

2025

Sustainability Report

boragroup

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Sustainability Report

boragroup

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CHAPTER 01

Preface

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1 — 2 Sustainability Awards

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1 — 5 Key Highlights



I. About the Report

Bora Pharmaceuticals Co., Ltd. (hereinafter referred to as “Bora Pharmaceuticals”, “the Company” or “the Group”) has published sustainability report annually since 2021 as the channel to communicate non-financial information with stakeholders. The content primarily covers Bora Pharmaceuticals’ business operations and sustainability-related practices.

Reporting Boundary and Scope

The financial performance data disclosed in this report are consistent with the data in the consolidated financial statements publicly issued by the Bora Group. As for the non-financial (sustainability) data, the disclosure encompasses the Taipei headquarters, TWi Pharmaceuticals Taipei, Zhunan Site, Tainan Site, Zhongli Site, Taoyuan Site, SunWay Xizhi Site, Maple Grove Site (Minnesota, USA), Baltimore Site (Maryland, USA), and Mississauga Site (Canada). If the disclosure boundary of any specific metric differs from the aforementioned scope, an additional explanatory note will be provided in the respective section or data point to ensure transparency of the information.

Reporting Period

From January 1, 2025 to December 31, 2025.

Publication Overview

This report is published annually in both Chinese and English, and is made available on the official website of Bora Pharmaceuticals for stakeholders to download.

- Current edition: Published in July 2026
- Previous edition: Published in July 2025

Basis of Preparation

This report is prepared in accordance with Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies. The report adopts the 2021 version of the GRI Standards published by the Global Reporting Initiative (GRI). The report also follows the industry standards of the Sustainability Accounting Standards Board (SASB) and the framework of the Task Force on Climate-related Financial Disclosures (TCFD). An index of the GRI Standards and SASB content is provided in the appendix for quick reference and review.

Internal Review and External Assurance

The information and data disclosed in this report are provided by the respective internal responsible units and are compiled and edited by the Sustainability Report Preparation Team. The initial draft was reviewed and modified by the heads of various functional sub-committees under the Sustainability development committee, submitted to the Committee for discussion, and finally presented to the Board of Directors for approval before publication. To enhance the quality and credibility of the report's disclosures, the Company commissioned TÜV Rheinland Taiwan Ltd. to conduct an independent Type II verification at a moderate level of assurance in accordance with the AA1000AS v3 standard. Please refer to the appendix of this report for the full text of the Independent Assurance Statement.

Feedback

If you have any feedback or suggestions regarding the content of this report, please feel free to contact us.

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II. Sustainability Awards

2025/6/23

World Finance
The most sustainable company in the pharmaceutical industry

2025/9/16-2026/9/16

EcoVadis Rating
"Committed" Level recognition

2024/9/24-2026/03/22

Morgan Stanley Capital International ESG Rating
A Rating

2025/4/30-2026/4/29

Corporate Governance Evaluation (TWSE)
Top 6–20% bracket

2025/10

《Canada`s Safest Employers》
Winner of the Bruce Power Award for Canada's Safest New Employer 2025

2025/11/26

TCSA Taiwan Corporate Sustainability Awards
Taiwan Corporate Sustainability Outstanding Performance Award

TCSA Taiwan Corporate Sustainability Awards
Sustainability Report Award—Silver Level

2025

Business Weekly
Top 100 Carbon Competitiveness

2025/6/23

FTSE Russell Score
3.5 points (perfect score of 5 points)

III. Message from the Chairman

Since Bora's founding in 2007, ours has been a path that demands patience. Contract pharmaceutical manufacturing is not an industry where speed alone determines outcomes. What matters is the sustained accumulation of technical capability, regulatory credibility, customer trust, and — critically — the organizational capacity to genuinely integrate new businesses after each acquisition. In that sense, CDMO is perhaps the clearest proof of concept for what sustained execution actually looks like.

2025 was the year our multi-year investments began translating more concretely into operational capability. Our CDMO platform's international footprint is now largely complete, with manufacturing sites in Taiwan, the United States, and Canada each carrying a defined technical mandate. Group-wide quality management standards have strengthened and converged as new sites came under scope. Commercially, new CDMO contract signings reached a record high for the year, and our specialty pharmaceutical business continued to gain share in pediatric epilepsy — both tangible indicators that Bora's dual-engine model is earning recognition in international markets, and a clearer signal of where our next investments should go.

Setting environmental targets requires the same rigor we apply to manufacturing. We recognize that decarbonization involves real coordination across a multi-site network and meaningful capital allocation. Our approach has been to progressively extend Scope 1 and 2 inventory coverage across all group entities, while initiating SBTi alignment and Scope 3 preparation at our Canadian facility. Establishing executable near-term milestones — rather than commitments that exist only at the declaration level — is a consistent principle in how we approach environmental governance.

Access to medicine is a long-term concern at the center of what we do. Patients with rare diseases are frequently underserved because the market size does not justify investment by mainstream pharmaceutical developers. Bora's continued presence in this space — through the supply of VIGAFYDE®, Vigadrone, Deflazacort, and the Promise of Support® Program — reflects both a deliberate strategic choice and our view of what responsible pharmaceutical development requires in practice.

On talent and organization, as one of the few companies in Taiwan where more than half of our workforce consists of non-local employees, Bora believes more than anyone that diversity and inclusion are not just slogans, but measurable everyday practices. As of the end of 2025, women represented 46.14% of Bora Group’s mid- to senior-level management, demonstrating that female talent plays a meaningful role in our leadership pipeline and key decision-making. In Taiwan, our gender pay ratio has also approached 1:1. This continuous and comprehensive investment in building an inclusive workplace is what enables Bora to attract and retain exceptional talent. We recognize that the ability to attract and retain capable people over time is a prerequisite for executing on any of our longer-term goals.

The pharmaceutical operating environment continues to shift: regulatory expectations are rising, technology cycles are compressing, and supply chain resilience requires earlier and more deliberate positioning given the broader geopolitical and economic context. Our response is to strengthen internal governance and risk management frameworks, ensure decision-making at every level is adequately informed, and maintain timely, transparent communication with our stakeholders. This 2025 Sustainability Report is our annual account to all stakeholders and an opportunity for internal review. I am grateful to our shareholders, customers, suppliers, regulators, community partners, and every Bora employee — your commitment is what drives Bora's progress toward becoming a top-ten global CDMO.

Chairman of Bora Pharmaceuticals
Bobby Sheng



IV. Business Overview

1. Company Operations

Company Profile

Founded in 2007, Bora Pharmaceuticals is a leading global pharmaceutical services company driven by the vision of "Contributing to Better Health All Over the World." Bora operates under a dual-engine business model that integrates CDMO (Contract Development and Manufacturing Organization) services with the development and commercialization of rare disease and specialty innovative drugs commercialization of our own (pharma sales business). We not only help pharmaceutical and biotech partners optimize product development, accelerate time to market, and expand supply capacity to meet the needs of patients worldwide, but also focus on niche markets and rare diseases in the United States, striving to enhance patients' quality of life through strong and proven channel capabilities.

Through continued investment in talent, manufacturing and sales, and entry into the biologics business, Bora keeps upgrading its operations and advancing sustainable development. Guided by our mission of "reliably on time, consistently in full, we are committed to high quality, efficiency, and reliability, setting new benchmarks in the pharmaceutical and CDMO industries.

Development History

2007
Bora Pharmaceuticals was founded by Bobby Sheng with a mission of "Contributing to Better Health All Over the World" and to become a world-leading pharmaceutical services company.

2007-2012
Bora emerged as a development-scale CDMO and top CNS/neurology product distributor in Taiwan, with Lexapro and Lendormin as key market blockbusters.

2013-2016
Acquired Eisai's Tainan facility, marking Bora's first scalable CDMO move. Continued investing in R&D and expanding via in-licensed pharmaceutical products.

2018-2020
Expanded small molecule CDMO through acquisitions in Zhunan, Taiwan (ex-Impax/Amneal), and Mississauga, Canada (ex-GSK). Successfully integrated the Canadian site during COVID-19.

2022-2023
Completed the acquisition of Upsher-Smith and a Maryland-based site (ex-Emergent) to drive business transformation, and made a strategic investment into Tanvex to provide global biomanufacturing services.

2024
- Bora entered large molecule sector, acquired Eden Biologics, and established Bora Biologics.
- Acquired Bora Pharmaceuticals Laboratories Inc. (formerly Ambio Pharmaceuticals), obtaining niche ANDA products and pipelines to further strengthen Bora's competitive position in the US market.
- The acquisition also added two oral dosage manufacturing facilities and one ophthalmic manufacturing facility, which will become key production hubs for Bora's future growth.
- Merged with Taiwan's complex generics leader TWi.
- Bora becomes major shareholder of SunWay Biotech.
- Bora listed on Taiwan Stock Excha
- Launched Dexlansoprazole DR in the U.S., named a top 2023 launch by IQVIA.

2025
bora
The Bora Way is here!
Completed a strategic alliance with Tanvex BioPharma, a CDMO and biosimilar developer.

2. Industry Association Memberships

Name / Position		
	Member, Institute for Biotechnology and Medicine Industry (IBMI)	Member, Taiwan Pharmaceutical Manufacturers Association (TPMA)
	Member, Taiwan Mergers & Acquisitions and Private Equity Council (MAPECT)	Member, Taiwan Pharmaceutical Marketing and Management Association (TPMMA)
	Member, Chinese National Association of Industry and Commerce (CNAIC)	Member, Taiwan Bio Industry Organization (Taiwan BIO)
	Youth Committee, Chinese National Association of Industry and Commerce (CNAIC Youth Committee)	

3. Bora's Mission and Vision

Bora adheres to a high-standard corporate value of "choosing to do what's right, not what's easy." In addition to providing high-quality pharmaceutical products, we are committed to providing reliable and efficient manufacturing and services for the health and well-being of people around the world. We will continue to uphold the philosophy of "doing the right thing," follow the spirit of the United Nations Sustainable Development Goals (SDGs), act in alignment with SDG 3 "Good Health and Well-being," SDG 8 "Decent Work and Economic Growth," and SDG 12 "Responsible Consumption and Production," and strive in areas such as promoting global health and well-being, establishing responsible operational models, and advancing sustainable industrial development to create long-term value for society.

Executing our strategy based on BORA STAR



Bora's Cultural Values

“Acknowledge and respect individual professional strengths” is rooted in Bora’s spirit of innovation and R&D. As a result, Bora Pharmaceuticals has been recognized multiple times by Asia’s leading human resources publication, HR Asia - awarded the “Best Company to Work for in Asia - Taiwan” in 2019, and honored with both the “Best Company to Work for in Asia” and the “WeCare HR Asia Most Caring Company Award” in 2024. Looking ahead, Bora will continue to cultivate talent, serve its clients, and strive to become a premier employer and pharmaceutical service provider.

The Bora team delivers top-quality products with the highest standards of Quality Assurance and Quality Control. The R&D team of the Company’s pharma sales business continuously innovates in eye of forming a resilient and competitive portfolio to mitigate pricing and supply chain risks. Such reflects Bora’s core value of providing better health to the world.



4. Strategic Growth Path

Company Operations

Bora operates under a dual-engine strategy of CDMO and pharma sales to create a comprehensive value chain best fit for the Company’s growth trajectory. Its products cover value-added pharmaceutical manufacturing and clinical stage services as well as generic drugs, branded drugs, and rare disease medications. These 2 business units complement each other.

Bora's mergers and acquisitions consist of the two approaches of strategic M&A and bolt-on M&A, with a strategy of dual tracks to accelerate growth and build an integrated one-stop CDMO pharmaceutical platform. Following a significant leap in operational scale in 2024 and business consolidation in 2025, Bora's competitiveness in the CDMO and global Pharma Sales platforms has gained international recognition, winning the Biotech Breakthrough Awards' "Overall Biotech Company of the Year" award and the Outsourced Pharma Leadership Awards' "Best New or Emerging/Transformed CDMO” award in 2025.



CDMO (Contract Development and Manufacturing Organization)

We provide complete one-stop and end-to-end CDMO services and utilize two supply hubs in Asia and North America to meet our customers' diverse supply chain needs.

Small Molecule Drug CDMO

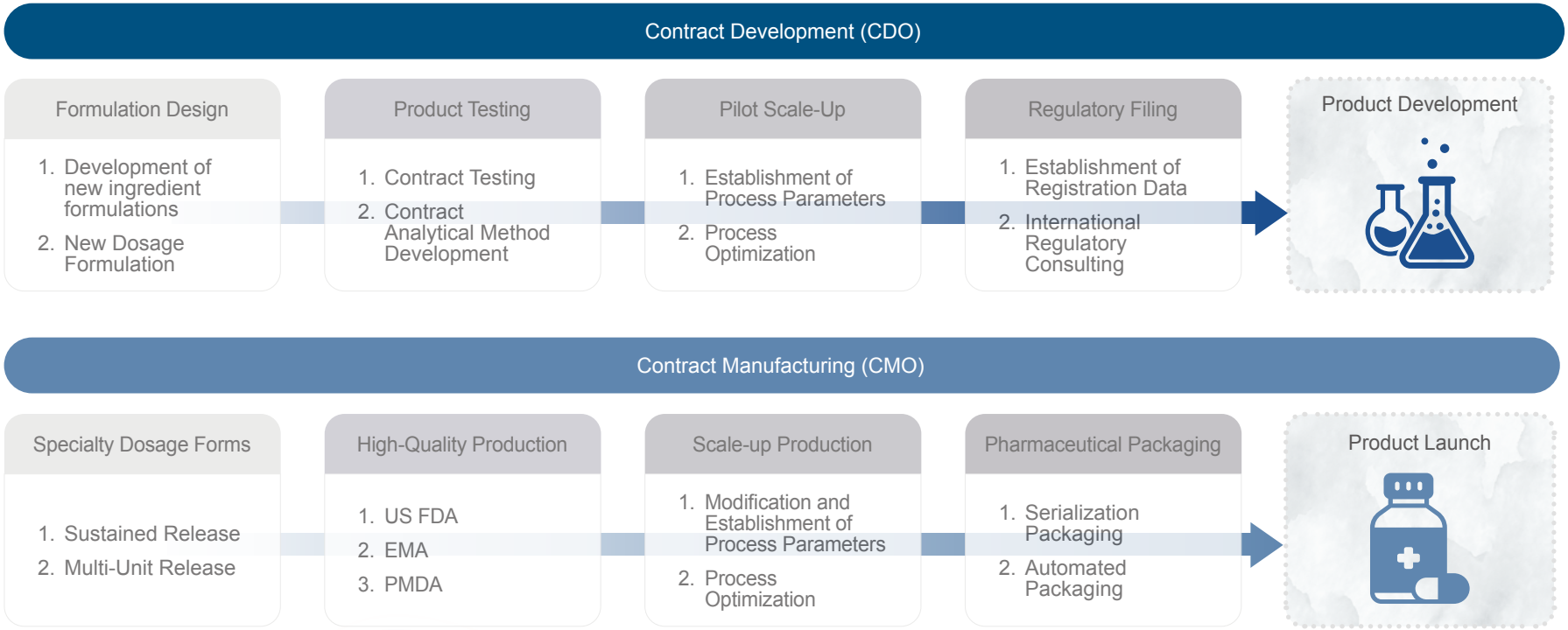
Provides manufacturing of various dosage forms, including oral solids (tablets, capsules), nasal sprays, oral liquids, topical semi-solid forms, and eye drops. Skilled in advanced solubility and bioavailability technologies including controlled or sustained release platforms. Services covers end-to-end from process optimization, clinical trial batches to commercial production.

Sterile Injection Filling

Establishes a one-stop shopping capability with fill/finish in syringes, vials and lyophilized products.

Large Molecule Drug CDMO

Covers development, design, and manufacturing services for large molecules including cell culture, antibody drugs, ADC (antibody-drug conjugates), and multi-specific antibody drugs.



Global Pharma Sales

We operate the following two businesses through Upsher-Smith in Minnesota, USA:

1. Rare Diseases and Specialty Drugs: Accounting for approximately 45% of global Pharma Sales revenue, patent-protected new dosage-form orphan drugs that are self-developed, acquired, or in-licensed are sold through specialty pharmacy channels in the United States, such as VIGAFYDE® oral solution, Vigadrone powder, and the Duchenne muscular dystrophy treatment Deflazacort.
2. Complex Generics: Accounting for approximately 55% of global Pharma Sales revenue, these proprietary, acquired, or licensed-in high-barrier generics are sold in the U.S. market, including treatments such as Dexilant for gastroesophageal reflux disease and extended-release Potassium Chloride ER for hypokalemia.

We operate the following business through Sunway Biotech, an emerging stock company:

Taiwan Market: Occupying a low share of revenue, this business primarily involves the agency or in-licensed sale of medications for depression, Parkinson's disease, etc. The company is also engaged in the fermentation process of raw materials for health supplements and the branded business in this area.

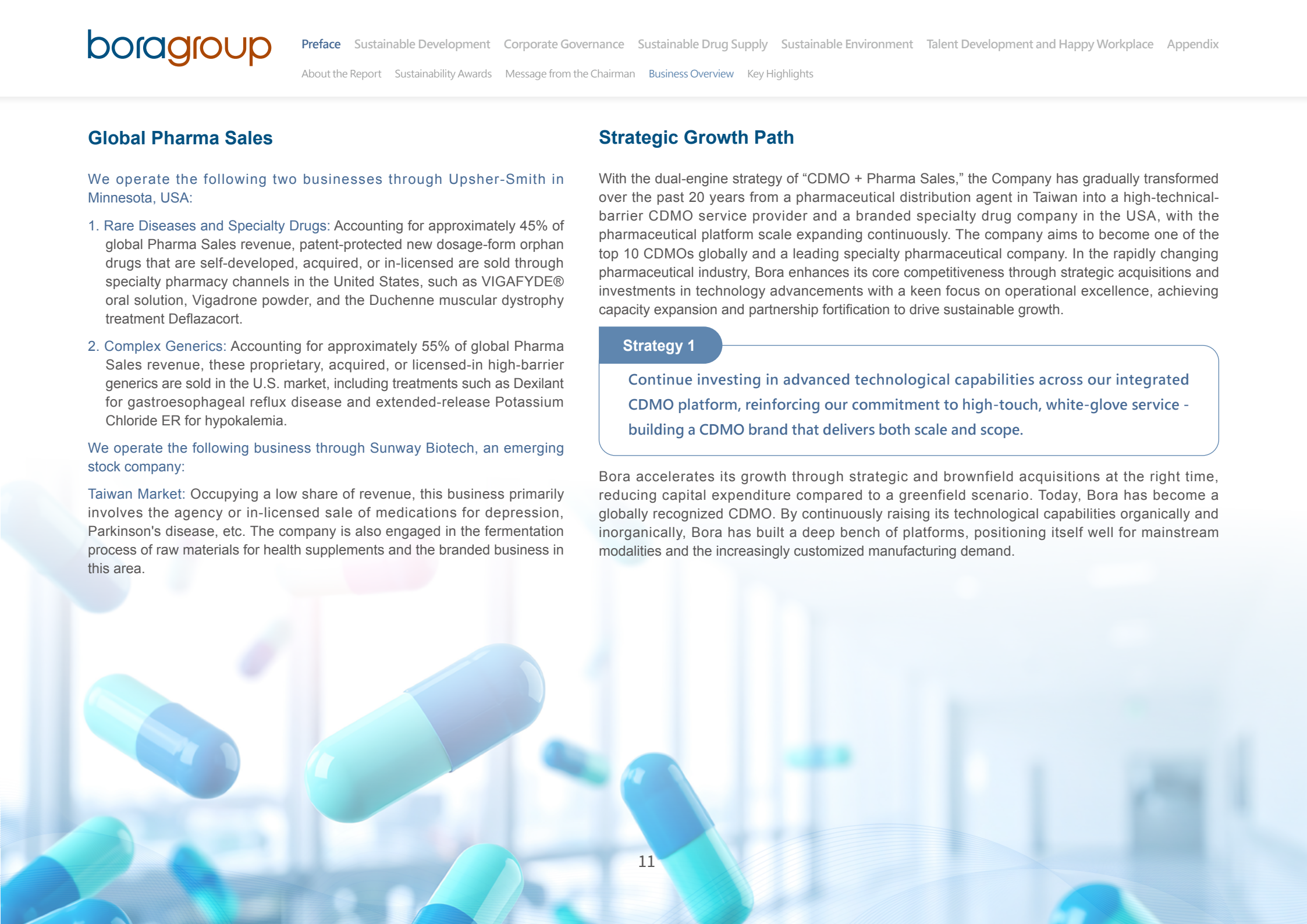
Strategic Growth Path

With the dual-engine strategy of “CDMO + Pharma Sales,” the Company has gradually transformed over the past 20 years from a pharmaceutical distribution agent in Taiwan into a high-technical-barrier CDMO service provider and a branded specialty drug company in the USA, with the pharmaceutical platform scale expanding continuously. The company aims to become one of the top 10 CDMOs globally and a leading specialty pharmaceutical company. In the rapidly changing pharmaceutical industry, Bora enhances its core competitiveness through strategic acquisitions and investments in technology advancements with a keen focus on operational excellence, achieving capacity expansion and partnership fortification to drive sustainable growth.

Strategy 1

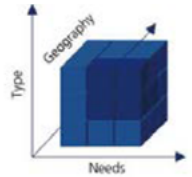
Continue investing in advanced technological capabilities across our integrated CDMO platform, reinforcing our commitment to high-touch, white-glove service - building a CDMO brand that delivers both scale and scope.

Bora accelerates its growth through strategic and brownfield acquisitions at the right time, reducing capital expenditure compared to a greenfield scenario. Today, Bora has become a globally recognized CDMO. By continuously raising its technological capabilities organically and inorganically, Bora has built a deep bench of platforms, positioning itself well for mainstream modalities and the increasingly customized manufacturing demand.



Strategy 2 Leverage Bora's Extensive CDMO Experience to Transform Facilities Acquired, New-to-Bora CDMO Network for Maximum Efficiency Both for ROI and Operational Scale-Up

Creating Synergies Greater Than 1+1 > 2 through M&A: Ongoing Investment in Integration and Transformation to Enhance Competitiveness

	February 2018	March 2020	May 2022		April 2024	August 2024
	Former Impax Owned Site	Former GSK Owned Site	Acquired Existing Ophthalmic Drug Manufacturing Facility from TWi	Former TWi Site	Upsher-Smith	CDMO Business from Emergent
Acquisition Target	Acquired a large-scale small molecule manufacturing facility that successfully passed US FDA inspection, enabling significant export capacity for small molecule drug formulations.	• Expanded the capacity of finished dosage form (FDF) production • Acquired formulation technologies for liquid and topical products • Gained regulatory qualifications for market access in Europe and Canada	Acquired formulation technology for ophthalmic solutions	• Acquired small-batch production capabilities for hormone-based and other specialized generic drugs • Acquired an R&D laboratory	• Expanded the capacity of FDF production • Gained strategic proximity to the U.S. market and leading pharmaceutical manufacturers	• Entered the sterile injectable drug market • Captured high-return entry opportunities in the fill-finish sector
Post-Acquisition Integration	• Enhanced and expanded technical capabilities • Expanded product portfolio • Established workflows and knowledge base for servicing external clients • Debottlenecking and capacity enhancement completed in 2025	• Transitioned to a CDMO business model • Optimized direct labor deployment • Completed the 2025 capital expenditure plan	• Transitioned to a CDMO business model • Enhanced and broadened technical capabilities	• Transitioned to a CDMO business model • Established an R&D center in the U.S. focused on 505(b)(2) applications and central nervous system (CNS) drug development	• Segregated sales and manufacturing operations as part of the transition to a CDMO business model • Established a new technology platform to meet the demand for localized manufacturing in the United States	• Expanded into a fully integrated, one-stop service model • The Flex Pro automated production line was completed and accepted in July 2025
		Capital Investment Plan for 2025			Capital Investment Plan for 2025	Capital Investment Plan for 2025
	Zhunan Site	Canada Site	Taoyuan Site	Zhongli Site		Baltimore Site
	Production Capacity and Technology Platform	Dosage and Product Portfolio	Reengineering and Technology Platform	Reengineering and Technology Platform		Dosage and Product Portfolio

Strategy 3

The R&D team of the Company's pharma sales business continuously innovates in eye of forming a resilient and competitive portfolio to mitigate pricing and supply chain risks. Such reflects Bora's core value of providing better health to the world.

Since 2022, Bora has been supplying generic drugs to the U.S. market. The Company is committed to maintaining fair competition in the pharmaceutical market. The "Generic Pharmaceuticals Pricing Antitrust Litigation" in which the subsidiary, Upsher-Smith, is involved is a multi-district litigation (MDL) in the U.S., primarily focusing on allegations of price manipulation and anti-competitive behavior in the generic drug market. As of April 2026, our subsidiaries were involved in litigation related to a total of 22 drug products. Although our subsidiaries are named as defendants in some of these cases, the relevant complaints do not involve allegations of specific misconduct and, overall, the cases remain in the stages of judicial review and legal proceedings. The progress of the litigation is as follows:

1. The bellwether trial (Phase 2) in the MDL case is scheduled to commence in September 2026.
2. Other cases are proceeding sequentially with pre-trial preparations or are scheduled for trial after 2028.
3. Relevant cases in various U.S. states are largely in a stayed state or are awaiting the outcome of the MDL.
4. Relevant litigation in Canada was dismissed by the court in February 2026, with all claims against our subsidiaries rejected.

Facing the aforementioned legal risks, the Company continues to take proactive risk management and responsive measures, including acting in accordance with relevant court procedures, continuously paying attention to the progress of the case, and taking necessary legal actions when appropriate. At the same time, we continue to strengthen our internal compliance and business conduct management mechanisms to ensure operations align with fair competition and relevant regulatory requirements, mitigate potential risks, and protect the interests of our stakeholders.

Strategy 4

Integrate AI into key decision-making processes to improve the reliability of everyday operations.

Bora Pharmaceuticals' AI strategy is centered on enhancing the reliability of our operations and execution, rather than pursuing highly experimental applications. As a one-stop CDMO spanning across Asia and North America, we are introducing AI into existing operational workflows in a strategic and pragmatic manner - primarily to help capture and integrate the organization's tacit knowledge, improve overall efficiency, and reduce risk while delivering more predictable outcomes for our partners. Bora currently expects to begin an initial collaboration with an AI startup on efficiency improvements in related areas.

For example, in process and analytical development, AI can assist in confirming direction - drawing on existing data analysis to support decision-making, shorten trial-and-error cycles, and improve development efficiency. In addition, by applying AI to document generation, regulatory interpretation, quality analysis, and decision support, Bora can consolidate the experience and tacit knowledge previously dispersed across departments, strengthening the consistency and traceability of our operations. On data security, any adoption of AI must be built on a solid foundation of information security and data protection. The customer confidential information, process know-how, and regulatory documentation involved in the pharmaceutical industry are highly sensitive assets that must never be compromised. Accordingly, Bora's collaboration with an AI startup will adhere to one fundamental principle: all data and information flows remain contained within Bora's own controlled environment and will never be exposed to any public or external models.

5. Consolidation Strategy

Bora continues to strengthen its global operational footprint and technological capabilities through strategic and bolt-on acquisitions. Because in pharmaceutical contract manufacturing, capacity precedes technology as the core source of competitive advantage - and because building greenfield facilities in the highly regulated pharmaceutical industry is extremely time-consuming - Bora trades time for partnerships, typically using strategic acquisitions to secure capacity along with a stable customer base and existing orders, then deploying capital expenditure to optimize its technological structure and production efficiency. At the same time, on the global pharma sales side, Bora evaluates bolt-on acquisition opportunities through its subsidiaries - such as acquiring branded generics or securing new dosage-form opportunities for existing marketed products - where the focus is on adding revenue and EBITDA on top of existing core capabilities and sales networks.

Company Facility Information

Taiwan Facilities



Taoyuan Site

One of the few facilities in Taiwan specializing in ophthalmic solutions.



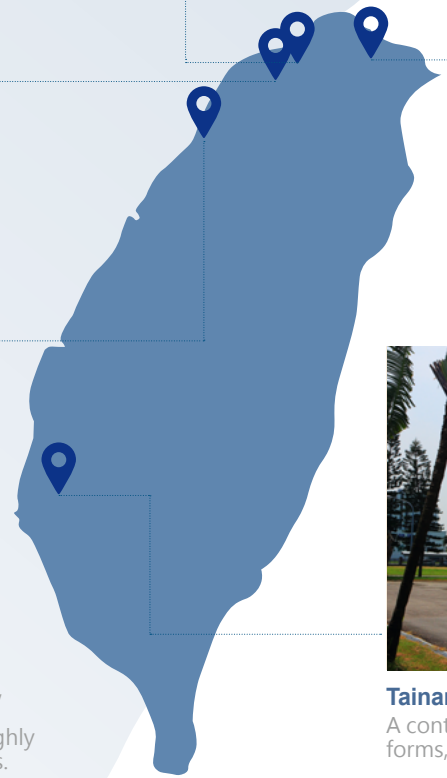
SunWay Xizhi Site

Focus on the research, design, and manufacturing of Monascus (red yeast) and lactic acid bacterial strains, offering fully customized supply of health supplement ingredients.



Zhongli Site

Produce a variety of oral solid dosage forms, semi-solid formulations, and oral suspensions. Equipped with dedicated production lines for high-potency hormones, primarily for export to the U.S.





Zhunan Site

Manufacture oral solid dosage forms such as tablets and capsules. Continuously invest in advanced processing, automation equipment, laboratory analytical instruments, and quality management systems. Focus on the production of sustained-release, controlled-release, highly potent active ingredient products, and related bridging technologies. Primarily for export to the U.S.



Tainan Site

A contract manufacturing site for capsule and tablet dosage forms, certified under PIC/S GMP standards.

Company Facility Information

Overseas Facilities



Mississauga Site (Canada)

Specialize in tablets, capsules, semi-solid, and liquid dosage forms, including its in-house packaging lines. The site meets PIC/S world-class standards, with products exported to North America, South America, Europe and other regions.



Baltimore Site (Maryland, USA)

A sterile injectable filling facility that has passed the U.S. FDA inspection, with production lines including clinical and commercial non-viral sterile filling, freeze-drying, and pre-filled syringe filling.



Maple Grove Site (Minnesota, USA)

One of the leading oral solid dosage facilities in the United States in terms of capacity, specializing in the production of tablets, capsules, powder, and liquid dosage forms. Also equipped with packaging lines and a logistics center.

Bora Site History

2013

M&A / Strategic Partner
Eisai

Site Obtained via M&A
Tainan Site



2014

M&A / Strategic Partner
Union Chem. & Pharm.

Site Obtained via M&A
Luzhou Site
(subsequently disposed of)

2018

M&A / Strategic Partner
Impax

Site Obtained via M&A
Zhunan Site



2020



M&A / Strategic Partner
GSK

Site Obtained via M&A
Mississauga Site (Canada)

2022

M&A / Strategic Partner
Eden Biologics

Site Obtained via M&A
Zhubei Site (subsequently transferred to Tanvex BioPharma, Inc., a subsidiary of the Bora Group, through a share swap)



M&A / Strategic Partner
TWi Pharma

Site Obtained via M&A
Zhongli Site, Taoyuan Site

2023

M&A / Strategic Partner
SunWay Biotech

Site Obtained via M&A
Sunway Biotech Neihu Site (relocated to Sunway Biotech Xizhi Site in 2025)



2024

M&A / Strategic Partner
U.S. Emergent BioSolutions

Site Obtained via M&A
Baltimore Site (Maryland, USA)





M&A / Strategic Partner
U.S. Upsher-Smith Laboratories (USL)

Site Obtained via M&A
Maple Grove Site (Minnesota, USA)

2025



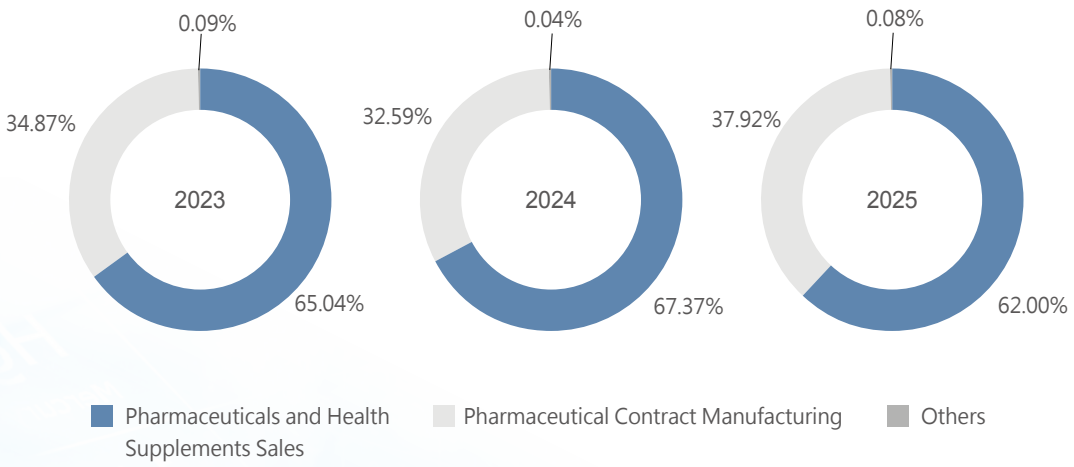
M&A / Strategic Partner
Tanvex BioPharma

Site Obtained via M&A
San Diego Site (USA)

6. Operating Performance

Main Products

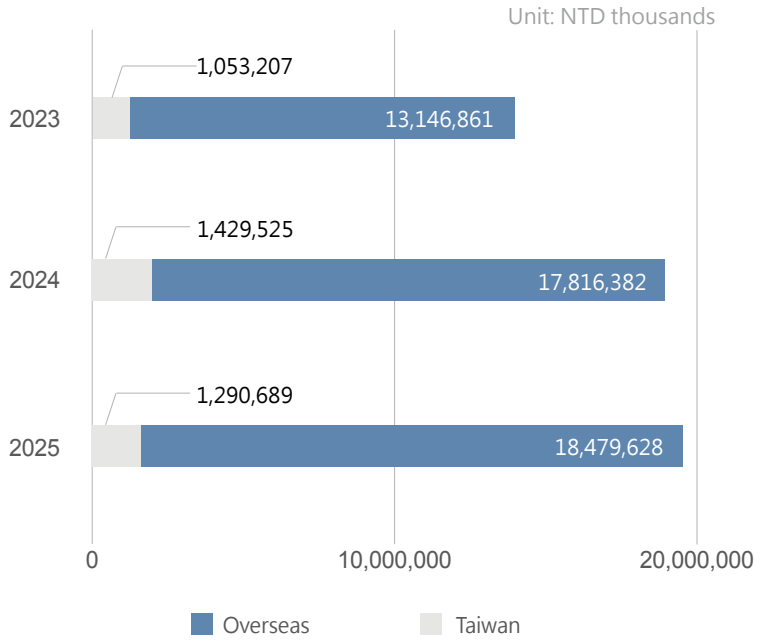
Product Revenue Proportion(%)



Note:

1. Pharmaceuticals and Health Supplements Sales: Sales of proprietary drugs and licensed imported pharmaceuticals and health supplements.
2. Pharmaceutical Contract Manufacturing: Contract drug manufacturing and technical services for contract development.
3. Others: Management consulting fees, royalty income, and commission income.

Sales by Major Regions



The main sales regions are Taiwan, the United States, and Europe.

Operating Performance

For the fiscal year 2025, the Group's consolidated net revenues reached NT$19.77 billion, a 2.72% increase year over year. Consolidated net income after tax was NT$3.046 billion, with basic earnings per share of NT$23.90.

Economic Value Distribution

Unit: NTD thousands

Composition	Description	2023	2024	2025
Direct Economic Value Generated (A)				
Operating Income	Net operating income	14,200,068	19,245,907	19,770,317
	Interest/Dividends/Rental Income	2,846,459	167,937	109,457
Direct Economic Value Distributed (B)				
Operating Costs	Costs incurred from operating activities	1,443,939	3,633,167	5,488,382
Employee Wages and Benefits	Salaries, Bonuses, Incentives, and Employee Benefits (including retirement benefits and insurance)	2,444,173	5,019,278	5,976,585
Payments to Providers of Capital	Interest Expenses and Dividend Payments	790,373	1,712,526	2,140,372
Payments to Government by Country	Taxes Paid (excluding deferred taxes)	1,720	65,131	18,704
Community Investments	Donations and Sponsorships	1,138	18,795	2,006
Economic Value Retained (A-B)		12,365,184	8,964,947	6,253,725

Company Financial Status

Unit: NTD thousands

Total Assets

2025

44,714,187

2023 25,052,005
2024 45,509,645

Equity

2025

17,472,189

2023 11,765,811
2024 14,923,329

Net Income

2025

3,046,040

2023 3,071,921
2024 3,953,909

Basic Earnings per Share

2025

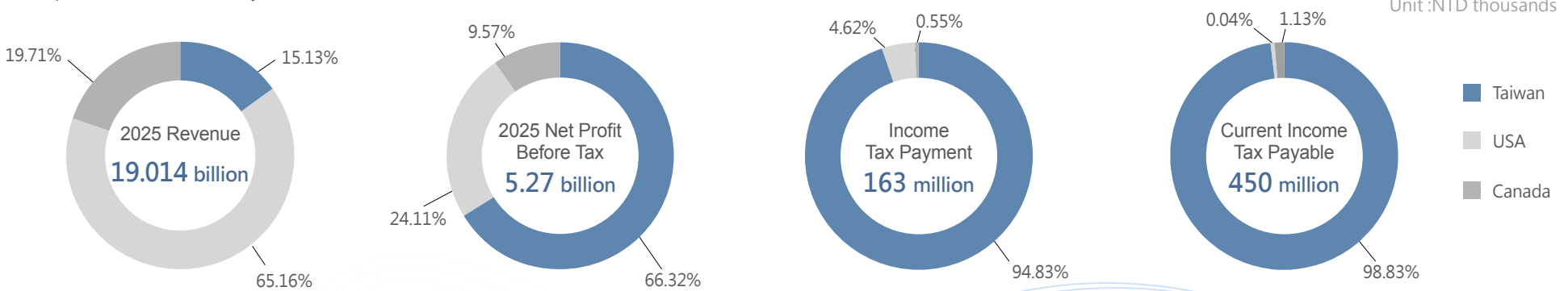
23.90

2023 30.20
2024 31.54

7. Tax Policy

Bora Group has established a Group Tax Policy to ensure sound and transparent tax governance and advance corporate sustainability. The policy serves as a key foundation for supporting the Group's cross-border mergers and acquisitions, strengthening its dual-engine business model, and creating long-term shareholder value. It was reviewed and approved by the Sustainability Development Committee in May 2026.

Unit :NTD thousands



8. IFRS Sustainability Disclosure Standards (IFRS S1 / S2)

In response to the Financial Supervisory Commission's four-phase implementation timeline for the IFRS Sustainability Disclosure Standards, Bora Pharmaceuticals - as a company with paid-in capital below NT$5 billion - will begin its first-phase planning in the fourth quarter of 2026, establishing a cross-functional task force to drive the adoption of sustainability disclosures. In line with the government's roadmap, the Company will enter the design and execution phase from the second quarter of 2027 and complete annual report disclosure by 2029. Although the statutory start date has not yet arrived, Bora has proactively undertaken preparatory work - including an initial review of current sustainability information, monitoring developments in international standards, and conducting internal communication and capability-building ahead of potential impacts - laying the groundwork for a smooth transition to IFRS sustainability disclosure requirements in the future.



V. Key Highlights

Corporate Governance Performance

100%	The signing rate of the Employee Integrity Statement at the Group's Taiwan entities (996 copies signed cumulatively, with 197 new copies added in 2025)
Anti-Bribery Policy	The Board of Directors resolved and approved the "Bora Group Anti-Bribery and Anti-Corruption (ABAC) Policy," applicable to the entire Group
57.1%	4 Independent Directors out of 7 Board of Directors members
0 cases	We currently refer to the Taiwan government's definition of materiality. In 2025, no significant violations involving corruption or bribery were identified through the reporting mechanism.
TCFD	We voluntarily disclosed climate-related financial information in accordance with the TCFD framework
Risk Management Policy	In addition to adopting the Group's risk management policy and procedure, we will conduct a Group-wide risk survey in 2026

Sustainable Drug Supply

Promise of Support®	Specialized services for rare disease communities, ensuring comprehensive support for patients, caregivers, and healthcare providers throughout the treatment process
0 cases	No complaints over unfair trade practices or privacy abuse were received in 2025
USD 295,569	The value of the rare disease medications that the Company donated through Upsher-Smith in 2025 (an increase from US$164,095 in 2024)
3 sessions	The Company passed international regulatory agencies' GMP/ DEA audits (U.S. FDA, Health Canada, and U.S. DEA) in 2025
100%	The completion rate of ethical marketing training among Upsher-Smith's business and marketing departments in 2025
Continuation of Zero Recalls	We have kept a zero product-recall record since 2022

Sustainable Environment

Net-Zero Commitment	The Group declared a commitment to achieving net-zero emissions by 2050
10% ESG	For the first time in 2025, the ESG performance was linked with the compensation of the senior managers at the vice president level and above (a weight of 10% in KPI)
ISO 14064-1	The Group has implemented ISO 14064-1 since 2021 and passed third-party verification for three consecutive years
0 cases	There were no violations of occupational health and safety regulations or fines in 2025
1,659.84tCO_2e	The group-wide carbon reduction performance in 2025
25,966 Participants	The number of employees participated in the information security education and training in 2025 (a total of 9,375 hours)

Talent Development and Happy Workplace

46.14%	Female managers in 2025
Volunteer Leave	The Group officially launched volunteer leave in 2025 to encourage employees to participate in social welfare events
Canada's Safest New Employer	The Mississauga Site (Canada) won the “Canada’s Safest New Employer” under the 2025 Canada's Safest Employers Awards
NT$11.3 million	The total charitable donations of the Group in 2025 (including donations of rare disease drugs, local food aid, and care for disadvantaged children)
0 cases	There were no material occupational accidents in 2025
87 Families	The scale of food aid that the employees of the Baltimore Site in the United States provided in cooperation with the Baltimore Hunger Project in 2025 (original target of 20 families, increased to 87 families)

CHAPTER 02

Sustainable Development



2 — 1 Sustainability: Vision and Strategy

2 — 2 Sustainability: Governance Structure

2 — 3 Stakeholder Identification and Engagement

2 — 4 Material Topic Identification

I. Sustainability: Vision and Strategy

Bora Pharmaceuticals is committed to becoming a global leader in sustainable pharmaceuticals. Guided by “Contributing to Better Health All Over the World,” the Company actively forms sustainability strategies, integrating stakeholders’ concerns.

1. Sustainability Pillars

To realize our sustainability vision and fulfilling corporate social responsibility, Bora Pharmaceuticals established Sustainability Development Committee in 2022. The Committee focuses on 4 core pillars, aligning with the United Nations Sustainable Development Goals (SDGs). Bora actively promotes sustainable practices as a leader in the pharmaceutical industry to drive growth in economic returns, progress in social development, and to protect the environment. At the same time, the Company enhances its positive impact on the healthcare sector as a key partner.

2. Sustainability Vision

To realize its sustainability vision, Bora Pharmaceuticals focuses on the following 4 core pillars:



3. Short-, medium-, and long-term sustainability targets and SDGs

Bora Pharmaceuticals defines sustainability as a core operational strategy of the Group and is committed to exerting a positive social and environmental influence. In formulating and implementing the sustainability strategy, the Company has established four main sustainability strategy axes, referencing the SDG Compass guidelines jointly published by the UN Global Compact, the Global Reporting Initiative (GRI), and the World Business Council for Sustainable Development (WBCSD). By deeply aligning with the UN Sustainable Development Goals (SDGs), the Company ensures that all actions are in line with international trends and fulfills our commitments to stakeholders.

Progress on Mid- and Long-Term Targets

Sustainability Framework	2024 Target	2025 Actual	Mid-/Long-Term Target	Action	Status	SDGs
Ecological Sustainability	Complete GHG inventory and verification for the Group and its consolidated-statement subsidiaries	• Completed the inventory in accordance with ISO 14064-1; • FY2024 Scope 1 and Scope 2 reduced by a total of 6.16%	Establish a Group-wide, consistent carbon-management mechanism • 2030: 30% reduction in Scope 1 and Scope 2 • 2040: 42% reduction in Scope 1 and Scope 2; 25% reduction in Scope 3 "Purchased goods and services" • 2050: Net-Zero emissions	• Launch the Scope 3 "Purchased goods and services" inventory • Fully inventory and verify "Purchased goods and services" • Set internal carbon pricing; introduce a Group internal carbon fee in the medium term • Align the carbon-inventory boundary with the financial-statement boundary	In progress	13
	Improve energy-use efficiency	• Zhunan plant invested over NT$26 million in green capital expenditure • Completed the energy audit at the Zhongli plant; the Canada plant began replacing its natural-gas boiler; the U.S. Maple Grove plant began an LED upgrade	Continuously improve Group-wide energy efficiency	Drive energy-efficiency improvements and green capital expenditure (Green CapEx) across all plants	In progress	7, 13
	Parent company and some subsidiaries obtained ISO 14001 and ISO 50001	Taipei headquarters and the Tainan plant completed ISO 14001 and ISO 50001 certification	Continue expanding the implementation of internationally recognised environmental and energy management systems.	Expand ISO 50001 energy-management system deployment to the Zhunan, Taoyuan, and Zhongli sites	Ahead of schedule	7, 12, 13

Progress on Mid- and Long-Term Targets

Sustainability Framework	2024 Target	2025 Actual	Mid-/Long-Term Target	Action	Status	SDGs
Corporate Governance	Improve the Corporate Governance Evaluation ranking	Corporate Governance Evaluation improved to the 6–20% tier	Inclusion in the S&P Global Sustainability Yearbook (2027–2029)	Continue efforts toward inclusion in the S&P Global Sustainability Yearbook	In progress	16, 17
	Formulate a Group anti-corruption and anti-bribery policy (with reference to UNCAC)	The Board approved the “Bora Group Anti-Bribery and Anti-Corruption Management Policy”	Gradually implement and achieve ISO 37001 Anti-Bribery Management System certification across the Group's major operating sites, while maintaining zero major corruption incidents.	U.S. sites to prioritize adopting the ISO 37001 anti-bribery management system	Achieved	16
	Establish risk management	- The Board approved the “Risk Management Policy and Procedures”	Establish an integrated Enterprise Risk Management (ERM) framework across the Group and conduct regular risk identification and monitoring	Drive Group-wide risk assessment	Ahead of schedule	16
	—	ESG performance incorporated into the compensation of senior executives at VP level and above, with a KPI weighting of 10%	Establish an ESG performance-management mechanism	Regularly review and optimize ESG performance indicators and the compensation system	Achieved	8, 16

Progress on Mid- and Long-Term Targets

Sustainability Framework	2024 Target	2025 Actual	Mid-/Long-Term Target	Action	Status	SDGs
Responsible Manufacturing and R&D Innovation	Ensure product packaging complies with the latest regulations	• Achieved product-packaging regulatory compliance • Four consecutive years of zero product recalls (2022–2025)	Maintain 100% compliance with product packaging regulations and achieve zero product recalls.	Elevate product regulatory compliance into a Group-wide quantitative performance indicator	In progress	3, 12, 16
	—	—	Integrate Group-wide quality documentation and data collection	• Deploy the Veeva and SuccessFactors systems: • Q2 2026: North America plant systems go live • End of 2026: full rollout at Taiwan plants	NEW	3, 9
	—	—	Harmonize enterprise-level laboratory information	Group-wide deployment of LIMS-LabWare	NEW	3, 9
	—	—	Strengthen global distribution transparency	Continuously optimize EPCIS system integration	NEW	9, 12
Thriving Workplace and Shared Social Prosperity	New-hire retention rate +1% per year	—	Long-term target 85% / 95%	• Increase the new-hire retention rate by 1% per year • Increase the key-talent retention rate by 0.5% per year	In progress	5, 8, 10

II. Sustainability: Governance Structure

1. Sustainability Governance Structure

To realize its sustainability vision, fulfill corporate social responsibility, and strengthen governance oversight, Bora Pharmaceuticals established the Sustainability Development Committee in 2022 by resolution of the Board of Directors. The Committee is responsible for formulating sustainability goals, strategies, and management policies, as well as concrete implementation planning. The Committee collects targets and performance data related to sustainability and ESG across the Group on an annual basis, and continuously monitors, reviews, and on a rolling basis oversees progress to ensure effectiveness and timely improvement. The Committee is currently comprised of 4 members, half of whom are Independent Directors. The Committee is chaired by Chairman Bobby Sheng, with members including Independent Directors Yi-Chin Lee and Jui-Yi Lin, and Sustainability Department Head Nadiya Chen.

Execution Teams

Under the Bora Pharmaceuticals Sustainability Development Committee, 4 execution teams are established, covering Corporate Governance, Responsible Manufacturing and R&D Innovation, Sustainable Environment, and Talent Development and Happy Workplace governance, Sustainable Drug Supply, environmental sustainability, and employee well-being and forming a happy workplace. Each team is led by the top executive of the relevant department, responsible for managing related issues and regularly reporting during the Company's quarterly ESG progress meetings.

Sustainability Development Office

Established in 2024, this office is responsible for cross-functional coordination and data and goals consolidation. The Office holds monthly meetings for all departments to discuss indicators and trends and to formulate execution plans, serving as the project management office for internal management and external disclosures. Each department across Bora's subsidiaries (or facilities of its CDMO network) worldwide must report year-to-date progress and review necessary adjustments of its practices to the Sustainability Development Committee every 6 months. The Committee also regularly reports to the Board of Directors to ensure comprehensive implementation of sustainability strategies.



