discussion of or voting on the decision(s).	
4) Has NM established an effective accounting system and internal control system for the implementation of integrity management and are relevant audit plans drawn up by the internal audit unit based on the assessment results of the risk of unethical conducts, and then entrust CPAs to perform the audit to check the compliance status with the prevention programs against unethical conduct?	V		NM has formulated the accounting system, internal control system, internal audit system and various management measures, and the audit staff will check the implementation status irregularly.	

E) Conduct & Ethics Implementation Status as Required by the Taiwan Financial Supervisory Commission (FSC) (CONTINUED):

Assessment Item	Implementation Status			Differences and Reason(s)																				
	Yes	No	Explanation																					
5) Does NM provide internal and external ethical conduct training programs on a regular basis?	V		NM continues to promote ethical corporate management and sustainability development education and training (including corporate governance) to its employees. The process is as follows: <table><tr><td>2016</td><td>Management and employees of Headquarters in Taiwan, and overseas management</td></tr><tr><td>2017</td><td>Overseas management: during the year, NM's internal/external education and training hours amounted to 90,000-100,000 hours (10,000 people in total)</td></tr><tr><td>2018</td><td>Management and employees of Headquarters in Taiwan, and overseas management</td></tr><tr><td>2019</td><td>Employees of Headquarters in Taiwan</td></tr><tr><td>2020</td><td>Management and employees of Headquarters in Taiwan, and overseas management</td></tr><tr><td>2021</td><td>Employees of Headquarters in Taiwan</td></tr><tr><td>2022</td><td>Employees of Headquarters in Taiwan</td></tr><tr><td>2023</td><td>Employees of Headquarters in Taiwan</td></tr><tr><td>2024</td><td>Employees of Headquarters in Taiwan</td></tr><tr><td>2025</td><td>Employees of Headquarters in Taiwan</td></tr></table>	2016	Management and employees of Headquarters in Taiwan, and overseas management	2017	Overseas management: during the year, NM's internal/external education and training hours amounted to 90,000-100,000 hours (10,000 people in total)	2018	Management and employees of Headquarters in Taiwan, and overseas management	2019	Employees of Headquarters in Taiwan	2020	Management and employees of Headquarters in Taiwan, and overseas management	2021	Employees of Headquarters in Taiwan	2022	Employees of Headquarters in Taiwan	2023	Employees of Headquarters in Taiwan	2024	Employees of Headquarters in Taiwan	2025	Employees of Headquarters in Taiwan	
2016	Management and employees of Headquarters in Taiwan, and overseas management																							
2017	Overseas management: during the year, NM's internal/external education and training hours amounted to 90,000-100,000 hours (10,000 people in total)																							
2018	Management and employees of Headquarters in Taiwan, and overseas management																							
2019	Employees of Headquarters in Taiwan																							
2020	Management and employees of Headquarters in Taiwan, and overseas management																							
2021	Employees of Headquarters in Taiwan																							
2022	Employees of Headquarters in Taiwan																							
2023	Employees of Headquarters in Taiwan																							
2024	Employees of Headquarters in Taiwan																							
2025	Employees of Headquarters in Taiwan																							
3. Implementation of Complaint Procedures																								
1) Does NM establish specific complaint and reward procedures, set up conveniently accessible complaint channels, and designate responsible individuals to handle the complaint received?	V		The prosecution system of NM regulates the handling unit, dedicated personnel for different issues, and the protection and whistle blowing incentive of the whistleblower. Reporting hotline: 04-36000999 (Transfer to the Department of Management / Associate Supervisor or Auditor) Dedicated fax: 04-24727762 Dedicated e-mail for reporting: ESG@nienmade.com.tw	-																				
2) Does NM establish standard operation procedures for investigating the complaints received and ensuring such complaints are handled in a confidential manner?	V		According to NM's "Measures for Whistleblowing," the cases received are summarized and reported to the Board of Directors at least once per year. According to the report by NM's Administration Department in Feb 2026, there were NO reported cases regarding anti-integrity/ethical standards.																					
3) Does NM adopt proper measures to prevent a complainant from retaliation for his/her filing a complaint?	V		According to NM's "Measures for Whistleblowing," the Company not only keeps the identity of whistleblowers and participants in the investigation process confidential but also provides protection to prevent them from being subjected to unfair retaliation or treatment.																					
4. Information Disclosure																								
Does NM disclose its guidelines on business ethics as well as information about implementation of such guidelines on its website and Market Observation Post System (MOPS)?	V		NM has set up an official website and information is open to the public, and the information is also disclosed on the Market Observation Post System (MOPS) as prescribed by law and regulation.	-																				
5. If NM has established corporate governance policies based on the "Ethical Corporate Management Best Practice Principles for TWSE/ TPEX Listed Companies," please describe any discrepancy between the policies and their implementation.																								
As approved in the Board resolution on Mar 16, 2015, NM has set up the "Ethical Corporate Management Best Practice Principles" and "Codes of Ethical Conduct" to reinforce the Company's determination and mechanism of integrity management. There has NOT been any difference in the implementation so far.																								
6. Other important information to facilitate better understanding of NM's corporate conduct and ethics compliance practices (e.g., review NM's corporate conduct and ethics policy).																								
None.																								

Other key information that may enhance the understanding of the Company's governance operations were disclosed on the MOPs and open to the public at <https://mops.twse.com.tw/mops/web/ind>.

[2.4] Disclosure of Internal Control System Implementation**A) Statement of Internal Control System:**

For more information, please visit the Market Observation Post System at the following website:

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

B) The CPA's Special Review Report on the Company's Internal Control System:

None.

[2.5] Information on CPA (Certified Public Accountants)

Disclosure of Audit and Non-Audit Fees Paid to the Certifying CPA, the CPA Firm, and Affiliates, and the Nature of Non-Audit Services Provided:

Audit Fees (Unit: NT\$'000):

CPA Firm	CPA Name	Audit Period	Audit Fees	Non-Audit Fees	Total Fees	Remarks
Ernst & Young	Chen Ming-Hung	Jan 1, 2025 - Dec 31, 2025	10,760	1,230	11,990	880 (Tax attestation)
	Tu Chin-Yuan	Jan 1, 2025 - Dec 31, 2025				350 (Assurance on sustainability report)

A) If the Company Replaced the CPA Firm and the Audit Fees for the Replacement Year Decreased Compared to the Prior Year, Disclose the Previous Audit Fee Amount and Reasons for the Change:

The Company did **NOT** replace the CPA firm.

B) If Audit Fees Decreased by More Than 10% Compared to the Previous Year, Disclose the Amount, Percentage, and Reasons for the Decrease:

Audit fees decreased by NT\$2,000k from the previous year, representing a decrease of 15.67%, mainly because the Company was not required to engage CPAs to perform special audits of subsidiaries in 2025.

[2.6] Information on CPA Changes

A) Change of CPA Information:

Regarding the Former CPA:

Date of Change	Mar 5, 2026, approved by the Board of Directors				
Reason and Description	To comply with the securities regulatory authority’s requirement to enhance CPA independence and implement a self-rotation mechanism, the certifying CPAs (Chen Ming-Hung and Tu Ching-Yuan) were replaced by Ke Ya-Ting and Chen Ming-Hung starting from 1Q26 interim report.				
Termination by Appointer or CPA	Involved Persons		CPA	Appointer	
	Circumstance		Not applicable		
	Voluntary Termination of Appointment				
	Declined to Accept (Continue) Appointment				
Any Audit Opinions Other Than Unqualified Issued in the Past 2 Years	None				
Any Disagreements with the Issuer	Yes		Accounting principles or practices		
			Financial statement disclosures		
			Audit scope or procedures		
			Others		
	No	V			
	Reason	None			
Other Disclosures (The Provisions of Article 10, Paragraph 6, Items 1.4 to 1.7)	None				

Regarding the Successor CPA:

CPA Firm	Ernst & Young
CPA Name	Ke Ya-Ting and Chen Ming-Hung
Appointment Date	Mar 5, 2026, approved by the Board of Directors
Pre-appointment Consultations on Accounting Treatment or Principles for Specific Transactions and Possible Audit Opinions	Not applicable
Written Opinion of the Successor CPA on Matters of Disagreement with Former CPA	Not applicable

1. Response Letter from the Former CPA Regarding the Provisions of Article 10, Paragraph 6, Items 1 and 2-3:

Not applicable.

2. Assessment of CPA Independence:

The Company's Board of Directors annually evaluates the independence and suitability of the certifying CPA in accordance with relevant laws, regulations, and internal policies using the "CPA Independence Assessment Form." The latest assessment was approved by the Audit Committee and the Board of Directors on Mar 5, 2026.

Key procedures include obtaining the CPA's "Independence Declaration" and the firm's "Audit Quality Indicators (AQI)," reviewing whether the CPA holds any shares of the Company or has loan relationships, assessing joint investments or benefit-sharing arrangements, and confirming that the CPA has **NOT** consecutively signed off for more than 7 years, among others.

B) Whether the Company's Chairman, CEO, or any Manager Responsible for Financial or Accounting Matters Has Held a Position at the CPA Firm or Its Affiliates Within the Past Year?

None.

[2.7] Share Transfers and Pledges by Directors, Independent Directors, Executives, and Major Shareholders (10%+)

A) Transfer of Shares:

For more information, please visit the Market Observation Post System at the following website:

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

B) Changes in Share Pledges:

For more information, please visit the Market Observation Post System at the following website:

https://mopsov.twse.com.tw/mops/web/STAMAK03_1

C) Related Parties Involved in Share Transfers or Pledges:

1. Share Transfers:

Name	Reason for Transfer	Transaction Date	Counterparty	Relationship with the Company, Directors, Supervisors, Managers, or Shareholders Holding Over 10%	Shares	Transaction Price
Chuang Hsi-Chin (Ken)	Gift	Apr 22, 2025	Yang Wen-Mei	Spouse	2,000,000	-

2. Share Pledges:

None.

[2.8] Relationships Among Top 10 Shareholders (Affiliates, Spouses, or Close Relatives) (Apr 19, 2026; Unit: Shares, %):

Name	Ownership		Spouse & Minor Shareholding		Shareholding by Nominee Arrangements		Name and Relationship between NM's Shareholders		Remarks
	Shares	%	Shares	%	Shares	%	Name	Relation	
Nien Keng-Hao (Howard)	28,927,263	9.87	-	-	-	-	Hsu Pi-Chu Nien Chao-Hung Nien Kai-Lung	Mother & Son Brother Brother	
Nien Kai-Lung (Ron)	28,597,263	9.76	-	-	-	-	Hsu Pi-Chu Nien Keng-Hao Nien Chao-Hung	Mother & Son Brother Brother	
Nien Chao-Hung (Michael)	27,750,263	9.47	-	-	-	-	Hsu Pi-Chu Nien Keng-Hao Nien Kai-Lung	Mother & Son Brother Brother	
Chuang Hsi-Chin (Ken)	15,007,047	5.12	-	-	-	-	Chuang His-Jung	Brother	
Fubon Life Insurance Co., Ltd	14,620,000	4.99	-	-	-	-	-	-	
Chuang His-Jung (Morgan)	10,574,392	3.61	-	-	-	-	Chuang Hsi-Chin Yibao Investment Co. Ltd.	Brother Representative	
Citibank serves as the trustee for GIC (Singapore)	8,854,321	3.02	-	-	-	-	-	-	
Yibao Investment Co. Ltd.	7,650,000	2.61	-	-	-	-	Chuang His-Jung	Representative	
HSBC Bank (Taiwan) Limited in Custody for Federated Hermes Limited	7,556,000	2.58	-	-	-	-	-	-	
Hsu Pi-Chu	5,253,023	1.79	-	-	-	-	Nien Keng-Hao Nien Chao-Hung Nien Kai-Lung	Mother & Son Mother & Son Mother & Son	

[2.9] Consolidated Shareholding of the Company, Directors, Supervisors, Executives, and Subsidiaries in the Same Investee Company (as of Dec 31, 2025; Unit: '000 Shares, %):

Long-Term Investment (Note)	[A] Ownership by NM		[B] Ownership by Directors, Management and Directly/Indirectly Owned Subsidiaries		[=A+B] Total Ownership	
	Shares (‘000 shares)	Ownership (%)	Shares (‘000 shares)	Ownership (%)	Shares (‘000 shares)	Ownership (%)
Norm Pacific Automation Corp.	19,028	66.53	615	2.15	19,643	68.68
Nien Made (BVI) Enterprise Co., Ltd.	56,647	100.00	-	-	56,647	100.00
I Yang Enterprises Co., Ltd.	1,500	100.00	-	-	1,500	100.00
Norman International, Inc.	5,824	100.00	-	-	5,824	100.00
Original Source Investments Limited	21,378	100.00	-	-	21,378	100.00
Global Viewcomp (Hong Kong) Company Limited	186,374	100.00	-	-	186,374	100.00
Veneta Blinds Pty Ltd.	0.142	51.08	-	-	0.142	51.08
Veneta B.V.	264	51.00	-	-	264	51.00
Norman Japan Limited	47	100.00	-	-	47	100.00
Norman Australia Pty Ltd.	1,000	100.00	-	-	1,000	100.00
Norman Myanmar Service Co. Ltd.	700	100.00	-	-	700	100.00
Norman Myanmar Company Limited	38,937	100.00	-	-	38,937	100.00
Santa Fe Shutters Limited	0.1	100.00	-	-	0.1	100.00
Bay Blinds Limited	1,000	100.00	-	-	1,000	100.00
Norman Ghana Company Ltd	395	100.00	-	-	395	100.00
Norman Vietnam Company Limited	-	100.00	-	-	-	100.00
New Legend Enterprises Limited	56,647	100.00	-	-	56,647	100.00
Nien Made (Dong Guan) Window Fashions Co., Ltd.	-	100.00	-	-	-	100.00
Zhao Feng (Dong Guan) Window Fashions Co., Ltd.	-	100.00	-	-	-	100.00
Provedora de Carton y Derivados	172,217	100.00	-	-	172,217	100.00
Capital Darren Limited	976	100.00	-	-	976	100.00
San Feng (Cambodia) Company Limited	100	100.00	-	-	100	100.00
Veneta ApS	0.4	100.00	-	-	0.4	100.00
Veneta HR B.V.	0.1	100.00	-	-	0.1	100.00
Veneta Belgium B.V	0.1	100.00	-	-	0.1	100.00
Nien Made (Wulian) Window Fashions Co., Ltd.	-	100.00	-	-	-	100.00
International Window Treatments, Inc.	228	100.00	-	-	228	100.00
Nien Advanced Solutions	516	100.00	-	-	516	100.00
Richfield Window Coverings, LLC.	-	100.00	-	-	-	100.00
Norman International Las Vegas, LLC.	-	100.00	-	-	-	100.00
Norman International Illinois, LLC.	-	100.00	-	-	-	100.00
Norman International Virginia, LLC.	-	100.00	-	-	-	100.00
Norman International Colorado, LLC.	-	100.00	-	-	-	100.00
Norman International San Jose, LLC.	-	100.00	-	-	-	100.00
Norman International Dallas, LLC.	-	100.00	-	-	-	100.00
Norman International Florida, LLC.	-	100.00	-	-	-	100.00
Norman International Arizona, LLC.	-	100.00	-	-	-	100.00
Norman International New Jersey, LLC.	-	100.00	-	-	-	100.00
Norman International Washington, LLC.	-	100.00	-	-	-	100.00
Norman International South Carolina, LLC.	-	100.00	-	-	-	100.00

Long-Term Investment (Note)	[A] Ownership by NM		[B] Ownership by Directors, Management and Directly/Indirectly Owned Subsidiaries		[=A+B] Total Ownership	
	Shares ('000 shares)	Ownership (%)	Shares ('000 shares)	Ownership (%)	Shares ('000 shares)	Ownership (%)
Billion Coins Development Limited	357,768	100.00	-	-	357,768	100.00
Dongguan Fanchang Curtain Product Co., Ltd.	-	100.00	-	-	-	100.00
Norman Mexico Company Limited	2,816,230	100.00	-	-	2,816,230	100.00
Norm Pacific Technology Ltd.	1,000	100.00	-	-	1,000	100.00
E-Shine Technology Ltd.	-	100.00	-	-	-	100.00

Note: Long-Term Investments of the Company and Its Subsidiaries Using the Equity Method.

3

SUSTAINABILITY-RELATED FINANCIAL INFORMATION



[3.1] General Approach

While pursuing growth in operating performance, NM is also committed to environmental sustainability (Environmental), social responsibility (Social), and effective corporate governance (Governance). In accordance with the “Regulations Governing Information to be Published in Annual Reports of Public Companies” issued by the Financial Supervisory Commission, and with reference to the “International Financial Reporting Standards (IFRSs),” NM has voluntarily disclosed the “Sustainability-related Financial Information” chapter ahead of the mandatory timeline.

[3.2] Governance Roles

NM's Sustainable Development Committee is responsible for 3 major policies, including 1) Achieving environmental sustainability (E), 2) Fulfilling social responsibilities (S), and 3) Ensuring effective corporate governance (G). The "Sustainable Development Committee" of NM was established by NM's Board of Directors in Aug 2022, composed of senior executives. It plans and promotes related ESG policies across various departments such as the Administration Department, Business Planning Department, Finance Department, Audit Office, and the Executive Office. Chairman of NM's Sustainable Development Committee, CEO - Nien Chao-Hung (Michael), can regularly report to the BOD.

In 2023, NM has established the TCFD working group for identifying Physical Risks. Through the Sustainable Development Committee, this group assists the Board of Directors in managing climate change risks.

