WALRUS PUMP

2024 Sustainability Report

Better Life Through Innovation



WALRUS PUMP Co., Ltd.

Responsible Unit and Contact Persons

GRI 2-3

Responsible Persons		
Affiliation	Sustainable Development Committee	
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Sustainability-related Professional Credentials	CFA Sustainable Investing Certificate (CFA-ESG) ESG Competency Certificate, China Association of Chief Financial Officers UK BSI ISO 14064-1 Greenhouse Gas Inventory Lead Auditor UK BSI ISO 14067 Carbon Footprint Lead Verifier	iPAS Net-Zero Carbon Planning Manager, Ministry of Economic Affairs, Taiwan UK BSI ISO 14067 Carbon Footprint Lead Verifier
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If you have any suggestions or comments regarding this report, please feel free to contact us.

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About This Report

Reporting Principles

We are pleased to present the 2024 Sustainability Report of Walrus Pump Co., Ltd. (hereinafter referred to as "Walrus Pump," "Walrus," or "we"). This report outlines our environmental, social, and governance (ESG) performance for the year 2024. It has been prepared in accordance with the 2021 GRI Standards issued by the Global Reporting Initiative (GRI), and also references the Task Force on Climate-related Financial Disclosures (TCFD) framework and the Sustainability Accounting Standards Board (SASB) Industrial Machinery & Goods indicators. It aligns with Taiwan's Corporate Governance 3.0—Sustainable Development Roadmap, issued by the Financial Supervisory Commission (FSC). The report is intended to provide stakeholders and the public with a transparent overview of our ESG commitments and actions in 2024.

External Assurance

GRI 2-5

This report has been verified by BSI Taiwan in accordance with the AA1000 Assurance Standard v3, with a Type 1, moderate level of assurance. It meets the requirements of the GRI 2021 Standards. The verification process included a materiality assessment, assurance activities, and the issuance of an assurance statement. For details, please refer to the assurance statement in the appendix.

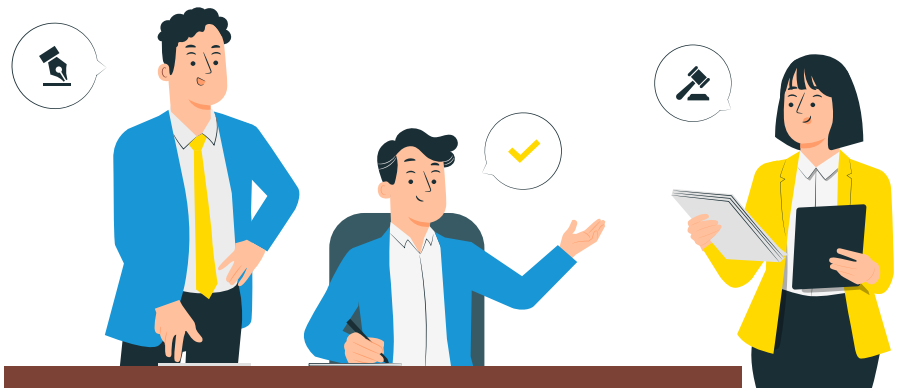
Reporting Period and Scope

GRI 2-2 / 2-3

This is Walrus Pump's third sustainability report, and we are committed to publishing such reports annually. This edition covers the period from January 1 to December 31, 2024, with certain data spanning the past three years to allow for comparative analysis. The scope of information disclosure includes the ESG-related management performance and operational activities within Taiwan (Headquarters[1], Nanjing Sanmin Office, Sanchong Branch, Taichung Branch, and Kaohsiung Office[2]), and will gradually incorporate our new factory (Huanqiu Plant in Lujhu District, Kaohsiung) and overseas subsidiary (Suzhou Walrus Pump Co., Ltd.). Furthermore, we aim to align the boundaries of our sustainability disclosures with those of our financial statements to meet evolving international ESG disclosure standards.

Current issuance year **2025** — Next issuance year **2026**

Notes:
1: The headquarters includes the Sanzhi Plant in New Taipei City.
2: The Kaohsiung Office includes the Zhengyi Plant in Lujhu District, Kaohsiung City.



Leadership Message

GRI 2-22

Walrus Pump was founded in 1967 by Hsiu-Hsiung Huang, driven by a personal mission to provide clean water after losing a family member to cholera caused by contaminated water.

We recognize the vital role that water pumps play in water supply systems, delivering clean water essential to daily life, industry, and recreation. From our founder's self-taught pump design to our current comprehensive service value chain encompassing production, sales, and client service, Walrus Pump has grown to become the leading water pump brand in Taiwan. Over the past five decades, we have expanded from serving domestic households to providing solutions across nine major industrial sectors globally.

As Walrus Pump transitions to second-generation leadership, we have set new milestones and goals. In 2022, we formally embarked on our environmental, social, and governance (ESG) journey. Over the past few years, we have reshaped our brand and corporate culture, transitioning from a family-owned business to a professionally managed company by introducing a robust corporate governance system as a foundation for entering the capital market. In 2023, we became the first professional water pump company in Taiwan to go public (Stock Code: 6982) and were listed on the Over-the-Counter (OTC) Market at the end of 2024. This milestone reflects our embrace of transparent governance and sets the stage for steady, sustainable growth.





Chairman
Huang, Ching-Feng (Raymond)

Raymond Huang



President
Huang, Ching-Yun (Amy)

Amy Huang

Remaining deeply committed to our founder's mission of providing high-quality water supply systems, we continue to enhance product competitiveness through ongoing product innovation, process improvement, and the integration of new materials and methods. In 2024, we launched our first product carbon footprint inventory project, marking a key step toward establishing an internal mechanism for green product design and evaluation. Driven by a spirit of continuous learning and market responsiveness, we continue to develop a wide range of pumps that are energy-efficient, environmentally friendly, antibacterial, and silent, suitable for use across various industries. We have also completed the design of our new Huanqiu Plant in Lujhu District, Kaohsiung, which will expand our production capacity once completed.

The year 2022 marked the beginning of Walrus Pump's formal ESG journey, highlighted by the publication of our first sustainability report and completion of our inaugural organizational greenhouse gas inventory. These efforts were recognized with a Gold Award for Sustainability Reporting at the 2023 Taiwan Corporate Sustainability Awards (TCSA), followed by a Platinum Award in 2024. Looking ahead, we aim to embed sustainability as one of the defining values of this trusted, time-honored Taiwanese brand, guiding our evolution into the next century. We are also committed to building a collaborative industry ecosystem. On March 22, 2024, we held our first supplier conference to promote the development of a resilient, sustainable supply chain.

Our brand icon—the Walrus Pump—embodies our spirit to "challenge the limit, never give up, and dominate water." We believe Walrus Pump can become the preferred choice wherever water flows, contributing to a better quality of life, more sustainable cities, and a healthier environment. We warmly invite all stakeholders to explore this report. Your feedback will be a valuable force in driving our continuous improvement. Together, let us open a new chapter in sustainable living.

About Walrus Pump

Operation Overview

GRI 2-1 / 2-18 / 2-28 / 201-1

Walrus Pump Co., Ltd. was founded in 1967 in Taipei City. Over the past five decades, we have established ourselves as a leading water pump brand in Taiwan, renowned for our expertise in design, development, manufacturing, sales, and service. Our pumps serve both domestic and international markets, catering to residential, industrial, and commercial users. In 1989, we relocated our headquarters to its current location in Sanzhi, New Taipei City. A significant milestone was achieved in 2023 with our initial public offering (IPO) on the Emerging Stock Board (ESB) under Stock Code 6982, followed by listing on the Over-the-Counter (OTC) Market in December 2024.



Direct Economic Value Generated and Distributed by the Organization		Unit: NT$ thousand
Item		2024
A. Direct Economic Value	Operating Income	1,532,966
B. Economic Value Distributed	Operating Costs	959,951
	Salaries and Benefits	309,573
	Taxes	10,935
	Payments to Investors	64,753
	Community Investment	124
	Total	1,345,336
C. Retained Economic Value (= A - B)		187,630

Note: Financial disclosure boundaries are consistent with the Company's financial statements.

	Participation in Industry Associations	Role
National	Taiwan Association of Machinery Industry	✓ ✓
	Taiwan Machine Tool & Accessory Builder's Association (TMBA)	✓
	Taiwan Electrical and Electronic Manufacturers' Association	✓
	Taiwan Fluid Power Association	✓
	Taiwan Excellent Brand Association	✓
	TMBA elimi (women managers' affiliate of TMBA)	✓
	Taiwan Institute of Directors	✓
	Chinese Human Resource Management Association (CHRMA)	✓
	Taiwan Thermal Management Association	✓
Regional	Importers and Exporters Association of Taipei	✓
	Taipei Hardware Dealers Association	✓
	Taipei Plumbing & Electrical Sanitary. Equipment Association	✓
	New Taipei City Hardware Commerce Association	✓
	New Taipei City Industrial Association	✓
	Kaohsiung Industrial Association	✓

Note: ✓ = member; ✓ = sponsoring member; ✓ = member representative; ✓ = president

Value Creation for Brand and Product Service

GRI 2-6

At Walrus Pump, we recognize the indispensable role water plays in every aspect of life—daily living, work, and recreation. Understanding that water pumps are critical components of water supply systems, we are committed to continuously redefining and enhancing their value. Our mission is to be the preferred choice wherever water flows, contributing to a better quality of life and fostering sustainable development in cities and the environment.

To provide clients and end users with comprehensive, professional water pump planning and installation services, Walrus Pump has developed a complete service value chain. This spans the initial stage of research, development, and design, through manufacturing and production, to sales and client service—the latter delivered in partnership with water and electricity distributors. These three stages are seamlessly connected to form our client-centered smile curve.

VISION



Walrus Pump defines value in pumps, ensuring that our products are the best choice wherever water is needed. We aim to improve people's lives and enable sustainable development for cities and the environment.

MISSION



Walrus Pump cultivates a thriving pump specialist community and fosters growth alongside our clients. We drive continuous improvement in response to evolving technological advancements, just as water adapts and explores countless possibilities.

Patents and R&D

100+ Patents in microcomputers, motors, pumps, casings, and more

100+

international certificates, including CE, RoHS 2.0, CSA-C/US, 3C, ISO 9001, WRAS, and China Certificate of Origin

7+

internationally certified pump and motor laboratories, ensuring high-quality products from R&D to testing.

2+

50+

people in R&D teams

Brand & Service

6+

Awards, including Taiwan Excellence, National Brand Yushan Award, World Branding Awards (UK), Design Prize Asia 2023, Korea K-Design Award, and Japan Good Design

9+

Industries served, from power systems to scenario-based pump customizations

24hr

AI-powered online customer service

58+

years of industry experience.

Manufacturing and Technology

TQM & Smart Logistics

Sustainability Highlights in 2024

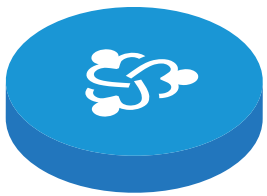
E for Environmental Friendliness

- **8.51 GJ** of energy used per NT$1 million in revenue
- **Our new plant's solar power installations** are expected to generate over 1,000 kWh of clean energy annually
- **Introduced scenario analysis** to assess climate-related risks and opportunities
- Emissions per NT$1 million in revenue: **1.00 tCO_2e**
- Successfully completed **3+** process optimization projects



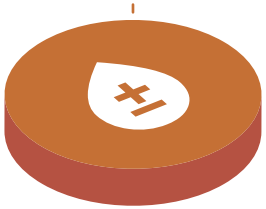
S for Social Inclusion

- Hold **122 patents** worldwide
- Achieved a customer satisfaction score of **90.28**
- Received the 1111 Happy Enterprise Award for **3 consecutive years**
- Provided an average of **11.9 training hours** per employee
- Achieved a **100%** parental leave application rate
- Maintained a safety record with **0** major occupational accidents



G for Governance and Economy

- Listed on the **Over-the-Counter (OTC) Market** (Stock No. **6982**)
- Received the **TCSA Platinum Award for Sustainability Reporting** (Traditional Manufacturing/Category II)
- Introduced **financial materiality** assessment
- Combined group revenue exceeded **NT$ 1.6 billion**
- Hosted a **Supplier Conference** in 2024



Recent Awards and Certifications

Professional Certifications

ISO 9001 Certificate



CE Certificate



CSA-C/US Certificate



TAF Certificate



TÜV NORD Certificate



RoHS Certificate



Awards

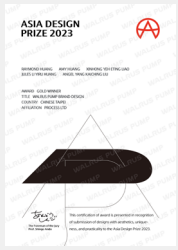
Korea K-Design Award



National Brand Yushan Award - Best Products and Best Popular Brand



2023 Asia Design Prize - Gold Winner



2022-2023 World Branding Awards (WBA)



59th Excellence Management Quality Two-Star Award



2024 Taiwan Excellence Award



Potential Taiwan Mittlestand Award

1st New Taipei City Enterprise Classic Award (Multi-Service Enterprise)

1111 Happy Enterprise Awards (2024)

National Brand Yushan Award - Outstanding Enterprise Category

2024 TCSA Platinum Award for Sustainability Reporting (Traditional Manufacturing/ Category II)

2024 REBRAND 100®

Corporate Honors

Potential Taiwan Mittlestand Award



1st New Taipei City Enterprise Classic Award (Multi-Service Enterprise)



1111 Happy Enterprise Awards (2024)



National Brand Yushan Award - Outstanding Enterprise Category



2024 TCSA Platinum Award for Sustainability Reporting (Traditional Manufacturing/ Category II)



2024 REBRAND 100®





Exploring Resources, Sustainable Mission

Walrus Pump, a globally recognized water pump brand from Taiwan, is dedicated to excellence in pump design, development, manufacturing, and sales. Professional and friendly, our service teams embody our core value of "Better Life Through Innovation," working tirelessly to enhance people's water experiences across work, daily life, and leisure activities.

Material Topics ▶ **Corporate Governance**

Introduced
financial materiality assessment

Achieved **0** major deficiencies in internal audits.

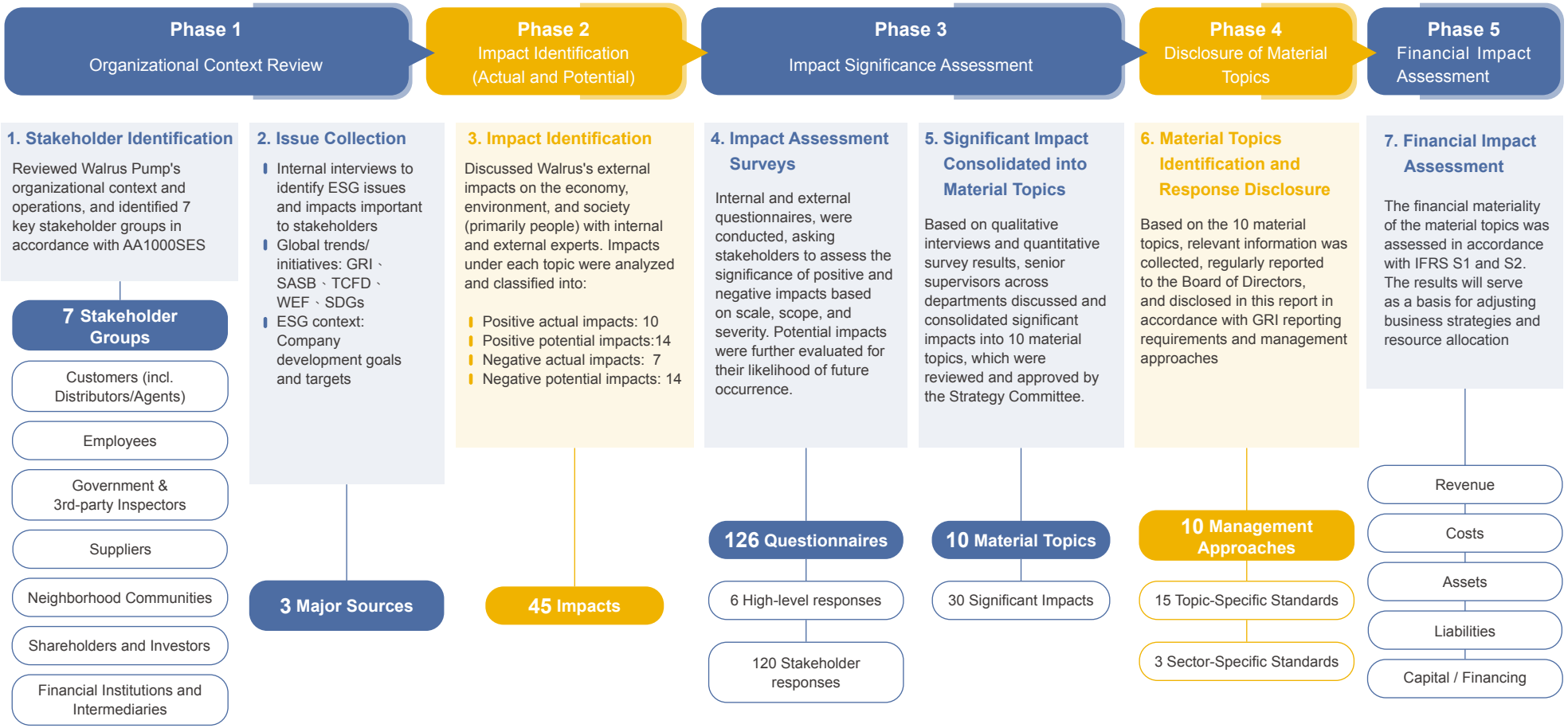
Completed
OTC Market Listing
(Stock Code 6982).

1.1 Sustainability Structure

Materiality Analysis

GRI 3-1

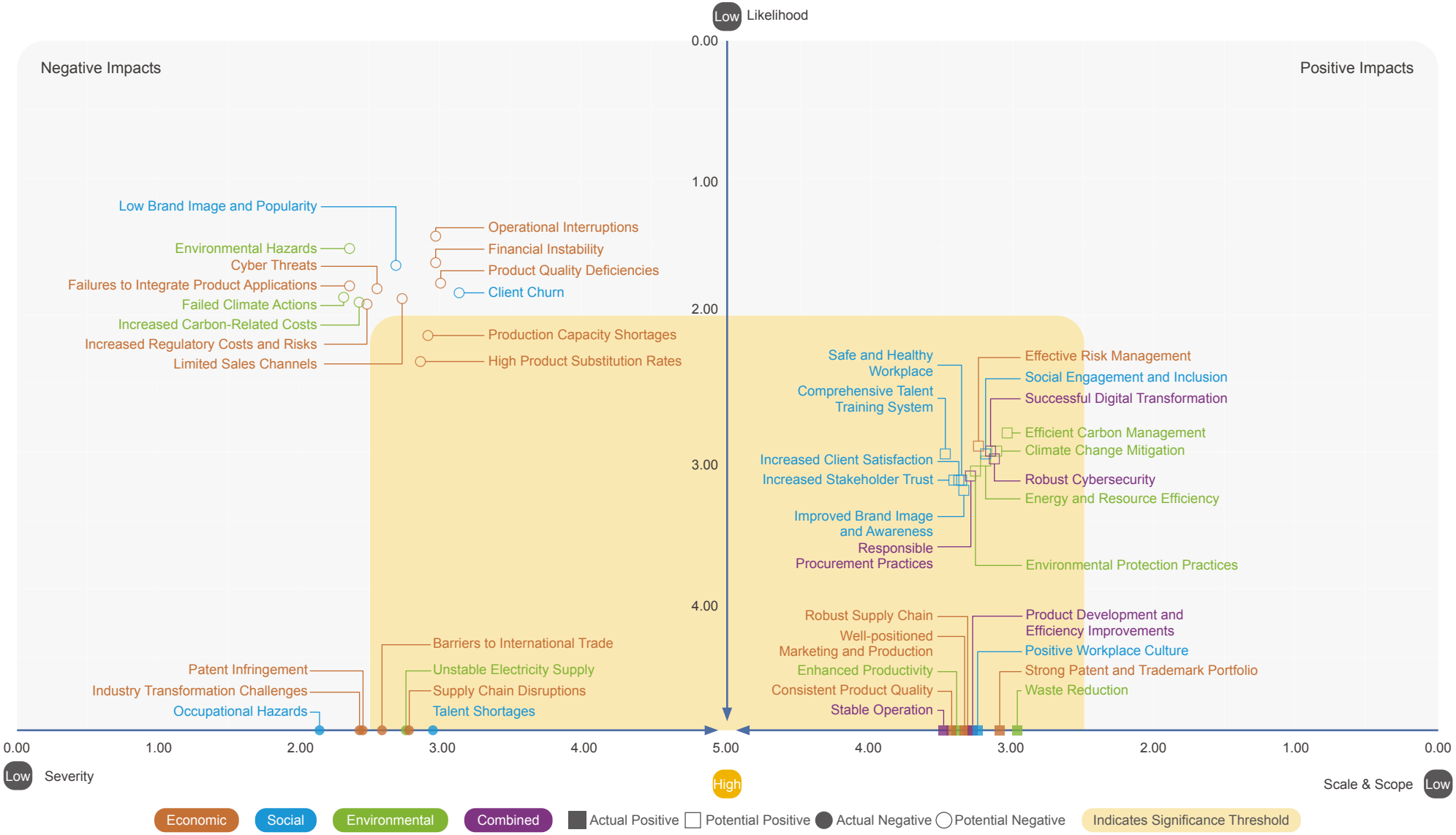
Walrus Pump engages stakeholders through a process aligned with the GRI Standards and the AA1000 Stakeholder Engagement Standard (SES), following the principles of dependency, responsibility, tension, influence, and diversity of perspectives. We proactively assess the impact of our business activities on external economic, environmental, and social factors. This assessment incorporates global sustainability trends and aligns with our corporate development objectives. By actively seeking stakeholder feedback through various channels and regularly evaluating our performance against their expectations, we ensure their needs are addressed. To ensure material topics are managed over a time horizon that is both appropriate and sufficient, Walrus Pump continues to implement the 2-3 year projects identified and planned in 2022. Building on this foundation, we are conducting a quantitative internal financial impact analysis in 2025 to reassess the prioritization and urgency of material sustainability issues—laying the groundwork for future disclosures in line with IFRS S1 and S2.



Note: "Potential impacts" are those that have not occurred over the past 3–5 years.

Identification of Significant Impacts and Material Topics

Using the results of our significant impact assessment survey, we mapped the distribution of positive and negative impacts on a two-dimensional chart. The horizontal axis represents the severity, scale, and scope of an impact, while the vertical axis denotes the likelihood of its occurrence. We applied the following thresholds to determine significance: "Severity ≥ 2.5 、 Scale and scope ≥ 2.5 、 Likelihood ≥ 2.0" A total of 30 impacts exceeded this threshold and were consolidated into 10 material topics based on their similarity. These were formally confirmed by the Strategy Committee. Based on this identification process, Walrus Pump has established 10 corresponding management approaches and planned mid-term sustainability projects spanning 2–3 years. Progress on these projects is regularly reported to the Board of Directors for oversight and guidance. The results, along with responses to stakeholder concerns, are disclosed in our annual report.



Material Topics' Financial Implications

GRI 3-2

Following the identification of key material topics in accordance with the GRI Standards, the Sustainability Promotion Team conducted a dual materiality workshop in 2025, introducing financial materiality as a key lens for evaluating each topic's impacts. During this process, the team reassessed the significance of each material topic and integrated the results into future annual planning and decision-making, ensuring optimal resource allocation.

ESG	Material Topics	Sustainability Significance	GRI Standards & Disclosure References	Significant Impacts (+ + - -)	Financial Impact Indicators	Value Chain Impacts			Impact Duration	Impact Level
						Upstream	Company Operation	Down stream		
Governance and Economic	Corporate Governance	Strong corporate governance is essential for sustainable operations. Walrus Pump's robust governance structure prioritizes financial performance, effective risk management, and innovative digital applications. These elements form the foundation for our long-term success and contribute to overall sustainability.	205 Anti-corruption 201-1 Direct economic value generated and distributed ▶ 1.2 Corporate Governance	+ Stable Operations	Capital / Financing		V		Mid-term	●●●●●
				+ Effective Risk Management	Assets	V	V	V	Short-term	●●○○○
				+ Robust Cybersecurity	Assets		V		Short-term	●●○○○
				+ Successful Digital Transformation	Costs		V		Short-term	●●○○○
	Global Strategic Plan	Walrus Pump is committed to global expansion. We are achieving remarkable sales growth in multiple countries and strategically expanding our production bases and marketing efforts. By leveraging our patents and trademarks, we aim to solidify the Walrus Pump brand worldwide.	Industry-Specific Issues ▶ 5.1 Global Strategic Plan	+ Well-Positioned Marketing and Production Network	Revenue		V	V	Mid-term	●●●●●
				+ Strategic Patent and Trademark Management	Assets		V		Short-term	●●●●●
				- International Trade Barriers	Revenue		V	V	Mid-term	●●●○○
	Supply Chain Management	Walrus Pump collaborates closely with suppliers to build a sustainable supply chain based on accountability. We've established sustainable screening criteria for suppliers to integrate ESG considerations into the procurement process. This approach strengthens the overall resilience of our supply chain, enabling us to promptly manage production risks and ensure a sustainable lifecycle across the industry chain.	204 Procurement Practices 308 Supplier Environmental Assessment 414 Supplier Social Assessment ▶ 3.2 Supply Chain Management	+ Stable Supply Chain Operations	Costs	V	V		Short-term	●●●○○
				+ Implementation of Responsible Procurement Practices	Costs	V	V		Short-term	●●●○○
				- Supply Chain Disruptions	Revenue	V	V		Short-term	●●○○○
Environmental	Product Innovation and R&D	Walrus Pump's legacy of strong innovation and research and development (R&D) capabilities is one of our core strengths. Guided by the principles of "stability, quietness, and energy conservation," we are committed to meeting evolving client needs, expanding product applications, and strengthening our technological leadership.	302-5 Reductions in energy requirements of products and services. ▶ 2.1 Product Innovation and R&D	+ Stable Product Quality	Revenue		V	V	Short-term	●●○○○
				+ Product R&D and Improved Efficiency	Capital / Financing	V	V	V	Short-term	●●●○○
				+ Expanded High-Value-Added Use of Products	Capital / Financing		V	V	Short-term	●●●○○
				- High Product Substitutability	Capital / Financing		V	V	Mid-term	●●●●○
	Climate Change Adaptation	Walrus Pump actively addresses climate-related risks and seeks out business opportunities through climate change mitigation and emissions reduction technologies. We are building a carbon management system starting with an organizational GHG inventory. This proactive approach positions us to respond effectively to potential future green costs, such as carbon taxes and fees.	305 Emissions 201-2 Financial implications and other risks and opportunities due to climate change ▶ 4.1 Climate Change Adaptation	+ Effective Carbon Management	Costs	V	V		Mid-term	●○○○○
				+ Climate Change Mitigation	Revenue		V	V	Short-term	●○○○○

ESG	Material Topics	Sustainability Significance	GRI Standards & Disclosure References	Significant Impacts	Financial Impact Indicators	Value Chain Impacts			Impact Duration	Impact Level
						Upstream	Company Operation	Down stream		
Environmental	Resource Management	Walrus Pump is committed to continuously improving operational efficiency through resource reuse, process optimization, and the planning of future production facilities. These efforts aim to create a manufacturing environment that maximizes resource utilization. By reducing energy and resource consumption, we minimize our environmental impact, lower operating costs, and enhance production competitiveness.	302 Energy 306: Waste 2020 ▶ 3.1 Resource Management	(+) Enhanced Productivity	Costs	V	V		Short-term	●●○○○
				(+) Energy and Resource Efficiency	Costs	V	V		Short-term	●○○○○
				(+) Environmental Protection	Costs		V		Short-term	●○○○○
				(+) Waste Reduction	Revenue	V	V		Short-term	●●○○○
				(-) Unstable Electricity Supply	Costs		V		Short-term	●○○○○
				(-) Insufficient Production Capacity	Costs		V		Short-term	●○○○○
	Green Product Design	Walrus Pump integrates environmental sustainability principles throughout a product's entire life cycle, from design to disposal. We reduce negative environmental impact and even increase environmental contribution by promoting packaging circularity and maximizing product efficiency.	301 Materials ▶ 4.2 Green Product Design	(+) Expanded High-Value-Added Use of Products	Revenue		V	V	Mid-term	●○○○○
				(+) Product R&D and Improved Efficiency	Revenue	V	V	V	Short-term	●●○○○
				(+) Energy and Resources Efficiency	Costs	V	V		Long-term Challenges	●○○○○
Social & Human Rights	Talent Attraction and Happy Enterprises	Walrus Pump recognizes that a sustainable talent pipeline is one of our most valuable assets. We are committed to attracting top talent in pump R&D and related fields. By fostering a strong corporate culture rooted in career development, competitive compensation and benefits, and open communication, we aim to bring our employees together and cultivate a thriving workplace.	401 Employment 402 Labor/ Management Relations 404 Training and Education 405 Diversity and Equal Opportunity 406 Non-discrimination ▶ 6.1 Talent Attraction and Happy Enterprises	(+) Fostering a Positive Work Environment	Assets		V		Short-term	●●●○○
				(+) Comprehensive Talent Development Programs	Assets		V		Mid-term	●●●○○
				(-) Talent Shortages	Costs		V		Mid-term	●○○○○
	Brand Value & Influence	Building on our own operational development, Walrus Pump advances its brand vision of innovation and sustainability outward—strengthening stakeholder trust and continuing to generate positive social impact in pursuit of a better life for the broader public.	Industry-Specific Issues ▶ 5.2 Brand Value and Influence	(+) Social Engagement and Inclusion	Assets		V	V	Short-term	●○○○○
				(+) Enhanced Stakeholder Trust	Revenue		V	V	Short-term	●●●●○
				(+) Improved Brand Image and Awareness	Revenue		V	V	Short-term	●●●●●
				(+) Increased Client Satisfaction	Revenue		V	V	Short-term	●●●●●
	Occupational Health & Safety	Walrus Pump protects the well-being of all employees by ensuring workplace safety through a comprehensive occupational health and safety (OHS) management system. This system builds employee confidence, safeguards occupational health, and reduces the risk of workplace accidents.	403 Occupational Health and Safety 2018 ▶ 6.2 Occupational Health and Safety	(+) Creation of a Safe and Healthy Workplace	Costs		V		Short-term	●○○○○

Notes:
1: Definition of Impact Indicators: (+) = actual positive impact; (+) =potential positive impact; (-) =actual negative impact; (-) = potential negative impact
2: Time Horizon Definitions: Short-term: by 2027Mid-term: by 2030 Long-term: by 2035
3: Financial Impact Level: 1: ●○○○○ NT$ 0-20 million; 2: ●●○○○ NT$ 20-40 million; 3: ●●●○○ NT$ 40-60 million; 4: ●●●●○ NT$ 60-80 million; 5: ●●●●● NT$ 80 million

Stakeholder Engagement

GRI 2-16 / 2-29

Walrus Pump has always been guided by the mission of 'Better Life Through Innovation.' We listen closely to stakeholders and leverage our core capabilities to create a sustainable and fulfilling life with water for all. Aligned with the AA1000 Stakeholder Engagement Standard (SES), we have identified and actively engaged with seven key stakeholder groups across our value chain. Through diverse communication channels, we seek to understand stakeholder needs and expectations. This feedback directly informs our operational strategies and guides regular evaluations and adjustments to ensure we continue to address stakeholder concerns effectively.

