



Greenland International Limited  
*Since 1993*

2025 ESG  
Sustainability  
Disclosure  
Report

# 1

## Business Overview

In 2025, Greenland continues to uphold the principles of corporate integrity, human rights, labor rights, and sustainable development. The company is committed to creating a responsible business environment that complies with legal requirements, respects employees' fundamental rights, and promotes ethical operations across all levels of the organization.

Through sound governance, risk management, and internal control mechanisms, Greenland strictly prohibits corruption, bribery, improper transfer of benefits, and other unethical conduct. The company also continues to provide integrity training and internal audit procedures to strengthen employees' compliance awareness and reinforce a culture of accountability.

### Abstract

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- ◆ Preface
- ◆ Company Overview
- ◆ About This Report

# Preface

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In 2025, Greenland continued to uphold the principles of the United Nations Global Compact (UNGC), the ILO Core Conventions, the Universal Declaration of Human Rights, and applicable regulations by integrating human rights protection and corporate responsibility into its business operations. Guided by its people-oriented and sustainable development philosophy, the company is committed to providing a fair, safe, respectful, and inclusive workplace while safeguarding the fundamental rights of all employees. Greenland promotes equal employment opportunities, fair treatment, and a healthy working environment, and maintains zero tolerance for discrimination, harassment, forced labor, human trafficking, and child labor. In addition, the company continued to strengthen human rights management across its supply chain through supplier assessments, audits, and ongoing monitoring, while maintaining transparent communication and grievance mechanisms to ensure concerns from employees and stakeholders are properly addressed, supporting long-term sustainable development.



At Greenland, we are committed to achieving net-zero emissions by 2050. We firmly believe that a company's long-term growth must be built on the foundations of environmental protection, social inclusion, and ethical governance. Sustainability is not only a corporate responsibility but also a key driver of future competitiveness. Therefore, we integrate sustainability principles into our operational strategies and day-to-day management, and regard it as a shared goal for all our employees.

In response to the global challenge of climate change, Greenland is actively aligning with international trends toward carbon reduction. The company has committed to achieving net-zero emissions by 2050 as its long-term goal and continues to promote initiatives such as energy conservation, carbon reduction, improving energy efficiency, greenhouse gas inventories, and the use of renewable energy. Through these efforts, Greenland is gradually reducing the environmental impact of its operations and supply chain, thereby contributing to the transition to a low-carbon economy and sustainable development.

# Preface

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For Greenland, 2025 marks another important milestone in advancing our sustainability journey. As global supply chains evolve, digital transformation accelerates, and sustainability expectations continue to rise, we recognize that long-term business success depends not only on economic performance but also on our responsibility toward employees, society, and the environment. Therefore, we continue to integrate sustainability into our corporate strategy and daily operations to build a more resilient and competitive enterprise.

Backed by our expertise in footwear manufacturing and commitment to quality, Greenland continues to strengthen smart manufacturing, digital management, and automation to improve operational efficiency and support sustainable growth. At the same time, we regard our employees as our greatest asset by investing in talent development, leadership training, and professional skills while fostering a safe, inclusive, and healthy workplace that supports employee well-being and career growth.

Environmental sustainability remains a key priority. We continue to improve energy efficiency, reduce carbon emissions, enhance resource management, and collaborate with our supply chain to support our long-term goal of achieving net-zero emissions by 2050.

Looking ahead, Greenland will continue to uphold the values of integrity, innovation, and sustainable development. By strengthening corporate governance, enhancing stakeholder engagement, and embedding sustainability into every aspect of our business, we are committed to creating long-term value for our employees, customers, suppliers, and society while building a more sustainable future together.



# Business Overview

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**Board of Directors' Oversight Responsibilities:** The Board of Directors serves as the highest oversight body for Greenland's sustainability governance. It is responsible for reviewing the company's sustainability strategy, major risk management, annual ESG targets, and the content of the sustainability report, as well as overseeing the implementation of various sustainability performance initiatives. Board members possess professional backgrounds in manufacturing management, supply chain management, human resources, financial management, and risk control, enabling them to examine the sustainability risks and development opportunities facing the company from diverse perspectives. To

enhance the Board's capacity to manage sustainability issues, the company regularly organizes ESG-related training sessions covering topics such as climate change, carbon management, human rights protection, responsible supply chain management, occupational safety and health, and international sustainability standards, with the aim of strengthening directors' understanding of sustainability trends and regulatory requirements. The Board convenes at least one annual meeting dedicated to sustainability reporting, during which it reviews the following:

Sustainability strategies and goal setting

ESG performance results and improvement plans

Climate change and material risks

Management of human rights and labor rights

Governance issues

Responses to stakeholder concerns

Review and approval of sustainability report disclosures



To effectively advance sustainability initiatives, Greenland has established a Sustainability Committee under the authorization of the Board of Directors, with a senior management representative serving as the convener. The committee consists of leaders from Human Resources, Administration, Environmental, Health and Safety (EHS), Production, Quality Management, and Supply Chain Management, and is responsible for developing sustainability strategies, coordinating cross-functional implementation, and monitoring ESG performance.

# Company Overview

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Greenland integrates ESG (Environmental, Social, and Governance) principles into its corporate strategy and daily operations through a structured performance management framework. ESG performance is incorporated into annual operational objectives, with management and the Sustainability Committee regularly reviewing progress and implementation results to support strategic decision-making, resource allocation, and continuous improvement.

The company continues to focus on key sustainability priorities, including strengthening occupational health and safety, enhancing supply chain social responsibility and human rights management, improving energy efficiency and greenhouse gas reduction, and reinforcing ethical business practices, regulatory compliance, and risk management.

On the environmental front, Greenland promotes energy conservation, carbon reduction, renewable energy adoption, water resource management, and waste reduction while maintaining greenhouse gas inventory and energy management systems. These initiatives support the company's long-term vision of achieving net-zero emissions by 2050.

From a social perspective, Greenland is committed to providing a safe, healthy, diverse, and inclusive workplace through talent development, employee training, occupational safety, employee well-being programs, human rights protection, gender equality, and community engagement, thereby enhancing employee satisfaction and creating positive social impact.

In terms of governance, the company upholds a "Zero Tolerance" and "Zero Red Flag" management approach by strengthening ethical business conduct, compliance management, supplier oversight, internal audits, and stakeholder engagement. Through transparent disclosure and continuous improvement, Greenland will continue to enhance its ESG governance framework, establish measurable short-, medium-, and long-term sustainability goals, and work together with stakeholders to create long-term value while advancing toward becoming a leading ESG performer in the footwear industry.

# About Report

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## Report Description

This report is Greenland Business Group's 2025 Corporate Sustainability Disclosure Document, presenting the company's sustainability management approach, performance, and future commitments to employees, customers, suppliers, business partners, and other stakeholders. It demonstrates Greenland's progress in business management, employee development, social responsibility, environmental protection, and corporate governance.

Guided by the core values of integrity, people-oriented management, continuous improvement, and sustainable development, Greenland continues to strengthen its competitiveness through digital transformation, smart manufacturing, and ESG integration. The report discloses the company's management policies, implementation results, and future objectives across the Environmental, Social, and Governance (ESG) dimensions, reflecting Greenland's commitment to transparent communication and long-term sustainable value creation.

## Reporting Period and Scope

The reporting period covers **January 1, 2025, to December 31, 2025**, with selected initiatives and performance updates extended into 2026 to demonstrate ongoing progress. The scope includes Greenland Business Group's major operational sites and management systems, covering manufacturing operations, human resources, occupational health and safety, quality management, supply chain management, and environmental management.

The information disclosed in this report has been compiled and verified using data provided by relevant departments to ensure its accuracy, completeness, and consistency. Looking ahead, Greenland will continue to strengthen its sustainability governance, enhance disclosure quality, and work together with employees, customers, suppliers, and other stakeholders toward its long-term vision of achieving **net-zero emissions by 2050** and creating a more sustainable future.

# 2

## Strategy and Point

In 2025, Greenland focused its sustainability strategy on four key pillars: **Compliance Excellence, Responsible Supply Chains, Green Energy and Resource Management, and Inclusive Leadership for Transformation**. The company strengthened its compliance and risk management systems, implemented its “Zero Red Flags” management approach, and enhanced supply chain ESG performance through supplier engagement, training, and continuous collaboration.

To support its long-term goal of achieving **net-zero emissions by 2050**, Greenland continued to promote energy conservation, greenhouse gas reduction, renewable energy adoption, water resource management, and waste reduction initiatives to minimize the environmental impact of its operations.

On the social front, Greenland fostered a diverse, inclusive, and learning-oriented workplace by investing in digital learning platforms, leadership development, and professional training. The company also reinforced responsible supply chain management by promoting human rights protection, labor rights, ethical business practices, and transparent partnerships with suppliers.

## Abstract

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- ◆ Building a Sustainable Supply Chain and Responsible Corporate Governance through Excellence;
- ◆ Management; Responsible Supply Chains: Collaborating with Partners to Put Sustainable Values into Practice; Promoting Supplier Sustainability Management and Capacity Building; Sharing ESG Resources and Promoting Sustainable Engagement;
- ◆ Establishing Ethical Supply Chain Management Mechanisms; Working Together to Build a Sustainable Future for Supply Chains; Green and Renewable Energy; Greenhouse Gas Management and Carbon Reduction Initiatives Promoting the Adoption of Renewable Energy; Water Resource Management and Recycling;
- ◆ Sustainable Future; Inclusive Leadership Transformation; Establishing a Digital Learning Platform; Strengthening Management Competencies and Leadership Skills; Promoting an Inclusive and Diverse Workplace Culture; Continuously Expanding the Impact of Sustainability Education; Moving Toward a Learning Organization

# Strategy and Point

## Compliance Excellence

### **Compliance Excellence: Building Responsible Governance and Sustainable Supply Chains**

As global supply chain expectations continue to evolve, Greenland recognizes that sustainable business success depends not only on product quality and operational efficiency but also on regulatory compliance, human rights, labor rights, business ethics, and responsible supply chain management. As a trusted manufacturing partner of international brands, the company has established **Compliance Excellence** as a key sustainability priority and is committed to maintaining a **"Zero Red Flag"** management standard through prevention, monitoring, and continuous improvement.

### **Strengthening Compliance Management**

Greenland has established a proactive compliance management system by assigning dedicated personnel to oversee regulatory compliance and social responsibility. Clear roles, responsibilities, and communication mechanisms ensure that compliance requirements are effectively integrated into daily operations.

The company continuously monitors changes in applicable laws, regulations, and customer requirements related to labor practices, occupational health and safety, environmental protection, human rights, and business ethics. Regular reviews and risk assessments enable timely updates to internal policies and management systems, ensuring ongoing compliance.

### **Promoting Risk Prevention and Continuous Improvement**

To effectively manage compliance risks, Greenland has established early warning mechanisms for Zero Tolerance and Red Flag issues identified by customers. Through internal audits, management reviews, corrective actions, and continuous monitoring, the company minimizes compliance risks, strengthens corporate governance, and maintains the trust of customers and stakeholders.



# Strategy and Point

## Compliance Excellence

### Strengthening Supply Chain Compliance Collaboration

Greenland believes that sustainability extends beyond its own operations to the entire supply chain. The company actively works with subcontractors and suppliers to strengthen compliance management and promote responsible business practices throughout the value chain.

