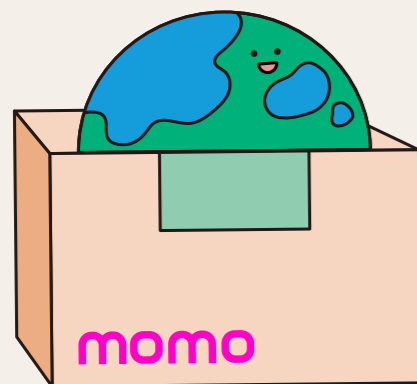
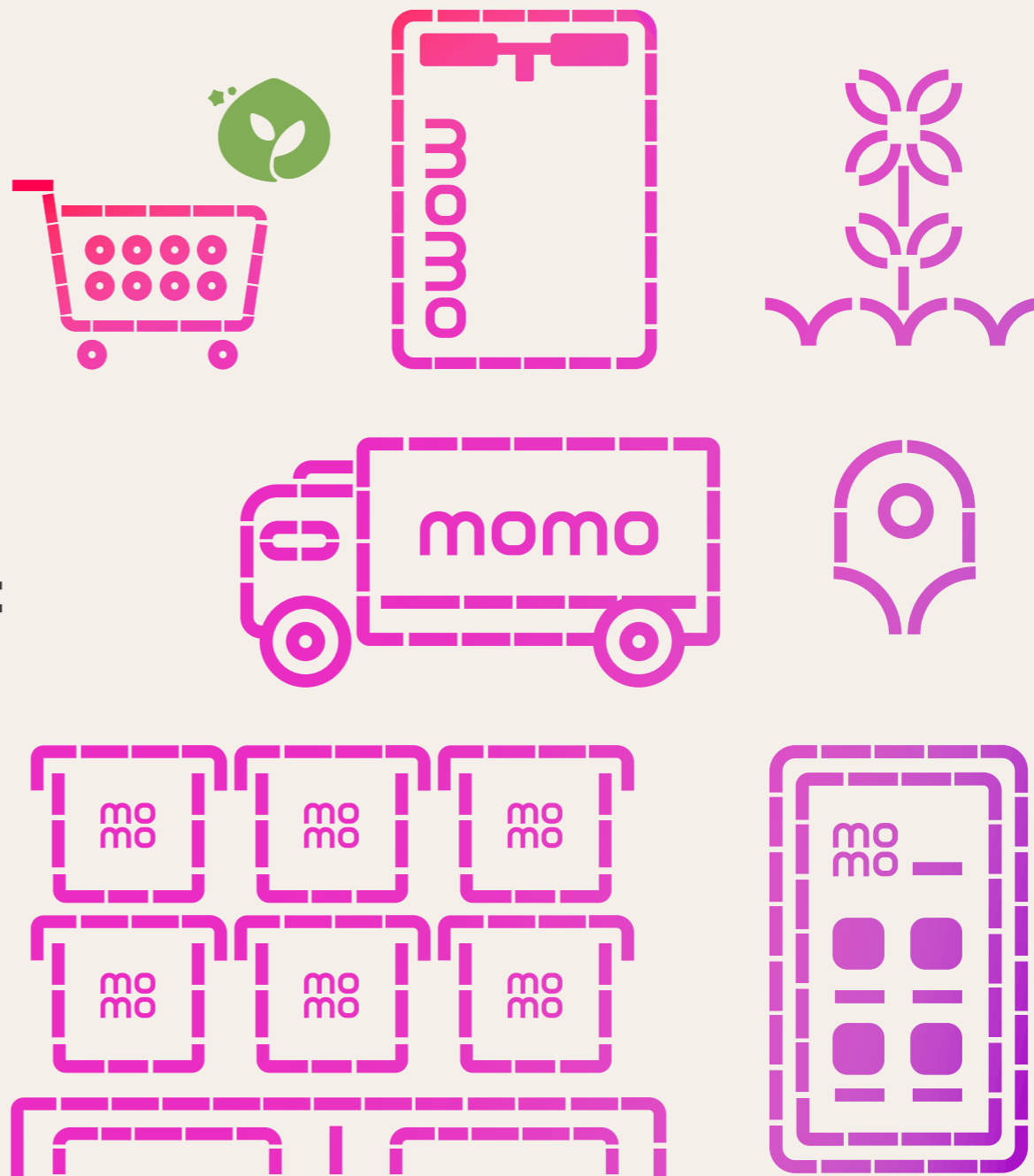




富邦媒體科技股份有限公司



2024 Sustainability Report



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Introducing momo's 10th Sustainability Report

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This is the 10th sustainability report issued by momo.com Inc. (hereinafter "momo", "the Company", or "we"). The Company is committed to becoming **Taiwan's Leading Green E-commerce Pioneer**, actively promoting a low-carbon transition. We continue to communicate our efforts and achievements in corporate governance, environmental sustainability, and social responsibility and human rights social (human rights) aspects to stakeholders in a transparent and open manner, clearly demonstrating momo's dedication and actions toward sustainable development.



momo ESG Report



momo Historical
Sustainability Reports



momo TCFD Report

Reporting Principles

The authoring of this report adhered to the GRI Standards 2021 issued by the Global Sustainability Standards Board (GSSB). It also follows the Sustainability Accounting Standard (SASB Standard) for the E-Commerce industry on the disclosure of ESG information related to stakeholders. Please refer to **the GRI Standards** and **SASB Index Table**.

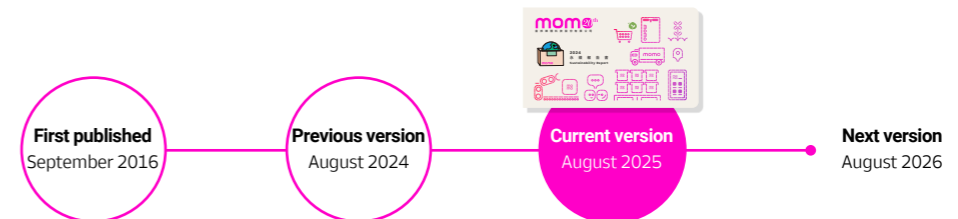
Reporting Scope

Reporting Period

The Company has annually published its Sustainability Report in both Chinese and English. The reports are made available for viewing and download on the official corporate website. [🔗](#)

The reporting period covered in this report is consistent with the Company's consolidated financial statements, presenting momo's sustainability goals and performance for the year 2024 (from January 1 to December 31, 2024).

To fully present the performance of projects and initiatives, certain information disclosed in this report extends beyond the 2024 fiscal year to include developments prior to its publication in 2025. The report has been reviewed and approved by the Company's Corporate Governance and Sustainability Committee as well as the Board of Directors prior to issuance.



Reporting Boundaries

In 2024, momo's revenue in Taiwan accounted for 100% of its total global revenue. Therefore, in accordance with the principle of materiality, the scope of information disclosed in this report focuses primarily on momo's operations in Taiwan.

The financial data disclosed in this report is consistent with the boundaries of the Company's consolidated financial statements. For environmental and social data, if the reporting boundaries differ from those of the consolidated financial statements, explanatory notes are provided accordingly.

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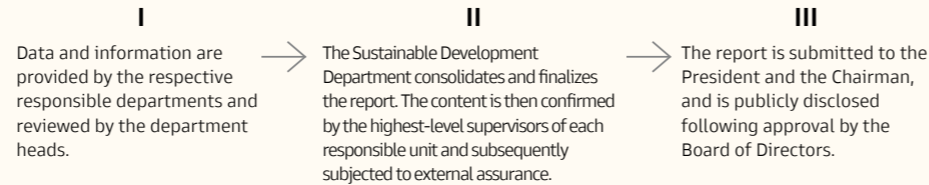
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Report Management and Publication Process

In accordance with the "Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies" announced by the Taiwan Stock Exchange Corporation (TWSE), the Company has established the "Procedures for the Preparation and Assurance of the Sustainability Report" and the "Standard Operating Procedures for the Sustainability Report Preparation Process". The information disclosed in this report is provided by the respective responsible departments and is subject to internal control reviews in accordance with the aforementioned procedures and quality management documents. The Sustainable Development Department is responsible for compiling and coordinating the content, which is then subject to external assurance before being approved by the Board of Directors and subsequently published.

Internal Review





External Assurance

All of the information and statistics disclosed in this report were compiled and calculated by the competent company units. Financial data came from published reports verified by the CPAs. The descriptions of all data either followed the convention on such descriptions, cited information published by the government, or were obtained through our own statistics. There were no variations from the report for the previous year. Any special circumstances were explained as such within this report.

This report has been independently verified through a limited assurance engagement conducted by PwC Taiwan, in accordance with The Standard on Assurance Engagements 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information", issued by the Accounting Research and Development Foundation. The engagement covered selected key performance indicator (KPI) information. For the scope and conclusions of the assurance, please refer to **the Independent Limited Assurance Report in the appendix of this report.**

To ensure the reliability of all information disclosed in this report, the standards used for all data and their verification bodies are listed in the table below:

Data	Standard	Verification Body
Key Performance Indicators	The Standard on Assurance Engagements 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information"	 資誠
Finance	Regulations Governing Auditing and Attestation of Financial Statements by Certified Public Accountants, Generally Accepted Auditing Standards (GAAS)	 勤業眾信
Environment	ISO 14001 Environmental Management System ISO 14064-1 Greenhouse Gas Inventory ISO 14067 Carbon Footprint	 英國標準協會
Occupational Safety and Health	ISO 45001 Occupational Safety and Health Management System	
Information Security	ISO 27001 Information Security Management System ISO 27701 Privacy Information Management System	 台灣檢驗科技股份有限公司 SGS Taiwan Ltd.
Quality	ISO 9001 Quality Management System	
Achievements of Online Shopping Packaging Reduction	The Standard on Assurance Engagements 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information"	 安侯建業

Feedback

If you have any suggestions or questions regarding this report or momo' s sustainable development, please contact:

momo.com Inc., Finance and Accounting Division, Sustainable Development Department

☎ Telephone : +886 2 2162 6688 ext. 1231

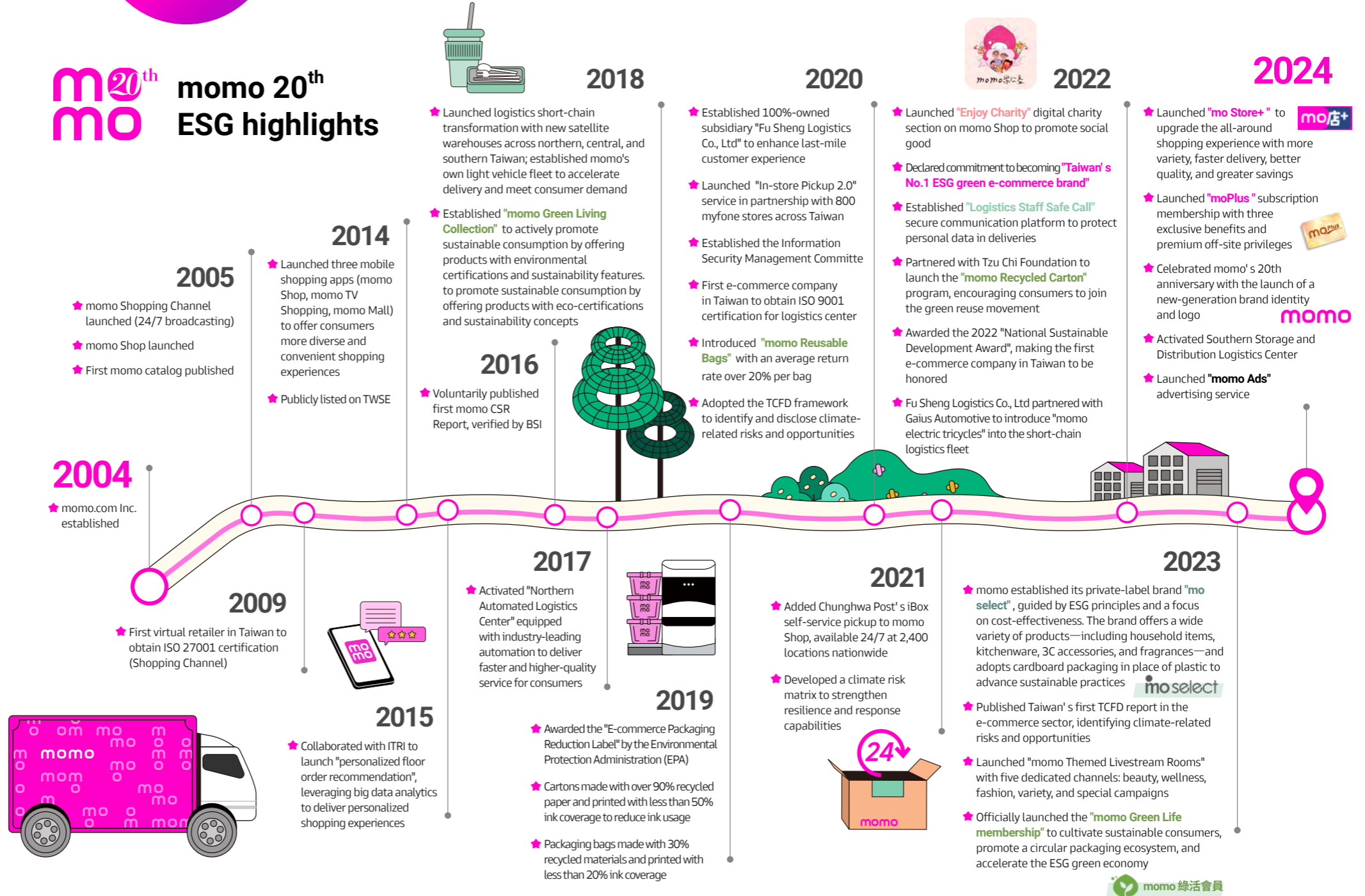
✉ E-mail : esg@fmt.com.tw

🏠 Address : 4F., No. 96, Zhouzi St., Neihu District, Taipei City, Taiwan

📄 Refer to Report Sections 🔗 Hyperlink to Website ● GRI Indicators



momo 20th ESG highlights



2024 ESG Highlights

ENVIRONMENTAL

An Interconnected Low-Carbon Shopping Journey



Product Listing

- "momo Green Living Collection" curating **over 5,300 selected products**, recommending environmentally friendly products to consumers.
- Over 99% of suppliers sign the Sustainable Development Principles for Suppliers/Contractors** and undergo training to establish a sustainable supply chain



Inventory Preparation

- Large-scale logistics centers are built with green building concepts, emphasizing energy conservation and environmental protection
- The distribution centers generate renewable energy, producing **over 1.2 million kWh of green electricity** annually



Online Shopping

- Promoting **momo Green Life Membership**, with over 700,000 consumers responding to sustainable consumption initiatives
- Obtained the "Product Carbon Footprint Label", disclosing the carbon emissions from online shopping



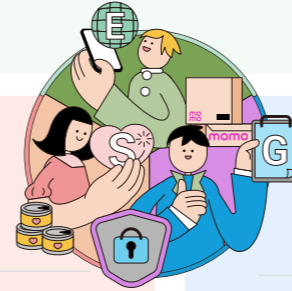
Packaging & Shipping

- Products are packaging with **reusable bags and cartons**
- Actively establishing a **circular packaging ecosystem**
- Promoting lightweight cardboard, AI big data analysis for optimal packaging, **reducing packaging material usage by over 45%**



Logistics & Delivery

- AI-assisted **short-chain layout** reduce distribution mileage
- Consolidated Delivery** reduce more than 740,000 cardboard boxes
- Delivery is carried out by a **green fleet of electric vehicles**, reducing carbon emissions by 50 metric tons
- Over 99.5% of suppliers have implemented "logistics Staff Safe Call" system



SOCIAL

60⁺ public welfare projects in a year /
NTD. **1 billion** annual public welfare amount

210,000⁺ consumers responded with donations /
140,000⁺ benefiting people estimated

30,000⁺ hours of ESG education and training

100% completion of gender equality courses

Female executives comprise **51%** of management

5 main warehouses have obtained health workplace certification

GOVERNANCE

Consolidated revenue reached **nearly NTD. 112.6 billion**, reflecting sustained growth and continued record-setting performance

Continuously identifying **climate change risks and opportunities**

Ranked No.1 in overall customer satisfaction among e-commerce platforms

Continuously maintaining **ISO 27001** and **ISO 27701** certifications for information security

Three types of quality safety inspection nets safeguard product quality, with **nearly 100,000 items** inspected annually

Glory and Recognition

- ★ 6th time selected as a constituent of the FTSE4Good TIP Taiwan ESG Index (2024/12/23-2025/06/20)



Recognition of Investment Rating

- ★ Recognized for the 4th time by Institutional Investor in the 2024 Asia (ex-China) Internet Category
Ranked top 3 for Most Honored Company and the best IRO, ranked first for the best CEO, ranked top 3 for the best IR team, and ranked top 3 for the best ESG



- ★ Received "AA" rating in the Taiwan Sustainability Ratings by National Taipei University

- ★ Received CDP Climate Change Score of B

Environmental Sustainability



- ★ Awarded the Gold Award for Excellence in Resource Circulation by the Ministry of Environment, Executive Yuan



- ★ Received the Silver Award for the 3rd time at the 6th National Enterprise Environmental Protection Award 2024 by the Ministry of Environment, Executive Yuan



- ★ Ranked No.1 in the Digital Cloud Industry in Business Weekly's "Top 100 Carbon Competitiveness Companies in 2024"

- ★ Received the Gold Award in the "Sustainable Logistics Operations category of the ESG Logistics Sustainability Awards" from the Global Logistics and Commerce Council of Taiwan

- ★ Ranked 7th in the "2023 Taipei City Green Procurement Program for Private Enterprises and Organizations", organized by the Department of Environmental Protection, Taipei City Government

- ★ Awarded the "Private Enterprises and Green Consumption Promotion Excellence Award" from the Ministry of the Environment, Executive Yuan

- ★ Awarded Gold in the "2024 Taiwan Sustainability Action Awards (SDG 13) by the Taiwan Institute for Sustainable Energy for the "momo Green Life membership" program

- ★ TCSA Taiwan Corporate Sustainability Awards - Climate Leadership Award (Single Performance Category)

Comprehensive Performance and Corporate Governance



- ★ Certified as a "Friendly E-commerce" platform by the Ministry of Digital Affairs



The 11th

- ★ "Top 6%~20% of Listed Companies in Corporate Governance Assessment"
- ★ Ranked in the "Top 10% of Non-financial Electronic Listed Companies with a Market Capitalization of Over NT\$10 Billion" for the sixth time, recognized by the FSC



- ★ TCSA Taiwan Corporate Sustainability Awards - TCSA Innovation Growth Leader Award
- ★ TCSA Taiwan Corporate Sustainability Awards - Platinum in the Sustainability Report Category
- ★ TCSA Taiwan Corporate Sustainability Awards - Top100 Corporate Sustainability Award

- ★ Ranked 11th in the Large Enterprise – Service Industry category of the Commonwealth Magazine Excellence in Corporate Social Responsibility

Diversity and Inclusion in the Workplace



- ★ Received the "Healthy Workplace Certification and Health Promotion Label" from the Health Promotion Administration, Ministry of Health and Welfare



- ★ Finance Asia's 2024 Asia's Best DEI Enterprise Bronze Award



- ★ Taiwan Institute for Sustainable Energy - Sustainability Microfilm category at the 8th Taipei Golden Eagle Microfilm Festival 2024



- ★ Department of Labor, Taipei City Government - Taipei City's Gender Equality Certification (2025–2026) Gold Award

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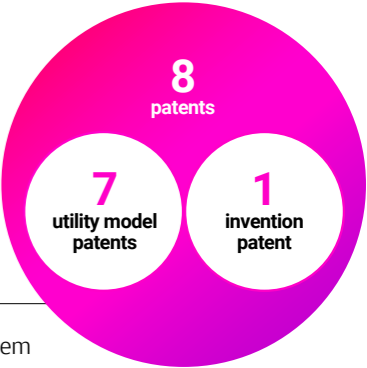
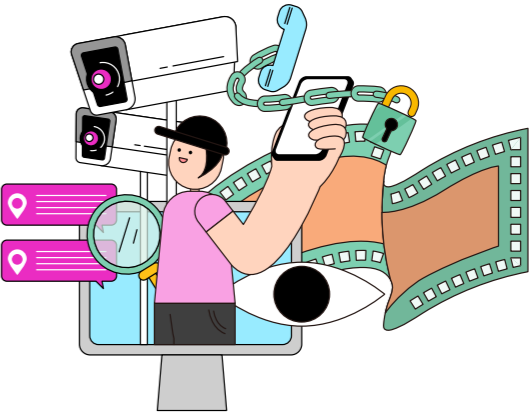
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Annual Patents

Patent Category	Patent Title
Utility Model	Software Resource Sharing System
Utility Model	Employee Attendance Clocking System
Utility Model	Network Service Management Server
Utility Model	Information Monitoring Management Server
Utility Model	Data Processing System
Utility Model	Surveillance Video Retrieval System
Utility Model	Logistics Information Inquiry System
Invention	Telephone Dialing Management System and Method for Managing Telephone Dialing



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Chairman's Message

In 2024, the rapid emergence of AI-driven innovations has been widely adopted across major industries, marking a pivotal turning point in business operations. Amid this wave of AI application, the e-commerce and retail sector occupies a particularly critical position. E-commerce, by nature, disrupts traditional brick-and-mortar consumption models by enabling transactions to transcend boundaries——across domains, sectors, and time. As a digital-native enterprise, **momo has built a solid foundation in technological application and R&D capabilities**. By offering convenient, high-quality, and affordable shopping experiences, momo has become the leading virtual retail platform and the top choice for consumers in Taiwan.

Today, momo is actively driven by innovation and data empowerment, leveraging AI technologies to reshape consumer decision-making and deepen sustainable partnerships with suppliers. **momo aims not only to serve as a bridge for transactions, but also to become a vital nexus connecting life, technology, and sustainability**. From smart recommendations and precision marketing to inventory management, packaging optimization, and green logistics, momo integrates sustainability into the core of corporate governance and operations——strengthening organizational resilience, amplifying impact, and co-creating long-term value with stakeholders.

Leading Industry Transformation and Building a Resilient E-commerce Value Chain

As a pioneer in the e-commerce industry, momo fully understands that innovative technology is a powerful driver of sustainability. From AI-powered packaging optimization to logistics route simulation, we demonstrate both the strength and responsibility in harnessing data and technology. We incorporate sustainability standards into our supplier selection and evaluation criteria, while offering ESG capability-building programs to empower our partners. **From products and packaging to delivery, we transform our platform's influence into scalable, actionable green initiatives!**

In addition, the official launch of the Southern Distribution Center in 2024 marks not only an upgrade in our logistics capabilities, but also a key milestone **in achieving a more balanced logistics network across Taiwan**. By strengthening delivery capabilities in southern Taiwan, we continue to provide consumers across the region with consistent and timely service, reducing delivery time disparities while effectively lowering energy consumption and carbon emissions during transit. We firmly believe that only by embedding sustainability into the core of our business can we build an industry model that stands the test of time.

Empowering All to Embrace Sustainability in Daily Life

momo's value lies not only in providing convenient retail services, but more importantly, in embedding sustainability at its core——guiding every consumer purchase to generate a positive impact on society. **Through the "Green Life membership" program, we encourage consumers to start their sustainability journey with every purchase and every delivery——connecting their actions to eco-friendly packaging and green logistics, and making sustainability a part of everyday life**. Furthermore, momo has embedded public welfare into the core of its platform by establishing the "Enjoy Charity" online charity hub. Harnessing the power of digital technology, we amplify the reach of compassion——making momo not just a place for transactions, but a trusted platform with purpose and value. This reflects our fundamental commitment, not only as a business, but as a member of society: to make sustainability not just a corporate responsibility, but a collective choice for all!

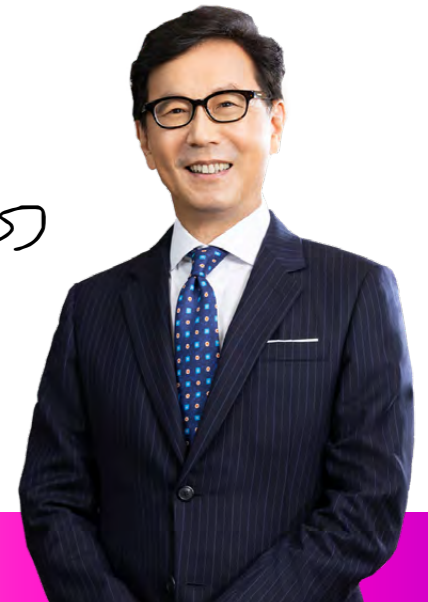
Responding to the Challenges of Our Time: Redefining the Future of E-commerce with a People-Centered Approach

momo's sustainability efforts have been widely recognized by both public and private institutions. In 2024, the Company received several prestigious national awards, including the "National Enterprise Environmental Protection Award - Silver Award" and the "Excellence in Resource Circulation - Gold

Award" from the Ministry of Environment. momo was also honored with more than ten major sustainability accolades, such as the "TCSA Taiwan Corporate Sustainability Awards – Top 100 Corporate Sustainability Award", the "TSAA Taiwan Sustainability Action Awards – SDG 13 Gold Award", the "CommonWealth Magazine Excellence in Corporate Social Responsibility", and the "Business Weekly's Top 100 Carbon Competitiveness Companies – No. 1 in the Digital Cloud Industry".

As AI technology advances at a rapid pace and business competition evolves in an instant, momo remains steadfast in one unchanging belief: technology should serve people, and businesses should help solve the challenges of society. **The future of e-commerce is not only about elevating the consumer experience, it is about redefining value through a people-centered approach. We will continue to integrate data, technological innovation, and sustainability as core pillars of our operations, connecting the entire value chain. In doing so, we aim to ensure that every purchase and every operational innovation creates a positive impact!**

Chairman

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President's Message

In 2024, momo achieved a record-high revenue of NT\$112.6 billion, once again setting a new milestone while steadily leading Taiwan's e-commerce industry forward on the path of sustainable development. Driven by innovative technology and data empowerment, we have achieved breakthroughs not only in retail operations but also delivered outstanding results in the ESG domain, marking a year of significant accomplishments. In 2024, guided by our "Blueprint for Sustainable Living" and its five key sustainability pillars, momo steadily navigated the intense retail competition and the evolving challenges of shifting consumer demands and rising sustainability awareness.

Driving Industry Transformation and Amplifying momo's Green Impact

momo is committed to upholding brand reputation and consumer trust by maintaining strict controls over product quality and safety. At the same time, momo has established the "Sustainable Development Principles for Suppliers/ Contractors," which covers four key areas: labor and human rights, health and safety, environmental responsibility, and ethical standards. Suppliers are required to comply with these sustainability principles in order to sell products on the momo platform. In 2024, the signing rate among new suppliers reached 99.5%.

In 2024, momo also launched its first ESG self-assessment questionnaire for suppliers and established the "momo ESG Academy" to further empower its supply chain. By identifying the sustainability issues most relevant to suppliers, momo provided ESG capacity-building resources to 88 suppliers, including free carbon management training. momo also advocated for key ESG topics such as the "Packaging Reduction Guidelines" and "Product Carbon Footprint and Business Integration," effectively enhancing the climate resilience of small and medium-sized suppliers and strengthening the overall resilience of momo's value chain.

Driving Lifestyle Transformation Through the "Green Life membership" program — Advancing a New Era of Green Consumption

In response to growing consumer expectations for corporate sustainability, momo actively promoted the "Green Life membership" program in 2024, reaching nearly 700,000 members. The program aims to connect consumer purchasing behavior with momo's long-standing low-carbon initiatives, empowering consumers with the right to make sustainable choices. With every click and purchase, consumers can take a meaningful step toward changing the world.

Across all channels, momo promotes sustainable labels and locally sourced products. On its e-commerce platform, over 5,300 environmentally friendly products with green labels or certifications are carefully selected. These are integrated into major annual retail campaigns and seasonal promotions. momo also organizes a 10-day "Green Life Member Week" each month, offering rewards and incentives. In total, more than 210,000 momo coins were distributed through the program to enhance member engagement and activity, encouraging consumers to incorporate green consumption into their daily lives.

Connecting Lifestyle and Energy Transitions: Advancing Toward a Net-Zero "Last Mile"

We are committed to delivering a unique and joyful shopping journey for our customers on the momo platform. This vision is supported by long-term, well-established investments in green logistics and sustainable packaging solutions. Through the "Green Life membership" program, momo has successfully enhanced consumer engagement in sustainability initiatives by precisely delivering circular packaging to eco-conscious members and optimizing cross-warehouse consolidated delivery mechanisms. In 2024, momo's circular packaging and green logistics initiatives led to a reduction of over 230 metric tons of carbon emissions — equivalent to the annual carbon sequestration

of nearly 20,000 trees.

The completion and launch of the Southern Distribution Center at the end of 2024 further supports momo's localized delivery strategy and contributes to reducing carbon emissions from transportation. The facility is equipped with a 3,700-ping rooftop solar power system with an installed capacity of approximately 1,200 kW, designed for on-site consumption. Combined with the solar power system at the Northern Distribution Center, momo generated a total of approximately 2.07 million kWh of electricity in 2024. Simultaneously, we introduced 50 commercial electric tricycles, advancing our energy transition goals through the combined use of renewable energy and an electric vehicle fleet.

Facing the rapid changes in the retail market, we recognize that innovation is at the heart of sustainable business growth. Looking ahead to 2025, momo will continue to advance technology-driven sustainability by leveraging AI to optimize logistics routes and packaging efficiency. Meanwhile, we will further empower our supply chain partners to co-create and enhance the value of green products. Together with consumers, we aim to foster a circular model of sustainable consumption — achieving a win-win outcome for both sustainability and profitability.

President

王國材



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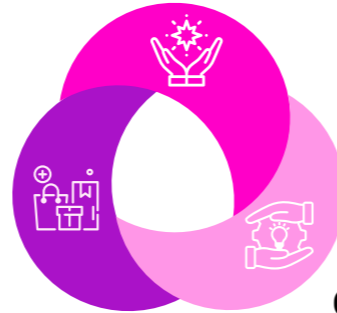
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Sustainable Development of momo

Guided by the brand spirit of "momo more and more", momo fulfills its mission of delivering "improving people's quality of life by providing affordable products and quality services" by embracing the four core values of "Integrity, Friendliness, Professionalism, and Innovation", with the aim of realizing its vision to become the "first-choice virtual shopping platform for both consumers and suppliers". Furthermore, momo is dedicated to creating a comprehensive shopping experience characterized by "more, faster, better and cheaper", striving to become the benchmark of Taiwan's e-commerce industry.

Vision

momo.com Inc. creates momo as the preferred virtual shopping platform for consumers and suppliers in Asia by upholding professionalism, innovation and fulfilling our corporate social responsibilities

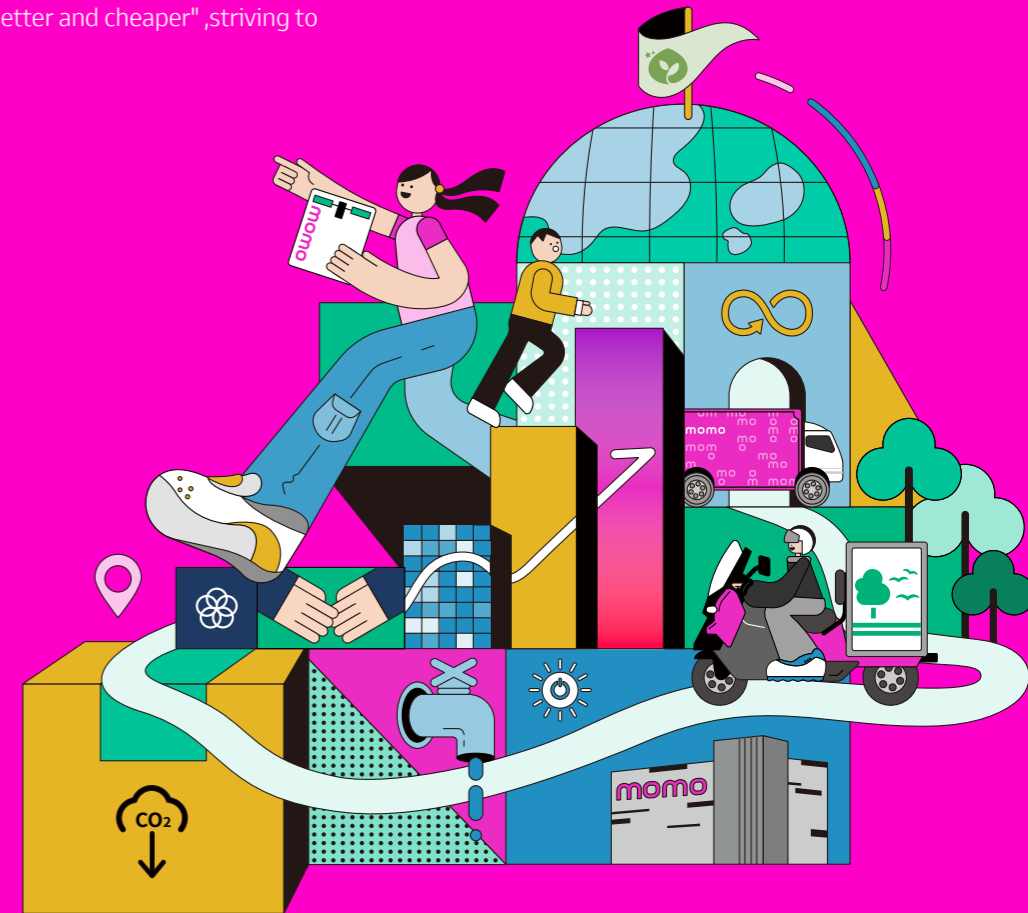


Mission

momo.com Inc. provides widest assortment with affordable prices and quality services to improve people's lives

Core Values

Integrity
Friendliness
Professionalism
Innovation



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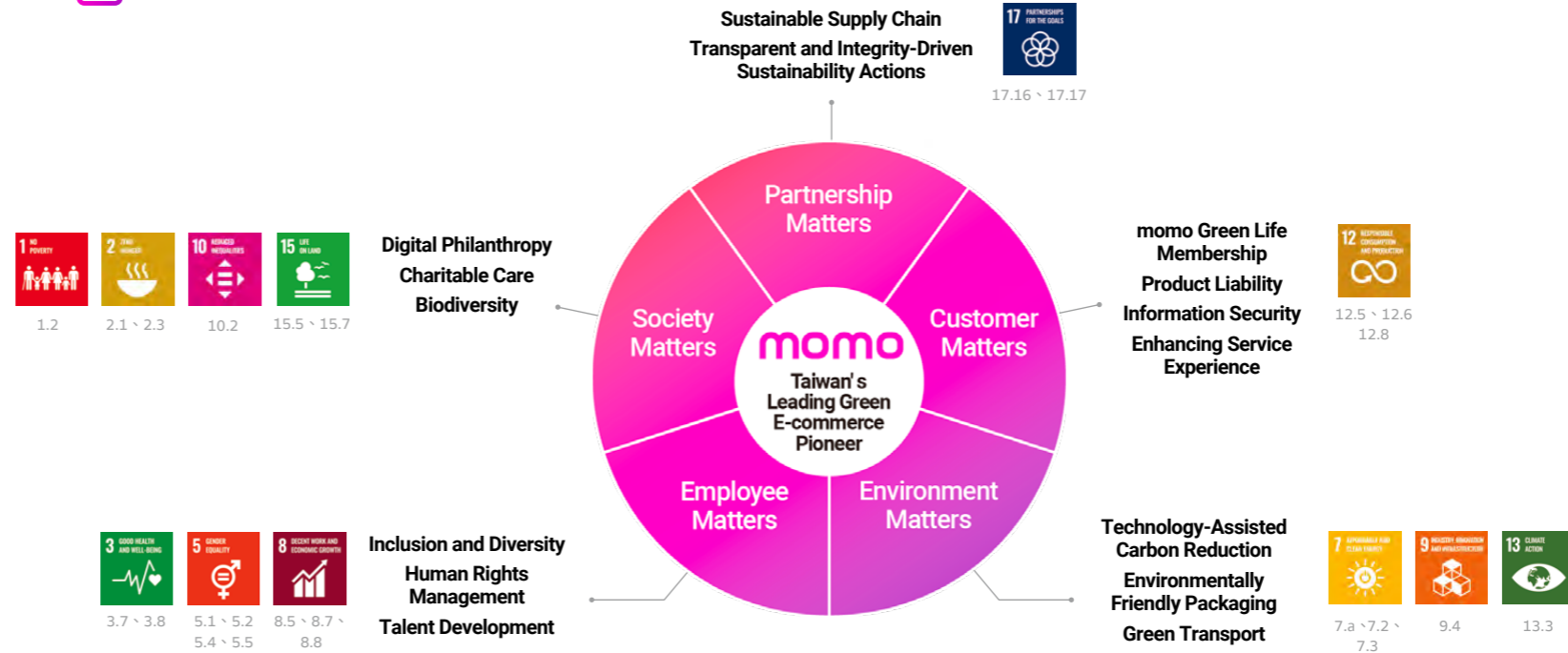
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1.1 Taiwan's Leading Green E-commerce Pioneer 2-22

momo formally launched the sustainability vision program in 2019, outlining a **"Sustainable Living Blueprint"** to promote the Company's sustainable development Aligned with the five sustainability pillars of **"Partnership matters"**, **"Customer matters"**, **"Environment matters"**, **"Employee matters"**, and **"Society matters"**, momo is committed to its promise as the **"Taiwan's Leading Green E-commerce Pioneer"**. Through a multifaceted approach that integrates digital empowerment into its core operations and the simultaneous adoption of technological innovations, momo actively accelerates low-carbon transformation and advances digital philanthropy, continuously creating shared value for stakeholders while amplifying the positive impact of its e-commerce platform. Simultaneously, momo continues to promote the **"momo Green Life Membership"** program and expand the "Circular Packaging Ecosystem", strengthening its ESG-driven green circular economy while engaging suppliers to jointly implement sustainable and environmentally friendly operations.



Sustainable Living Blueprint



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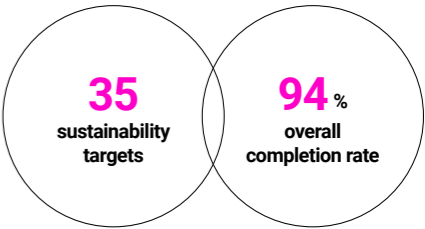
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momo Green Life E-commerce — Sustainability Performance and Short-, Medium-, and Long-Term Goal Planning and Management

Following its five sustainability pillars, momo actively sets concrete sustainability targets each year and closely monitors the implementation of related actions. To fulfill our commitment as the "Pioneer in Green Living E-commerce", we establish quantitative indicators for each target across the short, medium, and long term. Progress, actual performance, and outcomes are reported semiannually to the Sustainable Development Committee and the Board of Directors, with rolling adjustments made to ensure alignment with practical needs.

In 2024, a total of 35 sustainability targets were set, achieving an overall completion rate of 94%. The implementation status of each indicator, along with the short-, medium-, and long-term sustainability goals, is presented in the table below:



Sustainability Pillars Partnership matters							Exceeded Achieved In Progress		
Strategic Implications	Corresponding Sustainability Issues	2024 Metrics and targets	2024 Implementation Outcomes and Achievement Status	2025 Short-term Objectives	2026-2027 Medium-term Objectives	2028-2030 Long-term Objectives			
Sustainability Governance, Prudent Operations, and Transparency with Integrity	Corporate Governance and Ethical Management	Proportion of ESG Performance Targets in Senior Executives' KPIs > 10%	> 10%	> 10%	> 10%	> 10%			
		TOP 5% among listed companies in corporate governance ratings	11 th Evaluation Results: Top 6%–20%	TOP 5%	TOP 5%	TOP 5%			
		Board diversity	Maintain one female director	Maintain one female director	Evaluation of the plan to increase the number of independent directors	Evaluation of the plan to increase the number of independent directors to 1/2			
Driving Value Chain Partners Toward Industry Transformation	Sustainable Supply Chain	Enhancement of supply chain risk management	<ul style="list-style-type: none">Completion of Phase 1 of the ESG self-assessment for new key suppliers.Plan 14 ESG training sessions for suppliers	<ul style="list-style-type: none">Continue promoting ESG self-assessments among key Tier-1 and new suppliers.Conduct at least one ESG training session for suppliersSupplier Evaluation Categorization: Grades A, B, and C (based on product quality, information security, cash flow, order management, and consignment inventory).Launch of the new version of the information security self-assessment form	<ul style="list-style-type: none">Continue promoting ESG self-assessments among key Tier-1 and new suppliers.Incorporate ESG audit criteria into evaluation for new suppliers.Continue conducting supplier ESG education and trainingConduct on-site factory visits and provide guidance based on evaluation ratings and high-risk suppliers	<ul style="list-style-type: none">Continue promoting ESG self-assessments among key Tier-1 and new suppliers.Continue conducting supplier ESG education and training.Plan the selection of top-performing ESG suppliersConduct on-site factory visits and provide guidance based on evaluation ratings and high-risk suppliers			
		Green Supplier Management	<ul style="list-style-type: none">Promote green packaging across the supply chain: Continue advancing the use of reusable logistics crates and advocating for increased shipment in original packaging	<ul style="list-style-type: none">10 companies introduced reusable logistics crates.Promote the purchase of eco-friendly packaging materials from momo to 80 vendors.Promote ESG to suppliers through 1 online video	<ul style="list-style-type: none">YOY growth of 10% in the usage of reusable logistics crates.Promote the purchase of eco-friendly packaging materials from momo to 100 vendors.Promote ESG to suppliers through 2 online videos	<ul style="list-style-type: none">YOY growth of 10% in the usage of reusable logistics crates.Promote the purchase of eco-friendly packaging materials from momo to 120 vendors.Promote ESG to suppliers through 3 online videos			
		100% signing rate of the Sustainable Development Principles by new suppliers/contractors	<ul style="list-style-type: none">99.53% signing rate among new product suppliers*	100% signing rate among newly engaged product-supplying suppliers	100% signing rate among newly engaged product-supplying suppliers	100% signing rate among newly engaged product-supplying suppliers			

*1: The signing rate for newly engaged product-supplying suppliers not reaching 100% was due to inactive suppliers. Subsequently, internal measures have been implemented to address these inactive suppliers.

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Exceeded Achieved

Strategic Implications	Corresponding Sustainability Issues	2024 Metrics and targets	2024 Implementation Outcomes and Achievement Status	2025 Short-term Objectives	2026-2027 Medium-term Objectives	2028-2030 Long-term Objectives
Actively Promote Sustainable Consumption and Advocate for Green Living Membership	Sustainable Consumption	Growth in the operational performance of momo Green Life Collection. <ul style="list-style-type: none">Number of Green Life Collection purchasers compared to the previous year +5%Number of Green Life products compared to the previous year +5%Number of participants in online/offline Green Life activities reached 1200	<ul style="list-style-type: none">Number of purchasers + 27%No. of Products + 9%Number of participants in online/offline activities reaches over 2000	<ul style="list-style-type: none">+10%+10%1,500 individuals	<ul style="list-style-type: none">+10%+10%1,500 individuals	<ul style="list-style-type: none">+10%+10%1,500 individuals
		Promote Green Life Membership to strengthen the sustainable consumer base. <ul style="list-style-type: none">Number of Green Life Members compared to the previous year +20%	+ 29%	+ 20%	+25%	+ 25%
		Optimization of momo Green Life membership features	<ul style="list-style-type: none">Continuous optimization of the functions of the "momo Green Life Members" and the "momo Green Life Collection"Planned and developed the Carbon Reduction Dashboard and momo ECO Points projects	<ul style="list-style-type: none">The first phase, Carbon Reduction Dashboard was launched in Jan. of 2025The second phase, momo eco points reward mechanism, will be launched in Jul. of 2025Plan at least one in-person event focused on environmental friendliness for Green Life members	<ul style="list-style-type: none">Plan and present product sustainability informationHold at least one offline event that is environmentally friendly every year	<ul style="list-style-type: none">Enhance product sustainability informationHold at least one offline event that is environmentally friendly every year
		(TV Shopping) Number of locally sourced product items increased by +5% compared to the base year (2023)	<ul style="list-style-type: none">The number of television product items increased by 11.3% compared to the same period last yearThe number of food product items increased by 12.6% compared to the same period last yearThe number of health supplement product items increased by 10.3% compared to the same period last year	Reason for Target Adjustment <p>Considering the continuous increase in the number of locally sourced products over the past several years and in order to actively promote sustainable consumption, the annual target has been adjusted to emphasize the Company's commitment to leveraging the audiovisual production expertise of the Audiovisual Business Division. The revised objective focuses on supporting suppliers in the development and enhancement of distinctive products, while also utilizing the Company's various audiovisual channels to communicate the sustainability concepts and value of these products.</p>		
		(TV Shopping) Completed 6 audiovisual training materials featuring locally sourced products	Completed 6 audiovisual training materials (covering topics such as locally sourced food, eco-friendly beauty products, premium goods, and green tourism case studies)	8 videos	10 videos	12 videos
		(TV Shopping) Produced 3 ESG-themed videos promoting the concept of green consumption	Completed 4 videos	4 videos	5 videos	6 videos
		Conducted 4 livestream sessionsTo support brand suppliers in promoting sustainability concepts and sustainable products	Completed 4 sessions	4 sessions	6 sessions	8 sessions

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Strategic Implications	Corresponding Sustainability Issues	2024 Metrics and targets	2024 Implementation Outcomes and Achievement Status	2025 Short-term Objectives	2026-2027 Medium-term Objectives	2028-2030 Long-term Objectives	
Commitment to Consumer Experience and Protection of Consumer Rights	Customer Privacy and Information Security	Application of Intelligent Information Security Technologies	Implemented an AI-based digital fingerprint identification system to manage access by emulators, bots, and web crawlers. Following the launch of the automated mechanism to block unauthorized login attempts, the system successfully intercepted 16,000 abnormal connection attempts within the first month.		<ul style="list-style-type: none">Application and optimization of AI-based digital fingerprint recognition mechanismsEstablishment of an automated API security management and auditing systemExecution of the 2025 cybersecurity drill (Red Team Drill)	Utilize AI to integrate with log management systems for anomaly detection and analysis, enhancing cybersecurity personnel's digital forensics capabilities.	Establishment of data classification management mechanism to improve data exchange processes and protection technologies.
		Ensure compliance with cybersecurity regulations and third-party certifications: <ul style="list-style-type: none">Information security framework migration — ISO/IEC 27001:2022Ongoing effectiveness of the personal data management system — ISO/IEC 27701:2019Continued compliance with the Payment Card Industry Data Security Standard (PCI DSS)	<ul style="list-style-type: none">Completed the transition to ISO27001:2022Completed continuous and effective verification of ISO27701:2019Obtained the PCI DSS Annual Compliance Certificate		<ul style="list-style-type: none">Ongoing effectiveness of ISO27001 and ISO27701 certificationsContinued compliance with the Payment Card Industry Data Security Standard (PCI DSS)	<ul style="list-style-type: none">Ongoing effectiveness of ISO27001 and ISO27701 certificationsContinued compliance with the Payment Card Industry Data Security Standard (PCI DSS)	<ul style="list-style-type: none">Ongoing effectiveness of ISO27001 and ISO27701 certificationsContinued compliance with the Payment Card Industry Data Security Standard (PCI DSS)
	Customer Relationship Management	Promoted the "Heartwarming Service" initiative to enhance customer satisfaction. Number of customer commendations increased by 10% compared to the previous year	<ul style="list-style-type: none">The number of customer commendations increased by 11.3% year-over-year		Implemented a real-time service satisfaction survey, achieving a customer satisfaction rate $\geq 85\%$.	$\geq 85\%$	$\geq 85\%$
		Strengthened customer service operational professionalism: <ul style="list-style-type: none">Achieving 100% professional training completion rateOptimize the shopping process through cross-departmental collaboration to reduce the need for customer service contactEstablish a "Professional Secret Shopper Team" to monitor and ensure service quality	<ul style="list-style-type: none">Accumulated a total of 21 professional training sessions with a 100% training completion rateCollaborated across departments to address 144 service requestsAchieved a 99.6% accuracy rate in personnel operations		<ul style="list-style-type: none">Enhanced specialists' comprehensive skills in both written and voice service capabilitiesPromoted the transformation towards text-based services, enabling customer service representatives to deliver dual-channel support. Achieved an actual implementation rate of 60%	The dual-skilled personnel implementation rate will reach 80%.	The dual-skilled personnel implementation rate will reach 100%.
	Product Liability	<ul style="list-style-type: none">Continue to monitor quality anomaliesOptimized various preventive measures	<ul style="list-style-type: none">Defective Product Return Rate Due to Quality Issues: 0.72%Major Quality-Related Customer Complaint Rate: 0.000073%		<ul style="list-style-type: none">Defective Product Return Rate Due to Quality Issues: Below 1%Major Quality-Related Customer Complaint Rate: Below 0.003%Introduction of AI-powered product compliance detection to enhance automation. Cross-departmental QCC (Quality Control Circle) proposals	Continuous reduction in quality defects through strengthened supplier management and collaboration mechanisms.	Optimization of the quality management system and co-establishment of high-quality standards with suppliers.

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Exceeded Achieved

Strategic Implications	Corresponding Sustainability Issues	2024 Metrics and targets	2024 Implementation Outcomes and Achievement Status	2025 Short-term Objectives	2026-2027 Medium-term Objectives	2028-2030 Long-term Objectives
Technology-Assisted Carbon Reduction, Implementing Green Operations	Climate Governance and Energy Resource Management	Completion and utilization of solar power system in self-built warehouses	<ul style="list-style-type: none">Complete the installation and commissioning of the solar energy system at the Southern Distribution CenterAnnual electricity generation at the Northern Distribution Center reached 1.186 million kWh	Officially commission and obtain green energy certification for the solar power self-generation and self-consumption system (1,200 kWp) at the Southern Distribution Center	Plan, establish, and commission a 1,200 kWp solar self-generation system at the Central Distribution Center	All future self-built warehouse solar systems for self-use will come with constant performance monitoring
		Scope 2 Electricity Consumption Reduction	- 4.4%	Electricity consumption per capita in the office decreased by 1% compared to the base year	Electricity consumption per capita in the office decreased by 2% compared to the base year	Electricity consumption per capita in the office decreased by 2% compared to the base year
		<ul style="list-style-type: none">Electricity consumption per capita in the headquarters office decreased by 1% compared to the base yearElectricity consumption per square meter in the warehouse decreased by 1% compared to the base year	- 10.01%	Warehouse per square meter electricity consumption -1%	Warehouse per square meter electricity consumption -2%	Warehouse per square meter electricity consumption -2%
		Enhancement of carbon inventory and Scope 3 data management capability	<ul style="list-style-type: none">Completed carbon avoidance analysis per item for Diverse Pick-up service, consolidated delivery, electric scooters, reusable bags, recycled cartons, and optimized packaging systemsCompleted carbon footprint analysis for 1P products, identified product categories accounting for 80% of emissions, and tracked the top 30 brands with the highest cumulative product emissions	<ul style="list-style-type: none">The ISO 14064-1 inventory boundary has been expanded to include 9 domestic and international subsidiaries, achieving 100% coverage	<ul style="list-style-type: none">Scope 3 inventory and expansion of disclosure to include 1 to 2 additional categoriesAchieving a 3% carbon footprint reduction across the service lifecycle, certified with a carbon reduction label	<ul style="list-style-type: none">Scope 3 inventory and expansion of disclosure to include 1 to 2 additional categories
		Per capita water consumption reduced to 17.6 cubic meters(Original base year: 2023; starting 2025, base year adjusted to 2024 due to inclusion of the 9th-floor office area) Boundary : Headquarters building only	The annual per capita water consumption of the headquarters building was 13.18 cubic meters, exceeding the original target and below the base year consumption of 13.47 cubic meters	17.6 cubic meters	17.4 cubic meters	17.4 cubic meters
		Per capita waste generation at the headquarters building decreased by 4% compared to the base year (2020). Boundary : Headquarters building only	- 18.25%	- 4%	- 7%	- 10%
		Per capita paper consumption decreased by 6% compared to the base year (2020). Boundary : Headquarters building only	- 14.63% The per capita paper consumption at the headquarters building in 2024 was 793.38 sheets	- 7%	- 10%	- 13%

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Strategic Implications	Corresponding Sustainability Issues	2024 Metrics and targets	2024 Implementation Outcomes and Achievement Status	2025 Short-term Objectives	2026-2027 Medium-term Objectives	2028-2030 Long-term Objectives	
Technology-Assisted Carbon Reduction, Implementing Green Operations	Green Packaging	Packaging reduction compared to base year (2019) \geq 25%	Reduction of 26.6%	 <ul style="list-style-type: none">Reduction \geq 30%Increase original carton shipments by \geq 23%	Reduction \geq 35%	Comply with government regulations on packaging reduction	
		Enhancing the utilization rate of circular packaging materials. <ul style="list-style-type: none">Expand the share of momo reusable bags leaving the warehouse to 50%Increase the recycling rate of reusable bags and expand recycling channels to include more than one outletOptimization and redesign of reusable bagsIncreasing the use of recyclable cartons for shipping, targeting an annual growth rate of total usage \geq 10%.Expanding Tzu Chi cooperation sites	<ul style="list-style-type: none">Expand the share of momo reusable bags leaving the warehouse to 76%Recycling rate of reusable bags reached 21.4%; Completed the expansion of 2 recycling channels (Taiwan Mobile and 7-Eleven)Complete optimization and redesign of reusable bagsTotal usage of recyclable cartons for shipping reached an annual growth rate of 18%.Added one additional Tzu Chi coordination point	 <ul style="list-style-type: none">Share of shipments using circular packaging reaches 1%Increase the number of cardboard recycling points to enhance the reuse of incoming cardboard boxesIncrease recycling channels for reusable bagsITRI Recycled Carton POC	Establish a packaging research center to enhance recyclability and innovative packaging design	Continue packaging R&D and reduction efforts through the packaging research center	
	Green Logistics	Creating green fleet. <ul style="list-style-type: none">Carbon emissions per delivery for self-owned fleet compared to base year 2023: -1%; Reduction of 2500 trips through node removal	<ul style="list-style-type: none">- 4.8% (average carbon emissions per delivery item: 0.25 kg CO₂e/item).4,018 trips		Fu Sheng increased electric scooter market share to 30%	Fu Sheng increases electric scooter market share to 50%	Continuous optimization of energy usage and green fleet
The Last Mile Towards Decarbonization		<ul style="list-style-type: none">Analyze carbon reduction benefits from consolidated delivery and short-chain logistics, and develop a logistics decarbonization optimization planIn 2024, the carbon emissions avoided per package amounted to 0.068 kg CO₂e	 <ul style="list-style-type: none">Addition of return channels to reduce reverse logistics mileage : FamilyMart return service has been added alongside the existing 7-ELEVEN return optionContinuously promote consolidated delivery, adding the Southern Distribution Center as a consolidation point to reduce the total delivery mileage and improve delivery speed for customers in the southern region	Increase the inventory items at central-southern warehouses, raise the proportion of deliveries from the central-southern warehouses to customer orders of those regions, and reduce the overall delivery mileage	Collaborate with convenience stores or other logistics providers to reduce the number of transfers and delivery mileage for customer order packages		



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Strategic Implications	Corresponding Sustainability Issues	2024 Metrics and targets	2024 Implementation Outcomes and Achievement Status	2025 Short-term Objectives	2026-2027 Medium-term Objectives	2028-2030 Long-term Objectives
Technology-Assisted Carbon Reduction, Implementing Green Operations	Human Rights Management	Women Leadership Training <ul style="list-style-type: none">Continued implementation of leadership development courses/seminars for supervisors — 6 sessionsTraining participation rate of female employees — 55%	<ul style="list-style-type: none">10 sessions58%	 <ul style="list-style-type: none">8 sessions60%	<ul style="list-style-type: none">8 sessions60%	<ul style="list-style-type: none">10 sessions65%
		Gender Equality Promotion and Training <ul style="list-style-type: none">Number of employees trained — cumulative 6,000 person-timesSatisfaction score for gender equality-related courses — 80%Completion rate for gender equality awareness programs — 100%	<ul style="list-style-type: none">(Since 2021) Cumulative total: 12,344 person-times cumulative person-times for the year 2024: 3,633 person-times.94% (4.7 points)100%	 <ul style="list-style-type: none">6,000 person-times4.5 points100%	<ul style="list-style-type: none">6,500 person-times4.5 points100%	<ul style="list-style-type: none">7,000 person-times4.5 points100%
		Continued implementation of ISO 45001 Occupational Health and Safety Management System certification	<ul style="list-style-type: none">The self-constructed warehouse at the Southern Distribution Center is scheduled to commence operations in November 2024, with operational implementation planned for 2025.	 <ul style="list-style-type: none">Verification for the Southern Distribution Center completed	<ul style="list-style-type: none">Verification for the Central Distribution Center completed	<ul style="list-style-type: none">Maintain ISO 45001 Occupational Health and Safety Management System certification for the self-constructed warehouse
		Health Workplace Certification Rate for the Main Warehouse : $\geq 75\%$	<ul style="list-style-type: none">90%	 <ul style="list-style-type: none">$\geq 75\%$	<ul style="list-style-type: none">90%	<ul style="list-style-type: none">100%
		Employee Satisfaction Rate for Health Promotion Programs : 90%	<ul style="list-style-type: none">97%	 <ul style="list-style-type: none">90%	<ul style="list-style-type: none">95%	<ul style="list-style-type: none">$\geq 95\%$
	Human Resources Management	Talent Development <ul style="list-style-type: none">Total Training Hours via Learning System Platform: 60,000 hoursEmployee Engagement: 100%Continuously cultivate internal elite talent through the "Super Heroes" and "Future Leaders" programs, with a target retention rate of 80%	<ul style="list-style-type: none">81,016 hours100%Super Heroes Retention Rate : 100%; Future Leaders Retention Rate: 96%	 <ul style="list-style-type: none">80,000 hours100%Promotion Rate of Cultivated Talent : 85%	<ul style="list-style-type: none">80,000 hours100%Promotion Rate of Cultivated Talent : 85%	<ul style="list-style-type: none">100,000 hours100%Promotion Rate of Cultivated Talent : 88%

Sustainability Pillars Society Matters						
Strategic Implications	Corresponding Sustainability Issues	2024 Metrics and targets	2024 Implementation Outcomes and Achievement Status	2025 Short-term Objectives	2026-2027 Medium-term Objectives	2028-2030 Long-term Objectives
Leveraging Core E-commerce Competencies to Promote Digital Philanthropy	Social Impact/Biodiversity and Ecological Conservation	<ul style="list-style-type: none">Maintain the diversity of collaboration categories within the "Enjoy Charity" initiative; enhance focus on the issue of biodiversityEstablish regular annual partnerships with at least 30 nonprofit organizations	<ul style="list-style-type: none">Collaboration categories include: environmental and animal protection, disadvantaged women and children, services for persons with disabilities, and elderly carePartnered with a total of 67 nonprofit organizations and executed over 58 philanthropic projectsTotal philanthropic contributions exceeded NT\$92.82 million. Invested more than NT\$200 million in public welfare promotional resourcesEngaged 210,613 participating members.Estimated number of beneficiaries reached 140,112	 <ul style="list-style-type: none">Establish regular annual partnerships with at least 30 nonprofit organizations	<ul style="list-style-type: none">Publish more than 10 ESG-related press releases annually, focusing on key communication and dissemination topicsEstablish regular annual partnerships with at least 40 nonprofit organizations	<ul style="list-style-type: none">Ensure the "Enjoy Charity" initiative includes collaboration across at least five categories, maintaining diversityEstablish regular annual partnerships with at least 40 nonprofit organizations

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Sustainable Development Management Committee

In October 2016, momo established a "Corporate Social Responsibility Committee", which was renamed the "Sustainable Development Management Committee" in 2022, and the "Sustainable Development Management Committee Charter" was further formulated. The Committee identifies risks and opportunities with respect to governance, social and environmental issues, closely integrates operational and core resources, formulates sustainability strategies and executes various ESG-related action projects. Additionally, momo has adhered to the "Sustainable Development Best Practice Principles" as our guiding principle for long-term sustainable initiatives, integrating sustainable development into the Company's management policies and operational activities.

