

**MERIDA**  
**Industry Co., Ltd.**

**SUSTAINABILITY REPORT**



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## Chapter

# About This Report

## The Basis of Preparation

This report is prepared by MERIDA INDUSTRY CO., LTD. (hereinafter referred to as “MERIDA Industry, MERIDA and/ or this Company”, in accordance with the GRI Sustainability Reporting Standards, set forth by the Global Sustainability Standards Board (GSSB). It upholds the core principles outlined by GRI 2021. It is also aligned with the Sustainability Accounting Standards Board (SASB) standards for the toy and sporting goods industry, and is in line with the United Nations Sustainable Development Goals (SDGs). Additionally, the report addresses the mandatory disclosure of climate-related information as required by TWSE and TPEx listed companies. This report not only addresses the key issues of concern to stakeholders, but also aligns with ESG strategies, continuously improving this Company in the aspects of environment, social and corporate governance. We invite you to delve into MERIDA's unwavering commitment to sustainable management.

## Scope and Principles

This report discloses information from January 1, 2024 to December 31, 2024. The scope of the financial data disclosed here is consistent with the consolidated financial statements or publicly available financial information. The exception to this is that on economy, environment, and employees, which only reports on information regarding the headquarters in Taiwan. This Company has engaged SGS Taiwan Ltd. to conduct a moderate level of assurance on this report pursuant to the GRI Standards 2021 'In accordance' criteria and the AA1000 Assurance Standard (AA1000AS v3), Type I. The assurance statement is annexed hereto as an appendix. Moving forward, MERIDA remains committed to communicating transparently with our stakeholders about our corporate social responsibility efforts and the results of our sustainable management efforts through annual report publications.

## Publication Overview

This marks the third edition of MERIDA's Sustainability Report, and we are committed to publishing an annual 'Sustainability Report' moving forward.  
Previous publication : August 2024.  
Current publication : August 2025.

## Contact Us

If you have any questions, feedback, or suggestions regarding this report, please don't hesitate to contact us.  
Contact person : MERIDA INDUSTRY CO., LTD., Liu Ming-Gen ( Vice President )  
Address : No. 116, Meigang Rd., Dacun Township, Changhua County 515005, Taiwan  
Telephone : 886-4-8526171#380  
E-mail : scott@merida.com.tw

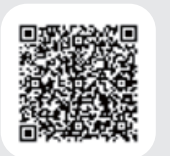
## Restatements of Information

In order to ensure the accuracy, completeness, and comparability of the disclosed information, this report has been restated in accordance with GRI 2-4 standards. Specifically, the statistical tables detailing energy consumption over the past three years have been restated. The revised disclosures are as follows:

Energy Category	Unit	2022	2023	Reason for Correction
Gasoline Consumption	L / Year GJ	10,391.770 339.36	13,523.158 441.63	Additional Disclosure for 2022–2023 : Gasoline Consumption
Diesel Consumption	L / Year GJ	4,675.47 164.43	4,624.38 162.64	Additional Disclosure for 2022–2023 : Diesel Consumption
Total Energy Consumption	GJ	80,737.25	50,274.08	Correction for 2022–2023 : Total Energy Consumption
Energy Intensity	GJ / NT\$ Million	2.52	2.51	Correction for 2022–2023 : Energy Intensity



Company Website



Investor Relations



## Chapter

# Message from Management



The concept of sustainable development has increasingly become central to corporate strategy, as global attention intensifies on climate change and the finite nature of resources. Since the launch of the United Nations' 2030 Agenda for Sustainable Development, we have witnessed a growing momentum — both globally and in Taiwan — toward integrating sustainability into business operations. In 2024, we took another significant step forward by reinforcing our commitments and actions across the three core pillars of Environmental, Social, and Governance (ESG). Our efforts are focused on minimizing the environmental impact of our business operations and advancing long-term sustainable growth.

As regards environmental protection, plastic reduction has long been one of our environmental priorities. In response to increasing societal concern over plastic pollution, we have actively worked to reduce the use of plastic in our product packaging. We collaborate closely with our suppliers to develop and promote environmentally friendly packaging alternatives, aiming to minimize post-consumer waste throughout the product life cycle. We recognize our responsibility

to minimize resource waste during the production process and to remain accountable to both society and the environment. As such, we have continuously refined our process control systems and implemented stringent energy consumption standards. These measures enable us to operate with greater precision, reduce energy waste, and effectively lower our carbon emissions.

In the second half of 2024, MERIDA made further progress by implementing green energy solutions. We successfully completed the construction of a solar photovoltaic system, which generated and used 400,787 kWh of renewable electricity — equivalent to approximately 4.74% of MERIDA's annual electricity consumption. This initiative resulted in a reduction of around 190 metric tons of carbon emissions. Beyond increasing our clean energy usage, this achievement aligns with both global and Taiwan's policy goals for net-zero emissions by 2050. In addition, we adopted the ISO 50001 Energy Management System to systematically monitor and manage internal energy usage. For high-energy-consuming equipment, we implemented targeted energy-saving measures, further decreasing our CO<sub>2</sub> emissions. We are also committed to fostering internal technological innovation and efficiency enhancements as part of our broader effort to reduce our carbon footprint and mitigate the adverse effects of climate change.

Our dedication to sustainability extends beyond environmental initiatives. Social responsibility and strong corporate governance remain key areas of focus. As a responsible corporate citizen, we strictly comply with all labor laws and regulations and uphold the fundamental rights of our employees. We are committed to safeguarding labor rights, including freedom of association and the right to collective bargaining. We support vulnerable groups and actively work to eliminate all forms of employment and workplace discrimination. We strive to ensure a fair, just, and inclusive work environment where all employees can thrive.

In 2025, we will continue to embrace our responsibilities across environmental, social, and governance domains, and drive forward various initiatives that support sustainable development. We firmly believe that only through collective efforts can businesses and society move toward a more prosperous and harmonious future. As the goals of sustainable development remind us: "We have a responsibility to protect our planet so that its resources may serve future generations." The road ahead is long, but we remain committed to continuous innovation and improvement on the path to sustainability. Together with our customers, suppliers, and partners, we aim to contribute meaningfully to society and the planet — building a better tomorrow for all.

President



Chapter

# 2024 Sustainability Performance Highlights



The Gravel Bike SILEX  
Design & Innovation Award 2024



Taiwan Excellence Silver Award 2024



DHL GoGreen Plus Certificate 2024



TAIPEI CYCLE d&i Awards 2024 Gold Award



Award of Excellence for Air Quality  
Purification Area Adoption 2024

Rank	Brand	Score	Change
1	ASUS	22.71	+1%
2	TREND	22.04	+1%
3	聯發科	14.04	+28%
4	宏碁	11.04	+1%
5	聯華公司	8.51	+3%
6	台積電	7.44	+6%
7	宏碁	5.99	+0%
8	中興	5.95	+7%
9	台達電	5.91	+8%
10	聯華公司	5.90	+0%
11	中興	5.05	+1%
12	聯華公司	4.81	+0%
13	聯華公司	4.60	+2%
14	聯華公司	4.08	+0%
15	聯華公司	3.30	+23%
16	聯華公司	2.65	+0%
17	聯華公司	2.39	+5%
18	聯華公司	2.22	+1%
19	聯華公司	2.12	+0%
20	聯華公司	1.19	+24%
21	聯華公司	1.09	+1%
22	聯華公司	1.05	+4%
23	聯華公司	1.02	+8%
24	聯華公司	0.97	+5%
25	聯華公司	0.87	+0%
Average		147.55	+7%

Best Taiwan  
Global Brands 2024

## Environmental Aspect

- In 2024, MERIDA generated **400,787 kWh** of green electricity, reducing carbon emissions by approximately 190 metric tons of CO<sub>2</sub>e. Green energy accounted for **4.74%** of the parent company's total electricity consumption.
- The average electricity saving rate from 2014 to 2024 reached **1.58%**, surpassing statutory targets of 1%.
- Equipment optimization in 2024 resulted in total electricity savings of **17,100 kWh**, equivalent to a reduction of approximately 8.1 metric tons of CO<sub>2</sub>e emissions.

## Social Aspect

- Products passed domestic and international safety certifications with a **100%** success rate.
- Achieved **87%** customer satisfaction in 2024.

## Governance Aspect

- Annual revenue for 2024 reached **NT\$29,633,132,000**, representing a year-over-year increase of **8.7%**.
- The current Board includes **two** female directors, accounting for **15%** of total board seats.
- In 2024, **100%** of employees participated in human rights education and training programs.
- In 2024, the qualification rate for new supplier evaluations reached **100%**.

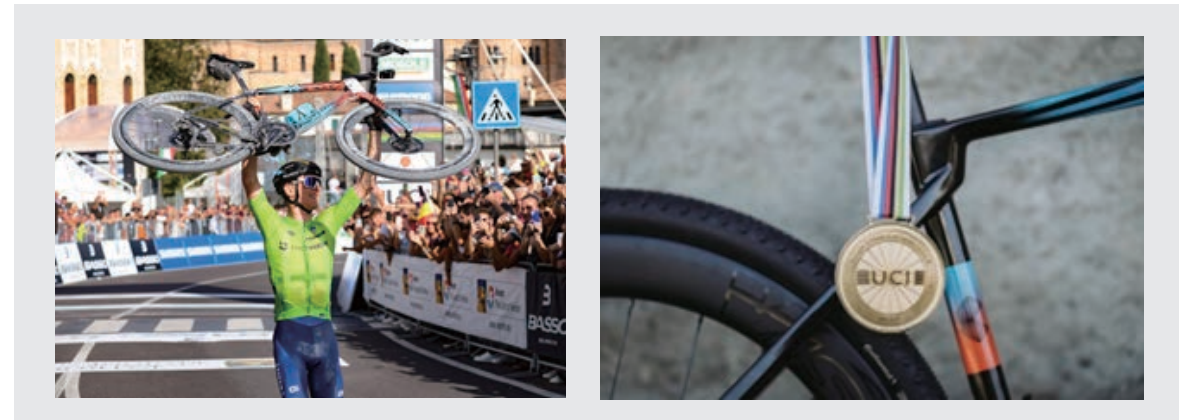
Chapter

# Annual Feature

## MERIDA' s Professional Bicycle Models Garner Multiple International Recognitions

MERIDA

SILEX Gravel Bike Earns Recognition with the “ Taiwan Excellence Silver Award. ”



MERIDA' s gravel bike, the SILEX, continues to set new benchmarks in innovation and performance. Following its recognition in December 2023 as “Gear of the Year” by the international media outlet offroad.cc, along with two prestigious Design & Innovation Awards from both domestic and international platforms, the SILEX has once again been honored for its outstanding design and performance, receiving the prestigious Taiwan Excellence Silver Award.

The Taiwan Excellence Awards, organized by the International Trade Administration, Ministry of Economic Affairs and the Taiwan External Trade Development Council (TAITRA), are judged rigorously based on four key criteria — R&D, design, quality, and marketing — while also considering the products' origin in Taiwan. Among nearly 900 competing entries, the SILEX distinguished itself through exceptional innovation and market leadership,

the SILEX distinguished itself through exceptional innovation and market leadership, reaffirming MERIDA' s robust global competitiveness.

The SILEX is equipped with drop handlebars akin to those of a road bike, paired with wider, knobby tires that offer enhanced grip — seamlessly integrating the off-road capability of a mountain bike with the responsive handling of a road bike. This enables riders to effortlessly traverse gravel terrain and unpaved trails, embracing the freedom of exploration and the thrill of adventure.

MERIDA places a strong emphasis on ergonomics in its design philosophy — refining frame geometry to enhance rider comfort while balancing speed and stability — resulting in a versatile, high-performance bike. The SILEX also stands out with its thoughtfully crafted aesthetics — modern, sleek, and dynamic — earning widespread acclaim from international cycling media. German media outlets have even praised it as “a real eye-catcher,” a testament to its excellence in both ride experience and visual appeal.



## SCULTURA 9000

Was Named the Best Value Race Bike of the Year 2024 by Renowned Cycling Media Outlet Cycling Weekly.

### Best Value Race Bike of the Year 2024



Renowned cycling publication Cycling Weekly, in its latest test report, awarded the MERIDA SCULTURA 9000 an impressive 4.5-star rating, praising it as “an outstanding road bike” and commending its exceptional performance and remarkable value within the high-end segment.

The test team was impressed by the SCULTURA 9000’s outstanding performance, highlighting its flawless core strengths in ride responsiveness, handling precision, and overall value. In its concluding remarks, the publication stated: “The MERIDA SCULTURA 9000 impressed us from start to finish... It delivers impeccable performance where it matters most. The bike is remarkably responsive, offers outstanding value across all categories, and features a minimalist design that retains a sense of timeless elegance.”

## Designed for comfort, the SCULTURA ENDURANCE 4000

Received A 5-Star Rating from the Professional Cycling Media Outlet BikeRadar.



MERIDA’s bikes have garnered widespread acclaim, particularly the SCULTURA ENDURANCE 4000 — its endurance-oriented road model was designed for comfort. Celebrated for its exceptional ride comfort, stable handling, and the efficient drivetrain, the SCULTURA ENDURANCE 4000 received a perfect 5-star rating from leading outlet BikeRadar.

In its review, BikeRadar described the SCULTURA ENDURANCE 4000 as a highly versatile and cost-effective road bike — an ideal choice for club rides, long-distance touring, daily commuting, and beyond.

## MERIDA Ranked 13th Among Best Taiwan Global Brands 2024

In 2024, MERIDA was ranked 13th in the “Best Taiwan Global Brands” with a brand value of US\$ 460 million, demonstrating its strong global competitiveness and sustained growth momentum. Since 2003, the “Taiwan Global Brand Value Survey” — commissioned by the Industrial Development Administration, Ministry of Economic Affairs, and conducted by leading brand consultancy Interbrand — has become a key benchmark for evaluating the international competitiveness of Taiwanese enterprises. MERIDA has established a strong presence in the high-end bicycle and e-bike segments through years of deep cultivation, continuous product innovation, and proactive brand development, demonstrating both resilience and strength in an increasingly competitive global landscape.

### 52 Years of Technical Expertise in Building a World-Class Brand

Founded in 1972, MERIDA has leveraged its outstanding product design and manufacturing capabilities to evolve from a homegrown Taiwanese brand into one of the world’s leading bicycle manufacturers. Its excellence has been recognized across domestic and international markets, with numerous recognitions attesting to its quality and innovation. MERIDA’s sponsorship of the UCI WorldTeam Team Bahrain Victorious (TBV) has led to remarkable performances in elite races such as the Tour de France, Giro d’ Italia, and Vuelta a España, further amplifying the brand’s global presence and elevating the profile of Taiwanese excellence on the world sporting stage.

### Promoting Green Mobility for a Sustainable Future

In response to the global shift toward low-carbon lifestyles, MERIDA actively promotes its brand vision, “MERIDA. MORE BIKE.” by fostering a healthier, more environmentally friendly, and more dynamic cycling culture. By continuously enhancing product performance and the riding experience, MERIDA meets the needs of professional athletes while also enabling more consumers to enjoy the benefits of cycling — integrating sustainable mobility into everyday life. Going forward, MERIDA will deepen its investment in R&D, expand its global reach, and leverage Taiwan as its innovation hub — highlighting the strengths of Taiwan’s bicycle industry while collaborating with consumers and partners to build a better, more sustainable future together.



Best Taiwan Global Brands 2024

Rank	Brand	Value (US\$)	Change (%)
1	ASUS	22.78	+1%
2	HTC	22.64	+1%
3	聯發科	14.04	+20%
4	台塑集團	11.04	+1%
5	聯華公司	8.51	-3%
6	台積電	7.44	+6%
7	台新銀行	5.99	+0%
8	中興集團	5.95	+7%
9	聯發科	5.93	+6%
10	聯華公司	5.89	+0%
11	台新銀行	5.65	+13%
12	光寶科技	4.81	N/A
13	聯發科	4.60	-7%
14	聯華公司	4.58	-4%
15	聯發科	3.30	+23%
16	聯發科	2.85	-4%
17	聯發科	2.39	+5%
18	聯發科	2.22	+1%
19	聯發科	2.12	+0%
20	聯發科	1.19	+24%
21	聯發科	1.09	+1%
22	聯發科	1.05	+4%
23	聯發科	1.02	+8%
24	聯發科	0.97	+0%
25	聯發科	0.87	+0%
26	聯發科	0.87	+0%
27	聯發科	0.87	+0%
28	聯發科	0.87	+0%
29	聯發科	0.87	+0%
30	聯發科	0.87	+0%
31	聯發科	0.87	+0%
32	聯發科	0.87	+0%
33	聯發科	0.87	+0%
34	聯發科	0.87	+0%
35	聯發科	0.87	+0%
36	聯發科	0.87	+0%
37	聯發科	0.87	+0%
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40	聯發科	0.87	+0%
41	聯發科	0.87	+0%
42	聯發科	0.87	+0%
43	聯發科	0.87	+0%
44	聯發科	0.87	+0%
45	聯發科	0.87	+0%
46	聯發科	0.87	+0%
47	聯發科	0.87	+0%
48	聯發科	0.87	+0%
49	聯發科	0.87	+0%
50	聯發科	0.87	+0%

Best Taiwan Global Brands 2024

Chapter

# Annual Feature Philanthropy and Community Care

As part of its ongoing commitment to giving back to society, MERIDA Chairman Mr. Tseng Sung-Chu made a generous donation in 2024 — an advanced life support ambulance to the Fire Bureau of Changhua County. This marks the fifth top-tier ambulance MERIDA has donated in recent years, with total contributions exceeding NT\$14 million to date. Through tangible action, MERIDA continues to benefit local communities and exemplify the spirit of a compassionate and socially responsible enterprise.

### Ambulances Donated by MERIDA



In addition, MERIDA upholds the spirit of emergency relief and remains at the forefront of humanitarian efforts, donating NT\$3,000,000 in response to the 2024 Hualien earthquake to support disaster relief operations, aiding in the recovery and reconstruction of affected areas, and fulfilling its corporate social responsibility. MERIDA sincerely hopes that those impacted by the disaster will find strength and recover swiftly from their losses.

MERIDA also continues to integrate business operations with philanthropic values, bringing warmth and positive energy to society through meaningful action. At its 2024 year-end banquet, MERIDA purchased 1,450 boxes of milk roll pastries from the Down Syndrome Foundation as corporate gifts, demonstrating MERIDA's heartfelt appreciation as well as care for its employees, while also reflecting a strong commitment to corporate social responsibility. By supporting products from the Down Syndrome Foundation, MERIDA hopes to raise public awareness and support for individuals with Down syndrome, and to advocate for a more inclusive and compassionate society that embraces every unique life.

Gift Boxes of Milk Wafer Rolls Purchased from the Down Syndrome Foundation as Souvenirs for the 2024 Year-End Banquet.





Chapter

# Annual Feature

## Collaborative Coaching Program for Niche Areas in the Supply Chain Ecosystem

### MERIDA Joins Forces with Its Supply Chain to Drive System Upgrades

In 2024, MERIDA launched the “Collaborative Coaching Program for Niche Areas in the MERIDA Ecosystem,” working closely with partner suppliers to support industrial upgrading, transformation, and production optimization. This program centers on collaborative manufacturing and targets five key component suppliers. By focusing on two major themes — enhancing operational efficiency and strengthening lean processes — the initiative aims to build a more robust production structure. Through this, MERIDA seeks to generate operational synergies such as cost reduction and profit maximization, cost reduction and efficiency enhancement, and improved resource efficiency, thereby achieving the environmental, social, and governance goals emphasized by ESG principles.

During the transformation process, large enterprises can play a leading role by providing resources and technical support to small and medium-sized enterprises (SMEs). By integrating government resources and leveraging support from the Corporate Synergy Development Center (CSD) System, this initiative significantly enhances the competitiveness of Taiwan’s bicycle industry and sets a benchmark for transformation across other sectors.



Kick-Off Meeting of the MERIDA Ecosystem Niche-Area Collaborative Production Coaching Program.



Final Results Presentation of the MERIDA Ecosystem Niche-Area Collaborative Production Coaching Program

# Material Topics

## Achievement Status and Goals Setting

Material Topics	2024 Planned Targets	Progress on 2024 Goals Achievement	Short-Term Targets (2025)	Mid-Term Targets (2026-2030)	Long-Term Targets (2031-2050)
Economic Performance	<ol style="list-style-type: none"> <li>Increase sales of assembled bicycles by 5% over 2023.</li> <li>Reduce the target of average number of days to sell inventory to 110 days.</li> </ol>	<ol style="list-style-type: none"> <li>In 2024, actual revenue reached NT\$29.6 billion, exceeding the revenue target of NT\$28.5 billion with an achievement rate of 104%. MERIDA remains committed to pursuing stable and sustainable business growth.</li> <li>In 2024, the number of assembled bicycles sold decreased by 17.74% compared to 2023.</li> <li>Average of days to sell inventory in 2024 was 159 days.</li> </ol>	Achieve an annual revenue performance rate of 105% compared to the previous year, meeting customer delivery requirements, achieving supply-demand balance, and strengthening market share.	Achieve an annual revenue performance rate of 105% compared to the previous year, meeting customer delivery requirements, achieving supply-demand balance, and strengthening market share. Continue to develop electric-assisted bicycles and premium bicycles.	Achieve an annual revenue performance rate of 108% compared to the previous year, creating brand value and marketing globally to boost sales of the Group's broad brand portfolio, including both proprietary and invested brands.
Sustainable Supply Chain	<ol style="list-style-type: none"> <li>In 2024, continue to promote ESG questionnaire reviews for existing key suppliers domestic and oversea (the top 50% of transaction amounts and key parts suppliers)</li> <li>Conduct on-site audits of MERIDA's questionnaire suppliers in the second half of 2024 to confirm compliance with ESG standards.</li> </ol>	<ol style="list-style-type: none"> <li>In 2024, 66 key suppliers completed the sustainability self-assessment questionnaire, with all scores reaching 90 points or above.</li> <li>On-site audits are scheduled to be conducted in 2025, due to audit personnel training not yet completed in 2024.</li> </ol>	<ol style="list-style-type: none"> <li>Conduct sustainability self-assessments through questionnaires for key domestic and oversea suppliers (those accounting for the top 60% of transaction value and classified as critical component suppliers), and perform on-site audits and provide improvement support for high-risk suppliers.</li> <li>Survey key domestic and oversea suppliers — covering the top 70% of transaction value — regarding their commitment to plastic reduction in packaging materials.</li> </ol>	<ul style="list-style-type: none"> <li>Conduct sustainability self-assessments for key domestic and oversea suppliers (those accounting for the top 70% of transaction value and classified as critical component suppliers), along with on-site audits to verify compliance with ESG standards.</li> <li>Through the joint efforts of departments of Procurement, Quality Assurance, and R&amp;D, provide targeted guidance to key suppliers, ensuring that their self-assessment scores exceed 85 points.</li> </ul>	<ul style="list-style-type: none"> <li>Conduct sustainability self-assessments for key domestic and oversea suppliers (those accounting for the top 80% of transaction value and classified as critical component suppliers), along with on-site audits to verify compliance with ESG standards.</li> <li>Through the coordinated efforts of departments of Procurement, Quality Assurance, and R&amp;D, provide tailored guidance to key suppliers to help them improve their self-assessment scores to exceed 90 points.</li> </ul>
Energy	<ol style="list-style-type: none"> <li>Implement ISO 50001 Energy Management System.</li> <li>Set up solar power system.</li> </ol>	<ol style="list-style-type: none"> <li>In 2024, optimized manufacturing processes and replaced outdated equipment, resulting in total electricity savings of 17,100 kWh.</li> <li>In October 2024, passed the external audit and verification of the ISO 50001 Energy Management System and continued to implement the system across internal operations.</li> <li>In August 2024, MERIDA completed the installation of a 976 kW self-use solar power system. By the end of 2024, it had generated 466,387 kWh of electricity, with self-generated green energy accounting for 4.7% of total power consumption.</li> </ol>	<p>Designate 2022 as the baseline year for energy intensity:</p> <p>Short-term targets (2025):</p> <ol style="list-style-type: none"> <li>Achieve an annual electricity saving rate of 1% at the Taiwan manufacturing sites.</li> <li>Attain a 7% share of self-generated green electricity in total consumption.</li> <li>Reduce energy intensity by 1% compared to the baseline year.</li> </ol>	<p>Designate 2022 as the baseline year for energy intensity:</p> <ol style="list-style-type: none"> <li>Achieve an annual electricity saving rate of 1.2% at the Taiwan manufacturing sites.</li> <li>Attain a 10% share of self-generated green electricity in total consumption.</li> <li>Reduce energy intensity by 3% compared to the baseline year.</li> </ol>	<p>Designate 2022 as the baseline year for energy intensity:</p> <ol style="list-style-type: none"> <li>Achieve an annual electricity saving rate of 1.5% at the Taiwan manufacturing sites.</li> <li>Attain a 20% share of self-generated green electricity in total consumption.</li> <li>Reduce energy intensity by 5% compared to the baseline year.</li> </ol>



# Material Topics

## Achievement Status and Goals Setting

Material Topics	2024 Planned Targets	Progress on 2024 Goals Achievement	Short-Term Targets (2025)	Mid-Term Targets (2026-2030)	Long-Term Targets (2031-2050)
Emission	Reduce greenhouse gas emissions by 3% over the next 5 years. <sup>1</sup>	In 2024, the carbon reduction rate reached 2.94%, with a focus on Aspect 1+2 emissions, approaching the targeted reduction goal of 3%.	Reduce greenhouse gas emissions by 3% relative to 2024 levels.	A 25% reduction in greenhouse gas emissions by 2030, compared to the 2022 baseline year.	Achieve net-zero emissions by 2050.
Customer Health and Safety	Achieve a defective rate of less than 0.25% for assembled bicycles, and continuously improve and reduce the defective rate.	In 2024, the quality pass rate of assembled bicycles reached 99.8%, exceeding the target of 99.75%. MERIDA will continue to strengthen material quality control and upstream process management to achieve the goals of 100% defect-free shipments and a 0% return rate.	<ul style="list-style-type: none"> <li>· Increase the number of frame inspections and expand inspection items, raising the sampling rate from 14.9% to 16.6%, thereby enhancing product quality and user safety. Successfully achieve the target defective rate of 0.25% for finished bicycles.</li> <li>· Maintain a 0% product return rate in the market.</li> </ul>	<ul style="list-style-type: none"> <li>· Increase the sampling rate to 50%. Achieve the target defective rate of 0.25% for assembled bicycles.</li> <li>· Maintain a 0% product return rate in the market.</li> </ul>	Continue to enhance quality control procedures for pilot production of new models. Hold weekly development and quality review meetings for trial assemblies of new bicycles, and implement new model quality improvement plans rigorously to ensure product quality and customer safety. Strengthen visual management of parts and components through image-based specification controls to ensure specification accuracy.
Employee Diversity and Equality	The ratio of male to female contract workers converted to full-time employees is balanced.	In 2024, among contract workers converted to full-time employees, 57% were male and 43% were female, falling short of gender parity. As primarily focusing on manufacturing, with a higher proportion of production line workers, MERIDA has set a performance management target starting in 2025 to increase the proportion of female on-site supervisors, underscoring its commitment to workplace diversity and equality.	Female representation among on-site supervisors to reach 30%.	Female representation among on-site supervisors to reach 40%.	Female representation among on-site supervisors to reach 50%.
Labor-Management Relations	Keep the turnover rate below 3%.	In 2024, the turnover rate reached 4.74%, exceeding the targeted rate of 3%. The primary reason was the impact of economic conditions, which led some employees to resign due to salary considerations. To rejuvenate the organization and bring in new talent, MERIDA continued to implement a voluntary retirement program in 2024, under which some senior employees applied for retirement.	The turnover rate to be below 3%.	The turnover rate to be below 3%.	The turnover rate to be below 2.5%.
Materials	<ul style="list-style-type: none"> <li>· Plastic-Reduced Packaging for Bicycle Models. The target is to implement plastic - reduced packaging for two bicycle models.</li> </ul>	<ul style="list-style-type: none"> <li>· Two models, CRUX and ALLEZ, were successfully implemented plastic-reduced packaging, and achievement of completion rate was 100%.</li> </ul>	<ul style="list-style-type: none"> <li>· Over 80% reduction in plastic packaging across all bicycle product lines at the Taiwan plant.</li> </ul>	<ul style="list-style-type: none"> <li>· Achieve plastic-free packaging for all bicycle models at the Taiwan plant.</li> </ul>	<ul style="list-style-type: none"> <li>· Achieve plastic - free packaging for all bicycle models at overseas plants.</li> </ul>

1. MERIDA has designated 2022 as the benchmark year for its greenhouse gas emissions, with a focus on Aspect 1+2 emissions.

## Chapter

# Overview of Management Policies

## Economic Performance

### Reason

MERIDA's business philosophy is to create unlimited competitiveness and give back to the community through the business core of honesty and prudence, and the enthusiasm of mutual assistance. Only through prudent business management and revenue can we continue to create our competitiveness in the marketplace and achieve our goals of sustainable management.

### Impact

#### 【Economic aspect】

##### • Actual / Potential Positive Impact

MERIDA is committed to developing competitive and innovative products for the high-end market segment, while continuously improving production efficiency and enhancing the working environment.

##### • Actual / Potential Negative Impact

Ongoing challenges in the global bicycle market, combined with uncertainties surrounding future tariffs, have led to order delays from clients, resulting in weaker sales performance.

### Policies / Strategies

- Effectively managing product development, specification finalization, and pre-order processes to ensure on-time delivery and timely payment collection, while strengthening sales channels.
- Implementing pilot production runs for new models to reduce risks of mass production anomalies and production halts, ensure product quality, and reinforce customer confidence. Continuously promoting marketing campaigns to enhance brand positioning and increase market share.
- Strategically allocating human resources and leveraging external OEM capacity to boost production capabilities and meet sales demand.

### Management Evaluation Mechanism

Regular executive and production-sales meetings are held to review actual revenue performance and develop corresponding improvement measures to ensure meeting of annual business performance targets.

### Preventive or Remedial Measures

In response to market demand fluctuations, MERIDA flexibly adjusts workforce and production capacity. When order volume increases, MERIDA scales up manpower and capacity or utilizes external OEM resources to meet market needs. Conversely, during periods of lower order volume, workforce scheduling is adjusted accordingly to optimize cost control.





## Chapter

# Overview of Management Policies

## Sustainable Supply Chain

### Reason

To communicate our supplier management expectations and code of conduct, MERIDA requires over 500 suppliers to comply with international standards on environmental protection, human rights, and corporate governance. Sustainable supply chain management helps mitigate risks, reduce costs, ensure regulatory compliance, enhance brand image, and unlock new market opportunities. By actively addressing environmental and social challenges, enterprises can build long-term competitiveness and achieve a win-win outcome across economic, social, and environmental dimensions.

### Impact

#### 【 Economic / Environmental / Human Rights Aspects 】

- **Potential Positive Impact**  
Collaborating with suppliers to implement carbon footprint hotspot reduction technologies and improve migrant workers' welfare to further enhance brand value.
- **Potential Negative Impact**  
Suppliers' failure to meet due diligence standards required by European and American clients may result in order cancellations, negatively impacting sales performance.

### Policies / Strategies

- **Environmental Policy**  
Supplier environmental assessments include material sourcing, waste disposal, and gas emissions.
- **Energy Policy**  
Evaluation of whether suppliers have detailed energy management systems and energy-saving measures in place.
- **Raw Materials Policy**  
Assessment of whether suppliers use recycled materials in their production processes.
- **Labor Policy**  
Evaluation of human rights practices, including gender equality, non-discrimination, and the prohibition of child labor.

### Management Evaluation Mechanism

- **New Supplier Evaluation Criteria**
  1. Supply Capability (40%) — Evaluation includes equipment, production capacity, environmental protection, labor conditions, and occupational safety.
  2. Quality Performance (40%) — Assessment of management's quality philosophy, quality control, defect handling, and corrective and preventive actions.
  3. R&D Capability (20%) — Assessment of mold development, parts design, and the ability to respond to design-related issues.
- **Optimization of Existing Key Suppliers**
  1. Sustainability Self-Assessment Surveys:  
For suppliers identified as high-risk, targeted improvement initiatives will be introduced.
  2. Material Traceability:  
Strengthening traceability of raw materials to ensure source reliability and minimize potential environmental and social risks.
  3. Plastic and Waste Reduction:  
Reducing the use of plastic in product packaging and encouraging suppliers to offer eco-friendly packaging options to minimize end-of-life waste.

### Preventive or Remedial Measures

Through the Supplier Sustainability Assessment Questionnaire, MERIDA evaluates and audits suppliers' alignment with various sustainability indicators. Regular on-site audits are conducted, and for suppliers failing to meet standards, proactive guidance and support are provided.

## Chapter

# Overview of Management Policies

## Energy

### Reason

MERIDA actively responds to international trends and government energy-saving and carbon-reduction policies by investing in research to improve energy efficiency with a view to achieving the goal of reducing greenhouse gas emissions. At the same time, we are actively responding to government energy policies, viewing "Sustainable Earth, Energy Saving and Carbon Reduction" as the main axis of corporate development, and are committed to creating an environmentally friendly future.

### Impact

#### 【 Economic / Environmental Aspects 】

##### · Actual/Potential Positive Impact

MERIDA has installed solar power systems to increase the ratio of self-generated green electricity, also continuously monitors energy consumption across equipment to improve energy efficiency and reduce electricity costs.

##### · Actual/Potential Negative Impact

Due to capacity expansion, electricity consumption may not decrease as expected. Additionally, failure to meet energy-saving or renewable energy targets required by international sustainability initiatives — especially those mandated by brand clients — could lead to reduced orders and weaker sales performance.

### Policies / Strategies

##### · Impact Reduction

Reduce energy impacts in production and services based on energy policy and system planning procedures.

##### · Risk Appropriateness

Assess, identify, and manage energy risks, ensuring effective implementation of measures.

##### · Regulatory Compliance

Meet applicable regulations and other requirements for energy efficiency, use, and consumption.

##### · Target Review

Set and review a framework for energy target goals to improve energy performance.

##### · Continuous Improvement

Optimize and improve energy issues such as energy efficiency, use, and consumption.

### Management Evaluation Mechanism

In accordance with internal audit procedures under ISO 14001 and ISO 50001, MERIDA conducts annual evaluations of the effectiveness of its electricity usage through the PDCA cycle:

1. Six energy-saving improvement meetings are held regularly every year.
2. Through the ISO 50001 Energy Management System, energy baselines are monitored using regression analysis to assess monthly electricity consumption. If a single month's actual energy use deviates by more than 10% from the baseline, or if the deviation exceeds 5% for three consecutive months, the cause must be identified and recorded.
3. Monthly energy consumption records are maintained. Any anomalies must be reported to the energy management supervisor.

### Preventive or Remedial Measures

Using the systematic approach provided by the ISO 50001 Energy Management System, MERIDA continuously monitors and analyzes energy performance to prevent energy waste and improve overall energy efficiency. In addition, MERIDA proactively engages with energy-related stakeholders — including energy providers, customers, raw material suppliers, and government agencies — through regular communication and feedback channels to understand their expectations, concerns, and potential risks related to energy management.



## Chapter

# Overview of Management Policies

## Emissions

### Reason

Greenhouse gas emissions management is critical to MERIDA's sustainable development. Through stakeholder engagement and impact analysis, we recognize the importance of reducing Greenhouse gas emissions to corporate success. Effective emissions management not only mitigates the risk of carbon-related costs, but also enhances product competitiveness and ensures compliance with international standards and brand customer requirements.