To support supplier development, Greenland regularly shares updates on applicable regulations, customer requirements, and ESG trends through training programs, awareness campaigns, and knowledge-sharing activities. Key topics include labor rights, human rights, occupational health and safety, environmental management, business ethics, and supply chain responsibility, helping suppliers strengthen their management capabilities and compliance awareness.

Greenland also conducts supplier evaluations, on-site audits, and follow-up improvement activities to monitor compliance performance and encourage suppliers to establish effective self-management systems. These efforts contribute to a transparent, accountable, and resilient supply chain.

### Creating Sustainable Value Through Compliance

As regulatory requirements and stakeholder expectations continue to evolve, Greenland remains committed to strengthening its compliance management framework by integrating ESG principles, risk management, and responsible supply chain practices into its sustainability strategy.



# Strategy and Point

## Responsible Supply Chain

### **Responsible Supply Chain: Working with Partners to Deliver Sustainable Value**

Greenland recognizes that sustainability extends beyond its own operations to the entire supply chain. As international customers continue to strengthen ESG expectations, the company is committed to building a transparent, accountable, and resilient supply chain that reduces risks, enhances competitiveness, and creates long-term sustainable value.

### **Strengthening Supplier Sustainability Management**

Greenland continuously improves the sustainability capabilities of its supply chain partners by regularly sharing updates on applicable regulations, customer requirements, and ESG expectations with subcontractors and tier-two suppliers. These initiatives help suppliers remain aligned with international standards and evolving compliance requirements.

### **Creating Long-Term Sustainable Partnerships**

Greenland believes that close collaboration with suppliers is essential to responsible supply chain management. By integrating ESG principles into supplier management and encouraging continuous improvement, the company works together with its partners to build a resilient, transparent, and sustainable supply chain that delivers long-term value for customers and stakeholders.



# Strategy and Point

## Responsible Supply Chain

Establishing an Ethical Supply Chain Management Mechanism: Greenland continues to strengthen supply chain risk management and transparency, gradually integrating supplier social responsibility management into its Supply Chain Management (SCM) system, and establishing mechanisms for supplier qualification reviews, sustainability performance assessments, and risk tracking. Through a systematic management approach, Greenland monitors and evaluates aspects such as human rights protection, labor rights, business ethics, environmental management, and regulatory compliance to ensure that supply chain partners comply with the company's sustainability policies and customer requirements. Working Together to Build a Sustainable Supply Chain Looking Ahead Looking ahead, Greenland will continue to deepen responsible supply chain management, strengthen collaboration with suppliers and build their capabilities, and promote the joint implementation of ESG principles among supply chain partners through transparent communication, continuous improvement, and a collaborative model of shared growth. We believe that only by working hand in hand with our supply chain partners can we establish a more resilient, competitive, and socially responsible sustainable supply chain system, and jointly create long-term value for both the industry and society.

Responsible Supply Chain	The Content of Organization
<b>Supplier Sustainability Management Policy</b>	Sustainability issues such as environmental protection, labor rights, human rights protection, occupational safety and health, and business ethics have been incorporated into the supply chain management policy
<b>Supplier Evaluation and Audits</b>	Assessment and monitoring in areas such as quality management, labor rights, occupational safety and health, environmental management, and business ethics
<b>Supply Chain Capacity Building</b>	Regularly provide subcontractors and second-tier suppliers with updates on regulations, customer requirements, and ESG-related information
<b>Human Rights and Business Ethics</b>	All suppliers are required to comply with the United Nations Universal Declaration of Human Rights, the International Labor Organization (ILO) core conventions, and local regulations.
<b>Sustainable Collaboration and Mutual Growth</b>	Actively share our sustainability strategies, management experience, and best practices with suppliers, and encourage our partners to participate in various ESG initiatives and social welfare programs

# Strategy and Point

## Green Energy and Resource Management

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### Green Energy and Resource Management

Greenland is committed to addressing climate change and resource challenges by integrating energy conservation, carbon reduction, resource recycling, and renewable energy initiatives into its business operations. Guided by its long-term vision of achieving **net-zero emissions by 2050**, the company continues to improve resource efficiency, reduce environmental impacts, and support the transition to a low-carbon economy.

### Greenhouse Gas Management and Carbon Reduction

Greenland continues to strengthen its greenhouse gas (GHG) inventory and carbon management system by establishing a reliable emissions database and regularly reviewing energy consumption and carbon emissions. These data provide the foundation for developing effective carbon reduction strategies and measuring environmental performance.

The company reduces operational carbon emissions through equipment optimization, improved production efficiency, and enhanced energy management practices. Based on its business development strategy, Greenland has established short-, medium-, and long-term carbon reduction targets and continuously monitors implementation progress to ensure ongoing improvement.

### Advancing a Low-Carbon Future

Looking ahead, Greenland will continue to enhance its carbon management framework in line with international net-zero trends and customer sustainability expectations. By expanding energy-saving initiatives, improving resource management, and strengthening environmental performance, the company is committed to building a greener, more resilient, and sustainable future.



# Strategy and Point

## Green Energy and Resource Management

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### **Water Resource Management and Recycling**

Greenland is committed to the sustainable use of water resources by continuously improving water efficiency through equipment upgrades, process optimization, and employee water conservation initiatives. The company also evaluates and implements water recycling systems to increase water reuse, reduce dependence on natural water resources, and support sustainable water management.

### **Waste Reduction and Circular Economy**

Greenland promotes waste reduction and circular economy practices through source reduction, process improvements, waste segregation, and resource recycling. The company has established management measures for production scraps, packaging materials, and industrial waste while working with qualified recycling partners to maximize resource recovery. Through continuous improvement initiatives, Greenland is progressing toward its long-term goal of reducing waste generation by **50%** and increasing resource efficiency.

### **Advancing a Sustainable Future**

Looking ahead, Greenland will continue to strengthen environmental management by enhancing energy efficiency, expanding renewable energy adoption, improving water conservation, and reducing waste. Through continuous innovation and collaboration with employees, customers, and supply chain partners, the company is committed to minimizing its environmental footprint, improving operational resilience, and advancing toward its long-term vision of achieving **net-zero emissions by 2050**.

# Strategy and Point

## Capacitive Leadership Transformation and Talent Development

### Inclusive Leadership and Talent Development

Greenland believes that people are the foundation of sustainable business growth, while leadership is the driving force behind organizational culture and transformation. To meet the challenges of a diverse, global, and multigenerational workforce, the company continues to strengthen its Inclusive Leadership strategy by developing leadership capabilities, promoting continuous learning, and fostering a workplace culture built on respect, diversity, and inclusion.

### Building a Digital Learning Platform

To improve learning accessibility and training effectiveness, Greenland has established an e-learning platform that supports knowledge management and talent development. The platform provides online courses, training videos, assessments, learning progress tracking, and course certification, enabling employees to pursue self-directed learning based on their roles and career development needs.

The digital learning system also allows the company to monitor participation, course completion, and training effectiveness, providing valuable insights for talent development while promoting a culture of continuous learning and knowledge sharing.

### Developing Leadership Capabilities

Greenland continues to invest in leadership development by providing structured training programs for managers at all levels. The curriculum covers key management competencies, including leadership, coaching, performance management, communication, team collaboration, and problem-solving.

組織與管理  
1005.00.1

進階管理課程

管理課程1-組織與管理

未完成  無限制

1 學分 負責人：劉彥廷

進階管理課程

1-1 當主管是一門專業

教練式管理思維培訓\_全部章節

未完成  無限制

1 學分 負責人：---

進階管理課程

1-1 當主管是一門專業

教練式管理思維培訓\_更新至第三章節

未完成  無限制

1 學分 負責人：葉祐任 經理

# Strategy and Point

## Inclusive Leadership Transformation and Talent Development

### Expanding Sustainability Learning

To further strengthen sustainability awareness, Greenland will continue to expand its digital learning platform beyond leadership development to include ESG, human rights, labor rights, occupational health and safety, fire safety, anti-harassment and anti-discrimination, the HERproject for women's empowerment, and business ethics.

Through diverse learning resources, online training, and continuous learning assessments, the company aims to enhance employees' professional capabilities, sustainability knowledge, and shared understanding of corporate values while fostering a culture of continuous learning across the organization.

### Building a Learning Organization

Greenland believes that continuous learning is essential to long-term competitiveness and sustainable growth. The company will continue investing in talent development and digital learning resources to strengthen its integrated talent development system.

#### Inclusive Leadership Transformation and Talent Development

- Continue to advance the Inclusive Leadership development strategy by strengthening managers' leadership capabilities through systematic training and the establishment of a digital learning platform

#### Establish a Digital Learning Platform

- Establish an internal corporate knowledge management and talent development platform. The system includes features such as course videos, online quizzes, learning progress tracking, course certification, and personalized learning plans.

#### Strengthening Management Functions and Leadership Skills

- Develop systematic management training programs tailored for managers at all levels, covering core competency training in areas such as organizational management, coaching-style leadership, performance management, communication skills, team building, and problem-solving.

#### Continuously Expanding the Impact of Sustainability Education

- Expand the content of the digital learning platform to cover ESG sustainability, human rights management, protection of workers' rights, fire safety, and occupational safety and health

#### Toward a Learning Organization

- Invest in talent development and digital learning resources, establish a comprehensive talent development system, and foster a culture of inclusive leadership and lifelong learning



## Strategy and Point

# Milestones and Key Performance Indicators Talent Development

Goal	FY26	FY27	FY28	FY29	FY30	Responsibility
Zero Red Flags and Zero Tolerance ( Non-ZT )	( ZT ) question ≤ 2	( ZT ) question ≤ 1	( ZT ) question ≤ 1	( ZT ) question 0	( ZT ) question 0	Operations Department
Training Participation Rate for Subcontractors and Tier-2 Suppliers (%)	≥ 30%	≥ 50%	≥ 70%	≥ 90%	≥ 100%	Operations Department
Compliance Audit Rate for Subcontractors and Tier-2 Supplier Factories (%)	≥ 15%	≥ 30%	≥ 45%	≥ 60%	≥ 75%	Operations Department
Supply Chain Management System	-	Pilot	≥ 50%	≥ 80%	≥ 100%	Operations Department.
Reduce the use of non-renewable energy percentage	Pilot Program	5%	10%	15%	-	Operations Department
Reduce waste generation percentage	Pilot Program	5%	10%	15%	20%	Operations Department
Reduce the percentage of non-reusable water used percentage	Pilot Program	5%	10%	15%	-	Operations Department

## Strategy and Point

# Duties and the ARCI Responsibility Matrix Talent Development

Proposal/Department	Business Department	Operations Department	Production Department	Purchasing Department	Finance Office
Zero Red Flags and Zero Tolerance ( Non-ZT ) ( Non-ZT )	R	A/R	C/R	R	I
Training Participation Rate for Subcontractors and Tier-2 Suppliers (%)	R	A/R	C/R	R	I
Compliance Audit Rate for Subcontractors and Tier-2 Supplier Factories (%)	R	A/R	C/R	R	I
Supply Chain Management System	C/R	C/R	R	A/R	R
Reduce the use of non-renewable energy percentage	C/R	A/R	C/R	C/R	I
Reduce waste generation percentage	C/R	A/R	C/R	C/R	I
Reduce the percentage of non-reusable water used percentage	C/R	A/R	C/R	C/R	I

# 3

## Human Rights Due Diligence Across the Entire Supply Chain

### Human Rights Due Diligence (HRDD)

As global supply chain expectations continue to evolve, Human Rights Due Diligence (HRDD) has become an essential element of sustainable business operations and responsible supply chain management. Greenland recognizes that long-term business success depends not only on economic performance but also on respecting human rights, protecting labor rights, and creating sustainable value for stakeholders.