Diversity of NM's Sustainable Development Committee		
Name	Current & Past Positions	Education
Nien Chao-Hung (Michael)	■ CEO, NM ■ VP and AVP, NM	■ M.B.A., Boston University, U.S. ■ B.S., Department of Electrical Engineering, National Taiwan University
Peng Ping (Benson)	■ EVP, NM ■ Manager of Business Planning & Cost Deputy, Director of Production Survey Department, Manager of Automobile Department, and Division Manager, Elite Sewing Machine MFG. Co., Ltd.	■ B.S., Hsiuping University of Science and Technology
Wang Shu-Chuan (Jane)	■ Chief Corporate Governance Officer, NM ■ Manager and Assistant Manager, NM	■ International Trade Department, National Open College of Continuing Education Affiliated to National Taichung University of Science and Technology
Liao Wei-Chih (David)	■ Executive Secretary to CEO, NM ■ Assistant Vice President, Macquarie Group ■ Assistant Vice President, Barclays Investment Bank ■ Research Analyst, Credit Suisse ■ Chartered Financial Analyst (CFA) ■ Financial Risk Manager (FRM)	■ M.S., Finance, National Taiwan University ■ B.S., Department of Money and Banking, National Chengchi University

[3.3] Strategy Analysis

A) NM's Physical Risk Matrix

Since 2023, NM has conducted climate change stress testing to detect risks and identify opportunities. Following the "Task Force on Climate-related Financial Disclosures (TCFD)" guidelines and the "Intergovernmental Panel on Climate Change (IPCC — AR6 additions)" scenarios, we analyzed impacts across 10 facilities. Risks identified include Floods (1 site), Extreme Heat (2 sites), Drought (2 sites), and Extreme Cold (2 sites). The matrix summary (Floods = 1.19, Extreme Heat = 1.78, Drought = 1.09, Extreme Cold = 1.06) shows a **Mild Climate Risk**. Results are reported to NM's Sustainable Development Committee.

NM is using the Sustainable Accounting Standards Board (SASB), industry-specific topics and metrics for the Building Products and Furnishings, Consumer Goods sector.

NM's Physical Risk Matrix				
	Floods	Extreme Heat	Drought	Extreme Cold
a) Hazard	1.21	2.37	1.13	1.11
b) Vulnerability	1.32	1.94	1.13	1.06
c) Exposure	1.04	1.04	1.00	1.00
d) Avg. Physical Risk	1.19	1.78	1.09	1.06

Average Physical Risk (d) = [Hazard (a) + Vulnerability (b) + Exposure (c)] ÷ 3

Hazard: The impact of climate change-induced disasters.

Vulnerability: The difficulty of organizations in dealing with climate change impacts (i.e. NM's prevention strategies).

Exposure: NM's losses incurred by climate change-induced disasters.

Risk Ranking: Highest risk (3), Moderate risk (2) and Lowest risk (1)

B) Assess Resilience to Climate Change Risks

Based on the scenario assumptions from the Intergovernmental Panel on Climate Change (IPCC) SSP5-8.5 (representing a future with Nations take **NO** Action to reduce GHG emissions and may be Unsustainable), NM's 10 facilities may experience a temperature increase of 1.6-2.4°C between 2040 and 2060. Hence, we need to be attentive to Floods (1 site), Extreme Heat (2 sites), and Drought (2 sites) risks. Additionally, due to global warming, the 2 sites currently facing Extreme Cold risks may experience reduced risk levels between 2040 and 2060. The selected risk explanation is as follows:

1. Floods:

Under the SSP5-8.5 scenario (2040-2060), sea levels may rise by 30-60 cms, and the daily rainfall could increase by 6-13% at NM's 10 facilities.

- **Sea Level Rise:** The lowest-altitude factory site among the 10 locations is situated more than 100kms away from the coast, making the impact of sea level rise a **Mild Climate Risk**.
- **Increased Rainfall:** A 13% increase in daily rainfall raises the flood risk at 1 NM site, with rainfall during the wettest month reaching 301 mm, up by 35 mm. Amidst a worst-case simulation (assumed disruptions in external transportation and government-declared work suspensions in towns in 2040-2060), the facility will experience work stoppages for 5, 10, or 15 days, resulting in maximum revenue impacts of 0.2%, 0.4%, and 0.6%, respectively. These impacts are considered **Mild Climate Risk**, affecting revenue by ~NT\$50mn, ~NT\$100mn, and ~NT\$160mn, respectively.

2. Extreme Heat:

Under the SSP5-8.5 scenario (2040-2060), the ≥ 35°C days at NM's 10 facilities may increase by 1.6-18.7 days.

- **Increase in ≥ 35°C days:** 2 sites of NM may increase of 18.7 and 6.1 days of Extreme Heat. Based on simulations by the International Labour Organization under the RCP2.6 scenario for 2030, there may be a loss of working hours amounting to 7.8% (at location A) and 0.5% (at location B). To account for worst-case simulation in the SSP5-8.5 scenario (2040-2060), we have adopted a 10% reduction in working hours at location A and a 5% reduction at location B due to Extreme Heat risks. In the event

of such reductions, other facilities outside locations A and B will implement temporary scheduling and contingency measures, resulting in revenue impacts still considered **Mild Climate Risk**.

[3.4] Risk Management

To ensure stable operations and sustainable growth, NM classifies risks by timeframe into short-term (within 3 years), medium-term (3-7 years), and long-term (7+ years). After identifying, analyzing, and assessing risks, relevant departments develop SOPs to address potential issues. Through the Sustainable Development Committee, we report risk management, sustainability progress, and improvement recommendations to the Board of Directors at least once a year.

Nien Made's Climate Change Risk & Opportunity Analysis (Task Force on Climate-Related Financial Disclosures/TCFD Format)

	Risk		
	Short-time Horizon (Less than 3 Years)	Medium-time Horizon (3-7 Years)	Long term-time Horizon (7+ Years)
GHG Emissions	● Carbon taxes	● Carbon taxes	● Carbon taxes
	-	-	● Zero-emission target
	-	-	● Customer requests carbon reduction
	○ Floods (Water pumping)	○ Floods (Water pumping)	○ Floods (Water pumping)
	○ Extreme Heat (Air conditioning, negative pressure fans)	○ Extreme Heat (Air conditioning, negative pressure fans)	○ Extreme Heat (Air conditioning, negative pressure fans)
	-	○ Drought (Water transportation trucks)	○ Drought (Water transportation trucks)
Energy	○ Extreme Cold (Heating devices)	○ Extreme Cold (Heating devices)	○ Extreme Cold (Heating devices)
	○ Floods (Water pumping)	○ Floods (Water pumping)	○ Floods (Water pumping)
	○ Extreme Heat (Air conditioning, negative pressure fans)	○ Extreme Heat (Air conditioning, negative pressure fans)	○ Extreme Heat (Air conditioning, negative pressure fans)
	-	○ Drought (Water transportation trucks)	○ Drought (Water transportation trucks)
Water Dependencies	○ Extreme Cold (Heating devices)	○ Extreme Cold (Heating devices)	○ Extreme Cold (Heating devices)
	-	-	-
Others	● Increase in raw material costs	● Increase in raw material costs	● Increase in raw material costs
	● Increase in electricity costs	● Increase in electricity costs	● Increase in electricity costs
	● Increase in water costs	● Increase in water costs	● Increase in water costs

● Transition Risk ○ Physical Risk

	Opportunity		
	Short-time Horizon (Less than 3 Years)	Medium-time Horizon (3-7 Years)	Long term-time Horizon (7+ Years)
GHG Emissions	● Carbon taxes (Lean production)	● Carbon taxes (Lean production)	● Carbon taxes (Lean production)
	-	-	● Customer requests carbon reduction (Lean Production)
	○ Floods (Transnational strategies)	○ Floods (Transnational strategies)	○ Floods (Transnational strategies)
	○ Extreme Cold (Transnational strategies)	○ Extreme Cold (Transnational strategies)	○ Extreme Cold (Transnational strategies)
Energy	○ Extreme Heat (Energy-efficient window coverings)	○ Extreme Heat (Energy-efficient window coverings)	○ Extreme Heat (Energy-efficient window coverings)
Water Dependencies	● Water recycling (Lean production)	● Water recycling (Lean production)	● Water recycling (Lean production)
Others	-	● Corporate image (Sustainability rating upgrade)	● Corporate image (Sustainability rating upgrade)
	-	● Changes in consumer behavior (Energy-efficient window coverings)	● Changes in consumer behavior (Energy-efficient window coverings)

● Transition Risk ○ Physical Risk

A) Financial Impacts of Extreme Climate Events and Transition Actions:

Using statistics from "Weathernews Inc.", NM simulates flood risks at key locations. Factoring in historical flooding potential, topography/slope, and heavy rainfall, we categorize risk as high (3), medium (2), or low (1). The flood risk of the group is then calculated by weighted average. The average Physical Risk of Floods is rated at 1.19, indicating a **Mild Flood Risk**, with **NO** accumulated financial losses over the past 5 years. For areas with potential flood risks, NM has already implemented measures such as floodgates and water barriers to mitigate potential impacts in the future.

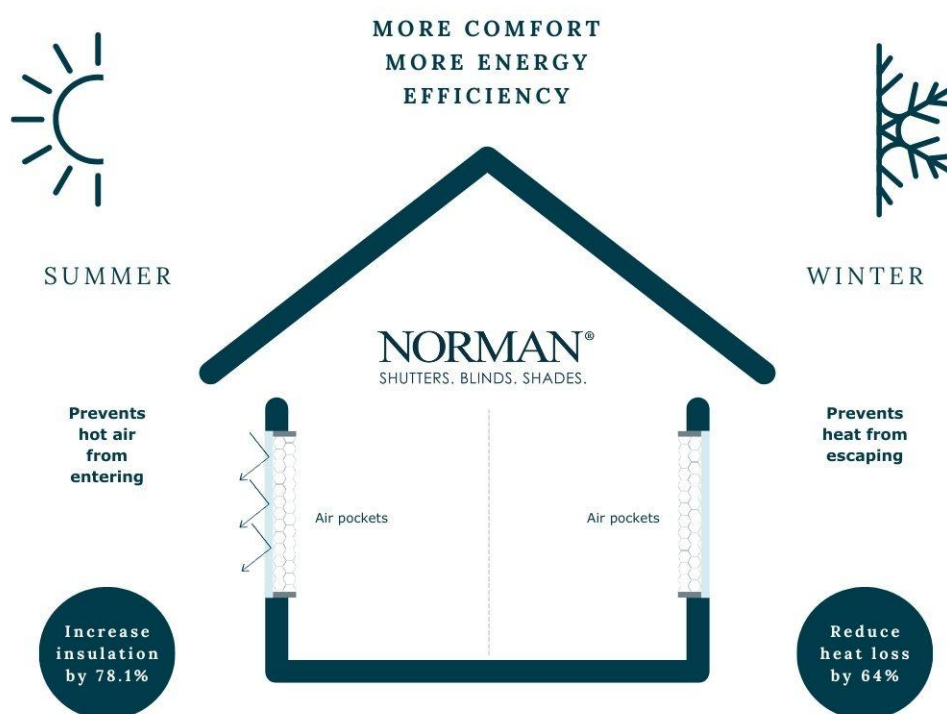
B) Transition Plan to Manage Climate-Related Risks

Although the risks are categorized as **Mild Climate Risk**, climate change can still affect NM's financial performance through increased demand for water pumping equipment (Floods), air conditioning/negative pressure fans (Extreme Heat), water transportation trucks (Drought), heating devices (Extreme Cold), etc. In addition to optimizing processes through lean production practices (improving quality, reducing waste), NM has actively expanded its presence in regions with smaller climate change risks, increasing production capacity and diversifying risks. For example, NM's self-built Phase 1 and Phase 2 factories in Mexico have a pleasant climate with a maximum temperature under 35°C (95% confidence interval) during hot months. The exposure to heatwaves decreases as production capacity gradually increases. As of Jan 2025, NM's total accumulated investment in the Mexican factory has exceeded US\$156mn.

C) Climate Change Opportunities and Low-carbon Products

The window coverings NM manufactures and sells offer benefits in interior aesthetics, light control, and energy efficiency. As low-carbon products, they improve insulation, reducing heating needs in winter and cooling demand in summer, thereby lowering GHG emissions. For example, Honeycomb shades deliver strong results — third-party testing shows summer insulation improves by 78.1% and winter heat retention by 57.1%. Based on average U.S. household electricity use and HVAC patterns, NM's annual sales of new Honeycomb shades cut electricity use by 85+ mn kWh, equivalent to ~30,000 tCO₂e annually. In addition, Woodlore® shutters in the U.S. meet International Energy Conservation Code (IECC) standards and qualify as energy-efficient products, giving consumers eligibility for tax credits of up to US\$1,200 in 2025.

NORMAN® Cellular Shades – Keep Heat Out, Comfort In





NM's NORMAN®/ VENETA® Honeycomb Shade

[3.5] Metrics and Targets

NM continues to enhance quality, reduce working hours and improve energy efficiency through the lean production management. **NM's relative GHG management target is to reduce Scope 1 and Scope 2 emissions intensity (tCO₂e /US\$mn) by 30% by 2030E compared to the 2020 baseline.** This reflects our vision of using "less" resources to deliver "more" quality window coverings.

The 2023–2024 GHG inventory data were compiled based on the operational control approach, summarizing the GHG emissions from major sites/companies. These data were assured by Ernst & Young Taiwan in accordance with International Standard on Assurance Engagements 3000, "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" (ISAE 3000), with a limited assurance opinion.

To gain a more comprehensive understanding of carbon emissions, NM has continued to engage a professional institution, YC Holdings Inc., to establish a Scope 3 GHG inventory mechanism in accordance with ISO 14064-1:2018, issued by the International Organization for Standardization (ISO), and the Greenhouse Gas Protocol (GHG Protocol). The inventory covers transport, procurement, commuting, and other items, and estimates Scope 3 GHG emissions from operating sites in Taiwan, China, and Cambodia. The 2023–2024 GHG inventory results were also verified by DNV (Det Norske Veritas), an international verification body, in accordance with ISO 14064-3:2019, with a limited level of assurance.

	2023 (Note 2, Note 3)			2024 (Note 2, Note 4)			2025 (Note 5)		
	GHG Emissions (tCO ₂ e)	GHG Emissions Intensity (tCO ₂ e /NT\$mn)	Assurance Provider /Standards	GHG Emissions (tCO ₂ e)	GHG Emissions Intensity (tCO ₂ e /NT\$mn)	Assurance Provider /Standards	GHG Emissions (tCO ₂ e)	GHG Emissions Intensity (tCO ₂ e /NT\$mn)	Assurance Provider /Standards
Scope 1 NM's Main Facilities/Company	1,330	1.7	《EY》 ISAE 3000	1,817	1.8	《EY》 ISAE 3000	78 (excluding subsidiaries)	-	Not Yet Assured
Scope 2 NM's Main Facilities/Company	44,338		《EY》 ISAE 3000	50,635		《EY》 ISAE 3000	2,097 (excluding subsidiaries)		Not Yet Assured
Scope 3 NM's Main Facilities/Company	81,656	-	《DNV》 ISO 14064-3:2019	308,070	-	《DNV》 ISO 14064-3:2019	In Progress	In Progress	Not Yet Assured
合計	127,324	-	-	360,522	-	-	-	-	-

Note1: The parent company should begin conducting greenhouse gas (GHG) inventories in 2025 and implement assurance in 2027. Subsidiaries included in consolidated financial reports should begin conducting GHG inventories in 2026 and implement assurance in 2028.

Note2: NM's total paid-in capital is below NT\$5bn. Considering materiality and resource limitations, NM's current Sustainability Report scope covers the following major operating sites: Headquarters and Changhua Plant (PVC pipes) in Taiwan; Dongguan Fanchang Curtain Plant (blinds), Nien Made (Dongguan) Window Fashions Plant (shutters), Zhao Feng (Dongguan) Window Fashions Plant (shades), and Nien Made (Wulian) Window Fashions Plant (wood parts) in China; San Feng Plant (blinds) in Cambodia; Norman Int'l Dallas Plant (light assembly of blinds and shades) in the U.S.; and Norman Mexico plant (blinds and shutters).

Note 3: The 2023 Scope 3 coverage includes Nien Made (Dongguan) Window Fashions Plant (shutters) and Zhao Feng (Dongguan) Window Fashions Plant (shades) in China.

Note 4: The 2024 Scope 3 coverage includes Nien Made's headquarters and Changhua Plant (PVC pipes) in Taiwan; Dongguan Fanchang Curtain Plant (blinds), Nien Made (Dongguan) Window Fashions Plant (shutters), and Zhao Feng (Dongguan) Window Fashions Plant (shades) in China; and San Feng Plant (blinds) in Cambodia.

Note 5: The 2025 Scope 1 and Scope 2 coverage includes only Nien Made's headquarters and Changhua Plant (PVC pipes) in Taiwan. Other operating sites are currently under inventory review.

[3.6] Climate Action

A) Action Plans:

Long-distance intercontinental transport has always been a double-edged sword in global specialization. Transportation obstacles may cause delays and are also a significant source of carbon emissions and footprint. To address this challenge, we established a production base in Mexico in 2020, and by 2023, this decision has proven its service efficiency and environmental value.

From a service efficiency perspective, NM's Mexico factory provides faster, more convenient service to North American consumers, allowing them to receive high-quality Custom shutters within just 2 weeks from order to delivery.

On the environmental side, by establishing production bases closer to the market, NM successfully reduced transportation distances by 11,000+ km, cutting 9,600+ tCO₂e (Scope 3). Every mile saved contributes to our efforts in carbon reduction. Additionally, NM is expanding our electric logistics fleet (House Trucks) in North America, enhancing service flexibility, reducing shipping damage, and further lowering carbon emissions, working towards green logistics.