### Impact

#### 【Economic / Environmental Aspects】

- Actual/Potential Positive Impact
 

MERIDA continues to develop electric-assisted bicycles and carbon-neutral bicycles, aligning with the growing global consumer focus on environmental sustainability. These efforts enhance brand value while effective mitigation of carbon emission hotspots contributes to reduction of carbon management costs.
- Actual/Potential Negative Impact
  - ★ Supply Chain Challenges
    - ▶ Transitioning to low-emission or zero-emission raw material suppliers may lead to increased costs, particularly during the early phases of transformation.
    - ▶ Integration of a green supply chain may result in longer production cycles and higher logistics costs.
  - ★ High Costs of Technological Transformation
    - ▶ Investments in green energy, upgrades to production equipment, or the adoption of carbon-reduction technologies may impose short-term financial pressure.
    - ▶ Certain emission reduction measures may impact production efficiency, requiring a careful balance between environmental objectives and operational productivity.
  - ★ Regulatory Risks
    - ▶ Inconsistent emission standards across different markets may increase compliance costs and affect product sales in specific regions.
  - ★ Social and Consumer Acceptance
    - ▶ Price increases resulting from the adoption of low-emission technologies may reduce purchasing power among certain consumer groups.
    - ▶ Varying levels of consumer awareness and appreciation of environmental values across regions may influence the effectiveness of product marketing efforts.

### Policies / Strategies

MERIDA actively aligns with the decarbonization policies of the Sustainable Cycling Alliance and the government's 2050 net-zero emissions roadmap by implementing energy-saving and carbon reduction initiatives within its operations to reduce organizational carbon emissions and mitigate climate change.

### Management Evaluation Mechanism

Through the implementation of the ISO 14001 Environmental Management System and the ISO 14064-1 Organizational Greenhouse Gas Inventory Standard, we regularly review the implementation status, maintain documentation, and apply the PDCA (Plan-Do-Check-Act) cycle for continual improvement, thereby achieving a higher level of sustainable management.

The Environmental Protection Team, under the ESG Steering Committee, is responsible for promoting greenhouse gas inventory efforts, including formulating the annual greenhouse gas inventory plan, issuing verification notifications, reviewing the greenhouse gas inventory report, and maintaining documentation and archival records.

### Preventive or Remedial Measures

By conducting regular carbon inventories, MERIDA assesses the overall effectiveness of its carbon reduction efforts and formulates effective emissions reduction strategies. If reduction outcomes fall short of expectations, MERIDA proactively procures renewable energy and participates in initiatives such as sponsoring air quality purification zones and supporting natural carbon sinks. In parallel, the ESG Steering Committee holds periodic review meetings to develop more effective carbon reduction plans.



## Chapter

# Overview of Management Policies

## Customer Health and Safety

### Reason

Bicycles and electric-assisted bicycles are products that integrate commuting, leisure, and fitness functions. Providing consumers with high-quality and safe products is essential to building confidence in MERIDA's offerings and maintaining brand loyalty.

### Impact

#### 【 Economic / Environmental Aspects 】

##### · Actual/Potential Positive Impact

The continued development of electric-assisted bicycles and carbon-neutral bicycles aligns with the growing global consumer demand for environmentally friendly products, thereby enhancing brand value. By effectively addressing carbon emission hotspots, MERIDA can also reduce carbon management costs.

##### · Potential Negative Impact

##### ★ Product Recalls

Deficiencies in product quality or safety issues may lead to significant recall costs and damage to brand reputation.

##### ★ Legal Liabilities and Compensation Costs

Quality-related issues that result in accidents could give rise to legal action and compensation claims.

##### ★ Reputational Damage

Health and safety concerns can undermine brand image, erode consumer trust, and negatively affect sales performance.

#### 【 Human Rights Aspect 】

##### · Potential Negative Impact

##### ★ Product Quality Issues

Defective bicycle products may lead to accidents or injuries, directly impacting consumer health and safety.

##### ★ Lack of Transparency

Inadequate provision of product information and operating instructions may increase the risk of accidents.

### Policies / Strategies

- Product design complies with safety regulations in both domestic and international markets.
- Regular audits of the product development process are conducted to ensure all products meet established testing standards.
- Strict quality inspections are enforced for incoming materials, along with robust in-process quality control.
- Quality-related issues are continuously tracked and addressed to drive ongoing improvements.

### Management Evaluation Mechanism

- Regular internal and external audits of quality control processes are conducted to continuously monitor and improve the effectiveness of quality management
- MERIDA has established daily quality inspection checklists and quality objectives for each production process. Monthly performance is tracked against these objectives, and any abnormalities are reviewed in collaboration with the manufacturing department to develop corrective measures, ensuring consistent product quality.

### Preventive or Remedial Measures

A customer service email is provided to ensure timely responses and resolution of customer complaints.

Training programs for both production and sales teams are reinforced to enable prompt and effective resolution of quality issues.



## Chapter

# Overview of Management Policies

## Employee Diversity and Equality

### Reason

Employees are MERIDA's most valuable asset. Therefore, creating a safe and friendly working environment that ensures employee protection, gender equality, empowerment, and support for underprivileged groups helps attract diverse talent and fosters a positive company reputation.

### Impact

#### 【 Economic / Human Rights Aspects 】

##### · Actual/Potential Positive Impact

To foster innovation and enhance problem-solving capabilities in order to better meet the needs of diverse customer segments, MERIDA is committed to providing a diverse and equitable work environment. This includes eliminating gender discrimination, racial bias, and other forms of unfair treatment, thereby strengthening overall corporate competitiveness.

##### · Potential Negative Impact

Inadequate human rights protections for migrant workers within MERIDA may lead to negative public perception and result in the potential loss of business opportunities.

### Policies / Strategies

MERIDA has established a Human Rights Policy based on the principle of equal treatment. Employment, compensation, and promotion opportunities are not influenced by differences in gender, race, nationality, religion, age, physical disability, political affiliation, marital status, or labor union membership.

In addition, MERIDA is committed to respecting career development for all genders and actively fosters a healthy and inclusive workplace through concrete actions.

### Management Evaluation Mechanism

- Four labor-management meetings are held annually to discuss and review the progress of established goals.
- In 2025, MERIDA plans to conduct an employee satisfaction survey, using employee feedback as a basis for future improvements.

### Preventive or Remedial Measures

- Comprehensive grievance and suggestion channels are provided to help employees raise and address real workplace issues.
- A holistic maternity care program is offered to support female employees in achieving work-life balance and fully realizing their potential in the work place.



## Chapter

# Overview of Management Policies

## Labor-Management Relations

### Reason

Employees are MERIDA's most important assets. Good labor-management interaction can elevate the corporate culture and organizational atmosphere, promote harmonious labor-management relations and work together for the robust growth of the company.

### Impact

#### 【Economic / Human Rights Aspects】

- **Actual / Potential Positive Impact**  
By fostering strong labor-management relations, MERIDA enhances its ability to attract and retain talent, boost employee engagement, and improve productivity and operational efficiency. This creates a positive cycle of employee satisfaction and customer satisfaction, supporting the organization's long-term stability and sustainable development.
- **Potential Negative Impact**  
Poor labor-management communication and a lack of attractive employee benefits may increase the risk of high employee turnover.

### Policies / Strategies

In accordance with the "Labor Standards Act", "Employment Services Act", "Gender Equality in Employment Act", "Sexual Harassment Prevention Act", and other relevant regulations, MERIDA has established its official "Work Rules" as follows:

- Establishing labor union to safeguard the employees' rights and benefits.
- Conducting labor-management meetings according to regulations to strengthen labor-management relations.
- The Work Rules have been submitted to and approved by the competent authorities, serving as the official guidelines for the rights and obligations of both labor and management.

### Management Evaluation Mechanism

- Quarterly labor-management meetings are held regularly to promote dialogue and collaboration between labor and management.
- In accordance with the "Gender Equality in Employment Act", MERIDA has established workplace regulations for the prevention, reporting, and disciplinary handling of sexual harassment, and has formed a dedicated "Sexual Harassment Grievance Committee" to manage related cases.

### Preventive or Remedial Measures

To address areas where the turnover rate has not met targets, MERIDA has activated employee care channels to provide timely support and assistance to employees in need. A comprehensive psychological support system has been established to promote employee mental health and well-being.

## Materials

### Reason

The goal of sustainable material management is to protect our planet by ensuring the circular reuse of resources, minimizing unnecessary waste, reducing environmental impact, and promoting long-term economic sustainability.

### Impact

#### 【Economic / Environmental Aspects】

- **Actual / Potential Positive Impact**  
In line with its commitment to sustainable operations, MERIDA actively utilizes recycled packaging and materials to reduce carbon emissions from raw materials and waste, thereby enhancing the brand's sustainability value.
- **Potential Negative Impact**  
Failure to proactively adopt recycled materials and improve in-house recycling and reuse of waste may result in non-compliance with international regulations and brand client expectations, potentially leading to the loss of business opportunities.

### Policies / Strategies

In accordance with MERIDA's sustainability policy, we actively develop low-carbon and recycled materials without compromising product quality, demonstrating our commitment to the circular economy.

### Management Evaluation Mechanism

Each year, the usage rate of recycled materials by key suppliers is included in the supplier evaluation mechanism.

### Preventive or Remedial Measures

Requirements related to recycled material usage are incorporated into the supplier sustainability self-assessment, and these requirements are reviewed regularly.





# 01

## Corporate Dynamics and Excellence in Governance

1.1 MERIDA

1.2 Sustainability Mission and Strategy

1.3 Governance Structure

1.4 Operational Achievement

1.5 Risk Management

1.6 Integrity and Compliance with the Law

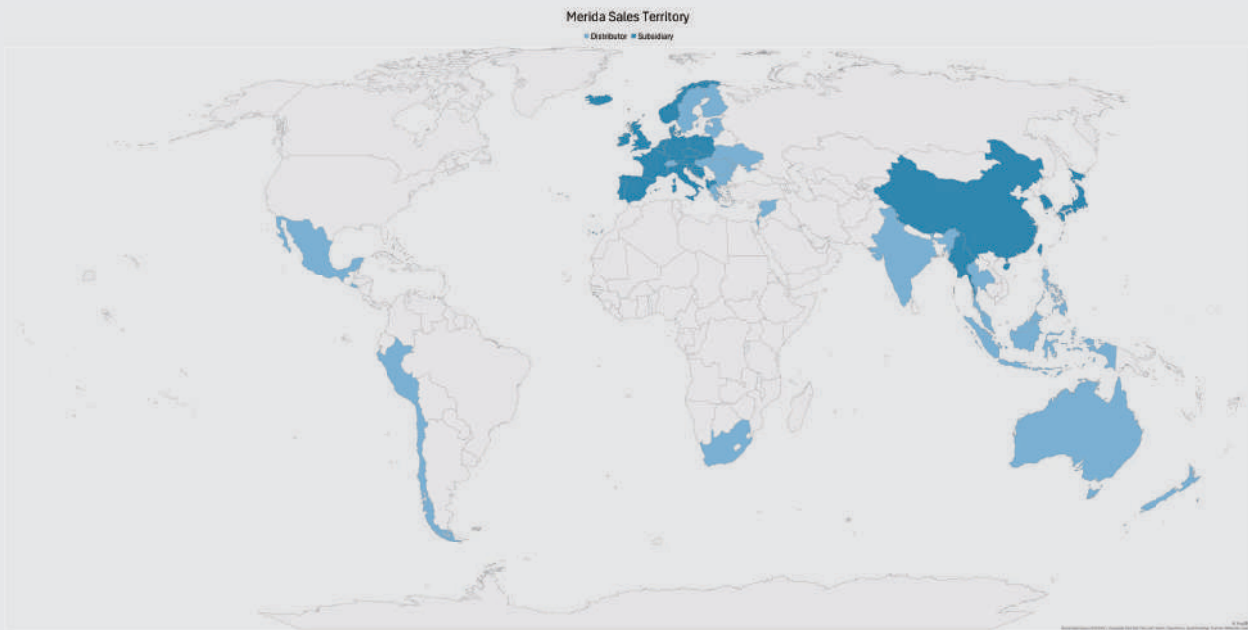


1.1 MERIDA

MERIDA Industry Co., Ltd., established in 1972 and headquartered in Dacun Township, Changhua County, is a leading global manufacturer of bicycles and electric-assisted bicycles. Its product range includes mountain bikes, road bikes, city & trekking bikes, race bikes, and folding bikes. Renowned for its innovation, high-quality products, and exceptional customer service, MERIDA has become one of the most recognized bicycle brands worldwide.

MERIDA places strong emphasis on the integration of research and development with production management to ensure seamless coordination at every stage, from initial concept to manufacturing. By incorporating computer-aided design (CAD) and enterprise resource planning (ERP) systems, MERIDA enhances design efficiency and manufacturing quality, thereby maintaining a competitive edge in the global market. Its superior craftsmanship is demonstrated not only through continuous technological innovation and user-centered design, but also by sponsoring international cycling teams in major professional races around the world, exemplifying the MERIDA spirit of “Made in Taiwan; Engineered with German Precision.”

MERIDA operates under its own brand with 33 distribution offices and a presence of 60 sales territories worldwide. MERIDA not only stays attuned to market trends but also helps shape them, enabling rapid development of products that meet the evolving needs of the times. After 51 years of dedication, MERIDA bicycles stand as a testament to world-class technology, high-quality manufacturing, and the collective efforts of passionate cycling professionals.



Company Basic Information

MERIDA Industry Co., Ltd.

Address	No. 116, Meigang Rd., Dacun Township, Changhua County 515005, Taiwan
Telephone No.	886-4-8526171
Type	Listed Company in TWSE
Date of Incorporation	September 29, 1972
IPO Date	September 30, 1992
Stock Symbol TPE	9914
Industry	Production and Distribution of Bicycles and Related Accessories
Amount of Capital	NT\$2.99 billion
Chairman	Mr. Michael Tseng Song-Zhu
Vision	Brilliant green conveys sustainable life, environmental protection, and hope.
Main Products	Mountain Bikes, Full Suspension Mountain Bikes, Gravel Bikes, Kids Bikes, Road Bikes, City & Trekking Bikes, Race Bikes, Electric Assisted Bikes, Time Trial Road Bikes and Bike Accessories.

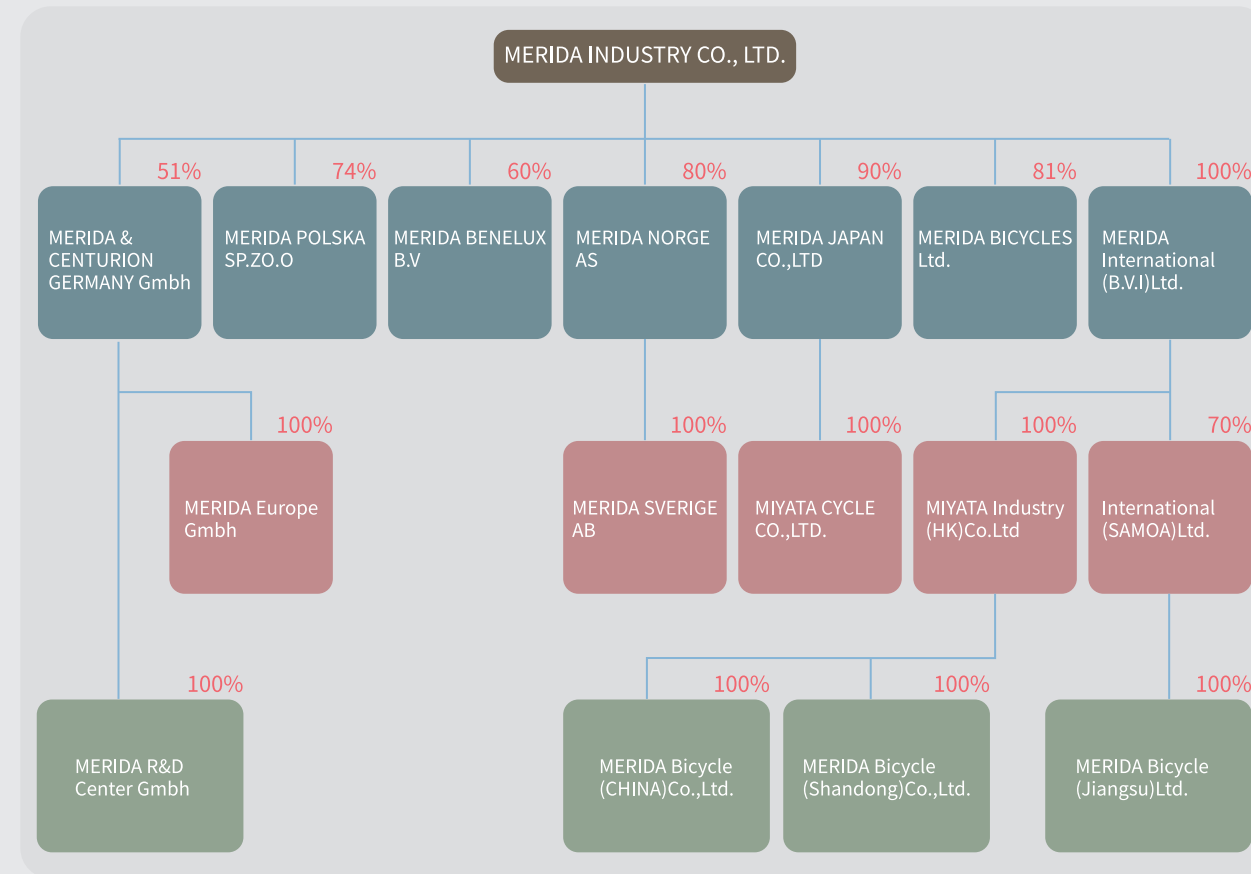




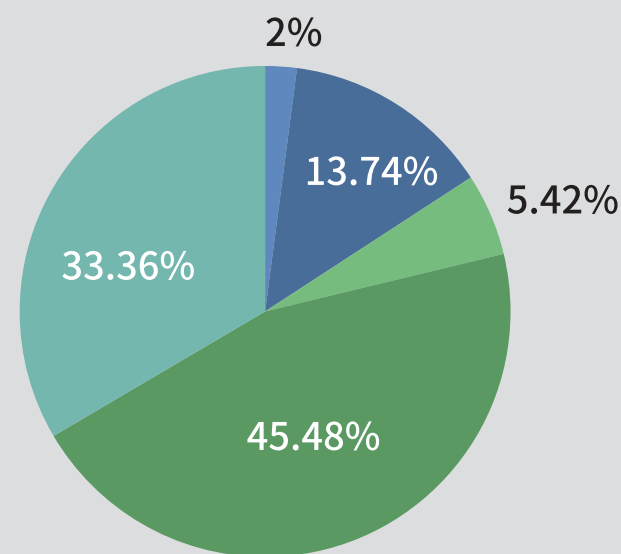
## Qualification of Association

MERIDA actively participates in bicycle industry associations within the industry, striving to serve as directors and supervisors, actively contributing to the formulation and promotion of industry standards, in pursuit of product development and quality improvement.

Industry Trade Associations, Other Member Associations, and National or International Advocacy Organizations	Membership
Taiwan Bicycle Association	Advisor / Executive Supervisor
Bicycle Alliance for Sustainability (BAS)	Director
Taiwan Transportation Vehicle Manufacturers Association (TTVMA)	Member
Cycling & Health Tech Industry R&D Center	Managing Director
The Institute of Internal Auditors-Chinese Taiwan	Member
Changhua County Industrial Association	Member
Changhua Labor Relations Association	Member
Taiwan Association of Occupational Health Nurses	Member
Changhua County Nurses Association	Member



## MERIDA Shareholders' Shareholding Structure












Shareholders	Shareholdings (Shares)	Shareholding ratio (%)
Government	5,989,000	2.00%
Financial Institutions	41,078,514	13.74%
Other Legal Entities	16,216,862	5.42%
Individuals	135,968,577	45.48%
Foreign Institutions and Foreigners	99,730,847	33.36%

Due Date : 2025 . 4 . 27

## 1.2 Sustainability Mission and Strategy

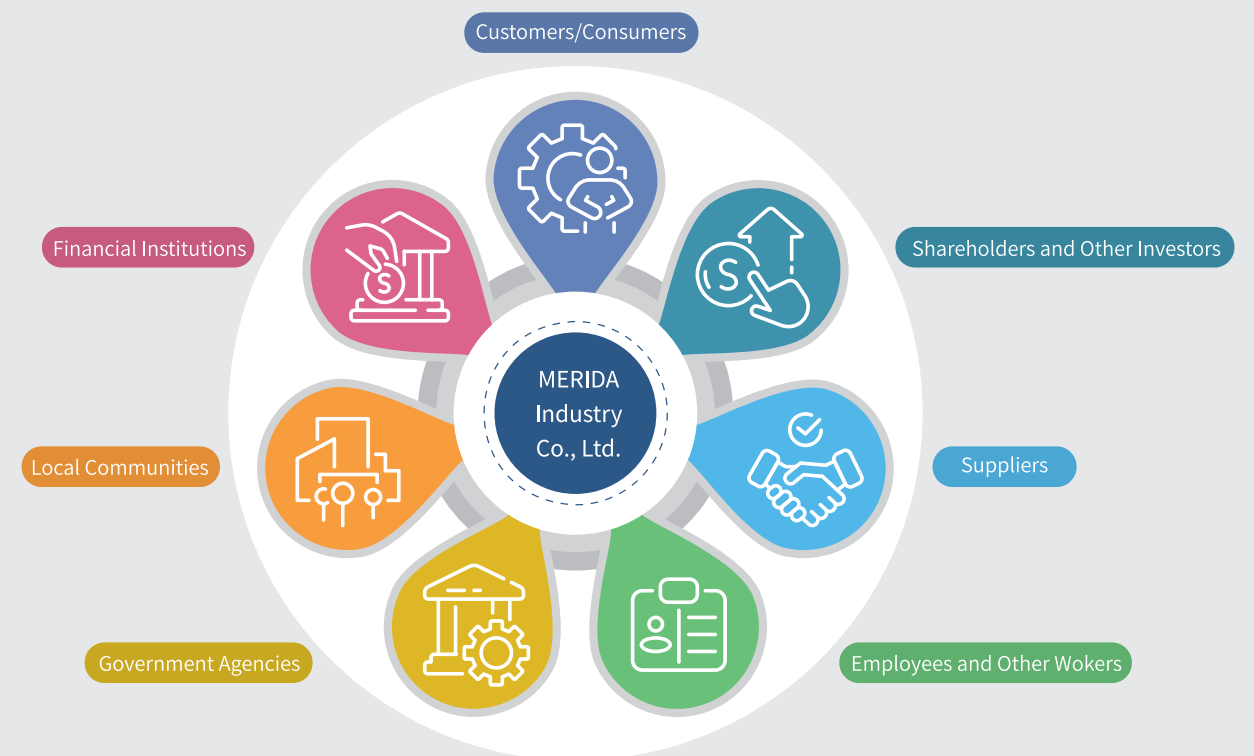
### Sustainability Strategy

Our commitment extends far beyond bicycle manufacturing. We strive to be your trusted companion as you enjoy cycling, and more importantly, we aim to be a driving force in realizing the vision of shared sustainability. Through continuous efforts in sustainable production, environmental stewardship, in-depth professional training, and building a happy and inclusive workplace, we pursue the common good of long-term sustainability.

Strategy	SDGs	Policy Direction	Actions in 2024
Sustainable Production and Environmental Management	   	Promote waste reduction, recycling, and improvement of energy efficiency in pursuit of net-zero emissions. Establish a robust and comprehensive sustainable supply chain management system.	<p>Supported FSC certification for carton and packaging suppliers.</p> <p>Commissioned a 976kW self-consumption solar power generation system in August 2024.</p> <p>Planned to conduct a sustainability self-assessment questionnaire for existing key and newly engaged domestic and oversea suppliers. Full supplier sustainability audit procedures are scheduled for implementation in 2025.</p>
Professional Capacity Building and Occupational Safety Education	 	Ensure inclusive, equitable, and high-quality professional training in the workplace, while safeguarding employee health and promoting well-being across all age groups.	A total of 7,633.5 hours of training were delivered for management and frontline professionals in 2024. Future efforts will continue to enhance employees' professional competencies. Planned integration of human rights-related training to raise awareness of employee rights and interests. Encouraged continued education for current employees and promoted a culture of lifelong learning.
Happy and Inclusive Workplace	  	Promote a peaceful and inclusive working environment to support sustainable development. Establish grievance channels for stakeholders to cultivate a workplace culture of diversity, equality, and inclusion.	<p>Conducted regular health monitoring and special health checks for employees in designated operational environments. In 2024, a total of 205 employees underwent special health examinations. Two on-site occupational health nurses reviewed the results and provided follow-up referrals, occupational physician consultations, and health education based on risk levels, enabling a preventive approach and ensuring a safe and secure workplace.</p> <p>Signed contracts with selected medium and large hospitals to provide medical support for employees. Externally, promoted public cycling events to advocate for health awareness and active lifestyles.</p> <p>Hired 11 employees from minority or disadvantaged groups, exceeding legal requirements.</p>

### 1.2.1 Communications with Stakeholders

To achieve the goals and vision of sustainable management, MERIDA follows the GRI Standards 2021 Stakeholder Identification Criteria, focusing on Environment, Social, and Governance (ESG). In addition to external experts evaluating the actual or potential, positive or negative impacts of MERIDA on the economy, environment and people (including human rights), reference is made to the types of stakeholders of the peer group in the same industry. Together with company coworkers, the relevance of various types of stakeholders to MERIDA is discussed and reviewed. This helps MERIDA to better understand, respond to, and manage the needs and concerns of stakeholders, thereby achieving more comprehensive sustainable development. Through stakeholder engagement and internal discussions, MERIDA has identified seven key stakeholder groups for the year 2024: customers/consumers, shareholders and other investors, suppliers, employees and other workers, government agencies, local communities, and financial institutions.



### Stakeholders Engagement

MERIDA places a high priority on the opinions of its various stakeholders to ensure a thorough understanding of their needs, expectations of MERIDA, and concerns regarding sustainable development issues. To achieve this, we provide various communication channels and interactive methods and incorporate the suggestions and outcomes of stakeholders into our corporate social responsibility and sustainable development as references to promote a better sustainable future. The table below illustrates the channels and frequencies of communication between MERIDA and each stakeholder:

Stakeholders	Significance	Communication Channels	Frequency	Communication Effectiveness	Concerned Topics
Customers / Consumers	MERIDA adheres to the spirit of honesty and prudence, provides customers with products of the highest quality, and establishes good communication channels.	<ul style="list-style-type: none"> <li>· E-mail</li> <li>· Video conferencing</li> <li>· Customer satisfaction surveys</li> <li>· Annual distributor meeting</li> <li>· Exhibition (Taipei Cycle, Eurobike, or global product launch events</li> <li>· Taiwan distributor education and training</li> <li>· Client visit</li> <li>· Customer careline</li> <li>· Official website / social media</li> </ul>	<ul style="list-style-type: none"> <li>· Immediately</li> <li>· On average 8-9 times a week</li> <li>· Annually</li> <li>· Three times a year</li> <li>· Twice a year</li> <li>· About three times a year</li> <li>· On average 6-8 times a week</li> <li>· Immediately</li> <li>· Everyday</li> </ul>	<ul style="list-style-type: none"> <li>· One distributor meeting for the export sales department was conducted in 2024.</li> <li>· Participated in 2024 Taipei Cycle and Eurobike.</li> <li>· Held one global product launch event in 2024.</li> <li>· Conducted three distributor training sessions in Taiwan in 2024.</li> <li>· Achieved 87% customer satisfaction in 2024.</li> </ul>	<ul style="list-style-type: none"> <li>· Product Quality and Service</li> <li>· Customer Health and Safety</li> <li>· Materials</li> <li>· Economic Performance</li> </ul>
Shareholders and Other Investors	As the backbone of MERIDA, shareholders are at the helm of MERIDA.	<ul style="list-style-type: none"> <li>· E-mail</li> <li>· Telephone</li> <li>· Shareholders meeting</li> <li>· Investor conference</li> <li>· Company website, Market Observation, Post System</li> </ul>	<ul style="list-style-type: none"> <li>· Immediately</li> <li>· Immediately</li> <li>· Regularly</li> <li>· Irregularly</li> <li>· Immediately</li> </ul>	<ul style="list-style-type: none"> <li>· Conducted 1 Shareholder meeting in 2024.</li> <li>· Conducted 3 investor conferences in 2024.</li> </ul>	<ul style="list-style-type: none"> <li>· Economic Performance</li> <li>· Risk Management</li> <li>· Emissions</li> </ul>
Suppliers	Suppliers and MERIDA share a mutually beneficial partnership built on coexistence and shared prosperity. Robust supply chain management has supported MERIDA's sustained growth over the past 50 years, enabling both parties to jointly fulfill end customers' expectations for product delivery and quality.	<ul style="list-style-type: none"> <li>· E-mail</li> <li>· Telephone</li> <li>· Fax</li> <li>· Quality anomaly monitoring</li> <li>· Supplier evaluations</li> <li>· Procurement visits</li> <li>· Visits of European research and development team</li> </ul>	<ul style="list-style-type: none"> <li>· Immediately</li> <li>· Irregularly</li> <li>· Irregularly</li> <li>· Monthly</li> <li>· During first collaboration</li> <li>· Irregularly</li> <li>· Annually</li> </ul>	<ul style="list-style-type: none"> <li>· In 2024, evaluations were conducted for a total of 10 newly onboarded suppliers, all of which were deemed qualified, achieving a 100% qualification rate.</li> <li>· In the same year, evaluations were conducted for a total of 66 key suppliers, with 59 of them rated as excellent.</li> <li>· One ESG seminar and two Lean Management workshops were organized.</li> </ul>	<ul style="list-style-type: none"> <li>· Sustainable supply chain management</li> </ul>
Employees and Other Workers	Employees are the cornerstone of MERIDA's sustainable development, and high-quality human capital serves as the driving force behind its continued growth.	<ul style="list-style-type: none"> <li>· E-mail</li> <li>· Telephone</li> <li>· Labor-management meetings</li> <li>· Labor union</li> <li>· Official website</li> </ul>	<ul style="list-style-type: none"> <li>· Immediately</li> <li>· Immediately</li> <li>· Once per quarter</li> <li>· Irregularly</li> <li>· Immediately</li> </ul>	<ul style="list-style-type: none"> <li>· 4 Labor-management meetings conducted in 2024.</li> <li>· The annual general assembly of the labor union was conducted.</li> <li>· Conducted 3 Employee Welfare Committee meetings in 2024.</li> <li>· 4 Dietary Committee meeting was conducted in 2024.</li> <li>· 4 Safety and Health Committee meetings were held in 2024.</li> </ul>	<ul style="list-style-type: none"> <li>· Employee diversity and equality</li> <li>· Labor-management relations</li> </ul>
Government Agencies	Ongoing attention and compliance with government policies and regulatory requirements are essential to achieving the goal of sustainable operations.	<ul style="list-style-type: none"> <li>· E-mail</li> <li>· Telephone</li> <li>· Formal correspondences</li> <li>· Seminars</li> </ul>	<ul style="list-style-type: none"> <li>· Immediately</li> <li>· Immediately</li> <li>· Regularly</li> <li>· Irregularly</li> </ul>	In 2024, MERIDA was able to have good interaction and smooth communication with the government agencies, for instances, National Taxation Bureau of the Central Area, County	<ul style="list-style-type: none"> <li>· Emissions</li> <li>· Energy</li> <li>· Economic Performance</li> </ul>
Local Communities	Continue to preserve the local environment and promote community development, maintaining a friendly and good neighborly relationship with the communities.	<ul style="list-style-type: none"> <li>· Letter correspondences</li> <li>· Telephone</li> </ul>	<ul style="list-style-type: none"> <li>· Regularly</li> <li>· Irregularly</li> </ul>	In 2024, MERIDA sponsored local community-related activities totaling approximately NT\$6,338,000.	Community development and caring for the underprivileged
Financial Institutions	Maintaining strong relationships with financial institutions facilitates MERIDA's access to adequate funding and working capital to support its operations.	<ul style="list-style-type: none"> <li>· E-mail</li> <li>· Telephone</li> <li>· Visits</li> </ul>	<ul style="list-style-type: none"> <li>· Immediately</li> <li>· Immediately</li> <li>· Irregularly</li> </ul>	A total of 17 financial institutions maintain banking relationships with MERIDA.	Economic Performance





## 1.2.2 Determining Material Topics

In the preparation of this Sustainability Report, MERIDA followed the GRI Standards 2021 and referenced key sustainability topics identified by international rating agencies, including S&P CSA (Leisure Equipment & Products and Consumer Electronics), MSCI ESG (Leisure Products), and the SASB sector-specific standards. Based on these frameworks, 16 material topics were selected, and they were evaluated by senior management and external experts for their actual or potential positive and negative impacts on the economy, the environment, and people — including human rights. In addition, the European Sustainability Reporting Standards (ESRS) were consulted to apply the principle of double materiality, assessing both sustainability and financial materiality. This dual perspective served as the basis for determining material topics and disclosure content in the 2024 Sustainability Report. The process for identifying material topics is outlined as follows:

### 1 Identify Stakeholders

#### Stakeholders Inclusiveness

By engaging in discussions and receiving feedback from third-party experts, department heads, and employees, and by referencing stakeholders identified in peer sustainability reports, inclusive stakeholders are identified as targets for materiality communication.

The following 7 groups have been identified as MERIDA's stakeholders for 2024: customers/consumers, shareholders and other investors, suppliers, employees and other workers, government agencies, local communities, and financial institutions.

### 2 Prioritization of ESG Topics

#### Sustainability Context

In collecting and identifying topics within the context of sustainability, we primarily referenced the material topics outlined in the Global Reporting Initiative (GRI) Standards, S&P Corporate Sustainability Assessment (CSA), MSCI ESG, and Sustainability Accounting Standards Board (SASB). Based on these frameworks, a materiality assessment question bank was developed to prioritize and rank topics. A total of 16 key areas of concern were identified, encompassing issues related to corporate governance, economic performance, and environmental impact, which serve as indicators for evaluating both positive and negative sustainability impacts.

### 3 Determining Material Topics

#### Materiality

Material topics were identified and evaluated through a questionnaire-based assessment conducted by MERIDA's management and external experts. A topic is deemed material to MERIDA if the average score of its positive impact and financial impact — calculated based on both the degree of impact and the likelihood of occurrence — is greater than or equal to 4. Additionally, topics with a negative impact score greater than or equal to 4 are also considered material, even if the likelihood of occurrence is relatively low. In 2024, a total of eight material topics were identified, and effective management disclosures were established for each of them.

### 4 Review and Discussion

#### Completeness

After identifying the boundaries of the material topics, the prioritized topics are incorporated into MERIDA's annual work or targets, and into the future. MERIDA will continue to improve the management and consider whether adjustments are needed to the types of material issues, with relevant information disclosed in the sustainability reports.

## Results of Material Topics Determination

Based on the results of stakeholder surveys and evaluations conducted by external experts, the topic of “Materials” was added to the list of material issues. Additionally, following discussions by the ESG Promotion Committee, the topic of “Freedom of Association and Collective Bargaining” was incorporated under general disclosures in accordance with GRI 2-25 (Policy Commitments) but was not designated as a material management topic. For 2024, MERIDA has identified eight material sustainability topics: Economic Performance, Customer Health and Safety, Labor-Management Relations, Sustainable Supply Chain, Employee Diversity and Equality, Energy, Emissions, and Materials. These have been designated as areas of ongoing focus and development, serving as the foundation for disclosures in future sustainability reports. All material topics for the year were submitted to and approved by the Board of Directors prior to publication.