### Human Rights Governance Framework

Greenland has established a human rights governance framework aligned with internationally recognized standards, including the **ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy (MNE Declaration)**, the **United Nations Guiding Principles on Business and Human Rights (UNGPs)**, and the **OECD**

## Abstract

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- ◆ Greenland Human Rights Due Diligence (HRDD)
- ◆ Implementation Framework
- ◆ Establishing a Risk Identification and Assessment Mechanism
- ◆ Establishing a Supply Chain Management System
- ◆ Establishing a Corrective Action and Follow-up Mechanism (CAP)
- ◆ Establishing a Grievance and Remedy Mechanism
- ◆ Integrated Occupational Safety and Health Management Information
- ◆ Disclosure and Performance Management
- ◆ Greenland's Future Goals

# Human Rights Due Diligence Across the Entire Supply Chain

## Framework for Implementing Human Rights Due Diligence (HRDD) in Greenland

### Human Rights Due Diligence (HRDD)

As global supply chain expectations continue to evolve, Human Rights Due Diligence (HRDD) has become an essential element of sustainable business operations and responsible supply chain management. Greenland recognizes that long-term business success depends not only on economic performance but also on respecting human rights, protecting labor rights, and creating sustainable value for stakeholders.

### Human Rights Governance Framework

Greenland has established a human rights governance framework aligned with internationally recognized standards, including the **ILO Tripartite Declaration of Principles Concerning Multinational Enterprises and Social Policy (MNE Declaration)**, the **United Nations Guiding Principles on Business and Human Rights (UNGPs)**, and the **OECD Guidelines for Multinational Enterprises**.

#### Establishing Human Rights Policies and Governance Systems

- Greenland has developed its Corporate Human Rights Policy and Supplier Code of Conduct in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs), the International Labor Organization (ILO) Core Conventions, and the OECD Guidelines for Multinational Enterprises, and is firmly committed to respecting and protecting the fundamental human rights of all employees and stakeholders.

#### Establish a Risk Identification and Assessment Mechanism

- Greenland regularly conducts human rights risk assessments to identify and analyze potential human rights issues that may arise in its own operations and supply chain.

#### Promoting Responsible Supply Chain Management

- Greenland has incorporated human rights requirements into its supply chain management system, requiring suppliers to comply with relevant laws and regulations, international labor standards, and the Code of Business Conduct, in order to jointly safeguard workers' rights and ensure a safe working environment.

#### Establish a Complaints and Remedies Mechanism

- Greenland has established an open, transparent, and confidential grievance mechanism, providing employees and stakeholders with a variety of communication channels, including suggestion boxes, a grievance hotline, email, and a mechanism for employee representatives to raise concerns.

# Human Rights Due Diligence Across the Entire Supply Chain

Establish a Risk Identification and Assessment Mechanism

## Human Rights Risk Identification and Assessment

Greenland believes that effective human rights management begins with prevention. In accordance with the **United Nations Guiding Principles on Business and Human Rights (UNGPs)**, the **OECD Guidelines for Responsible Business Conduct (RBC)**, and relevant **International Labour Organization (ILO)** standards, the company has established a systematic Human Rights Due Diligence (HRDD) process to identify, assess, and manage human rights risks across its operations and supply chain.

## Comprehensive Risk Assessment

The company regularly evaluates potential human rights risks across its operational sites, migrant worker management, contractors, suppliers, and tier-two suppliers. Assessments are conducted through document reviews, site visits, employee interviews, grievance analysis, and third-party audit results to identify and monitor potential risks.

Key assessment areas include forced labor, child labor, discrimination and harassment, working hours, wages and benefits, freedom of association, occupational health and safety, migrant worker rights, and supply chain labor practices. Country-specific regulations, industry characteristics, and supply chain conditions are also considered when evaluating risks.



# Human Rights Due Diligence Across the Entire Supply Chain

## Establish a Risk Identification and Assessment Mechanism

### Corrective Actions and Continuous Improvement

For suppliers identified as high risk, Greenland requires the implementation of a **Corrective Action Plan (CAP)** and monitors progress through on-site visits, document reviews, and management meetings. These measures help suppliers strengthen their management systems, address identified gaps, and reduce potential human rights risks.

The results of human rights risk assessments are also integrated into supplier selection, procurement decisions, and annual management reviews. This approach ensures that business decisions consider not only quality, cost, and delivery performance but also respect for human rights and responsible business conduct.

Greenland will continue to enhance its Human Rights Due Diligence (HRDD) system by developing a more comprehensive human rights risk map and early warning mechanism. Through data analysis, continuous improvement, and close collaboration with supply chain partners, the company aims to strengthen risk identification, improve management effectiveness, and build a transparent, accountable, and resilient sustainable supply chain.

Items
Labor Rights Management System
Work Hours and Compensation Management
Recruitment and Management of Migrant Workers
Occupational Safety and Health Management
Implementation of Human Rights Policies
Business Ethics and Anti-Corruption Systems
Operation of the Complaint and Remedy Mechanism



# Human Rights Due Diligence Across the Entire Supply Chain

## Establish a Risk Identification and Assessment Mechanism

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### Responsible Supply Chain Management

Greenland believes that sustainable business success depends not only on its own operations but also on the responsible practices of its supply chain partners. The company has established a responsible supply chain management system that integrates ESG principles—including human rights, labor rights, occupational health and safety, environmental protection, and business ethics—into supplier management. This framework covers supplier selection, performance evaluation, and continuous improvement to strengthen supply chain resilience and sustainability.

### Supplier Qualification and Code of Conduct

All new suppliers are required to undergo a qualification and risk assessment before cooperation begins. The evaluation covers legal compliance, operational capability, quality management, labor practices, occupational health and safety, environmental management, and business integrity. Suppliers operating in high-risk regions or industries may be subject to additional document reviews or on-site assessments.

Greenland also requires suppliers, subcontractors, and business partners to comply with its **Supplier Code of Conduct**, which includes requirements related to the prohibition of child labor, forced labor, discrimination, fair wages and working hours, occupational health and safety, environmental protection, data confidentiality, and anti-corruption. Suppliers are required to acknowledge these requirements and cooperate with the company's monitoring and audit processes.

### Supplier Audits and Corrective Actions

Supplier performance is regularly monitored through internal assessments, customer audit results, third-party audits, and on-site visits. When non-conformities are identified, suppliers must implement a **Corrective Action Plan (CAP)**, and Greenland tracks the implementation and effectiveness of corrective actions while providing guidance where necessary.

# Human Rights Due Diligence Across the Entire Supply Chain

## Establish a Risk Identification and Assessment Mechanism

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### Supply Chain Capacity Building

Beyond supplier oversight, Greenland is committed to strengthening the sustainability capabilities of its supply chain partners. The company regularly shares updates on regulations, customer requirements, and ESG trends while providing training on human rights, labor rights, occupational health and safety, environmental protection, and business ethics. These initiatives help suppliers improve their management systems and enhance their sustainability performance.

Greenland also encourages suppliers to participate in sustainability initiatives, including **HERproject**, **Vision Spring**, occupational health and safety programs, and community engagement activities, to create greater positive social and environmental impact across the supply chain.

### Enhancing Supply Chain Transparency

Greenland will continue to strengthen its supply chain management framework by developing a digital management platform and supply chain risk map to improve transparency, traceability, and management efficiency.

Through Human Rights Due Diligence (HRDD), supplier risk assessments, performance monitoring, and stakeholder engagement, the company continues to enhance supply chain resilience and responsible business practices while working closely with suppliers to build a transparent, accountable, and sustainable supply chain.

Supply Chain  
Capacity  
Building and  
Training

Continuously  
Improving  
Supply Chain  
Transparency

Supply Chain  
Risk  
Assessment  
Mechanism

# Human Rights Due Diligence Across the Entire Supply Chain

## Establish a Correction and Action Plan (CAP) Mechanism

### Corrective Action Plan (CAP)

Greenland believes that effective sustainability management requires not only identifying risks but also implementing timely corrective actions and continuous monitoring. In line with **Human Rights Due Diligence (HRDD)**, the **ILO Core Conventions**, customer requirements, and the principles of **Responsible Business Conduct (RBC)**, the company has established a systematic **Corrective Action Plan (CAP)** process to ensure that identified issues are effectively addressed and the risk of recurrence is minimized.

### Corrective Action Process

The CAP mechanism applies to findings identified through internal audits, customer audits, third-party social compliance assessments, occupational health and safety inspections, human rights risk assessments, supplier evaluations, and employee grievance mechanisms.

When a non-conformity is identified, the responsible department is required to conduct a **root cause analysis** to determine the underlying cause of the issue and implement effective corrective and preventive measures rather than temporary solutions.



# Human Rights Due Diligence Across the Entire Supply Chain

## Establish a Correction and Action Plan (CAP) Mechanism

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### CAP Improvement Process

When a non-conformity is identified, the responsible department develops a **Corrective Action Plan (CAP)** in accordance with the company's CAP management procedure. The plan includes the identified issue, root cause analysis, corrective and preventive actions, responsible department, implementation timeline, and expected outcomes.

The CAP process consists of the following steps:

1. **Problem Identification** – Define the non-conformity and assess its impact.
2. **Root Cause Analysis** – Identify the underlying cause using tools such as the 5 Whys or Fishbone Diagram.
3. **Corrective Action Planning** – Establish immediate corrective actions and long-term preventive measures.
4. **Implementation** – Execute the improvement plan according to the approved schedule.
5. **Effectiveness Verification** – Verify that corrective actions have been completed and intended objectives have been achieved.
6. **Closure and Follow-up** – Incorporate lessons learned into management reviews and ongoing risk monitoring.

### Improvement Tracking and Verification

To ensure the effective implementation of corrective actions, Greenland has established a systematic follow-up and verification process. Responsible departments regularly report progress and submit supporting evidence, including photographs, training records, equipment improvement reports, management procedure updates, and other relevant documentation.

# Human Rights Due Diligence Across the Entire Supply Chain

## Establish a Correction and Action Plan (CAP) Mechanism

### Zero-Tolerance Issue Management

For issues involving customer **Zero Tolerance** requirements or major compliance violations, Greenland activates a priority response mechanism to conduct immediate investigations, implement risk control measures, and prevent further impacts.

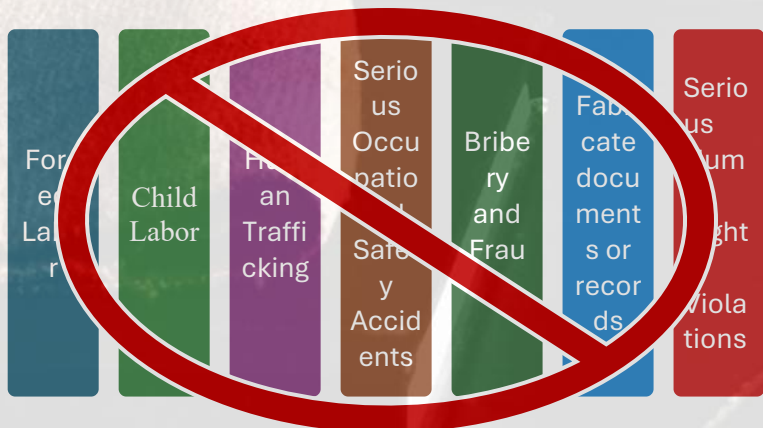
Zero-Tolerance issues include:

- Forced labor
- Child labor
- Human trafficking
- Serious occupational health and safety incidents
- Bribery and fraud
- Falsification of documents or records
- Serious human rights violations

In addition to immediate corrective actions, all Zero-Tolerance cases require comprehensive **root cause analysis**, management system reviews, and preventive measures to reduce the risk of recurrence and strengthen overall governance.