B) If Internal Carbon Pricing Is Used as a Planning Tool, Clarify the Pricing Basis:

None.

C) If Climate-Related Targets Are Set, Provide Information on the Covered Activities, Scope of Greenhouse Gas Emissions, Planning Timeline, Progress Achieved Annually, etc. If Carbon Offsets or Renewable Energy Certificates (RECs) Are Used to Achieve the Targets, Explain the Sources and Quantities of Carbon Offsets or the Number of RECs Used:

No RECs for now.



NM's House Truck in North America

[3.7] ESG (Environmental, Social and Governance)

Implementation Status of Sustainable Development as Required by the Taiwan Financial Supervisory Commission (FSC):

Assessment Item	Implementation Status			Differences and Reason(s)
	Yes	No	Explanation	
1. Does NM have a governance structure for sustainability development and a dedicated (or ad-hoc) sustainable development organization with Board of Directors authorization for senior management, which is reviewed by the Board of Directors?	V		NM’s Sustainable Development Committee shoulders 3 major guidelines: 1) Achieving environmental sustainability (E), 2) Fulfilling social responsibilities (S), and 3) Ensuring effective corporate governance (G). In Aug 2022, the Board of Directors appointed senior executives to form the committee, which is cross-functional - comprising departments such as the Administration Department, Business Planning Department, Finance Department, Audit Department, and Executive Office - to plan and promote relevant policies. Head of the Sustainable Development Committee, Nien Chao-Hung (Michael), also serves as the CEO and can report to the Board of Directors on a regular basis.	-
		Head of NM’s SD Committee	Director/ CEO Nien Chao-Hung (Michael)	
		Commissioner	Director/ EVP Peng Ping (Benson) Chief Corporate Governance Officer Wang Shu-Chuan (Jane) Executive Secretary Liao Wei-Chih (David)	
		Implementation status	■ The Sustainable Development Committee reports to the Board of Directors quarterly on the outcomes of sustainability initiatives and future work plans. The 2024 Sustainability Report was uploaded in Mandarin and English versions to the Market Observation Post System (MOPS) in Aug and Oct 2025, respectively. ■ In 2025, the Sustainable Development Committee convened 2 meetings, with agenda items including: 1) Status of GHG inventories in the factory. 2) Progress on the European Union’s Carbon Border Adjustment Mechanism (CBAM) Reporting. 3) Key updates to the Sustainability Report. ■ The Administration Department reported to NM’s Board regarding the status of integrity management in Feb 2026. NM's whistleblower mailbox handled 1 external whistleblower case in 2025. The case has been investigated, reports completed, and closed with NO evidence of illegal activities found. ■ IPR & Legal Department reported to NM’s Board regarding IP management plans in Feb 2026. As of 2025, NM’s patent applications in the world exceeded 1,600, and nearly 1,100 patents had been approved. ■ In 4Q25, 1 new ESG Specialist was hired to assist in achieving environmental sustainability, fulfilling social responsibility, and ensuring effective corporate governance.	

Implementation Status of Sustainable Development as Required by the Taiwan Financial Supervisory Commission (FSC) (CONTINUED):

Assessment Item	Implementation Status			Differences and Reason(s)
	Yes	No	Explanation	
2. Does NM conduct risk assessment on environmental, social and corporate governance issues in accordance with the principle of materiality and has the Company set relevant risk management policies or strategies?	V		Since the first publication of NM's 2015 Corporate Social Responsibility Report (later renamed as: Sustainability Report), NM has adopted the questionnaire survey for the identification of the material topics of concern of its internal and external stakeholders. In response to common material topics (such as Customer Health and Safety, Marketing and Labeling, Patent Right) , every department at NM continues to promote improvement (Kaizen), and 2,000-3,000 improvement cases are implemented annually to reduce various potential risks. Considering the significance and the resource limitation, the existing reporting scope in NM's Sustainability Report includes Nien Made's Headquarters and Changhua Plant (PVC pipes) in Taiwan, Dongguan Fanchang Curtain Plant (blinds), Nien Made (Dongguan) Window Fashions Plant (shutters), Zhao Feng (Dongguan) Window Fashions Plant (shades) and Nien Made (Wulian) Window Fashions Plant (wood parts) in China, San Feng Plant (blinds) in Cambodia, Norman Int'l Dallas Plant (light assembly of blinds and shades) in the U.S.; and Norman Mexico Plant (blinds and shutters). In 2025, based on the principle of materiality, NM conducted risk assessment of material topics, identifying 6 material topics: Customer Health and Safety, Customer Privacy, Marketing and Labeling, Patent Right, Tax, and Compliance with Laws and Regulations. Disclosure on Management Approach (DMA) of each topic is all included in the 2025 Sustainability Report.	-
3. Environmentally Sustainable Development				
1) Has NM established an environmental management system that is specifically designed with the window covering industry's operations?	V		NM regulates various environmental management systems in accordance with Fire Services Act, Occupational Safety and Health Act, and Waste Disposal Act required by the local competent authorities. According to the "Operation Instruction of Dangerous Goods", NM manages the warehousing, distribution and storage safety of chemicals such as paints and glue. Chemical storage positions are strictly defined, and ample ventilation prevents chemical build-up indoors. In addition to assigning dedicated chemical management personnel, we also require protective equipment for personnel in contact with materials. NM has set up the "Guidelines for Emergency Protective Measures" to reduce the risks of injury in case of accidental contact. In 2025, our factories have passed 70+ external inspections of environment, emissions, water discharge, human rights and so on.	-
2) Has NM endeavored to make more efficient use of resources and use renewable materials that have a lower impact on the environment?	V		To reduce environmental impact of our product packaging, NM transitioned from polystyrene (PS) to Airbag Packaging between 2015-2019, effectively reducing procurement of PS by 404 tons, equivalent to 20,910 m ³ of fillers, saving NT\$18mn/year. Through the Packing Material Upgrade 2.0 Project, we further replaced inflatable air column bags with renewable filler (corrugated paper) for most products.	-

Implementation Status of Sustainable Development as Required by the Taiwan Financial Supervisory Commission (FSC) (CONTINUED):

Assessment Item	Implementation Status			Differences and Reason(s)
	Yes	No	Explanation	
3) Does NM make assessment of the current and future potential risks and opportunities of climate change for the Company and take corresponding measures to respond to climate-related issues?	V		In 2023, NM has established the TCFD working group for identifying Physical Risks. Through the Sustainable Development Committee, this group assists the Board of Directors in managing climate change risks. Using the service provided by Weathernews Inc., the world's largest private weather forecasting company, we simulate flood risks at key locations by 2050E and 2080E under various climate change scenarios (e.g., Representative Concentration Pathways/RCP4.5 - nations take active actions to achieve GHG reductions, RCP8.5 - nations take NO action to reduce GHG emissions). Factoring in historical flooding potential, topography/slope, and heavy rainfall, we categorize risk as high (3), medium (2), or low (1). The flood risk of the group is then calculated by weighted average. The matrix summary (Floods, Extreme Heat, Drought, and Extreme Cold) indicates a Mild Climate Risk. The results have been reported to NM's Sustainable Development Committee. Although the risks are categorized as Mild Climate Risk, climate change can still affect NM's financial performance through increased demand for water pumping equipment (Floods), air conditioning/negative pressure fans (Extreme Heat), water transportation trucks (Drought), heating devices (Extreme Cold), etc. In addition to optimizing processes through lean production practices (improving quality, reducing waste), NM has actively expanded its presence in regions with smaller climate change risks, increasing production capacity and diversifying risks. For example, Nien Made's owner-occupier production base Phase 1 and Phase 2 factories in Mexico have a pleasant climate with a maximum temperature under 35°C (95% confidence interval) during hot months. The exposure to heatwaves decreases as production capacity gradually increases. As of Nov 2025, NM's total accumulated investment in the Mexican factory has exceeded US\$156mn. On the opportunity side, consumer concerns about the insulation/thermal efficiency of window coverings will increase due to heatwaves and extreme cold, which will benefit Nien Made's window covering sales. For products like Honeycomb Shades, according to third-party testing results, thermal insulation performance in summer can be improved by 78.1%, and heat retention in winter can be improved by 57.1%. Additionally, based on average household electricity consumption and Heating, Ventilation & Air Conditioning (HVAC) usage in the U.S., it is estimated that NM's annual sales of new Honeycomb shades cut electricity use by 85+ mn kWh, equivalent to ~30,000 tCO₂e annually.	-
4) Has NM gathered statistics of GHG emissions, water consumption and total weight of waste for the past two years and developed policies for energy saving and carbon reduction, GHG reduction, water use reduction or other waste management?	V		As of the publication of this Annual Report, the figures for the 2025 Sustainability Report are still being verified. In 2024/2023, the energy consumption in the major operating bases within NM reached 471,281/413,215 GJ (1GJ=1bn Joule), with a total of 52k/46k tons of CO₂ emissions, a decrease of +15% YoY. The water used within NM comes from tap water and ground water (the majority of water used is tap water). The water withdrawn in major operating bases in 2024/2023 was 626/630 ML respectively, and the annual withdrawal of water decreased by -0.6% YoY. Waste produced within NM in 2024 amounted to 17,423 tons, with 627 tons of hazardous waste (4% of total waste). Qualified service providers are engaged to treat hazardous waste (e.g., consumables for painting). Recyclable waste, amounting to 8,019 tons (46% of total waste), was sold through qualified firms.	-

Implementation Status of Sustainable Development as Required by the Taiwan Financial Supervisory Commission (FSC) (CONTINUED):

Assessment Item	Implementation Status			Differences and Reason(s)																		
	Yes	No	Explanation																			
4. Promotion of Social Welfare																						
1) Has NM established management policies and procedures in accordance with relevant laws and regulations and international human rights conventions?	V		Referring to the “Universal Declaration of Human Rights,” United Nations, and the implementation of basic human rights, including prohibiting use of child labor, NON-discrimination and NO forced labor, NM complies with local labor laws and regulations. When hiring new employees, we would check the original IDs of the applicants to avoid the use of child labor. We do NOT allow any form of forced labor, NOR would we allow any detention of employees' IDs, corporal punishment and verbal abuse. <table><tr><th></th><th>Internal requirement</th><th>External Inspection</th></tr><tr><td>NO Use of Child Labor</td><td>V</td><td>V (Retailer’s Factory Audits)</td></tr><tr><td>NO Forced Labor</td><td>V</td><td>V (Retailer’s Factory Audits)</td></tr><tr><td>Secure Working Environment</td><td>V (Lean Production)</td><td>V (Sustainability Report Assurance)</td></tr><tr><td>Equal Pay for Equal Work</td><td>V</td><td></td></tr><tr><td>Security Practices (Human Rights)</td><td>V</td><td>V (Sustainability Report Assurance)</td></tr></table>		Internal requirement	External Inspection	NO Use of Child Labor	V	V (Retailer’s Factory Audits)	NO Forced Labor	V	V (Retailer’s Factory Audits)	Secure Working Environment	V (Lean Production)	V (Sustainability Report Assurance)	Equal Pay for Equal Work	V		Security Practices (Human Rights)	V	V (Sustainability Report Assurance)	-
	Internal requirement	External Inspection																				
NO Use of Child Labor	V	V (Retailer’s Factory Audits)																				
NO Forced Labor	V	V (Retailer’s Factory Audits)																				
Secure Working Environment	V (Lean Production)	V (Sustainability Report Assurance)																				
Equal Pay for Equal Work	V																					
Security Practices (Human Rights)	V	V (Sustainability Report Assurance)																				
2) Has NM established and implemented reasonable employee benefit packages (including compensation, vacations and other benefits) and appropriately reflected the operating performance and results in the employee compensation?	V		It was disclosed in NM’s 2024 Sustainability Report that our employees get 21% of the NM’s direct economic value generated & distributed. Based on the Human Capital ROI, we obtained NT\$2.3 benefit in return for every NT\$1 invested in labor cost in 2024. In the “full-time employee salary for non-supervised positions” announced by TWSE in 2025, the average salary revealed by NM was far higher than the average salary of NT\$989k/year among TWSE-listed companies. Among all the 951 listed companies in Taiwan, NM was ranked the 63rd while its remuneration belonged to the top group.	-																		
3) Does NM provide employees with a safe and healthy working environment and regularly implement safety and health training for employees?	V		According to NM’s “Sustainable Development Best Practices Principles” approved by the Shareholders' Meeting, MM is committed to achieving the long-term sustainable goal of ZERO workplace accidents. Through the Sustainable Development Committee, the Company reviews occupational safety and health improvement measures at least twice a year, while also encouraging employee innovation to drive continuous improvement and lean production. We also provide employees handling special type of work with external special health check annually. In 2024, a total of 6,835 employees (+55% YoY) received health checks. The total spending on health checks amounted to NT\$1.5mn (+13% YoY). To enhance the quality of employee healthcare and consultation, our Taiwan’s Administration Department regularly invites external professional physicians to provide one-on-one medical consultation services for colleagues with specific health concerns—such as those recovering from surgery, pregnancy and childbirth, or diagnosed with serious illnesses (a total of 20 participants in 2024). NM continues to optimize the work environment and reduce occupational safety risks. According to the risk assessment, employees working in high-noise areas in the window covering factories account for 1-2% of the total employees. In response, NM has promoted countermeasures for improvement so as to reduce risks of occupational accidents. The Mexico plant is staffed with professional medical personnel and psychologists to provide immediate support for employees. In cases of occupational injuries, we proactively monitor recovery progress, investigate causes thoroughly, and continuously strengthen preventive measures.	-																		

Implementation Status of Sustainable Development as Required by the Taiwan Financial Supervisory Commission (FSC) (CONTINUED):

Assessment Item	Implementation Status			Differences and Reason(s)
	Yes	No	Explanation	
4) Has NM established an effective career skill development training program for employees?	V		Employees are an important asset of NM. We strive to combine the Company's visions with the employees' development goals. Talents are cultivated through on-the-job training and rotation, and the employees can have regular meetings with their supervisors for career planning. NM familiarize employees with the Company's regulations and system, job scope and precautions through the new employee orientation, job-related training, on-job training, training for new cadre members and cadre training. In addition, NM also accepts professional training from external training units to obtain the latest information and enhance the employees' professional skills and competitiveness. The personnel training in 2024 totaled 49,509 hours, with the average of 5 hours/4 hours for male/female employees respectively. As male employees handle more heavy-duty tasks, they received additional training hours to avoid occupational injuries. We treat employees of different genders equally in terms of remunerations, benefits and promotion, and expect to maintain the male/female ratio at 50/50 (2024 combination: 51/49). At NM's global sites, the majority of staff are full-time, with part-time employees making up 2%.	-
5) Does NM comply with relevant regulations and international standards and has it formulated relevant policies and procedures for the protection of consumer rights in terms of customer health and safety, customer privacy and marketing and labeling in products and services?	V		■ Customer Health and Safety NM insist on materials and paints harmless to the human body in accordance with the latest and highest standards in Europe and America. Customers' health and safety is always a priority at NM. NM comply with the Volatile Organic Compound (VOC) Emission Standards in California with a 100% qualification and are in line with the lead control requirements of the Window Covering Manufacturers Associations (WCMA). NM select fabrics with UL GREENGUARD Gold Certification to produce roller shades. NM does NOT ACCEPT, USE or SELL window coverings containing harmful substances. In the production process of window coverings, NM does NOT use phthalates (PAEs) - substances that may pose health risks to infants and young children. Consumers can inquire about the non-toxic reports of individual products through the NORMAN® official website, and file a complaint about customer health and safety concerns through the Marketing Department or the designated mailbox (CRM@nienmade.com.tw). ■ Customer Privacy To strengthen cybersecurity, we have implemented multiple measures, including account and password mechanisms, as well as firewalls, to safeguard the security of company and customer confidential data. NM engage professional third-party software vendors for penetration testing and internal vulnerability scanning on our official website. Moreover, NM employ protective software and equipment to thwart malicious program attacks and prevent computer viruses from spreading internally, while reducing losses due to human error. To safeguard trade secrets, NM control the use of storage devices. In the event of a customer's privacy breach or data leakage, NM promptly report it to top management and relevant departments, and provide an annual report to the NM's Sustainable Development Committee as well. ■ Marketing and Labeling NM provides safety instructions for using our products and services with color labels, warning signs (tags) and instructions that were in line with ANSI/WCMA safety standards, and disclosed the contents of the products as well as the supplier information. NM's window covering products all conformed to safety regulations. In 2024, NM's window coverings have NOT experienced any penalties or warning incidents related to health, regulations (safety, labeling, market communication), or voluntary standards.	-

Implementation Status of Sustainable Development as Required by the Taiwan Financial Supervisory Commission (FSC) (CONTINUED):