	Significance to the Company	Top 3 Material Topics of Concern	Communication Channels and Frequency	Actions Taken in 2024
Customers (incl. Distributors/ Agents)	Walrus Pump is committed to developing innovative products that address client challenges and provide sustainable water solutions.	Occupational Health & Safety Global Strategic Plan Climate Change Adaptation	Daily: Website inquiry messages, AI-powered client service Weekly: Social media (LINE, Facebook) Monthly: User satisfaction surveys Yearly: Distributor meetings (1-4 sessions); a distributor conference; domestic/international conferences, exhibitions, technical forums (2–3 sessions) As needed/required: Distributor visits and phone calls; coordination with clients on product, environmental, and corporate responsibility audits and requirements; joint efforts in prevention and continuous improvement Contact: Sales and Service Units, or Marketing Department via regional service hotlines (North, Central, South)	1 annual distributor conference 5 domestic/international exhibitions and technical forums 4 factory visits by overseas customers
Employees	At Walrus Pump, we see every employee as a valued partner and member of the family. We are committed to fostering a safe, supportive, and engaging work environment where employees can thrive and grow with the organization. Together, we strive to build a fulfilling workplace culture that supports individual well-being and contributes to a joyful, shared future for all.	Supply Chain Management Occupational Health & Safety Resource Management	Formal policies: Occupational hazard compensation and insurance detailed in Work Rules available internally Monthly: Senior supervisor meetings Quarterly: Occupational Safety and Health Committee meetings; labor-management meetings (in Taipei and Kaohsiung) Yearly: Performance appraisals As needed/required: Internal newsletters, employee surveys, supervisor-employee meetings, Employee Welfare Committee meetings, internal training Contact: HR Division, Administrative Department (Hotline: +886-2-2636-1123); Employee Welfare Committee	12 Occupational Safety and Health Committee meetings Labor-management meetings, 4 in Taipei and 4 in Kaohsiung 8 Employee Welfare Committee Meetings 79 internal training sessions
Suppliers	Suppliers are key partners in Walrus Pump's ESG journey. Drawing on our shared experiences and past collaboration, we work together to build a resilient and sustainable green supply chain.	Occupational Health & Safety Global Strategic Plan Resource Management	Yearly: Desktop evaluations on all suppliers Monthly: On-site assessments (minimum 1 supplier / month) As needed/required: Supplier counseling Contact: Procurement Department	246 suppliers underwent desktop evaluations, and 12 suppliers received on-site assessments. 101 Counseling Sessions for 48 Suppliers 148 supplier declarations on non-use of conflict minerals and hazardous substances

	Significance to the Company	Top 3 Material Topics of Concern	Communication Channels and Frequency	Actions Taken in 2024
Shareholders and Investors	With the strong backing of our shareholders and investors, Walrus Pump has gained a broader platform in the capital market to showcase our commitment to sustainability and innovation on the global stage.	• Climate Change Adaptation • Product Innovation and R&D • Brand Value and Influence	• Yearly: Annual and extraordinary general meetings • As needed/required: Participating in domestic investment forums and seminars, organizing small-scale institutional investor conferences, and receiving visits from institutional investors • Real-time communication through dedicated contacts in the Investor Relations (IR) and Stock Affairs departments • Contact: Finance Department (Investor Relations); our stock agency	• 1 AGM • 1 extraordinary general meeting • 2 investor conferences • 1 earnings presentation • 2 visits from institutional investors • 1 domestic investment forum
Government and Third-Party Inspectors	Walrus Pump maintains strong collaborative relationships with government agencies and external institutions, consistently complies with regulations, and actively safeguards the rights and interests of all stakeholders.	• Climate Change Adaptation • Product Innovation and R&D • Brand Value and Influence	• As needed/required: Official correspondence, on-site visits by external agencies, and participation in seminars and training programs organized by competent authorities. • Contact: Finance Department, R&D teams, Administrative Department	• 1 visit from the Industrial Development Administration • 1 visit from the New Taipei City Industrial Development & Investment Promotion Committee
Financial Institutions and Intermediaries	Banks and broker-dealers have played a vital role in our journey to the capital market, providing full support during key milestones such as facility construction and the listing process—enabling Walrus Pump to advance steadily toward long-term sustainable growth.	• Talent Attraction and Happy Enterprises • Supply Chain Management • Global Strategic Plan • Corporate Governance • Climate Change Adaptation	• Monthly: Internal operating performance reports revenue announcements, and broker-dealer consultations • Quarterly: CPA audits • As needed/required: Participation in domestic and international investment seminars and forums; exchange of official correspondence with financial intermediaries • Contact: Investor Relations (IR)	• 12 counseling sessions with broker-dealers. • 3 CPA reviews
Neighborhood Community	We foster mutual care and connection with our neighboring communities, working together to create a safe, healthy, and inclusive environment that benefits both our employees and local residents.	• Occupational Health and Safety • Climate Change Adaptation • Global Strategic Plan • Corporate Governance	• As needed/required: Industrial Park Service Center; Local Joint Prevention Organization • Contact: Communication email via company website—service@walrus.com.tw	• 4 meetings with the Dapiantou Industrial Park Management Committee • Zero air pollution and waste discharge violations • No community-impacting incidents

1.2 Corporate Governance

GRI 3-3

Policies

Internal Policy and Responses

Internal Policy

- Corporate Governance Best Practice Principles
- Code of Ethics
- Code of Conduct for Integrity Management
- Procedures for Ethical Management and Guidelines for Conduct
- Sustainable Development Best Practice Principles
- Director Election Rules
- Procedures for Internal and External Whistleblowers
- Risk Management Policies and Procedures

Responses

- Established the Sustainable Development Committee under the Board of Directors
- Established multiple feedback and complaint channels, ensuring whistleblower protection and anonymity
- Integrated ESG strategy indicators into the evaluation criteria for management bonuses

External Compliance

- FSC's Sustainable Development Action Plans for TWSE/TPEx-Listed Companies (2023)
- Corporate Governance Evaluation System by the TWSE Corporate Governance Center
- International standards and initiatives, such as GRI Standards, Sustainability Accounting Standards Board (SASB), Task Force on Climate-related Financial Disclosures (TCFD)

Commitments

Walrus Pump is committed to continuous improvement in corporate governance. We uphold the highest standards of relevant norms and practices to strengthen management functions and protect the rights and interests of our shareholders, investors, and stakeholders. This aligns with our goal of achieving sustainable operations and our business philosophy of "Better Life Through Innovation." We prioritize ethical governance across all operations, fostering a culture of high-quality conduct and legal compliance. This approach supports the long-term interests of all stakeholders—including shareholders, employees, clients, suppliers, the environment, and society.

Responsible Departments

- Sustainable Development Committee
- Board of Directors
- Auditing Office
- Corporate Governance teams
- Legal Affairs teams
- other functional departments

Resources

Staff input: Approximately 3 people. Financial investment: Approximately NT$2 million.

- External training: Participated in sessions on relevant regulations hosted by organizations such as the Taiwan Investor Relations Institute, the Taiwan Corporate Governance Association, and the Securities and Futures Institute
- Events organized: 2 investor conferences and 1 earnings presentation
- Patents: Total reached 122, distributed across Asia, Europe, and America

Annual Performance Evaluation

Management Evaluation Mechanism

	Annual Evaluation Results (✓ Goals Achieved)
Financial Performance Evaluation	✓ The Group's consolidated annual revenue exceeded NT$1.6 billion, maintaining steady profitability.
Investor Relations (IR)	✓ The Company successfully listed on the OTC Market on December 18, 2024.
Internal Audit Plan	✓ Internal audits were conducted monthly as planned, with no major deficiencies found.
Effectiveness of the Board of Directors, Individual Directors, and Functional Committees	✓ The average performance evaluation scores for the Board of Directors, individual directors, and functional committees in 2024 all exceeded those of 2023, ranging between 4 ("Good") and 5 ("Very Good").
Annual Review of Legal Compliance & Patent Validity	✓ No major violations occurred during the year.

Goals & Targets

Short-Term — Within 1 Year

- Establish a Nomination Committee to strengthen the functions of the Board and enhance governance mechanisms
- Achieve a top 5% ranking among OTC-listed companies in the 2025 Corporate Governance Evaluation
- Achieve zero major deficiencies in internal audits
- Achieve zero legal violations
- Introduce ISO/IEC 27001:2022 Information Security Management System and obtain certification

Medium-Term — 2-3 Years

- Continue improving governance aligned with government policies, transitioning from corporate governance evaluation to ESG evaluation
- Conduct annual insider trading prevention campaigns and ensure zero violations of insider trading regulations

Long-Term — 4-5 Years

- Continue to strengthen the corporate governance culture in line with government policies
- Continue implementing internal management and supervision mechanisms, and track the performance and progress of relevant strategies
- Establish an information security monitoring center

Stakeholder Communication

- Monthly: Internal operating performance reports and revenue announcements
- Quarterly: CPA audits
- Yearly: AGM
- As needed/required: Participation in domestic and international investment seminars and forums; exchange of official correspondence with financial intermediaries; and attendance at closed-door investor briefings upon invitation from broker-dealers.

Board Structure and Performance

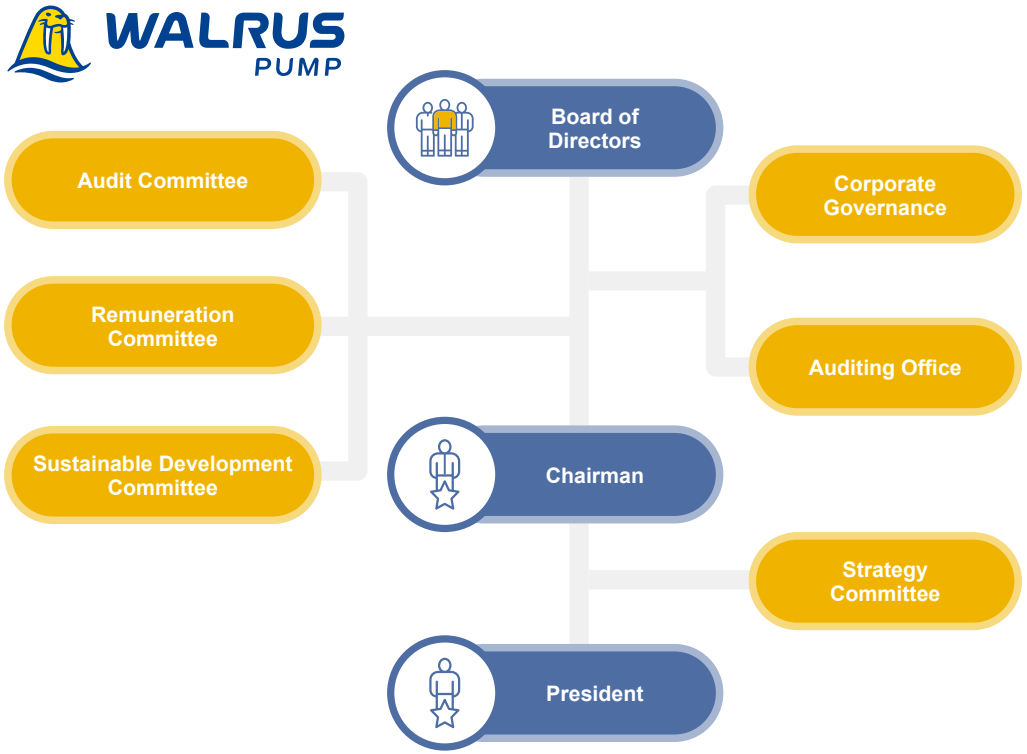
GRI 2-9 / 2-10 / 2-11 / 2-15 / 2-17 / 2-18 / 405-1

The Board of Directors is the highest governing body of Walrus Pump. In addition to reviewing important internal regulations, business plans, budgets, and important operations in accordance with relevant laws and regulations and the authority granted by the shareholders' meeting, the Board is also responsible for overseeing the Company's overall operations, formulating business strategies, executing sustainable development, and identifying operational, financial, and tax-related risks. In 2024, the Board consisted of nine members: four Executive Directors, four Independent Directors, and a Chairman. Aligned with the "Corporate Governance Best Practice Principles for TWSE/TPEx Listed Companies," Walrus Pump has established Director Election Rules that define the qualifications, nomination procedures, by-election mechanisms, and voting methods for directors and supervisors. Elections follow a candidate nomination system and a cumulative voting method, whereby candidates receiving votes that represent greater cumulative electoral rights are elected in order until all seats specified in the Articles of Association are filled. To promote diversity of perspectives and capabilities in corporate governance and audit functions, the Board of Directors has adopted a diversity policy based on fundamental qualifications and values—including, but not limited to, gender, age, nationality, and cultural background. Director selection also considers the Company's operational context, business model, and development needs, alongside the diverse expertise, skills, and experience required of board members. The evaluation process further ensures compliance with independence standards applicable to independent directors, thereby enhancing overall board effectiveness. The election process is fully compliant with regulatory requirements, and details regarding nomination periods, review criteria, and procedures are disclosed. As of 2024, the Board had an average age of 57 and an average tenure of approximately 4.5 years serving as directors of the Company. Female representation is 22.22%. The Board meets at least quarterly in accordance with the Company's Rules Governing Board Meetings. In 2024, seven meetings were held with an overall director attendance rate of 94%. To enhance governance capabilities, each board member completed an average of nine hours of professional training in 2024. Training topics included:

- Securities Laws and Regulations
- Ten Essential Courses on Corporate Governance
- Analysis of Corporate Financial Information and Decision-Making
- ESG Assessment and Practical Application in Capital Markets.

These sessions strengthened the Board's expertise in corporate governance and sustainable management.

To prevent conflicts of interest, Walrus Pump adopted the Code of Conduct for Integrity Management at the board meeting on December 19, 2023. In accordance with the Code of Conduct, directors with a potential conflict of interest must disclose the matter in advance, as required by the terms of their appointment. They are also required to recuse themselves by leaving the board meeting and abstaining from both discussion and voting on the relevant agenda items. For example, Ching-Yun Huang, a Walrus Pump board member and head of You-Chang Investment Co., Ltd. (which holds a 23.99% ownership stake in Walrus Pump and maintains a site lease with the company), recused from all discussions and decisions related to investments in the operations of the Zhengyi Plant in Kaohsiung. For further information on Board operations and director shareholdings, please refer to the Walrus Pump 2025 Annual General Meeting Report.



Board of Directors—Composition Overview

Role	Name	Gender	Cumulative Years of Directorship	Age	Industry Experience							Professional Skills	
					Operational Decision-Making	Leadership and Strategic Decision-Making	Business Management	Crisis Management	Industry knowledge	Business and Marketing	ESG	Financial & Accounting	Law
Director (Ching-Chi Investment Co., Ltd.)	Huang, Ching-Feng (Company Representative)	Male	14/16 years	51~60	V	V	V	V	V	V			
Director (You-Chang Investment Co., Ltd.)	Huang, Ching-Yun (Company Representative)	Female	4/14 years	51~60	V	V	V	V	V	V	V	V	
Director (Wen-Hua Investment Co., Ltd.	Shen, Chien-Hua (Company Representative)	Male	2/4 years	51~60	V	V	V	V	V	V			
Director (Chin-Yu Investment Co., Ltd.)	Huang, Chin-Chen (Company Representative)	Male	2/2 years	41~50	V	V	V	V	V	V			
Director	Kuo, Tsung-Lin	Male	1 year	41~50	V	V	V	V	V	V	V	V	
Independent Director	Shen, Da-Bai	Male	1 year	61~70	V	V	V	V	V		V	V	
Independent Director	Fang, Chi-Min	Male	1 year	61~70	V	V	V	V	V	V			
Independent Director	Hsieh, Ming-Hung	Male	1 year	61~70	V	V	V	V	V	V	V		
Independent Director	Sun, Hsin	Female	1 year	41~50	V	V	V	V	V				V

Note: Data by December 31, 2024

Walrus Pump has established Policies for Evaluating the Performance of the Board of Directors, in accordance with Article 37 of the Corporate Governance Best Practice Principles, to enhance the operational effectiveness of the Board and related governance teams. In 2024, the Board's overall performance was strong, with evaluation scores ranging between 5 points (Very Good) and 4 points (Good)—surpassing 2023 results across all items. Nonetheless, we remain committed to continuous improvement, focusing particularly on strengthening the following areas:

- Board Composition and Structure
- Ongoing Professional Education for Directors
- Internal Control Mechanisms

The internal audit conducted in 2024, in line with our Auditing Office's annual plan, found no major deficiencies related to Board operations.

Internal Self-Evaluation

- Self-evaluations are conducted at least once a year for the Board of Directors, each director, and functional committees. In accordance with the Policies for Evaluating Performance of the Board of Directors, the Board and its functional committees conduct internal evaluations of their overall performance. Each director conducts self-evaluations, the results of which are compiled and summarized by the Company's governance team and reported at Board meetings along with proposed improvement measures.
- Regular internal audits are conducted by the Auditing Office on corporate governance functions to ensure compliance with the Code of Ethics and the Code of Conduct for Integrity Management.

External Independent Evaluation (Planned)

- Walrus Pump plans to commission an independent external organization in 2025 to conduct a comprehensive performance evaluation of the Board of Directors. The evaluator will conduct in-person interviews with key stakeholders, including the chairperson, directors, independent directors, committee conveners, and the agenda working group. The results of the evaluation will be submitted to the Board of Directors for review.

Functional Committees

GRI 2-19 / 2-20 / 2-21 / 2-23 / 205-3

To strengthen its corporate governance structure, Walrus Pump established a Remuneration Committee and an Audit Committee under the Board in 2023. Both committees are composed of the Company's four independent directors. The Remuneration Committee is responsible for determining reasonable remuneration for directors and managers—including salaries, bonuses, and income from professional practices—in accordance with the Policies for Managing Remuneration of Directors and Managers. All decisions are submitted to the Board of Directors for approval. In 2024, the Committee convened seven meetings. Management bonus evaluations incorporate both financial and non-financial performance indicators, including ESG strategy metrics such as green procurement, energy-saving measures, client satisfaction, information security, talent attraction, and ESG training participation rates. In addition, employees who participate in sustainability-related projects and reporting initiatives have their performance linked to their annual goals and the Company's performance appraisal and reward system. Participants receive incentives including daily compensation and weighted bonus points in their annual evaluations, which directly affect their year-end bonus amounts.

The Company established the Remuneration and Nomination Committee on February 26, 2025. Going forward, the Committee is responsible for identifying qualified director candidates in line with the Company's director succession plan. It submits a list of nominees to the Board of Directors for review, evaluating their qualifications and any disqualifying conditions under Article 30 of the Company Act. The selection process complies with Article 192-1 of the Company Act, with additional independence assessments for Independent Director candidates. The nomination process also takes into account individual directors' performance evaluation results, as assessed under the Company's Policies for Evaluating Performance of the Board of Directors.

The Audit Committee strengthens the Company's internal control system and supports the Board of Directors in overseeing compliance with the Company Act, the Securities and Exchange Act, and other applicable laws and regulations. It also enhances and supervises the quality of financial reporting, accountant independence and competence, internal control operations, and risk management. Committee meetings are held at least once at least quarterly. In 2024, the Committee met seven times, with an attendance rate of 89%. No incidents of corruption were reported in 2024. For further details, please refer to the Walrus Pump 2025 Annual General Meeting Report.

2024 Annual Compensation Ratio

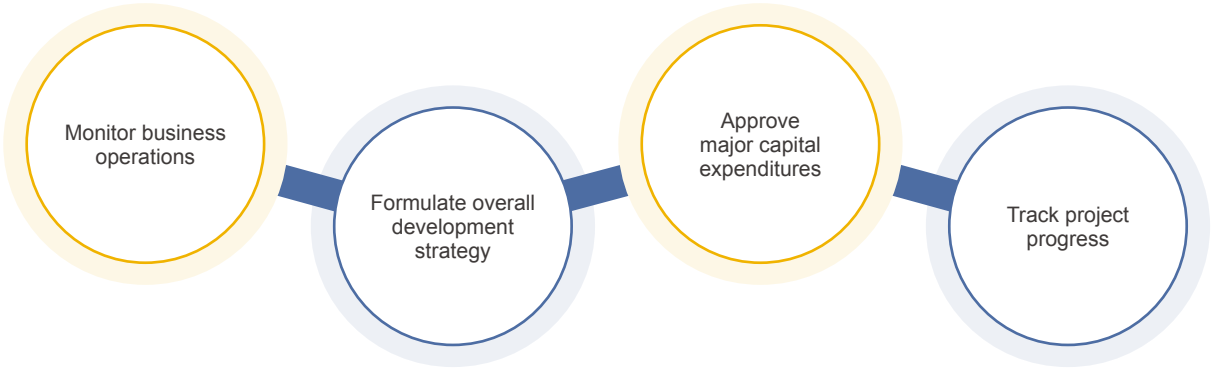
	Annual Growth Rate	Remuneration Ratio	Annual Growth Rate Ratio
Highest-paid individual in the organization	-11.10%	9.01	-18.04
Median compensation of all other employees	0.62%		

Notes:
1. Annual Growth Rate = (Compensation for the year – Compensation for the previous year) ÷ Compensation for the previous year.
2. Compensation Ratio = Total annual compensation of the highest-paid individual ÷ Medianannual total compensation of all other employees (including full-time and part-timeemployees, excluding the highest-paid individual).
3. Annual Growth Rate Ratio = Annual growth rate of the highest-paid individual's total annual compensation ÷ Annual growth rate of the median total compensation of all other employees.

Sustainable Development Committee

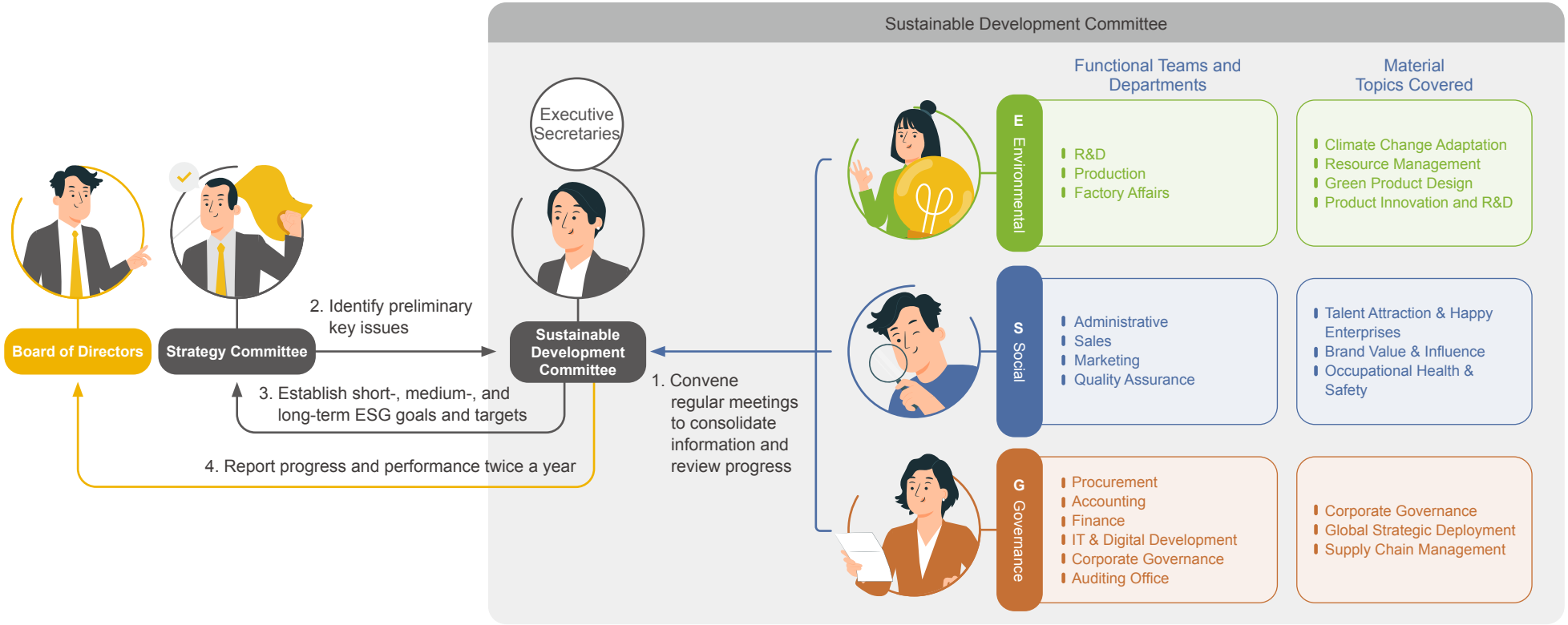
GRI 2-12 / 2-13 / 2-14 / 2-16 / 2-24

While the Board of Directors retains ultimate governance responsibility, Walrus Pump's daily operations are carried out collaboratively by various functional departments and project teams. Recognizing that not all matters require board-level discussion, the Company previously established a Strategy Committee to facilitate frequent communication, efficient resource allocation, and timely decision-making. This Strategy Committee, along with the three functional teams—Environment, Society, and Governance—previously formed the ESG Committee, which led Walrus Pump's sustainability initiatives.



- Meeting frequency: 1–2 times per month
- Committee Chair: Huang, Ching-Feng, Chief Strategy Officer
- Committee Members: Huang, Ching-Yun, President
  Shen, Chien-Hua, Chief Technology Officer
  Huang, Chin-Chen, Vice President
  Chiu, Chien-Lung, Vice President
  Chang, Teng-Hsi, Chief Financial Officer
  Sun, Kuo-Hwa, Assistant Vice President
  Chen, Yung-Chi, Assistant Vice President
  Lin, Hsueh-Cheng, Assistant Vice President

Recognizing the importance of sustainability to the Company, Walrus Pump established the Sustainable Development Committee under the Board of Directors on March 15, 2024, as a formal elevation of its ESG commitment. The Committee is composed of directors, independent directors, and Strategy Committee members, and leads the Environment, Society, and Governance (ESG) functional teams, which span across the Company's 18 departments. The Committee oversees the management of material sustainability topics identified by Walrus Pump, sets corresponding short-, medium-, and long-term goals, and ensures their implementation following confirmation by the Strategy Committee. In accordance with its charter, the Committee reports to the Board at least twice a year and is also responsible for preparing the Company's sustainability report. By bridging corporate governance with executional capacity, the Committee plays a pivotal role in driving sustainability through a top-down and bottom-up approach. The Board of Directors, in turn, monitors sustainability progress in alignment with the Sustainable Development Best Practice Principles adopted in December 2023, which serve as the guiding framework for Walrus Pump's sustainability strategies and policies.



Business Ethics, Compliance, and Risk Management

GRI 2-23 / 2-24 / 2-25 / 2-26 / 2-27 / 205-2

Walrus Pump is committed to ethical business conduct and full compliance with all applicable laws and regulations. This commitment forms the foundation of our corporate operations and is upheld through a comprehensive internal policy framework and ongoing external initiatives. We have established a set of robust governance documents, including the Code of Conduct for Integrity Management, Code of Ethics, Sustainable Development Best Practice Principles, and Work Rules. These policies apply to all employees and are regularly reviewed and updated by the Auditing Office, Sustainable Development Committee, and Human Resources Division, serving as essential standards for internal compliance. To further promote ethical awareness and legal compliance among employees and suppliers, Walrus Pump has also developed the Procedures for Ethical Management and Guidelines for Conduct and the Procedures for Internal and External Whistleblowers. These procedures are incorporated into training programs for directors and new employees. In 2023, a total of seven fines were issued, including five traffic violations, one deficiency in withholding tax filings, and one Occupational Safety and Health Act violation, amounting to NT$66,917 in total. In 2024, only seven traffic violation fines were incurred, totaling NT$9,500. None of these incidents constituted major deficiencies or involved significant environmental or social violations or penalties.

(Note: As defined in Article 4, Paragraph 1, Clause 26 of the "Taipei Exchange Procedures for Verification and Disclosure of Material Information of Companies with TPEx Listed Securities," a "major penalty" refers to a single fine exceeding NT$1 million.)

To ensure effective response to major incidents, Walrus Pump has established a comprehensive incident response mechanism. In the event of a major incident, a cross-functional task force composed of relevant department heads is immediately assembled to develop a coordinated solution. A designated individual or unit serves as the single point of contact for external communications, ensuring clear messaging and minimizing reputational risk. We also prioritize transparent and accessible communication with stakeholders. To this end, we have established multiple channels for feedback and whistleblowing—guaranteeing anonymity for whistleblowers—to enable smooth communication with all stakeholders and foster mutual trust.

Internal Policies & External Initiatives

Environmental

- Deepen the practice and promotion of social responsibility, environmental safety, and health management to contribute to society.
- See Chapter 2, Chapter 3 and Chapter 4 for details.

Social

- Develop internal policies to promote human rights, create a gender-friendly and inclusive workplace.
- See Chapter 6 for details.

Governance

- Establish internal policies and control mechanisms to safeguard client patent and intellectual property rights. Sign confidentiality contracts with clients and suppliers.
- Conduct supply chain sustainability risk assessments to identify human rights risks.
- See Chapters 1 and Chapter 3 for details.

Handling Common Incidents

	Client Complaints	Supplier Counseling	Internal Whistle-blowing	Investors
Communication Channels	Emails, Physical Correspondence, or Phone Calls	Emails, Physical Correspondence, or Phone Calls	Internal emails	Contact channels provided under the Investor section of our website
Messages Received by	Distributors and sales staff	The Procurement Department	Responsible department supervisors	A dedicated representative is available to address and manage investor inquiries.
Concerns Handled	The Quality Assurance Department develop solutions according to ISO 9001 standards.	The Procurement Department coordinates communication to ensure that sourced products meet our quality standards and legal requirements.	The Administrative Department coordinates communication to ensure that employee rights and interests are protected.	
Results Reported	The Sales Department communicates the resolution to the client.	The Procurement Department follows up to ensure resolution.	The Administrative Department follows up to ensure resolution.	

Whistleblowing and Reporting Channels

- Responsible Departments: Auditing Office
- Whistleblowing Email: Auditor@walrus.com.tw
- Contact Address: No.83-14, Dapiantou, Houcuo Village, Sanzhi Dist, New Taipei City 252002, Taiwan

Whistleblowing Procedure

- The whistleblower should provide at least the following information:
  1. Name of the whistleblower (anonymity is allowed), and contact details including address, phone number, and email address.
  2. Name of the person being reported or sufficient information to identify them.
  3. Specific evidence available for investigation.
- The Company will take appropriate disciplinary action based on the severity of the reported matter and will maintain the confidentiality of the whistleblower's identity and the report content. The Company will also protect the whistleblower and any employees involved in the investigation from unfair retaliation or mistreatment.

Information Security Management and Digital Transformation

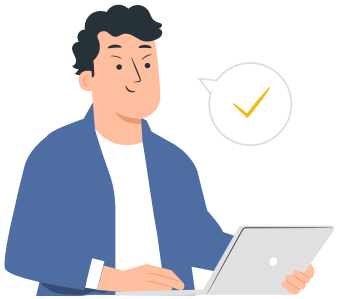
Information security is not only the first line of defense for protecting a company's operational secrets, but also fundamental to safeguarding the privacy and trust of employees and clients. As digitalization needs continue to grow, Walrus Pump has established an Information Security Policy and plans to implement the ISO/IEC 27001:2022 Information Security Management System (ISMS) in 2025, with the goal of obtaining certification. Built on standardized control procedures, we continuously monitor, review, and audit the ISMS to strengthen our information security framework and improve service quality and consistency. No major cybersecurity incidents or impacts occurred in 2024. We continued to implement a range of cybersecurity measures across key areas, including:

- Defense drills, such as core system disaster recovery exercises;
- Education and training, such as social engineering prevention programs;
- System testing, including vulnerability scans, SIG cybersecurity assessments, and employee account connection management.

Looking ahead, we plan to establish a cybersecurity monitoring center to further strengthen our infrastructure and enhance our ability to respond effectively to an ever-evolving landscape of cybersecurity threats.

Digital Transformation Project of the Year

Project Name	Paperless Approval	Collaborative Working Environment	Promotion of Digital Analysis	Walrus Pump AI Assistant
Project Details and Benefits	We expanded the existing approval platform by adding paperless services. Over the year, four key digital forms were launched, including those related to mold management.	This project leveraged Microsoft 365 to deliver procurement, sales, production, inventory, and production management data to designated Teams groups during off-peak hours. A total of 14 key tasks were added over the year, reducing the time spent on daily manual sorting, distribution, and adjustment.	We conducted multiple training sessions to promote the use of Microsoft Power BI, encouraging employees to apply it to internal decision-making, analytical reporting, and business analysis tasks.	The Walrus Pump AI Assistant on Teams allows employees to access internal company information—such as product details, regulations, and operating procedures—anytime, anywhere. It facilitates onboarding and empowers employees to quickly retrieve information. Multilingual responses are supported.



Executed Strengthening Mechanisms

1. Strengthen and improve account, email, and firewall security measures.
2. Replace outdated systems and equipment no longer maintained by suppliers.
3. Regularly conduct backup drills and account checks to ensure effective information security protection.

Planned Optimization Measures

1. Implement ISO/IEC 27001:2022 Information Security Management System and obtain certification.
2. Implement information security testing and vulnerability scanning.
3. Conduct regular information security education and training tailored to different staff groups: IT personnel, new recruits, and all employees.

- Prevent high-risk disasters
- Ensure stable business operations
- Reduce internal control risks
- Enhance corporate image and trust



Riding the Innovation Wave

Walrus Pump is dedicated to surpassing customer expectations by delivering industry-leading products. We prioritize both safety and environmental stewardship, as evidenced by our water pumps' compliance with the EU RoHS 2.0 directive and the integration of energy-efficient IE3 motors. These commitments underscore our substantial progress toward meeting international ESG standards.

Material Topics ▶ **Product Innovation and R&D**

Invested **NT$63.58 million** in product development and verification.

Expanded water pump applications across **9** major industries.

Energy-efficient motors contribute to **6.43%** of our revenue.

2.1 Product Innovation and R&D

GRI 3-3

Policies

Internal Policy and Responses

- Integrate advances in motor and pump efficiency, prioritizing compliance with international energy standards to reduce energy use and promote conservation.
- Utilize IoT-based predictive diagnostics to minimize maintenance costs and optimize waste management.
- Explore new liquid cooling applications to help clients increase equipment utilization.
- Apply a comprehensive checklist for product mass production review meetings.
- Establish the Pump Dynamic Laboratory to develop high-efficiency motors fully compatible with pump applications.
- Introduce high-performance composite materials (plastics) into production to avoid pollution and the excessive heat generated when manufacturing iron parts.

External Compliance

- ISO 9001 Quality Management System
- RoHS certification
- Ministry of Economy's Minimum Energy Performance Standards (MEPS)
- CNS national standards
- International energy efficiency standards

Commitments

Walrus Pump is committed to developing more efficient water pumps to reduce energy consumption and address customers' water usage challenges. We continue to enhance product integration and application technology to expand the scope of existing products, while strengthening employee expertise to support these efforts. At the same time, we pursue modular designs with shared materials to reduce consumables, simplify maintenance and parts replacement, extend component lifecycles, and promote environmental responsibility.