To step up sustainable operation and management, on July 27, 2022, the 7th Board of Directors resolved to elevate the Sustainable Development Management Committee to a functional committee under the Board of Directors. At the first meeting of the 8th Board of Directors held on May 19, 2023, three independent directors and two directors were appointed as members of the 2nd Sustainable Development Management Committee. The members mutually elected Chairman Daniel M. Tsai to serve as convener and meeting chairperson. The Committee shall convene at least twice annually, and the executive director meetings shall be held at least twice annually as well. Every six months, the effectiveness of sustainable governance strategies and the execution of annual development plans shall be reported to the Board of Directors.



Scope of Responsibilities of the Sustainable Development Management Committee

On August 2, 2024, the "Sustainable Development Management Committee Charter" were revised for the second time. Article 5 stipulates the duties and responsibilities of the Company's Sustainable Development Management Committee as follows:

- 1 Formulate annual plans and strategic directions for sustainable development.
- 2 Formulate sustainable development projects and activity plans.
- 3 Track and review the effectiveness of annual plans, strategic directions, projects and activity plans for sustainable development.
- 4 Supervise the disclosure of sustainable development information and review sustainability reports.
- 5 Supervise the implementation of the Company's Sustainable Development Best Practice Principles or other sustainability-related tasks as resolved by the Board of Directors.



Sustainable Development Best Practice Principles



Sustainable Development Management Committee Charter



Procedures for the Preparation and Assurance of Sustainability Reports

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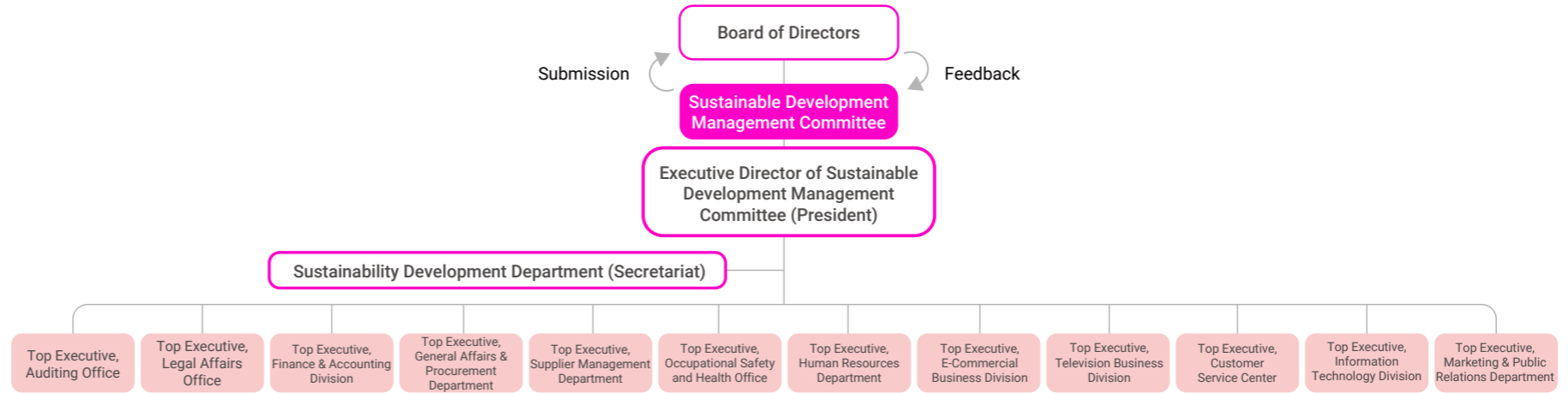
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Sustainable Development Management Committee Structure



Each business unit, in line with its area of responsibility, formulates relevant management indicators, targets, and action plans with reference to the material sustainability topics identified by stakeholders. These plans are reported semiannually to the CEO (President) of the Sustainable Development Management Committee, who approves and oversees cross-departmental coordination. The Sustainability Development Department further facilitates interdepartmental communication and collaboration, while regularly tracking the achievement rates of short-, medium-, and long-term goals. The top executive of each business unit is responsible for overseeing the achievement of management indicators and targets, with more than 10% of their KPIs linked to ESG performance.

In addition, the content of the Sustainability Report is compiled from textual information and data collected and prepared by each business unit according to their respective responsibilities. The Sustainability Development Department consolidates and reviews the information before submitting it to the heads of the business units and the President for verification, after which it is presented to the Sustainable Development Management Committee and the Board of Directors for review and approval.

Operation of the Sustainable Development Management Committee in 2024

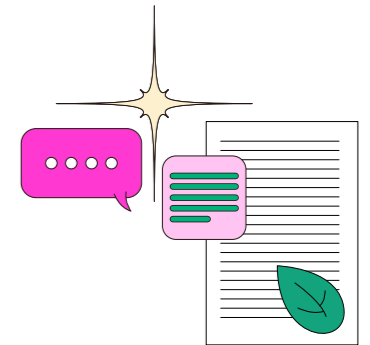
In 2024, the Sustainable Development Management Committee held a total of 2 meetings and approved 10 reports and resolutions, all of which were subsequently presented to the Board of Directors for review and approval.

February 16, 2024

- Report on the Implementation Status of the Resolutions from the 1st meeting of the 2nd term
- Report on Stakeholder Engagement and Material Topic Identification for 2023
- 2023 sustainable performance review and 2024 improvement plans and goals report
- Report on the inventory and verification of GHG in Q4 of 2023

August 2, 2024

- Report on the Implementation Status of the Resolutions from the 2nd meeting of the 2nd term
- 2024 first half Green Life E-commerce KPIs review and second half improvement plan report
- 2024 Q2 GHG inventory and verification progress report for the Company and subsidiaries
- Discussion on the Company's "Sustainable Development Management Committee Charter"
- Discussion on the Establishment of the Company's "Procedures for the Preparation and Assurance of the Sustainability Report" and the Submission of the 2023 Sustainability Report
- Report on international e-commerce sustainability trends and future directions of Taiwan's e-commerce industry



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Stakeholder Identification and Communication

Stakeholder Identification

Following the AA1000 Stakeholder Engagement Standard (SES), momo convenes sustainability officers from various departments to evaluate, discuss, and review stakeholder issues, identifying seven categories of key stakeholders for focused engagement. These seven categories of stakeholders consist of groups or individuals who are closely associated with the business responsibilities of various momo units, maintaining frequent interactions with the Company, and who either influence or are influenced by momo's business activities.

Diversified Communication

momo collects and responds to stakeholders' suggestions and needs through a variety of channels :

1. A **"Stakeholder Section"** is established on the corporate website — momo provides dedicated contact points for each stakeholder group, with responsible units tracking, implementing, and driving improvements.
2. The Sustainable Development Management Committee plans and promotes various **"sustainability projects"** based on the material topics identified each year, while continuously engaging with stakeholders to effectively address their needs and expectations. The highest governance body communicates directly with stakeholders through the annual **"physical shareholders' meeting"**.
3. **"Sustainability Collaboration Workshops for Managers and Employees"** — Internal responsible units involved in various material topics assess and determine, based on their business expertise and operational experience, the positive and negative impacts, significance, and likelihood of occurrence of momo's annual sustainability issues.
4. **"Stakeholder Opinion Survey"** — A public questionnaire is conducted to gauge the level of concern among the seven stakeholder groups regarding the positive and negative impacts of momo's sustainability issues, while also collecting qualitative feedback.
5. **"Stakeholder Conferences"** — Since 2019, momo has held annual stakeholder forums for 6 consecutive years, with communication outcomes and feedback reported to the Board of Directors once a year.

Seven Key Stakeholders



Customer

Enhancing diversified consumer services to attract customers, fulfill their needs, and stimulate business growth.



Employee

Nurturing outstanding talents to drive innovation and transformation, thereby enhancing corporate competitiveness.



Suppliers

Implementing a sustainable supply chain to deliver quality products and services.



Shareholder/Investor

Generating stable and profitable revenue results to continuously earn investor confidence.



Government Organization

Adhering to government regulations to gain governmental support and foster collaboration, thereby promoting corporate development.



Community and NGO/NPO

Communities, neighborhoods, and NPOs serve as collaborative partners in advancing sustainability projects.



Media

An essential channel for conveying brand philosophy and image, as well as a medium for mutual understanding and communication with stakeholders.

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6th Stakeholder Conference

At the end of 2024, under the theme "**Green Life Action Alliance**", momo engaged in face-to-face communication with 15 stakeholder representatives, including suppliers, consumers, NPOs, media, and shareholders, to discuss the Company's sustainability strategies and actions. The insights gathered served as an important reference for formulating the 2025 Sustainability Enhancement Plan.

Stakeholder's Feedback



Affirmation

- Expanding reusable bag return points to include convenience store channels has significantly enhanced the ease of returns and increased willingness to participate.
- Public welfare collaboration projects with suppliers have delivered positive results, effectively driving sales growth and enhancing brand image.
- Leveraging its influence to collaborate with suppliers on green packaging and logistics, momo helps reduce e-commerce packaging waste and carbon emissions.

Recommendation

- The product selection in the "momo Green Life Collection" can be further expanded to incorporate greater sustainability values, such as local revitalization and circular economy, by including more products that embody sustainable concepts.
- There is an expectation to promote more advocacy-driven initiatives and to integrate public welfare projects conducted in collaboration with suppliers into the "momo Enjoy Charity" program, thereby enhancing diversity.
- With its traffic advantage, momo can further leverage its core capabilities—such as expanding the use of electric tricycles—and strengthen multi-stakeholder sustainability communication to amplify its overall sustainability impact.



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3 Customer matters

















4 Environment matters

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Appendix

Stakeholder Communication Performance and Channels

Communication Frequency and Channels		2024 Communication Performance	Grievance and Feedback Channels
1 Customer 	<ul style="list-style-type: none">Dedicated staff handles customer issues and keeps track of progressSetting up a 24/7 customer service hotline and mailboxConducting annual customer satisfaction surveys/questionnairesConducting marketing campaigns and events, app push monthlyConsumer grievance channel in the stakeholder section of the website	<ul style="list-style-type: none">Promoting the "momo Green Life membership" program to encourage consumers to use circular packaging and consolidated delivery services, which garnered the participation of nearly 700,000 consumers by the end of 2024.Commissioning an external market research firm to conduct consumer surveys to gather customer feedback, momo achieved an overall online shopping experience satisfaction rate of 88% in 2024.Through its official social media channels (Facebook/Instagram), momo shared over 36 updates on the latest ESG initiatives and 65 posts promoting public welfare campaigns.100% achievement rate of customer complaint handling efficiency indicator.The accuracy of intelligent customer service responses maintained a service level of 99.1%. Organized a large-scale beach cleanup event, which attracted the participation of 125 consumers.	<p> Customer Service Center</p> <p> (02) 4128-200</p> <p> webduty@fmt.com.tw</p>
2 Employee 	<ul style="list-style-type: none">Conducting Employee Satisfaction Surveys occasionallyConvening labor meetings, OSH Committee meetings quarterlyPosting of updates on the dedicated M+ app for employees occasionallyHolding Staff Welfare Committee meetings to discuss employee welfare issues.Disseminating information on compliance and cyber security, and organizing internal educational training sessionsConducting performance appraisal interviews and career development feedback twice a yearEmployee grievance hotline and mailbox in the stakeholder section of the website	<ul style="list-style-type: none">In 2024, one company-wide employee satisfaction survey was conducted, with 65% of employees expressing satisfaction with the overall work environment.The OSH Management Committee held 4 meetings and passed 24 motions reported by labor safety units and 7 motions on occupational safety and health management.Enhanced internal communication channels through 4 labor-management meetings, facilitating regular two-way communication between labor and management representatives.Fostering a diverse and inclusive workplace through the operation of the "Gender Equality Promotion Committee".Conducting diversity training sessions on an irregular basis, including courses on diversity and inclusion, regulatory compliance, and leadership development.	<p> Human Resources Department</p> <p> (02) 2162-6688</p> <p> momohr@fmt.com.tw</p>
3 Suppliers 	<ul style="list-style-type: none">Promoting ESG self-assessments annually among new and key suppliersAssigning dedicated Vendor Service Specialists to provide one-on-one monthly audit guidance for approximately 10 suppliers, as well as irregular guidance on issues such as false shipment releases or fictitious orders, covering about 10 to 15 suppliers each monthPersonal visits, phone calls, meetings and emailsConducting supplier briefings monthlyEstablishing a supplier back-office management system to handle supplier issuesSupplier grievance hotline and mailbox in the stakeholder section of the website	<ul style="list-style-type: none">For the first time, ESG self-assessments were conducted once each for new and key tier-1 suppliers.Held a large-scale ESG training session for suppliers, with participation from 58 suppliers and a total of 88 attendees.Using the Supplier Management System (SCM) to communicate with suppliers in real time and announce important updates, while providing guidance to help suppliers jointly comply with the latest regulations, such as packaging reduction requirements.A total of 33 online audio-visual education and training courses were launched, including 14 new videos, with 64 thousand total views, up 20% from last year.34 suppliers regularly rented circular logistics boxes to create carbon reduction benefits.Joined hands with 99.5% of suppliers to implement the interactive voice response (IVR) system of "Logistics Staff Safe Call" to enhance consumer privacy protection.Collaborated with 4 suppliers to jointly promote public welfare marketing campaigns.5 supplier companies were invited to the Stakeholder Conference, where they provided constructive recommendations for improvement.	<p> Supplier Management Department/Logistics Management Division</p> <p> (02) 6600-7606</p> <p> momoservice@fmt.com.tw</p>
4 Shareholder/ Investor 	<ul style="list-style-type: none">Monthly announcement of revenue performanceQuarterly publication of financial reports and investor conferencesAnnual shareholders' meetingsOccasionally participate in domestic and international investment forums to present the Company's financial and business related informationOccasionally disclose the Company's material financial and business-related information on the MOPSAppointing spokespersons and acting spokespersons and setting up an investor section and contact person for shareholders on the website	<ul style="list-style-type: none">16 investor conferences/events (508 attendees in total).153 investor meetings (192 participants in total).Regularly participating in domestic and international sustainability evaluations, including CDP, FTSE Russell ESG Score, and the Taiwan Sustainability Ratings, to address shareholders' and investors' emphasis on sustainability performance.2 institutional investor representatives were invited to the Stakeholder Conference, where they provided recommendations to the Company.	<p> Investor Relations Department, Finance & Accounting Division</p> <p> (02) 2162-6688</p> <p> ir@fmt.com.tw</p>

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Communication Frequency and Channels

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Government Organization



- Occasionally participate in policy seminars, talks or public hearings
- Conduct irregular visits or invitations to authorities to establish direct communication opportunities
- Irregular correspondence, emails, telephone communication, on-site inspections
- Government agencies' contact persons and mailboxes posted in the Stakeholder Section of the official website

6

Community and NGO



- Annual disclosure of charity projects, sponsorship and fundraising, charity sales and goods donated in the Sustainability report
- Organizing one stakeholder meeting annually to communicate with and respond to stakeholders
- Holding charity events, forums and seminars occasionally
- Sustainable development, community and NGO/NPO contact persons and mailboxes in the stakeholder section of the website

7

Media



- Occasionally participate in policy seminars, talks or public hearings
- Conduct irregular visits or invitations to authorities to establish direct communication opportunities
- Irregular correspondence, emails, telephone communication, on-site inspections
- Government agencies' contact persons and mailboxes posted in the Stakeholder Section of the official website

2024 Communication Performance

- Selected as a constituent stock of the TWSE Corporate Governance 100 Index for 8 consecutive years from 2017 to 2024.
- Honored for 6 consecutive years as a Top 10% Non-Financial Electronics Company with a Market Capitalization Exceeding NT\$10 Billion from 2019 to 2024.
- Participated in the Ministry of Environment's "E-commerce Packaging Reduction Alliance Café Exchange" meeting, collaborating with other e-commerce platforms, packaging suppliers, and logistics providers to discuss and identify key strategies for increasing the adoption of circular packaging in the future.
- Collaborated with the Resource Circulation Administration of the Ministry of Environment to launch the "Circular Packaging EASY Shopping" online campaign, encouraging consumers to use and return circular packaging.
- Attended several meetings, including the Public Hearing on the Draft Regulations for Packaging Reduction for Large Internet Retailers in Taipei City, the Experience Sharing Meeting for E-commerce Platforms, and the Consultation Meeting on the Management of Environmental Pesticide Advertisements on Online Platforms.

- Joined the "E-commerce Fraud Prevention and Reporting Platform" jointly promoted by the Industrial Technology Research Institute (ITRI) and the Non-store Retailer Association to help prevent domestic consumers from falling victim to fraud and incurring financial losses.
- Collaborated with 67 nonprofit organizations to implement over 58 public welfare projects throughout the year.
- Irregularly matching the needs of nonprofit organizations, donating goods valued at approximately NT\$1.21 million.
- Joined hands with the Buddhist Compassion Relief Tzu Chi Foundation to promote the "Circular Box Project" to recycle and reuse second-hand cardboard boxes.
- Senior executives served as speakers at 9 external sustainability forums, sharing experiences in green operations and sustainable consumption with young students and small and medium-sized business owners.
- Greenpeace representative was invited to the Stakeholder Conference, where they provided constructive recommendations for improvement.
- Invited NPOs such as "the Society of Wilderness" and the "Green Dining Guide" to share insights at the Company.

- Occasionally participate in policy seminars, talks or public hearings
- Conduct irregular visits or invitations to authorities to establish direct communication opportunities
- Irregular correspondence, emails, telephone communication, on-site inspections
- Government agencies' contact persons and mailboxes posted in the Stakeholder Section of the official website

Grievance and Feedback Channels

Shareholder Affairs Section,
Finance & Accounting Division
(02) 2162-6688
momosd@fmt.com.tw

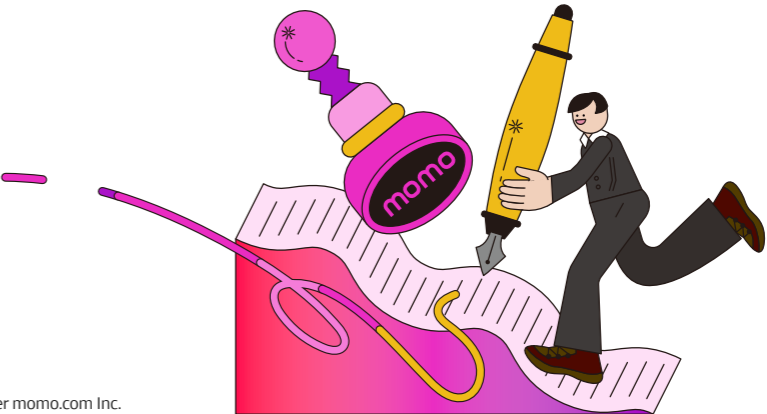
Sustainability Development
Department
(02) 2162-6688 #1231
esg@fmt.com.tw

Marketing & Communications
Department
(02) 2162-6688
momopr@fmt.com.tw

Participation in Industry Association Initiatives

Organizations participated	Membership types / positions
Chinese Non-Store Retailer Association (CNRA)	Vice President/ Members Representative
Taiwan Internet and E-Commerce Association (TIEA)	Class A Company Member
Taiwan Contact Center Development Association (TCCDA)	Member
Taiwan Stock Affairs Association (TWSAA)	Member
Chinese National Association of Industry and Commerce, Taiwan (CNAIC)	Class A Company Member
Taipei Freight Transport Association	Member

*1: The "Taipei Freight Transport Trade Association" was participated in by the subsidiary Fu Sheng Logistics, while all other applications were submitted under momo.com Inc.



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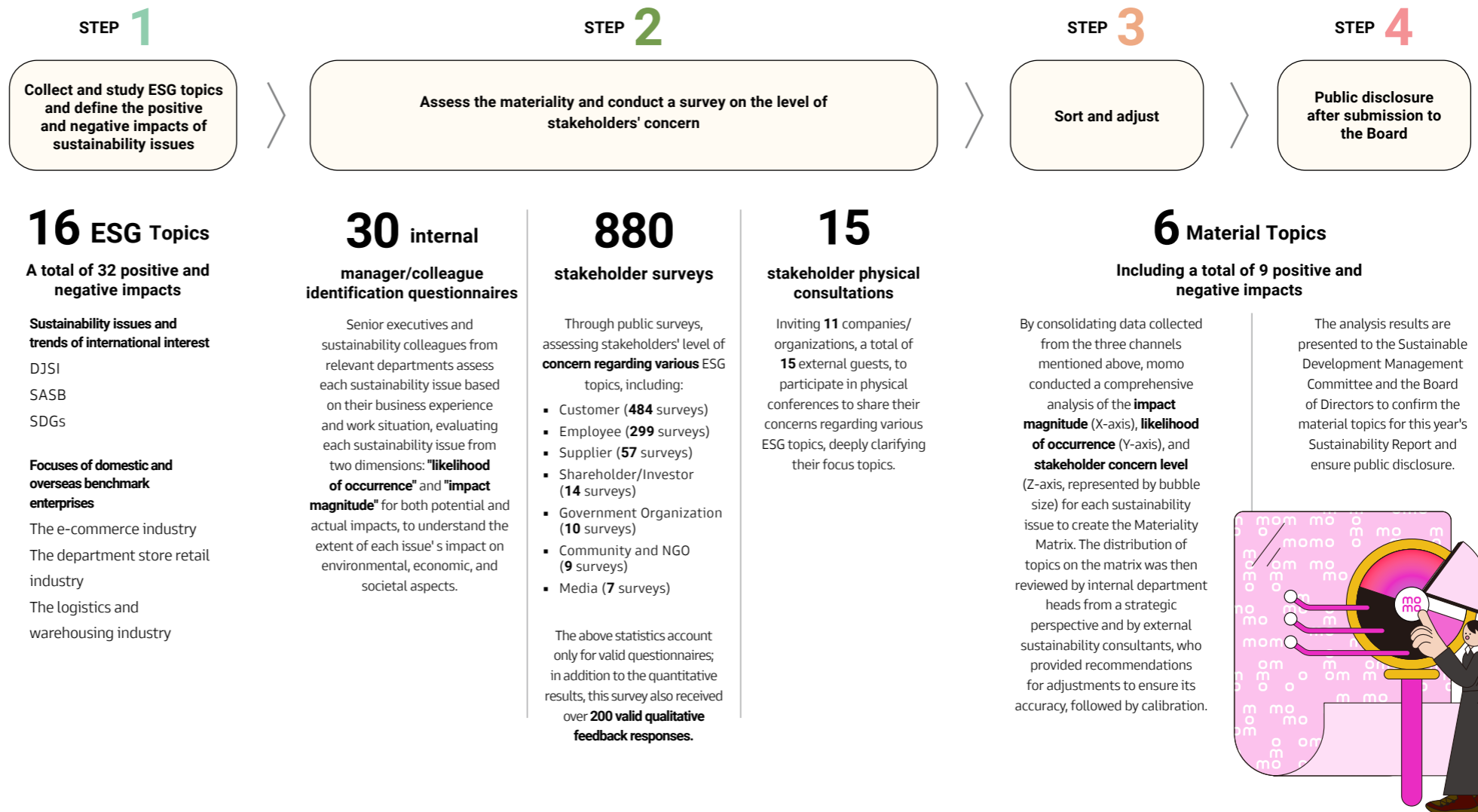
6 Society matters

Appendix

2024 Material Topic Identification

momo conducts a material topic identification annually, reviewing changes in material topics through internal and external stakeholder surveys and physical consultations to ensure alignment with stakeholder expectations.

At the end of 2024, momo consolidated and analyzed the quantitative and qualitative feedback from the annual surveys of internal and external stakeholders, identifying 6 material topics with a total of 9 positive and negative impacts.



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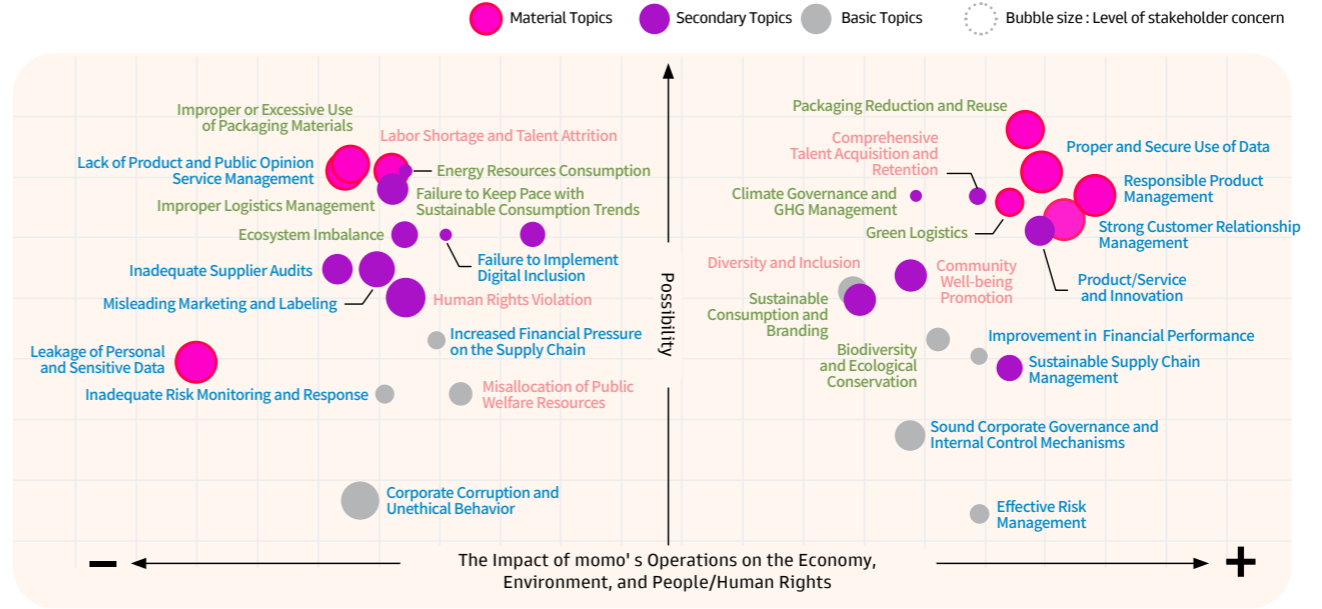
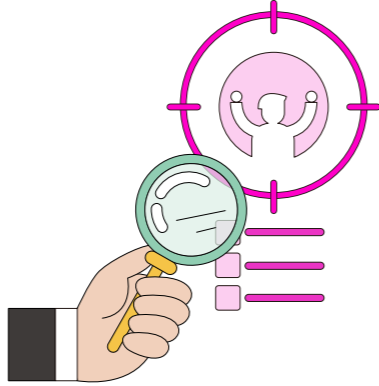
4 Environment matters

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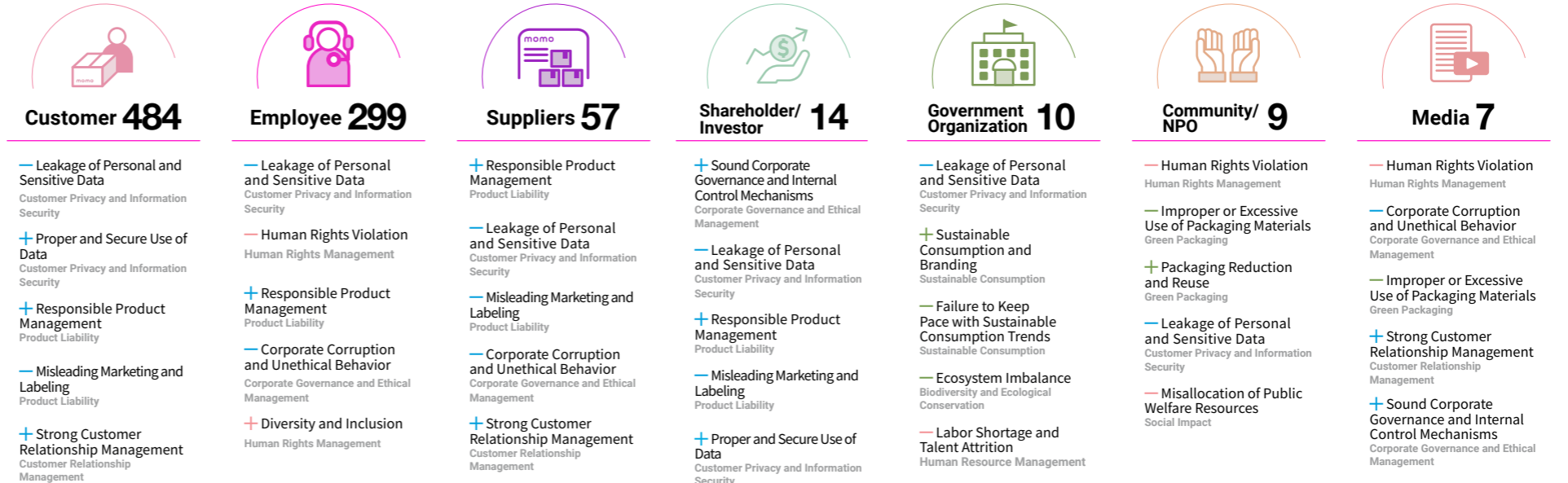
2024 momo Material Topic Matrix



*1: The assessment of possibility of occurrence includes both the "frequency of actual impacts that have occurred" and the "probability of potential impacts in the future".

2024 Sustainability Issue Identification Results — Top 5 Concerns of the Seven Stakeholder Groups

+ Positive Impact — Negative Impact



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2024 momo ESG Topics

+ Positive Impact — Negative Impact

E Environmental Aspects

Climate Governance and Energy Resource Management	+ Climate Governance and GHG Management	— Energy Resource Consumption
Green Packaging	+ Packaging Reduction and Reuse	— Improper or Excessive Use of Packaging Materials
Green Logistics	+ Green Logistics	— Improper Logistics management
Sustainable Consumption	+ Sustainable Consumption and Branding	— Failure to Keep Pace with Sustainable Consumption Trends
Biodiversity and Ecological Conservation	+ Biodiversity and Ecological Conservation	— Ecosystem imbalance

S Social Aspects

Human Resource Management	+ Comprehensive Talent Acquisition and Retention	— Labor Shortages and Talent Attrition
Human Rights Management	+ Diversity and Inclusion	— Human Rights Violations
Social Impact	+ Community Well-being Promotion	— Misallocation of Public Welfare Resources

G Social Aspects

Corporate Governance and Integrity Management	+ Sound Corporate Governance and Internal Control Mechanisms	— Corporate Corruption and Unethical Behavior
Product Liability	+ Responsible Product Management	— Misleading Marketing and Labeling
Financial Performance	+ Improvement in Financial Performance	— Increased Financial Pressure on the Supply Chain
Risk Management	+ Effective Risk Management	— Inadequate Risk Monitoring and Response
Sustainable Supply Chain	+ Sustainable Supply Chain Management	— Inadequate Supplier Audits
Product/Service and Innovation	+ Product/Service and Innovation	— Failure to Implement Digital Inclusion
Customer Relationship Management	+ Strong Customer Relationship Management	— Lack of Product and Public Opinion Service Management
Customer Privacy and Information Security	+ Proper and Secure Use of Data	— Leakage of Personal and Sensitive Data

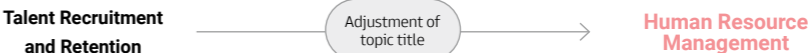
The divergence between the 2024 ESG topics and the prior year's ESG topics are as follows

2023 ESG Topics

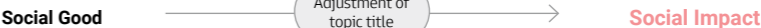
2024 ESG Topics



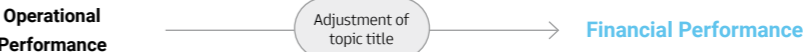
Taking into account the lists of material topics from domestic and international benchmarks, the definition and scope of this issue have been refined to focus on the concept of product management. Therefore, the issue has been renamed "Product Liability" to highlight momo's management practices regarding product quality, safety, labeling, and marketing.



Considering that benchmark companies have broadened the scope of issues related to talent development, employee well-being, and training, and in light of the increasing international focus on talent development and recruitment challenges in recent years, it is recommended to rename this issue "Human Resource Management", as it encompasses a wider range of talent management aspects than the original title.



Considering that momo continues to leverage its capabilities and resources to actively engage in various social participation activities and projects, rather than focusing solely on social welfare, it is recommended to rename this issue "Social Impact" to better highlight momo's contributions across multiple dimensions of social engagement.



It is recommended to slightly adjust the issue name to emphasize financial performance and its management, thereby better reflecting momo's efforts in managing financial performance across its operations and value chain.

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2024 momo Material Topics Impact Boundaries of Material Topics

This year's 6 material topics (including 5 positive impacts and 4 negative impacts) and their corresponding management approaches, corresponding sections, response measures, and impact boundaries are as follows :



2024 momo Key Material Topics

+ Positive Impact — Negative Impact ● direct effect / ★ commercial effect / ■ indirect effect

Material Topics	Positive/ Negative Impacts	Management Policy and Corresponding Section	Actual/ Potential	Impact Description	GRI Standards (2021)	Value Chain Impact		
						Upstream	Midstream	Downstream
Customer Privacy and Information Security	+ Proper and Secure Use of Data	Ch.3 Customer Matters	Potential	The proper and secure use of data will help momo and its supply chain improve service systems and enhance quality. By optimizing overall operations and the consumer experience, this contributes to economic growth across the entire value chain.	GRI 3-3 GRI 418-1	★	●	★ ■
	— Leakage of Personal and Sensitive Data	Ch.3 Customer Matters	Potential	Failure of momo and the supply chain manufacturers to transparently disclose the collection, use, and protection of personal data (both employees' and consumers') or disclosing or using customer data without consent can lead to personal information and sensitive data being exposed to risks, resulting in privacy infringements.	GRI 3-3 GRI 418-1	★	●	★
Product Liability	+ Responsible Product Management	Ch.3 Customer Matters	Actual	Enhance quality control inspections for products sold on the e-commerce platform—including rigorous oversight of ingredient sources, suppliers, safety testing, and content management—to safeguard consumers' purchasing rights and reduce consumer disputes.	GRI 3-3	★ ■	●	■
Customer Relationship Management	+ Strong Customer Relationship Mangement	Ch.3 Customer Matters	Actual	Through comprehensive customer relationship management, momo can optimize and enhance the customer experience, increase customer retention and loyalty, and promote the overall development of both suppliers and the consumer market.	GRI 3-3		●	■
	— Lack of Product and Public Opinion Service Management	Ch.3 Customer Matters	Actual	If momo fails to further investigate and properly manage negative consumer reviews regarding products or services, it may indirectly lead to order losses for suppliers due to misinformation, or result in the infringement of consumer rights.	GRI 3-3		●	■
Green Logistics	+ Green Logistics	Ch.4 Environment Matters	Actual	External stakeholders (domestic regulatory authorities/ partner suppliers/ consumers) are increasingly concerned about environmental issues arising from logistics, such as carbon emissions and air pollution. In response, momo continues to promote carbon reduction initiatives in logistics, such as short-chain deployment, while strengthening carbon emission management across the value chain. These efforts enhance brand reputation and corporate competitiveness, while aligning with consumers' growing sustainability awareness.	GRI 302-4 GRI 302-5 GRI 305-5	★		★
Green Packaging	+ Packaging Reduction and Reuse	Ch.4 Environment Matters	Actual	In response to the heightened concern of external stakeholders (domestic regulatory authorities/ partner suppliers/ consumers) regarding packaging reduction and circular packaging, momo leverages AI systems to achieve packaging reduction and adopts environmentally friendly, recyclable packaging materials. These efforts drive the transformation of the e-commerce industry chain toward a low-waste, highly circular business model.	GRI 302-4 GRI 302-5 GRI 305-5	★	●	★ ■
	— Improper or Excessive Use of Packaging Materials	Ch.4 Environment Matters	Actual	If momo continues to use packaging materials that may cause environmental pollution or relies on excessive packaging that generates large amounts of waste, it could increase environmental burdens or contribute to the formation of endocrine-disrupting chemicals in the environment.	GRI 302-4 GRI 302-5 GRI 305-5	★	●	★
Human Resource Management	— Labor Shortages and Talent Attrition	Ch.5 Employee Matters	Actual	If momo faces recruitment challenges and high employee turnover, it may result in low departmental morale, increased workloads for remaining staff, and potential impacts on employees' physical and mental health, as well as disruptions to their work-life balance.	GRI 3-3		●	

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Partnership matters 3-3

momo values to the needs of the stakeholders and continues to be on good terms with them, deepening collaboration with our value chain partners to thrive the industry ecosystem. momo remains focused on sustainable governance, enhancing sustainability branding and communication, and sound management of all matters.

2024 Performance Highlights

Consolidated revenue approaches

NTD. **112.6** billion

Earnings Per Share (EPS) is

NTD. **13.69**

EBITDA exceeds

5.6 billion



6 times

Selected as a constituent stock of the FTSE4Good TIP Taiwan ESG Index



99.53%

"Sustainable Development Principles for Suppliers/Contractors"
New Supplier Signing Rate



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Related to Material Topics

Product Liability

+ Responsible Product Management

momo's Promises

- Implement supplier management to ensure the quality and safety of our products, and continuously enhance sustainable supply chain management.
- Establishing the quality management policy: "Full participation, continuous improvement, customer satisfaction".
- Using the three main indicators of "Standardization of Operational Control, Implementation of Corrective and Preventive Measures, and Sustainable Corporate Development" as the framework, the logistics operations are interconnected to achieve the highest quality standards.

Management Mechanism

- Bolster sustainable supply chain management and maintain the quality of suppliers' products under three major inspection categories.
- The Northern Distribution Center has implemented the ISO 9001 Quality Management System.
- Set up the "Quality Management Department" and is continuing to invest in quality, ingredient, source, and Chinese labeling testing to ensure compliance.

Action Plan

- Achieve a 99.53% sign-up rate among new suppliers for the Sustainable Development Principles for Suppliers/Contractors.
- Managers and employees completed ISO 9001 training, with a total of 374 individuals (62%) trained in 2024.
- Ensure product safety through three inspection categories - corrective, preventive and periodic.



2.1 About momo

2-1

2-2

2-6

As the leader of Taiwan's online retail industry, momo's portfolio encompasses momo shop, momo mall, TV shopping, and catalogs (discontinued in December 2024 due to sustainability considerations). Under the brand spirit of **"momo More and More"**, by fulfilling the mission of "high quality and affordable prices, excellent service", and integrating the four core business values of "integrity, friendliness, professionalism, and innovation", we aim to achieve the corporate vision of "establishing momo as the first-choice virtual shopping platform for consumers and suppliers". We also create a comprehensive shopping experience characterized by "more, faster, better, and cost-effective", striving to become the preferred virtual shopping platform for both consumers and suppliers. To date, we have served over 10 million members and continue to steadily advance toward the vision of becoming the **"Taiwan's Leading Green E-commerce Pioneer"**.

Momo (8454) Profile

Date of Incorporation **2004**

Industry **Digital Cloud Services Industry**
GICS Classification : Broadline Retail SICs Classification : E-Commerce

Employees **3,744** employees

Paid-in Capital **NTD. 2.524** billion Total Assets **NTD. 28,828,333** thousand

Location of Head Office **Main Operating Areas** **Neihu Technology Park** **Taiwan**

Distribution Locations **2** automated distribution center **18** primary warehouses **30** satellite warehouses



Business Portfolio of momo and Investee Companies¹

Company Name	Business Portfolio	Percentage of Shareholding through Direct or Indirect Investment ²
momo.com Inc.	Online shopping, TV shopping, and catalogs	-
Fu Sheng Travel Service Co., Ltd.	Travel agent	100%
Fuli Insurance Agent Co., Ltd.	Property insurance agent and life insurance agent	100%
Bebe Poshe International Co., Ltd.	Wholesale of cosmetics	100%
Fu Sheng Logistics Co., Ltd.	Logistics	100%
MFS Co., Ltd.	Wholesaling	100%
Prosperous Living Co., Ltd.	Wholesaling and retailing	73.62%
Asian Crown International Co., Ltd.	General investment	81.99%
Fortune Kingdom Corporation	General investment	81.99%
Hong Kong Fubon Multimedia Technology Co., Ltd.	General investment	81.99%
Honest Development Co., Ltd.	General investment	100%
Hong Kong Yuefan Investment Co., Ltd.	General investment	100%
Haobo Information Consulting (Shenzhen) Co., Ltd.	General investment	100%
Global Home Shopping Co., Ltd	TV shopping and online shopping	20%

*1: The scope of this report covers momo's main operating locations in Taiwan, including momo.com Inc., Fu Sheng Travel Service Co., Ltd., Fuli Insurance Agent Co., Ltd., Bebe Poshe International Co., Ltd., Fu Sheng Logistics Co., Ltd., MFS Co., Ltd., and Prosperous Living Co., Ltd.
*2: The statistics presented in this column are compiled as of December 31, 2024. Please refer to Tables 6 and 7 of the Company's Consolidated Financial Statements 2024 for more details.

*1 : Only information on momo.com Inc. is shown above.

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2.1.1 Annual Development Direction

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In response to the rapid transformation of the retail market and technological advancements, momo has adopted an agile operational model to integrate group resources and accelerate the expansion of its business scale. With a forward-looking operational strategy, in 2022, momo pioneered a new milestone in Taiwan's e-commerce industry by achieving annual revenue exceeding NT\$100 billion. In 2024, the consolidated annual revenue reached a new peak of approximately NT\$112.6 billion, a 3% year-on-year increase; the consolidated net profit after tax was approximately NT\$3.5 billion. As our business channels encompass the Internet, TV, and catalogs, online shopping accounted for 96.7% of our revenue, up 3.5% from the previous year. Such outstanding business performance has firmly established online shopping as the leading e-commerce channel for the Company.

To enhance operational resilience and simultaneously expand business growth opportunities, momo began planning three new business engines in 2024, including the launch of the brand-new B2B2C operational model "mo stores+" in May. Launched the retail advertising media platform business "momo Ads" and developed a new "Themed Live Streaming Room". At the same time, we continue to collaborate with the group to accelerate the expansion of the "mo Coin Ecosystem", actively leveraging digital empowerment advantages to advance toward diversified technology e-commerce development.

Following the short chain deployment and sustainable development strategy, momo will launch the Southern Distribution Center in November 2024. It will continue to utilize its wholly-owned subsidiary, Fu-Sheng Logistics, to strengthen the capacity linkage among the logistics center, satellite warehouses, customers, and suppliers, providing consumers with a higher quality service experience. Furthermore, to expand the circular packaging ecosystem, in 2024, we will continue to collaborate with Taiwan Mobile myfone stores and will also extend invitations to 7-11 convenience stores to join the momo reusable bag recycling network. Additionally, through the "Green Living Membership Program", consumers are encouraged to choose circular packaging and consolidated delivery services, accelerating the development of a logistics service blueprint and the implementation of low-carbon operations. The key strategic developments at momo in 2024 are detailed as follows:

Key Strategic Developments in 2024



Green Living E-commerce
Low-Carbon Transformation

- Based on the concept of "more, faster, better, and cost-effective" distribution channels, momo was not only constantly expanding the breadth and depth of our products and services, but also actively searching for **green products certified with sustainability labels**, with millions of products available for purchase on our website to meet customers' diverse needs.
- Implement the "Green Live Membership" to promote sustainable e-commerce consumption by offering services such as priority selection of recyclable packaging materials, consolidated product delivery, and a Green Life featuring sustainable product selections. Additionally, **launch a "Carbon Reduction Dashboard" to display the carbon reduction contributions of Green Living Members**, guiding consumers toward a sustainable consumption model.



Continuous Improvement
in Sustainable Logistics

- In 2024, momo accelerated the completion of the "short-chain logistics" puzzle, with a total of 58 main satellite warehouses already in operation across Taiwan.
- The Southern Distribution Center began operations in November 2024**, whereas construction has begun in the fourth quarter of 2023 on the Central Distribution Center, **which is scheduled to join our logistics service lineup in 2027**.
- Aside from employing AI and big data** to assist in our packaging material reduction and carton weight reduction programs, momo also introduced the use of "eco-friendly express delivery plastic bags" and "momo reusable bags" consisting of recycled plastic that is made from discarded films and bag header residue. Furthermore, momo continues to promote the use of reusable packaging and expand the number of recycling stations.
- Using the "momo three-wheeled commercial electric scooters" to simultaneously ensure product delivery safety and enhance environmental benefits.



Accelerating the expansion of
services for diverse scenarios via
the "momo coin ecosystem"

- With the accelerated progress of the "momo coin ecosystem" towards economies of scale, momo has issued more than NT\$10 billion worth of momo coins in 2024.
- In an effort to realize group synergy, momo has integrated marketing resources from 2,500 brands and momo coin shopping events via shopping services with the momo co-branded credit cards issued in collaboration with Taipei Fubon Bank. For Taiwan Mobile services, momo coins also cross over to the brick-and-mortar channel as they can be used for discounts on various services at Taiwan Mobile outlets.



"mo Store+" selects a diverse
range of products to meet
comprehensive consumer needs

- "mo Store+" pioneers a new B2B2C model, employing a rigorous invitation and recruitment process to select vendors with outstanding service capabilities and product strengths, offering exclusive direct-operated brand online store services. By the end of 2024, there were nearly 5,000 partners with over 600,000 products listed, accelerating the expansion of product variety on the momo platform.



Developing and creating new
business opportunities for live
streaming e-commerce and
retail media platforms

- Expand the scale of the "Live E-commerce Transformation Project" by newly establishing the operational model of the "momo Thematic Live Streaming Studio", planning LIVE channels with multiple themes that are "synchronized" and "continuous". Actively introduce the MCN influencer economy model and invest in the training program for the new generation of live streaming talent in Taiwan.
- In view of our brand influence, web traffic, and infrastructure, momo has launched a retail media advertising platform "momo Ads" aimed at meeting the online marketing needs of brand suppliers, thereby reinvigorating our core competitiveness in data traffic monetization.

*1 : No significant changes have been found in the industry to which momo belongs compared to the previous reporting period.

2.1.2 Business Performance 201-1 201-4

Through the precise execution of the strategic plan, momo has continued to grow steadily and achieved record results. In addition to regularly distributing surplus earnings to stakeholders, momo supports the government's initiatives in promoting corporate innovation, research and development, economic growth, and rent reform. In 2024, momo's consolidated revenue reached nearly NT\$112.6 billion, setting a new historical record.

momo's Channel Portfolio and Market Size

Online or mobile shopping

Largest B2C e-commerce operator in Taiwan

Over **13.81** million online members

Over **20.57** million app downloads

Over **17.40** million LINE fans

TV

2 cable TV channels **2** MOD channels

4.38 million subscribers and 24-hour TV programs

Catalogs

130,000 to **150,000** copies published per issue



Consolidated Financial Performance

Item	2022	2023	2024
Consolidated Revenue (NT\$ hundred millions)	1,034.36	1,092.43	1,125.64
EBITDA (NT\$ hundred millions) ¹	53.93	55.93	56.46
EPS (NT\$) ²	13.61	14.38	13.69

*1: EBITDA is net operating profit before interest, tax, depreciation, and amortization.

*2: Calculation of EPS was based on weighted average shares after retrospective adjustment due to stock grants.

Financial Performance Table¹ (Unit: NT\$ thousands)

	Item	2022	2023	2024
Operating capability	Total assets	26,340,709	28,321,559	29,097,596
	Total liabilities	16,437,113	18,141,590	19,010,922
	Total shareholder equity	9,903,596	10,179,969	10,086,674
	Net operating profit	4,284,819	4,384,662	4,302,805
Profitability	Net income after tax attributable to the owner of the Company	3,434,626	3,628,069	3,454,035
	Return on assets (%)	13.96%	13.34%	12.13%
	Return on equity (%)	36.62%	36.14%	34.09%

*1 : Extracted from the consolidated financial statements of momo.com Inc. and its subsidiaries audited by Deloitte Taiwan. For the entity preparing the consolidated statements, please refer to the 2024 Consolidated Financial Report.

Economic value for stakeholders (Unit : NT\$ thousands)

Item		2022	2023	2024
Economic value distributed	Operating cost	93,164,417	98,700,012	102,046,245
	Employee wages and benefits	3,115,161	3,357,205	3,576,908
	Shareholder dividends	3,496,822	3,679,114	3,356,823
	Interest payments	12,685	19,192	34,616
	Tax payable to the government	1,471,205	1,260,799	1,441,482
Community investments (Donations)		2,163	2,349	1,933
Total		101,262,453	107,018,671	110,458,007
Direct economic value - Consolidated revenue		103,436,435	109,242,918	112,563,635
Economic value retained		2,173,982	2,224,247	5,462,451

Sales Regions for Primary Products and Services¹(Unit : NT\$ thousands; %)

Sales Region	2022		2023		2024	
	Amount	Percentage	Amount	Percentage	Amount	Percentage
Taiwan	103,431,543	100.00%	109,241,920	100.00%	112,563,158	100.00%
Mainland China ²	4,892	0.00%	998	0.00%	477	0.00%
Total	103,436,435	100.00%	109,242,918	100.00%	112,563,635	100.00%

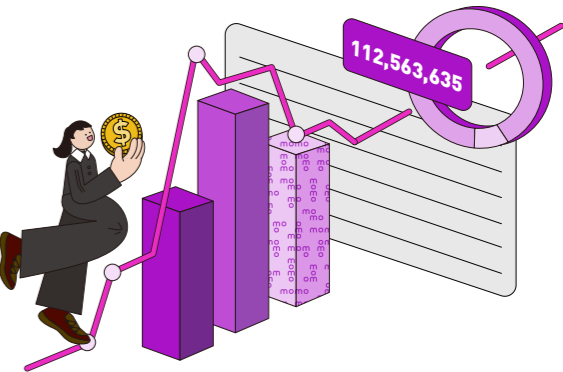
*1: Products and services consisted of TV shopping, online shopping, catalog mail order, travel services, personal insurance agency, property insurance agency, and logistics services. We operated on a B2C model and individual consumers were our primary customer.

*2: The mainland China subsidiary, Fubon Gehua, primarily sells a limited range of products that are not essential daily necessities. From 2021 to 2022, due to the local pandemic impact, the market was sluggish and consumer willingness declined, resulting in a significant decrease in sales compared to previous periods. In 2023, sales consisted of inventory products sold by the mainland China subsidiary, Fubon Gehua. However, due to long-term losses and no longer having practical benefits to continue operations, the Board of Directors resolved in October 2023 to proceed with dissolution and liquidation, which was approved for cancellation on April 8, 2024. Additionally, sales in 2024 consist of momo's export of inventory products to foreign countries.