Assessment Item	Implementation Status			Differences and Reason(s)
	Yes	No	Explanation	
6) Has NM established supplier management policies requiring suppliers to comply with relevant regulations on environmental protection, occupational safety and health and labor human rights, and the implementation status?	V		NM includes suppliers' labor health and safety, compliance with human rights norms (such as anti-discrimination), environmental standards into the Supplier Management Practices of all the plants to manage operational risks in the supply chain. The percentage of the Supplier Code of Conduct signed and returned to NM is at 27%. According to the survey of our suppliers in terms of 5 major aspects (environment, labor rights, human rights, society and product liability), the average score of NM's suppliers was 91.3 points in 2024. Looking closely at each aspect, NM's suppliers performed relatively well in product liability, society, labor rights and human rights. However, in the environmental aspect, there is room for improvement in recyclable raw materials use.	-
5. Does NM refer to general international standard or guidelines in the preparation of the corporate Sustainability Report/ ESG Report that discloses the Company's non-financial information? Does such report obtain assurance or assurance opinions from a third-party verification unit?	V		Our 2024 Sustainability Report was compiled in accordance with the Global Reporting Initiative (GRI) universal, sector, and topic standards, disclosing the material topics identified by us. We also referenced the Sustainability Accounting Standards Board (SASB) guidelines to disclose industry-specific data and included an index correlating to the SASB metrics in the report. Every year, NM's Sustainability Report is assured by a third-party verification unit. As of the publication of this annual report, the 2025 Sustainability Report is still being compiled. Concerning the contents of the 2024 Sustainability Report, it was stated by the third-party validation unit that "Based on our procedures and evidence obtained, we are NOT aware of any material modifications that should be made to the subject matter, in order for it to be in accordance with the Criteria."	-
6. If the Company has established its Sustainable Development rules according to "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies," please describe the operational status and differences.				
NM passed the "Corporate Governance Best-Practice Principles" in the Board meeting dated on Mar 23, 2016, and the implementation of it started after it was reported in the shareholders' meeting on Jun 28, 2016.				
In addition, on Mar 16, 2022, NM's Board renamed "Corporate Social Responsibility Best Practice Principles" as "Sustainable Development Best Practice Principles" and approved the revision of some provisions. Such changes will take effect after being reported in the shareholders' meeting on Jun 21, 2022.				
On Mar 12, 2025, certain articles of NM's "Sustainable Development Best Practices Principles" were amended, with implementation scheduled after reporting to the Shareholders' Meeting.				
7. Other important information for facilitating the understanding of CSR and its implementation				
■ In Jun 2023, NM was selected to be a constituent of the FTSE4GOOD Emerging Markets Index and the FTSE4Good TIP Taiwan ESG Index by FTSE Russell, a subsidiary of the London Stock Exchange Group. ■ Based on a poll of thousands of fund managers and analysts conducted by Extel - Institutional Investor evaluation, a publication valued in the capital market, NM was conferred 8 major awards in 2025 (Consumer Discretionary Sector), including Rest of Asia's 3rd Honored Companies (Combined), Rest of Asia's 3rd Best ESG Program (Combined), Rest of Asia's 3rd Best Company Board (Sell Side), Rest of Asia's 3rd Best IR Team (Buy Side), Rest of Asia's 3rd Best IR Program (Combined), Rest of Asia's 3rd Best CEO (Combined), Rest of Asia's 3rd Best CFO (Combined) and Rest of Asia's 3rd Best IR Professional (Combined). ■ In 2025, NM was selected as a Sustainalytics Top-Rated ESG Company – Asia/Pacific Region. ■ To achieve its corporate social responsibility and sustainable development goals, NM purchases eco-friendly FSC certified wood and develops various cordless window coverings for child safety and protection. Some of NM's factories are equipped with water-cooled air-conditioning/ negative-pressure fans and multiple strategies for the improvement of the working environment. Additionally, since 2025, NM has donated NT\$500,000 annually to the Fuxing Township Nien Ming Memorial Library near its Changhua Plant to purchase books, promoting reading habits and showing care for society. NM also supports handmade products made by students of Taichung Special Education School.				



NM's Employee Engagement at Its European Subsidiary — [VENETA.COM](https://www.veneta.com)

4

NM'S CAPITAL AND SHARES



[4.1] Capital and Shares

A) Capital Formation (Unit: '000 Shares, NT\$'000):

Date	Issue Price (NT\$/Share)	Authorized Share Capital		Capital Stock		Remark		
		Shares ('000 shares)	Amount (NT\$'000)	Shares ('000 shares)	Amount (NT\$'000)	Sources of Capital (NT\$'000)	Capital Raised by Assets Other than Cash	Date of Approval & Approval Document No.
Jul 2007	10	100	1,000	100	1,000	Establishment	-	Jul 26, 2007 (Fu-Jien-Shan-Tzu No. 09687423210)
Oct 2007	10	150,100	1,501,000	150,100	1,501,000	Fund Raising 1,500,000	-	Oct 29, 2007 (Jin- Sou-Shan-Tzu No. 09601265210)
Nov 2007	10	765,000	7,650,000	760,000	7,650,000	Fund Raising 6,149,000	-	Nov 7, 2007 (Jin- Sou-Shan-Tzu No. 09601274320)
May 2009	10	855,000	8,550,000	855,000	8,550,000	Fund Raising 900,000	-	May 20, 2009 (Jin- Sou-Shan-Tzu No. 09801099670)
Jun 2011	10	938,000	9,380,000	938,000	9,380,000	Fund Raising 830,000	-	Jun 15, 2011 (Jin- Sou-Shan-Tzu No. 10001121920)
Apr 2012	10	938,000	9,380,000	847,014	8,470,140	Capital Reduction 909,860	-	Apr 23, 2012 (Jin- Sou-Shan-Tzu No. 10101071640)
Dec 2013	10	938,000	9,380,000	630,294	6,302,940	Withdrew Preferred Shares 2,167,200	-	Dec 5, 2013 (Jin- Sou-Shan-Tzu No. 10201246780)
Dec 2013	10	938,000	9,380,000	250,000	2,500,000	Capital Reduction to make up for losses 3,802,940	-	Dec 18, 2013 (Jin- Sou-Shan-Tzu No. 10201255680)
May 2014	10	938,000	9,380,000	257,188	2,571,875	Fund Raising 71,875	-	Jun 16, 2014 (Jin- Sou-Shan-Tzu No. 10301102820)
Dec 2014	10	938,000	9,380,000	227,188	2,271,875	Capital Reduction to make up for losses 300,000	-	Dec 10, 2014 (Jin- Sou-Shan-Tzu No. 10301253620)
Aug 2015	10	938,000	9,380,000	260,462	2,604,622	Capitalization of retained earnings 332,747	-	Aug 20, 2015 (Jin- Sou-Shan-Tzu No. 10401174920)
Jan 2016	10	938,000	9,380,000	293,020	2,930,202	Fund Raising 325,580	-	Jan 11, 2016 (Jin- Sou-Shan-Tzu No. 10401278810)

B) Type of Stock:

Type of Stock	Authorized Share Capital			Remark
	Outstanding Shares	Unissued Shares	Total	
Common Stock	293,020,200	644,979,800	938,000,000	Listed Stocks

C) Major Shareholders: Names, Shares, and Percentages for Shareholders With 5%+ or in the Top 10 (Apr 19, 2026; Unit: Shares, %):

Name	Ownership	
	Shares	%
Nien Keng-Hao (Howard)	28,927,263	9.87
Nien Kai-Lung (Ron)	28,597,263	9.76
Nien Chao-Hung (Michael)	27,750,263	9.47
Chuang Hsi-Chin (Ken)	15,007,047	5.12
Fubon Life Insurance Co., Ltd	14,620,000	4.99
Chuang His-Jung (Morgan)	10,574,392	3.61
Citibank serves as the trustee for GIC (Singapore)	8,854,321	3.02
Yibao Investment Co. Ltd.	7,650,000	2.61
HSBC Bank (Taiwan) Limited in Custody for Federated Hermes Limited	7,556,000	2.58
Hsu Pi-Chu	5,253,023	1.79

[4.2] Dividend Policy and Execution

A) Dividend Policy Stated in NM's "Articles of Incorporation:"

When allocating the earnings for each fiscal year, the Company shall first offset its losses in previous years and set aside a legal capital reserve at 10% of the earnings left over, provided that the amount of accumulated legal capital reserve has not reached the amount of the paid-in capital of the Company; then set aside special capital reserve in accordance with relevant laws or regulations or as requested by the authorities in charge. The remaining earnings shall constitute the earnings available for distribution for the year, which, together with undistributed earnings carried forward from previous years, shall be proposed for distribution by the Board of Directors. The Company authorizes the distributable dividends and bonuses in whole or in part may be paid in cash after a resolution has been adopted by a majority vote at a meeting of the Board of Directors attended by two-thirds of the total number of directors; and in addition thereto a report of such distribution shall be submitted to the shareholders' meeting. The distributable dividends and bonuses distributed in the form of new shares shall be approved by the shareholders' meeting.

The surrounding industries of the Company are in a mature environment, with stable profitability and sound financial structure. In consideration of the capital expenditure and a financial planning for continually expending its capital in the future as well as the shareholders' interests, the dividend for holders of stocks may be distributed in the forms of cash as well as stock, among which, the portion of cash dividend to be distributed shall not be less than the 20% of the total amount of distributed cash and stock dividend in that fiscal year.

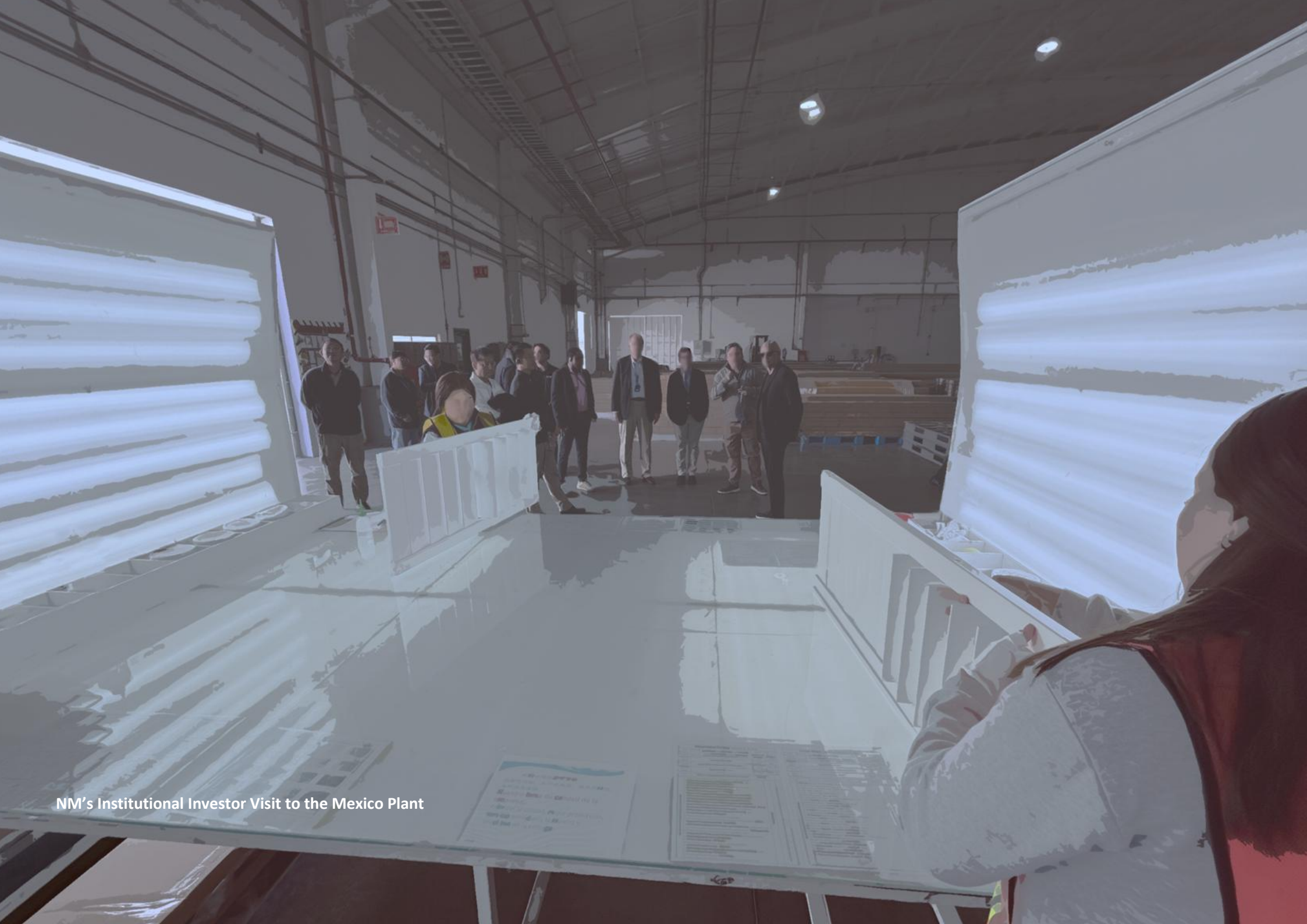
The aforementioned proportion of dividends shall not be less than 50% of the earnings available for distribution for the year but may be adjusted based on the actual profits and capital expenditure.

B) Board Resolution on Earnings Distribution:

Cash Dividend to Shareholders: NT\$4,688,323,200

C) Impact of Proposed Stock Dividend on NM's Business Performance and EPS:

The Board resolved on Mar 5, 2026, to distribute 2025 earnings as cash dividends to shareholders. **NO** stock dividend is proposed; therefore, this item is **NOT** applicable.



NM's Institutional Investor Visit to the Mexico Plant

D) Employee and Director Compensation:

1. Compensation Ratios or Ranges Specified in NM's "Articles of Incorporation:"

According to Article 28 of NM's "Articles of Incorporation," when there are earnings in the year, the Company shall set aside 1%-4% of its annual profits as employees' compensation (of which 5% to 15% shall be reserved for distribution to junior employees) and no more than 1.5% as compensation to its directors. Provided, however, that the Company shall have reserved a sufficient amount to offset its accumulated losses.

The annual profit mentioned in the preceding article refers to the profits before tax of the same year before deducting the remuneration distributed to its employees and directors.

The Company may, by a resolution by a majority vote at a meeting of Board of Directors attended by two-thirds of the total number of directors, determined the allocation of the employees' compensation and the remuneration of directors in the preceding paragraph; and in addition thereto a report of such distribution shall be submitted to the shareholders' meeting.

The compensation of employees set forth in the preceding paragraph may be distributed in the form of shares or in cash, and the employees mentioned in the preceding paragraph shall include employees of the subordinate companies meeting specific requirements; such requirements and form of distribution are stipulated by the Board of Directors.

In addition, to ensure the Company's sustainable development, director compensation may be adjusted based on NM's "Regulations Governing the Board Performance Evaluation." The evaluation covers the directors' understanding of the Company's goals and duties, participation the Company's operations, management of internal relationships and communications, professionalism and continuing education, and internal controls.

2. Basis for Estimating Employee and Director Compensation, Calculation of Share-Based Employee Compensation, and Accounting for Variances:

For 2025, the Company estimated NT\$198,512,000 for employee compensation and NT\$35,164,000 for director remuneration, based on the year's earnings, and recorded them under payroll expenses. If these amounts change after the approval and release of the annual financial report, the adjustments will be reflected in the subsequent year's accounts as changes in accounting estimates.

3. Board Resolution on Compensation Distribution:

■ Cash or Stock-Based Employee and Director Compensation Amounts, With Disclosure of Differences, Reasons, and Treatment if Differing From Estimated Amounts:

The Board approved NT\$198,512,000 in employee compensation and NT\$35,164,000 in director remuneration for 2025, both distributed in cash.

Difference, reason, and treatment:

NO difference from the amounts recorded in the annual financial report.

■ Stock-Based Employee Compensation and Its Percentage of Current Period Net Income and Total Employee Compensation:

Not applicable.

4. Actual Distribution for the Previous Year (Including Share Numbers, Amounts, and Prices):

Distributed NT\$259,950,000 in employees' compensation and NT\$46,046,000 in directors' remuneration, with no material difference from the amounts recognized as expenses in the 2024 financial report.

E) Company's Share Repurchase Status:

None.

[4.3] Corporate Bonds

None.

[4.4] Preferred Shares

None.

[4.5] GDRs (Global Depositary Receipts)

None.

[4.6] Employee Stock Warrants

None.

[4.7] Restricted Stock Awards

None.

[4.8] New Shares Issued for M&A or Share Acquisitions

None.

[4.9] Capital Utilization Plans

The Company has **NO** pending or recently completed (within the past three years) plans to issue or privately place securities for which expected benefits have yet to materialize.

5

NM'S OPERATIONAL HIGHLIGHTS



Select Products Qualify For
2025 Federal Tax Credit:
30% (up to US\$1,200/year)

[5.1] Business Overview

A) Business Scope:

- (1) F401010 International Trade.
- (2) C805990 Other Plastic Products Manufacturing.
- (3) C399990 Other Textile Products Manufacturing.
- (4) C501990 Other Wooden Products Manufacturing.
- (5) C801100 Synthetic Resin & Plastic Manufacturing.
- (6) CA01100 Aluminum Material Rolls over Extends and Crowding.
- (7) CA02010 Metal Architectural Components Manufacturing.
- (8) C601990 Other Paper Products Manufacturing.
- (9) CB01010 Machinery and Equipment Manufacturing.
- (10)ZZ99999 All business items that are **NOT** prohibited or restricted by law, except those that are subject to special approval.