Responsible Departments

R&D related-departments, including the Product Development Department, Product Design Department, Production Technology Department, Product Verification Department, and Plastic Mold Department

Resources

Staff input: Approximately 61 people. Financial investment: Approximately NT$63.58 million.

- Our R&D efforts are spearheaded by personnel across five departments: Product Development, Product Design, Product Verification, Production Technology, and Plastic Mold.
- Investments cover labor costs, equipment and software purchases, sample testing, and jig production.

Annual Performance Evaluation

Management Evaluation Mechanism

	Annual Evaluation Results (✓ Goals Achieved)
Add at least one new or modified low-carbon product model compared with the previous year	✓ Redesigned electronically controlled pressure-stabilizing booster pump (HQ series) for plasticization and weight reduction, cutting carbon emissions by 44.82% from the previous generation
Added at least one model with improved energy efficiency compared with the previous year	✓ Developed the WQ800B water-cooled, electronic pressure-stabilizing pump, 4.22% more efficient than the HQ800B in the same class, enabling households to cut 4.29 kg of CO_2 annually
Introduce at least one piece of automated/semi-automated equipment into the production line annually	✓ Implemented robot arm-enabled automatic laser welding, reducing hazardous gas storage, accelerating welding, and improving both efficiency and quality

Goals & Targets

Short-Term — Within 1 Year

- Hire additional R&D staff for motor design and performance improvement, and establish simulation design capability using motor software
- Continue developing and designing molds to reduce metal use and increase plasticization
- Add DC motor testing and product reliability testing equipment to address the emerging DC motor market.
- Introduce automatic winding machines in the Production Technology Department to improve process capability assessment and optimization; adopt energy-saving processes in production

Medium-Term — 2-3 Years

- Develop high value-added applications to expand market share, focusing on clients requiring servo liquid cooling systems and pumps for fast charging systems
- Launch at least one new product annually with improved energy efficiency, or reduce GHG emissions through material plasticization of at least one existing product model each year
- Introduce IE3 high-efficiency motors and IE3-to-IE4 DC brushless motors to reduce water pump energy consumption, targeting energy-prioritized applications and clients across nine major industries
- Modernize production lines by replacing obsolete equipment and optimizing processes, including the use of robotic arms in injection molding to streamline operations and reduce labor needs

Long-Term — 4-5 Years

- Launch at least one new product annually with improved energy efficiency, or reduce GHG emissions through material plasticization of at least one existing product model each year
- Implement automated production and assembly lines to achieve a 15% increase in production efficiency, a 12% reduction in labor requirements, and contribute to overall carbon reduction goals

Stakeholder Communication

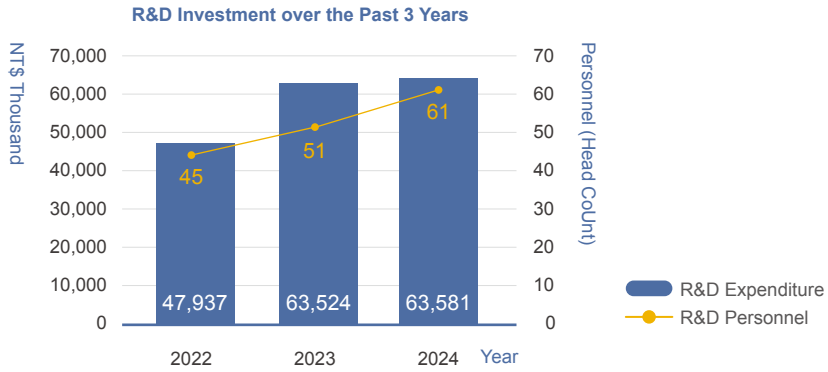
- Yearly: Participate in 2-3 domestic and international exhibitions and technical forums
- Every 1–2 years: Join public new product evaluations such as the Taiwan Excellence Award and National Brand Yushan Award.
- Maintain updated product catalogs and introductions on the corporate website

Innovative R&D Process

Walrus Pump's success is built on a strong legacy of innovation and R&D—one of its core competitive advantages. The Company follows a rigorous product development process designed to respond directly to customer needs and pain points. Our Sales Department and front-line service teams play a critical role in identifying product development opportunities through daily customer interactions, highlighting pain points and areas for improvement. Our Research & Development teams also initiate proposals based on domestic and international pump industry trends and regulatory developments.

Once a project is initiated, R&D teams collaborate on design, prototyping, and small-batch trial production. Throughout the process, we adhere to our guiding product concept: "Stable, Quiet, and Energy-Saving." The product verification phase includes comprehensive testing of pump performance, energy efficiency, and noise levels. Small-scale trial production further optimizes performance and manufacturing efficiency before scaling up to full production, which proceeds only after review and approval.

In 2024, we dedicated NT$63.58 million (4.2% of annual revenue) and a team of 61 professionals to R&D and innovation, underscoring our commitment to "injecting innovation" into every stage of our work. For more information on our innovation and optimization results, please see Chapter 4.2: Green Product Design.



Demand Exploration

- Sales Department's client visits
- Service Teams' frontline maintenance experience
- R&D Teams' insights from domestic and international water pump trends

- Understand actual needs and specifications
- R&D teams propose ideas, professional advice, and innovative designs
- Ensure compliance with industry norms and standards
- Patent registration

Product R&D

Mass Production

- Break down control points in new product development process according to ISO standards
- Confirm alignment with Walrus philosophy of "Stability, Quietness, and Energy Conservation" at each review stage
- Ensure compliance with targets while maintaining flexibility for customization

Walrus R&D Teams

Development	Design	Mold	Production Technology	Product Verification
Demand Development	**Overall Product Design**	**Product Strength Assurance**	**Technical Feasibility Assurance**	**R&D Goals & Targets: Validation and Acceptance**
Receive new product development requirements, evaluate them and submit them to the Strategy Committee for review and approval, then transfer them to the Design Department.	Conduct overall design planning and materialize development requirements.	Conduct mold design for products (new parts) that require molds.	Carry out assembly and installation tests for developed products. **Production Efficiency Assurance** Adjust production lines and evaluate new equipment.	Confirm product performance; once verified, initiate production at factory line.

Quality Assurance - Pump Dynamic Laboratory

Dedication to Professionalism, Refinement, and Service





TAF and TÜV NORD Certification





Laboratory Functions

Comprehensive Testing and Inspections for Both Pumps and Motors

	Test Parameters	Tested Against
Pumps	Head Loss Discharge Capacity Power and Efficiency Head, Flow Rate, Power, and Efficiency	CNS 660 CNS 661 CNS 663 ISO 9906 / CNS 16017
Motors	Temperature Rise Full Load Characteristics Torque Characteristics No Load Characteristics Efficiency	CNS 14400 CNS 10919 IEC 60034-2-1

In response to the Taiwanese government's 2012 update of CNS 14400 regulations—prompting greater market attention to the environmental performance of motors, particularly energy efficiency— Walrus Pump promptly established dedicated Production Technology and Product Verification Departments and set up the Pump Dynamic Laboratory. This initiative demonstrates our commitment to developing high-efficiency motors fully compatible with pump applications and to continually enhancing product performance in line with global trends and regulatory requirements. Supported by the joint efforts of supervisors from four departments and nearly NT$1 million in costs, the Pump Dynamic Laboratory has remained in continuous operation since its establishment. In 2015, it achieved a key milestone by obtaining ISO/IEC 17025 test laboratory certification from both the Taiwan Accreditation Foundation (TAF) and TÜV NORD Taiwan—certifications it continues to maintain. This makes it one of the very few laboratories in Taiwan's pump industry accredited for both pump and motor testing, underscoring our professionalism and commitment to quality.
In addition to internal product testing, the laboratory also accepts external testing commissions. In 2024, it successfully completed 790 pump tests and 49 motor tests for external clients, generating NT$7.447 million in economic benefit.

Walrus Pump Highlight: Our ISO 17025-Compliant Pump Dynamic Laboratory

At Walrus Pump, we develop, test, and manufacture motors ranging from 1HP to 10HP, all meeting the national energy efficiency standard CNS 14400 for low-voltage three-phase squirrel-cage high-efficiency induction motors (for general purpose). Our commitment to efficiency is further evidenced by product inspection certificates issued by the Bureau of Standards, Metrology, and Inspection (BSMI) of the Ministry of Economic Affairs. Moreover, our motors are registered on the Ministry of Economy's platform for Minimum Energy Performance Standards (MEPS), demonstrating our strict adherence to these essential regulations.





2.2 Key Roles of Products

Product Development Milestones

Since 2014, Walrus Pump has developed pump series for residential, industrial, and commercial applications. Many of these products have been honored with the prestigious Taiwan Excellence Award, demonstrating our commitment to world-class R&D, design, and engineering. These award-winning products reflect the high standards we have upheld for over half a century. For more information, please visit our corporate website Walrus Pump and click on Products.



台灣精品 2018 TAIWAN EXCELLENCE

Residential

PW Series
Submersible Pump
PW-AD Series—Winner of the 2018 Taiwan Excellence Award

- High-performance composite material with lower carbon emissions than metals
- Motor with thermal overload protection
- Suitable for basement drainage and civil construction dewatering
- Drains water to a remaining height of 1 mm



台灣精品 2021 TAIWAN EXCELLENCE

Residential

B Series
Antimicrobial Pressurizer/Pump
Q-B and GQ_B Series—Winners of the 2021 Taiwan Excellence Award

- Residential pressurizer/pump using antimicrobial high-performance composite materials
- Non-toxic casing compliant with RoHS 2.0; silver ions inhibit bacterial growth



台灣精品 2023 TAIWAN EXCELLENCE

Residential

HS_B Series
Rust-Free Suction Pump
HS400B/800B—Winner of the 2023 Taiwan Excellence Award

- Multi-stage design for stable, quiet, vibration-free operation
- Compact, space-saving design for easy installation
- Corrosion-resistant materials and antimicrobial engineered plastics for all liquid-contact parts
- Constant temperature protection prevents dry running



Residential

WQ200B/400B
Smart, Super-Quiet, Water-Cooled Electronic Control Pump

- Taiwan's first residential water-cooled pump, reducing noise and energy consumption
- Dual outlet design
- Automatic start/stop, delayed shutdown, waterless protection, and temperature monitoring
- EU RoHS 2.0 compliant
- Silver ion antibacteria



New Product

Commercial Industrial

TPM25T Threaded
Horizontal Multi-Stage Centrifugal Pump

- Lighter body design in response to ESG considerations
- Coaxial pump and motor configuration
- Suitable for clean water and impurity-free fluids used in pressurization, transfer, circulation, and equipment applications (e.g., industrial systems, cleaning systems, liquid transfer, garden irrigation

2014 | **2017** | **2019** | **2022** | **2023** | **2024**



Residential

Commercial

台灣精品 2016 TAIWAN EXCELLENCE

HQ Series
Electronic pressure stabilized pump
HQ Series—Winner of the 2016 Taiwan Excellence Award

- Electronic voltage stabilization
- Temperature overload protection
- 6-second delayed shutdown



台灣精品 2020 TAIWAN EXCELLENCE

Industrial

TPRK Series
Multi-stage Centrifugal Submersible Pump
Winner of the 2020 Taiwan Excellence Award

- Water recirculation design prevents environmental pollution in case of minor shaft seal damage
- Over 95% recyclable components
- High-efficiency motor meets national IE3 efficiency standard



台灣精品2023 TAIWAN EXCELLENCE

Industrial

TPMK_P Series
Multi-stage Centrifugal Submersible Pump
2023 Taiwan Excellence Award Winner

- High-performance composite materials minimize pollution and carbon footprint
- Water recirculation design prevents leakage
- High-efficiency motor meets national IE3 efficiency standard



Residential

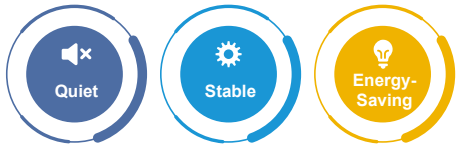
PW100E
Smart, Super-Quiet, Water-Cooled Electronic Control Pump

- High-efficiency, low-power consumption motor
- Thermal overload protection
- Lightweight high-polymer plastic construction
- Air vent design eliminates trapped air

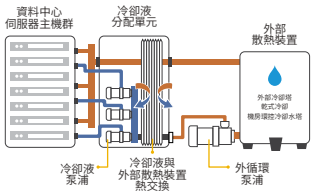
High Added-Value Through Technological Advantages

GRI 302-5

With over 50 years of R&D experience, Walrus Pump continues to expand into diverse application fields, introducing advanced materials, patented designs, and other technological innovations. Our progress builds on our core strengths: stability, quiet operation, and energy conservation. We have incorporated high-performance composite materials (plastics) into our manufacturing processes, eliminating the pollution and excess heat associated with traditional iron parts. This shift also reduces pump casing weight by 60%–70%, easing transportation requirements. The excellent workability of these engineering plastics enables efficient injection molding without secondary processing, cutting lead times from 4–6 months to just 4–6 days. The result is lower production costs and faster delivery. In line with the growing importance of digitalization, we are integrating IoT cloud-based intelligent monitoring into our pumps. This technology enhances the water usage experience and showcases the breadth of our technological advantages.



R&D Highlights of the Year

Project/ Illustration	Development Background	Results
 **Brushless DC Motor (BLDC Motor)** — Enhancing Energy Efficiency	• Both domestic and international energy efficiency standards for motors shift from IE3 to the more stringent IE4. • BLDC motors offer clear advantages: compact size, lightweight design, high efficiency, and excellent reliability. Their speed can be adjusted to match water usage patterns via a drive controller.	• We have pioneered in developing three BLDC motor prototypes (200W, 400W, 750W) with in-house drive controllers, testing equipment, specifications, and verification procedures. • Targeted for cooling pumps in EV charging systems, these pumps are currently undergoing performance testing by our clients.
 **WAIC IoT Constant Pressure Pump Control System** — AIoT-Powered to Prevent Downtime Risks	• Some industrial clients require uninterrupted operation and cannot risk downtime. IoT-enabled smart pump control provides real-time monitoring, proactive troubleshooting, predictive maintenance, and process stabilization. • Recognizing the growing global market for smart pumps, we are continuously developing smarter equipment to enhance our products' added value.	• We have successfully developed the WAIC IoT Constant Pressure Pump Control System, a groundbreaking solution that integrates IoT technology with water pumps. It enables customers to monitor and control real-time pump operation data on machine tools via a mobile app, smartphone, or tablet. The system's advanced predictive maintenance functions allow for early detection of maintenance needs, helping to prevent unplanned downtime and production losses. These capabilities earned the system the prestigious 2024 Taiwan Excellence Award. • We are actively engaging with industrial clients to present the WAIC system and develop tailored solutions that meet their specific needs.
 **TPH, TPHK, TPM Series Pumps** — Server Liquid Cooling Technology Development	• The digital age is fueled by data centers, the invisible workhorses behind e-commerce, streaming services, live broadcasting of concerts, and countless other applications. These massive facilities, built by tech giants around the globe, house ever-evolving server systems. To meet the increasing demands for real-time IT services, these servers require faster processing power and enhanced hardware performance. Consequently, stringent cooling requirements have emerged, and liquid cooling technology is gaining significant traction.	• We have advanced relationships with multiple clients to stages of product promotion or sample procurement, focusing on models such as the TPM25T and TPH4T. • Several clients are now in the development testing phase and are gradually moving forward with product procurement.
 **TPGK, TG Series Pumps** — Electric Vehicle Charging System	• Growing global concern over the environmental impact of vehicle carbon emissions has prompted many countries to set ambitious targets for the share of new passenger cars that will be electric within the next two decades. Taiwan is no exception, aiming for a 100% market share of electric vehicles by 2040 as part of its net-zero transition strategy. Meeting this goal will require a robust and efficient charging infrastructure, with liquid cooling technology expected to be a key factor in the design of future fast-charging systems.	• We are actively collaborating with institutions like the Industrial Technology Research Institute (ITRI) to explore how our water pumps can integrate seamlessly with liquid cooling systems for DC fast chargers exceeding 180kW. This integration ensures stable, quiet, and rapid charging performance even under high-power and high-voltage conditions. • We have already provided pump samples to clients, and internal long-term testing is underway. Our sales teams are dedicated to promoting these solutions and expanding our presence in this market.

Walrus Pump Highlight:
Energy Efficiency of the WQ800B pumps featuring water cooling, electronically-controlled voltage regulation



HQ800B



WQ800B

new-generation water-cooled design

Benefits Gained

- WQ800B outperforms the HQ800B model in daily electricity savings: 0.02772 (KWhs)
- Equivalent energy savings: 9.98 × 10 ⁴ joules/day
- Equivalent annual energy savings: 3.64 x 10^7 joules (J) per year.

Note: The energy savings calculation is based on a 2,000-liter water tank filled from empty to full each day. The daily energy efficiency and electricity savings of two models are compared, and the annual reduction in energy consumption is then projected over a 365-day year.

Applications in Nine Major Industries and Walrus Fit

Wherever water goes, there is Walrus Pump.
The demand for water is ever-present in daily life, and Walrus Pump is committed to delivering high-quality pumps that provide customers with superior water experiences and a comfortable lifestyle. This commitment is reflected in countless everyday moments: when taking a shower, the water temperature remains stable and the flow steady; when drawing water, there is no harsh motor noise; when stepping into a convenience store, you can enjoy a smooth, flavorful cup of coffee; at a hair salon, there is ample water pressure to rinse hair clean; and in a hotel, turning on the tap brings a clear, unobstructed flow of natural hot spring water. In addition to our standard product lines, Walrus Pump also offers Walrus Fit—a customized design service that addresses a wide range of pumping needs. From EV charging station liquid cooling systems to IoT-enabled smart homes, Walrus Fit goes beyond meeting basic head and flow requirements. We can fine-tune specifications such as operating temperature, liquid type, maximum current limits, specific component materials, and communication system interfaces. By integrating both internal and external resources, we provide tailored solutions that meet each client's unique requirements and create maximum value.

Real-World Applications in Nine Major Industries:

Construction Industry

- **Buildings:** Providing temporary water supply for construction, renovation, and maintenance projects of residential and non-residential buildings, while also supporting long-term water supply system operation.
  TPR/ TPH/ TPM/ TPHIC/ TPH-X series
- **Specialized Construction:** Delivering water circulation power for building fountains, pool filtration, water tower cleaning, and other specialized construction and renovation needs in parks and landscapes.
  PW/ PK series
- **General Water Supply:** Residential water pumps for everyday needs such as laundry, bathing, and RO drinking water systems. Beyond meeting water supply demand, we use high-performance antibacterial composite materials, showing commitment to the contemporary focus on environmental protection and health.
  TQ_B/ TS_B/ HQ_B/ HS_B/ WQ_B series
- **Solar-Powered Water Supply:** Solar-powered water supply pumps dedicated to supporting energy-saving solar water heaters in townhouses.
  GQCN_B series



Agriculture/ Fishing Industry

- **Agricultural Irrigation:** Walrus pumps support a wide range of irrigation needs. We offer automatic irrigation systems designed to meet specific requirements based on planting area size, water usage, and automation level. Some of our pumps can automatically start and stop based on real-time water pressure conditions, offering flexible solutions for diverse agricultural applications.
  TPH/ TPHIC/ HS_B/ HQIC_B/ Q_B/ TPU series
- **Pesticide Spraying:** These lightweight models feature portable handles for user convenience and effective application.
  TH series
- **Pond Application:** Walrus offers a range of lightweight and energy-efficient water pumps specifically designed for fish ponds and aquaculture applications. These pumps leverage high-performance composite materials, minimizing reliance on traditional high-carbon emission metals.
  TQ_B/ HQ_B/ PK/ TPU series



- **Seawater Removal:** For homes and businesses located near the sea, these pumps provide a reliable solution for removing seawater in the event of backflow. This helps to expedite environmental recovery efforts.
  PW/ TPU/ TPH_P series

Electric & Gas Supply

- **Charging Piles (Stations):** In line with the global focus on zero emissions, electric vehicles and motorcycles are rapidly becoming mainstream. During the charging process, cooling is essential to manage increased current density. Liquid cooling offers superior heat dissipation efficiency compared to air cooling, and pumps play a crucial role in ensuring efficient liquid circulation within these charging stations.
  TPH/ TPHK/ TPM/ TPGK/ TG/ CMP series
- **Energy Storage Systems:** Energy storage systems are becoming increasingly important to meet future power demands and support the rapid charging of EVs. They typically include energy storage components, power conversion systems, and power management functionalities. In this domain, the demand for safer and more efficient energy storage systems is rising, with flow batteries emerging as a promising future trend.

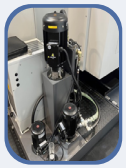


Water Supply & Pollution Control

- **Wastewater Treatment Plants:** We offer pumps with diverse head flow characteristics to meet specific needs in wastewater collection stations of varying sizes in various stages of wastewater treatment for domestic, aquacultural, and industrial applications, ensuring efficient liquid transportation across all treatment stages.
  TPH/ TPM/ TPR series
- **Desilting/Cleaning:** These series of Walrus pumps excel at desilting and cleaning tasks. They are particularly useful for removing residual water when cleaning water towers. Minimizing residual water translates to a safer and more efficient cleaning process for maintenance personnel.
  PW-A/ PW-AC/ PW-AD/ PW-AF series



Manufacturing Industry



- **Machinery:** These pumps provide efficient water circulation for machine tools, water chillers, mold temperature controllers, wire cutting machines, and more.
  TPH/ TPHK/ TPM/ TPMK/ TPR/ TPRK_E/ TPK/ TPAK
  LMP/ TPRK_HSIC series
- **Electronic Components:** In the circuit board production process, these pumps are useful in cleaning PCB boards after production, removing residual chemicals and ensuring a clean surface with the help of water.
  TPH/ TPR/ TPRK series
- **Other Manufacturing Industries:** Walrus pumps contribute to the interactive design of large game machines in amusement centers by powering water guns and water jets. TPH/ TQ_B/ HQ_B series
- **Automobile and Parts Manufacturing:** Our pumps are integrated into electric trucks and buses to provide cooling for various vehicle systems.
  TPHK/ TPK series
- **Server Cooling:** With the ongoing development of digital systems and the rise of global IoT and AI applications, server hardware cooling has shifted from air to water-based systems as data centers work to achieve lower Power Usage Effectiveness (PUE) goals. TPH/ TPHK/ TPM/ TPK/ TG/ CMP series

Wholesale & Retail Industry

- **Supermarkets/ Hypermarkets:** Our pumps can handle the high water usage of water-cooled air conditioners, consumer needs in restrooms, and internal cleaning requirements, all while maintaining stable water pressure control. TPH/ TPHIC/ TQ_B/ HQ_B/ TQIC_B/ HQIC_B/ WQ_B series
- **Gas Stations:** Gas stations have unique water requirements for environmental maintenance and public restrooms. These demands can be irregular and often exceed those of typical households. Walrus pumps provide a solution with pressure-stabilizing functionality. Additionally, our pumps are constructed with antibacterial, high-performance composite materials, aligning with contemporary focus on environmental protection and health.



TQ_B/ TS_B/ HQ_B/ HS_B/ TQIC_B/ HQIC_B/ WQ_B series

Accommodation & Food Service Industry

- **Hot Spring Hotels:** We offer models with frequency conversion or voltage stabilization functions to meet diverse water usage needs and ensure consistent water pressure.
  TPHICx2/ TQCN_B/ HQCN_B/ GQCN_B/ TQIC_B/ HQIC_B series
- **Hotels/Inns:** These products incorporate frequency conversion technology to guarantee a stable and worry-free water supply, even during peak usage periods when multiple guests are using water simultaneously.
  TPHIC/ TPHICx2/ TPMIC/ TPMICx2/ TPRIC/ TPRICx2 series
- **Restuarants:** Our models combine features such as antibacterial materials, pressure stabilization, ultra-quiet operation, variable frequency, and constant pressure, allowing restaurant operators to prioritize both hygiene and a reliable water supply. TQ_B/ HQ_B/ TQIC_B/ HQIC_B/ WQ_B series

Entertainment & Leisure

- **Wildlife and Nature Conservation:** Zoos, ocean parks, botanical gardens, and other conservation centers rely heavily on water circulation systems for maintaining habitats, landscapes, and public facilities.
  PW/ PK/ TP3_PTB/ TP8_PTB/ TQ_B/ HQ_B/ WQ_B series
- **Sports, entertainment and leisure services:** Theme parks and amusement parks require robust water circulation systems to support a variety of attractions, including swimming pools, water rides, water shows, and landscaping.





TQ_B/ HQ_B/ WQ_B/ PW/ PK/ HQIC/ TPHIC/ TPH/ TPM/ TPR series

Service Industry

- **Beauty Salons**: Compared to typical households, beauty salons have a higher and more frequent demand for water. Our pumps not only meet these high water flow requirements, but are also constructed with antibacterial, high-performance composite materials to safeguarnd users' health. TQ_B/ HQ_B/ WQ_B series
- **Car Washes & Gyms:** Car washes and gyms have unique water pressure requirements to accommodate multiple users simultaneously. Walrus pumps are up to the challenge, offering a range of models with various pressure combinations and easy-to-maintain shaft seal designs.
  TPH/ TPHIC/ TPM/ TPMIC/ TPR/ TPRIC/ TH series
- **Self-service Laundrymats**: As self-service laundromats gain traction, water demand naturally fluctuates depending on client traffic. The speed of water supply is closedly tied to the effiency of laundry service. Walrus pumps are the perfect solution, delivering consistent and fast water flow—a critical factor for efficient laundry service and successful business operations. TQ_B/ HQ_B/ WQ_B series





Unwavering Commitment to Craftsmanship and Sustainability

Walrus Pump is committed to Green Operations—our philosophy centered on pollution prevention, waste reduction, energy conservation, and occupational health and safety. With over half a century of specialized expertise and the adoption of eco-friendly processes, we work with supply chain partners and external resources to deliver safe, reliable, and high-quality water pumps.

Material Topics **Resource Management**
Supply Chain Management

Our new plant's **solar power installations** are projected to generate over 1,000 kWh of clean energy annually.

Local procurement accounts for **99%** of total purchases.

We actively engage with suppliers at our **Supplier Conference.**

3.1 Resource Management

GRI 3-3

Policies

Internal Policy and Responses

Internal Policy
- Internal Quality Audit Procedure

Responses
- Implement a comprehensive energy consumption inventory system to track all energy usage across our facilities, including electricity use in factories and offices, fuel consumption for vehicles and forklifts, and minor gas usage.
- Plan to purchase all-electric injection molding machines for the Huanqiu Plant in Lujhu District, Kaohsiung; prepare to activate the solar power generation equipment installed at the Huanqiu Plant
- Invest in automation and carbon reduction equipment to improve production efficiency and take care of employee health

External Compliance

- ISO 9001 Quality Management System
- ISO 14001 Environmental Management System
- ISO 45001 Occupational Health and Safety Management Systems
- ISO 50001 Energy Management System

Commitments

Walrus Pump places environmental protection, safety, hygiene, and health management at the core of its operations. In our products, we are equally committed to improving safety and health performance through pollution prevention, waste reduction, and energy conservation.

Responsible Departments

- Strategy Committee
- Project Team of New Plant Construction
- R&D Operations Department
- Production Operations Department, Management Operations Department
- Occupational Safety and Engineering Department

Resources

Staff input: Approximately 50 people. Financial investment: Approximately NT$ 50 million.

- We track monthly statistics on energy consumption and waste recycling
- Our new plant incorporates a solar power system, which is scheduled for power generation in September 2025.

Annual Performance Evaluation

Management Evaluation Mechanism

Annual Evaluation Results (✓ Goals Achieved)

Monitor costs of raw materials and crude oil	✓ Completed monitoring of fuel prices and conducted cost-benefit analysis
Energy consumption per unit of revenue.	✓ Achieved energy consumption of 8.51 GJ per million NT$ of revenue

Goals & Targets

Short-Term — Within 1 Year

- Reduce energy consumption per unit of output by 10%
- Reduce energy loss by employing equipment technologies such as regular exhaust control, air pressure system pipeline inspection, and updates
- Replace existing factory lighting with high-efficiency lighting and sensor lamps to reduce energy consumption

Medium-Term — 2-3 Years

- Reduce energy consumption per unit of output by 30%
- Achieve 1,249.9 kW capacity from the new plant's solar power installation — equivalent to the carbon sequestration capacity of 4.8 Daan Forest Parks

Long-Term — 4-5 Years

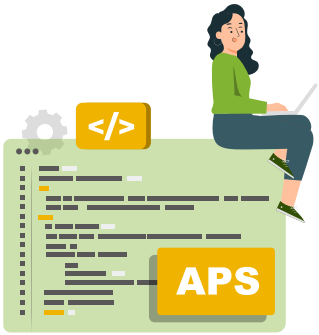
- Reduce energy consumption per unit of output by 50%.
- Obtain the Green Factory Label.

Stakeholder Communication

- Declare a 10% annual reduction in energy consumption at various meetings
- Invest in the installation of 1,249.9 kW of solar power at the new plant
- Review the progress of Green Factory certification during monthly supervisor meetings

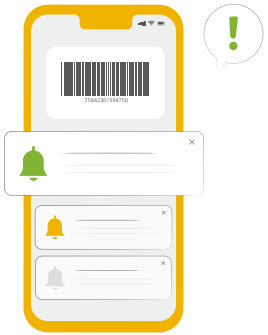
Production and Manufacturing Process

Walrus Pump is committed to a comprehensive ISO 9001 quality management system. This framework integrates quality control checkpoints into daily operations, following the continuous improvement cycle of Plan–Do–Check–Act (PDCA). This rigorous approach contributes to continuous improvement in product quality and production processes. Beyond routine quality checks, we conduct robust risk assessments to strengthen our overall quality management, improve performance at each production stage, and maintain strict quality control from product design through manufacturing. Walrus Pump is equally dedicated to responsible resource management throughout the manufacturing process. We prioritize pollution prevention, waste reduction, energy conservation, and safety and health. These principles underpin our Green Operation philosophy, guiding us towards environmentally friendly practices to produce reliable, safe, and high-quality water pumps.



1 Production Scheduling

Implementing an Advanced Planning & Scheduling (APS) system enhances the material demand planning and production scheduling capabilities of our Enterprise Resource Planning (ERP) system. This allows production managers to effectively plan production based on material availability and production capacity for optimal results.



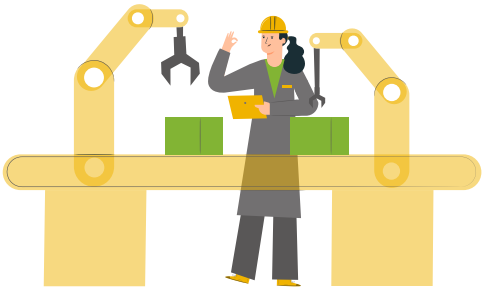
2 Procurement

We've established a supplier platform that enables quick and accurate publication of purchase orders on the Electronic Commerce (EC) platform for efficient procurement. Suppliers can generate barcodes based on shipping documents prior to shipment, which can be attached to the outer packaging for streamlined identification.



3 Material Control

We've introduced intelligent logistics, adopting electronic signage and PDA barcode scanners to shorten bill transfer time. Electronic signage provides daily logistics information. For incoming goods, PDA barcode scanning immediately notifies quality control staff for inspection. In production material preparation, work order barcode scanning streamlines tracking of storage space, material retrieval, and ensures accurate material preparation.



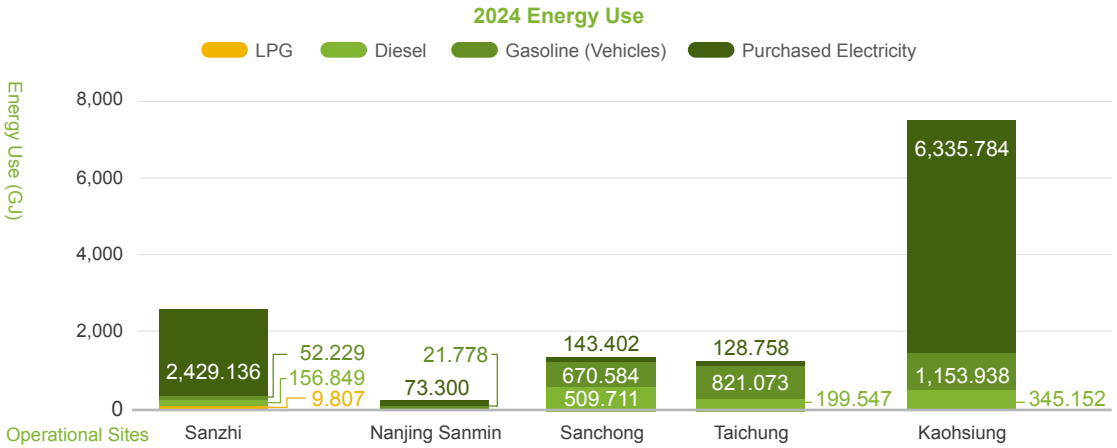
4 Production and Manufacturing

By introducing various production equipment such as plastic injection molding machines, CNC machining centers, and Bosch flexible production systems, we've established a positive working environment for our employees to produce excellent products. Additionally, through the implementation of Total Quality Management (TQM), we rigorously control every production stage to ensure Walrus Pump delivers products of the highest quality.