### Positive Impact Ranking of Material Topics

	Average Score of Positive Sustainability Impact	Average Likelihood Score	Average
Economic Performance	4.95	4.88	4.92
Sustainable Supply Chain	4.90	4.83	4.87
Materials	4.93	4.79	4.86
Labor-Management Relations	4.90	4.64	4.77
Emissions	4.79	4.67	4.73
Energy	4.88	4.24	4.56
Employee Diversity and Equality	4.64	4.07	4.36
Training and Education	4.07	3.90	3.99
Customer Privacy	3.93	3.90	3.92
Customers Health and Product Safety	4.26	3.10	3.68
Waste	3.14	3.12	3.13
Freedom of Association and Collective Bargaining	3.21	3.05	3.13
Procurement Practices	2.86	3.36	3.11
Occupational Health and Safety	3.36	2.81	3.08
Anti-Corruption	3.64	2.14	2.89
Water and Effluents	2.60	1.98	2.29



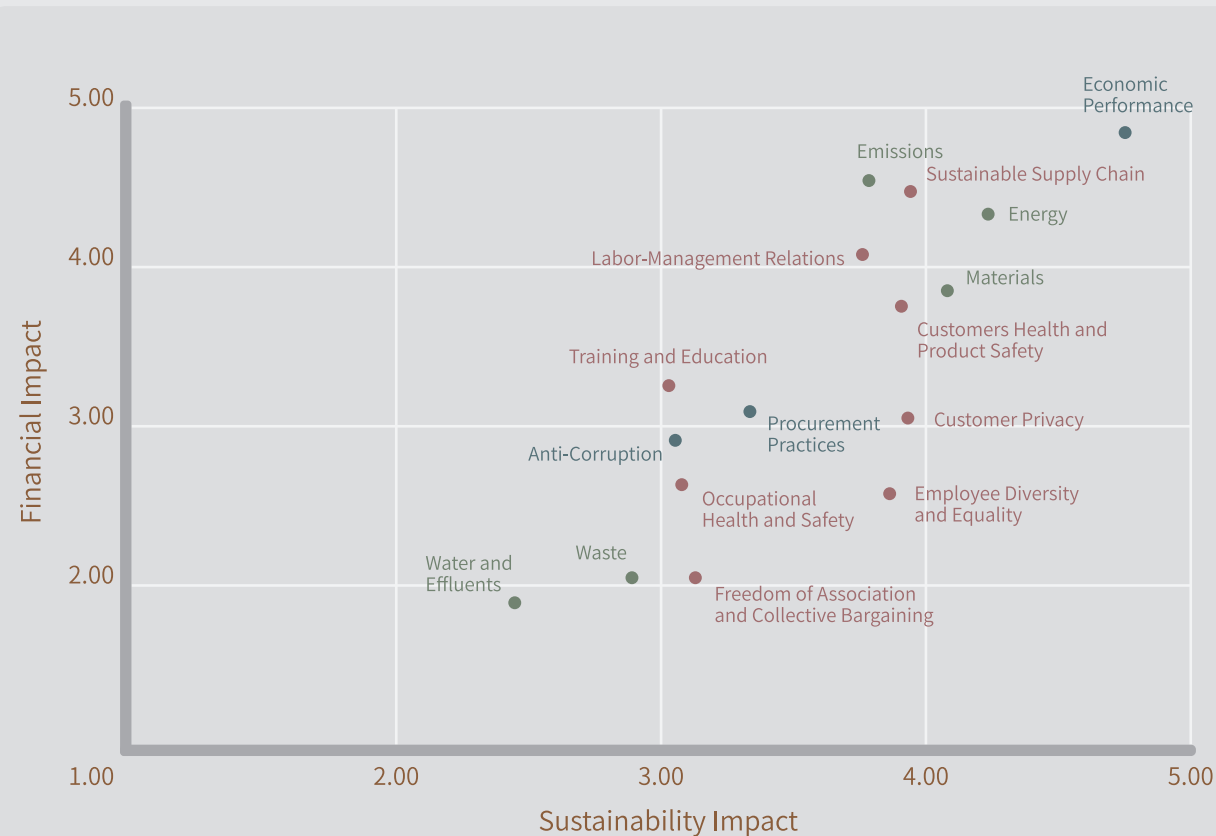
### Negative Impact Ranking of Material Topics



### Financial Impact Ranking of Material Topics



Double Materiality Impact Matrix



## Value Chain Boundaries of the Material Topics

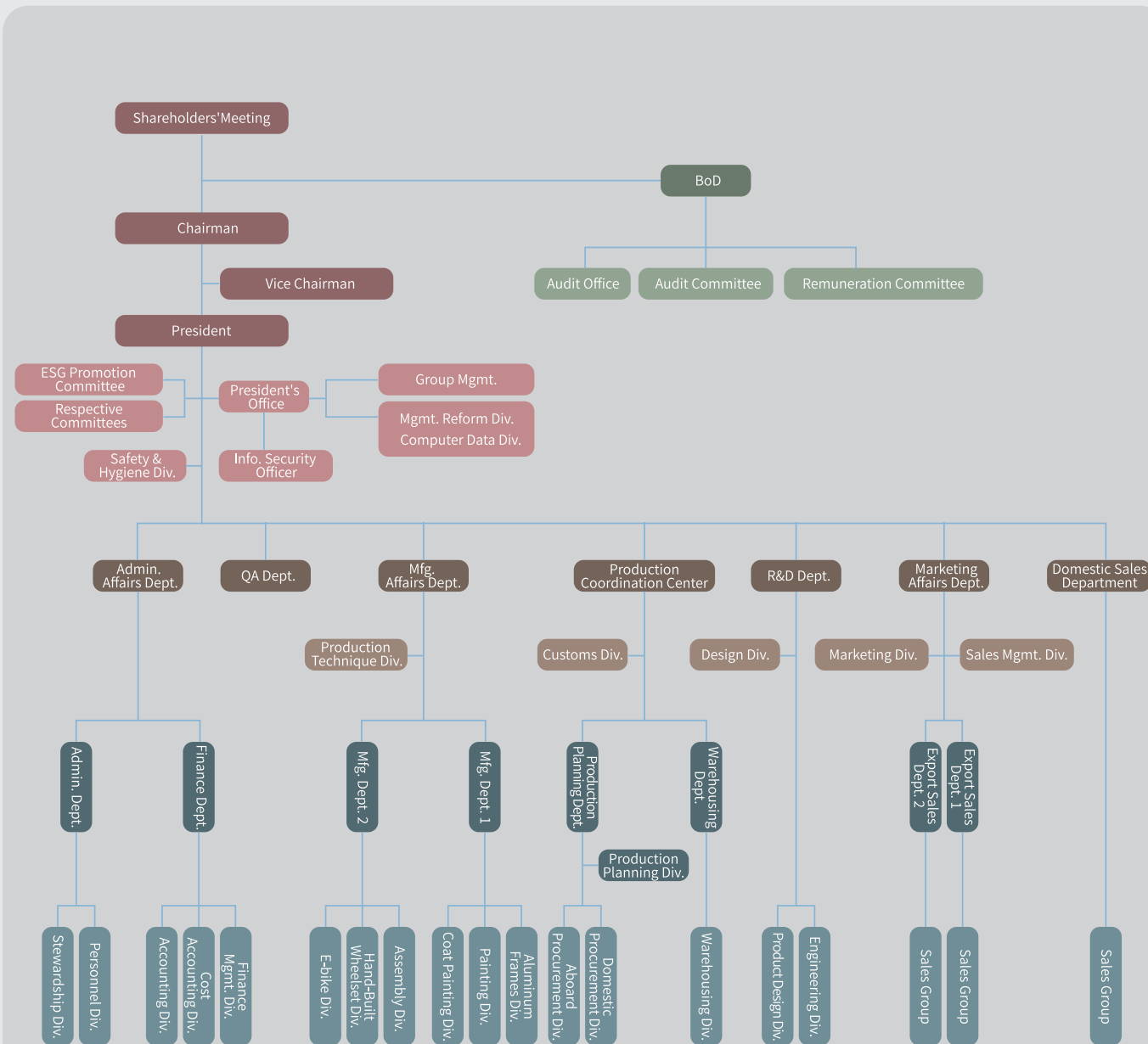
■ Direct Impact
 □ Indirect Impact
 ▲ Business Conduct - Related Impact

Material Topics	Corresponding GRI Standards	MERIDA's Material Issues Across the Value Chain							
		Internal				External			
		MERIDA	Employees and Other Workers	Customers / Consumers	Shareholders and Other Investors	Suppliers	Government Agencies	Local Communities	Financial Institutions
Economic Performance	GRI 201-1								
	GRI 201-3	■		▲	□	▲			□
	GRI 201-4								
Emissions	GRI 305-1								
	GRI 305-2								
	GRI 305-3	■				□	□	□	
	GRI 305-4								
	GRI 305-5								
Customers Health and Safety	GRI 416-1								
	GRI 416-2								
	GRI 417-1	■		▲		□			
	GRI 417-2								
	GRI 417-3								
Sustainable Supply Chain	GRI 204-1								
	GRI 308-1								
	GRI 308-2	■		▲		□	□		
	GRI 414-1								
	GRI 414-2								
Employee Diversity and Equality	GRI 405-1	■	■					□	
	GRI 405-2								
Labor - Management Relations	GRI 401-1	■	■				□		
	GRI 401-2								
	GRI 401-3								
Energy	GRI 302-1								
	GRI 302-3								
	GRI 302-4	■				□	□		
	GRI 302-5								
Materials	GRI 301-1								
	GRI 301-2	■				▲			
	GRI 301-3								



## 1.3 Governance Structure

### The organizational chart of MERIDA Industry Co. Ltd.



## Main Departments Functions

- Audit Office** Responsible for auditing and advising on internal control, general business operations and financial activities
- Management Reforming Div.** Responsible for planning major investments and reviewing regulations and rules
- Computer Data Div.** Responsible for the integrating corporate information systems, assisting in establishing query and decision-making resource systems, and other related tasks.
- Safety & Hygiene Div.** Responsible for environmental protection and employees' health and safety, among other related tasks.
- Engineering R&D Div.** Responsible for research and development of new product design, production processes, etc. Responsible for annual new vehicle chassis design and mold fixture design and production, etc. Responsible for the development and research of product specifications and related tasks.
- Quality Assurance Dept.** Responsible for quality control of raw materials and finished products
- Finance Dept.** Responsible for fund scheduling, accounting treatment and management information provision
- Administration Dept.** Responsible for HR planning, implementation, and operation of human resource policies Responsible for property management and integration of MERIDA's general affairs
- Export Sales Dept. 1 and 2** Responsible for overseas customer affairs and business information collection and analysis
- Domestic Sales Dept.** Responsible for domestic marketing network issues and business information collection and analysis
- Production Planning Dept.** Responsible for raw material negotiation, purchasing, tracking and production scheduling control
- Warehousing Dept.** Responsible for raw material and finished product management in warehouse area
- Manufacture Affair Dept.** Responsible for the production of bicycle products and maintenance of production equipment

### 1.3.1 Board of Directors

MERIDA’s Board of Directors follows a candidate nomination system, with all nomination procedures conducted in accordance with MERIDA Act and other relevant regulations. Director candidates are selected through a rigorous screening process that considers diversity in background — including gender, age, nationality, and culture — as well as the professional expertise and industry experience necessary to perform their duties. Ethical conduct is also a key consideration in the nomination process. Among the current 13 members of the Board of Directors, 11 have no spousal or second-degree familial relationships with other members. This structure ensures that the Board maintains a high level of independence. Given that the Chairperson and the President are first-degree relatives, in line with sound corporate governance practices and the “Taiwan Stock Exchange Corporation Operation Directions for Compliance with the Establishment of Board of Directors by TWSE Listed Companies”, MERIDA currently has four independent directors. Furthermore, only five directors also serve as employees or managers of MERIDA, which does not exceed half of the total number of board seats. This complies with regulatory requirements and strengthens the Board’s overseeing function while mitigating potential conflicts of interest.

MERIDA leverages the expertise of its independent directors to fully execute the advisory and supervisory roles of functional committees. Additionally, if a director has a conflict of interest in any matter on the board meeting agenda — whether personal or on behalf of a represented legal entity — they are required to disclose the material aspects of the conflict at the meeting. If the matter could harm the interests of MERIDA, the director must refrain from both participating in discussions and voting on the matter, and may not act as a proxy for other directors in such votes.

In June 2024, MERIDA held a board election, resulting in the appointment of 13 directors: 6 legal entity representatives (46%), 3 individual directors (23%), and 4 independent directors (31%). The term of the current Board runs from June 26, 2024, to June 25, 2027. The Board is required to meet at least once per quarter; in 2024, a total of 7 board meetings were held, with an average director attendance rate of 97.8%. There were four instances during the year where directors recused themselves due to conflicts of interest.

The Board members have knowledge and experience in business management, finance and accounting, marketing, production, warehousing, product design, and information security. Their professional backgrounds are aligned with the current operational development needs of MERIDA. The Board members have extensive industry experience and professional capabilities, which enable them to provide valuable insights during Board meetings. The opinions of independent directors on various issues are also taken into consideration during the Board meetings. These discussions serve as important references for the Board members to formulate strategies and make decisions on key topics.

Title	Name	First Elected Date	Main Education Background	Concurrent Roles in MERIDA and Other Companies
Chairman	Tseng Song-Zhu	1994 . 06 . 06	13 th MBA Program for Entrepreneur, National Chengchi University	· Director, Cheng Shin Rubber Industrial Co., Ltd. · Concurrently taking roles at affiliates of MERIDA. Refer Annual Report ( Annual Meeting of Shareholders) for more details
Director	Tseng-Lu Min-Hua	2012 . 06 . 28	Graduated from Department of Accounting and Statistics, Taipei High School	Chairman, Ding-Hung Investment Co., Ltd.
Director	Luo Tsai-Jen	2021 . 08 . 04	Department of Marketing and Materials Management New- ark College of Engineering	· Vice Chairman, Cheng Shin Rubber Industrial Co., Ltd. · Chairman, Cheng Shin Rubber (China) Ltd.
Director	Ding-Sheng Investment Co., Ltd. Rep:Chiang Cha-Hsuan	2024 . 06 . 26	Graduated with a Master’ s Degree from the Institute of Marketing Communication, National Sun Yat-sen University	Representative of Ever Travel Co., Ltd.
Director	Ding-Sheng Investment Co., Ltd. Rep:Lai Chun-Ku	2024 . 06 . 26	Graduated with a Master’ s Degree from the Department of Information Management, National Chi Nan University	Computer Data Div. Senior Specialist
Director	Ding-Hung Investment Co., Ltd. Rep:Zhen Wen-Xiang	2012 . 06 . 28	Graduated from Institute MBA, Dayeh University	· Vice President of Marketing Affairs Department and Spokesperson of MERIDA (Retired on August 30, 2024) · Concurrently taking roles at affiliates of MERIDA. Refer Annual Report (Annual Meeting of Shareholders) for more details
Director	Ding-Hung Investment Co., Ltd. Rep:Yuan Qi-Bin	2012 . 06 . 28	Graduated from Institute MBA, Dayeh University	Vice President of Production Management Centre of MERIDA
Director	Ding-Hung Investment Co., Ltd. Rep: Lai Ru-Ding	2018 . 06 . 26	Graduated from Institute MBA, Dayeh University	· Vice President of Manufacturing Affairs Department of MERIDA · Concurrently taking roles at affiliates of MERIDA. Refer Annual Report (Annual Meeting of Shareholders) for more details
Director	Ding-Hung Investment Co., Ltd. Rep:Tseng Ching-Cheng	2021 . 08 . 04	Graduated from Power Div., Mechanical Engineering Dept. 2 -Year Program, Nanya Institute of Technology	Vice President of Domestic Sales Department of MERIDA
Independent Director	Chen Shui-Jin	2015 . 06 . 22	Master, Graduate School of Business Administration, National Chung Cheng University	Chief Accountant, Yuan-Sheng CPA Firm
Independent Director	Chen Jian-Nan	2015 . 06 . 22	Master of Design, University of California, Los Angeles	Associate Professor, Department of Industrial Design, Chaoyang Universi- ty of Technology
Independent Director	Tsai Wu-Ying	2021 . 08 . 04	Graduated from Department of Computer Science, Feng Chia University	Chairman, Fu-Chian Tire Co., Ltd.
Independent Director	Lei Shin-Jung	2021 . 08 . 04	Graduated from Department of Information Management 5-Year Program, Tatung Institute of Commerce	Supervisor of Engineering Department, E-Tech Ltd.

MERIDA also places importance on gender equality in the composition of its Board of Directors. Currently, two female directors serve on the Board, meeting the Financial Supervisory Commission’s requirement of having at least one female board member. Looking ahead, MERIDA plans to incorporate gender representation as a criterion in board member selection and will progressively increase the number of female directors each term, with the goal of achieving gender balance.

Title	Name	Gender	Age	Industrial Experience				Professional Capabilities		
				Banking / Finance	Operation Management	Sales and Marketing	R&D	Accounting and Financial Analysis	IT	Risk Management
Chairman	Tseng Song-Zhu	♂	61~70	✓	✓	✓	✓	✓		✓
Director	Tseng-Lu Min-Hua	♀	61~70	✓	✓	✓		✓		✓
Director	Luo Tsai-Jen	♂	71~80	✓	✓	✓	✓	✓		✓
Director	Ding-Sheng Investment Co., Ltd. Rep: Chiang Cha-Hsuan	♂	41~50	✓	✓	✓		✓		✓
Director	Ding-Sheng Investment Co., Ltd. Rep: Lai Chun-Ku	♂	31~40		✓	✓			✓	✓
Director	Ding-Hung Investment Co., Ltd. Rep: Zhen Wen-Xiang	♂	61~70	✓	✓	✓	✓	✓		✓
Director	Ding-Hung Investment Co., Ltd. Rep: Yuan Qi-Bin	♂	61~70		✓	✓	✓			✓
Director	Ding-Hung Investment Co., Ltd. Rep: Lai Ru-Ding	♂	51~60		✓	✓	✓			✓
Director	Ding-Hung Investment Co., Ltd. Rep: Tseng Ching-Cheng	♂	61~70		✓	✓	✓			✓
Independent Director	Chen Shui-Jin	♂	51~60	✓	✓	✓		✓		✓
Independent Director	Chen Jian-Nan	♂	61~70		✓	✓	✓			✓
Independent Director	Tsai Wu-Ying	♂	61~70	✓	✓	✓	✓	✓		✓
Independent Director	Lei Shin-Jung	♀	41~50		✓	✓			✓	✓

## Continuing Education of Directors and Independent Directors

To enhance the professional knowledge and legal awareness of board members, MERIDA has planned a series of training programs for the Board in 2024. The curriculum includes the following topics:

- “Strategies for Taiwanese Businesses in Response to Changes in China’s Economy”
- “Regulations, Restrictions, and Risk Analysis of Insider Equity Transactions”
- “Risks and Opportunities of Climate Change and Net-Zero Policies on Corporate Operations”
- “Understanding Cybersecurity Threats Through Real-World Incidents”
- “Building ESG Sustainability Strategies to Enhance Competitiveness”
- “A Three-Step Approach to Proper Sustainability Reporting Disclosure”
- “Latest Developments in International Sustainability Disclosure Standards”
- “Legal Liabilities and Case Studies Related to Corporate Control Battles”

Each director receives a minimum of 6 training hours annually, with total training hours reaching 96 for the Board, meeting the regulatory continuing education requirements. For more information on the directors’ professional qualifications, experience, independence, training records, and shareholding status, please refer to MERIDA’s official website and the disclosures in the Annual Shareholders’ Meeting Report.



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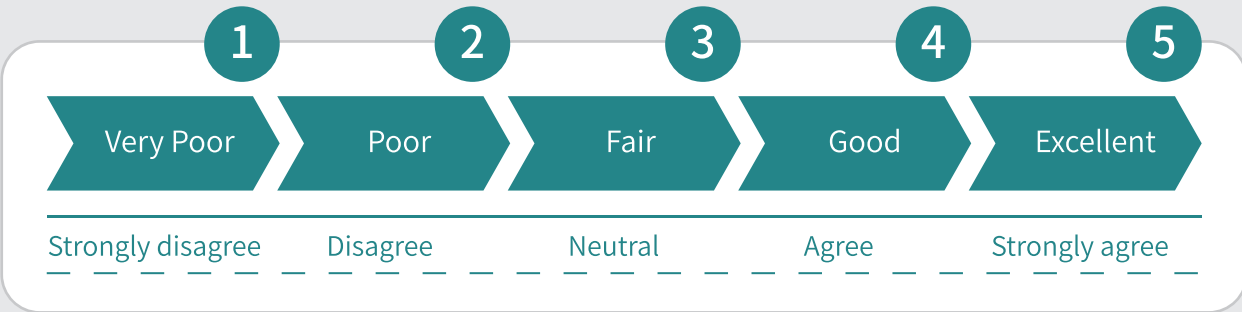


## Performance Evaluation of the Board of Directors

To enhance the effectiveness of the Board of Directors and strengthen corporate governance, MERIDA has established the “Rules for Performance Evaluation of the Board of Directors” in accordance with relevant regulations. Under this framework, performance evaluations are conducted regularly, including internal annual assessments of the Board and its functional committees, as well as external evaluations at least once every three years. The scope of the evaluations covers the overall performance of the Board, individual directors, and functional committees. Evaluation methods include internal self-assessments by the Board, self-assessments by individual directors, internal evaluations of functional committees, and assessments conducted by external professional institutions, experts, or other appropriate means.

MERIDA places great emphasis on the efficiency and quality of the Board of Directors and its related committees, striving for optimization and improvement through performance evaluations. The evaluation results serve as the basis for nominating directors or setting compensation, enabling a more objective assessment of the performance of the Board, the Board members, and functional committee, ensuring that MERIDA's leadership team has appropriate skills and contributions.

The Board of Directors Secretariat is responsible for the 2024 internal performance evaluation, and the performance evaluation of the Board of Directors, the Board members, and functional committee are conducted by means of internal self- assessment questionnaires. After the self- evaluation questionnaires are collected by the Secretariat in January 2025, the evaluation results have been recorded according to the scoring standards of each evaluation item. Each sub-item under each evaluation item is presented in a 5-level rating scale, with the following explanations of the rating levels:



In 2024, the overall performance of the Board of Directors, the individual Board members, and functional committees are all rated as “Excellent”. The comprehensive results indicate that the Board of Directors and its functional committee are operating well. The above performance evaluation results were submitted to the Board of Directors on March 13, 2025. The evaluation results for 2024 are as follows:

Scope of Evaluation	Evaluation Items	Scores
Board of Directors Performance Evaluation	· Degree of participation in company operations	58
	· Enhancement of decision-making quality by the Board of Directors	58
	· Composition and structure of the Board of Directors	34
	· Election and continuing education of the directors	32
	· Internal control	35
		Weighted Average Score: 4.82
Directors Performance Evaluation	· Grasp over company goals and tasks	187
	· Awareness of duties and responsibilities of directors	193
	· Degree of participation in company operations	493
	· Management and communications of internal relations	194
	· Professionalism and continuing education of directors	182
		Internal control: 185
		Weighted Average Score: 4.80
Remuneration Committee Performance Evaluation	· Degree of participation in company operations	20
	· Awareness of duties and responsibilities of the Remuneration Committee	23
	· Enhancement of decision-making quality by the Remuneration Committee	34
	· Composition and election of members of the Remuneration Committee	15
	· Internal control	5
		Weighted Average Score: 4.85
Audit Committee Performance Evaluation	· Degree of participation in company operations	20
	· Awareness of duties and responsibilities of the Audit Committee	23
	· Enhancement of decision-making quality by the Audit Committee	35
	· Composition and election of members of the Audit Committee	15
	· Internal control	15
		Weighted Average Score: 4.91

MERIDA commissioned the Taiwan Corporate Governance Association (TCGA) to conduct an external performance evaluation of the Board of Directors in July 2022, and was recognized for its efforts in enhancing board gender diversity, establishing a robust group-level succession plan, and implementing a compensation structure that surpasses industry benchmarks.

The next external evaluation of the Board’s performance is scheduled for November 2025.

### 1.3.2 Functional Committees

#### Audit Committee

MERIDA’s Audit Committee is composed of four members, including one female Independent Director. The Committee is responsible for overseeing the fair presentation of MERIDA's financial statements, the appointment, dismissal, independence, and performance of the certified public accountants, the effective implementation of MERIDA's internal control system, compliance with applicable laws and regulations, and the management of existing or potential risks.

The Committee’s responsibilities are outlined as follows

- 01 The adoption of or amendments to the internal control system in accordance with Article 14-1 of the Securities and Exchange Act.
- 02 Assessment of the effectiveness of the internal control system.
- 03 The adoption or amendment, in accordance with Article 36-1 of the Securities and Exchange Act, of handling procedures for financial or operational actions of material significance, such as acquisition or disposal of assets, derivatives trading, extension of monetary loans to others, or endorsements or guarantees for others.
- 04 Matters in which a director is an interested party.
- 05 Asset transactions or derivatives trading of a material nature.
- 06 Loans of funds, endorsements, or provision of guarantees of a material nature.
- 07 The offering, issuance, or private placement of equity-type securities.
- 08 The hiring or dismissal of a certified public accountant, or their compensation.
- 09 The appointment or discharge of a financial, accounting, or internal audit officer.
- 10 Annual and quarterly financial reports.
- 11 Other material matters as may be required by this Company or by the competent authority.

The above-mentioned items shall be subject to the approval of one half or more of the entire membership of the Audit Committee and shall be submitted to the Board of Directors for a resolution. Except of item 10, any matter that has not been approved by one half or more of the entire membership of the Audit Committee may be adopted with the approval of two thirds or more of the entire Board of Directors. "The entire membership," as used herein, shall be counted as the number of members actually in office at the given time. The convener of the Audit Committee shall represent the Committee to the public.

For information regarding the professional qualifications of the Audit Committee members and the independence of the Independent Directors, please refer to the disclosures on MERIDA’s website and in the Annual Shareholders’ Meeting Report.

Audit Committee Operation Information 2024					
Title	Name	Actual Attendance	Proxy Attendance	Actual Attendance Rate (%)	Notes
Convener	Chen Jian-Nan	5	0	100 %	Independent Director
Member	Chen Shui-Jin	5	0	100 %	Independent Director
Member	Tsai Wu- Ying	5	0	100 %	Independent Director
Member	Lei Shin- Jung	5	0	100 %	Female Independent Director

#### Remuneration Committee

In order to ensure sound corporate governance and strengthen the function of the Board’s compensation management to safeguard the rights and interests of investors, MERIDA has established a Remuneration Committee in accordance with legal requirements and has formulated organizational and governance guidelines for the Committee to ensure compliance and proper oversight.

The payment of the directors’ remuneration is governed by Article 32 and Article 34 of MERIDA's Articles of Incorporation. Directors are entitled to remuneration regardless of MERIDA's operating profit or loss while performing their duties. The Board of Directors is authorized to determine the remuneration based on the level of involvement in MERIDA's operations, the value of the contribution and the general industry standards. When MERIDA generates profits, apart from independent directors, an amount not exceeding 5% shall be allocated for directors’ remuneration, with the actual allocation ratio being 2.6% per year.

The independent directors of MERIDA receive a fixed monthly remuneration, with no variable bonus. They only receive a travel allowance based on the actual number of meetings attended. Executive remuneration primarily comprises salaries, bonuses, and employee dividend, with allocations for retirement funds and welfare benefits, among others. Payments are processed according to MERIDA's salary management regulations and relevant laws and regulations, taking into account MERIDA's operational performance, individual performance, achievement of strategic objectives and industry standards. They are reviewed by the Remuneration Committee and approved by the Board of Directors to ensure fair compensation, that motivates and retains talent, thereby enhancing MERIDA's competitiveness. In the event of significant risks affecting MERIDA's reputation, improper internal management, or personnel misconduct, bonuses may be reduced or withheld. Directors’ remuneration is reviewed by the Remuneration Committee and is submitted to the Board of Directors for approval, to ensure fair remuneration.

Compensation for MERIDA’s directors, President, and Vice Presidents is determined with full consideration of their professional expertise, level of involvement in Company operations, and any other exceptional contributions to MERIDA. Compensation is linked to both Company profitability and individual performance, serving as the basis for remuneration calculation. Although current compensation is not yet tied to ESG performance outcomes, MERIDA continuously monitors potential operational risks and reviews its compensation framework accordingly. In 2025, MERIDA plans to implement a compensation mechanism that links senior executive remuneration to sustainability performance, in order to promote a balanced approach to sustainable business operations and risk management.



MERIDA's Remuneration Committee consists of three members. The sixth term of the Remuneration Committee was approved during the MERIDA's fourth Board meeting of 2024, held on June 26, 2024. Mr. Chen Jian-Nan, Mr. Chen Shui-Jin, and Mr. Wu Kuan-Hsien were appointed as committee members. Their term of office runs from the date of the Board resolution until June 25, 2027, aligning with the expiration of the current term of the Board of Directors. The Committee is responsible for evaluating the salary and remuneration policies and systems for directors and executives from a professional and objective standpoint. They provide recommendations to the Board of Directors for decision-making. The committee operates in accordance with the "Remuneration Committee Charter" of MERIDA and convenes regular meetings at least twice a year. The committee's relevant duties include:

- 01

Regularly reviewing the "Remuneration Committee Charter" and proposing amendments if necessary.
- 02

Formulating and regularly reviewing MERIDA's policies, systems, standards, and structures of remuneration of directors and executives.
- 03

Periodically assessing the achievement of performance objectives by the directors and executives of MERIDA and reviewing the content and amounts of their individual remuneration accordingly

For information regarding the professional qualifications of the Remuneration Committee members and the independence of the Independent Directors, please refer to the disclosures on MERIDA's website and in the Annual Shareholders' Meeting Report.

Remuneration Committee Operation Information 2024					
Title	Name	Actual Attendance	Proxy Attendance	Actual Attendance Rate (%)	Notes
Convenor	Chen Jian-Nan	3	0	100 %	Independent Director
Member	Chen Shui-Jin	3	0	100 %	Independent Director
Member	Lin Fu-Xing	2	0	100 %	Existing Member
Member	Wu Kuan-Hsien	1	0	100 %	New Member

### 1.3.3 Sustainability Governance Structure

To implement and promote sustainable development, MERIDA has established the ESG Promotion Committee, comprising senior management including the Chairman, President, Vice Presidents, and the Corporate Governance Officer. The Committee is chaired by the President. The Committee is responsible for directing five functional task forces — Environmental Protection, Social Responsibility, Corporate Governance, Risk Management, and Green Products — to formulate annual targets and promote sustainability-related initiatives, such as climate governance, climate change adaptation, and energy conservation and carbon reduction. These initiatives are aligned with MERIDA's operational objectives and are intended to guide strategic sustainability directions and project implementation. The Committee holds quarterly meetings to review performance, monitor the progress of targets, and deliberate on material topics. In 2024, the ESG Promotion Committee convened four meetings. At least once annually, the Deputy Chairperson of the ESG Promotion Committee reports on the progress and performance of MERIDA's sustainability initiatives during the executive management meeting and the Board meeting. The Board of Directors is responsible for overseeing the implementation of these initiatives.

The organizational structure of the “MERIDA ESG Promotion Committee” is shown below:



The ESG Promotion Committee conducts stakeholder identification and materiality assessments every two years to determine the material sustainability reporting topics. In identifying material sustainability issues, MERIDA considers its business model and value chain, the concerns of key stakeholders, existing sustainability strategies and goals, as well as industry disclosures, market dynamics, international sustainability assessment standards, and the latest regulatory developments and global trends. MERIDA has also established communication channels for engaging with both internal and external stakeholders, while enhancing interdisciplinary communication, coordination, and collaboration across departments to ensure effective management of sustainability-related information throughout the organization. By establishing clear sustainability commitments, MERIDA ensures the effective allocation of resources toward its sustainable development goals and internal controls for sustainability information management. Taking into account the results of materiality and risk assessments, MERIDA aligns its overall corporate objectives with its sustainability goals and the material issues raised by stakeholders, ensuring that relevant disclosures reflect MERIDA's sustainability initiatives and operational targets.

Matters Reported by the ESG Promotion Committee to the Board of Directors in 2024:

Aspect	Number of Material Issues	Summary of Sustainability-Related Discussions
Environmental	5	1. Timeline planning for greenhouse gas inventory and verification for both parent and subsidiary companies. 2. Progress report on the execution of the Sustainability Report.
Governance	7	1. Amendments to the Board of Directors Meeting Rules, Audit Committee Charter, procedures for preparation and submission of the Sustainability Report, Directors' Remuneration Policy, and Corporate Governance Best Practice Principles, in alignment with regulatory requirements. 2. Reporting of performance evaluation results for the Board of Directors and its members, the Audit Committee, and the Remuneration Committee. 3. Establishment of the Sustainability Information Management Procedure.
Social	5	1. Proposal for the distribution of year-end bonuses to employees. 2. Salary adjustment plan for migrant workers, dispatched workers, and regular employees. 3. Distribution plan for employee remuneration.



## 1.4 Operational Achievement

In 2024, MERIDA recorded operating revenue of NT\$29,633,132,000, representing an 8.7% increase compared to 2023. This growth was primarily driven by a significant increase in revenue from the China market. However, the retained economic value in 2024 declined substantially compared to 2023, mainly due to losses incurred by equity-method investee companies. MERIDA made no political contributions in 2024. In the same year, MERIDA received a government subsidy of NT\$6,000,000 under the “Bicycle Supply Chain Digital Intelligence Integration System Upgrade and Transformation Program.”

Overview of Operational Performance in the Past Three Years  Unit : NT\$ thousand

Project / Year	2022	2023	2024
Net Sales Revenue	37,003,082	27,261,117	29,633,132
Operating Cost	30,611,767	22,147,087	24,252,901
Operating Margin	6,391,315	5,114,030	5,380,231
Net Operating Profit	3,437,465	3,385,943	3,032,975
Non-Operating Income and Expense	1,060,381	(636,286)	(3,765,633)
Net Profit Before Tax	4,497,846	2,749,657	(732,658)
Current Net Profit	3,454,418	1,798,762	(766,174)
Total Comprehensive Income for the Year	5,317,914	1,956,057	212,572
Earnings Per Share (NT\$)	11.34	5.66	(2.34)
Employees Welfare	11,132	10,579	12,366
Dividends	2,092,887	1,793,903	1,195,935
Employees' Remuneration (including Employees Welfare)	2,343,549	2,064,231	2,042,063
Payment to Investors	2,170,322	2,022,404	1,435,752
Payments to Government	1,166,874	1,124,999	436,644
Community Investment	768	561	2,438
Retained Economic Value	3,343,954	706,892	(930,414)

## 1.5 Risk Management

To strengthen corporate risk governance, MERIDA has established “Internal Control and Audit Procedures” in accordance with the “Regulations Governing the Establishment of Internal Control Systems by Public Companies.” MERIDA’s internal control system covers eight major operational cycles, with related policies and procedures in place for all departments to follow. Each department and subsidiary regularly assess risks associated with the internal control system to identify and address potential issues in a timely manner, thereby enhancing self-monitoring and management capabilities. Relevant rules and procedures are published on MERIDA’s internal platform to improve employees’ understanding and compliance with the internal control system. This reduces the risk of errors during business operations and supports MERIDA’s operational stability and regulatory compliance.

The internal audit department further strengthens MERIDA’s internal control mechanisms through ongoing evaluation and supervision, contributing to long-term, sound development. By issuing recommendations for correcting audit deficiencies and tracking their resolution, MERIDA continuously improves its internal control systems and operational efficiency. Audit reports disclose any deficiencies or irregularities in the internal control system and are regularly presented to and discussed with the Board of Directors and the Audit Committee. This enhances transparency and governance efficiency while improving the Board’s and Audit Committee’s understanding of, and confidence in, MERIDA’s internal controls.