Financial Assistance Received from the Taiwanese Government (Unit : NT\$ thousands)

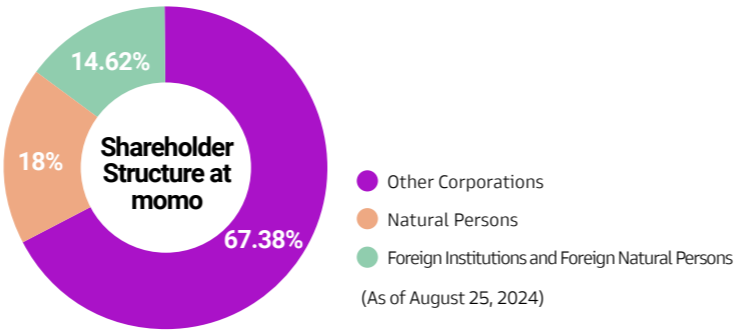
Item	2022	2023	2024
Tax relief and government subsidies	398,278	12,863	245,256

*1: The main application is for investment tax credits related to expenditures on equipment, technology, research and development, and talent training, as well as subsidies from the Youth Employment Flagship Program.
*2: The amount of investment tax credits applicable to the undistributed earnings for 2022 increased significantly compared to 2021 and 2023.



Dividend Policy and Shareholder Equity

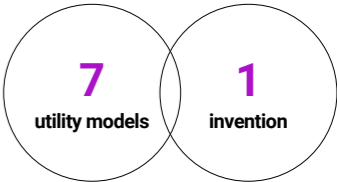
momo's dividend policy adheres to the Company's Articles of Incorporation and existing laws and regulations. In order to meet the operational demands of the Company and maximize shareholder equity in the present environment and stage of growth, the distribution of dividends is based on a combination of surplus dividend and high payout ratio. The Company's future capital budget plan is used to gauge funding needs in upcoming years. Profitability, financial structure and the degree to which earnings per share are diluted are all taken into account. A suitable dividend distribution proposal is then devised by the Board of Directors and submitted to shareholders' meeting for approval. Employee profit sharing is distributed as cash to safeguard shareholder equity.



Dividend Distribution in the Past Three Years (Unit: NT\$)

Year		2022	2023	2024
EPS ¹	Before adjustment	15.72	15.10	13.69
	After adjustment	13.61	14.38	
Cash dividend per share		15	15	14.8
Stock dividend per share		1	1	0.5

*1 : Calculation of EPS was based on weighted average shares after retrospective adjustment due to stock grants.



Annual Patents

In 2024, eight patents were obtained : seven utility models and one invention. The invention of the "Telephone Dialing Management System and Its Method for Telephone Dialing Management" is an industry first. It employs unique number assignment and allocation technology to protect customers' personal information while simultaneously reducing the success rate of fraud.

Utility model

Patent Title	Software Resource Sharing System	This patent addresses the current situation where each employee's personal computer is installed with various application software for different purposes. Some of these applications are infrequently used or used for only short periods each time. The solution aims to maximize the utilization of each application software to resolve this issue.
Certificate Number	M652215	
Term	2024/03/01-2033/10/11	
Patent Title	Employee Attendance Clocking System	In response to the hybrid work model, employees working from home can use the system to record their clock-in and clock-out times, thereby saving labor costs associated with manual file consolidation.
Certificate Number	M652400	
Term	2024/03/01-2033/12/03	
Patent Title	Employee Attendance Clocking System	Cloud Traffic Buffering : Directing the massive demand from the ground end to the cloud, utilizing the cloud's queuing and caching mechanisms for buffering and cleansing; this can effectively mitigate the direct impact and attack scenarios on the ground end.
Certificate Number	M652619	
Term	2024/03/11-2033/10/10	
Patent Title	Information Monitoring Management Server	To address the issue of monitoring information becoming overly fragmented due to system adjustments and additions, a centralized system for collection and management has been implemented. This enables maintenance personnel to quickly review the status of system monitoring information and more rapidly identify system anomalies.
Certificate Number	M652948	
Term	2024/03/01-2033/07/23	
Patent Title	Data Processing System	Distributed Price-Volume Management System : A decentralized volume control system designed to prevent single-point failures that may occur in centralized price-volume management.
Certificate Number	M655791	
Term	2024/05/21-2033/11/30	
Patent Title	Surveillance Video Review System	Due to the establishment of multiple warehouses across Taiwan, there is a need to address the challenges of retrieving different video formats and exporting images within a closed network, and to integrate the surveillance video file systems of warehouses in various locations.
Certificate Number	M661715	
Term	2024/10/11-2034/07/09	

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Appendix

Utility model

Patent Title	Logistics Information Inquiry System
Certificate Number	M663230
Term	2024/11/21-2034/07/11

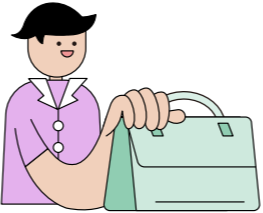
This system provides a QR code on the delivery slip. When the logistics personnel scan the QR code with their mobile phone, it will open the browser on the phone and display the recipient's contact phone number along with convenient buttons that allow the logistics personnel to make a call with a single click. Additionally, the system only provides the customer's phone number during the time period when the logistics personnel need to contact the customer. After the delivery is completed, the phone number is no longer available, thereby maximizing the protection of the customer's personal information.

Invention

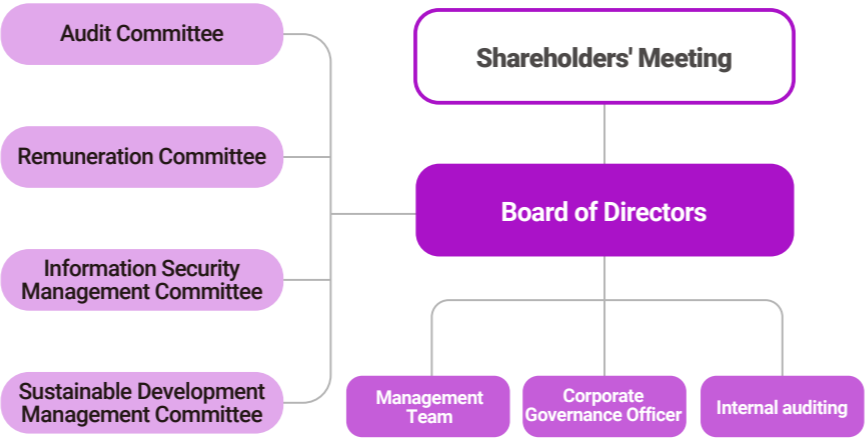
Patent Title	Telephone Dialing Management System and Its Method for Telephone Dialing Management
Certificate Number	I865932
Term	2024/12/11-2042/09/27

The logistics platform integrates the "Logistics Staff Safe Call" service, which utilizes an innovative pickup/delivery number technology. This technology converts the consumer's phone number originally on the home delivery order into a dynamically assigned code that can be dialed, returned, and recycled. This effectively protects critical personal information and reduces the success rate of fraudulent calls.

*1 : Since 2018, momo Information Technology has successively obtained patents. As of 2024, it has acquired a total of 22 patents, including 19 utility models and 3 inventions.



Corporate Governance Structure



2.2 Corporate Governance

2.2.1 Operation of the Board of Directors

2-9 2-16 2-17 2-18 2-19 2-20 205-3

As the highest governance body at momo, the Board of Directors convenes at least once every quarter. In 2024, a total of 5 meetings were convened by the Board of Directors. All board members played an active role in the operations of the Board of Directors, as evidenced by a director attendance of 97.78%. In addition to exercising its powers and responsibilities in accordance with the Company Act, the Articles of Incorporation, and resolutions passed during shareholders' meetings, the Board of Directors also supervises overall company operations, devises business strategies and development, identifies operating, financial and taxation risks, and oversees the implementation of sustainability by the Company.

momo has put in place a sound governance structure guided by key corporate governance regulations, such as "Human Rights Policy", "Corporate Governance Best Practice Principles", "Code of Ethics", "Ethical Corporate Management Best Practice Principles", "Procedures for Ethical Management and Guidelines for Conduct", "Sustainable Development Best Practice Principles", "Sustainable Development Principles for Suppliers/Contractors", "Regulations Governing the Handling of Complaints on Illegal, Unethical, or Dishonest Behavior", and "Rules Governing Board of Directors and Functional Committees Performance Assessment". We continue to update our internal regulations in accordance with corporate governance standards and practices in Taiwan and overseas.

momo submits an internal audit business report to the Board of Directors and the Audit Committee every quarter, including a biannual report on the handling results of complaints related to fraud, violations of integrity management, and ethical conduct. In 2024, no major incidents of illegal integrity management (including corruption) occurred. (Please refer to Ch. 2.3.2 Risk Culture)



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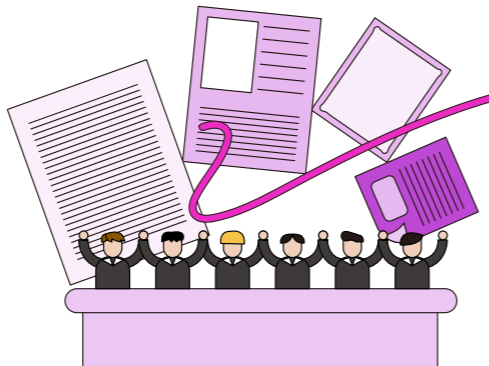
5 Employee matters

6 Society matters

Appendix

Formulation and Amendment of Important Company Rules and Regulations Approved by the Board of Directors and Functional Committees in 2024

Corporate Governance	Audit Committee Charter
	Rules of Procedure for the Board of Directors Meetings
	Sustainable Development Management Committee Charter
	Procedures for the Preparation and Assurance of the Sustainability Report
	Rules of Procedure for the Shareholders' Meeting
	Rules Governing Board of Directors and Functional Committees Performance Assessment
Internal Control System	"Audit Procedures for Pre-Approval of Non-Assurance Services Provided by Certified Public Accountants"
	Internal Control System, Internal Audit Procedures for Anti-Money Laundering and Counter-Terrorism Financing Operations and Internal Audit Implementation Rules: Audit Procedures



Major governance policies



Rules Governing Board of Directors and Functional Committees Performance Assessment



External Performance Evaluation of the Board of Directors



Description of the 2024 Board of Directors Performance Evaluation Execution Result

Remuneration and Performance Evaluation Mechanism

For the purpose of implementing corporate governance and establishing performance targets to enhance the efficiency of the Board's operations, momo regularly conducts self-evaluation of the Board of Directors, our members and functional committees in compliance with the "Rules Governing Board of Directors and Functional Committees Performance Assessment", covering items such as the Board's operations, members' contributions and their involvement in ESG activities. Also, at least once every three years, we conduct an evaluation of the effectiveness of the Board of Directors by an external independent body of experts or a team of external experts and academics, and turn in the results of the internal and external performance evaluation to the Remuneration Committee for analysis before presenting an evaluation report and specific improvement proposals to the Board of Directors. In 2024, the average score of self-evaluation based on the results of performance evaluation for individual directors exceeded 4.78 points (out of 5 points), demonstrating that the operation of the Board of Directors is sound and complete.

In 2024, the Company appointed the Taiwan Corporate Governance Association to conduct an external evaluation. The Association issued the Board of Directors performance evaluation report on October 14, 2024. Excerpts from the evaluation report, recommendations, and the Company's planned measures were submitted to the Board of Directors on November 1, 2024. The internal performance evaluation results of the Board of Directors and functional committees for 2024 were also submitted to the Remuneration Committee and the Board of Directors in February 2025 for review and improvement. These results serve as references for directors' remuneration and reappointment nominations. For details on the internal and external Board of Directors performance evaluation results, **please refer to the official website** [🔗](#).

Compensation Policy

Directors

Director compensation is composed of fixed remuneration and director remuneration (which is also variable remuneration) that is linked the Company's profitability and performance. There is also additional compensation for independent directors who also serve as conveners of functional committees. In order to reinforce the connection between director performance and remuneration, momo in 2020 amended the "Regulations Governing Payment of Directors' Remuneration" to include indicators for evaluating directors' performance in the process of paying directors' remuneration. The actual distribution rate and amount of the remuneration of the Company's directors are set aside as stipulated in the Company's Articles of Incorporation, evaluated and deliberated by the Remuneration Committee, and reported to the shareholders at the general meeting after the resolution of the Board of Directors. Director remuneration is determined by reference to the level of participation and value of the contribution of the directors to the operations of the Company, and is based on the usual standard in the industry. Director remuneration accounted for 1.01% of momo's net income after tax in 2024.

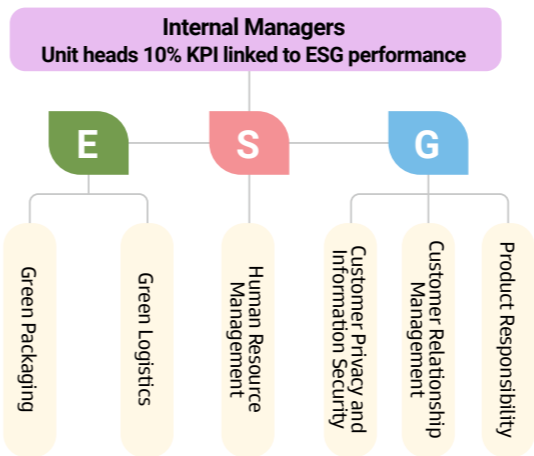
Managers

To encourage internal managers to prioritize sustainable development management, the Company has established sustainable development strategies and goals for all internal managers, which are linked to their compensation. Since 2021, all internal managers are required to integrate ESG objectives with the operational development of their business units. In the annual goal setting, ESG-related strategic objectives account for 10% of the total targets. Examples of ESG-related strategic objectives include green procurement, energy-saving measures, customer satisfaction, employment of individuals with disabilities, information security policies, and ESG education and training. Its goal setting is also linked to major themes (customer privacy and information security, product responsibility, green packaging, customer relationship management, human resource management, green logistics). By the end of the year, an annual assessment is conducted in accordance with the Company's "Performance Evaluation Measures", incorporating the achievement rate and effectiveness as references for performance evaluation. This links the setting and attainment of ESG goals to the issuance of year-end bonuses, thereby achieving the effect of linking compensation.

The Remuneration Committee conducts an annual review of managerial remuneration according to its terms of reference, and regularly examines the reasonableness of such remuneration, which is reported to the Board of Directors by the convener. The structure of managerial remuneration is primarily composed of monthly salary, other bonuses, year-end bonuses and staff remuneration, as detailed below:

- 1. Salaries are determined based on industry standards as well as job title, rank, education and work experience, professional competence and responsibilities.
- 2. Other bonuses are determined based on the performance evaluation criteria for managers, which include both financial indicators (such as target achievement rate, operational efficiency, and overall contribution) and non-financial indicators (such as the achievement rate of ESG-related strategic goals, assistance in obtaining special certifications for the company, occurrence of ethical risk incidents or other events that negatively impact the company's image and goodwill, internal management deficiencies, personnel misconduct, and other risk events).
- 3. Year-end bonuses and employee compensation are paid based on their contribution to the Company's operations and the evaluation of the current year's performance against the target achievement rate and management indicators set by the Regulations Governing Employee Performance, and are recommended by the Remuneration Committee and approved by the Board of Directors.

*1 : The current compensation policy and decisions have not sought the opinions of external consultants or stakeholders.



Enhancing Professional Competencies Among Directors

To enhance the exchange and interaction of corporate governance experience, grasp international situations, and respond to the continuous improvement of domestic and international corporate governance and sustainable development related issues, the Company's entire board of directors actively participates in various professional institutions' corporate governance and ESG-related training courses and seminars in accordance with the "Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE Listed and TPEX Listed Companies". Through this, the latest topics in corporate governance are exchanged, providing directors with up-to-date thinking. Board members continuously participate in corporate governance and corporate sustainability-related continuing education courses during their terms. In 2024, the total continuing education hours for all directors of the Company amounted to 85 hours, with each director completing more than 6 hours. The courses have covered major themes of this report, including "Customer Privacy and Information Security", "Human Resource Management", and "Green Logistics".

2024 Continuing Education Courses

- Cybersecurity Governance under the Trend of Financial Technology
- Special Lecture on Corporate Governance—Key Trends in Organizational Resilience: Digital Trust (Cybersecurity) and Sustainable Development
- Risks and Considerations of Artificial Intelligence for Enterprises
- The New Generation of Artificial Intelligence: Chatbot ChatGPT Transforming Industry Trends
- Global Net Zero Carbon Emission Trends and Corporate Responses
- Climate Risk Identification Workshop and Net Zero Carbon Emission Promotion Meeting
- New Pathways for Corporate Net Zero Transformation! The Hidden Powerhouse of Carbon Reduction—Ocean Blue Carbon
- Building Sustainable Competitive Advantage through DEI Culture
- Trends in Smart Manufacturing and the Application of Digital Technology in Business Management
- AI and the Open Source Era—Analysis of Legal Risks for Enterprises

2.2.2 Board Independence and Diversity

2-9

2-10

2-11

2-15

405-1

As the highest governance body of the Company, momo's Board of Directors consists of nine directors with a wealth of academic and vocational experience, where female directors make up 11.11% of the Board of Directors. Having to serve for a three-year term, the board members' expertise covers a wide range of professional areas related to the impact of ESG (information security) on the organization, including finance, business, information technology, operations management, e-commerce/marketing, and law.

The function of the Board of Directors is to urge compliance with the law and operation in good faith and maintain good communication and positive interaction with the management team, and to direct the execution of the Company's business and major decision-making. Election of directors is carried out based on a candidate nomination system, where the Board of Directors or shareholders who meet the required shareholding ratio nominate candidates and review their qualifications in conformity with the "Procedures for Election of Directors" and legal procedures before submitting the list to the shareholders' meeting for election. To improve the structure of the board of directors and to actively implement diversity in the composition of the board, the Company has instituted in the "Procedures for Election of Directors" and the "Corporate Governance Best Practice Principles" that the composition of directors should take into consideration gender, age, nationality, specialist knowledge and skills, etc. In line with the characteristics of the industry, we have included "information security knowledge and management" as one of the professional competencies that directors should possess. The Company will continue to implement a policy of diversifying its directors by selecting specialists who suit the needs of the Company's sustainable operations.



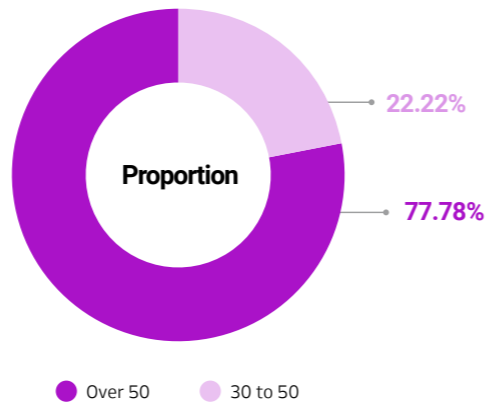
Procedures for Election of Directors



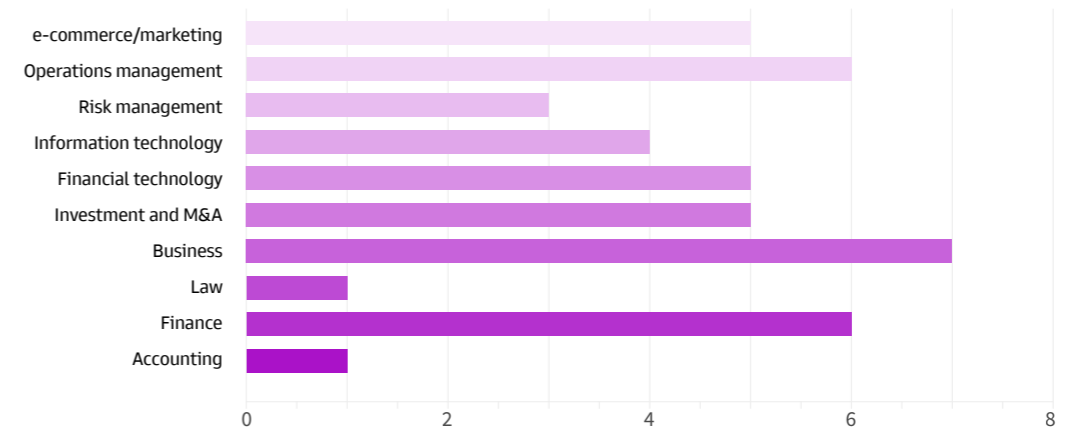
Corporate Governance Best Practice Principles

Age Distribution of Board Members

(The category for board members under 30 years old has been removed due to the absence of members in this age group)



Distribution of Board Members by Professional Background (Unit: persons)



(Please refer to the 2024 Annual Report for more details. [\[7\]](#))

Introducing momo’s 10th Sustainability Report

momo 20th ESG highlights

2024 ESG Highlights

Glory and Recognition

Chairman’s Message, President’s Message

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Board Diversity

Director's Name	Age Group	Gender	Professional Background (Education)	(years)			Core Diversity Items (Top 5)									
				<3	3-6	>6	Accounting	Finance	Law	Business	Investment and M&As	Financial Technology	Information Technology	Risk management	Operations Management	e-Commerce/Marketing
Daniel M. Tsai	60-69	Male	J.D. honoris causa, National Taiwan University J.D. honoris causa, Fu Jen Catholic University D.B.A. honoris causa, Tunghai University	■				✓		✓	✓		✓		✓	
Mao-Hsiung Huang	80-89	Male	Master of Economics, Wharton School of the University of Pennsylvania			■		✓		✓	✓			✓	✓	
Jeff Ku	60-69	Male	Executive Master of Business Administration, National Taiwan University		■					✓		✓	✓		✓	✓
Jamie Lin	40-49	Male	Master of Business Administration, NYU Stern School of Business		■			✓		✓			✓			✓
Chris Tsai	30-39	Male	Master of Business Administration, University of Pennsylvania	■				✓			✓	✓				
George Chang	50-59	Male	Master of Business Administration, University of Southern California	■			✓	✓			✓			✓	✓	
Chieh Wang*	60-69	Male	Bachelor of Finance and Taxation, National Chengchi University		■			✓		✓	✓	✓				✓
Emily Hong*	60-69	Female	Executives Program, Graduate School of Business Administration, National Chengchi University	■						✓			✓	✓	✓	✓
Mike Jiang*	50-59	Male	Bachelor of Computer Science and Information Engineering, National Taiwan University	■						✓		✓	✓		✓	✓

* Denotes independent director.
*1: For more details of the term of office of the board members and the current positions in which they concurrently serve at the Company and other companies, please refer to **p.3-7 of the 2024 Annual Report**.
*2: Members of the Board of Directors include representatives of stakeholders, such as shareholders and employees.

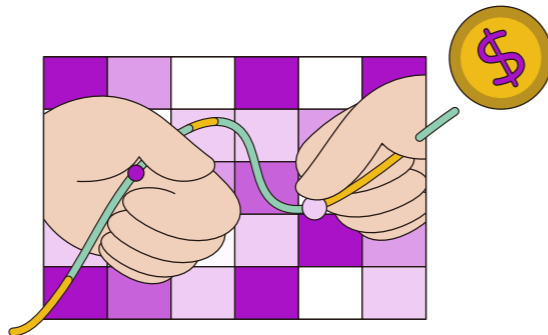
Director Independence and Recusal Due to Conflict of Interest

In an effort to ensure the independence of the directors and avoid conflict of interest, not only is the Company's Chairman prohibited from concurrently serving as the Company's President, but also none of the three independent directors at the Company has been elected for a continuous term of more than nine years. In addition, pursuant to the Company's "Rules of Procedure for Board of Directors' Meetings", if any director and manager or a juristic person represented by a director and manager is an interested party with respect to any agenda item, the director and manager shall state the important aspects of the interested party relationship at the respective meeting, and shall enter recusal during discussion and voting on that item and may not act as another director's proxy to exercise voting rights on that matter. Where the director or a juristic person represented by the director has an interest in an agenda item tabled at the board meeting, the name of the director, a description of the materiality and the circumstances of the recusal are set out in the minutes of the meeting.

The Company's "Rules Governing the Scope of Powers of Independent Directors" have clearly stipulated that "When an independent director objects to or expresses reservations about any of the matters, it shall be recorded in the board meeting minutes", "The Company may not obstruct, refuse, or evade the actions of independent directors in business execution" and "As they deem necessary for business execution, independent directors may request the board to appoint relevant personnel or may hire professionals for assistance", so that the independent directors can perform their duties properly and effectively enhance the operation of the Board and the performance of the Company. (Please refer to **p.23 of the 2024 Annual Report** for more details on recusal of directors due to conflict of interest; **p.91 of the 2024 Annual Report** for more details on cross-shareholdings with suppliers and other stakeholders, stakeholder groups and their relationships, transactions, and outstanding balances; and **p.74 of the 2024 Annual Report** for more details on the existence of controlling shareholders).

2.2.3 Operation of Functional Committees 2-9

With a view to not only fulfilling our oversight role and realizing the goal of bolstering the functions of the Board of Directors, but also deepening the Company's sustainable governance culture and speeding the Company's sustainable development, we have instituted the "Audit Committee", the "Remuneration Committee", the "Information Security Management Committee", and the "Sustainable Development Management Committee" under the Board of Directors. These functional committees are charged with assisting the Board in its decision-making and performing its functions through the division of duties based on specialization and independent stance. Furthermore, in an effort to urge the functional committees to perform their duties, the conveners of the committees report the results of their work to the Board of Directors on a regular basis.



1 Audit Committee

Composition and Main Duties

- Consist of three independent directors and meets at least once a quarter.
- Provide a fair presentation of the Company's financial statements.
- Oversee the appointment, dismissal, independence, and performance of CPAs.
- Ensure the effective implementation of the Company's internal control system.
- Ensure compliance with relevant laws and regulations by the Company.
- Manage existing or potential risks faced by the Company.

Number of Meetings Convened in 2024 **5**
Attendance in 2024 **93.33%**

Status of Operation in 2024



Operation of the Audit Committee in 2024

Reference



Audit Committee Charter



Status of communication between independent directors and Chief Audit Executive and CPAs

2 Remuneration Committee

Composition and Main Duties

- Consist of three independent directors, and meet at least twice a year.
- Establish and regularly review the performance assessments for directors and managerial officers and the policies, systems, standards, and structure for their compensation.
- Regularly review and stipulate director and manager compensation packages.
- Establish and regularly review performance evaluation policies for the Board of Directors and functional committees and corresponding performance evaluation indicators.

Number of Meetings Convened in 2024 **4** Attendance in 2024 **100%**



Operation of the Remuneration Committee in 2024



Remuneration Committee Charter

3 Information Security Management Committee

Composition and Main Duties

- Consist of three independent directors, meet at least once a year, as well as meet at any time as necessary.
- Review of information security management policy, devising of information security management structure and organizational functions, as well as periodically reviewing the development, deployment and results of the Company's overall information security management mechanism
- Review the information security management mechanism of new businesses.
- Review the damage report and response measures for major information security incidents.
- Review matters covered by standards or requirements set out by the competent authority, Board of Directors, or various information security policies that need to be reported to the Board of Directors.

Number of Meetings Convened in 2024 **2** Attendance in 2024 **100%**



Operation of the Information Security Management Committee in 2024



Information Security Management Committee Charter

4 Sustainable Development Management Committee

Composition and Main Duties

- Consist of three independent directors and two directors, and meet at least twice a year.
- Formulate annual plans and strategic directions for sustainable development.
- Formulate sustainable development projects and activity plans.
- Track and review the effectiveness of annual plans, strategic directions, projects and activity plans for sustainable development.
- Make decisions on other sustainable development-related matters.

Number of Meetings Convened in 2024 **2** Attendance in 2024 **100%**



Operation of the Sustainable Development Management Committee in 2024



Sustainable Development Management Committee Charter

2.3 Sustainable Risk Management

momo has set-up a comprehensive risk management mechanism, with the management and employees all playing a part in its implementation. The mechanism not only identifies potential risks so that early action can be taken and helps momo maintain steady growth, but also safeguards stakeholders' interests so that we can fulfill our responsibility on social sustainability.

2.3.1 Risk Management Mechanism

Policy and System Development

momo has established a comprehensive organizational structure for risk management, in which the Board of Directors serves as the highest decision-making unit, while the Audit Committee under its purview is tasked with overseeing the implementation of risk-related strategies; in addition, the Auditing Office assists the Audit Committee in carrying out matters related to risk management, and reports the implementation of risk management to the Board of Directors on a regular basis (at least once a year). Each business unit is responsible for risk identification, assessment, and control, where the responsible personnel at each business unit is charged with planning and supervising risk management operations within the unit.

In November 2023, momo's Board of Directors approved the revision of the **"Risk Management Policies and Procedures"** as the highest guiding principle for risk management. This aims to establish a more comprehensive risk governance and management framework and to continuously promote a risk management-oriented business model.



Risk Management Policies and Procedures

Status of Risk Management Operations in 2024

1. Risk oversight matters, which were overseen by the Audit Committee, have been reported by the convener of the committee to the shareholders' meeting.
2. Each functional committee met regularly to report the review of related lines of work and corresponding measures to the management level.
3. Regularly convene business management meetings to review the company's operational objectives and business control status.
4. The consolidated identified risks were reported to the Audit Committee and the Board of Directors in November, covering the risk management status of each unit. The report included actual incidents and the results of risk assessments.
5. Each internal department and subsidiary of the company evaluates the design and execution of their respective control operations based on current actual business activities. The Audit Office consolidates and reviews the self-assessment reports from each department and subsidiary, and together with the identified internal control deficiencies and the status of corrective actions for anomalies, issues a statement on the internal control system.
6. Awareness campaigns as well as education and training were conducted from time to time with the Company to raise risk management awareness among all employees.

Supervisory mechanism

The Auditing Office is responsible for assessing the risk level of each line of work and using it as the basis for drawing up annual audit plans; carrying out audit operations to check and review the actual implementation of risk management at each business unit; as well as reporting audit findings and tracking deficiencies found during the auditing process.

Third line of defense

Operating unit

Each business unit, which is responsible for risk identification, assessment, and control, not only reviews the risk and control points in its line of work on a regular basis, but also keeps abreast of the addition and amendment of related laws, regulations, and orders announced by the competent authorities. Each operating may add and amend related internal rules and regulations when necessary.

Second line of defense

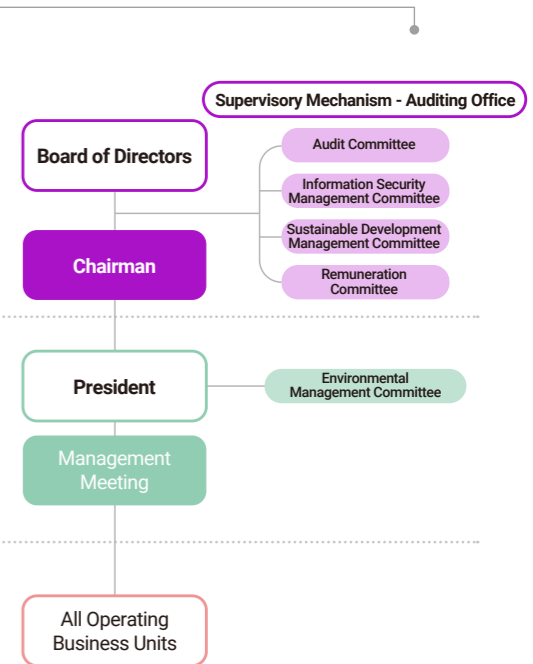
Management level

The managerial personnel in charge of each unit is tasked with planning and overseeing risk management associated with the line of work in which the unit is involved, implementing the Board of Directors' decisions on risk management, and directing the allocation of resources to ensure the effective implementation of internal control procedures.

First line of defense

Governance level

As the highest decision-making unit for risk management, the governance unit is charged with approving risk management policies and related rules and regulations, and overseeing the implementation of risk management policies in order to ensure the effective operation of the risk management mechanism.



Risk Identification

The risk management process includes risk identification, risk analysis, risk assessment, risk response, as well as risk monitoring and review. Management identifies the primary operational risks based on experience and professional judgment after assessing and taking into account the sources of risks encountered in the Company's daily operations. On the other hand, each business unit analyzes the tolerance level for each risk indicator, establishes procedures for handling various types of risks, and thus implement risk management according to these procedures.

Risk Management Policies and Procedures



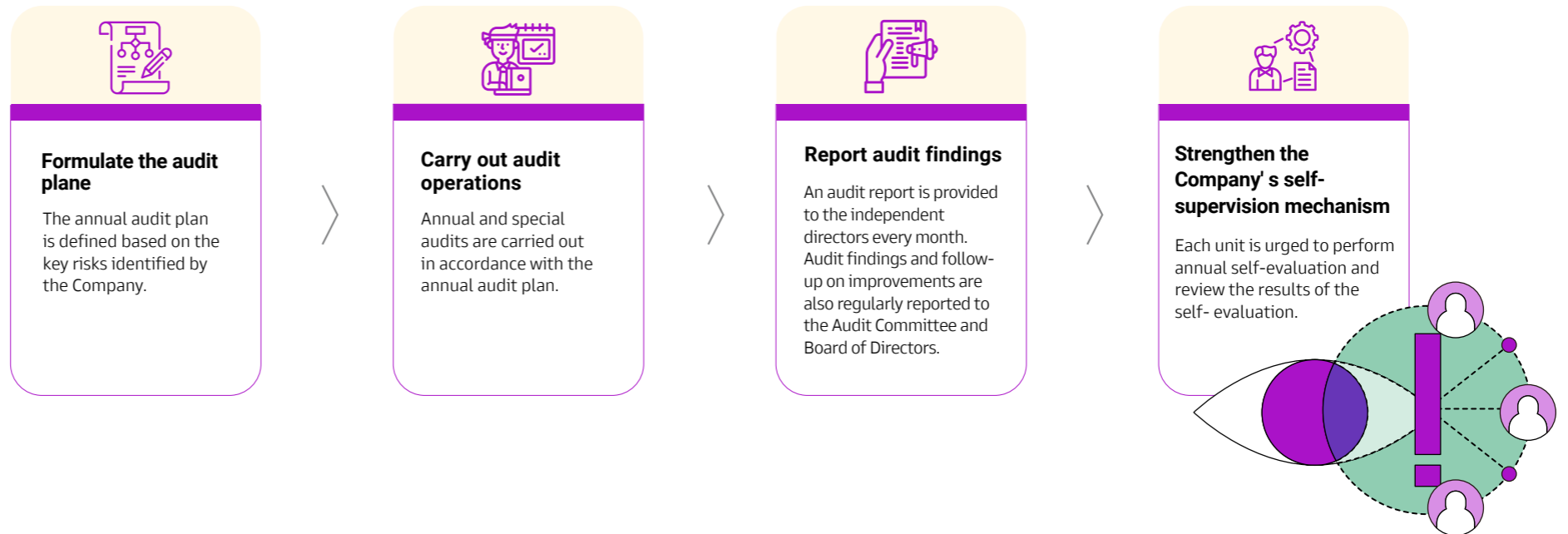
Type of Risk	Cause of Risk	Response Measures
Business risk	Business risk refers to the risk of impacting profitability or causing significant economic losses due to business strategies, financial taxes, human resources, customer relationships, supply chain, goodwill, and other related management indicators.	<ul style="list-style-type: none">– Implement the Company's plans for preventive measures and seek ways to transfer risks.
Digital technology risk	Digital technology risk refers to the risk of economic or goodwill losses arising from information system software and hardware failure, backup error, improper security protection, or theft, leakage, falsification, or destruction of personal information.	<ul style="list-style-type: none">– Implement the Company's plans for preventive measures and seek ways to transfer risks. Please refer to Ch. 3.3 Information Security and Privacy Protection for more details.
Legal risk	Legal risk refers to the risk of significant financial or goodwill loss arising from the failure to comply with the relevant laws and regulations set forth by the competent authorities or the inadequacy of contracts signed and regulations in the Company's activities.	<ul style="list-style-type: none">– Keep abreast of the addition and amendment of laws and regulations, and regularly implement the regulatory compliance self-evaluation procedures. Please refer to Ch. 2.3.3 Legal Compliance for more details.
Operational risk	Operational risk refers to the risk of losses arising from inappropriate or failed internal operating procedures and systems, human negligence or improper operation.	<ul style="list-style-type: none">– Adjust operations regulations or manuals in a timely manner based on actual business operations, and conduct staff education and training.
Climate change risk	Climate change risk refers to the risk of financial losses arising from immediate or prolonged extreme weather events, or technological and market changes due to low carbon economy.	<ul style="list-style-type: none">– Inventory and identify the impacts that climate change may pose to the Company's operations, as well as implement response measures and management methods through the responsible units. Please refer to Ch. 2.3.4 Climate Change Risk Management for more details.
Social risk (including community risk)	Social risk (including community risk) refers to the risk of impacting profitability or causing significant economic losses due to labor shortages caused by the trend of declining birthrate, or social issues such as emerging infectious diseases and widening wealth gap.	<ul style="list-style-type: none">– Implement the emergency response mechanism for severe novel infectious diseases, and revise contingency plans on a rolling basis based on the policies set forth by the competent authorities.– Through open recruitment and the effective use of diverse talent acquisition channels, process reengineering has been implemented to reduce manpower demand. Active collaboration with nearby community colleges and universities is pursued to provide students with practical training. For example, the Northern Distribution Center (Dayuan Dist., Taoyuan City) cooperates with Vanung University of Science and Technology, and the Taichung Customer Service Center (Nantun Dist., Taichung City) collaborates with Taichung University of Technology on an internship program (Ch.5.3.1 Talent Development).
Other and emerging risks	Other and emerging risks refer to emerging and developing risks, other than those mentioned above, that may have an impact on the Company.	<ul style="list-style-type: none">– Complete the identification of emerging risks, as well as develop and report appropriate response measures.

Supervision and Management of Internal Auditing

The Company has set up an internal audit arm under the Board of Directors to assess, plan and step up review procedures in relation to principal risks for annual and ad hoc audits in the spirit of independence and objectivity and based on the major operational risks identified by the Company. The scope of the audit covers the financial and business operations and management functions of the Company and its subsidiaries to identify possible flaws in the internal control system in a timely manner, and to produce audit reports to provide timely recommendations for improvement to each unit and management to ensure the continued and effective administration of the internal control system, and for the chief auditor to report regularly to the Audit Committee and the Board of Directors on the execution of the audit. Upon completion of the audit plan in 2024, each unit has made improvements in response to the deficiencies and suggestions raised in the audit within the approved timeline, and will continue to follow up on those to which improvements are yet to be made within the approved period until improvements are completed.

The internal audit undertakes routine audits and also supervises the implementation of annual self-evaluation by each unit within the Company to establish a self-monitoring mechanism for the Company. The results of the self-evaluation are used as the main basis for the Board of Directors and the President to assess the effectiveness of the overall internal control system and to issue a statement on the internal control system.

Internal Auditing Process



2.3.2 Ethical Corporate Management 2-23 2-24 2-25 2-26

Policy and System Development

momo is committed to the practice of business ethics in accordance with "integrity", our core values and philosophy. To give our internal and external stakeholders a better understanding of our corporate ethical guidelines and in the spirit of ethical business practices, momo has instituted the **"Code of Ethics"** and the **"Ethical Corporate Management Best Practice Principles"** and the **"Anti-Money Laundering and Counter-Terrorism Financing Policy"**, to which all directors, managerial officers, and employees are required to adhere. In addition to publishing the aforesaid rules and regulations on our corporate website, momo also expects all employees to maintain a high level of personal integrity and professional ethics at work and when performing their duties and responsibilities. If any illegal behavior or violations of the Code of Ethics are encountered at work or in the performance of duties and responsibilities, employees should also file a report or complaint, thereby upholding corporate practice and protecting shareholder interests.

Code of Ethics

The momo "Code of Ethics", which have been published on the corporate website and internal employee website, sets out company expectations on corporate ethics, duties and responsibilities for all employees. The Code of Ethics was reviewed by the Audit Committee, implemented with the approval of the Board of Directors, and submitted to the Shareholder Meeting for reference. Compliance matters such as the Code of Ethics and Ethical Corporate Management Best Practice Principles are covered during orientation training for new hires and enhance employee awareness on rules relating to integrity, ethics, and trade secrets. New hires are also required to sign a declaration indicating their commitment to the employee code of conduct. Regular online courses and tests are held for current employees every year. Employee education on related topics is also conducted regularly. Performance evaluations take employee conduct in the workplace into account, with well-defined rewards or disciplinary action depending on their performance. Article 10 of the momo "Code of Ethics" requires employees to report suspected violations to the Code of Ethics to the Audit Committee, their manager, Chief Audit Officer, or other appropriate management personnel. They should provide sufficient information to facilitate follow-up by the Company. Complaints will be handled in strict confidence and the Company will do everything possible to protect the whistleblower.



Code of Ethics

Ethical Corporate Management Best Practice Principles

The "Ethical Corporate Management Best Practice Principles" are published on the corporate website and internal employee website. It is also incorporated into the internal control system. The internal auditing unit is responsible for conducting internal audits to identify ethical violations and for making regular reports to the Board. The momo Ethical Corporate Management Best Practice Principles explicitly bans the offering and taking of bribes, illegal political contributions, improper donations or sponsorships, as well as unreasonable gifts, hospitality, or other improper benefits. It includes relevant preventive measures and procedures. Business transactions with parties that have a past record of unethical behavior should be avoided. Clauses on ethical conduct should also be explicitly stated in the relevant business contracts. Incoming employees, managerial officers and directors receive training upon hiring to ensure their familiarity and compliance with the rules. Online courses and training are held every year to strengthen their ethics and self-discipline. For business activities at higher risk of unethical behavior, effective accounting and internal control systems have been put into place. External and secret accounts are not used either. The system is continuously reviewed to ensure the continued effectiveness of its design and implementation.



Ethical Corporate Management Best Practice Principles



Anti-Money Laundering and Counter-Terrorism Financing Policy



Anti-Money Laundering and Counter-Terrorism Financing Policy

In accordance with Articles 6 and 7 of the Anti-Money Laundering Act, momo has submitted a compliance declaration to the Ministry of Digital Development and has successfully passed the registration for third-party payment service providers. The company has established internal control and audit systems for anti-money laundering and counter-terrorism financing. From a systemic perspective, momo fosters a culture and awareness among employees regarding anti-money laundering and counter-terrorism financing risks, effectively implementing corporate values and social responsibility.

Core Policies

momo has established six major management framework regulations: "Anti-Money Laundering and Counter-Terrorism Financing Policy", "Anti-Money Laundering and Counter-Terrorism Financing Responsibilities and Operational Procedures", "Customer Identification and Money Laundering and Terrorism Financing Risk Assessment Procedures", "Risk Assessment Procedures for Money Laundering and Terrorism Financing Prior to Launching New Products, New Services, or New Business Types", "Name and Title Verification Procedures", and "Employee Evaluation and Training Procedures".

Risk Assessment

To strengthen the mechanisms for preventing money laundering and combating terrorist financing, and to reduce the risk of momo's products and services being used as significant channels for money laundering and terrorist financing, momo conducts a comprehensive Institutional Risk Assessment (IRA) every two years in accordance with the law. This assessment is used to review the appropriateness of the money laundering and terrorist financing exposure and limits, and to develop plans for enhancing anti-money laundering measures.

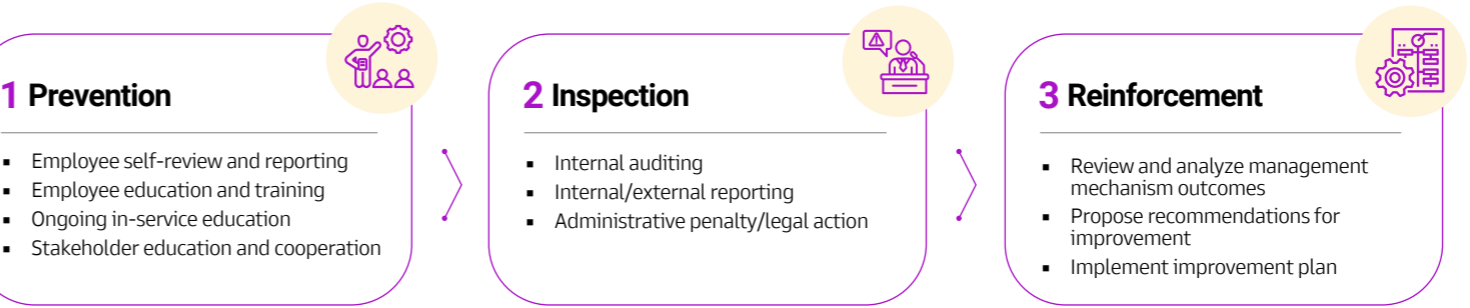
Supervision and Reporting

The Legal Affairs Office serves as the dedicated unit for anti-money laundering and counter-terrorism financing at momo, establishing the framework for these efforts. It supervises potential risks in a timely manner and communicates regarding internal and external audit findings to fully grasp the status of anti-money laundering risks. To build a culture of anti-money laundering at momo and ensure that senior management fully understands the risks of money laundering and terrorism financing, reports on the Company's anti-money laundering and counter-terrorism financing measures are presented to the Board of Directors at least every six months.

Education and Training

Continuously conduct, participate in, and organize education and training related to anti-money laundering and counter-terrorism financing to strengthen risk awareness and ensure the security of third-party payment transactions as well as corporate social responsibility.

Management Mechanism for Ethical Conduct



Well-Defined Whistleblowing Mechanism

At momo, we encourage anyone to report illegal activities or conduct that violate the Code of Ethics or Ethical Corporate Management Best Practice Principles in order to ensure proper enforcement. The "Regulations Governing the Handling of Complaints on Illegal, Unethical, or Dishonest Behavior" was formulated for this purpose. To establish effective internal and external whistleblowing channels and processing mechanism at momo, the processing unit, complaint channels and procedure are explicitly noted on the corporate website and internal employee website. This ensures the proper enforcement of the Code of Ethics and Ethical Corporate Management Best Practice Principles created by momo while also protecting the legal rights of whistleblowers and corresponding parties.

Whistleblower complaints can be made through three channels: in person, by the phone, or via mail. An independent whistleblowing mailbox (audit@fmt.com.tw) was also set up for the use of internal and external personnel. No employee violations of the Ethical Corporate Management Best Practice Principles were reported at momo in 2024.

Regulations Governing the Handling of Complaints on Illegal, Unethical, or Dishonest Behavior



Education and Training on Ethical Conduct 205-2

To strengthen corporate governance and implement the core values of corporate integrity management, the Company continuously promotes communication and training related to policies on integrity management and ethical conduct. All directors, managers, and employees have undergone 100% communication and promotion of the relevant policies. At the same time, according to the nature of their duties, all directors, managers, and employees receive regular education and training through various methods such as internal promotion, online courses, and assessments. The purpose is to enhance the awareness and practice of all colleagues regarding integrity management, professional ethics, and anti-corruption issues.

2024 Implementation Results

Target Group	Course Content	Participants	Training Hours	Total Hours	Description
All employees	2024 Education on the Procedures for Handling Material Inside Information and Prevention of Insider Trading	3,562	1 hr	3,562 hr	100% of existing employees during the course period completed the online courses and passed the corresponding tests.
	2024 Ethical Corporate Management Best Practice Principles and the Code of Ethics	3,686		3,686 hr	
	2024 Cybersecurity Course 1 : Promotion of Amendments to the Personal Data Protection Act	3,493		3,493 hr	
	2024 Cybersecurity Course 2 : Social Engineering Awareness	3,464		3,464 hr	
	2024 Cybersecurity Training Course 3 : Information Security Policy Awareness	3,480		3,480 hr	
	2024 Cybersecurity Course 4+5 : Information Asset Inventory and Risk Management	3,521		3,521 hr	
	2024 Cybersecurity Training Courses 6+7 : Personal Data Inventory and Risk Management	3,572		3,572 hr	
	2024 Cybersecurity Course 8 : Cybersecurity Incident Response Policy	3,562		3,562 hr	

2.3.3 Regulatory Compliance 2-27 416-2 417-2 417-3

momo continues to practice and actively strengthen our compliance management and we are working to establish a sound compliance culture. In addition to tracking and assessing existing regulations and assigning certain regulations to dedicated units, the Company has also devised various policies and rules for implementing compliance. Education and training are utilized to assist employees, related supplier partners, and stores with understanding the laws and standards that must be followed in their work. Finally, annual compliance self-assessments are conducted in conjunction with internal control operations so that each unit can examine their compliance performance during their year. The systematic approach outlined above is used to construct an effective safety net for preventing risk events.

momo strictly abides by the regulations and administrative directives of the relevant authorities, and adds and modifies internal workflow management mechanisms at any time pursuant to the latest regulatory amendments and enactments to ensure that all business operations are carried out in accordance with the law. All corrective measures were taken immediately to rectify the issues as instructed by the competent authorities to ensure compliance with the law. In 2024, momo reported no major violations of social and economic laws and regulations related to advertising, labeling, and labor disputes; no major violations of environmental laws and regulations; and no violations of health and safety laws and regulations related to products and services. Any major fine related to momo's operations, whose amount is NT\$1,000,000 or more as stipulated in Chapter 2 (Material Information), Article 4, Paragraph 1, Subparagraph 26, Item 3 of the "Taiwan Stock Exchange Corporation Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities", shall be disclosed.



In 2024, momo reported 31 advertising violation, 1 labeling violation, and 4 labor disputes. All corrective measures were taken immediately to rectify the issues as instructed by the competent authorities to ensure compliance with the law.

	Type of Violation	Number of Violations	Amount of Fine	Management and Improvement Measures
Fine	Advertising	8	NT\$1,390,000	Comply with the relevant laws and regulations, and enhance education and awareness to protect consumer rights.
	Labeling	1	NT\$180,000	Comply with the relevant laws and regulations, and enhance education and awareness to protect consumer rights.
Warning	Advertising	23	-	Comply with the relevant laws and regulations, as well as the requirements set forth by the competent authorities.
	Labor disputes	2	-	Comply with the relevant laws and regulations, as well as the requirements set forth by the competent authorities.
Fine + Warning	Labor disputes	2	NT\$146,000	Comply with the relevant laws and regulations, as well as the requirements set forth by the competent authorities.

*1 : The amount of fines paid in 2024 for violations incurred in 2023 was NT\$230,000; the amount of fines paid in 2024 for violations incurred in the same year was NT\$1,486,000.

To strengthen the establishment of sound legal concepts, the Legal Affairs Office continuously conducts regular and irregular legal education and promotion for suppliers, stores, and affiliated employees.

Regarding the main business-related regulations, the Legal Affairs Office provides legal promotion announcements and cases of violations, instructing the responsible units to communicate and implement relevant matters to suppliers and stores through the online SCM system and the Store Rules Center. Additionally, legal promotion is conducted for affiliated employees through internal official document circulation and other methods. In addition, the Legal Affairs Office uses the digital learning platform system HRD (Human Resource Development) online course content to promote intellectual property rights and company-related regulations. It also conducts promotional training on intellectual property rights and trade secrets for new employees upon their entry, in order to strengthen the Company's awareness and understanding of intellectual property protection.

2.3.4 Climate Change Risk Management

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To comprehensively understand the impact of climate change on the company, momo, in 2024, followed the Task Force on Climate-related Financial Disclosures (TCFD) framework issued by the Financial Stability Board. The company re-identified potential climate risks and opportunities within the retail value chain. Referring to reports regularly published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), three climate scenarios were selected for simulation analysis of climate-related risks and opportunities : the 2050 Net Zero Emissions (NZE) scenario, SSP 1-2.6, and SSP 5-8.5. The analysis identified possible impacts of climate change on company operations, related risks, and opportunities. After assessing and determining these risks, the company resolved on corresponding response measures and management approaches. To effectively grasp the climate risks and opportunities in the retail industry, momo initiates an identification process every two years. In the third quarter of 2025, the second bilingual (Chinese-English) "Task Force on Climate-related Financial Disclosures (TCFD)" report will be publicly released. The report includes detailed explanations of various indicators and targets, as well as assessments of financial impacts. Please refer to the **momo 2024 TCFD report** [🔗](#) for comprehensive information.



momo 2024 TCFD report

Disclosure	Implementation Direction		Action Plan
Governance	Board's oversight	<ul style="list-style-type: none">Established a well-defined framework and management's responsibilities for climate governance	<ul style="list-style-type: none">The Sustainable Development Management Committee, approved and established by the Board of Directors, is a functional committee responsible for formulating annual plans and strategic directions for sustainability development, which falls under the purview of the Board of Directors, with the independent director as the convener and the president as the executive director of the committee. The Board oversees the promotion and implementation of the sustainability initiatives through major working meetings and executive director meetings at least four times a year, and reports to the Board at least twice a year.
	Management's responsibility	<ul style="list-style-type: none">Strengthened the implementation of ESG and climate change-related business practicesFocused on climate related issues (e.g. climate emergencies, GHG reduction strategies and actions)	<ul style="list-style-type: none">The top executives of each division/office serve as ex-officio members of the Sustainable Development Management Committee, which closely integrates operational and core resources to set targets for sustainable actions, including environmental sustainability, and reports on the results of these actions at least four times a year at major working meetings and executive director meetings.
	Environmental Management Committee	<ul style="list-style-type: none">Promoted inter-departmental environment-related projects	<ul style="list-style-type: none">Met on a quarterly basis to track the implementation and evaluate the performance of environment-related projects including ISO 14064-1 GHG Inventory and ISO 14001 Environmental Management System.
	Implementation Results in 2024		
The Sustainable Development Management Committee held a total of 2 meetings in 2024 and reported the following resolutions to the Board of Directors: the implementation status of greenhouse gas inventory and verification, the review of the Green E-commerce KPIs for the first half of 2024, and the improvement projects for the second half of the year.			



Introducing momo' s 10th Sustainability Report

momo 20th ESG highlights

2024 ESG Highlights

Glory and Recognition

Chairman' s Message, President' s Message

1 Sustainable Development of momo

2 Partnership matters

2.1 About momo

2.2 Corporate Governance

2.3 Sustainable Risk Management

2.4 Sustainable Supply Chain

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Disclosure		Implementation Direction	Action Plan
Strategy	Short-, medium-, and long-term risks and opportunities	<ul style="list-style-type: none">Regularly identified the sources and scale of short-, medium- and long-term physical and transition risks and opportunities	<ul style="list-style-type: none">Identified and ranked climate change physical, transition risk and opportunity factors for the impact and hazard values of each issue, and assessed the key risks and opportunities affected by the significant climate risk items with higher impact levels.
	Risks and opportunities arising from major impacts	<ul style="list-style-type: none">Identified risks and opportunities that posed a significant impact on operations, business and financial planning, assessed their impact on momo, and devised plans to address themIncorporated the influencing factors of climate change into operational strategic planning and decision making	<ul style="list-style-type: none">Drew up response strategies and targets according to the significance of the risks and hazards.
	Scenario analysis	<ul style="list-style-type: none">Carried out a scenario analysis based on the current status of momo' s operations and by referring to the IEA's World Energy Outlook report published in 2021 and the IPCC's Sixth Assessment Report (AR6) in 2024	<ul style="list-style-type: none">Adopted NZE, SSP 1-2.6 and SSP 5-8.5 climate scenarios for the simulation of climate related risks and opportunities.
Disclosure		Implementation Direction	Action Plan
Risk management	Risk identification and assessment	<ul style="list-style-type: none">Carried out risk identification, assessment and control by each business unit	<ul style="list-style-type: none">Identified sources of risk, analyzed and assessed the impact of risks when they occurred and responded to the risks when performing daily operations.
	Management processes	<ul style="list-style-type: none">Directors at all levels assumed responsibility for the risk management of their business and regularly reviewed the risks and control points of their business	<ul style="list-style-type: none">Assumed responsibility for the risk management of relevant business.Proposed risk response measures.Reviewed operational rules or handbooks on the basis of actual business operations.Kept an eye out for additions or amendments to the regulations of the competent authorities and, if necessary, proposed additions/amendments to the relevant internal regulations.
	Integrated management	<ul style="list-style-type: none">Management incorporated climate change risk management into the overall risk management policy	<ul style="list-style-type: none">Examined the integrity of risk management mechanisms relating to the types of risks in the Company.Monitored and controlled the risks associated with each unit.Evaluated the likelihood and impact of risks and incorporated them into operational strategies and decisions.
	Supervisory mechanism	<ul style="list-style-type: none">The Sustainable Development Management Committee set targets for management and reported to the Board on risk management	<ul style="list-style-type: none">Established annual target management plans based on the assessment of the risk level of each business activity.Performed oversight, reported on results and tracked deficiencies.Consolidated the risk management situation from time to time and reported to the Board of Directors.
Disclosure		Implementation Direction	Action Plan
Metrics and targets	Objectives and performance	<ul style="list-style-type: none">The responsible department set indicators, management pathways for indicators and short-, medium-, and long-term targets, and reported regularly results of implementation to the Board and the Sustainable Development Management Committee	<ul style="list-style-type: none">Developed four indicators: "Green Logistics," "Green Packaging" , "Green Operations" , and "Green Consumption" , and set up management pathways and short-, medium-, and long-term targets for these indicators.