III. Stakeholder Identification and Engagement

1. Stakeholder Engagement

Bora utilizes cross-departmental collaboration and monthly communications, following the AA1000 SES Stakeholder Engagement Standard, to identify 6 categories of stakeholders: employees, investors, customers, suppliers, communities, and government entities. Addressing the respective concerns of each stakeholder group, the Company assesses relevance through the implementation of sustainability strategic projects to continuously enhance communication effectiveness. In addition, Bora submits stakeholder engagement outcomes to the Board of Directors on an annual basis to enhance transparency as part of its corporate governance endeavors.

Stakeholder	Topics of Concern	Material Issue	Communication Channels and Frequency	Communication Result
Employees	• Occupational Safety • Compensation and Benefits • Career Development • Work Environment • Corporate Culture	• Occupational Health and Safety (OHS) • Talent Development and Growth • Talent Attraction and Retention • Human Rights • Diversity and Inclusion	• Department communication and mission-group meetings (daily) • Site level meetings (weekly) • Internal e-newsletter (monthly) • Employee general meetings (quarterly) • Labor management committee meetings (quarterly) • Occupational Safety and Health Committee meetings (quarterly) • Performance appraisal interviews (annually) • Occupational safety and health education and training (annually) • Employee Welfare Committee meetings (quarterly) • Employee training programs (time to time) • Employee suggestion box and complaint mailbox (real-time)	• 4 employee meetings to communicate major policies and operational goals • 4 labor-management committee meetings • 100% employee health examination coverage • 1,296 participants in Bora Family Day • The 12th issue of the internal Employee Newsletter
Investors	• Corporate Governance • Operating Performance • Information Transparency • Information Security Risk	• Regulatory Compliance and Ethical Management • Information Security Management • Intellectual Property Management	• Annual General Shareholders' Meeting (annually) • Investor Conferences (quarterly) • Investor Forums (time to time) • Financial Report (quarterly) • Revenue information disclosure (monthly) • Disclosure of material information on the MOPS (instantaneous) • Spokesperson and proxy spokesperson system (instantaneous)	• Held 1 general shareholders' meeting • At least 2 times per quarter • Held 16 investor meetings • Disclosure of 111 material news

Stakeholder	Topics of Concern	Material Issue	Communication Channels and Frequency	Communication Result
Customers	• Product Quality • Safety • Product Stewardship • Supply Stability	• Product Quality and Safety • Responsible Product Sales • Information Security Management • Supply Chain Management	• Customer audits • Corporate website • Customer service email (instantaneous) • Business information provided through website and social media platforms (time to time) • E-newsletters (time to time) • Face to face events (conferences, product briefings) (time to time)	• CDMO Business • 40 global customer on-site inspections • Global sales business • There were 278 customer complaints about prescription drugs and 623 complaints about consumer products. All of the complaints have been addressed. • There were 1,042 adverse event reports; 15-day reports and non-15-day reports were submitted for 663 and 251 cases, respectively; an on-time compliance submission rate of 99.55% and 98.01% was maintained, respectively.
Suppliers	• Supply Chain Collaboration • Product Quality • Legal Compliance • Environmental Management	• Supply Chain Management • Hazardous Substance Management • Regulatory Compliance and Ethical Management • Human Rights	• Supplier management implemented in accordance with SOPs • PIC/S-based supplier audits (at least once a year) • Supplier evaluation (based on risk assessment)	• Completion of the 2025 supplier assessment • Supplier ESG management assessment • Clearly defined the Supplier Code of Conduct
Communities	• Social Welfare • Educational Support • Community Relations	• Community Engagement • Water Management • Waste and Air Pollution Management • Climate and Energy	• Community service activities (at least once a year) • Public welfare events (at least once a year) • Corporate website (real-time) • Social media platforms (real-time)	• Donations to the Taiwan Blood Services Foundation • Support for education in rural areas • Donations to children's groups • Podcast Series for mental health and well-being • A voluntary donation from the employees and a corresponding contribution from the Company, for a total amount of NT$1 million, for Hualien disaster relief.
Government and Competent Authority	• Legal Compliance • Product Safety and Drug Management	• Regulatory Compliance and Ethical Management • Product Quality and Safety • Hazardous Substance Management	• Regulatory compliance meetings (as needed) • Policy briefings (as needed) • Official correspondence (as needed) • Government audits (as scheduled by authorities) • Market Observation Post System (instantaneous)	• Participation in relevant government meetings to understand policies • Cooperation with the competent authority in audits • Disclosure of material information to ensure transparency

IV. Material Topic Identification

1. Material Topic Identification Process

1

Understanding the Organizational Context

In line with the characteristics of the pharmaceutical industry and Bora's operational focus, the Company applied the GRI Sustainability Standards to identify material sustainability issues most relevant to its value chain, industry context, and strategic direction. This assessment also incorporated external regulatory developments and broader economic, environmental, and social trends. The analysis evaluated how these issues impact 6 key stakeholder groups: employees, investors, customers, suppliers, communities, and government agencies.

2

Identifying Actual and Potential Impacts

18 sustainability issues were incorporated this year through the material topic identification process, covering the 4 main aspects of Corporate Governance, Sustainable Drug Supply, Sustainable Environment, and Talent Development and Happy Workplace. These were identified based on the GRI Standards. To support a robust and balanced assessment, the Company conducted an internal survey involving senior executives participating in its monthly ESG meetings and leaders of the sustainability task force, with a total of 14 respondents. Leveraging their pharmaceutical industry experience and topic-specific expertise, respondents assessed the actual and potential impacts - both positive and negative - associated with each sustainability issue.



3

Assessing Impact Significance

Based on the survey results, Bora further evaluated each sustainability topic by assessing the severity, scope, and likelihood of both positive and negative impacts, as well as their influence on company operations. The topics were then ranked according to the degree of internal and external impact, allowing the Company to identify the most significant sustainability issues affecting the organization. These findings serve as the foundation for prioritizing future management efforts and strategic focus.



4

Prioritizing the Most Significant Impacts for Reporting

Based on the materiality matrix analysis results and through joint discussions among senior executives and sustainability task force leaders at the Company's monthly ESG meetings, and by combining Bora's operational strategy and GRI standards, critical topics with a high impact on the Company's operations and the economy, environment, and society were identified. The topics in the upper right quadrant of the 2025 materiality matrix include "Information Security Management," "Responsible Product Sales," "Product Quality and Safety," "Climate and Energy Management," "Talent Attraction and Retention," and "Human Rights." The results of this materiality analysis were reported to the Board of Directors to reinforce organizational sustainability governance and enhance communication and management effectiveness with internal and external stakeholders.



2. Topic List

Corporate Governance

- A Information Security Management
- B Intellectual Property Management
- C Regulatory Compliance and Ethical Management

Sustainable Drug Supply

- D Supply Chain Management
- E Product Quality and Safety
- F New Drug Research and Development
- G Access to Medicine
- H Responsible Product Sales

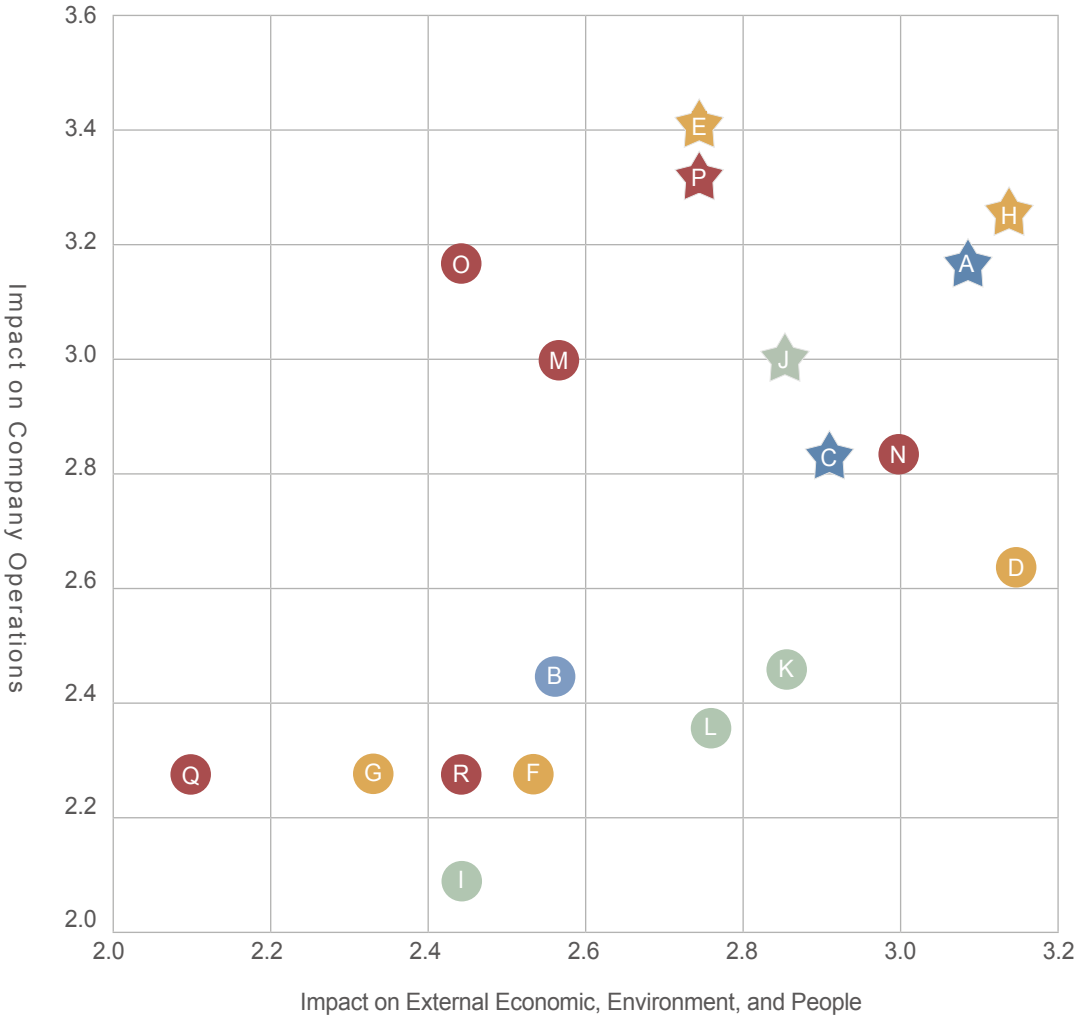
Sustainable Environment

- I Water Management
- J Hazardous Substance Management
- K Climate and Energy Management
- L Waste and Air Pollution Management

Talent Development and Happy Workplace

- M Human Rights
- N Occupational Safety and Health
- O Talent Development and Growth
- P Talent Attraction and Retention
- Q Diversity and Inclusiveness
- R Social Care

3. Material Topic matrix



Note: Stars indicate the material topics for 2025.

Material Topic	GRI & SASB Metric	Operational Materiality (Significance to Bora)	Significant Impact	Value Chain Impact Boundary	Policy or Management Action	Section
Information Security Management	GRI 418 Customer Privacy; SASB: Data Security and Privacy Protection	Involving technical data and business information related to customer-commissioned manufacturing, providing a key foundation for maintaining customer trust and cooperation	Information leaks may affect customer trust, trade secrets, and the Company's reputation	Bora's Operations + Supply Chain Downstream	Establish information security policies, introduce information security management systems, information security incident reporting and response procedures, regular risk assessment and internal and external audits, and information security training for employees	Corporate Governance / Information Security and Risk Management
Responsible Product Sales	GRI 417 Marketing and Labeling; SASB: Product Safety and Responsible Marketing	Ensuring product distribution and sales comply with relevant regulations and market standards to protect brand image and customer trust.	Improper sales practices may lead to regulatory risks and a decline in market trust.	Supply Chain Downstream	Establish product sales and market management standards, strengthen legal compliance and internal control mechanisms.	Product Stewardship / Business Ethics
Product Quality and Safety	GRI 416 Customer Health and Safety; SASB: Drug Quality and Safety	As a CDMO manufacturer, maintaining consistent product quality and compliance with FDA, GMP, and other regulatory requirements is a core operational capability, directly supporting product safety, customer partnerships, and market competitiveness.	Failure to comply with FDA, GMP, and other international standards may lead to product recalls, regulatory penalties, customer loss, and damage to brand reputation, or even facing litigation.	Bora's Operations + Supply Chain Downstream	Establish a GMP-based quality management system and a quality audit and continuous improvement mechanism.	Product Quality and Safety

Material Topic	GRI & SASB Metric	Operational Materiality (Significance to Bora)	Significant Impact	Value Chain Impact Boundary	Policy or Management Action	Section
Climate and Energy Management	GRI 302 Energy, GRI 305 Emissions; SASB: Energy Management and Greenhouse Gas Emissions	Energy use is a major source of manufacturing costs. It affects carbon emissions and legal compliance.	Energy consumption and greenhouse gas emissions may result in environmental impacts and potential carbon cost exposure.	Bora's Operations + Upstream	Establish energy management systems, enhance energy efficiency, and implement greenhouse gas inventory and emissions reduction initiatives.	Environmental Management / Climate and Energy Management
Talent Attraction and Retention	GRI 401 Employment, GRI 404 Training and Education; SASB: Human Capital Management	Talent possessing stable and professional capabilities provides a key foundation for manufacturing quality and operational efficiency.	Talent mobility can affect production stability and organizational development.	Bora's Operations	Establish a talent development and training system, promote cross-cultural integration through Bora Culture, conduct employee engagement surveys, and align performance management with talent development plans.	Talent and Organizational Development
Human Rights	GRI 406 Non-discrimination, GRI 408 Child Labor, GRI 409 Forced or Compulsory Labor; SASB: Supply Chain Management and Human Rights	Ensuring that the operation and supply chain comply with fundamental human rights principles to reduce operational and reputational risks.	Human rights issues may affect corporate image and supply chain stability.	Bora's Operations + Upstream	Formulate human rights policies, implement human rights due diligence, establish supplier management mechanisms, and build complaint channels.	Human Rights and Supply Chain Management

CHAPTER 03

Corporate Governance

3 — 1 Corporate Governance Structure

3 — 2 Risk Management

3 — 3 Integrity Management

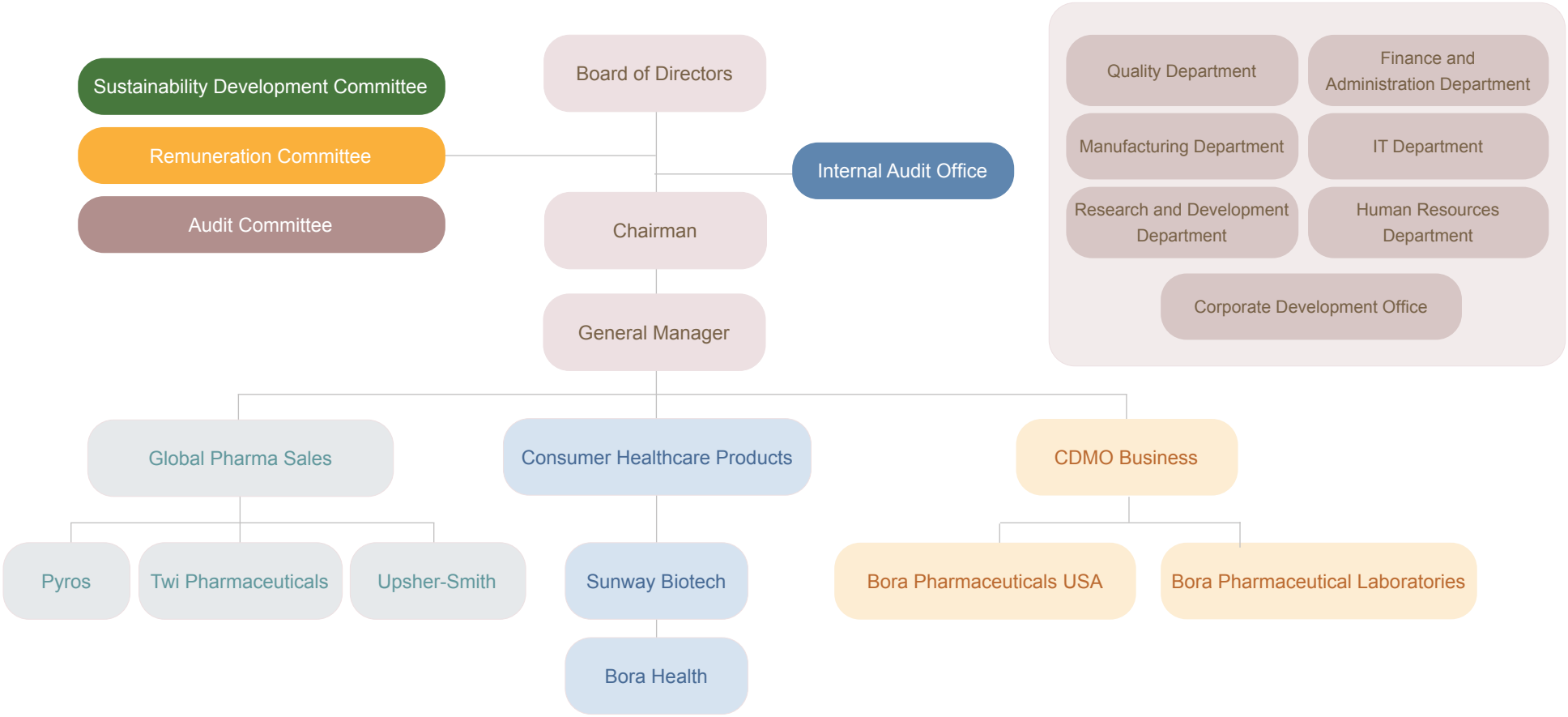
3 — 4 Information Security Management

3 — 5 Intellectual Property Management

I. Corporate Governance Structure

1. Organizational Chart and Responsibilities of Each Unit

Organizational Chart



Board of Directors Operation Status

Bora Pharmaceuticals operates with integrity and a steady, professional management approach. To strengthen its corporate governance framework, the Company has established a Board of Directors in line with the “Sustainable Development Best Practice Principles”. The effectiveness of Board operations is supported by a comprehensive set of regulations, including the “Rules of Procedure for Board of Directors Meetings”, “Board Member Election Rules”, “Audit Committee Charter”, “Rules for the Scope of Duties of Independent Directors”, and the “Board Performance Evaluation Policy”. The Office of the General Manager is responsible for coordinating all corporate governance matters. In 2025, Bora convened 10 Board meetings, holding at least 1 per quarter, to ensure effective oversight and decision-making.

The Board of Directors is the highest governance body of Bora, with Bobby Sheng serving as the Chair of this top governance unit. Due to the Company’s active business expansion involving mergers and acquisitions as well as the integration of internal and external resources, Bobby Sheng also serves as General Manager to facilitate business operations and ensure timely and effective communication with the Board. This dual role is considered both appropriate and essential for capturing strategic opportunities and ensuring efficient resource coordination. Nonetheless, to safeguard governance integrity, Bora has incorporated a conflict of interest provision into the “Rules of Procedure for Board of Directors Meetings”, requiring Directors to proactively recuse themselves from discussions and decisions where conflicts may arise.

Independent Director

According to the " Taiwan Stock Exchange Corporation Directions for Compliance Requirements for the Appointment and Exercise of Powers of the Boards of Directors of Listed Companies," a listed company shall have at least 3 Independent Directors, and the number of Independent Directors shall not be less than one-fifth of the total number of Directors. Based on the sustainable governance philosophy of strengthening corporate governance and deepening external oversight, the Company has exceeded the minimum regulatory requirements by appointing 4 Independent Directors (representing 57.1% of the Board seats), exceeding the statutory minimum (3 seats, 20%) by one seat, reflecting the Company's strong commitment to governance independence.

While Independent Directors’ attendance at Board meetings in 2025 varied slightly due to individual committee responsibilities and scheduling considerations, overall Board oversight remained effective. All material resolutions were duly reviewed and approved in compliance with statutory attendance requirements, with no adverse impact on the Board’s functioning. The Company will continue to support Independent Directors in the effective discharge of their duties through measures such as advance agenda coordination, video-conferencing arrangements, and the timely provision of meeting materials.

For detailed information on the Directors, please refer to the Annual Report.



Operation of Functional Committees

Audit Committee

Bora's Audit Committee composed entirely of Independent Directors was established in 2017 in accordance with the Securities and Exchange Act. The Committee assists the Board in overseeing the quality and integrity of the Company's accounting, auditing, financial reporting processes, and financial controls to enhance the effectiveness of Board operations.

According to Article 6 of Bora's "Audit Committee Charter", the main responsibilities of the Audit Committee are as follows:

Responsibilities of the Audit Committee

- Establishing or amending the internal control system in accordance with Article 14-1 of the Securities and Exchange Act
- Assessing the effectiveness of the internal control system
- Establishing or amending procedures for major financial and business activities such as acquisition or disposal of assets, derivative transactions, lending of funds to others, and endorsements or guarantees, in accordance with Article 36-1 of the Securities and Exchange Act
- Matters involving Directors' own interests
- Major asset or derivative transactions
- Major lending of funds, endorsements, or guarantees
- Raising, issuing, or private placement of equity-type securities
- Appointment, dismissal, or compensation of the certified public accountant
- Appointment or dismissal of financial, accounting, or internal audit officers
- Annual and quarterly financial reports signed or stamped by the chairman, manager, and accounting officer
- Business reports and proposals for profit distribution or loss offset
- Other major matters as required by the Company or competent authorities

Term of office for the current committee members: June 6, 2023 to June 5, 2026. 10 meetings were held in 2025. The agenda and resolutions are as follows:

2025 Audit Committee Attendance

Title	Name	Actual Attendance	Attendance Rate
Chairperson	Ming-Jung Lai	9	90%*
Member	Jui-Yi Lin	6	60%*
Member	Yi-Chin Lee	10	100%
Member	Hsin-Yi Lin	10	100%

Note: Committee members who did not attend in person issued proxy letters, as required, and authorized other committee members to exercise their power on their behalf.

Remuneration Committee

Bora's Remuneration Committee consists of 3 members. Its main responsibilities include establishing and regularly reviewing policies, systems, standards, and structures for the performance evaluation and remuneration of Directors and executive management, as well as periodically assessing and determining the remuneration of Directors and executive management.

The responsibilities of the Remuneration Committee include:

Responsibilities of the Remuneration Committee

- Establishing and regularly reviewing policies, systems, standards, and structures for the performance evaluation and remuneration of Directors and managers
- Periodically assessing and determining the compensation of Directors and managers
- In cases where managers are granted variable or project-based bonuses within the limit of 1 month's full salary, the General Manager may be authorized to submit the proposal to the Chairman for approval, with the Remuneration Committee to be informed afterwards for record-keeping

Term of office for the current committee members: June 6, 2023 to June 5, 2026. Four meetings were held in 2025. The agenda and resolutions are as follows:

2025 Remuneration Committee Attendance

Title	Name	Actual Attendance	Attendance Rate
Chairperson	Ming-Jung Lai	4	100%
Member	Jui-Yi Lin	2	50%*
Member	Yi-Chin Lee	4	100%

Note: Committee members who did not attend in person issued proxy letters, as required, and authorized other committee members to exercise their power on their behalf.

The Remuneration Committee shall propose adjustments to the senior management compensation system based on the Company's development and market trends.

To reinforce senior management's accountability for corporate sustainability and ensure effective execution of sustainability initiatives, the Remuneration Committee has linked ESG performance to senior management remuneration. Senior management, defined as Vice President level and above as disclosed in the annual report, is assessed based on annual KPIs comprising financial and strategic indicators (90%) and ESG performance indicators (10%). Annual variable remuneration (bonuses) is determined by the extent to which these KPIs are achieved. The senior management remuneration indicators for 2025 are set out below.

Integrating ESG Metrics into Executive Remuneration

Integrating ESG Metrics into Executive Remuneration	KPI
Financial Strategy Performance Target (90%)	1. Revenue Growth Target 2. Earnings per Share (EPS) Target
ESG Performance (10%)	1. GHG inventory training completion and system data registration (all sites) 2. Employee engagement survey completion (parent company) 3. Risk management policy establishment

Sustainability Development Committee

Bora Pharmaceuticals established the Sustainability Development Committee by a resolution of the Board of Directors in 2022. After 1 additional Independent Director joined the Committee in 2024, it now consists of 4 members, half of whom are Independent Directors. The Committee is chaired by Bobby Sheng. Members include Independent Director Yi-Chin Lee, Independent Director Jui-Yi Lin, and Sustainability Department Head Nadiya Chen.

The responsibilities of the Sustainability Development Committee include:

Responsibilities of the Sustainability Development Committee

- Formulating goals, strategies, and directions for corporate social responsibility and sustainable development, as well as establishing management policies and concrete implementation plans.
- Collection and consolidation of ESG annual target and implementation progress data.
- Ongoing monitoring and periodic review of sustainability initiatives and their effectiveness.
- Handling risk management-related issues and supervising the overall implementation and coordination of the operation.
- Handling other ESG and sustainability-related matters as resolved by the Board of Directors.

Title	Name	Actual Attendance	Attendance Rate
Chairperson	Bobby Sheng	1	50%*
Member	Yi-Chin Lee	2	100%
Member	Jui-Yi Lin	1	50%*
Member	Nadiya Chen	1	100%

Note: Member Nadiya Chen officially joined the Sustainability Development Committee as the Board resolved on November 13, 2025, and thus only participated in the November 2025 Sustainability Development Committee meeting.

Note: Committee members who did not attend in person issued proxy letters, as required, and authorized other committee members to exercise their power on their behalf.

Director Remuneration Policy

The Company has established a performance-oriented and transparent Director remuneration structure to closely link Board leadership with the Company's long-term sustainable value. The remuneration structure consists of "fixed remuneration" and "performance-based compensation," complies with the Company's Articles of Incorporation and the "Director Remuneration and Compensation Distribution Regulations," and is independently reviewed by the Remuneration Committee. Both are approved by both the Remuneration Committee and the Board of Directors prior to distribution.

- **Competitiveness and accountability:** Fixed remuneration is based on the peer level of the industry and personal contribution to the operational performance to ensure its competitiveness in the market; Director compensation is allocated from the annual surplus at a rate not exceeding 5%.
- **Remuneration linked to sustainability:** The Company has established a Sustainability Development Committee and incorporates sustainability issues into the Board of Directors' meeting agenda and decision-making procedure on a regular basis; among the members of the Sustainable Development Committee, the 10% performance indicator of the Chairman and President has incorporated the sustainability-related aspect.
- **Risk management:** The remuneration allocation mechanism is aligned with the risk control framework to avoid incentivizing Directors to engage in short-term, high-risk behavior.

Selection of Directors

Bora Pharmaceuticals has a Board of Directors comprising 7 members, including 4 Independent Directors, each serving a 3-year term. The selection of Board members is based on principles of professionalism and diversity. The nomination and selection of Bora's Board members are conducted in accordance with the Company's Articles of Incorporation, following a candidate nomination system. The process complies with the "Regulations Governing the Election of Directors" and the "Corporate Governance Best Practice Principles" to ensure Board diversity and independence.

Board Diversity and Competency

Bora Pharmaceuticals has 7 Directors, including 4 Independent Directors, serving a term of 3 years. Director selection is based on competency and diversity as fundamental principles. Board members come with diverse backgrounds, composed of individuals with professional experiences in finance, business, management, and technology. Their backgrounds span across business management, operational development, finance and accounting, industry knowledge, and they possess crisis management and leadership decision-making abilities. Among Board members, 6 are male and 1 is female, with female Directors accounting for 14.3%.

The purpose of incorporating diversity into Board selection is to ensure that members bring a range of professional competencies and industry backgrounds, enabling the provision of expertise across different areas and levels of depth. For further details on Board diversity, please refer to the link below.

Board Diversity

Evaluation of the Board of Directors

To strengthen corporate governance and enhance the functionality of the Board of Directors, as well as to improve Board functional efficiency, Bora has established the "Board Performance Evaluation Measures." These measures stipulate that Board evaluations must be completed before the end of the first quarter of the following year, covering the overall Board, individual Directors, and functional Committees. The evaluation is conducted annually through a self-assessment questionnaire. The coordinating executive unit (the Board Secretariat) collects the data and reports the evaluation results to the Board herein. Additionally, Board performance evaluation from third party is conducted at least once every 3 years.

The 2025 Board Performance Evaluation Results are as follows:

Self-assessment

Evaluation Period	January 1, 2025 to December 31, 2025
Evaluation Scope	Board of Directors, individual Directors, Audit Committee, Remuneration Committee, and Sustainability Development Committee
Evaluation Content	The results of the 2025 self-assessment of the operational performance of the Board of Directors and its functional committees indicate that the governance mechanism operated soundly and stably. The overall average score of the Board of Directors was 4.98 points (out of a maximum of 5 points), outperforming the 4.95 points in 2024; the Audit Committee achieved an average score of 4.90 points, remaining at a level comparable to that of 2024. The self-assessment results of individual Directors and the Remuneration Committee for both 2024 and 2025 show 100% satisfaction across all measured items. Regarding the Sustainable Development Committee, the average self-assessment score for 2025 was 4.63 points, representing steady growth from the 4.32 points in 2024. To further enhance the operational effectiveness of the Remuneration Committee, management will strengthen engagement with committee members on sustainability policies and initiatives, and will develop a sustainability-related internal control system and performance evaluation framework.

External Assessment

Evaluation Period	January 1, 2025, to December 31, 2025
Evaluation Scope	Operation status of the Board of Directors and its subordinate committees: the Audit Committee, Remuneration Committee, and Sustainable Development Committee
Evaluation Content	The evaluation results show that the Company's governance structure was robust and operated effectively. As for the questionnaire survey of the Board of Directors, the scores across five major aspects ranged from 4.90 to 5.00 points. Among these, "Board Operational Effectiveness," "Internal Control and Risk Management," and "Board Engagement in Corporate Social Responsibility" acquired a perfect score of 5.00. As for the evaluation of the functional committees, the scores across various aspects also range from 4.90 to 5.00, demonstrating that each committee fully performs its oversight duties. To strengthen Board oversight and the integration of sustainability into the governance structure, the external assessment report identified 4 areas for improvement. These include planning to increase female representation on the Board to one-third prior to the next Board election; making early succession arrangements for 3 Independent Directors approaching the end of their third consecutive term to maintain Board independence; establishing a Nomination Committee chaired by an Independent Director and composed of a majority of Independent Directors; and evaluating the appointment of a Chief Sustainability Officer under the Sustainable Development Committee to coordinate the Company’s sustainability strategy.

Continuing Education for Directors

To strengthen Board competencies, Bora Pharmaceuticals supports Directors' participation in continuing education programs. In 2025, all Directors fulfilled the regulatory training requirements, with a total of 48 training hours completed. ESG-related training completed during the year is summarized below:

Title	Name	Course Title	Training Hours
Director	Bobby Sheng	ESG Investment and Corporate Social Responsibility	3
Director	Shang-Hung Shen	Digitalization of Green Energy: Innovative Applications and Business Opportunities of AI and Big Data in Energy Optimization	3
Director	Kuan-Pai Chen	Sustainability Strategy Originating from Core Competencies: How a Company Uses ESG to Build Long-term Resilience and Competitive Advantage	3
Independent Director	Yi-Chin Lee	Circular Economy Benefits and Sustainable Finance Opportunities	3
Independent Director	Jui-Yi Lin	Sustainability Strategy Originating from Core Competencies: How a Company Uses ESG to Build Long-term Resilience and Competitive Advantage	3
Independent Director	Hsin-Yi Lin	Legal Liability Analysis of Greenwashing and False Sustainability Reporting	6



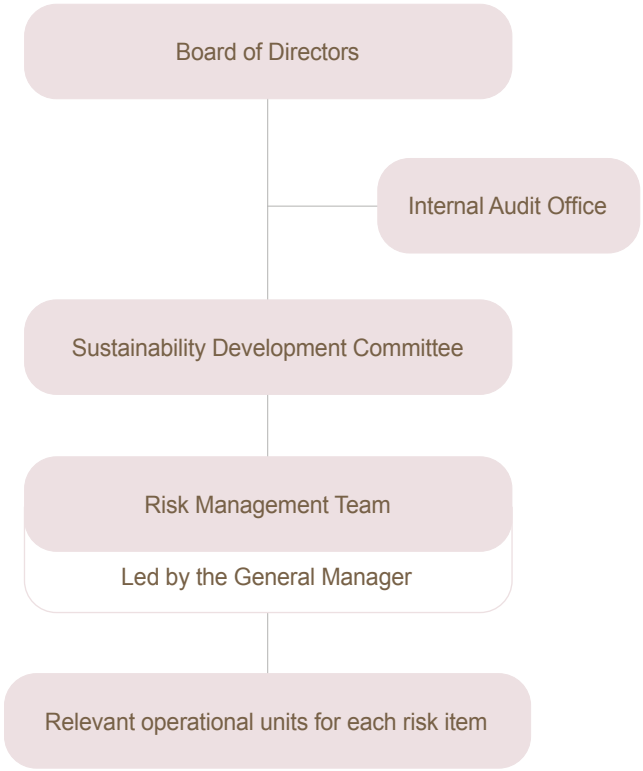
II. Risk Management

Robust risk management is fundamental to sustainable operations. The Company has established standardized processes and integrated risk management into strategic decision-making to strengthen resilience and global competitiveness in the pharmaceutical industry.

1. Risk Management Policy

In 2025, the Company adopted the "Risk Management Policies and Procedures" through the Board of Directors and implemented a top-down governance model. Drawing on regulations such as COSO ERM, ISO 31000, ICH Q9, and the "Risk Management Best-Practice Principles for Taiwan Stock Exchange and Taipei Exchange listed Companies," we have embedded risk awareness in the daily decision-making process and all operational units:

Board of Directors	As the highest governance body of risk management, the Board of Directors aims to drive and implement company-wide risk management in compliance with laws and regulations. It clearly understands the risks to the operations, ensures the effectiveness of risk management, and bears ultimate responsibility for it.
Sustainability development committee	As a functional committee under the Board of Directors, it is responsible for addressing risk control issues and supervising overall implementation and coordination efforts.
Risk Management Team	Convened by the President or the representative appointed by the President, this team holds regular annual meetings to plan, execute, and monitor risk management-related matters.
Internal Audit Office	In addition to being responsible for internal audits, the Office reports audit results to the Sustainable Development Committee and the Board of Directors on a regular basis.
Units responsible for different risks	Each type of risk has a designated management unit responsible for the risk concerned.



2. Risk Identification

The Company implements a standardized procedure of "Identification, Analysis, Measurement, Response, Monitoring, and Review" in response to the rapid changes in both internal and external environments. Through regular monitoring, review, and a dynamic management mechanism, we proactively optimize resource allocation to mitigate potential impacts.

To strengthen corporate resilience and align with global sustainability trends, the Company plans to launch a group-wide risk identification and assessment project in 2026. The project will cover all domestic and international operating sites and offices and enable a comprehensive assessment of operational vulnerabilities and external risks. It will also incorporate emerging issues, including climate change and evolving domestic and international sustainability regulatory requirements, through evidence-based quantitative analysis. The assessment results will serve as a basis for Group-wide resource allocation over the next 3 to 5 years and as a foundation for advancing the Sustainable Development Goals (SDGs) and enhancing sustainability reporting disclosures.

3. Risk Identification and Response Measures

The Company has established a structured risk management framework under which core operational and sustainability-related risks are classified into 7 categories: strategy, operations, financial, information security, compliance, integrity, and emerging risks, and adopts a proactive approach to risk response and control.

In the risk identification process, responsible units periodically review potential risk events, monitor external trends, and conduct initial identification based on their functional responsibilities. Risks are then assessed and prioritized based on likelihood and potential impact to determine material risk items. Mitigation measures are subsequently developed and integrated into daily operations and the internal control system, enabling continuous monitoring and periodic review.

Risk Type	Specific Risk Item	Risk Impact	Response and Control Measure
Information Security risk	Information Security Management	In the context of digital transformation, hacker attacks may lead to leakage of confidential and customers' data, network paralysis, business discontinuation, financial loss, and reputational damage.	1. Implement advanced endpoint protection (EDR/MDR) and anomaly detection mechanisms. 2. Conduct social engineering drills and system backup/recovery exercises on a regular basis to ensure business continuity (BCP). 3. Strengthen cybersecurity audits of supply chain partners to ensure overall supply chain security. 4. Implement group-wide cybersecurity training to enhance security awareness.
Operational risk	Product Liability and Safety	Regulatory updates may require adjustments to the manufacturing processes. Failure to respond in time may affect product quality, market trust, and may even lead to product recalls.	1. Establish a real-time monitoring mechanism for regulatory changes. 2. Promote digitalization of the internal quality management system (QMS) to enhance flexibility. 3. Implement an annual product review (APR) and a risk management system to ensure prevention.

Risk Type	Specific Risk Item	Risk Impact	Response and Control Measure
Operational risk	Process Safety	Abnormal temperature/humidity control or industrial safety incidents occurring in the drug manufacturing process may affect product quality and endanger employees' safety.	1. Introduce an intelligent environmental control system for real-time monitoring and automatic adjustment of environmental parameters. 2. Establish emergency response plans and regularly conduct occupational health and safety drills
Strategic risk	Supply chain disruption	Fluctuations in geopolitics and tariff policies may lead to shortages in raw materials or price volatility, thereby affecting profitability.	1. Establish diversified supplier systems to reduce dependence on a single source. 2. Build a flexible production and distribution network. 3. Develop strategic partnerships with key suppliers to jointly address market fluctuations.
Compliance risk	Regulatory compliance and insider trading prevention	The pharmaceutical industry is strictly regulated. As a listed company, failure to comply with regulations or the occurrence of insider trading may result in severe penalties and reputational damage.	1. Establish a dedicated compliance department and introduce a compliance management system. 2. Periodically provide training to employees and insiders on regulations and "insider trading prevention" requirements. 3. Ensure that all departmental processes are compliant with laws and regulations.
Integrity risk	Business ethics and corruption	Any employees or suppliers who are involved in bribery, corruption, or conflicts of interest may severely damage the reputation of the Company and lead to legal sanctions.	1. Formulate and implement the "Ethical Management Best Practice Principles," "Procedures for Ethical Management and Guidelines for Conduct," "Code of Conduct," and "Anti-Corruption and Anti-Bribery Policy" strictly. 2. Establish a Speak Up whistleblowing hotline under the "Whistleblowing and Grievance System Management Guidelines" to provide internal and external stakeholders with a smooth reporting channel, with strict non-disclosure and non-retaliation protection for whistleblowers. 3. Conduct annual integrity and anti-corruption training for all employees and business partners.

Risk Type	Specific Risk Item	Risk Impact	Response and Control Measure
Financial risk	Liquidity and exchange rate fluctuation	Global economic volatility and the need for funds for cross-border M&A may lead to foreign exchange losses or pressure on fund allocation.	1. Formulate comprehensive hedging policies and implement foreign exchange hedging operations. 2. Continuously monitor cash flow and position to ensure sufficient liquidity to support operations.
Emerging risk	Extreme climate and energy	Extreme weather may threaten the safety of the facilities; the trend toward net-zero carbon emissions will increase carbon pricing and transition costs.	1. Identify climate-related financial risks and opportunities in accordance with the TCFD framework. 2. Promote green manufacturing technologies and set short-, medium-, and long-term carbon reduction targets, such as Canada site's plan to submit its targets to SBTi for validation.
Emerging risk	Stricter domestic and international sustainability regulations and customer requirements	As regulatory authorities worldwide impose increasingly stringent requirements for sustainability information disclosures, international pharmaceutical customers increasingly incorporate ESG performance and carbon reduction commitments in their supplier evaluation metrics. Failure to comply with sustainability standards may result in the loss of international orders, weaken market competitiveness, and increase compliance costs.	1. Monitor regulatory developments (e.g., IFRS S1/S2) more stringently to ensure legal compliance of sustainability information disclosures. 2. Actively respond to international customers' sustainability assessment questionnaires and carbon reduction initiatives, and deepen the sustainable supply chain partnership. 3. Continuously improve greenhouse gas inventory and management mechanisms, and respond to stakeholders' expectations for sustainability performance by taking specific actions.

III. Integrity Management

1. Compliance and Integrity Management

The Company establishes ethical management as a core component of its sustainability governance. Key policies include the "Ethical Corporate Management Best Practice Principles," the "Code of Ethical Conduct," and the "Internal Procedures for Handling Material Information and Preventing Insider Trading," which collectively form the Group's ethical governance framework.

Governance responsibility for ethics is overseen by the Corporate Governance Officer, appointed by the Board on 8 August 2025. The ethics management unit reports to the Officer and is responsible for the periodic identification and assessment of integrity-related risks. The unit reports implementation progress and policy effectiveness to the Board on a regular basis, including a formal report delivered on 13 November 2025 covering the year's ethics management outcomes. The Company also monitors regulatory developments to ensure ongoing alignment with applicable laws and international governance practices.

The Company maintains a Group-wide Code of Conduct in bilingual format (Chinese and English), which is publicly available to employees and stakeholders via internal and external platforms.

As of the end of 2025, 996 ethics declarations had been signed across the Group. Among new employees of Taiwan-based subsidiaries, 197 declarations were completed, achieving a 100% signing rate.

2. Implementation of Insider Trading Prevention

The Company strengthens its internal control system in accordance with applicable regulations and defines a "blackout period" during which insiders, including Directors and senior executives, are prohibited from trading upon possession of material financial or operational information. Relevant regulatory guidance obtained from the Stock Exchange is incorporated into the Company's internal knowledge base to ensure timely access and dissemination of updated requirements.

To prevent insider trading, the Company provides targeted training to employees of the parent company and Taiwan-based subsidiaries, including courses on "Insider Trading Prevention Promotion" and "Insider Trading and Material Information Assessment under Article 157-1 of the Securities and Exchange Act." Scenario-based assessments are conducted to strengthen practical application.

In addition, to reinforce ethical conduct and awareness of confidentiality obligations, 183 new employees in Taiwan-based entities completed the required training materials and system acknowledgment in 2025, with a total training duration of approximately 3,660 minutes, ensuring continuous dissemination of integrity-related policies.

3. Whistleblower System

In response to global expansion and differing anti-corruption and anti-bribery regulatory requirements across jurisdictions, the Company has revised the Group-wide "Bora Whistleblowing and Compliance Policy." The Group applies an integrity-based governance framework and is progressively implementing compliance procedures in accordance with local regulatory requirements across overseas operations.

To support the implementation of the "Bora Group Code of Conduct" and the "Ethical Corporate Management Best Practice Principles," the Company incorporates a non-retaliation principle into its internal policies to protect whistleblowers from adverse actions, including termination or demotion. To enhance accessibility and effectiveness of the reporting mechanism, the Company launched the "Unified Whistleblowing and Acceptance Mechanism (Speak Up Whistleblowing System)" on its official website on 14 October 2025. The system covers the parent company and all subsidiaries and provides a confidential reporting channel with anonymity protection. The Company designates responsible personnel and establishes standardized procedures to conduct independent investigations, case handling, and feedback follow-up.

As of the end of 2025, the Company received a total of 7 reports through all reporting channels. Cases related to employee rights and workplace safety were formally registered by responsible teams and investigated in accordance with established procedures, with appropriate support provided, resulting in a 100% closure rate. No reports were received during the year regarding suspected dishonesty, corruption, unethical conduct, or potential insider trading violations, reflecting the effectiveness of Bora's controls over legal and ethical risk and the transparency of its reporting channels.

4. Anti-Corruption

Bora Pharmaceuticals views integrity management as a cornerstone of corporate sustainability and has fully implemented anti-corruption policies and systems addressing bribery prevention, conflicts of interest, insider trading, and confidentiality obligations. The Company has established the "Ethical Corporate Management Best Practice Principles" and “Code of Ethical Conduct,” both approved by the Board of Directors. These guidelines are actively promoted through the internal website, employee training programs, and governance-level advocacy to foster a consistent and effective culture of integrity across the organization. To strengthen the organization’s internalization of integrity principles, the Company has established an independent and anonymous whistleblowing mechanism, combining an internal mailbox with a third-party platform to ensure timely and impartial handling of reported cases. No material corruption or bribery incidents occurred in 2025. Bora continuously references the United Nations Global Compact (UNGC) anti-corruption principles, OECD corporate governance guidelines, and the U.S. Foreign Corrupt Practices Act (FCPA) and the spirit of ISO 37001 to enhance group governance transparency and risk control capabilities, demonstrating a long-term commitment to a culture of integrity.

To reinforce corruption risk controls, the “Anti-Corruption and Anti-Bribery Policy” defines mandatory codes of conduct for high-risk operational situations, including:

Prohibition of facilitation payment	Employees are strictly prohibited from providing any form of facilitation or expediting payments to accelerate or secure routine governmental actions.
Gift and entertainment guidelines	Entertainment, gifts, and hospitality received or provided by employees must comply with general commercial practices and local laws, and must not involve improper favor trading or influence over business decisions.
Political contributions and charitable donations	Illegal political contributions, whether direct or indirect, made in the Company’s name are strictly prohibited. All sponsorships and charitable donations must undergo rigorous internal review procedures to prevent the formation of a disguised bribery channel.
Accounting and internal control	All accounts, records, and financial statements must accurately reflect the transactions, and the establishment of any off-book funds or secret accounts is strictly prohibited.

The Company recognizes that effective anti-corruption management extends across the value chain. Accordingly, the scope of its policies has been extended to third-party business partners, including suppliers and distributors, and selected suppliers are required to sign the “Supplier Code of Conduct” upon contract execution.

Compliance is monitored through internal audits and the Speak Up reporting mechanism. In 2025, the Bora Group reported no material corruption or bribery incidents. The Company will continue to strengthen the integration of ethical conduct and integrity risk management across the value chain through systematic training and capacity-building initiatives.

5. Mechanism for Handling Legal Violations

In the event of a legal violation, the General Affairs Department promptly forwards the relevant documents to appropriate departments, while the Legal Department coordinates with involved units to initiate discussions. The dedicated ethical management unit is required to communicate directly with regulatory authorities, providing explanations of the actions taken or corrective measures implemented by the Company. According to the “Verification and Public Disclosure Procedures for Material Information of Listed Companies,” if the total fines for a single incident reach or exceed NT$1 million, it is considered a major regulatory violation. In 2025, Bora did not incur any major regulatory violations.

6. Internal Control System for Sustainability Information Preparation

To ensure the accuracy, completeness, and reliability of sustainability information, the Company has established an internal control system for sustainability information preparation. In 2024, we adopted the “Sustainability Information Management Guidelines” and the “Procedures for the Preparation and Assurance of the Sustainability Report.” The Board of Directors is responsible for approving and overseeing the system, while the Sustainability Development Committee and Sustainability Development Office coordinate cross-departmental collaboration. Task forces execute information collection, processing, and disclosure according to their assigned responsibilities.

The sustainability report is prepared in accordance with standards such as GRI, SASB, and TCFD, covering material topic identification, disclosure timeline control, and third-party assurance. These processes have been incorporated into the Company’s internal control system and are subject to regular audits by the internal audit unit. Audit findings are submitted to the Board of Directors for review and serve as a basis for continuous improvement of the sustainability information management mechanism, thereby enhancing the transparency and credibility of our sustainability disclosures.

In 2025, the Company’s sustainability information management mechanism was subject to a special audit conducted by the Internal Audit Office. The audit identified no material deficiencies requiring corrective action, although recommendations were made regarding Sustainability development committee procedures. To further strengthen sustainability disclosure quality and data governance, the Company enhanced the level of external assurance for its 2025 sustainability report, upgrading from assurance of selected sustainability indicators to full third-party verification in accordance with the AA1000 Accountability Principles, thereby improving the reliability and transparency of reported information.



IV. Information Security Management

Material Topics	Information Security Management
Impact	With digital transformation and business expansion, information security is closely linked to the protection of proprietary information, customer R&D data, and operational continuity. Cybersecurity incidents or control failures may result in data breaches, operational disruptions, financial losses, reputational damage, and loss of stakeholder trust. The Company has established an information security governance framework, including cybersecurity policies and business continuity planning, and implements corresponding technical and administrative controls through designated responsible functions. Company-wide training and incident response drills are conducted to strengthen information security capabilities and operational resilience in line with international supply chain requirements.
Management Mechanism	Bora Pharmaceuticals has established a top-down information security governance framework to support the implementation of security controls: 1. Dedicated organization and supervision: A Chief Information Security Officer (CISO), a Global Cybersecurity Manager, and a dedicated Cybersecurity Department have been established to coordinate group-wide security, monitoring, and incident response. The CISO regularly reports (at least annually) on the security implementation and overall performance to the President and the Board of Directors to ensure effective governance. 2. Comprehensive internal regulations: In line with international standards, Bora has established internal policies, including the “Bora Group Cybersecurity Policy,” “Bora Group Information Assets Usage Policy,” “AI Technology Usage Policy,” and “Information System and Business Continuity Plan,” which are subject to regular review and updates to support information security governance and operational resilience. 3. Cybersecurity joint defense and dynamic management: Bora actively participates in external cybersecurity joint defense organizations (e.g., TWCERT/CC, Science Park Cybersecurity Information Sharing and Analysis Center) and establishes the "Cybersecurity Incident Notification and Response Procedure" to comprehensively manage security risks through prevention, real-time monitoring, and post-event drills.
Policy Commitment	The Company recognizes “Information Security and Privacy Protection” as a core operating principle and sets out the following commitments to internal and external stakeholders: 1. Legal compliance commitment: Strictly comply with cybersecurity and privacy-related regulations in all global operating locations, and comprehensively protect customers’ confidential information, R&D data, and employees’ personal information. 2. Operational resilience commitment: Safeguard the confidentiality, integrity, and availability (CIA) of the Group’s information assets, maintain a zero-tolerance approach to major cybersecurity incidents and data breaches, and support business continuity and operational stability. 3. Investment in resources and culture commitment: Commit to continuous investment in sufficient resources to upgrade to next-generation security protection technologies across all facilities, and to embedding cybersecurity awareness deeply into the corporate culture to ensure all employees fulfill their protection responsibilities.