### Continuous Improvement and Performance Management

Greenland integrates the implementation of **Corrective Action Plans (CAPs)** into its ESG performance management and annual management review process. The company regularly analyzes non-conformity trends, recurrence rates, CAP completion status, and overall risk performance to continuously improve its management systems.



# Human Rights Due Diligence Across the Entire Supply Chain

## Establish a Complaints and Remedies Mechanism

### Grievance and Remedy Mechanism

Greenland believes that open communication and effective grievance mechanisms are essential to protecting employee rights, preventing human rights risks, and strengthening corporate governance. In accordance with the **United Nations Guiding Principles on Business and Human Rights (UNGPs)**, the **ILO Core Conventions**, and the principles of **Responsible Business Conduct (RBC)**, the company has established a comprehensive grievance and remedy mechanism that provides employees and stakeholders with safe, confidential, and accessible channels for raising concerns and seeking resolution.

### Multiple Communication Channels

To encourage open communication, Greenland provides multiple grievance and feedback channels, including:

- Employee Suggestion Box
- Human Resources Complaint Desk
- Employee and Union Representative Feedback Mechanisms
- Dedicated Complaint Email
- Anonymous Hotline
- Management Communication Meetings
- Employee Satisfaction Surveys and Interviews



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All employees, regardless of position, nationality, gender, or employment status, are encouraged to use these channels to submit suggestions, concerns, or complaints.

### Confidentiality and Non-Retaliation

Greenland is committed to protecting the confidentiality of all grievance cases. The company safeguards the identity of complainants and the information related to each case to ensure privacy throughout the investigation process.

The company also maintains a strict **non-retaliation policy**, prohibiting any form of retaliation, discrimination, intimidation, or unfair treatment against individuals who raise concerns in good faith. Any retaliatory behavior will be investigated promptly and handled in accordance with company policies to ensure the fairness, integrity, and credibility of the grievance mechanism.



# Human Rights Due Diligence Across the Entire Supply Chain

## Establish a Complaints and Remedies Mechanism

### Complaint Handling Process

To ensure that all complaints are handled fairly, promptly, and effectively, Greenland has established a standardized grievance management procedure. All complaints are received, investigated, and monitored by designated departments, with corrective actions implemented according to the nature and severity of each case.

The complaint handling process includes:

- ◆ **Receipt and Registration** – Receive and record the complaint.
- ◆ **Risk Assessment and Classification** – Conduct a preliminary assessment and determine the priority level.
- ◆ **Investigation** – Assign the appropriate department to investigate, conduct interviews, and collect relevant evidence.
- ◆ **Root Cause Analysis** – Verify the facts and identify the underlying causes of the issue.
- ◆ **Corrective Actions** – Develop and implement appropriate corrective and preventive measures.
- ◆ **Response and Follow-up** – Communicate the investigation results to the complainant and monitor the effectiveness of corrective actions.
- ◆ **Case Closure and Management Review** – Close the case after verification and incorporate key findings into management reviews and continuous improvement activities.

Through this structured grievance process, Greenland promotes transparency, accountability, and continuous improvement while ensuring that employee concerns are addressed fairly and effectively

Receipt and Registration of Complaints

Preliminary Risk Assessment and Classification

Assignment of a Dedicated Unit to Investigate

Conducting Interviews with Relevant Personnel and Collecting Information

Verification of Facts and Root Cause Analysis

Development of Improvement and Remedial Measures

Response to the Complainant and Follow-up on Improvement Results

Case Closure and Management Review



# Human Rights Due Diligence Across the Entire Supply Chain

## Establish a Complaints and Remedies Mechanism

### Expanding the Supply Chain Grievance Mechanism

Greenland extends its grievance and communication principles beyond its own operations by encouraging suppliers, contractors, and business partners to establish effective grievance mechanisms within their organizations. These requirements are incorporated into the company's responsible supply chain management framework to strengthen human rights protection and improve communication throughout the supply chain.

Through Human Rights Due Diligence (HRDD) and responsible supply chain management, Greenland continuously monitors grievance handling and worker protection across its supply chain, helping to identify and mitigate potential human rights risks.

### Performance Monitoring and Continuous Improvement

Greenland regularly reviews grievance data and incorporates the results into its ESG performance management and management review processes to drive continuous improvement.

### Key performance indicators include:

Number of grievance cases received

Grievance resolution rate

Average case resolution time (days)

Recurrence rate

ALLIANCE



# Human Rights Due Diligence Across the Entire Supply Chain

## Integrated Occupational Safety and Health Management

### Occupational Safety and Health Management

Greenland is committed to the management philosophy of "**Safety First, Prevention First, and Continuous Improvement.**" The company regards occupational safety and health (OSH) as a fundamental element of sustainable business operations and human rights protection. In accordance with the principles of the **International Labour Organization (ILO)**, applicable legal requirements, and the framework of **ISO 45001**, Greenland has established an integrated occupational safety and health management system to promote a safe, healthy, and supportive workplace through systematic risk prevention and continuous improvement.

### Occupational Safety and Health Governance

Greenland's OSH management system is led by senior management, with clearly defined responsibilities for all management levels and departments. The Occupational Safety and Health Committee regularly reviews safety performance, workplace incidents, investigation results, and corrective actions to ensure that safety management is fully integrated into daily operations.

### Hazard Identification and Risk Assessment

The company conducts regular workplace hazard identification and risk assessments to identify and control occupational risks commonly associated with footwear manufacturing. Key assessment areas include:

- Machinery and equipment safety
- Cutting and sewing machine operations
- Chemical handling and storage
- Dust and noise exposure
- Fire prevention and emergency preparedness
- Electrical safety
- Ergonomic and repetitive work risks
- Heat stress and high-temperature operations



# Human Rights Due Diligence Across the Entire Supply Chain

## Integrated Occupational Safety and Health Management

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### **Safety Education and Training**

Greenland promotes a strong safety culture by providing regular occupational safety and health (OSH) education and specialized training programs to enhance employees' safety awareness and risk prevention capabilities.

Training topics include:

New employee safety orientation

Fire safety

Chemical safety management

Emergency response procedures

Personal protective equipment (PPE)

Machinery and equipment safety

Contractor safety management

First aid and occupational accident response



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### **Health Promotion and Employee Well-being**

Greenland actively supports employee well-being through regular health examinations, occupational disease prevention programs, health education seminars, and mental health initiatives. For employees in high-risk positions, the company provides occupational health monitoring and follow-up management in accordance with regulatory requirements.

The company also encourages participation in health promotion activities to improve health awareness, enhance quality of life, and foster a healthy and supportive workplace.

### **Emergency Response and Incident Management**

Greenland has established a comprehensive emergency response system to strengthen workplace preparedness. Regular fire drills, evacuation exercises, and emergency response simulations help ensure that employees are familiar with emergency procedures and evacuation routes.



# Human Rights Due Diligence Across the Entire Supply Chain

## Integrated Occupational Safety and Health Management

### Human Rights and ESG Performance Indicators

Greenland integrates human rights, labor rights, occupational safety and health, and responsible supply chain management into its ESG performance management framework. Through measurable key performance indicators (KPIs) and regular management reviews, the company monitors implementation progress, evaluates management effectiveness, and drives continuous improvement.

### Human Rights Management

#### Key indicators include:

- Human rights policy coverage rate
- Human rights training participation rate
- Human rights risk assessment completion rate
- Employee human rights awareness improvement
- Number of human rights-related grievances and resolution rate

### Labor Rights

#### Key indicators include:

- Employee turnover rate
- Employee satisfaction
- Percentage of female managers
- Average employee training hours
- Number of labor-management meetings
- Labor grievance resolution rate

### Occupational Safety and Health

#### Key indicators include:

- Number of occupational injuries
- Lost-Time Injury Frequency Rate (LTIFR)
- Occupational safety training coverage
- Emergency drill completion rate
- Safety corrective action completion rate
- Employee health examination participation rate

Through continuous monitoring of these performance indicators, Greenland strengthens its ESG management system, enhances organizational resilience, safeguards employee rights and well-being, and advances its commitment to sustainable development and responsible business conduct.

# Human Rights Due Diligence Across the Entire Supply Chain

## Integrated Occupational Safety and Health Management

### Performance Monitoring and Management Review

Greenland regularly collects ESG performance data from all departments and reviews progress through management meetings, the ESG Committee, and senior management. For objectives that are not achieved or high-risk issues identified, the company initiates a **Corrective Action Plan (CAP)** to conduct root cause analysis, implement corrective measures, and verify improvement results, ensuring a continuous improvement cycle.

Performance outcomes are integrated into annual business planning and sustainability strategy development, providing an important basis for resource allocation, management improvement, and future target setting to ensure alignment between sustainability initiatives and business objectives.

### Transparency and Stakeholder Engagement

Greenland enhances transparency by regularly disclosing key sustainability performance and management results through its Corporate Sustainability Report, customer audit reports, supplier engagement activities, and internal communication programs. Key disclosures include human rights, labor practices, occupational health and safety, environmental management, responsible supply chain management, and corporate governance.

The company also actively gathers feedback from employees, customers, suppliers, and local communities to continuously improve its management systems, strengthen stakeholder engagement, and support the ongoing development of its sustainability strategy.

1

Establish a regular review and management process for sustainability performance.

2

Enhance information transparency and strengthen stakeholder communication.

3

Continuously improve disclosure quality and sustainability performance.



# Human Rights Due Diligence Across the Entire Supply Chain

## Greenland of Future Goal

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### Future Outlook

Looking ahead, Greenland will continue to uphold its core values of **People-Oriented, Integrity-Driven, and Sustainable Development**, while fully integrating **Human Rights Due Diligence (HRDD), Responsible Business Conduct (RBC)**, and **Environmental, Social, and Governance (ESG)** principles into corporate decision-making, operational management, and supply chain governance. As global expectations for sustainable supply chains continue to evolve and international brand partners place increasing emphasis on ESG performance, Greenland remains committed to enhancing its management maturity and building a more resilient, transparent, and internationally competitive sustainable business model.

### Strengthening Human Rights Due Diligence

Greenland will continue to enhance its Human Rights Due Diligence (HRDD) framework by establishing a comprehensive human rights risk mapping and early-warning system. The company will regularly conduct human rights risk assessments, stakeholder engagement, management reviews, and corrective action monitoring to proactively identify and address risks related to forced labor, child labor, discrimination, harassment, working hours, freedom of association, and migrant worker rights. Human rights awareness and accountability will also be reinforced through expanded training programs for employees and management across all operations.

### Advancing Responsible Supply Chain Management

The company will continue implementing its responsible supply chain strategy by expanding ESG assessments for suppliers and strengthening oversight of Tier 2 suppliers and key raw material providers. Greenland will further enhance supply chain transparency, traceability, and risk management through supplier training, capability-building programs, performance evaluations, and continuous improvement mechanisms.