B) Revenue Mix of Main Products (Unit: NT\$'000, %):

Main Products	Year	2023		2024		2025	
		Revenue (NT\$'000)	Percentage (%)	Revenue (NT\$'000)	Percentage (%)	Revenue (NT\$'000)	Percentage (%)
Window Coverings		25,832,887	96.0	28,475,150	96.4	29,034,116	96.9
Others		1,080,504	4.0	1,060,059	3.6	934,883	3.1
Total		26,913,391	100.0	29,535,209	100.0	29,968,999	100.0

C) NM's Product Briefing:

Main Products	Applications		
Window Coverings	Hard window coverings come in two main types: 1) Shutters and blinds with adjustable slats to control sunlight 2) Soft shades that move up and down, adding a gentle look while balancing light and privacy Here's a closer look		
	Category	Appliance Products	Includes
	Shutters	■ Wood Shutters ■ MDF Shutters	Stylish and energy-saving, they fit any decor. The adjustable slats boost airflow, reduce humidity, and help keep user's space dry and comfy.
	Blinds	■ Plastic Blinds ■ Aluminum Blinds ■ Faux Wood Blinds ■ Vertical Blinds ■ Wood Blinds	Horizontal blinds let users adjust both height and angle for perfect light control. NM's proprietary design hides cords inside the slats, minimizing light leaks and creating a cleaner look.
	Shades	■ Honeycomb Shades ■ Roman Shades ■ Roller Shades	Honeycomb (or cellular) shades feature a unique design with air pockets that keep rooms cool in summer and warm in winter, saving energy. The TDBU (Top Down Bottom Up) series allows light to enter from the top or bottom while maintaining privacy in the middle.
Others	Dehumidifiers, air purifiers, appliance timers, and PVC plastic tubing		

D) New Product Development:

NM is leveling up its custom window coverings, rolling out smart/motorized honeycomb shades, sleek roller shades, and stylish shutters that blend seamlessly into modern, connected smart homes. NM is ahead of the curve with innovative cord-free window coverings that prioritize safety and style, keeping kids safe and homes sleek. NM is also going green, planning to use more sustainable materials to deliver window coverings that are planet-friendly and low in PVC.

[5.2] Industry Overview

A) Industry Overview and Development:

1. Market Competition (Window Coverings):

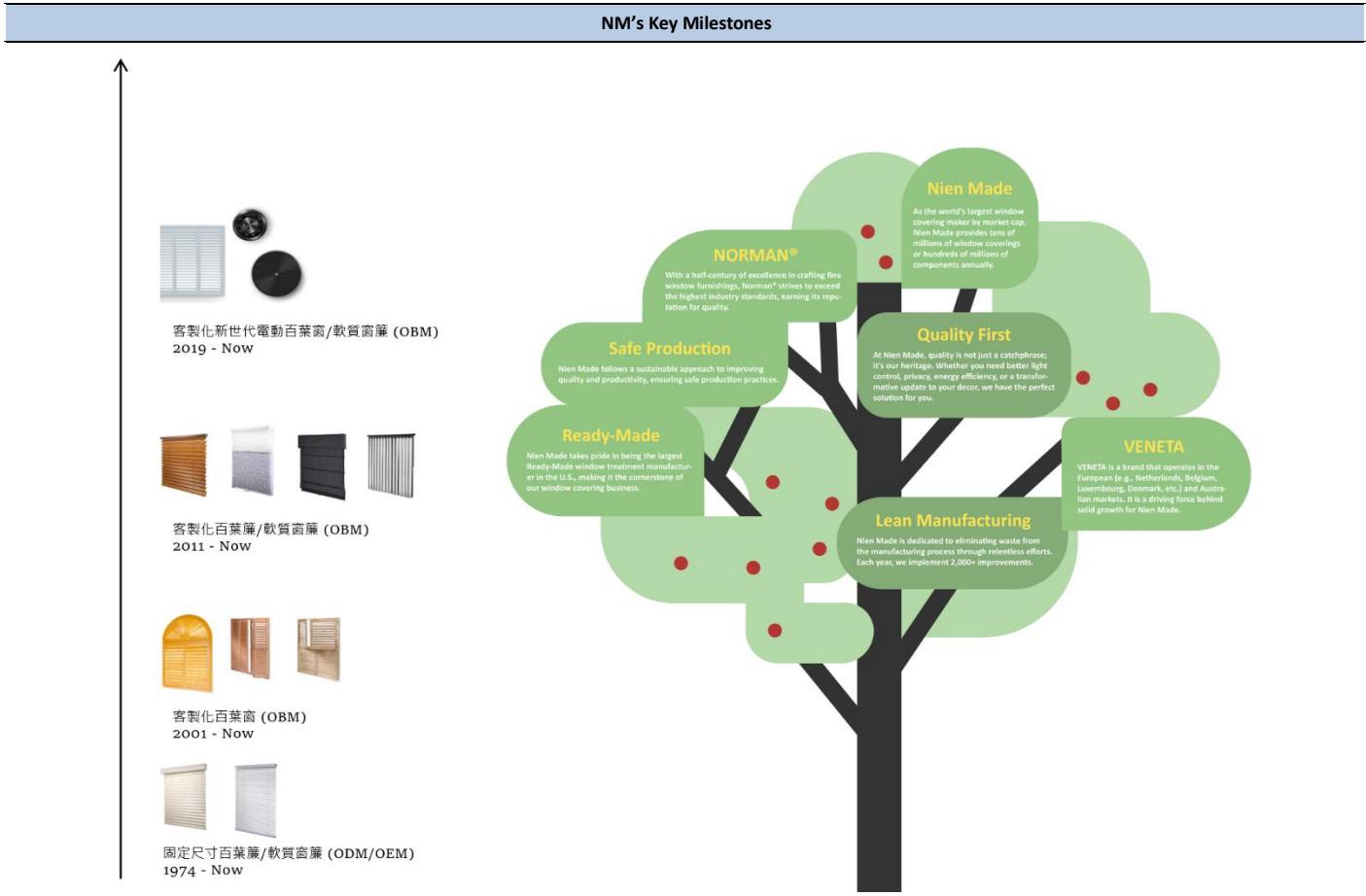
The window covering market mainly consists of the following sales channels:

- **Big-box Retailers:** Focused on Stock-size (i.e., Ready-made) window coverings, complemented by some semi-custom options (Cut-to-Size), with an emphasis on convenience and price competitiveness;
- **Processing Plants:** Manufacturers supply finished or semi-finished products to processing plants, which are then sold by regional retailers. The offerings are primarily Stock window coverings (i.e., ready-made);
- **Dealers, Retail Outlets, and Specialty Window Covering Stores:** Direct sales of fully Custom window coverings, offering a premium product mix that caters to diverse home styles and light control needs. These shop-at-home channels prioritize expert consultation and tailored/bespoke design;
- **Direct-to-Consumer (D2C) e-commerce:** A very select few manufacturers with in-house production capabilities operate D2C channels, leveraging proprietary websites and marketing teams to offer Custom window coverings and high-quality services, backed by real-time data insights to fine-tune market response.

NM has long established its presence in the American and European window covering markets. Initially, NM entered the big-box retail segment with competitively priced, practical Stock-size window coverings and quickly secured a leading position in the blinds category. As the only manufacturer in Asia with proprietary Cut-to-Size technology, NM supplies patented **cutting machines** that allow big-box store staff to adjust blind and shade sizes on-site, instantly meeting customer needs, improving service efficiency, and increasing customer satisfaction. This not only strengthens partnerships but also creates high entry barriers for competitors.

In 2001, NM expanded into the Custom window covering sector, targeting dealers and small to mid-sized specialty retailers. From 2007 to 2014, NM optimized its North American market positioning, evolving into a supplier capable of serving specialty window covering stores and designers directly. Additionally, NM has invested in Direct-to-Consumer (D2C) operations—launching **VENETA.COM** in Europe to directly serve consumers in the Netherlands, Belgium, Luxembourg, and Denmark. NM has also expanded this model into the Asia-Pacific region, including Australia and Japan, establishing last-mile service capabilities and enhancing both brand control and profitability.

In the Custom window covering market, customers increasingly prefer one-stop shopping solutions. As smart home trends gain momentum, motorized window coverings are becoming a consumer favorite. NM’s smart motorized shades, equipped with patented technologies—such as obstacle detection and jam protection with instant stop, gesture controls (manual operation of smart shades without an app or remote), and safe charging—are driving steady growth in this space.



Source: Nien Made



Source: Nien Made



Source: Nien Made

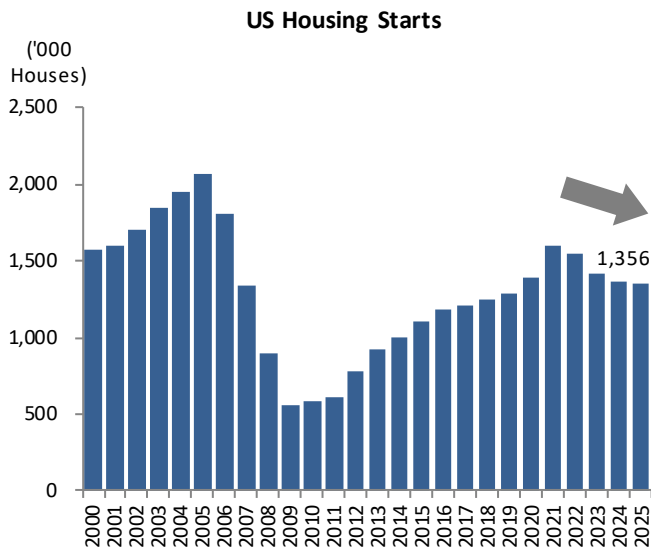
2. Macro Trends for the Industry (Window Coverings):

■ **Macro Dynamics:**

Window coverings, offering sun shading, indoor light control, and privacy protection, are widely used in residential and commercial settings. NM is a leading global manufacturer and distributor of various stylish window coverings.

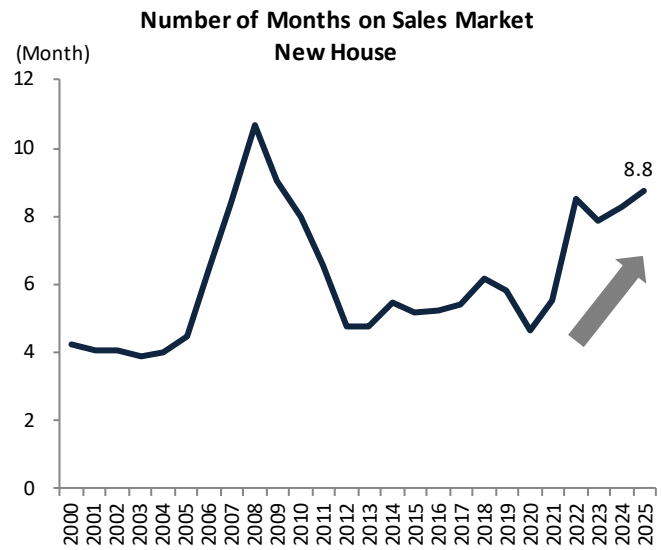
Window covering demand is closely tied to real estate activity. Approximately 70–80% of NM's revenue comes from the North American market. Reviewing U.S. housing starts, new home construction dropped from nearly 1.55mn units in 2022 to around 1.36mn units in 2025. The average time to sell a new home extended from just 5–6 months in 2021 to 8–9 months in 2024. Meanwhile, existing home sales in the U.S. hovered at a relatively low level of around 4mn units in 2025, while U.S. house price indices reached a new high.

U.S. Housing Starts



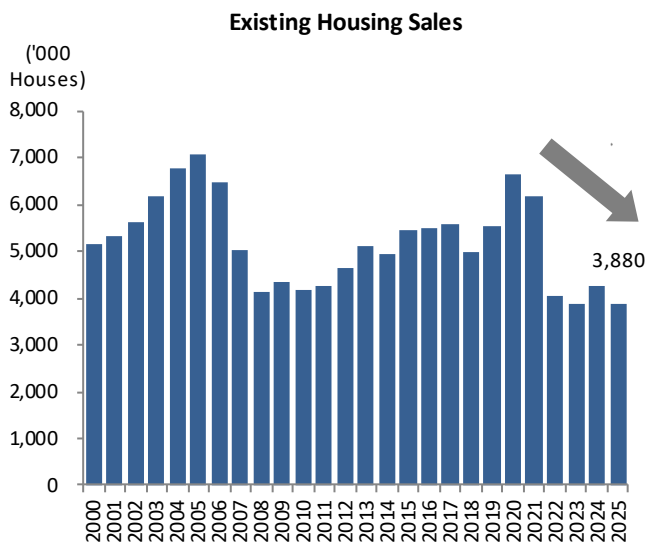
Source: Bloomberg, US Government

U.S. Number of Months on Sales Market



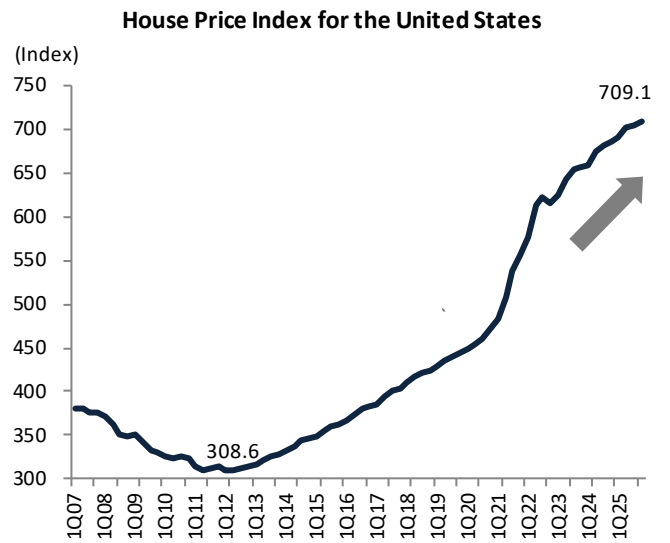
Source: Bloomberg, US Government

U.S. Existing Housing Sales



Source: Bloomberg, US Government

U.S. House Price Index



Source: Bloomberg, US Government

According to the World Bank's global economic forecast in 1H26, the United States' 2026E real GDP is expected to grow steadily by +2.2% YoY. While macroeconomic projections remain stable, NM is closely monitoring operational risks stemming from geopolitical tensions. For example, since Mar 2026, escalating U.S. and Iran geopolitical tensions have driven crude oil and petrochemical raw material prices sharply higher. Brent crude rose from approximately US\$71/barrel at the end of Feb 2026 to around US\$114/barrel at the end of Apr 2026, indirectly increasing petrochemical costs. Faced with this highly uncertain environment, NM's diversified global footprint and internal supply chain buffers, including raw material and semi-finished goods warehouses, have helped mitigate external cost pressures. Together with continued optimization of manufacturing processes, waste reduction, and efficiency gains, these actions further reinforced NM's operational resilience.

Real GDP Forecasts					
GDP % YoY	2023	2024	2025E	2026E	2027E
US	2.9	2.8	2.2	2.2	1.9
Euro Area	0.4	0.9	1.4	0.9	1.2
Japan	1.7	-0.2	1.3	0.8	0.8

Source: World Bank

NM's Cambodian Facility



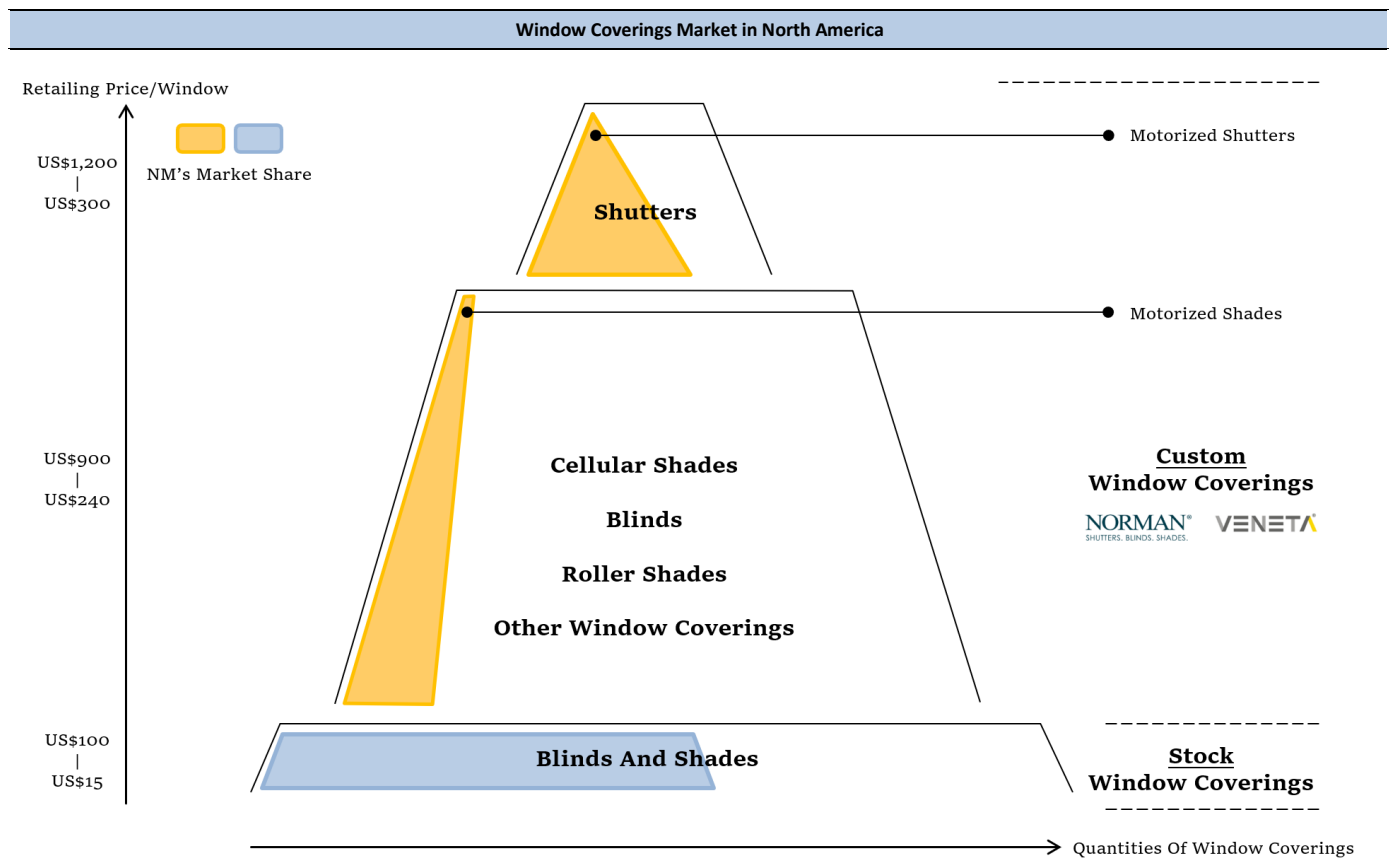
Source: Nien Made

■ Today's Window Covering Industry:

Window coverings can be categorized by type—shutters, blinds, and soft shades (e.g., honeycomb shades). They can also be divided by sales channel: value-priced stock-size window coverings sold through big-box retailers, and premium custom-sized coverings offered through specialty window covering dealers and retailers.