Implementation Results in 2024

- The identification and assessment of risks and opportunities was carried out with the assistance of the relevant departments. Given the likelihood of occurrence and impact of each climate risk and opportunity issue, the departments to which each issue corresponds were ranked in order of importance, and material climate risk and opportunity issues were identified for situational analysis and quantitative financial impact analysis.
- Based on the calculated significance of risk hazards, detailed response measures and action plans have been formulated. The five major climate risk issues are identified as "Self-built Zero carbon Buildings" , "Renewable energy upgrades" , "Electric vehicles in place of fossil-fuel vehicles" , "Replacing leased buildings with Zero carbon buildings" , and "Increased Operating Costs Due to Extreme Weather Conditions" . The two major climate opportunity issues are "Zero carbon Warehousing" and "Rising green consumption awareness" .

Implementation Results in 2024

- Incorporated climate change risks into overall risk management policies.
- Adjusted gradually and optimized existing climate risk management measures and internal regulations based on the identified key climate risk factors and considering the results of climate stress scenarios testing.
- Disclosed details on the climate change risk management system and measures in **Ch. 3.3 Risk Management in the momo 2024 TCFD Report** [🔗](#).

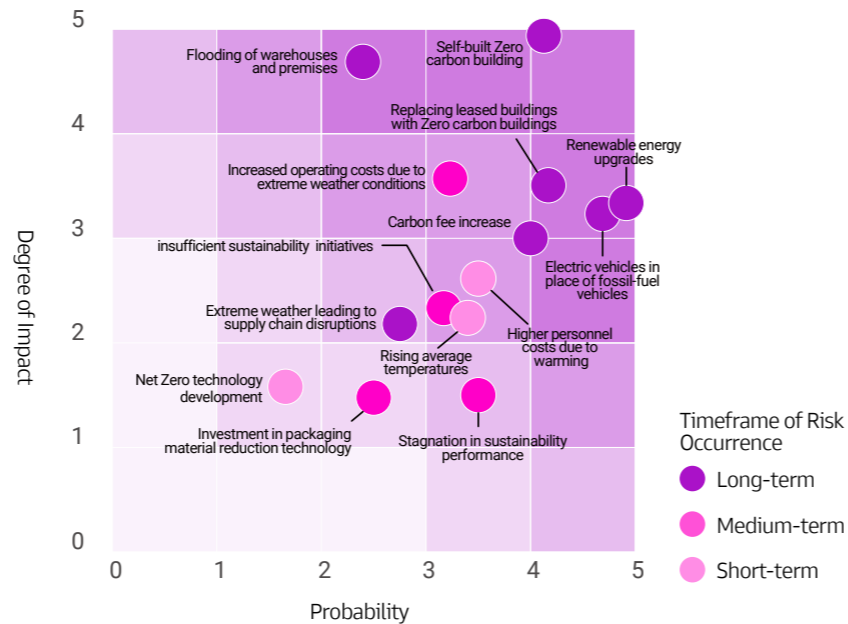
Implementation Results in 2024

Please refer to **Ch.3 Sustainable Consumption** [📄](#) and **Ch.4 Sustainable Environment** [📄](#) in this report for more details on the performance of each indicator.

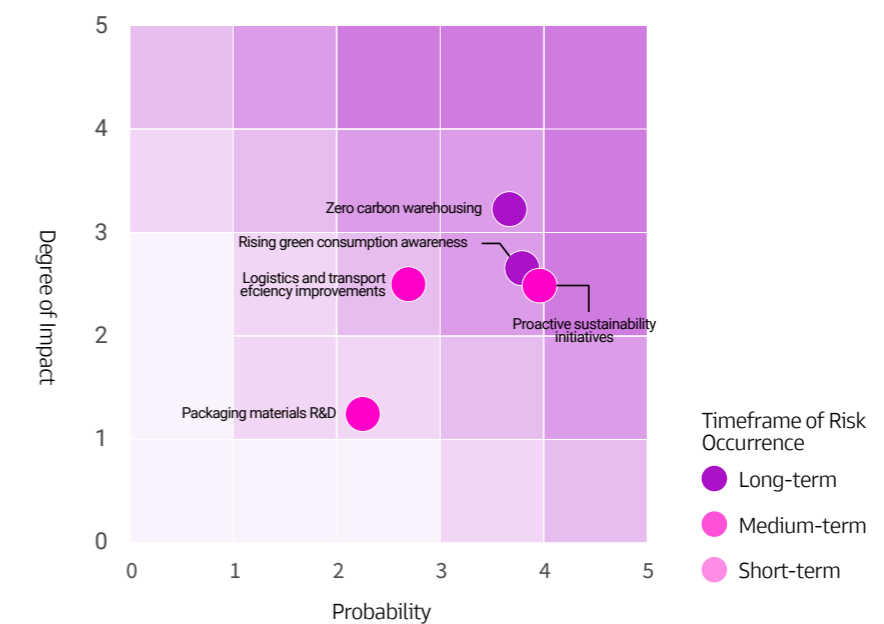
Climate Risk and Opportunity Identification Results

momo has identified a total of 14 climate risks, comprising 9 transition risks and 5 physical risks, as well as 5 opportunities. In the materiality ranking of climate change risk issues, the top four issues are all transition risks, including : **"Self-built Zero carbon buildings"** , **"Renewable energy upgrades"** , **"Electric vehicles in place of fossil-fuel vehicles"** , and **"Replacing leased buildings with Zero carbon buildings"** . Since momo has identified the impact of extreme climate conditions on company operations as a major operational risk, it has also included the physical risk issue "Increased operating costs due to extreme weather conditions" along with up to four major transition risk issues as significant climate risks. This approach enables the identification of impacts and the detailed formulation of response measures and action plans. Additionally, the climate opportunity issues identified by momo, based on the materiality ranking results, include "Zero carbon Warehousing". In response to the consumer trend favoring green products, "Rising green consumption awareness" has also been incorporated as a significant climate opportunity. momo has further identified the impacts related to significant climate risks and opportunities, and has developed detailed response measures and action plans, continuously advancing towards the goal of transforming into a green e-commerce platform.






Climate Risk Analysis Matrix





Climate-Related Opportunity Analysis Matrix



Major Climate Risk Issues








Risk	Type	Potential Financial Impact on momo	Management Actions and Response Measures	Timeframe
 Self-Built Zero-Carbon Building	Transition risk	In response to the trend of zero-carbon building development, momo must consider compliance with zero-carbon building standards in its future new office buildings, warehouses, and distribution centers. This will result in increased construction costs, thereby increasing capital expenditures.	momo Warehouse and Distribution Centers: <ol style="list-style-type: none">During the construction phase, flood simulation data was utilized, with reference to geographic regions and environmental factors.Incorporate authentic air-cooling with external air and natural ventilation design to mitigate the impact of temperature rise;Construct solar energy installations on idle rooftops to produce renewable energy;Conduct environmental assessments for factory establishment in accordance with legal requirements, including soil liquefaction evaluation, stratigraphic distribution, and groundwater level monitoring. Additionally, implement green belts to meet flood control needs and reduce the impact of buildings on the ecological environment.	2032 2050
 Energy Upgrade		Given the international community and the Taiwanese government's requirement for companies to use renewable energy, momo has had to boost the share of renewable energy in its operations, resulting in higher operating expenses and, consequently, increased operational costs.	momo utilizes the idle rooftops of its own warehousing and distribution centers to install solar energy systems. Among these, the solar energy systems at the Northern Distribution Center and the Southern Distribution Center have already begun producing renewable energy.	2032 2050
 Electric Vehicles Replacing Fuel-Powered Vehicles		In response to the international trend of low-carbon logistics and the domestic trend of vehicle electrification, momo will gradually replace existing fuel-powered logistics vehicles with electric logistics vehicles. This includes increasing the procurement of electric motorcycles and trucks, resulting in increased equipment expenditures and consequently higher capital expenditures.	<ol style="list-style-type: none">To enhance transportation efficiency and reduce carbon emissions generated by logistics mileage, momo has established a green fleets and continues to purchase electric vehicles. It is projected that by 2025, the proportion of electric motorcycles will increase to 30%, and from 2026 to 2027, it will further rise to 50%, continuously increasing the share of electric motorcycles. By integrating short-chain logistics and Node Removal technologies, we will gradually implement a transportation model that is both environmentally friendly and efficient.We have expanded our warehousing locations and collaborated with suppliers in the factory distribution and cross-docking modes to shorten the goods delivery time and distance.Utilize AI big data to implement the "Shortest Delivery Route Recommendation" module.	Electric motorcycles 2025 2050 Electric trucks 2032 2050
 Replacing Leased Buildings with Zero-Carbon Buildings		In response to the domestic and international trend toward near-zero carbon buildings, the replacement of leased buildings for momo's existing office buildings and warehouses will result in increased operating costs.	<ol style="list-style-type: none">The headquarters building has implemented an air conditioning operation control mechanism and is monitoring electricity usage behavior.The warehouse has adjusted to a half-power mode without affecting lighting conditions, implemented centralized on-site operations, and continuously replaced existing fixtures with LED lighting.	2032 2050
 Increased Operating Costs Due to Extreme Weather Conditions	Physical risk	Due to extreme weather conditions such as typhoons, heavy rain, and floods, the company's production capacity has decreased, resulting in increased operating costs.	<ol style="list-style-type: none">momo has established the "Disaster Safety Prevention and Rescue Management Regulations" and the "Emergency Incident Response Measures Management Regulations" to reduce disaster losses. Additionally, the warehouse is equipped with a "Heavy Rain and Typhoon Prevention Checklist", which includes inspections of emergency generator test operations and verification of sufficient fuel levels to manage disaster risks.momo has decentralized its system services to Internet Data Centers and cloud data centers to mitigate the risk of power outages.	2027 2031


Major Climate-related Risks and Opportunities

Opportunity	Description of opportunity for momo	Response Measures and Action Plan	Timeframe
 Zero-Carbon Warehousing	Transform existing and future warehousing and distribution centers into buildings with higher energy efficiency, and integrate renewable energy systems to create low electricity consumption and zero-carbon warehouses. This will reduce electricity expenses during operations and thereby lower warehousing operational costs.	The Central Distribution Center under construction is designed with reference to the Green Building Label scoring criteria. The use of green building materials in interior decoration exceeds 75%, and energy-saving equipment such as high-efficiency air conditioning and LED lighting is adopted.	2032 2050
 Rising Green Consumption Awareness	In response to consumers' growing attention to sustainability issues and their preference for more environmentally friendly green products, the Company can enhance customer satisfaction and loyalty by aligning with the trend of sustainable consumption, thereby driving revenue growth.	<ol style="list-style-type: none">momo Green Life Collection has mobilized over one hundred suppliers to offer more than 5,300 green products to consumers.The momo Green Life Membership grants consumers the "Sustainable Consumption Option", which includes priority access to new carbon-reducing logistics choices such as "recyclable packaging" delivery and "consolidated delivery". It also provides members with a "Carbon Reduction Dashboard" to track their personal carbon reduction achievements. Coupled with the "momo Green Life Collection" offering sustainable product selections and exclusive "Exclusive Green Offers", the program aims to strengthen the management of the sustainable consumer segment.	2032 2050

Metric and Target Setting

momo, in response to the identified climate risks and opportunities and their corresponding risk categories, establishes climate change-related risk indicators and targets according to the business responsibilities of the respective competent units.

Type of Risk and Opportunity	Risks and Opportunities	Issue	Metrics and targets	Report Sections Corresponding to Measures and Recommendations
Policy and Regulation	— Self-Built Zero-Carbon Building	Green Building	– Completion and utilization of large-scale distribution centers built in green concept	Ch.4.1 Green Operations 
Resource Efficiency	+ Zero-Carbon Warehousing	Energy Efficiency Improvement	– Completion and utilization of solar power system in self-built warehouses	Ch.4.1 Green Operations 
Policy and Regulation	— Replacing Leased Buildings with Zero-Carbon Buildings		– Scope 2 electricity use reduction	
Market	— Energy Upgrade		– Enhancing carbon inventory: strengthening data management capabilities for scope 3 emissions	
Products and Services	+ Rising Green Consumption Awareness	Sustainable Consumption Initiatives	– Growth in the operational performance of momo Green Life Collection – Promote momo Green Life Membership to strengthen the sustainable consumer base – Optimization of momo Green Life Membership features	Ch.3.1 Sustainable Consumption 
Market	— Electric Vehicles Replacing Fuel-Powered Vehicles	Green Transportation and Logistics	– Creating green fleets – The Last Mile Towards Decarbonization	Ch.4.3 Green Logistics 
Resource Efficiency	+ Logistics and Transport Efficiency Improvement			
Technology	— Investment in Packaging Material Technology	Circular Packaging Materials	– Enhancing the utilization rate of circular packaging materials – Reduction in packaging weight compared to base year (2019)	Ch.4.2 Green Packaging 
		Waste Reduction	– Reducing operational process waste	Ch.4.1 Green Operations 
Immediacy	— Increased Operating Costs Due to Extreme Weather Conditions	Uninterrupted operations	– Uninterrupted self-operations	Ch.2.3 Sustainable Risk Management 

*1 : For the objectives, please refer to Ch.1.1 Taiwan Green Living E-commerce Leader-momo Green Living E-commerce Sustainable Process Management  .

2.4 Sustainable Supply Chain

momo provides consumers with diverse, high-quality, and cost-effective products and services that are also environmentally friendly and socially responsible through collaboration with our supplier partners. We are firmly committed to maintaining a rigorous supplier selection process. In addition to requiring suppliers to provide high-quality products and after-sales service, momo also provides professional mentoring, consulting, and open channels of communication on each operational aspect so as to build a positively reenforcing sustainable supply chain.

2.4.1 Supplier Overview

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momo's suppliers can be categorized into four major types: "Product Sales", "Logistics and Distribution", "General Affairs Management", and "Contractors". Among these, suppliers involved in **product sales** constitute the majority, with sales conducted through television shopping, online shopping, catalog mail order, and mobile shopping. Upon receiving a consumer order, momo's suppliers or momo's warehouse will pick, sort, and package the goods, which are then handed over to logistics providers for safe and prompt delivery to the consumer. **Logistics distribution** suppliers primarily refer to distributors of various types of goods, including general cargo, frozen and refrigerated items, large household appliances, and large furniture. With revenue growth and expanded distribution warehousing construction, the momo Southern Distribution Center officially commenced operations at the end of 2024. In addition to collaborating with local delivery partners to enhance delivery efficiency in the southern region and provide consumers with more convenient and timely goods delivery services, it also serves suppliers in the central and southern regions, eliminating the need for them to travel to the northern region for procurement. This reduces transportation carbon emissions and creates a win-win situation. **General Affairs Management** is primarily responsible for the maintenance and upkeep of vendors providing daily administrative, insurance, and leasing services for the enterprise or organization. **The contractor** is responsible for the Company's engineering and labor services and is a vendor that has entered into a contract for contracted engineering or operations with the Company, or a supplier whose service location is the Company, serving as the backbone for overall operations.

Due to continuous revenue growth and the expansion of logistics and warehousing, the number of various suppliers has also steadily increased. As of 2024, there are 16,481 product suppliers, encompassing a diverse range of categories including 3C (computer, communication, and consumer electronics), daily necessities, home appliances, household goods, fashion accessories, beauty products, health care, leisure, food, and overseas self-operated items. The industries involved each account for approximately 4.8% to 15.7%, with the living products being the highest at 15.7%, followed by fashion accessories, leisure travel, and food, each accounting for over 10%. The overall industry experienced average growth, and the addition of new suppliers enhanced the variety and completeness of products, allowing momo Shopping to become more widely and deeply integrated into consumers' lives.

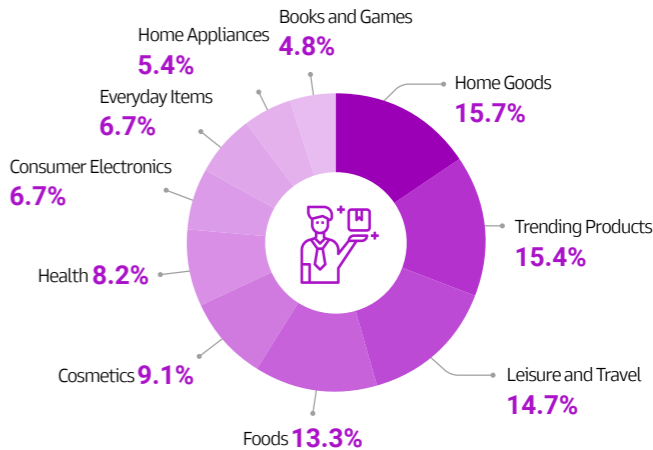
*1 : There were no significant changes in momo's value chain and other business relationships compared to the previous reporting period.

Type of Supplier (Unit : Number of suppliers)

Type of Supplier	2022	2023	2024
Product	10,783	11,909	16,481
Logistics	12	14	14
General administration	-	32	37
Contraction	-	33	17

*1 : Due to the redefinition and reclassification of supplier definitions to facilitate differentiated management, the presentation of the table has been adjusted accordingly.

Distribution of Product Suppliers



2.4.2 Supplier Selection and Assessment

2-23

2-24

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Supplier ESG Management

momo has clearly established the **"Sustainable Development Principles for Suppliers/Contractors"** [🔗](#) to explicitly communicate to suppliers the principles and standards we steadfastly uphold. The code of conduct covers four major areas: labor rights and human rights, health and safety, environment, and ethical standards. Suppliers are urged to jointly comply with sustainable development policies in order to be eligible to sell products on momo. In the year 2024, a total of 6,405 new suppliers and contractors signed agreements. As of 2024, 15,784 suppliers have signed agreements, resulting in a signing rate of 99.53% for new suppliers and contractors in 2024. An online announcement is made every year for effective management and regulation.

To strengthen sustainable supply chain management, external consultants were engaged to conduct interviews with relevant departments one by one, to review supply chain management processes and documentation, and to develop improvement measures. Simultaneously confirm the definition of "Key Tier-1 Suppliers", and plan a "Supplier ESG Self-Assessment Form" specifically for key tier-1 and new suppliers. Initiate the supplier self-assessment in the first quarter of 2024, enabling momo to allocate corresponding resources based on the suppliers' current ESG implementation status, in order to formulate concrete measures for the supply chain development plan.

A self-assessment questionnaire was distributed to 100 key suppliers and 62 new suppliers. Through the communication and identification results of the self-assessment, an overview of the sustainability status of suppliers and new suppliers contributing significantly to carbon emissions was obtained, including greenhouse gas management and human rights management. This serves as a basis for formulating the content of the 2024 supplier sustainability training program. In future years, momo will continue to conduct an annual key Tier 1 supplier ESG self-assessment, as well as ESG self-assessments for new suppliers, to continuously monitor the current status of suppliers and achieve a sustainable supply chain.



Sustainable Development Principles
for Suppliers/Contractors

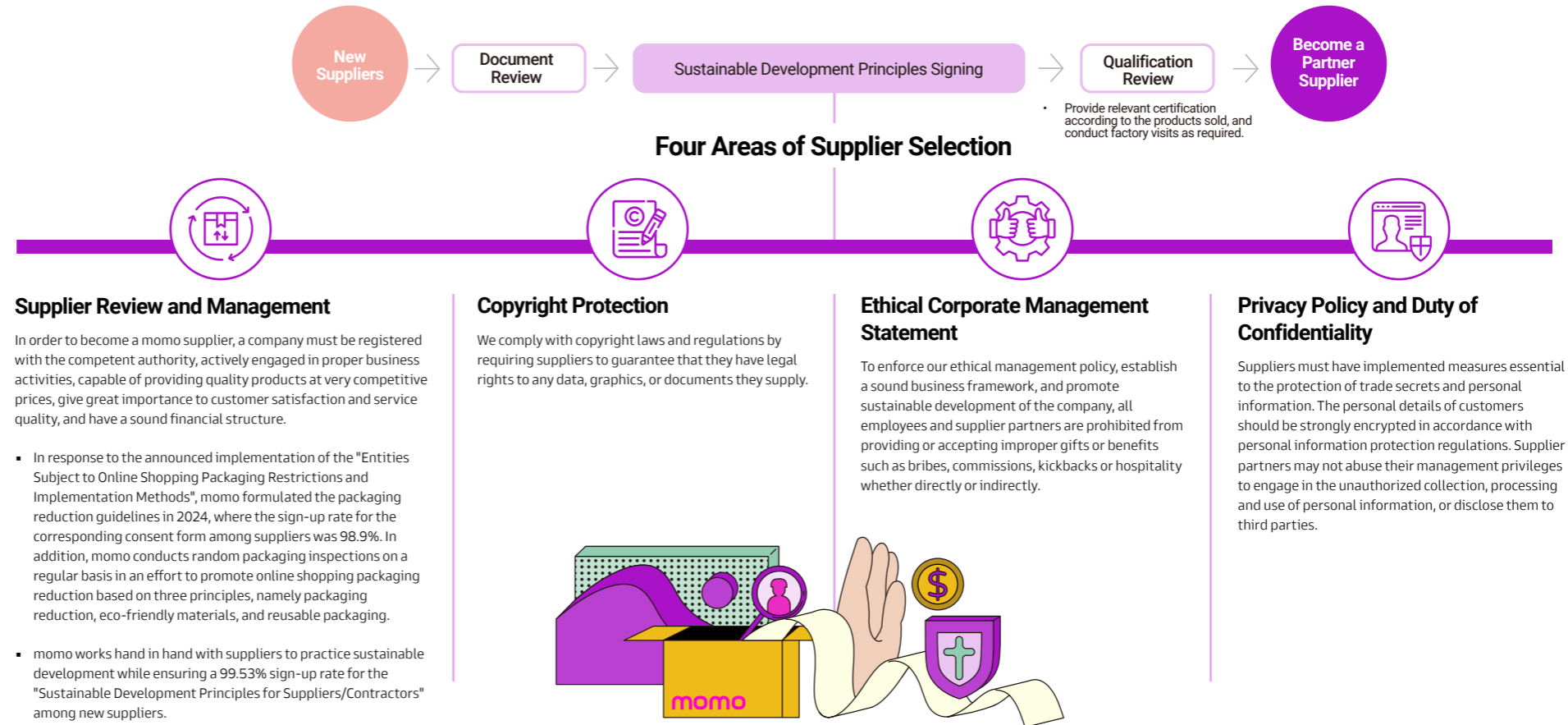
momo Key Tier-1/New Supplier ESG Self-Assessment Form



- 2.1 About momo
- 2.2 Corporate Governance
- 2.3 Sustainable Risk Management
- 2.4 Sustainable Supply Chain

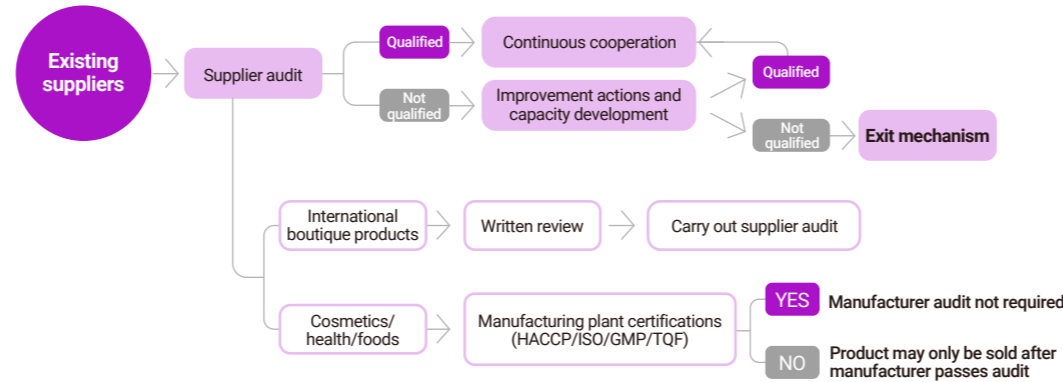
New Supplier Selection

In 2024, more than 6,500 product suppliers committed to conducting business with integrity passed the review and joined momo. We conduct rigorous reviews of product intellectual property rights, information security, and other related provisions from four major perspectives. Suppliers must meet the relevant standards to become partners of momo, achieving a compliance rate of 100%. Additionally, we prioritize the sustainable development of suppliers. All new suppliers must sign the Sustainable Development Principles for Suppliers/Contractors before formal cooperation to ensure compliance with environmental and social sustainability standards. To protect consumer rights, all products must be insured under product liability insurance according to their category. For the sale of special products (such as medical devices, food items, and valuable luxury goods), suppliers are also required to sign a guarantee letter and provide relevant certifications in accordance with regulations. After suppliers submit their product proposals, momo requires them to provide relevant information based on the product attributes to ensure that consumers can eat with peace of mind and use the products with confidence.



Regular Assessment of Current Suppliers

momo maintains regular communication with suppliers to promptly monitor their operational status. In the event of suspected product quality issues or regulatory violations, preventive suspension of business sales will be immediately implemented. Additionally, depending on the scope of impact and severity of the situation after verification, designated personnel will be assigned to provide assistance, guidance, or to terminate the cooperation. Additionally, for suppliers with lower operational activity, a regular health check of the supplier's status will be conducted based on their business scale and account transaction conditions, to further assess the potential for future business development opportunities for continued cooperation.



momo is committed to protecting our brand reputation and putting an end to the sale of international counterfeit boutique products. Before products can be sold, a written review is conducted in Phase One to examine information such as the supplier's profile, sales platform, and market rating. An on-site quality management inspection is conducted in Phase Two to assess sourcing, warehouse management, operating status, and other items. For cosmetics and health food products, manufacturer certification must be examined first to decide whether a manufacturer audit is required. The audit process includes checking the environment, production process, as well as the quality controls for raw materials and products. Domestic food and cosmetics factories must hold either a GMP, TQF, cGMP, ISO 22716, HACCP, ISO 22000 or ISO 9001 certification to ensure that their products comply with government regulations and satisfy momo's management requirements during manufacturing. An on-site inspection must be conducted for non-compliant factories to verify the documentation for production processes from stock-in to end product, production and inspection equipment, environmental hygiene and waste management, and protective measures for production personnel. This is to ensure full compliance with regulations governing food and cosmetics factories. Audits must be conducted every three years or when their certification has expired. momo enforces strict safeguards on product quality and safety. Products may only be sold once we confirm that the factory is compliant or satisfies the relevant government regulations. As of 2024, a total of 775 suppliers have passed certification or audit factory visits; among the 84 suppliers inspected in 2024, 3 were found non-compliant. Non-compliant suppliers are prohibited from listing and selling products.

2.4.3 Supplier Capability Development

momo regards its suppliers as important partners in corporate sustainability development, continuously sharing long-term accumulated sustainability experience, while assisting and guiding them to strengthen risk management and enhance the overall supply chain resilience. We leverage leading digital technology to provide convenient information systems and multidimensional sales data, fostering close collaboration and joint initiatives between suppliers and momo for mutual growth.

momo invites various product suppliers to collaborate on innovative operations, making effective use of third-party logistics and warehouse resources to implement the "Node Removal" initiative. To meet the demand volume of momo's warehouses in the northern, central, and southern regions, goods arriving at various ports in Taiwan will be directly delivered to the nearest momo warehouse. This approach shortens delivery distances, reduces the number of transfer points from inbound to suppliers or momo warehouses, and also lowers the carbon emissions impact from vehicle transportation. Not only does it save logistics costs and free up warehouse space, but it also enhances collaboration among the three-party teams, creating a win-win situation. Simultaneously, we prioritize suppliers' use of reusable logistics containers for procurement, thereby reducing packaging materials and subsequent handling (for detailed cooperation content, please refer to **Ch.4.3 Green Logistics**).

Supplier Chain Management System

The Supply Chain Management (SCM) digital platform serves as the medium for online communication between momo and suppliers. It pushes out material on information security, government directives, regulatory changes, and CSR best practice principles to suppliers on a regular basis. "Online Consent Forms" outlining changes to collaboration guidelines are issued on an ad hoc basis to suppliers to sign online.

Supplier Education and Training

Supplier training are divided into two formats : online and offline. Online training include system operation instructional videos, workflow explanation handouts, and frequently asked questions (FAQ). Offline training include assigning vendor service representatives to each supplier for providing one-to-one consulting and troubleshooting. momo also regularly conducts group classes and computer demonstrations with professional instructors in northern, central and southern Taiwan, and hosts workshops on SCM operation, after-sales service, marketing promotions, accounts and legal affairs.

In 2024, momo uploaded 14 new videos on the **SCM Academy** platform, with the platform's total annual views exceeding 53,000, maintaining a stable level of attention consistent with the previous year. A total of 98 teaching manuals, 33 teaching videos, and 194 frequently asked questions were published. Additionally, 17 internal business unit contract and warehousing training sessions were conducted, along with 12 system training for frontline service personnel sessions. By integrating diverse online learning resources and based on the supply chain needs of different industries, comprehensive operational processes are addressed, including product presentation, regulations, advertising and marketing, sales analysis, inventory stocking and warehousing, transportation and distribution, customer service, and ESG. Different learning themes are designed in phases, with content regularly updated according to supplier feedback to meet the latest demands, enhance learning efficiency, and simultaneously improve operations management and technological capabilities. The service targets of momo include corporate clients, distributors, and suppliers, providing a one-stop online service with diverse cooperation models. We will integrate the supplier service area and implement an online contract review mechanism to create a real-time, digital supply chain service platform.

Target Group	Course Type	Course Topic	2024 Performance
External suppliers	Online course	Retailer and Supplier Sessions (including products, store configuration, and orders)	28 sessions / 53 hours
	Teaching manual	<ul style="list-style-type: none">System operations : 61 copiesWarehousing and delivery through supplier distribution : 49 copiesESG issues : 7 copies	117 copies
	Online Videos	<ul style="list-style-type: none">The processes of product submission, consignment warehousing, and returns and exchanges through supplier distribution have accumulated a total of 42,526 views.The remaining operational process tutorials have accumulated a total of 11,158 views.	53,684 views in total
	FAQ	<ul style="list-style-type: none">Shipment via supplier and momo distribution, and order management : 138Product submission : 56	194
Internal employees	Contracting and warehousing training	Briefing on contracting and warehousing operations	17 sessions, a total of 84 participants
	System training for frontline service personnel	Briefing on system enhancement launch program	12 sessions / 205 participants in total

Supplier Sustainability Empowerment Training - momo ESG Academy

In 2024, momo initiated its first Key Tier 1 Supplier ESG Self-Assessment to identify sustainability issues that suppliers are more concerned about and where they are relatively weak. The self-assessment results indicated that most suppliers have not yet adopted carbon management concepts. Therefore, momo organized the "momo ESG Academy" with the in-person training program titled **"Corporate Carbon Management Fundamentals"**, inviting key suppliers, new suppliers, and general suppliers to participate. During this training session, external experts were invited to discuss trends in carbon management and the linkage between greenhouse gas inventories of organizations and products with business operations. They actively advocated for and encouraged suppliers to conduct product carbon footprint assessments. Additionally, there was a strong promotion of packaging reduction and the implementation of circular logistics containers. The "momo ESG Academy" aims to strengthen awareness of sustainable supply chains by sharing carbon management trends and free resources with suppliers. It assists suppliers in rapidly developing carbon management capabilities to facilitate the construction of a low-carbon ecosystem with suppliers. In 2024, a total of 88 suppliers participated and provided positive feedback. In the future, plans will continue to address the actual ESG needs of suppliers and consider the significant ESG issues of momo, providing suppliers with a more diverse range of sustainability-themed courses, and working together with suppliers to build a sustainable value chain.



Supply Chain Information Security Management

momo possesses ISO 27001 and ISO 27701 certified information security management systems. It regularly promotes information security-related messages and protection policies, continuously enhancing suppliers' awareness of information security. In 2024, we arranged telephone interviews with five suppliers who needed to bolster their information security protection. We also launched a self-evaluation mechanism for suppliers' personal data protection, and provided recommendations on protection mechanisms based on the six major topics covered by the "Information Security Management Regulations", including **"personal data regulation"**, **"external operating platform"**, **"order processing process"**, **"personal data security during distribution"**, **"internal computer security"**, and **"personnel and physical security"**. From 2021 onwards, all new suppliers have been introduced to the personal data protection self-evaluation mechanism, and suppliers are required to complete an online self-evaluation before they can work with momo. As of the end of 2024, 100% of our 10,093 suppliers, along with 4 new logistics service suppliers, had completed the "Supplier Personal Data Protection Self-Evaluation" questionnaire.

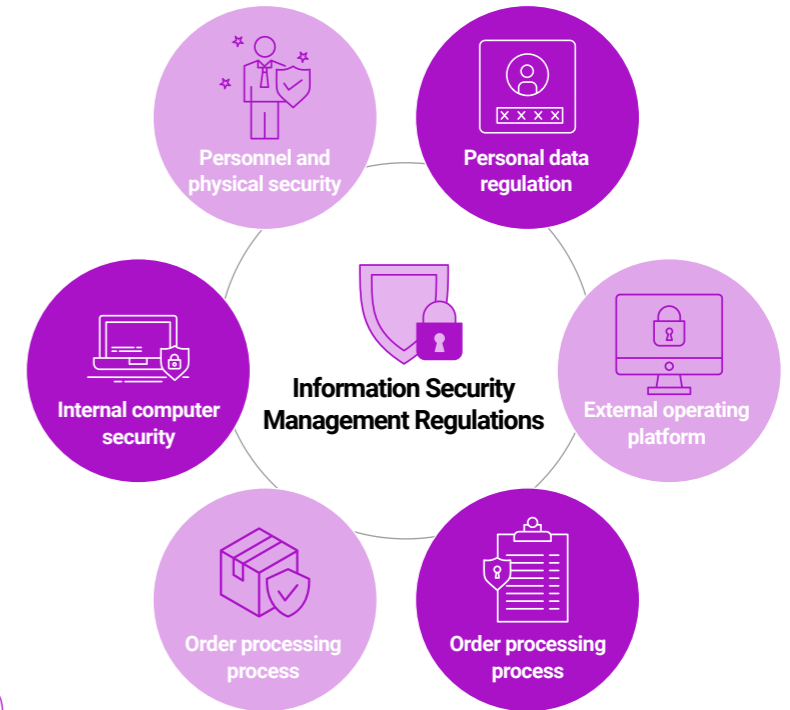
Furthermore, momo has further strengthened the audit and management of supplier information security, implementing real-time risk control measures. In the event of suspected information security breaches, immediately identify and audit the relevant vendors, activate the supplier backend system suspension mechanism, and arrange on-site or telephone information security inspections. Strictly audit vendors with information security concerns and establish detailed criteria for the severity of the information security breach and conditions for reinstatement. Moreover, in terms of preventive information security risk control, momo has also strengthened password and data protection operations for suppliers' backend systems to enhance data security and reduce the risk of data leakage from backend systems.

To comprehensively enhance information security, momo has partnered with Taiwan Mobile Group to introduce the first-ever momo Secure Communication Platform in Taiwan's e-commerce industry. This platform replaces personal phone numbers on delivery slips with codes; logistics personnel use these codes to make calls, allowing deliveries to be completed smoothly without displaying personal information on the delivery slips. By the end of 2024, the number of cooperating vendors has exceeded 15,000. momo has assisted in guiding over 99% of product suppliers and external logistics distributors to implement the use of the momo Secure Communication Platform, significantly reducing the risk of personal data leakage during the delivery process.

Over **15,000** cooperating
manufacturers in 2024



Product Supplier **15,000**
Supplier Personal Data Protection Self-Assessment Form



2.4.4 Product Quality Management 416-1

As a sustainable consumption platform, momo rigorously manages product safety by establishing safety inspection mechanisms for various types of products to safeguard consumers. momo carefully selects suppliers and requires all suppliers, by contract, to ensure that their products comply with regulations and labeling requirements. Additionally, a mystery shopper ordering inspection and audit mechanism is established to guarantee product quality and safety. For product quality assurance, the Company set up the "Quality Management Department" and is continuing to invest in product quality, ingredient, source, and Chinese labeling testing to ensure compliance. On the distribution end, momo has integrated quality management into the core operations of its logistics centers. In late 2019, the Northern Distribution Center implemented the ISO 9001 Quality Management System and established a quality policy centered on "full participation, continuous improvement, and customer satisfaction". The system is guided by three key indicators—standardized operational control, effective corrective and preventive measures, and sustainable corporate development—to ensure seamless coordination across all stages of logistics operations and achieve the highest standards of quality. In 2020, momo's Northern Distribution Center became the first e-commerce distribution site in Taiwan to be certified by SGS ISO 9001 Quality Management System. Returns and transportation have been included in the scope of external audits in 2023. In 2024, a total of 374 individuals have completed the online ISO training, achieving an ISO employee coverage rate of 62%. ISO training has been implemented for everyone from supervisors to each individual staff member.

*1: The ISO 9001 Quality Management System certificate obtained in 2023 is detailed in the appendix. The certificate is valid for three years and undergoes annual surveillance audits.

Three Types of Product Inspections

One of momo's primary operational priorities is its commitment to product quality for consumers. We implement **a three-tier inspection safeguard system comprising corrective inspections, preventive inspections, and periodic inspections**. Through this rigorous review and verification process, we ensure that products comply with regulations and labeling requirements, thereby providing consumers with consistent product quality and a reliable shopping experience. 107,466 inspections were conducted in 2024 across three main categories: corrective inspections, preventive inspections, and regular inspections.

1



Corrective Inspection

Products with quality anomalies, high return rate or risk (e.g., foods transported at low temperatures, fresh foods, and products that may easily cause injuries)

Suspect Product Testing :

Conduct recalls or proactive inspections and sampling based on product type, perform evaluations (for food products), or verify products according to consumer complaint details, and promptly check the status of inventory items. After evaluation, the re-inspection results will be communicated to the product development (business) unit and suppliers to prevent the recurrence of the same customer complaints.

Number of Inspections in 2024 (cases) : **625**

2



Preventive Inspection

Safety inspection - momo Laboratory, standard quality inspection, high-value product quality inspection

Safety inspection - momo laboratory :

In 2015, the momo Laboratory was established, equipped with laboratory personnel possessing various basic testing capabilities. Products found to be non-compliant are immediately removed from shelves and sales are halted. For example, regarding food safety, professional personnel conduct regular testing on multiple items, including total bacterial count, Salmonella, Staphylococcus aureus, ractopamine, and heavy metal residue tests. **The pass rate for these tests in 2024 was 100%**, continuously safeguarding consumers.

Standard quality inspection :

Incoming inventory items are subjected to random sampling inspections according to the purchase batch and the internal sampling plan. Items not yet entered into inventory are inspected through sampling upon arrival following the ordering process. All products undergo multiple levels of inspection in accordance with the "Inspection Standards for Various Types of Products" to ensure product accuracy.

High-value product quality inspection :

For international boutique products and jewelry with high unit value, suppliers are required to place their products in the inventory. Video surveillance is conducted by quality control throughout the process to ensure the quality matches the sales specification. Sealed boxes are shipped as is to ensure product quality. Non-stocked products are ordered for sample testing.

Number of Inspections in 2024 (cases) : **58,230**

3



Periodic Inspection

Perishable products, boutique products, brand-name cosmetics, and best-selling foods

Perishable products :

For products that spoil easily, the inventory is inspected on a regular basis. Temperature and humidity controls have also been introduced to reduce the chance of spoilage.

Brand-name audits and sampling :

Suppliers of international boutique products, well-known beauty products, and popular food items sold through all channels are required to voluntarily declare the source of their products or provide proof of purchase prior to sales. Quality control personnel will conduct random inspections to verify authenticity. In the event of any irregularities, all items will be immediately removed from shelves and sales will be terminated.

Number of Inspections in 2024 (cases) : **48,611**

Production Inspection Items



Ingredients

Compliance and whether it poses a health hazard



Labeling

Information transparency



Source

Legality of the source



Quality

Functionality and safety testing

Sources of Law

General products	Commodity Labeling Act
Packaged and staple foods	Act Governing Food Safety and Sanitation, Regulations Governing Nutritional Claims of Marketed Packaged Foods, Food Administration Act, etc.
Cosmetics	Cosmetic Hygiene and Safety Act
Medical devices	Medical Devices Act, Pharmaceutical Affairs Act, etc.

Anomaly Management and Prevention Mechanism

Regarding products that have already been purchased and shelved but do not comply with regulations, momo immediately activated a quality control mechanism to strengthen the inspection of supplier purchases. In 2024, **an AI-assisted detection system will be introduced to rapidly analyze and interpret large volumes of textual information during product compliance reviews.** This system will handle documents from various regulations, standards, and requirements, thereby improving inspection efficiency and accuracy. Based on this, a comprehensive inspection of the products was conducted, and abnormal items were removed from the shelves to prevent them from being shipped to consumers, thereby avoiding the recurrence of similar customer complaints.

Management Mechanism

Anomaly in incoming Products - Supplier Management

Explanation on Product Quality Control Mechanism

The original monthly procurement product management regulation for suppliers stipulates that accumulating 10 defective items results in inclusion on the "Abnormal Supplier List" . Suppliers listed for two consecutive months are considered unqualified and are charged an abnormal handling fee. Starting from 2024, the regulation will be adjusted to charge the abnormal handling fee for any occurrence of one or more defective items, thereby strengthening the control and rigor of supplier procurement product management. Additionally, provide guidance to high-cost and high-frequency suppliers to ensure effective improvements from the source. As of the end of 2024, 4.8% of suppliers were charged an anomaly processing fee.

Management Mechanism

Anomaly in Listed Products - Compulsory Delisting

Explanation on Product Quality Control Mechanism

Except for inspections notified or requested by the competent authority to be conducted at momo, momo regularly conducts independent monitoring of media news and government information. In 2024, momo will implement LLMs for detection to enhance the rigor and efficiency of the review process. Once accurate information is obtained, a comprehensive investigation across all channels will be initiated, and relevant personnel will be notified. Simultaneously, non-compliant products will be removed from shelves. In cases where products are not in violation of regulations but are considered controversial, suppliers may be requested to cooperate with preventive removal depending on the circumstances, thereby upholding the business values of "professionalism" and "integrity".

For example, in December 2024, the competent authority, the Food and Drug Administration under the Ministry of Health and Welfare, conducted an inspection of food containers or packaging made of plastic materials. After testing, it was confirmed that they contained plasticizers and had labeling that did not comply with regulations. Upon receiving this information, momo immediately conducted a review of online products and took preventive measures by removing the items from shelves to protect consumer rights and health.

For products delisted over quality issues, suppliers must carry out corrective action and undergo verification by momo' s Quality Management and Product Development (Sales) units before they can be relisted. **For serious incidents involving business reputation (e.g., counterfeit goods) then a decision is made on whether to remove all of the supplier' s products** to ensure that consumers can purchase safe products.



3

Customer matters

2-25

3-3

momo is committed to promoting sustainable consumption by increasing the proportion of sustainable products, ensuring responsible product disclosure, and implementing rigorous product quality management and inspection systems to provide the best shopping experience. We actively collaborate with suppliers who embrace sustainability principles to create a green consumption ecosystem, providing consumers with a broader range of sustainable options.

2024 Performance Highlights

Nearly **700,000** people
momo Green Life Members



>5,300 items
Green Products (momo Green Life Collection)



> 99.5 %
Suppliers implementing the
"Logistics Staff Safe Call" service





Related to Material Topics

Customer Relationship Management

- + Strong Customer Relationship Management
- Lack of Product and Public Opinion Service Management

momo's Promises

- Provide diverse and real-time customer services to "enhance customer satisfaction".
- "Enhance customer service professionalism" and optimize the shopping process to improve overall service quality.
- Implement AI digital feature recognition system to deepen the application of intelligent cybersecurity technologies.
- Implement control measures for devices or behaviors involving simulators, robots, and web crawler tools accessing the website, and automatically block unauthorized logins.
- Safeguard consumer information by continuing to strengthen privacy protections and information security management practices.
- Devise a rigorous mechanism for responsible product management.

Customer Privacy and Information Security

- + Proper and Secure Use of Data
- Leakage of Personal and Sensitive Data

Management Mechanism

- Every year, the progress of project objectives related to product responsibility, customer relationship management, and information security is regularly tracked through the Board of Directors and the Sustainability Development Committee.
- A "Cybersecurity Management Committee" is established under the Board of Directors, holding two meetings annually and regularly reporting to the Board; a Chief Information Security Officer and a dedicated cybersecurity unit are appointed, responsible for reviewing the management of personal and sensitive data, as well as the cybersecurity management system, technology, resource allocation, risk management, and achievement of performance objectives.
- Products from suppliers must comply with legal requirements in their labeling before they can be listed on momo, as stipulated in the contract. There is an inspection and delisting mechanism in place, with ongoing expansion of inspection criteria.

Product Liability

- + Responsible Product Management

Action Plan

- Ensure that all products comply 100% with regulatory labeling requirements.
- Inspect and delist 73,293 items with inaccurate labeling, while assisting suppliers in disclosing comprehensive and transparent product information.
- Establish a "Professional Mystery Shopper Team" to oversee and ensure the quality of customer service personnel.
- In 2024, a total of 144 service processes and system functions were optimized, continuously enhancing service quality.
- Obtained the PCI DSS Payment Card Industry Data Security Standard compliance certification.
- Completed the ISO 27001 information security version update, ensuring mastery of the latest information security management mechanisms.
- Continuously obtain ISO 27701 Personal Data Privacy Information Management System certification to ensure the security of customer information.

3.1 Sustainable Consumption

momo serves over ten millions of online members, integrating resources from both e-commerce and television channels. We also provide real-time interactive services through social media, catering to customers' various shopping needs. momo adheres to the principles of sustainable management, environmental friendliness, and protecting the planet. We aim to actively advocate and promote environmentally friendly products and locally sourced quality ingredients through all channels. Our goal is to implement responsible sales practices and empower sustainable consumer behavior.



Introducing momo's 10th Sustainability Report

momo 20th ESG highlights

2024 ESG Highlights

Glory and Recognition

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

3.1 Sustainable Consumption

3.2 Best Consumer Experience

3.3 Cybersecurity and Privacy Protection

4 Environment matters

5 Employee matters

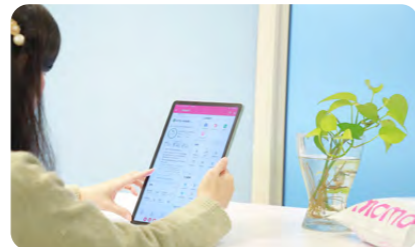
6 Society matters

Appendix

3.1.1 momo Green Life Membership

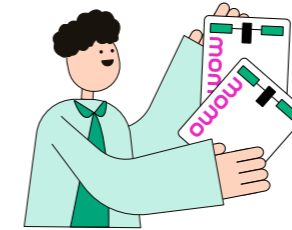
momo is committed to building a sustainable online shopping ecosystem and fostering a new culture of green consumption. In September 2023, the "momo Green Life Members" program was launched, granting consumers the **"Sustainable Consumption Options"**. This includes priority access to delivery using **"circular package"**, offering members a new low-carbon logistics choice through **"consolidated product delivery"**, and accumulating individual carbon reduction achievements via a **"carbon reduction dashboard"**. Concurrently, the program features **"momo Green Life Collection"** with sustainably selected products and provides **"exclusive Green offers"**, thereby strengthening the management of the sustainable consumer segment. The momo Green Life Membership takes a multi-pronged approach to reducing environmental impact throughout the consumer journey—from product selection and packaging to delivery. It enables customers to enjoy the convenience of online shopping while making more sustainable choices with ease. By the end of 2024, nearly 700,000 people had responded, joining hands to embark on a low-carbon consumption journey.

To deepen engagement and interaction with consumers, starting from November 2024, the previously held Green Life Members' Day on the 25th of each month will be transformed into a fixed 10-day momo Green Life Members' Week each month. This change has successfully increased consumer participation in activities and has become a major highlight in the annual promotional strategy. In 2024, momo distributed a total of over 210,000 mo-coins through its overall momo Green Life members' activities, demonstrating the tangible impact of these activities on member engagement. This indicates that the momo Green Life Membership continues to be effective in enhancing member interaction and activity, thereby expanding the influence of the green lifestyle concept.



momo Green Life Membership Highlights

1 Precise delivery with circular packaging to build a circular packaging ecosystem



- By enabling consumers to proactively choose to become "momo Green Life Members", we effectively implement segmented marketing to precisely allocate resources, thereby enhancing the recycling rate of circular packaging.
- momo Green Life members' orders are prioritized for shipment using reusable "circular packages" (including reusable bags and recycled cartons), reducing single-use packaging waste.
- By accurately delivering reusable packages to environmentally conscious consumers who voluntarily opt in to implement the practice, the recycling rate of reusable packaging has been increased to more than double.
- Expand the recycling channels and collection points for reusable bags throughout Taiwan to facilitate consumer recycling.

2024 Annual Achievements :

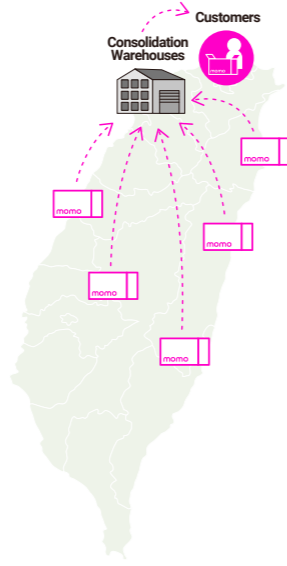
- By precisely delivering circular packages to sustainability-conscious customers, the momo reusable bag recycling rate is projected to increase to 21.4% in 2024.
- Over 15,000 circular bag return points are available, covering 7-ELEVEN stores, post offices, mailboxes, Simple Marts, and Taiwan Mobile service centers.
- Number of people agreeing to circular packages in 2024 : 469,664.

2 Carbon Reduction Dashboard : Cumulative Quantified Personal Carbon Reduction Achievements

- By visualizing the cumulative benefits of carbon reduction actions, members are encouraged to be more motivated to participate in carbon reduction efforts and to understand the impact of their consumption behavior on the environment.
- The "Carbon Reduction Dashboard" quantifies environmental contributions by accumulating the total number of orders and the cumulative carbon reduction achieved by members through "Diverse Pick-up Services" and "consolidated delivery".
- This converts the total carbon reduction into tangible plastic reduction behaviors in daily life, enabling consumers to more tangibly practice sustainability. For example : The total reduction in carbon emissions is 220 grams, which is equivalent to reducing the use of 19 plastic beverage cups, or 74 plastic straws, or 9 disposable chopsticks.



3 Consolidated Delivery uses AI for optimal packaging materials



- For goods stored in multiple warehouses, members may choose the "Consolidated Delivery" service, agreeing to have the goods combined and first centralized before being delivered together.
- Enhance packaging efficiency and reduce the use of cushioning materials.
- Reduce the number of deliveries and transportation carbon emissions.
- Provide members with the convenience of one-time pickup while simultaneously supporting environmental protection.

2024 Annual Achievements (For more details, please refer to Ch.4.3.2 Short-Chain Deployment 📄):

- Through the "consolidated delivery" mechanism, the usage of cardboard boxes has significantly decreased, with an average monthly reduction of 60,000 boxes. The overall carbon reduction benefit amounts to 5.6 metric tons of CO₂e, equivalent to the carbon sequestration of 5,491 trees over one year.
- Number of individuals agreeing to centralized distribution in 2024: 541,489.

★ momo "Optimal Packaging Recommendation AI System"

Through the 3D modeling algorithm, the most suitable packaging materials and box types are automatically recommended during warehouse sorting, ensuring that each consolidated delivery order's products are packed in the optimal manner. This enhances packaging efficiency and reduces the use of cushioning materials.

★ momo "Optimal Delivery Route Simulation AI System"

Assist distribution personnel in planning the optimal delivery routes by utilizing order hotspot analysis, aiming to shorten the last mile of logistics, effectively reduce carbon emissions, and enhance overall delivery efficiency. Consumer-driven choices, enabling flexible and responsive carbon reduction.

4 Exclusive Green Offers and Eco-Friendly Activities



- Exclusive offers for momo Green Life members, such as occasional account-linked discount coupons, additional benefits for mo Card users, and green purchase rewards.
- Encourage consumers to purchase eco-friendly products and implement green shopping practices, such as using reusable tableware, eco-friendly shopping bags, and energy-efficient home appliances.
- Priority access to ESG-related activity information, and organizing environmental education activities for Green Living members, such as beach cleanups, stream cleanups, and green lifestyle initiatives.

ESG Label Classroom

momo continues to promote the "Sustainability Label Classroom" for domestic and international environmental labels, leveraging the platform's strength to support green consumption and environmental protection awareness. These certifications encourage products to be designed from the outset with a primary focus on environmental protection, sustainable resource recycling, and social responsibility. We recognize multiple certifications, including:

ECOCERT Organic Certification (must comply with ISO 65 agricultural standards), **"Not Tested on Animals" Label** (products do not cause harm to animals or use animals for testing throughout production, processing, and finished goods stages, and no third-party animal testing is commissioned), **Cradle to Cradle Certification** (products with this certification minimize environmental impact through circular lifecycle), and other domestically and internationally recognized environmental sustainability labels.



Tse-Xin Organic Certification



USDA Organic Certification



"Not Tested on Animals" Label



Nordic Ecolabel



ECOCERT Organic Certification



Green Label



Australian Certified Organic



Cradle to Cradle Certification



BDIH Organic Certification



COSMEBIO



ICEA Certification

*1: There are a total of 11 certified product labels in the momo Green Life in 2024, including the Tse-Xin Organic Certification, cruelty-free standards, Ecocert EU organic certification, USDA Organic Certification, Nordic Swan Ecolabel, Cradle to Cradle Certification, Ecolabels, CosmeBio Organic Certification, Australian Certified Organic (ACO) Certification, German BDIH Organic Certification and Italian ICEA Certified Label.