# Human Rights Due Diligence Across the Entire Supply Chain

## Greenland of Future Goal

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### Accelerating Environmental Sustainability

Greenland will continue advancing its environmental sustainability strategy by promoting energy conservation, carbon reduction, renewable energy adoption, water stewardship, waste minimization, and circular resource management. The company will continuously improve energy efficiency and resource utilization while expanding greenhouse gas inventory management, carbon reduction initiatives, and green manufacturing projects. Guided by its long-term commitment to achieving **net-zero emissions by 2050**, Greenland will continue contributing to global climate action and reducing the environmental impact of its operations.

### Investing in People and Organizational Development

Greenland remains committed to fostering an inclusive, diverse, equitable, and opportunity-rich workplace. The company will continue promoting **Diversity, Equity, and Inclusion (DEI)**, inclusive leadership, digital learning, employee development, career advancement, health promotion, and employee well-being initiatives. Through continuous investment in human capital, Greenland aims to strengthen employee engagement, organizational resilience, and global competitiveness while cultivating a highly skilled and future-ready workforce.

### Creating Long-Term Sustainable Value

As a responsible corporate citizen, Greenland will continue strengthening corporate governance, enhancing transparency, and maintaining high standards of ethical business conduct. By working closely with employees, customers, suppliers, investors, and communities, the company seeks to create lasting economic, environmental, and social value for all stakeholders. Through continuous innovation, responsible management, and collaborative partnerships, Greenland is steadily progressing toward its vision of becoming a **global benchmark for sustainable development in the footwear industry**.

# Human Rights Due Diligence Across the Entire Supply Chain

## Overview of the Overall Supply Chain Course Schedule

Phase	Item	Date to be determined
2	Production of Online Course Materials for the “End-to-End Supply Chain” Course	March 1, 2026
3	First Training Session on the Overall Supply Chain: Introductory Course (ESG Team Leaders)	March 20, 2026
4	First Session of the Initial Training Course on the Overall Supply Chain (ESG Team Leaders)	May 15, 2026
	Second Session of the First Training Course on the Overall Supply Chain (ESG Team Leaders)	May 21, 2026
	Third Session of the First Training Course on the Overall Supply Chain (ESG Team Leaders)	May 29, 2026
	Fourth Session of the First Training Course on the Overall Supply Chain (ESG Team Leaders)	June 12, 2026
	Fifth Session of the First Training Course on the Overall Supply Chain (ESG Team Leaders)	June 19, 2026,
	Sixth Session of the First Training Course on the Overall Supply Chain (ESG Team Leaders)	June 26, 2026

Phase	Item	Date to be determined
5	Course Exam and Review (ESG Team Leaders)	July 3, 2026
6	Wrap-up Meeting (ESG Team Leaders and Supervisors)	July 10, 2026
7	On-site Leadership Training Session 1—By Department (VN)	July 20, 2026
	On-site Leadership Training Session 2—By Department (VN)	July 21, 2026
	On-site Leadership Training Session 3—By Department (VN)	July 22, 2026
8	On-site Leadership Exam and Feedback (VN)	July 23, 2026





# Human Rights Due Diligence Across the Entire Supply Chain

## Overview of the Overall Supply Chain Course Schedule

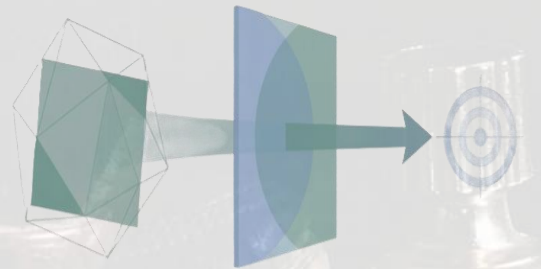
### Phase 3: Training Evaluation and Management Review

Following the completion of the training program, Greenland will evaluate its effectiveness through learning assessments, participant feedback, and management reviews. The results will be used to improve training materials, course content, and delivery methods, ensuring continuous enhancement of learning quality and organizational capability.

### Phase 4: Organization-wide Implementation

After completing the core team training, the company will expand the program to managers and supervisors across all departments. Customized training will be provided based on departmental functions and operational needs, including:

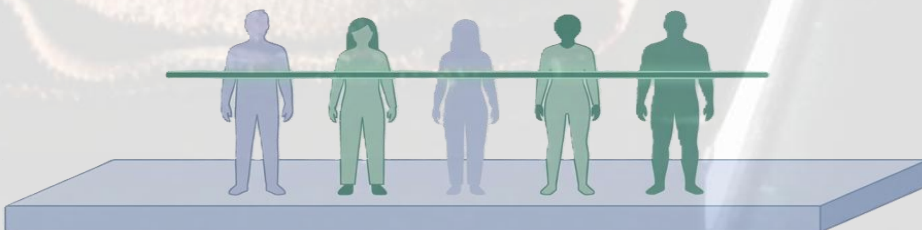
- Production Management
- Human Resources
- Procurement and Supply Chain
- Quality Management
- Environmental, Health and Safety (EHS)
- Administration



Through this phased approach, Greenland will progressively integrate ESG principles into daily operations and management practices while strengthening employee awareness, engagement, and accountability.

### Expected Outcomes

This initiative aims to establish a comprehensive ESG talent development framework and strengthen internal capabilities to meet evolving customer expectations, regulatory requirements, and market demands.



# 4

## AI Applications and the Advancement of Automation

### Smart Manufacturing and Automation

To improve production efficiency, reduce manual workload, and strengthen long-term competitiveness, Greenland continues to accelerate its transformation toward automation and smart manufacturing. A cross-functional automation committee has been established to integrate expertise from R&D, production engineering, information technology, and factory management in planning and implementing automation projects.

### AI-Powered Quality Management

Greenland is actively introducing artificial intelligence (AI) into its quality management processes. In collaboration with equipment suppliers and technology partners, the company is developing AI-based inspection systems for leather and sole quality. Using image recognition technology, these systems can automatically identify defects such as leather imperfections, scratches, bubbles, pores, and mold numbers, improving both inspection efficiency and quality accuracy.

## Abstract

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- ◆ Committee Responsibilities
- ◆ How Automation Initiatives Work
- ◆ Basic Data for Automation Initiatives
- ◆ Key Metrics for Automation
- ◆ ECRS Principles for Improvement

# AI Applications and the Advancement of Automation

## Committee Responsibilities

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### **Automation Promotion Committee**

To accelerate automation, digital transformation, and smart manufacturing, Greenland established an **Automation Promotion Committee** to lead the Group's automation strategy and implementation. The committee consists of representatives from the Development Center, Production Engineering, Information Technology, and manufacturing sites, promoting cross-functional collaboration to ensure the effective planning, execution, and continuous improvement of automation projects.

### **Strategy and Project Management**

The committee is responsible for developing the Group's automation strategy, annual implementation plans, and project priorities based on the operational needs of each manufacturing site. It regularly reviews project progress, resource allocation, and implementation results to maximize operational efficiency and ensure continuous improvement.

To support knowledge sharing, the committee is also developing an automation and **Kaizen** improvement database that captures best practices, technical documents, testing results, and successful improvement projects. A digital management platform will be introduced to enhance information sharing and cross-site collaboration.

### **AI Applications in Manufacturing**

Greenland continues to expand the application of artificial intelligence (AI) in manufacturing and quality management. Current initiatives include **AI-based leather defect recognition, AI sole quality inspection, and intelligent image analysis systems**. Working closely with equipment suppliers and technology partners, the company is improving inspection accuracy, production efficiency, and process management while advancing toward its vision of a smart factory.

# AI Applications and the Advancement of Automation

## How Does Automation Deployment Work?

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### **Automation Implementation and Knowledge Management**

Greenland regards automation as a key driver for enhancing manufacturing competitiveness and advancing smart manufacturing. Through a structured automation promotion framework, the company continuously improves production processes and drives technological innovation by integrating cross-functional collaboration, cross-site knowledge sharing, and external technical resources.

Automation initiatives are coordinated by the **Automation Promotion Committee**, with active participation from all manufacturing sites and relevant departments. Projects are managed through a structured implementation process covering strategic planning, technical evaluation, pilot testing, production deployment, and performance review.

### **KAIZEN and Automation Database**

To preserve and expand improvement achievements, Greenland has established a **KAIZEN and Automation Process Database**, jointly managed by the Automation Promotion Committee and the Central Lean/QIP Team. The database consolidates best practices, testing results, technical documentation, and improvement case studies from all manufacturing sites, including the **Lianying Plant, Lianshun Plant 1, Lianshun Plant 2, and the Cambodia Plant**.

The company will continue to enhance this system through a digital management platform to improve data accessibility, knowledge sharing, and cross-site collaboration.

### **Smart Manufacturing Development**

Each automation project undergoes a structured process including operational requirement analysis, technical evaluation, equipment validation, and benefit assessment before implementation in production. Greenland is also expanding the application of **artificial intelligence (AI), Automated Guided Vehicles (AGVs), and intelligent inspection technologies**.

# AI Applications and the Advancement of Automation

## Basic Data for Automation Implementation

### Automation Performance and Data Management

To support automation planning and evaluate improvement results, Greenland has established a comprehensive equipment and process database. By systematically analyzing equipment inventories, equipment categories, and automation adoption across all manufacturing sites, the company is able to assess its automation maturity and develop data-driven improvement strategies.

As of **2025**, Greenland operates **6,893** production machines, of which **467** are automated, representing an automation rate of **6.77%**. Among **234** equipment categories, **33** have been automated, accounting for **14.10%** of all equipment types. These results demonstrate the company's continued progress in expanding automation throughout its footwear manufacturing operations.

### Automation Performance Across Manufacturing Sites

Automation implementation varies across production sites according to manufacturing processes and operational requirements.

**Cambodia Plant:** 8.15%

**Lianshun Plant No. 2:** 7.82%

**R&D Center:** 6.16%

**Lianshun Plant No. 1:** 5.79%

**Lianying Plant:** 4.81%

Item	Unit	Total	Automated	Automation Rate
Total Equipment	Units	6,893	467	6.77%
Equipment Types	Types	234	33	14.10%

These improvements reflect each facility's ongoing efforts to optimize production through automation while building practical experience across different manufacturing processes.

### Data-Driven Smart Manufacturing

In addition to equipment statistics, Greenland evaluates key manufacturing indicators—including **Total Cycle Time (TCT)**, process steps, labor requirements, equipment utilization, and automation benefits—to support decisions on process optimization, equipment investment, and smart manufacturing development.

# AI Applications and the Advancement of Automation

## Key-Type Automated Data

### Automation Performance Assessment

To evaluate the effectiveness of automation in improving production efficiency, Greenland selected its key product **K Lo Lowmel (5120-5 / 1166490K)** as a case study. By analyzing the **Total Cycle Time (TCT)** of each production process, the company identified automation opportunities and established a data-driven foundation for future smart manufacturing initiatives.

The assessment showed a total production cycle time of **8,410 seconds**, with **1,732 seconds** completed through automated processes, representing an overall automation rate of **21%**. While automation has been successfully introduced in several operations, significant opportunities remain for further expansion.

### Automation by Production Process

Among all production processes, the **midsole process** has achieved **100% automation**, reflecting a mature and stable production model. The **cutting process** has reached **54% automation**, significantly reducing manual labor while improving material utilization.

Other production stages remain largely manual, with automation rates as follows:

**Outsole:** 28%

**Sewing:** 11%

**Midsole/Footbed:** 7%

**Molding:** 2%

These results identify the **sewing** and **molding** processes as key priorities for future automation. Greenland has already introduced **nine computerized sewing machines**, representing **33%** of its sewing equipment, and will continue upgrading equipment and optimizing processes to improve productivity and product quality.