Stock-size window coverings typically retail for US\$15–100 per window (NT\$450–3,000). Consumers in big-box stores can easily compare product prices on shelves, making this segment highly price-sensitive. NM leverages its production capacity in Cambodia and lean manufacturing to provide consumers with affordable, reliable Stock window coverings.

Custom-sized coverings, on the other hand, command prices of US\$240–1,200 per window (NT\$7,200–36,000), far higher than Stock window coverings. This substantial price difference reflects the unique demands of custom buyers, who often seek tailored solutions for a single window that align with interior design, furniture styles, and preferences for color, size, material, and hardware. Compared to Stock window covering market, the Custom window covering market—particularly for shutters and soft shades—is over 4 times larger, presenting significant growth opportunities. NM's recent growth in the window covering sector highlights the key role custom products play in driving revenue.



Source: Nien Made

Nien Made's Custom Channel Overview In The U.S.

11 Subsidiaries - Regional Business Centers (RBC)
 50-100 Programs/Road Shows (Certification Of Dealers/Designers Annually)
 430+ Staff In The U.S.
 4,500+ Effective Accounts (Dealers/Designers/Specialty Stores)

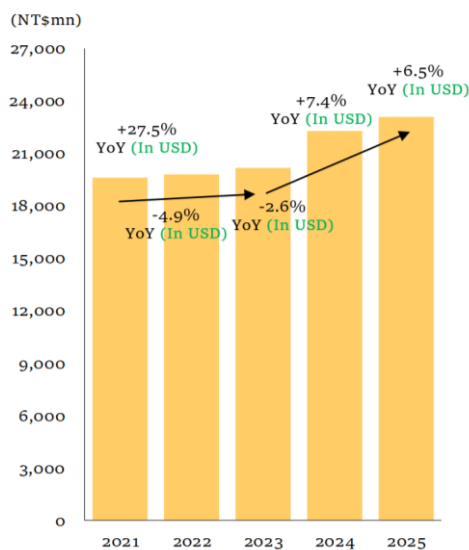


Source: Nien Made

To deepen its presence in this custom segment, NM has established 11 Regional Business Centers (RBCs) to connect directly with 4,500+ local retailers and designers across North America. This network not only enables NM to stay attuned to market trends and strengthen distribution relationships, but also supports the continuous introduction of competitive new window covering products, reinforcing the NORMAN® brand's influence in the custom channel.

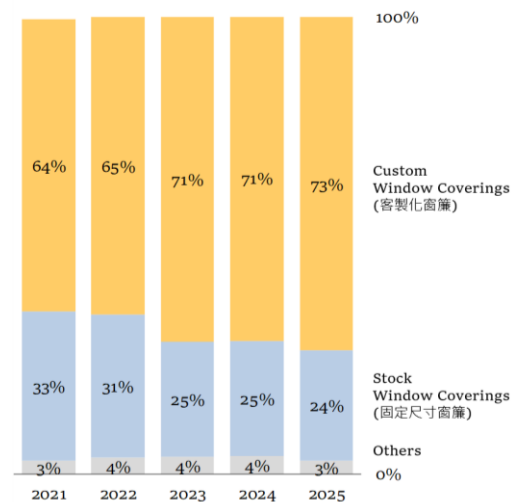
NM's Custom window coverings, driven by a rich product assortment and continuous manufacturing innovation, achieved a robust CAGR of +6.2% (in USD, 2021–2025), significantly outpacing its Stock-window covering revenue, which posted a -3.9% CAGR over the same period.

NM's Custom-Made Window Coverings Sales

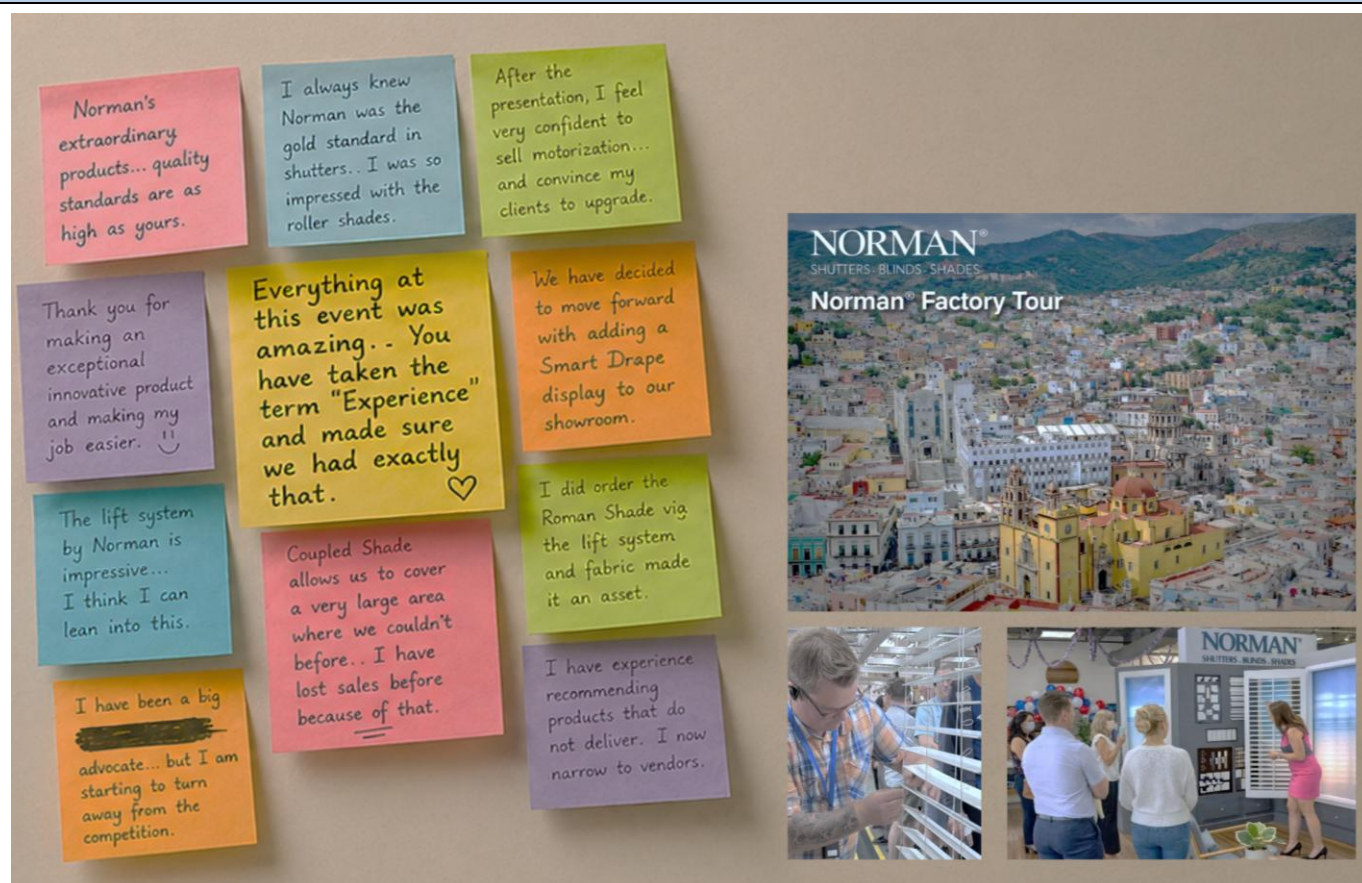


Source: Nien Made

NM's Sales Mix by Channel



Source: Nien Made



Source: Nien Made

3. Market and Sales Overview:

■ Revenue by Geography (Unit: NT\$'000, %):

	2023	%	2024	%	2025	%
America	19,048,575	71	20,896,931	71	20,638,817	69
Europe	5,945,332	22	6,652,780	22	7,454,218	25
Other	1,919,484	7	1,985,498	7	1,875,964	6
Total	26,913,391	100	29,535,209	100	29,968,999	100

■ Market Share:

NM has spent half a century building a solid foundation in the window covering industry. It maintains a leading position in both Custom shutters sold through dealer and designer networks and Stock blinds sold through major big-box retailer chains. In recent years, NM's standout growth has come from Custom shades and Custom blinds. For example, in the U.S. market, the combined size of the Custom shades and Custom blinds segment exceeds US\$4.5bn, while the leading competitor in this space reported approximately US\$1.7bn in North American revenue (2020 data). This indicates that NM still has significant room to grow.

4. Supply and Demand Outlook for the Window Covering Market:

■ **Demand:**

The U.S. is the largest window covering market globally and a key sales region for NM. After the 2008 financial crisis, U.S. window covering and blind manufacturers, like much of the furniture sector, faced a severe demand freeze. However, data from the World Bank, U.S. housing, and employment markets show a gradual housing market recovery, with rising consumer interest in home purchases and renovations driving a rebound in the home furnishing sector.

Nevertheless, in 2025, window covering demand faced headwinds due to inflation, interest rates, and macroeconomic uncertainties. U.S. reciprocal tariff considerations pushed certain tariff rates on imports from Asia to 34–49%, and even temporarily above 100% during subsequent negotiations. Faced with this high degree of uncertainty, the semi-finished goods NM had prepared in advance in 2024 served as a buffer, effectively reducing the impact of geopolitical risks and tariff fluctuations.

■ **Supply:**

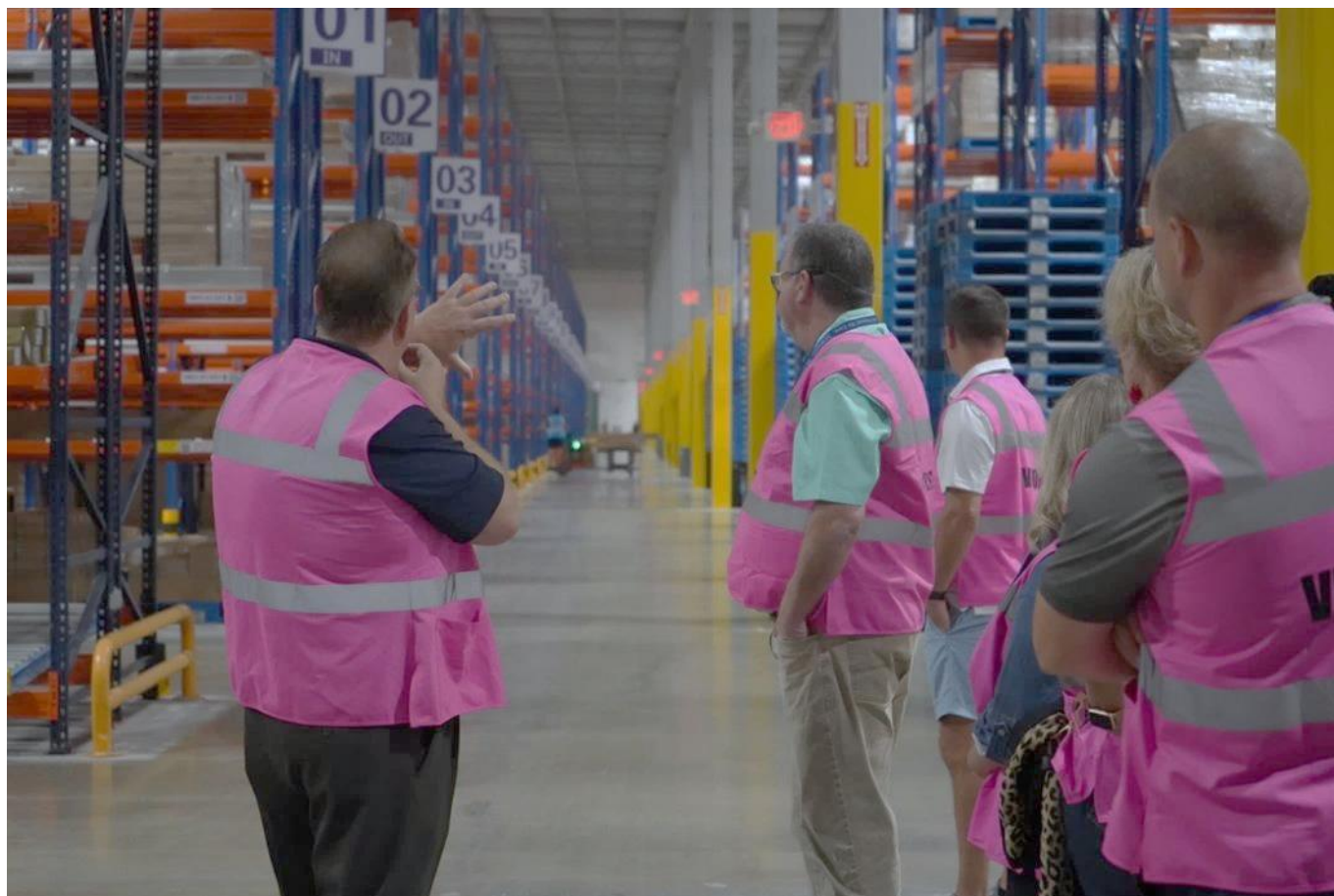
The U.S., as the world’s largest window covering consumer market, relies heavily on imports, mainly from Asia and Mexico. Custom window coverings are primarily supplied by China and Mexico, while Stock-size products are sourced from Vietnam, Cambodia, and Taiwan.

The rapid rise in Custom window covering demand has become the key driver of overall industry growth. However, this segment sets a high bar for suppliers—requiring superior product design (trouble-free and total solution), comprehensive service networks (including marketing, measurement, installation, and after-sales), and the ability to build brand trust. In North America, only a select few companies, including NM, can fully meet these stringent requirements, highlighting the market’s high entry barriers and concentrated competition.

While the window covering industry is not known for rapid innovation like the tech sector, it relies heavily on technological upgrades and capital accumulation. Only companies with strong cash flow and steady profits can consistently invest in equipment upgrades, capacity expansion, and skilled talent, creating a virtuous cycle of development. Unlike many manufacturers that depend on debt financing, NM leverages its solid management and consistent cash inflows to maintain a **net cash** advantage, ensuring financial flexibility and long-term competitiveness.

In the Stock blind and Stock shade segment, big-box retailers dominate the channels, exerting strong pricing pressure and demanding rigorous cost control from suppliers. With rising raw material and labor costs and stagnant product prices, low-cost competitors in Asia are losing ground.

By contrast, NM continues to enhance operational efficiency through **lean manufacturing**, not only improving product quality but also upgrading capacity and introducing semi-automation (i.e., multi-machine handling by a single operator) in production. NM maximizes the cost advantages of its Cambodia facility while leveraging its proprietary blinds/shades cutting machine technology to deepen partnerships with major retail chains, solidifying its leadership in the Stock-size window covering market.



Source: Nien Made

5. Product Development Trends (Window Coverings):

In line with the 2018 safety standards issued by the U.S. Consumer Product Safety Commission (CPSC) and the Window Covering Manufacturers Association (WCMA) – “ANSI/WCMA A100.1-2018 Standard for Safety of Window Covering Products” – **window covering operating systems for Stock blinds, shades, and shadings sold through big-box retailers must be cordless**. Since 2019, 90+% of NM’s Stock-size window covering shipments have adopted cordless designs, reinforcing NM’s commitment to consumer safety.

Effective Jun 1, 2024, the U.S. implemented a new window covering safety regulation – “ANSI/WCMA A100.1-2022 Standard for Safety of Window Covering Products” – **banning the sale of Custom window coverings with free-hanging operating cords**. This policy has accelerated the adoption of cordless solutions in the custom segment, enhancing safety for homes with young children and pets.

Building on its foundation of safe, cordless Stock-size products, **NM proactively took action** even before the official North American regulations came into force, **voluntarily discontinuing the sale of Custom window coverings with free-hanging cords in 2022**. In doing so, NM has steadily elevated safety standards in millions of households each year by encouraging the shift to safer, cordless solutions.

6. NM's Competitive Advantages (Window Coverings):

■ **Lean Management and Continuous Process Improvement:**

NM rigorously applies the Toyota Production System (TPS) to its **lean manufacturing** practices, adopting a **pull-based production model** that treats each process as a “customer” to ensure seamless alignment of output and quality with demand. In 2025 alone, NM implemented 3,500+ improvement proposals, with an annual average of 3,087 proposals over the past 5 years—demonstrating a deeply ingrained culture of continuous improvement.

■ **Highly Vertical Integration for Quality and Delivery Control:**

NM stands out as one of the few window covering manufacturers with extensive vertical integration, achieving an in-house production rate of 90+% for plastic components. From product design and material selection to manufacturing and assembly, NM manages its key process internally, ensuring high quality, cost control, and reduced delivery risks.

■ **Cross-Disciplinary R&D Expertise for Product Differentiation:**

NM boasts a comprehensive R&D team spanning mechanical design, electrical engineering, firmware development, materials science, mold flow analysis, smart systems, human-machine interface, and mold design. This deep R&D capability allows NM not only to design and develop proprietary window covering molds but also to create complex component molds in-house, ensuring high precision and consistency throughout production. This foundation enables NM to consistently introduce high-quality, high-value-added window covering products.