### Internal Control and Audit of Sustainability Information

In 2024, MERIDA obtained Board approval to establish an internal control system specifically for the management of sustainability information. Beginning in 2025, MERIDA’s annual audit plan will include sustainability information management, with audit plans and results reported to both the Audit Committee and the Board of Directors. The Sustainability Report is prepared in accordance with disclosure standards from GRI, SASB, and TCFD. Responsibilities for drafting are assigned to relevant departments based on disclosure topics. After the initial draft is compiled, department heads review, revise, and proofread the content. To ensure the quality of disclosures, the Sustainability Report is verified by an independent third party before being submitted to the Board for final approval and publication.

Management of each business and operational unit is responsible for the sustainability topics and indicators under their scope. Responsibilities include the collection, recording, processing, preparation, reconciliation, and approval of sustainability data, along with regular reporting to the ESG Steering Committee. These tasks are executed according to MERIDA’s internal division of responsibilities to ensure the effective management of sustainability information.

Scopes of Risk Control		
Type	Potential Risks	Countermeasures
Information Security Risks Management	1.Equipment affected by unforeseeable disasters such as earthquakes, fires, etc. 2.Data infected by viruses 3.Data or information theft 4.Hacker attacks	1.Establish an Information Security Management System (ISMS) to mitigate enterprise cybersecurity threats from a system, technical, and procedural perspective, and to provide confidential information protection services that meet customer requirements. 2.Implement environmental control and disaster prevention measures, as well as off-site data backups, in equipment rooms. 3.Install antivirus software and regularly update versions and virus definitions. 4.Implement access control devices and personnel access management in equipment rooms, as well as user data permission management, to ensure data confidentiality. 5.Update software and hardware in a timely manner, conduct regular inventory and audit user terminals. 6.Raise employee awareness of malicious attacks on emails, software, files, etc., to improve their cybersecurity awareness.
Financial Risks	1.Exchange rate and interest rate risks 2.Credit risk 3.Liquidity risk	1.Timely use of derivative financial instruments to hedge risks, such as the use of forward foreign exchange contracts to hedge exchange rate risks on imports and exports. 2.Sign fixed-rate loan agreements with banks to reduce interest rate fluctuations over the loan period, or opt for short-term loans that can be renegotiated quickly in the event of interest rate changes. 3.Monitor the status of customer funds and carry out aging analysis of receivables to prevent customers from defaulting on their contractual obligations, which could result in financial losses to MERIDA. 4.Manage and maintain sufficient cash and cash equivalents to support the group's operations and mitigate the impact of cash flow fluctuations. Oversee management's use of bank financing facilities and ensure compliance with contract terms.
Risks from Management of Intellectual Property Rights	Infringement of intellectual properties (e.g., trademarks, patents, or copyrights)	1.Signing of licensing agreements is necessary when granting others the rights of intellectual property. 2.In the event of illegal infringement of intellectual property rights, legal personnel should proactively collaborate with relevant departments and lawyers to take effective protective measures.
Sustainability Information	Misstatement of Sustainability Information	Internal Control System and Internal Audit Procedures for Sustainability Information Management

1.6 Integrity and Compliance with the Law

Pursuant the Taiwan Stock Exchange Corporation Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities, ‘Material information of TWSE listed companies’ means the occurrence of a disaster, group protest, strike, environmental pollution, information and communication security event, or any other material event, resulting in the administrative fines for a single event that have accumulated to NT\$1 million or more. The events subject to penalties for MERIDA in 2024 did not meet the criteria of a material event.<sup>2</sup>

Date of Sanction	113.10.14	Date of Payment	113.11.01
Violated Law or Regulation	Water Pollution Control Act, Article 14, Paragraph 1	Violated Law or Regulation	
Description of Violation	Enterprises discharging wastewater into surface water bodies must apply to the competent municipal or county (city) authority for a discharge permit or simplified discharge documentation. Operations must comply with the registered terms. If any registration details change, enterprises must apply for modification and obtain approval from the competent authority prior to implementing such changes.		
		Preventive / Corrective Measure	Permit modification application submitted
		Classified as Material Violation	No

Tax Policy and Management

MERIDA considers tax compliance to be an essential part of its operations and is committed to information transparency by regularly disclosing relevant tax information to stakeholders through financial reports and annual reports (annual meeting of shareholders). Our tax policy includes:

- 01
- Conducting business and operational strategies in accordance with relevant tax regulations.
- 02
- Not transferring profits to low-tax jurisdictions or tax havens.
- 03
- Ensuring that transactions with associated enterprises comply with the transfer pricing principle.
- 04
- Establishing good and mutually respectful relationships with tax authorities.

The Administrative Affairs Department serves as the highest guiding department for the group’s tax management. The tax affairs of other overseas subsidiaries within the group are handled by Taiwanese executives and local finance departments for the day-to-day implementation of tax management. In response to updates in tax laws and regulations, expertise is enhanced through professional advisory services provided by external tax expert organizations. When faced with significant and complex tax issues, MERIDA gives priority to obtaining opinions from accounting firms or tax authorities in order to avoid tax disputes and risks.

Although MERIDA has not yet established formal policies specifically addressing anti-competitive behavior, MERIDA respects market mechanisms and has never engaged in unfair business practices such as price fixing, sales restrictions, or collusion with industry peers to monopolize the market.

Anti-Corruption Policies

To promote a corporate culture of ethical business conduct and establish sound operational mechanisms, MERIDA has formulated the "Ethical Corporate Management Best Practice Principles" and "Codes of Ethical Conduct", which all employees are required to follow. These codes are communicated by the President at the monthly all-employee meetings and are also accessible via MERIDA's official website under the Corporate Governance section.

To further demonstrate MERIDA’s commitment to ethical business practices, contractual agreements for procurement explicitly stipulate that both procurement personnel and suppliers must adhere to high standards of integrity in their business interactions. Any dishonest behavior is strictly prohibited under these binding provisions.

2. Definition of “Material Violation”: According to the “Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities” issued by the Taiwan Stock Exchange Corporation (TWSE), a material penalty is defined as a single event where the total amount of fines imposed reaches or exceeds NT\$1,000,000. (For example: fines that meet the monetary threshold or violations with significant impact may be classified as material violations.)

MERIDA has also established Information Disclosure and Insider Trading Prevention Guidelines to ensure transparency and regulatory compliance in its disclosures and to prevent improper conduct such as insider trading. To mitigate the risk of unlawful or corrupt activities, MERIDA has set up an independent whistleblowing channel in accordance with Article 23 of the "Ethical Corporate Management Best Practice Principles". Stakeholders may report concerns through a dedicated telephone line, email, or the suggestion boxes installed within MERIDA. Should any violations of laws or Company policies be substantiated upon investigation, necessary disciplinary action will be taken in accordance with relevant disciplinary regulations or applicable laws. An overview of the 2024 integrity and ethics training program is as follows:

Course / Education and Training for Ethical Corporate Management Best Practice Principles	Number of Trainee Instances / 281	Total Training Hours Completed / 309
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**【 Notes 】**

- 1 In 2024, the Human Resources Department conducted training on the “Ethical Corporate Management” for all new employees upon onboarding and also organized related sessions for current employees on an ad hoc basis to ensure the core principle of ethical business conduct is deeply instilled in every staff member. (A total of 253 trainee instances were recorded throughout the year, with a cumulative total of 267 training hours.)
- 2 In 2024, the Finance Department conducted internal training sessions on the “Ethical Corporate Management” for department personnel, reinforcing MERIDA’s culture of integrity and ethical business practices. (A total of 28 trainee instances were recorded throughout the year, with a cumulative total of 42 training hours.)

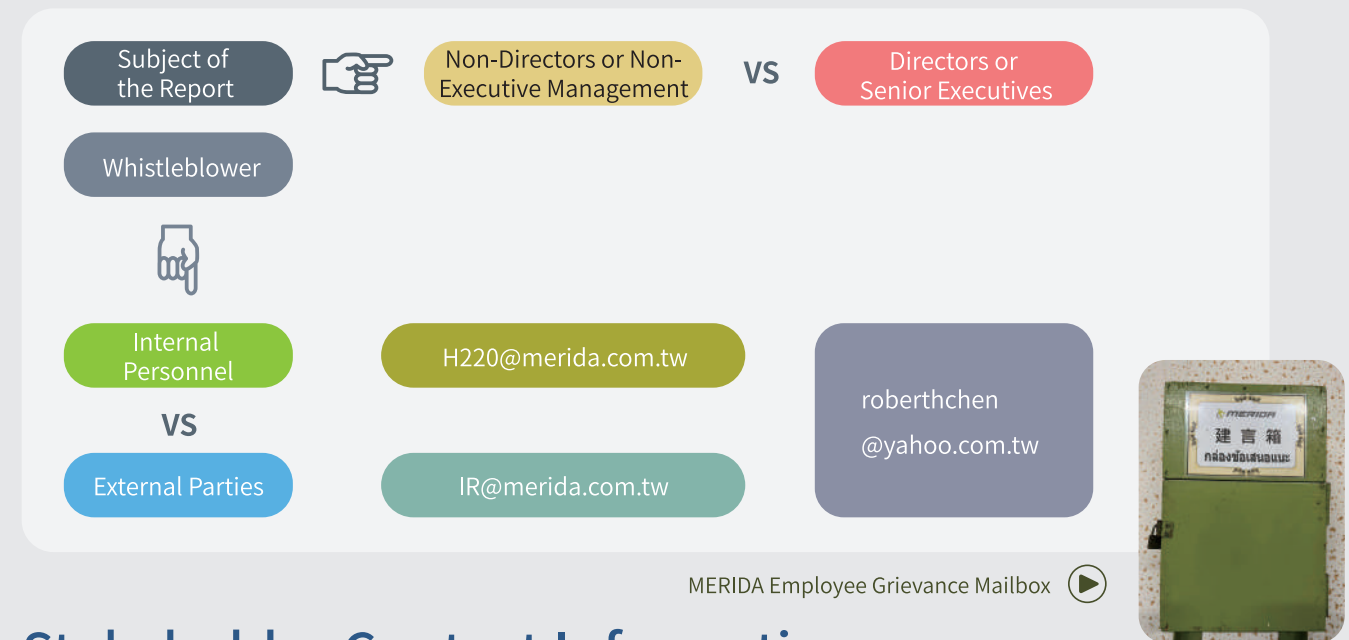
## Whistleblowing and Grievance Mechanism

MERIDA has established dedicated whistleblowing and grievance channels. Stakeholders may submit reports via telephone, email, or through suggestion boxes located within Company premises. In cases where violations of laws or Company regulations are reported and subsequently verified through investigation, MERIDA will take appropriate disciplinary or legal action in accordance with the Work Rules or relevant laws. Protective measures are in place to safeguard whistleblowers. Both the identity of the whistleblower and the content of the report are kept strictly confidential, and no retaliation or improper treatment will result from the act of reporting. In 2024, MERIDA did not receive any internal or external reports concerning violations of ethical standards, environmental regulations, or human rights. A summary of MERIDA’s whistleblowing channels and handling procedures is provided below:

### Whistleblowing and Grievance Channels

A dedicated grievance mailbox is available on MERIDA’s website, allowing internal and external parties to report any unlawful, unethical, or dishonest behavior. All information provided by the whistleblower is kept strictly confidential and reported directly to MERIDA's senior management.

In cases involving **Directors or senior executives**, the report should be submitted to Independent Director Chen Shui-Jin at: [roberthchen@yahoo.com.tw](mailto:roberthchen@yahoo.com.tw).



## Stakeholder Contact Information

Category	Communication Channel	Telephone	Email
Suppliers	Production Management Center	04 - 8526171	ian@merida.com.tw
Customers	Customer Service Center	0800-296-188	merida-service@dimpr.com.tw
Employees	Corporate Administration Division	04 - 8526171	H220@merida.com.tw
Financial Institutions	Vice President Tseng Ching-Cheng	04 - 8526171	IR@merida.com.tw
Government Agencies	Vice President Tseng Ching-Cheng	04 - 8526171	IR@merida.com.tw
Shareholders	Vice President Tseng Ching-Cheng	04 - 8526171	IR@merida.com.tw
Local Communities	Vice President Tseng Ching-Cheng	04 - 8526171	IR@merida.com.tw
Whistleblower Mechanism	1. Corporate Administration Division 2. Independent Director and Convener of the Audit Committee Chen Shui-Jin	04 - 8526171	1. H220@merida.com.tw 2. roberthchen@yahoo.com.tw

**【 Note 】**

In addition to maintaining ongoing interaction with stakeholders through various forms in the course of daily operations, MERIDA has established an “Investor Information” section on its official website. Vice President Cheng, Chin-Cheng is responsible for overseeing the “Stakeholder” section under this platform, coordinating with designated departments to ensure appropriate responses to stakeholder inquiries and feedback.

Upon receipt of reports or complaints through the designated communication channels, responsible personnel are assigned to implement corrective actions and conduct follow-up procedures.



## Whistleblower Handling Procedures

MERIDA accepts both anonymous and identified whistleblower reports. Upon receipt, the responsible unit shall contact the relevant department(s) to understand the situation and gather supporting evidence. If it is deemed that the case may involve violations of laws, unethical behavior, or dishonest conduct, the case with supporting documents shall be submitted to the President for further action.

01

Whistleblowers are requested to provide the following information :

(1) name of the subject being reported, (2) their department, (3) a summary of the suspected illegal, unethical, or dishonest conduct, and (4) supporting evidence.

02

All whistleblower cases shall be handled in a strictly confidential manner. For identified reports, the identity of the whistleblower and the content of the report will be kept strictly confidential and verified through an independent channel. If the whistleblower is an employee of MERIDA, MERIDA guarantees that the individual will not be subject to any unfair treatment as a result of the report.

03

To protect the rights of the subject being reported, MERIDA shall provide an opportunity for appeal. If necessary, a Personnel Review Committee hearing may be convened.

04

Records of report acceptance, investigation processes, investigation results, and related documentation shall be maintained in accordance with applicable regulations. In the event of litigation, records shall be preserved at least until the final ruling is confirmed.

05

In 2024, MERIDA did not receive any internal or external reports concerning violations of integrity, ethical standards, or corruption. No incidents of corruption occurred during the reporting period. There were also no reported cases of discrimination, unlawful use of child labor, infringement of employee rights, or violations of indigenous peoples' rights. Furthermore, MERIDA did not receive any public complaints nor incur any penalties imposed by regulatory authorities.



# 02

## Product Safety and Sustainable Supply Chain

2.1 Product Overview

2.2 Carefree Quality

2.3 Supply Chain Due Diligence and Management













## 2.1 Product Overview

MERIDA is one of the world’s leading bicycle manufacturers, recognized for its commitment to innovation and distinctive design. MERIDA pioneered the use of Gravity Die Casting technology, enabling frame construction to approach a seamless, one-piece structure that combines aesthetic appeal with enhanced durability. This technique also streamlines the production process and contributes to reducing the product's carbon footprint. In addition to the visual innovation of its products, MERIDA’s technological advancements are deeply integrated into its manufacturing processes. Key innovations include:

- Nano aerospace-grade carbon fiber frames
- THERMO GATE heat dissipation system for e-bikes
- Lightweight rear triangle suspension system (P-FLEX)
- Smart conversion dropout system (FLIP CHIP)

These features collectively position MERIDA bicycles among the most advanced in the global market. MERIDA’s product portfolio is primarily categorized into two segments: bicycles and e-bikes (electric-assisted bicycles). The bicycle range includes mountain bikes, road bikes, and city bikes, offering various models and configurations. The e-bike category encompasses electric-assisted mountain bikes and models designed for sports, leisure, and daily commuting.

Main Product	Category	Function
Bikes	 Mountain Bikes	Known for their excellent responsiveness and durability, mountain bikes are designed to handle various terrains and environments. They come in multiple styles and sizes to meet the needs of different consumers.
	 Full Suspension Mountain Bikes	Mountain bikes are well-suited for riding in mountainous areas, dirt trails, and rugged terrain, providing stability and control.
	 Road Bikes	Specifically designed for riding on paved roads, featuring high efficiency, speed, and stability. Road bikes typically come equipped with fast rolling tyres, lightweight frames, and professional-grade components. They are the ideal choice for professional racers participating in competitions and for speed enthusiasts pursuing high-performance cycling.
	 Gravel Bikes	This type of bicycle is not only a high-performance option for gravel riding, bikepacking, and adventure cycling, but also a fun, fast, and robust choice for commuting and training. It is well-suited for riders who enjoy self-supported long-distance journeys and embrace the unpredictable challenges encountered along the way.

Main Product	Category	Function
Bikes	 City & Trekking Bikes	Specifically designed for urban commuting, City & Trekking bikes emphasize lightweight frame construction, convenience, and rider comfort. These bikes are typically equipped with wider tires, comfortable saddles, and ergonomic designs, allowing riders to navigate the city with ease and confidence. They are ideal for use on city streets, sidewalks, and designated bike lanes.
	 Kids Bikes	Specifically designed for young riders, these bikes feature lightweight frames and specially engineered brake levers for small hands, enabling children to handle the bike with ease. A fully enclosed chain guard and an easy-to-pedal drivetrain not only ensure a safe riding experience but also keep young riders’ hands protected and clothing clean.
	 Time Trial Road Bikes	Engineered for triathlon competition, time trial road bikes combine aerodynamic performance, efficiency, long-distance comfort, and adjustability. They are ideal for triathlon enthusiasts seeking a competitive edge throughout the ride.
Electric-Assisted Bicycles	 E-Mountain Bikes	Designed to handle a wide range of terrains and environments, these mountain bikes are equipped with Shimano or Bosch motor systems that deliver pedal assistance, allowing riders to go further and faster — perfect for those who love tackling challenging off-road trails.
	 E-City & Trekking Bikes	Built for urban commuting, e-city bikes are equipped with Shimano or Bosch motor systems that provide pedal assistance, helping busy urban riders travel comfortably and effortlessly to their destinations.
	 E-Road Bikes	Powered by a Mahle rear hub motor system, e-road bikes offer smooth and natural pedaling support, especially during road rides and climbs, enhancing the overall riding experience.



In 2024, MERIDA introduced new products and customized services as outlined below

MERIDA was the first in the Taiwan market to launch a customized frame painting service. Consumers can select their preferred color combinations through an online platform and complete their order with in-store identity verification and pickup, making it easy to own a uniquely personalized bicycle frame.



Customized Frame Painting ▲

In addition to models equipped with the Shimano drive system, the 2024 lineup of electric-assisted bicycles also includes new mountain bike models powered by the BOSCH system, providing consumers with more powertrain options and an enhanced riding experience.

As a globally recognized bicycle manufacturer, MERIDA's value chain encompasses multiple critical stages — from inbound logistics to after-sales services — to ensure the delivery of high-quality products and superior experiences to customers. The primary value chain activities of MERIDA are outlined as follows :



## 01 Inbound Logistics

- o MERIDA collaborates with suppliers worldwide to secure high-quality raw materials, such as aluminum alloys, carbon fiber, and components.
- o MERIDA implements supply chain management practices to ensure just-in-time delivery and effective cost control.
- o Through the MERIDA System Niche Collaboration Program, MERIDA enhances collaboration efficiency across its supply chain network.

## 02 Operations

- o MERIDA utilizes automated production equipment and lean manufacturing techniques to ensure product quality and production efficiency.
- o Emphasis is placed on rigorous quality control throughout the manufacturing process, with multiple inspection checkpoints to guarantee the safety and durability of bicycles.
- o Environmental measures are integrated into production, including energy-saving and carbon-reduction programs, installation of solar photovoltaic systems, use of LED lighting, and promotion of green commuting among employees.

## 03 Outbound Logistics

- o MERIDA leverages a global logistics network to deliver products swiftly to distributors and customers.
- o The use of intelligent warehouse management systems enhances logistics efficiency and reduces inventory backlog and waste of resources.
- o Eco-friendly packaging practices are adopted during the shipping process to reduce carbon footprint.

## 04 Marketing and Sales

- o Products are promoted through a global network of distributors, branded flagship stores, and online e-commerce platforms.
- o A variety of marketing approaches — including digital marketing, sponsorship of sporting events, and co-branded campaigns — are employed to strengthen brand visibility.
- o Product innovations and technological features are highlighted in marketing activities to attract target consumer groups.

## 05 After-Sales Service

- o MERIDA provides a comprehensive after-sales service system, including product warranties, repair services, and technical support.
- o MERIDA values customer feedback and continuously improves its products and services to enhance customer satisfaction.

Through the effective coordination of its value chain, MERIDA maintains a strong competitive advantage in the global bicycle market while actively pursuing sustainable development and environmental protection.

## Product Exhibition Activities

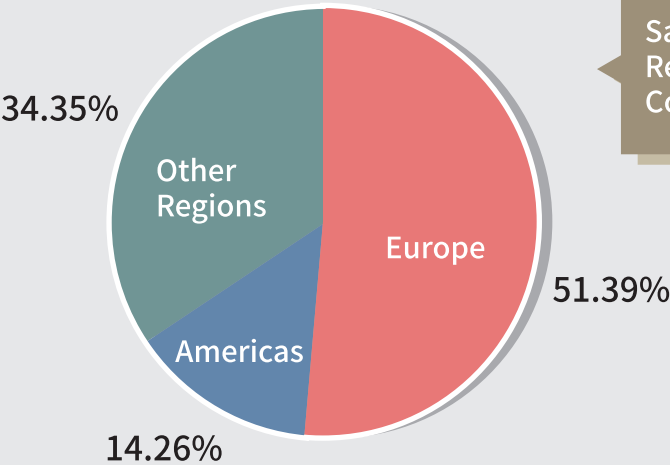
In 2024, MERIDA showcased its new model year bicycle lineup at EUROBIKE in Germany and the Taipei International Cycle Show, providing dealers, retailers, and consumers with a physical experience of the complete bike colors and corresponding component configurations. At the Taipei International Cycle Show, a key highlight was the early announcement of the upcoming launch of customized painted frames. These frames were exhibited on-site to attract market attention and interest.



2024 EUROBIKE in Germany



In addition, MERIDA also manufactures and sells other functional bicycle products to meet diverse customer needs and preferences, such as Kid’s Bikes and folding bicycles. MERIDA’s primary sales channels include Original Equipment Manufacturing (OEM) for bicycle brands, MERIDA’s overseas subsidiaries, regional distributors for its own brand, and domestic bicycle retailers. The distribution of revenue, sales volume, and production volume (including the proportion of outsourced manufacturing) by sales region in 2024 is presented below :



2024 Taipei International Cycle Show



Main Product Categories	Sales Regions	Customer Types	Sales Volume (Unit : Bike)	Production Volume (Unit : Bike)	Outsourced Production Volume (Unit : Bike)	Proportion (%)
Bikes	Global	Bicycle brand OEMs, MERIDA's overseas subsidiaries, regional distributors for MERIDA's own brands, and domestic bicycle retailers.	231,528	196,133	8,950	4.4
E-Bikes	Global	Bicycle brand OEMs, MERIDA's overseas subsidiaries, regional distributors for MERIDA's own brands, and domestic bicycle retailers.	148,847	155,229	0	0



## 2.2 Carefree Quality

### 2.2.1 Product Certification and Quality Assurance

MERIDA upholds customer safety as its top priority. All products undergo rigorous safety testing and obtain international certifications to ensure a safe and secure riding experience. Relevant product and service information is disclosed in user manuals and on MERIDA's official website. In 2024, MERIDA recorded no violations of regulations related to product health and safety, labeling, or marketing communications. Furthermore, there were no product recall events, whether primary or secondary. A summary of product safety certifications obtained by MERIDA in 2024 is presented below :

Overview of Product Safety Certifications			
Products	Safety Compliance Certification	Applicable Regions	Evaluated Ratio %
Bicycles	ISO 4210 : Cycles — Safety requirements for bicycles	Global	100
	CPSC 1512 Regulations and tests for bicycles safety	United States	100
	AS/NZS 1927:1998 Pedal bicycles-Safety requirements	New Zealand / Australia	100
Electric-Assisted Bicycles	CNS 14126 Standards for Electrically power assisted cycles	Taiwan	100
	Regulations for Type Safety Examination of Electric Assisted Bicycles and Micro Electric Two Wheelers	Taiwan	100
	EN15194 Standards for power-assisted pedal cycles	Europe	100
	EN 60335-1 Household and similar electrical appliances. Safety — General requirements	Europe	100
	Household and similar electrical appliances — Safety — Part 2-29 : Particular requirements for battery chargers	Europe	100
Bicycles for Kids	CNS 14976 Safety requirements for bicycles for young children (2006 version)	Taiwan	100
	General safety requirements for children's products Chapter 4.5.1 (2018 version)	Taiwan	100
Water Bottles for Bicycles	Act Governing Food Safety and Sanitation	Taiwan	100
Eye Protection Gear for Protective Helmets for Drivers and Passengers of Motorcycle and Mopeds	CNS 13371 Protective helmets for drivers and passengers of motorcycle and moped Chapter 8 Inspection & Chapter 9.1(i), 9.2(g) Labeling.	Taiwan	100
Standard for Electric - Assisted Mountain Bikes	EN17404	Europe	100

#### Regulatory Compliance Certificates

##### Ministry of Transport- Certificate of Conformity for Safety Examination of Electric Assisted Bicycles



##### EN 60335-1 / EN 60335-2-29 Accreditation Declaration



##### EN15194 Certification Test Report



##### Bureau of Standards and Inspection,Ministry of Economic Affairs — Certificate of Registration of Commodity Verification



##### AS/NZS 1927:1998 Certification Test Report



##### CPSC 1512 Certification Test Report



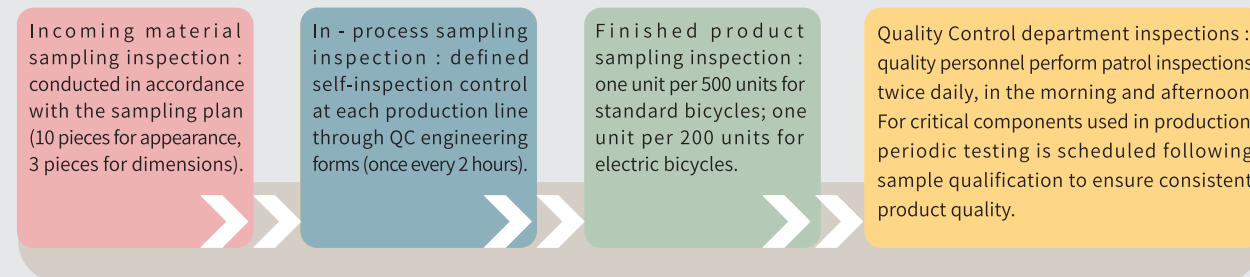
##### ISO 4210 Certification Test Report





To ensure consistent product quality, MERIDA has established multiple quality inspection laboratories, including in-house laboratories, customer-end laboratories, and third-party certified laboratories in Germany (EFBE, ZEDLER, QIMA, TREO, and DEKRA). These facilities are dedicated to ensuring the stability and reliability of product quality. In addition, MERIDA provides third-party testing and certifications based on the specific requirements of each bicycle model, including VSCC Vehicle Safety Certification Center, SGS RSL Hazardous Substance Testing, ETC Taiwan Testing and Certification Center, ACT Child Bikes Certification, CHC Cycling & Health Tech Industry R&D Center, and TUV Rheinland L1e Speed Pedelecs Certification, to ensure the safety of the products provided.

For both internal manufacturing processes and supplier-delivered products, testing is conducted in accordance with relevant regulatory requirements, with supporting documentation provided. Routine and random sampling inspections and follow-up audits are performed. In the event of any non-compliance, immediate corrective action is required, followed by continued monitoring or shortened audit intervals. The Internal quality Inspection procedures are as follows:



Moreover, MERIDA places strong emphasis on quality management training during manufacturing. In 2024, a total of 8 quality training courses were conducted, totaling 39 hours of instruction, with an aggregate of 178 training person-hours and an attendance rate of 97.7%.

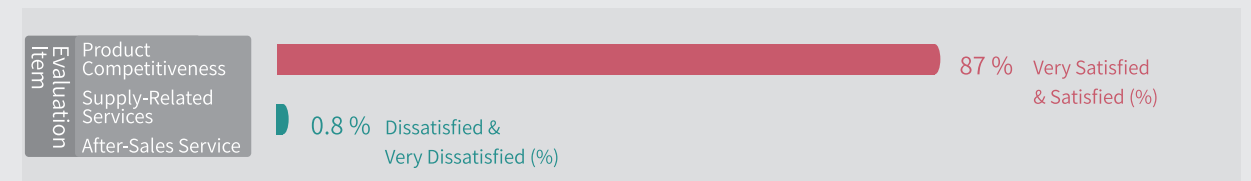
## Dealer Training Programs

In addition, MERIDA conducts systematic training programs for product dealers. These sessions cover new model-year product specifications, including bicycle types, tire rims, mechanical and electronic shifting systems, integrated handlebars, thru-axles, as well as electric-assist bicycle batteries and chargers. The training provides detailed guidance on component compatibility, assembly, and application to ensure that assembled bicycles are safe for consumer use. Dealers are also educated on product safety instructions to be communicated to end users, as well as key considerations for after-sales service and product upgrades — ensuring continued safe usage. In 2024, a total of three training sessions were held, with participation from 62 dealerships.

2024 . 09 . 11		Number of Dealerships
Participants	MERIDA, Northern Region Dealers	22
2024 . 09 . 13		Number of Dealerships
Participants	MERIDA, Southern Region Dealers	19
2024 . 09 . 19		Number of Dealerships
Participants	MERIDA, Central Region Dealers	21

## 2.2.2 Customer Satisfaction

MERIDA is committed to providing high-quality products and services while fostering long-term, stable partnerships to ensure the best customer experience. To continuously improve product quality and service standards, MERIDA regularly conducts market surveys and gathers customer feedback. This information is used to optimize product design and promptly adjust service processes in response to evolving customer needs. In 2024, a customer satisfaction survey was conducted among dealers. The evaluation criteria and corresponding results are summarized as follows:



Competitiveness of product strategic planning and dealer training — rationale and improvement measures

01

### Provision of industry-related information

dealers have expressed the need for more comprehensive market information to better understand industry trends and competitive advantages. MERIDA has addressed this by sharing global sales insights and competitive brand analyses through dealer conferences and training sessions.

02

### Competitiveness of product strategic planning

through market research and dealer feedback, MERIDA continuously refines product design to ensure alignment with market demands and to maintain competitive strength.



## 2.2.3 Customer Privacy and Information Security

MERIDA is committed to safeguarding information security to protect MERIDA's trade secrets and to ensure compliance with the Personal Data Protection Act. MERIDA has established a comprehensive information security management system and risk control measures, including device management, hardware protection, application system monitoring, internet access controls, and mobile security protocols. Dedicated personnel are assigned to plan, monitor, and implement MERIDA's information security practices. Going forward, MERIDA will continue to strengthen its capabilities in information security protection.

MERIDA has established an information security organization, with the President Office's Head overseeing and serving as the Chief Information Security Officer. This organization comprises audit, control, and management units, ensuring consistency between regulatory compliance and actual implementation from top to bottom. MERIDA has planned four major information security protection focuses: disaster prevention, anti-virus measures, theft prevention, and hacking prevention. These are implemented according to the PDCA (Plan-Do-Check-Act) cycle to develop corporate information security management strategies and frameworks:

### The "Planning Phase" focuses on risk management for information security

establishing Information Security Management System (ISMS) to minimize corporate information security threats from system, technical and procedural aspects, and establishing confidential information protection services that meet customer needs.

### During the "Implementation Phase," a multi-layered approach to information security defense is established

continuously adopting innovative security defense technologies and integrating security control mechanisms into day-to-day software and hardware operation processes. For example, setting up endpoint protection according to machine type and implementing virtualization and fiber storage backup architecture to maintain the confidentiality, integrity, and availability of MERIDA's critical assets.

### The "Audit Phase" actively monitors the effectiveness of information security management

based on the audit results, we conduct information security indicator analysis and information security maturity assessment.

### The "Action Phase" is based on reviewing and continuous improvement

supervision and audits are carried out to ensure that information security regulations remain effective. When employees violate relevant regulations and procedures, they are dealt with in accordance with the information security non-compliance handling process and are subject to disciplinary action (including the employee's annual performance appraisal or legal action if necessary). In addition, we regularly review and implement improvement measures including information security measures, education, training, and awareness to ensure that there will be no leakage of MERIDA's confidential information.

MERIDA strictly complies with the Personal Data Protection Act in safeguarding customer privacy. A dedicated "Stakeholder" section is available on MERIDA's official website, which provides a customer service hotline to help protect the rights and interests of consumers and clients. At the time of purchase, consumers are required to sign the Customer Personal Data Protection Statement and Consent for Data Collection, Processing, and Use. Dealers are then responsible for registering customer information in MERIDA's internal system and completing the product warranty application. All personal data is stored within MERIDA's information systems and is managed and maintained by dedicated personnel. To prevent unauthorized access, electronic data is protected through encryption measures.

In 2024, MERIDA reported no information security incidents, cyberattacks, customer data breaches, violations of customer privacy, or customer complaints.

## 2.3 Supply Chain Due Diligence and Management

MERIDA's procurement activities primarily focus on raw materials, labor services, and construction projects. In the course of operations, MERIDA consistently upholds the principles of sustainability by fostering consensus with suppliers and contractors, and by adhering to a localized approach in both sourcing and production as part of its corporate responsibility. In 2024, over 95% of labor services and construction projects were provided by Taiwanese vendors. Although the proportion of local procurement for certain key raw materials was significantly affected due to customer-specified use of international-branded components, MERIDA remains committed to promoting localized production of components. The overall local (Taiwan) procurement ratio reached 51.13%. This approach ensures the resilience of the supply chain and contributes to the establishment of long-term and stable partnerships. Details regarding local procurement practices are outlined below:

Proportion of This Procurement Amount to Total Procurement (%)				
Type of Contract	Procurement Regions	2022	2023	2024
Labour (Contracting and Services)	Local	98.65%	98.36%	98.80%
	Non-Local	1.35%	1.64%	1.20%
Materials (Raw Materials)	Local	57.00%	45.89%	51.13%
	Non-Local	43.00%	54.11%	48.87%
Engineering (Construction & Equipment)	Local	100.00%	100.00%	96.51%
	Non-Local	0.00%	0.00%	3.49%
Total	Local	57.46%	46.10%	51.31%
	Non-Local	42.54%	53.90%	48.69%

### 【 Note 】

- "Local" refers to regions within Taiwan; "Non-Local" refers to regions outside of Taiwan.
- The type of contract is mainly filled in according to MERIDA's internal division, and the predefined items (labor, materials and engineering) and can be ignored if they are not available.

## Supplier Evaluation

MERIDA requires all new suppliers to undergo an evaluation process. Assessment criteria include supply capability, quality performance, R&D capabilities, and sustainability-related indicators. A minimum total score of 60 is required to be considered qualified. To ensure the accuracy and validity of the information provided by new suppliers, personnel from the Procurement, Quality Assurance, and Product Development departments conduct on-site visits. By the end of December each year, MERIDA reports the number of new suppliers evaluated and the corresponding evaluation results. In 2024, MERIDA evaluated a total of 10 new suppliers<sup>3</sup>, all of which met the qualification threshold following on-site assessments.