### Continuous Improvement and Future Targets

Through automation, process optimization, and **Lean Manufacturing** initiatives, Greenland aims to reduce the total cycle time from **8,410 seconds** to **5,887 seconds**, eliminating **2,523 seconds** of processing time and **10 production steps**, with an overall productivity improvement target of **30%**.



# AI Applications and the Advancement of Automation

## ECRS Improvement Principles

### ECRS Improvement Principles

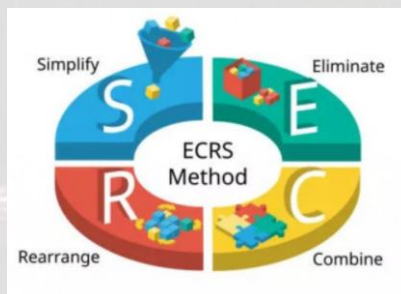
Greenland applies the **ECRS methodology** as a core tool for process optimization, automation assessment, and smart manufacturing. By systematically applying the four principles—**Eliminate, Combine, Rearrange, and Simplify**—the company identifies non-value-added activities, improves operational efficiency, reduces waste, and accelerates automation implementation.

#### E – Eliminate

The company eliminates activities that do not add value to the production process, including unnecessary transportation, repeated inspections, waiting time, manual record keeping, excessive material handling, and redundant movements. Through automation, digitalization, and process optimization, Greenland reduces unnecessary operations, minimizes labor intensity, and shortens production cycle time.

##### Key objectives:

- Eliminate non-value-added activities
- Reduce waiting time
- Minimize manual operations
- Reduce waste and shorten Total Cycle Time (TCT)



#### C – Combine

Greenland combines repetitive or related operations to reduce process steps and improve resource utilization. By integrating workstations, automation equipment, and multifunctional machinery, multiple tasks can be completed within a single workflow, reducing process changes, material handling, and labor requirements.

##### Key objectives:

- Reduce the number of production processes
- Improve equipment utilization

# AI Applications and the Advancement of Automation

## ECRS Improvement Principles

### R – Rearrange

Greenland optimizes production flow by reorganizing process sequences, equipment layouts, and material movement. Using **Value Stream Mapping (VSM)**, line balancing, and facility layout optimization, the company reduces transportation distances, minimizes work-in-progress (WIP), and eliminates production bottlenecks to improve overall manufacturing efficiency.

#### Key objectives:

- Optimize production flow
- Improve logistics efficiency
- Reduce work-in-progress (WIP)



### S – Simplify

Greenland simplifies manufacturing processes through standardization, automation, and digitalization to improve operational stability and product quality. Standard Operating Procedures (SOPs), automation equipment, AI-assisted inspection systems, and **Automated Guided Vehicles (AGVs)** are introduced to reduce operational complexity, minimize human error, and improve process consistency.

#### Key objectives:

- Simplify operations
- Improve product quality consistency
- Reduce training time

### Applying ECRS to Automation

The **ECRS methodology** serves as the foundation for Greenland's automation and smart manufacturing initiatives. Before introducing new equipment or automation technologies, each production process is evaluated to determine whether activities can be **eliminated, combined, rearranged, or simplified**, preventing the automation of inefficient processes.

# 5 Sustainable Development

## Sustainability Performance Highlights

In 2025, Greenland continued to strengthen its ESG strategy by integrating human rights, environmental management, and occupational safety and health into its core business operations. Through cross-functional collaboration and active participation across all manufacturing sites, the company further enhanced its sustainability performance and operational resilience.

### Social Responsibility

Greenland actively participated in the **Better Work Program, AOK Project**, and various community initiatives to promote labor rights, improve working conditions, and enhance employee well-being. Through ongoing human rights management and employee welfare programs, the company strengthened its corporate social responsibility performance while fostering positive relationships with employees and local communities.

## Abstract

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- ◆ Social Responsibility
- ◆ Environmental Management
- ◆ Fire Safety and Security
- ◆ Occupational Safety
- ◆ Cross-Functional Safety Inspections

# Sustainable Development

## Social Responsibility

### Better Work Performance

In **2025**, Greenland continued to strengthen labor rights, human resources management, and occupational safety and health through the **Better Work** program. Across the **GL, LTH, and KHRU** facilities, a total of **35 improvement findings** were identified, of which **23 were successfully completed**, achieving an overall completion rate of **65.7%**. These results demonstrate the company's continued commitment to improving working conditions and protecting employee rights.

### Improvement Highlights

**Occupational Safety and Health (OSH)** remained the primary focus, with **15 improvement actions** completed, representing more than **65%** of all completed cases. Improvements included fire safety, machine guarding, emergency evacuation routes, personal protective equipment (PPE) management, safety training, and workplace risk control, contributing to a safer working environment.

In **Human Resources Management**, five improvement actions were completed, covering employee record management, management system enhancement, training documentation, and internal process improvements. In addition, **two compensation and benefits improvements** were implemented to ensure continued compliance with local regulations and customer requirements.



# Sustainable Development

## Social Responsibility

### Community Engagement and Social Impact

In **2025**, the **GL, LTH, and KHRU** facilities organized a wide range of community engagement initiatives covering support for vulnerable groups, children's education, health promotion, environmental protection, and community development.

Throughout the year, Greenland contributed **US\$4,845** to community programs, with a total of **4,303 participants**, demonstrating strong employee engagement and the company's long-term commitment to corporate social responsibility.

### Supporting Communities

Greenland supported vulnerable communities through donation programs for senior citizens, providing essential daily supplies with **US\$546** in charitable contributions and the participation of **22 employees**. The company also supported children's healthcare through hospital donation programs, benefiting approximately **1,250 people**.

Activity	GL Plant	LTH Plant	KHRU Plant	Amount (USD)	Total Participants
Donations for the Elderly and Vulnerable Groups	16	6	-	\$546	22
Children's Hospital Donation Program	6	6	-	\$400	10
Sports Events	15	10	15	-	40
Blood Donation	237	200	-	-	437
Scholarships for Disadvantaged Students	-	6	-	\$181	6
Company-wide Sports Day	-	2,395	-	\$948	2,395
Sports Day for Children with Autism	-	-	1,250	\$1,595	1,250
Right Union Elementary School Scholarship Program	-	-	138	\$965	138
Community Donation	-	-	5	\$210	5
<b>Total</b>	<b>273</b>	<b>2,622</b>	<b>1,408</b>	<b>\$4,845</b>	<b>4,303</b>

# Sustainable Development

## Social Responsibility

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In 2025, Greenland continued implementing flagship programs including **Working Parents Skill**, **Vision Spring**, and the **RISE Program**, with a combined total of **3,027 participants** across its manufacturing sites.

The **Working Parents Skill** program was conducted at both the GL and LTH plants, engaging **960 employees**. Through training on family education, parent-child communication, childcare, and family relationship management, the program enhanced employees' parenting capabilities and work-life balance. The training achieved a coverage rate of **68%** at the GL plant and **30%** at the LTH plant, contributing to improved employee well-being, stronger family support systems, and greater organizational stability.

To promote employee health and well-being, the KHRU plant continued implementing the **Vision Spring** eye health program, benefiting **1,617 employees** with a training coverage rate of **71%**. The program provided vision screenings, eye health education, and access to vision care services, enabling employees to identify vision issues at an early stage and receive appropriate support. These efforts enhanced health awareness, improved work performance, and reduced occupational safety risks associated with poor vision.

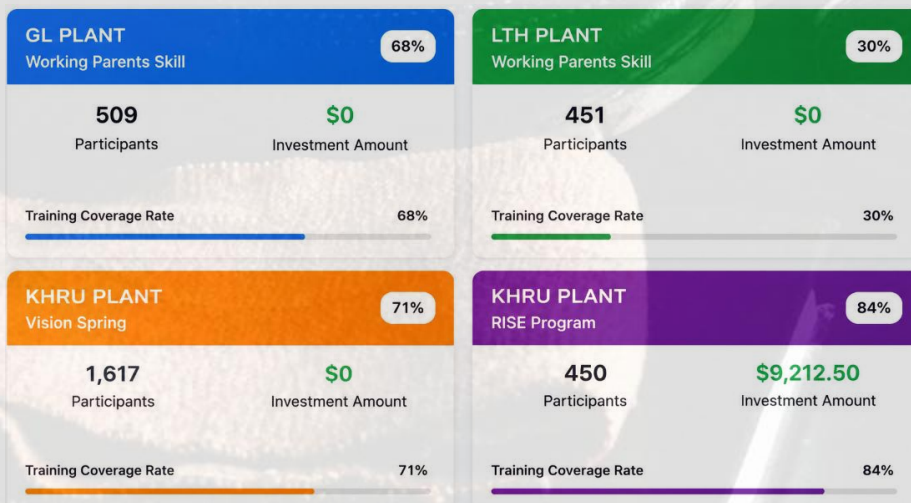
In addition, the KHRU plant further expanded the **RISE Program**, a women's empowerment initiative designed to strengthen leadership and professional development. The program engaged **450 employees** with a total investment of **US\$9,212.50**, achieving the highest training coverage among all initiatives at **84%**. The curriculum covered leadership development, communication skills, career planning, health management, financial literacy, and gender equality, empowering female employees to enhance their confidence, leadership capabilities, and career competitiveness while encouraging greater participation in management and decision-making. The program also reinforces Greenland's commitment to fostering a diverse, equitable, and inclusive (DEI) workplace culture.

# Sustainable Development

## Social Responsibility

- Key Results of the 2025 Project
- Total Participants: 3,027
- Working Parents Skill: 960
- Vision Spring Participants: 1,617
- RISE Program Participants: 450
- RISE Program Participants
- Funding: USD 9,212.5
- Highest Coverage Rate: RISE Program (84%)
- Vision Spring Coverage Rate: 71%
- GL Working Parents Skill Coverage Rate: 68%
- LTH Working Parents Skill Coverage Rate: 30%

Through employee empowerment, health promotion, and women’s development initiatives, Greenland continues to enhance employee well-being and workplace competitiveness, while actively fulfilling its commitments to the United Nations Sustainable Development Goals (SDGs) regarding good health and well-being (SDG 3), quality education (SDG 4), gender equality (SDG 5), and decent work and economic growth (SDG 8). °



# Sustainable Development

## Environmental Management

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Greenland continues to systematically evaluate the environmental management performance of its manufacturing facilities using the **Higg Facility Environmental Module (Higg FEM)**. Based on the assessment results, each facility develops targeted improvement plans to enhance energy efficiency, minimize environmental impacts, and strengthen overall environmental management capabilities. Through cross-functional collaboration, management system optimization, and the implementation of environmental improvement projects, all manufacturing sites demonstrated measurable progress in environmental performance during 2025.

The **GL plant** achieved a substantial improvement, with its overall Higg FEM score increasing from **57 to 75**, representing an **18-point increase**. The most notable progress was recorded in **chemical management**, which improved from **24 to 86 points (+62)**, reflecting strengthened chemical storage, handling, and control procedures. **Waste management** increased from **68 to 89 points (+21)**, while **wastewater management** improved from **21 to 55 points (+34)**, demonstrating enhanced waste segregation, recycling practices, and wastewater treatment performance. In addition, the plant maintained a perfect **Environmental Management System (EMS)** score of **100**, highlighting the maturity and stability of its environmental management framework.