NM's Front-end Process for Window Coverings



Source: Nien Made

7. Short- and Long-Term Plans (Window Coverings):

■ Short-Term Plans:

In the custom segment, NM continues to invest in R&D, expanding its product lines and leveraging its own brands—NORMAN® and VENETA®—to provide comprehensive window covering products and services, steadily increasing its market share in Custom window coverings. At the same time, NM is actively expanding into emerging markets and innovative sales models, advancing Direct-to-Consumer (D2C) channels to serve end consumers directly and strengthen both brand influence and profitability.

In the Stock window covering business, NM focuses on solidifying partnerships with major retail chains. It has introduced a new generation of intelligent/smart window covering cutting machines for big-box retailers, designed to meet consumers' semi-custom demands, enhance customer loyalty, and drive revenue growth and market penetration.

NM's Next-generation Smart Window Covering Cutting Machine



Source: Nien Made

■ Long-Term Plans:

NM's long-term strategy centers on strengthening brand management and deepening marketing channels to increase the share of high-value-added products. In terms of production, NM leads the industry with its fully integrated one-stop window covering vertical integration, controlling every key step from raw material processing to final assembly. NM processes from raw materials such as wood, fabric rolls, and steel coils in-house, and operates a mold center with capabilities in plastic extrusion, injection molding, and mold flow analysis. Additionally, NM manufactures its own components, cords, and cartons, ensuring stable quality and robust supply chain resilience while widening its competitive edge. With a commitment to quality, NM continues to optimize lean production and assembly processes. Unlike many manufacturers reliant on debt financing, NM leverages solid cash flow to maintain a **net cash** advantage, ensuring financial flexibility and long-term competitiveness

To advance sustainable development, NM has just built Custom window covering production line in Mexico, offering North American households more high-quality options and significantly enhancing delivery efficiency by fulfilling orders within 2 weeks. This short-chain supply system not only reduces transportation time but also utilizes abundant local labor to boost assembly efficiency and overall capacity performance. NM is also planning to establish a manufacturing base in Vietnam, further strengthening global supply chain flexibility and resilience. In summary, NM remains committed to achieving its vision of becoming **“the world’s top-performing window covering company.”**

NM's Global Production Locations

Custom Window Coverings: China, Mexico, And Vietnam
Stock Window Coverings: Cambodia
Light Assembly Factory: U.S.



Source: Nien Made

8. Favorable / Unfavorable Factors for Future Development and NM's Countermeasures (Window Coverings):

■ **Favorable Factors:**

- **Lean Integration Resilience Built In:**

NM applies lean production management, focusing on continuous quality improvement, reducing waste, and lowering costs. Through high vertical integration—achieving 90% in-house component production—NM ensures stable quality, improves profitability, and enhances control over delivery timelines.

- **Cross-Disciplinary R&D Drives Differentiation:**

NM's R&D team integrates expertise across mechanical, electrical, materials, and intelligent control disciplines, enabling rapid response to market feedback and trends. This capability allows NM to develop products that meet evolving needs while continuously optimizing quality and efficiency through process improvement.

- **Diversified Portfolio Strengthens Brand Power:**

Leveraging its own brands—NORMAN® and VENETA®—NM builds strong channel and service foundations, allowing for the rapid introduction of diverse Custom window covering products and reinforcing brand value. In big-box retail channels, NM secures partnerships and market share through innovative products and its cutting machine solutions

- **Direct-to-Consumer Elevates Customer Connections:**

In markets such as the Benelux and Japan, NM operates a Direct-to-Consumer (D2C) model, engaging directly with consumers to strengthen interaction and grasp market dynamics. This approach not only shortens response times but also tightens the value chain from production to the end customer, driving profitability.

- **Localized Supply Chain Strengthens Regional Service:**

NM has established regional warehouses and light assembly facilities in North America, effectively supporting immediate customer demands. The launch of NM's Custom window covering production line in Mexico has significantly improved service efficiency and market responsiveness. By leveraging local workforce resources, NM enhances assembly efficiency and capacity, reinforcing a flexible and competitive short-chain/localized supply network.

NM's Mexico Plant



Source: Nien Made

NM's U.S. Plant



Source: Nien Made

■ **Unfavorable Factors and NM's Countermeasures:**

- **Expanding Global Capacity to Mitigate Labor Shortages:**

As living standards rise in mainland China, younger workers are increasingly shifting toward the service sector, making factory recruitment more challenging. To stabilize production capacity and cost structures, NM has established window covering facilities in Cambodia and Mexico, and is currently constructing a window covering facility in Vietnam to enhance overall supply chain resilience and competitiveness.

- **Enhancing Product Value to Differentiate in a Competitive Market:**

Big-box retail channels are mature and highly price-competitive. NM adheres to a quality-first strategy, developing and providing thousands of patented window covering cutting machines free of charge to big-box retailers. These solutions enable in-store staff to offer on-the-spot blinds/shades cutting services, increasing product value and successfully differentiating NM from competitors.

- **Balancing Regional Expansion to Reduce Market Fluctuation Risks:**

As window coverings are closely tied to the housing market cycle, NM's revenues currently rely heavily on North America. To mitigate the risks of relying on a single market, NM has proactively expanded into Europe, Japan, and Australia, strengthening regional diversity and enhancing overall business stability.

- **Optimizing Process Efficiency to Counter Rising Raw Material Costs:**

In response to rising and volatile international raw material prices, NM continues to promote lean production, improving yield rates and process efficiency to stabilize unit costs. High vertical integration further reduces risks of supply delays and inconsistent material quality, reinforcing NM's long-term operational stability.



veneta.com

Veneta.com - Raamdecoratie

1,301 posts 61.7K followers 856 following

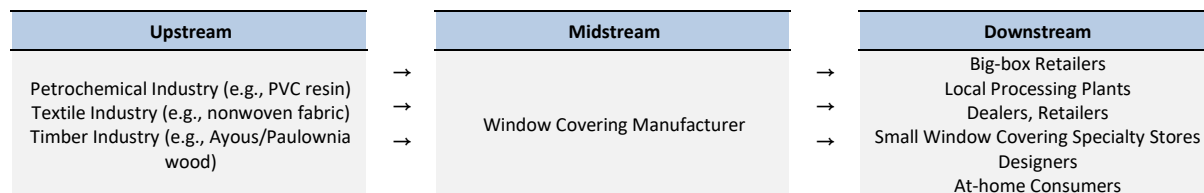


NM's Social Engagement at Its European Subsidiary — VENETA.COM

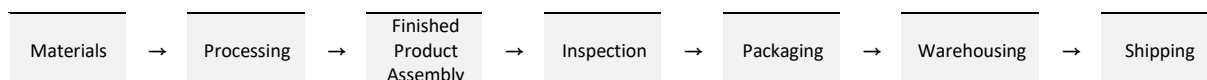
9. Supply Chain Management (Window Coverings):

■ Upstream, Midstream, and Downstream (Window Coverings):

Window covering products are primarily composed of fabric, wood, PVC (polyvinyl chloride) powder, aluminum, and various hardware components. Therefore, the upstream sector includes wood suppliers, plastic powder suppliers, fabric suppliers, and hardware manufacturers. Downstream sales are mainly driven by big-box retailers, processing plants, dealers, and retailers.



■ Manufacturing Process (Window Coverings):



■ Supply Status of Major Raw Materials:

Raw Material	Supplier	Supply Status
PVC resin	Supplier A and Supplier B	Stable Quality

■ Purchases Exceeding 10% of Total Purchases in Either of the Past 2 Years (Unit: NT\$'000, %):

Major Suppliers in the Most Recent 2 Years												
Item	2024				2025				As of the Previous Quarter Ending in 2026			
	Supplier	Amount (NT\$'000)	% of Total Annual Net Purchases (%)	Relation to NM	Supplier	Amount (NT\$'000)	% of Total Annual Net Purchases (%)	Relation to NM	Supplier	Amount (NT\$'000)	% of Net Purchases YTD (as of Previous Quarter) (%)	Relation to NM
1	Supplier D	441,912	6.4	None	Supplier D	529,722	7.7	None	Supplier D	193,675	11.9	None
2	Others	6,495,610	93.6		Others	6,309,241	92.3		Others	1,431,696	88.1	
3	Total Procurement	6,937,522	100.0		Total Procurement	6,838,963	100.0		Total Procurement	1,625,371	100.0	

■ Sales Exceeding 10% of Total Sales in Either of the Past 2 Years (Unit: NT\$'000, %):

Major Customers in the Most Recent 2 Years												
Item	2024				2025				As of the Previous Quarter Ending in 2026			
	Customer	Amount (NT\$'000)	% of Total Annual Net Sales (%)	Relation to NM	Customer	Amount (NT\$'000)	% of Total Annual Net Sales (%)	Relation to NM	Customer	Amount (NT\$'000)	% of Net Sales YTD (as of Previous Quarter) (%)	Relation to NM
1	Customer A	9,573,895	32.4	None	Customer A	8,988,409	30.0	None	Customer A	2,196,551	30.1	None
2	Others	19,961,314	67.6		Others	20,980,590	70.0		Others	5,108,844	69.9	
3	Total Revenue	29,535,209	100.0		Total Revenue	29,968,999	100.0		Total Revenue	7,305,395	100.0	

B) Others (Appliance Products and PVC Plastic Tubing):

NM's other products primarily include PVC (polyvinyl chloride) plastic tubing and appliance products such as dehumidifiers and air purifiers. The performance of PVC plastic tubing is directly tied to the construction and public works sectors in Taiwan. In 2024, tighter mortgage lending rules imposed by Taiwan's Central Bank reduced housing transactions, indirectly impacting developers' confidence and weakening demand for plastic tubing. Nevertheless, NM maintained profitability in both PVC plastic tubing and appliance products during 2025, thanks to efficiency improvements and cost control.

1. Supply Chain Management (Others):

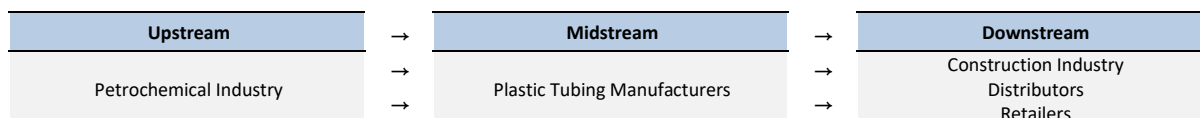
■ Upstream, Midstream, and Downstream (Appliance Product):

NM's appliance products primarily include dehumidifiers, air purifiers, and various timers used in household appliances. The upstream sector mainly comprises suppliers of components and accessories, while the downstream sector consists of appliance brand owners and distributors.



■ Upstream, Midstream, and Downstream (PVC Plastic Tubing):

NM's PVC plastic tubing products are supplied by upstream petrochemical companies that produce PVC resins. The downstream market includes the construction industry, which heavily relies on plastic tubing, as well as distributors and retailers who handle its sale.



■ Manufacturing Process (Others):

NM's other products mainly include appliance products such as dehumidifiers, air purifiers, and timers for household appliances, as well as PVC plastic tubing. Except for timers, which are developed in collaboration with customers and outsourced for production, NM manufactures and ships its appliance products and PVC plastic tubing in-house.

2. Product Development Trends (Appliance Products and PVC Plastic Tubing):

NM's appliance products are increasingly evolving toward smart and energy-efficient solutions, expanding from basic functions to include smart controls, remote operation, and diverse applications. As living standards rise, consumers no longer limit expectations to functionality—they now demand superior design, energy efficiency, and user-friendly operation. The growing emphasis on high energy efficiency and environmental awareness is driving rising demand for high-end appliances equipped with energy labels and automatic sensing technology (e.g., air quality monitoring), which has become a new market trend.

In contrast, the PVC plastic tubing market is more susceptible to economic cycles, housing market dynamics, and fluctuations in raw material prices. Despite intense competition, stable demand continues in construction, plumbing, and infrastructure sectors. NM's development strategy has shifted from price competition to focusing on quality enhancement, process efficiency improvements, and cost reduction, enabling the Company to maintain operational flexibility and navigate market challenges effectively.

[5.3] Technology and R&D

As of the end of 2025, NM has accumulated over 1,600 patent applications globally, with over 1,100 approved. In 2025, 15 patents were granted in various countries. Applications requiring defense are reviewed and coordinated by relevant departments to secure advantageous protection for core technologies. Through comprehensive patent monitoring and active participation in product and equipment development, new technical information is provided to departments, reducing potential risks early in development.

A) R&D Expenditures in the Most Recent Year and Up to the Annual Report Publication Date (Unit: NT\$'000):

	2025	As of Mar 31, 2026
R&D Expenditures	155,024	44,654

B) Key Technologies/Products Developed Successfully in the Most Recent Year and Up to the Annual Report Publication Date:

Year	R&D Achievements
2024	Design and planning of the next-generation smart window covering cutting machine for big-box retailers to boost market share in the Stock-size window covering segment
2025	Next-generation smart window covering cutting machine for big-box retailers and new motorized window covering kits

[5.4] Employees

A) Number of Employees, Average Years of Service, Average Age, and Educational Background Distribution for the Past 2 Years and as of the Annual Report Publication Date:

Year		2024	2025	As of the Annual Report Publication Date
Staff	Managers	383	370	368
	Employees	3,171	3,292	3,430
	Employees for Manufacturing	7,763	7,561	7,377
	Total	11,317	11,223	11,175
Average Years of Age		36.04	36.65	36.79
Average Years of Service (Note)		6.13	6.45	6.75
Education Profile (as a % of Total)	PhD	0.06%	0.06%	0.08%
	Master's Degree	1.05%	1.10%	1.09%
	Bachelor's Degree	8.52%	9.10%	9.22%
	High School	20.44%	21.12%	21.39%
	Junior High School or Below	69.93%	68.62%	68.22%

Note: Including Previous NM Employee Seniority

B) Labor Relations:

1. Employee Benefits, Training, Retirement Systems, and Implementation, as well as Labor-Management Agreements and Employee Rights Protection:

■ Employee Benefits:

NM provides employee benefits in compliance with the "Labor Standards Act," "Labor Insurance Act," "Employee Welfare Fund Act," and related regulations. Current benefit programs include discounts on window covering purchases, holiday bonuses (for Labor Day, Dragon Boat Festival, Mid-Autumn Festival, birthdays, Lunar New Year), domestic and overseas travel allowances (or vouchers), scholarships, new home completion bonuses, wedding bonuses, maternity gifts, hospitalization subsidies, and funeral assistance.

■ Employee Training:

To nurture talent and support career development, NM offers comprehensive training programs, including management trainee training, professional skills development, new hire orientation, department-led training, and lean manufacturing management courses.

■ **Retirement Systems:**

a) **Old pension system (Taiwan):**

Managed under the “Labor Standards Act.”

b) **New pension system (Taiwan):**

Managed under the “Labor Pension Act.” Since Jul 1, 2005, NM has contributed at least 6% of each employee's monthly salary to their personal pension account with the Bureau of Labor Insurance

■ **Employee Rights Protection:**

NM values its employees as its greatest asset and strives to align corporate vision with employee development goals. To evaluate company-wide welfare and compensation systems, NM has established a Remuneration Committee composed entirely of independent directors, which convened 4 times in 2025 to uphold corporate governance and maintain a sound compensation system. Employee welfare programs are coordinated by the legally established Employee Welfare Committee.

At NM’s facilities in mainland China, Cambodia, and Mexico, each has one labor union serving local employees, with a collective bargaining agreement coverage rate of approximately 47%.

	2025 Collective Bargaining Agreement Coverage Rate	2025 Number of Negotiation Meetings
Taiwan	0%	0
China	14%	2
Cambodia	92%	0
U.S.	0%	0
Mexico	63%	1

2. Other Important Agreements:

None.

3. Losses from Labor Disputes in the Most Recent Year and Up to the Annual Report Publication Date:

None.

4. Potential Losses from Current or Future Labor Disputes:

None.



Source: Nien Made

[5.5] Environmental Expenditures

A) Total Losses and Fines for Environmental Pollution in the Most Recent Year and Up to the Annual Report Publication Date:

None.

B) Future Response Measures and Expected Environmental Expenditures:

For details on NM's environmental protection and energy conservation efforts, please refer to the Sustainability Report (Download link: <https://www.nienmade.com.tw/ESG.aspx>).

[5.6] Cybersecurity Management

A) Cybersecurity Risk Management Framework, Policies, Specific Management Measures, and Resources:

1. Cybersecurity Risk Management Framework:

NM's cybersecurity risk management framework is set and adjusted by NM's IT Department based on evolving cybersecurity issues and current business operations. In 2025, 5 personnel were engaged in cybersecurity risk management, with related investment totaling NT\$9mn.

NM conducts annual information security audits under its internal control system, tracks improvements, and reports the status to the Board of Directors once a year.

2. Cybersecurity Policies:

To mitigate cybersecurity risks, NM's policies include:

- Deployment and regular updates of protective software and hardware to block malicious attacks and prevent virus spread within the Company;
- Use of account controls, passwords, and firewalls to enhance network security, protect the Company and client confidential information, and reduce operational risks caused by human error;
- Annual third-party penetration testing of NM's websites and internal vulnerability scans, with fixes and preventive measures implemented; and
- Controls on storage device usage to protect trade secrets.

3. Specific Management Measures:

Regular disaster recovery drills are conducted annually, testing backup systems and critical equipment to strengthen staff's response capabilities to unexpected events and natural disasters.

4. Resources Invested in Cybersecurity:

An annual budget for information security control is set based on inspection items, and the IT Department executes the budget to implement security regulations.