Actions Taken

1. System and protection upgrade: In 2025, we fully extended and deployed next-generation email and endpoint protection systems to all domestic and overseas facilities, and established USB scanning and control mechanisms at each facility to ensure all global sites receive consistent and optimal protection.
2. Awareness training and exercise: To ensure all employees possess information security awareness, we launched a group-wide "Online Information Security Awareness Training Month" across domestic and international locations in 2025 and conducted social engineering (phishing email) simulation drills on a regular basis. In 2025, a total of 25,966 participants attended information security training sessions for a total of 9,375 training hours.
3. Business continuity and reporting mechanism: The Company has established the “Cybersecurity Incident Notification and Response Procedure,” which defines a reporting structure up to Level 4. Off-site data backups and disaster recovery drills are conducted regularly under the business continuity plan (BCP) to support timely operational recovery in the event of security incidents.

Objectives

Short-Term Goals (2025-2026)

1. Maintain zero cases of major information security incidents (zero tolerance).
2. Achieve a 100% completion rate of information security training for all employees of the Group (including new hires and annual refresher training).
3. Conduct group-wide social engineering (phishing email) drills at least once every 6 months, and provide remedial training for employees who failed to pass the training.

Medium- and Long-Term Goals (Medium-Term 2027-2029, Long-Term 2030-2034)

1. In the medium term, the Company will establish an information security risk assessment mechanism covering supply chain partners and conduct regular third-party penetration testing of its systems.
2. In the long term, the Company will develop a next-generation information security framework with AI-enabled threat detection capabilities and enhanced operational resilience, aligned with evolving information security standards in the international pharmaceutical industry.

The Company has established the “Bora Group Cybersecurity Policy” as the framework for information security management. In response to emerging technologies, the Company issued the “AI Technology Usage Policy” in 2024, which defines requirements for information security, privacy, and intellectual property protection in the use of generative AI. The Company also implements multiple cybersecurity controls, including next-generation firewalls, spam filtering systems, and data backup mechanisms, to support the integrity and stability of its information assets. These controls are complemented by ongoing system monitoring and maintenance to maintain information security governance effectiveness.

1. Information Security Management Organization and Proactive Monitoring

To ensure the implementation of information security, Bora Pharmaceuticals established the "Bora Group Cybersecurity Policy" in 2021 and updated it in 2025. Relevant procedures are regularly reviewed, updated, amended, and implemented in response to changes in information security risks. In addition, the company proactively joined joint cybersecurity defense organizations such as the Science Park Information Security Information Sharing and Analysis Center, the Taiwan Computer Emergency Response Team and Coordination Center, and the Chief Information Security Officers Alliance to strengthen its collaborative defense capabilities in information security.

Starting from January 31, 2023, Mr. Chia-Chu Chen, Vice President of Bora Pharmaceuticals, has served as Chief Information Security Officer and regularly reports to the President to enhance the overall information security governance of the group. Global Cybersecurity Manager, Mr. Lin-Chieh Ku, leads global security operations, projects, and cross-region integration while overseeing the Group Cybersecurity Department. To ensure continuous monitoring, the Company has established a dedicated cybersecurity function responsible for consistent surveillance and response to potential security threats. The Chief Information Security Officer (CISO) reported on the implementation of information security measures to the Board of Directors on 13 November 2025. No material information security incidents occurred in 2025.

Information Security Management Measures

Bora Pharmaceuticals actively promotes dedicated management mechanisms in the areas of information security, technology applications, and information optimization. These efforts include establishing an information security organization, optimizing system infrastructure, enhancing data applications, and regularly conducting education, training, and drills. These comprehensive measures aim to strengthen cybersecurity protection and operational stability, demonstrating the company's commitment to sustainable development. Regarding endpoint and network protection, Bora fully extended and deployed next-generation email and endpoint protection systems to all domestic and overseas facilities in 2025, ensuring that all global operating sites receive optimal and consistent protection. At the same time, USB scanning and control mechanisms are established at each facility to reduce the risk of virus infection through physical media.

Strategy	Mechanism	Initiatives
Information Security	• Establishment of Information Security Organization • Formulation of Information and Communication Security Policies • Enhancement of Existing Information and Communication System Security	• Appointed Dedicated Information Security Officers and Team Members to Oversee and Implement Cybersecurity Initiatives • Conducted Regular Reviews and Updates of Bora's Information and Communication Security Policy • Evaluated Existing Information and Communication Systems, with Ongoing Efforts towards Optimization
Technology Applications	• Strengthening of Information and Communication Systems • Internal and External Data Collection • Data Analysis and Response	• Continuous Assessment and Upgrade of Email Protection • Enhancement of Endpoint Defense Capabilities • Abnormal Network Activity Monitoring and Prevention • Integration of Existing Cybersecurity Tools to Improve Monitoring Efficiency
Information Optimization	• Ongoing Enhancement of Company-wide Information Security Awareness • Progressive Strengthening of Cybersecurity Defense and Protection Systems • Regular Implementation of Backup and Disaster Recovery Drills for Critical Systems and Data	• Regular Distribution of Cybersecurity Newsletters, with 13 Issues Published in 2025. Beginning in 2025, Cybersecurity Content is Integrated into the Group's Internal Employee Newsletter, Achieving an 88% Distribution Completion Rate • Implementation of Information and Communication System Vulnerability Management • Execution of Cybersecurity Awareness Training for All New Hires • At Least 1 Social Engineering Drill Conducted Annually to Enhance Employee Cybersecurity Awareness

Information Security and Business Continuity Plan

The Company prioritizes operational continuity in the event of disasters or major cybersecurity incidents. It has established an “Information System and Business Continuity Plan” and implemented backup mechanisms for core systems and sensitive data. Measures include off-site data backup, network redundancy, and regular disaster recovery drills under different scenarios to test system recovery time objectives (RTO) and recovery point objectives (RPO). These arrangements support the timely restoration of critical business functions, protection of R&D and client confidentiality, and mitigation of supply chain and operational disruptions.

Information Security Incident Reporting

To strengthen the Company’s information security defense system and ensure business continuity and the information rights of stakeholders, Bora Pharmaceuticals has established the “Information Security Incident Reporting and Response Procedure” in accordance with the Cybersecurity Management Act and related regulations. This procedure sets up standardized reporting and response processes to ensure timely reaction, effective damage control, and rapid recovery in the event of an information security incident, minimizing the impact on business operations and corporate reputation.

The Company has established an Information Security Incident Response Team, with the head of the Information Management Department serving as the chief coordinator. The team oversees disaster recovery and business continuity drills during normal operations and leads response efforts when incidents occur. Team members are assigned responsibilities based on their areas of expertise, and external cybersecurity personnel may be invited to participate in handling incidents as needed.

Information security incidents are classified into 4 levels, from Level 4 to Level 1, covering scenarios such as confidential data breaches, critical business interruptions, tampering of sensitive data, and temporary outages of non-critical systems. Each level has clearly defined response mechanisms and reporting timelines. Depending on the severity level, the response team must complete initial damage control within 24 to 72 hours and document the actions in a reporting form. Follow-up procedures include incident forensics, root cause analysis, and system recovery.

In addition, for Level 4 major information security incidents, the Company will hold press conferences and issue press releases through authorized spokespersons in accordance with regulations to ensure transparent external communication. When necessary, third-party cybersecurity organizations with professional certifications (such as CISSP or CEH) may be commissioned to conduct investigations and forensics, ensuring the professionalism and credibility of the response operations.

Bora Pharmaceuticals has also established a 24-hour cybersecurity reporting hotline for all employees, temporary staff, and partner vendors to promptly report suspected information security incidents. Through systematic reporting handling and continuous improvement, the Company strengthens overall cybersecurity resilience and fulfills its commitment to sustainable operations.

AI Governance Framework

The Company advances digital transformation through a governance framework that emphasizes responsible and transparent use of artificial intelligence. The Group’s Information Management Division has issued the “AI Technology Usage Policy” to govern the ethical use and risk management of AI technologies. The policy applies across the Group and requires that AI systems be used only for legitimate and lawful purposes, with restrictions on the input of sensitive data unless appropriately de-identified and authorized.

AI-generated outputs are subject to human review and are not used as the sole basis for decision-making.

Within this governance framework and in connection with the Microsoft 365 environment, the Company enables the use of Microsoft Copilot for general productivity applications such as meeting notes and task tracking. Such applications are limited to non-regulated operational areas and do not interface with core regulated systems, supporting efficiency improvements while maintaining information security and regulatory compliance.

2. Personal Data Privacy Protection

The Company is committed to the protection of personal data and has established a comprehensive “Personal Data Protection Policy” applicable to all employees, subsidiaries, and key partners. We collect, process, and use personal data in accordance with the principles of legality, fairness, and transparency, ensuring data security while providing individuals with the right to manage their data. To mitigate potential risks, the Company implements strict access controls, encryption technologies, and audit mechanisms to prevent unauthorized access or misuse of personal information. Additionally, Bora conducts annual internal and external audits on personal data protection and provides relevant training to employees to enhance compliance and data security, ensuring alignment with international regulatory standards and best practices.

3. Information Security Education and Training

Information security protection has become an essential component of sustainable business operations. Bora Pharmaceuticals recognizes that information security is not solely the responsibility of the IT department, but a fundamental obligation shared by all employees. To strengthen awareness and professional knowledge of cybersecurity across the organization, the Company continuously promotes information security education, training, and awareness campaigns, embedding security concepts into daily operations.

In 2025, Bora Pharmaceuticals conducted information security education and training programs totaling 25,966 participant sessions and 9,375 hours. The courses covered topics such as basic cybersecurity awareness, personal data protection, internal control mechanisms, and social engineering prevention. Training content was tailored to different job functions and responsibility levels. In addition to onboarding sessions for new hires, the Company also provides regular refresher training for all staff to ensure sufficient awareness and response capabilities toward potential risks.

Training	Number of participants	Hour/ person	Hour
Information security training for new employees	142	1	142
Information security monthly report	8,000	0.25	2,000
Internal news section	10,500	0.5	5,250
Professional information security training	3	8	24
Information security workshops	8	5.5	44
Information security training at sites	111	1	111
Townhall Cybersecurity Briefing	900	0.25	225
Departmental Internal Cybersecurity Sharing	2	2	4
Internal Online Cybersecurity Awareness Training	6,300	0.25	1,575
Total	25,966 participants; 9,375 hours		

Through these systematic and continuous training efforts, the Company has effectively enhanced the overall organizational capability in information security protection, further strengthening its ability to manage information and communication risks in operations, and advancing toward secure, stable, and resilient sustainable development.

V. Intellectual Property Management

Bora Pharmaceuticals is committed to strengthening intellectual property management by aligning it with operational goals, R&D, and business resources to establish a comprehensive strategy for the development and management of intellectual property rights. This approach enhances innovation capabilities, boosts competitiveness, and protects core technologies and research outcomes. The Company has established an "intellectual property management plan" in line with its operational strategies, and has built a dedicated unit to review the implementation effectiveness on a regular basis. The implementation achievements of intellectual property are reported to the Board of Directors at least once a year to ensure that senior management can fully supervise the direction of the intellectual property development. At the same time, the Company promotes an intellectual property management system based on international standards, continuously optimizing the planning and maintenance of patents and trademarks to safeguard corporate assets and support sustainable development.

1. Intellectual Property Management System

Bora Pharmaceuticals proactively protects intellectual property rights, including patents, trademarks, trade secrets, and copyrights, to ensure their effective management and utilization. The Company engages external patent firms on a periodic basis to support patent and trademark maintenance, inventory and application portfolio planning. Intellectual property rights owned by the Group are primarily applied in the manufacture and sale of pharmaceutical products by Bora Pharmaceuticals and its affiliates. Employment contracts and related agreements specify that all inventions, discoveries, improvements, and processes developed or conceived by employees during their employment, except for rights legally retained by employees, shall be owned by Bora Pharmaceuticals, including related usage, profit, and ownership rights.

In terms of trade secret management, Bora Pharmaceuticals requires employees, through employment contracts and related policies, to maintain confidentiality regarding any proprietary information of the Company both during and after their employment. Employees are prohibited from disclosing, sharing, delivering, or publishing any such confidential information. Furthermore, employees are obligated to immediately report any improper use, theft, disclosure, or exploitation of Bora Pharmaceuticals's confidential information so that the Company can take necessary protective measures. Bora Pharmaceuticals also strictly prohibits employees from disclosing any confidential information of their previous employers during their service at the Company, ensuring industry integrity and compliance with legal regulations.

Bora Pharmaceuticals also places great importance on copyright management, regularly inventorying and maintaining copyright assets generated during research, development, and manufacturing processes to ensure the protection of the Company's copyright interests.

2. Intellectual Property Implementation Status

As of 31 December 2025, Bora Pharmaceuticals had completed the portfolio review and maintenance of 48 patents and 256 trademarks, covering its core business areas including pharmaceuticals and healthcare products. To ensure the integrity of intellectual property rights and maintain market competitiveness, Bora Pharmaceuticals engages external professional firms to support the portfolio review, maintenance, and strategic planning of patent and trademark applications, ensuring that intellectual property assets are appropriately managed and protected over the long term.

Bora Pharmaceuticals conducted trade secret training in 2025, with 188 participants and 94 training hours. The training covered fundamental intellectual property concepts, strengthening employees' understanding of trade secret protection and internal compliance, and reducing the risk of trade secret leakage.

To embed intellectual property protection awareness, the Company includes confidentiality obligations in employment contracts and incorporates "Trade Secrets and Intellectual Property Protection" into regular training programs. Internal communications and online courses reinforce awareness of information confidentiality, prevention of unauthorized disclosure, and proper use of third-party software and intellectual property, reducing human-error-related intellectual property risks.

Looking ahead, Bora Pharmaceuticals will align its intellectual property management framework with operational needs to support systematic asset management and protection. The Company will continue IP-related training to enhance employee capabilities and plans to pursue certification under the Taiwan Intellectual Property Management System (TIPS), strengthening its intellectual property management framework and supporting international competitiveness.

CHAPTER

04

Sustainable Drug Supply

4 — 1 Supply Chain Management

4 — 2 Product Quality and Safety

4 — 3 Responsible Product Sales

4 — 4 New Drug Research and Development

4 — 5 Access to Medicine



I. Supply Chain Management

Bora Group is committed to sustainable operations, with “Contributing to Better Health All Over The World” as its core mission. The Company recognizes that a robust and responsible supply chain is fundamental to drug quality, process stability, and sustainable development. It aligns its supplier management approach with international standards, including the UN Sustainable Development Goals (SDGs), the UN Global Compact (UNGC), and the Pharmaceutical Supply Chain Initiative (PSCI), and establishes a three-tier supplier management framework covering standard setting, evaluation, and validation:



1. Core guideline: The "Bora Group Supplier Code of Conduct"

To embed sustainability into supply chain governance, we have formulated and issued the "Bora Group Supplier Code of Conduct," which serves as the governing framework for supplier management. The Code was approved by the Chairman, reflecting board-level oversight of supply chain sustainability matters.. It sets out our expectations across environmental management, occupational safety and health, and the protection of labor and human rights, consistent with our broader policy commitments. We require all key suppliers to sign and formally commit to the Code, thereby establishing a shared accountability mechanism for managing environmental and social risks across the value chain.

2. Implementation mechanism: The "Supplier Sustainability Self-Assessment Form"

To operationalize the Code beyond a written commitment, we have translated its provisions into quantifiable and verifiable assessment indicators, consolidated in the "Supplier Sustainability Self-Assessment Form." This serves as our primary supplier due diligence instrument. Through this assessment, we screen and evaluate whether suppliers have established corresponding management mechanisms and demonstrate substantive sustainability practices, enabling us to identify, assess, and monitor sustainability-related risks within the supply chain.

Benchmarking against the Pharmaceutical Supply Chain Initiative (PSCI), we apply the dual verification framework of the "Bora Group Supplier Code of Conduct" and the "Supplier Sustainability Self-Assessment Form" to strictly require suppliers to ensure full compliance in the following 5 key areas:

Business Ethics

Suppliers are expected to conduct all business dealings with integrity and to maintain internal policies prohibiting every form of corruption, including bribery, extortion, and embezzlement. They uphold fair and vigorous competition in accordance with applicable anti-trust laws and adopt fair business practices, including accurate and truthful advertising, while respecting and safeguarding the intellectual property rights of clients and third parties. Suppliers maintain mechanisms to identify, avoid, and manage conflicts of interest, and implement management and security systems that protect products, components, and ingredients from adulteration, falsification, or theft. Consistent with our commitment to patient welfare, they further maintain adequate systems to minimize any adverse impact on the rights of patients, subjects, and donors. In support of responsible sourcing, suppliers commit to procuring tin, tantalum, tungsten, and gold (3TG) minerals exclusively from "conflict-free" sources and, where animal testing is undertaken, to treating animals humanely and prioritizing the 3Rs principles (Replace, Reduce, Refine). They additionally confirm no single government fine of NT$1 million (or the equivalent of US$300,000) or more within the past three years, maintain robust systems to protect the personal information of clients and vendors, and operate a grievance mechanism accessible to both internal and external stakeholders that shields users from any threat of reprisal, intimidation, or harassment.

Labor Rights

Suppliers are required to operate in full compliance with all applicable labor laws and regulations, to ensure that employees are afforded their statutory rights and interests, and to maintain a record free of major violations over the past three years. They prohibit all forms of forced, bonded, or indentured labor, involuntary prison labor, human trafficking (modern slavery), and child labor; provide a workplace free from discrimination in which compensation and benefits meet or exceed legal requirements, including minimum wages, overtime, and mandated benefits; and respect workers' rights to associate freely, to join or refrain from joining labor unions, and to bargain collectively.

Health and Safety

Suppliers are expected to comply rigorously with the Occupational Safety and Health Act and related regulations in order to provide a safe and healthy working environment. They maintain a risk management mechanism supported by regular occupational safety risk assessments, furnish employees with the necessary safety training and protective equipment, and operate structured mechanisms for incident reporting, handling, and prevention, subject to periodic review, so as to continuously strengthen their occupational safety management system.

Environmental Management

Suppliers are required to comply with all applicable environmental regulations and to maintain a record free of penalties from the competent authorities over the past three years. They complete the inventory and quantification of their greenhouse gas (GHG) emissions, obtain independent third-party verification or assurance, and establish clear reduction targets together with corresponding implementation plans. Suppliers further maintain hazardous substance management procedures to ensure that products conform to regulations such as RoHS and REACH — providing a full declaration of material composition upon request.

Governance & Management Systems

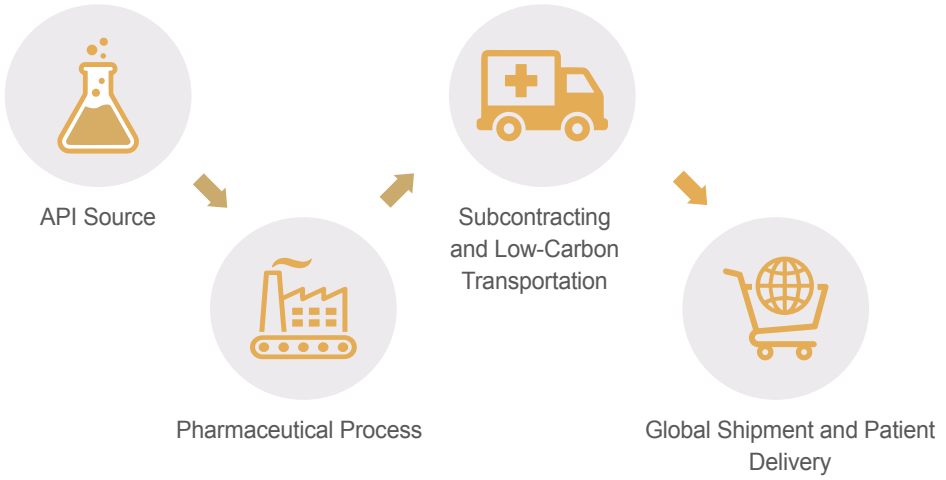
Suppliers are required to establish a formal management system that ensures (a) compliance with applicable laws, regulations, and customer requirements; (b) conformity with the principles of the Code; (c) the identification and management of risks; and (d) due diligence across their own supply chain.

1. Differentiated Supply Chain Strategy for a Dual Operating Model

As a leading pharmaceutical company based in Taiwan, Bora operates across both Pharma Sales and CDMO sectors as the dual engine strategy. The two business segments call for distinctly different supplier strategies:

Global Pharma Sales Supply Chain

Our Pharma Sales business depends on a defined set of active pharmaceutical ingredients (APIs) and intermediates, concentrating supply chain risk in these critical inputs. To safeguard supply continuity, substitutability, and cost competitiveness, we pursue a global, multi-source procurement strategy - qualifying high-quality suppliers across the United States, India, Germany, and Japan to reduce single-source dependency. Supplier qualification is anchored in GMP and ISO 9001 certification and verified third-party audit records, and we enter into quality agreements with APIs suppliers material to product quality to formalize accountability.



CDMO Supply Chain

Our CDMO business centers on customized manufacturing services, with APIs typically supplied by customers. Company-procured materials are predominantly excipients, packaging, and general-purpose inputs, resulting in materially lower critical-API risk than our Pharma Sales operations. Under our internal procedures, we conduct an annual performance evaluation of suppliers exceeding NT$1 million in purchases or designated as strategic, assessing price, quality, delivery, service, and green chemistry practices.

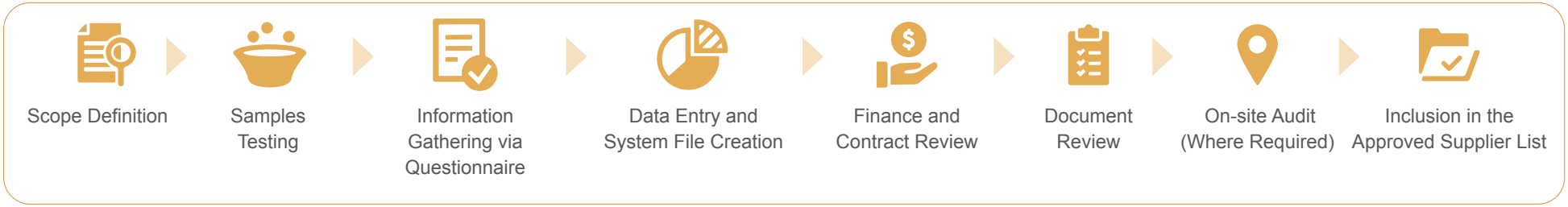


2. Supplier Lifecycle Management and Review Mechanism

To safeguard procurement quality and monitor supplier operational status, we have implemented a lifecycle management mechanism spanning new-supplier qualification, ongoing monitoring, , performance evaluation and improvement. All suppliers are screened against U.S. FDA classification standards to ensure that no high-risk manufacturers enter our supply chain.Routine monitoring and document review for new suppliers

New Supplier Eight-Stage Qualification (Onboarding):

New suppliers undergo a structured 8-stage qualification before approval:



Routine monitoring and document review for existing suppliers

1 Baseline Review and Quotation

1. Based on procurement value, Bora requires the procurement team to obtain quotations from 2 to 3 suppliers. Designated suppliers must submit a justified rationale along with management approval documentation.
2. Special items, such as fixed-asset procurement or patented products, may be subject to a case-by-case review process as appropriate.

2 Supplier Basic Information and Document Review

1. New suppliers must complete a full supplier information form; upon approval, a supplier master file is created and regularly updated and maintained in the internal SAP system.
2. The accuracy of suppliers' contracts, payment terms, and related registration documents is verified to confirm compliance with the Company's internal control requirements.

3 Sample Testing and Evaluation

Conduct testing and performance evaluation on samples provided by suppliers to ensure their products meet company standards and demonstrate stable technical capability.

4 Formal Evaluation and Audit

1. Conduct formal evaluations of suppliers on a regular basis based on the Company's internal quality management standards and sustainability management standards, including document review and necessary on-site audits to ensure ongoing supplier compliance.
2. The evaluation focuses not only on the quality system, product stability, and on-time delivery rate but also on the ESG performance.
3. Evaluation results are stored in the internal shared database.

5 Qualified Supplier Management

1. Suppliers who pass the review will be listed in the Qualified Supplier List and will undergo regular quality reviews and document re-evaluations.
2. Ensure long-term quality stability in cooperation and further enhance supply chain resilience.

3. Effectiveness in Management of New and Existing Suppliers for 2025

2025 represents a significant step forward in Bora Pharmaceuticals' group-wide approach to sustainable supply chain management. In response to our expanding global operations and the strengthening ESG expectations of international key customers, we have initiated a phased plan to integrate sustainability into supplier management.In terms of the implementation strategy, we adopt a "phased and steady introduction" model. In 2025, the initiative was first unveiled in Taiwan, covering the CDMO business at the Zhunan, Taoyuan, Tainan, and Zhongli sites, as well as the global Pharma Sales business of TWi Pharmaceuticals. Building on this experience at our Taiwan sites, we engage closely with key suppliers, requiring them to sign a letter of commitment and complete the online "Supplier Sustainability Self-Assessment Questionnaire." We expect to extend this initiative to overseas sites in 2026.

CDMO Supplier Engagement at Taiwan Sites

In its first phase in 2025, the program achieved full participation: 132 key suppliers signed the letter of commitment and completed the self-assessment questionnaire, spanning major procurement categories from raw materials to indirect materials. This response was driven by proactive engagement from our procurement team and two hours of dedicated ESG training for all CDMO procurement personnel - and yielded our first ESG risk profile of the supply chain. The results are as follows:

2025

132 suppliers

The total number of CDMO suppliers that have conducted the engagement and given an effective response.

Global Pharma Sales Supplier Engagement at TWi

Pharmaceuticals within TWi Pharmaceuticals' global Pharma Sales business, we focused on the critical raw materials shaping our commercialized products, spanning packaging and indirect materials. The 2025 first phase secured 41 completed self-assessment questionnaires and commitment letters, establishing our initial ESG risk profile for this segment, as detailed below:

2025

41 suppliers

The total number of Pharma Sales suppliers that have conducted the engagement and given an effective response.

CDMO Supplier Engagement at Taiwan Sites

Supplier Screening Category	Evaluation Target	Number of Effective Collection	Implementation Result
New supplier	All new partners approved and provided with a master file in 2025	54	The ESG screening mechanism was implemented with 100% coverage, with sustainability assessments completed for all partners before any formal transactions.
Existing suppliers (Critical raw materials)	The "top-10 raw material suppliers in terms of transaction amount" that have the most critical impact on the core process and product quality	10	100% in-depth engagement and effective questionnaire response collection were achieved for raw material suppliers identified as highest-risk and most significant.
Existing suppliers (MRO)	Important suppliers with an annual transaction amount exceeding NT$1 million in factory maintenance, operating consumables, and engineering services.	68	Sustainability risk and compliance identification were conducted for indirect material suppliers with high purchasing influence.
Total for the Year		132	The total number of CDMO suppliers that have conducted the engagement and given an effective response in 2025

Global Pharma Sales Supplier Engagement at TWi

Supplier Category	Importance of Procurement	Number of Effective Collection	Implementation Result
API (Active Pharmaceutical Ingredient)	Key Active Pharmaceutical Ingredient (API) Suppliers, including Global Sales	15	Ensured sustainability compliance and supply resilience of key raw material sources for commercialized products
Excipient	Suppliers of key material that affect product dosage forms and process stability	8	Completed an initial ESG risk profile of secondary raw material suppliers
Packaging	Suppliers that provide primary and secondary packaging materials for pharmaceuticals	11	Confirmation of compliance among the packaging material partners in terms of labor rights and environmental regulations
MRO / Indirect (indirect materials and services)	Suppliers of indirect materials and services required for business operations	7	Increased identification scope of the sustainable supply chain drive overall value chain improvement
Total for the Year		41	The total number of Pharma Sales suppliers that have conducted the engagement and given an effective response in 2025

Supplier Sustainability Self-Assessment Findings and Continuous Improvement Actions in 2025

The 2025 first-phase rollout of the "Bora Group Supplier Code of Conduct" and the "Supplier Sustainability Self-Assessment Form", spanning both our CDMO and global Pharma Sales businesses, gave us an initial profile of the supply chain's ESG risks. Overall, most key suppliers performed well on basic legal compliance and labor rights, but common gaps emerged on more advanced sustainability matters, including climate action, downstream supply chain management, and sustainability disclosure. Bora Group classifies its suppliers along two dimensions — scale and risk. For scale, classification is based on each supplier's share of annual procurement spend, with higher-spend suppliers designated as key suppliers; for risk, classification is based on the results of the Supplier Sustainability Self-Assessment Form with suppliers showing insufficient disclosure or lagging performance designated as high-risk suppliers. In response to the key risk patterns identified through this classification, Bora Group has formulated corresponding improvement and engagement strategies, committed to driving shared growth among its value chain partners.

Sustainability Dimension	Key Findings	Improvement & Engagement
 **Climate Change & GHG Management**	**Suppliers' carbon inventory and reduction targets remain at an early stage** Most suppliers have not yet established a complete GHG inventory (lacking Scope 1, 2 and 3 data) or Product Carbon Footprint (PCF) data, nor has such data been third-party assured; most suppliers have also not yet set reduction targets or planned to adopt renewable energy.	**Bora Group drives supplier carbon-inventory capacity building and phased decarbonization** 1. [Engage] Bora Group communicates the Group's net-zero timeline to suppliers and cascades reduction targets down the supply chain. 2. [Enable] Bora Group gives priority to key suppliers in providing foundational GHG-inventory training to help them build carbon-accounting capability. 3. [Monitor & Improve] Bora Group progressively requires high-risk (high-emission / energy-intensive) suppliers to set phased reduction targets (e.g., aligned with SBTi) and factors suppliers' decarbonization performance into procurement-allocation scoring.
 **Sub-tier Supply Chain Management (Tier 2)**	**Suppliers lack ESG leverage over their sub-tier suppliers** Bora Group's assessment found that most suppliers do not incorporate ESG criteria when evaluating their own upstream vendors, nor do they require their supply chain partners to sign human-rights, environmental, or ethics commitments — resulting in a break in sustainability management at the sub-tier level.	**Bora Group extends its sustainability influence to the sub-tier supply chain** 1. [Engage] Bora Group shares the framework of the Bora Group Supplier Code of Conduct with suppliers, encouraging them to adopt it into their own procurement policies and cascade it downstream. 2. [Screen] Bora Group gives priority to requiring key raw-material suppliers to conduct risk-based screening of human-rights and environmental risks at their upstream sources (Tier 2). 3. [Monitor] Bora Group tracks the coverage of suppliers' sub-tier management through the annual self-assessment questionnaire and progressively expands due-diligence coverage of the sub-tier supply chain.

Sustainability Dimension	Key Findings	Improvement & Engagement
 **Sustainability Governance & Disclosure**	**Suppliers lack systematic ESG performance tracking and disclosure** Some suppliers have not yet established written ESG performance targets, indicators (KPIs), or implementation plans; most small and medium-sized suppliers have not yet prepared or publicly released a sustainability (ESG) report, nor appointed dedicated sustainability or information-security personnel.	**Bora Group helps suppliers build a sustainability governance structure and metrics** 1. [Engage] Bora Group requires high-risk or key suppliers to submit a concrete ESG improvement commitment with a timeline. 2. [Monitor] Bora Group tracks suppliers' progress toward their sustainability targets (KPIs) through annual written reviews and periodic meetings. 3. [Disclose] Bora Group guides suppliers to progressively establish ESG disclosure mechanisms and encourages alignment with standards such as GRI.
 **Environmental Protection & Resource Management**	**Suppliers' actions on the circular economy and waste management are relatively weak** Some suppliers remain at the level of "basic compliance" in environmental protection, without proactive waste-reduction plans, recycling initiatives, or systematic environmental audit mechanisms.	**Bora Group strengthens supplier environmental risk control and green initiatives** 1. [Baseline] Bora Group closely monitors suppliers' environmental penalty records and treats "zero material environmental violations" as a baseline for continued business. 2. [Engage] Bora Group encourages suppliers to adopt environmental management systems such as ISO 14001 and works with them to develop packaging-reduction and green-process plans. 3. [Audit & Improve] Bora Group progressively incorporates environmental clauses into procurement contracts and plans on-site audits and corrective action plan (CAP) follow-up for high-risk suppliers.
 **Business Ethics & Regulatory Compliance**	**Suppliers' compliance defenses and ethics training still need strengthening** Although most suppliers have no material violations, a small number have faced intellectual-property disputes; some suppliers have not yet established complete anti-corruption policies, grievance mechanisms, or regular ethics and compliance training.	**Bora Group reaffirms its zero-tolerance policy and provides grievance channels** 1. [Cascade] Bora Group requires all suppliers to strictly comply with the Bora Group Supplier Code of Conduct and adopts a "zero-tolerance" stance toward material incidents such as IP infringement, corruption, and forced labor. 2. [Grievance] Bora Group ensures suppliers are aware of and can access the Group's independent third-party grievance channel, safeguarding the integrity and transparency of the value chain. 3. [Monitor] Bora Group monitors suppliers' establishment of anti-corruption and grievance mechanisms through the self-assessment questionnaire and periodic reviews, requiring those with gaps to remediate within a defined timeframe.

4. Supplier Performance Evaluation Mechanism

Building on the sustainable-supply-chain program launched in 2025 with our Taiwan sites as the starting point, we have formally incorporated ESG performance as an assessment dimension in our review processes for both new and existing suppliers. Through signed letters of commitment and the Supplier Sustainability Self-Assessment Questionnaire, we completed in-depth engagement with a first wave of 132 key suppliers—covering new suppliers, critical raw-material suppliers, and MRO suppliers—and drew an initial ESG risk profile of our supply chain. A self-assessment questionnaire, however, is only the starting point for risk identification. To deepen our sustainability requirements from a one-off rollout into routine, institutionalized management, and to ensure the overall competitiveness and sustainable resilience of our supply chain, Bora has formally revised its internal Supplier Management Standard Operating Procedure, integrating ESG indicators with the established dimensions of quality, delivery, price, and service—upgrading an assessment once centered on written commitments into a quantifiable, traceable, and periodically executed performance-evaluation system. Starting from the first quarter of 2026, our Taiwan sites will fully implement a "comprehensive, routine performance evaluation" for MRO (Maintenance, Repair, and Operations) suppliers whose transaction value exceeds NT$1 million at a single site or NT$3 million across sites.

This evaluation mechanism is conducted based on a comprehensive assessment with a maximum score of 100 points. It not only covers traditional core operational indicators (including quality stability, on-time delivery rate, cost competitiveness, and service cooperation), but also formally incorporates "ESG indicators" into the overall scoring. As for the key ESG assessments, we have set clear veto and check points according to international standards:



Environmental Management

- Ensure that suppliers have no records of penalties imposed by a competent authority for the violation of environmental regulations in the most recent three years.
- Confirm that suppliers have implemented and completed the greenhouse gas (GHG) emission inventory for the previous year.



Social and Human Rights

- Require suppliers to ensure they have no violations of labor regulations in the most recent three years.
- Strictly check whether there have been any major occupational accidents resulting in employee injury or death at the workplace in the most recent three years.



Corporate Governance

- Ensure that suppliers have not received any single government fine exceeding NT$1 million (or the equivalent of US$300,000) in the most recent three years.
- Confirm that suppliers have established a comprehensive grievance mechanism covering both internal and external stakeholders.

Differentiated Tiering and Management: Based on the weighted overall score of the "operating performance" and "ESG performance" mentioned above, we categorize suppliers into three tiers to implement differentiated management and risk control:

Tier A (100-85 points)	Priority Partners	They have excellent overall performance and are prioritized for procurement under deepened strategic cooperation.
Tier B (84-70 points)	General Partners	They have satisfactory overall performance and maintain a normal procurement relationship with the Company.
Tier C (69-60 points)	Partners in the watch list	Their overall performance needs improvement (or has potential ESG risk). These partners are listed as alternatives or acquire less procurement allocation, and they are required to make improvements under guidance (CAPA).

5. Green Procurement

We support green procurement and local economic development, shortening transportation distances, reducing our carbon footprint, and strengthening supply chain resilience.

We give purchasing preference to products carrying environmental labels or sustainability certifications. In 2025, the Company's declared green procurement spending reached NT$337,574, spanning office supplies, cleaning supplies, and equipment. We will continue to strengthen our green procurement practices and work with suppliers to advance sustainability.



6. Supplier Empowerment and Capability Building

We recognize that a resilient value chain depends on shared progress. Our approach to sustainable supply chain management works from the inside out: beyond requiring regulatory compliance from suppliers, we act as an enabler of sustainable transformation for both our internal teams and our external partners:

Internal capability building and governance oversight

To embed our sustainable procurement policy into daily operations, in 2025 we delivered a two-hour sustainable supply chain training course for all seven procurement personnel at our Taiwan sites, strengthening frontline buyers' sustainability awareness and supplier-assessment capabilities. In parallel, through monthly ESG meetings, we report progress and performance on sustainable supply chain management to management at all levels—aligning execution with the Group's top-down objectives for supply chain risk control and securing the resources needed to deliver them.

Global expansion and outlook

We will broaden the reach of this training to cover all key suppliers over time. In line with the Bora Group's globalization strategy, we plan to extend engagement and system integration to our overseas plants and procurement teams beginning in 2026, applying the management experience developed at our Taiwan sites across our global operations and working with multinational suppliers to advance sustainable transformation in the pharmaceutical industry.

II. Product Quality and Safety

Material Topics	Product Quality and Safety
Impact	Product Quality and Safety are crucial to patient health. Bora Pharmaceuticals emphasizes that every stage of the drug life cycle must maintain the highest quality to ensure product purity, identification, safety, efficacy, effectiveness, and quality.
Management Mechanism	Each site strictly complies with international regulations such as PIC/S GMP, U.S. FDA, EU GMP, Health Canada, and Japan PMDA. To implement the "One Bora Way" operating philosophy, we are implementing the integration of our quality platforms on the global production network, strengthening data integrity through standardized processes, and optimizing operational monitoring and performance evaluation using digital systems. The Company conducts an internal audit of each quality system at least once a year to ensure all operations comply with GxP standards and product specifications.
Policy Commitment	Bora Pharmaceuticals is committed to maintaining the highest quality at every stage of the drug lifecycle, viewing drug quality and safety as a responsibility of the Company, and ensuring the fulfillment of patient safety as our ultimate mission through the participation and collaboration of all employees.
Actions Taken	1. Globally Consistent Management Procedures: Establish compliant management procedures covering education, training, and quality event management, and promote the harmonization of global quality platforms. 2. Introduction of Quality Digitalization Systems: Position Veeva as the Group's core Quality Management System (QMS) and document control system. The site in North America is expected to complete the introduction in 2026; the Taiwan plants are expected to start the introduction in 2026. 3. Talent Development Digitalization: Develop appropriate training plans to ensure employees meet GxP functional requirements; adopt SuccessFactors as the global Learning Management System (LMS), implemented simultaneously with Veeva to improve training compliance. 4. Quality Event Management: Introduce an electronic system to manage Deviation Investigation and Corrective Action (CAPA), ensuring that major events are notified to drug license holders within one business day. 5. Laboratory Information Management System (LIMS): Select LabWare as the enterprise-level LIMS solution, with plans to promote it to global locations starting from 2027.
Objectives	Short-term Goals (2025-2026) 1. No product recalls or serious customer complaints caused by product quality issues 2. Integration of quality procedures and resource sharing among plants to establish unified quality standards and improve personnel resource efficiency Mid- to Long-term Goals (Mid-term 2026-2028, Long-term 2029-2033) 1. By Q2 2026: Installation and launch of the Veeva QMS (Quality and Document Management System) and SuccessFactors (Education and Training Management System) will be completed at the site in North America. 2. By the end of 2026: Complete the full implementation of the above systems at the Taiwan plant (scheduled to start in July). 3. From 2027: The global introduction of the enterprise-level Laboratory Information Management System (LIMS - LabWare) will be launched according to the plan.

1. Strategic Quality Governance and Leadership Accountability

The Bora Group continues to invest in talent development and infrastructure to drive continuous operational improvement, as our operations are rooted under a core principle: quality is our license to operate, and patient safety is our highest responsibility. We not only manufacture high-quality products through robust processes but also strive to deepen the values of the "Bora Way"*.

While we currently have an array of electronic solutions at our manufacturing sites, we have a strategic plan to harmonize our Quality platforms across our manufacturing network to support “One Bora Way”. This initiative will drive standardization and consistency in our quality processes, further improve data integrity, support efficiency, and leverage our data across operations to enhance performance monitoring and trend evaluation. Specifically, we are implementing Veeva as both our Quality Management System and Document Control System, and SuccessFactors as our Learning Management System. Veeva and SuccessFactors are currently being introduced across our North American sites with a planned “go-live” by June 30, 2026. The implementation in our Taiwanese facilities will begin in July 2026 with full implementation planned by the end of 2026.

Bora is advancing an enterprise-wide plan to adopt LabWare as its standard Laboratory Information Management System (LIMS). Building on existing deployments at select facilities, a phased rollout will extend LIMS coverage group-wide from 2027.

Note: For the details of the Bora Way, please see page 127.

Quality Policy

Bora has earned the trust of customers and patients with our safe, effective, and quality products. What drives us forward is the shared commitment of all the Group's networks to pursuing excellence and continuous improvement.

1. We manufacture products of the highest quality through robust processes and rigorous testing.
2. Through open and honest partnerships, we deeply understand and meet the needs of our customers and patients.
3. We encourage innovative ideas and practices, and we leverage cutting-edge technology to promote the health of the patients.
4. By establishing a global quality system, we implement ethical business practices to meet or exceed all relevant regulations and industry standards.
5. We provide comprehensive tools and require accountability from individuals at all levels to drive a deeply ingrained quality culture.

Global Quality Management System

We implement quality governance and oversight through a rigorous, clearly tiered organizational structure. This structure is directly supervised by Bora's Chairman and CEO and is led by the Group's Senior Vice President of Global Quality, with core units and functional levels below encompassing Commercial Regulatory Affairs, the Head of Quality for Taiwan and Asia-Pacific, the Head of Quality for the Americas, and the Group Quality Department.

This design effectively drives operational consistency and a culture of accountability across our global manufacturing network, while retaining sufficient flexibility to support the organization's continued expansion. Through routine, formalized quality review processes conducted by the senior management team, we ensure that quality performance across all global operations is reported and accountable directly to Bora's Chairman and CEO.

2. Compliance and Audit

Bora Pharmaceuticals has established a comprehensive quality management system covering the entire pharmaceutical product lifecycle — from R&D, manufacturing and testing through to supply chain management — in accordance with the requirements of regulatory authorities in each of the markets we serve. Bora manufacturing sites are regularly inspected by global regulatory authorities to ensure compliance with applicable regional regulations. Each Bora manufacturing site applies the strictest compliance standard from each region to ensure that compliance is met or exceeded for all regions. Any regulatory authority feedback received at one facility is shared with all facilities to ensure all sites perform consistently and with one global quality standard. No facility after acquisition by Bora has experienced any regulatory authority induced production halt or revenue impact because of poor execution to compliance standards. Our regulatory authority inspection history demonstrates strong overall compliance across the network.

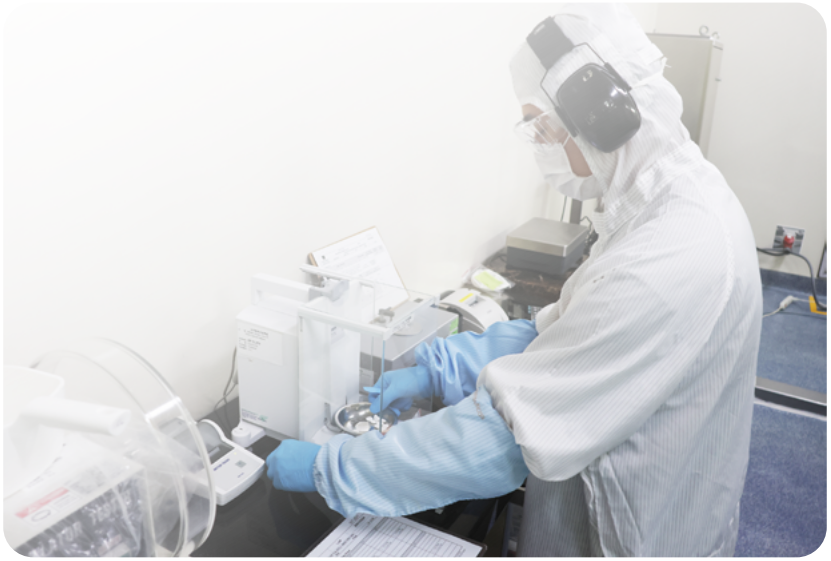
In addition, Bora facilities are routinely audited by industry experts, third-party auditors, or Qualified Persons (QPs) to support various customers' monitoring of our execution against compliance standards. This breadth of exposure provides different perspectives and solutions that further support our ability to maintain a strong quality system across our network and an "inspection-ready" quality culture.

Site Regulatory Compliance and Audit

Regulatory Compliance

According to product type and export market, each Bora facility complies with the following regulations and undergoes regular audits by regulatory authorities and customers:

- PIC/S GMP
- US FDA 21CFR (U.S. FDA)
- PMDA (Japan)
- EU GMP
- Health Canada



The Bora Group's Regulatory Inspection Track Record in Recent Years (Data covers the period from 2021 to 2025 and is limited to sites operated by Bora Group at the time of verification.)

Standards Followed by Taiwan Sites*

Plants	Year	Inspection Unit and Scope (Agency & Scopes)	Inspection Result (Outcome)
Zhunan Site	2025	U.S. FDA Routine Inspection	Passed (Acceptable, VAI)
	2024	Taiwan TFDA New Aluminum Foil Packaging Line Inspection	Passed (Acceptable)
	2022	Taiwan TFDA Routine PIC/S GMP Inspection	Passed, 3.5-Year Extension Obtained
Zhongli Site	2023	Taiwan TFDA Routine PIC/S GMP Inspection (Plant I & II)	Passed (Acceptable)
Taoyuan Site	2024	Taiwan TFDA Routine PIC/S GMP Inspection	Passed (Acceptable)
	2022	U.S. FDA Pre-Approval Inspection (PAI)	Passed (Acceptable, VAI)
Tainan Site	2023	Taiwan TFDA Routine PIC/S GMP Inspection	Passed (Acceptable)

Note:
1. Only factory inspection records after the formal acquisition by Bora are displayed.
2. The Tainan site is audited by customers on a three-year cycle, with the most recent audit completed in 2026.

Standards Followed by North America Sites*

Plants	Year	Inspection Unit and Scope (Agency & Scopes)	Inspection Result (Outcome)
Mississauga Site (Canada)	2025	U.S. FDA Routine GMP Inspection	Passed (Acceptable, VAI)
	2025	Health Canada GMP Audit	Passed (Acceptable)
	2024	Japan PMDA GMP Inspection	Passed (Acceptable)
	2023	Ministry of Industry and Trade of the Russian Federation (Minpromtorg) / Eurasian Economic Union (EAEU) GMP Inspection	Passed (Acceptable)
	2022	Health Canada GMP Audit	Passed (Acceptable)
	2021	Health Canada GMP Audit	Passed (Acceptable)
Maple Grove Site (Minnesota, USA)	2025	U.S. DEA (Drug Enforcement Administration) Routine Inspection	Passed
	2024	U.S. FDA-CDER Pre-Approval Inspection (PAI)	Passed (Acceptable, VAI)
Baltimore Site (Maryland, USA)	2024	U.S. FDA-CBER CGMP Inspection	Passed (Acceptable)

Note: Only factory inspection records after the formal acquisition by Bora are displayed.

Customer Audit

In addition to successfully passing rigorous inspections conducted by competent authorities worldwide, as a leading global CDMO partner, we highly value on-site inspections (i.e., customer audits) and take an attitude of cooperation toward such actions. Customer audits are not only an important step in verifying our quality system but also a cornerstone for demonstrating operational transparency and deepening long-term mutual trust.

Below is a statistical summary of the number of customer audits completed at our plants in recent years. Through these frequent and high-standard practical exchanges and inspections, we continuously promote quality optimization across our global manufacturing networks and specifically fulfill the commitment to excellence that we make to every customer.



40 customer audits completed globally in 2025.

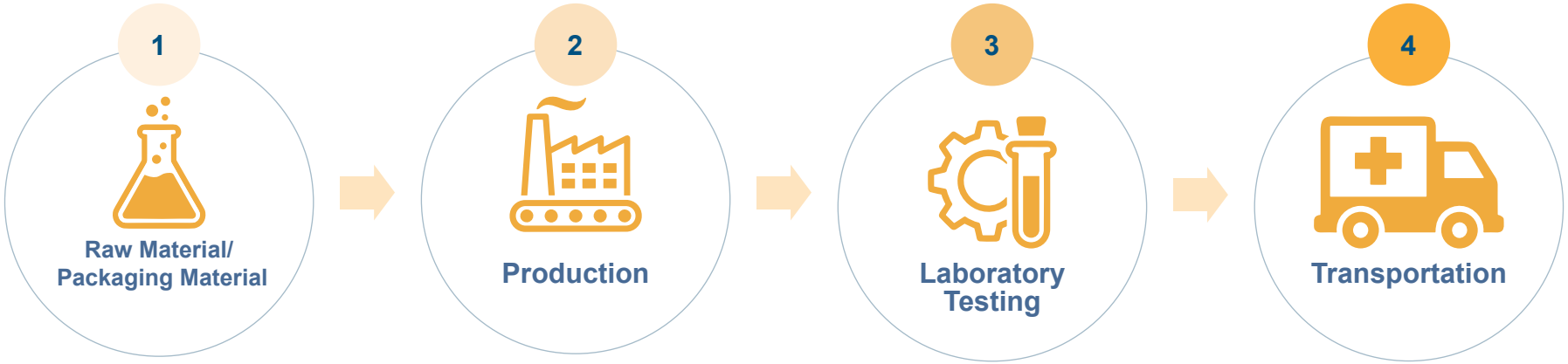
Self-Audit

Bora independently conducts self-audits to evaluate the appropriateness and compliance of quality system procedures, specifications, and other requirements. According to the audit plan, each quality system undergoes at least 1 audit annually. The results of self-audits are used to ensure continuous improvement and compliance, thereby strengthening the effectiveness of the quality management system.