Energy Management

GRI 302-1 / 302-3 / 302-4 & SASB RT-IG-310a.1

Since 2022, Walrus Pump has conducted a comprehensive energy inventory covering all organizational activities, including electricity use in factories and offices, fuel consumption for vehicles and forklifts, and minor gas usage. In 2024, total energy consumption amounted to 13,051.048 GJ. Energy intensity—measured as energy consumption per NT$1 million in revenue—was 8.51 GJ, representing a 2.74% decrease from 8.75 GJ in 2023. We continue to monitor energy usage and implement measures to support long-term plans for expanding production capacity. By the end of 2024, our Huanqiu Plant in Lujhu District, Kaohsiung purchased an all-electric injection molding machine, which is expected to reduce energy consumption per unit of production by 30%. The plant's solar power generation equipment is also prepared for activation, with an estimated annual output of 4.49 GJ of clean energy. We are committed to advancing energy-saving and carbon-reduction initiatives, including upgrading air conditioning and air compressor systems, replacing existing units with inverter models, and increasing our use of renewable energy. These actions aim to further reduce energy consumption per unit of output and enhance the efficient allocation and utilization of energy resources.



Energy Statistics from 2024

Energy Category	Unit	Operating Locations					Total
		Headquarters (incl. Sanzhi Plant)	Nanjing Sanmin Office	Sanchong Branch	Taichung Branch	Kaohsiung Office (incl. Zhengyi Plant)	
Purchased Electricity	GJ	2,429.136	73.300	143.402	128.758	6,335.784	9,110.380
Gasoline		52.229	21.778	670.584	821.073	1,153.938	2,719.602
Diesel		156.849	0	509.711	199.547	345.152	1,211.259
Liquefied Petroleum Gas		9.807	0	0	0	0	9.807
Total Energy Use		2,648.021	95.078	1,323.697	1,149.378	7,834.874	13,051.048
Energy Intensity	GJ/million NT$ revenue						8.514



Notes:
1. Primary energy sources: gasoline, diesel, and natural gas. Secondary energy source: purchased electricity. No renewable energy was used during the reporting period.
2. The Headquarters and Kaohsiung Office include both a factory and an office; the Nanjing Sanmin Office and Sanchong and Taichung branches have only office space space
3. Figures are self-reported. Energy conversion is based on the calorific values in the Greenhouse Gas Emission Coefficient Management Table 6.0.4 published by the Ministry of Environment (Gasoline: 7,800 Kcal/L; Diesel: 8,400 Kcal/L; LPG: 6,635 Kcal/L).

Water Management

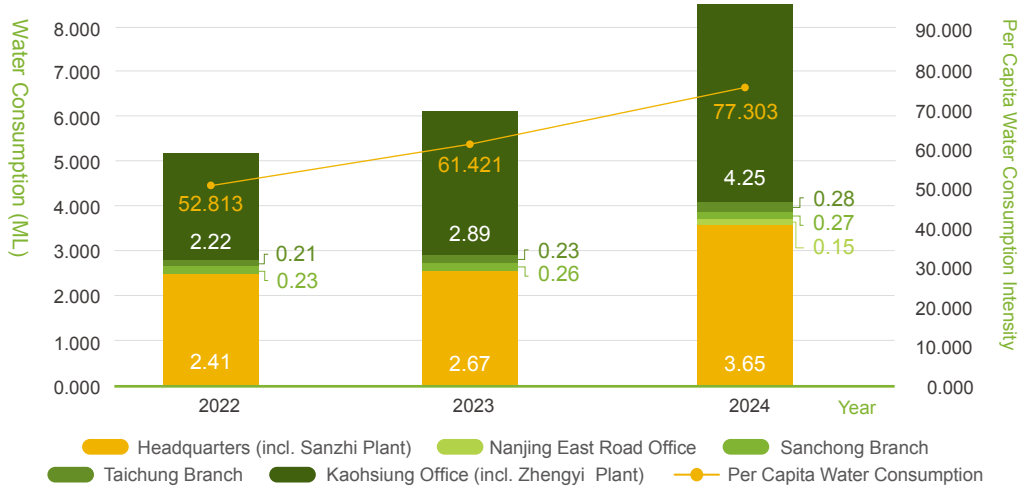
GRI 303-1 / 303-2 / 303-3 / 303-4 / 303-5

Water Resources Statistics (Past 3 Years)

Operating Sites	Unit	2022	2023	2024
Headquarters (incl. Sanzhi Plant)	Million liters (ML)	2.410	2.670	3.650
Nanjing Sanmin Office		0.000	0.000	0.150
Sanchong Branch		0.230	0.260	0.270
Taichung Branch		0.210	0.230	0.280
Kaohsiung Office (incl. Zhengyi Plant)		2.220	2.890	4.250
Total Water Consumption		5.070	6.050	8.600
Per Capita Water Consumption Intensity	L/person*-working day	52.813	61.421	77.303

Notes:
1.Because production water use is zero, all figures in the table represent both water withdrawal and discharge.
2.Per capita water consumption intensity is calculated on the basis of 250 working days per year. For reference, Taiwan's average domestic water consumption in 2023 was 287 liters per person per day. At the time of this report, national data for 2024 had not yet been released (source: Water Resources Agency, Ministry of Economic Affairs).
3.Taiwan is a non-water-stressed region.

Walrus Pump, as a company intrinsically connected to water, recognizes the importance of responsible water stewardship. Our primary water supply comes from the Taiwan Water Company, and most of our water use is for employee needs. As water is not consumed directly in our production processes, our sewage discharge remains minimal—approximately 0.01 million liters per day. This operational model significantly reduces our overall water demand, keeping our usage well below the government's regulatory thresholds for businesses. As a result, our environmental impact from water consumption is minimal. We also work with a third-party water supplier to ensure proper drainage management. In 2024, our total water consumption was 8.60 million liters, with per capita daily consumption of 77.303 liters—only about one-fourth of Taiwan's 2023 national average for daily water use per person.



Waste and Air Pollution Management

GRI 305-6 / 305-7 / 306-1 / 306-2 / 306-3 / 306-4 / 306-5

Pump manufacturing at Walrus Pump primarily involves simple mechanical assembly, which in 2024 generated a total of 58.18 metric tons of waste. This waste falls into three main categories:
1.Material packaging 2.Oil from CNC cutting 3.Daily employee waste
All waste generated is classified as non-hazardous (including general waste). However, if not properly managed, it can still lead to environmental pollution and other hazards. To ensure responsible disposal, Walrus Pump partners with licensed waste management companies for off-site recycling and incineration of non-recyclable waste. Our Administrative Department carefully tracks waste transportation, requiring authorized treatment plants to issue legal disposal certificates. This oversight prevents illegal dumping and ensures compliance with environmental regulations. We are proud to report zero incidents of illegal waste disposal in 2024.
Our environmental commitment also extends to air quality. We prioritize safe and reliable pump production using non-toxic, harmless materials. As a result, our manufacturing processes do not emit regulated air pollutants and are not subject to regulation by the local Department of Environmental Protection. However, a recent inventory identified ozone-depleting substances (ODS) in refrigerants used in our air conditioners and water dispensers, including R-12 and R-22. In 2024, estimated emissions were 0.00002364 metric tons of trichlorofluoromethane equivalent (CFC-11e).

Note: The unit for ozone-depleting substances (ODS) is metric tons of trichlorofluoromethane equivalent (CFC-11e). ODS emissions are estimated using the formula: activity data × emission factor × ODP value, where:
- Activity data = refrigerant usage
- Emission factor = values from the Intergovernmental Panel on Climate Change (IPCC) Fourth Assessment Report
- ODP value = ozone-depleting potential defined under the Montreal Protocol

2024 Waste Statistics

Waste Type	Handling Procedure	Operating Locations: Headquarters (Including Sanzhi Plant)	Nanjing Sanmin Office	Sanchong Branch	Taichung Branch	Kaohsiung Office(including Zhengyi Plant)
Non-Hazardous Waste	Incineration	6.24	0.20	1.30	2.08	16.52
	Landfill	0.00	0.00	0.00	0.00	0.00
	Reuse	0.00	0.00	0.00	0.00	0.00
	Recycling	0.00	0.00	0.00	0.00	31.84
Total Amount of Waste						58.18

Note 1: There is no hazardous waste in the entire operating area. All non-hazardous waste is disposed of off-site.
Note 2: Waste data from the Headquarters, Sanchong Branch, and Taichung Branch is estimated based on collection frequency and bin size. Waste data from the Kaohsiung Office is based on weighing slips issued by the incinerator.
Note 3: All waste quantities are expressed in metric tons.

3.2 Supply Chain Management

GRI 3-3

Policies

Internal Policy and Responses

Internal Policy
- Supplier Operation Procedures (including Supplier Management Guidelines and New Supplier Evaluation Operation Standards)
- Supplier Evaluation Operation Standards
- Purchasing Procedures

Responses
- Conduct internal assessments and on-site audits of suppliers.
- Hold supplier conferences and provide training and education on supplier platform operations.

External Compliance
- United Nations Global Compact, covering human rights, labor, environment, and anti-corruption

Commitments

We strive to be a responsible partner to our suppliers by providing screening, training, auditing, and guidance to strengthen their ESG performance. Resource sharing and collaboration enable us to build a more resilient business model and create lasting positive impacts on sustainability.

Responsible Departments

Procurement Department and Quality Assurance Department

Resources

Staff input: Approximately 12 people. Financial investment: Approximately NT$620,000.
- Manpower distributed across Sanzhi Plant and Zhengyi Plant
- Review sources and qualifications of upstream suppliers and formulate supplier audit plans
- Track and confirm the quality of work from downstream contractors while providing guidance

Annual Performance Evaluation

Management Evaluation Mechanism

	Annual Evaluation Results (✓ Goals Achieved)
80% signing rate among all suppliers for the Supplier Integrity Pledge	✓ Achieved a signing rate of 81.03% for the Supplier Integrity Pledge
Conduct regular audits of major suppliers to identify and mitigate procurement risks	✓ Completed desktop audits for 10% of first-tier major suppliers.
Achieve 70% or more local procurement	✓ Increased local procurement to 99.42%.

Goals & Targets

Short-Term: Within 1 Year

Sustainable Supply Chain
- Implement a due diligence process that includes a supplier integrity pledge, sustainable management self-assessment questionnaire, and verification of non-conflict raw materials; achieve a 90% supplier response rate.

Supplier Negotiation
- Regularly audit major suppliers; complete desktop audits for 10% of first-tier major suppliers.

Green Procurement
- Supplier Development: Seek partners willing to actively invest in ESG; achieve an annual green procurement growth rate of 5%.

Medium-Term: 2-3 Years

Sustainable Supply Chain
- Implement a due diligence process that includes a supplier integrity pledge, sustainable management self-assessment questionnaire, and verification of non-conflict raw materials; achieve a 92% supplier response rate.

Supplier Negotiation
- Regularly audit major suppliers: complete desktop audits for 20% of first- and second-tier major suppliers.

Green Procurement
- Supplier Development: Seek partners willing to actively invest in ESG; achieve an annual green procurement growth rate of 10%.

Long-Term: 4-5 Years

Sustainable Supply Chain
- Implement a due diligence process that includes a supplier integrity pledge, sustainable management self-assessment questionnaire, and verification of non-conflict raw materials; achieve a 95% supplier response rate.

Supplier Negotiation
- Regularly audit major suppliers; complete onsite audits for 30% of first- and second-tier major suppliers.

Green Procurement
- Supplier Development: Seek partners willing to actively invest in ESG; achieve an annual green procurement growth rate of 20%.

Supplier Selection and Evaluation

GRI 308-1 / 308-2 / 414-1 / 414-2

At Walrus Pump, we extend our commitment to sustainability across our entire supply chain. Our comprehensive, four-stage supplier management process ensures responsible sourcing and adherence to environmental and social standards. The stages include: (1) market research, (2) self-assessment questionnaires, (3) on-site factory visits, and (4) final commitment signing. In 2024, we added 14 new suppliers and contractors who fully met our environmental and social responsibility requirements.

Market Research

When screening potential suppliers, we rely on extensive market information based on our production operation requirements. We conduct visits and investigations to identify potential suppliers. During the initial stage of supplier search, we prioritize filtering suppliers based on their basic core competencies and qualification criteria.

Independent Investigation

Questionnaire: Walrus Pump compiles the results of the independent survey into a "Supplier Fact Sheet" and, as appropriate, asks the supplier to fill out a "Supplier Evaluation Form" for self-assessment.

Basic information survey and verification of supply capability: We verify government permits for business and factory registration, conduct reputation surveys, and assess the supplier's basic quality management capability. Additionally, drawing specifications, material requirements, and price levels should meet our requirements to ensure the supplier's willingness and ability to cooperate.

Onsite Audits & Factory Visits

When there are doubts about supplier information or on-site verification is deemed necessary, we send an evaluation team to conduct factory visits and document compliance findings.

Signing of Relevant Commitments/Warranties

For quality suppliers identified through the above steps, we require them to sign the Supplier Assurance Certificate, Declaration of Non-Use of Hazardous Substances, and Conflict Minerals Declaration. This is a joint effort to uphold our company's commitment and actions towards building a sustainable supply chain.

Environmental Screening Criteria

ISO 9001 Certification

Mandatory for material manufacturers and contract manufacturers. For non-certified businesses, on-site audits are required to verify that risks are eliminated or adequately controlled before they can qualify as suppliers.

Material Safety Data Sheet (SDS) & RoHS and REACH Declaration

Suppliers must declare compliance with EU RoHS and REACH regulations for all components, including but not limited to materials, parts, and semi-finished products, sold to Walrus Pump Co., Ltd. For any material changes, suppliers must proactively submit updated SDS and RoHS/Halogen-free test reports for review.

Conflict Mineral-Free

Suppliers must manage their own operations, as well as those of their upstream and downstream suppliers, to ensure compliance with conflict mineral-free requirements. A commitment to non-use of such minerals must be signed.

Social Screening Criteria

No Major Social/Public Security Incidents

Through diligent efforts to prevent or mitigate negative social impacts within the supply chain, relationships will be terminated in cases of severe social standard violations or critical incidents. Such incidents include but are not limited to:

- Vendors with poor reputations or histories of major industrial accidents
- Vendors with revoked government registrations
- Vendors found to be illegitimate

Strategic Supplier Management

GRI 2-6 / 204-1

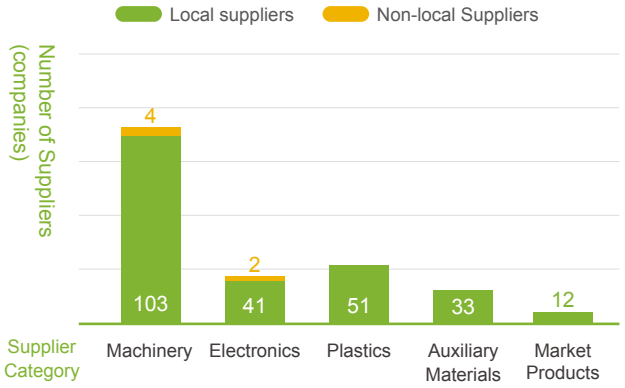
Walrus Pump upholds the highest ethical standards by enforcing strict internal compliance rules and actively promoting anti-corruption and integrity practices externally. In the course of operations, we do not engage in any conduct that violates these principles, and we neither offer, request, promise, nor accept improper benefits. To improve the efficiency and accuracy of supplier management, we classify suppliers into three categories—key, procurement, and outsourced production—based on factors such as risk profile, product or material characteristics, and purchase value. This classification allows us to develop targeted management strategies tailored to each group. In 2024, Walrus Pump worked with 246 suppliers. The signing rate for the Supplier Integrity Pledge was 81.03% across all suppliers, and 100% among key suppliers. For the third consecutive year, procurement from local suppliers in Taiwan accounted for over 90% of our total purchases.

Supplier Integrity Pledge Signing Rate: **81.03%**

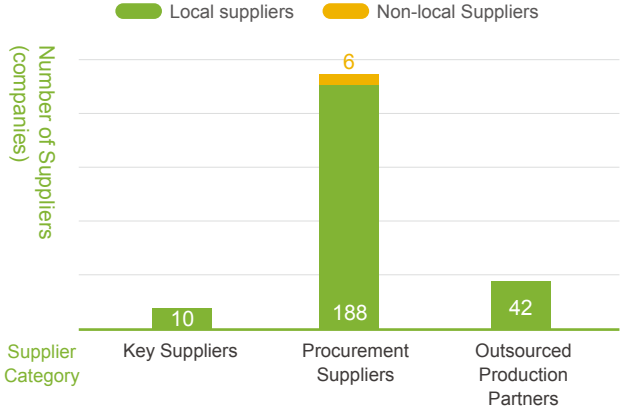
Declaration of Non-Use of Conflict Minerals / Hazardous Substances Signing Rate: **91.30%**

Responsible Minerals Initiative (Conflict Minerals Report) Response Rate: **81.82%**

Number of Suppliers by Industry



Suppliers by Nature of Relationship



Classification

Key suppliers — 10 Entities

The sole manufacturer or a manufacturer with an exclusive market share, typically for a critical product component. These suppliers may be the only available source for essential items and are therefore considered irreplaceable.

Procurement suppliers — 194 Entities

Suppliers that provide either standard market offerings (pre-manufactured products from the market) or products manufactured to our specifications using their own materials. While their products or services are complex to manufacture and require multiple materials, they offer flexibility in production. Procuring from these suppliers enables Walrus Pump to focus resources on design and development.

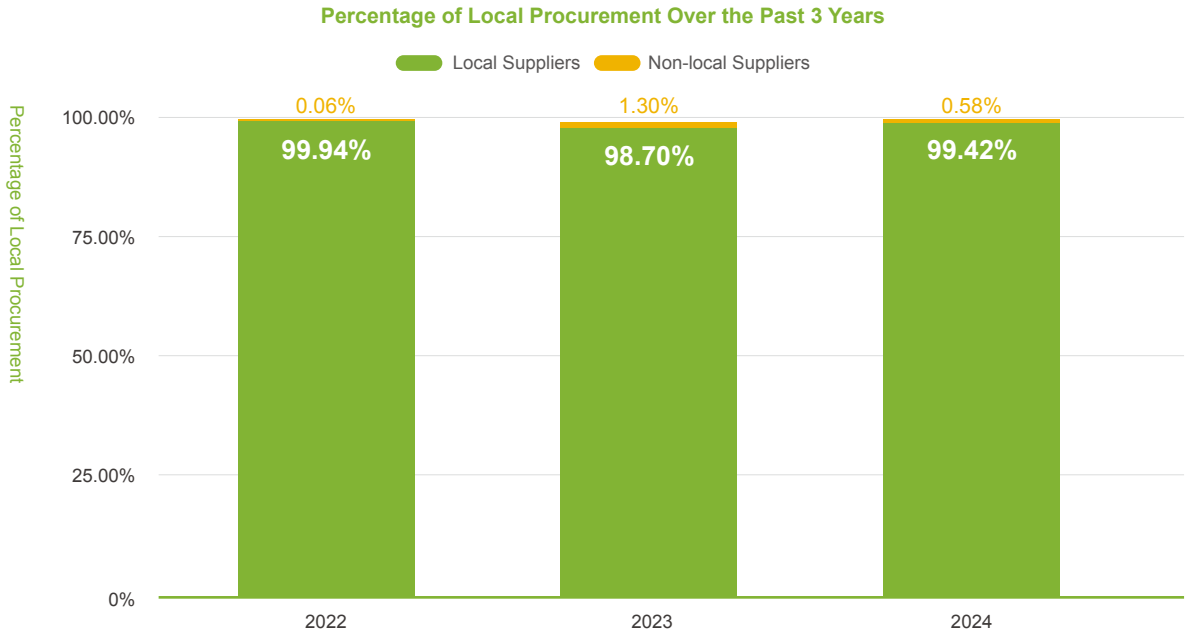
Outsourced Production Partners — 42 Entities

Suppliers that manufacture products according to our specifications but do not supply the raw materials. This arrangement reduces operational risk for Walrus Pump and allows for economies of scale.

Strategy

Due to their significant influence on product quality, delivery schedules, or the supply of critical components—or with procurement value/proportion reaching a certain threshold—key suppliers are regarded as critical partners requiring close oversight. We audit them twice a year.

Representatives of Procurement Suppliers and Outsourced Production Partners sign Management Commitments and Integrity Pledge, focusing on four key areas: assessment, guidance, communication, and collaboration. This aligns with our sustainable supply chain framework, ensuring executable procedures are in place to address key issues.





2024 Procurement Expenditures

Classification	Local suppliers				Non-Local Suppliers			
	Procurement Value (NT$ thousand)	Number of Suppliers	Procurement Value Share (%)	Supplier Share (%)	Procurement Value (NT$ thousand)	Number of Suppliers	Procurement Value Share (%)	Supplier Share (%)
Key Suppliers	139,413,866	10	14.69%	4.07%	0	0	0	0
Procurement Suppliers	696,095,274	188	73.35%	76.42%	5,517,473	6	0.58%	2.44%
Outsourced Production Partners	107,914,025	42	11.38%	17.07%	0	0	0	0
Total	943,423,165	240	99.42%	97.56%	5,517,473	6	0.58%	2.44%

Note 1: Local suppliers are defined as vendors based in Taiwan, including producers, manufacturers, and agents.
Note 2: The number of suppliers in this table reflects the actual vendors we procured from in 2024.
Note 3: The increase in industrial pump material needs led to direct procurement of metals and specialized components from China. Some materials previously sourced via local agents are now purchased directly from China.

Risk Management of Critical Materials

SASB RT-IG-440a.1

Major Risks of Supply Disruptions		Response Strategies		
		S	M	L
Aluminum Alloy	**Geopolitical and War Risks** Aluminum alloys are critical materials for EV car bodies, lightweighting, and battery casings. They are highly sought after in the market. If the Russia–Ukraine war continues, logistics may be delayed and supply shortages could occur.	Advance bulk purchases	Secure backup suppliers and avoid over-concentration	Develop and substitute with engineering plastics
Copper	**Production Cuts and U.S. Tariff Volatility** Copper is a key conductive material in manufacturing and solar panels. China accounts for 60% of global copper consumption, leaving the market highly exposed to fluctuations in China's economy.	Maintain inventory and buy at low points	Sign strategic procurement contracts	Reduce copper use through R&D and design
Plastic Raw Materials	**Petrochemical Industry Decline and Trade Restrictions** Shortages of petrochemical feedstocks may significantly disrupt supply chains.	Diversify suppliers	Sign strategic procurement contracts	Adjust product composition and co-develop new formulas

Legend
S = Short term
M = Medium term
L = Long term



Supplier Performance Appraisal

Walrus Pump evaluates supplier performance using three key metrics: quality, delivery punctuality, and cooperation. All suppliers are assessed in accordance with our Supplier Evaluation Operation Standards, which include both internal assessments and on-site audits. Key suppliers undergo audits twice annually. In 2024, with pandemic-related disruptions easing and the industry stabilizing, we achieved a 100% completion rate for both internal assessments and on-site audits for all applicable suppliers. On a grading scale from A to D, the average score was an impressive 82.48 (Grade B).

3+1 Key Supplier Appraisal Criteria





Ranking	Score Range	Management Approach
A	90 and above	**Quality Supplier** Consider prioritizing orders or increasing order quota.
B	70 - 89	**Average Supplier** Maintain status quo.
C	60 - 69	**Suppliers Needing Improvement** Reduce order quantity and request an improvement plan. Initiate temporary on-site audit or visit if necessary.
D	Below 60	**Suspend Cooperation** Convene a meeting to review supplier qualification. Initiate temporary on-site audit or visit if necessary. Remove supplier qualification if no improvement is made by the deadline.

Supplier Apprasial Over the Last 3 Years

Appraisal Category		Unit/Year	2022	2023	2024
Internal Audit	Suppliers to Be Assessed	Number of Suppliers	250	269	246
	Suppliers Assessed		250	269	246
	Audit Ratio	%	100.00%	100.00%	100.00%
Onsite Audit	Suppliers to Be Audited	Number of Suppliers	40	31	12
	Suppliers Audited		32	31	12
	Audit Ratio	%	80.00%	100.00%	100.00%

Note: Where on-site audits cannot be conducted due to force majeure, internal assessments (desktop reviews) are used as the primary appraisal method.

Win-Win Relationships with Suppliers

Walrus Pump is committed to building mutually beneficial partnerships with our suppliers, fostering an environment where both parties can thrive. Beyond providing legal training and outreach to help suppliers mitigate regulatory and corruption risks, we offer coaching and workshops on process improvement, yield enhancement, and other strategic initiatives to support supplier growth and innovation. In 2024, we held 101 training sessions to ensure the effective use of our supplier platform and to facilitate timely, accurate order delivery. We remain committed to continually enhancing the platform—such as optimizing drawing settings—to maintain efficient and effective communication channels with our suppliers.

2024 Results of Supplier Engagements

1 Assessment

Emergency Response Readiness

We work closely with routinely visited suppliers to strengthen their emergency production capabilities. This includes regular communication on production processes and supporting them in developing robust mechanisms for handling rush orders.

2 Counseling

6S Inspection

We introduce the 6S methodology to routinely visited suppliers to optimize production environments. During visits, we recommend improvements such as traffic flow redesign and integrate suggestions into our routine observations. Through ongoing guidance, suppliers are encouraged to conduct self-inspections and maintain a well-organized workspace. (See Section 6.2: Occupational Health and Safety for details on 6S.)

Design change notifications – confirmation rate of **95%+**

Consultation provided to **48** suppliers in 2024

3 Communication

Documentation Management

We assist suppliers in establishing document management systems for organized storage and version-controlled archiving of drawings. This ensures consistency between drawings and purchase orders, improving accuracy and reducing errors.

4 Collaboration

Management of Instrument and Equipment Maintenance

We collaborate with routinely visited suppliers to keep equipment maintenance and inspection records up to date. Regular maintenance and calibration are required, and random checks of maintenance records are performed during inspections to proactively identify and address potential issues, thereby reducing the risk of defects.

Walrus Pump Highlight: Partnering for a Sustainable Future—The Walrus Pump Supplier Conference

On March 22, 2024, Walrus Pump hosted the Walrus Pump Supplier Conference, bringing together 151 key suppliers.
The event opened with a presentation on Walrus Pump's sustainability achievements, followed by a symposium featuring industry consultants, academic experts, NGOs, and supplier representatives discussing "How Companies Can Enhance Value and Competitiveness by Practicing Sustainability." The afternoon featured departmental breakout sessions on new product launches, market trends, Total Quality Management (TQM) practices, and themed supplier presentations, fostering deeper knowledge-sharing and collaboration. The day concluded with an awards ceremony honoring outstanding suppliers, inspiring a positive cycle of continuous improvement toward a sustainable, green supply chain.

Four-party Sustainability Symposium



New Product Display and Presentations



Main Visual Design of the Conference



57th Anniversary of Walrus Pump: Celebrating Shared Success



Supplier Feedback Through Questionnaire

- Gained a better understanding of Walrus Pump's past, present, and future
- Walrus's strategic planning aligns with market trends and needs; looking forward to deeper collaboration
- Willing to support and align with Walrus's future development
- Willing to work with Walrus to jointly address and solve problems

Follow-ups After the Supplier Conference

- Strengthen supplier audit systems and process improvement
  - Improve supplier on-time delivery inspection compliance to 90%
  - Complete desktop audits for 20% of major (Level 1 and Level 2) suppliers
  - Promote 100% signing of the Walrus Pump Code of Sustainability by 2026
- Manage and maintain strategic partnerships
  - Conduct over 25 supplier discussions annually on process improvement and yield enhancement
  - Achieve 10% annual growth in green procurement by 2026
  - Establish a high-quality supply chain by 2026, with 20+ suppliers undergoing carbon inventory checks





Catching the Green Wave: Coexistence with the Environment

Walrus Pump recognizes the profound impact of climate change on the global economy and society. Committed to a sustainable future, we are working with stakeholders to achieve net-zero emissions by 2050. To advance this goal, we have taken the following actions:

- Enhanced transparency by disclosing climate-related information in alignment with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).
- Conducted a comprehensive greenhouse gas (GHG) inventory for our operational bases in Taiwan.
- Focused on developing and delivering energy-efficient pump solutions that enable our clients to lower their environmental footprint.

Material Topics **Climate Change Adaptation**
Green Product Design

Introduced **scenario analysis** on climate-related risks and opportunities.

Reduced GHG emissions intensity by 5.66%.

Successfully completed **3+** process optimization projects.

4.1 Climate Change Adaptation

GRI 3-3

Policies

Internal Policy and Responses

Internal Policy

- Walrus Pump commits resources to the development of energy-efficient, quiet, and environmentally friendly pumps. We design and manufacture products that comply with regulations and meet client health and safety requirements, while minimizing the environmental impact of our production processes. This commitment to sustainability is embedded in our established management system, which drives continuous improvement in environmental protection, quality, health, and safety across our operations.
- Guided by the principle of innovative research and development of household pumps, we provide users with water equipment that can inhibit most bacterial growth, ensure clean and hygienic water quality, and create a rust-free, healthy, safe, and environmentally friendly water experience.

Responses

- Identified significant climate-related risks and opportunities through scenario-based climate analysis.
- Improve energy efficiency through equipment upgrades (e.g., high-efficiency air compressors and chillers).
- Introduced the Product Carbon Footprint Project to quantify potential carbon emissions and impacts of our products.

External Compliance

- Rules Governing the Preparation and Filing of Sustainability Reports by TWSE-Listed Companies
- Climate Change Response Act
- TCFD Recommendations
- Regulations on Greenhouse Gas Inventory and Management
- ISO 14064-1: Organizational-Level Greenhouse Gas Inventory Standard
- ISO14067: Verification – Carbon Footprint of Products

Commitments

Walrus Pump is committed to actively managing and proactively responding to climate change issues and risks. Following the TCFD framework, we are building a solid foundation for climate change adaptation and regularly tracking our greenhouse gas (GHG) emissions as a cornerstone of our pathway toward carbon neutrality by 2050. Looking ahead, we will progressively launch product carbon footprint inventories. Even amid rapidly changing global trends, Walrus Pump remains steadfast in addressing green costs—such as carbon taxes and fees—while balancing environmental responsibility with economic development.

Responsible Departments

- Strategy Committee
- Sustainability Development Committee
- Project Team of New Plant Construction
- Administration Section, Administrative Department
- Product Design Department
- Smart Engineering Department
- Product Technology Section

Resources

Staff input: Approximately 51 people. Financial investment: Approximately NT$750,000.

- Engaged external consultants to provide ESG and carbon management training, including GHG inventories at Taiwanese facilities.
- Participated in external training courses on carbon reduction, sustainability strategies, and ISO 14064-1:2018, covering organization-level GHG inventory systems and verifiers.
- Identification of Climate Risks and Opportunities: Identified climate risks and opportunities across short-, medium-, and long-term horizons, including future business development opportunities and potential financial impacts.

Annual Performance Evaluation

Management Evaluation Mechanism

	Annual Evaluation Results (✓ Goals Achieved)
ISO 14064-1 Standard for GHG Inventory Coverage	✓ Achieved 100% inventory coverage rate for Taiwan premises.
Annual Tracking of GHG Emissions and Intensity	✓ Category 1 & 2 emissions increased by 8.41% from 2023 to 1,532.675 tons CO2e.
Annual Tracking of GHG Emissions Intensity	✓ GHG emissions intensity per NT$ million revenue decreased by 5.66%.

Goals & Targets

Short-Term — Within 1 Year

- Establish internal GHG management procedures
- Expand the boundaries and scope of GHG inventory at the organizational level
- Reduce GHG emissions by 20% by 2025
- Conduct climate change scenario and financial impact analysis to strengthen response strategies

Medium-Term — 2-3 Years

- Evaluate benefits of carbon footprint reduction from products
- Join the Science Based Targets initiative (SBTi)
- Integrate climate risk management into the overall risk framework

Long-Term — 4-5 Years

- Expand product carbon footprint inventory
- Reduce GHG emissions by 50% by 2030
- Join the SBTi, aiming for carbon neutrality for Walrus Pump by 2050
- Review and revise climate change response strategies

Stakeholder Communication

- Publish ESG reports annually to disclose carbon reduction targets and implementation results.
- Implement product carbon footprint surveys.

Climate Governance Framework

TCFD Governance

Walrus Pump's Board of Directors serves as the highest supervisory body for corporate sustainability strategies and practices. In line with the Task Force on Climate-related Financial Disclosures (TCFD) framework, we recognize climate change impacts as a key corporate risk. Moving forward, we will integrate climate-related risk and opportunity management into our internal control systems to further strengthen oversight. The Board's Strategy Committee is the primary governing body responsible for sustainability matters. It leads the Sustainable Development Committee and three functional teams, fostering cross-departmental communication and coordination on corporate sustainability issues. The Strategy Committee is also tasked with implementing and advancing material sustainability topics—including risk management, climate-related initiatives, and GHG inventories—and regularly reports progress and results to the Board of Directors.