Evaluation Criteria	Evaluation Content	Scoring Weight (%)
Supply Capacity	Equipment, production capacity, environmental friendliness, labor conditions, labor safety	40
Quality Status	Quality philosophy of the business operator, quality control, non-conforming product control, corrective and preventive measures	40
Research and Development Technology	Mold development, design drawings, and responsiveness to design-related issues	20

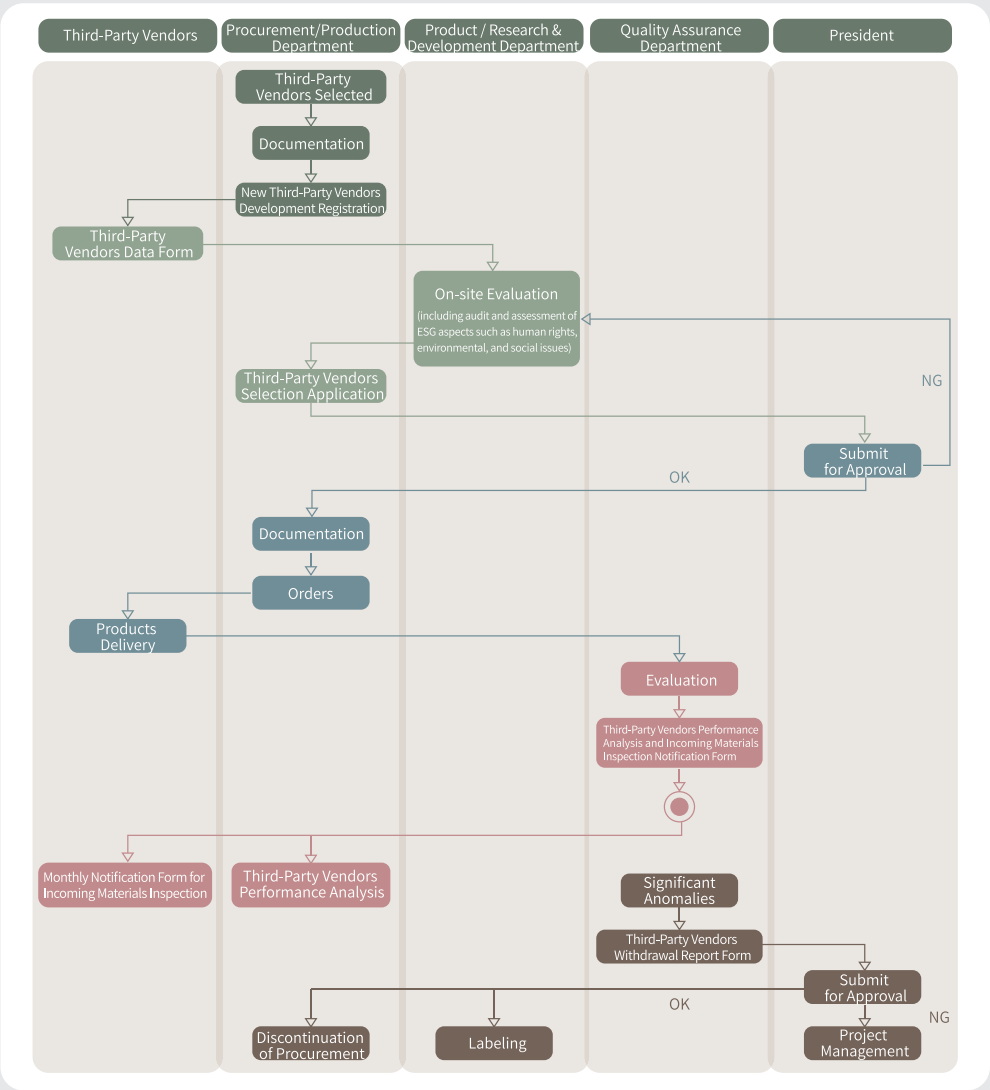
3. Among them, 7 new suppliers were designated by brand clients and are already in compliance with relevant sustainability regulations in Europe and the United States.



In the supplier development evaluation process, whether the supplier publishes an ESG report will be prioritized as a condition. Subsequently, their supply capacity, quality control, research and development technology, and other capabilities will be assessed to ensure mutual understanding.

Currently, regarding social responsibility, we have added a new item to the latest version of the third-party vendor's data sheet, which inquires about their implementation of ESG practices. If a third-party vendor claims to implement ESG practices, we will request relevant evidence. If confirmed, the third-party vendor will be included in the list of preferred third-party vendors.

Our evaluation process is as follows:



【 Notes 】

Key suppliers: These are suppliers categorized based on the type of parts (such as important components like carbon fiber frames, shock absorbers, gear sets, cranksets, hubs) and the comprehensive assessment of transaction amounts, they are listed as suppliers of major concern.

Third-party vendor: This term refers generally to suppliers with transaction records.

In 2024, MERIDA also conducted a sustainability self-assessment survey with 66 key existing suppliers<sup>4</sup>. The questionnaire covered the following sustainability dimensions and evaluation criteria:

4. Suppliers accounting for the top 50% of total transaction value and classified as key component suppliers.

Sustainability Aspect	Evaluation Criteria
Environmental Protection	<div>1. Does MERIDA have established mechanisms for energy and water management, along with energy-saving and water conservation measures?</div> <div>2. Is MERIDA's hazardous waste disposal compliant with relevant regulations?</div> <div>3. Does MERIDA use recycled materials, and are used products or packaging materials subject to recycling practices?</div> <div>4. Has MERIDA conducted an organizational greenhouse gas inventory?</div>
Labor Practices	<div>1. Are MERIDA's contributions to labor insurance, health insurance, and pension funds in compliance with applicable laws?</div> <div>2. Has MERIDA established mechanisms for employee training, support for critical illnesses, parental leave and reinstatement, and retention programs?</div> <div>3. In the event of significant operational changes affecting employee rights, or incidents such as work-related injuries or fatalities, has MERIDA provided prior notice to employees or reported to the relevant authorities as required by laws?</div> <div>4. Has MERIDA obtained occupational health and safety or social responsibility management system certifications such as ISO 45001 or SA 8000?</div>
Labor and Human Rights	<div>1. Has MERIDA implemented training programs related to human rights and anti-corruption, or incorporated human rights and anti-corruption clauses into procurement contracts?</div> <div>2. Are there any restrictions on employees' freedom of association, or cases involving forced or compulsory labor, discrimination, sexual harassment, illegal employment of child labor, or violations of indigenous peoples' rights?</div> <div>3. Has MERIDA received any complaints regarding human rights violations, and does it provide mechanisms for employee grievances or whistleblower reporting?</div>
Business Ethics	<div>1. Has MERIDA been involved in corruption or legal proceedings related to anti-competitive behavior, antitrust, or monopolistic practices, or received penalties for violations of social regulations?</div> <div>2. Has MERIDA received any complaints or protests arising from social impacts?</div>
Product Responsibility	<div>1. Are the products sold by MERIDA subject to health and safety assessments as required by laws or contractual obligations?</div> <div>2. Have there been any cases involving violations related to product labeling or marketing practices, including product bans, recalls, or fines imposed due to non-compliance?</div> <div>3. Are the raw materials used in MERIDA's products sourced from illegal or unethical supply chains?</div>

The analysis of the questionnaire results indicated that 16 suppliers have established environmental management mechanisms, while 20 suppliers have implemented energy management systems and concrete energy-saving measures. Overall, all 66 key suppliers assessed in 2024 were evaluated as low ESG risk.

Rating	Score Range	Procurement Recommendation	Number of Suppliers (2024)
A (Low Risk)	80~100 points	Upon approval by relevant departments, this supplier may be used more frequently for future models; increased procurement volume is recommended.	66
B (Medium Risk)	60~79 points	Maintain current procurement volume.	0
C (High Risk)	Below 60 points	Supplier is required to make adjustments and improvements within a specified timeframe.	0

Starting in 2025, in addition to continuing the sustainability self-assessment survey, suppliers identified as high ESG risk or internally assessed as requiring further review will be subject to on-site audits. This tiered classification and on-site verification approach are designed to determine supplier compliance through a clearer understanding of their current operational status.





# 03

## Environmental Safeguard and Sustainable Pursuit

3.1 Risks and Opportunities under Climate Change  
3.2 Sustainable Materials Management  
3.3 Energy and Water Resource Management

3.4 Greenhouse Gases Management and Pollution Prevention  
3.5 Waste Management  
3.6 Biodiversity



### 3.1 Risks and Opportunities under Climate Change

In addition to continuously monitoring operational and governance-related risks through its internal control and audit systems, MERIDA also references the Task Force on Climate-related Financial Disclosures (TCFD) framework. The Board of Directors is responsible for formulating MERIDA’s sustainable operational strategies and regularly oversees environmental, social, and governance (ESG) issues that may impact sustainable development. An ESG Promotion Committee has been established to facilitate cross-departmental discussions on climate change-related issues, in accordance with the guidelines of the Audit Committee and external experts. The Board of Directors receives quarterly reports on the progress of greenhouse gas (GHG) inventories and reviews the ESG Promotion Committee’s annual performance outcomes at the end of each year. The ESG Promotion Committee regularly discusses potential challenges and corresponding mitigation strategies in the “environmental” aspect, and submits its findings for review by the Board of Directors and the Audit Committee. The ESG Promotion Committee convenes cross-departmental meetings and engages with external consultants and experts to identify and evaluate climate-related risks and opportunities. The Committee assesses potential emergent risks and opportunities, in order to identify key transition risks, physical risks, and transition opportunities related to climate change.

The risk assessment timeframe is defined as follows:

Short term	1 - 3 years
Medium term	4 - 10 years
Long term	More than 10 years

The ESG Promotion Committee convenes cross-functional meetings on a regular basis and conducts a comprehensive identification and evaluation process of climate-related risks every 2~3 years, with rolling adjustments based on potential emergent risks and opportunities. Each year, MERIDA evaluates the implementation progress of climate adaptation budgets and initiatives through its business management and budget meetings. Ongoing risk control is carried out by individual business units in accordance with internal control procedures. Dedicated working groups regularly report progress and results to the ESG Promotion Committee. In 2024, MERIDA initiated the implementation of the ISO 50001 Energy Management System. Following the completion of energy consumption baseline assessments, MERIDA is developing concrete energy transition action plans and corresponding management targets. MERIDA has also begun planning the introduction of an internal carbon pricing mechanism as a reference for assessing the cost of carbon reduction. For detailed energy conservation and carbon reduction targets, please refer to Section 3.3 “Energy Management.”

### Climate Risk and Opportunity Management

According to projections by the World Economic Forum, nearly half of the top ten global risks in the coming years will be environmental risks caused by climate change. To ensure long-term sustainable operations, enterprises must continuously monitor and assess the financial impacts of these risks and response proactively. In alignment with this imperative, MERIDA adopted the framework of the Task Force on Climate-related Financial Disclosures (TCFD) in 2023 to identify climate-related risks and opportunities with potential financial implications. Building on this foundation, MERIDA has developed corresponding strategies and mitigation measures aimed at avoiding adverse financial impacts. Through the development and application of a Climate Risk and Opportunity Matrix, MERIDA has expanded its business planning horizon to integrate sustainability-driven strategies such as energy conservation, carbon reduction, and low-carbon product transformation. These efforts are designed to position MERIDA for long-term sustainable growth and value creation in a low-carbon future.


	Governance	Strategies	Risk Management	Target and Objectives
Action Plans	The sustainability development operating strategies are formulated by the Group’s Board of Directors, which also periodically oversees issues that may affect sustainability development, such as environmental, social, and governance (ESG) issues. Additionally, there is an ESG promotion committee established to conduct cross-departmental discussions on climate change-related issues in accordance with the guidance provided by the audit committee and external experts.	<ul style="list-style-type: none"><li>Identify significant low-carbon transformation risks, physical risks, and opportunities through assessing potential occurrences and their financial impacts.</li><li>Analyze various scenarios to understand the financial implications of climate change on MERIDA and devise corresponding action plans to reduce operational risk costs.</li></ul>	The ESG promotion committee convened inter-departmental meetings and engaged external consultant experts to discuss and identify climate risks and opportunities. Additionally, assessments are conducted regarding emerging potential risks and opportunities.	MERIDA adheres to Taiwan’s regulations on greenhouse gas reduction, including the Intended Nationally Determined Contribution, INDC and the Climate Change Response Act, to set energy-saving and carbon reduction goals. We continuously adjust these goals to align with international trends.
Implementation Status	<ul style="list-style-type: none"><li>The Board of Directors reports on the progress of the greenhouse gas inventory every quarter and submits the results to the ESG Promotion Committee at the end of the year.</li><li>The ESG Promotion Committee regularly discusses potential challenges and response plans related to the “Environment” aspect and submits them for review by the Board of Directors and the Audit Committee.</li><li>At least one independent director completes education and training on sustainability topics.</li></ul>	<ul style="list-style-type: none"><li>Analyze scenarios based on the Shared Socioeconomic Pathways proposed by the IPCC Sixth Assessment Report and the scenarios from the Taiwan Climate Change Projection Information and Adaptation Knowledge Platform, we illustrate and define the scenarios of various risk themes. We then score the financial impacts and likelihood of occurrence of various risk categories to identify climate risks and opportunities for MERIDA.</li><li>Discuss potential response action plans based on the current development status of MERIDA.</li></ul>	<ul style="list-style-type: none"><li>The identification and assessment process of climate-related risks for our company is conducted every 2-3 years, with rolling adjustments made based on the potential occurrence of unforeseen risks and opportunities.</li><li>Each year, during management and budget meetings, we review the progress of budget execution for climate adaptation plans.</li></ul>	<ul style="list-style-type: none"><li>Set short, medium, and long-term carbon reduction and energy-saving goals according to GRI 302 Energy and GRI 305 Emissions.</li><li>The ESG Promotion Committee regularly monitors the implementation progress and target achievement of various water conservation initiatives, and compiles the results for reporting to the Board of Directors.</li></ul>

The risks and opportunities Identified by MERIDA, along with the corresponding processes and outcomes, are outlined as follows:

Step 1	Background Information Collection	Referencing the Recommendations on Climate-related Financial Disclosures and guided by external experts on relevant issues and processes, we will understand the implications represented by each risk and opportunity. Subsequently, we will proceed with the collection of relevant data on climate-related risks and opportunities.
Step 2	Scope of Risk and Operational Evaluation	In determining the scope of risks and associated exposures, MERIDA has initially focused its assessment and evaluation on MERIDA’s headquarters in Taiwan.
Step 3	Analysis of Risks and Operational Impacts	<p>Each identified risk and opportunity were evaluated based on its potential financial impact and likelihood of occurrence. These scores were then discussed and reviewed collaboratively with senior management and external consultants.</p> <p>As a result of this process, a total of three risks and one opportunity were identified. Subsequently, scenario-based analysis was conducted using the following frameworks:</p> <ul style="list-style-type: none"><li>· <b>Transition Risks</b> : based on scenarios developed by the International Energy Agency (IEA) 1.Stated Policies Scenario (STEPS) — consistent with a 2.5°C warming pathway. 2.Net Zero Emissions Scenario (NZE) — aligned with a 1.5°C pathway.</li><li>· <b>Physical Risks</b>: 1.Taiwan Climate Change Projection and Information Platform (TCCIP) (AR6) using SSP1-2.6 and SSP5-8.5 scenarios — assessing coastal inundation risk due to sea level rise. 2.TCCIP (AR6) SSP1-2.6 and SSP5-8.5 scenarios — referring to the 2024 Basic Edition of County / City - Level Climate Change Overview in Taiwan, which evaluates the longest consecutive dry days per year. 3.National Science and Technology Center for Disaster Reduction (NCDR) — Climate Change Disaster Risk Mapping Platform is used to assess financial impacts based on hazard exposure and vulnerability.</li></ul>
Step 4	Management Measures and Target Setting	After identifying the risks and opportunities, discussions were held regarding possible strategies for each risk to mitigate the financial impacts, along with setting objectives to achieve them. Additionally, discussions were held on the practical implementation of opportunities, and plans for data collection and implementation are expected to commence in the near future.

Assessment of Financial Impacts from Climate Change

Identified Transition and Physical Risks			
Type of Risks	Topics	Description	Response Measures and Financial Impact Assessment
Transition Risk	Cost on regulation — increase in greenhouse gas emissions	<p>MERIDA primarily manufactures bicycles and e-bikes, actively promoting greenhouse gas reduction to comply with national policies.</p> <p>Other countries are also progressively implementing carbon taxes or carbon fee systems, with significantly increasing carbon tax standards in stages. Consequently, industries with high carbon emissions or higher electricity consumption will experience a significant increase in production costs, reducing corporate competitiveness.</p>	<ul style="list-style-type: none"><li>· In the future, MERIDA will actively respond to international greenhouse gas regulations. We will calculate emissions according to the reporting formats and cycles of other countries. After verification by a third-party verification organization, we will report to the government. (Related Carbon Footprint Verification third-party verification fee: approximately NT\$300,000 per year).</li><li>· We are progressively promoting the implementation of the ISO 14001 Environmental Management System, ISO 14064-1 Greenhouse Gas Inventory (already implemented), and ISO 50001 Energy Management, to establish control over greenhouse gas emissions within MERIDA. The estimated one-time system implementation cost is NT\$600,000, and the annual ISO system verification fee is NT\$900,000.</li><li>· In 2024, MERIDA’s combined Scope 1 and Scope 2 greenhouse gas emissions totaled approximately 5,228 metric tons of CO<sub>2</sub>e, based on internal inventory. Currently, there is no requirement to pay a carbon fee. Assuming a carbon fee of NT\$1,500 per metric ton is implemented by 2030 and emissions remain at current levels, the estimated annual carbon cost will be approximately NT\$7,842,000.</li></ul>

Identified Transition and Physical Risks			
Type of Risks	Topics	Description	Response Measures and Financial Impact Assessment
Transition Risk	Regulation — Taiwan’s Pathway to Net-Zero Emissions in 2050	In April 2022, the Taiwanese government amended and renamed the "Greenhouse Gas Reduction and Management Act" as "Climate Change Response Act" and formulated a policy for net - zero emissions by 2050. The government did not rule out the possibility of gradually expanding the taxation scope to other industries in the future, using economic means to achieve net-zero emissions.	· In order to comply with greenhouse gas reduction and the 2050 net-zero emission goals, MERIDA, based on Taiwan's NDC targets (base year 2022), needs to reduce emissions by 25% by 2030 (2,021.25 metric tons) and achieve a 100% reduction by 2050 (8,085 metric tons). The Company completed the signing of contracts for the installation of self- generation and self-consumption solar energy equipment in the factory area at the end of 2024. Upon completion, the project is expected to generate over 1.2 million kilowatt-hours (kWh) of renewable electricity annually. This is estimated to result in an annual reduction of approximately 568.8 metric tons of CO <sub>2</sub> e, based on the 2024 electricity emission factor.
	Market — Customer Behavior Change	There are customers who are requesting reduction in the carbon footprint of our main products. If it concerns primary or supplementary materials, we can respond by replacing suppliers with qualified ones or by using recycled aluminum materials. There may be a risk of losing orders from customers in the future if improvements cannot be made to meet their requirements.	· We still need further discussions with our customers regarding whether the strength of the recycled aluminum frame meets the standards. The Engineering R&D Div. will continue to monitor the industrial application of low-carbon composites materials. · Compile a list of potential replacements for both primary and supplementary materials, and ensure continuous information exchange with suppliers. Early access to market insights enables proactive preparation.
Physical Risks			<p>Based on the estimation using AR6 statistical downscaling data from the TCCIP (The Taiwan Climate Change Projection Information and Adaptation Knowledge Platform), it is projected that the longest continuous period without rainfall will be approximately 3 months by 2050. MERIDA's factory area has access to groundwater sources and promotes water conservation activities. After assessment, it is determined that there will be no risk of water shortage.</p> <p>In addition, according to simulations from the Climate Change Disaster Risk Mapping Platform (hazard vulnerability module), the Changhua facility is located in a Level 4 flood alert zone. However, no flooding incidents have occurred at the site in past years. MERIDA has implemented a comprehensive flood prevention management system and has secured adequate property insurance coverage as part of its risk mitigation measures.</p>

Identified Climate-Related Opportunities			
Type	Topic	Description	Relevant Solutions
Products and Services	Increase sales of electrically - assisted bicycles	The global trend toward energy conservation and carbon reduction is rapidly gaining momentum. Replacing fossil fuel-powered transportation with electric-assisted bicycles has emerged as a key future development. As a low-carbon product, electric-assisted bicycles offer significant market potential. Their market share is expected to continue expanding, contributing to substantial revenue growth for MERIDA.	<ol style="list-style-type: none"><li>1.Continuously develop new electrically-assisted bicycles.</li><li>2.Collaborate with customers to develop reduced plastic packaging, making electrically-assisted bicycles even lower-carbon.</li><li>3.Training programs on the sales and maintenance of electric-assisted bicycles were provided to distributors and retail bike shops.</li></ol> <p>By 2024, bicycle market inventory levels had gradually returned to pre-pandemic conditions. In 2025, the electric-assisted bicycle segment is projected to achieve an annual growth rate exceeding 5%.</p>



### 3.2 Sustainable Materials Management

The raw materials used by MERIDA include primary materials, auxiliary materials utilized during the manufacturing process, semi-finished products or components, and packaging materials. The main material categories consist of aluminum, rubber (note: rubber raw materials become non-recyclable after processing), paper products, and plastics. The following provides details on the geographic distribution of suppliers and the proportion of recycled content used.

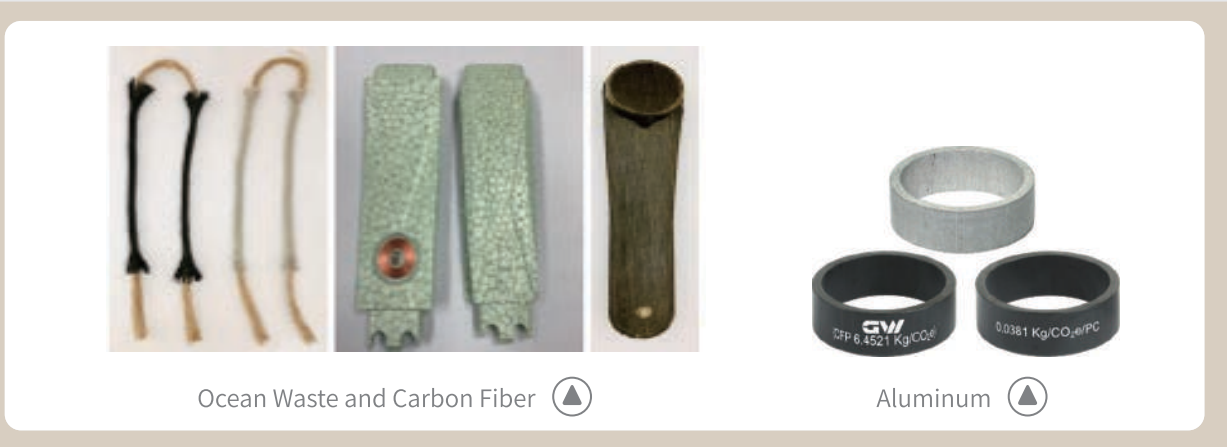
Primary Materials	Supplier Regions	Proportion of Recycled Content Used
Aluminum	Suppliers in Taiwan and China	100%
Paper	Suppliers in Taiwan	100%
Plastics	Suppliers in Taiwan and China	22%

To reduce paper waste from outer packaging, MERIDA actively advises our main suppliers to adopt reusable containers. Regarding packaging materials such as expanded polyethylene (aka EPE foam) and bubble wrap protection bars provided for outer packaging, MERIDA has successfully reused them in packaging frame sets, achieving cost savings on packaging materials and realizing the sustainable value of recycling. In 2024, MERIDA actively supported its carton suppliers in obtaining Forest Stewardship Council (FSC) certification. As a result, two carton manufacturers and one packaging materials supplier successfully obtained third-party certification by the end of March 2025. Beginning in the fourth quarter of 2025, FSC-certified outer packaging is expected to be implemented across the entire product lineup.

Currently, the recycling and disposal of end-product packaging materials are managed independently by distributors. However, MERIDA plans to gradually transition toward the use of reusable and recyclable packaging materials, enabling end consumers to more effectively participate in recycling efforts. MERIDA has already implemented several initiatives for the reuse of packaging materials, as outlined below:

Bicycle frame cartons	after parts are retrieved for production, outer cartons supplied by vendors are collected and returned upon the next delivery, enabling repeated reuse of the packaging.
Plastic baskets	chain and chainring suppliers use plastic baskets for delivery. After production material is retrieved, the baskets are returned to suppliers with the next shipment to achieve repeated reuse.
Pallets	pallets used for supplier shipments are either exchanged immediately after unloading for reuse, or collected after materials are issued and returned to suppliers for subsequent reuse.
Saddles, seat posts, and frames	prior to shipment, suppliers wrap these items using PE (polyethylene) or PP (polypropylene) packaging materials. These are not removed during assembly, maintaining product protection while reducing waste.
Front forks	suppliers install protective rods prior to delivery to prevent compression and deformation. These protective rods are reused internally after assembly onto bicycles or frame sets.
Shock absorbers	to ensure optimal product protection, suppliers use high-coverage packaging materials during shipment. These materials are retained after assembly for subsequent reuse.
Indicators	before delivery, suppliers wrap bicycle frames with bubble wrap to protect built-in indicators. This packaging remains intact after assembly to maintain protection.

Regarding the use of recycled materials, suppliers have actively explored the incorporation of scrap aluminum, marine debris, and recycled carbon fiber into product design. These efforts are applied to components such as aluminum parts and carbon fiber elements, supporting energy-efficient, low-carbon manufacturing processes. MERIDA views resource circulation as a sustainable development model, aiming to extend the lifecycle of products and materials to the greatest extent possible.



Raw Materials	Unit	Renewability (Yes/No)	2022	2023	2024
Aluminum*	metric ton	No	1,402.56	826.88	593.99
Rubber*	metric ton	Yes	992.06	639.93	641.41
Paper*	metric ton	Yes	3,948.89	2,547.24	2,658.55
Carbon Fiber	metric ton	No	309.22	236.85	260.51
Plastic Packaging	metric ton	No	626.84	404.34	292.57

【 Note 】

- ① The above data is sourced from the total output of assembled bicycles from MERIDA Taiwan's local factory from 2022 to 2024, including both bicycles and electrically -assisted bicycles.
- ② Material types include:
  - (1) Aluminum, rubber, and paper are the primary raw materials (as \* indicated).
  - (2) Raw natural resources such as ores, iron, wood, and nurdles.
  - (3) Lubricating oil used in machinery, semi-finished parts, or components.
- ③ Materials are classified as follows:
  - (1) Non-renewable refers to materials that cannot be replenished in the short term, such as metals, minerals, and petroleum.
  - (2) Renewable refers to materials that can regenerate after being harvested.

### 3.3 Energy and Water Resource Management

MERIDA’s primary sources of energy include electricity, liquefied petroleum gas (LPG), gasoline, and diesel fuel. In 2024, the total energy consumption reached 50,419.35 gigajoules (GJ), and the energy intensity was 2.77 kilojoules (kJ) per million NTD in revenue. MERIDA’s energy intensity in 2024 increased by 11.69% compared to 2023. This increase was primarily due to a slight rise in overall energy use driven by a modest market recovery, while revenue declined by nearly 9%, resulting in limited improvement in energy efficiency. The following table presents MERIDA’s energy consumption over the past three years:

Energy Consumption Statistics for the Past Three Years

Qualitative Indicators	Unit	2022	2023	2024
Purchased Electricity	kWh / year	12,916,000	8,073,076.70	8,061,060.54
	GJ	46,497.60	29,063.0	29,019.82
Self-Generated Solar Power	kWh / year	-	-	400,787
	GJ	-	-	1,442.83
Liquefied Petroleum Gas (LPG)	Kg / year	680,530	408,030	384,850
	GJ	33,735.86	20,606.73	19,423.07
Gasoline Consumption	L / year	10,391.770	13,523.158	13,424.061
	GJ	339.36	441.63	427.37
Diesel Consumption	L / year	4,675.47	4,624.38	2,938.72
	GJ	164.43	162.64	106.26
Total Energy Consumption	GJ	80737.25	50274.08	50419.35
Organization - Specific Metrics Value	Revenue (NT\$ Million)	31,977.115	20,008.786	18,215.546
Energy Intensity	GJ/ NT\$ Million	2.52	2.51	2.77

【 Note 】

- ① The energy in gigajoules is equal to the energy in kilowatt-hours multiplied by 0.0036.
- ② Conversion factors are based on the 2023 Energy Statistics Handbook published by the Energy administration, Ministry of Economic Affairs: LPG = 6,635 kcal/m<sup>3</sup>; 1 kcal = 4.184 KJ. Calorific values for gasoline (7,609 kcal/L) and diesel (8,642 kcal/L) are based on the Greenhouse Gas Emission Factors' announced by the Ministry of Environment on February 5, 2024.
- ③ Electricity calorific value is reconfirmed as 1 kWh = 0.0036 GJ by the Energy administration, Ministry of Economic Affairs.
- ④ The revenue referred to in the organizational metric is the amount reported in the standalone financial statements.

MERIDA is also actively promoting its energy transition initiatives. MERIDA commissioned Tatung Forever Energy to install a self-generation and self-consumption solar photovoltaic power generation system at its Taiwan facility. In 2024, a 976 kW self-consumption solar power system was successfully installed at MERIDA’s Taiwan headquarters and began generating electricity in August 2024. As of the end of 2024, a total of 466,387 kWh of renewable electricity was generated, equivalent to approximately 5.5% of MERIDA's annual electricity consumption. The actual renewable electricity consumption totaled 400,787 kWh, accounting for approximately 4.7% of the total electricity usage for the year. It is estimated that the system would generate over 1.2 million kWh of green electricity annually in the future, representing approximately 14% of MERIDA’s total electricity consumption in 2024.

In 2024, MERIDA utilized green electricity and formally retired 100 Taiwan Renewable Energy Certificates (T-RECs), with certificate numbers ranging from 24SP1024-B024000001 to 24SP1024-B024000100. Stakeholders may access related T-REC declaration information via the National Renewable Energy Certificate Center.

Register Date	Register Serial Number	Declaration purpose
2025-04-22	24SP1024-B024000001~100	ISO14064 Greenhouse Gas Quantification and Verification Sustainability Report

### Water Resource Management

MERIDA’s headquarters obtains water from two primary sources: municipal tap water and groundwater. MERIDA has lawfully applied for and obtained groundwater usage rights and continues to utilize existing wells to access groundwater. During the manufacturing process, industrial wastewater is treated on-site at MERIDA’s wastewater treatment facility. Treated water is discharged only after meeting local effluent discharge standards. To further assess whether water withdrawals at the facility pose a significant impact on local water resources, MERIDA conducted an evaluation using Aqueduct Water Risk Atlas developed by the World Resources Institute (WRI). The assessment indicated that the water stress level in the region where MERIDA’s Taiwan facility is located falls within the category of “Low — Medium Risk (1–2)”. Moreover, the presence of legally approved groundwater access at the headquarters provides additional supply resilience. As such, MERIDA’s industrial water usage does not pose a significant impact on local water resources. Water resource utilization data for the past three years is summarized as follows:

Year	2022	2023	2024
Water Withdrawal Volume (Megalitres)	120.73	67.50	65.71
Water Discharge Volume (Megalitres)	81.44	51.00	43.68
Water Consumption Volume (Megalitres)	39.29	16.5	22.0
Organization-Specific Metrics Value (NT\$ Million)	31,977.115	20,008.786	18,215.546
Water Usage Intensity	0.0012287	0.0008246	0.0012078



Parameter	Effluent Standards — Discharge Limits for the Basic Metal Industry (Issued by the Ministry of Environment, Taiwan) (mg/L)	Average Test Result (mg/L)	Annual Test Frequency (times/year)
Chemical Oxygen (COD)	100	16.60	2
Suspended Solids (SS)	30	18.55	2

**Flat Paved Road Course\* Condition**

*Shimano tested data (a) a page for a 2500W drive unit and 504Wh battery*

The range figures below show tested battery ranges\* for different battery sizes on mostly flat commuting or touring rides in cities and suburbs. Actual range can be reduced by non-optimal conditions, e.g. long and/or frequent elevation gains, below freezing temps, etc.

**FLAT CHURCH**

**DU-EP801**

Battery Capacity	Range (km)
400Wh	114
504Wh	233
630Wh	233

\* Actual conditions: Flat paved road, 25°C, 10% incline, 25km/h, 75km/h, 100km/h, 125km/h, 150km/h, 175km/h, 200km/h, 225km/h, 250km/h, 275km/h, 300km/h, 325km/h, 350km/h, 375km/h, 400km/h, 425km/h, 450km/h, 475km/h, 500km/h, 525km/h, 550km/h, 575km/h, 600km/h, 625km/h, 650km/h, 675km/h, 700km/h, 725km/h, 750km/h, 775km/h, 800km/h, 825km/h, 850km/h, 875km/h, 900km/h, 925km/h, 950km/h, 975km/h, 1000km/h, 1025km/h, 1050km/h, 1075km/h, 1100km/h, 1125km/h, 1150km/h, 1175km/h, 1200km/h, 1225km/h, 1250km/h, 1275km/h, 1300km/h, 1325km/h, 1350km/h, 1375km/h, 1400km/h, 1425km/h, 1450km/h, 1475km/h, 1500km/h, 1525km/h, 1550km/h, 1575km/h, 1600km/h, 1625km/h, 1650km/h, 1675km/h, 1700km/h, 1725km/h, 1750km/h, 1775km/h, 1800km/h, 1825km/h, 1850km/h, 1875km/h, 1900km/h, 1925km/h, 1950km/h, 1975km/h, 2000km/h, 2025km/h, 2050km/h, 2075km/h, 2100km/h, 2125km/h, 2150km/h, 2175km/h, 2200km/h, 2225km/h, 2250km/h, 2275km/h, 2300km/h, 2325km/h, 2350km/h, 2375km/h, 2400km/h, 2425km/h, 2450km/h, 2475km/h, 2500km/h, 2525km/h, 2550km/h, 2575km/h, 2600km/h, 2625km/h, 2650km/h, 2675km/h, 2700km/h, 2725km/h, 2750km/h, 2775km/h, 2800km/h, 2825km/h, 2850km/h, 2875km/h, 2900km/h, 2925km/h, 2950km/h, 2975km/h, 3000km/h, 3025km/h, 3050km/h, 3075km/h, 3100km/h, 3125km/h, 3150km/h, 3175km/h, 3200km/h, 3225km/h, 3250km/h, 3275km/h, 3300km/h, 3325km/h, 3350km/h, 3375km/h, 3400km/h, 3425km/h, 3450km/h, 3475km/h, 3500km/h, 3525km/h, 3550km/h, 3575km/h, 3600km/h, 3625km/h, 3650km/h, 3675km/h, 3700km/h, 3725km/h, 3750km/h, 3775km/h, 3800km/h, 3825km/h, 3850km/h, 3875km/h, 3900km/h, 3925km/h, 3950km/h, 3975km/h, 4000km/h, 4025km/h, 4050km/h, 4075km/h, 4100km/h, 4125km/h, 4150km/h, 4175km/h, 4200km/h, 4225km/h, 4250km/h, 4275km/h, 4300km/h, 4325km/h, 4350km/h, 4375km/h, 4400km/h, 4425km/h, 4450km/h, 4475km/h, 4500km/h, 4525km/h, 4550km/h, 4575km/h, 4600km/h, 4625km/h, 4650km/h, 4675km/h, 4700km/h, 4725km/h, 4750km/h, 4775km/h, 4800km/h, 4825km/h, 4850km/h, 4875km/h, 4900km/h, 4925km/h, 4950km/h, 4975km/h, 5000km/h, 5025km/h, 5050km/h, 5075km/h, 5100km/h, 5125km/h, 5150km/h, 5175km/h, 5200km/h, 5225km/h, 5250km/h, 5275km/h, 5300km/h, 5325km/h, 5350km/h, 5375km/h, 5400km/h, 5425km/h, 5450km/h, 5475km/h, 5500km/h, 5525km/h, 5550km/h, 5575km/h, 5600km/h, 5625km/h, 5650km/h, 5675km/h, 5700km/h, 5725km/h, 5750km/h, 5775km/h, 5800km/h, 5825km/h, 5850km/h, 5875km/h, 5900km/h, 5925km/h, 5950km/h, 5975km/h, 6000km/h, 6025km/h, 6050km/h, 6075km/h, 6100km/h, 6125km/h, 6150km/h, 6175km/h, 6200km/h, 6225km/h, 6250km/h, 6275km/h, 6300km/h, 6325km/h, 6350km/h, 6375km/h, 6400km/h, 6425km/h, 6450km/h, 6475km/h, 6500km/h, 6525km/h, 6550km/h, 6575km/h, 6600km/h, 6625km/h, 6650km/h, 6675km/h, 6700km/h, 6725km/h, 6750km/h, 6775km/h, 6800km/h, 6825km/h, 6850km/h, 6875km/h, 6900km/h, 6925km/h, 6950km/h, 6975km/h, 7000km/h, 7025km/h, 7050km/h, 7075km/h, 7100km/h, 7125km/h, 7150km/h, 7175km/h, 7200km/h, 7225km/h, 7250km/h, 7275km/h, 7300km/h, 7325km/h, 7350km/h, 7375km/h, 7400km/h, 7425km/h, 7450km/h, 7475km/h, 7500km/h, 7525km/h, 7550km/h, 7575km/h, 7600km/h, 7625km/h, 7650km/h, 7675km/h, 7700km/h, 7725km/h, 7750km/h, 7775km/h, 7800km/h, 7825km/h, 7850km/h, 7875km/h, 7900km/h, 7925km/h, 7950km/h, 7975km/h, 8000km/h, 8025km/h, 8050km/h, 8075km/h, 8100km/h, 8125km/h, 8150km/h, 8175km/h, 8200km/h, 8225km/h, 8250km/h, 8275km/h, 8300km/h, 8325km/h, 8350km/h, 8375km/h, 8400km/h, 8425km/h, 8450km/h, 8475km/h, 8500km/h, 8525km/h, 8550km/h, 8575km/h, 8600km/h, 8625km/h, 8650km/h, 8675km/h, 8700km/h, 8725km/h, 8750km/h, 8775km/h, 8800km/h, 8825km/h, 8850km/h, 8875km/h, 8900km/h, 8925km/h, 8950km/h, 8975km/h, 9000km/h, 9025km/h, 9050km/h, 9075km/h, 9100km/h, 9125km/h, 9150km/h, 9175km/h, 9200km/h, 9225km/h, 9250km/h, 9275km/h, 9300km/h, 9325km/h, 9350km/h, 9375km/h, 9400km/h, 9425km/h, 9450km/h, 9475km/h, 9500km/h, 9525km/h, 9550km/h, 9575km/h, 9600km/h, 9625km/h, 9650km/h, 9675km/h, 9700km/h, 9725km/h, 9750km/h, 9775km/h, 9800km/h, 9825km/h, 9850km/h, 9875km/h, 9900km/h, 9925km/h, 9950km/h, 9975km/h, 10000km/h.