3. Quality Management System

During the process from production to shipment, corresponding control measures are implemented at different stages to ensure drug quality:

Product Quality Control



- Temperature/Humidity Controlled Warehouse
- Supplier Verification
- Statistical Sampling/ Inspection Plan
- Inventory Management System

- Process Validation
- Online Inspection and In-Process Testing
- Facility/Equipment Verification and Calibration Plan
- Cross-Contamination Prevention Plan
- Environmental Monitoring
- Cleaning Validation

- Analytical Method Development and Validation
- Instrument Verification and Calibration Plan
- Standard/ Reagent Management

- Transportation Study
- Tamper-Evident Seals
- Temperature Monitoring

Quality System Monitoring

Bora has established a comprehensive quality monitoring mechanism and a Quality Committee to ensure that product quality and the production environment continuously meet regulatory requirements. The quality unit analyzes the effectiveness of the quality system monthly and reports the results to senior management, who actively promote a production environment that is compliant with regulations. At the same time, the Quality Committee, composed of senior management, holds regular meetings to review, resolve, and improve quality issues encountered by each plant, ensuring continuous enhancement of overall quality management.

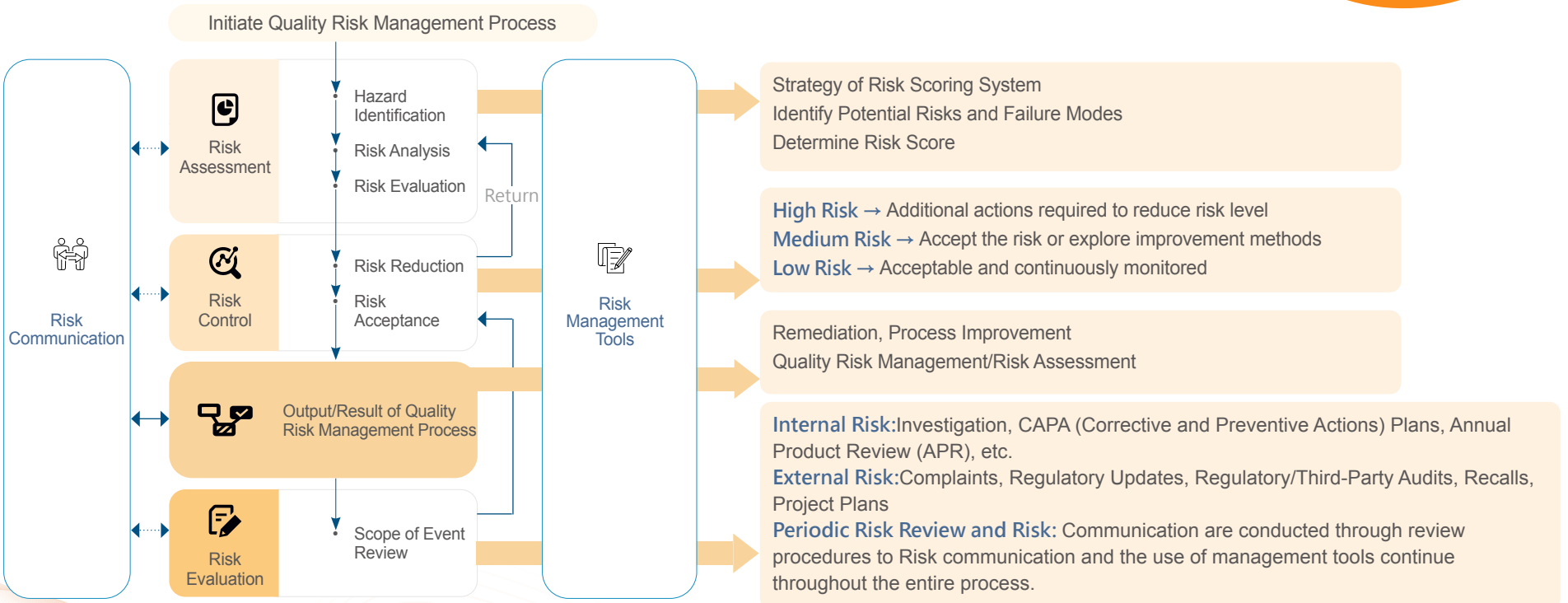
Quality Risk Management

Adhering to the ICH Q9 "Quality Risk Management" principles, a comprehensive and systematic risk assessment and management framework has been established. This framework covers multiple management aspects including computerized system management, deviation management, change control, cross-contamination control, supplier management, equipment management, and technology transfer. By applying various risk management tools, we effectively identify, analyze, assess, control, communicate, and review potential risks in processes and quality systems. Based on this, timely optimal decisions are made proactively to ensure compliance with regulatory requirements.

In practice, Bora Pharmaceuticals' quality risk management process typically encompasses risk assessment, risk control, and risk review. The resulting outcomes are integrated into key management mechanisms, including the Annual Product Review (APR), Corrective and Preventive Actions (CAPA), and incident or event investigations. This closed-loop approach enables continuous optimization of the quality system, supports high standards of product quality and safety in decision-making, and reflects the Company's commitment to sustainable operations and accountability to stakeholders.



General Process of Quality Risk Management



Supply Chain Security and Anti-counterfeiting Tracking Mechanism

To ensure supply chain security and comply with DSCSA (Drug Supply Chain Security Act) requirements, Bora is fully compliant with unit-level serialization and pallet-level aggregation for all prescription products to protect against the introduction of counterfeit product into our distribution channels and ensure the safety of products at every stage from production lines to patients.

Risk-Oriented Supplier Quality Management

Bora manages a global supply chain and performs supplier audits based on material risk impact to drug product safety and efficacy. The risk determines both audit frequency and audit approach (on-site versus desk-top). In 2025, we assessed 31% of our supplier base with 98 on-site audits and 202 desk-top audits across North America and Taiwan network. Our audit program also includes assessment of CAPA acceptability and implementation status.

Our audit program goes beyond compliance and incorporates the "appropriateness assessment of CAPA and follow-ups on implementation status." Through substantive audits and assisting suppliers in implementing CAPA, the Company helps suppliers identify root causes and improve their internal quality systems, thereby extending quality control from the factory to the entire supply chain.

4. Quality Event Management and Continuous Improvement

Bora Group has a comprehensive deviation investigation management system and has implemented an electronic system to manage and track deviation investigations and corrective and preventive actions. The process is as follows:

Quality Event Management

Event Review

- Event Reporting
- Immediate Action
- Risk Analysis

Investigation

- Investigation Tools
- Root Cause Analysis
- Product Impact Assessment
- Corrective and Preventive Action Plan (CAPA Plan)

Corrective and Preventive Actions

- CAPA Implementation
- Effectiveness Check Plan
- Effectiveness Check Review

Customer Complaint Management and Investigation Mechanism

We have established rigorous complaint addressing and investigation processes for the CDMO and Pharma Sales business to ensure that every piece of feedback from medical professionals, patients, or caregivers can be handled appropriately.

CDMO business

We work closely with customers. The CDMO business complaint is received by the customer who owns and sells the product and is registered in its quality system. Relevant documents are then forwarded to Bora's corresponding CDMO plant. We will then conduct an in-depth investigation to clarify whether the complaint originated from any processes under our operational control. Upon completion of the investigation, we will issue a formal report to the product owner so that they can give a reply to the complainant.

Pharma sales

Complaints are registered through our internal receiving process and recorded in the quality system. Subsequently, all information is forwarded to the corresponding plant for investigation, and contact will be made with the complainant directly after completion of the investigation.

CDMO Business

Passive reception

- **Customer receives a complaint**
  Product owner registers it in the quality system
- **Documents forwarded to Bora plant**
  Enter into Bora's quality system
- **Full on-site investigation**
  Clarify whether it originated from the manufacturing process
- **Issuance of formal investigation report**
  Presented to product owner
- **Product owner gives a reply to the complainant**

Pharma Sales business

Proactive monitoring + passive receiving

- **Receiving information through different channels**
  Daily social media monitoring, Feedback on website, Direct contact
- **Triage within 1 working day**
  AE to Drug Safety, PQC to Medical Affairs
- **Register in the Quality System and confirm**
  Confirm receipt within 1 working day
- **QA investigation and closure**
  Root cause analysis and improvement measures
- **Bora contacts the complainant directly**

Source of complaint

Medical professional, Patient, Caregiver

Cross-departmental collaboration

- Marketing → Monitoring and Registration
- Drug Safety/Medical Affairs → Triage
- QA → Investigation and Closure

Active monitoring mechanism at the sales end

- Daily monitoring of social media for messages
- Monthly testing of website feedback function
- Weekly reconciliation + resolution of deviations within 3 days

2025 Customer Complaint Handling Achievements

The Bora Group strictly controls the timeliness of customer complaint investigations. In 2025, we received 278 customer complaints about prescription drugs and 623 about consumer products. All complaint investigations were closed within 45 days of receipt as internal targets require.

2025 Case Study: Anti-Counterfeiting Serialization and Aggregation Management

We have introduced an electronic system to manage and follow up on deviation investigations and Corrective and Preventive Action (CAPA). We not only follow up on problems but also focus on root cause analysis and the prevention of problems before they escalate.

Event Description

A customer received a box of products with a serial number label, but the carton was not aggregated into the process order system.

Root Cause Analysis

With the support of a standard root cause analysis tool, we found that the standard operating procedure (SOP) lacked detailed instructions on how to "de-aggregate" when the carton was damaged during packaging.

Corrective and Preventive Action (CAPA)

We immediately revised the work instructions in the process document and conducted comprehensive retraining for the operator in charge of the document based on the revision. In the meantime, the on-site supervisor and operator conducted an awareness campaign and communication to ensure the accurate and thorough implementation of the anti-counterfeiting mechanisms for both unit-level serialization and pallet-level aggregation.



Product Recall Achievement and Transparency

In the event of a major quality event, the quality department notifies the drug license holder within one working day and coordinates subsequent market alerts or product recall actions. To demonstrate our absolute responsibility for quality, we disclosed the product recall data over the past four years.

We had never experienced any major Class I product recall events during this period (2022–2025). Only one Class II recall event occurred in 2022, which was caused by an error on the expiration date label of the product. The total value of the affected products and the cost of the third-party recall services were approximately US$139,000.

Product Recalls	2022	2023	2024	2025
Number of Class I Recalls	0	0	0	0
Financial Loss from Class I Recall (Millions of USD)	0	0	0	0
Number of Class II (or Equivalent) Recalls	1	0	0	0
Financial Loss from Class II Recall (Millions of USD)	$0.139	0	0	0

5.Quality Culture and Training

Strategic Core and Quality Commitment

In a highly regulated and rapidly evolving global pharmaceutical environment, a continuous and robust training program is not only a basic regulatory requirement but also our "strategic core." Through systematic training, we can ensure the effective protection of product quality and patient safety, strengthen legal compliance, and ensure that every employee possesses the professional knowledge and skills needed for the fulfillment of their specific duties, thereby minimizing operational and human errors.

By investing in a comprehensive, job-specific, and ongoing training program, we continue deepening our "quality culture of pursuing excellence" internally, reducing overall operational risks, and enabling our teams to adapt themselves to the ever-evolving scientific and technological landscape. Finally, the investment in employee training is a steadfast commitment to the global patients who rely on our products, to ethical management, and to the long-term success of the organization.



Training Implementation and Evaluation of Effectiveness

To implement the quality culture and strategic philosophy, we have a rigorous training plan to ensure all personnel fully understand their jobs, perform their duties appropriately and safely, and fully comply with GxP requirements. As for regular training, we provide at least 2 GxP review training sessions annually to ensure that the legal knowledge of our employees remains up-to-date. We encourage employees to participate in external professional development courses offered by authoritative domestic and international organizations, and to continuously bring industry best practices into the Company. All training effectiveness is properly evaluated through the Knowledge Transfer Assessment (KTA), post-training tests, or job skills certification to ensure that employees have truly learned the necessary knowledge and are qualified to perform GMP-related tasks.

We incorporate annual regulatory changes and key risks into our mandatory training programs and extend the training to non-employee workers. We use specific data to demonstrate the commitment of the Group to implementing our quality culture. For example, we act in line with the latest drug safety monitoring regulations to ensure that all employees participate in the education and training of the "Adverse Drug Reaction Reporting Process" at least once. In 2025, all employees successfully completed the course and passed the test. This ensures the effective operation of the post-market safety monitoring mechanism.

Furthermore, given the critical importance of data accuracy and reliability in the pharmaceutical industry, we provide GMP training for both full-time employees and non-employee staff (contract and dispatched workers). As shown in the table below, a total of 1,775 people participated in the course (including 1,595 full-time employees and 180 non-employee staff), with a total training time of 129,464.6 hours (113,842.1 hours for full-time employees and 15,622.5 hours for non-employee staff). Through this large investment in training, we can ensure the best compliance with the highest international regulatory standards in every data record node, from R&D and manufacturing to quality control.

Training Module	Core Content	Frequency
GMP Standards and Practices	This covers the background, history, and fundamentals of GMP; definitions; principles; the power of the regulatory authority; Bora's internal policy; and existing case studies tailored to specific people or regulatory trends.	• Onboarding of new employees • Regular retraining once a year
Data Integrity	This ensures the enhancement of the access and approval controls, audit trails, ALCOA+ principles, raw data definitions, and stringent record retention requirements.	• Onboarding of new employees • Regular retraining once a year
Good Documentation Practice	This helps establish and implement GxP documentation standards to ensure the traceability and compliance of all written and electronic records during the production and quality control processes.	• Onboarding of new employees • Conducted in conjunction with the document review and revision cycle
Other Professional GxP Standards	This includes practical training of all other policies and procedures, system operations, on-the-job training (OJT), and document control.	• Completed before task execution according to functions. • Conducted in conjunction with the document review and revision cycle



2025 GMP Training

1,775 participants
GMP Training

129,464.6 hours
Total Training Hours

III. Responsible Product Sales

Material Topics	Responsible Product Sales
Impact	The quality of product sales has a direct impact on medication safety and corporate reputation. As a multinational pharmaceutical company, we implement compliant marketing and rigorous safety monitoring in the largest market in the world, the United States, aiming to reduce legal risks, prevent counterfeit drugs from entering the supply chain, and build long-term trust among stakeholders.
Management Mechanism	The Group adheres to the PhRMA Code of Conduct and our internal Code of Business Conduct to regulate education, sponsorship, and interactions related to medical professionals. Drug safety monitoring utilizes the IRMS and Argus systems to integrate the Fortrea contact center and multiple channels to collect adverse event information. Furthermore, the EPCIS data exchange mechanism and the 2D DataMatrix serialization technology are implemented to ensure the high traceability of products from manufacturing to the distribution network.
Policy Commitment	A commitment is made to uphold ethical principles in the sale and promotion of drugs. We are committed to protecting customer privacy, implementing high-quality pharmacovigilance, and ensuring that marketing practices comply with local regulations to achieve patient safety and transparency.
Actions Taken	1. Implementation of ethical marketing and competition: Strictly regulate interactions with the medical community and ensure the compliance of the activities and sponsorships. No complaints over unfair trade practices or privacy abuse were received in 2025. 2. Multi-channel pharmacovigilance: Integrate online reporting, medical information hotlines, specialty pharmacies, literature screening, and FDA reports to ensure the comprehensive collection of adverse events. 3. Case review and reporting compliance: Make use of digital systems to handle safety cases, with reports reviewed and approved by a professional monitoring team to ensure timely submission within the mandatory deadline. 4. End-to-end product recall management: Establish a risk-oriented assessment mechanism, adhere to the FDA health hazard classification (Class I–III), and maintain a complete documented process to ensure consistency in making decisions. 5. Anti-counterfeiting and serialization in the supply chain: Introduce unit-level serialization and aggregation to the packaging line to prevent counterfeit drugs from entering the market through data exchange. 6. Customer privacy and data security: Establish formal data and system security policies and maintain a controlled digital environment. The number of reported data breaches in 2025 is zero.
Objectives	Short-term Goals (2025-2026) 1. Maintain zero financial losses and legal proceedings related to unethical marketing, unfair competition, and off-label promotion. 2. Maintain zero proven privacy complaints and data breaches. Mid- to Long-term Goals (Mid-term 2026-2028, Long-term 2029-2033) 1. Continue to maintain a zero-product-recall record (with the zero-recall performance in 2023 as the baseline). 2. Continuously optimize the EPCIS system and the information integration with trading partners to enhance the transparency of the global distribution network.

The U.S. is the core of Bora Pharmaceuticals' dual-engine strategy, which encompasses CDMO and global commercial sales. Currently, 95% of our revenues are generated outside Taiwan, primarily in North America. To deepen our footprint in this vital market, Bora acquired the century-old, renowned American drugmaker Upsher-Smith Laboratories (USL) in 2024. USL provides robust local manufacturing and distribution networks, alongside a steadfast commitment to quality and compliance, making it the cornerstone of our responsible sales operations in the U.S. Therefore, this section focuses on USL's operational metrics, demonstrating how Bora upholds the highest standards of patient safety and ethical marketing in our largest global market.

1. Responsible Marketing Policy

The interaction among medical professionals is subject to the PhRMA Code of Conduct and the Upsher-Smith Code of Business Conduct. These standards shape the expectations toward education activities, events, sponsorships, and catering, and they ensure compliance with state and federal laws. Upsher-Smith did not receive any complaints about unfair trade practices or privacy abuses in 2025. Ethical interaction with the medical community is a cornerstone of Upsher-Smith's operations. Communication with medical professionals is governed by the PhRMA Code of Conduct and the Upsher-Smith Code of Business Conduct to ensure consistency with established ethical standards and compliance with state and federal laws.

In 2025, Upsher-Smith's business and marketing department achieved a 100% training completion rate, demonstrating the commitment of the Company to ethical interactions with medical professionals and patients. About 20 sales and marketing staff members completed the mandatory training, with each participant receiving an average of approximately 2 hours of compliance and ethics training.

These standards provide guidance for all educational activities, events, sponsorships, and catering, thereby raising expectations toward transparency, integrity, and proper conduct. This commitment is reflected in our performance: Upsher-Smith did not receive any complaints about unfair trade practices or privacy abuses in 2025.

2. Pharmacovigilance (PV)

Patient safety is a cornerstone of our operations. We maintain a comprehensive post-market safety monitoring system, with a robust adverse drug reaction surveillance framework as its support. This ensures that all adverse events, no matter whether they are learned from any complaint channels, are collected and assessed systematically, and are reported to the U.S. Food and Drug Administration (FDA) within the legally required time frame. By integrating diverse information-receiving channels into our safety system, we are able to implement continuous risk signal detection, proactive risk management, and consistent legal compliance.

Operationally, Upsher-Smith uses a wide range of reporting channels, including:

- Online reporting via a dedicated drug safety mailbox
- Fortrea Medical Information Contact Center
- Dedicated product and medical information hotline
- Specialty pharmacy partners; risk assessment and control plan (REMS)
- Adverse drug reaction surveillance agreement partners
- Literature screening and reports forwarded by the U.S. FDA

In 2025, Upsher-Smith received 1,042 adverse event reports. For the serious cases requiring expedited reporting to regulatory authorities, the company submitted 663 15-day reports (expedited safety reports that must be filed with the FDA within 15 days) and 251 non-15-day reports (periodic or non-expedited submissions), maintaining on-time compliance rates of 99.55% and 98.01%, respectively.

For case processing, Upsher-Smith engages its pharmacovigilance service partner, Fortrea, to perform front-end operations: upon receiving a report, Fortrea registers eligible cases in the Intake and Registration Management System (IRMS) and processes and conducts an initial assessment of them in Argus, the safety database widely used across the industry. Upsher-Smith adverse drug reaction surveillance team then performs the sponsor review and approves the submission of final reports, while Fortrea manages follow-up activities. In addition, regular reconciliation with reporting partners ensures data completeness, and the processing timelines of all cases are continuously monitored through the drug safety case tracking system to maintain regulatory compliance.

3. Product Recall Management

Product quality and patient safety are the cornerstone of our operations. For this reason, Upsher-Smith has established a rigorous and risk-oriented product recall management mechanism and ensured consistent assessments, timely decisions, and full compliance through a complete end-to-end documented process.

Our recall reporting mechanism strictly follows the U.S. FDA's health hazard classification:

Class I	There is a reasonable probability of serious injury or death.
Class II	It is likely to cause reversible or temporary harm.
Class III	It is unlikely to cause adverse reactions.

Upsher-Smith did not initiate any class of product recall for four consecutive years from 2022 to 2025.

- Historical recall record: The most recent event was a voluntary Class II recall in July 2019.
- Mock Recalls: Since the FDA does not mandate mock recalls for pharmaceutical products, we currently do not conduct this process.

4. Anti-counterfeiting and Serialization

Ensuring the integrity of the supply chain and preventing the risk of counterfeit drugs are key priorities for our operations. For this reason, Upsher-Smith has introduced an end-to-end serialization technology and the EPCIS data exchange mechanism to ensure product verification and high traceability throughout the distribution network.

The core anti-counterfeiting and tracking measures are as follows:

- **Unit-level serialization:** All salable units on the packaging line are printed with a 2D DataMatrix barcode, which clearly indicates a unique serial number, product identification code, batch number, and expiration date.
- **Aggregation:** Hierarchical linking of serialization data from individual units to cartons and pallets can significantly improve the visibility of the entire supply chain.
- **Data exchange and verification:** Performing information integration with trading partners through the EPCIS system can ensure the transparency of the source and the prevention of counterfeit drugs from reaching patients.

5. Ethical Marketing and Practices

Ethical governance is a core component of Upsher-Smith's business practices. The Company maintains strong controls and supervision measures to ensure compliance with applicable marketing and competition laws and regulations. Over the past three years, Upsher-Smith has not been involved in any legal proceedings, fines, or settlements related to improper marketing, anti-competitive practices, or off-label promotion activities. There were zero related events and financial losses in 2025, 2024, and 2023.

Customer Privacy

Upsher-Smith has a formal policy for the management of data and system security. In 2025, there were zero data breaches and zero confirmed privacy complaints. Data security and privacy are crucial to Upsher-Smith. The Company maintains a controlled and secure digital environment under the formal data and system security policy.

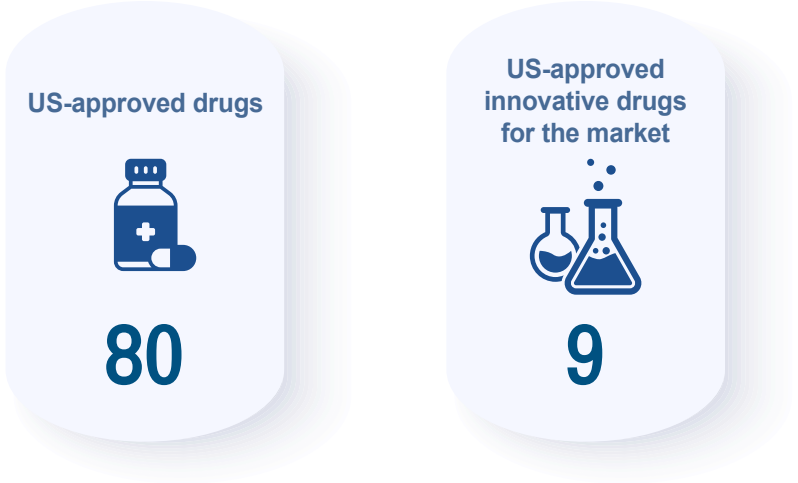
IV. New Drug Research and Development

1. Research and Development Strategy

Over the past decade, our drug research and development focused on the development of high-tech generic drugs in sustained-release and controlled-release dosage forms for the U.S. market. We have established a robust product pipeline and significant influence in the U.S. generic drug market, and provided patients with affordable, high-quality medications. In 2024, we further established and launched a special CNS (Central Nervous System) drug development project. Three 505(b)(2) drugs are currently confirmed for development.

Building on this foundation, we are gradually shifting our R&D focus from generic drugs to new 505(b)(2) drug forms to provide optimal drug products for unmet medical needs. We are actively optimizing our product portfolio, expanding our new product pipeline, and strengthening our R&D methodologies to provide more drugs to more patients more quickly. Our R&D focus is placed on the treatment of CNS diseases, particularly for pediatric patients with epilepsy, ADHD, depression, and various motor neuron symptoms.

In 2025, we discontinued and withdrew some drugs from the market through the adjustment of operations at Upsher-Smith, and we redirected the working capital to the rare disease and specialty drug areas. Therefore, the number of approved products was different from the numbers in previous years. While adjusting operations, we continue to reduce the use of organic solvents through formulation improvements and supply chain transformation, and we invest in the research and development of green pharmaceuticals.



Drug release platforms are the core of our R&D efforts. We continuously invest our core expertise and technology in developing nano-formulation platforms, sustained-release and controlled-release drug loading platforms, and prodrug design platforms, and we drive innovation through innovative preparations, innovative formulations, innovative adaptations, and new combination drug formulations in the hope of generating potential "best-in-class" products in specialized therapeutic areas. Our product innovation will focus on diseases in specific therapeutic areas, such as rare pediatric epilepsy and other disease areas with high unmet medical needs.

Innovative R&D Organization

Bora has established dedicated departments, including the R&D Team Department for branded drugs and the Clinical Team. The related positions and responsibilities are summarized as follows:

R&D Team



- Responsible for screening new projects, formulation development, and production process design.
- A Project Steering Committee, composed of cross-functional experts and senior management, makes final project approval decisions.
- Continuously develop proprietary drug delivery platform technologies and establish a strong intellectual property and patent portfolio.

Clinical Team



- Manage and facilitate preclinical animal studies and clinical trials.

Investment in Innovation

Talent Policy

We firmly understand that R&D talent is the cornerstone of our sustainable development. To enhance our global competitiveness in every field, the Company proactively builds a multinational collaboration mechanism and formulates a comprehensive career development blueprint to inject robust momentum for the innovation of the Group.

Specific talent development and R&D strategies are as follows:

- Transnational collaboration and knowledge sharing: Continuously deepen the two-way exchange between the Taiwan and U.S. R&D teams and arrange a cross-site internship and training mechanism to ensure the seamless succession of key technologies and practical experiences.
- Diverse job rotation and career development: Establish a flexible job rotation program and promotion channel that can enable R&D personnel to learn practical experience in different production environments, thereby strengthening cross-departmental coordination and overall R&D capacities.
- International alliance and technology exploration: Actively strive for more strategic collaborations with leading international pharmaceutical companies to jointly invest in the development of forward-looking technology, drive product innovation, and build long-term market advantages.

R&D Expenditure

Unit: NT$ Thousand

Year	2024	2025
R&D Expenses	694,487	672,207

Number of R&D Personnel

Year	2024	2025
Number of Personnel	78	63
Average R&D Experience (years)	9.18	9.75

2. Clinical Trial Standards

We have a strong commitment to ethical conduct in research and development, and we prioritize animal welfare and the rights of human subjects. Our management policy is consistent with international regulations and standards to ensure rigorous quality control throughout the pre-clinical and clinical phases.

Animal Welfare and Alternatives (3Rs)

To ensure strict adherence to animal welfare standards, we specifically select contract research organizations (CROs) that have Good Laboratory Practice (GLP) certification. These partners are required to comply with the Institutional Animal Care and Use Committee (IACUC) guidelines and strictly adhere to the 3R principles: Replacement, Reduction, and Refinement. This framework ensures that humane trials comply with the guidelines of the Animal Welfare Committee. Currently, we entrust three qualified CROs in Taiwan to conduct pre-clinical animal trials.

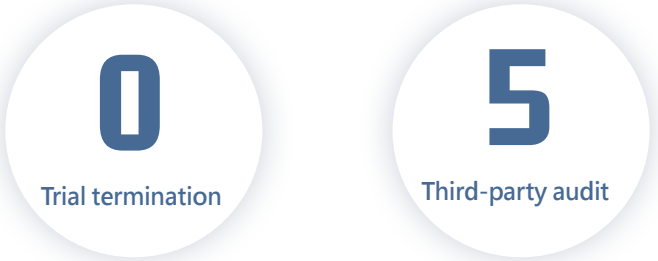
Clinical Trial Ethics and Protection of Subjects

We collaborate with international research institutions to conduct clinical trials in different regions, including the United States, Canada, India, and China. We prioritize the rights and well-being of the subjects. All trials strictly adhere to the guidelines of the International Council for Harmonisation – Good Clinical Practice (ICH-GCP) and undergo a thorough review conducted by an independent Institutional Review Board (IRB). In the current trial phase, we only recruit healthy volunteers, and no patients are involved.

CRO Supervision and Quality Assurance

All clinical trials intended for regulatory submission are supervised by an independent clinical trial quality assurance organization. Through our CROs, we develop and implement risk-oriented monitoring and auditing programs to ensure the absolute quality and integrity of the investigational drug research. We regularly audit our outsourced CROs to ensure the rights of the subjects and the integrity of the data.

2025 Performance Metrics and Audit Results



Competent authority's audit: In 2025, neither Bora Pharmaceuticals nor our main CROs received any on-site inspection notices from the U.S. FDA. Our outsourced research institutions have extensive historical audit records demonstrating that they have successfully passed the audits made by different regulatory authorities in the world.

3. Intellectual Property Rights (IPR)

While driving new drug development and adhering to ethical standards in clinical trials, the Bora Group incorporates drug accessibility and global health equity into its long-term operational considerations. As a key hub for the Group's expansion in the North American market and product portfolio, our U.S. subsidiary, Upsher-Smith (USL), has developed a specific intellectual property strategy by making an effort to strike a balance between medical innovation and the rights of disadvantaged groups.

In line with its business development plan, Upsher-Smith is committed not to applying for or exercising patent rights in less developed or low-income countries to ensure that the intellectual property protection framework does not prevent disadvantaged patients from accessing the drugs they need. Currently, Upsher-Smith has not issued any voluntary licenses, and there are no other applicable explicit non-assertion commitments regarding patent rights.

V. Access to Medicine

Bora Pharmaceuticals follows the guidance of the Access to Medicine Index (ATMI), committed to improving drug research and development, accessibility, and affordability. The Company pledges to ensure stable drug supply at reasonable prices to benefit more patients and support the sustainable development of global healthcare systems.

Bora Pharmaceuticals currently does not engage in the development of proprietary new chemical entities (NCEs). Its existing product portfolio primarily consists of FDA 505(b)(2) modified drugs and generic drugs. The pricing of such products is heavily influenced by national regulatory pricing systems, healthcare reimbursement policies, and market competition, leaving the company with relatively limited flexibility in pricing decisions.

Moreover, the current product range does not include treatments for hepatitis C or other major infectious diseases that are among the most urgent healthcare needs in developing countries. As a result, Bora's access-to-medicine strategy is centered on ensuring stable supply and fair pricing of its existing products, rather than developing new drugs targeting diseases prevalent in the developing world.

1. Strategy for Vulnerable Groups and Unmet Medical Needs

Upsher-Smith is committed to extending the accessibility of essential medicines and actively responding to unmet medical needs, particularly for vulnerable and resource-poor populations. We focus on identifying treatment gaps, reducing financial barriers, and ensuring that patients suffering from rare or complex diseases can access the treatment they need.

Understanding the Needs and Product Portfolio Decisions

Upsher-Smith accurately identifies unmet medical needs through continuous communication with medical professionals and patient advocacy organizations, as well as a systematic analysis of the challenges of drug access in the U.S. healthcare system. Relevant assessment mechanisms include monitoring the patient's disease burden, the affordability of medication, and the areas where only limited or expensive treatment options are available. Practical insights from these channels provide a guide for portfolio decisions to ensure that our products can substantially support patients who are facing the greatest barriers to healthcare.

Patient Support and Financial Assistance Program

A key component of this strategy is the Promise of Support® program. It includes a comprehensive patient assistance program (PAP) designed to assist eligible patients in obtaining medications at reduced or no cost. This program provides financial support, insurance claim guidance, and medication adherence resources to ensure uninterrupted care for patients who cannot afford treatment due to financial hardship.

Focusing on Specific Neurological Disorders and Rare Disease Therapies

Upsher-Smith's portfolio includes brand-name drugs for neurological disorders that require high healthcare costs or limited medical resources, covering epilepsy, tuberous sclerosis (TSC), and Duchenne muscular dystrophy (DMD). By maintaining and extending accessibility to these therapies, the Company effectively mitigates the financial burden on patients and caregivers while improving overall health outcomes in communities where only limited treatment options are available.

In 2025, the Company continued to supply and market four products specifically developed for niche markets or underserved indications: VIGAFYDE®, Vigadrone®, Torpenz®, and Kymbee™. These key therapies demonstrate the Company's commitment to supporting patients with rare diseases, ensuring that essential medicines remain highly accessible, reliable, and affordable.

In summary, Upsher-Smith continues to carry out its corporate mission of improving patient well-being, strengthening health equity, and actively meeting the urgent medical needs of the patients whom it serves.

2. Pricing Strategy and Affordability

Upsher-Smith is committed to implementing a pricing policy centered on fairness, accessibility, and patient well-being to ensure that medical expenses are not a barrier for patients to access essential medicines. Relevant practices and results are as follows:

Responsible Pricing and Evaluation Mechanism

We employ a structured evaluation mechanism that comprehensively considers clinical benefits, current market conditions, manufacturing costs, and competitive dynamics to determine reasonable list and net prices. The list price represents the publicly disclosed cost of the drug, while the net price reflects the discount, rebate, and the effect of the contracts entered into with health insurance payers and pharmacy benefit managers (PBM). This pricing framework strikes a balance between therapeutic value and affordability, ensuring that patients are not imposed with excessive financial burdens while the long-term sustainability of the products can be assured.

Improvement of Affordability and Financial Assistance

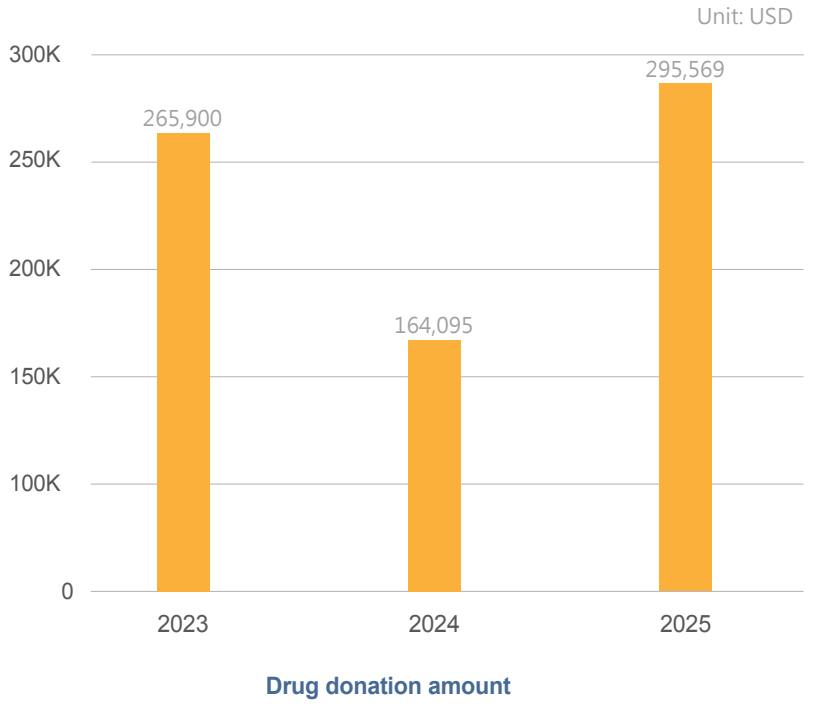
To further alleviate the burden on patients, we provide patient assistance and copay support through the Promise of Support® Program, thereby reducing or eliminating out-of-pocket expenses. Eligible patients, including those without insurance or with insufficient insurance coverage, or those facing high cost-sharing burdens, can receive financial assistance and guidance on insurance regulations. These services ensure that patients can successfully begin and continue receiving treatment without interruption.

Assistance Performance and Price Monitoring in 2025

In 2025, about 24% of the patients taking Upsher-Smith therapies received financial support through the patient assistance program or co-sharing scheme. The total value of the assistance (including the use of the co-sharing card and direct financial support) fully reflected the efforts of the Company in reducing cost barriers for patients. Furthermore, Upsher-Smith continuously follows up on the development trends of the annual list price and net price for its U.S. portfolio to meet responsible pricing expectations and the highest industry standards.

3. Drug Donation

Upsher-Smith strictly adheres to the WHO (World Health Organization) guidelines by strengthening the resilience of the medical system through strategic drug donations. While ensuring safe dispensing capabilities among partners, Upsher-Smith provides short-dated inventory to precisely deliver critical drugs to vulnerable patient populations across the United States.



Drug donation amount

4. Long-Term Goals and Commitments

Upsher-Smith is committed to responsible, transparent, and patient-accessible practices in drug pricing. The pricing framework aims to keep a balance between therapeutic value and affordability to ensure that patients can access the drugs they need without incurring excessive financial burdens.

Both list and net prices are determined through a structured evaluation process in consideration of factors such as clinical benefits, manufacturing costs, market conditions, and competitive dynamics. The list price refers to the publicly disclosed price of the drugs, while the net price reflects the rebate, discount, and actual contractual price in the contract as negotiated with the payer and pharmacy benefit manager (PBM). By continuously tracking the development trends of the list and net prices across the portfolios in the U.S. market, Upsher-Smith implements responsible pricing practices and meets industry standards.

Regarding the support of affordability, we further provide patient assistance, out-of-pocket expense subsidies, and insurance counseling through Upsher-Smith's Promise of Support® Program to reduce or eliminate the out-of-pocket costs of patients. Eligible patients (including those without insurance or with insufficient insurance coverage, or those facing high cost-sharing burdens) can receive financial assistance to ensure that their treatment is not interrupted due to financial factors.

In 2025, 86 patients received direct support through the Patient Assistance Program (PAP). The Company distributed over 1,000 boxes of drugs free of charge, including quick-start and bridge-supply products for patients who were facing delayed insurance payments. These resources help patients initiate or continue their treatment smoothly during insurance transitions or when facing financial difficulties.

Overall, about 24% of the patients using Upsher-Smith drugs in 2025 received financial support through the Patient Assistance Program or the out-of-pocket expense subsidy scheme. The total value of the out-of-pocket expense subsidies, free drug distribution, and direct financial assistance fully demonstrates the Company's ongoing commitment to reducing cost barriers and promoting equitable access to medical treatment.

Lowering Cost Barriers and Maintaining Treatment

The Promise of Support® Program provides a range of services, including financial assistance, copay support, and insurance guidance, to minimize cost barriers and promote uninterrupted access to treatment. This framework ensures that all eligible patients of the program, regardless of their insurance or financial situation, can receive the support needed to initiate and maintain their treatment.

Performance Evaluation and Continuous Optimization

While no formal quantitative metrics for long-term access to medication have been published, Upsher-Smith continuously evaluates the performance of the program and the experience of the patients to provide a basis for future optimization. This ongoing evaluation mechanism ensures that the Promise of Support program remains aligned with the needs of rare disease patients and implements equitable access to healthcare in the communities it serves.



5. Community Engagement

Upsher-Smith collaborates with various nonprofit organizations, patient advocacy groups, and community partners to promote disease awareness, enhance health education, and support communities affected by rare and complex diseases. In 2025, the Company partnered with several advocacy organizations focusing on neurology and rare pediatric diseases to enhance patient support and ensure that reliable information and resources are available to the community.

Specific initiatives included attending and sponsoring local, regional, and national events that promote health education and community connections. Related projects included disease awareness initiatives, health education workshops, and outreach programs aimed at fostering deeper communication with health service providers, patients, and caregivers, further strengthening patient and family support networks, and helping the public gain a deeper understanding of treatment pathways.





Community Engagement Achievements in 2025 and their Impacts

Number of People Reached

Through various collaborative programs, we interacted with over 5,000 medical service providers, patients, and their families, continuously expanding access to information and resources to enhance the overall care experience.

Total financial support amount

About US$100,000 was allocated throughout the year to support the above initiatives.

The data and actions demonstrate Upsher-Smith's unwavering commitment to community engagement and highlight our key role in supporting initiatives for patients with rare diseases and those facing shortages in medical resources.

CHAPTER

05

Sustainable Environment

5 — 1 Climate and Energy Management

5 — 2 Water Management

5 — 3 Waste and Air Pollution Management

5 — 4 Hazardous Substance Management

5 — 5 Biodiversity



I. Climate and Energy Management

Material Topics	Climate and Energy Management
Impact	Extreme weather events (such as typhoons and floods) and water shortages caused by climate change can physically impact pharmaceutical manufacturing and plant infrastructure. Furthermore, with increasingly stringent domestic and international regulations (such as the implementation of Taiwan's carbon fee mechanism) and the enterprise's expanding operations, a failure to implement low-carbon processes in a timely manner may lead to transition risks of increased operating costs and a decline in market competitiveness. However, the climate transition presents a new market opportunity in the improvement of resource efficiency and the development of specific drugs driven by the mental health needs arising from extreme weather. Through systematic assessment, Bora is transforming climate risks into opportunities to strengthen operational resilience.
Management Mechanism	**Strengthen the link between top-level climate governance and compensation** The climate strategy is comprehensively overseen by the Board of Directors and the Sustainability Development Committee. To deepen governance from top to bottom, the completion of carbon inventory and assurance at all plants is linked with the compensation of senior managers at the vice president level and above. **Implement the TCFD risk management framework** Cross-departmental project teams will regularly identify short-, medium-, and long-term climate transition and physical risks, and conduct scenario and financial impact analyses. **Internal carbon pricing (ICP) and data integration** A routine greenhouse gas and energy data verification mechanism is established across the plants; a pilot program for internal carbon pricing (NT$300/ton) will be conducted at the sites in Taiwan from 2026, using a "shadow price" to formally incorporate climate costs into the investment decision-making process for carbon reduction projects.
Policy Commitment	1. Commit to achieving net-zero emissions across the entire group by 2050, covering all carbon emission sources in Scopes 1, 2, and 3. 2. Commit to improving environmental information transparency by 2025, promoting consistency between "carbon inventory boundaries" and "financial reporting boundaries," and having these verified by third parties. 3. Bora Group adopts "improving energy efficiency" as the core strategy for advancing net zero. Building on the parent company's early attainment of both ISO 14001 (Environmental Management System) and ISO 50001 (Energy Management System) certifications, the Group has designed management policies aligned with globally consistent standards and elevated this management blueprint to the Group level. Going forward, the rollout will begin with our Taiwan sites and gradually extend to overseas locations, guiding each site to obtain ISO system certification in phases and building a consistent, Group-wide management framework. 4. In line with Science Based Targets (SBTi), Bora Group is progressively expanding carbon management across its value chain (Scope 3). The Group has begun measuring and calculating Scope 3 emissions at its Canada site, which is expected to become the first subsidiary within the Group to adopt Scope 3 management. Building on this foundation, the Group will progressively roll out Scope 3 accounting across all Bora sites and, in the future, set a Group-level SBTi reduction target — driving the low-carbon transition across our global operations.

Actions Taken

The Company has shifted from passive energy conservation to proactive low-carbon investment. Key green capital expenditure (CapEx) and actions in 2025 include:

- **Green investment and benchmark demonstration:** At the Zhunan Site, our demonstration base, we invested over NT$26 million to replace the clean dry air (CDA) compressed-air system, cutting an estimated 400 tonnes of CO_2e annually. We also optimized cooling-tower fan blades and air-conditioning units through the introduction of EC fans.
- **Operational and process optimization:** A comprehensive energy assessment at the Zhongli Site identified air-compressor and cooling-tower parameter adjustments that estimated to reduce annual electricity consumption by up to 7%.
- **Core equipment upgrades at overseas sites:** The Mississauga Site (Canada) began replacing its natural gas boilers, expected to improve gas efficiency by 15–20% and reduce Scope 1 emissions at source. The Maple Grove Site (Minnesota, USA) launched a long-term LED upgrade across its office areas, extending our carbon-reduction efforts across international operations.

Objectives

Short-term Goals (2025-2030)

1. Greenhouse gas reduction: With 2025 as the base year, the plan aims to achieve a 30% reduction in Scope 1 and Scope 2 carbon emissions by 2030. An annual 3% carbon reduction KPI has been set for each site.
2. Expanding ISO 50001 coverage: Building on our ISO 50001 rollout from 2025, we plan to formally extend the energy management system to the Zhunan, Taoyuan, and Zhongli sites in 2026.
3. Extending to Scope 3: From 2028, we plan to conduct a full carbon inventory and verification of "Purchased Goods and Services" (Scope 3).

Medium-Term Goals (2031–2040)

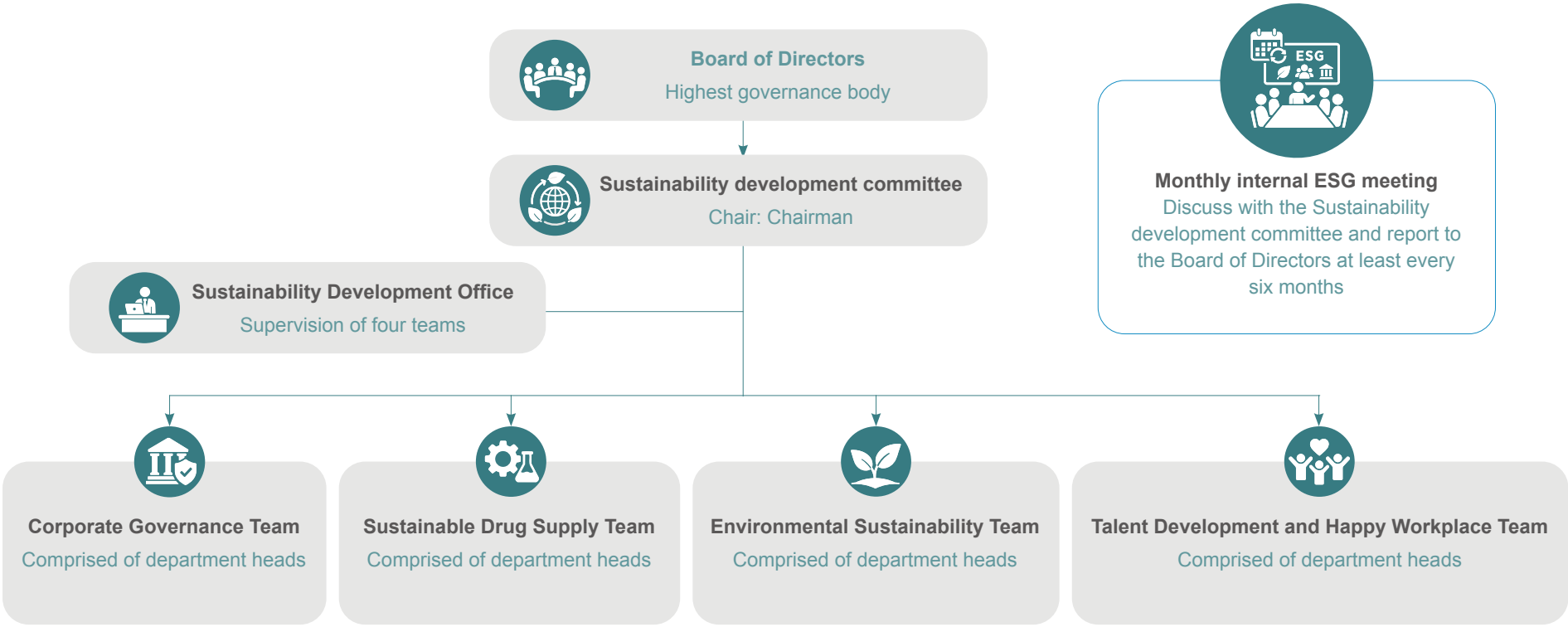
1. Reduction of carbon emissions from Scope 1 and Scope 2 by 42% compared to the base year.
2. Reduction of carbon emissions from Scope 3 “Purchased Goods and Services” by 25%.

1. Climate Change Response

Governance

The Board of Directors serves as the highest-level climate governance body at Bora, overseeing and formulating climate change strategies from a sustainability perspective and responding to domestic and international net-zero commitment initiatives. Bora Pharmaceuticals places great importance on managing climate-related risks and opportunities. In 2022, the Board established the Sustainability Development Committee, chaired by the Chairman, to oversee the Company's sustainability strategy and climate-related progress. Under the committee, 4 task forces have been formed, holding monthly internal ESG meetings. Progress is discussed with the Sustainability Development Committee at least once every 6 months and is reported to the Board of Directors to ensure the effective promotion and implementation of climate change response efforts.

Governance Structure



Strategy

Bora Pharmaceuticals applies the Task Force on Climate-Related Financial Disclosures (TCFD) framework to identify and assess climate-related risks and opportunities. To define our risk universe, we draw on scientific literature and research from authoritative international bodies- including the International Energy Agency (IEA), the Intergovernmental Panel on Climate Change (IPCC), the International Renewable Energy Agency (IRENA), the World Bank, the World Resources Institute (WRI), and the Sustainability Accounting Standards Board (SASB) - and prioritize the risks and opportunities most relevant to our operations based on their climate scenario analyses. We also benchmark against the sustainability disclosures of pharmaceutical industry peers. By cross-referencing these sources, we identify the climate-related risks and opportunities most material to our industry, which then form the basis of our risk management process (see the Risk Management section for details).

For transition risks, we apply the International Energy Agency's (IEA) Stated Policies Scenario (STEPS) and Net Zero Emissions (NZE) scenario; for physical risks, we draw on the climate scenarios in the IPCC's Fifth (AR5) and Sixth (AR6) Assessment Reports. To support financial impact assessment and response planning, we evaluate climate-related risks and opportunities across three time horizons: short-term (2026), medium-term (2027–2030), and long-term (2031–2050).