Identification and Strategy Management of Risks and Opportunities

GRI 201-2 & TCFD Strategy / Risk Management

In 2022, following TCFD guidelines and industry best practices, Walrus Pump conducted a comprehensive analysis of climate-related risks and opportunities. The assessment reviewed domestic and international benchmarks within the manufacturing sector and across the value chain, taking into account both industry characteristics and our operational context. Conducted jointly by the Strategy Committee, the ESG Committee (now the Sustainable Development Committee), and three functional teams, the analysis identified major risks and opportunities stemming from extreme weather events affecting our Taiwanese operations. Building on this work, we introduced scenario analysis to quantify potential organization-wide risks. The 2024 analysis focused on carbon cost risks, examining their potential financial impacts on the Company's operations. Insights from this assessment will guide strategies to strengthen organizational resilience, enhance adaptive capacity, and establish a comprehensive, enterprise-wide action plan for addressing climate change.



Education and Training

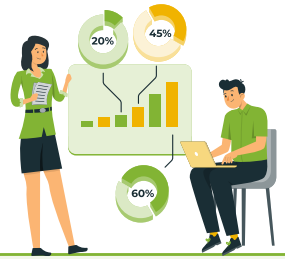
We enhance staff awareness of climate change, its implications for Walrus Pump, and develop a shared understanding of climate issues.



Climate Risk and Opportunity Identification

In 2022, a questionnaire survey assessed the likelihood and impact of climate-related risks and opportunities.

10 departments surveyed
19 questionnaires distributed
100% response rate



Materiality Assessment

We analyzed the significance of each risk and opportunity based on likelihood and impact.

13 material risks identified
9 material opportunities identified



Financial Impact Assessment

The finance and accounting departments are assessing the potential financial implications and timing of the identified material risks and opportunities.

The findings will inform future **climate governance**

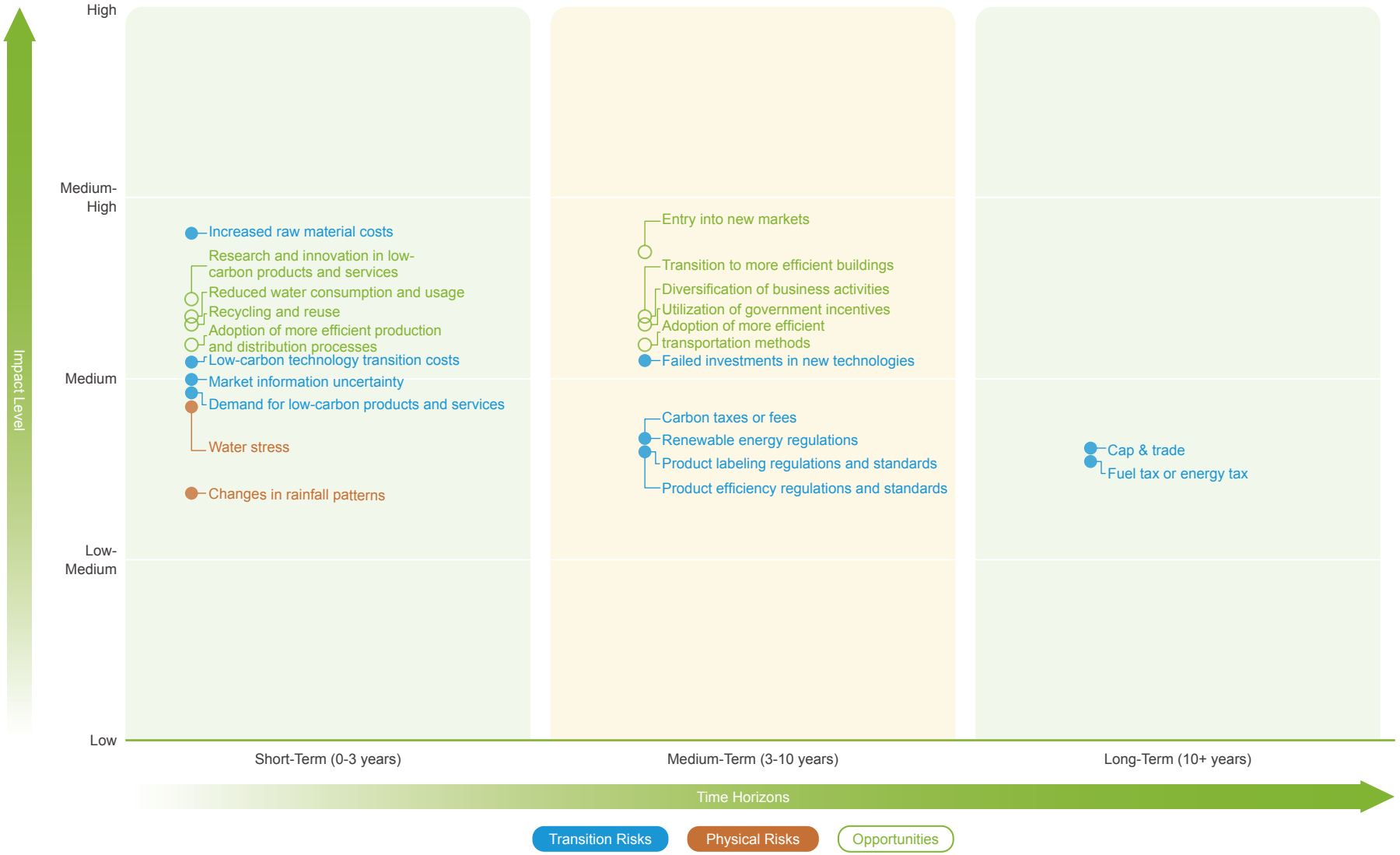


Management and Impact Responses

We align current operations and future strategies to respond to material risks and opportunities.

The responses are integrated with management approaches to **Material Topics** to create a comprehensive management model.

Significant Climate Risks and Opportunities in Walrus Pump



Category	Risks and Opportunities	● Risk Factors / ○ Opportunity Factors	− Negative Financial Impact / + Positive Financial Impact	Management and Impact Response	Link to Material Topics
Transformation Risks	Policies and Regulations	● Carbon taxes or fees ● Fuel tax or energy tax ● Cap & trade ● Renewable Energy Regulations	− Increased operating costs from carbon taxes in export destinations and carbon fees/energy taxes in Taiwan	Conduct a comprehensive GHG inventory for Taiwanese operations to establish a clear emissions baseline, identify hotspots, and target reduction measures. Improve energy efficiency through equipment upgrades (e.g., high-efficiency air compressors and chillers). Invested NT$50 million in solar power installations at our new production site to reduce future carbon cost risks.	▶ 4.1 Climate Change Adaptation
		● Regulations & standards on product labeling ● Product efficieny regulations and standards	− Increased operating costs for inventorying, verifying, and disclosing annual GHG emissions, as well as for future product carbon footprinting	Continue upgrading products to meet 2026 IE4 energy-efficiency requirements.	▶ 4.2 Green Product Design
	Technology and Market	● Demand for low-carbon products and services ● Failed investments in new technology ● Low-carbon technology transition costs ● Market information uncertainty	− Potential write-offs of existing technologies and equipment due to incompatibility with growing market demand for low-carbon products and services − Increased operating costs for R&D in low-carbon solutions, with the risk of unrecoverable costs if investments fail − Additional investments required to adapt strategies and products to evolving market conditions	Expand pump applications across nine sectors and establish the WALRUS FIT team to provide customized, high-efficiency, energy-saving, and environmentally friendly solutions.	▶ 2.1 Product Innovation and R&D ▶ 5.1 Global Strategic Plan
		● Increased raw material costs	− Increased raw material costs due to market fluctuations, leading to additional operating expenses	Establish a program to identify and manage critical material suppliers, including audits twice a year to ensure supply chain continuity. Designate a dedicated staff member to monitor raw material prices and maintain optimal inventory levels to ensure the fulfillment of potential orders.	▶ 3.2 Supply Chain Management
Physical Risks	Long-term Challenges	● Water Stress	− Increased operating costs from additional product design adjustments to address client water needs under long-term climate and water stress	Incorporate client water requirements into product design by leveraging insights from daily operations. Develop customized, scenario-based product solutions that optimize water management for clients.	▶ 2.1 Product Innovation and R&D ▶ 4.2 Green Product Design
		● Changes in Rainfall Patterns	− Disruption of employee commutes due to heavy rainfall	Introduce work-from-home or videoconferencing options.	▶ 4.1 Climate Change Adaptation
Opportunities	Resource Efficiency	○ Adoption of more efficient transportation methods ○ Adoption of more efficient production and distribution processes ○ Recycling and reuse ○ Transition to more efficient buildings	+ Improved resource efficiency in pump production processes, optimized transportation, reduced operating costs, and enhanced production resilience + Reduced daily operating costs and improved resource use through high-efficiency equipment at new plants	Conduct process improvements to enhance production capacity and resource efficiency. Implement renewable energy solutions, such as the solar power system at the Huanqiu Plant in Lujhu District, Kaohsiung (expected annual output: 1,249 kWh). Improve equipment for better production and resource efficiency to achieve a gradual transition towards green operations. Introduced the Product Carbon Footprint Project to quantify potential carbon emissions and impacts of our products.	▶ 3.1 Resource Management ▶ 4.1 Climate Change Adaptation ▶ 4.2 Green Product Design
	Products and Services	○ Reduce water consumption and water usage ○ Research and Innovation in low-carbon products and services ○ Diversification of business activities	+ Increased revenue from development of low-carbon products and services that meet client needs + Expanded product lines for diversified, innovative applications aligned with a low-carbon economy, increasing revenue and competitive advantage	Increase plastic content in products to reduce reliance on high-emission metals while maintaining functionality, and evaluate the use of recycled plastics. Leverage pump technology to create integrated cooling solutions for electric vehicle charging systems, supporting industries in their transition to green transportation.	▶ 2.1 Product Innovation and R&D ▶ 4.2 Green Product Design
	Market	○ Entry into new markets ○ Utilization of government incentives	+ New revenue streams from entry into new markets with low-carbon products; additional revenue from government incentives and subsidies supporting low-carbon product adoption	Implement a carbon footprint accounting program for products to comply with the EU CBAM carbon tariff and future regulations. This will position Walrus Pump to capitalize on potential international and domestic government subsidies for sustainable businesses.	▶ 4.1 Climate Change Adaptation

Scenario Analysis

Although carbon costs represent a medium-term risk for Walrus Pump, they remain one of the most pressing global sustainability challenges. We therefore analyze potential carbon costs under different climate scenarios to inform our carbon risk management strategies and strengthen the Company's resilience to the financial impacts of climate change.

This analysis estimates annual greenhouse gas (GHG) emissions based on Walrus Pump's historical annual data, projecting carbon emissions under two scenarios:

- Business-as-usual (BAU): No transformational actions are taken.
- NDC-based reduction strategy: Carbon reductions are aligned with Nationally Determined Contribution (NDC) targets.

In addition, three commonly used international climate policy scenarios were applied to calculate potential carbon pricing: Stated Policies Scenario (STEPS), Announced Pledges Scenario (APS), and Net Zero Emissions by 2050 Scenario (NZE2050). Carbon cost estimates were based on the carbon fee data for each scenario and year published by the International Energy Agency (IEA) in its World Energy Outlook (WEO). For STEPS, Taiwan's announced carbon fee of US$10 per ton was used as a benchmark, with an assumed annual increase of 10%, referencing the London School of Economics' Carbon Pricing Options for Taiwan (2020).

Commonly Used International Climate Scenarios

Stated Policy Scenario (STEPS)

Assumes that countries' currently announced or implemented climate policies continue without introducing new or more aggressive targets. Carbon prices are influenced primarily by existing policies.

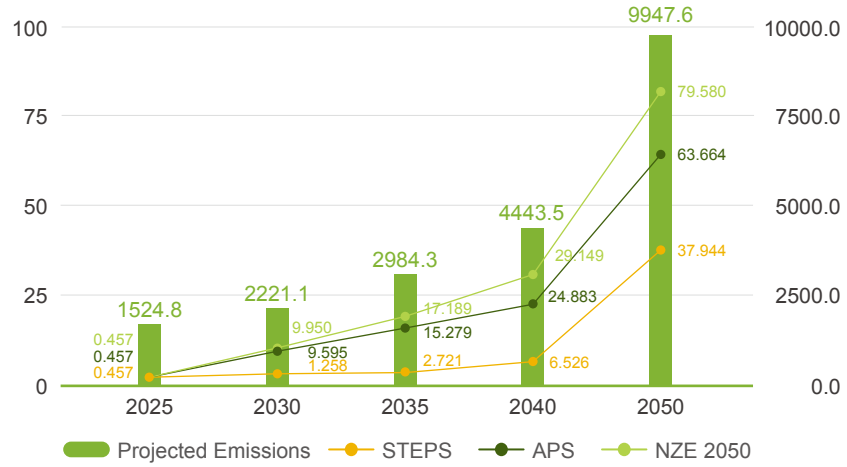
APS Commitment Target Scenario

Assumes that countries fully implement their medium- and long-term climate goals, such as the 2050 net-zero commitment and 2030 NDC emission-reduction targets, requiring stronger carbon pricing or expanded carbon fee coverage.

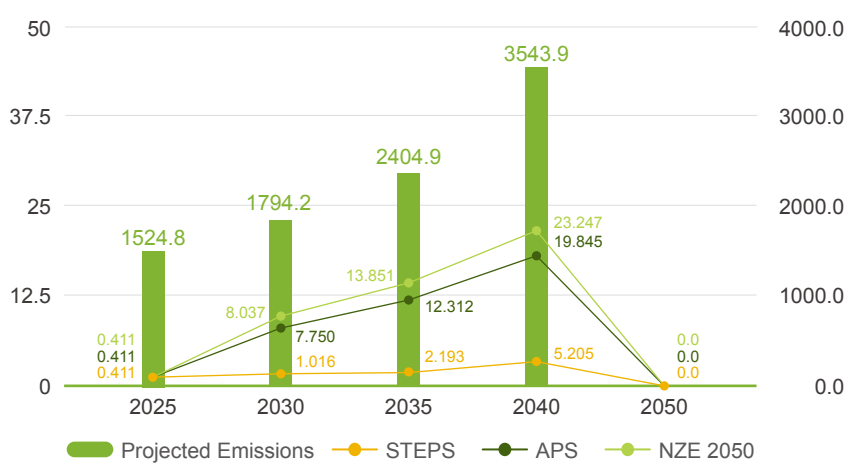
NZE 2050

Assumes a global pathway to achieve net-zero emissions by 2050, limiting temperature rise to 1.5°C, and resulting in the highest carbon cost pressures.

Financial Impact of Carbon Costs under BAU Scenario



Financial Impact of Carbon Costs under NDC Reduction Scenario



Results: Without any transformational actions, Walrus Pump's carbon cost burden is projected to increase annually under all climate scenarios. In the NZE2050 scenario, the most financially severe, carbon costs would account for 2.75% of gross profit by 2050. Under the NDC-aligned strategy—reducing emissions by 28% by 2030, 38% by 2035, and achieving net zero by 2050—the proportion of carbon costs to gross profit could be reduced from 1.54% to 1.11% in 2030, and from 1.98% to 1.23% in 2035.

GHG Inventory

GRI 305-1 / 305-2 / 305-3 / 305-4 / 305-5; TCFD Indicators and Targets

In 2022, Walrus Pump voluntarily conducted a greenhouse gas (GHG) inventory covering all operating sites in Taiwan, in accordance with the ISO 14064-1:2018 standard. Beginning in 2027, we plan to engage a third-party verification body to validate our emissions data. Key findings from the 2024 inventory are as follows:

- Category 1 (Direct Emissions): Account for approximately 16.991% of total emissions, primarily from sources such as gas, diesel generators, vehicle fuel, refrigerants, and septic tanks.
- Category 2 (Purchased Electricity): The largest source, representing 61.814% of total emissions, due to the electricity-intensive nature of water pump manufacturing.
- Category 3 & Category 4 (Other Indirect Emissions): Comprising 21.195% of total emissions, these include employee commuting and upstream emissions from purchased electricity.

A new audit location, the Nanjing Sanmin Office, was added in 2024. Our internal GHG audit program is scheduled for completion in 2025.

To promote Scope 2 emission reductions, we replaced traditional fluorescent lights at the Sanzhi Plant with LED lighting in 2024—an upgrade equivalent to a reduction of 4,839 kgCO_2e annually. Looking ahead, our greenhouse gas reduction plan for the next fiscal year will continue to focus on lowering emissions and energy use through process optimization and equipment upgrades, targeting a 20% organizational emissions reduction by 2025 and progressing toward our long-term goal of net zero by 2050.

Note: This calculation is based on each of the 116 LED units saving 44 watts, with 8-hour daily operation over 250 working days per year, resulting in an annual savings of approximately 10,208 kWh. Using Taiwan's 2024 electricity emission factor (0.474 kgCO_2e/kWh), this translates directly to the stated annual reduction of 4,839 kg CO_2e.

Greenhouse Gas Emissions 2024

Project/Location		Headquarters (incl. Sanzhi Plant)	Nanjing Sanmin Office	Sanchong Branch	Taichung Branch	Kaohsiung Office (incl. Zhengyi Plant)	Total	% of Total Emissions
Category 1	Stationery	0.353	0	0	0	0	0.353	0.018%
	Mobile	13.771	1.516	85.498	70.931	107.275	278.991	14.345%
	Fuigitive	17.923	0.214	3.308	5.296	24.372	51.113	2.628%
Category 1 Total							330.457	16.991%
Category 2	Purchased Electricity	319.836	10.162	18.228	16.834	837.158	1,202.218	61.814%
Category 2 Total							1,202.218	61.814%
Category 1 & 2 Total							1,532.675	78.805%
GHG Emission Intensity								1.00
Category 3	Employees Commuting	53.419	2.381	4.058	19.008	91.900	170.766	8.780%
Category 4	Upstream Electricity Emissions	65.654	1.981	3.742	3.480	166.608	241.465	12.415%
Category 3 & 4 Total							412.231	21.195%
Category 1-6 Total							1,944.906	-

Notes:
1. Inventory follows the ISO 14064-1:2018 standard, covering seven GHGs: CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3. Boundaries are defined by operational control.
2. Data is self-reported; third-party verification has not yet commenced. Base year: 2022.
3. Emissions are expressed in metric tons of CO_2 equivalent (tCO_2e) and calculated as: activity data × emission factor × global warming potential (GWP), based on the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report. Electricity factors: 2024 coefficient of 0.474 kg CO_2e/kWh for direct emissions; 2021 coefficient of 0.0973 kg CO_2e/kWh for indirect emissions published in 2023 (source: Taiwan's Energy Administration, Ministry of Economic Affairs).
4. GHG Emissions Intensity = Total GHG Emissions (tCO_2e) ÷ Annual Operating Income (million NT$).

4.2 Green Product Design

GRI 3-3

Policies

Internal Policy and Responses

Internal Policy

- Implement an ISO Product Design Process
- Closely follow international motor performance and certification standards to guide product development

Responses

- Reduce packaging lining and change colored cartons to single-ink printing
- Reduce plastic packaging and fully promote 100% reusable packaging
- Improve water utilization efficiency and assist customers in developing water management plans

External Compliance

- EU RoHS certification
- TAF and TÜV certification
- CSA certification for product safety
- European CE (Conformité Européenne) certification

Commitments

Walrus Pump prioritizes sustainability throughout the product lifecycle, integrating green design principles from the initial design phase. Our approach focuses on four key directions: reduction, energy saving, recycling, and hazardous substance management. This commitment is embedded within our quality processes, ensuring reviews and adjustments at each stage. This comprehensive lifecycle approach minimizes environmental impact, empowers us to provide superior green options to clients, and ultimately creates sustainable product value.

Responsible Departments

Environmental Team of the Sustainable Development Committee, integrating all R&D departments (Product Development, Product Design, Product Verification, and Plastic Mold) and the Production Departments of our factories in Northern and Southern Taiwan.

Resources

Staff input: Approximately 61 people. Financial investment: Approximately NT$63.58 million.

- 28 product developers and designers, 8 verifiers, 11 production technology specialists, and 14 mold engineers.
- NT$63.58 million, covering personnel costs, software/hardware purchases, sample testing, jig production/equipment, and water-cooled pump development.

Annual Performance Evaluation

Management Evaluation Mechanism

Annual Evaluation Results (Goals Achieved)

Increased Use of Plastic Materials: Improve emissions by incorporating plastic components into at least one product model per year.	The HQ series of electronic pressure-stabilizing booster pumps features a redesigned plasticized casing and bearing structure to reduce weight. These new components cut carbon emissions by 44.82% compared with the previous generation, saving 1.568 kg CO_2e per pump.
All raw materials are antibacterial and RoHS compliant.	All raw materials are antibacterial and RoHS compliant.

Goals & Targets

Short-Term — Within 1 Year

- Conduct energy efficiency testing for 100% of newly developed models.
- Residential products: 100% of components in contact with water to use high-performance, antibacterial composite materials.
- Residential booster pump models: 10% to have plasticized pressure tanks.
- Industrial models: 15% to achieve a 5% GHG reduction in metal parts.
- Product structures (excluding cables, circuit boards, and electrical components): 85% to use recycled materials.
- Packaging optimization: 100% reusable packaging.

Medium-Term — 2-3 Years

- 100% of new products registered with energy efficiency targets, tested, and verified during development.
- Residential products: 100% of components in contact with water to use high-performance, antibacterial composite materials.
- Residential booster pump models: 20% to have plasticized pressure tanks.
- Industrial models: 30% to achieve a 5% GHG reduction in metal parts.
- Product structures (excluding cables, circuit boards, and electrical components): 88% to use recycled materials.

Long-Term — 4-5 Years

- 100% of new products registered with energy efficiency targets, tested, and verified during development.
- Residential products: 100% of components in contact with water to use high-performance, antibacterial composite materials.
- Residential booster pump models: 30% to have plasticized pressure tanks.
- Industrial models: 50% to achieve a 5% GHG reduction in metal parts.
- Product structures (excluding cables, circuit boards, and electrical components): 90% to use recycled materials.

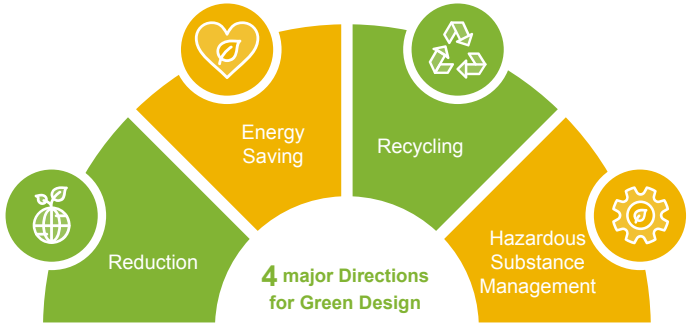
Stakeholder Communication

- Yearly: Participate in 2–3 domestic and international exhibitions and technical forums.
- Provide product catalog and carton packaging information indicating antibacterial functions, RoHS certification, and motor energy efficiency.

Product Life Cycle Management

Walrus Pump applies green design principles throughout the entire product life cycle. From the initial concept stage, we focus on four key priorities: reduction, energy savings, recycling, and hazardous substance management. This approach, combined with a rigorous quality process featuring regular reviews and adjustments, helps minimize environmental impact at each stage of production. At the same time, it amplifies positive environmental contributions and fosters a sustainability-focused connection between our clients, the environment, and Walrus Pump's green products.





Product Lifecycle Stage	01 Design	02 Production & manufacturing	03 Transportation	04 Usage	05 Repair & Maintenance
Key Strategies	▌Reduce material consumption at the source and redesign products using plasticized materials to minimize environmental impact throughout the product lifecycle. ▌Perform energy efficiency testing to improve product operation efficiency	Review and evaluate existing processes to improve production efficiency	Take inventory of transportation fuel data, implement carbon emission management and disclosure, and identify carbon reduction hotspots to improve transportation efficiency	Identify client demand and select the most suitable models to reduce power waste at the user end, assisting clients in achieving effective resource utilization	Set up 4 repair stations across northern, central, and southern Taiwan to reduce carbon emissions from repair transportation while extending the utilization rate and service life of existing products
	4.2 Green Product Design	4.2 Green Product Design	3.1 Resource Management 4.1 Climate Change Adaptation	4.2 Green Product Design 5.2 Brand Value and Infuence	

Emission Reduction from Source & Redesign with Plasticized Materials

GRI 301-1 / 301-2

Walrus Pump classifies purchased materials into three categories: raw materials, auxiliary materials, and packaging materials, with raw materials representing the largest share. In 2024, renewable raw materials accounted for 21.42% of total raw material procurement—a decrease of 3.99% compared to the previous year.

In recent years, we have systematically reviewed metal pump casing components to identify opportunities for weight reduction, developing designs to meet this objective. In addition, we are introducing plasticization technology to replace high-carbon-emission cast iron with high-performance composite materials. This not only reduces product weight but also lowers their carbon footprint and mitigates life cycle environmental impacts.

2024 Product Design Optimization Cases

Redesign with Plasticized Materials

Example: Component of the HQ800 residential electronic pressure-stabilizing booster pump



After Improvement



Benefits Gained

By incorporating plasticization into the design of metal parts, each unit reduces iron use by 157g—cutting emissions by approximately **1.568 kg CO_2e.**

Improved Energy Efficiency

Example: WQ800 residential water-cooled electronic pressure-stabilizing booster pump



HQ800

After Improvement



WQ800

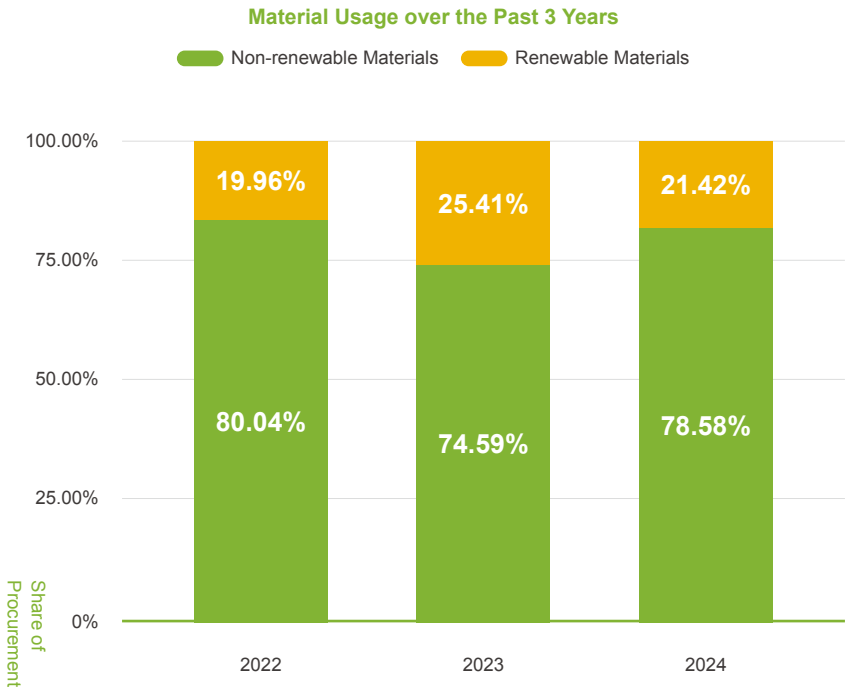
Benefits Gained

By switching from the HQ to the WQ model, which offers greater energy efficiency, each unit reduces annual emissions by approximately **4.795 kg CO_2e.**

Material Usage over the Past 3 Years

Item	2022				2023				2024			
	Non-renewable		Renewable		Non-renewable		Renewable		Non-renewable		Renewable	
	Weight (kg)	Proportion (%)	Weight (kg)	Proportion (%)	Weight (kg)	Proportion (%)	Weight (kg)	Proportion (%)	Weight (kg)	Proportion (%)	Weight (kg)	Proportion (%)
Raw Materials	3,921,562	79.91%	718,992	14.65%	3,160,010	74.41%	819,870	19.31%	4,415,090	78.44%	933,772	16.59%
Auxiliary Materials	5,800	0.12%	110	0.00%	7,000	0.16%	110	0.00%	7,400	0.13%	120	0.00%
Packaging Materials	565	0.01%	260,608	5.31%	572	0.01%	259,180	6.10%	603	0.01%	271,945	4.83%
Total	3,927,927	80.04%	979,710	19.96%	3,167,582	74.59%	1,079,160	25.41%	4,423,093	78.58%	1,205,837	21.42%

Notes
1. Raw Materials include plastics, iron, stainless steel, aluminum alloy, copper, rubber, and circuit components. Auxiliary Materials include plastic bags, hydraulic oil, cutting oil, and anti-rust oil. Packaging Materials include polyester strapping and paper.
2. This table categorizes materials based on inherent renewability. Renewable: plastics, rubber, plastic bags, and paper. Non-renewable: iron, stainless steel, aluminum alloys, copper, circuit components, hydraulic oil, cutting oil, anti-rust oil, and polyester strapping.
3. The calculation of non-renewable and renewable material shares is based on weight. Walrus Pump has not yet calculated the proportion of recycled materials used and will continue to conduct statistical analysis in future reports.



Walrus Pump Highlight: Green Product Packaging

To fulfill our carbon reduction commitments, Walrus Pump reduces cardboard use while ensuring complete packaging and safe protection of the device body. Wherever possible, we use renewable materials in packaging designs.

- Significant reduction in packaging lining.
- Transition from multi-color to single-color carton printing. We are also reducing plastic packaging and promoting 100% reusable packaging solutions.
- In 2024, we began printing pump product manuals on recycled paper and including QR codes to access online electronic manuals.

We recognize that small actions, when sustained, can have a significant cumulative impact. For instance, switching to recycled paper alone is estimated to save nearly 1,000 bales of virgin pulp each year—equivalent to a reduction of approximately 1.4 metric tons of CO_2e.

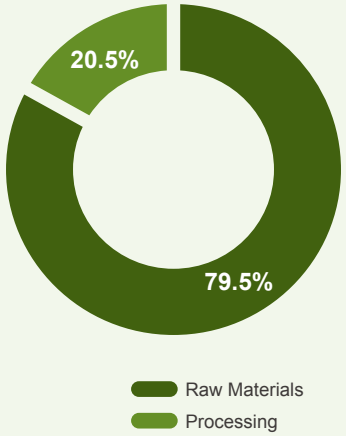


Packaging made with Eco Mark-certified paper.

Walrus Pump Highlight: Product Carbon Footprint Project

In 2024, Walrus Pump launched the Product Carbon Footprint Project to establish an internal methodology for calculating product carbon footprints, while facilitating communication and engagements with customers. The findings from this project will also guide future product design and process optimization. For the initial analysis, the TPM50T pump was selected as the target product.
Using a "cradle-to-gate" boundary, results showed that 79.5% of emissions came from raw materials, and 20.5% from manufacturing processes. Walrus Pump will continue collaborating with upstream suppliers to develop products and supply chains that deliver lower environmental impacts.

Emissions Share by Lifecycle Stage



Carbon Emissions of Top Five High-efficiency Water Pumps in 2024

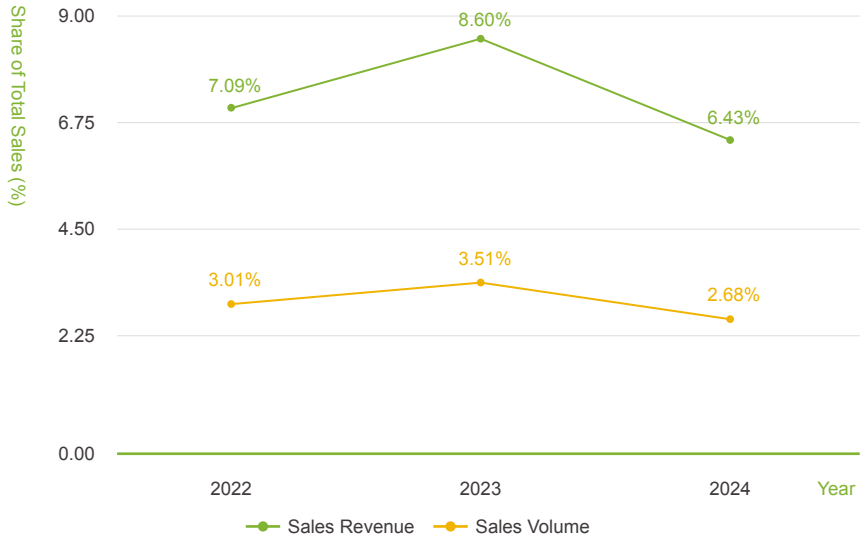
Pump Model	Energy Efficiency Level	Rated Efficiency	Annual Electricity Consumption	CO2 Equivalent
		%	kWh	tCO2e/year
TPH4T3K, 60Hz	IE4	85.1	3,813.52	1.81
TPHK4T6-6, 60Hz	IE4	87.2	7,168.60	3.40
TPHK8T6-3, 60Hz	IE4	88.3	7,127.72	3.38
TPMK5T9-9, 60Hz	IE3	88.7	11,388.00	5.40
TPM25T4K, 60Hz	IE3	89.7	19,739.20	9.36

Notes:
1. Energy efficiency level: Electric motors are graded IE1–IE5, with IE5 being the most efficient. Walrus Pump classifies water pumps with motors rated IE3 or above as high-efficiency.
2. Rated efficiency: The tested efficiency value of the motor, which affects its ability to deliver usable power (measured in horsepower).
3. Annual electricity consumption: Estimated based on 8 hours of operation per day, 365 days per year, at the rated operating point for each pump model.
4. CO_2-equivalent: Calculated using an emission factor of 0.474 kgCO_2e/kWh (Taiwan Bureau of Energy, 2024), converted to tCO_2e in this table.