The **LTH plant** improved its overall Higg FEM score from **63 to 65**, representing a **2-point increase**. While the overall improvement was moderate, the facility made significant progress in several key areas. **Energy management** increased from **55 to 66 points (+11)**, reflecting enhanced energy efficiency initiatives, while **wastewater management** rose dramatically from **5 to 73 points (+68)**, indicating substantial investments and improvements in wastewater treatment and discharge management. The plant will continue strengthening water resource management and environmental performance to further improve its environmental management maturity.

The **KHRU plant** recorded the most significant overall improvement, with its total Higg FEM score increasing from **26 to 67**, representing a remarkable **41-point increase**. Significant progress was achieved across all major environmental categories. The **Environmental Management System (EMS)** score increased from **22 to 90 points (+68)**, demonstrating the successful establishment of systematic environmental management practices. **Water management** improved from **50 to 93 points (+43)**, **waste management** increased from **19 to 73 points (+54)**, and **chemical management** rose from **20 to 73 points (+53)**. These improvements reflect the plant's rapid enhancement of environmental governance, operational controls, regulatory compliance, and environmental infrastructure.

# Sustainable Development

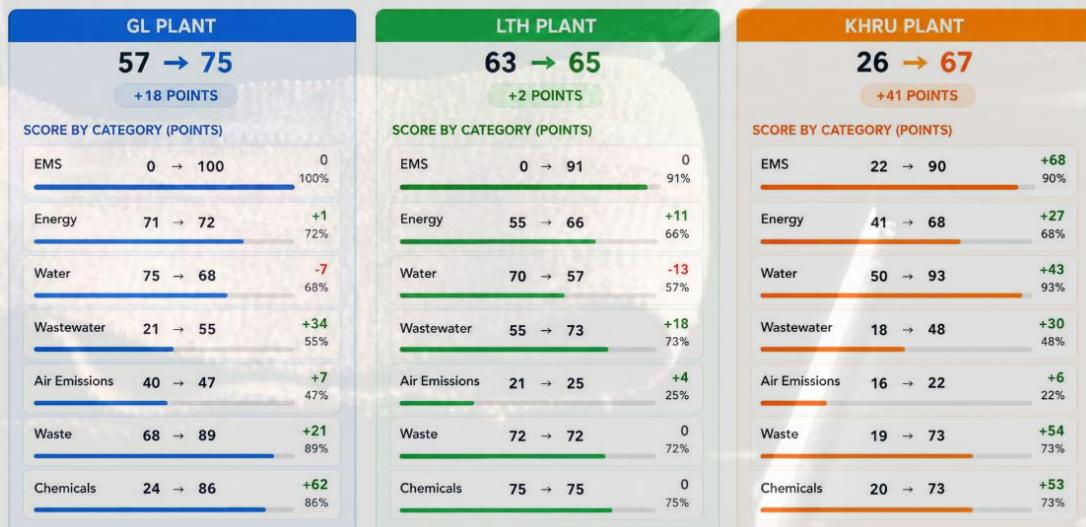
## Environmental Management

### Key Environmental Performance Results for 2025

- Overall Higg FEM Performance Improvement
- GL Plant: 57 → 75 (+18 points)
- LTH Plant: 63 → 65 (+2 points)
- KHRU Plant: 26 → 67 (+41 points)
- Most Significant Performance Improvements
- KHRU Plant – Environmental Management System (EMS): +68 points
- GL Plant – Chemical Management: +62 points
- KHRU Plant – Waste Management: +54 points
- KHRU Plant – Chemical Management: +53 points
- KHRU Plant – Water Resource Management: +43 points
- GL Plant – Wastewater Management: +34 points

Through continuous improvement and the ongoing enhancement of its environmental management systems, Greenland has significantly strengthened environmental performance across all manufacturing facilities. By integrating environmental sustainability into daily operations, production management, and decision-making processes, the company continues to improve resource efficiency, reinforce pollution prevention measures, and advance toward its long-term sustainability and low-carbon development goals.

#### HIGG FEM ENVIRONMENTAL PERFORMANCE IMPROVEMENT RESULTS – 2025



# Sustainable Development

## Environmental Management

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Greenland continues to advance energy efficiency improvements and accelerate its low-carbon transition through the adoption of renewable energy, energy-efficient technologies, and resource recycling initiatives. These efforts not only reduce energy consumption and operating costs but also enhance environmental performance and strengthen the company's long-term sustainable competitiveness.

In **2025**, Greenland invested a total of **US\$35,764** in energy-saving improvement projects across its manufacturing facilities. These initiatives generated **annual savings of US\$137,479**, resulting in a **net economic benefit of US\$101,715**. The results demonstrate that investments in energy efficiency create both significant financial returns and positive environmental impacts.

The **GL Plant** continued operating its **solar photovoltaic (PV) power generation system**, which delivered **annual electricity cost savings of US\$136,418**, making it Greenland's most effective energy-saving initiative. By increasing the use of renewable energy, the plant reduces dependence on conventional electricity, lowers greenhouse gas emissions, and supports Greenland's long-term commitment to achieving **net-zero emissions by 2050**.

To strengthen water stewardship, the **LTH Plant** implemented a **wastewater recycling and reuse project**, improving process water efficiency through wastewater recovery and optimized water management practices. The project generated **annual savings of US\$882**. In addition, the plant continued implementing **energy-efficient lighting management** by upgrading lighting equipment and optimizing electricity consumption, resulting in an additional **US\$179** in annual electricity savings. These initiatives demonstrate the effectiveness of continuous improvement in resource efficiency and operational performance.

# Sustainable Development

## Environmental Management

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The **KHRU Plant** further enhanced its energy performance through a comprehensive **energy-efficient equipment upgrade program**, with a total investment of **US\$35,764**.

The project included:

**LED Lighting System Upgrade:** Investment of **US\$7,764** to replace conventional lighting with high-efficiency LED fixtures, reducing lighting electricity consumption.

**Variable-Frequency Air Conditioning System:** Investment of **US\$28,000** to replace conventional air conditioning units with inverter (variable-frequency) systems featuring intelligent temperature control, significantly improving energy efficiency and reducing electricity consumption.

These equipment upgrades are expected to continue delivering long-term energy savings, lower operating costs, and further reduce greenhouse gas emissions in the coming years.

Overall, Greenland continues to strengthen its environmental performance through renewable energy adoption, energy efficiency improvements, resource recycling, and continuous investment in sustainable technologies. Energy conservation and carbon reduction have been fully integrated into the company's sustainability strategy, generating measurable economic value while significantly reducing the environmental impact of its operations. These achievements demonstrate Greenland's proactive approach to climate action and its long-term commitment to building a low-carbon, resource-efficient, and sustainable manufacturing business.

# Sustainable Development

## Environmental Management

### 2025 Energy Conservation Project Results

- Total Investment: USD 35,764
- Total Savings: USD 137,479
- Net Benefit: USD 101,715
- Savings from Solar Power System: USD 136,418
- Savings from Wastewater Recycling: USD 882
- Savings from Energy-Efficient Lighting: USD 179
- Investment in LED Lighting Equipment: USD 7,764
- Investment in Variable-Frequency Air Conditioning Equipment: USD 28,000

Moving forward, Greenland will continue to expand the proportion of renewable energy used, improve energy efficiency, and promote the application of green technologies. By gradually reducing carbon intensity, the company is steadily advancing toward low-carbon manufacturing and its vision of net-zero emissions by 2050.



### PROJECT DETAILS

PLANT	PROJECT	AMOUNT (USD)	IMPACT
GL Plant	<b>Solar Power Generation System</b> Operating solar PV system to generate clean energy and reduce reliance on conventional electricity.	<b>\$136,418</b>	SAVINGS
LTH Plant	<b>Wastewater Recycling &amp; Reuse</b> Recycle and reuse wastewater to improve water efficiency and reduce water usage.	<b>\$882</b>	SAVINGS
LTH Plant	<b>Energy-saving Lighting Management</b> Optimize lighting equipment and manage energy usage to reduce electricity consumption.	<b>\$179</b>	SAVINGS
KHRU Plant	<b>LED Lighting System Upgrade</b> Replace traditional lighting with high-efficiency LED fixtures to reduce electricity demand.	<b>\$7,764</b>	INVESTMENT
KHRU Plant	<b>Variable-Frequency Air Conditioning System</b> Replace conventional AC units with inverter (variable-frequency) systems to improve energy efficiency.	<b>\$28,000</b>	INVESTMENT

Note: Amounts are in USD.

# Sustainable Development

## Fire Safety and Security

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Greenland has always regarded occupational safety and employee health as fundamental pillars of its sustainable development strategy. To strengthen workplace safety awareness and enhance employees' emergency response capabilities, the company continuously implements comprehensive fire safety education, emergency preparedness programs, and specialized occupational safety training tailored to the operational characteristics and risk profiles of each manufacturing facility. Through systematic training, regular emergency drills, and ongoing safety awareness campaigns, Greenland continues to cultivate a proactive safety culture that minimizes occupational risks and supports a safe and healthy working environment.

In **2025**, Greenland conducted **fire safety training for 6,512 employees** across all manufacturing sites. Training covered fire safety regulations, fire prevention practices, proper use of fire extinguishers, emergency evacuation procedures, and emergency response protocols. The **KHRU Plant** recorded the highest participation with **2,912 employees**, followed by the **Shun II Plant** with **1,500 participants** and the **Lianying Plant** with **1,200 participants**, demonstrating the company's strong commitment to strengthening fire prevention awareness and emergency preparedness throughout its operations.

In addition to classroom training, Greenland regularly organizes **night-time fire evacuation drills** to simulate emergency evacuation and incident response under realistic conditions. During 2025, a total of **274 employees** participated in these practical exercises. Participation included **93 employees** at the Bangladesh Plant, **50** at the Shun II Plant, **43** at the KHRU Plant, **39** at the Yi'an Plant, and **36** at the Lianshun Plant. These drills verified the effectiveness of emergency response procedures while enhancing employees' practical response capabilities, strengthening disaster resilience, and improving emergency coordination across manufacturing facilities.

# Sustainable Development

## Fire Safety and Security

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To further strengthen occupational safety management, Greenland also delivered specialized training programs for employees engaged in high-risk operations. During the year:

- **136 employees** completed **Machinery and Electrical Equipment Safety Training**.
- **147 employees** completed **Working at Heights Safety Training**.
- **106 employees** completed **Hot Work Safety Training**.

These programs covered safe operating procedures, hazard identification, risk assessment and control measures, proper use of personal protective equipment (PPE), permit-to-work requirements, and emergency response procedures. The training further reduced occupational risks associated with high-risk activities while reinforcing employees' professional safety competencies.

Through systematic safety education, practical emergency drills, and continuous awareness campaigns, Greenland continues to strengthen employee safety awareness, improve individual risk management capabilities, and integrate occupational safety and health into daily operational management. Looking ahead, the company will continue expanding training programs covering fire safety, machinery safety, electrical safety, and high-risk work management. By combining preventive risk management with digital and smart safety management systems, Greenland remains committed to achieving its long-term goals of **zero major workplace accidents** and maintaining a **safe, healthy, and resilient workplace** for all employees.

# Sustainable Development

## Fire Safety and Security

### 2025 Occupational Safety Training Highlights

- Training Results
- Fire Safety Education and Training: 6,512 participants
- Nighttime Fire Evacuation Drills: 274 participants
- Mechanical & Electrical Equipment Safety Training: 136 participants
- Working at Heights Safety Training: 147 participants
- Hot Work Safety Training: 106 participants
- Key Achievements

Successfully implemented **fire safety education and training** across all manufacturing facilities, strengthening employees' fire prevention knowledge and emergency preparedness.