Climate change is closely linked to corporate sustainability. In response to the challenges posed by climate change, MERIDA has adopted sustainable management as a core principle and continues to conduct greenhouse gas (GHG) inventories. In 2024, direct GHG emissions were primarily attributed to the use of liquefied petroleum gas and gasoline for vehicles. Indirect GHG emissions mainly resulted from purchased electricity, upstream raw material procurement, and related transportation activities. The total GHG emissions in 2024 amounted to 50,753.235 metric tons of CO<sub>2</sub>e. The emission intensity for Scope 1 and Scope 2 was 0.287 metric tons CO<sub>2</sub>e per million NTD in revenue. Compared to 2023, the emission intensity increased slightly by approximately 3%, primarily due to a nearly 9% decrease in revenue in 2024.

Items	2022	2023	2024
Scope 1: Direct GHG Emissions (Tons CO2e)	1,499.1016	1,582.0964	1,407.1841
Scope 2: Indirect GHG Emissions (Tons CO2e)	6,586.1856	3,988.1001	3,820.9427
Scope 3: Other Indirect GHG Emissions (Tons CO2e)	1,893.1913	6,494.2730	45,525.1078
Total Emissions = Scope 1 + Scope 2 + Scope 3	9,978.4785	12,064.4695	50,753.235
Organization-Specific Metrics Value (NT\$ Million)	31,977.1150	20,008.7860	18,215.546
Scope 1 + Scope 2 Ghg Emission Intensity (Tons Co2e/NT\$ Million)	0.2528	0.2784	0.2870
Scope 3 GHG Emission Intensity (Tons CO2e/NT\$ million)	0.0592	0.3246	2.4992

- ① Emission factors are calculated based on the “Greenhouse Gas Emission Factors” announced by the Ministry of Environment on February 5, 2024.
- ② The emission factor for purchased electricity is based on the official announcements by the Energy Administration, Ministry of Economic Affairs: 2022 electricity emission factor = 0.495 kg CO<sub>2</sub>e/kWh; 2023 electricity emission factor = 0.494 kg CO<sub>2</sub>e/kWh; 2024 electricity emission factor = 0.474 kg CO<sub>2</sub>e/kWh.
- ③ Greenhouse gas emission intensity = Total Scope 1 and Scope 2 emissions ( tons CO<sub>2</sub>e ) / Revenue (NT\$ million)
- ④ Since 2022, MERIDA has engaged a third-party consultant to assist with the GHG inventory for Scope 1 to Scope 3 emissions. Scope 3 includes emissions from employee commuting, water consumption, waste disposal, transportation, and other indirect sources. In 2024, the Scope 3 inventory expanded to include emissions from raw materials, including upstream transportation.

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MERIDA adheres to government regulations, prevents air pollution, maintains the living environment and public health, enhances employees' awareness of environmental protection. Air pollutant emissions are regularly monitored, and the 2024 air emission data is summarized as follows:

Items	2022年	2023年	2024年
	Emissions (kg)	Emissions (kg)	Emissions (kg)
VOCs Volatile Organic Compounds	58,061.22	47,011.3	45,737.8
TSP Total Suspended Particulate Matter	647.14	669.31	651.5
SOx Sulfur Oxides	115.25	77.5	66.86
Nitrogen Oxides [Nitric Oxide (NO) and Nitrogen Dioxide (NO2)]	1,457.96	982.71	846.64

【Note】

- ① Major air pollutants include nitrogen oxides (NO<sub>x</sub>), sulfur oxides (SO<sub>x</sub>), persistent organic pollutants (POPs), volatile organic compounds (VOCs), hazardous air pollutants (HAPs), particulate matter (PM), and other gas categories with emission standards defined in relevant regulations.
- ② Our company is not a fixed pollution source designated by the central competent authority to install monitoring facilities, so there is no annual average monitoring value.
- ③ There is currently no emission standard for volatile organic compounds (VOCs).

Over the past decade, MERIDA has actively responded to the government's Air Quality Purification Zone Adoption Program, taking concrete actions to support local environmental greening and maintenance efforts. Through these initiatives, MERIDA aims to raise public awareness and participation in environmental protection, demonstrating its strong commitment to corporate social responsibility.

MERIDA has adopted two Air Quality Purification Zones in Changhua County, including the National Yuanlin Agricultural & Industrial Vocational High School — Natural Ecological Park Afforestation and Beautification and Shiqifen Park. These zones feature expansive green spaces, natural ecological ponds, and native plant education areas. Together with the lakeside, grasslands, and trees, they form a vibrant and biodiverse environment. The initiative not only provides an ideal setting for outdoor activities and environmental education for students and teachers, but also plays a meaningful role in improving local air quality. This effort has been officially recognized by the Changhua County Government, and MERIDA was recently honored with the 2024 Excellence Award for Air Quality Purification Zone Adoption, presented by the Ministry of Environment.

To further enhance its environmental sustainability efforts, MERIDA plans to officially implement the ISO 14001 Environmental Management System in 2025. By adopting this internationally recognized standard, MERIDA seeks to improve resource efficiency, reduce environmental impacts, and ensure that all corporate activities remain in full compliance with environmental regulations. MERIDA remains committed to supporting public environmental initiatives through concrete actions and will continue contributing to the greening and sustainable development of local communities, setting an example of corporate responsibility in action.



2024 Excellence Award for Air Quality Purification Zone Adoption

In addition to actively implementing environmental sustainability management, MERIDA has introduced an eco-friendly cafeteria to enhance employees' environmental awareness. The cafeteria promotes the use of sustainable ingredients and aims to reduce food waste, helping employees develop environmentally responsible habits. This initiative not only reduces resource consumption and operational costs but also enhances MERIDA's brand image by demonstrating a strong commitment to environmental stewardship and employee well-being.



餐廳介紹

餐廳查詢

加入綠食飯桌

彰化縣  
美利達員工餐廳

官方網站:  
<https://www.merida-bikes.com/zh-tw/>

聯絡電話: 04-8526171#371

餐廳地址: 彰化縣大村鄉美港路116號

分享

※本平台資料為商家提供作為推廣用途，詳情請參閱商家網站。

餐廳特色



### 3.5 Waste Management

MERIDA’s designated general industrial waste for announced reuse primarily includes four categories: waste plastics, waste paper, scrap iron, and scrap aluminum. An overview of the annual waste generation and total treatment volume is presented as follows:

Waste Generation and Disposal Overview					
Waste Composition	Hazardous / Non-Hazardous (Yes / No)	On-Site Management		Off-Site Disposal	
Items		Waste Generated (Tons)	Method of Disposal	Waste Generated (Tons)	Method of Disposal
R-1301 Steel Waste	No	-	-	33.11	Recycle
R-1304 Aluminum Waste	No	-	-	80.152	Recycle
R-0201 Plastic Waste	No	-	-	122.335	Recycle
R-0601 Paper Waste	No	-	-	1,046.73	Recycle
D-0699 Paper Waste Compound	No	-	-	0.29	Incineration (without energy recovery)
D-0799 Waste Wood Compound	No	-	-	0.33	Incineration (without energy recovery)
D-0902 Inorganic Sludge	No	-	-	38.53	Physical Treatment
D-1801 General Industrial Waste Generated from Industrial Activities	No	-	-	44.81	Incineration (without energy recovery)
D-0299 Plastic Waste Compound	No	-	-	0.31	Incineration (without energy recovery)
D-1799 Oil Waste Compound	No	-	-	11.22	Physical Treatment
D-0899 Waste Fiber or Other Cotton Fabric Compound	No	-	-	0.27	Incineration (without energy recovery)
D-1701 Paint/Paint Residue Waste	No	-	-	51.68	Incineration (without energy recovery)

- 【Note】
- ① Waste composition categories should be completed in accordance with the classifications outlined in the Waste Management Plan, using codes such as A, B, C, D, E, R, etc.
  - ② All waste quantities are expressed in metric tons.
  - ③ Types of recovery operations include: preparation for reuse, recycling, and other recovery operations.
  - ④ Recycling methods may include: downcycling, upcycling, composting, or anaerobic digestion.
  - ⑤ Other recovery operations may include: repurposing or refurbishment.
  - ⑥ Types of disposal methods include: incineration (with energy recovery), incineration (without energy recovery), landfilling, and other disposal operations.
  - ⑦ Other disposal operations may include: dumping, open burning, or deep-well injection.
  - ⑧ “On-site” refers to activities conducted within the organizational boundary (either physical or administrative). “Off-site” refers to activities conducted outside the organizational boundary.

A further analysis indicates that recyclable industrial waste primarily originates from production departments. The details are as follows:

	R-0601 Paper Waste	R-0201 Plastic Waste	R-1304 Aluminum Waste	R-1301 Steel Waste
Generation(Metric Tons)	1,046.73	1,046.73	1,046.73	1,046.73
Main Departments (with Proportion)	Warehousing Div.	Assembly Div. 2	Aluminum Frames Div.	Painting Div.
	32.25%	9.84%	55.42%	37.51%
	Assembly Div.	Warehousing Div.	E-Bike Div.	Coat Painting Div.
	27.95%	22.66%	14.61%	29.36%
	E-Bike Div.	E-Bike Div.	Assembly Div.	Aluminum Frames Div.
	18.76%	17.67%	13.96%	15.58%

To effectively manage the environmental impacts associated with waste generation, MERIDA is actively committed to reducing industrial waste as part of its broader sustainability strategy. MERIDA has set a target to achieve plastic-free packaging by 2025 and is encouraging its suppliers to jointly work toward this goal. Policy objective: to gradually phase out plastic packaging materials and adopt environmentally friendly and reusable alternatives. The initiative aims to reduce waste across the industry and contribute to a shared vision of sustainable operations. Specific Commitments Are Outlined as Follows:

- 1 Adoption of plastic-free packaging  
all parts delivered to MERIDA must use reusable, recyclable, or biodegradable packaging materials.
- 2 Feedback and collaboration  
suppliers are encouraged to share potential challenges or opportunities encountered during the transition to plastic-free packaging to facilitate joint problem-solving.
- 3 Implementation timeline  
a practical and achievable timeline is to be established, with MERIDA’s goal of fully eliminating plastic packaging by the end of 2025.

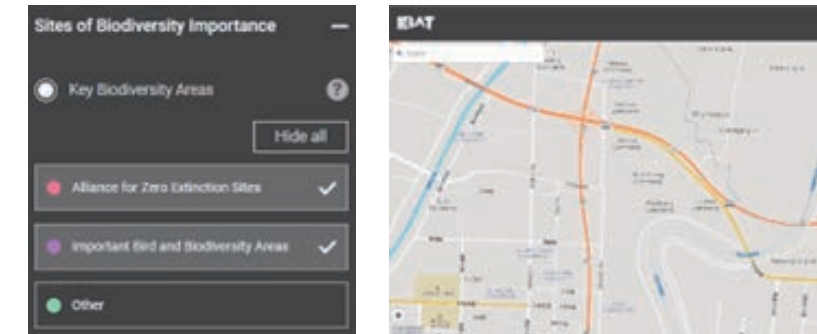
## 3.6 Biodiversity

In recent years, external stakeholders have not only been concerned about the impact assessment of climate-related risks and opportunities, but also begun to pay attention to the impact of business operations on the natural environment, with "biodiversity loss" becoming a focal point of concern.

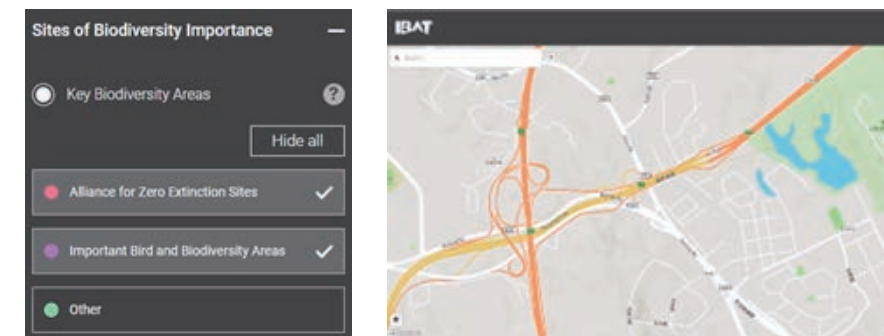
After integrating the Integrated Biodiversity Assessment Tool (IBAT) and the Taiwan Ecological Network Blueprint Assessment, it was found that within a 10-kilometer radius of MERIDA's production facilities in Taiwan (Changhua Dacun factory) and various production sites in China (Jiangsu Nantong factory, Shandong Dezhou factory, Guangdong Shenzhen factory), there are no environmentally protected areas, biologically rich and diverse areas, or restored habitats. Moreover, there are no natural forests containing rare plant species within the operational production areas, nor are there species listed as endangered on the International Union for Conservation of Nature (IUCN) Red List or national conservation lists. MERIDA adheres to environmental regulations in various countries and conducts relevant environmental impact assessments to avoid harming biodiversity conservation by operational activities. Each year, measures are taken to ensure that wastewater, waste gas, waste disposal, and noise emissions comply with regulatory requirements.

MERIDA continues to focus on ecological environment and respect ecological balance, and has adopted two green spaces in the air purification zone in Changhua County, namely "National Yuanlin Agricultural and Industrial Vocational High School — Natural Ecological Park Afforestation and Beautification" and "Shiqifen Park". In the future, MERIDA will actively formulate corresponding production management policies and require the supply chain to integrate ecological environment protection and biodiversity conservation into daily operations. Through continuous improvement of products and services, we aim to mitigate the impact on the ecological environment and make positive contributions to nature by 2050.

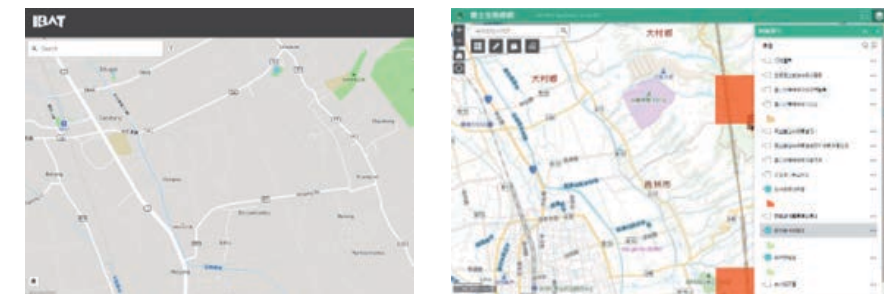
Shandong  
Dezhou Factory



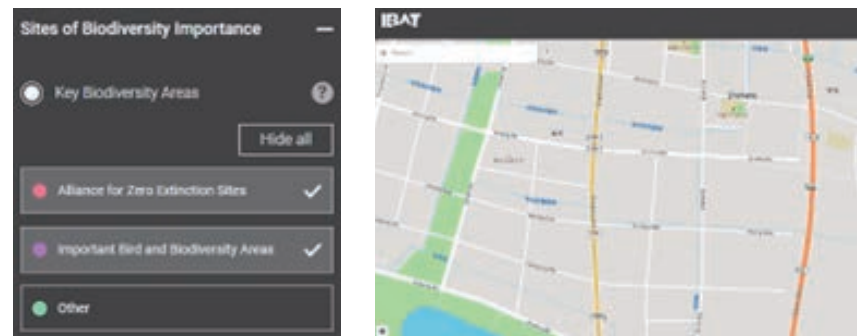
Guangdong  
Shenzhen Factory



Changhua  
Dacun Factory



Jiangsu  
Nantong Factory







# 04

## A Safe Workplace and Shared Value with Society

4.1 Human Rights Commitment

4.2 Recruitment and Staffing Structure

4.3 Cultivation and Development

4.4 Comprehensive Benefits and System

4.5 Healthy and Safe Workplace

4.6 Community Welfare

## 4.1 Human Rights Commitment

### Human Rights Due Diligence and Training

In 2024, MERIDA initiated a Human Rights Due Diligence process under the Bicycling Alliance for Sustainability (BAS). Through the identification of human rights issues and risk assessments, MERIDA aims to identify, prevent, and mitigate potential adverse human rights impacts within the bicycle industry. The details are as follows:

Suppliers	Reasons for Potential Violation or High Risk Concerning “Freedom of Association and Collective Bargaining”	Due Diligence Actions
Key Suppliers	1.Located in countries with relatively low awareness of labor rights. 2.Failure to implement statutory social security benefits (Five Social Insurances and One Housing Fund). 3.Risk of employee strikes. 4.Long transportation distances, posing a high risk of supply disruptions. 5.Absence of workplace safety plans or relevant occupational safety and health regulations. 6.Engagement in questionable practices that may border on ethical or legal violations.	1.Unscheduled on-site inspections conducted by staff from MERIDA’s three plants in mainland China. 2.Supplier selection process includes human rights performance as a key evaluation criterion. 3.Communicate the importance of human rights issues to suppliers and request enhanced promotion of occupational safety. 4.Inform suppliers of the prohibition of forced labor and review their labor-management communication mechanisms; for underperforming suppliers, follow up with continuous monitoring and assistance. 5.Emphasize the prohibition of illegal conduct and promote compliance with ethical standards to protect workers’ rights. 6.Require suppliers to prohibit forced labor, promote a healthy work environment, and foster a non-discriminatory workplace.

MERIDA places great importance on ensuring that suppliers uphold the rights and interests of their workers. For suppliers that have not implemented relevant policies or systems, we continue to adopt corresponding measures or provide recommendations for improvement. As of the reporting period, the geographic distribution of our suppliers is as follows: Taiwan — 50.8%, Mainland China — 23.2%, Japan — 12.6%, and Other Regions — 13.4%. Among these, Mainland China is identified as the region with the highest human rights risk.

Operational Sites and Suppliers	Reasons for Significant Risk of Forced or Compulsory Labor	Due Diligence Actions
Key Suppliers (Including Mainland China and Vietnam)	High-Risk Countries Requiring Improvement in Working Hours	1.Provide annual customer order forecasts to suppliers in advance to support workforce planning. Suppliers are guided to adopt flexible working hour arrangements to address labor shortages and reduce overtime, thereby meeting legal requirements and eliminating risks of excessive or forced labor. 2.Distribute formal questionnaires to major key suppliers to verify and ensure that their working hour policies comply with applicable labor regulations.


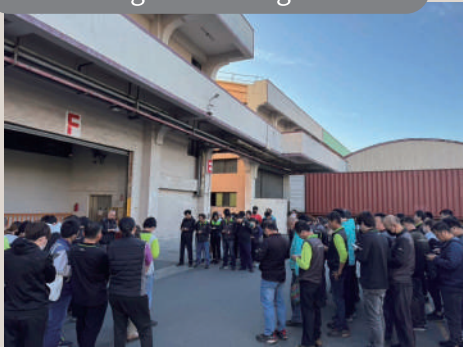
MERIDA has signed the Human Rights Code of Conduct issued by the Bicycling Alliance for Sustainability (BAS) to ensure that all members of the bicycle industry comply with national laws and regulatory requirements in their respective markets. This Code explicitly prohibits all forms of forced or compulsory labor. We are committed to promoting supplier adherence to international human rights conventions to safeguard labor rights throughout the supply chain. These efforts aim to enhance the overall social responsibility image and global competitiveness of the bicycle industry.

To uphold human rights protections, MERIDA has developed a range of internal policies and procedures aligned with the standards of the Responsible Business Alliance (RBA), while strictly complying with the Labor Standards Act, the Act of Gender Equality in Employment, and other relevant labor laws. For example, MERIDA prohibits the employment of child labor under the age of 15; provides maternity leave and wages during the leave period; establishes and discloses measures for the prevention of sexual harassment, including complaint and disciplinary

procedures; imposes no restrictions based on gender, religion, age, or race during recruitment and interviews. In accordance with the Act of Gender Equality in Employment and the Regulations for the Establishment of Measures of Prevention, Correction, Complaint and Punishment of Sexual Harassment at Workplace, MERIDA has formulated the “Regulations on Prevention, Complaint and Punishment of Sexual Harassment in the Workplace”, which is publicly accessible on MERIDA’s internal online platform for all employees. In addition to incorporating compliance with sexual harassment prevention laws into the pre-employment training for new hires, MERIDA also conducts periodic training sessions and shares the latest updates on bulletin boards. Departments further reinforce these measures during meetings or through internal communications to raise awareness of the available complaint channels and reinforce MERIDA’s commitment to protecting employee rights. Through these efforts, MERIDA promotes gender equality and ensures a fair, respectful, and safe working environment for all employees.

In addition, MERIDA has incorporated human rights topics into its annual training program and designated them as mandatory courses for all employees, with the goal of enhancing awareness and understanding of human rights across the organization. In 2024, MERIDA conducted training sessions on MERIDA’s Human Rights Policy and related topics specifically for designated seed personnel in each department. These seed personnel were responsible for disseminating the knowledge acquired to both existing and new employees within their respective teams, ensuring that all staff members receive consistent and comprehensive training. The training materials have also been published on MERIDA’s internal electronic bulletin system, making them accessible for all employees to review and learn at their convenience.

Human Rights Training Sessions



Training Topic	Number of Participants	Training Hours
Human Rights Awareness Training	1,117	1,117

**【 Note 】**  
In 2024, MERIDA employed a total of 1,117 staff members. The Human Resources Department organized a one-hour training session on human rights policies and related topics for designated seed trainers from each department. Following the completion of the training, these seed trainers conveyed the knowledge they had acquired to both current and new employees within their respective departments through one-hour verbal briefings and knowledge-sharing sessions. As a result, MERIDA achieved a 100% participation rate in human rights training across the entire workforce.

Looking ahead to 2025, MERIDA plans to provide professional human rights training to both suppliers and customers (distributors), with the aim of extending human rights awareness to all business partners and jointly fulfilling corporate social responsibility. MERIDA also collaborates closely with suppliers to implement sustainable development principles, including environmental protection, human rights safeguarding, and resource circularity. In addition, MERIDA continues to enforce its Supplier Sustainability Self-Assessment Questionnaire Policy, which serves as a key reference for evaluating both existing and prospective suppliers.



## 4.2 Recruitment and Staffing Structure

MERIDA is committed to actively attracting top talent, recognizing that employees are essential to MERIDA's long-term and stable development. Upholding rigorous labor and human rights standards, MERIDA is dedicated to ensuring fair treatment and mutual respect throughout the recruitment process and to fostering a friendly and inclusive workplace environment. In accordance with the Guidelines for Responsible Business Conduct, all recruited individuals must be over the age of 18 and voluntarily offer their labor or services. The recruitment process and decisions are free from any form of discrimination, including but not limited to race, religion, belief, gender, marital or parental status, age, political affiliation, nationality, disability, sexual orientation, astrological sign, or blood type. MERIDA firmly opposes all forms of discrimination and is committed to ensuring equal pay and treatment for all employees, thereby cultivating a vibrant and respectful work environment.

### Workforce Structure

As of the end of 2024, MERIDA employed a total of 1,117 individuals, including 766 male employees and 351 female employees. The detailed employment and gender distribution for 2024 is as follows:

Number of Employees			
Region / Type	Male	Female	Total
Taiwan			
Employee	766	351	1,117
Full-time Employee	534	351	885
Temporary Employee	232	0	232

#### 【Notes】

- ① Employee : Individual who is in an employment relationship with the organization according to national law or practice (in Taiwan, individual covered by labor insurance).
- ② Full-time : Individuals who sign indefinite-term contracts.
- ③ Temporary : Individuals who are foreign workers or signed fixed-term contracts.

MERIDA's non-employee workers include dispatched personnel, security staff, and kitchen staff (chefs and kitchen assistants). In 2024, a total of 202 non-employee workers were engaged, representing a decrease of nearly 100 individuals compared to 2023. The primary reason for the reduction was the expiration and non-renewal of dispatch contracts or voluntary resignations. Part of MERIDA's security services are outsourced to a licensed professional security agency. Contracted security personnel are employed in accordance with Article 10-2 of the Private Security Services Act. In compliance with the Occupational Safety and Health Act, all security staff are required to undergo relevant professional training annually. Training topics include disaster prevention and emergency response, as well as practical duties related to security operations. In 2024, 100% of MERIDA's security personnel received training on human rights policies or procedures.

Gender/ Job Type	Outsourced	Dispatched Production	Contracted Main Gate Security & Patrols	Contracted Chef / Kitchen Staff
Male	-	83	16	2
Female	-	93	0	8

MERIDA prioritizes the recruitment of local residents as part of its commitment to giving back to the community. This approach not only creates more employment opportunities for local populations but also enhances workforce stability. Notably, 100% of executives at the section chief level and above are held by local residents. The composition of the workforce over the past three years is follows:

Employee Composition over the Past Three Years					
Year		2022	2023	2024	
Item / Gender	Age group	Number	Number	Number	
Executive Employees	Male				
	Under 30	0	0	0	
	30 - 50	25	29	29	
	Over 51	21	14	12	
	Female				
	Under 30	0	0	0	
Total for Executive Employees	30 - 50	1	2	2	
	Over 51	5	1	1	
		52	46	44	
Non - Executive Employees	Male				
	Under 30	209	103	107	
	30 - 50	622	532	520	
	Over 51	93	100	91	
	Female				
	Under 30	33	26	22	
Total for Non-Executive Employees	30 - 50	268	250	252	
	Over 51	70	81	81	
		1,295	1,092	1,073	
Total Number of Employees		1,347	1,138	1,117	

MERIDA's recruitment criteria are based on educational background, character, competencies, relevant experience, and alignment with the requirements of the position. As of the end of 2024, a total of 32 new employees had joined MERIDA, including 18 male and 14 female, representing 2.86% of the total workforce. In the same year, 53 employees officially resigned, accounting for 4.74% of the total workforce. Both the new hire and turnover rates are calculated based solely on full-time employees who hold a valid Taiwanese National Identification Card. The detailed number of new hires and resignations is as follows

Statistics of New Employee Hires over the Past Three Years												
Year	2022				2023				2024			
Gender	Male		Female		Male		Female		Male		Female	
Age / Items	Number	New Hire Rate (%)	Number	New Hire Rate (%)	Number	New Hire Rate (%)	Number	New Hire Rate (%)	Number	New Hire Rate (%)	Number	New Hire Rate (%)
Under 30	56	4.16	10	0.74	5	0.44	4	0.35	8	0.72	4	0.36
30 - 50	113	8.39	19	1.41	3	0.26	0	0	10	0.89	10	0.89
Over 51	1	0.07	0	0	0	0	0	0	0	0	0	0
Total Number of New Employee Hires	199				12				32			
Total Number of Employees	1,347				1,138				1,117			
Total New Hire Rate (%)	14.77				1.05				2.86			

【Notes】

- ① The number of new employees is inclusive of those who have resigned midway, nor not includes the number of people who were retained and reinstated without pay in the current year.
- ② The new hire rate of male (female) employees in the age group = The number of new male (female) employees in that age group during the year / Total number of employees at operations at the end of year.
- ③ Total new hire rate = Number of new hires during the year / Total number of employees at operations at the end of year.

Statistics of Turnover Rate over the Past Three Years												
Year	2022				2023				2024			
Gender	Male		Female		Male		Female		Male		Female	
Age / Items	Number	Turnover Rate (%)	Number	Turnover Rate (%)	Number	Turnover Rate (%)	Number	Turnover Rate (%)	Number	Turnover Rate (%)	Number	Turnover Rate (%)
Under 30	17	1.26	3	0.22	6	0.53	2	0.17	7	0.63	3	0.27
30 - 50	54	4.01	4	0.30	11	0.97	7	0.61	13	1.16	13	1.16
Over 51	10	0.74	8	0.60	35	3.08	12	1.05	10	0.89	7	0.63
Total Number of Employee	96				73				53			

Statistics of Turnover Rate over the Past Three Years						
Year	2022		2023		2024	
Gender	Male	Female	Male	Female	Male	Female
Total Number of Employee	1,347		1,138		1,117	
Total Turnover Rate (%)	7.13		6.41		4.74	

【Notes】

- ① The calculation of resigned employees does not include the number of people who have applied for leave without pay and the expiry of migrant worker contracts.
- ② The turnover rate of male (female) employees in the age group = The number of male (female) employees leaving in that age group during the year / Total number of employees at operations at the end of year.
- ③ Total turnover rate = Number of departures during the year / Total number of employees at operations at the end of year.

MERIDA values cultural diversity and is committed to fair and inclusive employment practices. All talent recruitment and employment activities are conducted in compliance with the Labor Standards Act, Employment Service Act, and Gender Equality in Employment Act, as well as other labor and human rights-related regulations. Through concrete actions, MERIDA safeguards equal employment opportunities for minority and disadvantaged groups, striving to be a friendly enterprise that is free from gender discrimination and physical barrier, yet respectful of the underprivileged populations. Over the past three years, the majority of employees from diverse backgrounds have been concentrated in general staff and non-managerial positions. Their employment distribution is presented as follows:

Statistics of Diversity in Employees over the Past Three Years					
Year		2022		2023	
Item / Gender		Age groups		Number	
Minority or Underprivileged Groups	Male	Under 30		2	
		30 - 50		6	
		Over 51		0	
	Female	Under 30		2	
		30 - 50		1	
		Over 51		0	

【Notes】

Minority or underprivileged groups: groups of individuals with a specific condition or characteristic (e.g., economic, physical, political, social) that could experience negative impacts as a result of the organization's activities more severely than the general population.

Year		2022		2023		2024	
Category / Indicator		Headcount	Percentage	Headcount	Percentage	Headcount	Percentage
General Staff	Foreign Employees	396	29.4%	231	20.3%	232	20.77%
	Employees with Disabilities	11	0.82%	13	1.14%	11	0.98%
	Indigenous Peoples / Ethnic Minorities	0	0%	0	0%	0	0%

Calculation formula: the percentage of employees within each diversity indicator = (Number of employees under a specific diversity indicator within the category in the given year ÷ Total number of employees in that category in the given year) × 100.



## Operational Change: Minimum Period of Advance Notice

To ensure the protection of employee labor rights, MERIDA complies with Article 16 of the Labor Standards Act, which stipulates that in the event of circumstances that may affect employees' right to work, the termination of labor contracts must be communicated in advance based on the employee's length of service. During the notice period, employees must continue to receive full wages. In accordance with Article 11 of the Labor Standards Act, if an employee meets any of the conditions for termination specified under statutory grounds for redundancy, MERIDA may terminate the employment relationship after issuing prior notice to the employee.

- 1 Where the employers' businesses are suspended, or have been transferred.
- 2 Where the employers' businesses suffer operating losses, or business contractions.
- 3 Where unforeseeable circumstances make the suspension of business for more than one month necessary.
- 4 Where the change of the nature of the business makes the reduction of workforce necessary and the terminated employees cannot be reassigned to other suitable positions.
- 5 A particular employee is clearly unable to perform satisfactorily the duties required of the position held.

### Severance Process of MERIDA

Provide Employees with an Advance Notice Period

The employer must notify employees in advance of when the labor contract will be terminated according to the length of their service, allowing employees to prepare accordingly. Moreover, during the advance notice period, employees are entitled to receive wages based on their performance (Labor Standards Act, Article 16, Paragraph 1).

1. Where a worker has worked continuously for more than three months but less than one year, the notice shall be given ten days in advance.
2. Where a worker has worked continuously for more than one year but less than three years, the notice shall be given twenty days in advance.
3. Where a worker has worked continuously for more than three years, the notice shall be given thirty days in advance.

Provide Employees with Severance Pay

Employers must comply with statutory requirements for terminating a labor contract and fulfill the obligation to pay severance pay. According to Article 17 of the Labor Standards Act, employers must pay severance pay to employees within 30 days after terminating the labor contract (the agreed-upon employee's last working day), failing that, employers shall be subject to fines between NT\$300,000 and NT\$1,500,000.

Provide Employees with Leave of Absence for the Purpose of Finding a New Job

After receiving the advance notice, a worker may, during hours of work, ask for leave of absence for the purpose of finding a new job. Such leave of absence may not exceed two working days per week. Wages shall be paid during such leave of absence.

Conduct Layoff Notification

In the event of layoffs, employer shall list the laid-off employee, at least ten days prior to leaving his/her job, and submit such list to and inform the local competent authority (Changhua Department of Labor Affairs) as well as public employment services institution(s).

## 4.3 Cultivation and Development

MERIDA is committed to attracting top talent from around the world through a comprehensive compensation and benefits system that motivates employees to make outstanding contributions to MERIDA. Each year, MERIDA reviews the global economic outlook, industry trends, and company profitability to inform salary adjustments. Compensation is adjusted based on market benchmarks for each role and individual performance outcomes. MERIDA actively promotes diversity and inclusion principles to ensure fair and equitable rewards for all employees. Entry-level standard salaries for employees — regardless of gender — consistently exceed local minimum wage requirements.