Energy Efficiency Testing

Walrus Pump is dedicated to developing high-quality pumps that meet market needs and energy efficiency standards. From the early design stage, energy efficiency requirements of target markets are used as benchmarks, with prototypes tested to ensure compliance. If deficiencies are found, improvement strategies and design changes are implemented. Since 2022, 100% of newly developed prototypes have undergone—and passed—energy efficiency testing.

Sales Share of High-Efficiency Energy-Saving Motors in the Past 3 Years





Our commitment extends beyond regulatory compliance. As an industry leader, we invest significant time and resources in the research, development, and marketing of high-efficiency motors. This dedication is reflected in our sales performance: in 2024, high-efficiency and energy-saving motors (IE3 and IE4) accounted for 2.68% of total sales volume and 6.43% of sales revenue. By continually leveraging our core strengths, we promote sustainable development across our markets.

Production Process Optimization for Better Efficiency

Walrus Pump continuously evaluates existing manufacturing processes to identify optimization opportunities. We focus on replacing manual operations with fully or semi-automated systems to improve accuracy, increase daily production capacity, boost yield, and reduce material waste. In 2022, we adopted servo-type hexagonal screw-tightening machines, reducing assembly time by 14.3% and increasing daily output to 1.6 times the previous level. In 2023, we introduced elevatable non-powered roller conveyors, which are expected to lower the risk of physical occupational injuries and enhance operational efficiency. We also improved mold designs to reduce post-processing time and raw material consumption. In 2024, we advanced our automation efforts further with the introduction of automated laser welding equipment and all-electric injection molding machines, achieving higher production efficiency.

Process Optimization Cases of the Year

Cases	Improvements	Benefits	Illustrations
Introduction of Automated Laser Welding Equipment Example: **Welding Operation**	Implemented automated laser welding equipment to replace manual welding. This reduces the risk of visual strain for operators and increases the overall yield rate of operations.	Expected to reduce occupational injuries for two employees and improve yield by 10%.	
Introduction of All-electric Injection Molding Machines Example: **Workpiece Production**	Replaced traditional hydraulic injection molding machines with all-electric models, delivering higher energy efficiency, faster cycle times, quieter operation, and greater repeatability—making them ideal for producing high-precision parts.	Energy consumption per unit of output reduced by 30%, with greenhouse gas emissions expected to drop by 60%.	

Partnering with Clients in Effective Water Management

Walrus Pump is committed to supporting clients in achieving effective water management. We provide a comprehensive portfolio of high-quality pumps and integrated solutions for a wide range of applications—from agriculture and urban water supply to drainage and wastewater treatment. Our products are designed to maximize water-use efficiency while reducing waste and minimizing environmental impact. Drawing on advanced technology and extensive industry experience, we go beyond simply delivering pumps: we work with clients to develop tailored water management plans, offer customized proposals, and design scenario-specific solutions. This collaborative approach ensures optimal utilization and stewardship of water resources, contributing to a sustainable future for water on our planet. See Chapter 2.2: Key Roles of Products for more on our solutions.

100% Leak Testing

All pumps undergo 100% leak testing during production to minimize the risk of water loss at the intake and usage stages, ensuring efficient water utilization.

Use of IE3/IE4 High-Efficiency Motors

Pumps are equipped with IE3/IE4 high-efficiency motors, enhancing performance and reducing customers' energy consumption.

Antibacterial and Increased Treatment Capacity

- For ultrapure water industries, models such as TPH/TPHIC/TPR/TPM are available to enhance treatment capacity.
- Antibacterial features have been included into our residential pump series.

Improved Utilization Efficiency

For the construction and engineering industries, models such as TPHIC/HQIC support water recycling and ultrapure water treatment, improving overall water-use efficiency.





Smiling Ripple, Service Satisfaction

Rooted in Taiwan yet maintaining a global perspective, Walrus Pump leverages its resources to drive international marketing initiatives, expand sales across multiple countries, and actively grow its global distribution channels. The company has reorganized the production base of Suzhou Walrus Pump Co., Ltd. (hereinafter referred to as Suzhou Walrus Pump) and continues to invest in strengthening customer relationships and brand management—steadfastly working to imbue the brand spirit worldwide and touch the hearts of customers everywhere.

Material Topics **Global Strategic Plan**
Brand Value and Influence

Suzhou Walrus Pump obtained
CE certification

Domestic and overseas customer satisfaction rating of **90.28 Points**

Received the **Platinum Award for Sustainability Reporting** from the Taiwan Corporate Sustainability Awards (TCSA)

5.1 Global Strategic Plan

GRI 3-3

Policies

Internal Policy and Responses

- Execute inventory control with the most appropriate inventory levels for inventory turnover optimization
- Enhance customer management to increase market share while strengthening credit and receivables management.
- Use the ITRI–High-Efficiency Motor Alliance's "IE3 Motor Inside" mark, continue introducing and developing IE3–IE4 motors, and expand the portfolio of licensed products
- Consolidate marketing resources to expand strategically in Thailand, Malaysia, and Cambodia
- Obtain China's Certificate of Origin to facilitate exports to ASEAN countries

External Compliance

- Comply with ISO 9906 Rotary Power Pump standards
- Suzhou Walrus Pump certified with China's Certificate of Origin
- Products meet certification standards for each target market, including CE and RoHS (Europe), CSA-C/US and UL (North America), WRAS (United Kingdom), CCC (China), and KC (South Korea), and are manufactured in line with customer requirements.
- Carry out product development, production, and system management in accordance with ISO 9001
- Comply with international carbon market regulations and related export tax systems

Commitments

- Patent and trademark management: Regularly review patent/trademark validity to support our strategic roadmap
- Global marketing plan: Expand from domestic to global markets by leveraging online communities in key regions, replicating successful campaigns from Taiwan, and participating in major machine tool and water resources exhibitions worldwide
- Expansion of Suzhou facility: Expand it as a second production base to reduce tariff risks and enhance resilience
- International regulation trend tracking: Monitor international regulatory trends to ensure compliance while meeting customer needs

Responsible Departments

- Sales Department–International Business
- Marketing Department
- R&D Department
- Quality Assurance Department
- Product Verification Department
- Legal Section of Administrative Department

Resources

Staff input: Approximately 28 people. Financial investment: Approximately NT$10.30 million.

- A total of 28 employees from Sales Department–International Business; Marketing Department, R&D Department; Quality Assurance Department; Product Verification Department; Legal Section of Administrative Department
- Regular review of patent/trademark validity and regulatory updates and compliance
- Participation in industry fairs and exhibitions

Annual Performance Evaluation

Management Evaluation Mechanism

	Annual Evaluation Results (Goals Achieved)
Review patent/trademark validity annually; file extensions every 6 months for domestic trademarks and every 1–2 years for foreign trademarks	122 valid patents/accreditations in 19 countries as of 2024 year-end
Conduct monthly monitoring of international regulatory trends, with a particular focus on environmental and safety regulations in major sales markets.	12 monthly meetings held to track regulations and market trends
Participate in 8 or more industry exhibitions/year	Participated in 10 exhibitions home and abroad, investing NT$6.5 million for increased brand and product exposure
Hold 1 domestic distributor conference/year (≥90 satisfaction points)	Held one annual domestic distributor conference, achieving satisfaction scores of 91 points for both the overall event and the product briefing. The conference also marked the official debut of our new products and strengthened brand communication.

Goals & Targets

Short-Term — Within 1 Year

- Partner with major machine tool brands
- Provide pump/cooling systems for liquid cooling (servers, charging piles, energy storage)
- Conduct competitor, customer, and market analysis in Thailand to generate insights.
- Provide model selection services to help clients meet their energy efficiency and carbon reduction goals.
- Install smart production and inspection equipment at Huanqiu Plant
- Expand the range of production machinery at the Suzhou Plant.

Medium-Term — 2-3 Years

- Develop and promote new products in emerging markets, including cooling applications, water treatment engineering, and construction.
- Replicate successful models from Taiwan and Thailand to launch marketing campaigns in other Southeast Asian countries.
- Provide one-stop OEM services, including peripherals compatible with pumps—such as server cabinets and auxiliary water tanks.
- Bring the Huanqiu Plant into full production and expand its capacity.

Long-Term — 4-5 Years

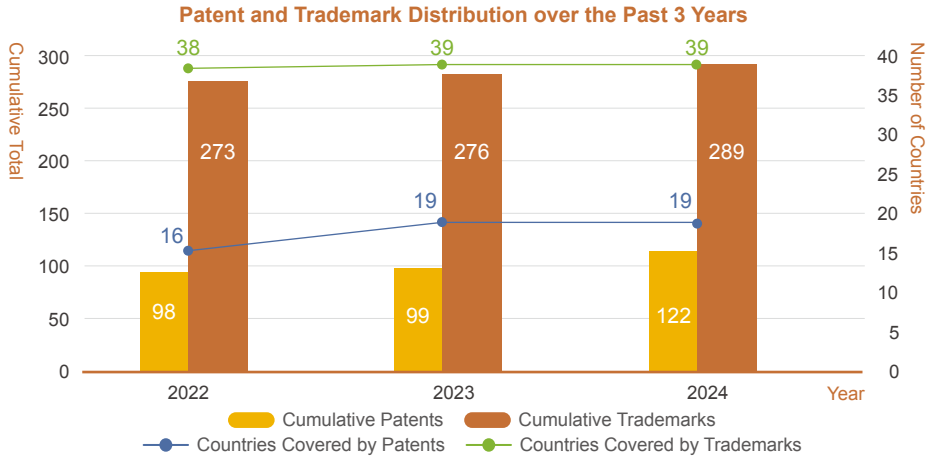
- Further explore server cooling solutions, enhancing the ability to assemble high-value technology cabinets through the OEM model.
- Focus direct marketing efforts on Europe, the United States, and Suzhou Walrus Pump.
- Partner with major equipment and engineering firms on large-scale infrastructure and energy projects.
- Complete the production line at the Huanqiu Plant, designing it to accommodate orders from international markets.
- Acquire international brands to broaden the pump product portfolio and establish assembly bases in overseas markets.

Stakeholder Communication

- Yearly: Distributor meetings (1-4 sessions); a distributor conference; domestic/international conferences, exhibitions, technical forums (2–3 sessions)
- As needed/required: Distributor visits and phone calls; coordination with clients on product, environmental, and corporate responsibility audits and requirements; joint efforts in prevention and continuous improvement

Global Patent and Trademark Portfolio

Driven by R&D and innovation, Walrus Pump is committed to developing highly efficient, energy-saving, and environmentally friendly water pumps. Our portfolio includes numerous patents and trademarks, supported by an experienced R&D team and a comprehensive R&D system. We strictly comply with patent and trademark laws throughout product development, production, and sales. Patents and trademarks not only attest to product quality but also underscore our core competitiveness. In a globalized and fast-evolving industrial landscape, they safeguard our intellectual property and strengthen our market position, enabling broader recognition of our brand and products. We work with professional IP consultants to regularly review the validity of our patents and trademarks and actively expand coverage in key sales markets. In 2024, we were granted 20 new patents, bringing our total to 122, spanning 19 markets: Taiwan, Malaysia, the United States, Mainland China, Korea, the Philippines, Thailand, Indonesia, Vietnam, Japan, the EU, Cambodia, Brazil, the United Kingdom, New Zealand, Australia, Ireland, Germany, and Italy. We also hold registered trademarks in 39 countries worldwide. As Taiwan's leading water pump brand, our commitment to innovation and progress opens broader prospects for sustainable growth.

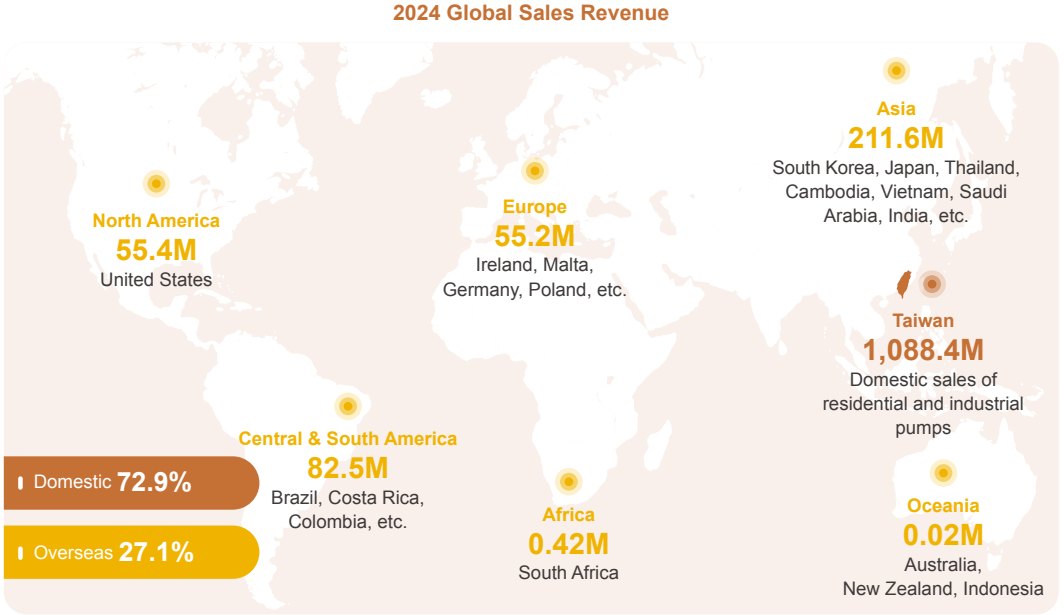


Restructuring of Suzhou Walrus Pump to Enhance Operational Resilience

Established in 2007, the Suzhou plant is Walrus Pump's only overseas subsidiary. With 41 employees (19 direct and 22 indirect), it produces and sells over 50,000 water pumps annually. In 2024, alongside the Taiwan headquarters' entry into the capital market, the Suzhou plant obtained CE certification, strengthened its Total Quality Management (TQM) system, enhanced internal controls, and optimized standard cost pricing—achieving a 6% net profit after tax under Chinese Accounting Standards. By 2025, the plant will collaborate with headquarters on joint procurement to improve product competitiveness and launch the IE5 high-performance industrial pump, advancing industry upgrades. The parent company and its subsidiaries will jointly implement ESG principles, focusing on energy conservation, emission reduction, environmentally friendly materials and processes, carbon reduction, and building a green supply chain—moving together toward a sustainable future.

Market Trends and Regulatory Tracking

Walrus Pump works closely with customers, agents, industry associations, and accreditation bodies worldwide to monitor real-time market trends and regulatory developments, ensuring timely responses Since Q3 2022, we have built an in-house marketing team dedicated to international markets. In addition to supporting local agents, the team consolidates real-time market data from these partners and adjusts marketing strategies in line with evolving market and regulatory conditions. Depending on customer needs, our sales teams hold monthly or weekly meetings to discuss product trends and competitor pricing. Since 2023, we have incorporated regular market price surveys into monthly meetings, further strengthening the expertise of our in-house marketing team and enhancing communication with customers, agents, and distributors. By deepening our understanding of local market conditions, we can refine market research and continuously optimize our marketing strategies.



Note: Revenue reported in New Taiwan Dollars (NTD)

Global marketing plan

For over half a century, Walrus Pump has served the Taiwan market. Building on this foundation, we have progressively expanded overseas. In existing markets, we have updated advertising billboards to strengthen brand recognition. In newly developed markets, we use advertising, official blogs, and videos to share pump-related knowledge, while actively participating in major domestic and international exhibitions across the machine tool, water resources, cooling, and energy sectors. From 2025, we will roll out a series of international marketing initiatives, starting with Thailand, Cambodia, Indonesia, and Malaysia. Our goals are to increase market penetration, strengthen brand awareness, and enhance customer satisfaction. Key actions include building an online-offline integrated social network, localizing authorized repair centers, and hosting in-person marketing events and a distributor conference. Through these measures, we aim to extend Walrus Pump's reach beyond the "invisible champion" niche and further solidify our global presence. For more information, please visit Walrus Pump Website > News > Exhibition News.

Examples of Domestic and International Communications Efforts in 2024

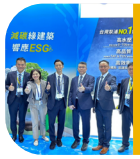
Domestic



Taiwan Distributor Conference
Focused on launching the new WQ_B pump with water-cooling, antibacterial features, high efficiency, and energy saving—delivering a major breakthrough in sustainable residential pumps for the best water experience



Industrial Development Administration, Ministry of Economic Affairs
Conducted a Smart Manufacturing Demonstration and Observation Session (Zhengyi Plant)



Taiwan International Machine Tool Show (TMTS)
Showcased applications meeting water demands of the machine tool industry at this DX & GX-themed show



E-Mobility Taiwan
Showcased applications for high-efficiency, energy-saving charging piles, charging modules, and energy storage systems.



SUNCUE: Solar Water Heater
Provided a training session on pump overview



Chinese Society for Quality
Presented "Improving the Value of Water Pumps—Smart Manufacturing ING."



CPC 69th Anniversary Forum
Delivered a talk on "Sustainable Resources—The Path to Corporate Innovation and Transformation."



Taipei Building Show
Highlighted Taiwan's leading residential pump products to architects, a key target audience for the residential series

Q1 • • • • • • • • • • Q2 • • • • • • • • • • Q3 • • • • • • • • • • Q4

Overseas



Mostra Convegno Expocomfort (MCE), Italy
Participated in this Global Comfort Technology-themed expo



Asia Water, Malaysia
Promoted technological innovation and sustainable development for water resource challenges, focusing on water treatment technologies



Architectexpo, Thailand
Introduced water-cooled pump solutions as a Taiwan Excellence Award-winning brand



Vietnam Industrial Automation Fiesta (VIAF)
Offered one-stop customization of automation equipment and optimized integration of the pump value chain



Pumps and Valves Asia (P&V Asia), Thailand
Provided efficient, energy-saving, carbon-reducing water treatment solutions for infrastructure, household pumps, and local aquaculture industries



Cambodia Agents
Held a product briefing session



Vietwater, Vietnam
Shared experience and advanced technology in water treatment as a Taiwan Excellence Award-winning brand



Japan International Machine Tool Fair (JIMTOF)
Joined this international exchange platform for machinery tools and processing technologies, promoting cooperation and innovation to support the high-precision industry

5.2 Brand Value & Influence

GRI 3-3

Policies

Internal Policy and Responses

- Employer Brand Promotion
- WALRUS Brand Guideline
- External Repair Service Procedures; Internal Repair Service Procedures
- Distributor Management Policies

External Compliance

- Sustainable Development Best Practice Principles of TWSE/TPEx Listed Companies
- International sustainability standards, such as GRI Standards, Sustainability Accounting Standards Board (SASB), and Task Force on Climate-related Financial Disclosures (TCFD)

Commitments

In response to the global trends of digitalization and green transformation, Walrus Pump has strengthened online–offline integration by expanding online marketing and offline sales, integrating campaigns that communicate the products' value proposition, and promoting the core advantages of its products. We encourage and educate target customers to choose high-efficiency, energy-saving, intelligent, and antibacterial water pump products, underscoring our commitment to green transition and responsible consumption.

Responsible Departments

- Marketing Department
- Sales Department
- Administrative Department

Resources

Staff input: Approximately 50 people. Financial investment: Approximately NT$4.28 million.

- Participated in Earth Hour 2024 by suspending production for an hour during the lights-off period, underscoring our commitment to environmental sustainability
- Participated in the 2024 Melting Greenland Project to address sustainability issues
- Selected a sustainability- and public-cause-focused manufacturer as our partner for the annual Mid-Autumn Festival gift boxes
- Implemented projects for brand optimization and comprehensive brand management

Annual Performance Evaluation

Management Evaluation Mechanism

	Annual Evaluation Results (✓ Goals Achieved)
Digital advertising reach: at least 10 million exposures and 90,000+ clicks	✓ Reached a total of 18.73 million exposures and 96,000 clicks in Germany, the U.S., Italy, Malaysia, and Japan
At least 30% of EDMs opened, and at least 40% of EDMs clicked	✓ Annual open rate reached 34.21%, with a click-through rate after opening of 40.99%

Goals & Targets

Customer satisfaction Branding, Advertising and Marketing Sustainable Practices

Short-Term — Within 1 Year

- Maintain consistent stakeholder communication through multiple channels (official website, social media, video sharing, luck draws, customer service app, press conferences, shareholder meetings, investor conferences, distributor conferences, product briefings, etc.)
- Increase corporate visibility by sending 400 emails to potential overseas customers; over 130 opened, with 40%+ click-through rate
- Raise awareness of environmental issues via social media sustainability campaigns, and showcasing Walrus Pump's sustainability vision
- Provide downloadable e-catalogues via QR codes to replace printed catalogues
- Replace plastic business card boxes with recyclable paper boxes

Medium-Term — 2-3 Years

- Continue customer satisfaction assessments to improve scores
- Conduct surveys at exhibitions and external activities to gather market feedback and user insights
- Launch a new official website to optimize global communication channels, with precise branding of "all-round pump solutions" and features such as a pump filter
- Implement sustainable projects
  - Develop water-related ESG initiatives
  - Develop at least one giveaway item per year made from recycled waste materials, and plan and implement reuse/recycling strategies for exhibition decorations.
  - Establish a WALRUS PUMP brand sustainable slogan for external communication

Long-Term — 4-5 Years

- Continuously enhance stakeholder communication management
- Participate in international ESG awards and rankings to position Walrus Pump as a leading sustainable brand and expand its global influence
- Implement sustainable projects:
  - Join international water resource initiatives
  - Leverage our pump expertise to support community initiatives that enhance quality of life in underserved communities, bringing our vision of a good and sustainable life to every corner of society
  - Ensure 50% of giveaway items are made from recycled materials

Stakeholder Communication

- Walrus Pump's YouTube Channel
- Walrus Pump 3D Online Exhibition Hall
- LINE@ Interactive Customer Service

Customer Service and Satisfaction

For over 50 years, the Walrus Pump brand has embodied our core corporate values. As the organization has grown and demand for water quality has risen, we have continuously refined and enhanced our brand. In 2012, the Walrus Pump brand underwent a major revamp, paving the way for our 55th anniversary in 2022 and the launch of the Huanqiu Plant in Lujhu, Kaohsiung. We are now advancing brand optimization to further strengthen our market presence. With clear brand positioning, we are deepening our commitment to customer service, refining the core technologies behind our products, and focusing on R&D to meet diverse market needs. By exploring new applications for water pumps, we aim to deliver products and services with greater value for customers. These efforts have resulted in a remarkable achievement: for three consecutive years, our residential application sector in Taiwan has maintained a customer satisfaction score of over 92 out of 100. In June this year, we introduced a digital questionnaire to collect feedback from every customer, achieving an average maintenance satisfaction score of 99.2 points.

Walrus Pump Sales Process

Customer Category	Pre-sale	Sales and After-sales	Customer Feedback	
International Sales	• Agents are delegated to manage and create new customer/distributor profiles based on industry, region, business model, and local agent conditions. • Purchase orders are generated in accordance with the Purchase Order Processing Procedure.	• Production and shipment are arranged according to customer needs and delivery dates. • After delivery, sales personnel respond promptly to product or quality issues, providing after-sales service and corrective action per the Customer Complaint Handling Procedure.	• Customer/distributor satisfaction is assessed through an online questionnaire tracking 10 indicators. • 2024's top-rated areas, based on 20 surveys, were "sales staff service," "sales staff knowledge and expertise," and "logistics arrangements."	• Satisfaction score: 84.95 points. • Distributor in Costa Rica: "Excellent team." • Distributor in Ireland: "Pricing is competitive considering quality, reliability, and support."
Domestic Business (Industrial)	• Customer needs are identified through phone interviews or site visits; suitable pump models are recommended. • 2D/3D design drawings and detailed explanations are provided. • Quotations are issued for customer evaluation, followed by diligent follow-ups.	• After confirmation of the purchase order, products are manufactured in-house and installed by Walrus Pump's professional team. • Ongoing after-sales training, warranty, and maintenance services are offered.	• Satisfaction and feedback are collected via the same 10-indicator questionnaire used for international sales. • 2024's top-rated areas were "sales staff knowledge and expertise," "sales staff service," and "technical ability."	• Satisfaction score: 86.69 points, up 2.78 points from last year. 
Domestic Business (Residential)	• Distributors conduct preliminary market analysis and estimates based on location, industry, and user habits. Orders are placed and stock prepared in advance; suitable models are recommended to meet customer needs.	• Domestic distributors handle sales and installation. • Walrus Pump has established external repair service procedures and processes to ensure an improved user experience. • In 2023, the e-Service Online Repair Request System was launched, enabling 24/7 maintenance requests and real-time case tracking via a mobile app.	• Previously, service supervisors sampled 5% of customers each month for phone feedback. Starting in June 2024, electronic forms were introduced for all maintenance case clients, resulting in a return rate of 70%. • Top three indicators: "Professionalism of maintenance staff" and "timeliness of case resolution" were the highest-performing indicators, followed by "attitude of case handlers" and "general satisfaction."	• Customer satisfaction scores averaged 96.0 points from January to May (phone interviews with a 5% sampling rate) and 99.2 points from June to December (electronic surveys). • Selected feedback on "Why Walrus Pump?" Mr. Li, Central Taiwan: "Good quality and good service." Mr. Chang, Southern Taiwan: "Quiet."



Domestic Business (Industrial)

Optimal Design

Walrus Pump leverages its pump expertise alongside knowledge of clients' equipment to strategically deploy the right products in the right locations, maximizing overall operational efficiency.

Optimal design

Professional model selection to meet client needs

Efficient material consumption

Vary the use of different models according to demand and integrate multiple application environments to save total pump cost and reduce the usage of related control components, main pipeline accessories, etc.

Best Use

Provide customers with efficient IE3 motors, along with regular education training, to enable clients to use them correctly and extend product life



Customer Satisfaction Survey



WALRUS PUMP

No.83-14, Daplantou, Sanzhi Dist., New Taipei City 252, Taiwan
www.walruspump.com

T +886 2 2636 1123~7
F +886 2 8635 2660
walrus.sales@walrus.com.tw

Customer Satisfaction Survey

Date: / /

公司名: [請填入]

尊敬的顧客：

感謝您對大井泵浦的不懈支持！為了讓我們更了解您的需求和建議，請填寫此問卷，以幫助我們提升自己，提供更好的服務！請在您認為的空白處填寫"✓"考慮滿意程度，若然您可以給自己建議並圖量在你最方便的時候完成，請透過以下方式寄回給我們電子郵件，預先感謝您！

Compared with other suppliers, your opinion:

NO	項目	非常滿意 5	滿意 4	可以接受 3	不滿意 2	非常不滿意 1	原因與建議
1	銷售窗口服務態度						
2	銷售窗口業務知識						
3	產品品質						
4	異常品處理						
5	生產能力						
6	交貨時間						
7	出貨安排						
8	技術能力						
9	市場行銷滿意度						
10	售價						
11	其他						
	總數	0					

□ 超過 45 (滿意)
□ 35分至44分之間 (較滿意)
□ 25 到 34 分之間 (可接受)
□ 15 分至 24 分之間 (不滿意)
□ 低於14分 (極度不滿意)

對大井的任何投訴：

對大井的任何建議：

Domestic Business (Residential)



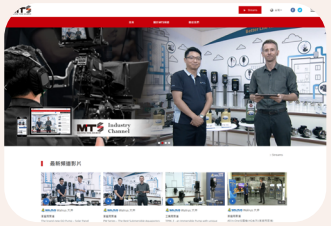
e-Service Online Repair Request System



In recent years, in response to growing demand for digital transformation, we have diversified our communication channels, using friendly, human-centered engagement to enhance the warmth and human touch of our brand while extending Walrus Pump's products and services to more existing and potential customers.

Walrus Pump - Live Channel

Since 2020, we have operated a YouTube live channel to share explanations and videos that deepen understanding of the applications and advantages of various Walrus Pump products across all levels. These videos have garnered tens of thousands of views from audiences worldwide. In 2023, we collaborated with an industrial pump expert YouTuber to produce the video This Ain't Just Any Water Pumping Motor, featuring a CNC-specific industrial pump. The aim was to raise public awareness and understanding of pump technology.



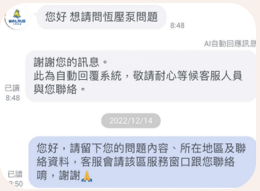
Walrus Pump 3D Online Exhibition Hall

Launched in 2021, the 3D Online Exhibition Hall allows us to deliver product demonstrations and promotional content without geographical or time constraints. Even during the COVID-19 pandemic, the platform consistently drew hundreds of visitors weekly. The cumulative number of visitors in 2024 reached 2,774.



LINE@ Interactive Customer Service

Since 2022, we have used the user-friendly LINE@ interface as an advanced customer service platform to enhance our brand image and increase service visibility. This single point of contact improves responsiveness by enabling quick and direct communication with our customer service team. As of 2024, our LINE friends totaled 1,746.



Co-creation and Inclusivity

Since our establishment, Walrus Pump has remained rooted in Taiwan while steadily expanding our global presence. We uphold the spirit of giving back and sharing, striving to make meaningful contributions to society. As a long-established water pump brand, we understand the vital role water plays in every aspect of life, work, and leisure, as well as the essential function our pumps serve in water supply systems. Because we value the importance of water, we have focused on supporting local residents and communities, as well as engaging in socially driven initiatives. Through these efforts, we aim for Walrus Pump products to be the first choice wherever water is needed—helping people enjoy better living conditions while fostering more sustainable cities and environments. Our community initiatives, designed for long-term, tangible impact, aim not only to foster co-creation and inclusivity, but also to strengthen our internal brand culture and cultivate a shared spirit of responsibility and care.

2024 Community Engagement and Social Impact Initiatives

S Social Inclusion

Donation of Rescue Equipment

After discussions with the Sanzhi branch of the New Taipei City Rescue Association, Walrus Pump provided funding to purchase rescue equipment such as underwater thrusters, hydro torches, compasses, and light fixtures. These resources help ensure the safety of residents and tourists in the Qianshui Bay area.



Aunt Stella × Sunshine Social Welfare Foundation

The Sunshine Social Welfare Foundation supports families with facial disfigurements through its Disadvantaged Families with Facial Disfigurements Program, in partnership with cookie manufacturer Aunt Stella. .In 2024, Walrus Pump collaborated with the foundation to purchase Aunt Stella Mid-Autumn Festival gift boxes for employees and shareholders—combining a seasonal tradition with support for a meaningful cause, while fostering awareness of social issues and shared responsibility.



E Environmental Stewardship

Lights Off During Earth Hour

Each March, Walrus Pump participates in Earth Hour by switching off lights for one hour. On March 23, 2024, all production, operational, and administrative activities at our Sanzhi and Kaohsiung plants, as well as administrative departments, were suspended for the event. Through this action, we seek to raise awareness among employees and the public about the importance of energy conservation.



Public Screening of *Melting Greenland*

The documentary Melting Greenland highlights how Greenland is on the front line of extreme climate change. By supporting its public screening, Walrus Pump aims to educate audiences, raise awareness of environmental issues, and encourage broader public discussion and action.





Unceasing Flow of People-Centric Practices

"When you give your all, you excel—and in doing so, help create a better life." This encapsulates Walrus Pump's expectations for every employee. In addition to investing resources to support each person's professional growth and enabling them to focus on developing high-quality pumps that enhance the customer experience, we remain committed to fostering positive connections among people, related industries, and the environment—building a sustainable blueprint for the future.

Material Topics **Talent Attraction and Happy Enterprises**
Occupational Health & Safety

Achieved a **100%** parental leave application rate

Received the 1111 Happy Enterprise Award for **3 consecutive years**

Maintained a safety record with **0** major occupational accidents.

6.1 Talent Attraction and Happy Enterprises

GRI 3-3

Policies

Internal Policy and Responses

Internal Policy

- 21 internal management policies
  - Work Rules; Code of Practice on Labor Safety and Health
  - 19 additional policies on business trips, recruitment, job transfers, assessments, salary processing, rewards and punishments, etc.

Responses

- Provide benefits in areas such as insurance planning, employee care, and cash bonuses for three traditional festivals
- Maintain a system for distributing year-end bonuses and employee dividends to all staff

External Compliance

- Comply with Taiwan's labor, occupational safety, and human rights laws and regulations
  - General matters: Labor Standards Act, Employment Services Act, Vocational Training Act, Regulations on the Permission and Administration of the Employment of Foreign Workers, etc.
  - Employee rights: Labor Insurance Act, Employee Welfare Fund Act, Act for Protecting Worker of Occupational Accidents, Gender Equality in Employment Act, People with Disabilities Rights Protection Act, Act for Worker Protection of Mass Redundancy, Act for Settlement of Labor–Management Disputes, etc.

Commitments

Walrus Pump has consistently embraced a people-oriented philosophy. Like the boundless flow of water, we remain open to possibilities and adapt to the evolving trends of different generations, fostering a culture of continuous improvement built on our core values of Bright, Collective Good, and Diligent. In addition to pursuing innovation and excellence in product quality, we have made substantial investments in cultivating talent, enhancing workforce competitiveness, and creating opportunities for personal growth. Our comprehensive rewards system—encompassing competitive salaries, benefits, bonuses, dividends, and employee stock options—supports employee well-being while ensuring a healthy work-life balance. These efforts bring us closer to the aspirations of our current employees and the expectations of prospective talent.