Climate scenario analysis and main assumptions

Category	Scenario	Main Assumption
Transition risk T1	IEA Stated Policies Scenario (STEPS) IEA Net-Zero Emissions by 2050 Scenario (NZE)	• The short-term to medium-term emissions are assessed within the scope of the CDMO business, with a projection up to 2030 based on historical emission intensities. Carbon fees are assumed to remain at NT$300 per ton in Taiwan, and CAD 15 is added annually, between 2026 and 2030, in Ontario, Canada, from the original CAD 50. • Should the carbon border adjustment mechanism extend to pharmaceutical products in future, we would assess the impact using our CDMO business as the basis, referencing EU CBAM and U.S. CCA carbon prices under the STEPS scenario, and advanced-economy carbon prices under the NZE scenario.
Transition risk T2		• The short-term to medium-term emissions are assessed within the scope of the CDMO business, with a projection up to 2030 based on historical trends. • Considering the high degree of uncertainty in the procurement price of international renewable energy due to its susceptibility to supply and demand, macro policies, and regulations, the renewable energy certificate prices stated in the NREL's "Status and Trends in the U.S. Voluntary Green Power Market" are referenced for the U.S. and Canada. For Taiwan, the 2025 average solar photovoltaic feed-in tariff rate of the Energy Administration, Ministry of Economic Affairs, is adopted for calculation. • We assume the following parameters remain constant over the medium term: greenhouse gas emission intensity; the share of Scope 1 and 2 emissions; the share of energy-saving measures and capital expenditure per unit of emission reduction; the grid emission factors for Canada and Taiwan; the U.S. renewable energy certificate price; and Taiwan's solar PV feed-in tariff.
Physical risk P1	Shared Socioeconomic Pathway (SSP): 5-8.5 Global Warming Level (GWL) 2°C	• No significant changes in the number and geographical location of the sites. • For physical risk, we model a severe drought triggering water-supply rationing on a 5-days-on, 2-days-off basis, which we estimate would cause a 2-day business interruption from production-line water shortages and dispatch delays.
Physical risk P2	Shared Socioeconomic Pathway (SSP): 5-8.5 Representative Concentration Pathway (RCP) 8.5 Global Warming Level (GWL) 2°C	• No significant changes in the number and geographical location of the plant. • As for the depth of flooding, operations will be suspended for 4.9 days if the depth of the ground flooding is less than 50 cm, for 6.4 days if the depth is between 50 cm and 100 cm, and for 13.5 days if it is between 100 cm and 150 cm. • The contour lines of the plants cannot be overlaid due to limitations in the layer data.
Opportunity O1	IEA Net-Zero Emissions by 2050 Scenario (NZE)	• We estimate future energy prices under the NZE scenario, assuming electricity and natural gas costs track the projected annual growth rates of power generation cost and retail price respectively, and hold constant thereafter. U.S. and Canadian plants use U.S. data; for Taiwan plants, we apply the IEA's regional energy-price scenario as the closest available proxy.
Opportunity O2		• Considering the high uncertainty of medium-term to long-term expansion costs, future capital expenditures are estimated based on the capital intensity of existing manufacturing sites, without considering the potential differences in investment efficiency between different plant locations.

Operating and financial impact analysis

Bora Pharmaceuticals follows the TCFD (Task Force on Climate-related Financial Disclosures) framework to continuously monitor international climate trends and industry risks. A cross-functional TCFD project team regularly discusses and identifies short-, medium-, and long-term climate risks and opportunities, conducting in-depth analysis on material topics.

Category	Period	Description	Financial impact on business and value chain		Response strategy	
			Current	Expected	Current	Expected
Transition risk T1	Medium-term	Countries will gradually levy carbon fees or incorporate these into their carbon pricing mechanisms, resulting in additional operating costs for the Company due to carbon pricing.	Emissions from our Taiwan and Canadian sites currently fall below the thresholds for carbon fees and carbon border adjustment mechanisms, resulting in no material financial impact to date.	**Potential increase of costs due to carbon fees:** Over the medium term (2027–2030), if emission intensity holds at current levels through 2030 while revenue continues to grow, emissions at some sites would exceed the threshold, generating an estimated NT$5–10 million in potential carbon fee expenditure. Conversely, were the Company to follow the SBTi reduction pathway from 2025, it would incur no carbon fee expenditure over the medium term. **Increase of costs due to regulations governing the carbon border adjustment mechanism:** Should carbon border adjustment mechanisms extend to pharmaceutical products, the Company could face an estimated NT$500 million–1 billion in expenditure over the medium term under the STEPS scenario. Following the SBTi pathway would reduce this to an estimated NT$100–500 million under the NZE scenario.	Continue conducting greenhouse gas inventories and develop targeted reduction strategies informed by the results.	Provide technical guidance and allocate resources, including capital expenditure, for sites that lag behind in carbon emission improvement and energy efficiency performances.
Transition risk T2	Short term	The low-carbon transition requires us to replace ageing equipment and adopt new energy-saving and green-energy technologies—improving production efficiency and ensuring regulatory compliance, but raising capital expenditure. At the same time, aligning with our carbon reduction pathway and procuring green electricity will increase operating costs.	The carbon reduction measures taken at this stage have led to capital expenditure of NT$1 to NT$5 million; no green electricity has been purchased.	Assuming constant emission intensity and a fixed GHG reduction ratio, estimated energy-conservation capital expenditure over the medium term is approximately NT$10–50 million. Pursuing the SBTi reduction target would add an estimated NT$1–5 million in green electricity procurement costs over the same period as an operating expense.	We plan to install a solar power system at our head office for self-consumption, reducing our reliance on conventional grid electricity, or grey energy.	Improve energy efficiency by deploying an energy monitoring system to pinpoint the highest-consumption areas at each site, then replace or upgrade energy-intensive equipment based on those findings.

Category	Period	Description	Financial impact on business and value chain		Response strategy	
			Current	Expected	Current	Expected
Physical risk P1	Medium-term	Climate change may cause extreme rainfall and drought and thus affect the stability of the water supply and pose a risk of production disruption.	No operational disruption due to water scarcity occurred in the current period.	High-risk areas include the Zhunan and Tainan sites in Taiwan, the Maple Grove Site (Minnesota, USA), and the Mississauga Site (Canada). The expected risk in the medium term is a potential loss of about NT$10 to NT$50 million per year. However, it should be noted that the actual elevation of the Zhunan site is 53.6 meters, and the risk of flooding is relatively limited. However, since the publicly available climate scenario maps cannot overlay with the contour lines of the sites with sufficient precision, this analysis includes them in the list of high-risk sites to maintain the conservatism and prudence of the disclosure. We will continue to monitor improvements and review the quantitative results on a rolling basis.	We will assess the feasibility of a reclaimed water system and strengthen water recycling to improve water-use efficiency, while working with local governments to help secure long-term water supply stability.	We regularly review and monitor water usage, and will further develop and roll out our water management system year on year.
Physical risk P2	Medium-term	Extreme precipitation events cause disruption of the operations	No operational disruption due to extreme precipitation events occurred in the current period. For high-flood-risk sites, NT$60,000 was invested in the maintenance of emergency drainage equipment, such as basement pumps.	High-risk areas include the Zhunan and Tainan sites in Taiwan, the Baltimore Site (Maryland, USA), and the Mississauga Site (Canada). Based on a 10-year return period, the expected risk in the medium term is a potential loss of about NT$10 to NT$50 million per year.	We are establishing remote work arrangements to maintain business continuity, and building flood prevention and drainage infrastructure to strengthen site-level disaster resilience.	We continuously assess extreme rainfall and flooding risk across our sites, and maintain and upgrade flood prevention and drainage infrastructure to reduce the operational impact of flooding.

Category	Period	Description	Financial impact on business and value chain		Response strategy	
			Current	Expected	Current	Expected
Opportunity O1	Short term	Optimize production processes and improve energy efficiency to cut electricity and natural gas consumption, lowering energy costs.	Implement various energy-saving measures and increase the capital expenditure of NT$1 to NT$5 million by 2025 while reducing energy costs by about NT$5 to NT$10 million.	Adopt energy-saving measures and increase capital expenditure by at least NT$1 million in the medium term while reducing energy costs by at least NT$10 to NT$50 million.	Optimize energy management and production-equipment efficiency across our sites, for example, adjusting air-conditioning operation and installing energy-saving devices at the Tainan site.	We continue to operate energy management systems and electricity-saving measures to reduce electricity and natural gas consumption. We are also embedding shadow carbon pricing into the cost-benefit assessment of energy-saving projects through our internal carbon pricing (ICP) mechanism. By translating emission reductions into a visible carbon cost, this strengthens the financial case for energy-saving investments. Applying a unified assessment standard across our plants further enables the exchange of best practices, accelerating gains in energy efficiency and our low-carbon transition.
Opportunity O2	Medium-term	Actively develop low-carbon products and transform our operations not only aligns with environmental and regulatory trends but also helps establish a differentiated, leading position in the market.	The Company plans to submit science-based targets for validation by the Science Based Targets initiative (SBTi), led by its Mississauga Site (Canada). This positions us to meet customer expectations on climate commitments, with no significant financial impact to date.	Over the medium to long term, we will progressively lower the carbon intensity of our products and operations in support of our net-zero target. We will also assess the feasibility of capacity expansion in response to demand in the European and U.S. CDMO markets. Factoring in the capital expenditure for potential expansion or acquisition, our low-carbon transition can help meet the sustainability and climate-related expectations of European and U.S. customers, positioning the Company to capture sustainability-driven CDMO opportunities in these markets.	Drive the low-carbon transition of our products and operations, through green procurement, renewable or recyclable packaging, equipment upgrades, and supply chain optimization, to meet the climate-related expectations of European and U.S. customers.	Continue driving operational decarbonization and strengthening supply chain management to keep the Company on track toward its net-zero target, while leveraging our global manufacturing footprint to capture the growth opportunities arising from low-carbon demand in the European and U.S. markets.

Risk Management

Key Climate Risks and Response Measures

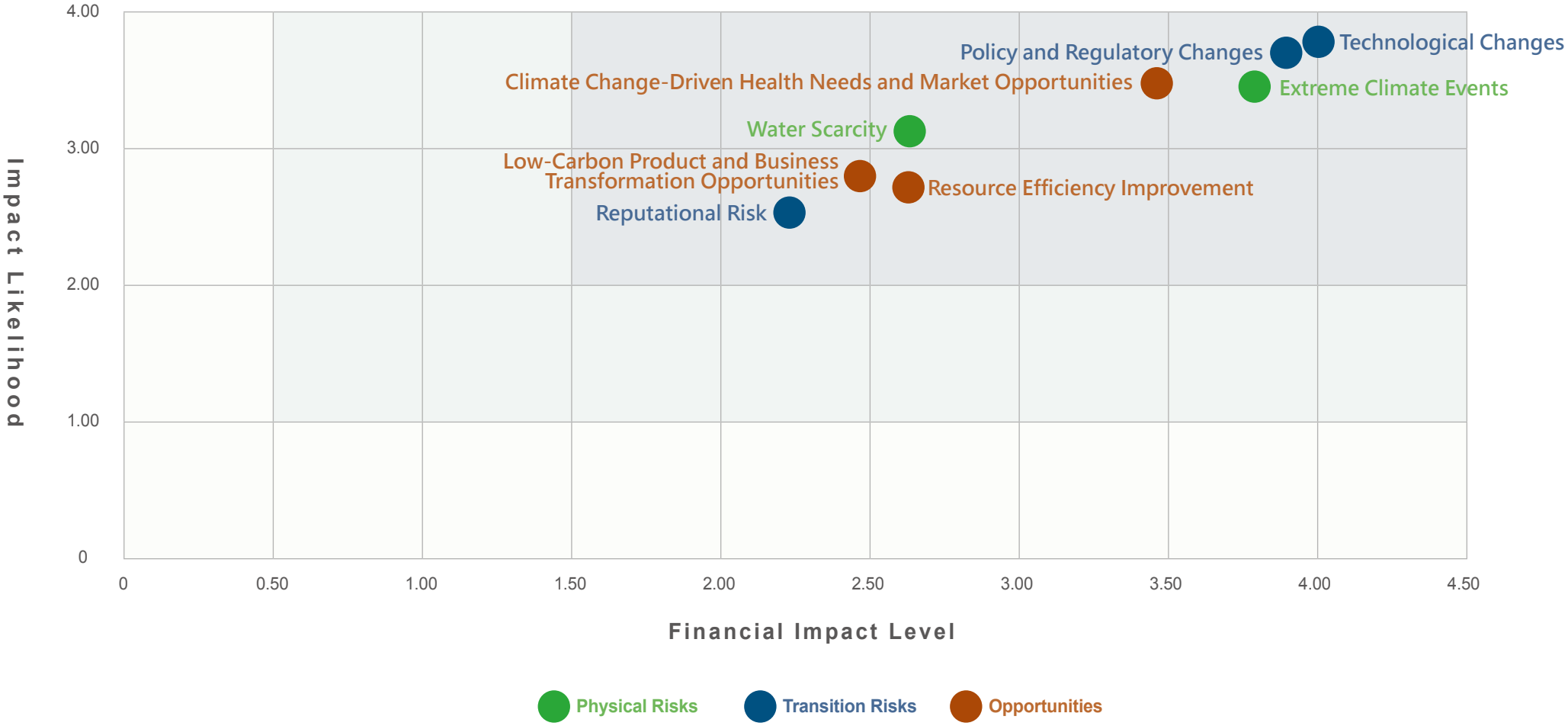
We consider climate change a significant emerging risk issue within the overall risk management framework of the Company. Following the standardized process stated in the “Risk Management Policies and Procedures” (identification, analysis, assessment, response, monitoring, and review), the Company integrates the identification and management of climate-related risks into our comprehensive risk governance system. At the governance level, the Board of Directors is the highest governing body of risk management, with its Sustainability development committee overseeing climate-related issues. The Risk Management Team, convened by the President, holds regular meetings to review various risks, including climate change. The responsible unit for each risk category is responsible for implementing corresponding response measures to ensure close integration of climate risk management with the Company's overall operational decisions.

To understand how climate change could affect Bora’s operations and financial performance, the Company conducts a climate-related risk and opportunity assessment every 2 years, drawing on international research. The assessment spans products and services, supply chain, adaptation and mitigation, R&D, investment, and operations, and has identified 2 physical risks, 2 transition risks, and 2 opportunities. For risks and opportunities ranked high on both likelihood and impact, Bora further evaluates the potential financial and operational implications and conducts scenario analysis for major transition and physical risks. The results inform our climate response actions and carbon reduction targets.

Through this process, the Company has established a structured climate management process, regularly reviewing its response measures to mitigate climate risk, strengthen resilience, and respond to international sustainability trends and stakeholder expectations. This systematic approach to identification and assessment is progressively building Bora Pharmaceuticals' climate management foundation, enhancing resilience and supporting sustainable growth.

Risk and Opportunity Assessment Process




Impact Likelihood
4.00
3.00
2.00
1.00
0
0
0.50
1.00
1.50
2.00
2.50
3.00
3.50
4.00
4.50
Financial Impact Level
Technological Changes
Policy and Regulatory Changes
Climate Change-Driven Health Needs and Market Opportunities
Extreme Climate Events
Water Scarcity
Low-Carbon Product and Business Transformation Opportunities
Resource Efficiency Improvement
Reputational Risk
Physical Risks
Transition Risks
Opportunities

Indicators and Targets

The Company has formally committed to net-zero emissions by 2050 and is building a complete carbon management framework underpinned by greenhouse gas inventories and energy management systems. Its GHG inventory, established in compliance with ISO 14064-1:2018, has been extended to subsidiaries within the financial reporting boundary and has passed third-party verification; 2025 emissions data is presented in the "Greenhouse Gas Management" section.

To strengthen decarbonization, the Mississauga Site (Canada) has began to calculate its Scope 3 inventory and is progressively adopting the Science Based Targets initiative (SBTi) to align with international practice. To reflect senior management's accountability for decarbonization, executive compensation this year is linked to a KPI covering completion of GHG inventory training and data registration across all sites.

Leveling Up Energy and Carbon Management

Because the pharmaceutical industry depends heavily on a stable energy supply, energy consumption is the Group's primary source of greenhouse gas emissions. Improving energy efficiency is therefore the core of our net-zero strategy. To build a solid climate management foundation, the parent company(including Taipei headquarter and Tainan site), Bora Pharmaceuticals, has led the way in securing both ISO 14001 (Environmental Management System) and ISO 50001 (Energy Management System) certification, establishing an internationally aligned management framework.

As the Group's operations and facilities have expanded rapidly in recent years, we are scaling the parent company's standards into a group-level climate governance framework. To keep carbon emission risk controllable through mergers, acquisitions, and plant expansion, the Group applies a site-based management model in which headquarters sets policy and each site is responsible for execution. As a key step, we plan to extend the ISO 50001 Energy Management System to the Zhunan, Taoyuan, and Zhongli sites in 2026. Embedding energy management into daily site operations ensures that our decarbonization performance keeps pace with the Group's growth, while turning climate risk management into operational resilience that supports continued expansion. The Company has set the following phased carbon reduction targets by emission category:

Climate Strategy Aspect	Indicators and Targets
Greenhouse Gas Reduction and Trajectory Management	Using 2025 as the baseline year, the Company plans to cut Scope 1 and Scope 2 emissions by 30% by 2030. To keep this commitment on track, it has set an annual KPI requiring each site to achieve a 3% emissions reduction, embedding carbon reduction into daily site management and performance tracking. By 2040, the Company targets a 42% reduction in Scope 1 and Scope 2 emissions against the 2025 baseline through deeper decarbonization measures. Before 2050, the Company aims to achieve net-zero emissions covering all Scope 1, Scope 2, and Scope 3 emission sources, in the hope of establishing a low-carbon pharmaceutical industry.
Deepening Energy Management	From 2025 onward, the Company will continue rolling out the ISO 50001 Energy Management System across all sites to improve energy efficiency, embed continuous improvement, and manage major carbon emission sources at source.
Value Chain Carbon Inventory (Scope 3)	From 2028, the Company will conduct a full carbon inventory of Scope 3 Purchased Goods and Services and obtain third-party verification, laying the groundwork for future supplier engagement and decarbonization. The Company targets a 25% reduction in Scope 3 Purchased Goods and Services emissions by 2040.

2. Greenhouse Gas Management

Bora Pharmaceuticals has implemented a greenhouse gas inventory mechanism in accordance with ISO 14064-1:2018 since 2021, obtaining third-party verification for five consecutive years. With 2025 marking the first year in which all operating sites—including the newly acquired US facilities—were brought within the inventory boundary and third-party verified, we have formally designated 2025 as our emissions-reduction base year, establishing a credible data baseline for our decarbonization pathway. To deepen climate governance from the top down, this year we also linked ESG performance to the compensation of senior executives at the vice-president level and above for the first time: annual KPIs are weighted 90% on financial-strategy indicators and 10% on ESG performance indicators, with one key requirement being that "all operating sites must complete GHG inventory training and duly register their data in the inventory system," thereby driving carbon-management effectiveness across the Group.

As its operational footprint expands rapidly, Bora is actively aligning its carbon inventory boundary with its financial reporting boundary. In 2025, the Group's total GHG emissions (Scope 1 + Scope 2) amounted to 41,063.93 metric tons of CO2e, an increase of approximately 47.6% from 27,827.02 metric tons in 2024, while emissions intensity declined from 3.12 metric tons of CO2e per NT$ million of revenue in 2024 to 2.16. This growth, however, was driven primarily by the expansion of our inventory coverage—the US sites acquired in 2024 (the Baltimore (Camden) site and the Maple Grove (USL) site), together with SunWay's Xizhi site, have been fully included since 2025. On a like-for-like boundary basis, emissions from our existing sites actually decreased by approximately 1,659.84 metric tons (6.16%) from the previous year, indicating that carbon management at our established sites has begun to deliver results. It should be noted that the 2024 intensity figure was understated, as its revenue denominator already covered the two US sites while their emissions had not yet been brought within the inventory boundary; from 2025 onward, the numerator and denominator are on a consistent basis, making emissions intensity comparable across years, and we will continue to track our reduction performance against the 2025 base year going forward.

In implementing and extending our decarbonization strategy, the 2025 inventory results show that Scope 2 (purchased electricity) emissions reached 24,727.02 metric tons of CO2e, accounting for 60.22% of the Group's total emissions and representing our largest source of carbon emissions. Subsequent carbon reduction efforts will therefore focus on improving energy efficiency: by fully deploying an energy monitoring system, we will precisely identify electricity usage hotspots at each site, providing a scientific basis for decisions on replacing or upgrading energy-intensive equipment such as cooling towers. Meanwhile, to further align with the global net-zero trend, our Canadian site took the lead this year in launching a comprehensive accounting and inventory of Scope 3 (value chain) emissions. This initiative not only establishes a solid data foundation for the site's future application for Science Based Targets (SBTi), but will also serve as a pioneering model for the Group's broader expansion of value chain carbon management going forward.

In addition, for sites lagging in emissions improvement, the Company will provide technical guidance and resource support to advance energy-efficiency upgrades and the adoption of carbon-reduction equipment, balancing decarbonization progress across all sites as we advance steadily toward our net-zero goal.



Greenhouse Gas Emissions by Site

Unit: metric tons CO_2e

	2024			2025			YoY Comparison of Total Emissions
	Scope 1	Scope 2	Total	Scope 1	Scope 2	Total	
Taipei Headquarters	9.68	149.56	159.24	0.00	120.74	120.74	▼ 38.50
Zhunan Site	1,730.10	7,077.58	8,807.68	1,714.87	6,616.08	8,330.96	▼ 476.72
Tainan Site	26.99	1,531.84	1,558.83	82.41	1,362.10	1,444.51	▼ 114.32
Taoyuan Site	842.28	2,502.67	3,344.95	704.56	2,426.93	3,131.49	▼ 213.46
Canada Site	5,493.70	1,351.60	6,845.30	5,129.01	1,393.26	6,522.27	▼ 323.03
SunWay Neihu	43.23	825.27	868.50	21.92	279.98	301.90	
SunWay Xizhi				10.17	613.75	623.92	
US Maryland Site				4,199.56	2,146.91	6,346.47	
Maple Grove Site				3,775.13	4,717.84	8,492.97	
TWi Taipei	0.81	235.64	236.45	5.08	251.57	256.66	▲ 20.21
Zhongli Site I	456.65	2,793.52	3,250.17	419.08	2,377.90	2,796.99	▼ 453.18
Zhongli Site II	292.19	2,463.71	2,755.90	275.12	2,419.94	2,695.06	▼ 60.84
Total	8,895.63	18,931.39	27,827.02	16,336.90	24,727.02	41,063.93	▼ 1,659.84

Note:

1. The SunWay Xizhi site, the Baltimore site, and the Minnesota (Maple Grove) site in the US were newly added in 2025 and have no emissions data for the preceding year (2024); the 2024 columns are therefore left blank.
2. The 2024 data for the Canadian site have been retrospectively restated. To support the SBTi target-setting process, the site's 2024 emissions were re-inventoried: Scope 1 was adjusted from 5,261.31 to 5,493.70 metric tons of CO2e, and Scope 2 from 687.25 to 1,351.60 metric tons of CO2e (with the electricity emission factor changed to the Ontario factor of 0.059 kg CO2e/kWh from Canada's National Inventory Report (NIR)), for a combined increase of 896.74 metric tons of CO2e. The 2024 figures in the table above are the restated figures, on a basis consistent with 2025.
3. As SunWay relocated from the Neihu site to the Xizhi site during 2025, the recognition period for the Neihu site's 2025 emissions does not cover a full 12 months and partially overlaps with that of the Xizhi site. To avoid inconsistent reporting periods and double counting that would compromise data comparability, the SunWay Neihu site has been excluded from the scope of the 2024-versus-2025 emissions comparison in this report.

Total emissions from existing sites down 6.16% YoY

The Bora Group follows the ISO 14064-1:2018 standard to rigorously inventory greenhouse gas emissions within the operational boundaries at each site. Given the highly specialized requirements of the pharmaceutical industry, we fully understand that accurately identifying emission hotspots is the first step toward achieving the climate transition. Bora's main sources of greenhouse gas emissions are as follows:

Category 1: Direct Greenhouse Gas Emissions (Scope 1)

This category covers emission sources owned or controlled by Bora during operations. The inventory shows that direct emissions are primarily concentrated on the following core sources:

Stationary combustion sources

Pharmaceutical manufacturing processes and utility facilities (e.g., boilers and steam equipment) require natural gas and other fuels to provide stable thermal energy. Carbon dioxide (CO_2) generated from fuel combustion is currently Bora's largest source of direct carbon emissions.

Fugitive emission sources

These primarily come from the following two sources. First, the volatilization of specific volatile organic compounds (VOCs) during the production of active pharmaceutical ingredients (APIs) and finished dosage forms. Second, minor leaks of high-global-warming-potential (GWP) refrigerants (e.g., hydrofluorocarbons or HFCs) from refrigeration and air conditioning equipment at the site.

The Company has implemented control mechanisms across all the above sources. By improving process efficiency, equipment sealing, and preventive maintenance, we are measurably reducing the environmental impact of direct greenhouse gas emissions.

Category 2: Indirect Greenhouse Gas Emissions from Imported Energy (Scope 2)

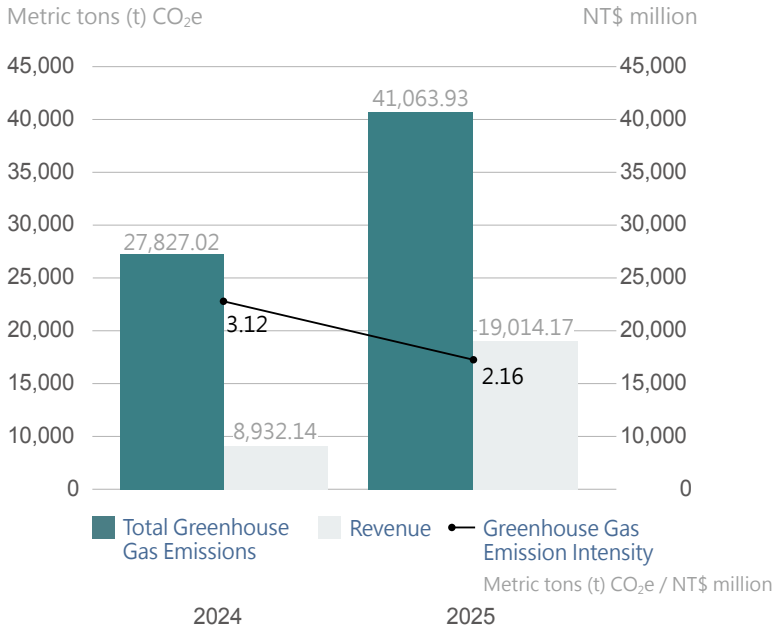
The pharmaceutical industry is highly energy intensive. This category represents the largest share of the Bora Group's total greenhouse gas emissions, primarily from:

Consumption of purchased electricity

To ensure drug quality and production safety, high-specification cleanroom environments must be maintained around the clock at all sites. Continuous operation of production equipment, laboratory precision instruments, and temperature/humidity control systems (e.g., air conditioning and dehumidification equipment) makes purchased electricity the most significant indirect source of carbon emissions during operations.

Because purchased electricity and stationary combustion are the Company's two largest emission sources, we will use this data to extend our ISO 50001 energy management experience to all major Group sites. Through sharper energy-efficiency tracking and continuous improvement, we aim to build a durable carbon management framework that keeps the Group on track toward its long-term net-zero goal.

Greenhouse Gas Emission Intensity



Note: The total GHG emissions of 27,827.02 metric tons of CO2e for 2024 shown in this figure are consistent with the "GHG Emissions by Site" table on the preceding page. To ensure that the numerator (emissions) and denominator (revenue) of the emissions intensity metric cover the same scope, revenue from the Baltimore site and the Maple Grove site in the US, as well as the Zhubei site, has been excluded from the 2024 revenue denominator—the two US sites were brought into the inventory boundary only from 2025 onward, while the Zhubei site was removed from the inventory boundary from 2025 onward, and the 2024 emissions figure covers none of these three sites. From 2025 onward, the numerator and denominator are on a consistent basis, and emissions intensity is therefore comparable across years only from 2025 onward.

Do what's right, not what's easy——Zhunan Site Air Change Rate Optimization Project

"Compliance is not the destination; energy conservation is the mission."

In 2024, the Zhunan Site initiated an air change rate optimization project. Driven by the ultimate goal of energy conservation and carbon reduction, the team proactively took on an improvement task that was "not required for legal compliance."
The existing air change rate at the site met regulatory requirements and was at the high end of industry standards; therefore, an adjustment was not necessary from the perspective of compliance. However, guided by the Company's OE (Operational Excellence) policy, relevant employees conducted a thorough and meticulous review of the work environment and proactively proposed this improvement project. The improvement was complex to conduct and required a long construction period, thereby serving as a concrete embodiment of the principle: "do what's right, not what's easy."

Project Timeline

The project, led by our colleague Yen-Ho Chen, was launched in the second quarter of 2024 and completed in the first quarter of 2025, spanning four quarters in total. To minimize disruption to normal site operations, the project team chose to carry out the air change rate adjustments and subsequent measurements on non-production days, using approximately 10 working days in total—demonstrating a strong sense of professional dedication and a commitment to putting the company's overall interests first.

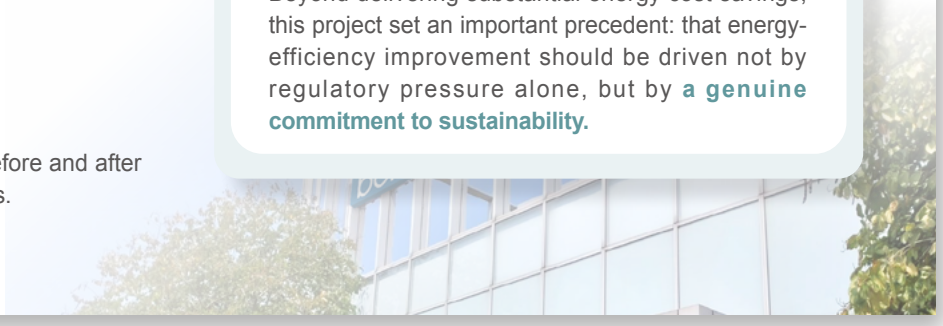
From proposal conception and solution design to on-site execution, the team demonstrated proactivity and professionalism at every stage, prioritizing the Company's needs at each decision point rather than choosing execution methods that were more convenient for themselves.

Energy Savings Results

The execution team used the difference in the measurements of the operating current before and after the adjustment as the calculation baseline to scientifically validate the improvement benefits.

Metric	Results
Annual electricity saving	882,935 kWh
Estimated annual cost savings	About NT$ 3.5 million
Execution days	About 10 days
Project period	2024 Q2 - 2025 Q1

Beyond delivering substantial energy cost savings, this project set an important precedent: that energy-efficiency improvement should be driven not by regulatory pressure alone, but by **a genuine commitment to sustainability.**



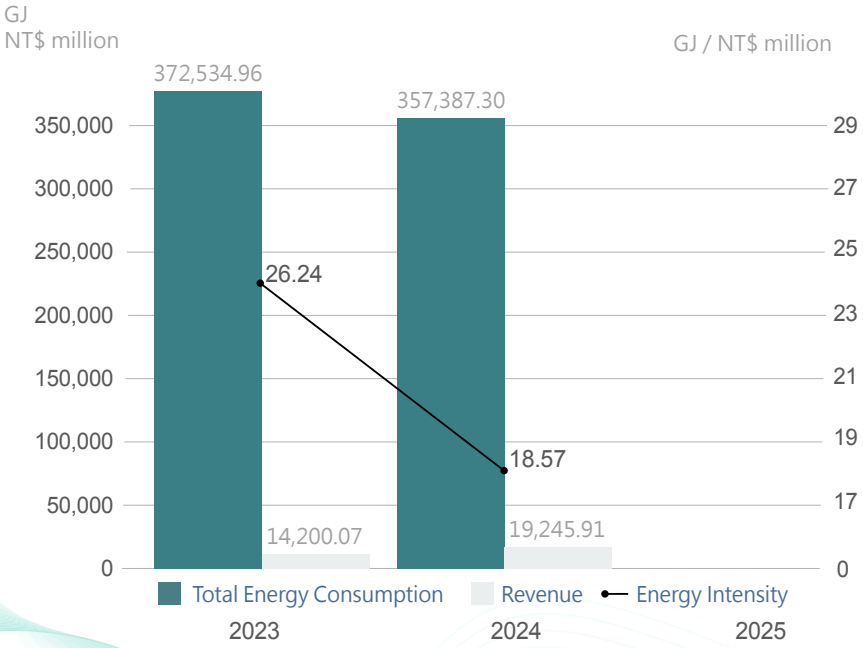
3. Energy Management

Energy Management Measures

The Company is actively committed to reducing overall energy consumption to reduce carbon dioxide emissions. Currently, the Group's primary energy consumption sources are purchased electricity (for chillers, HVAC systems, and production equipment within the plants) and natural gas (for gas-fired boilers).

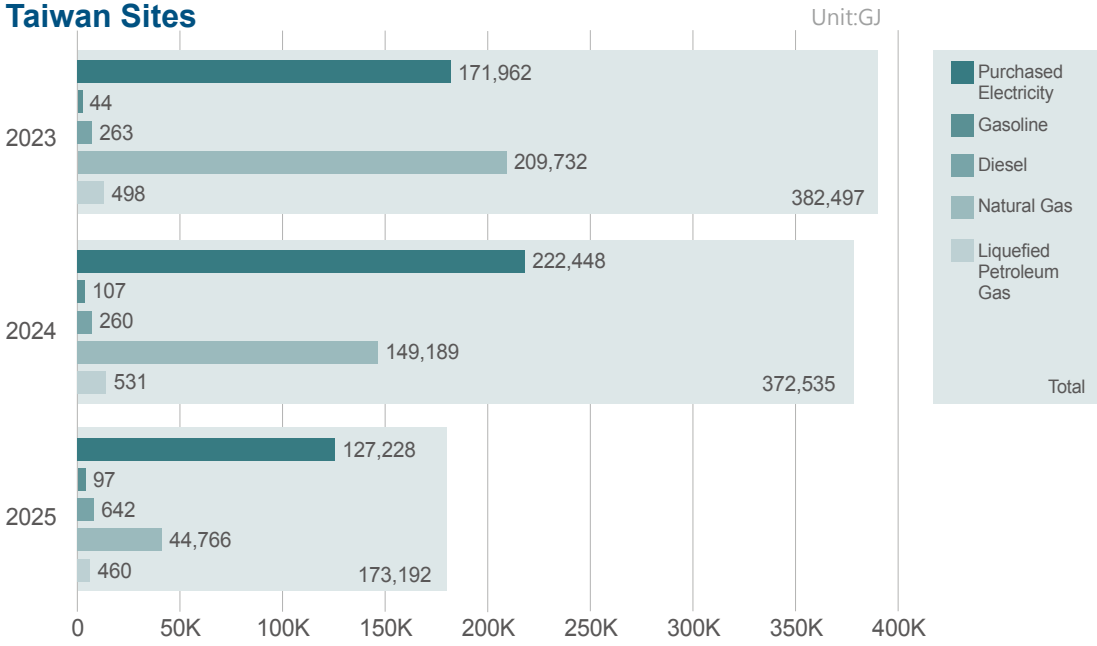
The parent company has established ISO 50001 certification as the Group's energy management benchmark, creating a proven framework to deploy across our operations. Building from this foundation, we are scaling the system group-wide through a phased rollout, extending ISO 50001 to the Zhunan, Taoyuan, and Zhongli sites by 2026, so that every major site operates to a single, internationally recognized energy management standard.

Energy Intensity

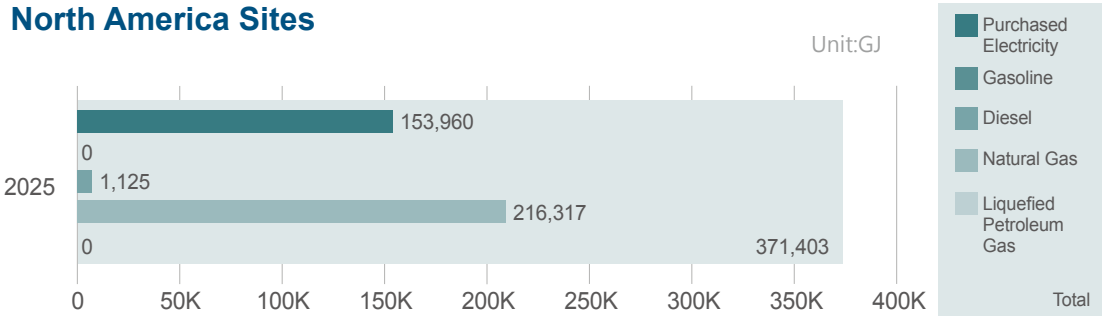


Energy Consumption

Taiwan Sites



North America Sites



Note: Regarding the scope of data disclosure for the North American sites, the Baltimore and Maple Grove sites were brought into the Group's scope through acquisitions completed in 2024. In the interest of consistency and completeness of data compilation, these sites have been formally included in the scope of the environmental and social performance indicators of the Sustainability Report from 2025 onward. Accordingly, the North American data presented in this year's report cover 2025 information only.

4. Actual Carbon Reduction Actions

To achieve the 2050 net-zero emissions target, the Bora Group has shifted from traditional “passive energy saving” toward “proactive low-carbon investment” since 2025. We are gradually integrating the principles of Internal Carbon Pricing (ICP) and climate transition thinking into the capital expenditure and equipment replacement decision processes across our global sites.

Through a precise evaluation of the environmental benefits and the return on investment (ROI) of carbon reduction projects, the Company launched a series of comprehensive decarbonization initiatives across domestic and overseas sites in 2025. These projects cover the full upgrades of both the core energy-consuming pharmaceutical equipment (such as HVAC systems, compressed air systems, and boilers) and the basic operational infrastructure:

Site	Carbon Reduction Strategy and Project Items	Specific Actions and Project Highlights	Expected/Actual Carbon Reduction Benefits
Zhunan Site	Full-scale HVAC cooling optimization: Upgrade of high-efficiency fan blades and blowers	**1. Full upgrade of cooling tower fan blades** We replaced traditional FRP fan blades with thick, airfoil energy-saving blades engineered on fluid-dynamics principles, significantly reducing gearbox loads while raising fan efficiency to 81–90%. **2. Introduction of EC fans in the air handling unit (AHU)** Traditional forward-curved, multi-blade blowers were replaced with high-efficiency, axial EC fan systems integrated with variable frequency control, improving overall system efficiency.	**[Cooling Towers | Measured]** Post-completion measurements show energy savings of 21.4%–25.4%, with total annual electricity cost savings of approximately NT$235,000 and a payback period of roughly 2 to 2.5 years. **[Air Handling Units (AHU) | Estimated]** Operating power is reduced from 31.27 kW to 23.88 kW (an energy saving rate of approximately 24%), delivering annual electricity savings of approximately 64,700 kWh per unit and an annual carbon reduction of approximately 31 metric tons of CO_2e.
Zhunan Site	Replacement of high-energy-consuming equipment: Replacement of the Clean Dry Air (CDA) system	**Systematic equipment replacement project** A comprehensive upgrade assessment was initiated for aging air compressors at the site. By introducing new high-efficiency equipment, redesigning airflow paths, and reducing leaks, the specific power (kW/m³/min) of the compressed air system was optimized significantly.	**[Scaled carbon reduction]** This project is expected to require an investment of over NT$26 million (including EMS-system setup). Upon completion, it is estimated to reduce electricity consumption by about 810,000 kWh annually, equivalent to a reduction of about 400 tCO_2e.
Zhongli Site	Site-level energy inspection and process parameter optimization	**1. Compressed air system parameter and mode adjustments** We modified the dryer regeneration mode and optimized the overall operating logic of the air compressors. **2. Cooling tower operation assessment** A fine-tuned control adjustment was assessed for the cooling tower operating frequency and load.	**[Operational Optimization | Estimated]** Achieved purely through parameter optimization, with virtually no capital investment in equipment: the compressed air system can save up to approximately 5% of the site's total annual electricity consumption, while cooling tower control adjustments can save a further 2%, for a combined total of approximately 7%.

Site	Carbon Reduction Strategy and Project Items	Specific Actions and Project Highlights	Expected/Actual Carbon Reduction Benefits
Maple Grove Site (Minnesota, USA)	**High-efficiency infrastructure upgrade** Office lighting replacement project	**Full implementation of long-life LED fixtures** The lighting system for the offices in Buildings A and B was upgraded by replacing traditional incandescent and fluorescent lamps with high-efficiency LED lights with a lifespan of up to 10 years. Planned in 2025, this project is expected to be fully completed by the end of 2026.	**[Dual benefits of energy savings and finance]** With a capital expenditure of approximately US$10,000, it is estimated that the project will save 40,000 kWh of electricity annually upon completion, resulting in a corresponding reduction of approximately US$4,170 in annual electricity costs.
Mississauga Site (Canada)	**Scope 1 direct carbon emission control** Upgrade of core thermal energy equipment	**Natural gas boiler replacement (3M Boilers)** A 3M boiler upgrade project was launched for the heating system, which is highly dependent on natural gas. The new equipment has an asset life of 20 years, and more advanced combustion technology will be introduced. Planned in 2025, this project is expected to be fully completed in 2026.	**[Reduction of emissions at the origin]** Once the new boiler comes online, natural gas efficiency is expected to improve by 15%–20%, reducing Scope 1 direct emissions at source; capital expenditure is approximately CAD 240,000. Actual emissions reductions will be calculated based on natural gas consumption after the boiler is in operation.



II. Water Management

Water quality is critical to pharmaceutical manufacturing. Because the industry must meet strict Good Manufacturing Practice (GMP) standards, process water requires high-level purification, producing purified water or water for injections. To prevent cross-contamination and safeguard patient safety, the scope for recycling process water is inherently limited. Even so, Bora is committed to minimizing water demand and its associated impacts through 3 pillars: source management, process optimization, and environmental stewardship.

Policies

Source Management

1. Continuously inspect water pipelines and stop and repair leaks at identified leakage points.
2. Promote awareness of water resource management within the Company and across the supply chain, strengthen a culture of sustainable water use, and encourage shared environmental responsibility.

Process Optimization

1. Optimize process design and equipment operation to reduce water demand.
2. Deploy innovative technologies and strategies to maximize water-use efficiency and reduce the potential risks posed by climate change.

Environmental Stewardship

1. Collect rainwater for use in green belt irrigation or other secondary domestic purposes.
2. Control the discharge of wastewater pollutants to ensure compliance with regulatory standards.

Overall Objectives

Short Term

From 2025, fully implement the water resource management policy, with the Zhunan site targeting a 13% reduction in water consumption against 2024 and the Tainan site targeting a 1% reduction.

Long Term

From 2025 to 2030, reduce Group-wide per capita water consumption by 3%, using 2025 as the base year.

Ongoing

Regularly review and monitor water usage, proactively identify and mitigate water scarcity risks, and reduce impacts on water resources through efficient water use and water recycling technologies.

Water resource risk identification

We use the World Resources Institute (WRI) Aqueduct tool to identify and assess water-related risks across our global operations:

High-risk areas

The Maple Grove Site (Minnesota, USA) and Mississauga Site (Canada) are currently in high water-stress risk conditions.

Low- to medium-risk areas

All Taiwan sites and the Baltimore Site (Maryland, USA).

For sites located in areas of medium-to-high risk, we will prioritize the introduction of automated monitoring systems and continuously evaluate localized climate change adaptation solutions to mitigate potential water shortage threats.

3. Water Resource Usage Status

Taiwan Sites

Unit: ML

	2023	2024	2025
Municipal Water Withdrawal	152.60	165.60	162.92
Groundwater Withdrawal	0.00	0.00	0.00
Surface Water Withdrawal	0.00	0.00	0.00
Seawater Withdrawal	0.00	0.00	0.00
Total Water Withdrawal	152.60	165.60	162.92
Total Recycled Water	15.90	0.04	0.00
Water Discharge	70.80	58.20	71.85
Water Consumption	81.70	98.78	91.07

North America Sites

Unit: ML

	2025
Municipal Water Withdrawal	227.92
Groundwater withdrawal	0.00
Surface water withdrawal	0.00
Seawater withdrawal	0.00
Total water withdrawal	227.92
Total recycled and reused water volume	0.63
Water discharge	62.20
Water consumption	47.80

Note: The Baltimore and Maple Grove Sites, acquired in 2024, were brought into the Group's environmental and social performance reporting in 2025. North American site data in this report therefore covers 2025 only.



Water Pollution Prevention

The Bora Group treats water management as a core component of its environmental governance and ensures that wastewater treatment and discharge at all sites comply with local regulations. Beyond the requirements of the Water Pollution Control Act, our Taiwan sites meet the effluent standards of their respective industrial parks, with semiannual testing and reporting conducted as required. All sites hold valid water pollution control permits; under our renewal protocol, any permit within six months of expiry must be renewed beforehand to maintain uninterrupted compliance. Overseas sites operate under localized compliance management: wastewater treatment and water use must meet the environmental regulations of each country or region, and results are reported periodically to the Group's sustainability function for inclusion in our ESG performance tracking.

Regulatory Inspection Event and Improvement Measures at the Zhunan Site

In 2025, during a regulatory inspection conducted by the competent authority at the Bora Group's Zhunan site, it was discovered that certain daily wastewater meter records did not align with the permit regulations. Following an internal investigation, it was confirmed that the issue resulted from differences in shift handover times between day-shift and night-shift engineers when recording on-site meter readings. This caused the total recorded daily water volume to exceed the approved discharge limit on paper, resulting in an administrative fine of NT$17,500 imposed by the competent authority.

To prevent similar incidents from recurring, the Zhunan site reviewed operational procedures in coordination with the engineering department and implemented the following improvement measures:

Operational standardization: Meter-reading times are specified to fixed daily recording time points to eliminate discrepancies caused by shift handovers and to ensure data continuity and accuracy.

Permit content adjustment: Based on actual operational conditions, an application was submitted to the competent authority to revise the water pollution control plan by adjusting the approved daily wastewater discharge volume to a reasonable range in line with the actual operational capacity of the plant, thereby ensuring consistency between permit conditions and operational realities.

Enhanced internal controls: EHS internal audits now treat these cases as a key review item, with regular checks confirming that meter records align with permit conditions—preventing any recurrence of similar deficiencies.

Practical Water Conservation Plan

In 2025, the overall water consumption at the Zhunan Site decreased by approximately 5% compared to the previous year, resulting in a total water saving of 4,119 cubic meters. To reach this conservation goal, the plant actively implemented various water resource management and leak prevention measures, one of which was the fire protection pipeline repair project. Due to leakage from the original underground fire-fighting water supply pipe caused by earthquake impacts, the facility invested over NT$1.15 million to convert the 10-inch underground pipeline to an above-ground exposed pipe design. This improvement effectively eliminated hidden water waste and became a key action contributing to the facility's annual water conservation performance.

Group-wide Water Conservation Measures	Key Measures
 Office and Domestic Water Use	• Adjust the tap water flow rate to avoid waste. • Replace old faucets with those that are certified with an energy-saving label or install water-saving aerators. • Harvesting rainwater for irrigation purposes.
 Inspect and Repair Pipeline Equipment	• Regularly inspect pipeline equipment for municipal water, air conditioning water, fire protection water, and irrigation water at each site. If any leaks are detected, repairs and improvements will be carried out immediately to reduce unnecessary loss or waste.
 Optimize Water Production and Usage Facilities	• We assess water production and usage equipment at each site, such as cooling towers and pure water systems, and cut unnecessary discharge by adjusting operating settings or installing monitoring devices to improve water-use efficiency. We also set site-specific water conservation targets and develop corresponding action plans.

III. Waste and Air Pollution Management

Bora Pharmaceuticals is committed to comprehensive management of waste and air pollution, strictly complying with relevant regulations. The Company drives waste classification, reduction, and recycling, and entrusts qualified contractors for collection and inspection. At the same time, regular monitoring of air pollutants (VOCs, nitrogen oxides, sulfur oxides) is conducted to ensure emissions remain below legal standards, aiming to achieve zero waste and environmentally friendly sustainable operations.

1. Policies and Objectives

Policy

Waste Management Policy

1. Regularly assess the characteristics and treatment requirements of waste generated in the production process, adjust waste disposal plans according to product changes, and perform regulatory reporting.
2. Implement waste classification and resource recycling based on site characteristics, entrust qualified contractors for disposal, and conduct full tracking of the collection and transportation process to obtain disposal certificates.
3. Conduct annual audits of waste storage areas and disposal contractors to ensure that removal, tracking, and final disposal comply with environmental regulations.

Air Pollution Control Policy

1. Strictly comply with the Air Pollution Control Act and related regulations, conducting full monitoring and management of air pollution sources such as VOCs and nitrogen oxides.
2. Entrust qualified testing agencies to conduct annual exhaust emission tests at the sites to ensure emission concentrations remain well below legal standards.
3. Continuously invest in air pollution control equipment and technologies to reduce the environmental impact of stationary pollution sources and strengthen pollution prevention management during site operations.

Overall Objectives

Bora Pharmaceuticals manages waste reduction and air pollution control to meet regulatory standards and limit environmental impact. We evaluate waste and air pollution management performance at each site annually, refining treatment processes and control measures based on the results.

2. Waste Management

The Company follows the Waste Disposal Act by collecting, sorting, and storing waste according to its characteristics. We negotiate with qualified waste disposal companies and sign a cleanup and disposal contract. After the removal, we confirm receipt with the disposal service provider according to regulations and then negotiate the final transport. All waste flows and final disposals comply with environmental regulations.