Job Level	Gender Pay Ratio		Standard Salary vs. Minimum Wage	
	Female	Male	Female	Male
Entry-Level Staff	1	1	1	1

The ratio of average compensation for female managers to male managers is 1.257, while the ratio for non-managerial female employees to their male counterparts is 1.076. MERIDA currently does not employ any entry-level staff identifying as a gender other than male or female, nor are there any employees who have chosen not to disclose their gender in this category. Relevant compensation data is as follows:

Remuneration Ratio by Job Category	Headcount		Average Total Annual Salary (NTD)		Gender Pay Ratio	
	Female	Male	Female	Male	Female	Male
Managerial Positions	3	41	1,995,386	2,508,018	1	1.257
Non-Managerial Positions	332	590	544,370	585,952	1	1.076
Factory Staff	278	518	480,266	534,868	1	1.114
Office Staff	57	113	933,384	1,517,512	1	1.626

### 【 Note 】

- ① Remuneration ratio of female to male (annual salary ratio) = the average annual salary of females in that category divided by the average annual salary of males in that category.
- ② In the event of a notable difference in base salary ratios between female and male employees, an explanation of the underlying reasons is required.

TWSE listed companies in Taiwan are required to disclose the average and median salaries of full-time employees who do not hold managerial positions, along with the changes in these figures compared to the previous fiscal year. The aforementioned information may be disclosed by providing a reference or index to MERIDA's designated information disclosure platform.

Item	2024	
Number of Full-Time Non-Managerial Employees (Unit: Persons)	1,116	
Total Annual Salary of Full-Time Non-Managerial Employees (Unit: In Thousands Of NT\$)	728,348	
Annual Salary of Full-Time Non-Managerial Employees (Unit: In Thousands of NT\$)	Average	653
	Median	565
Year-on-Year Change in Annual Salary of Full-Time Non-Managerial Employees Compared to 2023	Average	-5.64%
	Median	-1.57%

Country / Region	Ratio of the Annual Total Compensation of MERIDA's Highest-Paid Individual to the Median of the Annual Total Compensation of All Other Employees (Excluding the Highest-Paid Individual)	Ratio of the Percentage Increase in Annual Total Compensation of MERIDA's Highest-Paid Individual to the Median Percentage Increase in Annual Total Compensation of All Other Employees (Excluding the Highest-Paid Individual)
Taiwan	41.20	5.74

## 【Notes】

- 1 Calculation formula for the annual median pay ratio:  
Annual total compensation of the highest-paid individual ÷ Median annual total compensation of all other employees for the same year.
- 2 Calculation formula for the annual compensation increase ratio:  
Percentage increase in the annual total compensation of the highest-paid individual ÷ Median percentage increase in annual total compensation of all other employees for the same year.
- 3 Annual total compensation refers to fixed compensation plus variable compensation (e.g., year-end bonuses, employee profit-sharing, etc.) for the year.
- 4 Due to unfavorable industry conditions and other external factors, both the percentage increase in the annual total compensation of the highest-paid individual and the median percentage increase in annual total compensation of other employees were negative in the reporting year.

In accordance with MERIDA's performance appraisal management regulations, all employees — across managerial, non-managerial, full-time, and temporary positions — are evaluated annually based on their performance. Year-end bonuses and promotion opportunities are determined according to performance appraisal results. For employees whose performance does not meet expectations, MERIDA provides guidance and support through dedicated personnel to ensure improvement and care.

Statistics of Assessment				
Category	Managerial	Non - Managerial	Factory staff	Office staff
Percentage of Male Employees Assessed (%)	100	100	100	100
Percentage of Female Employees Assessed (%)	100	100	100	100

MERIDA places strong emphasis on talent cultivation and development, and has established a comprehensive training system. This system includes onboarding programs for new employees, annual training needs assessments and budgeting, as well as professional skills development courses. In addition, MERIDA offers programs such as train-the-trainer workshops and on-the-job continuing education to meet both corporate and individual development goals. Employees are encouraged to take initiative and engage in lifelong learning. Details of MERIDA's training programs are as follows:

## Education and Training for New Employees

The Administration Department arranges pre-job education and training for new employees upon their arrival, during which relevant departments explain MERIDA's operational philosophy, attendance management regulations, health and safety management regulations, work rules, and living norms.

## Annual Training Needs and Budgeting Survey

Each year, departments propose the educational and training course needs and budgets, both for in-house and external training, according to operational requirements. They then plan the annual education and training program and implement internal or external training accordingly.

## Professional Skills Training

Each department records the professional training effectiveness of department staff and on-site operation supervisors in the "Staff Professional Skills Training Form". In addition to serving as a record of the implementation effectiveness of professional skills training, it is also used to assess the job performance and suitability of department staff. This record is included as a reference for performance evaluations at the year-end performance review.

## Internal Trainer Training and Encouragement

Utilizing personal knowledge and experience sharing to rapidly propagate inherited wisdom and generate value within the organization. Apart from aiding in the expansion and efficient transmission of knowledge within MERIDA, it also enhances individuals' capabilities and their sense of self-worth in the workplace.

## On-the-Job Training

In order to achieve MERIDA's incremental growth targets and foster lifelong learning among employees, annual education and training plans are drafted for each department to encourage employees to pursue further education while on the job.

HR SYSTEM - Internal Trainer Training



Internal Improvement Initiative - M3T Education Program



HR System - Internal Trainer Training



Each department develops and implements annual training programs based on operational needs, providing either in-house training or external learning opportunities depending on the target audience. For instance, new employees participate in structured onboarding or professional internship programs, while external experts are invited to deliver on-site training sessions. For personnel in specialized roles, external training programs are arranged as needed to ensure the acquisition of the professional knowledge and skills required for their positions.

Statistics of Employee Training									
Item / Category		Managerial		Non-Managerial		Factory Staff		Office Staff	
Unit / Gender		Male	Female	Male	Female	Male	Female	Male	Female
Headcount	Persons	27	3	840	464	759	401	108	66
Total Training Hours	Hours	361.5	36	5,244	1,992	4,534	1,609	1,071.5	419
Average Training Hours	Hours/Persons	13.39	12	6.24	4.29	5.97	4.01	9.92	6.35
Training Costs	NT\$	60,730	5,390	628,950	253,560	526,350	184,230	163,330	74,720



## 4.4 Comprehensive Benefits and System

### 4.4.1 Employees Retirement Policy

MERIDA's retirement system is managed in compliance with the "MERIDA Labor Retirement Management Regulations", "MERIDA Employee Retirement Management Regulations" as well as relevant laws including the "Labor Standards Act" and the "Labor Pension Act". In accordance with the Labor Pension Act, MERIDA makes monthly contributions of no less than 6% of each employee's monthly wage to their individual labor pension accounts. For employees under the old pension system, contributions are made in full as required by law. As of the reporting period, the balance of MERIDA's pension reserve account totaled NTD 449 million. In addition to the statutory labor pension contributions mandated by law, MERIDA also provides employees with additional retirement benefits and special retirement programs. One such initiative is the "60 Retirement Program", which is available to employees whose combined age and years of service at MERIDA equal or exceed 60. This program is designed to protect the retirement rights and welfare of senior employees. Upon Company approval, eligible participants in the 60 Retirement Program are entitled to the following incentives in addition to their statutory pension benefits:

1

**Employee remuneration**  
For employees retiring within the current year, the full incentive amount from the previous year will be granted (unless already paid), along with a prorated incentive based on their service during the current year, which will be paid in the following year.

2

**Year-end bonus**  
Similar to remuneration, retirees will receive the full bonus from the previous year (if not already disbursed), and a prorated bonus for the current year, to be distributed the following year.

3

**Additional bonus**  
An extra payment equivalent to two months of full base salary (excluding overtime pay) will be granted.

### 4.4.2 Unpaid Parental Leave for Raising Children

To implement the rights to gender equality in vacation, MERIDA has implemented the Unpaid Parental Leave for Raising Children system in accordance with the provisions stated in the "Labor Standards Act" and the "Gender Equality in Employment Act". This initiative aims to facilitate a balance between work and family life for employees. Upon completion of the leave period, arrangements are made for employees to return to their original positions, with additional support provided to help them readjust to workplace dynamics. Below are the specifics of the Unpaid Parental Leave for Raising Children in 2024:

Year	2022			2023			2024		
Gender / Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
The Number of Eligible Applicants for Unpaid Parental Leave for Raising Children A	48	33	81	42	33	75	36	20	56
The Actual Number of Applicants for Unpaid Parental Leave for Raising Children in Each Year B	2	4	6	5	16	21	1	3	4
The Number of Employees Expected to Return to Work after Unpaid Parental Leave for Raising Children in the Year C	1	0	1	4	7	11	2	8	10
The Actual Number of Employees Who Returned to Work after Unpaid Parental Leave for Raising Children in the Year D	1	0	1	4	7	11	1	7	8
The Actual Number of Employees Who Returned to Work after Unpaid Parental Leave for Raising Children in the Previous Year E	0	2	2	1	0	1	4	7	11
The Number of Employees Who Continued Working for One Year after Returning from Unpaid Parental Leave for Raising Children in the Previous Year F	0	2	2	1	0	1	3	6	9
The Return-To-Work Rate for Unpaid Parental Leave for Raising Children in the Year (D/C)	100	0	100	100	100	100	50	87.5	80
The Retention Rate of Unpaid Parental Leave for Raising Children in the Year (F/E)	0	100	100	100	0	100	75	85	81

### 4.4.3 Collective Bargaining and Dialogue

In accordance with legal requirements, MERIDA has established a corporate labor union with the core mission of protecting members' rights and strengthening labor-management relations. In 2024, the union convened four Board and Supervisory Committee meetings, four labor-management meetings, and one general assembly of union representatives. Through these regularly scheduled meetings, MERIDA and the union maintained open channels of communication and ensured that all agreements between the union and MERIDA applied equally to all employees. This approach guarantees fair treatment and comprehensive benefits for every employee, while ensuring that employee concerns are appropriately addressed and continuously improved upon. As of the end of 2024, the union had not initiated any collective bargaining processes with MERIDA; therefore, no collective bargaining agreement has been signed to date.

The corporate union had 872 members in 2024, accounting for approximately 78% of the total workforce. Among union members, 98.5 were Taiwanese nationals, reflecting a high level of trust and support for MERIDA and the union. Due to the maximum three-year contract terms for Thai migrant workers, they have not been included in union membership thus far. Nonetheless, MERIDA remains committed to upholding equal rights and fair working conditions for all employees. All outcomes from union negotiations apply uniformly to the entire workforce — including Thai migrant workers — ensuring equitable treatment in areas such as compensation, working hours, benefits, and the work environment. MERIDA also actively promotes diversity and inclusion by maintaining regular communication mechanisms and delivering multilingual information to ensure that employees of different nationalities fully understand their rights and MERIDA's policies. These efforts aim to enhance workplace cohesion and strengthen a unified organizational culture.

Number of Union Members	Total Number of Employees	Percentage of Employees Covered by the Union (%)
872	1,117	78%

【Notes】  
① Total number of employees refers to  
② MERIDA's overall headcount.  
Percentage of employees covered by the union (%) = (Number of union members ÷ Total number of employees) × 100%

In addition, MERIDA places great importance on protecting the rights and interests of every employee. To ensure that employees can perform at their best with peace of mind, MERIDA has established the Employee Welfare Committee. In addition to providing all employees with statutory coverage such as labor and health insurance, MERIDA also offers supplementary group insurance for senior executives and overseas assignees. This includes life insurance and accident insurance coverage. For employees on short-term domestic or international business travel, MERIDA provides travel accident insurance and Schengen insurance. Employees and their dependents are also given the option to enroll in self-paid medical and accident insurance, including accident indemnity and hospitalization coverage, to help strengthen their family's financial security. Regarding parental leave systems, MERIDA complies with the Gender Equality Work Act, offering varying leave entitlements such as "paternity check-up and paternity leave", "prenatal check-up leave" and "maternity leave" in accordance with employee needs.

The Welfare Committee is composed of employee-elected members who independently manage the welfare fund. The committee sets various subsidy criteria and implements a wide range of benefit programs, including protection plans, travel subsidies, holiday gifts, birthday and housewarming allowances, and annual year-end banquets with prize draws. In addition, employees enjoy exclusive discounts at dozens of partner stores. The Corporate Union organizes annual events such as MERIDA anniversary celebration and year-end parties to promote physical and mental well-being, foster unity between labor and management, and pursue mutual success. In line with tradition, MERIDA hosts a Year-End Appreciation Banquet every January, inviting well-known performers and offering generous prize drawings as a token of appreciation for employees' contributions throughout the year.

MERIDA offers a robust benefits package, including initiatives such as year-end banquets, employee trips or travel subsidies, cycling club activities, and hiking events. These programs aim to enhance interaction among employees and their families, and to foster a strong sense of unity across all sites. Additional benefits include festival gift money, marriage and funeral subsidies, and other forms of support to promote a positive and fulfilling workplace environment.



## MERIDA Public Association Committees and Social Organizations

Employee Welfare Committee	Discuss matters related to employee welfare
Catering Committee	Organize daily meals, ensure the freshness and safety of the menu, and ensure that employees' dining rights are upheld
Labor Union	Regular labor-management meetings are held with the employer to advocate for employee welfare. In addition, various employee engagement activities are organized, including MERIDA anniversary celebration, year-end banquet, and blood donation drives.
Supervisory Committee of Labor Retirement Reserve	Hold a quarterly meeting to ensure that pension reserve funds are allocated in accordance with the law, safeguarding employees' retirement-related rights and benefits
MERIDA Cycling Club	Encourage employees to maintain their physical and mental health by cycling. The MERIDA Cycling Club regularly organizes local and out-of-county cycling events, planning enjoyable and safe routes to take employees through various classic cycling routes.



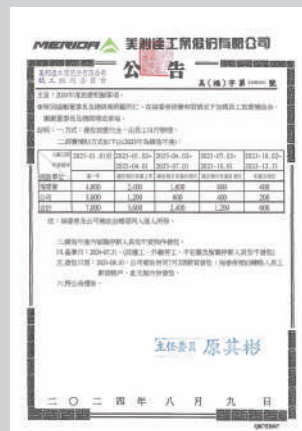
2024 Year-End Banquet



MERIDA Cycling Club



MERIDA Anniversary Event and CPR/AED Awareness Campaign



Employee Travel Subsidy



E-Vouchers for Lunar New Year, Dragon Boat Festival, and Mid-Autumn Festival

## 4.5 Healthy and Safe Workplace

### 4.5.1 Occupational Health and Safety Organizations

MERIDA has established a comprehensive occupational safety and health organization in accordance with ISO QP7130 under the ISO 9001 standard. The Occupational Safety and Health Committee jointly formulates MERIDA's occupational safety and health policies and management systems. In addition, MERIDA has planned to adopt the ISO 45001 Occupational Health and Safety Management System in 2025. Through collective deliberation and coordination, the committee provides professional recommendations on occupational safety and health-related matters to ensure that policies are both scientifically sound and practically applicable.

The committee is composed of professionals from various disciplines, including the General Manager (serving as Chair), occupational safety and health personnel, department heads, supervisors, engineering and technical staff, medical professionals responsible for employee health services, and worker representatives — a total of 11 members. Among them, 33% of the committee members are union representatives, reflecting the fairness and inclusiveness of employee participation.

MERIDA holds quarterly meetings of the Occupational Safety, Health, and Fire Prevention Committee to comprehensively implement safety and health management initiatives. Key responsibilities of the committee include: conducting hazard assessments and proposing control measures to identify and reduce potential workplace risks; regularly reviewing the effectiveness of safety and health practices, analyzing related data, and making recommendations for improvement; participating in or guiding incident investigations, performing in-depth analysis of root causes and accountability, and formulating preventive actions to avoid recurrence of similar incidents; planning and making decisions on occupational safety and health-related issues with an emphasis on employee participation, consultation, and communication, to ensure effective policy implementation.

## Risk Assessment and Incident Investigation

MERIDA is committed to safeguarding the health and safety of all employees. Departments conduct regular inspections and pre-operation checklists for machinery and equipment. Hazard identification and risk assessments are carried out for unsafe equipment or environments in work areas, with high-risk issues prioritized for immediate corrective action. The effectiveness of such measures is evaluated using indicators such as the disabling injury severity rate and frequency rate. Internal and external audits are conducted periodically to update relevant regulations and ensure continued compliance with ISO management system standards.

To ensure workplace safety, MERIDA conducts comprehensive risk assessments for all work activities involving in-house employees, contractors, and visitors, in accordance with ISO management system requirements. These assessments quantify the severity and likelihood of potential incidents and evaluate the adequacy of current control measures. High-risk items are prioritized for corrective action, and in cases where immediate danger is identified, work must be suspended until enhanced protective measures or contingency plans are implemented to secure safety. Hazard identification covers various categories, including human factors, biological, chemical, physical, and psychosocial risks.

MERIDA has developed a range of specialized management guidelines tailored to different hazard types, including: training management regulations, on-the-job education guidelines, certification and qualification requirements, lifting and hoisting equipment management procedures, organic solvent and dust operation management procedures. In addition, MERIDA has implemented: contractor safety and health management guidelines, major incident response regulations, sexual harassment prevention and grievance handling procedures. These policies provide comprehensive protection for both employees and operational personnel. In line with MERIDA's occupational safety management policy, clear safety objectives are established, and corresponding action plans are developed. Progress is monitored through performance tracking and audits to continuously drive the goal of zero workplace accidents. Risk awareness and safety knowledge among employees are enhanced through risk assessments, hazard identification, safety training, and pre-shift safety briefings. MERIDA has also adopted a legally compliant Workplace Safety and Health Code, which outlines specific safety requirements for each operational area. This code has been approved by the competent authority and is visibly posted throughout the facility for easy employee reference and implementation.

In occupational safety and health management, occupational safety personnel and occupational health nursing staff work closely together to identify hazards, assess risks, and investigate incidents. Findings are submitted to the Occupational Safety and Health Committee for review and continuous improvement, with the goal of preventing recurrence of similar events.



# Worker Participation, Consultation, and Communication in Occupational Health and Safety

MERIDA is committed to promoting employee consultation and participation in occupational safety and health matters. In accordance with the Occupational Safety and Health Act, MERIDA authorizes employees to jointly elect Occupational Safety and Health worker representatives, who are approved by the labor representatives in the labor-management meetings to participate in the quarterly Occupational Safety and Health Committee meetings held in March, June, September, and December. These representatives actively engage in revising the Workplace Safety and Health Code, investigating incidents, and conducting workplace environmental monitoring. They also play a critical role in decision-making processes regarding safety and health-related topics. In addition, disciplinary actions for violations of Occupational Safety and Health regulations are fully discussed during labor-management meetings, where consensus is reached on related matters. MERIDA also maintains a high level of professionalism and accountability in its communication with non-employee workers. To ensure contractor compliance, MERIDA has implemented a strict evaluation system and established the Contractor Environmental, Health and Safety Guidelines. All on-site contractors are required to complete MERIDA’s Contractor Environmental, Health and Safety Training Program and attend the Workplace Hazard Notification and Coordination Meeting for Contractors before commencing any work. Furthermore, MERIDA has implemented a comprehensive electronic construction application system to ensure that every stage — from project application to completion — is effectively managed and monitored. This digital approach enhances the safety and efficiency of construction management. These efforts reflect MERIDA’s deep commitment and responsibility to protecting the safety of both internal employees and external personnel.



MERIDA places significant importance on the assessment and reporting of occupational safety and health. In the event that an investigation is required, designated personnel will be assigned to ensure that findings are appropriately addressed and corrective actions are taken. To encourage employees to report misconduct, MERIDA has implemented whistleblower protection measures, which include:

- 01

Confidentiality and protection : MERIDA ensures the confidentiality of both the whistleblower’s identity and the reported content, and protects whistleblowers from retaliation or unfair treatment.
- 02

Internal reporting protections : The identity and personal information of whistleblowers or those providing suggestions shall be kept confidential, and no information that could reveal their identity shall be disclosed. Employees shall not be dismissed, removed from their position, demoted, have their salary reduced, or suffer any adverse treatment — whether in violation of law, contract, or established workplace norms — as a consequence of their reports or suggestions.

In 2024, no disputes or incidents related to occupational safety and health were reported, reflecting MERIDA’s strong internal management and commitment to a safe working environment.

# Occupational Safety and Health Training

MERIDA conducts regular annual safety drills and awareness activities to comprehensively enhance employees’ ability to respond to emergency situations. These initiatives include two annual fire drills and one earthquake evacuation drill, along with traffic safety education and occupational safety awareness campaigns. Each department also conducts quarterly emergency evacuation drills to help employees become familiar with evacuation procedures and strengthen their emergency response capabilities. In addition, MERIDA actively educates employees on the proper use of firefighting equipment and arranges hands-on training sessions to ensure proficiency in relevant skills. All firefighting equipment is installed in compliance with applicable regulations, maintained in standby condition, and subject to routine inspection and maintenance. In accordance with the Fire Services Act, MERIDA conducts comprehensive annual inspections, with results submitted to the relevant fire authorities within the statutory time frame for record-keeping. Any deficiencies identified during the inspection process are addressed immediately through corrective measures to ensure the highest standards of fire safety.



To further enhance management quality, MERIDA conducts regular internal audits to assess whether various processes comply with established standards, using the findings as a basis for continuous improvement initiatives. Through these efforts, MERIDA is committed to maintaining all risks within acceptable levels, minimizing the occurrence of occupational accidents, and creating a safer working environment for employees — demonstrating our ongoing dedication to employee health and safety. The occupational injury statistics for 2024 are as follows:

Statistics of Occupational Accidents			
Year	2022	2023	2024
Number of Disabling Injuries	23	0	0
FSI	0.7	0	0

【 Note 】  
In 2022, there were 17 traffic accidents and 6 on-site accidents.

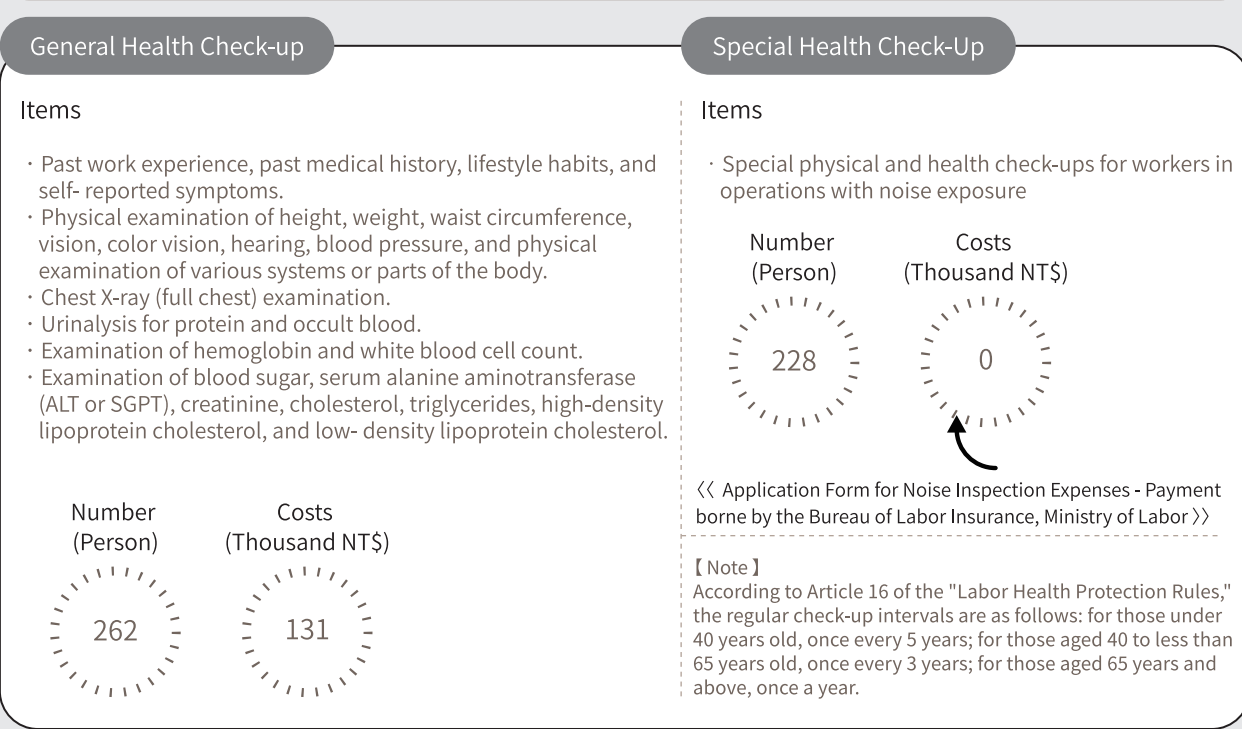


## 4.5.2 Employee Health Check-Up

MERIDA is committed to safeguarding the physical health and safety of all employees. In accordance with legal requirements, annual health check-ups are conducted, and employees' health conditions are monitored on a regular basis. For legally defined special operations — such as workplaces with noise exposure — MERIDA conducts environmental monitoring to identify potential health hazards and arranges special health check-ups accordingly. These measures ensure that employees working in such environments are closely monitored, with health management reports provided. Two licensed occupational health nurses review the results of these health check-ups. Based on the level of risk indicated by the data, appropriate follow-up actions are arranged, including referrals or medical consultations with occupational physicians, as well as the provision of health services. These efforts reflect MERIDA's proactive approach to prevention over treatment and its commitment to maintaining a safe and secure working environment.

In 2024, and in accordance with the Labor Health Protection Rules, MERIDA implemented general health checks based on age categories: employees aged 65 and above: once per year; employees aged 40 to under 65: once every three years; employees aged under 40: once every five years. As of February 2024, the total number of in-house employees was 1,085. Among them, 223 employees received general physical and health check-ups, representing 20% of the workforce. In addition, 205 employees exposed to occupational noise hazards received special health check-ups, accounting for 19%. The number of dispatched workers in February 2024 was 182, among whom 39 workers underwent general physical examinations (21%) and 23 workers received special noise-related health check-ups (12%). All employees required to undergo health checks under age-based screening criteria completed their examinations, resulting in a 100% participation rate. MERIDA covered the full cost of the health check-ups for both in-house and dispatched employees, amounting to NTD 131,000. Additionally, 9 outsourced kitchen staff underwent health checks specific to food handling. These examinations were paid for by the catering service provider, with a total cost of NTD 7,200. On the scheduled examination date, only two Thai migrant workers were unable to complete the noise-related health checks due to traveling abroad. All other individuals completed their respective health screenings as planned. MERIDA's annual general physical and health check-ups exceed the statutory requirements for testing blood and urine parameters and include additional items such as the Framingham Risk Score, which estimates each employee's 10-year risk of developing ischemic heart disease. The health check-ups statistics and costs for 2024 are summarized as follows:

Statistics of Number of Employees and Costs for Employee Health Check-Up




In accordance with Articles 17 and 18 of the Labor Health Protection Rules, MERIDA arranges annual general health check-ups and special health checks for employees exposed to occupational noise. These programs aim to help employees understand their health conditions and identify potential risks. Following the examinations, occupational health nurses review the results for various personnel categories, including local employees, Thai migrant workers, dispatched labor, and outsourced food service personnel. For general health checks, follow-up actions are based on the Health Check-ups Risk Classification Guidelines; for noise-exposed workers, results are evaluated according to the Noise Health Risk Classification system established by the Occupational Safety and Health Administration. Employees with abnormal general health check results are referred for medical consultation or health education with an occupational physician, depending on the severity of findings. If referral is recommended, the employee is required to submit medical documentation to MERIDA for retention and ongoing tracking by occupational health staff. In cases where employees fail to comply with medical follow-up recommendations, MERIDA — depending on the severity of the condition — may impose work hour restrictions in consultation with the respective department supervisor. For workers receiving a Level 3 preliminary classification in noise-related special health checks, MERIDA arranges an occupational physician consultation within one month of receiving the report. Further audiometric testing may be arranged based on individual hearing changes. Employees subsequently classified as Level 4 based on audiometric test results will either be provided with hearing protection measures or reassigned to a different work position, along with mandatory health education by the occupational physician. Similarly, workers classified as Level 2 are also required to receive hearing protection training and health education from the occupational physician. MERIDA's occupational health check-ups framework and associated practices are outlined as follows

### Company Health Check-Ups Items

Regulatory Health Check-Ups Items	Company Health Check-Up Items
1 Past work experience, past medical history, lifestyle habits, and self-reported symptoms.	1 Same as regulatory item.
2 Physical examination of height, weight, waist circumference, vision, color vision, hearing, blood pressure, and physical examination of various systems or parts of the body systems with physician consultation.	2 Same as regulatory item.
3 Chest X-ray (full chest) examination.	3 Same as regulatory item.
4 Urinalysis for protein and occult blood.	4 Urinalysis for protein, occult blood, urine color, appearance, specific gravity, glucose, urobilinogen, ketone bodies, pH level, leukocyte esterase, and nitrites.
5 Hemoglobin and white blood cell count.	5 Hemoglobin, white blood cell count, red blood cell count, hematocrit, mean corpuscular volume, mean corpuscular hemoglobin, mean corpuscular hemoglobin concentration, platelet count.
6 Examination of blood sugar, serum alanine aminotransferase (ALT or SGPT), creatinine, cholesterol, triglycerides, high-density lipoprotein cholesterol, and low-density lipoprotein cholesterol.	6 Same as regulatory item.
7 Other tests as designated by the central competent authority.	7 Same as regulatory item.
	8 Framingham Risk Score assessment



Health Check-Ups Management Classification



美利達工業股份有限公司

2020年 11 月 1 日製

健康檢查管理分級				
項目	正常	2級	3級	4級
三高	無	一個三高	兩個三高	三個三高
身體質量指數 BMI	<24	24≤2級<30	30≤3級<35	≥35
腰圍	女：異常>80 男：異常>90			
收縮壓	<125	125≤2級<140	140≤3級<160	≥160
舒張壓	<85	85≤2級<90	90≤3級<100	≥100
白血球 WBC	3千≤正常<1萬	1萬≤2級<1.5萬	1.5萬≤3級<2萬	≥2萬
血色素 Hb	男：≥14 女：≥12	男：14>2級≥18 女：12>2級≥10	21≥3級>18 10>3級≥8	>21 <8
血小板 PLT	12萬≤正常<40萬	40萬≤2級<60萬	60萬≤3級<80萬	≥80萬
總膽固醇 Chol.	<200	200≤2級<300	300≤3級<600	≥600
三酸甘油脂 TG	<165	165≤2級<300	300≤3級<500	≥500
低密度白蛋白 LDL	<130	130≤2級<160	160≤3級<190	≥190
飯前血糖 AC	<100	100≤2級<126	126≤3級<180	≥180
飯後血糖 PC	<140	140≤2級<160	160≤3級<200	≥200
麩丙酮轉氨酶 SGPT	男：<40 女：<35	男：40≤2級<80 女：35≤2級<80	80≤3級<200	≥200
肌酸酐 CRE	男：<1.27 女：<1.03	男：1.27≤2級<2.0 女：1.03≤2級<1.5	男：2.0≤3級<2.5 女：1.5≤3級<2.0	男：≥2.5 女：≥2.0
尿潛血 Urine OB	Negative	1+	2+≤3級<4+	4+以上(含)
尿蛋白 Urine Protein	Negative	1+	2+≤3級<4+	4+以上(含)
CXR	正常	肺紋增加、肺部小鈣化、心臟稍大	肺部纖維化、陳舊性肺結核、肺結節<1CM、心臟肥大	肺結節>1CM、肺部陰影、肺浸潤疑似肺結核、氣胸、肺部腫瘤、肺積水
關懷處置	員工自主管理	1. 血壓異常者，須由勞工健康服務護理人員定期測量，若數值仍偏高且有不適之生理反應，則安排廠醫評估就醫，並定期追蹤。 2. 自主管理。	1. 廠醫諮詢衛教。 2. 勞工健康服務護理人員，每半年定期追蹤其數值、關懷個案狀況。	1. 優先安排廠醫諮詢衛教。 2. 勞工健康服務護理人員，每3-4個月定期追蹤關懷個案，視情況強制就醫治療，或請個案提供就醫紀錄。

Health Check-Ups

Registration



Blood Pressure Measurement



Physical Assessment



Vehicle



In alignment with the government’s Healthy Workplace Policy, MERIDA has actively promoted a smoke-free workplace in recent years. To further enhance employee well-being and prevent health risks, two occupational health service nurses are stationed on-site to provide individualized health resources and guidance to in-house employees and contractors. MERIDA continuously promotes a safe and healthy working environment by addressing both physical and mental well-being. Ongoing efforts are made in health management and disease management, with individual cases assessed based on severity. Where necessary, on-site occupational physicians are engaged to provide medical recommendations and referrals. In recognition of these efforts, MERIDA was awarded the Badge of Accredited Healthy Workplace — Health Promotion by the Health Promotion Administration, Ministry of Health and Welfare in 2024.



4.5.3 Occupational Illnesses and Occupational Injuries

Prevention is an important aspect of occupational safety. In order to effectively prevent occupational diseases and accidents within the factory, MERIDA strengthens safety management for employees in the workplace in accordance with relevant occupational health and safety regulations such as the "Enforcement Rules of the Occupational Health and Safety Act," "Rules for Occupational Health and Safety Facilities," "Occupational Health and Safety Management Regulations," "Guidelines for Occupational Health and Safety Labeling Installation," and "Occupational Health and Safety Education and Training Rules." Additionally, the Safety & Hygiene Div. and management personnel conduct routine inspections of the work environment. They disseminate labor safety-related operating regulations, various management system specifications, and safety data sheets through regular announcements for easy access. This aims to instill correct health and safety concepts and knowledge among employees and ensure that this knowledge is integrated into daily work practices, with safety being the top priority. In 2024, neither employees nor non-employees workers of MERIDA experienced any incidents of work- related illnesses or injuries. Comprehensive plans were executed to regularly update unclear operational equipment labeling, implement measures to prevent tool malfunction, and conduct education and training for operational personnel effectively. Below are the relevant statistics for the past three years:

Employees

Categories	Items	2022	2023	2024
Total Working Hours	Female	1,093,689	788,207	1,013,107
	Male	1,750,059	1,990,335	1,942,880
	Total	2,843,748	2,778,542	2,955,987
Number of Deaths Caused by Work - Related Injuries	Female	0	0	0
	Male	0	0	0
	Total	0	0	0
Number of High - Consequence Work - Related Injuries (Excluding Deaths)	Female	0	0	0
	Male	0	0	0
	Total	0	0	0
Number of Recordable Work-Related Injuries (Including Deaths and High-Consequence Work-Related Injuries)	Female	0	0	0
	Male	2	0	0
	Total	2	0	0
Number of Deaths Caused by Work - Related Injuries	Female	0	0	0
	Male	0	0	0
	Total	0	0	0

Categories	Items	2022	2023	2024
High - Consequence Work - Related Injury Rate (%) (Excluding Deaths)	Female	0	0	0
	Male	0	0	0
	Total	0	0	0
Recordable Work - Related Injuries Rate (%) (Including Deaths and High - Consequence Work -Related Injuries)	Female	0	0	0
	Male	1.14	0	0
	Total	0.70	0	0
Describe the Type of Each Occupational Injury (e.g., Fractures, Lacerations, Contusions, etc.)	Please Specify the Injury Type for Each Individual Case			

【Notes】

- ① Work-related injuries fatality rate = (number of deaths caused by work-related injuries / working hours) \*1,000,000.
- ② High-consequence work-related injuries rate = [number of high-consequence work-related injuries (excluding deaths) / working hours]\*1,000,000.
- ③ Recordable work-related injuries rate = [recordable work-related injuries (including deaths and high - consequence work-related injuries) working hours]\*1,000,000.