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Appendix

3.1.2 Sustainable Consumption Initiatives



"momo Green Life Collection" selects sustainable products and encourages quality suppliers

momo has established **momo Green Life Collection** to encourage consumers to purchase sustainable products. From a selection of 1,000,000 items, it offers products that are environmentally friendly and possess international certification or equivalent qualifications for listing. Hundreds of sustainable brand partners have been called upon to provide over 5,300 green products for consumers to choose from on the platform, including household cleaning, healthy food, plastic reduction and beauty care, to encourage suppliers to obtain more certifications and support sustainable consumption initiatives.

The "momo Green Life Collection", managed by dedicated personnel, plans monthly sustainable promotion activities and increases exposure through homepage positioning and other marketing resources. This creates a platform for matching green products, generating a pull for both consumers and suppliers, allowing the former to buy with confidence and the latter to be more willing to offer diversified green products. Additionally, several consumer-focused environmental awareness events are held annually, including beach cleanups,

river cleanups, green shopping festivals, green beauty promotions, and exhibitions of eco-friendly and plastic-reducing products. We also encourage members to freely choose circular packaging and consolidated delivery options, inviting consumers to actively practice environmental stewardship in their daily lives.

In 2024, in response to carbon reduction and plastic reduction policies, momo collaborated with O'Right to participate in the "Turn Off the Lights for One Hour" campaign, with a total of 3,520 members participating. Starting from the third quarter, the initiative was expanded to hold a Green Living Members Week, with over 1,000 members participating each month to support green consumption actions.



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Appendix

"MIT Love Taiwan" Stories - Always Together with Farmers and Fishermen

To uphold and promote the concept of Made In Taiwan, momo Live and TV Shopping collaborate with agricultural and fishery associations across Taiwan to jointly promote local Taiwanese products. We collaborate not only with agricultural and fishery specialty products but also with local businesses and prepared food processing factories in various counties and cities (using locally sourced Taiwanese ingredients). As long as they meet the criteria of being made in Taiwan, produced in Taiwan, and promote the concept of Taiwanese products, we will produce special live broadcast programs to jointly promote high-quality selected products and the inspiring stories behind these businesses. Live broadcasts are held every Friday from 14:00 to 17:00 on the Comprehensive Channel under the program "Live Treasure Box Opening", featuring fixed sales segments. Each segment includes 1 to 3 local brands, with 12 to 20 product placements per session. In 2024, the total number of product sales exceeded 800 units, with more than 50 brands represented. Our goal is to collaborate with suppliers to expand the concept and business opportunities of sustainable products, while also cultivating distinctive products, thereby demonstrating their commitment to sustainability and the value of their products. Additionally, along with the Company's initiatives for a friendly environment and sustainable living, videos were produced and broadcast on television screens to promote and deepen the importance of environmental sustainability.

1 Chyuan.Fa Honey



Chyuan.Fa Honey is one of the few Taiwanese honey producers that produce, manufacture, and sell their products independently, while promoting and preserving a century-old heritage. Prior to the live broadcast, momo visited the Chyuan.Fa Honey store fronts to film customers' genuine reactions after tasting the honey. The process of honey production and the environment of production and sales were also explained. Through visual presentation, consumers were guided to select the healthiest natural foods, allowing viewers to better understand the dedication and care of local Taiwanese businesses while making their purchases.

2 Ching Ze



The most representative local specialty gifts from Taitung, and collaborating with local small farmers in Taitung to transform these traditional snacks into classic Chinese pastries. The audience response was extremely enthusiastic.

3 Chee Yen



The century-old establishment "Chee Yen Camphor Factory", which has adhered to traditional manufacturing methods for over sixty years. The factory uses only natural raw materials, ensuring that customers can purchase products with greater health and peace of mind.

4 Jinmei



Eco-friendly, non-toxic, and pollution-free textiles were featured, with the founder of Jinmei sharing insights on craftsmanship and dedication to quality. During the livestream, videos highlighting the brand's sustainable development efforts and multiple awards were played several times, aiming to inspire viewers to make purchases that enhance both their quality of life and sense of well-being.

5 Returning Youth- Lin Hsiao-Hui : "Food Waste and a New Life for Ugly Produce"



Lin Hsiao-hui, a native of Huwei Township, Yunlin County, shared with viewers during a live broadcast that due to a family member's cancer diagnosis, she has since paid more attention to dietary health. This led her to return to her hometown, where she discovered that many agricultural products in Yunlin include imperfect fruits and vegetables. In order to reduce food waste, Lin Hsiao-hui, leveraging her expertise in nutrition, has developed customized fruit juices. Through agricultural education, she connects small-scale farmers with students, thereby increasing farmers' income. Additionally, she collaborates with schools to develop a scientific approach to agricultural education.

Promoting Sustainability Effectiveness through Videos

Linkou Beach Cleanup

To mitigate the environmental impact of marine debris, momo collaborated with 227 Green Life members and employees in April 2024 to conduct a beach cleanup at Dingliao Beach in Linkou, protecting the ocean. Many children also participated in the collection efforts. This joint effort between adults and children resulted in the removal of 860 kilograms of marine debris. Through active participation, the initiative aims to cultivate awareness from a young age about protecting the ocean, marine life, and environmental sustainability.



Sanxia River Cleanup

At the end of October 2024, momo collaborated with the local revitalization organization in Sanxia, "The Can", to mobilize employees to participate in a river cleanup. They collected trash along the streambed and shores, and also engaged in a DIY activity to transform old clothes brought by participants into eco-friendly bags, giving new life to garments that could no longer be worn. On that day, a total of 12 large bags of trash were collected, weighing 92.6 kilograms in total. It is hoped that by participating in such activities, the impact can be brought back to the company, encouraging everyone to contribute to sustainability efforts anytime and anywhere.



Eco-Friendly

To realize the concept of "momo as a sustainable lifestyle partner for consumers", we made videos to introduce momo's circular packaging. Additionally, warehouse and distribution setups have been established to reduce logistics relay stations. Environmentally friendly and energy-saving vehicles have also been introduced to implement low-carbon logistics practices. These efforts are prominently broadcast during program breaks to deeply instill momo's commitment to environmental sustainability in consumers' minds, thereby promoting and recruiting more Green Living members.



Sustainable Living

We leverage the power of videos to feature the green buildings of distribution centers. The video showcases momo's commitment to environmentally friendly recycled packaging materials and intelligent equipment. Adorable animations are incorporated at the beginning and end of the video, which is continuously broadcast during program breaks to attract consumer attention, thereby establishing a new sustainable image for television shopping.



momo actively incorporates locally produced Taiwanese goods into its television shopping sales items, promoting local production and marketing. Additionally, momo has observed that in recent years, Taiwanese consumers, when considering lifestyle and product choices, not only take price into account but also show a particular preference for products featuring distinctive local Taiwanese characteristics. Therefore, in 2024, we are committed to deeply cultivating local specialty products, utilizing the power of videos to rally consumers to respond and support the purchase of local products.

Local Fishery Products |

 **Local Produce** |

Streaming Transitions |

- 苗栗雙11商機 農村旅遊、伴手禮新亮點**
2020/11/10 10:51
- 生活中心／綜合報導
- 雙11假期到，各大電商無不推出優惠、準備佔領商機，但苗栗縣府則另闢出逛土產市場、逛農行採購優質農產品、買客家水蜜桃中分蜜、1日手摘與賞香、在地巡訪賞香、前往momo電商購物平台採買超級直銷品，穿著時下最夯韓版出遊，代言苗栗好物好遊，推廣11商機，希望吸引出遊。



▲苗栗縣農業處與水保署合作，到電商平台開直播，搶佔雙11商機。(圖／苗栗縣農業處提供)

根據了解，這次直接運出多達兩萬磅商品，倉庫內存放等待運出的人員包括：西魯貝斯萊尼萊、納拉、梭羅里等數百名ZZZ及民兵組織成員，該組織包括前蘇聯海軍指揮官Daiy、格羅格爾斯基及正副指揮官，西山總指揮官Raidy Bukh拉亞亞布夫正副指揮官等半軍事高品；海牛牧場總指揮一日盧德爾；主牧場主任江坊江拉尼海牛牧場指揮部。多個人電話上均自稱與該組織有聯繫，但均不願透露其姓名，僅能保證其曾與該組織，並與該等組織特種品、武器及毒品均有密切之關係。人、文、地、產、特色、種族為海牛湖大湖俱樂部可來索羅軍區美食、衛生生活、船艇釣魚旅遊與海牛湖與羅布共創、提升幸福、旅遊發展產業助力。

Food (3 campaigns) |

-
- 1034-0482
- 台灣總代理
30天熟成琥珀
鳳梨酥果乾
- 即吃即製水果一樣
但營養價值更高
保健康又零脂肪
果乾消化好耐食
零添加防腐劑
生動鮮美
維生素C+電質寶



原原 YUAN

☎ 1120-8965

阿原天然藥油
超值保鮮包
(附贈小水蛇包)

一週三洗
360度自由按摩
由門往內按摩

舒緩紅腫
減輕搔癢

360度自由按摩
此門往內按摩

1 防蚊驅蟲

✓ 驅蚊
✓ 止癢
✓ 止癢

2 舒緩紅腫

★ 舒緩紅腫
★ 止癢、止癢

3 減輕搔癢

★ 止癢、止癢



3.1.3 Responsible Marketing and Labeling 417-1

To ensure consumer rights and safety, momo requires that all products listed for sale on the entire platform must clearly display the required information in accordance with regulations, such as ingredient sources, suppliers, and safety instructions for use. To implement this objective, momo requires that the product labels provided by suppliers under contract must comply with the aforementioned requirements before being listed. Simultaneously, momo has established a rigorous inspection and delisting mechanism. In 2024, a total of 73,293 items were delisted following inspections. The scope of inspections continues to expand, including items such as environmental pesticides. After assisting suppliers in disclosing complete and transparent product information, 20,687 items were reinstated for sale. In 2024, momo received a total of 502 official requests from government agencies to remove products from its platform, covering 1,770 items. All requests were fully complied with and the products were taken down within the specified deadlines, demonstrating momo's strong commitment and responsiveness to regulatory compliance.

Product Copy and Expiry Date Management

Copy :

The product copy, product packaging and package inserts are subject to review to avoid claims of therapeutic effects or other false and misleading claims. We aim to provide consumers with factual and reliable product information to reduce consumer disputes and set an example for sound business practices.

Expiry Date Management :

To prevent consumer harm from expired products, all momo products must comply with the "Expiry Date Management Rules" to ensure that no expired products are purchased by consumers. We also sell expiring or promotional products at a suitable discount and promote the "Commodity Society Donation Program". We hope this will reduce unnecessary waste by ensuring that every product can be purchased and put to good use by our customers (please refer to Ch.6.2 Public Welfare Participation "Material Donations to Social Welfare Organizations"📄)

1 Weekly list review

Product expiration date : before momo acceptance date

2 Promotional Pricing Agreement

If supplier agrees → modify product exposure
If supplier disagrees → return to supplier

3 Reaching minimum shelf life - return to supplier

Food items : less than 20 days
Others : less than 3 months

Food Traceability and Management

Food safety is of great importance so food traceability management was strengthened by momo for consumer peace of mind. The Ministry of Health and Welfare bulletins on food safety and hygiene quality require a tracing and tracking system to be set up for products, raw materials, and final products produced by food companies above a certain size based on the industry model. Monthly, momo uploads electronic data to the Food and Drug Administration, Department of Health's Food Traceability and Tracking Management Information System. This includes reporting information related to commercially available packaged milk powder and infant formula, such as supplier procurement records, product expiry dates, and shipping dates. If there is a food safety incident, the system allows for the effective tracing of the product source and destination.

Data Uploaded	2022	2023	2024
Number of Products	1,698	1,816	2163
Total Number of Items	245,037	291,494	260,582






3.2 Best Consumer Experience

momo operates through multiple channels including television, internet, catalog, and mobile shopping (App), providing a variety of products and services to meet consumers' daily needs. We have created a convenient and comfortable shopping platform, dedicated to providing innovative and convenient service quality. After an order is placed, we offer thoughtful services such as fast delivery and 24-hour customer support to create the best consumer experience.

3.2.1 Diverse Innovative Technologies and Services

In the context of rapidly changing customer demands and shopping behaviors, momo has been enhancing shopping convenience by continuously advancing and innovating our user platform from the consumer's perspective. This includes improvements in streaming media technology, home delivery services, and third-party payment systems. Facing the challenges of digital transformation in distribution channels, momo centers on customer satisfaction by offering convenient services through diverse methods and enhancing website product search technology, leveraging technological capabilities to deliver a superior shopping experience. The following are the innovative features implemented in 2024 :



	 mo Store+	 momo's gift service now allows recipients to enter their own delivery address.	 Payment from the Taipei Fubon Bank Account
Strategy/ Objective	Implement a self-operated store model for stores to more rapidly diversify the variety and quantity of products, and to offer more competitive prices. This approach aims to attract different customer segments, expand the customer base, drive growth in advertising business, and establish a second growth curve in performance.	Optimize the gift-giving feature to enable users to quickly select contacts from their address book for sending gifts. Recipients can then choose their preferred delivery address, simplifying the gift-giving process and enhancing its flexibility.	Provide multiple payment options to meet the needs of users who do not hold credit cards and prefer cash payments, thereby enhancing shopping convenience.
A Rich Variety and Quantity of Products, at More Lower Prices	A Rich Variety and Quantity of Products, at More Lower Prices	This reduces the communication costs and waiting time associated with giving and receiving gifts, simplify the gift-giving process, and enhance user willingness to participate.	The first e-commerce platform in Taiwan to introduce account-based payment methods.
2024 Performance	Number of stores : Approximately 6,000 Number of products listed : Approximately 150 million items	Cumulative number of gift recipients : 401,651	Number of account-bound payers : 5,067

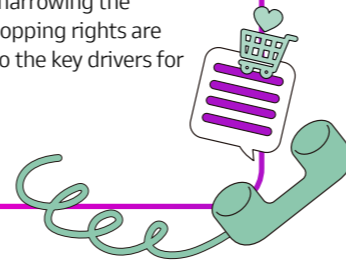
Bridging the Digital Divide through Innovative Services – Age - Friendly Voice-Assisted Shopping Service

With the rapid advancement of Internet technology, the e-commerce industry has experienced vigorous growth, driving profound changes in consumer behavior and lifestyle. However, during the process of providing frontline service to consumers, **momo discovered that even in 2025, when online shopping has become a daily routine for the general public, there remains a group of "senior members unfamiliar with digital tools" who are unable to enjoy the convenience, benefits, and customer service brought about by technological advancements.**

This group of members is mostly unfamiliar with operating smartphones and some do not even have internet-connected devices, placing them at a long-term digital disadvantages. This reflects the potential social inequality issues arising from digital transformation.

To support the United Nations Sustainable Development Goal (SDG 10) — "Reduced Inequalities", and to enhance customer inclusivity, momo conducted data analysis to identify 350,000 middle-aged and senior members who prefer shopping via voice commands. The majority of these members are "loyal" customers with over 10 years of purchasing history. Based on the actual consumption needs of this demographic, momo optimized the **"voice-assisted shopping system"** by integrating telephone customer service, order placement systems, and consumer behavior tagging. This integration enables customer service representatives to promptly recognize senior customers and provide personalized product recommendations and shopping assistance, thereby embodying the service philosophy of **"leaving no one behind due to digital transformation"**.

This innovative initiative not only significantly enhances the shopping experience for senior customers but also generates a stable monthly revenue of several million dollars, demonstrating that **"caring for vulnerable groups"** is not a cost item for the company, but a long-term source of value. We believe that narrowing the digital divide and empowering customers with their rightful shopping rights are the core principles of practicing green e-commerce and are also the key drivers for sustainable business operations.



New services launched to enhance the all-around shopping experience with "more variety, faster delivery, better quality, and greater savings" for more joyous browsing experiences.

To continuously offer consumers an increasingly convenient shopping experience, in 2024, momo will once again launch a significant initiative by introducing the new operational model **"mo Store+"**. This not only provides consumers with a broader selection of products and an interactive shopping experience but also enhances customer service support mechanisms to ensure a smoother and more reliable shopping process.

"mo Store+" ensures product quality from stores through a rigorous invitation-only process. Simultaneously, it offers brand-exclusive store opening modules, allowing consumers to access a more diverse and professional selection of branded products.

Additionally, mo Store+ integrates **momo Ads** retail media advertising with live streaming services, enabling consumers to access real-time product information through live broadcasts and enjoy a more intuitive shopping experience by participating in brand-specific live streaming events. On the customer service side, momo has established a specialized assistance mechanism that can promptly provide arbitration services and handle consumer disputes, ensuring transparent and fair transactions between consumers and merchants. This service not only makes shopping more convenient but also further enhances consumer trust and shopping satisfaction.

Interactive Inquiry Function : Real-Time Interaction to Enhance Consumer Experience

Consumers can directly ask merchants questions on the platform, quickly obtain product information, shorten the shopping decision-making time, and enhance interaction with merchants.



Application Platform Intervention Function : Enhancing Transaction Security and Shopping Trust

When disputes arise between consumers and merchants, they can request platform intervention at any time. As a third-party arbitrator, momo provides neutral and fair solutions, ensuring consumers can shop with greater confidence.



3.2.2 Customer Service Quality

2-25

2-26

momo is committed to creating a high-quality consumer experience. The 2024 momo Consumer Demand Insight Research Survey results indicate that consumers who choose momo as their primary daily online shopping platform (sample size: 456) gave an average score of 88 for overall satisfaction with momo, ranking it first in the industry.

Overall Satisfaction	88	Best in the industry
App/web user experience (including: shopping flow, product display)	81	
Checkout experience (including: payment methods, security)	89	👑
Delivery speed	87	
Product packaging	82	
Return and exchange services	81	👑
After-sales consultation/maintenance services	77	



Digital Transformation and Talent Development : Building Efficient Text Services

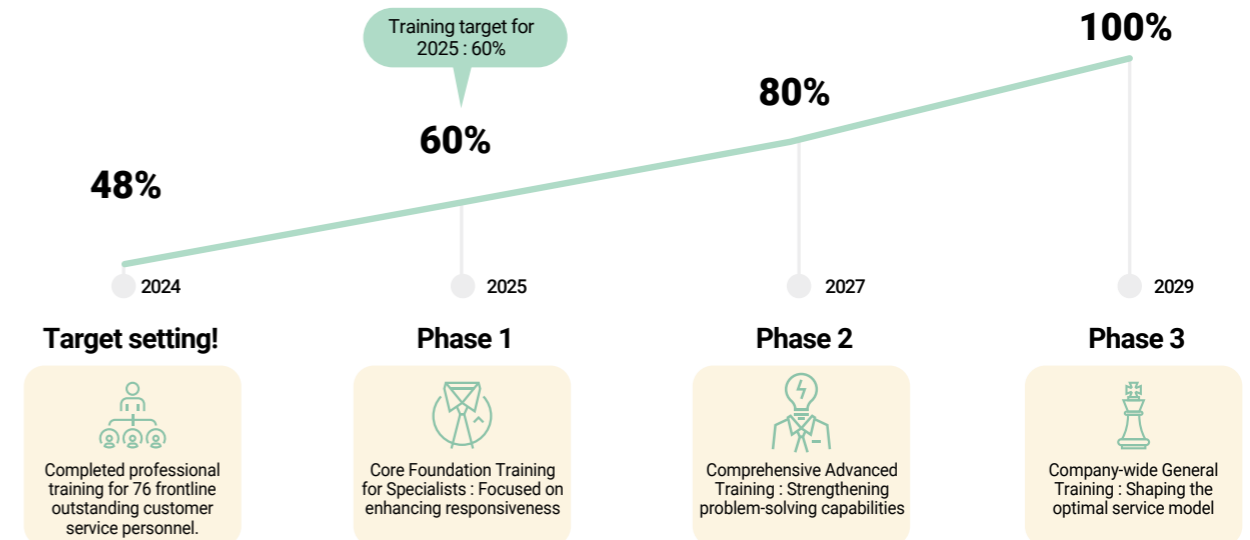
With the acceleration of digitalization trends and the increasing demand from customers for convenient and efficient services, momo launched the Specialist Text Service Capacity Expansion Project in 2024, serving as a crucial foundation for the transformation into a primary text-based service. The plan includes the following key points:

Specialist Training Enhancement :

We have initiated professional training for frontline employees, aiming to increase the training participation rate from 48% to 60% by 2025. Courses cover fundamental communication skills in writing, helping employees to address consumer needs more flexibly and promptly, thereby further enhancing customer satisfaction.

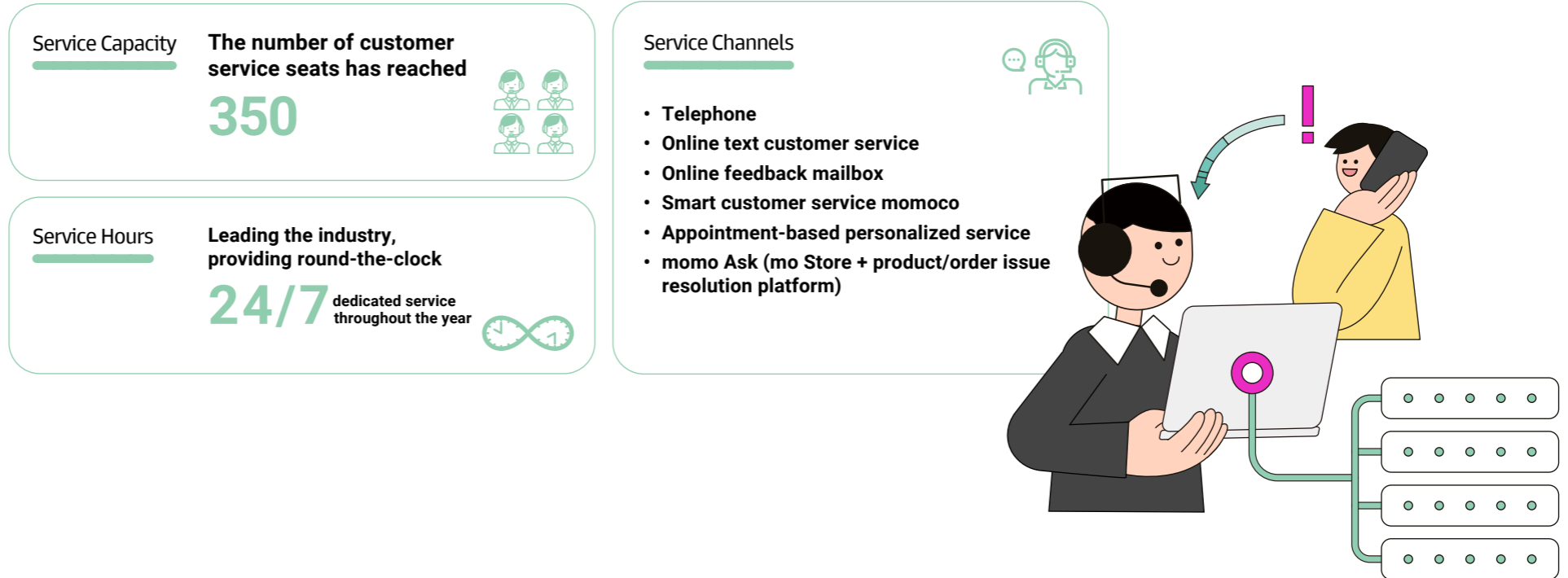
Service Model Upgrade

Actively promote the integration of text services and self-service, not only enhancing service quality and efficiency but also meeting the diverse needs of consumers in different contexts. In 2024, the usage rate of text services has increased to 11.2%, while self-service has consistently achieved 61.8%, becoming the primary mode of service. These results demonstrate the effectiveness of digital transformation, significantly reducing consumer wait times and lowering operational costs. In the future, we will continue to deepen professional training and technological application to achieve comprehensive service upgrades, thereby helping the company maintain a competitive advantage in the digital era.



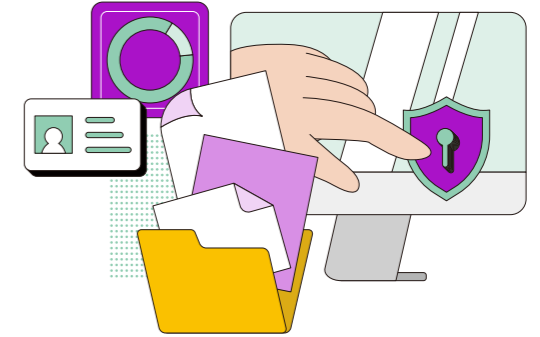
3.2.3 Smooth service channel

momo offers the most diverse service channels among Taiwan's retail platforms to adapt to the omnichannel era, where consumers operate across multiple devices, and to meet consumers' needs for professional and real-time customer service at any time. To ensure that all requests are properly handled, when a consumer contacts the customer service center, the system automatically records and assigns the case to the responsible unit. **Cases are routed according to the type of inquiry**, accompanied by an **"urgent case handling"** procedure to ensure customer needs are addressed within a specified timeframe. In addition, regular meetings are convened to review case details and develop improvement plans. Depending on the situation, cross-departmental meetings are arranged to refine processing procedures, comprehensively optimizing service quality.



3.3 Cybersecurity and Privacy Protection

momo has been committed to implementing information security and personal data protection controls for a long time. In November 2009, it passed the SGS international certification and obtained the ISO 27001 Information Security Management System certification, with regular annual audits and a re-certification every three years. In 2023, the electronic invoice operation and management process of the National Taxation Bureau's Value-Added Service Center was included in the scope of certification. In 2024, the transition of the 2022 version was completed to ensure that consumer data is protected at the highest standards under multi-layered information security controls.



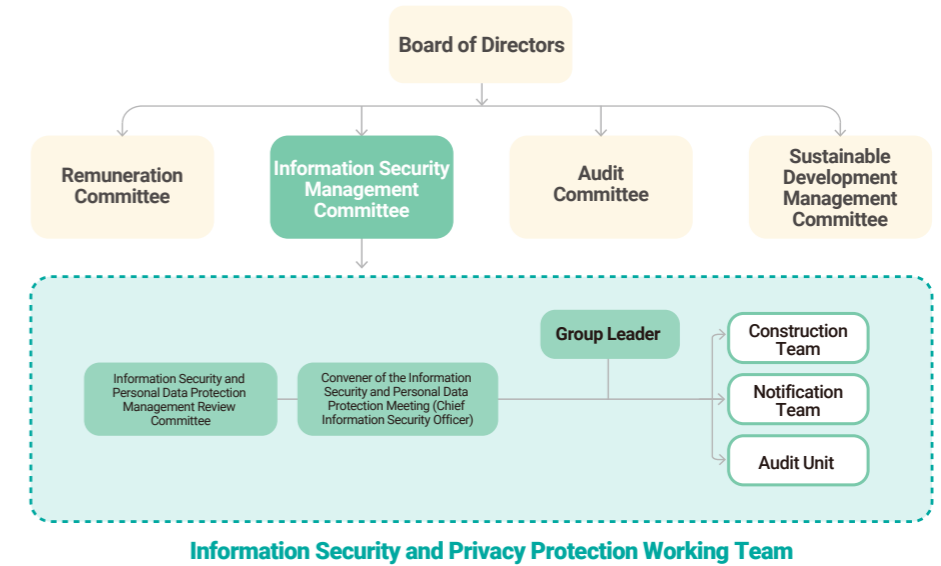
3.3.1 Cybersecurity Management Mechanism 2-23

In 2009, momo established the "Information Security Committee", responsible for promoting information security operations. To strengthen personal data protection, in 2018, the Information Security Committee was renamed the **"Information Security and Personal Data Protection Management Review Committee"**, which continues to regularly review information security and personal data protection policies and promote their implementation.

In 2020, to strengthen control and supervision of information security risks and enhance the functions of the Board of Directors, the **"Information Security Management Committee"** was established under the Board of Directors. The "Information Security and Personal Data Protection Management Review Committee", originally established in accordance with ISO 27001 and ISO 27701, was renamed the **"Information Security and Personal Data Protection Task Force"**. The organization continues to comply with the provisions of the ISO management system and reports the annual execution results to the "Information Security Management Committee".

In 2021, to comply with cybersecurity regulations and enhance information security and personal data protection management, our company established a Chief Information Security Officer (CISO) position and a dedicated information security unit. The CISO serves as the convener of the Information Security and Privacy Protection Working Team, responsible for reviewing the information security management system, technology, resource allocation, risk management, and achieving performance objectives.

Information Security Management Committee - Organizational Structure



Committee and Team Operations



Information Security Management Committee

- **Committee Composition** :The Board resolved that the Committee should comprise of at least three directors with more than half being independent directors.
- **Meeting Frequency** : The meeting is held twice a year, and when major topics are encountered, it will be held with the consent of the convener.
- **Role and Responsibility of Committee Members** :
 - Review of information security management policy, devising of information security management structure and organizational functions, as well as periodically reviewing the development, deployment and results of the Company's overall information security management mechanism
 - Review the information security management mechanism of new businesses.
 - Review the damage report and response measures for major information security incidents.
 - Review matters covered by standards or requirements set out by the competent authority, Board of Directors, or various information security policies that need to be reported to the Board of Directors.

Operation of the Information Security Management Committee in 2024 Composition, Responsibilities, and Operations of the Information Security Management Committee :

1. Composition of the Information Security Management Committee

The Company established the "Information Security Management Committee" in October 2020. The committee is composed of three independent directors. Independent Directors Emily Hong and Mike Jiang possess expertise in information technology, meeting the professional qualifications required by the committee. The committee operates in accordance with the Company's "Information Security Management Committee Charter".

2. Responsibilities of the Information Security Management Committee

The "Information Security Management Committee Charter" defines the following scope of responsibilities:

- (1) Review information security management policy, devise information security management structure and organizational functions, as well as regularly review the development, implementation, and results of the Company's overall information security management mechanism.
- (2) Review the information security management mechanism of new businesses.
- (3) Review the damage report and response measures for major information security incidents.
- (4) Review matters covered by standards or requirements set out by the competent authority, Board of Directors, or various information security policies that need to be reported to the Board of Directors.

3. Members of the Information Security Management Committee

Term of the 2nd Information Security Management Committee : May 19, 2023, to May 18, 2026.

Position	Name	Professional Qualifications and Experience
Independent director	Mike Jiang	Please refer to the annual report section "Disclosure of Directors' Professional Qualifications and Independence of Independent Directors".
Independent director	Chieh Wang	
Independent director	Emily Hong	

4. Operations of the Information Security Management Committee

In the most recent year (2024), the Information Security Management Committee held two meetings, with attendance as follows :

Position	Name	Attendance	Attendance by Proxy	Attendance (%)
Convener	Mike Jiang	2	0	100%
Committee Member	Chieh Wang	2	0	100%
Committee Member	Emily Hong	2	0	100%

5. Results of the Information Security Management Committee

January 24, 2024 :

- (1) Report on internal and external requirements and response plans.
- (2) Report on the Scope and Organizational Changes of the Management System.
- (3) Report on the Operational Status of the Management System.
- (4) Periodic verification operation report case.

August 1, 2024 :

- (1) Report on internal and external requirements and response plans.
- (2) Cybersecurity Testing and Security Awareness Report.
- (3) Periodic verification operation report case.







Information Security and Privacy Protection Working Team

- **Reviewer Composition** : The top decision-makers from each division and office are appointed by the president to review the information security and privacy policy, annual risks, and implementation status.
- **Meeting Frequency** : A management review meeting is held every quarter, and the meeting may be held when necessary. The relevant meeting discussions and resolutions shall be reported to the management.
- **The Team has three subordinate teams with the information security and privacy group leaders managing and overseeing the activities of each team** :
 - Auditing Team: Made up of personnel from the Auditing Office and conducts an internal audit every six months.
 - Deployment Team: Generates and maintains documentation in accordance with rules and regulations.
 - Reporting Team: When an information security incident occurs, the relevant personnel convene to plan the response, study improvement and preventive measures, and manage personal information files.



3.3.2 Information security and Management 2-24 2-25 418-1

Information Risk Identification, Assessment and Exercises

Phase	Management and Continuous Improvement Framework	Specific Management Plan
 Project	Asset inventory	<ul style="list-style-type: none">In alignment with the Company's business objectives and relevant regulations, the management system follows international standards such as ISO 27001 and ISO 27701. This entails formulating management norms for information assets and risk assessments. Based on these outcomes, information security and personal data protection goals are established to achieve confidentiality, availability, and integrity of information assets.
	Risk assessment	
	Risk management and disposal	
	Compliance with regulations and international standards	
	Formulation of information security objectives and indicators	
 Execution	Cybersecurity	<ul style="list-style-type: none">Implement network segmentation, cloud-based DDoS protection, web crawler protection, SSL/TLS inspection, and Intrusion Prevention System (IPS) to enhance network security and establish a defense-in-depth mechanism.Continuously monitor device operating systems and antivirus software update rates to promptly patch device vulnerabilities.Implement privileged account management tools and multi-factor authentication (MFA) mechanisms to enhance identity authentication.Implement email scanning, Data Loss Prevention (DLP) mechanisms, adding watermarks to personal computer screens, system interfaces, and delivery receipts to prevent sensitive data leaks.Prevent the use of robots, simulators, or automated tools to access all system service platforms provided by momo.The phone numbers on the return order are masked to prevent the leakage of personal information.
	Threat intelligence collection	
	Device security	
	Cloud security	
	Application security	
	Account and permission management	
	Information security monitoring and operations	
 Audit	Protection of personal data and sensitive information	<ul style="list-style-type: none">Implement log management, File Integrity Monitoring (FIM) for file integrity monitoring, digital signature identification for login authentication, and continuously monitor the operation and risk status of information services.Carry out social engineering exercises and penetration testing annually to measure the effectiveness of cybersecurity management and defense mechanisms through simulated attack scenarios.By conducting regular audits of the information security and personal data management system, reporting on the overall cybersecurity risks, effectiveness of response measures, and areas for sustainable improvement are identified.Execute cybersecurity maturity assessments
	Continuous monitoring	
	Information security objectives and risk indicators	
	Attack Drill	
 Action	Internal audit and third-party audit	<ul style="list-style-type: none">Convene management review meetings to improve processes based on audit findings, review security measures, and adjust resource allocation, including security control technologies, tooling, and education and training.
	Improving process management	
	Improving safety measures and disposal approaches	
	Improving information security technologies and tools	
	Education and training	

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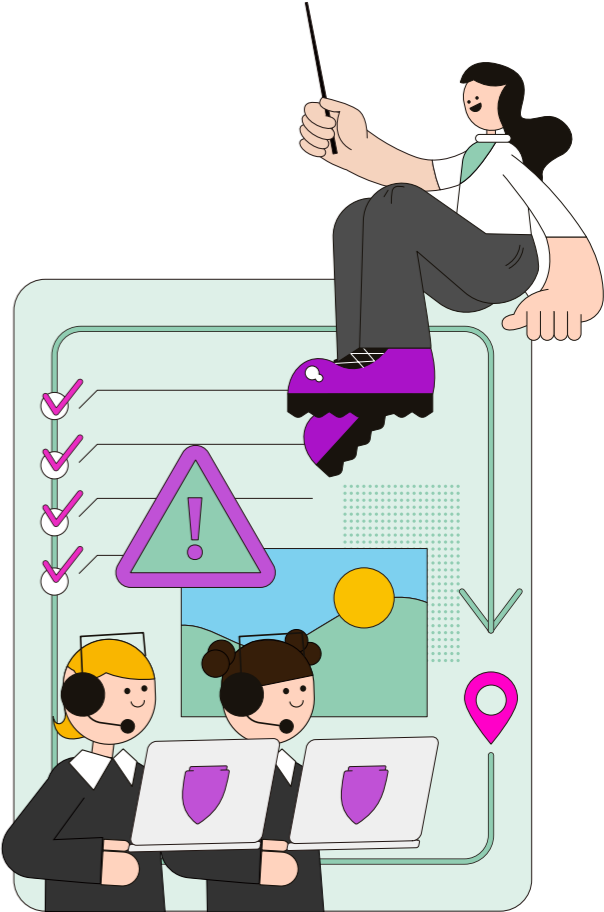
6 Society matters

Appendix

Information Security Education and Training

Company-wide information security education and training are promoted with 1 announcement per week and a total of 4 courses per year. All 100% of current employees at momo have completed the online courses and passed the tests.

2024 Course Name	Duration (in minutes)	Attendance	Description
Awareness of Amendments to the Personal Data Protection Act	40	3,537	All current employees during the course period completed the online course and passed the test.
Social Engineering Awareness Campaign	20	3,509	
Promotion of the Security Maintenance Measures	60	3,523	
Information Asset Inventory and Information Asset Risk Management	90	3,521	
Personal Data Inventory and Personal Data Risk Management	90	3,530	
Information Security Incident Handling Policy	25	3,657	1. All newly recruited staff completed the orientation course. 2. The three hours of training for new recruits were including one hour on personal data protection law, external hacking prevention, internal leakage prevention and introduction to computer use.
New Hire Training	60	1,135	



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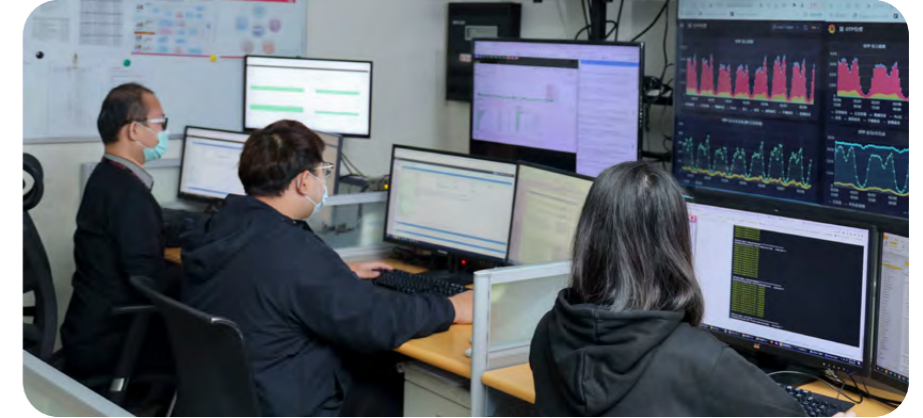
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6 Society matters

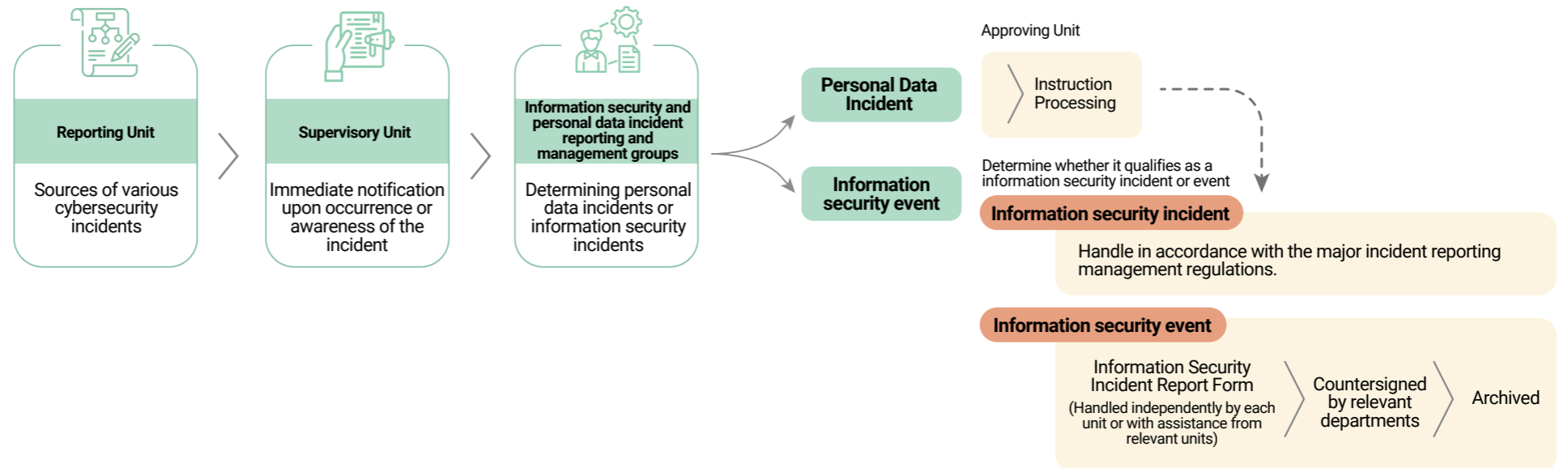
Appendix

Information Security Incident Reporting

momo defined the "**Information Security Incident Reporting Guidelines**" for reporting and handling information security incidents. The guidelines cover ownership, incident classification, reporting procedure, assessment and decision-making. The IT unit must troubleshoot and resolve information security events within the target processing time. Root cause analysis and corrective actions must be adopted once the incident has been resolved to prevent any further recurrence. There were no incidents related to information security or personal data breaches in 2024.



Information Security Incident Reporting Workflow Diagram



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3.3.3 Customer Privacy Protection

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2-24

418-1

momo is committed to implementing information security and personal data protection controls. To ensure the company's information security and provide consumers with confidence in online shopping, in 2024, momo completed the transition to the ISO 27001 Information Security Management System (2022 version) and the recertification of the ISO 27701 Personal Data Management System. The certifications were successfully passed on May 29, 2024, and the Company will continue to maintain the validity of these certificates annually thereafter. momo has developed a comprehensive system to protect customer's personal information, and confidential and sensitive data. To prevent internal leaks, the Information Security and Privacy Protection Working Team conducts at least two internal audits every year to confirm that operating guidelines are being followed by our personnel. We continue to refine the security design and continually monitor the system structure. Protective measures, such as network partitioning, access control, internal/external weak point management, and intrusion detection, enhance system reliability.



momo Privacy Policy

To safeguard consumer privacy and implement personal data protection and management, momo's official website has a dedicated **"Privacy Policy"** [🔗](#) section. This section elaborates on the collection, processing, utilization, and management of consumer data, all of which adhere to the "Personal Information Protection Act" of the R.O.C. and related legal regulations. momo has also clearly established norms such as the "Information Security Incident Reporting Guidelines", "Personal and Sensitive Information Security Protection Guidelines", and "Personal Data File Security Maintenance Plan". These norms require strict adherence by anyone involved, including the company itself, all personnel, suppliers, entrusted agents, external consultants, and other cooperating parties. All individuals are obligated to follow designated authorization regulations when handling and utilizing necessary data to effectively protect personal data and rights.

As of December 31, 2024, momo has not sold, rented, or otherwise distributed data or information to third parties. All personal data are properly managed and protected, with a retention period of five years in accordance with legal regulations and operational standards.



Please refer to the latest Privacy Policy on the momo official website.

Customer Personal Information Management

In 2024, no personal data security incidents affecting consumer rights occurred. To cope with the trend of personal data cases in Taiwan, we have been taking several measures to enhance personal data protection, including stopping the sending of OTP emails and setting up multiple identity and device verification mechanisms. Simultaneously, 23 anti-fraud campaigns have been continuously updated on the website (with a total of 165,412 views). In addition, momo collaborated with the New Taipei City Women and Children Protection Brigade to conduct live broadcasts to educate consumers on fraud prevention, enabling them to stay informed about the latest scam tactics and protect their personal data security.

PCI DSS — Protect Transaction Safety during Electronic Payment by Consumers

momo, as the leading e-commerce company in Taiwan, processes over one million credit card transactions annually. In compliance with the requirements of card-issuing institutions and acquiring banks, it adheres to the Payment Card Industry Data Security Standard (PCI DSS) to ensure the security of cardholder information. Since completing the Level 2 self-evaluation questionnaire in Q1 2019, we were required by the Payment Card Industry Security Standards Council (PCI SSC) to acquire a Level 1 field audit compliance report after 2020 due to continued business growth with over 6 million card transactions. Our last seller compliance report was obtained on March 21, 2024, and thereafter an annual on-site audit is conducted by a conformity assessment body every year to confirm our compliance with the PCI DSS with a compliance report submitted.

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3D Verification for Credit Cards - Reduce Risk of Fraudulent Transactions

momo has begun introducing 3D verification for credit cards to reduce the risk of fraudulent transactions for consumers. The service is an information security verification mechanism launched by international card-issuing organizations such as Visa and MasterCard. The service ensures that consumers use their own credit card to make payments when shopping online. This provides enhanced security, doubles the protection, and effectively reduces the risk of fraud.

When a consumer uses a credit card issued by a bank offering 3D verification services on the momo shopping network to conduct special product transactions, the online payment process is forwarded to the card-issuing bank and a verification code is requested. The code will vary depending on the card issuing bank and may consist of a One-Time Password (OTP) or fixed password. Once the processing bank confirms with the international credit card certification system and card-issuing bank that the data and password are correct, the credit card transactions is complete.

Moreover, a "Bonus Payment Biometric Project" was rolled out in 2022, adding a biometric function when consumers choose to pay with bonuses/momo coins. In 2023, further expansion of biometric authentication functionality was implemented, allowing for biometric authentication during transactions involving specific products to enhance transaction security.

*1: "Special products" refers to products that match the risk management conditions issued by the momo Finance Department.



Shopping website

Online credit
card shopping



Acquiring bank

Enter card
number



Card issuing bank

Enter 3-D password



One-time password

Mobile phone receives a
one-time password



Static password

Apply for
"Credit Card 3-D Verification"

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Logistics Staff Safe Call — Number-Hiding on Home Delivery Bills

Since 2021, momo has implemented the "Logistics Staff Safe Call" service, which converts consumers' phone numbers into codes and simultaneously masks consumers' names, phone numbers, and addresses on delivery orders to protect personal information. Starting in 2022, the scope of implementation was expanded from supplier shipment factory orders to include orders shipped from outsourced proprietary warehouses. In 2023, the mechanism for coding consumers' phone numbers for returns was further extended, and by 2024, the implementation of this system will be completed in cooperation with logistics companies handling returns. Additionally, momo simultaneously applied to implement the Ministry of Digital Development's "2024 Digital Trust Field Service On-Site Verification Project" and successfully passed the review and completed the execution with the "momo Secure Return Service Implementation". As of the end of 2024, the rate of suppliers adopting the "Logistics Staff Safe Call" service has reached 99.5%, and the return and recycling orders have also completed the implementation of the "momo Safe Return Service". momo's goal is to eliminate the possibility of leakage of personal information in the logistics and distribution channels, so that consumers can enjoy shopping on the momo platform with greater confidence.



Before adjustment :
Real phone numbers, with concerns about personal data leakage.

After adjustment :
Number coding, concealment of the actual phone number.

The diagram shows two versions of a delivery bill. The 'Before adjustment' version displays the recipient's actual phone number (0968765432) and name (呂先生/小姐). The 'After adjustment' version displays a masked phone number (0971191888) and a code (分機: 1234567), ensuring the actual phone number is concealed.

4

Environment matters

2-25

3-3

momo is dedicated to mitigating the negative impact of business activities on the environment by implementing climate strategies through three major aspects: green operations, green packaging, and green logistics. Together, we aim to create a green living circle.

2024 Performance Highlights

Reduction in Centralized Distribution

>740,000 cartons

have been reduced in usage

26.6%

Compared to the base year of 2019 in 2024, the average weight reduction per parcel

>460,000

refurbished cartons reintroduced for reuse

45.9%

Compared to the base year of 2019 in 2024, the average reduction in cushioning material per parcel

>2,04 millionkWh

Solar energy generation in the Northern and Southern Distribution Center in 2024



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- 4.1 Green Operations
- 4.2 Green Packaging
- 4.3 Green Logistics

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Appendix

Related to Material Topics

Green Packaging

- + Packaging Reduction and Reuse
- Improper or Excessive Use of Packaging Materials

Green Logistics

- + Green Logistics

momo's Promises

- momo is committed to reducing packaging materials and preventing improper use of packaging. The Company has implemented technology-assisted systems to identify the most suitable packaging, while continuously increasing the adoption of eco-friendly materials and circular package to minimize environmental impacts.
- Electrify our own fleet and continue to expand short-chain logistics to reduce carbon emissions from distribution.



Management Mechanism

Report the sustainability action plan achievement rate to the Board of Directors and the Sustainable Development Management Committee at least twice a year.

Biannually convene the executive director meetings of the Sustainable Development Management Committee to review the attainment of various management indicators.



Convene the Environmental Management Committee quarterly to regularly track the implementation status of environmental projects.



Action Plan


- Introduced technological solutions to reduce the usage of packaging materials.
- Collaborated with Simple Mart, Chunghwa Post, Taiwan Mobile, and 7-ELEVEN, over 15,000 recycling stations were established to build the "Circular Packaging Living Circle".
- Continuously developed diverse environmentally friendly packaging materials, with specifications of cartons reaching 41 varieties.
- Procured 50 three-wheeled electric scooters for low-carbon delivery.
- A total of 58 warehouses have been established across Taiwan to shorten delivery distances.
- Collaborated with suppliers to promote node removal, resulting in a reduction of 4,018 transfer trips in 2024.

4.1 Green Operations

To realize the vision of being a "Green Life E-commerce Leader", momo actively promotes green operations, establishes a comprehensive environmental management system, reduces GHG emissions and environmental impacts caused by energy and resource usage, and continues to increase the proportion of green procurement. In 2023, momo obtained the ISO 14067 carbon footprint certificate and the Ministry of Environment's carbon footprint label for the first time. We conducted a lifecycle carbon emissions inventory for momo's retail services and planned corresponding carbon reduction measures for emission hotspots to drive low-carbon transformation throughout the value chain.

4.1.1 Environmental Management Mechanism

At the end of 2018, the ISO 14001 environmental management system was introduced, with the "Environmental Management Committee" being set up, and an environment, safety and health management policy being established. The Environmental Management Committee comprises 15 representatives from relevant departments involved in green operations. It convenes quarterly meetings to regularly track environmental performance based on environmental management indicators approved by the Sustainable Development Management Committee. We obtained ISO 14001 environmental management system certification for the first time from the Taiwan branch of British Standards Institution (BSI) in 2019¹. Subsequently, we have been undergoing annual re-evaluations to maintain the effective operation of the environmental management system.

*1: The ISO 14001 environmental management system certificate is included in the Appendix. 



Environment, Safety and Health
Management Policy

Environmental Management Committee - Organizational Structure



Environmental Management Performance

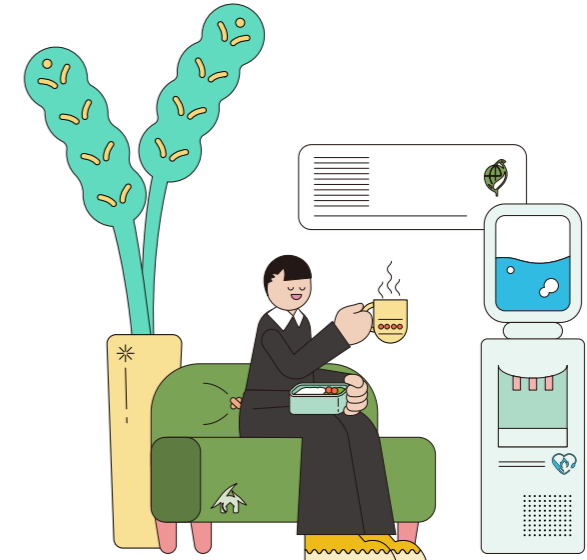
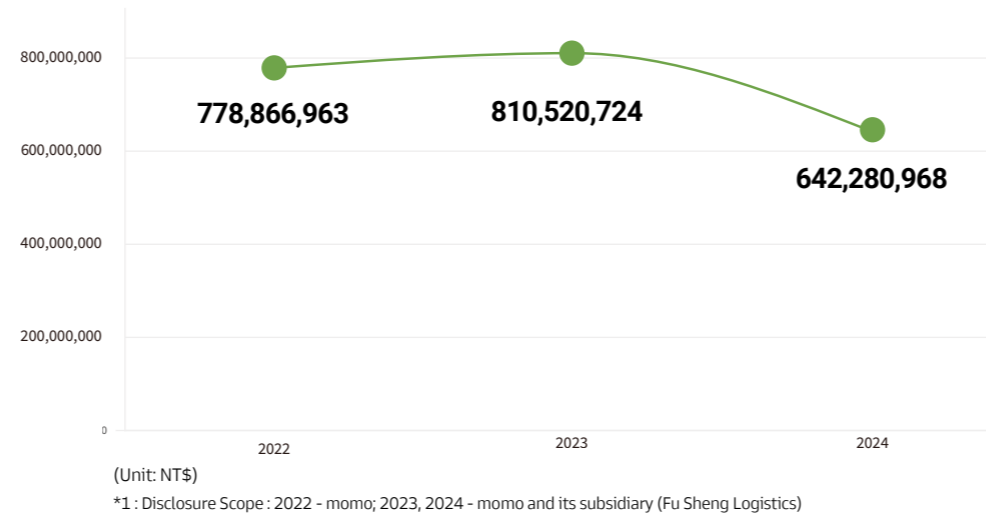
momo has set short-, medium-, and long-term goals and action plans addressing environmental aspects. In 2024, a total of 16 action plans were accomplished¹. More details on GHG and energy management, water resource management, waste management, green logistics, and packaging can be found in later sections.

*1 : The relevant short, medium and long-term projects are detailed in **Ch 1.1 Sustainable Development Strategy of this Report**. [📄](#)



Green Procurement

momo has implemented a green procurement policy in 2021, prioritizing the purchase or leasing of products that possess energy-saving and environmental labels, and has progressively expanded the scope of related statistics year by year. In 2024, momo implemented measures including **"packaging reduction"**, **"reusable bags"**, **"recycled cartons"**, **"diverse pick-up services"**, and **"consolidated delivery"** to reduce delivery and carton procurement costs. The total value of green procurement in 2024 amounted to NT\$642,280,968. momo will continue to procure products and services bearing carbon footprint reduction labels, FSC-certified forest labels, and electric vehicles, while progressively enhancing its green procurement management.



4.1.2 Greenhouse Gas and Energy Management

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302-3

305-1

305-2

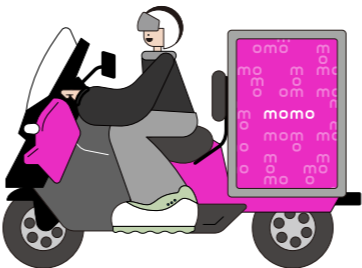
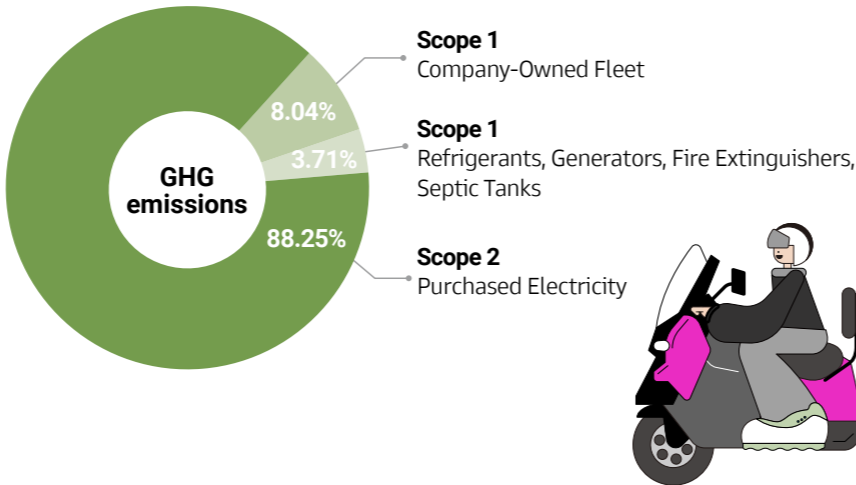
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Greenhouse Gas Management

Since 2016, momo has conducted greenhouse gas inventories for Scope 1, Scope 2, and Scope 3 in accordance with ISO 14064-1. The inventories undergo third-party verification annually, achieving a data coverage rate of 100%. In 2024, the total GHG emissions from Scope 1 and Scope 2 amounted to 17,022.51 metric tons of CO₂e. The per capita emissions were 2.89 metric tons of CO₂e per capita, and the emission intensity was 0.14 metric tons of CO₂e per NT\$ million.