Waste Usage Status

Waste Usage Status at Taiwan Sites

Unit: Metric Tons (t)

Item	2023	2024	2025
Total Waste	349.47	354.19	346.36
Hazardous Industrial Waste	195.30	83.07	82.77
Incineration Treatment (Hazardous Industrial Waste)	195.30	83.07	66.78
Recycling Treatment (Hazardous Industrial Waste)	0.00	0.00	15.99
General Industrial Waste	154.17	271.12	263.59
Incineration Treatment (General Industrial Waste)	154.17	225.51	261.82
Reuse (General Industrial Waste)	0.00	45.61	1.78

Waste Usage Status at North America Sites

Unit: Metric Tons (t)

Item	2025
Total Waste	895.39
Hazardous Industrial Waste	368.89
Incineration Treatment (Hazardous Industrial Waste)	352.32
Recycling Treatment (Hazardous Industrial Waste)	16.57
General Industrial Waste	526.50
Incineration Treatment (General Industrial Waste)	54.23
Reuse (General Industrial Waste)	472.27

Note: The Baltimore and Maple Grove Sites, acquired in 2024, were brought into the Group's environmental and social performance reporting in 2025; prior-year data for these sites is therefore not included.

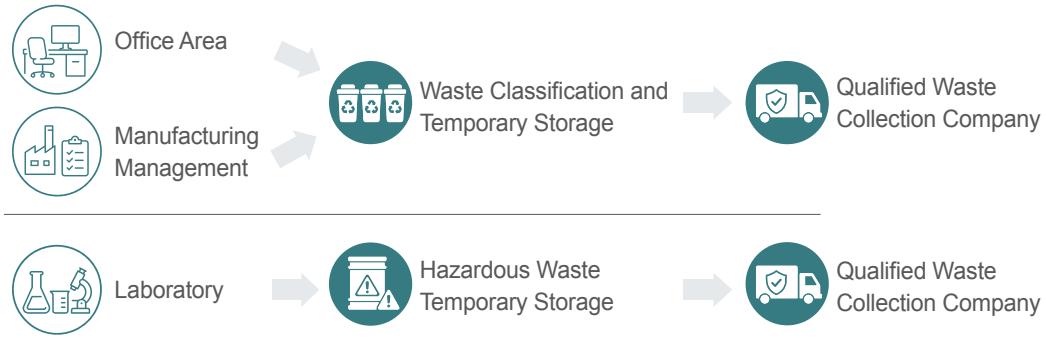
Waste Disposal Mechanism

The main sources of waste at Bora Pharmaceuticals are classified into general waste and hazardous waste. General waste primarily originates from manufacturing sites and office areas, while hazardous waste mainly comes from laboratory waste liquids.

For its 2 primary waste categories, Bora Pharmaceuticals adheres to the Waste Disposal Act by preparing and submitting waste disposal plans for approval by the local Environmental Protection Bureau. Each site engages qualified waste collection contractors based on the specific characteristics of the waste and coordinates the transportation process accordingly. Prior to each transport, a triplicate waste transfer form is filed to ensure proper documentation and traceability of waste flow and volume.

Additionally, Bora conducts audits of contractors with active waste transport operations or completed service contracts to verify that all waste generated is managed in full compliance with applicable regulations.

Bora Pharmaceuticals Industrial Waste Disposal Process



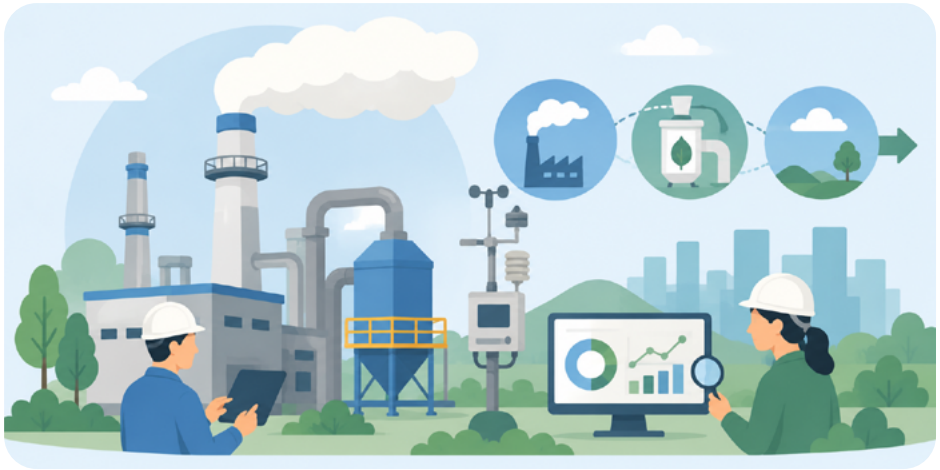
3. Air Pollution Management

Bora Pharmaceuticals operates a fully integrated pharmaceutical value chain including research and development, manufacturing, and distribution, generating air pollutants such as VOCs, nitrogen oxides, and sulfur oxides. In addition to complying with Taiwan Air Pollution Control Act and the Regulations Governing the Installation and Operation Permits of Stationary Pollution Sources, the Company regularly commissions qualified testing firms to conduct air quality inspections of exhaust emission pipes at its sites. Test results show that emission concentrations of air pollutants are all well below the legal standards. Other air pollutant emissions are likewise below the statutory standards.

As Bora has acquired overseas manufacturing sites through acquisitions—including the Maple Grove facility in Minnesota and the Camden sterile-injectables facility in Maryland in the United States, and the Mississauga facility in Ontario, Canada—the Group's air-pollution management correspondingly follows the regulatory requirements of each jurisdiction in which it operates.

In the United States, at the federal level the U.S. Environmental Protection Agency (EPA) regulates air emissions from the pharmaceutical industry under the Clean Air Act. The most directly applicable standard is the National Emission Standards for Hazardous Air Pollutants (NESHAP) for the Pharmaceutical Production source category (40 CFR Part 63, Subpart GGG), which applies Maximum Achievable Control Technology (MACT) to limit VOCs and hazardous air pollutants (HAPs such as methylene chloride, methanol, toluene, and hydrogen chloride). State environmental agencies—such as the Minnesota Pollution Control Agency (MPCA)—additionally enforce federal and state standards through air-permitting programs.

In Canada, federal oversight is provided by the Canadian Environmental Protection Act (CEPA, 1999), the National Pollutant Release Inventory (NPRI) reporting system, and the Multi-Sector Air Pollutants Regulations (MAPR), which set emission limits for sulfur dioxide (SO_2) and nitrogen oxides (NOx). At the provincial level, the Mississauga facility in Ontario is subject to Ontario Regulation 419/05 (Air Pollution – Local Air Quality) under the Environmental Protection Act. This regulation establishes legal air standards for each contaminant and requires higher-emitting facilities to obtain an Environmental Compliance Approval (ECA), demonstrating through an Emission Summary and Dispersion Modelling (ESDM) report that contaminant concentrations at any point of impingement (POI) beyond the property boundary do not exceed the applicable standards.



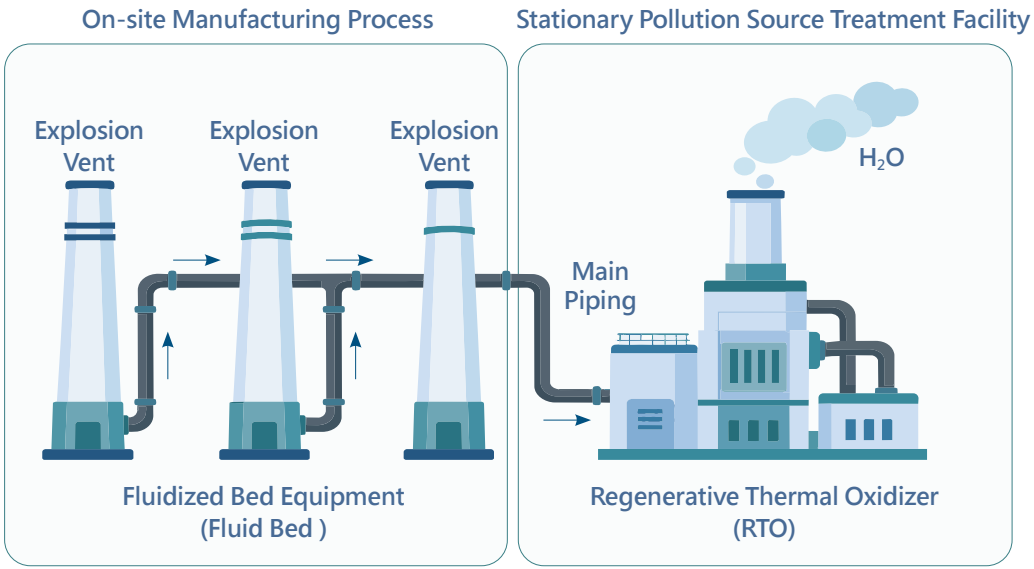
To ensure compliance across its international operations, in addition to maintaining its established third-party testing mechanism in Taiwan, Bora periodically verifies emissions data from each overseas facility against the applicable local statutory limits, confirming that air-pollutant emission concentrations at all sites meet or outperform local regulatory requirements.

Handling of Organic Solvents

Organic solvents are used in the product manufacturing processes at the Zhunan and Zhongli sites; both facilities have installed Regenerative Thermal Oxidizers (RTOs) in accordance with regulatory requirements. Organic solvents generated during production are transported through sealed pipelines and fluidized bed equipment to the RTOs, where they undergo thermal decomposition. The resulting emissions are released as steam, with only minimal amounts of nitrogen oxides (NOx) and sulfur oxides (SOx) produced-well within permitted emission standards.

Environmental Investment Projects

To respond to future capacity expansion and environmental commitments, Zhunan Site initiated the planning and installation of a second Regenerative Thermal Oxidizer (RTO) starting in 2023. The total environmental investment amounts to NT$23 million, with an air exhaust volume reaching 32,000 CMH, which is 1.28 times that of the first unit. The installation was completed and received environmental operation permit approval in 2024. There are currently no other significant investment projects in 2025.



Flowchart of Organic Solvent Exhaust Treatment Process

Air Pollution Control Mechanism

Taiwan Plant Air Pollution Emissions Statistics

Unit: Metric Tons (t)

Year	Nitrogen Oxides (NOx)	Sulfur Oxides (SOx)	Volatile Organic Compounds (VOCs)	Particulate Matter (PM)
2023	7.04	9.71	29.63	2.14
2024	3.67	1.53	33.11	0.59
2025	6.14	3.08	32.97	0.73

North American Plant Air Pollution Emissions Statistics

Unit: Metric Tons (t)

Year	Nitrogen Oxides (NOx)	Sulfur Oxides (SOx)	Volatile Organic Compounds (VOCs)	Particulate Matter (PM)
2025*	4.507	0.03678	14.184	3.133

Note: The Baltimore and Maple Grove Sites, acquired in 2024, were brought into the Group's environmental and social performance reporting in 2025; prior-year data for these sites is therefore not included.

IV. Hazardous Substance Management

1. Policy and Objectives

Policy

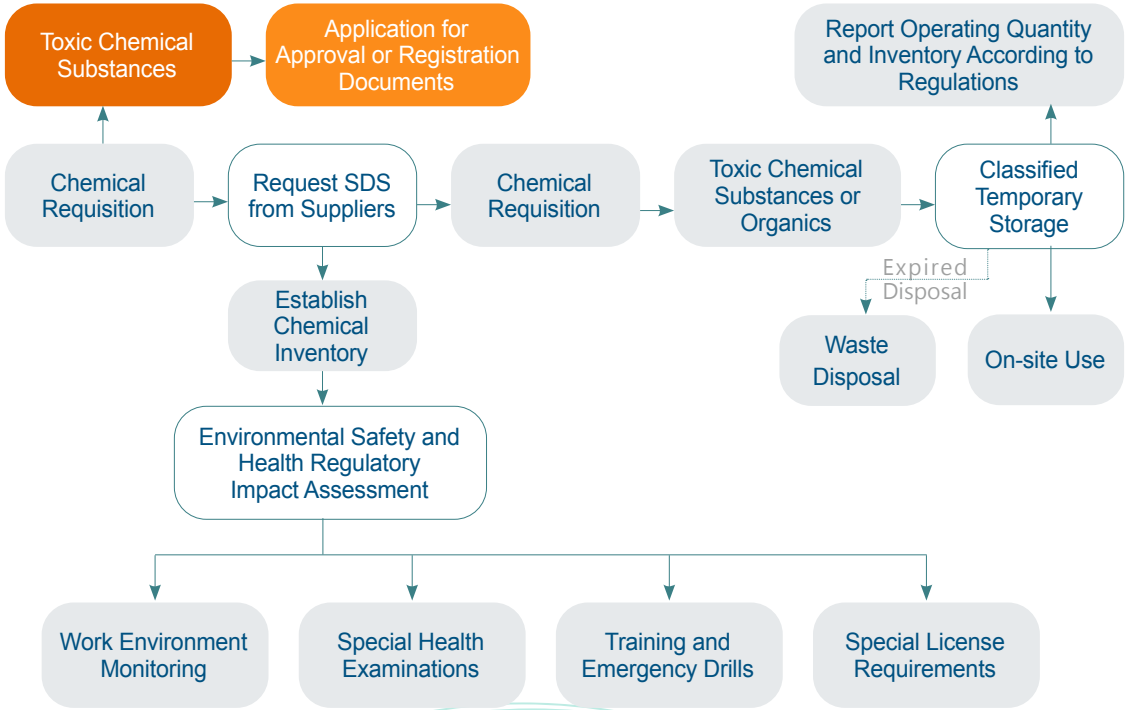
1. Source control of hazardous substances: Bora Pharmaceuticals manages hazardous substances at source—tightening control over classification, storage, and use—in compliance with environmental and occupational safety regulations to ensure the lawful handling of chemicals.
2. Digital chemical management: Chemical Cloud Management System strengthens hazardous-substance data control and enables digital monitoring, ensuring transparency and safety across the full chemical lifecycle.
3. Integrated risk response: Linking chemical data with plant geographic information sharpens our emergency response and disaster-relief capabilities, reducing potential risks to the environment and human health.

Overall Objectives

1. Complete annual regulatory declarations, approvals, and training for chemical substances to enhance employees' hazard identification and emergency response capabilities.
2. Strengthen in-plant chemical usage and storage management to ensure complete operation records and compliance with regulatory requirements.
3. Promote IoT-based monitoring of chemical flows and integration with government chemical management systems to improve tracking and cross-referencing mechanisms, enhance disaster prevention capabilities, and optimize hazard awareness training.
4. Conduct at least 2 emergency response drills annually to familiarize personnel with spill response procedures and reduce the impact of incidents on the environment and personnel.

Hazardous Substance Management and Measures

To effectively manage chemical products and minimize the risks of potentially hazardous chemicals, Bora Pharmaceuticals has established the "Hazardous Chemical Exposure Assessment and Classification Management Report." Therefore, the Company emphasizes source control in hazardous substance management by properly classifying, storing, and using chemicals, implementing written records of usage control, and tracking chemical flows in compliance with environmental regulations. Attention is given to the use, maintenance, and operational management of chemicals, toxic chemicals, and precursor chemicals. Responsibility lies with the user units, with support from the environmental safety unit, jointly assuming management duties. Management is executed according to the SOP "Laboratory Safety, Hygiene, and Chemical Management Standard Operating Procedures" to prevent major disasters causing environmental pollution and harm to human health.



Hazardous Substance Management Achievements

The Company upholds a proactive prevention principle by establishing a comprehensive hazardous substance management system that encompasses regulatory compliance, cross-departmental collaboration, and process-level source substitution, ensuring both worker safety and environmental protection.

Legal Compliance and Reporting Management

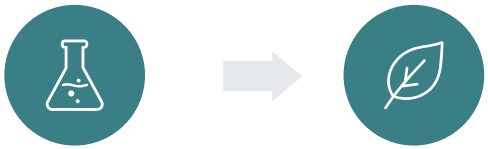
Bora Pharmaceuticals maintains a robust hazardous substance management program, with full regulatory approval under the Toxic and Concerned Chemical Substances Control Act covering 20 Category 1–3 toxic substances, 17 Category 4 toxic substances, and 7 concerned chemical substances. We complete monthly usage declarations, annual priority chemical declarations, operation records, and emergency response training as required, and inspections by the Environmental Protection Bureau and the Science Park Bureau have found zero violations.

Our Chemical Cloud Management System adds IoT-based tracking and disaster-prevention intelligence, tightening both routine management and emergency response. Annual tabletop exercises and targeted chemical drills further strengthen our teams' readiness, keeping risk low across all chemical operations.

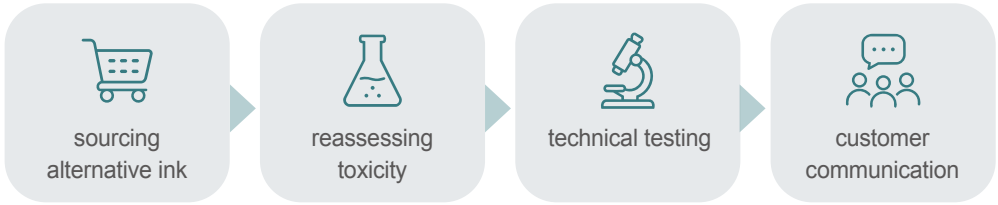
Process Source Substitution: Zhunan Site Printing Ink Replacement Project

The Company's first successful raw-material toxicity substitution project

In 2025, during the initial introduction of an overseas product line at the Zhunan Site, the EHS team proactively identified at the raw material review stage that the process ink contained Methyl Cellosolve (CAS No. 109-86-4). While this substance is permitted for use in the United States, where the product line originated, it is classified as a Class 2 toxic chemical substance under Taiwan's regulations. As the printing ink is directly exposed to the operating environment after spraying, the Company initiated a substitution assessment before mass production to protect the health of employees and, thereby, **demonstrated the source-prevention management strategy of the Company.**



Through cross-functional collaboration among the **5 departments** of Procurement, Project Management, Engineering, Technical Services, and EHS, the Company managed the full process of sourcing alternative ink, reassessing toxicity, technical testing, and customer communication to replace the original material with non-toxic ink. As our first successful raw material toxicity substitution, the project eliminated workers' chemical exposure risk and established a replicable model for future cross-functional substitutions.



Solvent Reduction in Production Process

Process improvements to reduce organic solvent use

The Company advances green manufacturing by reducing organic solvent use through process improvements. Upgrading the Nifedipine product to a film-coated tablet process eliminated acetone as a coating solvent entirely, cutting an estimated 9 tons of acetone annually. In the new product launch (NPL) project, a process transfer from our U.S. plant to Taiwan, introducing a pure water process is expected to further reduce acetone use by about 0.03 tons and IPA (isopropyl alcohol) by about 0.08 tons per year. Together, these improvements are projected to cut organic solvent use by over 9.11 tons annually.

Improvement Project	Substance Replaced/ Reduced	Estimated Annual Reduction
Improvement of Nifedipine film-coating process	Acetone	9.00 tons
NPL Project (Implementation of purified water process)	Acetone	0.03 ton
	IPA	0.08 ton
Total		**9.11 tons**

These improvements are projected to cut organic solvent use by over **9.11** tons annually.

Course Title	Number of Trainees	Training Hours
New Employee Hazardous Substance Training	133	399
Hazard Awareness of On-the-Job Training	53	159
High Potency Active Pharmaceutical Ingredient Safety Handling Training	37	37



V. Biodiversity

Policy

Biodiversity is increasingly recognized as vital to pharmaceutical innovation, as many therapeutic compounds are derived from natural sources. The Company therefore sees the preservation of biodiversity as closely linked to both our innovation capacity and our sustainability goals. We plan to integrate biodiversity into our ESG strategy, support the Convention on Biological Diversity, and adopt the following management principles:

1. Habitat Protection and Risk Monitoring: We avoid damaging natural habitats in our operations. We regularly assess the ecological sensitivity of each site, determine whether it lies in or near highly sensitive areas, and apply protection or monitoring measures proportionate to the risk.
2. Reducing Environmental Impact: Through water, waste, and air pollution management, we keep emissions within regulatory limits and work to minimize disruption to local ecosystems—including rivers and green spaces near our facilities.
3. Systematic Management and Value Chain Collaboration: We integrate biodiversity into our environmental management system and strengthen ecological impact assessment across both our operations and supply chain. Future major construction or expansion projects will incorporate ecological impact assessments, enabling conservation risk identification and mitigation before development begins.
4. Environmental Education: We embed biodiversity and habitat conservation into our environmental training to build conservation awareness across the organization.

Overall Objectives

1. Assess ecological sensitivity across operating sites regularly and build a preliminary database of potential risk areas.
2. Strengthen monitoring of wastewater, air emissions, and waste discharge to ensure regulatory compliance and minimize disturbance to natural habitats.
3. Embed biodiversity and habitat conservation into employee environmental training to raise environmental awareness.
4. Incorporate ecological impact assessments into the planning of future major construction or expansion projects, enabling early risk identification and response before development begins.



2. Specific Conservation Actions and Achievements

Mississauga Site (Canada): Creation of an Ecological Sanctuary and Habitat Restoration

Mississauga Site (Canada) was originally a quiet piece of land. Through the voluntary and long-term dedication of our employees over many years, the land has gradually been transformed into a vibrant ecological space. For the future, we plan to continuously follow up on the number and species of organisms at the site to assess and expand the success rate of biodiversity restoration:

- Building a Bee Hotel: This will provide natural habitats for the overwintering and reproduction of wild solitary bees. About 75% of global crops depend on animal pollinators (according to FAO research). This initiative effectively supports the reproduction of key pollinating insects that lack adequate habitats.
- Protection of a Threatened Species – Barn Swallow: Two dedicated habitat structures (with a total of 20 nest cups) have been built at the site. The Barn Swallow is listed as a threatened species under Ontario's Endangered Species Act. The plant strictly takes ecology into account in its daily outdoor operations and maintenance activities to avoid disturbances and to help maintain its population.
- Renaturalization and Butterfly Garden Certification: The plant actively removes invasive alien plants (such as European Buckthorn) that cause ecological imbalance, and plants native tree seedlings and milkweed. This action has successfully attracted Monarch butterflies (a key pollinator of native plants) to return and inhabit the area. It is recognized as a "Butterfly Garden" by the North American Butterfly Association (NABA).





Local Actions in Taiwan – Promoting Agricultural Waste Recycling and Carbon Reduction

Beyond ecological restoration, the Company extends its commitment to the land to Taiwan's agricultural environment and has been recognized with a Certificate of Appreciation from the Miaoli County Government:

- Eliminating Open Burning and Promoting Eco-Friendly Farming: The Company actively assisted in promoting the Miaoli County's 2025 "Eliminate Open Burning, Promote Eco-Friendly Farming" project.
- Sponsoring Microbial Decomposing Bacteria: We donated decomposing bacteria based on Bacillus subtilis to the Zhunan Farmers' Association and the Nanzhuang Farmers' Association.
- Specific Contributions: The project was extended to 5 hectares of rice straw and 5 hectares of woody material applications. This initiative helps local farmers accelerate the decomposition of agricultural waste and return it to the soil, effectively reducing reliance on open burning, and reducing greenhouse gas and air pollutant emissions.


苗栗縣政府感謝狀
Miaoli County Government Certificate of Appreciation
This Certificate of Appreciation is hereby presented to Bora Pharmaceuticals in recognition of your dedication to the Miaoli County 2025 「Stop Burning & Friendly Farming」 Promotion Program of Straw and Branch Decomposing Bacteria.
縣長鍾東錦
中華民國 114 年 12 月 13 日
December 13, 2025

CHAPTER 06

Talent Development and Happy Workplace

6 — 1 Human Rights

6 — 2 Human Capital Management

6 — 3 Talent Attraction and Retention

6 — 4 Talent Development and Growth

6 — 5 Occupational Safety and Health for Employees

6 — 6 Social Engagement



I. Human Rights

Bora Pharmaceuticals adheres to international human rights standards, including the United Nations Universal Declaration of Human Rights, the United Nations Global Compact, and the International Labour Organization Conventions. It protects the fundamental human rights of employees, customers, and stakeholders, commits to fair treatment of every employee, prohibits discrimination, forced labor, and child labor, and ensures labor rights, workplace equality, and dignity, creating a safe and inclusive working environment.

1. Human Rights Policy

Bora Pharmaceuticals commits to fully complying with labor-related laws in its operating locations and establishes policies and measures to protect human rights and labor rights. These include clearly defining work hours and overtime regulations, regularly monitoring employee attendance, periodically reviewing employee health and safety risks according to applicable safety and health laws, and continuously creating a healthy and safe working environment through preventive measures.

Bora Pharmaceuticals is committed to supporting minorities and upholding labor rights by eliminating all forms of forced labor and ensuring that human resources policies are free from discrimination based on gender, race, socioeconomic status, age, marital status, or family background. The Company maintains diverse and inclusive communication channels, regularly convening labor-management meetings and Town Hall Meeting sessions to foster a harmonious and collaborative work environment. These efforts promote open dialogue and mutual trust between employees and management, reinforcing a culture of two-way communication.

Clear policies are in place prohibiting sexual harassment and workplace bullying, while family-friendly facilities, such as maternity and nursing rooms, are provided to support employee well-being. Occupational safety and health protection measures are implemented in accordance with international standards. In the event of labor rights violations, an effective, fair, and transparent grievance mechanism has been established to safeguard employee rights. The Company also respects and supports employees' lawful rights to freely associate, including forming or joining labor unions and engaging in collective bargaining, ensuring full protection and dignity in the workplace. In 2025, the Company did not have any confirmed discrimination cases or receive any related complaints.



Group's Human Rights Policy

Report on the Prevention of Forced and Child Labor

2. Human Rights Due Diligence Investigation

Human Rights Risk Identification and Human Rights Due Diligence Implementation Roadmap

We follow international human rights standards, such as the United Nations Guiding Principles on Business and Human Rights (UNGPs) and the Universal Declaration of Human Rights, to establish a human rights risk management mechanism and transition from a compliance-oriented approach to a systematic and risk-management-oriented Human Rights Due Diligence (HRDD) system. The Company adopts a systematic process of "Identify → Assess → Mitigate → Monitor" to enhance the maturity of its human rights management, and it promotes the human rights management mechanism in phases as follows:

Implementation of Human Rights Risk Assessment Mechanism in 2025

We introduced, for the first time, human rights due diligence (HRDD) targeting people managers in Taiwan. The assessment was conducted through anonymous online questionnaires, with a total of 39 valid responses collected. The Company expects to expand HRDD coverage to all people managers globally in 2026. The questionnaire was designed based on international human rights standards, including the Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work. Combined with the operational scenario of the Company, the assessment focused on potential human rights risk issues, such as discrimination, workplace harassment, and improper labor conditions, for the purpose of systematically identifying possible human rights risks faced by employees.

This due diligence was conducted with a quantitative approach to analyze the risks through 2 major scoring factors: "likelihood of occurrence" and "degree of impact." The likelihood of occurrence was categorized by probability into none (will not occur), low (1–30%), medium (31–60%), and high (above 61%). The level of impact was categorized into none (no impact), low (not severe), medium (severe), and high (very severe). The methodology was established through the aforementioned cross-assessment to establish risk classification and prioritization to identify high-risk issues worthy of subsequent follow-up attention.

The anonymously collected data will only be used for HRDD purpose and disclosure in the sustainability report to ensure respondents' privacy and the legitimate use of data.

Integration into the Enterprise Risk Management Framework in 2026

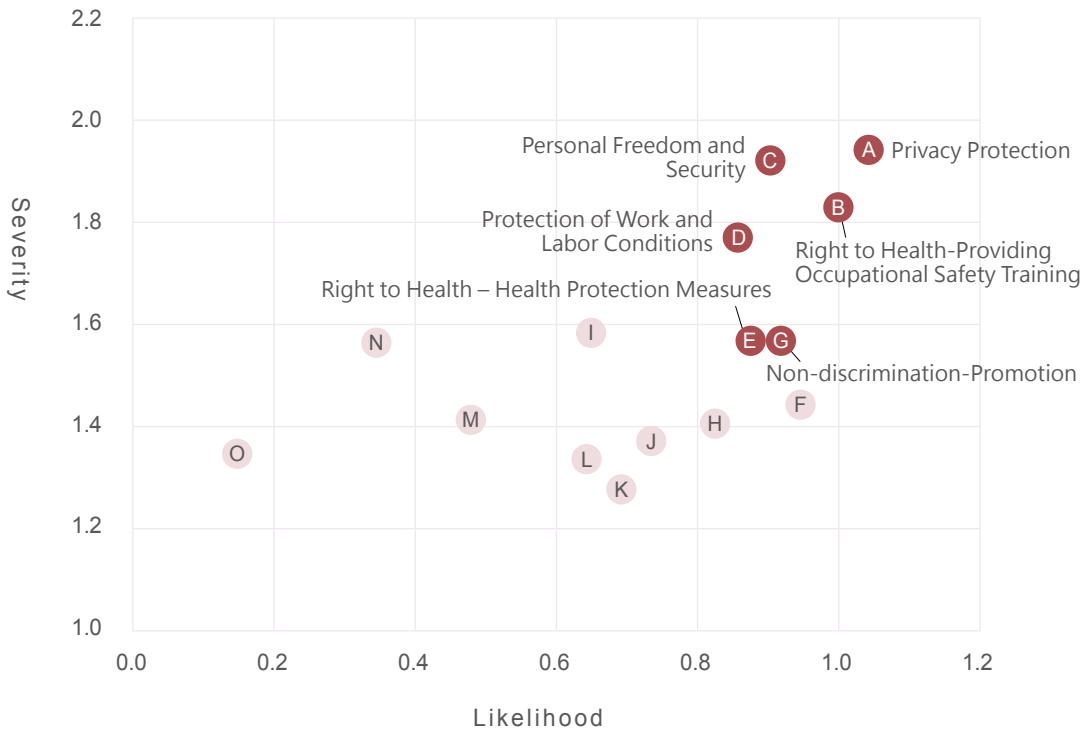
The Company is elevating its human rights approach from compliance toward risk management, conducting human rights due diligence (HRDD) across our global manufacturing sites. By integrating human rights into our enterprise risk management framework, we are moving from policy commitment to operational practice, strengthening how we identify, assess, and address human rights risks.

Expanding the Evaluation Scope and Introducing the Living Wage in 2026

We will strengthen our human rights due diligence and advance global, digitized management across the following priority areas: The Company will extend human rights risk assessments across all global sites and manufacturing locations to broaden coverage, establish human rights management KPIs to sharpen risk monitoring and performance tracking, and improve grievance and communication channels so that more employees feel able to use them. We will also introduce a living wage assessment, setting region-specific pay benchmarks aligned with international standards. A gap analysis will confirm that employee compensation meets basic living-standard needs, reinforcing our competitiveness in human capital.

3. Human Rights Risk

Risk Identification Matrix



	Risk Issues	Code
Medium-risk	Privacy Protection	A
	Right to Health-Providing Occupational Safety Training	B
low-risk	Personal Freedom and Security	C
	Protection of Work and Labor Conditions	D
	Right to Health – Health Protection Measures	E
	Right to Family Life-Not Infringing on Family Rights	F
	Non-discrimination-Promotion	G
	Freedom of Speech and Expression- Providing Channels	H
	Freedom of Speech and Expression-Protecting Freedom	I
	Non-discrimination – Recruitment	J
	Freedom of Assembly and Association-Establishing Collective Bargaining Mechanisms	K
	Freedom of Assembly and Association -Protecting Freedom of Assembly and Association	L
	Right to Family Life-Providing Childcare Support and Benefits	M
	Forced Labor	N
	Child Labor (Child Protection)	O

Management Measures and Implementation Results

The Bora Group values the human rights of its stakeholders. Based on the results of the human rights due diligence, the Company has formulated execution plans, the implementation status of which is as follows:

Human Rights Topics	Risk Management and Mitigation	Implementation Results
Privacy Protection	• Review personal data and privacy protection policies; require new employees and job seekers to sign a personal data collection and consent of use form. • The HR department, in collaboration with the Internal Audit office, regularly reviews the information security mechanism of the personnel data system. Personal Data Protection Policy has been established to strengthen privacy protection.	The policy was approved by the Board of Directors in 2025. No material personal data breach incidents occurred in 2025.
Right to Health – Providing Occupational Safety Training	• New employees complete pre-employment occupational safety and health education and training. • Regular occupational safety and health education and training are conducted for employees in service. • We strengthen specialized training and safety awareness initiatives for high-risk roles.	There were no material occupational accidents in 2025. 100% of global new employees completed occupational safety and health education and training. Total EHS training hours across global sites reached 7,553 hours.
Personal Freedom and Security	Protect employees' basic personal safety and data security in accordance with the privacy policy and internal management system.	Employees complete policy training and awareness programs annually through the Learning Management System.
Protection of Work and Labor Conditions	Formulate working hour policies and overtime management mechanisms.	• No material violations of labor laws and regulations occurred in 2025. • The employee policy training coverage rate reached 100%.
Non-discrimination in Promotion	Formulate Diversity and Inclusion (D&I) and recruitment policies to ensure fair career advancement opportunities.	No material discrimination grievance cases occurred in 2025.
Right to Health – Health Protection Measures	Provide health management and workplace safety measures in accordance with the EHS policy.	Employees complete health and safety related training annually.
Right to Family Life – Non-Infringement on Family Rights and Interests	Establish working hour management to maintain employee work-life balance.	Improve employee work-life balance continuously. The Mississauga Site (Canada) implements the "Disconnecting from Work Policy" that clearly defines employees' rights not to respond to work-related messages during non-working hours (e.g., after work, weekends, and holidays). Except for emergencies or special circumstances, unnecessary work communication is avoided.

Human Rights Topics	Risk Management and Mitigation	Implementation Results
Freedom of Speech and Expression – Grievance Channels	Establish whistleblowing and grievance mechanism to ensure employees can safely express their opinions.	• Regularly communicate the whistleblowing mechanism to employees. • The “Personal Data Protection Policy” was approved by the Board of Directors in 2025. • No significant personal data breaches occurred in 2025.
Non-discrimination – Recruitment	• Offer diverse employee benefits to support wellbeing and strengthen engagement. • Organize employee care and team-building activities through the Employee Welfare Committee.	There were no human rights-related grievance cases in 2025.
Freedom of Assembly and Association – Establishing Mechanisms	• Strengthen employee engagement and organizational cohesion through staff activities and internal communities.	Organized various employee engagement activities in 2025, including festive celebrations, charity runs, Family Day events, and employee clubs (e.g., the Zhunan Site Softball Club and the Canada Site Gardening Club).
Right to Family Life – Parenting Support	Offer personal leave and flexible/hybrid work arrangements, where the role allows.	Employees may apply for family care leave based on their needs and utilize hybrid work arrangements.
Forced Labor	Establish working hours and overtime policies. Prohibit forced labor and incorporate this prohibition into the Code of Conduct.	No forced labor related incidents in 2025.
Child Labor (Child Protection)	Prohibit child labor in line with the law, supported by recruitment screening.	No child labor related violations in 2025.

4.Grievance and Communication Mechanism

To protect all employees from physical or psychological misconduct that may lead to physical or mental illness during the execution of their duties, Bora Pharmaceuticals has established an anonymous online grievance platform in accordance with its Whistleblowing and Grievance System Management Guidelines to ensure equality and transparency in the grievance process. No related cases were reported in 2025. The Company's workplace violence consultation and grievance channels are as follows:

Grievance Platform | Click

II. Human Capital Management

1. Diverse Human Capital

Employees are the most important human capital assets of an enterprise. Bora is committed to creating a diverse, equal, and fair workplace environment to ensure that the legal rights and interests of all employees are protected. As of the end of 2025, the total number of employees across the Bora Group's operating locations in Taiwan, the United States, and Canada was 1,903. The total number of employees at Taiwan sites was 991, and 912 employees worked at overseas sites (including the United States and Canada). The overall male-to-female employee ratio was approximately 1.14:1, demonstrating that the Company's workforce structure is moving toward a more diverse, inclusive, and gender-equal environment. Among mid-level to senior-level personnel, female managers accounted for 46.14%. The Group is building a more gender-diverse workforce and a stronger pipeline of women leaders.

Number of Employees

Category	Taiwan Sites			Overseas Sites			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Senior Management	14	4	18	19	6	25	33	10	43
Middle Management	178	193	371	131	90	221	309	283	592
General Staff	306	296	602	364	302	666	670	598	1,268
Total	498	493	991	514	398	912	1,012	891	1,903
Permanent Employees Note 1	496	479	975	472	369	841	968	848	1,816
Temporary Employees Note 2	2	14	16	42	29	71	44	43	87
Total	498	493	991	514	398	912	1,012	891	1,903
Full-Time Employees Note 3	498	491	989	514	398	912	1,012	889	1,901
Part-Time Employees Note 4	0	2	2	0	0	0	0	2	2
No Hour Guarantee Employees Note 5	0	0	0	0	0	0	0	0	0
Total	498	493	991	514	398	912	1,012	891	1,903

Note:

1. Permanent employees: Full-time or part-time employees with contracts of indefinite duration (i.e., open-ended contracts).
2. Temporary employees: Employees with fixed-term contracts. These contracts expire at a specified time or end upon the completion of a specific task or event with a defined timeline (such as the completion of a work project or the return of the employee acting as a substitute).
3. Full-time employees: Employees whose weekly, monthly, or annual working hours are defined according to national laws and practices.
4. Part-time employees: Employees whose weekly, monthly, or annual working hours are fewer than those of the full-time employees.
5. Employees without guaranteed hours: Employees who are not guaranteed minimum or fixed working hours per day, week, or month, but who may be required to remain available for work whenever needed.

Number of Employees Over the Past 4 Years

	2022[1]	2023[2]	2024	2025
Taiwan Sites	886	1,001	1,043	991
Overseas Sites	N/A	432	1,212	912
Total	886	1,433	2,255	1,903

Note:
1. 2022 disclosures excluded employees at overseas sites.
2. In 2023, overseas disclosures covered only the Mississauga site in Canada; the U.S. Maple Grove and Baltimore sites have been included 2024 onwards.

Employee Age Distribution

Category	Taiwan Sites			Overseas Sites			Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Under 30 years old	54	67	121	68	50	118	122	117	239
30 to 50 years old (inclusive)	361	356	717	252	207	459	613	563	1,176
Over 50 years old	83	70	153	194	141	335	277	211	488
Total	498	493	991	514	398	912	1,012	891	1,903

2. Management Structure and Strategy

Human Capital Integration

As Bora expands and its workforce grows more international, the Company has identified post-merger talent integration as a material human capital risk and manages it through a structured process to reduce talent turnover. Site managers identify human resource risks through regular needs-assessment interviews and ongoing human capital management. The primary risks fall into three categories:

- **Cultural and management difference**: Multinational teams vary in communication styles, management pace, decision-making preferences, and organizational values.
- **Labor and ethics compliance consistency**: Following acquisitions, newly integrated sites may not yet apply labor, health and safety, and ethical standards uniformly, resulting in management gaps against the Group's requirements.
- **Language and information gaps**: Cross-border communication barriers can lead to uneven system implementation and hinder the development of a cohesive organizational culture.

Human Capital Risk Identification

Following an acquisition, the Company conducts a demand-oriented competency gap analysis. The process begins with site-level interviews to surface current operational and management pain points, which then inform our training and cultural integration strategies. Based on these findings, we prioritize aligning post-acquisition competency requirements and strengthening cross-cultural collaboration, before introducing the "Bora Way" as a shared cultural language across the organization.

The Bora Way: Cultural Strategy

To support its global expansion and technological development, the Bora Group has acquired multiple pharmaceutical facilities across Taiwan, the United States, and Canada. These acquisitions brought together teams across multiple countries, making cultural integration central to how the Group builds and develops its talent. The Group therefore treats cultural integration as a core strategic driver of human capital management, using it to align multinational teams around shared values and build consensus across a diverse workforce. In May 2025, the Group launched the Bora Way, with STAR as its core corporate values, anchoring the Group's long-term strategy for global organizational and cultural integration.





















This strategy centers on building a shared culture to support post-merger integration and talent retention. The Group designs its training and cultural engagement programs around 5 organizational development dimensions:


Culture


Talent Development


Engagement


Recognition and Performance


Leadership & Succession Development

To make cultural integration sustainable, Bora has established a cyclical "Knowing–Being–Doing" model. Guided by the Bora Way, the model embeds shared culture through 3 phases: communication, training, and action.



Knowing – Communication (Cognitive Alignment)

We build a shared language and cultural consensus through cross-regional communication, including:

- Global Commitment Town Halls
- The Bora Way Playbook (action guide)
- Training built on videos and real case studies
- Site-level training needs assessments



Being – Training (Internalization)

Once consensus is established, we help employees internalize cultural concepts by translating them into relatable behavioral models through structured training. In 2025, we completed four core Bora Way training sessions:

- Insights Discovery — exploring personality and communication styles
- Mindful leadership and business mindset
- Beach Ball Conversation — cultural experience training
- Practical courses designed around employees' pain points



Doing – Engaging (Practice and Participation)

We embed the Bora Way into daily behavior through:

- Integrating Bora STAR into 10% of employee performance appraisals, rising over time
- A Global Culture Ambassador program, with 19 ambassadors helping drive cultural initiatives

Bora STAR Practice Cases in 2025

To bring our corporate culture to life and encourage employees to live the Bora Way day to day, we link cultural values to performance through the Bora STAR mechanism, currently about 10% of appraisals, with plans to raise this, recognizing employees who exemplify our core values.

One 2025 Bora STAR Annual Golden Star Award winner, Ming-Chien Chen of the Technical Services Department at the Taoyuan Site, exemplifies this. Supporting the Engineering Department's Quality Improvement Project (QIP), he proactively reviewed and optimized nearly a hundred validation documents and built a standardized checklist that improved operational efficiency and brought the project in on schedule.

In the "Foreign Particles in Homogenizer" investigation, his initiative and cross-functional collaboration helped the team take a more evidence-based approach to production scheduling discussions with the customer. The result came from close teamwork across manufacturing, engineering, and quality, alongside external consultants, embodying the Bora Way principle that doing the right thing is rarely the easy thing.

Cases like these do more than deepen employees' grasp of our culture; they strengthen cross-functional collaboration, operational efficiency, and quality—showing how human capital drives the Company's long-term value creation.

2025 Annual Winner Gold Star



Ming-Chien Chen

Technical Services Department at the Taoyuan Site

Supported the Engineering Department in executing Quality Improvement Projects (QIPs) by reviewing nearly 100 validation documents and developing related checklists, enabling subsequent QIP activities to be completed on schedule.

Took the initiative in driving the foreign material investigation for homogenization equipment, enabling BPO to take a stronger position in customer discussions regarding production scheduling. These contributions were achieved through continuous cross-functional collaboration with the Manufacturing, Engineering, and Quality Assurance teams, together with consultant Mike.

III. Talent Attraction and Retention

Material Topics	Talent Attraction and Retention
Impact	Attracting and retaining skilled employees directly affects operational stability, technical capability, and long-term competitiveness, making talent a material issue for the Company. As the global pharmaceutical industry grows and multinational acquisitions expand our organization, demand for professional and managerial talent continues to rise. At the same time, Taiwan's aging population and shrinking labor supply are intensifying competition for talent. Without effective talent attraction and retention, the Company faces risks of reduced operational efficiency, loss of institutional knowledge, and constrained organizational development.
Management Mechanism	Bora makes talent attraction and retention central to its human capital management. With the Bora Way as the foundation of cultural integration, the Company has built a consistent talent development and management framework across regions, focused on the following areas: • Human capital management: We integrate performance management, training, employee experience, and succession planning, progressively building the Bora Way into our performance and development processes to connect organizational culture with operational goals. • Employee experience and feedback: We review employee needs and organizational health through regular engagement surveys, using the results to refine our human capital strategy. • Talent attraction and development: We maintain fair, transparent recruitment and promotion systems and support employee growth through internal mobility, career planning, and key talent development programs. • Compensation and benefits: We participate in international salary surveys to keep pay competitive and offer comprehensive benefits, including performance bonuses, health insurance, and employee care programs. • Communication and engagement: We hold regular labor-management and town hall meetings to enable two-way communication, build organizational trust, and strengthen engagement.
Policy Commitment	Bora Group is committed to creating a workplace that respects diversity, values professionalism, and ensures fairness, while complying with local regulations to guarantee employees' fundamental rights. The Company strives to provide a safe and healthy work environment, a fair compensation system, and comprehensive career development and benefits programs, advancing mutual growth for employees and the organization.

Actions Taken

1. Cultural and Organizational Integration

- In May 2025, we launched the Bora Way as the foundation of our global culture, building value alignment and a shared identity across multinational teams. We delivered 396 hours of related training in 2025, with an overall training satisfaction score of 4.6/5.
- We have linked our core values to 10% of employee performance appraisals and goal-setting, connecting culture with everyday behavior.

2. Talent Attraction

- In Taiwan, we held 10 campus and international exchange events, reaching over 440 prospective candidates and broadening our talent sources.
- Through campus partnerships, academic visits, international exchanges, and diversified recruitment channels—including campus recruitment and internship programs—we strengthened our employer brand and the diversity of our talent pipeline.

3. Talent Development and Career Opportunities

- We established a tiered training system spanning professional skills, management capabilities, and culture.
- We introduced mentorship and management competency programs.
- We launched a women's leadership program (Growth Circles) to build a more diverse leadership pipeline.

4. Employee Experience and Engagement

- Our employee engagement survey reached a 66% response rate, with an overall engagement score of 4.76.
- We acted on the survey findings to improve the employee experience and organizational effectiveness.

5. Diversity, Inclusion, and Talent Structure

- We established group-wide gender pay ratio disclosure, analyzed by job grade and region.
- We increased women's representation in management to strengthen gender diversity and decision-making.

Objectives

Short-term goals (2026)

1. Increase new employee retention rate (6-month retention) by 1% annually, key talent retention rate by 0.5%

Mid- to long-term goals (mid-term 2026–2028, long-term 2029–2033)

1. New employee retention rate at 85%, key talent retention rate at 95%

Talent Recruitment and Attraction

Employees are central to the Company's long-term sustainability. We are committed to a diverse, equitable, and inclusive (DEI) workplace and comply with labor laws across all operating locations to protect employees' rights and workplace safety. We prohibit forced and child labor and provide equal employment and development opportunities, without discrimination based on gender, age, race, sexual orientation, religion, nationality, political affiliation, or disability.

We recruit through multiple channels -campus events, talent platforms, employee referrals, internships, internal mobility, and executive search - to reach candidates from diverse backgrounds and professions. Through structured talent development and career advancement, we support employees' continued growth and the long-term value we create together.

International Talent Exchanges on Campus

In 2025, we expanded talent attraction and our employer brand through campus partnerships and international exchanges. We held 8 enterprise seminars on campus, covering major pharmaceutical and science/engineering departments at universities across Taiwan and reaching around 383 students. Through company and career sharing sessions, we gave students a closer view of pharmaceutical industry trends and Bora's operations, building recognition among prospective candidates.

Bora also hosted visits from leading academic institutions, including Stanford Graduate School of Business and the University of Virginia. Around 60 students from over 10 countries joined factory tours and exchange sessions, gaining insight into our operating model and global footprint while strengthening cross-cultural connections.

In total, we held 10 campus and international exchange events in Taiwan in 2025, connecting with over 440 prospective candidates, reflecting our push to broaden international recruitment, strengthen campus ties, and build our global employer brand.





Young Talent Program

Through Bora's Young Talent Program, we help students and early-career talent adapt to the workplace while building professional skills and cross-functional collaboration. Combining career development planning with hands-on learning, the program deepens our talent cultivation and forms a key foundation for long-term development and our talent pipeline.

By connecting campus engagement with talent development, Bora is building a complete pipeline, from campus engagement to talent development to career advancement, that underpins our long-term human capital strategy.

3. Talent Retention

The Company is committed to creating an attractive and supportive work environment to enhance talent retention and organizational stability. In addition to providing market-competitive compensation and benefits, the Company also supports employees in continuously improving their professional capabilities and expanding career development opportunities through diversified training programs and cross-department job rotation mechanisms.

As the Company grows through acquisitions and expansion, we give existing employees priority for internal transfers when positions open, supporting varied career paths and long-term retention. We also provide Individual Development Plans (IDPs) to help employees define their career direction and match them to roles suited to their abilities and potential.

In 2025, our new hire rate was 20.6%, reflecting recruitment in support of business growth. The rate for women was 25.9%, higher than the 15.9% for men, reflecting our continued attention to gender balance in recruitment. Employees under 30 accounted for about 22.8% of new hires, a higher share than in the overall workforce, as we bring in younger talent to support the Company's future development.

Number of New Employees

	Male		Female		Total	
	Number	Percentage	Number	Percentage	Number	Percentage
Taiwan Sites						
Under 30	27	5.40%	29	5.90%	56	5.70%
30 - 50	53	10.60%	72	14.60%	125	12.60%
Over 50	6	1.20%	68	13.80%	74	7.50%
Total	86	17.30%	169	34.30%	255	25.70%
Overseas Sites						
Under 30	20	3.90%	13	3.30%	33	3.60%
30 - 50	36	7.00%	31	7.80%	67	7.30%
Over 50	19	3.70%	18	4.50%	37	4.10%
Total	75	14.60%	62	15.60%	137	15.00%
Grand Total	161		231		392	

Note: The employee ratio is calculated by dividing the number of new hires in each age group by the total number of employees of that gender at the end of the period.

Number of New Employees Over the Past Four Years

	2022 [1]	2023 [2]	2024	2025
Taiwan Sites	239	266	256	255
Overseas Sites	-	86	286	137
Total	239	352	542	392

Note:
1. 2022 disclosures excluded employees at overseas sites.
2. In 2023, overseas disclosures covered only the Mississauga site in Canada; the U.S. Maple Grove and Baltimore sites have been included 2024 onwards.

Internal Mobility Landscape

The Company uses internal mobility to address labor shortages and demographic shifts across regions while supporting employees' career development and improving recruitment efficiency. In 2025, our overall internal mobility rate was 35.7%, reflecting our continued efforts to meet workforce needs through internal promotions and transfers. The rate reached 65.1% at overseas sites, driven largely by human capital integration and resource allocation following recent acquisitions. Most integrated teams have adopted a hybrid work model, enabling employees to maintain their existing work arrangements and work-life balance when undertaking internal transfers or cross-functional role changes, thereby minimizing the impact of such transitions. Going forward, we will continue to monitor internal mobility and refine our job rotation and talent development mechanisms to enhance talent utilization and strengthen organizational resilience.