Conducted **regular nighttime fire evacuation drills** to validate emergency response procedures and improve practical evacuation capabilities.

Enhanced the **professional competencies of employees engaged in high-risk operations** through specialized occupational safety training.

	Fire Safety Training	Security Project-Related Training
Lianying Factory	1. Number of participants in fire safety training: 12,002 2. Nighttime drills (including Taiwan and mainland officers): 13	1. Safety Training for the Use of Machinery and Electrical Equipment: 37 people 2. Safety Training for Working at Heights: 39 people 3. Safety Training for Hot Work: 37 people
Lianshun Factory	1. Number of participants in fire safety training: 300 people 2. Nighttime drills (including Taiwanese and mainland officers): 36	1. Safety Training for the Use of Machinery and Electrical Equipment: 15 participants 2. Safety Training for Working at Heights: 21 participants 3. Safety Training for Hot Work: 15 participants
Shun Plant No. 2	1. Number of participants in fire safety training: 1,500 2. Nighttime drills (including Taiwanese and mainland officers): 50	1. Safety Training for the Use of Machinery and Electrical Equipment: 27 people 2. Safety Training for Working at Heights: 24 people 3. Safety Training for Hot Work: 20
Yi'an Plant	1. Number of participants in fire safety training: 250 people 2. Nighttime drills (including Taiwanese and mainland officers): 39 people	1. Safety Training for the Safe Use of Machinery and Electrical Equipment: 20 people 2. Safety Training for Working at Heights: 14 3. Safety Training for Hot Work: 14 people
Cambodia Plant	1. Number of participants in fire safety training: 2,912 2. Nighttime drills (including Taiwanese and mainland officers): 43	1. Safety Training for the Use of Machinery and Electrical Equipment: 15 2. Safety Training for Working at Heights: 17 3. Safety Training for Hot Work: 2 people
Bangladesh Plant	1. Number of participants in fire safety training: 350 2. Nighttime drills (including Taiwanese and mainland officers): 93	1. Safety Training for the Use of Machinery and Electrical Equipment: 22 people 2. Safety Training for Working at Heights: 32 people 3. Safety Training for Hot Work: 18 people

# Sustainable Development

## Occupational Safety

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Greenland continues to strengthen its Occupational Safety and Health (OSH) management system by preventing workplace accidents through comprehensive risk identification, safety education and training, equipment improvements, and routine workplace inspections. As production capacity and workforce size have expanded, however, the number of occupational injuries has increased at certain manufacturing facilities. To address this challenge, the company utilizes injury data analysis to identify accident trends, determine root causes, and implement targeted corrective and preventive measures that reduce workplace risks and continuously improve safety performance.

In **2025**, Greenland recorded a total of **25 occupational injury cases**, compared with **13 cases in 2024**, representing an increase of **12 cases**. The **KHRU Plant** experienced the largest increase, rising from **3 to 10 cases (+7)**, followed by the **Lianshun (LT) Plant**, which increased from **1 to 5 cases (+4)**, and the **Bangladesh (NA) Plant**, which increased from **1 to 2 cases (+1)**. Meanwhile, the **LTH Plant** remained stable at **6 cases**, and the **LD Plant** maintained **2 cases**, reflecting relatively consistent safety management performance at those facilities. The results indicate that while some plants have established mature safety management practices, additional efforts are required to strengthen risk control and workplace safety management at higher-risk sites.

Analysis of injury types shows that **crush injuries accounted for 56%** of all occupational injuries, making them the most common accident category. These incidents primarily occurred during machinery operation, material handling, and production activities, highlighting the importance of strengthening machine safety and human-machine interaction controls. **Other injuries accounted for 22%**, while **impact injuries** and **puncture wounds** each represented **9%**, and **burn injuries** accounted for **4%**. These findings indicate that machine guarding, equipment safety devices, workplace behaviors, and safe operating practices remain key priorities for continuous improvement.

# Sustainable Development

## Occupational Safety

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In response to the high proportion of crush injuries, Greenland has implemented a series of equipment safety enhancement measures, including strengthening machine guarding management, installing safety sensors and interlock systems, improving hazard warning signage, and establishing comprehensive equipment inspection and preventive maintenance programs. The company also reinforces employee compliance with Standard Operating Procedures (SOPs) through machinery safety training, supervisory workplace inspections, operational risk assessments, and behavior-based safety observations.

To further reduce workplace risks, Greenland continues to strengthen the management of high-risk operations, including machinery operation, working at heights, hot work, and electrical safety. Accident prevention is supported through safety case studies, near-miss reporting, workplace safety observations, and continuous hazard identification activities. Every occupational injury is subject to mandatory accident investigation, root cause analysis, and the implementation of corrective and preventive actions (CAPA) to prevent recurrence and continuously improve safety performance.

Looking ahead, Greenland will continue enhancing its Occupational Safety and Health management system by integrating automation technologies, smart safety management solutions, and proactive risk early-warning mechanisms to reduce hazards associated with manual operations and equipment use. Through continuous employee training, strengthened workplace supervision, and the promotion of a proactive safety culture, the company remains committed to achieving its long-term goals of **Zero Serious Occupational Accidents** and maintaining a **Safe and Healthy Workplace** for all employees.

# Sustainable Development

## Occupational Safety

### Key Findings from the 2025 Occupational Injury Analysis

#### Occupational Injury Performance

- 2024 Occupational Injury Cases: 13
- 2025 Occupational Injury Cases: 25
- Year-over-Year Increase: 92.3%
- Injury Type Distribution
  - Crush Injuries: 56%
  - Other Injuries: 22%
  - Impact Injuries: 9%
  - Puncture Injuries: 9%
  - Burn Injuries: 4%

#### Key Improvement Priorities

Strengthen **machinery and equipment safety** through improved machine guarding and preventive maintenance.

Enhance **workplace safety management** by reinforcing risk assessment, inspections, and operational controls.

Reduce **crush injuries**, the most common injury type, by improving human-machine interaction safety and safe work practices.

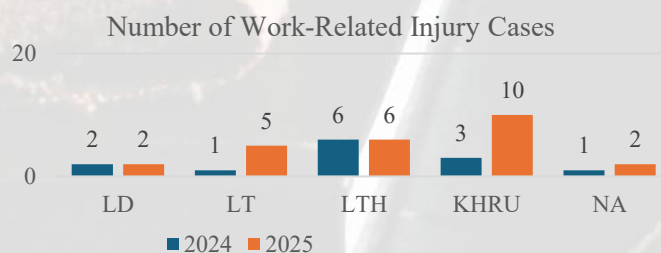
Expand **specialized safety training** for high-risk operations, including machinery operation, working at heights, hot work, and electrical safety.

Promote a **Near-Miss Reporting System** to proactively identify hazards and prevent incidents before injuries occur.

Accelerate the adoption of **smart safety technologies**, automation, and digital risk monitoring to reduce manual operation risks.

Continue advancing toward Greenland's long-term objective of **Zero Serious**

**Occupational Accidents** through continuous improvement and a proactive safety culture.



# Sustainable Development

## Cross-Check

Greenland continues to strengthen its Occupational Safety and Health (OSH) management system through a **cross-site safety inspection program**, officially implemented in **2025**. The program brings together safety professionals from different manufacturing facilities to conduct mutual inspections, enabling each site to identify workplace hazards from an independent, third-party perspective while promoting the exchange of best practices and continuous improvement in safety management.

The cross-site inspections focused on **five key safety management areas**:

- Mechanical Safety
- Electrical Safety
- Chemical Safety
- Fire Safety
- Personal Protective Equipment (PPE) Management

During **2025**, Greenland conducted **two comprehensive cross-site safety inspections**, in **June** and **December**, identifying a total of **60 improvement items**. All identified issues were successfully corrected, verified, and closed, achieving a **100% corrective action completion rate**. This result demonstrates the company's strong commitment to systematic occupational safety management and continuous improvement.

Analysis of the inspection findings showed that **fire safety** represented the largest proportion of improvement opportunities, with **22 findings (36.7%)**. The primary issues involved fire protection equipment, emergency exit management, fire compartment integrity, and emergency response facilities. Corrective actions included equipment upgrades, improved safety signage, and enhanced employee training.

**Electrical safety** ranked second with **14 findings (23.3%)**, mainly involving electrical equipment management, power distribution systems, wiring conditions, grounding systems, and preventive maintenance. All facilities completed the required corrective actions in accordance with applicable safety standards, significantly reducing electrical hazards.

# Sustainable Development

## Cross-Check

Results of the 2025 Cross-Functional Safety Inspections

Number of inspections: 2 (June, December)

Total number of issues identified: 60

- Rate of completed improvements: 100%
- Fire safety issues: 22 (36.7%)
- Electrical safety issues: 14 (23.3%)
- Chemical Safety Issues: 11 (18.3%)
- Mechanical Safety Issues: 7 (11.7%)
- PPE Management Issues: 6 (10.0%)

Management Outcomes

All deficiencies have been corrected and verified

Established a cross-plant safety management communication mechanism

Enhanced risk identification and prevention capabilities

Strengthened fire and electrical safety management

Continuously pursuing the goal of zero major workplace safety incidents

### 2025 Cross-Functional Safety Inspection Statistics (All issues have been fully resolved )

Factory	Machine Safety		Electrical Safety		Chemical Safety		Fire Safety		Personal Protective Equipment (PPE)		Total
	6/21	12/17	6/21	12/17	6/21	12/17	6/21	12/17	6/21	12/17	
Lianyung Factory			1	1	1	2	3	6			14
Lianshun Plant No. 1			2	4			3	2			11
Lianshun Plant No. 2	1	2		1	1			1	1		7
Cambodia Plant	3	1	2	3	4	3	5	2	3	2	28
<b>Total</b>	7		<b>14</b>		11		<b>22</b>		6		

# Conclusion

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## 2025 ESG Disclosure Report

In **2025**, the **Greenland Business Group** officially published its standalone **ESG Disclosure Report**, reaffirming the company's commitment to transparency, responsible business practices, and sustainable value creation.

### Environmental

Greenland continues to strengthen its environmental sustainability strategy by implementing a comprehensive low-carbon management framework aimed at reducing greenhouse gas emissions and minimizing environmental impacts. The company actively promotes renewable energy adoption, resource recycling, and energy efficiency improvements while investing in innovative technologies and operational upgrades to optimize resource utilization and support its long-term commitment to achieving **net-zero emissions by 2050**.

### Social

Greenland is committed to building a **diverse, equitable, inclusive, and safe workplace** where employees are empowered to grow and succeed. The company also actively contributes to community development by supporting local education, employment opportunities, public welfare initiatives, and community engagement programs. Through these efforts, Greenland continues to strengthen positive relationships with stakeholders while creating shared value for employees, communities, and society.

### Governance

Greenland upholds high standards of corporate governance by emphasizing transparency, accountability, operational efficiency, ethical business conduct, and regulatory compliance. The company continuously strengthens its governance framework to ensure that business operations comply with environmental, legal, and ethical requirements while enhancing overall corporate governance effectiveness and stakeholder confidence.

To further advance its sustainability strategy, Greenland established a dedicated **Sustainability Committee**, responsible for formulating ESG strategies, driving sustainability initiatives, monitoring implementation progress, and reviewing performance on a regular basis. The committee ensures that sustainability considerations are embedded throughout the company's business operations, decision-making processes, and long-term development strategy.