Responsible Departments

- Employee Welfare Committee
- HR Division, Administrative Department

Resources

Staff input: Approximately 17 people. Financial investment: Approximately NT$7.6 million.

- 6 people from the HR Division of the Administrative Department and 11 people from the Employee Welfare Committee.
- Around NT$7.46 million was spent on employee benefits and bonuses, and another NT$140,000 on team building activities.

Annual Performance Evaluation

Management Evaluation Mechanism

	Annual Evaluation Results (✓ Goals Achieved)
Salary Calibration	✓ 212 employees with salary increases, averaging 5.8%
Optimized Rewards	✓ Introduced employee stock purchase plans, adding 146 new employee shareholders
Customer satisfaction surveys	✓ Conducted two surveys in 2024 (H1 and H2); response rate up 27%; satisfaction from 3.5 to 3.6
Above-Statutory Leave	✓ Introduced home-visit leave for expatriates (4 hours per employee) and volunteer leave (62 hours per employee), exceeding requirements of the Labor Standards Act
Quarterly Labor–Management Meetings	✓ Held 8 meetings (4 each at HQ and Kaohsiung plant)
Unpaid Parental Leave and Return Statistics	✓ 11 employees on unpaid parental leave; 8 returned by year-end
Employee Healthcare Activities	✓ Conducted ten muscle training sessions; issued 12 monthly health newsletters; provided pregnancy packages and reserved parking for expectant mothers and employees with disabilities
Sustainable, Healthy Workplace Activities	✓ Held 3 mental health stress-relief sessions with 123 total participants

Goals & Targets

Short-Term — Within 1 Year

- Launch training and knowledge management platform
- Adjust talent recruitment plan
- Develop occupational safety training for new hires and refresher courses
- Support career development and mapping
- Promote wellness, work–life balance, and establish clubs
- Add bonus plans (e.g., R&D, project commissions)
- Issue restricted stock to employees
- Hold quarterly labor–management meetings to discuss issues and maintain communication channels

Medium-Term — 2-3 Years

- Plan and implement talent rotation programs to develop multi-faceted skills
- Apply for TTQS assessment to verify training completeness
- Enhance human capital by strengthening employees' professional competitiveness and fostering workplace diversity and inclusion—ensuring a welcoming environment for all ethnicities, genders, and people with disabilities.
- Continue to improve employee benefit systems, workplace environment, employee engagement activities, and care initiatives.

Long-Term — 4-5 Years

- Continuously enhance talent development and career growth programs
- Apply for and obtain the National Talent Development Award (NTDA)
- Continuously align remuneration and benefits with industry and macro trends

Stakeholder Communication

- Monthly: Senior supervisor meetings; labor safety meetings
- Quarterly: Occupational Safety and Health Committee meetings; labor–management meetings (in Taipei and Kaohsiung)
- Yearly: Performance appraisals
- As needed/required: Internal newsletters, employee surveys, supervisor–employee meetings, Employee Welfare Committee meetings, internal training

The Core Values of Our Employees and Brand

Walrus Pump is committed to ensuring that all employees embody our three core values in their daily work: Bright, Collective Good, and Diligent.

- Bright: We encourage a warm, positive approach toward clients and colleagues, fostering an open and inclusive environment where effective communication empowers everyone to showcase their strengths and realize their potential.
- Collective Good: We seek to connect people, industries, and the environment in mutually beneficial ways, building strong partnerships and jointly pursuing excellence and innovation.
- Diligent: We devote ourselves to product development and to continually enhancing employee capabilities through innovative technologies—ensuring a superior water-use experience and reaffirming our commitment to continuous improvement.



Human Resources

GRI 2-7 / 2-8 / 401-1 / 405-1 & SASB RT-IG-000.B

Upholding our people-centric principle, Walrus Pump regards its 486 employees as both family and our most valuable asset. As of the end of 2024, approximately 91.56% were based at our main operational sites in Taiwan, with the remaining 8.44% stationed overseas, including in China. Our workforce is 61% male and 39% female. In addition to full-time staff, we employ 26 non-staff workers, including external consultants, security personnel, cleaning staff, and renovation specialists. Since 2019, we have actively promoted our core values of Bright, Collective Good, and Diligent—both externally through branding campaigns and internally within our corporate community. This top-down, inside-out approach has cultivated a positive work environment, with over half of our employees remaining with us for more than three years. In 2024, we employed seven individuals with disabilities (four men and three women) at our Sanzhi Headquarters and Kaohsiung Branch Office, working in roles ranging from production and quality assurance to administration. We strive to create a work environment where every individual, including those with disabilities, can contribute and grow.

In preparation for our initial public offering (IPO) and future listing, we are modernizing organizational management and streamlining corporate structures. In 2024, we successfully recruited 178 new employees, representing a recruitment rate of 40%. Over the same period, 127 employees departed (including retirements), resulting in a turnover rate of 28.54%.

2024 Walrus Pump Workforce Structure (Taiwan Sites)

Category		Male		Female		Total	
		Head Count	Percentage (%)	Head Count	Percentage (%)	Head Count	Percentage (%)
Role	Executive Supervisors	5	83.33%	1	16.67%	6	100.00%
	Senior Supervisors	3	100.00%	0	0.00%	3	100.00%
	Mid-level Supervisors	54	72.97%	14	18.92%	68	91.89%
	Frontline Supervisors	52	74.29%	13	18.57%	65	92.86%
	General Staff	165	49.55%	138	41.44%	303	90.99%
Age	30 and under	65	67.01%	26	26.80%	91	93.81%
	31-50	178	53.78%	126	38.07%	304	91.84%
	51 and over	36	62.07%	14	24.14%	50	86.21%
Years of Service	Under 1 year	67	62.62%	38	35.51%	105	98.13%
	1-3 years	78	50.65%	58	37.66%	136	88.31%
	3-5 years	13	38.24%	14	41.18%	27	79.41%
	5-10 years	42	59.15%	26	36.62%	68	95.77%
	10-20 years	51	59.30%	24	27.91%	75	87.21%
	20-30 years	21	87.50%	3	12.50%	24	100.00%
	Over 30 years	7	70.00%	3	30.00%	10	100.00%

Notes:
1. By type of employment contract, there are three temporary employees and 483 full-time employees at Taiwan Walrus Pump and Suzhou Walrus Pump. By type of employment, there are three part-time employees and 483 full-time employees.
2. This table presents head count and percentages for Taiwan locations only; Suzhou Walrus Pump is excluded. Percentages are calculated by dividing the number of employees in each cohort by the total number of employees in that cohort.
3. At our Taiwan sites, the quota for employees with disabilities is fully met in accordance with regulations.

2024 New Hires and Departures Statistics

Category		New Hires					Departures				
		Male		Female		Percentage in Cohort (%)	Male		Female		Percentage in Cohort (%)
		New Hires	Percentage (%)	New Hires	Percentage (%)		Departures	Percentage (%)	Departures	Percentage (%)	
Age	30 and under	27	41.54%	21	80.77%	52.75%	18	27.69%	19	73.08%	40.66%
	31 - 50	69	38.76%	57	45.24%	41.45%	50	28.09%	35	27.78%	27.96%
	51 and over	4	11.11%	0	0.00%	8.00%	5	13.89%	0	0.00%	10.00%
	Total	100	35.84%	78	46.99%	40.00%	73	26.16%	54	32.53%	28.54%

Note: 1. This table presents head count and percentages for Taiwan locations only; Suzhou Walrus Pump is excluded.
2. Percentages are calculated by dividing the number of new hires or departures in each cohort or gender by the total number of employees in that cohort or gender.

Diversified Benefit Systems

GRI 201-3 / 401-2 / 401-3 / 404-2

Walrus Pump's Employee Benefits Committee held eight regular meetings in 2024, working closely with management to design and implement a range of employee benefits, including insurance programs, care initiatives, and festival bonuses. These efforts aim to provide strong support for our employees, enabling them to pursue their goals confidently and achieve personal and professional growth. Each year, the 1111 Job Bank—a leading Taiwanese recruitment platform—evaluates companies on salary, benefits, and workplace friendliness. Walrus Pump has passed rigorous reviews, including preliminary assessments, online voting, and anonymous feedback, earning recognition as one of the "1111 Happy Enterprises" in 2022, 2023, and 2024. This honor reflects our ongoing commitment to employee well-being. Going forward, we will continue to enhance our benefits and care programs through market surveys and active internal communication.

Walrus Pump's Diversified Benefit Systems

Application Rate **61.54%**	Employees eligible for unpaid parental leave in 2024	Employees who applied for unpaid parental leave in 2024
	6 males 7 females	1 male 7 females
Return Rate **87.5%**	Employees scheduled to return from unpaid parental leave in 2024	Employees who returned from unpaid parental leave in 2024
	2 males 6 females	1 male 7 females
Retention rate **37.5%**	Employees who returned from unpaid parental leave in 2023	Employees who returned from unpaid parental leave in 2023 and were still employed at the end of 2024
	1 male 2 females	1 male 2 females

Notes:
1. One male employee applied for parental leave in 2023 and returned in 2024. The actual number of new applications in 2024 was therefore one male, with two males expected to return that year.
2. Seven female employees applied for parental leave in 2024; one returned in the previous year, and five returned in 2024, making the expected number of returns six.

Continuous Employee Care

- Above-Industry-Average Remuneration Plans: Congratulatory and condolence allowances, festival bonuses, project bonuses, performance bonuses, year-end bonuses, group insurance, and employee stock purchase plans
- Thoughtful benefits: parental leave, vitality leave, happy time leave, family care leave, missed meal allowance, employee dormitory
- New leaves in 2024:
  - Volunteer leave: Enables employees to participate in community service activities with up to 62 cumulative hours of fully paid leave
  - Home-visit leave (for expatriates): Allows employees on overseas assignments to spend additional time with family or take care of personal errands while in Taiwan, with up to four hours of fully paid leave
- Employee dormitories provided.





Sustainable and Healthy Workplace

- Employee health is a top priority. In addition to controlling working hours, we share information and host activities to raise health awareness outside of work.
- Professional nurses prepare and provide regular health e-newsletters. In addition, occasional health promotion events are organized.
- See Chapter 6.2: Occupational Health and Safety for more details.



Secure Retirement Guarantee

- Defined Contribution Plan: Under the government's old pension system, a monthly deposit of 2% of salary was made into the Bank of Taiwan pension reserve account for eligible employees. With no employees remaining in this system, the fund was closed in 2024.
- Defined Benefit Plan: Under Taiwan's current pension system, the Company contributes 6% of each employee's pensionable salary into their individual pension account each month.
- Rehiring after retirement: Retired senior and mid-level supervisors may be rehired as contract workers. This provides continuity, a smooth transition for successors, and a sense of accomplishment for returning colleagues.



2024 Employee Activities

Jan. 2024

Group Year-End Party

Activity Objective	Activity Content and Outcomes
To thank our employees for their efforts in 2023.	To foster camaraderie and show appreciation for the past year's hard work, we hosted a year-end dinner and organized group games at the Grand Royal Hotel in Miaoli.





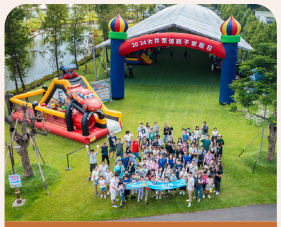
August. 2024

Family Day

Activity Objective	Activity Content and Outcomes
To celebrate the 57th anniversary of Walrus Pump with a family day.	• The Taipei and Kaohsiung Family Day events, organized by the Occupational Employee Welfare Committee, welcomed employees and their families for a day of performances, craft workshops, and an abundance of delicious food. • These activities foster stronger relationships with employees and their families, helping them connect with the Company and embody our core values of Bright, Collective Good, and Diligent. • Participants recorded birthday celebration videos at the event for a chance to win a vitality leave.



Taipei Session



Tainan Session



Remuneration System

GRI 405-2

To ensure fairness, Walrus Pump engages external consultants—independent of the Company and its management—to review and approve compensation for all positions, from the Chairman and President to general staff. This process helps maintain a fair, equitable, and competitive compensation structure. Compensation is determined according to the job grade table and includes basic salary, meal and supervisor allowances, and professional skill allowances. Walrus Pump treats all employees equally, with no difference in pay based on gender or nationality. Salaries are set based on academic and professional background, work skills, development potential, job difficulty, and level of responsibility. Employees in special positions may receive additional allowances—for example, maintenance field workers receive a cold drink allowance (to cope with hot outdoor conditions), while forklift operators receive a license allowance. Year-end bonuses and employee dividends are shared among all employees, with distribution based on the Company's annual operating results and performance evaluations. Retirement needs are secured by contributing 6% of each employee's salary to their individual pension accounts under Taiwan's Bureau of Labor Insurance, alongside the provision of employee stock options in accordance with regulations. Compensation packages are reviewed and adjusted regularly based on actual conditions. In addition to ensuring internal pay equity and external market competitiveness for both new hires and existing employees, we aim to align employee compensation with the Company's business performance and prevailing living standards. Following the 2024 salary review, the starting salary was set at NT$30,000. Salaries were determined based on job grade and rank, with salary adjustments made for 212 employees, reflecting an average increase of 5.8%.

Talent Retention and Expertise Recognition Incentives

Salary Calibration

Salaries are adjusted annually to align with industry standards among listed companies, ensuring competitive compensation in the market.

Reward and Penalty System

The Company's Policy on Employee Reward and Penalty Management provides rewards based on work performance, project achievements, and special contributions. Rewards are given as bonuses, with the timing of these bonuses aligned with the monthly salary cycle. However, these rewards are also linked to the employee's overall annual performance evaluation.

Salary Allowances

Our compensation structure includes expertise allowances for employees who obtain relevant and necessary certifications, thereby enhancing their overall salary.

Employee Remuneration

Earnings are distributed based on the Company's annual net operating profit.

Employee Stock Purchase Plans

Employees are encouraged to improve performance through an employee stock purchase plan, which is designed to enhance Company performance and drive up share prices.

Creative Proposals

Employees are rewarded with a bonus for approved creative proposals, including product brainstorming, form optimization, and process transformation.

Salary of Full-Time Employees in Non-Supervisory Positions

Indicator	2023	2024	Ratio Compared to the Previous Year
Number of Full-Time Employees in Non-Supervisory Positions (Persons)	368	373	1.01
Average Full-Time Employee Salary for Non-Supervisory Positions (NT$)	613,000	643,000	1.05
Median Salary of Full-Time Employees in Non-Supervisory Positions (NT$)	505,000	566,000	1.12

Notes:
1. Ratio Compared to the Previous Year" is calculated as: current year figure ÷ previous year figure.
2. Employees holding supervisory positions are managers as defined in the Competent Authority's letter No. 920001301 dated March 27, 2003.
3. Since the Company was OTC-listed on December 18, 2024, only the 2024 figures have been reviewed and verified by the accountant.

Ratio of Basic Salary and Remuneration of Women to Men

Category		Male	Female
Supervisors	Executive Supervisors	0.83	1
	Senior Supervisors	-Note2	
	Mid-level Supervisors	1.13	1
	Frontline Supervisors	1.06	1
Non-supervisors	General Staff	1.11	1

Notes:
1. Executive Supervisors are at or above the Vice President level. Senior Supervisors are at the Assistant Vice President level. Mid-Level Supervisors are managers and section heads. Frontline Supervisors are team leaders or shift leaders.
2. Not applicable to Senior Supervisors as both are male.
3. The average salary of supervisors is slightly higher for men due to the larger proportion of male supervisors. Non-supervisory (general) employees tend to be male in job roles such as bridge crane and forklift operators or field personnel that require certification, resulting in a higher overall salary compared with women.

Talent Cultivation and Development

GRI 2-24 / 404-1 / 404-2

At Walrus Pump, our talent development strategy centers on knowledge management and learning roadmaps designed to strengthen the Company's core competencies. We have built a comprehensive talent development and training system around the concept of competency. In collaboration with other departments, the HR Division conducts job analyses to identify the knowledge and skills (K/S) required for each role. Based on these findings, we have developed behavioral competency indicators that help supervisors identify gaps and design personalized training and development plans. Our aim is to raise employee competency levels to 80%, cultivate multi-skilled talent, and prepare employees to take on interim roles as needed.

Internal Training

- Frontline Supervisors Team Building: Serving as a link between management and staff, frontline supervisors focus on enhancing leadership through teamwork exercises, strengthening team camaraderie and consensus, and improving clear, empathetic communication skills through structured expression courses—ensuring messages are understood, retained, and embraced. Thirty-eight participants took part in 2023.
- New Employee Orientation Program: Comprehensive training for new hires covering the Company's history, ethical business practices, milestones, management systems, and product knowledge. In 2024, 178 participants completed orientation.
- Professional Skills Training: Hands-on training led by senior staff and department managers to strengthen both practical experience and solid technical knowledge in production line operations and other core functions. In 2024, training topics included product development, quality management, pump overview, and workplace stress relief, with a total of 169 sessions offered.
- Reading Group: Hosted the "Foreseeing the Future of Smart Manufacturing" reading group, bringing together colleagues from different production sites to exchange ideas, review current operations, and explore ways to apply concepts from the book to factory improvements. Approximately 15 employees participated across seven sessions.
- Job Rotation Program: Designed to develop management skills through rotational assignments. In 2024, the Zhengyi Plant implemented a rotation for the acting deputy plant director role, with three section managers taking turns to gain firsthand understanding of the position's responsibilities.
- Coaching & Improvement Plans: Provides targeted support for employees whose performance falls short of expectations, helping them develop the skills required to meet role competencies. In 2024, five employees participated in the program.

External Training

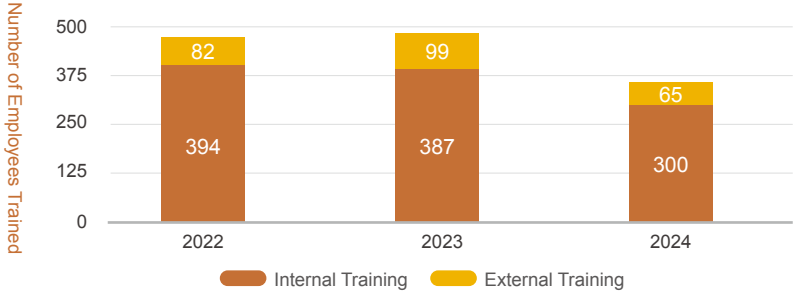
- Job-Related Skills Training: To foster team consensus and accountability, we organized a team-building retreat for department heads. As part of this initiative, six participants completed 52 hours of external training on ESG greenhouse gas inventory.

Internship Programs

- Internship Programs: Supports students in bridging the gap between academic knowledge and practical application, enhancing workplace readiness. In 2024, four college seniors interned in the Sales Department, Materials Section, and Administrative Department. Based on the skills and experience gained, the Company encourages their retention upon graduation to strengthen the workforce.
- Industry-College Cooperation: Upon graduation, three international students joined the Company as technicians in the Assembly Section. None remained in service as of 2024.
- Dual-Track Plan: Two graduates joined and remained with the Company, with one still employed as of 2024.

We encourage employees to step outside their comfort zones, explore new opportunities, and maintain a humble, open attitude toward continuous learning and professional growth. Through substantial on-the-job training, we help employees develop professional expertise, fostering a culture of excellence and innovation. In 2024, we held 169 training sessions totaling 4,045 hours, with 1,418 participants. Each employee received an average of 11.9 hours of training—14.8 hours for men and 9.1 hours for women. The decrease in total hours compared to 2023 was due to increased productivity demands, which limited time for training during business hours. Nevertheless, all new hires completed the full induction program on their first day, ensuring familiarity with company procedures and culture. Training hours in 2022 were relatively high due to active promotion of talent development during the COVID-19 pandemic, resulting in a peak. Between 2023 and 2024, efforts focused on building a structured training system and optimizing the training model. During this transitional stage, overall hours naturally declined. With the system nearing completion, training efficiency is expected to improve, expanding resource utilization and gradually increasing training hours—further enhancing employees' skills and the Company's competitiveness.

Number of Employees Trained over the Past Three Years



Average Hours of Training Over the Last Three Years

Category	Gender	2022	2023	2024
Executive Supervisors	Male	77.58	53.70	4.80
	Female	70.00	53.00	46.50
Senior Supervisors	Male	62.50	36.00	10.40
	Female	-	-	-
Mid-level Supervisors	Male	50.72	49.40	17.00
	Female	43.50	37.00	11.20
Frontline Supervisors	Male	33.44	19.30	4.80
	Female	41.29	18.00	5.80
General Staff	Male	18.18	20.30	13.80
	Female	16.62	10.30	11.60



Notes:
1. The unit of measurement is hours.
2. All senior supervisors are male; no statistics for female training hours.
3. In 2024, training for management-level personnel above the executive supervisor level primarily comprised board member continuing education hours. General training was limited to annual information security and gender equality courses. The average training hours for male executives were lower than for their female counterparts, as there were more male executives overall, and their total training hours were fewer. By contrast, there was only one female executive supervisor (the President), who also received additional external training.

Performance Evaluation and Promotion

GRI 404-3

At Walrus Pump, we value and reward employees who are motivated and dedicated to their work. Each year, performance assessments are conducted in accordance with our Employee Assessment Management Guidelines. These evaluations form the basis for HR adjustments, promotions, salary modifications, and year-end bonuses. Our annual performance assessments are guided by three principles—Refinement, Service, and Growth—which extend from our core values of Bright, Common Good, and Dedication. Distinct job expectations are set for employees at each level. In 2024, 100% of regular employees in all job categories underwent performance assessments, excluding those still in their probationary period or on unpaid leave. Department supervisors may submit promotion recommendations based on both field performance and annual assessment results. In 2024, a total of 45 employees were promoted, representing 10.11% of the total workforce.

Annual Performance Assessment

Employees are categorized into groups (Supervisors, General Employees, Operating Personnel) according to their positions and assessed with different criteria. The employees' work performances are accurately assessed and used as the basis for HR adjustments, promotions, salary modifications, and year-end bonuses

- Supervisors: Refers to supervisors who receive job allowances and are assessed based on their performance management and work performance. The ten indicators include planning creativity, work progress recommendations, accountability, coordination and cooperation, and cost control.
- General Employees: Logistics department staff assessed based on work performance, covering indicators such as expertise, work quality, support and cooperation, and problem-solving skills.
- At Factories: Monthly performance assessments are conducted for factory employees below the team-leader level who have worked for more than three months. Results are used as the basis for performance bonuses.
- Operating Personnel: Production line operators in the factory area, assessed based on ten indicators including work quality, technical skill level, work efficiency, and level of cooperation.

Probationary Period Assessment

Employees undergoing probationary assessments are categorized into General Employees, Unit Supervisors, and Department Supervisors according to their positions. Results determine whether they receive a job offer.

The 3 Principles of Performance Assessment



Labor-Management Communication Channels

GRI 2-30 / 402-1 / 406-1

Walrus Pump has not yet established a collective agreement but holds labor–management meetings as a regular communication channel for all employees. Given the operational differences between the Headquarters and the Kaohsiung office—and because both locations meet the required head count for such meetings—the two sites have each held independent quarterly meetings since 2020. This arrangement enables more tailored discussions and responses to their respective work content and rules.

Diverse Labor-Management Communication Means

	Execution	2024 Execution Effectiveness
Labor-Management Meetings	Representatives from both labor and management attend, with the chairperson role rotating between the two sides. The HR function provides meeting support.	Four meetings were held at the Kaohsiung office and four at the Taipei headquarters in 2024. Topics included: the world calendar, extension of working hours, outreach programs on amendments to the Gender Equality in Employment Act, promotion of sexual harassment prevention measures, and advance notice of flexible work hour implementation.
Internal Announcements	Initiated by the Administration Department in response to specific incidents and approved by the Chairman. Topics include company policies, organizational changes, special regulatory matters, as well as rewards and penalties, festival bonuses, and pandemic prevention measures.	51 announcements were issued to provide employees with the latest information on company objectives and current developments.
Sexual Harassment Complaints and Prevention in the Workplace	Upon receiving complaints, HR investigates the incident and takes appropriate disciplinary action.	No related issues were reported in 2024. Information sessions were held to raise awareness.
Conflict Resolution Meetings Between Parties	For conflicts between employees at the same job level—such as complaints about unfair management by team leaders or overly emotional behavior toward colleagues in the workplace—the HR Department coordinates face-to-face communication between the parties, with confirmation from the department supervisor. The goal is to clarify the causes of the conflict, address concerns, and take steps to correct and prevent negative incidents.	In 2024, the Administrative Department received six such complaints. All were promptly investigated and successfully resolved through mediation. Resolution measures included: ▌Transferring the employee involved to another department to prevent recurrence of work conflicts (1 case) ▌Determining that the complaint was unfounded after interviewing colleagues and the accused employee's direct supervisor (1 case) ▌Issuing a warning and reminding the parties of workplace etiquette after reviewing the circumstances (1 case) ▌Facilitating mutual apologies and reconciliation between the parties (3 cases)
One-on-One Interviews	For conflicts between employees and direct supervisors, HR conducts face-to-face interviews with both parties to clarify positions, mediate, and reduce confusion or disputes.	A total of 48 reward/penalty interviews and 11 care/reminder interviews were conducted. Five cases were referred to coaching and additional support.



Minimum Notice Periods Regarding Operational Changes

GRI 402-1 / 404-2

In 2024, there were no major operational changes affecting employees' rights at Walrus Pump. Should such changes occur, the Company will determine the notice period and supporting measures in accordance with the Labor Standards Act and internal policies. We will also continue to engage employees through various communication channels and work collaboratively to identify the best solutions.

Walrus Pump's Response Policies for Major Operational Changes

Shift Change Notice

After approval at the labor-management meeting, an announcement will be made to all employees at least one month before the shift change date.

Layoff Notice

- The notice period varies by seniority:
  - 3 months to less than 1 year of service: at least 10 days' notice.
  - 1 year to less than 3 years of service: at least 20 days' notice.
  - 3 years or more of service: at least 30 days' notice.
- The Company will provide supporting measures, such as allowing two days off per week to seek new job opportunities and assisting with government subsidy applications.

Mass layoffs

- Mass layoffs are defined as situations where an enterprise terminates employees due to merger, acquisition, restructuring, or any of the circumstances specified in Article 11 of the Labor Standards Act.
- Employers must notify the local labor authority and relevant personnel, and publicly announce the layoff plan at least 60 days before the effective date.
- The 60-day notice requirement does not apply in cases of natural disasters, sudden incidents, or other emergencies.
- Within 10 days of submitting the layoff plan, the employer and employees must engage in negotiations in line with the principles of labor autonomy. If no agreement is reached, the local labor authority shall convene a consultation committee within 10 days.

6.2 Occupational Health and Safety

GRI 3-3

Policies

Internal Policy and Responses

Internal Policy
- Code of Practice on Labor Safety and Health
- Labor Work Environment Monitoring Plan
- Sexual Harassment Prevention and Disciplinary Action Policy

Responses
- The Occupational Safety and Health Committee holds an occupational safety meeting at the end of each month.
- The Company conducts regular inspections of high- and low-voltage electrical equipment and fire safety equipment.
- The Company arranges health examinations for employees in special hazard operations and provides hearing protection measures.

External Compliance
- Occupational Safety and Health Act; Regulations Governing Occupational Safety and Health; Hazardous Work Place Review and Inspection Regulations; Labor Inspection Act; Gender Equality in Employment Act
- Four major labor health protection programs: Ergonomic Risk Prevention Program; Prevention of Overwork Program; Workplace Violence and Harassment Prevention Program; Maternal Health Protection Program
- Labor Health Protection Rules; Act for Protecting Worker of Occupational Accidents; Guidelines for the Designation and Management of Institutions Conducting Specific Tests in Workers' Physical and Health Examinations
- Occupational Safety and Health Education and Training Rules; Hazardous Work Place Review and Inspection Regulations
- Standards of Necessary Nighttime Workplace Health and Safety Facilities for Female Workers Employed by Business Entities; Regulations Governing the Implementation of Maternal Health Protection Measures for Female Workers

Commitments

Walrus Pump is dedicated to adhering to the Occupational Safety and Health Act and other relevant requirements. We conduct regular environmental reviews to identify workplace hazards and address areas that do not meet standards through an ongoing improvement process. Our commitment includes preventing work-related hazards, diseases, and accidents through a robust occupational safety system. Additionally, we have established a dedicated nursing/lactation room to support the well-being of mothers. Walrus Pump prioritizes the safety and health of all employees.

Responsible Departments

- Occupational Safety and Health Committee
- HR Division, Administrative Department
- Director and production line team leaders of Sanzhi Plant in New Taipei City
- Director and production line team leaders of Zhengyi Plant in Lujhu District, Kaohsiung City

Resources

Staff input: Approximately 36 people. Financial investment: Approximately NT$29,000.
- Occupational Safety and Health Committee: 7 (1 Class A safety manager, 1 Class B manager, 5 Level A managers).
- 1 onsite in-house occupational health specialist
- Includes employee physical examination fees, introduction of workplace health plans, and occupational safety-related plans

Annual Performance Evaluation

Management Evaluation Mechanism

	Annual Evaluation Results (Goals Achieved)
Regularly inspect the plant area and identify work hazards	Conduct daily 6S inspections of the plant and document i areas for improvement Scheduled workplace safety fire courses/drills twice yearly (first and second half of the year) Successfully passed annual maintenance of fire safety equipment and high- and low-voltage power equipment
Workplace Health Activities	3 stress relief lectures, 1 lecture on preventing workplace violence and harassment, 12 health newsletters, 10 exercise classes, and 2 months of AI coaching
No major occupational accidents	0 major occupational accidents (per Labor Standards Act definition)

Goals & Targets

Short-Term: Within 1 Year
- Conduct regular plant inspections to identify workplace hazards; maintain zero major occupational accidents.
- Organize employee physical exams
- Continue implementing four major workplace health programs: Prevention of Overwork Program; Ergonomic Risk Prevention Program; Maternal Health Protection Program; Workplace Violence and Harassment Prevention Program.
- Organize health promotion lectures (≥80% attendance)
- Increase number of emergency personnel and occupational health specialists at the new plant (Huanqiu Plant)
- Plan for employee sports centers (outsourced)
- Organize training sessions on workplace and fire safety—fire drills at Sanzhi and Zhengyi plants every 6 months

Medium-Term: 2-3 Years
- Conduct regular plant inspections to identify workplace hazards; maintain zero major occupational accidents.
- Established an occupational safety risk management system that uses data to help managers, safety personnel, and both plant and field staff effectively identify hazards, assess and predict risks, and track and manage improvements.
- Introduce ISO 45001 Occupational Health and Safety Management Systems
- Organize health promotion seminars (100% attendance)
- Offer regular refresher sessions on workplace and fire safety training

Long-Term: 4-5 Years
- Conduct regular plant inspections to identify workplace hazards; maintain zero major occupational accidents.
- Established an occupational safety risk management system that uses data to help managers, safety personnel, and both plant and field staff effectively identify hazards, assess and predict risks, and track and manage improvements.
- Organize health promotion seminars (100% attendance)
- Offer regular refresher sessions on workplace and fire safety training

Stakeholder Communication

- Share case studies and review deficiencies identified during on-site occupational safety inspections at monthly occupational safety meetings.
- Report safety incidents to the competent authority as required, and regularly reaffirm the zero-incident goal at corporate governance meetings.

Occupational Safety and Health Management System

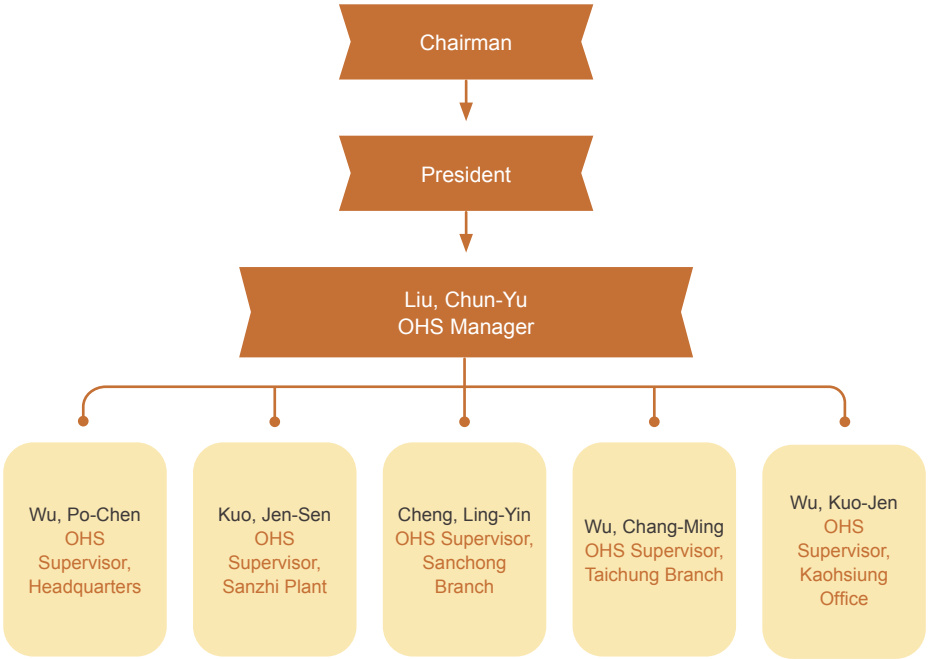
GRI 403-1 / 403-4 / 403-8

Walrus Pump's Occupational Safety and Health Committee holds monthly occupational safety meetings, usually at the end of each month. These meetings serve as a communication platform linking safety systems across different sites. Discussions cover issues such as that month's incidents and 6S inspection results, with a focus on follow-up actions and improvements. In the event of a major incident, a consolidated investigation report is prepared and promptly communicated to all employees.