Non-Employees

Categories	Items	2022	2023	2024
Total Working Hours	Female	465,379	20,057.5	219,494.5
	Male	439,186	277,849.5	184,536.5
	Total	904,565	297,907	404,031
Number of Deaths Caused by Work - Related Injuries	Female	0	0	0
	Male	0	0	0
	Total	0	0	0
Number of High - Consequence Work - Related Injuries (Excluding Deaths)	Female	0	0	0
	Male	0	0	0
	Total	0	0	0
Number of Recordable Work-Related Injuries (Including Deaths and High-Consequence Work-Related Injuries)	Female	0	0	0
	Male	4	0	0
	Total	4	0	0



Categories	Items	2022	2023	2024
Number of Deaths Caused by Work - Related Injuries	Female	0	0	0
	Male	0	0	0
	Total	0	0	0
High - Consequence Work - Related Injury Rate (%) (Excluding Deaths)	Female	0	0	0
	Male	0	0	0
	Total	0	0	0
Recordable Work - Related Injuries Rate (%) (Including Deaths and High - Consequence Work -Related Injuries)	Female	0	0	0
	Male	9.11	0	0
	Total	4.42	0	0
Describe the Type of Each Occupational Injury (e.g., Fractures, Lacerations, Contusions, etc.)	Please Specify the Injury Type for Each Individual Case			

【Notes】

- ① Work-related injuries fatality rate = (number of deaths caused by work-related injuries / working hours) \*1,000,000.
- ② High-consequence work-related injuries rate = [number of high-consequence work-related injuries (excluding deaths) / working hours] \*1,000,000.
- ③ Recordable work-related injuries rate = [recordable work-related injuries (including deaths and high - consequence work-related injuries) working hours] \*1,000,000.

Employees

Categories	Items	2022	2023	2024
Total Working Hours	Total Exposure Hours	2,843,748	2,778,542	2,955,987
Number of Deaths Caused by Work - Related Injuries	Total Number of Fatal Cases	0	0	0
Number of High - Consequence Work - Related Injuries (Excluding Deaths)	Total Number of Serious Injury Cases	0	0	0
Number of Recordable Work-Related Injuries (Including Deaths and High-Consequence Work-Related Injuries)	Total Number of ccupational Injury Cases	2	0	0
Work-Related Injuries Fatality Rate (%)		0	0	0

Categories	Items	2022	2023	2024
High-Consequence Work - Related Injury Rate (%)		0	0	0
Recordable Work - Related Injuries Rate (%) (Including Deaths and High - Consequence Work -Related Injuries)		0.70	0	0
Describe the Type of Each Occupational Injury (e.g., Fractures, Lacerations, Contusions, etc.)				

【Notes】

- ① Work-related injuries fatality rate = (number of deaths caused by work-related injuries / working hours) \*1,000,000.
- ② High-consequence work-related injuries rate = [number of high-consequence work-related injuries (excluding deaths) / working hours] \*1,000,000.
- ③ Recordable work-related injuries rate = [recordable work-related injuries (including deaths and high - consequence work-related injuries) working hours] \*1,000,000.

Non-Employees

Categories	Items	2022	2023	2024
Total Working Hours	Total Exposure Hours	904,565	297,907	404,031
Number of Deaths Caused by Work - Related Injuries	Total Number of Fatal Cases	0	0	0
Number of High - Consequence Work - Related Injuries (Excluding Deaths)	Total Number of Serious Injury Cases	0	0	0
Number of Recordable Work-Related Injuries (Including Deaths and High-Consequence Work-Related Injuries)	Total Number of ccupational Injury Cases	4	0	0
Work-Related Injuries Fatality Rate (%)		0	0	0
High-Consequence Work - Related Injury Rate (%)		0	0	0
Recordable Work - Related Injuries Rate (%) (Including Deaths and High - Consequence Work -Related Injuries)		4.42	0	0
Describe the Type of Each Occupational Injury (e.g., Fractures, Lacerations, Contusions, etc.)				

【Notes】

- ① Work-related injuries fatality rate = (number of deaths caused by work-related injuries / working hours) \*1,000,000.
- ② High-consequence work-related injuries rate = [number of high-consequence work-related injuries (excluding deaths) / working hours] \*1,000,000.
- ③ Recordable work-related injuries rate = [recordable work-related injuries (including deaths and high - consequence work-related injuries) working hours] \*1,000,000.

Following the occurrence of any workplace incident, MERIDA proactively conducts root cause analysis and submits a report to the General Manager. In 2024, the analysis of occupational injury cases revealed that the main types of injuries were related to mechanical hazards and unsafe behaviors. In response to these findings, MERIDA reinforced safety measures around machinery and enhanced safety awareness training throughout work processes to ensure the protection of all employees during operations. In the workplace, employees are provided with essential personal protective equipment, including safety shoes, helmets, goggles, respiratory protection, earplugs (or earmuffs), and cut-resistant gloves to safeguard their health and safety. In the event of an injury, MERIDA’s two on-site occupational health nurses provide immediate triage, injury assessment, and basic first aid, followed by a referral to medical facilities if necessary. The nurses also monitor the recovery progress and coordinate return-to-work arrangements as promptly as possible. Once the employee’s condition stabilizes, an occupational medicine physician provides on-site consultation and care. Upon full recovery, the nurses further assist the employee in applying for occupational injury compensation.

One of the primary challenges in arranging return-to-work for injured employees is the presence of physical or psychological barriers, such as reduced function in the injured area, ongoing pain, or anxiety. A lack of confidence or fear of re-injury may impact an employee’s willingness or ability to return to work. The return-to-work process should not be rushed and must consider multiple factors, including the employee’s physical and mental health, the suitability of the work environment, and the availability of external support systems. The success of the return-to-work process depends not only on the employee’s efforts but also on cooperation and coordination among the employer, supervisors, and other stakeholders.

Within MERIDA, the standard approach toward injured or ill employees is to encourage active participation in medical or occupational rehabilitation services and to maintain open communication regarding their willingness and needs to return to work. MERIDA adopts an open and inclusive attitude, respecting and supporting employees’ return-to-work journeys. Based on a thorough assessment of post-injury health conditions and functional capacity, appropriate job accommodations are provided — such as modified job duties, working hours, work locations, or equipment — to facilitate a smooth and safe transition back to the workplace. Throughout the return-to-work and job reassignment process, it is critical to maintain mutual trust between labor and management to prevent potential labor disputes and promote a supportive reintegration experience.

### 4.5.4 Preventive and Improvement Measures

MERIDA implements a systematic management approach across the entire factory to oversee employee health and safety. For high-risk operations like painting processes and robot-controlled processes, industrial health and safety professionals are engaged to conduct on-site inspections to identify hazards and assess risks. Relevant safety improvements for processes and operational controls are then implemented to enhance risk management and effectively prevent any occupational accidents. To safeguard employee health, MERIDA offers the measures which are elaborated as follows. In 2024, a total of 246 individuals received on-site medical services and health education.

- ① According to the Occupational Health and Safety Act — Labor Health Protection Rules, MERIDA appoints two occupational health service nurses and contracts one physician with a professional license in occupational medicine from the Ministry of Health and Welfare Hospital, Changhua. The physician conducts on-site services three times a month, each session lasting three hours. Additionally, MERIDA complies with the law in jointly addressing the following labor health protection matters:
- Analyses and evaluations of labor physical (health) examination results, health management, and data preservation.

• Assist employers in selecting appropriate jobs for workers.

• Manage and provide health guidance for workers with abnormal results from health checks.

• Evaluate and manage cases of employees under eighteen, those at risk of maternal health hazards, occupational injury or illness, and those at high risk related to occupational health.

• Maintain records of occupational health-related research, injuries, and diseases.

• Plan and implement measures such as health education, hygiene guidance, mental and physical health protection, and health promotion for workers.

• Prevent work-related injuries and illnesses, offer health consultations, and provide first aid and emergency response.
- ② According to the regulations set forth by the Occupational Safety and Health Administration, Ministry of Labor, measures are implemented to protect individuals from occupational hazards and maternal health risks. Additionally, preventive plans are enacted to mitigate unlawful infringements on job duties and prevent diseases triggered by abnormal workloads, while also providing care for high-risk employees.
- ③ Signed medical contracts with medium to large medical institutions in Changhua County to provide employees with access to medical benefits.

Health Promotion Services Provided to Workers	
Service Category	Description of Measures
Health Check-Up and Physical Examination	Provide regular health checks and examinations, including physical examinations, special operations hearing tests, psychological health assessments, work fitness index evaluations, musculoskeletal symptom surveys, and fatigue assessments, to ensure that the health of workers is attended to and monitored.
Health Promotion Activities	Organize health-promoting activities, such as the MERIDA Cycling Club Bicycle Association, to encourage workers to participate in physical activities, raise health awareness, and improve overall well-being.
Advice on Healthy Nutrition	Based on annual health check-ups reports, provide health and dietary recommendations to MERIDA's union and Food Committee to assist employees in maintaining balanced dietary habits and healthy lifestyles.
Educational Resources and Information on Health	Occupational medicine physicians provide on-site services, offer health resources and information, plan and implement measures such as health education, hygiene guidance, mental and physical health protection, and health promotion to assist employees in acquiring knowledge about health and diseases, and provide health management tailored to individual needs.
Workplace Safety and Occupational Health	Ensure that the workplace complies with safety and occupational health standards, provide necessary safety training and protective facilities to protect employees from hazards and risks in the workplace.

We firmly believe that the physical and mental well-being of our employees is the cornerstone of sustainable corporate development. As such, MERIDA is committed to fostering a healthy and supportive work environment. We continuously explore and implement diverse health promotion initiatives to encourage lifestyle adjustments and improve overall employee health.

- @ Health-related posters are published monthly on bulletin boards, covering topics such as disease prevention, balanced nutrition, physical activity, and mental wellness.
- @ MERIDA cafeteria offers healthy meal options, including both meat-based and vegetarian dishes. A Canteen Committee has been established to promote a culture of balanced and nutritious diet.
- @ MERIDA organizes volunteer service activities, including an annual mountain-cleaning event to strengthen team cohesion and support both physical and mental well-being.
- @ The MERIDA Bicycle Association hosts monthly group cycling activities to promote physical fitness and holistic health awareness among employees.
- @ Four blood donation drives are held annually. These events encourage employees to prioritize their own health while also promoting the value of sharing health with others — achieving multiple benefits through a single initiative.

Cancer screening

Meat Eater / Vegetarian

Preventing the "Three Highs" and "Two Harms" Health Management Poster

Cycling Event Organized by MERIDA Cycling Club Bicycle Association

Mountain-Cleaning Event

Blood Donation Drive



The occupational health and safety management system is consistent with MERIDA's internal management model and maintenance of operations. It applies to all operational activities, including both production and non-production areas, machinery, equipment, routine, and non-routine operations at various process production sites, as well as activities involving all vendors entering MERIDA's factory premises, such as food suppliers, security guards, equipment maintenance providers, business communications, and stocks shipping and receiving activities. This management system aims to prevent work-related injuries and illnesses and promote continuous improvement. All employees are required to undergo occupational safety and health training. The statistics for relevant professional training conducted in 2024 are as follows:

Statistics of Occupational Health and Safety-Related Education and Training		
Name of Education and Training	Number	Training Costs (NT\$)
Annual self-defense and fire brigade education training	75	34,350
First aid personnel refresher training	0	0
Forklift operator refresher training	0	0
Occupational safety management personnel refresher training	0	0
Designated high-pressure gas equipment operator refresher training	0	0

【Notes】

- ① This includes both employees and non-employees whose work and/or workplace are under the control of the organization.
- ② Non-employees whose work and/or workplace are controlled by MERIDA, such as security personnel, janitors, construction workers, contractors, and subcontractors.
- ③ The abovementioned occupational health and safety-related education and training includes general training as well as training tailored to specific occupational hazards and hazardous situations.

Follow-Up Monitoring of High-Risk Employees Conducted by Occupational Health Nurses

2024 年 2-3 月 高風險員工追蹤表						
日期	時間	地點	人員	事項	備註	簽名
2月22日	07:00	75	100	無		
2月24日	08:00	100	100	無		
2月25日	08:00	87	170	無		
2月26日	08:45	56	100	無		
2月27日	07:00	100	100	無		
2月28日	10:00	60				
2月29日	07:00	100	100	無		
2月30日	07:00	58	100	無		
2月31日	11:00	80	100	無		
2月32日	08:00	100	100	無		
2月33日	07:00	100	100	無		
2月34日	07:00	100	100	無		
2月35日	07:00	100	100	無		
2月36日	07:00	100	100	無		
2月37日	07:00	100	100	無		
2月38日	07:00	100	100	無		
2月39日	07:00	100	100	無		
2月40日	07:00	100	100	無		
2月41日	07:00	100	100	無		
2月42日	07:00	100	100	無		
2月43日	07:00	100	100	無		
2月44日	07:00	100	100	無		
2月45日	07:00	100	100	無		
2月46日	07:00	100	100	無		
2月47日	07:00	100	100	無		
2月48日	07:00	100	100	無		
2月49日	07:00	100	100	無		
2月50日	07:00	100	100	無		
2月51日	07:00	100	100	無		
2月52日	07:00	100	100	無		
2月53日	07:00	100	100	無		
2月54日	07:00	100	100	無		
2月55日	07:00	100	100	無		
2月56日	07:00	100	100	無		
2月57日	07:00	100	100	無		
2月58日	07:00	100	100	無		
2月59日	07:00	100	100	無		
2月60日	07:00	100	100	無		

Ergonomic Improvement Guidance Provided by Occupational Physicians



Occupational Physician Consultations and Health Education Sessions



2024 Annual Health Check-Ups



Prevention of Occupational Hazards for Suppliers and Contractors

MERIDA is committed to promoting a "zero-accident" safety culture by implementing risk management in the work environment, thus establishing a safe working environment. Prior to engaging with suppliers, we assess whether they comply with relevant export regulations and international standards, in response to customer demands and export country regulations. When entering into contracts with suppliers, provisions are included to terminate or cancel the agreement if the supplier breaches customer requirements, export regulations, or international standards. This is done to uphold integrity in business operations and fulfill social responsibilities, fostering sustainable practices and mutual benefits. MERIDA actively manages its corporate culture, ethical standards, and employee safety through regulatory measures to safeguard the well-being of all employees in the workplace. To avert any potential harm, risks, or adverse effects on MERIDA's occupational health and safety from suppliers and contractors, MERIDA carries out the following actions:

Occupational Health and Safety Control Mechanisms Established for Suppliers and Contractors by MERIDA	
Categories	Description
Evaluation	This involves evaluating the compliance and effectiveness of their occupational health and safety management systems, policies, and procedures, which can be done through document reviews and on-site audits.
Regular Monitoring	Monitoring the occupational health and safety performance of suppliers and contractors, including accident records, compliance with procedures, and implementation of improvement measures. Conducting regular on-site audits and reviews to ensure compliance with requirements.
Penalty Mechanism	Establishing clear penalty mechanisms to encourage suppliers and contractors to optimize occupational health and safety management. Implementing appropriate punitive measures against suppliers and contractors who violate requirements.
Collaboration	Collaborating with suppliers and contractors to jointly promote continuous improvement in occupational health and safety. Conducting regular reviews and evaluations of suppliers' and contractors' occupational health and safety management systems, and providing suggestions and improvement measures.

Before selecting new suppliers and maintaining relationships with existing ones, it is pertinent to first understand their compliance with environmental health and safety regulations and their actual practices through on-site inspections. This includes checking if there are regular maintenance records and operational SOPs for large equipment such as forging machines, hydraulic presses, and natural gas (LPG) storage tanks, etc. To strengthen hazards prevention operations, periodic hazards prevention training is conducted within the factory to enhance fire awareness and evacuation procedures. MERIDA reviews whether suppliers conduct regular special health checks for employees in occupations with higher environmental risk coefficients. For suppliers with potentially higher environmental and safety risks in their processes, MERIDA ensures that they regularly commission qualified monitoring agencies to conduct inspections to prevent employees from being exposed to high-risk work environments.



4.6 Community Welfare

MERIDA has noticed potential noise and odor issues during the production process. The frame painting process involves spraying paint, which may emit strong odors into the air. In order to reduce the impact of odor dispersion on residents' living environment, MERIDA strictly implements positive and negative pressure control during the painting process to minimize odor dispersion. Additionally, since July 2015, MERIDA has voluntarily conducted regular perimeter inspections of the factory area. Furthermore, efforts are being made to shorten the painting process to reduce environmental impact. Collaborative research with paint suppliers is also underway to develop low-pollution paints to further reduce the environmental impact.

Perimeter inspections are led by the Safety & Hygiene Div. of the Manufacturing Affairs Department, in collaboration with MERIDA's environmental and safety personnel, as well as the supervisor of the painting process. The frequency is once a month, with separate inspections conducted in the morning and evening. If residents have any concerns, they can report them immediately or communicate through bilateral channels with local village representatives and the Stewardship Division of the Administration Department at any time.

MERIDA has always valued feedback from the community. In addition to actively maintaining friendly relations with the local community, it consistently supports and sponsors community service initiatives, never forgetting its commitment to fostering neighborly harmony. In 2024, MERIDA supported community environmental initiatives and development through financial sponsorships, volunteer participation, and event organization. These efforts aimed to address local environmental challenges, promote sustainable community development, and enhance community engagement and identity. The aforementioned community welfare activities are located in Dacun Township and Yuanlin City, Changhua County, which are also the areas where our company operates.

Name of Public Welfare Activity	Amount (NTD)	Description
Dacun Volunteer Fire Brigade — Annual Disaster Relief Support Program	30,000	Sponsored an advisory fund to express appreciation for the brigade’s dedication to various rescue missions.
Yuanlin Civilian Police Brigade — Traffic Control Assistance Program	20,000	Sponsored an advisory fund in recognition of the brigade’s efforts in assisting with traffic control during major events and intersections.
Dacun Meigang Community Environmental Volunteer Team — Annual Environmental Maintenance Program	10,000	Initiated by the village chief and supported by local residents, the program aims to maintain community safety and cleanliness. The Company sponsored the initiative to commend the volunteers’ dedication to public welfare.
Dacun Meigang Community Patrol Team — Community Security Maintenance Program	10,000	Sponsored by MERIDA to support a local patrol team formed by residents to maintain neighborhood security, in a community initiative led by the village chief.
Graduation Ceremony — Tsun Shang Elementary School	2,000	Sponsored book vouchers to encourage academic diligence among students.
Changhua Friends of the Police Association-County Security Collaboration	4,000	Sponsored membership contributions to express appreciation for local police efforts in maintaining public safety.
Donation of Ambulance to Fire Brigade	3,250,000	Donated an ambulance to the Yuanlin West District Fire Brigade as a gesture of social compassion, to assist in emergency rescues and serve the local community.
Anniversary Celebration — Tsun Shang Elementary School	6,000	Sponsored the school’s anniversary celebration to encourage students’ holistic development.
Anniversary Celebration — Siling Elementary School	6,000	Sponsored the school’s anniversary celebration to encourage students’ holistic development.
2024 Hualien Earthquake Relief Donation	3,000,000	Donated funds for disaster relief and reconstruction efforts following the 2024 Hualien earthquake.

Dacun Volunteer Fire Brigade



MERIDA Cycling Event: MERIDA Changhua Classic 100K and MERIDA Cup Cycling Carnival

MERIDA hosts two major annual cycling events — the 2024 Changhua MERIDA Classic 100K and the 2024 MERIDA Cup Cycling Carnival — with participation ranging from 3,000 to 6,000 riders per event. The respective event budgets totaled NT\$6,963,945 and NT\$4,297,804. The details of these events are outlined below:

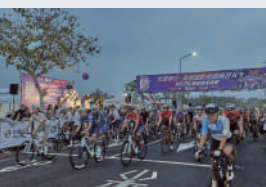
MERIDA Cup — Group Photo Before Start



MERIDA Cup



MERIDA Changhua Classic 100K



The 14th Changhua MERIDA Classic 100K (2024) Known for its exceptional traffic management standards, the Changhua MERIDA Classic 100K is one of Taiwan’s most highly regarded and popular cycling events. The 2024 edition featured a capped registration of 5,000 participants, which sold out in less than 30 minutes — a testament to its popularity among cycling enthusiasts. To promote local tourism through sport, the Tri-Mountain National Scenic Area Headquarters offered additional incentives by distributing shopping vouchers and collaborating with local businesses in Tianzhong and Shetou districts. The setup of the “Tri-Mountain Market” at the event showcased local delicacies and specialties, enhancing riders’ connection to the community while stimulating local sports tourism opportunities.

The 22nd MERIDA Cup Cycling Carnival (2024) was held at Sun Moon Lake. MERIDA Cup seamlessly integrates cycling culture with the natural beauty of Nantou County. Participants experienced a physical challenge while enjoying serene and scenic views of the lake and surrounding mountains. In addition to the iconic lake route, the event highlighted the cultural and natural charms of nearby towns such as Checheng, Jiji, and Shuili, further promoting local tourism and hospitality industries. With MERIDA’s longstanding commitment to promoting cycling, the event was supported by a team of several hundred staff and volunteers to ensure top-tier traffic control and participant experience. The high standards and heartfelt planning have solidified MERIDA’s reputation in the cycling community, making these events both impactful and operationally demanding.

These two events attracted a significant number of participants. By incentivizing local spending through sponsorship vouchers, they further stimulated the local economy. In general, these activities create job opportunities, such as bicycle maintenance services, and attract a broader participation in cycling events. These initiatives have positively influenced the local economy and yielded notable indirect economic impacts. Cycling events promote health and fitness, thus reducing healthcare costs. Additionally, cycling aids in decreasing reliance on motor vehicles, easing traffic congestion, and promoting environmental sustainability. Furthermore, cycling events catalyze industrial revitalization, boost product sales, and drive market growth.



## 1919 Love in Motion — Emergency Relief for Families in Need

To support underprivileged families in times of crisis, the Chinese Christian Relief Association (CCRA) initiated the "1919 Love in Motion — Emergency Relief for Families in Need" in 2002. It aimed to embody the spirit of "1919 We Want To Save" by raising emergency relief funds and providing spiritual comfort. Starting the following year, they began distributing aid. In 2024, CCRA continued to promote the "22nd 1919 Love in Motion — Emergency Relief for Families in Need" and held the "1919 Love in Motion - Taipei Cycling" charity event, with MERIDA as the main sponsor. By the end of December 2024, a total of 16,042 families in urgent need had been assisted with a monthly allowance of NT\$6,000, helping them through their toughest times.



1919 Love in Motion — Taipei Cycling (Group Photo Before Start)



1919 Love in Motion — Taipei Cycling



1919 Love in Motion — Taipei Cycling  
(Sponsorship Appreciation Award Presentation)



1919 Love in Motion — Taipei Cycling (Warm-up Exercise)



1919 Love in Motion — Taipei Cycling  
(Opening Drum Ceremony)



1919 Love in Motion — Taipei Cycling (Completion Group Photo)





# 05

## Appendix

- Appendix I** GRI Sustainability Reporting Standards (GRI Standards) Content Index
- Appendix II** SASB Sustainability Accounting Standard Content Index
- Appendix III** Disclosure of Climate-related Information by TWSE and TPEX Listed Companies
- Appendix IV** Sustainable Development Goals (SDGs) Content Index
- Appendix V** Third-Party Verification Statement



Appendix I GRI Sustainability Reporting Standards (GRI Standards) Content Index

Statement of Use | This Report has been prepared in accordance with the GRI Sustainability Reporting Standards (GRI Standards) issued by the Global Sustainability Standards Board (GSSB), which will disclose the information from January 1, 2024 to December 31, 2024.

GRI 1 in use | GRI 1 : Foundation 2021

Applicable GRI Industry Standards | N / A

No.	GRI Standards Disclosure	Chapter	Page	Omission / Remarks
GRI 2 : General Disclosures 2021				
The organization and its reporting practices				
2-1	Organizational details	1.1 MERIDA	20	
2-2	Entities included in the organization's sustainability reporting	About This Report	03	
2-3	Reporting period, frequency, and contact point	About This Report	03	
2-4	Restatements of information	About This Report	03	
2-5	External assurance	About This Report	03	
Activities and workers				
2-6	Activities, value chain and other business relationships	1.1 MERIDA	20	
		2.1 Product Overview	38	
2-7	Employees	4.2 Recruitment and Staffing Structure	56	
2-8	Workers who are not employees	4.2 Recruitment and Staffing Structure	56	
Governance				
2-9	Governance structure and composition	1.3 Governance Structure	27	
2-10	Nomination and selection of the highest governance body	1.3.1 Board of Directors	28	
2-11	Chair of the highest governance body	1.3.1 Board of Directors	28	
2-12	Role of the highest governance body in overseeing the management of impacts	1.3.3 Sustainability Governance Structure	32	
2-13	Delegation of responsibility for managing impacts	1.3.3 Sustainability Governance Structure	32	
2-14	Role of the highest governance body in sustainability reporting	1.3.3 Sustainability Governance Structure	32	
2-15	Conflicts of interest	1.3.1 Board of Directors	28	
2-16	Communication of critical concerns	1.3.1 Board of Directors	28	
2-17	Collective knowledge of the highest governance body	1.3.1 Board of Directors	28	
2-18	Evaluation of the performance of the highest governance body	1.3.1 Board of Directors	28	
2-19	Remuneration policies	1.3.2 Functional Committees	31	
2-20	Process to determine remuneration	1.3.2 Functional Committees	31	
2-21	Annual total compensation ratio	4.3 Cultivation and Development	58	

No.	GRI Standards Disclosure	Chapter	Page	Omission / Remarks
GRI 2 : General Disclosures 2021				
Strategy, policies and practices				
2-22	Statement on sustainable development strategy	Message from Management	04	
2-23	Policy commitments	1.2 Sustainability Mission and Strategy	22	
		4.1 Human Rights Commitment	55	
2-24	Embedding policy commitments	1.2 Sustainability Mission and Strategy	22	
		2.3 Supply Chain Due Diligence and Management	43	
		4.1 Human Rights Commitment	55	
2-25	Processes to remediate negative impacts	1.6 Integrity and Compliance with the Law	34	
2-26	Mechanisms for seeking advice and raising concerns	1.6 Integrity and Compliance with the Law	34	
2-27	Compliance with laws and regulations	1.6 Integrity and Compliance with the Law	34	
2-28	Membership associations	1.1 MERIDA	21	
Stakeholder Engagement				
2-29	Approach to stakeholder engagement	1.2.1 Communications with Stakeholders	22	
2-30	Collective bargaining agreements	4.4 Comprehensive Benefits and System	60	
GRI3 : Material topics 2021				
3-1	Process to determine material topics	1.2.2 Determining Material Topics	24	
3-2	List of material topics	1.2.2 Determining Material Topics	24	

List of material topics	No.	GRI Standards Disclosure	Chapter	Page	Omission / Remarks
Economic Performance					
GRI 3:Material Topics 2021	3-3	Management of material topics	Overview of Management Policies & Material Topics Achievement Status and Goals Setting	10	
				12	
GRI 201 Economic Performance 2016	201-1	Direct economic value generated and distributed	1.4 Operational Achievement	33	
	201-3	Defined benefit plan obligations and other retirement plans	4.4.1 Employees Retirement Policy	60	
	201-4	Financial assistance received from government	1.4 Operational Achievement	33	
Materials					
GRI 3:Material Topics 2021	3-3	Management of material topics	Overview of Management Policies & Material Topics Achievement Status and Goals Setting	11	
				18	
GRI 301 Materials 2016	301-1	Materials used by weight or volume	3.2 Sustainable Materials Management	48	The primary raw materials used include aluminum, rubber, and paper. Among these, data regarding the use of renewable materials in paper has not yet been fully collected; therefore, the corresponding proportion is expected to be fully assessed by 2025.
	301-2	Recycled input materials used	3.2 Sustainable Materials Management	48	
	301-3	Reclaimed products and their packaging materials	3.2 Sustainable Materials Management	48	
Energy					
GRI 3:Material Topics 2021	3-3	Management of material topics	Overview of Management Policies & Material Topics Achievement Status and Goals Setting	10	
				14	
GRI 302 Energy 2016	302-1	Energy consumption within the organization	3.3 Energy and Water Resource Management	49	
	302-3	Energy intensity	3.3 Energy and Water Resource Management	49	
	302-4	Reduction of energy consumption	3.3 Energy and Water Resource Management	49	
	302-5	Reductions in energy requirements of products and services	3.3 Energy and Water Resource Management	49	
Emissions					
GRI 3:Material Topics 2021	3-3	Management of material topics	Overview of Management Policies & Material Topics Achievement Status and Goals Setting	11	
				15	

List of material topics	No.	GRI Standards Disclosure	Chapter	Page	Omission / Remarks
GRI 305 Emissions 2016	305-1	Direct (Scope 1) GHG emissions	3.4 Greenhouse Gases Management and Pollution Prevention	50	
	305-2	Energy indirect (Scope 2) GHG emissions	3.4 Greenhouse Gases Management and Pollution Prevention	50	
	305-3	Other indirect (Scope 3) GHG emissions	3.4 Greenhouse Gases Management and Pollution Prevention	50	
	305-4	GHG emissions intensity	3.4 Greenhouse Gases Management and Pollution Prevention	50	
	305-5	Reduction of GHG emissions	3.4 Greenhouse Gases Management and Pollution Prevention	50	
Employment					
GRI 3:Material Topics 2021	3-3	Management of material topics	Overview of Management Policies & Material Topics Achievement Status and Goals Setting	11	
				18	
GRI 401 Employment 2016	401-1	New employee hires and employee turnover	4.2 Recruitment and Staffing Structure	56	
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.4 Comprehensive Benefits and System	60	
	401-3	Parental leave	4.4 Comprehensive Benefits and System	60	
Diversity and Equal Opportunity					
GRI 3:Material Topics 2021	3-3	Management of material topics	Overview of Management Policies & Material Topics Achievement Status and Goals Setting	11	
				17	
GRI 405 Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	4.2 Recruitment and Staffing Structure	56	
	405-2	Ratio of basic salary and remuneration of women to men	4.3 Cultivation and Development	58	
Customer Health and Safety					
GRI 3:Material Topics 2021	3-3	Management of material topics	Overview of Management Policies & Material Topics Achievement Status and Goals Setting	11	
				16	
GRI 416 Customer Health and Safety 2016	416-1	Assessment of the health and safety impacts of product and service categories	2.2.1 Product Certification and Quality Assurance	41	
	416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	1.6 Integrity and Compliance with the Law 2.2.1 Product Certification and Quality Assurance	34 41	



List of material topics	No.	GRI Standards Disclosure	Chapter	Page	Omission / Remarks
Customer Health and Safety					
GRI 417 Marketing and Labeling 2016	417-1	Requirements for product and service information and labeling	2.2.1 Product Certification and Quality Assurance	41	
	417-2	Incidents of non-compliance concerning product and service information and labeling	1.6 Integrity and Compliance with the Law	34	
			2.2.1 Product Certification and Quality Assurance	41	
	417-3	Incidents of non-compliance concerning marketing communications	1.6 Integrity and Compliance with the Law 2.2.1 Product Certification and Quality Assurance	34 41	
永續供應鏈					
GRI 3:Material Topics 2021	3-3	Management of material topics	Overview of Management Policies & Material Topics Achievement Status and Goals Setting	11	
				13	
GRI 204: Procurement Practices 2016	204-1	Proportion of spending on local suppliers	2.3 Supply Chain Due Diligence and Management	43	
GRI 308: Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	2.3 Supply Chain Due Diligence and Management	43	
	308-2	Negative environmental impacts in the supply chain and actions taken	2.3 Supply Chain Due Diligence and Management	43	The Company plans to implement management practices targeting high-risk suppliers in 2025 to mitigate potential risk impacts.
GRI 414: Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	2.3 Supply Chain Due Diligence and Management	43	
	414-2	Negative social impacts in the supply chain and actions taken	2.3 Supply Chain Due Diligence and Management	43	The Company plans to implement management practices targeting high-risk suppliers in 2025 to mitigate potential risk impacts.

Appendix II

## SASB Sustainability Accounting Standard Content Index

In accordance with SASB Sustainability Accounting Standards, "TOYS & SPORTING GOODS" was selected as an indicator disclosure item based on MERIDA's business attributes.

Topic	Code	Disclosure Metric	Category (Unit of Measure)	Chapter	Page	Omission / Remarks
Chemical & Safety Hazards of Products	CG-TS-250a.1	Number of (1) recalls and (2) total units recalled	Quantitative (Number)	2.2.1 Product Certification and Quality Assurance	41	
	CG-TS-250a.3	Total amount of monetary losses as a result of legal proceedings associated with product safety	Quantitative (Reporting Currency)	1.6 Integrity and Compliance with the Law	34	
				2.2.1 Product Certification and Quality Assurance	41	
	CG-TS-250a.4	Discussion of processes to assess and manage risks and / or hazards associated with chemicals in products	Discussion and Analysis	4.5.1 Occupational Health and Safety Organizations	61	
Labor Conditions in the Supply Chain	CG-TS-430a.1	Number of facilities audited to a social responsibility code of conduct	Quantitative (Number)	2.3 Supply Chain Due Diligence and Management	43	
	CG-TS-430a.2	Direct suppliers' social responsibility audit (1) non-conformance rate and (2) associated corrective action rate for (a) priority nonconformances and (b) other non-conformances.	Quantitative (Rate)	2.3 Supply Chain Due Diligence and Management	43	

Code	Disclosure Metric	Category (Unit of Measure)	Chapter	Page	Omission / Remarks
CG-TS-000.A	Annual production	Quantitative (Number of Units)	2.1 Product Overview	38	
CG-TS-000.B	Number of manufacturing facilities, percentage outsourced	Quantitative (Number, Percentage %)	2.1 Product Overview	38	

Appendix III Disclosure of Climate-related Information by TWSE and TPEx Listed Companies

Item	Chapter	Page	Omission / Remarks
1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	3.1 Risks and Opportunities Under Climate Change	46	
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	3.1 Risks and Opportunities Under Climate Change	47	
3. Describe the financial impact of extreme weather events and transformative actions.	3.1 Risks and Opportunities Under Climate Change	47	
4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	3.1 Risks and Opportunities Under Climate Change	46	
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	3.1 Risks and Opportunities Under Climate Change	47	
6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	3.1 Risks and Opportunities Under Climate Change	47	
7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	3.1 Risks and Opportunities Under Climate Change	47	
8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	3.1 Risks and Opportunities Under Climate Change	47	
9. Greenhouse gas inventory and assurance status, along with Emission Reduction Targets, Strategies, and Specific Action Plans. (separately fill out in point 1-1 and 1-2 below).	3.1 Risks and Opportunities Under Climate Change	47	
	3.4 Greenhouse Gases Management and Pollution Prevention	50	

Appendix IV Sustainable Development Goals (SDGs) Content Index

Item	Sustainable Development Goals	Chapter	Page
Goal 3	Ensure healthy lives and promote well-being for all at all ages	4.4 Comprehensive Benefits and System	60
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	4.3 Cultivation and Development	58
Goal 5	Achieve gender equality and empower all women and girls	4.4.2 Unpaid Parental Leave for Raising Children	60
Goal 7	Ensure access to affordable, reliable, sustainable, and modern energy for all	3.4 Greenhouse Gases Management and Pollution Prevention	50
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	4.2 Recruitment and Staffing Structure	56
Goal 10	Reduce inequality within and among countries	4.1 Human Rights Commitment	55
Goal 16	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels	1.6 Integrity and Compliance with the Law	34







Environmental  
Social  
Governance

# MERIDA

A No. 116, Meigang Rd., Dacun Township,  
Changhua County 515005, Taiwan  
T 886-4-8526171#380  
E [scott@merida.com.tw](mailto:scott@merida.com.tw)