In 2024, the emissions from Scope 1 and Scope 2, as well as the per capita emissions, saw a slight increase compared to 2023. This increase is attributed to the growth in delivery volume by the Company-owned fleet and the commissioning of the Southern Distribution Center. To implement carbon reduction actions, with a goal of achieving net zero carbon emissions by 2050, through the three major aspects of "Green Operations", "Green Packaging", and "Green Logistics", momo actively promotes carbon reduction. Relevant measures are provided in detail in the corresponding sections of this Report.

2024 Scope 1 & 2 Emissions Proportion



GHG emissions¹

Total emissions of Scope 1 and 2 (Unit : Tonnes CO₂e)

Year	2022 year	2023 year	2024 year
Scope 1	1,595.48	1,815.70	2,000.55
Scope 2	13,240.45	13,534.71	15,021.96
Total emissions	14,835.93	15,350.41	17,022.51
Emissions per capita	2.70	2.73	2.89
Emission intensity	0.14	0.14	0.14

*1 : Inventory boundary : 2022 and 2023 - momo's 100% operational control sites and subsidiaries in Taiwan (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living); 2024 - momo and all subsidiaries included in the consolidated financial statements.

*2 : Per capita emissions : 2022 and 2023 - GHG emissions (scope 1 and 2)/Total number of personnel (including dispatched staff) at momo's 100% operational control sites and subsidiaries in Taiwan (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living); 2024 - Greenhouse Gas (Scope 1 and 2) Emissions/Total number of personnel (including dispatched staff) across momo and all subsidiaries included in the consolidated financial statements.

*3 : Emission intensity : 2022 and 2023 - GHG emissions (scope 1 and 2)/Revenue from momo's 100% operational control sites and subsidiaries in Taiwan (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living); 2024 - Greenhouse Gas (Scope 1 and 2) Emissions/Revenue from momo and all subsidiaries included in the consolidated financial statements.

*4 : The baseline year for GHG inventory was 2022. Global Warming Potential (GWP) was sourced from the IPCC Fifth Assessment Report.

*5 : GHG tracked included Carbon Dioxide, Methane, Nitrous Oxide, Hydrofluorocarbons, Perfluorocarbons, Sulphur Hexafluoride, and Nitrogen Trifluoride.

*6 : The 2024 ISO 14064-1 Greenhouse Gas Inventory Certificate is provided in the Appendix.

Emissions of Scope 3 (Unit: Tonnes CO₂e)

Categories of Scope 3 ^{1,2}	2022 year	2023 year	2024 year
1. Procurement of goods and services	1,425,862.64	1,329,323.67	1,314,030.63
2. Capital goods	18,107.59	37,863.09	48,817.37
3. Fuel and energy related activities	2,574.96	2,971.95	3,116.70
4. Upstream transportation and distribution	73,822.88	42,632.77	42,310.23
5. Waste from operations	628.53	645.64	616.66
6. Business travel	14.16	18.49	21.01
7. Employee commuting	2,552.11	2,587.80	3,525.56
12. End-of-life disposal of products sold	645.82	733.72	718.88
Total emissions of Scope 3	1,524,208.69	1,416,777.13	1,413,157.04
Total emissions of Scope 1, 2, and 3	1,539,044.62	1,432,127.54	1,430,179.55



*1 : Inventory boundary : 2022 and 2023 - momo’s 100% operational control sites and subsidiaries in Taiwan (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living); 2024 - momo and all subsidiaries included in the consolidated financial statements.

*2 : 2022, 2023, and 2024 - Scope 3 emissions exclude categories No. 8, 9, 10, 11, 13, 14, 15 after a significant methodology assessment of indirect greenhouse gas emission sources.

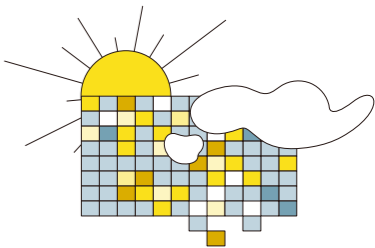


Carbon Label of momo Retail Service

To enhance the transparency of carbon emissions in online shopping consumption, momo obtained the Ministry of Environment's carbon footprint label through ISO 14067 carbon footprint verification in 2023. We conducted a carbon emissions inventory for each stage of the lifecycle of momo's retail services (including online, television, and catalog). From when consumers place orders on the momo platform to the final delivery to consumers' hands, including system services, picking and packaging, and transportation and delivery, we provide the carbon emissions for each retail service, enabling consumers to understand carbon footprint information. In addition, momo has demonstrated the determination to reduce carbon emissions by planning corresponding measures for carbon emission hotspots at various stages. Through the "Green Life Member" mechanism, we connect suppliers and consumers to create a positive cycle of low-carbon consumption.

Product Name/Model		 momo retail service - physical goods		 momo retail service - non-physical goods	
Type		Service		Service	
Carbon Label Certificate	No.	2314871002		2314871003	
	Effective Date	2023/11/15		2023/11/15	
	Expiration Date	2028/11/14		2028/11/14	
Carbon Footprint Proportion at Each Stage of the Product Lifecycle	Acquisition of Raw Materials	16.79%		4.95%	
	Service	82.44%		94.66%	
	Waste Management	0.77%		0.39%	
Carbon Footprint Data/ Indication Unit		1.1 kg CO ₂ e/per retail service		180 g CO ₂ e/per retail service	
Carbon Emission Reduction Action Plan		<div>1. Installation of solar power systems on the roofs of self-owned warehouses to produce renewable energy for self-consumption. This initiative can reduce approximately 0.5% of carbon emissions per retail service.</div> <div>2. Encouraging consumers to choose circular packaging for delivery, expanding recycling channels for circular cartons and reusable bags, increasing recycling and reuse rates, reducing packaging and cushioning material usage. This initiative is expected to reduce approximately 2.5% of carbon emissions per retail service.</div> <div>3. Overall, each retail service is expected to reduce approximately 3% of carbon emissions.</div>		Installation of solar power systems on the roofs of self-owned warehouses to produce renewable energy for self-consumption. This initiative can reduce approximately 3.5% of carbon emissions per retail service.	

*1 : Please refer to the Appendix for the ISO 14067 Carbon Footprint Certificate and the Ministry of Environment's Carbon Footprint Label Certificate. 



Energy Management

momo, as a virtual channel retailer, recorded a total electricity consumption of 28,357,738.78 kWh in 2024 across momo and all subsidiaries included in the consolidated financial statements. The energy intensity was 0.83 GJ per NT\$ million, with a data coverage rate of 100%. momo develops annual energy-saving plans and regularly reviews the effectiveness of energy conservation efforts. The energy-saving actions implemented in 2024 are detailed in the table below, including adjustments to the operating hours of the central air-conditioning units in the headquarters office areas, turning off lighting in operational zones on each floor during lunch breaks at warehouses such as the Northern Distribution Center, as well as monitoring and improving energy efficiency in the data center. These ongoing initiatives continue to drive energy-saving measures aimed at reducing overall energy consumption.

In terms of renewable energy, the Northern Distribution Center has installed a rooftop solar power system covering 4,500 ping (about 14,850 m²) with an installed capacity of approximately 1,000 kW. The Southern Distribution Center rooftop hosts a solar power system spanning 3,700 ping (about 12,210 m²) with an installed capacity of approximately 1,200 kW, both operating on a self-generation and self-consumption basis. In 2024, the cumulative electricity generated totaled 2,072,439 kWh. The Central Distribution Center, currently under construction, is also planned to install a rooftop solar power system covering 3,500 ping (about 11,550 m²) with a projected capacity of approximately 1,200 kW for self-generation and self-consumption. In the future, all other self-owned and self-built warehouses will be fully equipped with renewable energy systems operating on a self-generation and self-consumption basis. This initiative aims to increase the use of renewable energy and reduce carbon emissions associated with energy consumption.

momo Energy-Saving Actions

Office Energy-Saving Measures

- Regularly promote energy conservation to all employees.
- Utilize LED lighting fixtures or energy-efficient products comprehensively.
- Adjustment of air-conditioning unit operating hours to enhance energy-saving efficiency.



Warehouse Energy-Saving Measures

- Turn off all lights during lunch break and keep only some office areas illuminated.
- Adjust the factory area to operate in half-power mode without affecting lighting conditions.
- Each warehouse implements control measures for electricity usage and regularly reviews and improves electricity consumption.



Data Center Energy-Saving Measures

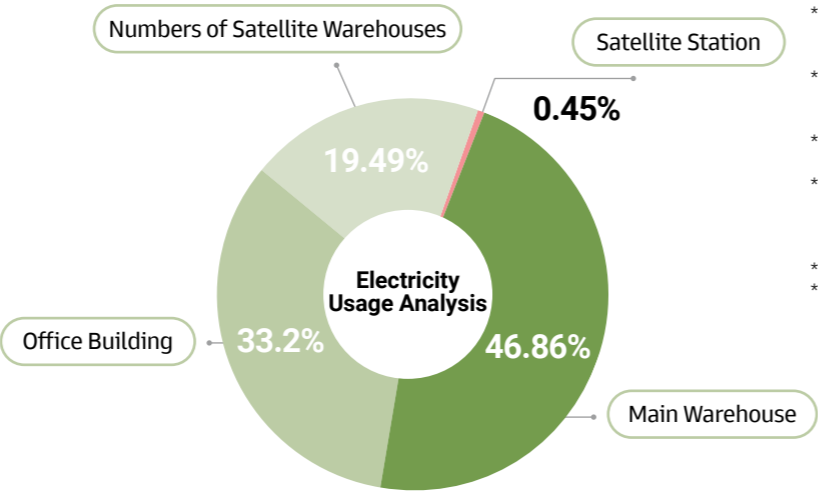
- Implement cloud-based system services to effectively reduce the energy consumption of managing servers and consolidating carbon emission data output to enhance carbon management efficiency.
- Starting from 2023, desktop computers will be completely replaced by laptops in order to significantly reduce the power consumption of the computers used by colleagues.
- Regularly conduct hardware audits to identify redundant outlets, unused equipment, and monitoring cabinet loads.
- Install sensors to routinely measure Power Usage Effectiveness (PUE)¹. In 2024, the average PUE ranged from 1.432, achieving the "Silver" level according to the Green Grid Alliance's PUE classification.
- Upgrade hardware to improve server efficiency, conduct an inventory of machines older than 5 years for decommissioning, and consolidate with energy-efficient certified models.
- Enhance data center cooling efficiency by improving airflow pathways and raising the temperature inside the data center.



$$\text{*1 : PUE} = \frac{\text{Total energy consumption of the Data Center}}{\text{Total energy consumption of IT equipment}} = \frac{\text{Total energy consumption of IT equipment} + \text{Air Conditioning Energy Consumption} + \text{Other Equipment}}{\text{Total energy consumption of IT equipment}}$$

Energy Usage

Energy Type		Unit	2022	2023	2024
Non-renewable fuels	Diesel	L	28,867.24	35,460.44	83,626.80
	Petrol		395,086.79	473,149.88	497,502.79
Purchased electricity	Electricity	kWh	26,012,666.87	27,342,843.55	28,357,738.78
Sale of self generated green electricity			1,172,418.00	1,257,495.00	2,072,439.00
Organizational energy usage		GJ	103,289.47	110,548.96	113,756.03
Energy consumption per capita		GJ/Total people	18.81	19.66	19.29
Energy intensity		GJ/NTD. million	0.99	1.00	0.83



*1 : Inventory boundary: 2022 and 2023 - momo's 100% operational control sites and subsidiaries in Taiwan (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living). In some regions, electricity consumption was estimated based on per capita usage; 2024 - momo and all subsidiaries included in the consolidated financial statements, with some regions using per capita electricity consumption estimates for statistics.

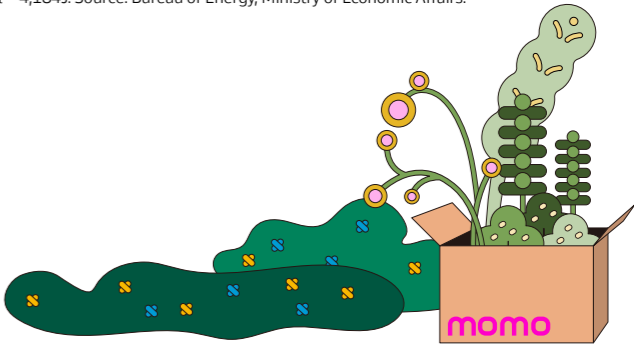
*2 : Energy intensity: organizational energy consumption/turnover of momo's 100% operational control sites and domestic subsidiaries (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living); 2024 - energy consumption of the organization/the revenue of momo and all subsidiaries included in the consolidated financial statements.

*3 : All energy used by momo is from non-renewable energy sources. Organizational energy usage = Non-renewable fuels + Purchased electricity - Sale of self-generated green electricity.

*4 : Per capita energy consumption: 2022 and 2023 - organizational energy consumption/the total number of employees (including personnel from dispatched companies) at momo's 100% operational control sites and domestic subsidiaries (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living); 2024 - organizational energy consumption/the total number of employees (including personnel from dispatched companies) at momo and all subsidiaries included in the consolidated financial statements.

*5 : 1 L of petrol = 7,800 kcal, 1 L of diesel = 8,400 kcal, 1 kWh = 860 kcal, 1 kcal = 4,184J. Source: Bureau of Energy, Ministry of Economic Affairs.

*6 : GJ (Gigajoule) = 10⁹ J (Joule)



4.1.3 Water Resource Management

momo has no manufacturing plants or processes, and 100% of the water used in the operations is for domestic use, with wastewater being discharged to a wastewater treatment plant, subject to the maximum effluent standards set by law. In 2024, momo and all subsidiaries included in the consolidated financial statements together used 107,407.33 cubic meters of water (107,407.33 L), with a coverage rate of 100%. Through efforts in momo's water-saving actions, water consumption intensity has decreased to 0.88 m³/NT\$ million, a reduction of 3.70% compared to 2023.

momo Water-Saving Actions

Office Water-Saving Measures

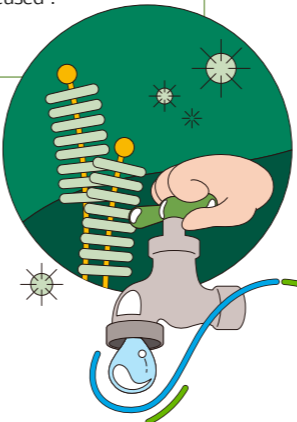
- Regulate workplace temperature by establishing distinct operating modes for summer and non-summer periods to reduce chilled water system operation and decrease water consumption.
- Regularly promote water-saving practices among employees and establish a mechanism for reporting water leaks.
- Adopt water-saving equipment and utilize automatic faucets.



Warehouse Water-Saving Measures

- The North Distribution Center has implemented a rainwater recycling system to irrigate surrounding plants. In 2024, a total of 268 m³ of rainwater were recycled and reused¹.
- Regularly review water usage and improve water usage conditions.

¹ : The rainwater recycling meter was activated in June 2023, and data was collected from May to December 2024.



Water Consumption over the Past Three Years

Year	2022	2023	2024
kWh	97,105.68	100,190.64	107,407.33
Water consumption per capita (L/Total people)	17.68	17.81	18.21
Water Intensity (L/NT\$ million)	0.93	0.91	0.88
Total Water Withdrawal (ML)	97.11	100.19	107.41
Total Water Consumption (ML)	0	0	0

^{*1} : Inventory boundary : 2022-2023 - momo's 100% operational control sites and subsidiaries in Taiwan (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living). In some regions, water consumption was estimated based on per capita usage; 2024 - momo and all subsidiaries included in the consolidated financial statements, with some regions using per capita water consumption estimates for statistics.

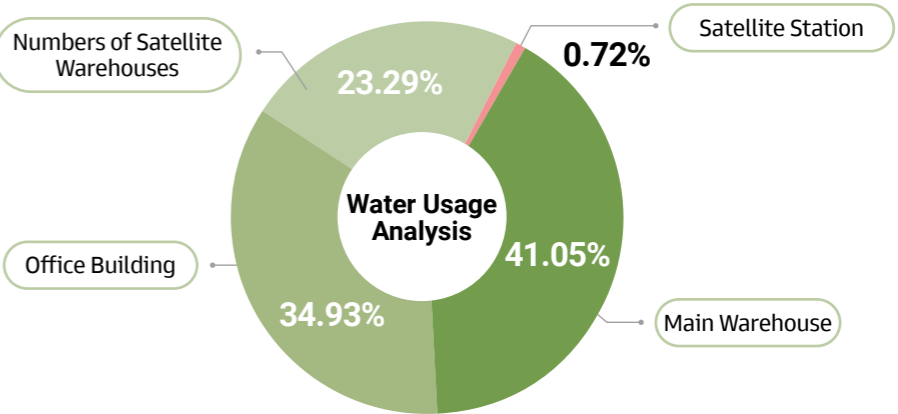
^{*2} : Water intensity : 2022-2023 - total water consumption/turnover of momo's 100% operational control sites and domestic subsidiaries (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living); 2024 - total water consumption/the revenue of momo and all subsidiaries included in the consolidated financial statements.

^{*3} : Per capita water consumption : 2022-2023 - total water consumption/the total number of employees (including personnel from dispatched companies) at momo's 100% operational control sites and domestic subsidiaries (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living); 2024 - total water consumption/the total number of employees (including personnel from dispatched companies) at momo and all subsidiaries included in the consolidated financial statements.

^{*4} : Total Water Consumption = Total Water Withdrawal - Total Water Discharge; Since momo's water use is 100% municipal/ domestic water, the total water discharge is equal to the total water withdrawal.

^{*5} : Water withdrawal data is primarily sourced from payment notices provided by Taiwan Water Corporation and the Taipei Water Department, as well as allocation statements provided by landlords for certain leased sites to calculate total water withdrawal. Additionally, for 13 operational sites including Millennium Building and Alpha Building where actual water withdrawal data is unavailable, the total water withdrawal is estimated by multiplying the average per capita water usage of other sites by the number of occupants at these locations.

^{*6} : Average per capita water usage = the total water withdrawal from sites with data (based on statistics from Taiwan Water Corporation, Taipei Water Department, and landlords' allocation statements) / the total number of occupants at those sites.



4.1.4 Waste Management 306-1 306-2 306-3

Waste generated by momo during operations has been classified as general commercial waste and no hazardous industrial waste was generated. In compliance with legal regulations, licensed waste disposal was commissioned to handle the clean-up and transportation to government-owned incinerators for processing. We have set annual waste management targets and continue to promote reduction advocacy and related measures. In2024, the per capita waste generated at the headquarters building decreased by 18.25% compared to the base year of 2020.

momo Waste Reduction Actions

Office Waste Reduction Measures

- In response to the government's policy on encouraging the use of personal environmental cups, we are distributing reusable environmental cups and utensils to all employees. This initiative aims to reduce the consumption of disposable tableware.
- Encourage employees to bring their own tableware and organize internal promotional activities such as employee raffles.
- Organize meetings or events where we provide eco-friendly tableware and food containers to reduce the usage of disposable tableware.
- Recycle and reuse the office stationery supplies to reduce waste.



Warehouse Waste Reduction Measures

- We are driving a packaging materials reduction plan, as detailed in [Ch.4.2 Green Packaging](#)
- Continuously expand internal resource recycling projects within our warehouse facilities.
- Increase the reuse of inbound and return cartons.

momo Waste Statistics (Unit : Tonnes)

Item	2022	2023	2024	
Head Office Building				
Average Waste per person ¹	0.0133	0.0161	0.0137	
Total Waste	21.05	25.19	24.67	
Total Recycling ^{2,3}	9.87	10.70	10.65	
Warehouse ⁴				
Total Waste ⁵	568.6	628.4	903.2	
Total Recycling	Carton	3,001.97	3,091.97	3407.82
	Plastic	81.59	112.41	204.95
	Bubble wrap	1.59	3.61	2.59

*1 : Per Capita Waste Generation : Total waste generated at momo headquarters building/the total number of employees at momo headquarters building.

*2 : Types of recycling : Paper, iron and aluminum cans and PET bottles.




*3 : Total Resource Recycling Volume: momo office area * (Total resource recycling volume of the headquarters building/ Headquarters building area).

*4 : Scope of Warehouse Waste Disclosure : Warehouses under 100% operational control of momo for the years 2022-2023; warehouses of momo and all subsidiaries included in the 2024 consolidated financial statements.

*5 : Total amount of warehousing waste: calculated as the weight set out in the monthly waste removal contract.

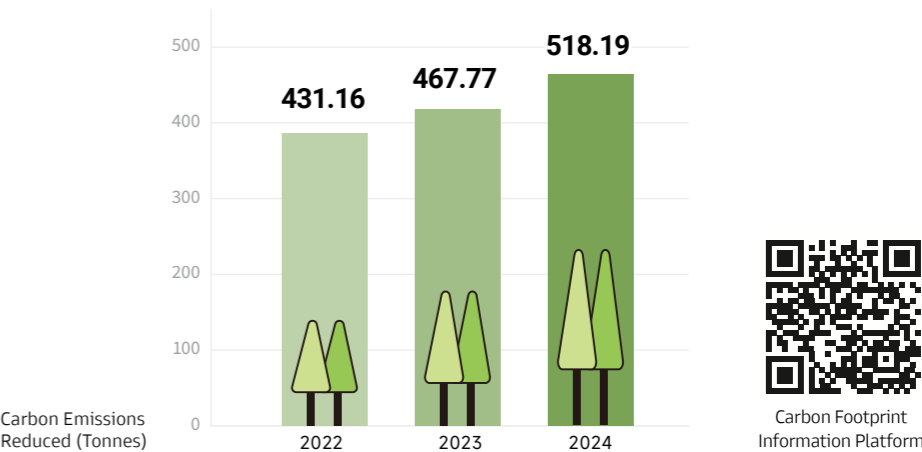
Paperless Applications

momo promotes paperless initiatives from three directions: "consumer channels", "suppliers", and "internal approval". This approach aims to reduce paper consumption while simultaneously enhancing operational efficiency. Through paperless initiatives, **momo reduced paper consumption by 68.18 million sheets in 2024, equivalent to a decrease in carbon emissions of approximately 518.19 tonnes.**

Directions for Paperless Initiatives	Explanation	2024 Performance
 Consumer Channels	momo introduced electronic invoices in 2015. Online and voice confirmation were also offered as an alternative to consumer certificate of return. Proof of payment for travel packages was also switched from paper to e-mail notification.	Reduced paper consumption by >6,671 million sheets Reduced approximately 507.02 tonnes of carbon emissions.
 Suppliers	momo streamlined the supplier account reconciliation process. Online processing of statements, payment and donation receipts, and return/allowance certificates by the B2B value-added center reduced the need for printed invoices, printed account statements as well as mail and postage.	93.64% of suppliers now use the paperless process for reconciliation Saved >1.23 million sheets of paper Reduced approximately 9.42 tonnes of carbon emissions.
 Internal Approval	momo has introduced 75 types of electronic forms and electronic taxi vouchers to reduce the use of paper in the office and to enhance the transparency of the approval process.	Saved >230,000 sheets of paper Reduced approximately 1.75 tonnes of carbon emissions.

*1: Each pack of A4 paper (500 sheets, 80g, 210 mm x 297 mm) represented 3.8kg CO₂e.
Source : **Carbon Footprint Information Platform**

Effectiveness of momo's Paperless Initiatives



Paper Reduction for Administrative Documents

momo has promoted a paper reduction campaign in administrative documents by establishing an internal photocopying volume management system and regularly encouraging employees to use double-sided paper, as well as promoting the adoption of online meetings and electronic document processing. In 2024, there was a reduction in paper usage of approximately 191,700 sheets compared to 2023, with a per capita paper usage decrease of about 32.38% compared to the base year of 2020. Moving forward, we will continue to develop electronic forms to further reduce photocopying and paper waste.

Item	2022	2023	2024
Total Paper Usage	1,615,370	1,604,494	1,412,822
Average Usage per Person	958.11	1,025.24	781.86

(Unit : Sheets) *1 : Paper dimensions: A4, 210mm x 297mm.

4.1.5 Green Smart Warehousing

momo fulfills its commitment to green logistics by establishing "Green Distribution Center" and "Automated Warehousing". Through the implementation of solar power systems, green building design concepts, and rainwater recycling systems, all major distribution centers of momo aim to reduce warehouse carbon footprint and develop low-energy, low-carbon green warehousing. The site selection and planning for each logistics center take into account environmental impact to enhance the Company's resilience to climate change. Additionally, momo has introduced industry-leading automated logistics technology to significantly improve shipping efficiency, increase daily shipment volume, and provide high-quality fast services to the public.

1,187,000 kWh

The annual solar energy generation capacity of the Northern Distribution Center



886,000 kWh

The annual solar energy generation capacity of the Southern Distribution Center

2 large-scale distribution centers built in green concept



*1 : The Northern Distribution Center commenced operations in 2017; the Southern Distribution Center commenced operations in 2024; the Central Distribution Center is planned to be established in 2027, with solar power system installation scheduled for 2025.

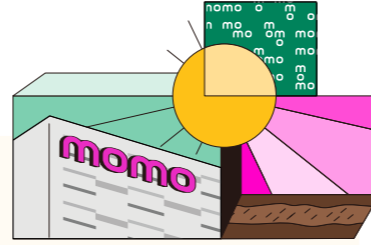
3,400 kW

The total installed capacity of renewable energy generation systems



*1 : The Northern Distribution Center is equipped with a solar power system with an installed capacity of 1,000 kW. The Southern Distribution Center is equipped with a solar power system with an installed capacity of 1,200 kW (operating under a self-generation and self-consumption model, with surplus electricity sold back to the grid). The Central Distribution Center, currently under construction, is also planned to install a rooftop solar power system with a projected capacity of approximately 1,200 kW for self-generation and self-consumption.





Green Distribution Center

Installing solar panels on the roof to reduce carbon emissions from warehouse operations

momo's Northern, Central, and Southern Distribution Centers are all equipped with solar power systems. The Northern Distribution Center generates over 1.2 million kWh of green electricity annually; the Southern Distribution Centers commenced operations in November 2024, and the Central Distribution Center is scheduled to begin operation in 2027, each expected to provide approximately 1.3 million kWh of green electricity annually. In the future, momo's self-purchased/self-built warehouses will be fully equipped with renewable energy systems for self-generation and self-consumption, so as to increase the use of renewable energy.

Implementing the concept of green building design to create distribution centers, reducing energy usage

The Northern and Southern Distribution Center adopts various environmentally friendly building materials and energy-saving designs, including:

- **Green roof** : In addition to generating green energy for electricity generation, it also reduces the temperature of the plant by insulating it from the sun's rays.
- **Energy efficient lighting** : LED lighting is used in the factory to facilitate energy savings.
- **Steel / green building materials** : The steel structure is used in the factory to achieve carbon reduction and environmental protection.
- **Double-layer wall / multi-layer low-E glass** : It blocks the infra-red and ultra-violet heat from the sun.
- **Tunnel air and drencher system** : It uses the principle of tunnel air in conjunction with a drencher system to reduce the temperature and maintain the humidity in the factory.
- **Natural ventilation system** : It introduces in fresh outdoor air for ventilation, releasing stored heat from the building.
- **Rainwater recycling for planting and irrigation** : The plant recycles rainwater for planting and irrigation.
- **Tunnel ventilation system**: Utilizes the principle of tunnel ventilation to reduce energy consumption of air-conditioning equipment in the plant area (exclusive to Southern Distribution Center).
- **Groundwater system**: Recycles groundwater for use in flushing toilets within the facility (exclusive to Southern Distribution Center).

Conducting thorough assessments to minimize environmental impacts

Before the construction of each large-scale distribution center, a comprehensive "site environmental assessment" is conducted, which includes runoff control, soil liquefaction assessment, soil and groundwater monitoring, and traffic impact assessment. Through the planning and establishment of green belts, the function of mitigating surface runoff during heavy rainfalls is maintained, fulfilling flood prevention requirements. Furthermore, expert review meetings are held to adjust facility planning based on expert opinions, ensuring that the environmental impact is minimized.

Automated Warehousing

Adopting a person-centered approach to reduce unproductive working hours

Introduce equipment to automate repetitive tasks, reduce unproductive working hours, enhance team productivity, and potentially save around 30% of workforce.

Enhancing Operational Safety

Utilize unmanned vehicles equipped with intelligent sensing capabilities to transport goods, effectively reducing the distance personnel need to travel and ensuring safe and efficient delivery of goods.

High-density storage for space-saving purposes

Implement a pallet-based automated storage and retrieval system, leveraging its high-density storage and fast operation to achieve space savings and operational optimization.

Streamlining operational processes to reduce error rates

Utilize equipment assistance to swiftly and accurately consolidate items from the same order, aiding warehouse personnel in handling tasks with precision.



Introducing momo's 10th Sustainability Report

momo 20th ESG highlights

2024 ESG Highlights

Glory and Recognition

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

4.1 Green Operations

4.2 Green Packaging

4.3 Green Logistics

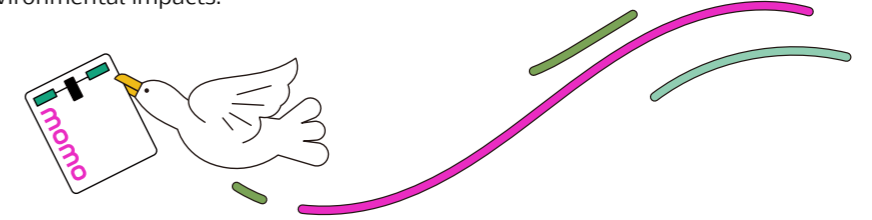
5 Employee matters

6 Society matters

Appendix

4.1.6 Biodiversity

momo identifies biodiversity as one of its key sustainability focus areas and proactively implements diverse biodiversity-friendly initiatives. Collaborating with consumers, employees, and suppliers, momo strives to protect biodiversity and reduce environmental impacts.



External Initiative Actions

Beach and River Cleanup Campaign

To contribute to SDG 14 — Life Below Water, momo has been sponsoring the Dingliao Beach in Linkou, New Taipei City since 2023. In April 2024, momo organized a large-scale beach cleanup event titled the "Sustainable Home Defense Team", mobilizing 227 environmentally conscious Green Living members and employees to participate. During the event, participants collected 860 kilograms of marine debris from the beach. Prior to the cleanup, a Marine Conservation Seminar was held to educate attendees on coastal ecology and share the concept of source reduction, helping participants appreciate the importance of protecting the marine environment through hands-on action. In October 2024, momo also organized a "Sanxia River Cleanup" volunteer activity, inviting employees to visit the popular tourist area of Sanxia and assist in preserving the river's natural state by removing residential and tourism-related litter along the riverbanks.



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Appendix

Promoting Biodiversity Issues through Social Media

momo publishes a monthly "Sustainability Classroom" post on its official social media channels (Facebook, Instagram), reaching over 1.5 million followers. These posts promote biodiversity conservation and environmental education topics, including issues such as wildlife roadkill and window collisions, beach cleanup guidelines, and introductions to eco-label certifications. Through these efforts, momo actively leverages its corporate influence to advocate and advance sustainability education.



Implementation of Environmental and Animal Protection Public Welfare Projects

momo's "Enjoy Charity" initiative leverages its platform marketing resources and website traffic to continuously collaborate with NGOs focused on animal welfare and ecological conservation. In 2024, momo supported TEIA (Taiwan Environmental Information Association) in fundraising efforts for underwater coral reef ecological surveys, and partnered with the Animal Protection Association of the Republic of China and the Faith for Animals to care for stray animals. By pooling its own resources with those of relevant organizations, momo strives to create a greater collective impact. (For detailed results of the public welfare projects, [please refer to Ch.6.1 Digital Fundraising.](#))



Internal Operational Practices

Product Policy Upholding Animal Rights

momo fulfills its supply chain management responsibilities as an e-commerce platform by clearly stipulating a "Prohibited and Restricted Product Policy" within its Product Policy Center. This policy prohibits suppliers from listing products on the momo platform that involve protected animal species (including but not limited to wildlife), spring-loaded traps/ large traps, and live animals (excluding seafood intended for consumption), which may harm animal rights. Upon receiving reports from government authorities, advocacy groups, or other entities, momo has a clear removal procedure in place and can delist such products within 24 hours. In cases of severe illegal sales, momo reserves the right to terminate contracts with the sellers.

Green Procurement Reduces Deforestation

momo reduces its environmental impact through the procurement of eco-friendly packaging materials. All cardboard boxes are made from over 90% recycled pulp. Since 2022, momo has implemented a recycled carton program, with over 460,000 refurbished boxes reused as of 2024. Additionally, momo has independently developed environmentally friendly packaging materials, such as water-activated tape made from FSC-certified pulp, demonstrating its commitment to biodiversity through responsible corporate procurement practices. (For more details, [please refer to Ch.4.2 Green Packaging.](#)) Furthermore, momo promotes biodiversity protection and minimizes environmental impacts during transportation by establishing a Sustainable Development Principles for Suppliers/ Contractors, encouraging suppliers to obtain relevant environmental certifications.



Introducing momo's 10th Sustainability Report

momo 20th ESG highlights

2024 ESG Highlights

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1 Sustainable Development of momo

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Appendix

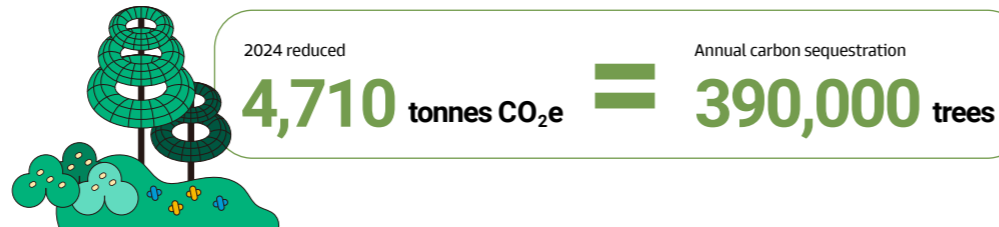
4.2 Green Packaging

2-25

305-5

Green Packaging Management Strategy

momo actively responded to the implementation of the "Targets and Measures for Restrictions on Internet Shopping Packaging" by the Ministry of Environment. It proactively implemented packaging reduction and innovative packaging techniques ahead of schedule. By utilizing data and system assistance, momo conducted analyses on product inventory allocation and shipment packaging to reduce cross-warehouse shipments and the use of carton packaging. Furthermore, momo continued to expand its circular packaging projects and research sustainable packaging materials. Following the Ministry of Environment's "Online Shopping Packaging Reduction Guidelines", momo promotes reduction based on three principles: packaging reduction, environmentally friendly materials, and circular packaging. Since 2023, momo continued to be awarded the "Reduced Online Shopping Packaging Logo 2.0" for its efforts. momo optimized packaging materials and reduced packaging usage. **Compared to the base year of 2019, it reduced a total of 4,710 tonnes of carbon emissions in 2024¹. On average, this equates to a reduction of 66 grams of carbon emissions per item, which is equivalent to the annual carbon sequestration of 390,000 trees.**



*1: Calculation method for optimizing packaging material carbon reduction: 2024The quantities of each packaging material in 2024 x The reduction in weight per item of each packaging material in 2024 compared to 2019 (base year) x The sum of the carbon emission coefficients of each packaging material. The 2024 statistics on the quantity of packaging materials are detailed in **Ch.4.2.3, Online Shopping Packaging Reduction Plan** [2].

*2: Carbon emission coefficients: carton packaging is 1.34 kg CO₂e/kg, cushioning material is 1.9 kg CO₂e/kg, sealing tape is 6.61 kg CO₂e/kg, and packaging bags are 1.9 kg CO₂e/kg. Source: **Carbon Footprint Information Platform** [3].

*3: The carbon sequestration capacity of a tree is approximately 12 kg of carbon dioxide per year. Source: **Environmental Quality Protection Foundation** [4].

*4: The reduction items (e.g., cardboard boxes, plastic packaging, etc.) originate from upstream supply chain emissions and fall under Scope 3: Carbon Emission Reduction.

Green Packaging Actions

Reduction in Packaging

- Develop an AI system to recommend the most suitable packaging materials
- Develop packaging materials for diverse product specifications, and increase the number of carton specifications to 41.
- Increase the proportion of self-imported products shipped in their original packaging.
- Promote short delivery bills, reducing paper usage by 37.8%.



Environmentally Friendly Materials

- Continuously develop diverse eco-friendly packaging materials, such as water-soluble adhesive tape, honeycomb paper bags, etc.
- Cartons are made from over 90% internationally certified recycled pulp, with printing areas reduced to below 30%.
- Recycled plastic for reusable bags is made from waste film collected from warehouses and processed through heat fusion.
- 30% of the material used in the eco-friendly bags is recycled plastic, with printing areas accounting for less than 20%.



Circular Packaging

- Establish over ten thousand recycling sites for momo reusable bags across Taiwan, and continue to negotiate cooperation with convenience stores for recycling channels.
- Tzu Chi Environmental Protection Education Center, momo's head office and Rui Guang office building have set up circular carton recycling stations, where the cartons are refurbished and reused.
- Promote the "momo Green Life Membership" program to encourage consumers to choose recyclable packaging and cultivate a sustainable consumer base.
- Collaborate with suppliers to promote the use of momo circular boxes for inbound shipments.



4.2.1 Environmentally Friendly Packaging Material

momo has developed various packaging materials for diverse product specifications, including honeycomb paper bags that eliminate the need for plastic bubble wrap, and adhesive tape made from FSC-certified pulp. Additionally, cartons are made from over 90% recycled pulp and are available in up to 41 specifications, ensuring that each order is packaged in a more suitable and environmentally friendly manner. To enhance the recyclability of packaging materials, momo cartons are free from metal staples, wax, and film. Fragile item labels are stamped instead of using stickers, improving packaging recycling efficiency. Moreover, the printing area is reduced to below 30%, minimizing ink usage. Eco-friendly bags also incorporate 30% recycled materials and reduce the printing area to less than 20% of the total bag surface area. Additionally, we collaborated with suppliers to promote bulk shipping in original packaging. In 2024, a total of over 11.29 million items were shipped directly in their original packaging, reducing the need for additional packaging.



Eco-friendly cartons



- Cartons are made from **>90% recycled pulp**
- Eco-friendly ink with a print area of less than 30%
- Metal staples, wax, and film are used in the central part of the packaging

Reusable bags



- **Recycling waste warehouse film** into recycled plastic through heat melting, with recycled materials accounting for 30%
- Bags can be reused up to 25 times

Eco-friendly express delivery plastic bags



- **Reusing leftover materials from the manufacturing process**, with recycled plastic accounting for 30%
- Eco-friendly ink with a print area of less than 20%

Honeycomb paper bags



- Specialized packaging materials for books and cosmetics
- **No need to use plastic bubble wrap**

Water-soluble tape



- Adopted **FSC-certified pulp**
- Adhesive extracted from plant starch

4.2.2 Circular Packaging

Establishing the momo Circular Packaging Ecosystem with Over Ten Thousand Recycling Sites

To implement source reduction and circular use of packaging materials, momo has developed reusable bags that can be reused up to 25 times. Additionally, momo collaborates with the Buddhist Compassion Relief Tzu Chi Foundation to collect, clean, and reuse used momo cartons for shipping. By actively establishing a "Circular Packaging Ecosystem", momo is fully committed to promoting the circular reuse of online shopping packaging materials. In the third quarter of 2023, momo launched the "momo Green Life Membership" program, encouraging consumers to opt for reusable bags when placing orders, significantly boosting the recycling rate of reusable bags.

25
number of times a
reusable bag can be
reused

>1.5
Recycling sites for
reusable bags

To make it more convenient for consumers to recycle circular packaging, momo has actively expanded its recycling channels. In addition to partnering with Chunghwa Post's mailboxes and iBoxes, and Simple Mart's stores across Taiwan for reusable bag returns, momo will further extend its recycling services in 2024 by including new recycling sites through Taiwan Mobile and 7-ELEVEN. By the end of 2024, there were over 15,000 recycling stations across Taiwan. Consumers receiving packages with a green circular bag seal labeled "momo reusable bag" can return the packaging at the aforementioned recycling sites after confirming the items are correct, easily completing the recycling process. The recycled reusable bags are collected by momo, then undergo cleaning, disinfection, and refurbishment processes before being reintroduced into the packaging and shipping operations. Meanwhile, momo will continue to expand the proportion of shipments utilizing reusable bags from its own warehouses nationwide. By 2024, this share had exceeded 76%, creating a green and environmentally friendly circular e-commerce experience for consumers.

For recycled cartons, momo collaborates with the Tzu Chi Foundation, inviting consumers to return used cartons to Tzu Chi Environmental Protection Education Center or cooperating community recycling stations. Volunteers at these stations assist in sorting and organizing the cartons, which are then transported back to momo warehouses. There, dedicated personnel clean, disinfect, and refurbish the cartons. The cartons are then marked with a "recycled carton" stamp on the carton body and are reused for future shipments, reducing the need for new carton production and usage from the source. Internally, momo also integrates channels such as warehouse return cartons and recycling of office employee cartons to increase the source of carton recycling. By leveraging these channels, momo refurbished over 460,000 cartons in 2024 for reuse.

Carbon reduction performance of momo's recycled bag and recycled carton initiatives in 2024 :

A total reduction of

91.44

metric tons of carbon emissions¹

=

the annual carbon sequestration capacity of

7,620 trees



*1 : The calculation method for reducing carbon emissions from circular packaging : ((The number of recycled reusable bags × the number of reuse cycles -1) × carbon emission coefficient) + (number of refurbished cartons × average weight of cartons × carbon emission coefficient).

*2 : Carbon emission coefficients : Reusable bags are 1.9 kgCO₂e/kg, and circular cartons are 1.34 kgCO₂e/kg. Source : [Carbon Footprint Information Platform](#). [🔗](#)

*3 : The carbon sequestration capacity of a tree is approximately 12 kg of carbon dioxide per year. Source : [Environmental Quality Protection Foundation](#). [🔗](#)

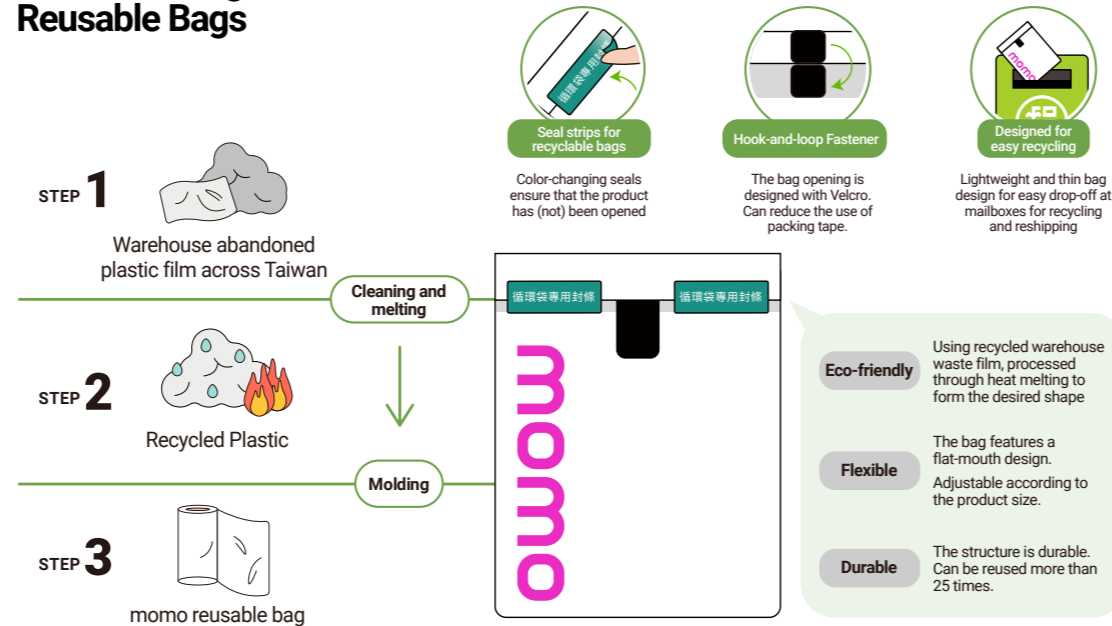
*4 : The base year for packaging reduction is 2019.

*5 : The reduction items (e.g., cardboard boxes, plastic packaging, etc.) originate from upstream supply chain emissions and fall under Scope 3 : Carbon Emission Reduction.

The Sustainable Journey of momo Reusable Bags



Manufacturing of momo Reusable Bags

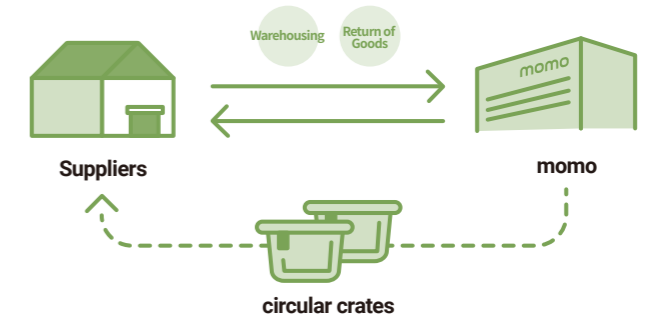


Collaborate with suppliers to promote the use of momo circular boxes

To reduce the use of single-use cartons and thereby minimize resource consumption and waste disposal costs, momo initiated a collaboration with suppliers in 2021 to implement the use of proprietary foldable reusable logistics boxes for inbound shipments, establishing a customized receiving process. In 2022, momo proactively launched a rental service for reusable logistics boxes, inviting suppliers to utilize these reusable boxes upon delivery as a replacement for conventional cartons. This initiative not only eliminates suppliers' costs of purchasing cartons but also reduces carbon emissions, addressing reduction at the source and jointly fostering a sustainable supply chain. In 2024, momo expanded to 5 warehouse locations capable of renting and returning circular boxes, enhancing the convenience for suppliers. Additionally, momo initiated the use of circular boxes to include returns of products, achieving full circular utilization in the supplier warehousing process. In 2024, momo matched 17 suppliers, totaling 34 suppliers who leased a cumulative total of 2,325 circular boxes. This initiative resulted in a collective reduction of 17.6 tonnes of carbon emissions^{*1}.

In the future, momo will continue to expand the promotion of its reusable circular boxes across various supplier categories, aiming to surpass a cumulative usage of 3,500 reusable circular boxes by 2025. The Company will also continue to optimize processes to enhance the convenience of the rental service for suppliers, replacing single-use cartons and reducing resource consumption, thereby strengthening the circularity of its green and low-carbon supply chain.

^{*1}: The calculation method for carbon reduction of circular boxes: With 6.1 kg of carbon emissions per 1 kg of carton box made from virgin wood pulp as a comparison base and momo's circular box weighing 1.24 kg, a total of 2,325 circular boxes were used in 2024. On average, the use of each reusable circular box can save 7.564 kg CO₂e, resulting in a total reduction of 17.6 tCO₂e for 2024. (Source: Taiwan Paper Industry Association).



4.2.3 Online Shopping Packaging Reduction Plan

Since 2019, momo has been actively participating in the "Online Shopping Packaging Reduction Guidelines" organized by the Ministry of the Environment. Following the program's three main goals—packaging reduction, environmentally friendly materials, and circular packaging—momo has developed action plans that combine packaging reduction with environmental sustainability. These efforts have been recognized by the Ministry of the Environment, earning momo the "Reduced Online Shopping Packaging Logo". In 2023, momo once again obtained the "Reduced Online Shopping Packaging Logo 2.0". According to the regulations outlined in the Ministry of the Environment's announcement "Targets and Measures for Restrictions on Internet Shopping Packaging", the average packaging material reduction rate for restricted targets should reach 30% or more by 2025. momo achieved a reduction rate of 26.58% in 2024. Moving forward, momo will continue to optimize its green packaging strategy, aiming to become a green e-commerce leader.

Precision Packaging : AI Simulation to Reduce Packaging Material Usage

Facing over a million products and various combinations of items in each shipment, momo has developed algorithms to find the most suitable packaging for each parcel. Through simulations, calculating the optimal box size for each order, AI suggests the most suitable packaging materials to frontline staff based on the order content, avoiding excessive use of packaging materials. At the same time, the AI suggestion interface is designed to include prompts for using eco-friendly packaging, encouraging shipping personnel to prioritize using reusable bags for shipments and continuously increasing the volume of recycled packaging.

↓ 26.6%

Compared to the base year of 2019 in 2024,
the average weight reduction per parcel¹



↓ 45.9%

Compared to the base year of 2019 in 2024,
the average reduction in cushioning material per parcel²



momo Packaging Material Usage Statistics (Unit : Tonnes)

Year	Number of Internet Sales	Weight of Packaging Carton	Weight of Packaging Bag	Weight of Cushioning Material	Weight of Packing Tape	Average Packaging Weight per Item	Weight Reduction Rate ¹
2019 (base year)	22,25 million	4,101	3	134	52	192.84 grams per unit	-
2024	71,36 million	9,614	149	232	116	141.73 grams per unit	26.58%

* 1 : The calculation method for the average weight reduction rate per item is based on the announcement of the "Targets and Measures for Restrictions on Internet Shopping Packaging" by the Ministry of the Environment : [(Average packaging weight per item in the base year 2019 - average packaging weight per item in 2024) / average packaging weight per item in the base year 2019] x 100%.

* 2 : The calculation method for the average reduction rate of cushioning materials per package: [(Average weight of cushioning materials per item in the base year 2019 - average weight of cushioning materials per item in 2024) / average weight of cushioning materials per item in the base year 2019] x 100%.

4.3 Green Logistics

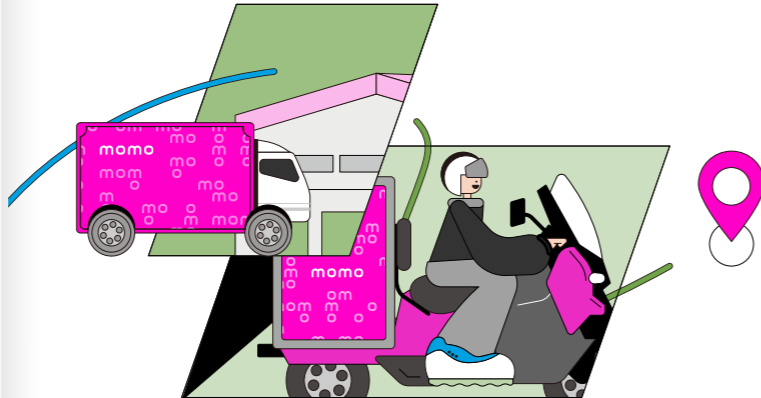
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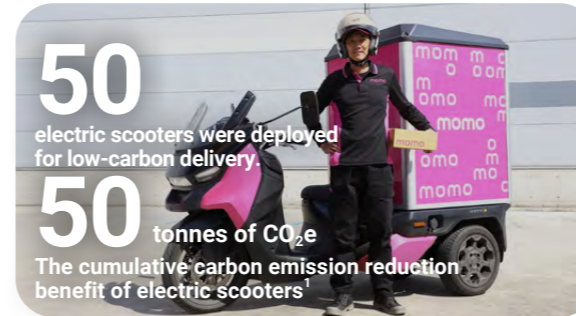
305-5

In 2024, momo's warehouse shipped over 49.13 million parcels. We aim for **"low-carbon delivery"** by focusing on both a **"green fleet"** and **"shortening mileage"**, promoting diverse green logistics initiatives. This approach reduces the carbon footprint of logistics transportation and implements green energy transportation solutions to enhance the efficiency of fleet delivery, thus reducing carbon emissions for the last mile.



4.3.1 Green Fleet

To promote green and sustainable logistics, momo has been pushing ahead with the green fleet project since 2019 (hereinafter referred to as the base year). In addition to purchasing energy-efficient trucks and scooters, we introduced three-wheeled commercial electric scooters to replace fuel vehicles for deliveries by the end of 2022. We also expanded the use of electric scooters to stations in central and southern Taiwan, increasing the number from 4 to 17 stations. Moreover, we actively installed related hardware and software and continued to increase the proportion of electric vehicles for shipment. By 2024, through the green fleet project, the fleet's total distribution capacity as a percentage of momo's warehouse shipments has climbed to 29.7%. Compared to the base year, this also reduced Scope 1 carbon emissions from the company's own fuel-powered fleet. We aim to achieve the interim goal of electric scooters accounting for 50% of distribution by 2025, gradually realizing our vision of green logistics.



- Since the end of 2022, we have been gradually introducing three-wheeled commercial electric scooters to replace fuel vehicles, aiming to reduce carbon emissions during transportation.
- The container capacity of the three-wheeled commercial electric scooters is approximately three times larger than that of the existing large containers of scooters, allowing more cargo to be carried and boosting transportation efficiency.
- During peak traffic hours, utilizing three-wheeled electric scooters for deliveries in urban areas is facilitated by their ease of operation and patented tilting design. This design enables them to maneuver more flexibly through city alleys, thereby enhancing delivery safety.



- At present, 100% of the vehicles procured are environmentally friendly. 170 trucks and 145 scooters procured comply with Tier 1 energy efficiency and Tier 2 energy efficiency requirements respectively, and all fossil-fueled vehicles have been tested for emissions as required by law.
- A maintenance program has been defined for the company-owned fleet. Vehicle mileage is used to determine what maintenance is required, avoiding wasting resources from early maintenance but also ensuring that vehicle maintenance occurs at appropriate times. This not only facilitates the long-term operation of vehicles, but also helps prevent resource consumption due to malfunction or damage.

*1: The calculating method for carbon emission reduction from electric scooter delivery: (The transportation mileage of electric scooters × the carbon emission coefficient of fuel-powered scooters)-(the electricity consumption of electric scooters × the carbon emission coefficient of electricity)

*2: Carbon emission coefficients: For fuel-powered scooters, it's 0.129 kgCO₂e/kg, and for electricity in 2022, it's 0.495 kgCO₂e/kg. Source: Carbon Footprint Information Platform, Bureau of Energy, Ministry of Economic Affairs.

Introducing momo's 10th Sustainability Report

momo 20th ESG highlights

2024 ESG Highlights

Glory and Recognition

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

4.1 Green Operations

4.2 Green Packaging

4.3 Green Logistics

5 Employee matters

6 Society matters

Appendix

4.3.2 Short-chain Deployment

To balance efficiency and environmental sustainability in product deliveries, momo follows a "short chain deployment" strategy by establishing a Southern Distribution Center to optimize its overall logistics network. This enables momo to allocate resources more efficiently while continuously expanding diverse pickup channels to reduce door-to-door delivery emissions. In recent years, momo has leveraged technology to optimize inventory allocation, reducing the need for split shipments and enabling more efficient route planning to shorten delivery distances.