In compliance with the Regulations on Occupational Safety and Health Management, Walrus Pump is required to establish an occupational safety and health management system. The Company plans to introduce the ISO 45001 Occupational Health and Safety Management Systems in 2025 and aims to obtain third-party certification by 2027. Before ISO 45001 is implemented, the Company continues to identify and mitigate hazard risks and develop proactive prevention measures. Examples include:

- Partnering with occupational medicine physicians to determine job suitability, assess and manage high-risk workers, and prevent work-related illnesses.
- Requiring and providing occupational safety training for suppliers entering the factory premises.
- Enhancing occupational safety and health for both employees and suppliers.

Occupational Safety and Health Committee



Occupational Health and Safety Training

GRI 403-5

To ensure the safety and health of all employees, Walrus Pump regularly organizes general and specialized occupational injury prevention training for first-aid staff, occupational health and safety (OHS) supervisors, and special equipment operators. In 2024, the Company conducted 19 internal and external occupational safety courses and drills, totaling 322 training hours with 212 participants. In addition, to ensure the occupational safety of non-employee personnel—such as security staff, cleaning staff, and interior renovation workers—Walrus Pump has established a Hazard Notification for Workers Entering the Factory Premises to inform contractors of potential hazards they may encounter and the precautions they should take.

2024 Occupational Safety-Related Training Categories

General Education Training

- General Education & OHS Training
- First Aid/Medical Training
- Fire Prevention Manager Training

Prevention Training against Specific Occupational Injuries

- Stationary crane operation
- Forklift operation
- Elevating work platform operation

Average Hours of Training Over the Last Three Years



Notes

1. The disclosure method was updated in 2024. The new training hour calculation method is total training hours per session × number of participants. Data for 2022 and 2023 has been recalculated retroactively.
2. As a large number of new employees received forklift and crane operation training in 2023, fewer workers required such training in 2024. As a result, the average hours of occupational safety-related education and training in 2024 were lower than in 2023.

Occupational Injury Statistics

GRI 403-9 / 403-10 & SASB RT-IG-320a.1

To effectively monitor occupational injury data, Walrus Pump calculates the disabling injury frequency rate (FR) and severity rate (SR) for all regular employees, and also includes contractors and other workers within the plant area in its statistics. This approach extends our occupational safety oversight to external personnel, helping to minimize the negative impacts of workplace incidents. In 2024, the FR among Walrus Pump employees was 1.8 and the SR was 8.09. We remain committed to enhancing workplace safety through continuous education and SOP training, with the goal of achieving a zero-injury work environment.

For other workers in the plant area (e.g., contractors), both the FR and SR were 0. For long-term occupational disease tracking, we also calculate the occupational disease rate (ODR). In 2024, the ODR for both employees and contractors was 0. There were no significant occupational injury incidents in 2024. Additionally, special (noise-related) health examinations were provided for employees engaged in ultrasonic welding.

Statistics of Occupational Injuries and Occupational Diseases for Regular Employees in 2024

Indicator	Male	Female	Total
Number of occupational injuries	6	2	8
Number of serious occupational injuries	0	0	0
Occupational disaster fatalities	0	0	0
Number of occupational disease cases	0	0	0
Lost workdays	8	28	36
Total work hours	558,000	332,000	890,000
Number of near-miss incidents	0	0	0
Disabling frequency rate (FR)[1]	2.15	1.20	1.80
Severity rate (SR)[2]	2.87	16.87	8.09
Total recordable incident rate (TRIR)[3]	2.15	1.20	1.80
Near-miss frequency rate (NMFR)[4]	0	0	0
Occupational disease rate (ODR)[5]	0	0	0
Severe occupational injury rate[6]	0	0	0

Notes
1. FR = (Number of work-related injury cases × 200,000) ÷ Total work hours.
2. SR = (Lost workdays due to disabling injury × 200,000) ÷ Total work hours.
3. TRIR = (Number of work-related injury cases × 200,000) ÷ Total work hours. Equivalent to FR.
4. NMFR = (Number of near misses × 200,000) ÷ Total work hours.
5. ODR = (Number of occupational disease cases × 200,000) ÷ Total work hours.
6. A serious occupational injury is one that requires at least six months to recover. The severe occupational injury rate = (Number of serious occupational injuries ÷ total hours worked) × 1,000,000.



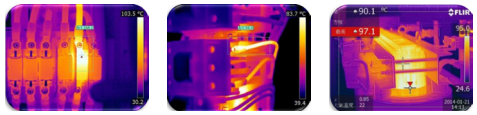
Hazard Identification and Risk Prevention

GRI 403-2 / 403-7 / 403-9 / 403-10

Walrus Pump takes targeted measures after identifying potential hazards to ensure a safe and healthy workplace for all employees.

Hazard Identification and Response in Plant Areas



Identified Risk	Test Results	Response Actions
Regular Inspection of High- and Low-Voltage Electrical Equipment and Fire Safety Equipment The Company conducts regular inspections and maintenance of high- and low-voltage electrical equipment to ensure proper functioning and compliance with electrical regulations and other relevant provisions. This proactive approach helps reduce equipment failures, prevent electrical disasters, ensure public safety, and extend service life.	Passed all regular inspections	Conduct regular inspections
6S Inspection Walrus Pump applies the 6S principle to assess offices and workspaces, aiming to minimize occupational risk for staff and create a streamlined, employee-friendly environment.	Regular inspections cover internal parts and material storage, item stacking, safety identification, neatness, and cleaning.	Conduct monthly inspections; report to the Occupational Safety Committee; track improvement progress
Infrared Thermal Image Detection We entrust a third-party organization to use infrared imaging to check whether machine wiring temperatures are within normal ranges, and perform maintenance or repairs before overheating causes fuse failure, thereby reducing the risk of accidents. 	• A total of 2 factories and 88 machines were tested. One plastic injection molding machine was found to have a localized abnormal temperature exceeding the maximum allowable limit for standard wiring materials. • The vendor recommended re-conducting the test during the scheduled power outage and inspecting the wiring for signs of damage, cracks, or hardening, to ensure the safe operation of the equipment.	Conduct regular inspections
Work Environment Monitoring Plan with Sampling Strategy External consultants are delegated to use sampling strategies for monitoring to gradually understand the actual exposure of various types of employees and ensure that employees are not exposed to hazards.	Evaluation identified possible risks: • Physical hazards: noise in ultrasonic welding and grinder operation areas; • Chemical hazards: Type Four total dust (oil mist) in machine processing and plastic injection sections.	• Physical Hazards: Conduct health examinations for employees in special hazard operations (40 employees, 100% participation) and provide hearing protection devices along with related training. • Chemical Hazards: Provide personal protective equipment • Continue annual monitoring and improvement planning

Plant Emergency Response Drill

To safeguard employee safety, the Sanzhi Plant in New Taipei City and the Zhengyi Plant in Lujhu District, Kaohsiung City, each conduct two fire drills annually, supported by the local fire department. These drills train employees in fire emergency response and fire extinguisher operation, helping to minimize disaster impact and enhance overall preparedness.

Annual Plant Area Emergency Drill Statistics





In-House Fire Brigade Drill at Walrus Pump Sanzhi Plant





In-House Fire Brigade Drill at Walrus Pump Kaohsiung Plant

Sanzhi Plant, New Taipei City	Number of hours (hour)	Number of Participants (person)
June 11 – Comprehensive Practice (including Firefighting and Escape Training)	4	50
December 16 – Comprehensive Practice (including Firefighting and Escape Training)	4	50

Zhengyi Plant in Lujhu District, Kaohsiung City	Number of hours (hour)	Number of Participants (person)
June 19 – Comprehensive Practice (including Firefighting and Escape Training)	4	83
November 20 – Comprehensive Practice (including Firefighting and Escape Training)	4	90

Occupational Health Promotion and Service Initiatives

GRI 403-3 / 403-6

To safeguard employees' physical and mental well-being, Walrus Pump employed full-time occupational health specialists in 2024 to advance disease prevention and health promotion measures. The Company also conducts health examinations, health lectures, and labor health service programs, including occupational disease prevention and occupational accident consulting. Additionally, we organize on-site consultations on hazard identification, workplace risk management, health management, the four major protection programs required by the Occupational Safety and Health Administration, occupational injury prevention, health promotion plans, and first aid contingency plans.

Occupational Health Promotion Programs in 2024

Service & Coverage	Description of Service
Hire Occupational Health Specialists **100% Coverage**	The specialists conducted risk assessment and analysis of employees' physical exam results, provided health care management and follow-ups, and assisted the Company in developing preventive strategies against occupational hazards. They also offered guidance on appropriate measures to protect employees' health and enhance company productivity.
Special Hazard Operations: Health Exams & Hearing Protection Measures **100% Coverage**	For employees engaged in special hazardous operations, the Company fully subsidized health examination costs, provided hearing protection equipment, hearing protection training, and two consecutive years of personalized analysis and guidance based on examination results.
Establish Blood Pressure Stations **100% Coverage**	To raise awareness of personal health, the Company purchased blood pressure monitors and set up dedicated stations where employees can measure their blood pressure.
Health Newsletter **100% Coverage**	The health newsletter served as a platform to promote wellness by sharing health education materials that encourage employees' self-management of health.
Maternal Health Protection and Friendly Workplace Measures **Application Rate: 85.7%**	The Company conducted workplace hazard assessments and arranged maternal health protection consultations for pregnant employees. In addition, we set aside 13 reserved parking spaces—exceeding regulatory requirements—and provided 'Good Pregnancy' gift packs as a token of support for expectant mothers.



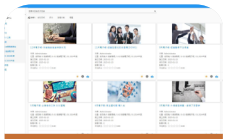


Special Hazard Operations: Health Exams & Hearing Protection Measures





Establish Blood Pressure Stations



Health Newsletter



Maternal Health Protection and Friendly Workplace Measures

Employee Health Promotion Activities in 2024

May & July Stress Relief Lectures

Participation Rate: 27.6%

Activity Content and Outcomes

Psychological counselors and occupational therapists were invited to guide employees in identifying their stress levels and applying effective stress relief and relaxation techniques. The sessions recorded a total of 123 employee attendances.





October Dynamic Stretching Classes

Participation Rate: 28.3%

Activity Content and Outcomes

Professional fitness coaches led aerobic and stretching sessions, attended by 126 participants.



July & August Muscle-Building Classes

Participation Rate: 45.6%

Activity Content and Outcomes

Designed to encourage healthy exercise habits, the classes included practical tips for exercising at home. In total, the classes recorded 203 employee attendances.





Employee Physical Examinations—July & August

Participation Rate: 100%

Activity Content and Outcomes

- The examinations help employees monitor their health, prevent disease, reduce workplace-related hazards, and promote workplace safety.
- In line with inspection intervals, general health examinations were conducted. The Company also plans to provide all employees with health examinations that go beyond statutory requirements. This year, a total of two employees participated.



Appendix

Global Reporting Initiative Index

GRI 1 : Foundation 2021

Statement of Use:	Walrus Pump Co., Ltd has reported in accordance with the GRI Standards for the period 2024/01/01 to 2024/12/31
GRI 1 Used	GRI 1 : Foundation 2021
Applicable GRI Sector Standard(s):	N/A

GRI 2 : General Disclosure 2021

Disclosure	No.	Indicator	Chapters or Explanations	Page
The organization and its reporting practices	2-1	Organizational details	About Walrus Pump	4
	2-2	Entities included in the organization's sustainability reporting	About This Report	2
	2-3	Reporting period, frequency and contact point	About This Report/ Responsible Unit and Contact Persons	2 Responsible Unit
	2-4	Restatements of information	No restatements of information for the year.	-
	2-5	External assurance	About This Report	2 / 86
Activities and workers	2-6	Activities, value chain and other business relationships	About Walrus Pump / 3.2 Supply Chain Management	5 / 37
	2-7	Employees	6.1 Talent Attraction and Happy Enterprises	64
	2-8	Workers who are not employees	6.1 Talent Attraction and Happy Enterprises	64
Governance	2-9	Governance structure and composition	1.2 Corporate Governance	17
	2-10	Nomination and selection of the highest governance body	1.2 Corporate Governance	16
	2-11	Chair of the highest governance body	1.2 Corporate Governance	17
	2-12	Role of the highest governance body in overseeing the management of impacts	1.2 Corporate Governance	17
	2-13	Delegation of responsibility for managing impacts	1.2 Corporate Governance	17
	2-14	Role of the highest governance body in sustainability reporting	1.2 Corporate Governance	17
	2-15	Conflicts of interest	Ching-Yun Huang, a Walrus Pump board member and head of You-Chang Investment Co., Ltd. (which holds a 23.99% ownership stake in Walrus Pump and maintains a site lease with the company), recused from all discussions and decisions related to investments in the operations of the Zhengyi Plant in Kaohsiung.	16
	2-16	Communication of critical concerns	1.1 Sustainability Structure	13
	2-17	Collective knowledge of the highest governance body	1.2 Corporate Governance	17

Disclosure	No.	Indicator	Chapters or Explanations	Page
Governance	2-18	Evaluation of the performance of the highest governance body	1.2 Corporate Governance	17
	2-19	Remuneration policies	1.2 Corporate Governance	18
	2-20	Process to determine remuneration	1.2 Corporate Governance	18
	2-21	Annual total compensation ratio	1.2 Corporate Governance	18
Strategy, policies and practices	2-22	Statement on sustainable development strategy	Leadership Message	3
	2-23	Policy commitments	1.2 Corporate Governance	20
	2-24	Embedding policy commitments	1.2 Corporate Governance	20
	2-25	Processes to remediate negative impacts	1.2 Corporate Governance	20
	2-26	Mechanisms for seeking advice and raising concerns	1.2 Corporate Governance	20
	2-27	Compliance with laws and regulations	1.2 Corporate Governance (No major violations in 2024)	20
	2-28	Membership associations	About Walrus Pump	4
Stakeholder Engagement	2-29	Approach to stakeholder engagement	1.1 Sustainability Structure	13
	2-30	Collective bargaining agreements	6.1 Talent Attraction and Happy Enterprises	70

GRI 3 : Management Approach 2021

Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-1	Process to determine material topics	1.1 Sustainability Structure	11
	3-2	List of material topics	1.1 Sustainability Structure	11

Material Topics: Corporate Governance

Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Corporate Governance	1.2 Corporate Governance	15
Economic Performance 2016	201-1	Direct economic value generated and distributed	About Walrus Pump	4
Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Policies are in place at Taiwan Walrus Pump, but a risk assessment has yet to be conducted.	20
	205-2	Communication and training on anti-corruption policies and procedures	1.2 Corporate Governance	20
	205-3	Communication and training about anti-corruption policies and procedures	1.2 Corporate Governance	18

Material Topics: Product Innovation and R&D				
Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Product Innovation and R&D	2.1 Product Innovation and R&D	23
Energy: 2016	302-5	Reductions in energy requirements of products and services	2.1 Product Innovation and R&D	27
Material Topics: Resource Management				
Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Resource Management	3.1 Resource Management	31
Energy: 2016	302-1	Energy consumption within the organization	3.1 Resource Management	33
	302-3	Energy intensity	3.1 Resource Management	33
	302-4	Reduction of energy consumption	3.1 Resource Management	33
Effluents and Waste 2020	306-1	Waste generation and significant waste-related impacts	3.1 Resource Management	34
	306-2	Management of significant waste-related impacts	3.1 Resource Management	34
	306-3	Waste generated	3.1 Resource Management	34
	306-4	Waste diverted from disposal	3.1 Resource Management	34
	306-5	Waste directed to disposal	3.1 Resource Management	34
Material Topics: Supply Chain Management				
Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Supply Chain Management	3.2 Supply Chain Management	35
Procurement Practices 2016	204-1	Proportion of spending on local suppliers	3.2 Supply Chain Management	37
Supplier Environmental Assessment 2016	308-1	New suppliers that were screened using environmental criteria	3.2 Supply Chain Management	36
	308-2	Negative environmental impacts in the supply chain and actions taken	3.2 Supply Chain Management	41
Supplier Social Assessment 2016	414-1	New suppliers that were screened using social criteria	3.2 Supply Chain Management	36
	414-2	Negative social impacts in the supply chain and actions taken	3.2 Supply Chain Management	39
Material Topics: Climate Change Adaptation				
Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Climate Change Adaptation	4.1 Climate Change Adaptation	43
Economic Performance 2016	201-2	Financial implications and other risks and opportunities due to climate change	4.1 Climate Change Adaptation	46

Disclosure	No.	Indicator	Chapters or Explanations	Page
Emissions 2016	305-1	Direct (Scope 1) GHG emissions	4.1 Climate Change Adaptation	48
	305-2	Energy indirect (Scope 2) GHG emissions	4.1 Climate Change Adaptation	48
	305-3	Other indirect (Scope 3) GHG emissions	4.1 Climate Change Adaptation	48
	305-4	GHG emissions intensity	4.1 Climate Change Adaptation	48
	305-5	Reduction of GHG emissions	4.1 Climate Change Adaptation	48
	305-6	Emissions of ozone-depleting substances (ODS)	3.1 Resource Management	34
	305-7	Nitrogen oxides (NO_X), sulfur oxides (SO_X), and other significant air emissions	3.1 Resource Management	34
Material Topics: Green Product Design				
Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Green Product Design	4.2 Green Product Design	49
Materials 2016	301-1	Materials used by weight or volume	4.2 Green Product Design	51
Material Topics: Global Strategic Plan				
Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Global Strategic Plan	5.1 Global Strategic Plan	55
Material Topics: Brand Value and Influence				
Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Brand Value and Influence	5.2 Brand Value and Influence	58
Material Topics: Talent Attraction and Happy Enterprises				
Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Talent Attraction and Happy Enterprises	6.1 Talent Attraction and Happy Enterprises	63
Economic Performance 2016	201-3	Defined benefit plan obligations and other retirement plans	6.1 Talent Attraction and Happy Enterprises	65
Employment 2016	401-1	New employee hires and employee turnover	6.1 Talent Attraction and Happy Enterprises	64
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	6.1 Talent Attraction and Happy Enterprises	65
	401-3	Parental leave	6.1 Talent Attraction and Happy Enterprises	65
Labor/Management Relations 2016	402-1	Minimum notice periods regarding operational changes	6.1 Talent Attraction and Happy Enterprises	70

Disclosure	No.	Indicator	Chapters or Explanations	Page
Training and Education 2016	404-1	Average hours of training per year per employee	6.1 Talent Attraction and Happy Enterprises	69
	404-2	Programs for upgrading employee skills and transition assistance programs	6.1 Talent Attraction and Happy Enterprises	69
	404-3	Percentage of employees receiving regular performance and career development reviews	6.1 Talent Attraction and Happy Enterprises	69
Diversity and Equal Opportunity 2016	405-1	Diversity of governance bodies and employees	1.2 Corporate Governance; 6.1 Talent Attraction and Happy Enterprises	16 / 64
	405-2	Ratio of basic salary and remuneration of women to men	6.1 Talent Attraction and Happy Enterprises	67
Non-discrimination 2016	406-1	Incidents of discrimination and corrective actions taken	6.1 Talent Attraction and Happy Enterprises	70
Material Topics: Occupational Health & Safety				
Disclosure	No.	Indicator	Chapters or Explanations	Page
Management Approach	3-3	Management of material topics - Occupational Health & Safety	6.2 Occupational Health & Safety	71
Occupational Health and Safety 2018	403-1	Occupational health and safety management system	6.2 Occupational Health & Safety	72
	403-2	Hazard identification, risk assessment, and incident investigation	6.2 Occupational Health & Safety	74
	403-3	Occupational health services	6.2 Occupational Health & Safety	75
	403-4	Worker participation, consultation, and communication on occupational health and safety	6.2 Occupational Health & Safety	72
	403-5	Worker training on occupational health and safety	6.2 Occupational Health & Safety	72
	403-6	Promotion of worker health	6.2 Occupational Health & Safety	76
	403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	6.2 Occupational Health & Safety	74
	403-8	Workers covered by an occupational health and safety management system	6.2 Occupational Health & Safety	72
	403-9	Work-related injuries	6.2 Occupational Health & Safety	73
	403-10	Work-related ill health	6.2 Occupational Health & Safety	73

Sustainability Accounting Standards Board (SASB) Index Table

Code	Indicator	Category	Unit	2024 Disclosure Content	Page
Energy Management					
RT-IG-310a.1	• Total energy consumed • Percentage grid electricity • Percentage renewable energy	Quantitative	• Gigajoules (GJ) • Percentage (%) • Percentage (%)	3.1 Resource Management The total energy consumption in 2024 was 13,051.048 GJ, with grid electricity accounting for 69.81 %. Use of renewable energy is expected to begin in 2025.	33

Code	Indicator	Category	Unit	2024 Disclosure Content	Page
Employee Health & Safety					
RT-IG-320a.1	• Total recordable incident rate (TRIR) • Fatal and non-fatal occupational injury rate • Near miss frequency rate (NMFR)	Quantitative	Ratio	6.2 Occupational Health & Safety In 2024, the total recordable injury rate (TRIR) was 1.80, while both the occupational injury mortality rate and the near miss frequency rate (NMFR) were 0.	73
Fuel Economy & Emissions in Use-phase					
RT-IG-410a.1	Sales-weighted fleet fuel efficiency for medium- and heavy-duty vehicles	Quantitative	Gallons/1000 ton-miles	Not applicable. Walrus Pump does not manufacture medium- or heavy-duty vehicles.	-
RT-IG-410a.2	Sales-weighted fuel efficiency for non-road equipment	Quantitative	Gallons/hour	Not applicable. All products of Walrus Pump are powered by electricity and do not use fuel.	-
RT-IG-410a.3	Sales-weighted fuel efficiency for stationary generators	Quantitative	Watts per gallon	Not applicable. Walrus Pump does not produce fixed generators.	-
RT-IG-410a.4	Sales-weighted emissions of (1) nitrogen oxides (NOx) and (2) particulate matter (PM) for: (a) marine diesel engines, (b) locomotive diesel engines, (c) on-road medium and heavy-duty engines, and (d) other non-road diesel engines	Quantitative	g/kWh	Not applicable. No NOx or PM emissions are generated during the use phase of Walrus Pump products.	-
Materials Sourcing					
RT-IG-440a.1	Description of the management of risks associated with the use of critical materials	Description and Analysis	-	3.2 Supply Chain Management	39
Remanufacturing Design & Services					
RT-IG-440b.1	Revenue from remanufactured products and remanufacturing services	Quantitative	Monetary value	Walrus Pump currently only provides warranty repairs and does not offer remanufactured products or services.	-
Key Performance Indicators (KPIs)					
RT-IG-000.A	Number of units produced by product category	Quantitative	Quantity	In 2024, we produced 351,536 residential pumps, 42,002 industrial pumps, and 1,112 commercial pumps.	-
RT-IG-000.B	Number of employees	Quantitative	Quantity	6.1 Talent Attraction and Happy Enterprises The total number of employees, including those at Taiwan sites and Suzhou Walrus Pump, is 486.	64

Task Force on Climate-Related Financial Disclosures (TCFD) Index Table

Code	TCFD Recommended Disclosures	2024 Disclosure Content	Page
Governance			
TCFD 1 (a)	Describe the board's oversight of climate-related risks and opportunities.	4.1 Climate Change Adaptation	44
TCFD 1 (b)	Describe management's role in assessing and managing climate-related risks and opportunities.	4.1 Climate Change Adaptation	44
Strategy			
TCFD 2 (a)	Describe the climate-related risks and opportunities the company has identified over the short, medium, and long term.	4.1 Climate Change Adaptation	44
TCFD 2 (b)	Describe the impact of climate-related risks and opportunities on the company's businesses, strategy, and financial planning.	4.1 Climate Change Adaptation	44
TCFD 2 (c)	Describe the resilience of the company's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	4.1 Climate Change Adaptation	-
Risk Management			
TCFD 3 (a)	Describe the organization's processes for identifying and assessing climate-related risks.	4.1 Climate Change Adaptation	44
TCFD 3 (b)	Describe the organization's processes for managing climate-related risks.	4.1 Climate Change Adaptation	44
TCFD 3 (c)	Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	4.1 Climate Change Adaptation	43
Metrics and Targets			
TCFD 4 (a)	Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	4.1 Climate Change Adaptation Carbon emissions and intensity for 2022, 2023, and 2024 have been calculated and will be used as benchmarks to guide the establishment of future reduction targets for Category 1 and 2. Going forward, we will continue to broaden the boundaries and scope of our inventory to support the development of a more comprehensive carbon asset management strategy.	47
TCFD 4 (b)	Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	4.1 Climate Change Adaptation	47
TCFD 4 (c)	Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	4.1 Climate Change Adaptation Initial TCFD implementation was completed in 2022; achievement rates to be disclosed annually.	47

Climate-Related Information of TWSE/TPEx Listed Company

	Disclosure	Implementation
1	Describe the board's and management's oversight and governance of climate-related risks and opportunities.	4.1 Climate Change Adaptation
2	Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	4.1 Climate Change Adaptation
3	Describe the financial impact of extreme weather events and transformative actions.	4.1 Climate Change Adaptation
4	Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	4.1 Climate Change Adaptation
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.	4.1 Climate Change Adaptation
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.	4.1 Climate Change Adaptation
7	If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	There are no internal carbon pricing measures in place for the reporting year.
8	If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	4.1 Climate Change Adaptation
9	Greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan.	4.1 Climate Change Adaptation We plan to conduct third-party verification in 2027

Greenhouse Gas Inventory and Assurance				
Breakdown/Year		2022	2023	2024
Scope 1: Direct emissions		351.43	300.068	330.457
Scope 2: Indirect emissions from energy consumption		1,023.76	1,113.733	1,202.218
Scope 3: Other indirect emissions		-	367.304	412.231
Total emissions		1,375.184	1,781.105	1,944.906
GHG Emissions Intensity	Scope 1 and 2	1.04	1.06	1.00
	Scope 1, 2, and 3	-	1.33	1.27

Breakdown/Year	2022	2023	2024
Assurance Institution	-	-	-
Data coverage	Walrus Pump's Taiwan sites	Walrus Pump's Taiwan sites	Walrus Pump's Taiwan sites
Assurance Scope	-	-	-
Assurance Standards	-	-	-
Description of Assurance	-	-	-

Notes:
1. The inventory was conducted in accordance with ISO 14064-1:2018 and covers seven greenhouse gases: CO_2, CH_4, N_2O, HFCs, PFCs, SF_6, and NF_3.
2. The data presented are self-calculated and have not yet undergone third-party verification.
3. Emissions are expressed in metric tons of CO_2 equivalent (tCO_2e) and calculated as: activity data × emission factor × global warming potential (GWP), based on the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report. Electricity factors: 2024 coefficient of 0.474 kg CO_2e/kWh for direct emissions; 2021 coefficient of 0.0973 kg CO_2e/kWh for indirect emissions published in 2023 (source: Taiwan's Energy Administration, Ministry of Economic Affairs).
4. GHG Emissions Intensity = Total GHG Emissions (tCO_2e) ÷ Annual Operating Income (million NT$).

Independent Assurance Statement

bsi.

By Royal Charter

INDEPENDENT ASSURANCE OPINION STATEMENT

Walrus Pump Co., Ltd. 2024 Sustainability Report

The British Standards Institution is independent to Walrus Pump Co., Ltd. (hereafter referred to as Walrus Pump in this statement) and has no financial interest in the operation of Walrus Pump other than for the assessment and verification of the sustainability statements contained in this report.

This independent assurance opinion statement has been prepared for the stakeholders of Walrus Pump only for the purpose of assuring its statements relating to its sustainability report, more particularly described in the Scope below. It was not prepared for any other purpose. The British Standards Institution will not, in providing this independent assurance opinion statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used, or to any person by whom the independent assurance opinion statement may be read.

This independent assurance opinion statement is prepared on the basis of review by the British Standards Institution of information presented to it by Walrus Pump. The review does not extend beyond such information and is solely based on it. In performing such review, the British Standards Institution has assumed that all such information is complete and accurate.

Any queries that may arise by virtue of this independent assurance opinion statement or matters relating to it should be addressed to Walrus Pump only.

Scope

The scope of engagement agreed upon with Walrus Pump includes the followings:

1. The assurance scope is consistent with the description of Walrus Pump Co., Ltd. 2024 Sustainability Report.
2. The evaluation of the nature and extent of the Walrus Pump's adherence to AA1000 AccountAbility Principles (2018) in this report as conducted in accordance with type 1 of AA1000AS v3 sustainability assurance engagement and therefore, the information/data disclosed in the report is not verified through the verification process.

This statement was prepared in English and translated into Chinese for reference only.

Opinion Statement

We conclude that the Walrus Pump Co., Ltd. 2024 Sustainability Report provides a fair view of the Walrus Pump sustainability programmes and performances during 2024. The sustainability report subject to assurance is free from material misstatement based upon testing within the limitations of the scope of the assurance, the information and data provided by the Walrus Pump and the sample taken. We believe that the performance information of Environment, Social and Governance (ESG) are fairly represented. The sustainability performance information disclosed in the report demonstrate Walrus Pump's efforts recognized by its stakeholders.

Our work was carried out by a team of sustainability report assurors in accordance with the AA1000AS v3. We planned and performed this part of our work to obtain the necessary information and explanations we considered to provide sufficient evidence that Walrus Pump's description of their approach to AA1000AS v3 and their self-declaration in accordance with GRI Standards were fairly stated.

Methodology

Our work was designed to gather evidence on which to base our conclusion. We undertook the following activities:

- a review of issues raised by external parties that could be relevant to Walrus Pump's policies to provide a check on the appropriateness of statements made in the report.
- discussion with managers on approach to stakeholder engagement. However, we had no direct contact with external stakeholders.
- 8 interviews with staffs involved in sustainability management, report preparation and provision of report information were carried out.
- review of key organizational developments.
- review of the findings of internal audits.
- review of supporting evidence for claims made in the reports.
- an assessment of the organization's reporting and management processes concerning this reporting against the principles of Inclusivity, Materiality, Responsiveness, and Impact as described in the AA1000AP (2018)

Conclusions

A detailed review against the Inclusivity, Materiality, Responsiveness, and Impact of AA1000AP (2018) and GRI Standards is set out below:

Inclusivity

This report has reflected a fact that Walrus Pump has continually sought the engagement of its stakeholders and established material sustainability topics, as the participation of stakeholders has been conducted in developing and achieving an accountable and strategic response to sustainability. There are fair reporting and disclosures for the information of Environment, Social and Governance (ESG) in this report, so that appropriate planning and target-setting can be supported. In our professional opinion the report covers the Walrus Pump's inclusivity issues.

Materiality

Walrus Pump publishes material topics that will substantively influence and impact the assessments, decisions, actions and performance of Walrus Pump and its stakeholders. The sustainability information disclosed enables its stakeholders to make informed judgements about the Walrus Pump's management and performance. In our professional opinion the report covers the Walrus Pump's material issues.

Responsiveness

Walrus Pump has implemented the practice to respond to the expectations and perceptions of its stakeholders. An Ethical Policy for Walrus Pump is developed and continually provides the opportunity to further enhance Walrus Pump's responsiveness to stakeholder concerns. Topics that stakeholder concern about have been responded timely. In our professional opinion the report covers the Walrus Pump's responsiveness issues.

Impact

Walrus Pump has identified and fairly represented impacts that were measured and disclosed in probably balanced and effective way. Walrus Pump has established processes to monitor, measure, evaluate, and manage impacts that lead to more effective decision-making and results-based management within the organization. In our professional opinion the report covers the Walrus Pump's impact issues.

GRI Sustainability Reporting Standards (GRI Standards)

Walrus Pump provided us with their self-declaration of in accordance with GRI Standards 2021 (For each material topic covered in the applicable GRI Sector Standard and relevant GRI Topic Standard, comply with all reporting requirements for disclosures). Based on our review, we confirm that sustainable development disclosures with reference to GRI Standards' disclosures are reported, partially reported, or omitted. In our professional opinion the self-declaration covers the Walrus Pump's sustainability topics.

Assurance level

The moderate level assurance provided is in accordance with AA1000AS v3 in our review, as defined by the scope and methodology described in this statement.

Responsibility

The sustainability report is the responsibility of the Walrus Pump's chairman as declared in his responsibility letter. Our responsibility is to provide an independent assurance opinion statement to stakeholders giving our professional opinion based on the scope and methodology described.

Competency and Independence

The assurance team was composed of auditors experienced in relevant sectors, and trained in a range of sustainability, environmental and social standards including AA1000AS, ISO 14001, ISO 45001, ISO 14064, and ISO 9001. BSI is a leading global standards and assessment body founded in 1901. The assurance is carried out in line with the BSI Fair Trading Code of Practice.

For and on behalf of BSI:

Peter Pu, Managing Director BSI Taiwan

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Statement No: SRA-TW-818838

2025-07-21

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WALRUS PUMP Co., Ltd.

2024 Sustainability Report

Better Life Through Innovation

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