Internal Mobility Ratio

Metric	Taiwan	Overseas	Total
Total number of filled positions	191	215	406
Number of positions filled internally	5	140	145
Internal talent mobility ratio (%)	2.60%	65.10%	35.70%

Note: The internal mobility ratio is calculated by dividing the number of positions filled internally by the total number of filled positions. Internal filling includes internal promotions, departmental transfers, and cross-location reassignments.

Advance Notice of Temination Notification

The Company manages employee turnover in full compliance with regulations at each operating location. When an employee resigns, the direct supervisor and human resource department conduct an exit interview to understand the reasons for leaving, and we use these insights to improve the work environment and strengthen retention.

In line with the implementation of the global operational optimization strategy, Bora Pharmaceuticals' subsidiary, Upsher-Smith Laboratories, announced the closure of its facility in Plymouth, Minnesota, USA. This organizational adjustment affected approximately 170 employees. In implementing relevant adjustments, the Company complies with local regulations, including the Worker Adjustment and Retraining Notification (WARN) Act, and notifies the employees and relevant authorities in advance as required by law. For affected employees, the Company implements measures including severance compensation and outplacement assistance services (supported by relevant agencies of the State of Minnesota). Where feasible, internal transfer opportunities and transitional support are provided to help employees transition to the next stage of their careers smoothly. During the reporting period, there were no significant labor disputes or employee grievance cases related to this workforce adjustment.



Number of Departing Employees

In 2025, the total number of employees who left the Company was 595. This statistic includes both voluntary and involuntary separations. Overall, employee turnover was mainly concentrated among entry-level employees, indicating relatively higher mobility in entry-level positions. In addition, turnover in overseas regions was relatively high due to organizational adjustments and changes in workforce structure.

	Male employees count	Male turnover rate	Female employees count	Female turnover rate	Total number	Total turnover rate
Taiwan Sites						
Under 30	26	48.10%	22	32.80%	48	39.70%
30 - 50	70	19.40%	70	19.70%	140	19.50%
Over 50	8	9.60%	8	11.40%	16	10.50%
Total	104	20.90%	100	20.30%	204	20.60%
Overseas Sites						
Under 30	41	60.30%	25	50.00%	66	55.90%
30 - 50	139	55.20%	66	31.90%	205	44.70%
Over 50	71	36.60%	49	34.80%	120	35.80%
Total	251	48.80%	140	35.20%	391	42.90%
Grand Total	355		240		595	

Note: The turnover rate is calculated by dividing the number of employees leaving the Company during the reporting period by the number of employees at the end of the period.

Number of Employees Leaving the Company Over the Past Four Years

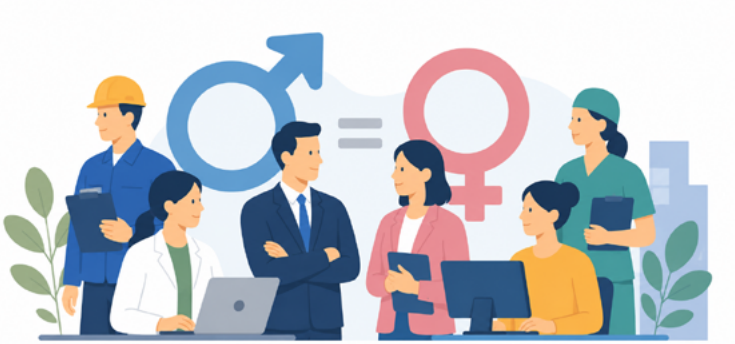
	2022[1]	2023[2]	2024	2025
Taiwan Sites	148	147	202	204
Overseas Sites	-	221	436	391
Total	148	368	638	595

Note:
1. 2022 disclosures excluded employees at overseas sites.
2. In 2023, overseas disclosures covered only the Mississauga site in Canada; the U.S. Maple Grove and Baltimore sites have been included 2024 onwards.

The Turnover Rate Over the Past Four Years

	2022[1]	2023[2]	2024	2025
Taiwan Sites	16.70%	14.70%	19.40%	20.60%
Overseas Sites	-	17.10%	19.30%	42.90%

Note:
1. 2022 disclosures excluded employees at overseas sites.
2. In 2023, overseas disclosures covered only the Mississauga site in Canada; the U.S. Maple Grove and Baltimore sites have been included 2024 onwards.



Employees' Separation Intention

	Taiwan Sites		Overseas Sites	
Type	Number	Ratio	Number	Ratio
Voluntary separation (including retirement)	200	20.20%	246	27.00%
Involuntary separation	4	0.40%	145	15.90%
Total	204	20.60%	391	42.90%

		Male	Female	Total
Taiwan Sites				
Grade	Senior management	1	1	2
	Mid-level management	24	23	47
	Entry-level employee	79	76	155
Total		**104**	**100**	**204**
Overseas Sites				
Grade	Senior management	5	5	10
	Mid-level management	21	21	42
	Entry-level employee	225	114	339
Total		**251**	**140**	**391**
Total		**355**	**240**	**595**

4. Compensation and Benefits

The Company participates in international salary surveys to build a compensation and benefits structure that balances external competitiveness with fairness, covering career development, job-grade design, fixed and variable pay, and benefit programs in line with international market standards. We set pay with full regard to industry trends, peer compensation, operating performance, and individual contribution, and conduct performance reviews, salary adjustments, and promotions periodically under Company policy.

Beyond professional competencies, our performance reviews incorporate the four Bora Way behavioral indicators, linking appraisal to our corporate culture. Through short- and long-term incentive programs, we strengthen employee retention and engagement alongside operating performance and competitiveness.

Group-Wide Average Employee Benefits and Salaries

Unit: NTD Thousand / Number of Employees

Year	Employee Welfare – Average	Employee Salary – Average
2024[Note 1]	2,218	2,042
2025	1,021	2,176

Note:
1. The 2024 data disclosure only covers Bora Pharmaceutical's Taipei headquarters and Tainan Site, excluding other subsidiaries.
2. The 2025 disclosure extends to include the entire group.

Group-Wide Gender Pay Ratio

Ratio of female to male salaries

Group-wide	
Senior management	1:1.56
Mid-level management	1:1.17
Employee	1:1.06

Taiwan Sites	
Senior management	1:1.41
Mid-level management	1:1.06
Employee	1:0.94

Overseas Site	
Senior management	1:1.06
Mid-level management	1:1.01
Employee	1:1.03

Note: The table is calculated based on the average regular salary, which excludes base salary, meal allowance, fixed allowances, shift allowance, and production discipline bonus.

Employee Stock-Based Incentive Plan

Bora Pharmaceuticals operates a range of employee incentive programs, including an Employee Stock Option Plan and a Restricted Stock Award (RSA) Plan, to attract, motivate, and retain key talent while aligning the management team with the Company's long-term performance. Under the Employee Stock Option Plan, supervisors nominate employees with strong retention potential, with grant conditions based on tenure and performance and the subscription price set at the closing price of the Company's common shares on the issue date, aligning employee interests with the Company's long-term development.

The Restricted Stock Award Plan is granted at no consideration and vests upon meeting both individual performance benchmarks and corporate performance indicators, such as pre-tax net profit and EBITDA, strengthening senior executives' accountability for business results. All plans are approved by the Board of Directors and the shareholders' meeting in accordance with the Company Act and TWSE regulations and administered under the Company's internal procedures and corporate governance framework, with annual allocations determined by business performance.

Employee Stock Ownership Trust

The Company operates an employee stock ownership trust, jointly funded by the Company and participating employees, that encourages long-term share ownership and aligns individual effort with the Company's development goals. The Company may adjust trust terms based on annual operating performance, with changes disclosed through formal announcements, and provides matching subsidies according to participation levels. Eligibility requires meeting specific tenure and performance criteria, with exceptional performers admitted on a case-by-case basis. In 2025, 113 of 129 eligible employees participated, a participation rate of 87.60%, reflecting strong employee confidence in the Company's long-term prospects.

The Group offers comprehensive employee benefits. Beyond statutory coverage - Labor Insurance, National Health Insurance, group insurance, and pension - we provide year-end and festival bonuses, performance bonuses, wedding and bereavement subsidies, and employee stock option plans.

The Company is also committed to a supportive workplace, with particular attention to the needs of women employees. We provide lactation rooms, maternity leave, prenatal check-up leave, paternity leave, parental leave, and menstrual leave, along with dedicated parking and related facilities to support employees' work-life balance.

Item	Plan for 2022	Plan for 2023	Plan for 2024
Date of Approval	2022/01/10	2023/05/17	2024/12/26
Number of units issued	1,000,000 units	1,000,000 units	1,000,000 units
Subscription per unit	1 share subscribed for each unit	1 share subscribed for each unit	1 share subscribed for each unit
Duration	4 years	5 years	5 years
Vesting mechanism	Employed for 2 full years: 50%; 3 full years: 100%	Employed for 2 full years: 30%; 3 full years: 60%; 4 full years: 100%	Employed for 2 full years: 50%; 3 full years: 75%; 4 full years: 100%

Employee Benefits and Care



1.Festival benefits

New Year and Dragon Boat Festival and Mid-Autumn Festival benefits, sharing festive joy with employees.



2.Employee Welfare Committee

- Birthday bonuses, Labor Day, Dragon Boat Festival, and Mid-Autumn Festival gift vouchers
- Allowances for childbirth, marriage, funerals, and celebrations
- Annual employee trips
- Subsidies for employee or club activities



3.Health and Insurance Planning

- Basic Insurance: Providing labor insurance and health insurance to ensure basic medical and living protection.
- Group Insurance: Covering life insurance, accident insurance, medical insurance, and hospitalization insurance for more comprehensive coverage.
- Insurance Discounts: Offering various employee insurance discount plans to reduce financial burden.



4.Housing and Shopping Discounts

- Special Mortgage Loans: Securing preferential mortgage interest rates from partnered banks to help employees settle comfortably.
- Partner Stores: Providing shopping discounts and specific store promotions to enhance convenience.



5. Work-Life Balance

- Leave System:Enjoying leave policies better than those required by the Labor Standards Act
- Special leave granted immediately after probation period
- Early leave on New Year's Eve (Taipei office) and other holidays



6.Social Events

Company family days, birthday parties, year-end banquets to promote employee interaction and sense of belonging.



7.Employee Remote Work

Offering remote work options for some employees according to work nature and geographic limitations.



8.Stress Relief Massage Service

Some offices employ visually impaired massage therapists to provide stress relief massages

Employee Benefits and Care

9.Senior Employee Rewards

Providing plaques and bonuses to recognize long-term contributions.

10.Diverse Clubs and Sports Activities

- Supporting employees in establishing clubs and organizing various activities
- Subsidizing marathon registration fees to encourage health and work-life balance
- Promoting teamwork and emotional connection through activities

11.Employee Activities and Clubs



Parental Leave

	Male	Female	Subtotal
Number of people eligible for parental leave (A)	272	207	479
Number of people actually applying for parental leave (B)	10	10	20
Number of people expected to return to work (C)	10	17	27
Number of people actually returning to work (D)	10	14	24
Number of people returning to work after parental leave in 2024 (E)	13	9	22
Number of people who have remained in their positions for a full year after returning to work (F)	12	9	21
Return-to-work rate (D/C)	100%	82.40%	88.90%
Retention rate (F/E)	92.30%	100%	95.50%

Note:
This table only covers data for locations in Taiwan and Canada. Locations in the United States are not included in this disclosure due to incomplete data for some areas.
The reinstatement rate is calculated by dividing the actual number of returning employees by the projected number.
The retention rate is calculated by including those who returned from parental leave in the previous year and those who remained employed for at least one year.

Retirement System

Bora Pharmaceuticals and its subsidiaries contribute 6% of employees' monthly wages to individual labor retirement accounts. Retirement benefits are provided in accordance with the relevant provisions of the Labor Pension Act. For foreign employees or those covered by the old pension system, 2% of their monthly wages are allocated to a retirement reserve account as required by law.

5.Employee Engagement and Performance Management

Employee Engagement

In 2025, Bora conducted an employee engagement survey to improve employee experience and organizational effectiveness. The anonymous online survey let employees share candid views on the work environment, development opportunities, and corporate culture. Covering Bora Pharmaceuticals Taiwan, it assessed four dimensions - engagement, development, culture, and sustainability - to inform our human capital management. We received 92 valid responses, a 66% response rate, with an overall employee experience score of 4.76, placing the Company in the 59th industry percentile (PR59) - above the industry average. We plan to extend the survey group-wide in 2026 to further strengthen human capital management and the employee experience.

Aspect	Employee Experience Focus	Management Action and Improvement Program
Sustainability Power	• Transparent and compliant corporate governance • Proactive response to social issues and positive impact • Advance environmental protection and carbon reduction measures.	• Launched volunteer leave in 2025 to encourage employee participation in community service and support corporate social responsibility. • Continue ESG initiatives to raise employee awareness of and participation in the Company's sustainability strategy.
Cultural Power	• Product quality differentiates us in the market. • Emphasize integrity, customer value, and quality management. • Foster a workplace culture of respect, care, and diversity.	• In 2025, we introduced the Bora Way as the core framework of our corporate culture. • We link the Bora Way's core values to performance goals, connecting culture with everyday behavior.
Development Power	• Provide career development opportunities to support employees' growth. • Establish a performance management system. • Provide training to enhance professional skills.	• Strengthen management function training to improve leadership and management capacity. • Establish a tiered education and training system covering GMP training, career development, mentorship, and cultural promotion. • Continuously optimize the performance management system to improve its fairness and transparency.

Employee Communication

Bora Pharmaceuticals values two-way communication with employees. With "The Bora Way" as the core cultural framework, the Company continuously deepens employee engagement, strengthens organizational connections, and responds to employees' multifaceted needs in career development and physical and mental well-being through diverse communication channels and educational training.

In terms of institutionalized communication mechanisms, each operational site regularly holds labor-management meetings at least 4 times per year, with joint participation from both labor and management representatives. Labor representatives are elected by employees, while management representatives are appointed by the Company. Through formal mechanisms, employee opinions are collected and responded to, promoting two-way communication and the establishment of trust between labor and management. Additionally, management holds Town Hall meetings quarterly to explain the Company's operational performance and development strategies to employees, promptly address issues of concern to colleagues, and enhance organizational transparency and employee engagement.

In terms of daily communication and cultural transmission, the Company regularly publishes important corporate information through internal e-newsletters and digital communication platforms. The scope covers employee interviews, technology application promotions, operational highlights, and sustainability initiatives, strengthening cross-departmental information flow and organizational cohesion.

Simultaneously, through Bora Way training, the Company also extends employee communication into personal development and psychological wellbeing. An organizational psychology expert led an MBTI workshop, helping employees build self-awareness to improve workplace communication and team collaboration. Through the Bora Sheng Wei-En Foundation, psychologist Liu Xuan delivered a lecture, "The Power of Listening," supporting employee mental health and emotional wellbeing while strengthening work-life balance and resilience.





Mental Health of Employees and Resilience Support

Alongside its commitment to patient health, the Company recognizes the stress and mental health needs employees face at work and in daily life. We are building structured employee support to strengthen psychological resilience and foster a more supportive workplace.

Employee Assistance Program (introduced 2024)

In partnership with professional consulting agencies, the Company runs an Employee Assistance Program (EAP) offering mental health and life support services. The program provides a 24-hour helpline, psychological counseling, family support, and referrals to social resources, giving employees timely support when facing work-related stress or personal challenges.



顧問諮詢安排通知

Establishment of a Diverse Mental Health Support System in 2025

The Company has further established a diverse mental health support system through the EAP and introduced the e-Power empowerment platform, which provides functions including psychological counseling, self-assessment, stress management, and online learning. This allows employees to proactively choose appropriate support methods based on their individual needs, improving service immediacy and ease of use.

The annual results are as follows:

- Participation rate reached 79.4%, indicating that mental health issues are gradually gaining attention and employee acceptance of related resources continues to increase.
- Self-assessment services have accumulated to 216 sessions, covering multi-dimensional assessments such as fatigue, stress, anxiety, depression, and psychological resilience, helping employees improve self-awareness.
- The one-on-one psychological counseling service satisfaction rate (recommendation score) reached 87 points, reflecting strong employee recognition of professional support and service quality.

In addition to individual support, the Company uses mental health lectures and personality exploration courses (such as MBTI workshops and mental health-themed lectures) to guide employees in self-awareness and stress management, further enhancing team communication and organizational cohesion.

2025

79.4%
EAP Participation Rate

115%
Annual EAP Promotion Completion Rate

Follow-Up and Evaluation Plan in 2026

Looking ahead, Bora will continue to track and evaluate the effectiveness of the EAP program and plans to:

- Establish key performance indicators (KPIs) related to mental health to strengthen tracking of utilization rates and satisfaction levels.
- Integrate employee engagement survey results to continuously optimize employee experiences and support mechanisms.
- Expand the coverage of mental health and employee well-being programs to improve cross-regional consistency.

Through a complete mechanism combining "self-awareness (Assessment)," "professional support (Counseling)," and "continuous follow-up (Follow-up)," Bora is committed to creating a work environment where employees can be heard and supported, ensuring that while employees care for others, they are also well taken care of themselves.

IV. Talent Development and Growth

1.Talent Development

Guided by the Bora Group's strategic plan, the Human Resources Department designs training that builds shared competencies across all levels and leadership skills for high-potential employees, with courses tailored to the operating models and talent needs of each region. In 2025, total training hours reached 42,363.5 — 22,961 hours for men and 19,402.5 hours for women.

Employee Training Hours

Region	Male Training Hours	Female Training Hours	Total
Taiwan Sites	1,117	1,234	2,351
Overseas Sites	21,799	18,184	39,983
Total	22,961	19,418	42,334

Bora tailors its training to the needs of each region and function, spanning GMP and operational excellence, occupational health and safety, mentorship, leadership development, language and presentation skills, digital learning such as VR-based training, and the Bora Way culture - building both technical depth and organizational resilience.

That regional tailoring shows in the numbers: overseas sites log considerably more training hours than Taiwan, reflecting the intensive professional and regulatory demands of frontline manufacturing. Taiwan, by contrast, concentrates on leadership and cross-functional collaboration, developing the people who will guide the Group's next stage of growth.

Training Type	Course
Training (Basic Training/ Professional and Regulatory)	GMP Training; Workplace Bullying, Violence, and Illegal Assault Prevention and Practice Seminar; Workplace Bullying and Sexual Harassment Prevention Practice Analysis (Teams); Labor Education Courses – Gender Mainstreaming; CPR and Hazard Response
Career Development	English Presentation Skills; Extension Courses; AI + Systems Innovation Thinking
Mentoring (Mentor System)	Mentor of White Belt / Yellow Belt (Mentoring and Capacity Building through OpEx Tools; Each Participant Receives 1-on-1 Mentorship)
Leadership (Leadership Development)	Key Leadership (Foundation + Team Dialogue); Awareness Leadership; Insights Discovery Team Communication Workshop; Safebridge Potent Compound Bootcamp; AIHA Connect Industrial Hygiene Leadership; AIHA Connect – Pharmacy Forum
Culture (Corporate Culture and Organizational Development)	Guided by the Bora Way; 2025 Group Strategy Meeting; 2025 IT Offsite Meeting; On-Boarding Training
Operational Excellence (Process Improvement)	OpEx White Belt; Yellow Belt
Digital Learning (Digital and Innovation)	Virtual Reality Training

Training Hours for Each Job Grade

Employee Category	Male		Female		Total		
	Number of Trainees	Training Hours	Number of Trainees	Training Hours	Number of Trainees	Training Hours	Average Training Hours
Senior Executives	14	506.00	4	207.50	18	713.50	35.78
Mid-level Managers	199	1,789.00	215	1,752.50	414	3,541.50	8.55
General Employees	336	5,431.00	322	3,850.00	658	9,281.00	14.10
Average Training Hours		14.07		10.43			12.42

Note: This table only covers the sites in Taiwan.

Course Statistics – Degree and Certification Course

Category	Trainees	Total Training Hours	Certification Name	
Good Manufacturing Practice (GMP) Related	125	921	Instrument Quality Management ISO 9001:2015 Internal Auditor Pharmacist Continuing Education	
Environmental, Health, and Safety (EHS) Related	148	16,790	First Aid Personnel Fire Safety Manager Occupational Safety and Health Supervisor Specific Chemical Substance Operations Supervisor High-Pressure Gas Supply and Consumption Operations Supervisor Security Inspector	18-hour Ionizing Radiation Protection Training Class A Occupational Safety and Health Supervisor Class B Occupational Safety and Health Supervisor Small Boiler Operator Type 1 Pressure Vessel Operator Safety and Health Training Fixed Crane Operator with Lifting Load Between 0.5 and 3 Tons
Total	273	17,711		

Growth Circles Program for High Potential Leadership Talents

Growth Circles is how Bora grows its own next generation of women leaders from within focusing on DEI. Built on the Bora Way, the year-long program develops high-potential mid-level women and feeds them into the Group's future leadership pipeline, turning internal talent into tomorrow's decision-makers rather than recruiting leadership from outside.

The program builds participants' capabilities in leadership, decision-making, and organizational influence through monthly courses, cross-functional learning sessions, mentorship, and development assessments. Senior leaders mentor participants and peer networks reinforce the learning, while the Bora Way's values are woven into the experience to build consistency across regions and cultures. The effect is cumulative: each cohort deepens the bench of women ready to step up.

Growth Circles is tied directly to the Company's succession planning, steadily raising women's representation in management and key decision-making roles. By developing and promoting talent from within, Bora strengthens both workplace fairness and organizational resilience, and we are building data-driven tracking of women's development and retention to keep the pipeline accountable and the strategy improving.



Performance and Metrics

Further analysis by gender shows that in 2025, the proportion of male employees receiving performance evaluations was 82.5%, while that of female employees was 78.0%, indicating that the Company's performance management system has good coverage across genders.

Employee Category	Total Males	Number of Completed Employees	Total Females	Number of Completed Employees	Total	Total Completed	Completion Rate
Senior management	33	29	16	10	49	39	79.59%
Mid-level management	331	273	318	244	649	517	79.66%
Employee	770	634	711	561	1,481	1,195	80.69%
Total	1,134	936	1,045	815	2,179	1,751	80.36%

Note: The number of employees evaluated for performance in this table is based on statistics of employees who received performance appraisals during the reporting period (including new hires and resigned employees). Due to variations in evaluation systems and frequencies across different operating locations, the statistical count may be higher than the total number of active employees at the end of the period.

V. Occupational Safety and Health for Employees

Bora is committed to providing a safe and healthy working environment by implementing the Occupational Safety and Health Policy and integrating it into business operations. Regular health checkups and risk management are conducted. By establishing, maintaining, and continuously improving the occupational safety and health management system, Bora aims to reduce occupational hazards and protect employees with standards that exceed regulatory requirements.

1. Occupational Safety and Health Management System

Bora Pharmaceuticals is committed to a safe, healthy, and compliant workplace, applying an Environmental, Health and Safety (EHS) Policy across all employees. Our EHS management system covers risk assessment, emergency response training, high-potency active pharmaceutical ingredient (HPAPI) handling, electrical and mechanical safety, work environment monitoring, and accident prevention, supported by risk management, training, and monitoring to build a strong safety culture. In 2025, Bora Pharmaceuticals and its subsidiaries recorded zero violations or fines related to occupational health and safety regulations. We remain committed to strengthening our safety culture and preventing workplace injuries by using key performance indicators, including near-miss reporting and risk assessments, to monitor risk, identify improvement opportunities, and enhance safety management.

2. Occupational Safety and Health Committee

The Occupational Safety and Health Committee of Bora is composed of decision-making executives and labor representatives from various departments, ensuring that decisions incorporate both management perspectives and employee participation. Meetings are held regularly (quarterly for the Taiwan region and bimonthly for the North America region) to discuss, coordinate, and review the annual occupational safety and health management plan, which covers the following key topics:

1. Input and discussion on OHS management plans
2. Review workplace monitoring results and associated corrective actions
3. Review health management and promotion initiatives
4. Discussion of hazard prevention measures from incidents, inspections and audits
5. Monitor overall safety management system performance

The committee meetings provide opportunities for labor representatives from each department to express their opinions, ensuring that employees can raise occupational safety and health concerns. The Environmental Safety and Health unit is responsible for tracking and implementing improvements, reporting progress during the meetings, and planning relevant occupational safety and health education and training to enhance overall safety awareness and management effectiveness.

3. Occupational Safety and Health Education and Training

Bora Pharmaceuticals complies with regulations by conducting relevant occupational safety and health education, training, and drills. Employees are also sent to participate in necessary certification training to obtain operational qualifications, thereby enhancing workers' awareness of safety and health in the work environment and reducing the occurrence of occupational accidents. The related education and training conducted in 2025 are as follows:

Zhunan – Fire Evacuation Drill



Zhunan – Protective Clothing Donning Drill



Total Training Hours

Taiwan Sites

Unit: Hour

Course Category	Number of Participants	Total Hours
General Safety and Health for New Employees	172	651
Hazard Communication / Chemical Hazards	257	730
Occupational Health and Safety (General On-the-Job)	21	21
Handling of Highly Active Pharmaceutical Ingredients	54	27
Laboratory / Biosafety	43	97
Fire Drills and Training	504	1,980
Leak Response / Toxic Disaster Prevention	3	14
Chemical Regulations / Toxicology / Precursor Chemicals	25	35
Supervisory / Certification / First-Aid Training	17	459
Work Environment / Health Protection	93	93
Health Promotion / Overwork Prevention	9	9
Factory Safety Management	2	16
Other On-the-Job Training	21	21
Plant Total	1,221	4,153

North America Sites

Unit: Hour

Course Category	Number of Participants	Total Hours
General Safety and Health for New Employees	163	134.50
Hazard Communication / Chemical Hazards	1,237	648.75
EHS Management / Regulation / Supervisor	418	375.25
Mechanical Safety	516	129.00
Fire Drills and Training	164	45.40
Leakage Response / Hazardous Substances	598	358.00
First Aid / Biological Pathogens	109	242.50
Respiratory Protection / Eye Shower	710	183.75
Laboratory / Chemical Safety	74	44.50
Special Operations (Forklift / Hot Working / Confined Space / LOTO / Electrical)	417	605.25
Working at Heights / Excavation	66	190.00
Environment / Waste / Air Pollution Permit	164	87.50
Health Promotion (Noise / Human Factors / Resumption of Work)	876	279.25
Others	296	76.50
Plant Total	5,808	3,400.15

4. Hazard Identification and Risk Assessment

Bora Pharmaceuticals has established a comprehensive occupational safety and health management system based on the Factory Safety, Health, and Environmental Protection Management Standard Operating Procedures to ensure employees work in a safe environment. In accordance with Article 12-1 of the Occupational Safety and Health Management Regulations and Article 31 of the Enforcement Rules of the Occupational Safety and Health Act, the Company has developed an occupational safety and health management plan covering hazard identification, risk assessment, workplace environment control, procurement and contractor management, change management, and emergency response measures, implementing safety management systematically.

The Occupational Safety and Health Committee meets quarterly to review hazard identification, risk assessment, and incident investigations, and to set preventive measures that eliminate hazards and reduce risk. Department representatives carry the committee's decisions into practice, raising awareness of occupational hazards and preventive controls to protect workers from injury.

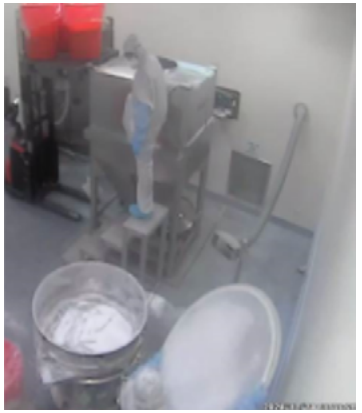
Each department reviews its assessment results and implements corresponding controls, removing hazardous equipment, improving processes, or adding protective devices. The EHS function guides departments through risk assessment and control selection, and monitors and verifies that risk-reduction measures are complete and effective, in line with Company standards.

We update our Job Hazard Analysis (JHA) annually with the relevant departments, evaluating each role and task down to individual actions. When an incident occurs, we review the affected process for gaps and reassess and redefine the associated risks.

One high-risk task identified through the JHA was material feeding at the Zhunan Site: pouring raw materials into tank vessels required operators to climb above two meters to the top of the tank, a frequent task with a high fall risk. In 2025, the site's manufacturing team designed a reversible turn-over lifter for material feeding, eliminating the fall hazard.

Turn-Over Lifter Improvement







The plant conducts operational and equipment inspections as required by regulations, checks and improves unsafe working conditions and environments, and continuously optimizes the occupational safety environment to enhance management performance and ensure the achievement of safety goals. Through a comprehensive safety and health management system, the Company continuously reduces accident risks to ensure work safety and the Company's sustainable development.

5. Chemical Management

The Company uses a chemical cloud system to continuously improve EHS regulatory analysis for new chemicals across all facilities, reducing chemical operation risks and protecting the safety of the Company and its employees.

Chemical management includes the following key steps: new chemical review, chemical classification management, chemical inventory, chemical reporting, procurement and change management, and on-site management. For items required by regulations, the Company commissions professional testing firms every six months to conduct workplace environment measurements in chemical operation areas and personnel exposure assessments across all sites. The test results are analyzed to understand employee exposure levels and prevent occupational diseases.

Fire and Explosion Prevention Management

The Company manages explosion protection from the point of new product introduction. We first assess whether a product involves combustible dust or hazardous chemical process conditions, then apply the appropriate explosion protection measures. For combustible dust, we commission qualified laboratories to test raw materials' Minimum Ignition Energy (MIE) and deflagration index (Kst) values, and we verify that equipment meets the required explosion protection rating for safe operation. A final analysis against the four elements of explosion protection confirms that hazards are controlled throughout production.

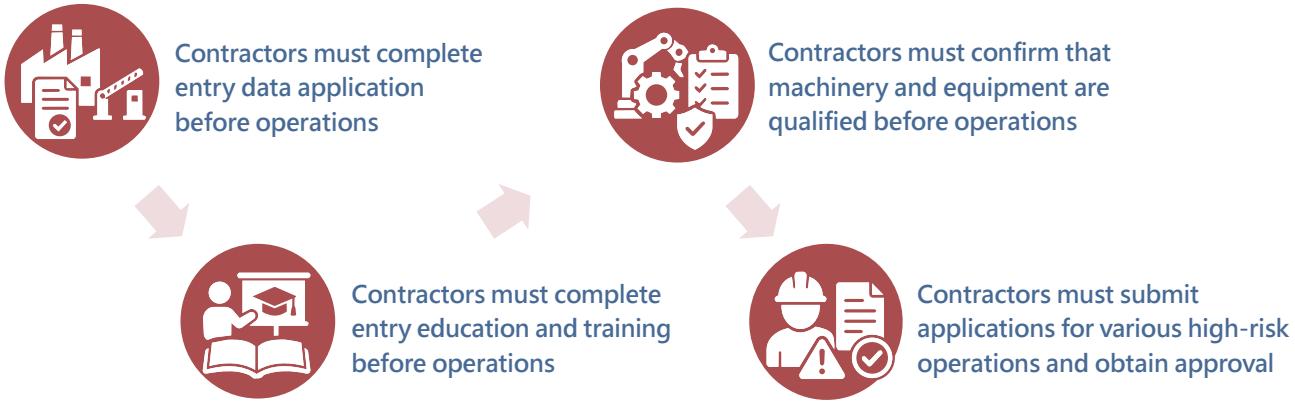
Where organic solvents are used, equipment must meet explosion-proof standards and room ventilation is maintained at a minimum of 12 air changes per hour to reduce explosion risk.

6. Contractor Safety Management

Bora Pharmaceuticals applies safety management standards to all contractors working on its premises. High-risk activities, such as hot work, work at height, and confined space work, require permits before and during the work. Contractors who seriously violate these standards face work stoppages and penalties under our contractor management rules and must complete retraining before resuming work.

In 2025, the Company recorded zero contractor occupational injuries at its workplaces. We will continue to strengthen contractor management through on-site inspections of equipment and activities and safety training, reducing the risk of future incidents.

Contractor Management Process Flowchart



7. Occupational Health and Wellbeing

To support employee health across the Group, all new and existing employees undergo regular health examinations, with a checkup rate above 95% at our Taiwan sites. We run regular disease prevention campaigns, preventive health consultations, and health education programs, alongside health risk assessment, ongoing health management, and work environment hazard assessment. The aim is to safeguard employees' health throughout their employment and embed occupational health care into the workplace. Bora Pharmaceuticals' workplace health management measures include:

Activity Content	2025 Execution Results
 Personal Health Consultation	Employee health consultations: 68 people; doctor interviews: 35 people. Topics included metabolic syndrome, ischemic heart disease risk within 10 years, workload level, abnormal workload results, muscle strain and pain risk, and middle-aged and older employees. Plant nurses arranged interviews with occupational physicians and follow-up.
 Annual Health Checkup Events	• Continue to conduct annual employee health examinations at a frequency that outperforms regulatory requirements (once a year). • In 2025, the integration of annual health examination hospitals for the 3 sites in northern Taiwan (Zhunan Site, Zhongli Site, and Taoyuan Site) was completed. Maintaining the same health examination cost as the previous year, this integration allowed colleagues to receive more comprehensive physical examinations and hence more detailed health information. • Regular health education is provided to personnel in high-risk groups for the "three highs" (hypertension, hyperglycemia, hyperlipidemia) and hypertension, and blood pressure data are monitored concurrently during weight loss activities.
 Massage Services	Zhunan Site continues to cooperate with the Association for the Visually Impaired, arranging for massage therapists to provide on-site services weekly.
 Health Activities and Lectures	1. Blood donation drives. 2. Weight control drives (including physical fitness courses and technological fitness testing/analysis. 3. Female protection and health lectures. 4. Musculoskeletal and ergonomic injury prevention
 Technological Fitness Activities and Aromatherapy Stress Relief Courses	• Aromatherapy Stress Relief Course: Combining plant pharmacology with massage techniques, the course guided 20 employees through essential oil application and hands-on practice to support relaxation and stress relief. • Health and fitness testing: 84 employees took part, using professional equipment to measure individual indicators such as body fat, muscle mass, and body water percentage, and to build awareness of their own health.

Blood donation activities



Certificate of health promotion self-assessment



Annual health examination activities



Technological fitness





Aromatherapy course and lecture



8. Occupational Diseases

Bora Pharmaceuticals provides employees with a healthy working environment through risk identification, knowledge sharing, and employee benefits that support workplace health and safety. With these measures sustained through 2025, the Company recorded zero cases of occupational disease among employees.

9. Occupational Disaster Management and Statistics

Bora Pharmaceuticals adopts a rigorous approach investigating all occupational accidents at its facilities. Each incident is thoroughly analyzed to identify root causes, and corrective actions are jointly developed with the relevant departments to prevent recurrence.

Improvement Measures

Zhongli Site	 A staff member accidentally misstepped and fell down the stairs while lining up to clock out at the end of the shift.		Installation of handrails and relocation of the clocking machine.
	 A night-shift worker fell on the slope while walking from the dock toward the forklift lane and using a mobile phone.		Enhanced night-time lighting and prohibited personnel from operating mobile phones while walking.
Tainan Site	 A staff member climbed onto a platform where the opening was left uncovered after being opened, and accidentally misstepped and fell from the platform while stepping backward.		Installation of a buzzer at the entrance/exit of the platform opening; the buzzer keeps sounding when the opening is open.
Zhunan Site	 While an employee was transporting materials, stacked materials fell from above, causing a fractured femur.		Implementation of personnel controls to prohibit the transportation of stacked items and required reporting to the on-site supervisor if discovered.

Taiwan Sites

Total Working Hour (hours)		1,560,095
Occupational Injuries	Number of general occupational injuries (With lost workdays within 180 days)	9
	Number of severe occupational injuries (With lost workdays greater than 180 days)	0
	Number of recordable occupational injuries	9
	Number of occupational injury deaths	0
	Lost workdays Note 1	126
	Severe occupational injury rate Note 2	0
	Recordable occupational injury rate Note 3	5.769
	Occupational injury fatality rate Note 4	0
Occupational Diseases	Number of occupational diseases	0
	Number of occupational disease deaths	0
	Occupational disease fatality rate Note 5	0
	Number of recordable occupational diseases	0

Note 1: Calculated from the date of injury or death, the total lost days for all injuries in a single case. The number of days the injured person is temporarily (or permanently) unable to work, excluding the day of injury and the day of return to work, but including the days in between (including Sundays, holidays, or business shutdown days) and any days unable to work caused by the injury after returning to work.

Note 2: Severe occupational injury rate = \[Number of severe occupational injuries (excluding deaths) × 1,000,000 work hours] / total hours worked.

Note 3: Recordable occupational injury rate = (Number of recordable occupational injuries × 1,000,000 work hours) / total hours worked.

Note 4: Occupational injury fatality rate = (Number of occupational injury deaths × 1,000,000 work hours) / total hours worked.

Note 5: Occupational disease fatality rate = (Number of occupational disease deaths × 1,000,000 work hours) / total hours worked.

North America Sites

Total Working Hour (hours)		1,961,211
Occupational Injuries	Number of general occupational injuries (With lost workdays within 180 days)	9
	Number of severe occupational injuries (With lost workdays greater than 180 days)	0
	Number of recordable occupational injuries	11
	Number of occupational injury deaths	0
	Lost workdays Note 1	3
	Severe occupational injury rate Note 2	0
	Recordable occupational injury rate Note 3	5.609
	Occupational injury fatality rate Note 4	0
Occupational Diseases	Number of occupational diseases	0
	Number of occupational disease deaths	0
	Occupational disease fatality rate Note 5	0
	Number of recordable occupational diseases	0

Note 1: Calculated from the date of injury or death, the total lost days for all injuries in a single case. The number of days the injured person is temporarily (or permanently) unable to work, excluding the day of injury and the day of return to work, but including the days in between (including Sundays, holidays, or business shutdown days) and any days unable to work caused by the injury after returning to work.

Note 2: Severe occupational injury rate = \[Number of severe occupational injuries (excluding deaths) × 1,000,000 work hours] / total hours worked.

Note 3: Recordable occupational injury rate = (Number of recordable occupational injuries × 1,000,000 work hours) / total hours worked.

Note 4: Occupational injury fatality rate = (Number of occupational injury deaths × 1,000,000 work hours) / total hours worked.

Note 5: Occupational disease fatality rate = (Number of occupational disease deaths × 1,000,000 work hours) / total hours worked.

Taiwan Sites

	Total hours worked (hours)	1,560,095
Occupational Injuries	Number of minor occupational injuries (lost workdays of 180 days or fewer)	9
	Number of high-consequence occupational injuries (lost workdays of more than 180 days)	0
	Number of recordable occupational injuries	9
	Number of lost-time injuries Note 1	8
	Number of fatalities as a result of occupational injury	0
	Lost workdays Note 2	126
	High-consequence occupational injury rate Note 3	0
	Total recordable injury frequency rate (TRIFR, per 1,000,000 hours worked) Note 4	5.769
	Total recordable injury rate (TRIR, per 200,000 hours worked) Note 5	1.154
	Lost time injury frequency rate (LTIFR, per 1,000,000 hours worked) Note 6	5.128
	Lost time injury rate (LTIR, per 200,000 hours worked) Note 7	1.026
	Fatality rate as a result of occupational injury Note 8	0
Occupational Illnesses	Number of occupational illnesses	0
	Number of fatalities as a result of occupational illness	0
	Fatality rate as a result of occupational illness Note 9	0
	Number of recordable occupational illnesses	0

Note 1 Lost-time injuries = recordable occupational injuries that result in one or more lost workdays.

Note 2 Counted from the date of the injury or fatality, the total number of consecutive days lost following all injuries arising from a single case. This refers to the days on which the injured person is temporarily (or permanently) unable to return to work. It excludes the day of the injury and the day of return to work, but includes all intervening days (including Sundays, holidays and days on which the workplace was shut down), as well as any subsequent days of incapacity caused by the same incident after the person has returned to work.

Note 3 High-consequence occupational injury rate = [number of high-consequence occupational injuries (excluding fatalities) × 1,000,000] / total hours worked.

Note 4 Total recordable injury frequency rate (TRIFR) = (number of recordable occupational injuries × 1,000,000) / total hours worked.

Note 5 Total recordable injury rate (TRIR, OSHA basis) = (number of recordable occupational injuries × 200,000) / total hours worked.

Note 6 Lost time injury frequency rate (LTIFR) = (number of lost-time injuries × 1,000,000) / total hours worked.

Note 7 Lost time injury rate (LTIR, OSHA basis) = (number of lost-time injuries × 200,000) / total hours worked.

Note 8 Fatality rate as a result of occupational injury = (number of fatalities as a result of occupational injury × 1,000,000) / total hours worked.

Note 9 Fatality rate as a result of occupational illness = (number of fatalities as a result of occupational illness × 1,000,000) / total hours worked.

Overseas Sites

	Total hours worked (hours)	1,961,291
Occupational Injuries	Number of minor occupational injuries (lost workdays of 180 days or fewer)	12
	Number of high-consequence occupational injuries (lost workdays of more than 180 days)	0
	Number of recordable occupational injuries	12
	Number of lost-time injuries Note 1	3
	Number of fatalities as a result of occupational injury	0
	Lost workdays Note 2	8
	High-consequence occupational injury rate Note 3	0
	Total recordable injury frequency rate (TRIFR, per 1,000,000 hours worked) Note 4	6.118
	Total recordable injury rate (TRIR, per 200,000 hours worked) Note 5	1.224
	Lost time injury frequency rate (LTIFR, per 1,000,000 hours worked) Note 6	1.530
	Lost time injury rate (LTIR, per 200,000 hours worked) Note 7	0.306
	Fatality rate as a result of occupational injury Note 8	0
Occupational Illnesses	Number of occupational illnesses	1
	Number of fatalities as a result of occupational illness	0
	Fatality rate as a result of occupational illness Note 9	0
	Number of recordable occupational illnesses	1

Note 1 Lost-time injuries = recordable occupational injuries that result in one or more lost workdays.
Note 2 Counted from the date of the injury or fatality, the total number of consecutive days lost following all injuries arising from a single case. This refers to the days on which the injured person is temporarily (or permanently) unable to return to work. It excludes the day of the injury and the day of return to work, but includes all intervening days (including Sundays, holidays and days on which the workplace was shut down), as well as any subsequent days of incapacity caused by the same incident after the person has returned to work.
Note 3 High-consequence occupational injury rate = [number of high-consequence occupational injuries (excluding fatalities) × 1,000,000] / total hours worked.
Note 4 Total recordable injury frequency rate (TRIFR) = (number of recordable occupational injuries × 1,000,000) / total hours worked.
Note 5 Total recordable injury rate (TRIR, OSHA basis) = (number of recordable occupational injuries × 200,000) / total hours worked.
Note 6 Lost time injury frequency rate (LTIFR) = (number of lost-time injuries × 1,000,000) / total hours worked.
Note 7 Lost time injury rate (LTIR, OSHA basis) = (number of lost-time injuries × 200,000) / total hours worked.
Note 8 Fatality rate as a result of occupational injury = (number of fatalities as a result of occupational injury × 1,000,000) / total hours worked.
Note 9 Fatality rate as a result of occupational illness = (number of fatalities as a result of occupational illness × 1,000,000) / total hours worked.
Note 10 The occupational injury statistics for the Maple Grove site include occupational illnesses. Accordingly, of the occupational injuries reported for the year, 1 case was in fact attributable to illness.

Overseas Sites — Total Recordable Injury Rate (TRIR, per 200,000 hours worked), 2023–2024

Site	2023	2024
Mississauga [a]	1.31	0.73
Baltimore [b]	0.24	2.18
Upsher-Smith (Maple Grove, Plymouth and New Jersey) [c]	1.33	3.02

Note: The 2023–2024 data predate the inclusion of these sites within the Group's consolidated reporting boundary (2025) and are provided for stakeholders' reference only.

a Mississauga has been part of Bora Group since December 1, 2020, and was operated by Bora throughout both 2023 and 2024.

b Bora completed the acquisition of the Baltimore-Camden site on August 20, 2024. The whole of 2023 and the period of 2024 prior to the acquisition were operated by the former operator (Emergent).

c Bora completed the acquisition of Upsher-Smith (USL) on April 1, 2024. The whole of 2023 and the first quarter of 2024 were operated by the former operator (Upsher-Smith). In addition, the 2023–2024 data cover three locations — Maple Grove, Plymouth and New Jersey — a broader scope than the single-site scope used for USL in 2025.

Non-Employees (No Occupational Injury Incidents)

Bora Pharmaceuticals outsources related industries and personnel to various plant sites, such as security, catering companies, pest control services, cleaning, etc. No occupational injuries or occupational diseases occurred in 2025.

VI. Social Engagement

The Company focuses not only on pharmaceutical development and manufacturing but also responds to public health needs and social issues through diversified actions. The Company extends its corporate influence to dimensions such as enhancing medical accessibility, community care, and social inclusion, continuously creating positive social value.

1. Supporting Health and Mutual Well-Being Actions

Patient Support and Medical Accessibility

Bora Pharmaceuticals continuously supports the care needs of rare diseases and groups with special needs through medical-related public welfare cooperation. On the occasion of Rare Disease Day, the Company reiterated its core philosophy of "Care in Every Step" and combined its global CDMO business to jointly promote medical innovation and patient support with partners dedicated to the treatment of rare diseases.

Our Taiwan team began collaborating with the Dr. Red Nose Association in 2024 to participate in the annual event for children with rare diseases. The team assisted the association in utilizing drama-based therapeutic interaction to create a positive experience space for children with cerebral palsy and other rare diseases, while providing opportunities for exchange and support among caregivers. This initiative not only promoted psychological support for patients and their families but also strengthened the social support network outside the medical system, enhancing overall medical accessibility and care quality. In 2025, the team assisted in organizing four care activities for children with rare diseases. Looking forward to 2026, a volunteer participation mechanism will be further introduced to expand participation opportunities for internal colleagues, deepen the connection between the enterprise and society, and continuously provide more impactful support.





Concurrently, through the Promise of Support® Program driven by Upsher-Smith under Bora, patient-centered integrated support services are provided to assist rare disease patients and their caregivers in reducing various obstacles during the treatment journey. The program encompasses measures such as quick start / bridge supply mechanisms, professional pharmacy cooperation, medication guidance, and copay assistance to ensure that patients can obtain required medications promptly and continuously, while alleviating their financial and administrative burdens. Combined with the aforementioned emotional support and care actions in medical fields, Bora has established a continuous support model ranging from medication accessibility to the overall care experience, further enhancing treatment accessibility and optimizing patient care quality.



Health Advocacy and Public Welfare Actions

We extend our influence to the fields of public health and social well-being through medical advocacy and cross-sector cooperation. The Company actively participates in international medical and pharmaceutical industry exhibitions (such as CPHI 2025, BIO Asia–Taiwan, and BIO 2025), and promotes knowledge exchange and innovative development in the pharmaceutical industry through thematic sharing and educational lectures. Through this type of industry participation, Bora continuously reinforces the connection and resilience of the global medical system, further enhancing drug accessibility and industry collaboration efficiency. The Company also participates in major international industry exchange platforms such as DCAT Week and the J.P. Morgan Healthcare Conference to strengthen cooperative relationships with global pharmaceutical partners and promote the stability and innovative development of the medical supply chain.





Furthermore, the Company cultivates future medical talent through industry-academia and industry exchange activities. For instance, the Mississauga Site (Canada) hosted ISPE Canada Emerging Leaders. Through guided tours and thematic exchanges, the plant shared drug development and manufacturing processes and explored the future development of the pharmaceutical industry with the new generation of industry talents. Such activities help promote the inheritance of industry knowledge and talent cultivation, strengthening the foundation for the long-term development of the medical industry.

The Company deepens care for patients through diverse medical public welfare actions and integrates them with the aforementioned patient support programs to form an integrated care model from medical accessibility to emotional support. For example, VIGAFYDE® (vigabatrin), a key product under Upsher-Smith, participated in the Epilepsy Awareness & Education Expo held at the Disneyland Resort in California, USA, in November 2025. This two-day event is one of the largest exchange platforms for epilepsy physicians, patients, and caregivers in the United States, bringing together medical professionals, patient families, and related organizations to jointly share treatment progress and care resources. During the event, the team designed diverse interactive forms and provided event content suitable for families and children to participate in. A total of over 750 interactive items were distributed, creating a friendly and supportive environment that encouraged patients and their families to share experiences and build community connections. In addition, the team participated in more than 50 patient advocacy and related activities throughout the full year of 2025, demonstrating the enterprise's long-term commitment to patient support and community engagement.





Through on-site health education promotion, interactive activities, and patient exchanges, Bora actively enhances public understanding of epilepsy and rare diseases, and promotes connections among patients, the medical system, and the industry. This type of participation not only reinforces the Company's professional positioning in the fields of neuroscience and rare diseases but also further enhances the availability of medical knowledge and the completeness of the patient support network.

Through cross-regional cooperation

Bora transforms corporate resources into concrete social impacts, demonstrating its long-term commitment to public health issues.

Bora actively participates in advocacy actions for neurodegenerative diseases in Taiwan. On World Parkinson's Day 2025, the Company, in collaboration with the Centre of Parkinson & Movement Disorders at NTUH and the Taiwan Parkinson's Friends Association, organized the "Body and Mind in Harmony: A Fun Treasure Hunt" event. We invited nearly 100 patients and their families to participate, encouraging patients to get outdoors and improve their physical and mental health through fun exercises, interactive games, and performances. Through such initiatives, Bora not only raises public awareness of Parkinson's disease but also promotes patients' social participation and psychological support. The Company also calls for further optimization of medical resources and policies to address the long-term care needs of patients with neurodegenerative diseases.