Technology-Assisted Last-Mile Carbon Reduction

Optimal Shipping Warehouse Analysis

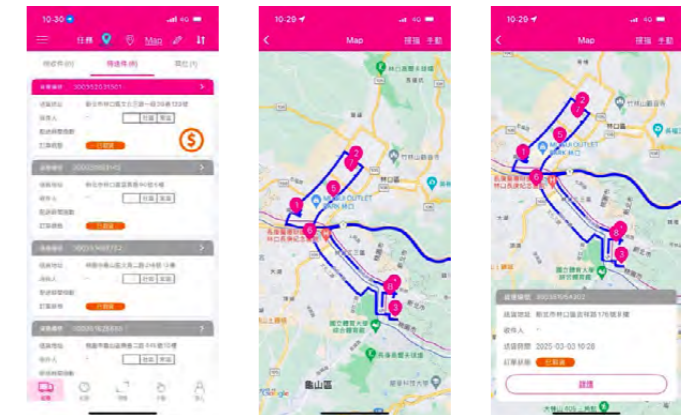
momo utilizes big data management to analyze the optimal configuration of various goods and storage warehouses, aiming to minimize the distance between products and consumers. During shipment, orders are automatically assigned to the most suitable warehouse based on factors such as warehouse inventory, on-site operations, shipment volume, and the availability of shipping carriers for pickup. This approach optimizes dispatching distances, reducing the round trips and transfer scheduling time for shipping carriers, as well as minimizing packaging material consumption and delivery mileage resulting from split shipments of the same order.



Optimal Delivery Route Simulation

Utilizing AI algorithms to plan the optimal delivery routes and integrating with QGIS (Quantum Geographic Information System), momo conducts order hotspot analysis to delineate delivery zones, replacing traditional administrative boundaries and enhancing delivery efficiency.

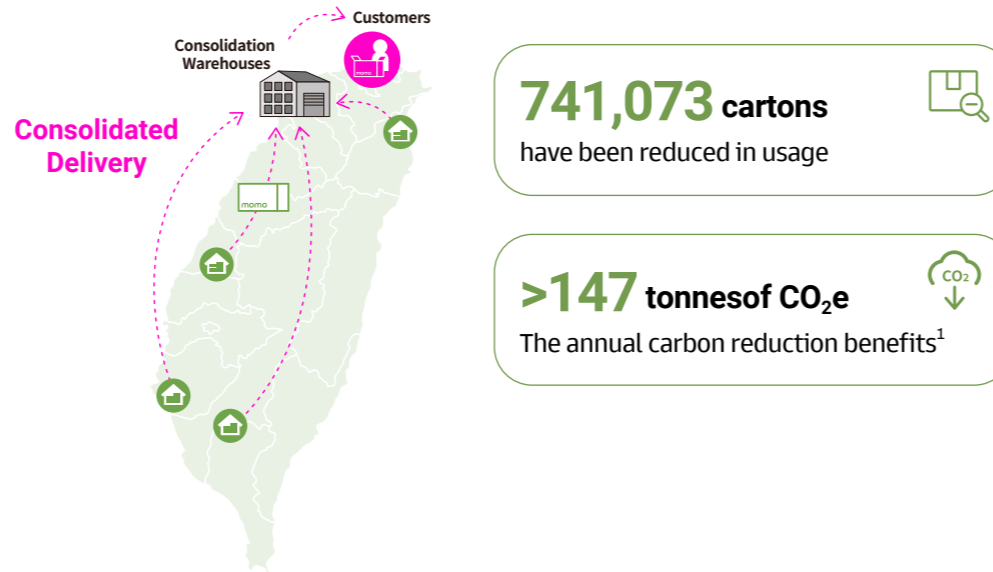
Through collaborative inspections with experienced drivers, the system can continuously receive feedback and adjust to determine the most optimal delivery routes, thereby improving delivery speed and enhancing the customer experience.



Consolidated Delivery for Shipment to Reduce the Need for Split Shipments

momo offers a wide variety of products. If a consumer orders multiple items in a single order, the items may be stored in different warehouses, resulting in the need for split shipments for that order. We continue to optimize our inventory distribution strategy, and in 2022, we introduced the "consolidated delivery" feature for the first time, consolidating consumers' orders from multiple warehouses via existing warehouse-to-warehouse transfer trips to the consolidation warehouse for combined shipments. This will not only reduce the inconvenience of customers receiving multiple packages for the same order, but will improve the loading rate of cartons and cut down on the use of consumables, and also reduce the number of round trips and transportation mileage. In 2023, we implemented the "momo green life membership" program, allowing members to proactively choose whether to opt for consolidated delivery function based on each order's requirements. We also incentivized consumers with mo coins to encourage them to choose this feature, thus avoiding additional carbon emissions generated by split shipments. In 2024, through consolidated delivery, reduced transportation-related carbon emissions by an average of 7.6 grams per package (**momo Green Life Membership, please refer to Ch. 3.1**).

momo Consolidated Delivery Diagram



*1 : Through consolidated delivery, carbon emissions from both carton usage and transportation mileage can be avoided. The calculation method for avoided carbon emissions from consolidated transportation mileage is : (non-consolidated mileage – consolidated mileage) × weight of consolidated parcels × carbon emission factor; The calculation method for avoided carbon emissions from consolidated packaging is: number of cartons reduced through consolidation × carbon emission factor for packaging materials based on the life cycle of momo's retail services.

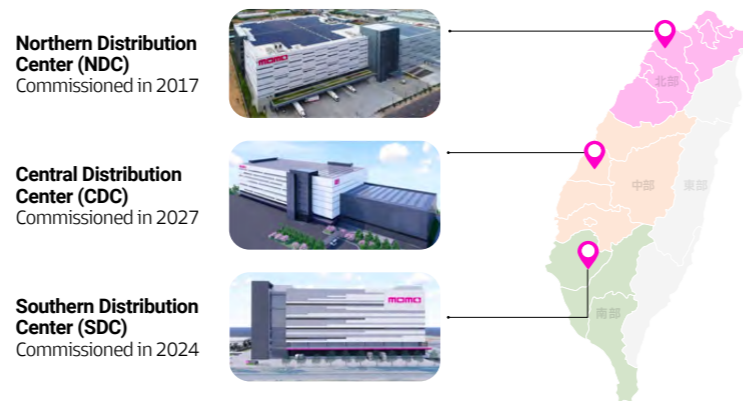
*2 : Carbon emission factors for transportation mileage are as follows : Ambient temperature delivery service : 0.833 kg CO₂e/kg, low-temperature delivery service: 1.55 kg CO₂e/kg; Source : Carbon Footprint Information Platform

*3 : Packaging Carbon Emission Factor : For each retail item sold by momo (physical products), the carbon emission is 1.10 kg CO₂e/kg. According to the life cycle assessment, the packaging materials and waste stage account for an average of 0.167 kg CO₂e/kg per package; Source : Carbon Footprint Information Platform.

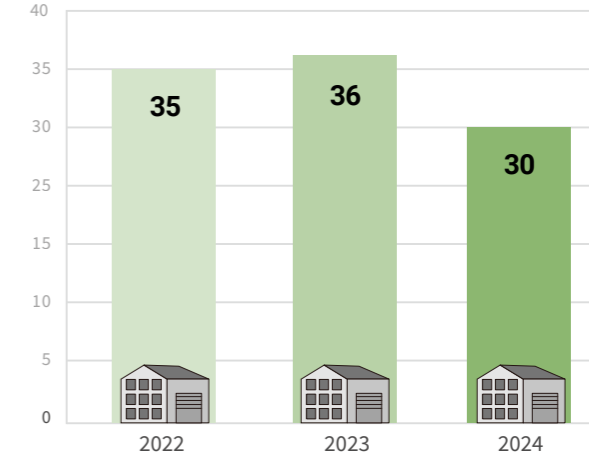
Strengthening Short-Chain Deployment Layout to Enhance Delivery Efficiency and Sustainability

To create the best shopping experience in the "neighborhood", momo is actively expanding its logistics network. After consumers make online purchases, products are quickly shipped from nearby warehouses. By partnering with delivery service providers across Taiwan and utilizing momo's own green fleet, combined with AI-driven route optimization, momo employs a dual approach to shorten the distance between consumers and products, thereby reducing carbon emissions. Furthermore, to provide consumers across Taiwan with service levels comparable to those in northern metropolitan areas, the Southern Distribution Center officially commenced operations in 2024. Serving as a logistics hub for the southern region, it integrates warehousing, sorting, and delivery functions to strengthen regional distribution capacity. The establishment of the Southern Distribution Center has optimized the overall logistics network, enabling more efficient resource allocation. This is also one of the main reasons behind momo's adjustment of its satellite warehouse layout. Through a more streamlined logistics network, the number of satellite warehouses has been reduced without compromising delivery efficiency or increasing logistics-related carbon emissions, thus achieving energy saving and carbon reduction goals. The Southern Distribution Center incorporates multiple smart logistics technologies, including automated warehousing equipment and intelligent picking systems, significantly improving logistics efficiency. Following the inauguration of the Southern Distribution Center, momo is advancing the Central Distribution Center project, which was initiated in 2021. Plans are underway to invest in equipment and promote a BOO model, with an expected official launch in 2027.

*1 : BOO stands for Build-Operate-Owner. National policy is encouraging private-sector investment in construction with ownership and operating rights.



Numbers of Satellite Warehouses



Increase Diverse Options for In-Store Pickup Services to Reduce Door-to-door Delivery

Consumers can choose home delivery or in-store pickup from a convenience store once they make a purchase on the momo platform. In addition to providing consumers with more diverse pick-up options, momo aims for packages, destined to different consumers, to be consolidated and delivered to a single store through the existing convenience store logistics system. Reducing the mileage for home delivery will help reduce carbon emissions. As of 2024, the total number of pick-up points partnered with momo—including the four major convenience store chains, Taiwan Mobile stores, and self-service lockers (iBox)—has reached 16,600.

The number of convenience store pick-ups has continued to grow, with the number near 5.941 million pieces in 2024 and growing by 3.8% compared to 2023 over the same period. The average distance for last-mile delivery of packages was 0.7 km. **The convenience store channel as a whole achieved savings of up to 4.159 million kilometers.** Furthermore, we have collaborated with t-cat for expedited in-store delivery. Items shipped from momo's central and southern warehouses to convenience stores can now be directly delivered by t-cat to the designated pickup points, reducing the need for shipments to the northern warehouses for consolidation.

In 2023, we also introduced convenience store return services, allowing consumers to freely choose the nearest convenience store for returning items. This initiative enables the collection of return items when delivering goods to convenience stores, reducing the need for individual pickups for returns.

Collaborate with Suppliers to Promote Node Removal

Since 2018, momo has been promoting a "node removal" transportation model, inviting various product suppliers to collaboratively innovate operations. Through measures such as direct factory delivery and cross-docking, momo optimizes the use of third-party logistics and warehouse resources to reduce transportation mileage and delivery costs for brand owners, while significantly shortening delivery lead times. Under this model, goods arriving at Taiwan's ports are transported to the nearest momo warehouse. Based on the demand volumes of the northern, central, and southern warehouses, delivery routes are shortened to reduce vehicle carbon emissions, lower logistics costs, increase intangible warehouse capacity, and enhance the collaboration efficiency among third-party teams. As of 2024, 22 suppliers and 40 brands have joined the nodal removal initiative. The volume of goods continues to grow, increasing approximately 52% compared to 2023, resulting in a reduction of 143.26 metric tons of carbon emissions.

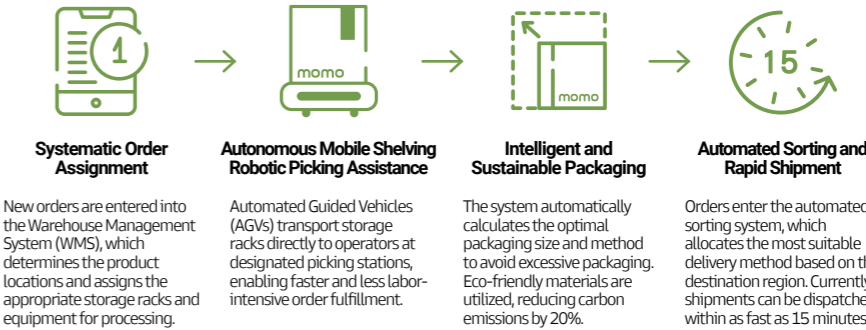
- *1: Factory delivery : The distributor makes the pick-up from the designated location (supplier warehouse). Home delivery bills are printed based on the distributor's administrative region and the corresponding delivery station then attached to the product's outer box. Once this is done, it can be transhipped to delivery stations in the north, center and south.
- *2: Cross-docking : The supplier delivers the product to the station/transfer hub designated by the supplier. Home delivery bills are based on the cross-docking provider's administrative region and corresponding delivery station. The distributor sorts and attaches home delivery bills at the designated station/transfer hub. Once this is done, the delivery is immediately transhipped to delivery stations in the north, center and south.
- *3: The carbon emission reductions achieved through the nodal removal transportation model primarily derive from Scope 3 : upstream transportation and distribution, encompassing supply chain logistics and transportation activities.

Year	2022	2023	2024
No. of Supplier Partners	13	16	22
No. of Brands	25	22	40
Number of Products	69	107	220
Transfer Trips Saved	2,239	3,334	4,018
Pieces	1,143,693	1,500,437	2,285,711
Reduction in Transfer Tonne-Kilometers	320,818	464,607	609,612
Reduction in Carbon Emissions (Tonnes of CO ₂ e)	75.39	109.18	143.26

- *1: All transfer vehicles are 17-ton trucks, each capable of carrying approximately 450 packages. Each trip saves about 148 kilometers in mileage. A 17-ton truck container can accommodate around 400 boxes of tissue paper³ or the equivalent of 14 pallets of goods³.
- *2: The calculation for reduced transfer trips for tissue paper items= Shipment quantity ÷ 400 boxes.
- *3: The calculation for reduced transfer trips for non-tissue paper items= Shipment quantity ÷ (Number of goods per pallet) ÷ 14.
- *4: Reduction in Transfer Tonne-Kilometers: tonnes of shipping multiples driving kilometers.
- *5: Large commercial trucks generate approximately 0.235kg CO₂e per kilometer. (Source : Carbon Footprint Information Platform)
- *6: Fuel consumption of the 17-tonne truck was 0.286L per kilometer based on the vehicle specifications.
- *7: 1 L of petrol = 8,400kcal, 1 kcal = 4,184J. (Source : Bureau of Energy, Ministry of Economic Affairs)
- *8: Vehicular GHG emissions included Carbon Dioxide, Methane, and Nitrous Oxide.

ESG Highlight | Rapid Delivery After Order Placement : Why Is momo Logistics So Fast?

You might think a warehouse is simply a place where people move goods back and forth — but it's far more intelligent than that! Once you place an order on momo, the logistics warehouse immediately activates an efficient operation to ensure the fastest possible delivery!



What Are the Automation Technologies Behind momo's Logistics Warehouse Efficiency?

Pallet Automated Storage and Retrieval System (AS/RS)

Utilizes high-density storage and high-speed operations to enhance space utilization and optimize operational efficiency.

Shuttle Rack System

Provides rapid storage and sorting functions for high-turnover products, thereby increasing operational efficiency.

Automated Guided Vehicle (AGV)

Transports goods from the storage area to the picking station → supports manual picking → automatically returns items to storage, implementing a "goods-to-person" workflow.

Digital Assorting System (DAS)

Used for order consolidation and sorting to ensure fast and accurate aggregation of products within the same order, significantly reducing manual processing time.

IPACK Height-Adjustable Automatic Case Erector System

Automatic case erecting → Sensing product height → Folding and sealing → Automatic labeling machine applies labels → Transferring to the shipping conveyor line.

Robotic Arm

Replacing traditional manual stacking, effectively enhancing operational efficiency.

5

Employee matters

2-25

3-3

momo is committed to safeguarding the well-being of our employees, creating a friendly workplace with diversity and gender equality, empowering and cultivating industrial talents, promoting labor rights and equality, and taking good care of our employees.

2024 Performance Highlights

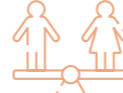
51.22%

Percentage of female supervisors/managers



100%

Gender equality course completion rate



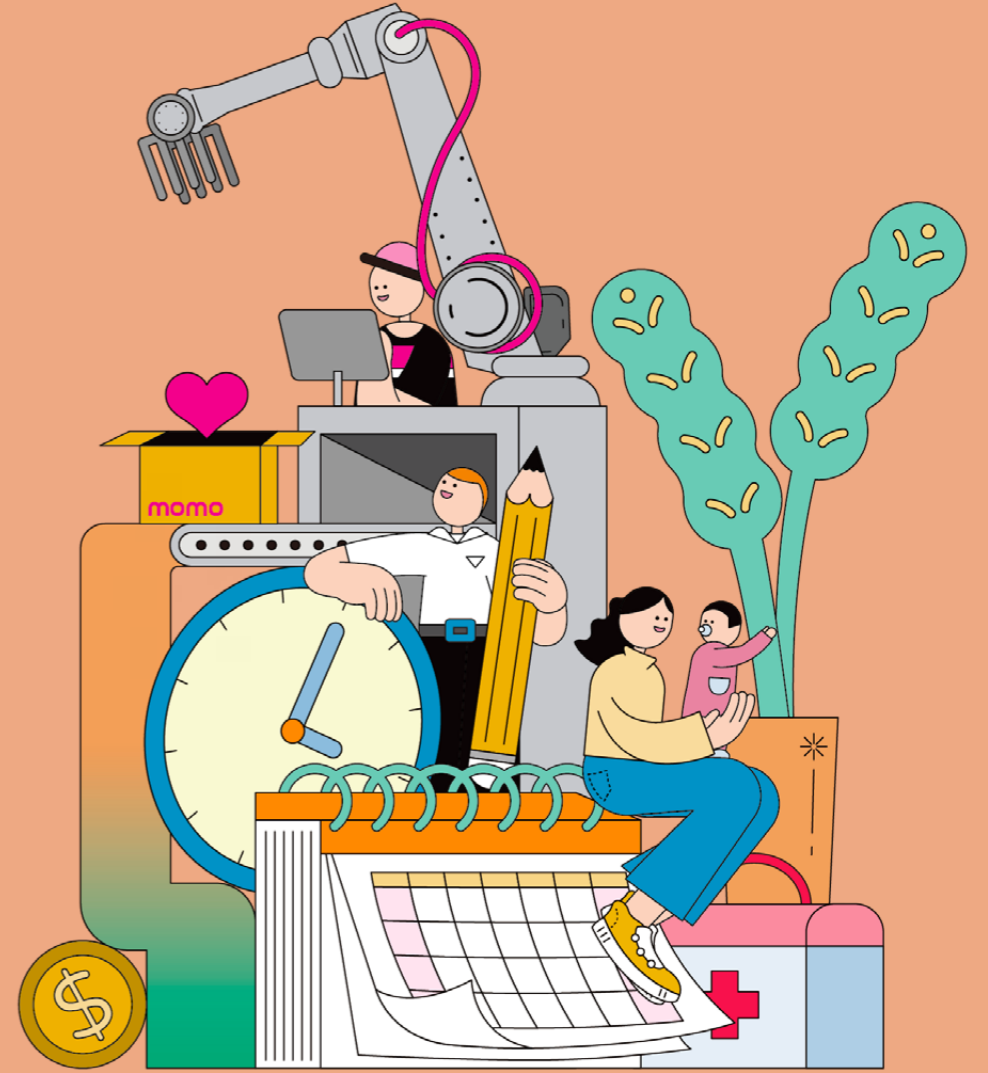
5 warehouses

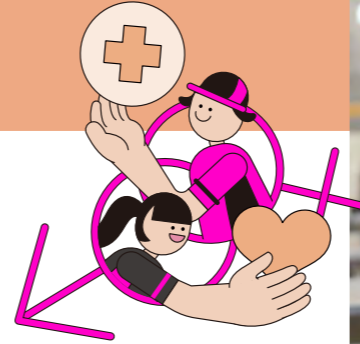
Awarded the Badge of Accredited Healthy Workplace



32,217 hours

ESG education and training





Related to Material Topics

Human Resource Management

— Labor Shortage and Talent Attrition

momo's Promises

- Expand issues concerning our commitment to the Human Rights Policy and the corresponding scope of application in support of and in compliance with international human rights conventions and initiatives as well as labor laws and regulations.
- Provide a diverse range of career training for employees and set up a comprehensive talent development plan.
- Provide clear pathways for advancement and an annual salary adjustment scheme; continue to organize and strengthen employee benefits to attract and retain talents.
- Strengthen the occupational safety and health management system; enforce the environment, safety and health policy to ensure a safe working environment; as well as provide employees with physical and mental well-being services and health promoting activities
- Establish a smooth internal grievance channel to promptly respond to employee opinions and demands, ensuring the protection of employee rights and interests, thereby reducing the likelihood of talent attrition.

Management Mechanism

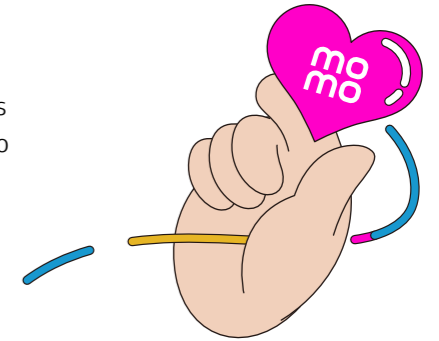
- Roll out the human rights due diligence process in accordance with the United Nations Guiding Principles on Business and Human Rights, identify material human rights issues, and take stock of mitigation and remedial measures.
- Perform proactive compliance checks and raise awareness of human rights and gender equality among employees through education and training, along with policy revisions.
- Promote a diverse and friendly workplace and implement occupational safety and health management through the Gender Equality Promotion Committee and the Occupational Safety and Health Committee, report the achievement of related targets to the Sustainable Development Management Committee, and convene at least two executive meetings each year to track the implementation status of aforesaid matters.
- Implement the "Performance Appraisal System" to evaluate the performance of staff and using the results as a reference for promotion, pay adjustment, bonus payment, education and training and career planning.
- Establish a transparent and diversified grievance mechanism to understand and properly address employee concerns through multiple channels. Each case is reported to the responsible supervisor for awareness, followed by investigation and closure tracking to ensure the protection of employee rights.

Action Plan

- Promote employment for the physically and mentally challenged and the middle-aged and the elderly, with no upper limit on recruitment, aimed at promoting diversity and equality in talent recruitment. In 2024, there were a total of 30 employees with disabilities, with the most senior having worked at momo for 19 years. Among newly hired employees aged 50 and above, there were 21 mid-to-late career individuals, with a retention rate exceeding 57.14%.
- The expenditure on training and education exceeded NT\$5.34 million.
- Made a total of NT\$27.28 million in contributions to the employee stock ownership trust.
- Provided over NT\$410 million in family support subsidies for childbirth, childcare and children's education for employees.

5.1 Diversity and Inclusion

momo recruits outstanding and suitable talents based on professional ability while strictly complying with the relevant labor laws and regulations to protect the legal rights and interests of its employees, and ensure no differential treatment in its employment policy. In addition, we continue to create an open, diverse and inclusive working environment and bring in a wide range of talents to grow with our company.



5.1.1 Employee Composition

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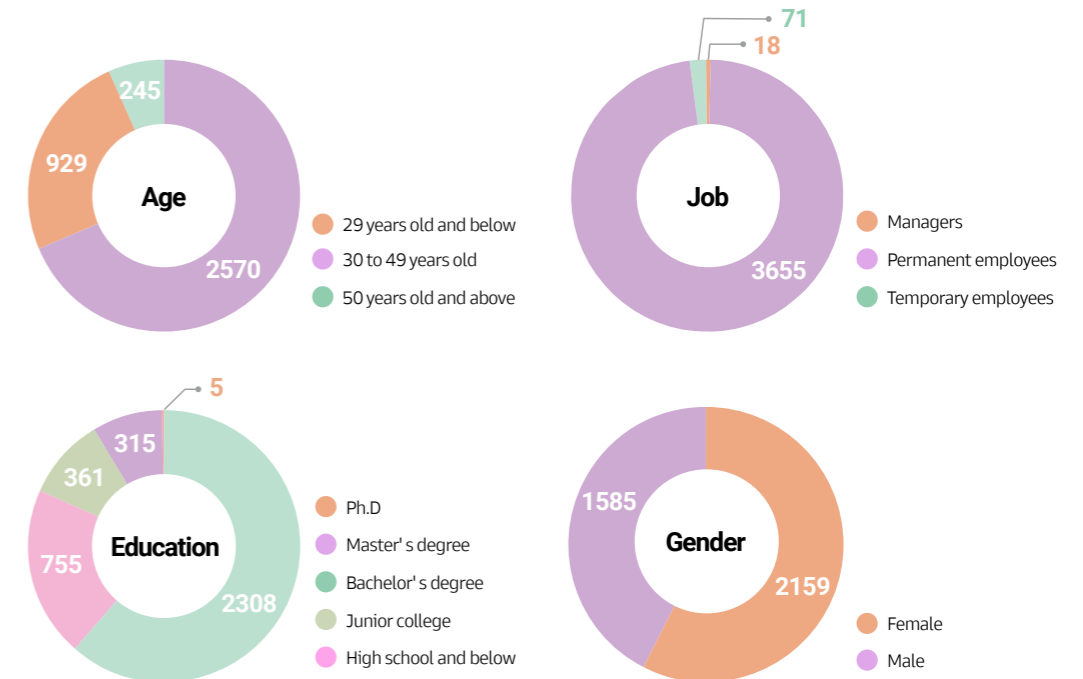
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momo primarily employs local staff, with 100% of senior management being local residents. As of the end of 2024, momo had a total of 3,744 employees (3,655 full-time employees, 71 contract employees¹, and 18 internal managers). Female employees constituted the majority, accounting for 57.98%. The average employee age was 41.25 years, with an average tenure of 5.18 years. In terms of educational background, university degree holders represented the largest proportion at 61.65%. In order to provide more efficient delivery and customer service, momo employs an average of 2,460 temporary workers each month² to assist with our company's operations, of which 96.4% help with logistics and tallying; 2.2% help with telephone customer service; 0.6% help with live streaming-related work; and 0.5% were other contractors.

*1: Temporary employees refer to those on fixed-term contracts. Other than not being eligible for annual and holiday bonuses, their employee benefits are otherwise identical to permanent employees.

*2: Non-employee workers refer to temporary personnel employed by personnel agencies.

Distribution of Various Types of Employees at momo in 2024



Employee Distribution by Category in 2024

Employee Category	Gender				Age					
	Male		Female		29 years old and below		30 to 49 years old		50 years old and above	
	Number of people	Percentage (%)	Number of people	Percentage (%)	Number of people	Percentage (%)	Number of people	Percentage (%)	Number of people	Percentage (%)
Top management ¹	10	0.27%	8	0.21%	0	0%	10	0.27%	8	0.22%
Non-top management ²	166	4.43%	176	4.7%	5	0.13%	284	7.59%	53	1.41%
Technical personnel ³	269	7.18%	129	3.45%	72	1.92%	307	8.2%	19	0.51%
General employees	1,140	30.45%	1,846	49.31%	852	22.76%	1,969	52.59%	165	4.41%
Total	1,585	42.33%	2,159	57.67%	929	24.81%	2,570	68.65%	245	6.54%

*1 : In this table, top management refers to management personnel in the position of Assistant Vice President and levels above.
*2 : Non-top management refers to management personnel at and above the section level as well as at and below the senior manager level.
*3 : Technical personnel refers to company personnel with "Engineer" in their job title.

Employee Category	Male		Female		Employee Category	Male		Female	
	Number of people	Percentage (%)	Number of people	Percentage (%)		Number of people	Percentage (%)	Number of people	Percentage (%)
Permanent employees	1,561	41.69%	2,112	56.41%	Full-time employees	1,561	41.69%	2,112	56.41%
Temporary employees	24	0.64%	47	1.26%	Part-time employees	24	0.64%	47	1.26%
					Non-guaranteed hours employees	0	0	0	0

*1 : Employee distribution was compiled based on the total number of employees at the end of 2023. The denominator was 3,744.

5.1.2 Talent Recruitment and Termination Counseling

401-1

404-2

momo is actively employing e-commerce talents, high-tech digital talents and smart warehousing and logistics talents through a diverse range of recruitment channels. Moreover, momo continues to create a stage for young people to showcase their potential, while working together with all our employees to deliver outstanding results, thus progressing towards the vision of becoming Asia's premier virtual shopping platform.

Diversified Employment

momo continues to incorporate diversity in our hiring policy by offering more job opportunities to people with disabilities, indigenous people, middle-aged people, and elderly people while fostering a friendly working environment. Our achievements in diversified employment throughout 2024 are detailed as follows:

There are a total of 30 employees with disabilities, with the most senior having worked at momo for 19 years.

19 year



There are a total of 20 indigenous employees, with the most senior having worked at momo for 20 years.

20 year

Among newly hired employees aged 50 and above, there are 21 mid-to-late career individuals, with a retention rate exceeding 57.14%.

57.14 %

Termination Management and Counseling

For every employee who resigns at his/her own request, momo arranges for a termination interview to learn about his/her reason for resignation. If the employee is still interested in staying at momo, we offer him/her interview opportunities for internal transfers and improve their job prospects. On the other hand, a performance improvement plan is carried out for underperforming employees. Those that fail to meet the standard by the agreed deadline will be interviewed. While notice and severance pay is then given in accordance with the law. The employee is also reminded of the right to apply for government unemployment benefits.

In 2024, total employee turnover was 933 people, including 880 resignations, 23 involuntary terminations, and 30 voluntary transfers to subsidiaries. The resignation rate was therefore 23.5% and involuntary separation rate was 0.61% if transfers were excluded.

If an employee is retiring or being retrenched, their pension/severance pay is paid by momo in accordance with the law. Employees may also seek assistance with their career transition through the Employee Assistance Program (EAP). The number of retirements at momo is in the single-digits at the moment, however, so no such applications have been made to date.

Distribution of New Hires and Resignations

Age	2024				Gender	2024			
	New hire		Resignation			New hire		Resignation	
	Attendance	Percentage (%)	Attendance	Percentage (%)		Attendance	Percentage (%)	Attendance	Percentage (%)
29 years old and below	586	15.65%	489	13.06%	Male	472	12.61%	350	9.35%
30 to 49 years old	558	14.90%	421	11.24%	Female	693	18.51%	583	15.57%
50 years old and above	21	0.56%	23	0.61%	Total	1,165	31.12%	933	24.92%
Total	1,165	31.12%	933	24.92%	*1 : The distribution of new hires and resignations was compiled based on the total number of employees at the end of 2023. The denominator was 3,744.				

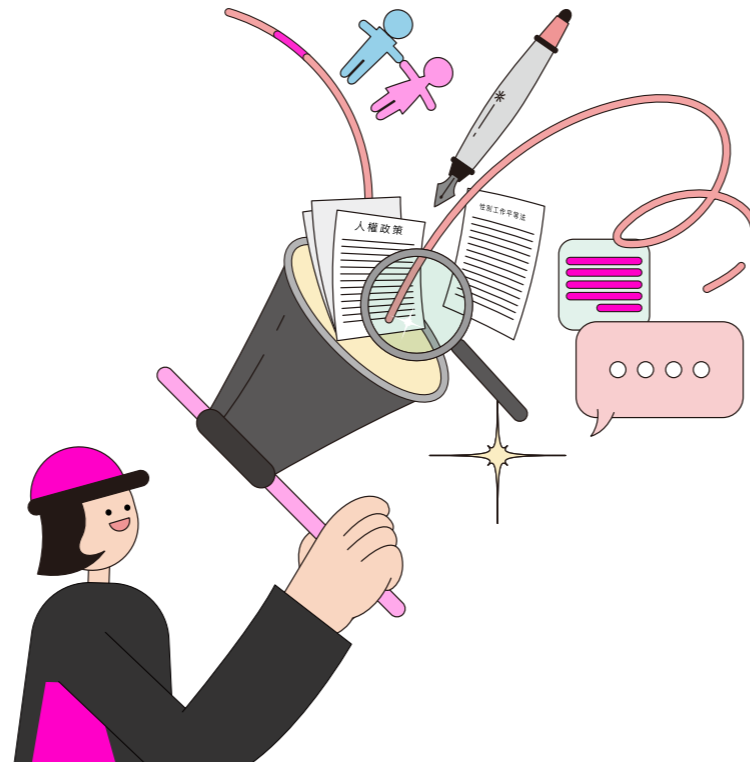
*1 : The distribution of new hires and resignations was compiled based on the total number of employees at the end of 2023. The denominator was 3,744.

5.2 Human Rights Protection 2-23 2-24 2-26

5.2.1 Human Rights Commitment and Management 406-1

Implementation of Human Rights Policy

momo has established a Human Rights Policy, committing to support and comply with international human rights standards, including the United Nations Universal Declaration of Human Rights, the UN Guiding Principles on Business and Human Rights, the UN Global Compact, the International Labor Organization (ILO) Conventions, as well as applicable local laws and regulations. The policy ensures that fundamental human rights are not infringed upon, guaranteeing that all internal and external stakeholders receive equal and dignified treatment. The policy also clearly outlines a human rights grievance mechanism to facilitate open communication channels with all relevant stakeholders. In 2024, momo did not receive any complaints involving gender or racial discrimination, while no incidents of human rights violation or discrimination took place at momo when hiring employees. Furthermore, there were no incidents of human rights affecting momo's operations and forced labor among employees happening at our operating locations.



Additionally, to encourage partners to strengthen their human rights management, momo has established the Sustainable Development Principles for Suppliers/ Contractors, which serves as the fundamental standard governing business interactions with suppliers and contractors. All new suppliers and contractors are required to sign this code before engaging in product sales and collaboration with momo. We implement human rights protection with our suppliers through proactive engagement with them. **(Please refer to Ch.2.4.2 Supplier Selection and Assessment 16)**



momo's Human Rights Policy



Sustainable Development Principles for Suppliers/ Contractors

Introducing momo's 10th Sustainability Report

momo 20th ESG highlights

2024 ESG Highlights

Glory and Recognition

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

5.1 Diversity and Inclusion

5.2 Human Rights Protection

5.3 Talent Development and Retention

5.4 Health and Safe Workplace

6 Society matters

Appendix

Human Rights Management Mechanism

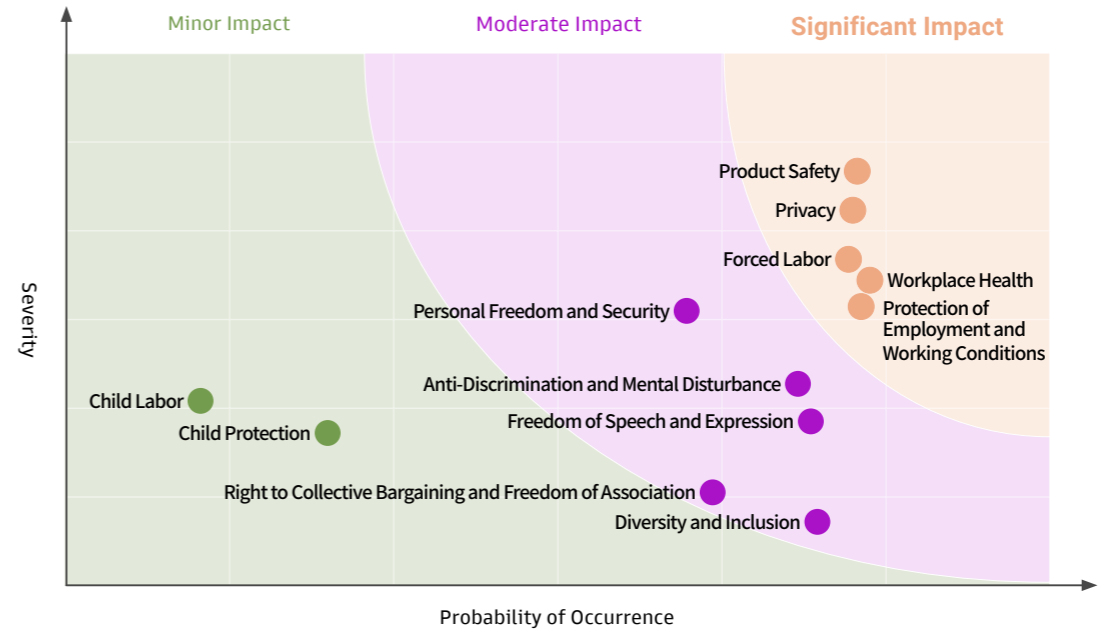
The human rights management mechanism at momo is overseen by the Sustainable Development Management Committee. Through biannual CEO meetings of the committee, project implementation progress is tracked to actively achieve established short-, medium-, and long-term goals. Regular disclosures are made to enhance external communication. Feedback from all sectors is also collected through internal and external feedback mechanisms, such as stakeholder questionnaires, stakeholder seminars and various suggestion boxes, which serve as important references for the improvement of momo's human rights governance.

Human Rights Due Diligence



In 2022, momo set a precedent in Taiwan's e-commerce sector by initiating the human rights due diligence process. We gathered the heads of relevant units at momo, as well as employees who are in constant contact with our value chain partners (i.e., commodity suppliers, logistics suppliers, service providers, contractors, consumers) in their daily work to review each and every human right issue that may occur in the company's operations and overall value chain through workshops and questionnaires, create a risk matrix to identify the top five human rights risks, and then take stock of relevant mitigation and remedial measures in response to the major human rights risks identified to gain an understanding of the current status of human rights management at momo.



The top five human rights risks identified by momo were **"product safety"**, **"privacy"**, **"forced labor"**, **"workplace health"**, and **"protection of labor conditions"**. Please refer to the diagram below for more details on the risk distribution.

momo's Human Rights Risk Matrix

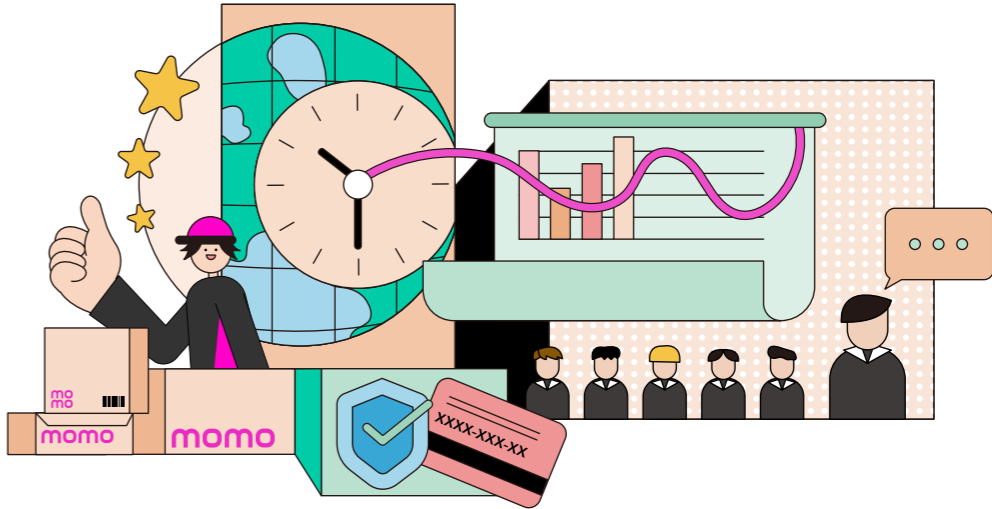


Summary Table of Major Human Rights Risk Mitigation and Remedial Measures at momo

	Impact Value Chain	Mitigation Measures	Remedial Measures	Report Sections Corresponding to Measures and Recommendations
<div> Product Safety</div> <div>Description : The failure of a company or supplier to fully disclose information about a product or service provided that raises concerns about the safety of employees or consumers; or not making sure of providing information about the correct use of the product or service provided that results in safety, damage or abuse.</div>	Upstream	<ul style="list-style-type: none">– All suppliers are required to sign the (1) Sustainable Development Principles for Suppliers/Contractors; (2) Statement of Ethical Management; (3) Privacy Policy; and (4) Duty of Confidentiality Statement.– The Northern Distribution Center was awarded the ISO 9001 Quality Management Systems certification.– Ensure product safety through a protective network of three inspection categories - corrective, preventive and periodic.– Establish a momo laboratory for product testing.– Specify labeling and quality requirements in procurement contracts.	<ul style="list-style-type: none">– Put in place a factory visit system.– Build a system of shelf removal and checking for corrections, and enhance inspection of incoming goods.– Liaise with suppliers on a regular basis to keep abreast of business and, depending on the circumstances, conduct checks to clarify anomalies and arrange follow-up counseling, assistance or termination of cooperation.	Ch.2.4 Sustainable Supply Chain
	momo	If this issue occurs in momo's own operations, it is covered under the topics of occupational health and protection of working and labor conditions. Please refer to the "Occupational Health" and "Protection of Working and Labor Conditions" sections in the later part of this table for more details on related measures.		-
	Downstream	<ul style="list-style-type: none">– Set up a mystery shopper and auditing system.– Establish a momo laboratory for product testing.– Specify labeling and quality requirements in procurement contracts.	<ul style="list-style-type: none">– Appoint dedicated staff in charge of handling inter-departmental reporting processes, offering immediate care to customers, as well as providing real-time response and compensation measures through interdepartmental communication.	Ch.2.4 Sustainable Supply Chain Ch.3.2 Best Consumer Experience
<div> Privacy</div> <div>Description :<ul style="list-style-type: none">– A company or its value chain may not be properly managing business information, consumer and employee personal data and information, resulting in theft, leakage or misuse of data.– The collection, processing or use of customer or employee personal data by the company or supplier does not conform to personal data laws or relevant information security requirements.</div>	Upstream	<ul style="list-style-type: none">– All suppliers are required to sign the (1) Sustainable Development Principles for Suppliers/Contractors; (2) Statement of Ethical Management; (3) Privacy Policy; and (4) Duty of Confidentiality Statement.– Initiate the supplier personal data protection self-evaluation mechanism, requiring suppliers to complete an online self evaluation before collaborating with momo.– Educate suppliers on information security and protection policies on a regular basis.– Conduct information security interviews/visits on site/by phone.	<ul style="list-style-type: none">– Put in place a suspension system in the event of a security breach.– Establish supplier notification, accountability and remedial measures regulated by contract, with penalties for breach of contract.	Ch.2.4 Sustainable Supply Chain Ch.3.3 Information Security and Privacy Protection
	momo	<ul style="list-style-type: none">– Establish the Information Security Committee, and continue to pass the ISO 27001 and ISO 27701 certification process.– Require all supervisors/managers and employees at momo to attend online security courses and tests on a regular basis, as well as participate in occasional drills.– Put in place the data confidentiality mechanism for day-to-day business practices.– Ensure strict compliance with the company's personal data protection requirements	<ul style="list-style-type: none">– Establish the Operational Rules for the Notification of Information Security Incidents.	Ch.3.3 Information Security and Privacy Protection
	Downstream	<ul style="list-style-type: none">– Create the first ever secure communications platform and mask personal data in home delivery.– Bolster the online payment verification system.– Build an internal personal data protection system, and conduct internal auditing on a regular basis.– Set up the "Privacy Policy" section.	<ul style="list-style-type: none">– Put in place emergency response to consumer personal data breach under the Operational Rules for the Notification of Information Security Incidents.	Ch.3.3 Information Security and Privacy Protection

	Impact Value Chain	Mitigation Measures	Remedial Measures	Report Sections Corresponding to Measures and Recommendations
<div> Forced Labor</div> <div>Description :<ul style="list-style-type: none">Forced labor and slavery in a company or its value chain, (e.g., being subjected to forced work, forced overtime and under reporting of hours worked, etc.)Companies or suppliers involved in illegal human trafficking such as labor exploitation (e.g., withholding ID documents).</div>	Upstream	<ul style="list-style-type: none">All suppliers are required to sign the (1) Sustainable Development Principles for Suppliers/Contractors; (2) Statement of Ethical Management; (3) Privacy Policy; and (4) Duty of Confidentiality Statement.Strengthen communication with logistics service providers and conduct internal checks for forced labor, abnormal employee attendance, etc.	<ul style="list-style-type: none">Liaise with suppliers on a regular basis to keep abreast of business and, depending on the circumstances, conduct checks to clarify anomalies and arrange follow-up counseling, assistance or termination of cooperation.	Ch.2.4 Sustainable Supply Chain
	momo	<ul style="list-style-type: none">Clearly set out our human rights policy that pledges to ban forced labor.Clearly set out momo's "work rules" and "attendance management rules" to properly manage working hours, rest, and overtime.Establish an attendance management tool to remind staff and managers of their working hours through management reports, and through an internal checking mechanism, conduct monthly checks on shift schedules, attendance and overtime, and immediately give notice and make improvements for unusual and illegal overtime work.Conduct lectures and training courses on human rights issues (including forced labor) for new recruits and employees, and organize awareness courses on compliance with various laws and regulations, especially for executives, to establish proper concepts of labor management.Take special care of warehousing and logistics staff, as well as arrange and deploy workforce in line with corporate operations.Ban child labor in compliance with laws and regulations, and perform identification checks for new employees on arrival.	<ul style="list-style-type: none">Formulate the "Employee Grievance and Handling Guidelines".Set up a stakeholder section to provide multiple channels for complaints.Set up labor-management meetings for negotiation.	Ch.2.4 Sustainable Supply Chain Ch.5.2 Human Rights Protection
	Downstream	momo is a virtual e-commerce platform with no physical storefront, and provides products/services on the platform, so this human rights issue should not apply to momo downstream.		-
<div> Workplace Health</div> <div>Description :<p>The failure of a company or supplier to provide appropriate safety and health equipment and measures to prevent various workplace safety hazards by law; or the failure to install or provide adequate safety and health education and training, resulting in a health hazard.</p></div>	Upstream	<ul style="list-style-type: none">All suppliers are required to sign the (1) Sustainable Development Principles for Suppliers/Contractors; (2) Statement of Ethical Management; (3) Privacy Policy; and (4) Duty of Confidentiality Statement.Carry out factory visits to verify protective measures for production personnel.Require contractors to sign up for the Sustainable Development Principles for Suppliers/Contractors, and conduct continuing education and training for contractors.Identify workplace hazards and risks, and prioritize response measures against high risks to prevent accidents.	<ul style="list-style-type: none">Take necessary emergency and rescue measures.Report, track, and follow up on improvement and enhancement measures in Safety and Health Management Committee meetings.Maintain regular contact with suppliers to learn about their current situation, and, depending on the situation, carry out verification and arrange for specialized counseling, assistance or termination of cooperation.	Ch.2.4 Sustainable Supply Chain Ch.5.4 Health and Safe Workplace
	momo	<ul style="list-style-type: none">Clearly set out our human rights policy that pledges to ban forced labor and protect environment safety.Provide an employee assistance program (EAP).Establish the Occupational Safety and Health Committee.Introduce ISO 45001, which covers full-timers, staff employed by contract, temporary workers and personnel of contractors.Organize training sessions, on-site hazard identification, and risk management programs to prevent occupational hazards.	<ul style="list-style-type: none">Depending on the employee's medical condition, a nurse practitioner may visit, assess the medical treatment and assist the employee in evaluating the possibility of duties adjustment upon return to work.	Ch.5.2 Human Rights Protection Ch.5.4 Health and Safe Workplace
	Downstream	momo is a virtual e-commerce platform with no physical storefront, and provides products/services on the platform, so this human rights issue should not apply to momo downstream.		-

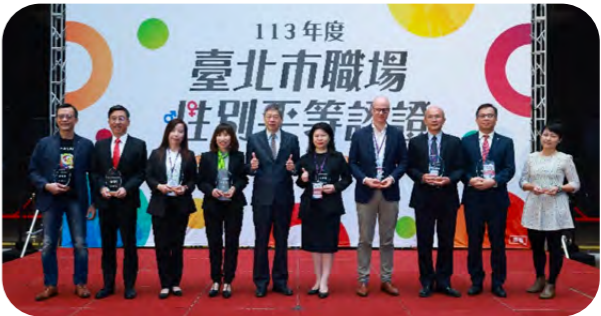
Impact Value Chain	Mitigation Measures	Remedial Measures	Report Sections Corresponding to Measures and Recommendations
Upstream	<ul style="list-style-type: none"> All suppliers are required to sign the (1) Sustainable Development Principles for Suppliers/Contractors; (2) Statement of Ethical Management; (3) Privacy Policy; and (4) Duty of Confidentiality Statement. 	<ul style="list-style-type: none"> Maintain regular contact with suppliers to learn about their current situation, and, depending on the situation, carry out verification and arrange for specialized counseling, assistance or termination of cooperation. 	Ch.2.4 Sustainable Supply Chain
momo	<ul style="list-style-type: none"> Clearly set out our human rights policy that pledges to ban unlawful and discriminatory practices in the workplace. Keep up to date with changes in government legislation to ensure compliance with regulatory requirements. Organize education, training, and awareness sessions from time to time to prohibit employment discrimination, gender inequality, workplace abuse, and sexual harassment. Convene labor-management meetings with representatives of employers and employees to discuss and improve matters relating to labor rights, employee welfare, and occupational safety and health. Put in place the three stages of the employment process to safeguard against illegal employment. 	<ul style="list-style-type: none"> Set up various channels of complaints for various issues, such as the "Employee Grievance and Handling Guidelines", the establishment of a stakeholder section, employee grievance/workplace misconduct grievance, sexual harassment grievance and appeal mechanism, and the appeal mechanism under the Act of Gender Equality in Employment. 	Ch.5.2 Human Rights Protection
Downstream	momo is a virtual e-commerce platform with no physical storefront, and provides products/services on the platform, so this human rights issue should not apply to momo downstream.		-



5.2.2 Diversity and Gender Equality

To foster awareness of gender equality and gender diversity company-wide, momo established the Gender Equality Promotion Committee in 2021, with senior executives as ex-officio members in an effort to roll out various initiatives. We are actively creating a friendly workplace by implementing three strategic dimensions, namely "Women's Empowerment", "Gender Equality Promotion", and "Friendly Workplace and Care", so that all our employees can work in a diverse and inclusive workplace environment. As we continue to focus on the most critical element of corporate sustainability, namely "Talent Sustainability," and proactively advocate women's empowerment policies, we organize women's empowerment courses on an annual basis. Adopting a step-by-step approach to guide the learning process, these courses enhance core management and decision-making skills among female executives through group discussions and interactive sharing. On the other hand, we not only organize courses and seminars on gender equality for all our employees, but also conduct legal compliance awareness programs for supervisors and managers. momo's relentless efforts to create an open, diverse, and inclusive work environment are evidenced by the slightly higher number of female employees serving as supervisors and managers than that of male employees at the company over the past three years.

momo places great importance on gender equality, continuously promoting gender equality education and training, as well as implementing measures to support work-life balance, family-friendly policies, and a supportive environment for childbirth. The Company was awarded the Gold Award under the Taipei City Workplace Gender Equality Certification in 2022, and once again received the Gold Award in 2024. These recognitions further strengthen our confidence in advancing related initiatives and in promoting the values of diversity and inclusion across a broader spectrum of society.



Gender Ratio for Managerial Positions Over the Past Three Years

	2022				2023				2024			
	Male		Female		Male		Female		Male		Female	
	Attendance	Percentage (%)	Attendance	Percentage (%)	Attendance	Percentage (%)	Attendance	Percentage (%)	Attendance	Percentage (%)	Attendance	Percentage (%)
Top management ¹	8	2.75%	8	2.75%	8	2.53%	9	2.85%	10	2.77%	8	2.22%
Non-top management ²	123	42.41%	151	52.07%	144	45.57%	155	49.05%	166	46.11%	176	48.88%
Total	131	45.16%	159	54.82%	152	48.10%	164	51.9%	176	48.88%	184	51.22%

*1 : In this table, top management refers to management personnel in the position of Assistant Vice President and levels above.
*2 : Non-top management refers to management personnel at and above the section level as well as at and below the senior manager level.

Promoting a Diverse Workplace in 2024

Women's empowerment courses

A total of 10 empowerment courses and seminars for female executives were held in 2024, which saw the participation of 58% of female executives and employees.



Disbursement of Settlement and Childbearing Allowance

momo provides family support subsidies for childbirth, childcare, and child's education, which amounted to over NT\$4.1 million in 2024.



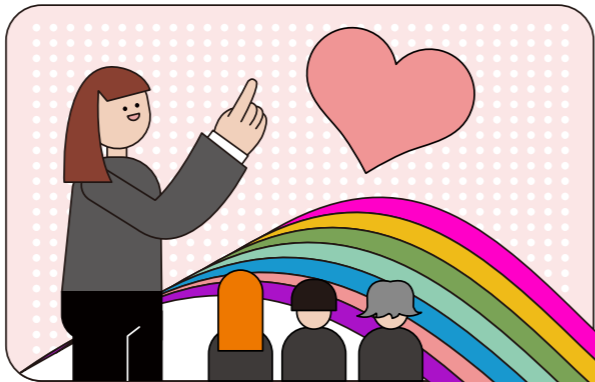
momo provides pregnancy-friendly leave

The statistics on the use of pregnancy-friendly leave are listed on the following page.



Promoting the Maternal Care System

momo has rolled out a maternal care system that provides assistance to mothers at work at all stages of their lives. The aforesaid assistance includes online lectures on maternal care issues, pregnancy and postpartum health education, on-site doctor interviews, breastfeeding rooms that have been awarded the Excellent Breastfeeding Room Certification by the Taipei City Government Department of Health, and parking spaces for women and children.



100% completion rate in gender equality courses

A total of two gender equality promotion courses were held in 2024, with a 100% completion rate among all employees. A total of 12,344 employees at momo have received training on gender equality awareness since 2021.

Target Group	Course Content	Training Hours per Person	Number of Trainees	Course Participation Rate (Actual number of trainees/Number of people to be trained)
New hires	A three-hour training program will be conducted for new hires on the day they report for duty. This program covers the following human rights-related topics: <ul style="list-style-type: none">Employee rights (work rules and related management regulations)Lectures on the Gender Equality in Employment Act and the Sexual Harassment Prevention ActBriefing on various labor-management communication channels	3 hr	1,135	100%
Existing employees	<ul style="list-style-type: none">Education on the Gender Equality in Employment Act and the Sexual Harassment Prevention ActEducation on sexual harassment prevention measures, as well as complaints and punishment regulationsEducation on employee suggestion box and complaint channels	1 hr	3,633	100%
Supervisors above team leader level	<ul style="list-style-type: none">Employee rights and labor law compliance awareness trainingGender equality and sexual harassment prevention awareness trainingWorkplace safety and bullying prevention awareness training	1 hr	65	100%

Statistics on the Use of Family Care Leave^{1,2}

Type of Leave	2022		2023		2024	
	Number of people	Number of hours	Number of people	Number of hours	Number of people	Number of hours
Menstrual leave	1,020	18,612	1,061	24,894	1,292	24,930
Pregnancy checkup leave	62	1,874	54	1,788	68	2,443
Pregnancy checkup accompaniment and paternity leave	16	751	18	834	36	1,776
Family care leave	331	6,979	289	7,384	424	10,401.5
Volunteer time-off leave	1	32	21	228	61	629

*1 : The table above presents the total number of leave applicants and the number of hours for each type of leave in 2023.
*2 : Since 2020, in response to the severe impact of the pandemic and to support employee well-being, momo has provided paid epidemic prevention leave and epidemic prevention care leave. In 2022, a total of 74 employees took paid epidemic prevention leave, amounting to 1,550 hours. In both 2022 and 2023, 99 employees took epidemic prevention care leave, totaling 3,598 hours. Subsequent to the relevant types of leave were abolished following the dissolution of the Central Epidemic Command Center effective on May 1, 2023.