B) Major Cybersecurity Incidents in the Most Recent Year and Up to the Annual Report Publication Date:

From 2017 to 2025, NM has received **NO** customer complaints regarding privacy breaches or data leaks. As information security risks may arise from malicious attacks on software, hardware, data, or networks, as well as human error or operational anomalies, it is challenging to quantify potential financial impacts. Nonetheless, NM remains vigilant on cybersecurity issues, drawing lessons from significant past incidents and regularly monitoring and updating internal systems to safeguard against viruses and hacker threats.

[5.7] Material Contracts

A) Major Credit Agreements:

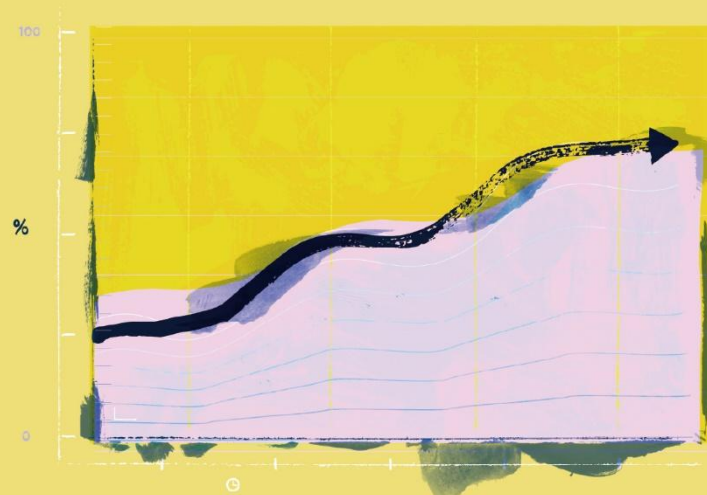
None.

B) Other Significant Agreements

Significant Agreements				
Contract Type	Parties	Contract Duration	Main Content	Restrictive Clauses
Construction Contract	UC PHAT CONSTRUCTION SERVICES TRADING CO., LTD	Effective from Aug 27, 2025 until the end of the warranty period after actual completion	Subsidiary facility construction	No major restrictive clauses
Construction Contract	TAISEI CORPORATION	Effective from Jun 30, 2025 until the actual completion date	Subsidiary building construction	No major restrictive clauses
Principal Agreement	VIGLACERA CORPORATION – JSC	Effective from Feb 3, 2026 until Nov 20, 2074	Subsidiary obtains land use rights in Lao Cai Province, Vietnam	No major restrictive clauses
Long-term Loan Agreement	CTBC Bank Co., Ltd., Tokyo Branch	Maturing in installments by Jul 2030	Subsidiary financing	No major restrictive clauses

6

NM'S FINANCIAL & RISK HIGHLIGHTS



[6.1] Financial Highlights

A) Reasons/Impacts from Significant Changes in Asset, Liability or Equity in the Past 2 Years (Unit: NT\$'000):

Item \ Year	2024	2025	Difference	
			Amount	%
Current assets	24,560,143	25,503,679	943,536	4
Property, plant and equipment	10,587,620	11,493,884	906,264	9
Intangible assets	78,110	249,605	171,495	220
Other assets	2,632,334	2,777,671	145,337	6
Total assets	37,858,207	40,024,839	2,166,632	6
Current liabilities	6,686,757	6,144,432	(542,325)	(8)
Non-current liabilities	3,090,617	3,471,780	381,163	12
Total liabilities	9,777,374	9,616,212	(161,162)	(2)
Equity attributable to the parent company	27,611,056	30,003,936	2,392,880	9
Common stock	2,930,202	2,930,202	-	-
Capital surplus	4,572,007	4,572,007	-	-
Retained earnings	19,764,887	22,113,743	2,348,856	12
Other components of equity	343,960	387,984	44,024	13
Treasury shares	-	-	-	-
Non-controlling interests	469,777	404,691	(65,086)	(14)
Total equity	28,080,833	30,408,627	2,327,794	8
Variation in the monetary amounts reaching 20% and the absolute amount reaching NTD 10mn:				
■ Intangible Assets: Primarily due to an increase in software costs.				

B) Future Response Measures:

None.

[6.2] Financial Performance

A) Reasons/Impacts from Significant Changes in Revenues, Operating Income or Income from Continuing Operations Before Income Tax in the Past 2 Years (Unit: NT\$'000):

Item \ Year	2024	2025	Difference	
			Amount	%
Operating revenues	29,535,209	29,968,999	433,790	1
Operating costs	12,630,101	12,346,494	(283,607)	(2)
Gross profit	16,905,108	17,622,505	717,397	4
Operating expenses	8,537,433	8,705,811	168,378	2
Operating income	8,367,675	8,916,694	549,019	7
Non-operating income and expenses	1,109,473	298,392	(811,081)	(73)
Income before income tax	9,477,148	9,215,086	(262,062)	(3)
Income tax expense	2,358,669	2,278,842	(79,827)	(3)
Net income	7,118,479	6,936,244	(182,235)	(3)
Other comprehensive income (loss), net of tax	247,973	74,496	(173,477)	(70)
Total comprehensive income	7,366,452	7,010,740	(355,712)	(5)
Variation in the monetary amounts reaching 20% and the absolute amount reaching NTD 10mn:				
■ Non-operating income and expenses: Primarily due to net exchange losses.				
■ Other comprehensive income (loss), net of tax: Primarily due to decreased exchange differences on translation of financial statements of foreign operations.				

B) The Expected Sales Quantity and Its Basis, Along with the Potential Impact on the Company's Future Financial Operations and Response Plans:

As the Company has **NOT** announced the sales forecast, this does **NOT** apply.

[6.3] Cash Flow

A) Analysis and Explanation of Cash Flow Changes in the Most Recent Fiscal Year (2025), and Improvement Plans for Liquidity Shortages (Unit: NT\$ '000):

Item	Year	2024	2025	Difference	
				Amount	%
Net cash provided by operating activities		8,547,279	7,052,028	(1,495,251)	(17)
Net cash used in investing activities		2,478,303	1,612,978	(865,325)	(35)
Net cash used in financing activities		3,013,895	4,485,810	1,471,915	49

Analysis of changes in financial ratios from cash flow:

- Decrease in net cash outflow from investing activities: Primarily due to decreased acquisitions of property, plant and equipment and right-of-use assets.
- Increase in net cash outflow from financing activities: Primarily due to increased cash dividends distributed and changes in non-controlling interests.

B) Cash Flow for the Coming Year (2026) (Unit: NT\$'000):

[1] Cash Balance at the Beginning of the Year	[2] Net Cash Flow from Operating Activities	[3] Net Cash Outflow (Inflows) from Investing and Financing Activities	[=1+2-3] Cash Surplus (Deficit)	Measures for Managing Cash Deficit	
				Investment Plans	Financing Plans
16,872,121	7,616,151	6,896,775	17,591,497	-	-

■ Liquidity forecast analysis for the next year:

a) Operating activities: Mainly forecasting cash inflow provided by operating activities in 2026.

b) Investing and financing activities: Mainly forecasting cash dividends and an increase in capital expenditures.

■ Improvement plan(s) for inadequate liquidity:
Not applicable.

[6.4] Risk Analysis and Assessment

A) Matters for the Most Recent Year as of the Annual Report Publication Date:

1. Impacts of Interest Rates, Exchange Rates, and Inflation on Profits and Losses, and NM's Countermeasures:

■ Impacts of Interest Rates on Profits and Losses, and NM's Countermeasures:

The interest expenses of the Company and its subsidiaries in 2025 and 2024 were NT\$21,920k and NT\$12,730k, respectively, accounting for 0.07% and 0.04% of the consolidated operating revenue and 0.24% and 0.13% of the consolidated income before tax of the Company. Therefore, the impact of interest rate changes on NM's consolidated revenues and profits is limited.

■ Impacts of Exchange Rates on Profits and Losses, and NM's Countermeasures:

The exchange gains or losses of the Company and its subsidiaries in 2025 and 2024 accounted for (1.44)% and 2.03%, respectively, of the consolidated operating revenue, showing that the exchange rate changes have little impact on the consolidated revenues of NM and its subsidiaries and operations. In addition, the Company and its subsidiaries adopt a prudent and conservative principle in the management of foreign currency. International financial information related to exchange rates is collected at all times in order to fully grasp the trend of exchange rates so as to reduce the impact of changes in exchange rates.

■ Impacts of Inflation on Profits and Losses, and NM's Countermeasures:

NM and its subsidiaries maintain a close and good interactive relationship with the suppliers and customers. When there are changes in the market price, these changes can be properly reflected in the product costs and prices without causing any significant impacts on the Company. In the future, we will pay close attention to the fluctuation in raw material prices and inflation to effectively control the manufacturing cost of finished products.

2. Policies on High-Risk, Highly Leveraged Investments, Lending, Endorsement of Guarantees for Other Parties, and Financial Derivatives Transactions, Main Reasons for Profits and Losses, and NM's Countermeasures:

NM focuses on the main business operations and did not make high-risk or highly leveraged financial investments in the most recent year and up to the date of this annual report.

NM has set up "Regulations Governing the Acquisition and Disposal of Assets (Including Derivatives)," "Regulations Governing Loaning of Funds," "Regulations Governing Making of Endorsements/Guarantees," and "Measurements of Liability Commitments and Contingencies" as a basis for the Company to follow when conducting relevant activities. Up to the date of this annual report, these internal policies and procedures were all observed.

B) Future R&D Plans and Estimated R&D Expenditure:

NM's recent R&D efforts have focused on developing high-value-added window covering products. This focus will continue, aligned with customer demand and executed according to research schedules. R&D spending as a percentage of revenue has ranged from approximately 0.5–1% from 2021–2025, and NM expects its 2026 R&D spending, including subsidiaries, to remain within this historical range.

C) Impacts of Changes in Important Domestic and Foreign Policies and Regulations on Financial Statements, and NM's Countermeasures:

NM's management and operations are in compliance with relevant domestic and foreign regulations. NM's Administration Department and Legal Department also search for important local policies and legal information for the management to refer to. Therefore, the Company is still able to effectively respond to and grasp changes in important policies and regulations in Taiwan and oversea.

D) Impact of Technological Change (Including Cybersecurity Security Risks) and Industry Changes on Financial and Business Operations, and NM's Countermeasures:

NM closely monitors technological advancements and industry trends, supported by a dedicated R&D team that develops customer-driven products to enhance competitiveness. As of now, there have been **NO** material impacts on NM's financial or business performance due to technological or industry changes.

To avoid systemic cybersecurity risks, we continue to upgrade the software/hardware and the firewalls. The IT Department tested the anti-virus software, firewall, and version of programs on the host separately in accordance with the Cybersecurity Checklist in Mar and Jun 2024. Multiple mechanisms including user account, password, and firewalls have been applied to strengthen cybersecurity. Relevant networks of NM (including Order Management System, Email Hosting, Intellectual Property Management System, etc.) passed the internal inspection of disaster tests in 2023. We even make good use of a professional information security and health diagnosis institution, Acer Cyber Security, to carry out penetration tests for malicious cyber-attack and activity of server. To avoid the loss of business secrets and customer data, and to prevent possible system interruption or serious system failure, we have remote backup of the host database. Monthly, quarterly, semiannual and annual drills and tests of different cybersecurity items are conducted to ensure the restoration of backup data and the normal operation of the virtual machine.

E) Impact of Corporate Image Changes on Crisis Management, and NM's Countermeasures:

NM operates with integrity, professionalism, and innovation at its core, placing strong emphasis on market needs and striving to enhance product quality and customer satisfaction. As a result, there have been **NO** significant changes in NM's corporate image that have materially impacted the Company's business as of the most recent year and the annual report publication date.

F) Expected Benefits and Associated Risks of Mergers and Acquisitions, and NM's Countermeasures:

None.

G) Expected Benefits and Associated Risks of Expansion of Plants, and NM's Countermeasures:

Nien Made's Board of Directors agrees to invest approximately US\$156,000,000 in a 100% owned subsidiary, for the expansion of factory buildings and equipment in Mexico. This investment will be made with internal funds. In addition to expanding the production capacity, it will also mitigate logistic disruptions. The benefits are in line with expectations as of the printing of the annual report.

Nien Made's Board of Directors approved investments of up to approximately US\$124,100,000 and US\$102,000,000 (or equivalent in VND), respectively, in its 100%-owned Vietnamese subsidiaries in Phu Tho Province and Lao Cai Province, for the expansion of factory buildings and equipment in Vietnam. This investment will be made with internal funds in phases as needed. In addition to expanding overall production capacity, it will also mitigate disruptions from logistics constraints. The benefits are in line with expectations as of the printing of the annual report.

H) Risks Associated With the Purchase of Goods and Sales Concentration, and NM's Countermeasures:

The Company and its consolidated subsidiaries are hereinafter referred to as the Group.

1. Risks and Countermeasures for Purchase Concentration, and NM's Countermeasures:

NM's consolidated purchase amount of a single supplier in 2025 and 2024 did not exceed 30% of the net purchase amount in each period. In addition, the consolidated company's procurement of main raw materials was constantly maintained from two or more qualified suppliers to ensure the flexibility of purchase and constant supply; meanwhile, it is also expected to maintain the advantages in bargaining to reach the goal of cost reduction. In summary, NM should not have risks of purchase concentration or material shortage.

2. Risks and Countermeasures for Sales Concentration, and NM's Countermeasures:

The single customer accounts for 30%/32% of consolidated revenue in 2025/2024. In addition to maintaining good relationships with our existing customers, we also actively carry out various marketing activities to expand NM's business and customer base, striving to diversify customers to mitigate the sales concentration risks. In summary, the consolidated company should not have risks of sales concentration.

I) Impact and Risks of Significant Share Transfers or Changes by Directors, Supervisors, or Major Shareholders (Over 10% Ownership) and NM's Countermeasures:

None.

J) Impact and Risks of Changes in Management Control and NM's Countermeasure:

None.

K) Significant Litigation or Non-Litigation Matters Involving the Company, Its Directors, Supervisors, CEO, Responsible Persons, Major Shareholders (Over 10% Ownership), and Subsidiaries, Including Details of the Dispute, Amount, Start Date, Main Parties, and Current Status, If the Outcome Could Materially Impact Shareholder Rights or Stock Prices:

1. Significant lawsuits, non-litigation, or administrative disputes in the most recent year and up to the annual report publication date, if the outcome could materially affect shareholder rights or stock prices:

None.

2. **Significant lawsuits, non-litigation, or administrative disputes involving directors, supervisors, CEO, responsible persons, major shareholders (over 10% ownership), and subsidiaries in the most recent year and up to the annual report publication date, if the outcome could materially affect shareholder rights or stock prices:**

None.

3. **Incidents of violation of Article 157 of the “Securities and Exchange Act” by directors, supervisors, managers, and major shareholders (over 10% ownership) in the most recent year and up to the annual report publication date, and the Company’s current handling status:**

Not applicable.

L) Other Significant Risks and NM’s Countermeasure:

1. Intellectual Property Risk:

In 2025, NM reviewed 60,000+ patent documents via a global cloud database, monitoring competitors and assessing nearly 50 self-innovated technologies for patentability and risk. Based on assessments, NM pursued patent applications, submitted public comments, or adopted design-around strategies.

2. Risk of Non-Compliance with Export Controls, Environmental Regulations, Climate Change Agreements, or Delays in Obtaining Operational Approvals:

NM aligns with evolving global regulations through local operations and its IPR & Legal Department, proactively updating internal policies and minimizing ecological impact.

In 2025, NM did not incur any losses or penalties due to environmental pollution.

3. Trade Policy Risk (Tariffs, Trade Barriers):

Since Sep 2019, U.S. tariffs (15% under Trade Action List 4A) on imports from China have impacted NM’s Custom window covering exports to the U.S. Although these tariffs were halved to 7.5% in Feb 2020, by Apr 2025, reciprocal tariff rates on certain imports from Asian had surged to 34-49%, and even briefly exceeded 100% during later negotiations. The rise of protectionist trade policies globally has reshaped industry dynamics.

As global economic protectionism persists, NM has adopted a transnational strategy to mitigate risks. Its Phase 3 Stock-size production facility in Cambodia has been successfully expanded, while Phase 1 of the Mexico Custom window covering plant has been completed and Phase 2 is currently under expansion.

M) Other Material Risks:

None.

[6.5] Other Financial Information

A) Effect Upon Financial Operations of Any Major Capital Expenditures During the Most Recent Fiscal Year:

None.

B) Reinvestment Policy for the Most Recent Fiscal Year, the Main Reasons for the Profits/Losses Generated Thereby, the Plan for Improving Reinvestment Profitability, and Investment Plans for the Coming Year:

The Company’s reinvestments are mainly strategic investments. The share of profit of investments accounted for using the equity method in 2025 was NT\$1,150,801k, mainly due to favorable operating results from overseas reinvestments. Going forward, the Company will continue its strategic investment policy and carefully evaluate investment plans.

7
APPENDIX



[7.1] Affiliated Companies and Other Disclosures

A) Information on Affiliated Companies:

For more information, please visit the Market Observation Post System at the following website:
https://mopsov.twse.com.tw/mops/web/t57sb01_q10

B) Private Placement of Securities in the Most Recent Year and Up to the Annual Report Publication Date:

None.

C) Other Necessary Supplementary Information:

None.

[7.2] Significant Matters Impacting Equity or Stock Price

Material Events Under Article 36, Paragraph 3, Subparagraph 2 of the “Securities and Exchange Act” Affecting Shareholder Rights or Stock Prices in the Most Recent Year and Up to the Annual Report Publication Date:

None.



NienMade