2. Community Care Initiatives

Employee Participation

Bora encourages employees to actively participate in social welfare activities, closely linking corporate culture with social responsibility through institutionalized support (such as volunteer leave) and team collaboration. In 2025, the Company promoted a "Holiday Care and Support for the Underprivileged" volunteer participation program at the Baltimore Site in the United States, encouraging employees to engage in diverse volunteer activities. Employees actively participated in tasks such as preparing, sorting, and distributing materials, including food sorting and delivery, care kit assembly, holiday supply sorting, and children's care activities. Throughout the year, they completed the assembly of 37 care kits, participated in sorting holiday supplies (including thousands of donated items), and engaged in children's care activities, which included preparing 173 toys and sending 20 holiday e-cards. Through these concrete actions, employees not only translated care into tangible contributions but also enhanced team cohesion and identification with corporate social responsibility.

At the Maple Grove Site, also in the United States, employees partnered with Teambonders – Performance Through Play, an organization focused on corporate teamwork and social impact, to participate in a wheelchair assembly project. Through this project, they provided assistive device support to Disabled American Veterans (DAV). Teambonders promotes corporate engagement in social issues through hands-on team activities combined with philanthropic goals, while DAV is dedicated to supporting the medical, rehabilitation, and daily living needs of disabled veterans. Through cross-organizational collaboration, employees deepened their empathy and understanding of different groups, strengthened team cohesion and their connection to the Company's mission, and demonstrated concrete actions for social inclusion and care for the underprivileged.





Community Care

Bora continues to care for underprivileged groups and promote social connections through local partnerships and resource investment. In Taiwan, Bora has long promoted holiday care initiatives. Since 2022, the Company has partnered with local non-profit organizations to help fulfill the Christmas wishes of underprivileged children. In 2025, through collaborations with the World Peace Association and the ILOVE Social Welfare Foundation, 114 employees participated in an event to donate nearly 200 gifts, transforming holiday care into immediate and tangible support for children in the community.

The Taiwan team also organized a second-hand charity sale at the Taipei office, donating all proceeds to the South Airport Happy Food Bank to support the daily needs of underprivileged families and elderly individuals in the Taipei area, further expanding the impact of the community support network.



The Baltimore Site in the United States promoted a series of holiday care initiatives focused on food security and support for underprivileged groups, establishing partnerships with local non-profit organizations. The Company partnered with the Baltimore Hunger Project to provide complete holiday meals, expanding the original goal of supporting 20 families to 87 families facing food insecurity. Additionally, through collaborations with community organizations, they provided basic living supplies and holiday support, ensuring that underprivileged families received necessary resources during the holiday season. Furthermore, the Company supported children's medical institutions and charitable organizations to provide psychological support to hospitalized children and their families during treatment, and promoted the physical and mental health development of underprivileged groups through outdoor and recreational programs.

Additionally, the Company actively participates in disaster relief efforts when major disasters occur. After a typhoon struck Hualien, Taiwan, our employees initiated an internal fundraising drive, raising NT$510,579 in a short period. The Company made an equivalent donation, totaling approximately NT$1 million, to the Ministry of Health and Welfare's disaster relief project. Through the joint participation of the Company and its employees, care was transformed into concrete action to support post-disaster reconstruction and community recovery. In the future, Bora will continue to combine corporate resources and employee participation to deepen community care initiatives and create long-term, impactful social value.

Unit:NTD

Recipient / Item	Donation Amount
Water Source Village Theater	60,000
Yale Chamber Music Society of Taiwan	50,000
Dr. Red Nose Association	516,000
Ember Social Welfare Association	30,000
Victory Social Welfare Foundation	30,000
Prader-Willi Syndrome Association Taiwan	10,000
Taishin Charity Foundation	100,000
Hualien Typhoon Relief Donation (Donated by Bora)	510,579
Charity Concert Sponsorship	600,000
UC Berkeley Alumni Association in Taiwan	100,000
Total	**2,006,579**

Appendix

Diversified Metrics

	Taiwan Sites	Overseas Site [Note]	Total
Asian	991	80	1,071
African Americans	0	106	106
Total Hispanics or Latinos	0	32	32
Whites	0	246	246
Indigenous Peoples	0	2	2

Note: Data in this table is from Taiwanese and American factories.

Category	Taiwan Sites		
	Male	Female	Total
People with Disabilities	2	3	5
Total	2	3	5

Note: Information about the disabilities of overseas employees is considered sensitive personal data, and the Company is unable to collect it. The Company has complied with relevant regulations such as the Canadian PIPEDA and the U.S. ADA.

Appendix

GRI Standards Index

Statement of Use	Bora Pharmaceuticals Co., Ltd. has reported the information for the period from January 1, 2025, to December 31, 2025, in accordance with the GRI Standards.
GRI 1 Used	GRI 1: Foundation 2021
Applicable GRI Sector Standards	No applicable GRI Sector Standards

GRI Standard	Disclosure Item	Disclosure Section/Notes	Page
GRI 2: General Disclosures 2021			
Organization and Reporting Practices			
GRI 2: General Disclosures 2021	2-1 Organizational Details	1.1 About the Report	4
	2-2 Entities Included in the Organization's Sustainability Reporting	1.1 About the Report	4
	2-3 Reporting Period, Frequency, and Contact	1.1 About the Report	4
	2-4 Restatements of Information	5.1 Climate and Energy	103
	2-5 External Assurance	Appendix V Assurance Reports	177
Activities and Workers			
GRI 2: General Disclosures 2021	2-6 Activities, Value Chain, and Other Business Relationships	1.4 Business Overview	7-20
		4.1 Supply Chain Management	58-67
	2-7 Employees	6.2 Human Capital Management	127-129
	2-8 Workers Who Are Not Employees		127-129

GRI Standard	Disclosure Item	Disclosure Section/Notes	Page
Governance			
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	3.1 Corporate Governance Structure	36-43
	2-10 Nomination and selection of the highest governance body		41
	2-11 Chair of the highest governance body		37
	2-12 Role of the highest governance body in overseeing the management of impacts	2 Sustainable Development	24-34
	2-13 Delegation of responsibility for managing impacts		28
	2-14 Role of the highest governance body in sustainability reporting		28
	2-15 Conflicts of interest	3.1 Corporate Governance Structure	37
	2-16 Communication of critical concerns	Should a critical event occur, the unit in which it arises prepares an explanation of the causes and corrective measures for matters such as material breaches of laws and regulations or material assessment results, and reports them to the Board of Directors. No critical concerns were raised at the Company in 2025.	—
	2-17 Collective knowledge of the highest governance body	2.2 Sustainability Governance Structure 3.1 Corporate Governance Structure	28; 43
	2-18 Evaluation of the performance of the highest governance body		41-42
	2-19 Remuneration policies	Annual Report	—
	2-20 Process to determine remuneration		—
	2-21 Annual total compensation ratio	Confidential company information, not disclosed.	—
Strategy, Policies, and Practices			
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	1.3 Message from the Chairman	6
	2-23 Policy commitments	6.1 Human Rights	122-126
	2-24 Embedding policy commitments		122-126

GRI Standard	Disclosure Item	Disclosure Section/Notes	Page
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	2.3 Stakeholder Identification and Engagement	29-30
	2-26 Mechanisms for seeking advice and raising concerns		29-30; 48
	2-27 Compliance with laws and regulations	2.3 Stakeholder Identification and Engagement	48-50
	2-28 Membership associations	1.4 Business Overview	7
Stakeholder Engagement			
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	2.3 Stakeholder Identification and Engagement	29-30
	2-30 Collective bargaining agreements	Bora has not entered into any collective bargaining agreement.	—
GRI 3 Material Topics 2021			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	2.4 Material Topic Identification (material topics and impact boundaries)	31-34
	3-2 List of material topics		31-34
Information Security Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.4 Material Topic Identification (material topics and impact boundaries)	31-34
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	3.4 Information Security Management	51-55; 82
Product Quality and Safety			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.4 Material Topic Identification (material topics and impact boundaries)	31-34
GRI 416 Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	4.2 Product Quality and Safety (no incidents of non-compliance with health and safety regulations concerning products and services occurred in 2025)	68-79
Responsible Product Sales			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.4 Material Topic Identification (material topics and impact boundaries)	31-34

GRI Standard	Disclosure Item	Disclosure Section/Notes	Page
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	2.3 Stakeholder Identification and Engagement 4.3 Responsible Product Sales (no incidents of non-compliance with regulations concerning product and service information and labeling, or marketing communications, occurred in 2025)	29-30; 80-82
	417-2 Incidents of non-compliance concerning product and service information and labeling		80-82
	417-3 Incidents of non-compliance concerning marketing communications	3.3 Integrity Management	48-50
Talent Attraction and Retention			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.4 Material Topic Identification (material topics and impact boundaries)	31-34
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	6.2 Human Capital Management	134-138
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	6.3 Talent Attraction and Retention	139-142
	401-3 Parental leave	6.3 Talent Attraction and Retention	143
Human Rights			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.4 Material Topic Identification (material topics and impact boundaries)	31-34
Already addressed above under GRI 2-23 Policy commitments, GRI 2-24 Embedding policy commitments and GRI 2-25 Processes to remediate negative impacts.			122-126
Climate and Energy Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	2.4 Material Topic Identification (material topics and impact boundaries)	31-34
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	5.1 Climate and Energy	92-100
GRI 302: Energy 2016	302-1 Energy consumption within the organization	5.1 Climate and Energy	106-108
	302-3 Energy intensity	5.1 Climate and Energy	106
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	5.1 Climate and Energy	102-103
	305-2 Energy indirect (Scope 2) GHG emissions	5.1 Climate and Energy	102-103

GRI Standard	Disclosure Item	Disclosure Section/Notes	Page
General Topics			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	1.4 Business Overview	18
GRI 201: Economic Performance 2016	201-4 Financial assistance received from government	1.4 Business Overview	18-19
GRI 302: Energy 2016	302-4 Reduction of energy consumption	5.1 Climate and Energy	106-108
	302-5 Reductions in energy requirements of products and services		106-108
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	5.2 Water Management	109
	303-2 Management of water discharge-related impacts		109-111
	303-3 Water withdrawal		110
	303-4 Water discharge		110-111
	303-5 Water consumption		110
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	5.3 Waste and Air Pollution Management	112
	306-2 Management of significant waste-related impacts		112
	306-3 Waste generated		113
	306-4 Waste diverted from disposal		113
	306-5 Waste directed to disposal		113
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	6.5 Occupational Health and Safety	149
	403-2 Hazard identification, risk assessment, and incident investigation		152
	403-3 Occupational health services		154-155
	403-4 Worker participation, consultation, and communication on occupational health and safety		149

GRI Standard	Disclosure Item	Disclosure Section/Notes	Page
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	6.5 Occupational Health and Safety	150-151
	403-6 Promotion of worker health		154-155
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		153
	403-8 Workers covered by an occupational health and safety management system		149; 157-159
	403-9 Work-related injuries		156-159
	403-10 Work-related ill health		156-159
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	6.4 Talent Development and Training	146-147
	404-2 Programs for upgrading employee skills and transition assistance programs		146-147
	404-3 Percentage of employees receiving regular performance and career development reviews		148
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	3.1 Corporate Governance Structure; 6.2 Human Capital Management; Appendix – Diversity Metrics	41; 127-129; 165
	405-2 Ratio of basic salary and remuneration of women to men		139
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	4.1 Supply Chain Management	59-65
	414-2 Negative social impacts in the supply chain and actions taken		64-66

SASB Context Index

SASB Disclosure Topic	Code	Corresponding Metric	Corresponding Section
Safety of Clinical Trial Participants	HC-BP-210a.1	Discussion, by region, of management process for ensuring quality and patient safety during clinical trials	Please refer to 4.4 New Drug Research and Development.
	HC-BP-210a.2	Number of inspections related to clinical trial management and pharmacovigilance that resulted in: (1) entity voluntary remediation or (2) regulatory or administrative actions taken against the entity	In 2025, neither the Company nor its principal contract research organizations received any on-site inspection notice from the U.S. FDA.
	HC-BP-210a.3	Total amount of monetary losses as a result of legal proceedings associated with clinical trials in developing countries	No such incident occurred at Bora in 2025.
Access to Medicines	HC-BP-240a.1	Description of actions and initiatives to promote access to health care products for priority diseases and in priority countries as defined by the Access to Medicine Index	The Company's current product portfolio does not include medicines listed for priority diseases, and its products are not yet sold in countries with less developed healthcare conditions.
	HC-BP-240a.2	List of products on the WHO List of Prequalified Medicinal Products as part of its Prequalification of Medicines Programme (PQP)	The Company currently holds no products of focus under the Prequalification of Medicines Programme (PQP).
Affordability & Pricing	HC-BP-240b.2	Percentage change in: (1) weighted average list price and (2) weighted average net price across product portfolio compared to previous reporting period	(1) 6.2% (2) -2.1%
	HC-BP-240b.3	Percentage change in: (1) list price and (2) net price of product with largest increase compared to previous reporting period	Not disclosed due to internal confidentiality
Drug Safety	HC-BP-250a.1	Products listed in public medical product safety or adverse event alert databases	23 products are currently listed in such databases.
	HC-BP-250a.2	Number of fatalities associated with products	No such incident occurred at Bora in 2025.
	HC-BP-250a.3	(1) Number of recalls issued, (2) total units recalled	No such incident occurred at Bora in 2025.
	HC-BP-250a.4	Total amount of product accepted for take-back, reuse, or disposal	No such incident occurred at Bora in 2025.
	HC-BP-250a.5	Number of enforcement actions taken in response to violations of good manufacturing practices (GMP) or equivalent standards, by type	No such incident occurred at Bora in 2025.

SASB Disclosure Topic	Code	Corresponding Metric	Corresponding Section
Counterfeit Drugs	HC-BP-260a.1	Description of methods and technologies used to maintain traceability of products throughout the supply chain and prevent counterfeiting	In response to the U.S. Drug Supply Chain Security Act (DSCSA), an automated serialization system has been implemented. A unique serial number is printed on every saleable unit at the point of packaging; the serial number and related information can be uploaded to customer systems to enable tracking in the market.
	HC-BP-260a.2	Discussion of process for alerting customers and business partners to potential or known risks associated with counterfeit products	If a potential risk of counterfeit medicines is identified, the marketing authorization holder is notified. Based on the information provided by Bora, the customer determines whether the product requires a market alert, recall, market withdrawal or stock recovery. The marketing authorization holder is responsible for coordinating and approving the product recall and for all communication with government authorities and agencies. Where necessary, Bora is responsible for confirming material traceability, collecting the relevant data and conducting the investigation.
	HC-BP-260a.3	Number of actions that led to raids, seizure, arrests, or filing of criminal charges related to counterfeit products	No such incident occurred at Bora in 2025.
Ethical Marketing	HC-BP-270a.1	Total amount of monetary losses as a result of legal proceedings associated with false marketing claims	No such incident occurred at Bora in 2025.
	HC-BP-270a.2	Description of code of ethics governing promotion of off-label use of products	Please refer to 4.3 Responsible Product Sales.
Employee Recruitment, Development & Retention	HC-BP-330a.1	Discussion of talent recruitment and retention efforts for scientists and research and development staff	Please refer to 6.3 Talent Attraction and Retention and 4.4 New Drug Research and Development.
	HC-BP-330a.2	(1) Voluntary and (2) involuntary turnover rate for: (a) executives/senior managers, (b) mid-level managers, (c) professionals, and (d) all others	Please refer to 6.3 Talent Attraction and Retention.
Supply Chain Management	HC-BP-430a.1	Percentage of (1) entity's facilities and (2) Tier I suppliers' facilities participating in the Rx-360 International Pharmaceutical Supply Chain Consortium audit programme or equivalent third-party audit programmes for integrity of supply chain and ingredients	None of Bora's sites, and none of its suppliers, currently participate in Rx-360 or equivalent audit programmes.

SASB Disclosure Topic	Code	Corresponding Metric	Corresponding Section
Business Ethics	HC-BP-510a.1	Total amount of monetary losses as a result of legal proceedings associated with corruption and bribery	No such incident occurred at Bora in 2025.
	HC-BP-510a.2	Description of code of ethics governing interactions with health care professionals	Please refer to 4.3 Responsible Product Sales.

Disclosure Topics	Code	Corresponding Indicator	Response Measures
Activity Metrics	HC-BP-000.A	Number of patients treated	Bora's global sales volume was 1,491,127,609 units. As a pharmaceutical manufacturer, the Company does not provide medical services directly and is unable to obtain individual end-patient usage data; it therefore cannot directly disclose the number of patients treated. To reflect the market impact of its products, the Company uses product sales volume as an alternative metric to indicate the scale of product supply.
	HC-BP-000.B	Number of drugs (1) in portfolio and (2) in research and development (Phases 1-3)	The Company is not a new drug developer and has no drugs under new development.

Climate-Related Information of TWSE/TPEx Listed Companies

Item	Implementation Status
1. Describe the board's and management's oversight and governance of climate-related risks and opportunities.	The Board of Directors is the Company's highest climate governance body and is responsible for overseeing and approving the Group's climate strategy and targets. In 2022 the Company established the Sustainable Development Committee, chaired by the Chairman, with four working groups reporting to it. The Committee convenes internal working meetings monthly and reports the progress and performance of climate-related initiatives to the Board of Directors at least every six months. To demonstrate management's commitment to decarbonization, senior executive remuneration for 2025 incorporated "completion of greenhouse gas inventory training at all sites and registration in the inventory system" as a remuneration-linked indicator. (For details, please refer to the "Sustainability: Governance Structure" section of this report.)
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	The Company follows the TCFD framework, with a cross-functional project team regularly identifying short-, medium- and long-term climate risks and opportunities. The principal physical risks are extreme weather events and water scarcity. Transition risks include policy and regulatory risks (such as Taiwan's carbon fee mechanism and the Carbon Border Adjustment Mechanism), technology risks and reputational risks; failure to move to low-carbon processes in time would expose the Company to transition risk in the form of higher operating costs. At the same time, climate change also creates opportunities such as improved resource efficiency, demand for the development of specific medicines, and business transformation toward low-carbon products. (For details, please refer to the "Climate and Energy Management" section of this report.)
3. Describe the financial impact of extreme weather events and transformative actions.	Extreme weather events may interrupt site operations, while transition actions such as carbon fee policy will raise operating costs. The Company has completed scenario analysis and financial impact assessment, with the principal results as follows: 1. Carbon fees: Over the medium term (2027–2030), if emissions intensity remains unchanged and revenue continues to grow, emissions at certain sites will exceed the fee threshold, giving estimated potential expenditure of approximately NT$50,000 to NT$100,000 in aggregate. If reductions follow the Science Based Targets initiative (SBTi) pathway, no potential carbon fee expenditure is expected over the medium term. 2. Carbon Border Adjustment Mechanism: Should the relevant regulations bring pharmaceutical products within scope, the Company could face aggregate expenditure of approximately NT$5 million to NT$10 million over the medium term under the STEPS scenario; if the SBTi reduction targets are implemented, this could fall to approximately NT$1 million to NT$5 million under the NZE scenario. 3. Low-carbon transition investment: Assuming emissions intensity remains unchanged, energy-saving capital expenditure of approximately NT$100,000 to NT$5 million is estimated over the medium term; if the SBTi reduction targets are further implemented, an additional NT$10,000 to NT$5 million would be required to advance green electricity procurement. (For details, please refer to the ""Climate and Energy Management"" section of this report.)
4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	The Company has established a cross-functional TCFD project team that conducts regular assessments through four steps: collecting global trends, identifying risks and opportunities, analyzing potential financial impacts, and formulating and reviewing management measures. This systematic process supports the Company in performing scenario and financial impact analyses, and formally integrates climate risk management into the Group's operational planning, capital expenditure and investment decision-making processes, converting it into operational resilience for sustained growth. (For details, please refer to the "Climate and Energy Management" section of this report.)

Item	Implementation Status
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	The Company assesses key risks with both high likelihood and high impact (such as water scarcity, extreme weather events, and policy, regulatory and technological transition) together with the associated opportunities, and applies the International Energy Agency (IEA) STEPS (Stated Policies Scenario) and NZE (Net Zero Emissions by 2050 Scenario) to conduct scenario analysis of its principal transition and physical risks. By evaluating potential impacts under different scenarios, the Company examines the tolerance of its plant infrastructure and operating costs and plans corresponding mitigation and adaptation actions to strengthen corporate resilience. (For details, please refer to the "Climate and Energy Management" section of this report.)
6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks.	The Company is committed to achieving Group-wide net zero emissions by 2050, covering Scope 1, Scope 2 and Scope 3. The transition plan takes "improving energy efficiency" as its core strategy: the parent company has obtained dual certification under ISO 14001 environmental management and ISO 50001 energy management, and will formally extend implementation to the Zhunan, Taoyuan and Zhongli sites in 2026. In value chain management, the Mississauga Site (Canada) has completed its Scope 3 inventory and continues to work toward submission for Science Based Targets initiative (SBTi) validation, serving as a model for the Group's subsequent Group-wide expansion of value chain carbon management. (For details, please refer to the "Climate and Energy Management" section of this report.)
7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	To assess climate risks effectively and internalize environmental costs, the Company has introduced an Internal Carbon Pricing (ICP) mechanism, to be piloted first at its Taiwan sites from 2026. The price is set at NT$300 per metric ton with reference to the carbon fee rate established by the Ministry of Environment, Executive Yuan, and operates on a "shadow price" basis. The Company incorporates the shadow carbon price into the decision-making process for carbon reduction projects by adding a shadow carbon fee cost-benefit analysis to its existing project evaluation forms. At the annual close, the Company tracks the actual results of carbon reduction projects and calculates the shadow carbon price cost saved by each project, thereby quantifying the return on carbon reduction investment and driving the low-carbon transition.
8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified.	Using 2025 as the carbon reduction base year, the Company has set the following phased targets: [Short-term targets (2025–2030)] 1. Greenhouse gas reduction: Using 2025 as the baseline, achieve a 30% reduction in Scope 1 and Scope 2 emissions by 2030, with an annual 3% carbon reduction KPI set for each site for tracking purposes. 2. Deepening energy management: Continue to advance ISO 50001 from 2025, with formal expansion to the Zhunan, Taoyuan and Zhongli sites in 2026. 3. Value chain inventory: From 2028, fully implement Scope 3 "purchased goods and services" carbon inventory and verification. [Medium-term target (2031–2040)] Reduce Scope 1 and Scope 2 emissions by 42% against the base year. [Long-term target (2041–2050)] Fully achieve the 2050 net zero emissions target. (For details, please refer to the "Climate and Energy Management" section of this report.)
9. Greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan (separately filled out in points 1-1 and 1-2 below).	The Company is actively aligning its "carbon inventory boundary" with its "financial reporting boundary" and has extended the inventory scope to the subsidiaries within the financial reporting boundary; the 2025 inventory covers 12 sites. Reduction strategies focus primarily on proactive low-carbon investment, including action plans such as replacement of site air compressor systems, optimization of cooling systems, upgrading of natural gas boilers and deployment of energy monitoring systems. The Company's 2025 greenhouse gas statement has been subject to limited assurance by Crowe (TW) CPAs in accordance with Assurance Standard No. 3410, and a limited assurance report was issued on July 17, 2026. (For details of the inventory and assurance status, please refer to 1-1 and 1-2 below.)

1-1 Greenhouse Gas Inventory and Assurance Status for the Most Recent 2 Fiscal Years

1-1-1 Greenhouse Gas Inventory Information

Describe the emission volume (metric tons CO2e), intensity (metric tons CO2e/NT$ million), and data coverage of greenhouse gases in the most recent 2 fiscal years.

FY2024: Total greenhouse gas emissions were 27,827.02 metric tons CO2e (of which Category 1 [Scope 1] was 8,895.63 metric tons CO2e and Category 2 [Scope 2] was 18,931.39 metric tons CO2e). Operating revenue was NT$19,245.90 million, giving an emissions intensity of 1.45 metric tons CO2e per NT$ million.

FY2025: Total greenhouse gas emissions were 41,063.93 metric tons CO2e (of which Category 1 [Scope 1] was 16,336.90 metric tons CO2e and Category 2 [Scope 2, location-based] was 24,727.02 metric tons CO2e). Operating revenue was NT$19,014.17 million, giving an emissions intensity of 2.16 metric tons CO2e per NT$ million.

Data coverage: The organizational boundary is set using the operational control approach. The FY2025 inventory covers the Company and its consolidated subsidiaries across 12 sites: the Taipei Headquarters, Zhongli Site I, Zhongli Site II, Tainan Site, Zhunan Site, TWi Pharmaceuticals Taipei, SunWay Neihu Site, SunWay Xizhi Site, Jingde Site, Mississauga Site (Canada), Baltimore Site (Maryland, USA) and Maple Grove Site (Minnesota, USA). The reporting boundary comprises Category 1 direct greenhouse gas emissions and Category 2 indirect greenhouse gas emissions from imported energy, with the materiality threshold set at 5%.

Note 1: The Zhubei Site was removed from the inventory boundary from 2025; it is therefore excluded from FY2025 and from the two-year comparison.

Note 2: The SunWay Xizhi Site, the Baltimore Site (Maryland, USA) and the Maple Grove Site (Minnesota, USA) were newly added to the inventory boundary in FY2025; no corresponding emissions data exists for FY2024.

Note 3: The increase in total FY2025 emissions is primarily attributable to the expansion of the inventory boundary. Calculated on the basis of comparable sites included in the inventory in both years, FY2025 emissions decreased by 1,659.84 metric tons CO2e compared with FY2024, representing a substantive reduction.

Note 4: The revenue denominator used for FY2024 emissions intensity already included the two U.S. sites, but the emissions of those sites had not yet been brought within the inventory boundary that year, resulting in an understated intensity for FY2024. From FY2025 onward the numerator and denominator are on a consistent basis, and intensity figures are therefore comparable across years only from FY2025 onward.

1-1-2 Greenhouse Gas Assurance Information

Describe the base year and data for greenhouse gas reduction, reduction targets, strategies, concrete action plans, and the achievement of reduction targets.

The Company has established 2025 as its greenhouse gas reduction base year, with base-year emissions of 41,063.93 metric tons CO2e (Category 1: 16,336.90 metric tons CO2e; Category 2: 24,727.02 metric tons CO2e).

Reduction targets: A 30% reduction in Scope 1 and Scope 2 emissions against the base year by 2030 and a 42% reduction by 2040, together with a commitment to achieve Group-wide net zero emissions by 2050. For Scope 3, the Company will fully implement "purchased goods and services" carbon inventory and verification from 2028, targeting a 25% reduction against the base year by 2040.

Strategies and concrete action plans: Taking "improving energy efficiency" as the core strategy, the parent company has obtained dual ISO 14001 and ISO 50001 certification and will extend implementation to the Zhunan, Taoyuan and Zhongli sites in 2026. From 2025, internal carbon pricing (a shadow price of NT$300 per metric ton) has been incorporated into capital expenditure decision-making. Low-carbon investments under implementation include replacement of site air compressor systems, optimization of cooling systems, upgrading of natural gas boilers and deployment of energy monitoring systems.

Achievement of reduction targets: As 2025 is the base year, no achievement rate against the base year is yet available. Calculated on the basis of comparable sites included in the inventory in both years, FY2025 emissions decreased by 1,659.84 metric tons CO2e compared with FY2024, demonstrating initial reduction results. An annual 3% carbon reduction KPI has been set for each site for continuous tracking.

UN Global Compact

Guided by its mission of “Realizing a Healthier World”, Bora Pharmaceuticals supports and refers to the ten principles set out by the United Nations Global Compact (UNGC) across the four areas of human rights, labour, environment and anti-corruption, embedding them into the Group's policy formulation, operational management, risk control and supply chain management systems, and aligning them with the United Nations Sustainable Development Goals (SDGs). In supply chain management, the Company also benchmarks against the standards of the Pharmaceutical Supply Chain Initiative (PSCI), extending the requirements of the ten principles to its value chain partners. The Company is currently evaluating the timetable for formally joining the United Nations Global Compact and submitting a Communication on Progress (CoP) as required. The table below summarizes the ten principles, the corresponding sections of this report and implementation during 2025:

Category	Principle	Principle Text	Corresponding Section	2025 Implementation
Human Rights	Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights; and	6.1 Human Rights; 4.1 Supply Chain Management	The Bora Group Human Rights Policy, approved by the Board of Directors and publicly disclosed, was formulated with reference to the Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights (UNGPs), the International Labour Organization (ILO) Declaration on Fundamental Principles and Rights at Work, and the ten principles of the UN Global Compact. It applies to all employees of the parent company and all consolidated subsidiaries, and is further extended by requiring key suppliers to sign the Bora Group Supplier Code of Conduct. The Human Resources Department is the responsible unit.
	Principle 2	make sure that they are not complicit in human rights abuses.	6.1 Human Rights (human rights due diligence, human rights risks, grievance and communication mechanisms)	A human rights due diligence (HRDD) process has been established following the sequence Identify → Assess → Mitigate → Monitor. Material human rights issues cover discrimination, workplace harassment and improper labour conditions. The Group's unified “Speak Up” whistleblowing system was formally launched on October 14, 2025, providing an anonymity-protected cross-border grievance channel and implementing a non-retaliation principle. Seven grievance cases were received in 2025; all were formally investigated in accordance with the law and appropriately handled, with a 100% case closure rate.
Labour	Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;	6.1 Human Rights; 6.3 Talent Attraction and Retention	The Company respects and supports employees' rights to associate freely, to organize or join trade unions and to engage in collective bargaining in accordance with the law, and has established collective bargaining mechanisms. Labour–management meetings (four held in 2025) and town hall meetings are convened regularly to build two-way communication and mutual trust between labour and management.
	Principle 4	the elimination of all forms of forced and compulsory labour;	6.1 Human Rights; 4.1 Supply Chain Management	The Bora Group Human Rights Policy and the Bora Group Supply Chain Code of Conduct expressly prohibit forced labour in any form and designate it as a “zero tolerance” material violation for suppliers. It is also included as an assessment topic in human rights risk assessments, and suppliers are required to complete the Supplier Sustainability Self-Assessment Questionnaire so that implementation can be reviewed.
	Principle 5	the effective abolition of child labour; and	6.1 Human Rights; 4.1 Supply Chain Management	In compliance with ILO conventions and the local regulations of each operating location, the employment of child labour is prohibited. The Bora Group Supply Chain Code of Conduct imposes the same requirement on suppliers, and compliance is verified under the “labour rights” dimension of supplier sustainability assessments. No violations occurred in 2025.
	Principle 6	the elimination of discrimination in respect of employment and occupation.	6.2 Human Capital Management; 6.1 Human Rights	Human resources policies do not differentiate on the basis of gender, race, socioeconomic status, age, or marital or family status. Explicit rules prohibit sexual harassment and workplace bullying, and friendly maternal and infant facilities are provided. No confirmed incidents of discrimination occurred in 2025, and no related grievances were received.

Category	Principle	Principle Text	Corresponding Section	2025 Implementation
Environment	Principle 7	Businesses should support a precautionary approach to environmental challenges;	5.1 Climate and Energy Management	Following the TCFD framework, a cross-functional project team regularly identifies climate risks and opportunities and applies the IEA's STEPS and NZE scenarios to conduct scenario analysis and financial impact assessment, incorporating climate risk into operational planning and investment decisions. From 2026, internal carbon pricing (a shadow price of NT$300 per metric ton) will be piloted at the Taiwan sites to internalize climate costs.
	Principle 8	undertake initiatives to promote greater environmental responsibility; and	5 Sustainable Environment	Greenhouse gas inventories were completed for 12 sites in accordance with ISO 14064-1:2018 and obtained limited assurance from Crowe (TW) CPAs. The parent company holds dual ISO 14001 and ISO 50001 certification, which will be extended to the Zhunan, Taoyuan and Zhongli sites in 2026. Management coverage spans climate and energy, water resources, waste and air pollution, hazardous substances and biodiversity. The Company is committed to achieving Group-wide net zero emissions by 2050.
	Principle 9	encourage the development and diffusion of environmentally friendly technologies.	5.1 Climate and Energy Management; 4.4 New Drug Research and Development	The Company is implementing low-carbon investments including replacement of site air compressor systems, optimization of cooling systems, upgrading of natural gas boilers and deployment of energy monitoring systems, and is putting green processes into practice through energy-saving cases such as the air change rate optimization project at the Zhunan Site. The Mississauga Site (Canada) has completed its Scope 3 inventory and continues to work toward SBTi submission, establishing the data foundation for the Group to expand value chain carbon management. In supplier management, high-emission suppliers are encouraged to align with SBTi in setting reduction targets.
Anti-Corruption	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.	3.3 Integrity Management; 4.1 Supply Chain Management	The Bora Group Anti-Bribery and Anti-Corruption Management Policy was approved by resolution of the Board of Directors and prepared with reference to international standards including the tenth principle of the UN Global Compact, the OECD Principles of Corporate Governance and the U.S. Foreign Corrupt Practices Act (FCPA). It applies to directors, supervisors, managers, employees and persons with substantive control throughout the Group, and covers due diligence, training, whistleblowing mechanisms and disciplinary action for violations. The Company has established Regulations Governing the Whistleblowing and Grievance System and has set up a Speak Up whistleblowing portal, strictly implementing non-retaliation protection for whistleblowers; the scope extends to third-party partners such as suppliers and distributors. No material corruption or bribery violations occurred anywhere in the Group in 2025.

Assurance Reports

Limited Assurance Report on the Sustainability Report

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Independent Assurance Statement

Bora Pharmaceuticals Co., Ltd. 2025 Sustainability Report

Introduction

TÜV Rheinland Taiwan Ltd., A member of TÜV Rheinland Group, Germany (hereinafter "TÜV Rheinland Taiwan" or "We"), has been entrusted by the management of Bora Pharmaceuticals Co., Ltd. (hereinafter "Bora" or "the Company") to conduct independent assurance of Bora's Sustainability Report 2025 (hereinafter "the Report") in accordance with the Type 2, Moderate level of assurance requirements under the AccountAbility AA1000 Assurance Standard v3 (AA1000AS v3). This Independent Assurance Statement provides assurance solely for the relevant matters within the scope defined in Bora's Sustainability Report 2025 and shall not be used as a basis for any other purposes.

TÜV Rheinland Taiwan reserves the right to update this Independent Assurance Statement from time to time, depending on the extent of deviations between the final publicly released version and the established criteria.

Intended users of the assurance statement

This Independent Assurance Statement is provided with reference to all Bora's stakeholders.

Scope of Assurance and Applicable Criteria

In accordance with the engagement agreement signed with Bora, TÜV Rheinland Taiwan evaluated the disclosed information, data, processes, and systemic evidence of internal control mechanisms. The scope of this assurance engagement and the applicable criteria include:

- The scope of the assurance activities is consistent with the reporting boundaries disclosed in Bora's Sustainability Report 2025;
- The assurance criteria applied are based on Type 2 of the AA1000 Assurance Standard v3 (AA1000AS v3) to evaluate Bora against the following items:
  a) Adherence to the AA1000 AccountAbility Principles 2018 (AA1000 AP), namely Inclusivity, Materiality, Responsiveness, and Impact, and specific sustainability performance information/data, namely the relevant disclosure information declared as material topics in the Report;
  b) Adherence to the AA1000 Stakeholder Engagement Standard 2015 (AA1000 SES);
  c) Degree of the Global Reporting Initiative (GRI) Standards 2021 - GRI 1: Foundation, GRI 2: General Disclosures, GRI 3: Material Topics, and the degree of compliance with the Topic Standards corresponding to the annual material topics;
  d) Degree of compliance with the Sustainability Accounting Standards Board (SASB) Standards for Health Care-Biotechnology & Pharmaceuticals (2023-12).

Bora's Responsibility

Bora's management is responsible for the preparation of the annual sustainability report with reference to appropriate reporting criteria, including making relevant disclosures in accordance with the GRI Standards (2021) issued by the Global Reporting Initiative (GRI). Bora's management is responsible for ensuring that the information disclosed in the sustainability report is fairly presented, in all material respects, in accordance with the applicable criteria. This responsibility includes establishing, implementing, and maintaining internal controls relevant to the collection, aggregation, and disclosure of sustainability information; maintaining adequate records; and making reasonable estimates and judgments, such that the sustainability report is free from material misstatement, whether due to fraud or error.

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TÜV Rheinland Taiwan's Responsibilities

TÜV Rheinland Group is a global service provider of CSR & Sustainability Services in over 65 countries, having qualified professionals in the field of Corporate Sustainability Assurance, Environment, Social and Stakeholder Engagement. Throughout this assurance engagement, our assurance team maintained complete impartiality and independence and was not involved in the preparation of the Report's content. Adhering to our internal Sustainability Report Assurance Process, professional ethics, an objective attitude, professional competence, and sound judgment, we have obtained sufficient and appropriate evidence to provide a basis for the conclusion stated in this Independent Assurance Statement.

Description of assurance procedures

In accordance with the Type 2, Moderate level of assurance requirements under the AA1000 Assurance Standard v3 (AA1000AS v3), TÜV Rheinland Taiwan performed assurance procedures on the information reported in the annual sustainability report at Bora's headquarters from 2026-04-09 and 2026-04-20 to 2026-04-22. The procedures performed included:

- Conducted interviews with Bora's personnel to understand its business operations, the overall implementation of sustainable development, and the sustainability reporting process;
- Conducted interviews with relevant personnel to understand the processes for collecting, compiling, and disclosing information;
- Reviewed relevant documents and conducted interviews to understand Bora's key stakeholders, their expectations and needs, the specific communication channels, and how Bora responds to such expectations and needs; however, we did not directly engage with external stakeholders;
- Reviewed the materiality topic identification and statistical analysis process;
- Checked whether the calculation methodologies have been appropriately applied in accordance with the methods outlined in the applicable criteria;
- Performed procedures based on sampling principles and analytical procedures, and reviewed relevant documentation relating to sustainability strategies, management practices, performance information, and data sources, to assess their appropriateness and consistency of the reported disclosures;
- Identified and tested the reasonableness of assumptions underlying data;
- Collected and assessed other supporting documentation and management representation obtained; tested on a sample basis if necessary;
- Assessed Bora's relevant disclosures in accordance with the GRI Standards and SASB Standards;
- Read the Report to confirm its consistency with the sustainability-related evidence obtained by the assurance team during the on-site visit.

Limitations

The scope of this assurance engagement does not include the verification of financial information and sustainability-related information, such as greenhouse gas (GHG) emissions data, that have been audited or assured by other third-party organizations.

Furthermore, the non-financial information disclosed in the Report is subject to inherent measurement uncertainties. The application of different measurement methods may result in materially different quantitative outcomes. Additionally, as this assurance engagement is conducted on a sampling basis and given the inherent limitations of any internal control system, there is an unavoidable risk that some existing material misstatements may not be detected during the on-site verification, whether resulting from fraud or error.

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Compliance with the AA1000 Principles

The following are the results of TÜV Rheinland Taiwan's review of the AA1000 Accountability Principles (2018):

- Inclusivity: Bora has identified stakeholders and demonstrated a continuous effort to seek their engagement. By considering the issues of concern to these stakeholders, the Company has established material sustainability topics to develop management strategies for responsible and appropriate responses. Evidence demonstrates that the Report reflects the Company's inclusivity toward stakeholders and has generated an accountable impact both internally and externally.
- Materiality: Bora has implemented a materiality assessment process. The identification of issues is determined by internal senior executives based on the Company's impact and potential areas of concern to stakeholders, as well as internal organizational policies, thereby reporting the significance of these issues. Evidence demonstrates that the Company has appropriately responded to the identified material issues in accordance with their priority and significance, showcasing organizational accountability.
- Responsiveness: Bora has responded to the material issues of concern to its stakeholders. The Company engages with stakeholders through diverse channels and initiatives, sets clear quantitative targets to track performance, and has established a comprehensive, systematic response mechanism, appropriately demonstrating the Company's proactive responsiveness and commitment to accountability.
- Impact: Bora has effectively identified and disclosed its impacts through transparent, diverse, equitable, and effective methods. The Company has established processes for measurement, monitoring, tracking, management, and traceability, appropriately demonstrating the Company's performance and impact levels across environmental, social, and governance (ESG) dimensions, which are fully disclosed and reported in the Report.

Conclusion

Based on the assurance procedures performed and the evidence obtained, we have not identified any instances or information that would contradict the following statements:

- The 2025 Sustainability Report of Bora complies with the requirements of Type 2 Moderate Assurance under the AA1000 Assurance Standard v3 (AA1000AS v3), as well as the relevant requirements of the GRI Standards and SASB Standards;
- The contents of the Report, including statements and claims, are derived from written supporting documents and internal records provided by Bora, and adequately reflect the achievements attained by the Company, as well as the challenges the Company faces;
- The performance data identified in the Report have been systematically and professionally collected, stored, and analyzed, and genuinely reflects the operation of Bora's sustainability management system.

TÜV Rheinland Taiwan shall not bear any liability or responsibility to a third party for perception and decision about Bora based on this Assurance Statement.

AA1000
Licensed Report
000-734/V3-89J1N

Ryan C. C. Hsiang
Vice General Manager, People & Business Assurance
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2026-07-01

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Greenhouse Gas Inventory Assurance Report

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溫室氣體聲明之會計師有限確信報告

保瑞藥業股份有限公司　公鑒：

本會計師接受保瑞藥業股份有限公司（以下簡稱保瑞藥業公司）之委任，對其民國 114 年 1 月 1 日至 12 月 31 日溫室氣體盤查報告書（以下簡稱「溫室氣體聲明」）之類別 1 直接溫室氣體排放及類別 2 輸入能源之間接溫室氣體排放之有限確信案件（以下簡稱「類別 1 及類別 2」）詳列於附件一。

保瑞藥業公司對溫室氣體聲明之責任

保瑞藥業公司之責任係依照國際標準組織 (International Organization for Standardization，ISO)發布之 ISO 14064-1:2018「溫室氣體－第一部分：規範組織層級溫室氣體排放量及移除量之量化與報導」(以下簡稱 ISO 14064-1:2018)編製溫室氣體聲明，且設計、付諸實行及維持其溫室氣體聲明編製相關之內部控制，以確保溫室氣體聲明未存有導因於舞弊或錯誤之重大不實表達。

如溫室氣體聲明註 6 所述，溫室氣體之量化受先天不確定性之影響，此主要係因用以決定排放係數之科學知識並不完整，以及報導之數值須彙總不同溫室氣體之排放。估計溫室氣體排放所依據之資料及使用的方法亦可能導致衡量不確定性，因不同的衡量技術可能產生重大不同的衡量結果，而使溫室氣體聲明之量化資訊受衡量不確定性的影響。

會計師之獨立性及品質管理

本會計師已遵循會計師職業道德規範及其他道德規範之規定，該規範之基本原則為正直、公正客觀、專業能力及盡專業上應有之注意、保密與專業行為。

本會計師所隸屬會計師事務所適用品質管理準則 1 號「會計師事務所之品質管理」，該品質管理準則規定會計師事務所設計、付諸執行及執行品質管理制度，包含遵循職業道德規範、專業準則及所適用法令規範有關之政策或程序。

會計師之責任

類別 1 及類別 2－有限確信

本會計師之責任係依照臺灣證券交易所與證券櫃檯買賣中心發布之「上市上櫃公司永續報告書確信機構管理要點」及確信準則第 3410 號「溫室氣體聲明之確信案件」規劃及執行有限確信案件，基於所執行之程序及所獲取之證據，對第一段所述保瑞藥業公司溫室氣體聲明是否存有重大不實表達取得有限確信，並作成有限確信之結論。

依確信準則第 3410 號之規定，本有限確信案件工作包括評估保瑞藥業公司採用 ISO 14064-1:2018 編製溫室氣體聲明之妥適性、評估溫室氣體聲明導因於舞弊或錯誤之重大不實表達風險、依情況對所評估風險作出必要之因應，以及評估溫室氣體聲明之整體表達。有關風險評估程序（包含對內部控制之瞭解）及因應所評估風險之程序，有限確信案件之範圍明顯小於合理確信案件。

本會計師對第一段所述保瑞藥業公司溫室氣體聲明所執行之程序係基於專業判斷，該等程序包括查詢、對流程之觀察、文件之檢查、分析性程序、量化方法與報導政策是否適當之評估，以及相關記錄之核對或調節。

基於本案件情況，本會計師於執行上述程序時：

1. 已透過查詢，取得對保瑞藥業公司與排放量化及報導攸關之控制環境及資訊系統之瞭解，但並未評估特定控制作業之設計、取得該等控制作業付諸實行之評估或測試其有效性。
2. 已評估保瑞藥業公司建立估計方法之適當性及一致性。然而，所執行程序並未包含測試估計所依據之資料或單獨建立於會計師之估計，以評估保瑞藥業公司所作之估計。
3. 已實地訪查 1 個據點，以評估排放源之完整性、資料蒐集方法、排放源資料及該等據點所適用之敘關假設。對於執行實地訪查據點之選擇，已考量該等據點之排放對總排放量之貢獻、排放源性質，以及前期所選擇之據點。所執行程序不包含測試該等據點用以蒐集及彙整設施資料之資訊系統或控制。

相較於合理確信案件，有限確信案件所執行程序之性質及時間不同，其範圍亦較小，故於有限確信案件所取得之確信程度亦明顯低於合理確信案件中所取得者。因此，本會計師不對保瑞藥業公司溫室氣體聲明在所有重大方面，是否依照 ISO 14064-1:2018 編製，表示合理確信之意見。

有限確信之結論

類別 1 及類別 2－有限確信

依據所執行之程序與所獲取之證據，本會計師並未發現第一段所述保瑞藥業公司民國 114 年 1 月 1 日至 12 月 31 日溫室氣體聲明在所有重大方面未依照 ISO 14064-1:2018 編製而須作修正之情事。

國富浩華聯合會計師事務所

會計師：林品暐

中華民國 115 年 7 月 17 日

Greenhouse Gas Inventory Assurance Report

附件一

保瑞藥業股份有限公司

溫室氣體聲明

民國 114 年 1 月 1 日至 12 月 31 日

保瑞藥業股份有限公司(以下簡稱本公司)民國 114 年 1 月 1 日至 12 月 31 日確信範疇之溫室氣體排放如下：

單位：公噸二氧化碳當量(公噸 CO_2e)

溫室氣體排放類別	排放量
類別 1 直接溫室氣體排放	16,336.9021
類別 2 輸入能源之間接溫室氣體排放(location-based approach)	24,727.0246
類別 1+類別 2 合計	41,063.926

註 1：本聲明之編製基礎

本公司民國 114 年 1 月 1 日至 12 月 31 日溫室氣體聲明(以下簡稱本聲明)，係本公司依據國際標準組織(International Organization for Standardization, ISO)發布之 ISO 14064-1:2018 進行溫室氣體盤查並編製。本公司將實質性(重大性)門檻設定為 5%，作為決定錯誤、遺漏及誤導是否可能實質影響決策之依據。

註 2：組織邊界、報導邊界與確信範疇

本公司採用營運控制法設定溫室氣體組織邊界，涵蓋本公司及合併子公司共 12 個據點，包含臺北總部、中壢一廠、中壢二廠、台南廠、竹南廠、保盛臺北、義豐內湖廠、義豐汐止廠、景德廠、加拿大廠、美國 Camden 廠及美國 USL 廠。於營運控制法下，本公司 100%認列本公司所擁有與控制之營運範圍內溫室之排放。

本聲明之報導邊界包含本公司之直接溫室氣體排放(類別 1)及輸入能源之間接溫室氣體排放(類別 2)。

本聲明包含之確信範疇為上述 12 個據點之類別 1 直接溫室氣體排放及類別 2 輸入能源之間接溫室氣體排放。

註 3：溫室氣體排放類別及排放源鑑別

列入本聲明之溫室氣體排放種類包含二氧化碳(CO_2)、甲烷(CH_4)、氧化亞氮(N_2O)、氫氟碳化物(HFCs)、全氟碳化物(PFCs)、六氟化硫(SF_6)及三氟化氮(NF_3)，皆以公噸二氧化碳當量(CO_2e)表達。

本公司之排放源如下：

類別 1：直接溫室氣體排放

係指由本公司所擁有或控制之排放源所產生的排放，包含固定燃燒源、移動燃燒源、製程排放源及逸散排放源。

類別 2：輸入能源之間接溫室氣體排放

係指來自於輸入電力所造成間接之溫室氣體排放，包含外購電力。

註 4：量化方法與報導政策

本公司主要使用「排放係數法」計算溫室氣體排放量。計算公式如下：

溫室氣體排放量＝活動數據×排放係數×全球暖化潛勢(GWP)

活動數據包含耗用燃料量、用電度數、冷媒填充量及員工工作人時等。

排放係數是指某種係數或比率，將活動數據轉換至與該活動有關的溫室氣體量化估計值。

全球暖化潛勢是指將個別溫室氣體排放量轉換成公噸二氧化碳當量(CO_2e)之數值。

註 5：使用之排放係數及相關參數說明

本聲明使用之排放係數主要係參考排放源所在地主管機關公布之排放係數資料，包含環境部氣候變遷署溫室氣體排放係數管理表、經濟部能源署公告之 114 年度電力排碳係數、美國國家環境保護局(EPA)公布之排放係數及電力排放係數(eGRID)與加拿大政府公布之排放係數等資訊；冷媒等逸散排放源係採質量平衡法計算。

本聲明使用之全球暖化潛勢係採用 IPCC 2021 年第 6 次評估報告(AR6)之各種溫室氣體全球暖化潛勢(GWP)。

註 6：相關不確定性說明

溫室氣體之量化受先天不確定性之影響，此主要係因對用以決定排放係數之科學知識並不完整，以及報導之數值須套施不同溫室氣體之排放所等致。例如，本聲明用以估計溫室氣體排放之全球暖化潛勢(GWP)，即受不完整科學知識的影響，而存在科學不確定性；此外，本聲明估計溫室氣體排放所依據之資料及使用的方法亦可能導致衡量不確定性。因不同的衡量技術可能產生重大不同的衡量結果，而使本聲明之量化質訊受衡量不確定性的影響。

聲明人　保瑞藥業股份有限公司

董事長　盧 保 照　(簽章)

中華民國 115 年 7 月 17 日

boragroup

2025

Sustainability Report