5.2.3 Labor-Management Communication and Labor Rights Protection 2-25 2-30 402-1

momo has established a variety of communication channels to bolster the labor-management communication and dialogue mechanism. Moreover, we also help employees solve their problems by actively encouraging the use of various labor-management communication channels. At the same time, irregular employee conferences (use e-mail instead during the epidemic) and management meetings are employed to communicate important company messages and policies. These forge open channels for two-way communications that encourage the company and employees to work together towards a common goal.

Labor-Management Communication and Labor Rights Promotion

To effectively coordinate labor-management relations and promote cooperation, momo has established a labor-management meeting mechanism, convening meetings on a quarterly basis. In 2024, a total of four such meetings were held. At present, there are 10 representatives each from the labor side and 10 representatives from the management side. The labor side representatives are directly elected by and from among all employees, and the views of the labor side are gathered from momo's main operating locations. Resolutions passed at labor-management meetings apply to all employees, covering 100% of all employees. momo will communicate in advance with employees on any major operational changes that impact them. Notice is also given in accordance with the Labor Standards Act. Employees who have been with the company for more than three months but less than one year are given ten days' notice. Those who have been with the Company for one year but less than three continuous years are given 20 days' notice. Those that have been with the company for more than three continuous years are given 30 days' notice. No related incidents were reported at momo in 2024.

Smooth Complaint Channels

momo actively ensures the accessibility of internal grievance channels by providing a dedicated telephone line, fax, designated mailbox, and email address, which are disclosed in the stakeholder section of the company's official website. Employees can promptly raise concerns through various channels, enabling the company to address issues in a timely manner. All grievance cases can be submitted under conditions of safety and confidentiality. Upon receipt of a grievance, an initial interview is conducted within one week, and the information is consolidated and reported to senior management. The responsible unit then carries out an investigation, and when necessary, a task force is formed to report directly to the President. Upon approval, specific follow-up actions are implemented, and relevant units' responses are monitored. In 2024, momo received a total of 32 employee complaints (including complaints on sexual harassment), all of which were investigated and handled proactively with no further complaints subsequently.

Explanation of the Complaint Procedure



Employee Satisfaction Surveys

In December 2024, momo conducted its first employee opinion survey to better understand employees' perspectives and provide an opportunity for them to share suggestions for the Company. The survey covered five key dimensions: employee engagement, team work environment, teamwork, employee involvement, and overall identification with the Company. A total of 3,744 employees participated, representing a coverage rate of 54%, with 65% of respondents expressing satisfaction with the overall work environment. Based on the survey results, momo has continued to implement the following initiatives :

1. Strengthening cross-departmental collaboration: Review current communication methods to identify areas for improvement and ensure smoother workflows.
2. Optimizing the onboarding process for new hires: Design a more comprehensive support program to help new team members integrate and adapt more quickly.
3. Providing more learning and development opportunities: Increase internal training and career development programs to establish a clearer growth pathway.

Employee complaint

Human Resources Department ✉ momohr@fmt.com.tw

Complaint of illegal abuse in the workplace

Occupational Safety and Health management Office ✉ momohr@fmt.com.tw

Complaint of sexual harassment

Sexual Harassment Complaints Committee ✉ 1199@fmt.com.tw ☎ (02)2162-6688 #1199



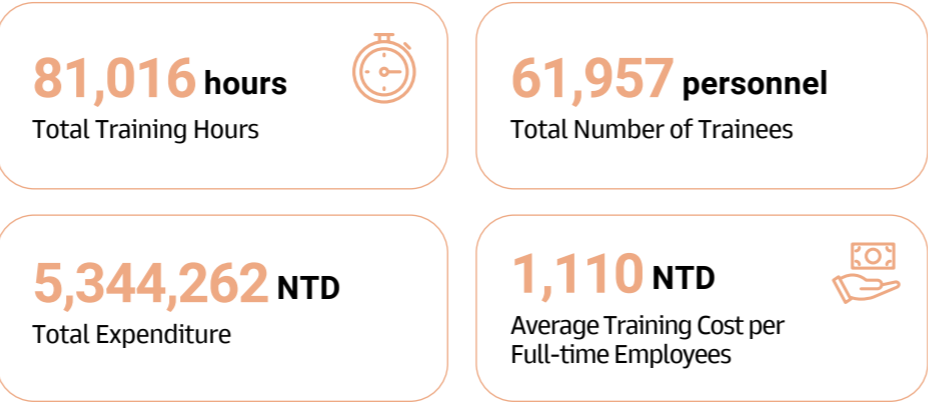
5.3 Talent Development and Retention

Echoing the Taiwan Talent Sustainability Action Alliance initiative titled "TALENT, in Taiwan" initiated by CommonWealth Magazine, momo endeavors to not only create a diverse and inclusive workplace, but also enhance talent competitiveness by building a comprehensive education and training system, thereby creating exciting careers with all our employees.

5.3.1 Talent Development 404-1 404-2

In an effort to deepen our sustainable corporate culture of talent development, we initiated the digital transformation of internal corporate training in 2023 with the introduction of the human resource development (HRD) platform aimed at creating a more comprehensive education and training plan and a better learning environment, thereby realizing the multiplier effect of hybrid learning. At present, 100% of our employees have participated in online learning. In 2024, the total training hours for employees at the section chief level and above amounted to 13,645 hours, with an average of 33.69 hours per person.

Key Performance in Education and Training in 2024



Talent Development Highlights

Average Training Hours for Each Level ¹				
Year	Gender	Managerial Positions ² (hours)	General Employees ² (hours)	Average Training Cost per Full-time Employees
2022	Male	25.08	32.47	31.65
	Female	22.95	34.12	33.34
	Overall Average	23.92	33.57	32.76 ⁴
2023	Male	31.72	23.20	24.26
	Female	29.62	23.17	23.67
	Overall Average	30.60	23.18	23.88
2024	Male	33.89	16.16	17.98
	Female	33.50	15.94	17.29
	Overall Average	33.69 ³	16.03	17.58

*1 : The hours in this table are based on 2024 statistical data from the HRD system.

*2 : Management positions refer to employees at or above the section level. General employees refer to those below the section level. momo's organizational structure is divided into division-level units, department-level units, and section-level units; therefore, section-level managers are considered momo's entry-level supervisors.

*3 : In 2024, to cultivate mid-level management talent, a greater number of customized training programs were provided, resulting in an increase in the average training hours for managerial positions.

*4 : In 2022 and 2023, the implementation of specific youth talent training programs led to higher average training hours for general employees.

Career Paths and Accomplishments

The momo training structure consists of six components: new hire training, competency development, legal compliance awareness, corporate culture, team building and self-development, and management development. Systematic planning on progressive training for each type of role is conducted in accordance with the training roadmap each year. To ensure the quality of training and learning, we study and plan for course requirements in advance, conduct follow-ups after the course, and make continuous improvements to the course afterwards.



New Hire Training

Number of trainees 1,135 Training hours 3,405



Competency Development

Number of trainees 21,253 Training hours 21,400



Legal Compliance

Number of trainees 36,199 Training hours 44,839



Corporate Culture

Number of trainees 667 Training hours 667



Team Building and Self-Development

Number of trainees 653 Training hours 4,032



Management Development

Number of trainees 1,907 Training hours 6,537



1 New Hire Training

To enable new entrants to quickly integrate into the organizational team and the working environment, newcomer orientation training is conducted during the week of arrival and includes courses on understanding the company's vision and culture, introduction to the organization, rules and regulations, working environment, and human rights issues. In addition to the induction program, on-the-job training (OJT) on relevant professional knowledge is arranged by the supervisors and senior staff of the respective departments according to the work content and characteristics of the departments.

2 Internship and Industry-Academia Cooperation Program

In order to promote industry-academia collaboration, provide opportunities for learning and application, and support local education, momo continues to collaborate with institutions of higher education on the internship program to provide job opportunities in different fields. Through the mentor-apprentice system, students can gain practical experience and integrate their learning to enhance their professional skills. Students are expected to submit their internship reports on a regular basis while school teachers visit the workplace every month. Through the early entry into the workplace, we provide students with practical training and enable them to hone their work skills, accumulate workplace experience and contacts, and help them to integrate with the workplace and develop their strengths, and to be given priority for employment after graduation.

Accomplishment: A total of 35 people were enrolled in this program in 2024.

Category	Name of University	Area	Number of Students	Internship or Collaboration Period
Internship program	National Taiwan University of Science and Technology	Tainan	1	2023/07-2024/06
			1	2024/08-2025/06
	National Taichung University of Science and Technology	Taichung	6	2024/07-2025/05
	Vanung University	Taoyuan	1	2024/07-2025/05
	Shih Chien University	Taipei	1	2023/08-2024/05
	Shih Chien University (Kaohsiung Campus)	Kaohsiung City	6	2023/08-2024/05
			1	2024/07-2025/05
			1	2024/08-2025/05
	Takming University of Science and Technology	Taipei	7	2023/08-2024/05
			7	2024/08-2025/05
	Hsing Wu University	New Taipei City	1	2024/07-2025/05
	Lunghwa University of Science and Technology	Taoyuan	2	2024/07-2025/05
Total			35	

3 Youth Employment Cooperation Program

Since 2020, momo has been participating in the Ministry of Labor's "Youth Employment Flagship Program", which provides practical employment opportunities and job training for young people under the age of 29. A mentor is assigned to each young person to personally guide them through a hands-on training program and observation to help them get to grips with the workings of the organization and to develop a good workplace attitude and skills. The mentors not only provide guidance on work, but also share their workplace and life experiences so that young people can better understand their future career direction and enhance their competitiveness.

Accomplishment: A total of 39 people were enrolled in this program in 2024.

4 Professional Empowerment

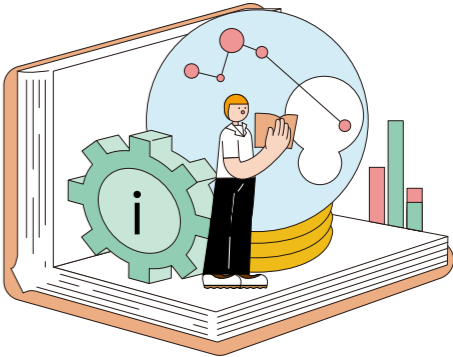
During their employment, employees are trained in job skills through supervisors and senior staff, and each department organizes its own specialist skills and knowledge courses to promote internal sharing and transfer of expertise. We provide a variety of learning channels, not limited to professional courses, activities or business-related visits and observations organized by public and private training institutions, to encourage our staff to pursue training in their professional fields, and arrange for the acquisition of relevant certifications in line with the operations and needs of each unit, so as to cultivate continuous learning and self-enrichment of employees and enhance their competitiveness in the workplace through professional accreditation.

Accomplishment: Certification pass rate of 100 %.

Future Leaders :

Outstanding mid-level managers with professional competencies are nominated by the senior management team to participate in a twelve-month development program that integrates both theory and practice. The program focuses on five key areas: professional expertise, leadership, communication and collaboration, innovation and change management, and decision-making and risk management. Upon completion, participants will have enhanced managerial skills and strategic vision, thereby strengthening the Company's overall competitiveness.

Accomplishment: In 2024, a total of 23 individuals successfully completed the training program.



5 Training for Managers at All Levels

Courses and seminars on compliance and managerial skills are organized for each tier of management based on their experience, expected management competencies, and actual requirements determined through questionnaire surveys. This allows momo to cultivate future company managers at all levels. By strengthening the managerial competency of managers at each level as well as enhancing their leadership and thinking skills, momo's business management efficiency has improved.

Junior Managers¹ :

For new junior managers, a series of basic management practice courses are designed to get them up to speed with the responsibilities of a manager. Management competency courses for more experienced junior managers are offered on an ongoing basis to enable them to acquire new knowledge in their positions. Conflict dialogue and communication are established among new-generation managers through common conflict cases in the workplace, so that they master dialogue content and emotion analysis skills, and thus enhance key organizational communication skills.

Middle and Top-level Managers¹ :

Middle and top-level managers are often required to play a vital role in coordinating internal and external parties, leading their subordinates and working together with the departments and the company to build up their strength; and negotiating externally with various sectors and industries to tap into markets and opportunities for the company, where celebrity lectures are held on a regular basis to improve their skills in various areas such as strategic management, decision-making, and leadership through sharing sessions with experts and celebrities from the industry, government, academia, and research sectors, and thus cope with changes and challenges ahead.

Organizational Strategy Meeting and Business Development Workshop :

Top-level managers provide guidance on future organizational strategy and business development goals. Organizational strategy workshops and business management meetings are regularly hosted to review department performance annually. These combine real-world applications through discussion and analysis of industry topics, cultivate a total management approach and enhance the business acumen of managers, strengthening and enhancing the effectiveness of the business management model as well as team consensus.

Regulatory Training :

Managers at every level need an understanding of regulations relating to labor and human rights to help with compliance in all management activities and reduce labor disputes. As of 2024, a total of 684 junior, middle, and top-level managers have completed up to 2,117 hours of training.

^{*1} : Junior managers refer to management personnel at the section level; whereas middle and top-level managers refer to management personnel at or above the manager level.

5.3.2 Key Compensation and Performance

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Performance and Reward Scheme

momo not only offers our junior staff a higher starting salary than the statutory minimum wage, but also provides our staff with a fair and reasonable compensation package based on academic credentials, work experience, performance, expertise and skills in an effort to build a workplace environment that suits their capabilities.

Compensation System and Key Data

momo's compensation structure and system are based on employee roles and take into account prevailing market salary rates, the Company's business situation, and personal performance. Compensation is composed of monthly salary, other bonuses, annual bonuses, and employee remuneration. Under the momo Employee Promotion and Salary Adjustment Management Regulations," salary adjustments are made each year based on regular assessments of external market rates as well as a combination of company and employee performance. This is to provide employees with competitive compensation and incentives, ensure the effective retention of internal excellent employees and increase the pull of external talents. The compensation of company managers is put to the "Remuneration Committee" for discussion each year. The reasonableness of linkages between personal performance, company business performance and future risks are examined to determine the standard of salary adjustments and annual bonuses. Recommendations are made by the Remuneration Committee to the Board of Directors for review, adjustment, and eventual disbursal.

To enhance internal salary competitiveness, attract and retain outstanding talent, and stabilize employees' quality of life and compensation for frontline staff, the starting salary for newly hired telemarketing personnel in 2024 complies with the statutory minimum wage. For other full-time frontline employees, regardless of gender, the starting salary exceeds the statutory minimum wage by 1.13 times. There is no gender-based salary disparity among full-time frontline employees. Additionally, in accordance with the revised regulations of the Taiwan Stock Exchange,

momo discloses the average salary of full-time employees who do not hold managerial positions, demonstrating its commitment to valuing employees through transparency and accountability.

In 2024, there were 2,756 full-time employees in non-managerial positions at momo, where the average annual salary was NT\$880,000 and the median annual salary was NT\$753,000. While the number of full-time employees grew by 0.3%, the average and median annual salary rose by 3.3% and 2.2%, respectively compared to 2023. In addition, the ratio of the annual total compensation of the highest-paid individual in the organization to the median annual total compensation of the remaining employees in the organization (excluding the highest-paid individual) in 2024 was 1.3.43:1; whereas the ratio of the percentage of increase in the annual total compensation of the highest-paid individual in the organization to the median percentage increase in the average annual total compensation of the remaining employees in the organization (excluding the highest-paid individual) was 6.38:1. (The two calculations above do not include contract employees and employees with less than six months of service). For all other temporary workers at momo, the minimum salary threshold was higher than the statutory minimum wage when setting employment conditions.

Female-to-Male Employee Compensation Ratio in 2024

	Starting salary		Compensation (including total bonuses)	
	Female	Male	Female	Male
Management	1	1	1	1.1
Non-management	1	1	1	1.04
Total average company-wide	1	1	1	1.08

*1 : All full-time employees of the Company are based in Taiwan. This table covers 100% of the Company's operational sites.

*2 : Management level refers to personnel above the grade of section chief.

*3 : Ratio is determined with female set as 1.

*4 : Bonuses include sales bonus and annual bonus.

*5 : Part-time workers on contract terms are not included in this table.

*6 : For managerial positions above the grade of assistant manager, the length of service among males was greater than that among females, so male managers have higher compensation than female managers.

Performance Evaluation System

We conduct company-wide performance evaluation on a regular basis to enforce a performance-based compensation policy. It is conducted as a three-stage process that includes the setting of targets at the start of year, a mid-year evaluation, and an end-of-year evaluation. A code of ethical conduct has also been defined that clearly sets out the corporate ethics, duties and obligations expected of employees. Employee conduct in the workplace is also part of the performance evaluation criteria. Explicit rewards or punishments are issued based on their behavior. In 2024, all full-time employees, regardless of gender or job category, excluding those in their probationary period, participated in and completed the annual performance evaluation.



Target Setting

Employees should complete the setting of personal targets at the start of the year and discuss them with their direct superior.



Mid-year Performance Evaluation

The evaluating supervisor provides the employee under evaluation with one-to-one discussion and feedback on their work performance over the past six months. A record is also made in the performance management form.



End-of-year Performance Evaluation

The employee under evaluation discusses and confirms his/her progress on personal targets for the year with his/her supervisor. The evaluating supervisor then scores the employee on their targets and conduct in the workplace to provide a reference for employee development, salary adjustments, and future promotions.

5.3.3 Employee Welfare Scheme 401-2 401-3

momo looks after employees in diverse ways in keeping with the spirit of every matter, matters to momo". In addition to establishing a number of job benefits that exceed statutory requirements, the Employee Welfare Committee was established. Monthly employee payroll deductions (0.5%) and 0.1% of operating income are allocated each month to the benefits fund. The Committee has overall responsibility for the management of employee benefits. It plans and implements annual benefits plans and measures with the goal of maximizing employee benefits, promoting the physical and mental well-being of employees, as well as balance in life.

Standard Benefits

momo provides permanent employees with a range of standard benefits. These include seven major benefits as listed below :

Bonus payment	Annual bonus and senior employee bonus
Subsidies and allowances	Occupational injury and emergency assistance fund, Dragon Boat/Mid-Autumn Festival gift money, birthday/wedding/childbirth gift, children's education subsidy, and child-rearing allowance for children aged 0 to 6 years old
Entertainment subsidy	Travel subsidy, club activity subsidy, monthly afternoon tea, and occasional department-level party or dinner subsidy
Insurance and health	Group insurance, with over 70% of additional insurance for dependents paid for by the company, and regular health checkup
Flex-time and leave	<ul style="list-style-type: none">A variety of work shifts for employees to choose from and 30-minute flex-time for start/end of work, aimed at expanding flexible working hoursDisaster leave (typhoon), which is better than required by the Labor Standards Act, with no payment reductions plus attendance subsidyPaid maternity leave for employees who suffer a miscarriage for less than three months, which is better than required by the Labor Standards Act
Discounts	Employee shopping discounts, employee discounts as affiliated stores, partner merchant discounts, employee loan discounts, insurance discounts at affiliated insurance companies, telecommunications discounts at affiliated telecommunications companies
Welfare facilities	Visually impaired masseuses employed to provide employees with stress-relieving massages, employee gym, as well as health clinic and professional medical staff

Unpaid Parental Leave System

momo supports the government's push on unpaid parental leave to allow the employees to be more flexible in childcare. We also ensures that employees returning from leave can resume their original positions upon completion of the leave period. If an employee requests a transfer due to family commitments, then we actively assist with their transfer to a suitable vacancy after reinstatement.

	Male	Female
Number of people eligible for parental leave during the year (A)	63	84
Number of actual applicants for parental leave during the year (B)	23	48
Application rate (B/A)	36.5%	57.14%
Number of people expected to return from parental leave during the year (C)	19	33
Number of people who actually applied for reinstatement during the year (D)	10	24
Reinstatement rate (D/C)	52.63%	72.72%
Number of reinstated people in the preceding year (E)	7	33
Number of people still employed one year after reinstatement (F)	5	23
Retention rate (F/E)	71.42%	69.69%

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5.4 Health and Safe Workplace

6 Society matters

Appendix

Employee Stock Ownership Trust

On top of the above benefits, to safeguard employee well-being, achieve sustainable corporate employment relations, enhance employee cohesion and strengthen the retention of outstanding employees, an employee stock ownership trust scheme has been in operation for two years since January 2020. Under the system, senior specialists and employees above the grade of junior manager make a regular voluntary contribution from their monthly payroll along. A company contribution of the same amount is allocated as well with employees encouraged to make regular and fixed-amount investments in momo each month. They can then become a momo shareholder and share in the Company's business results to improve the business management. As of December 31, 2024, there were 1,375 eligible employees, with 1,108 voluntarily joining the employee welfare association, resulting in a participation rate of 81%. The number of new members in 2024 increased by 8% compared to December 2023, reflecting employees' confidence in the Company's development. The total accumulated contribution to the employee welfare fund amounted to NT\$27.28 million, representing an 8% increase from 2023.



Retirement System

According to the Labor Standards Act and the Labor Pension Act, momo has developed the Employee Retirement Rules for all employees to handle their retirement matters and to ensure that the company makes full contributions to protect the rights and interests of the employees to claim their pensions in the future. Employees may apply for voluntary retirement if they meet any of the following criteria.



If they have been employed for more than 10 years and are over 60 years old.



If they have been employed for more than 15 years and are over 55 years old.



If they have been employed for more than 25 years.

Old Pension System

The "Employee Retirement Regulations" devised by momo are considered a benefits program. A monthly contribution equal to 2% of the payroll is allocated to the employee retirement fund and paid into the designated Bank of Taiwan account. The members of the "Labor Pension Preparatory Supervision Committee" are convened each year to review senior employees who are eligible for retirement. Actuaries are also employed to calculate the pension preparation funds each year to protect the retirement pensions of employees.

Amount of Contribution in 2024 : No contribution¹

*1 : Contributions to the old pension fund have all been made so contributions have been suspended in accordance with the law from January 2024 to December 2024.

New Pension System

The "Employee Retirement Management Regulations" are classified as a contribution plan under the "Labor Pension Act". Employees contribute 6% of their monthly payroll to their personal retirement account.

Amount of Contribution in 2024 : **121,973,456**

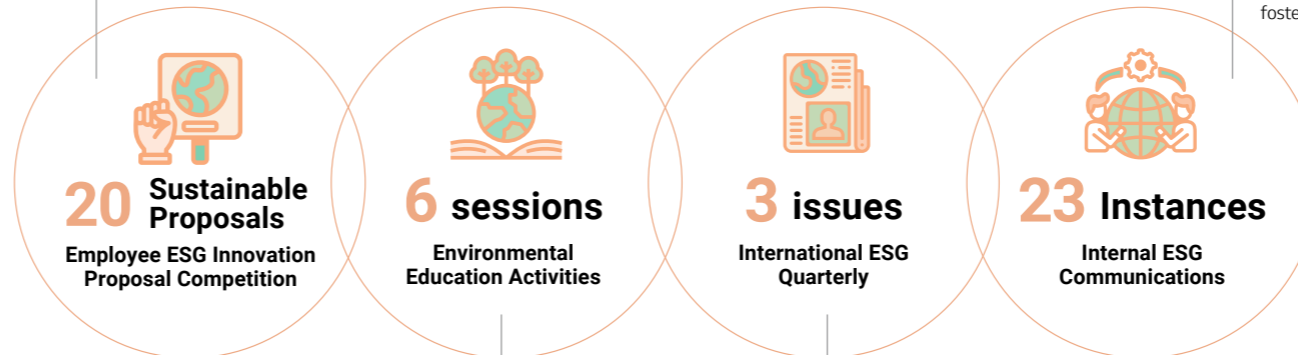
5.3.4 Shaping a Sustainability Culture

To foster a shared commitment to sustainability and integrate ESG into daily operations, momo annually utilizes diverse communication channels such as the "International ESG Quarterly", EDM newsletters, and the Company intranet to share the latest sustainability insights, trends, and momo's ongoing ESG initiatives. This facilitates thorough communication of our sustainability goals and vision with employees. momo also continuously organizes sustainability training seminars and ESG employee activities to embed corporate sustainability DNA and cultivate employees' understanding, engagement, and alignment with the Company's sustainability culture. In 2024, the total sustainability training hours completed by all employees amounted to 32,217 hours. In 2024, momo held its inaugural Employee ESG Innovation Proposal Competition, establishing an incentive mechanism to encourage employees to develop practical and sustainability-driven action plans based on their daily work. This initiative aims to jointly advance the Company's sustainability goals and collaborate with employees in progressing toward the vision of becoming "Taiwan's Leading Green E-Commerce Pioneer".



Through a competitive selection process, momo invited internal employees to brainstorm and propose innovative ideas with high feasibility and significant sustainability impact. The inaugural Innovation Proposal Competition in 2024 focused on four core e-commerce themes: "Online Shopping Packaging", "Optimizing Logistics Operations", "Sustainable Value Chain", and "Green Operations". A total of 20 outstanding proposals were received and subsequently shared with all employees to encourage the emergence of more innovative ideas.

Through internal channels such as EDMs and desktop notifications, we shared the latest sustainability initiatives of momo with all employees to enhance their understanding of the Company's sustainability measures and to foster a shared commitment to sustainability.



Organized employee environmental sustainability seminars featuring relatable, real-life topics to promote ESG practices in daily life, such as sustainable diets and sustainable travel. Additionally, we obtained authorization from the CommonWealth ESG to offer online courses for employees as elective learning, and invited senior executives from the Group to share first-hand observations from the COP 29 conference.

Conduct quarterly reviews and analyses of domestic and international sustainability trends and the sustainability initiatives of industry peers, sharing the findings with all employees in the form of a quarterly report to foster awareness and understanding of sustainability. In 2024, the topics shared included "Carbon Management and Cloud-based Carbon Reduction", "Sustainable Consumption Guide", and "Getting Started with Corporate Carbon Management".

5.4 Health and Safe Workplace

momo adheres to a safety and health policy of "friendly workplace, safety and health, total participation, continuous improvement" and the core values of "workplace safety, environmental hygiene, healthy workplace". Employee safety and health assessments and planning are conducted to create the best working environment for employees. Comprehensive and diverse health and safety initiatives are provided to enhance quality of life for employees and in the workplace. Since 2016, momo has repeatedly won awards from the Ministry of Health and Welfare and local city/county health departments. In 2024, our Yongkang, Yangmei (2 locations), Pingzhen and Xitun warehouses were also awarded the Badge of Accredited Healthy Workplace, bringing the total of main warehouses with this accreditation at momo to 10. We endeavor to have all our premises awarded this accreditation in the future.



Badge of Accredited
Healthy Workplace

5.4.1 Occupational Safety and Health Management 403-1 403-4 403-8

Workplace safety and health protection plans are defined for each work site and the role of each employee ensures workplace safety through systematic management model.

Occupational Safety and Health Committee

The Occupational Safety and Health Committee consists of occupational safety and health personnel, department heads, nursing personnel and labor representatives. There are 24 committee members, with labor representatives accounting for 42%. The committee meets on a quarterly basis, where a total of four meetings were convened by the committee in 2024. The committee focuses mainly on the establishment of an occupational safety and health system structure, occupational safety and health enforcement for employees at each work site, and health management matters. Motions are discussed and voted on before being presented to top-level managers for approval. Once a resolution is approved the Committee is responsible for its promotion and implementation. In 2024, a total of 23 actions taken by labor safety units and 19 occupational safety and health management matters were reported to the committee.



Environmental, Safety and
Health Management Policy

Occupational Safety and Health Committee

Labor Representatives from Each Unit

- Implement and cooperate with occupational safety and health-related initiatives and activities
- Compile safety and health recommendations from each unit

Nursing Personnel

- Plan and host health promoting courses
- Support for maternity health
- Support for return to work after occupational injury
- Human-factor hazard prevention and support
- Prevention and support for excessive stress and vascular risk
- On-site health services provided by doctors
- Host health programs (e.g., flu vaccination drive)

Occupational Safety and Health Personnel

- Promote ISO 45001 Occupational Safety and Health Management System
- Regularly convene Occupational Safety and Health Committee
- Supplier management, education, and training
- Develop management rules, regulations, and related operating procedures
- Plan and host safety and health education and training for new hires and existing employees
- Perform auditing on-site occupational safety and health self management

Department Heads

- Support and promote occupational safety and health initiatives

Systematic Management

The ISO 45001 occupational safety and health management system was introduced by momo in 2019 to provide a safe and healthy workplace even though related management systems were not required by national regulations at the time. A systematic mechanism for implementing employee safety and health management is now in place. Hazard identification and risk assessment were conducted for high-risk warehouse and delivery operations. Controls such as operating permits were adopted to strengthen risk control and effectively prevent any occupational hazards. To date, the scope of internal audits and external verification has covered all employees, including temporary workers at the head office building and the North Distribution Center, a total of 2,330 people, accounting for 60.1% of the total number of employees, as well as other non-employees (stationed personnel)¹ who make up 0.5%, in total of 20 people. Scope of verification will be expanded to include all warehouses in the future to provide total care and demonstrate our commitment to workplace safety.

*1: On-site personnel refers to regular employees of other companies whose workplace is located at the Northern Distribution Center. The number and proportion of personnel within the verification scope are calculated based on momo's headcount as of the end of 2024.

Implementation Outcomes in 2024

- Completed the ISO 45001 occupational safety and health management system review.
- Completed occupational safety and health compliance at each work site.
- Achieved 100% coverage on pregnancy and post-natal education for pregnant employees.
- Our Yongkang, Yangmei (2 locations), Pingzhen and Xitun warehouses were awarded the Badge of Accredited Healthy Workplace.

Future Prospects Targets for 2025

- Complete the ISO 45001 occupational safety and health management system review and plan the introduction of the system in the company's own warehouses.
- Continue to track occupational safety and health compliance at each work site.
- Continue to achieve 100% coverage on pregnancy and post-natal education for pregnant employees.
- Health Workplace Certification Rate for the Main Warehouse : $\geq 75\%$



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6 Society matters

Appendix

5.4.2 Enhancing Workplace Safety

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momo prevents occupational accidents through various professional training programs, on-site operational hazard identification, and risk control measures. Personnel are required to immediately report to their respective supervisors upon the occurrence or awareness of an incident. If the incident meets the Company's criteria for a major event, it is handled in accordance with the Major Incident Notification Management Measures. Employees are also informed of their right to remove themselves from work situations that present imminent and serious danger to life or health without suffering undue consequences. By doing so, we establish a solid and robust foundation for workplace safety, enabling employees to enjoy a worry-free and secure working environment.

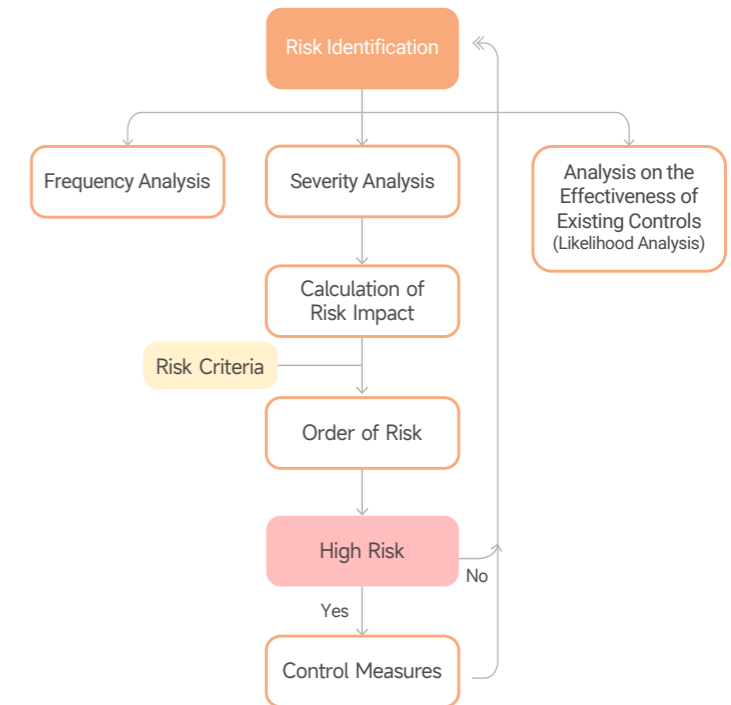
Occupational Safety Hazard and Risk Identification

Most momo work sites are either logistics warehouses or offices. To build a safe and happy environment, the Safety and Health Hazard Identification Guidelines were defined to effectively identify risks and hazards in the workplace. Joint inspections by each unit are used to identify internal and external issues, applicable regulations, and safety hazards/risks during on-site operations. The risk and opportunity evaluation matrix are then used to assign high, moderate and low-risk ratings. Guidelines are formulated with a priority focus on high-risk items. The guidelines are then periodically reviewed to determine their appropriateness to reduce the likelihood of on-site accidents.

Workplace Safety Risk Assessment

Assessments are conducted by internal instructors with the relevant professional occupational safety and health qualifications or ISO 45001 Occupational Safety and Health Management System training. Internal inspections, operational environment inspections, online questionnaires, hazard identification and assessment management forms, and a variety of internal and external communication channels are used to analyze the types of safety and health risks in each operating activity, verify the effectiveness of existing protective measures, and then calculate the residual risk. Risk classification is based on the occupational safety and health system. In 2024, high-risk activities include live streaming in the studio and warehouse operations. Moderate and low risk activities include employee drinking water, and cleaning and disinfection of work sites. momo continues to conduct online and on-site occupational safety and health education and training with a view to reinforcing the inculcation of the safety culture concept across the company.

Risk Management Process Flow



Effective Safety Management and Action



Routine

Regularly audit of occupational health and safety management	Occupational safety and health audits are conducted every month at logistics warehouse sites. Safety audits are conducted on the delivery operations at satellite warehouses every quarter.
Special hazardous operation management	Radioactive substance swab test reports are conducted for quality inspection instruments every year. Employees are also provided with protective equipment and facilities. For work sites with a higher level of risk, internal inspections are conducted and logged on a regular basis to prevent occupational injury/illness from physical risk factors in the workplace.
Drinking water risk control	Water dispensers undergo filter replacement and maintenance every quarter. Trusted testing bodies are also hired to regularly sample and test the E. coli count of water dispensers at each work site for employees' peace of mind. All water dispensers passed their water quality testing in 2024.
Workplace hygiene risk control	In addition to daily cleaning of the offices by professional cleaning personnel, momo contracts specialized companies each year for floor polishing and special cleaning to maintain a clean, tidy and bright environment. Green plants looked after by dedicated personnel on a regular basis are planted inside and outside of offices. The greenery improves the office environment for employees.
Workplace hygiene risk control	The floors are washed and pest control performed every month. Pest control frequency is stepped up during the summer to prevent occupational injury from bio-hazard factors in the workplace, as heat and humidity promotes insect and bacterial growth.

Non-routine

Workplace fire risk control	The escape routes and fire hydrant cabinet signs are put up at each workplace to explain how to operate fire extinguishers and fire hydrants, so that staff are able to operate fire-fighting equipment in emergency situations.
Workplace human-factor hazard assessment and overload prevention operations	All employees including temporary workers undergo risk assessment and identification to prevent musculoskeletal injuries or vascular risk from overloading during repetitive operations. Continuous health support is provided through tiered management.
Contractor Management	Under momo's Labor Safety and Health Work Guidelines, when awarding contracted projects, the responsible department head must hold a pre-commencement briefing to inform contractors of workplace environmental hazard factors. In addition, regular contractor coordination meetings and training sessions are conducted to enhance contractors' safety awareness. In 2024, one online training session was held, attended by 16 contractors. No contractor-related injury incidents occurred in 2024.

Online Education and Training Courses for Contractors



Pre-operation

1. Contractor Safety and Health Declaration
2. Work Requisition Form
3. Hazard Notification Form
4. Education/Training and Certification



Mid-operation

1. Comply with momo safety and health management system guidelines (ISO 45001 occupational safety and health management system)
2. Prevention of illegal abuse in the workplace
3. Occupational Accident Response and Notification



Post-operation

1. Restore site to safe condition
2. All machinery and equipment are normal



Pandemic Control Measures

1. Access management
2. Wear mask
3. Proof of vaccination



Operational safety education

1. Compliance with the Occupational Safety and Health Act
2. Proper use of protective gear
3. Electrical wiring safety
4. Preventing hazards of being caught and pulled in
5. Confined space hazard prevention



Education and verification

1. Operating process and guidelines
2. Emergency response measures
3. Implementation of automatic inspections
4. Education and training records
5. Suggestion and feedback

Occupational Safety Training Courses

Labor safety and health training



New hires, current employees, and special hazardous operations personnel undergo mandatory occupational safety and health training as required by law and their files are retained for reference.

Forklift operator license



An inspection is conducted every month to confirm that all forklift operators working at warehouses hold the proper qualifications required by the competent authorities. There were 176 qualified forklift operators as of the end of 2024.

176 Qualified Forklift Operators

Training of qualified first-aid personnel



Initial and refresher training for workplace first-aid personnel is held annually to improve the first-aid ability of employees and reduce the severity of injuries. 122 people were qualified first-aid personnel, with a 100% completion rate in refresher training.

*1 : By law, there must be one employee trained in first-aid for every 50 employees. In 2024, the momo workforce totaled 3,129 people so that the number of qualified personnel exceeded statutory requirements.

122 Qualified First-aid Personnel
100% Completion Rate

Special occupational hazards training



Operation of momo's data center equipment generates unpleasant noise. While the sound does not exceed statutory limits on noise, it may damage the hearing of data center personnel. momo continues to conduct noise awareness training and provide data center personnel with protective equipment to raise awareness of the importance of hearing protection among the relevant personnel.

Firefighting Training



Employees operate the actual firefighting equipment during firefighting training. The training is conducted every six months to improve employee ability to respond to emergencies. This not only helps with disaster mitigation but also improves their self-preservation skills. A total of 643 people participated in this training.

AED and CPR training



AED and CRP training was conducted to strengthen employee knowledge of first-aid in an office setting, as well as improve the ability to respond to disasters and to provide first aid. A total of 15 people participated in this training.

15 Participants

643 Participants

Investigation of Occupational Accidents Among Employees

According to momo's Labor Safety and Health Work Guidelines and Emergency Incident Response Management Procedures, personnel at the incident site must prioritize their own safety before taking any necessary actions. Before performing first aid or rescue, individuals should assess their personal safety and avoid acting recklessly. In addition, for employees with work-related injuries who apply for Labor Insurance occupational injury outpatient forms or hospitalization compensation, nursing staff will conduct visits as needed to assist employees in evaluating medical treatment options. They will also assess whether appropriate job adjustments are required when employees return to work, ensuring the protection of employees' health and labor rights. Employees will not be subjected to any disciplinary actions due to their application for occupational injury leave.

The types of occupational accidents for 2024 including all employees and non-employee workers whose jobs or workplaces were under momo's control (contractors), as well as workplace and commuting accidents were counted. In the event of an occupational accident, momo promptly takes necessary first aid and rescue measures, and conducts an investigation into the cause and handling process of the incident. The supervisor of the unit where the incident occurred manages the follow-up and review in accordance with the Major Incident Notification Management Measures. For major incidents involving death or disability, the President may designate a responsible person to conduct follow-up actions, or implement training and awareness programs to effectively prevent recurrence and minimize losses.

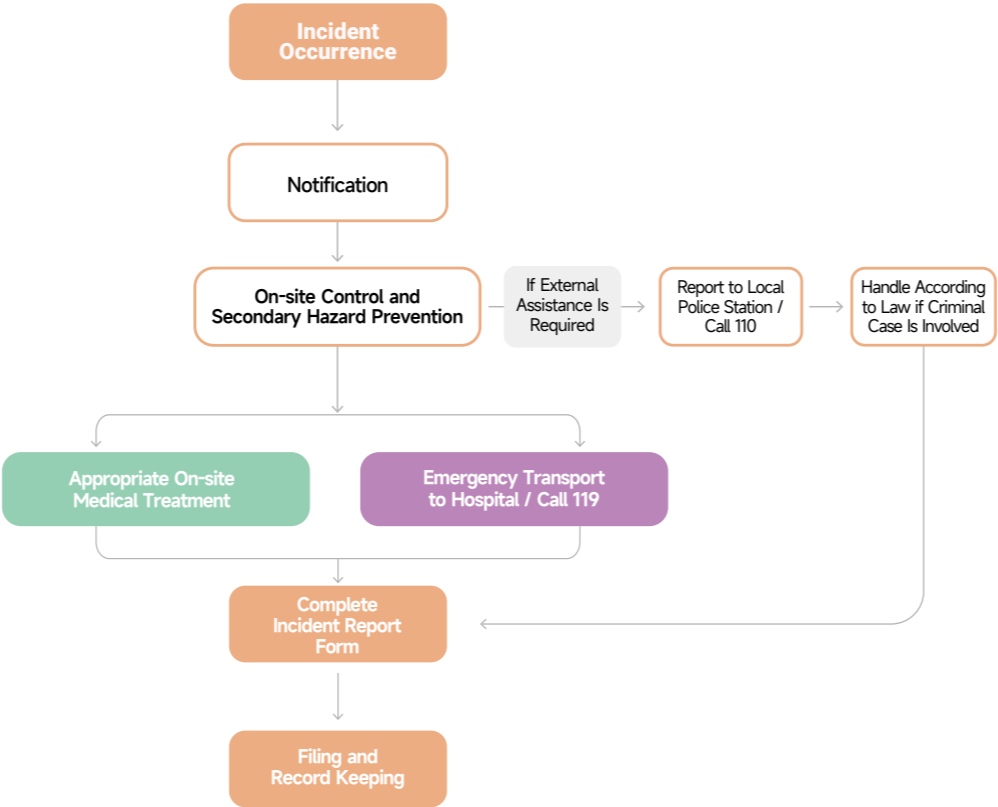


- 5.1 Diversity and Inclusion
- 5.2 Human Rights Protection
- 5.3 Talent Development and Retention
- 5.4 Health and Safe Workplace

In 2024, there were 35 occupational accidents (along with 0 occupational accident among non-employees), mainly involving road traffic accidents on and off duty. As of the end of 2024, 34 employees returned to work, representing a 97% return-to-work rate.

An annual audit of each department is conducted by the labor safety unit. The audit examines work processes, equipment, and environmental conditions to identify hazards and assess the risks. The effectiveness of existing measures is taken into consideration during the identification process. Other measures relating to the establishment, implementation, operation and maintenance of occupational health and safety are also determined and assessed in order to rate and control risks. Reports are also submitted during management review meetings.

Emergency Response Measures Process Flowchart



Types of Occupational Injury



(Unit: cases)

Traffic accidents during commute	30
Tripping	3
Collision	1
Being struck	1
Total	35

Statistics on Occupational Injuries in 2024

Type of Worker	momo Employees		
	Male	Female	Total
Total work days	280,440	480,721	761,161
Total work hours	2,243,520	3,845,768	6,089,288
Occupational fatalities	0	0	0
Occupational fatality rate	0	0	0
Frequency of severe occupational injuries	0	0	0
Percentage of severe occupational injuries	0	0	0
Recordable occupational injuries	15	20	35
Recordable occupational injury rate	1.34	1.04	1.15
Number of near-misses	0	0	0
Near-miss rate	0	0	0

* 1 : Recordable occupation injury rate: (Number of recordable occupational injuries/Work hours) x 200,000.
* 2 : Types of Disaster : 1. Occupational disaster : Occupational accident refers to worker sickness, injury, incapacitation, or death due to the building, machinery, equipment, raw materials, raw materials, chemicals, gases, steam, and dust in the workplace, or work activities and other work-related causes. 2. Near-misses: Near-misses refer to unanticipated accidents that employees were scared by even though no casualties or property damage was caused. 3. The number of occupational injuries recorded by contractors was zero.
* 3 : As of the end of 2024, the total number of employees at momo's parent company was 3,129, comprising 3,053 full-time employees and 76 contract employees.

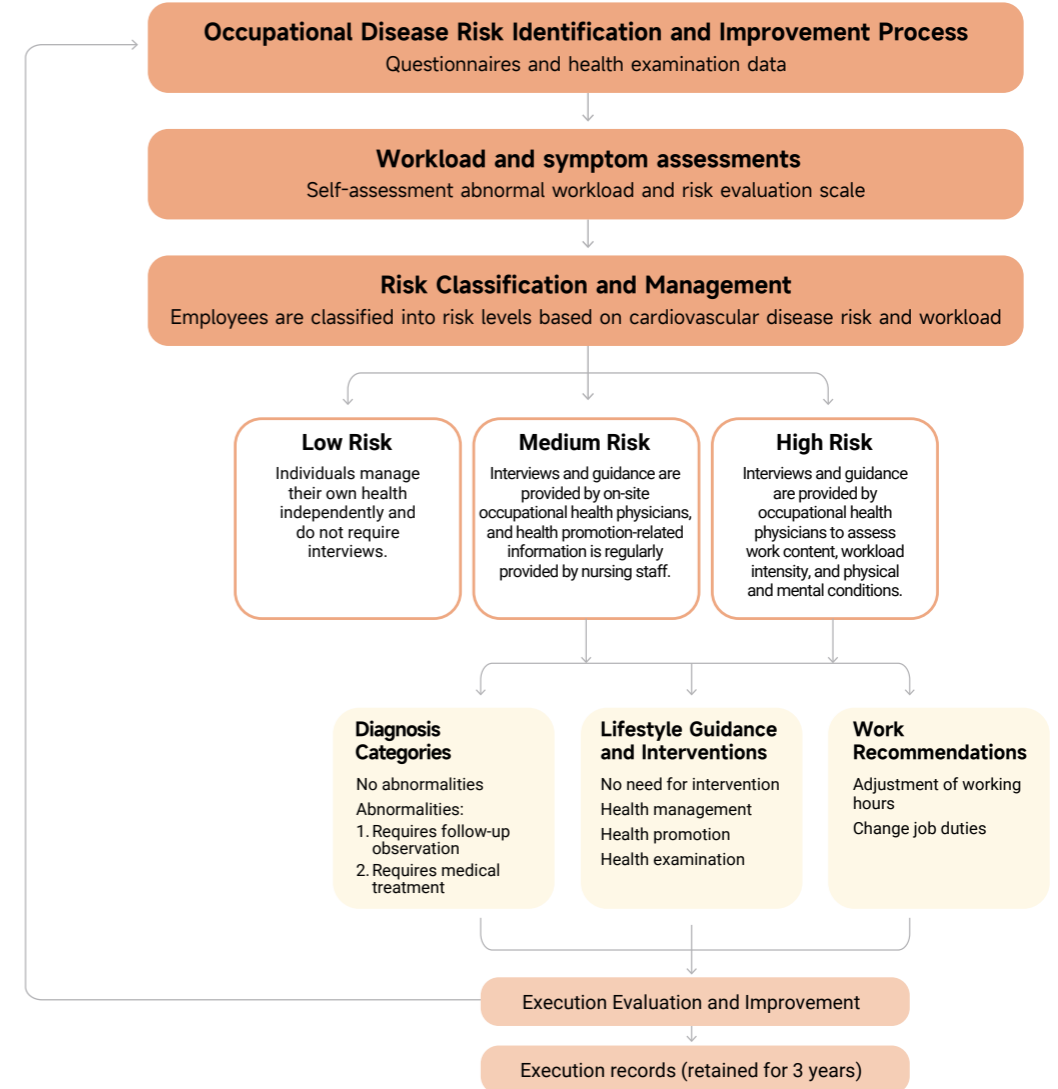
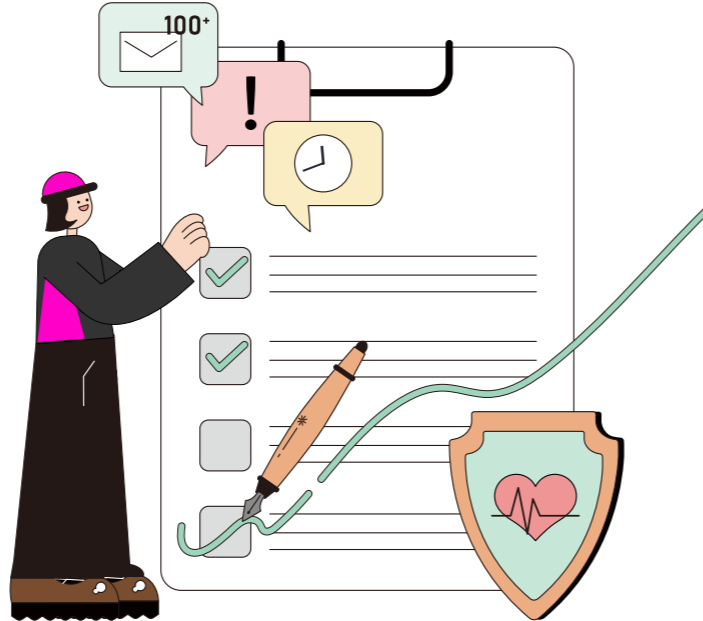
Statistics on Occupational Disasters in 2024

Year	Gender	Number of Occupational Disasters	Total Days Absent	Disabling Injury Frequency Rate (FR)	Absenteeism Rate (AR)	Disabling Injury Severity Rate (SR)
2022	Male	11	4,011.94	5.29	1.54	66
	Female	29	10,306.63	7.96	2.26	92
2023	Male	22	4,129.56	3.73	0.56	193
	Female	30	10,936.00	5.09	1.48	59
2024	Male	15	312.94	2.46	0.04	51
	Female	20	142.06	3.28	0.02	23

*1 : Disabling injury frequency rate (FR) = Frequency of occupational disasters * 1,000,000/Total work hours
*2 : Absenteeism rate (AR) = (Total days absent / Total work days) * 100% (Prior to 2023, absentee days included sick leave, menstrual leave, maternity leave, and occupational injury leave.)
*3 : Disabling Injury Severity Rate (SR) = Total days lost * 1,000,000/Total work hours
*4 : 1,000,000 above represents every million work hours
*5 : The number of occupational disasters includes the total number of traffic accidents within and outside the workplace.
*6 : No cases of occupational disease or work-related fatalities were reported at momo from 2018 to 2024.
*7 : As of the end of 2024, the total number of employees at momo's parent company was 3,129, comprising 3,053 full-time employees and 76 contract employees.

Occupational Disease Risk Identification and Improvement Process

To safeguard employee workplace health, momo regularly utilizes questionnaires and health examination data to identify and assess employees who may be at risk of developing illnesses. Based on factors such as cardiovascular disease risk and workload, employees are classified into high, medium, and low risk levels. Corresponding improvement measures and lifestyle guidance are provided according to each risk level:



5.4.3 Healthy and LOHAS Workplace 403-6

momo employs professional nurses with health management experience to compile employee feedback on their requirements for planning health courses and incentives. The Chairman and President personally led all employees in supporting workplace health promotion together, so as to realize systematic management in an effective manner. Furthermore, we leverage the support and guidance provided by external organizations to enrich our health-related programs and make them more complete, while establishing a health and friendly workplace environment and creating a health workplace culture.

Healthy Workplace with Five Core Elements

1 Fostering a Mental Resilience Lifestyle Against the Pandemic

- Health education
- Host flu vaccination drive

2 Staying Active

- Health courses and seminars
- Tobacco hazard prevention seminars and health education
- Course satisfaction survey
- Promotion and application of health knowledge

3 Health Management

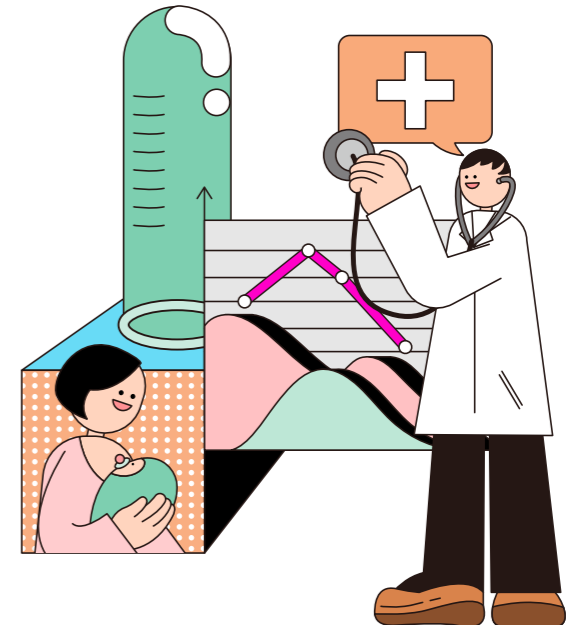
- Employee health examination
- Health exam data analysis
- Health cognitive survey and on-site doctor

4 Relaxing Environment

- Fitness plaza
- Employee rest areas
- Employee coffee station
- Breastfeeding room
- Parking space for mothers and children

5 Open Outreach Channels

- 24-hour EAP hotline
- Diverse range of employee consultation channels on psychology, work, management, health, financial management and legal consultation
- Health education by nurses



Healthy Living

To enhance employees' health literacy, establish healthy lifestyles, and promote disease prevention, we have developed programs including **"Health Promotion Activity Courses"**, **"Self-Managed Weight Reduction Programs"**, and **"Psychological Adjustment Workshops"**. Additionally, we promote the creation of **"Health-Friendly Workplaces"** to provide employees with diverse channels to access health knowledge and encourage positive behavioral changes, thereby improving overall health and wellness. To look after the personal health of every employee, momo established a comprehensive employee health management system that provides maternity care to pregnant employees as well as health education, breast-feeding information, and other types of assistance. In 2024, momo completed 100% of pregnancy and post-natal health education.

To enhance employee health and vitality, momo collaborated with regional health centers and independently organized a total of 31 health-related courses and seminars, with 836 participant attendances. These sessions included topics such as Self-Myofascial Release and Stretching, Chronic Disease Prevention, Staying Healthy by Avoiding Tobacco, Alcohol, and Betel Nut, First Aid and Emergency Rescue Knowledge, and Mind-Body Stress Relief, allowing employees to freely choose sessions that interest them. The average satisfaction score for the 2024 health seminars was 4.85 out of 5.0.

Health-friendly Areas

momo offers a wide range of fitness facilities and sport sites aimed at encouraging employees to experience a variety of stress-relieving and health activities, including a gymnasium (with treadmills and resistance machines), exercise areas (e.g., yoga and dynamic exercise areas), employee rest area, stress-relieving massage stations, and coffee bars.

Promotion and application of health knowledge

momo conducts monthly health awareness campaigns by regularly distributing health information to all employees via email. These communications cover topics such as physical health and preventive care, workplace healthy eating, and national physical activity guidelines, enabling employees to stay informed about the latest health knowledge and timely health-related updates.

Health Seminar Satisfaction Survey

Year	Score
2022	★★★★★ 4.8
2023	★★★★★ 4.8
2024	★★★★★ 4.85

*1 : Health seminar satisfaction is scored out of 5.0 points.



All-round Health Management

Employee health exam

Employee health exams with better coverage required by law are provided every two years. Cancer prevention is emphasized with screening tests for oral cancer, nasopharyngeal cancer, liver cancer, intestinal cancer, breast cancer, ovarian cancer, and prostate cancer. Screening for early detection allows for early intervention and improved survival.

Health examination data analysis

Employee health exam data are collated by the health management system. Nursing personnel in the labor safety and health management unit then analyzes anomalies in each unit's health exam results and notifies employees with anomalies for follow-up based on the tiered health management scheme. Medical consultations are also arranged if necessary. Our comprehensive approach to health management helps employees identify health problems and receive treatment early.

Physical and mental health education

During health examination activities, all our employees are provided with physical and mental health education, with a focus on dietary habits and mental health while health knowledge is promoted on an ongoing basis. In addition, we organize bone density testing for all employees, as well as lumbar and neck X-ray testing for groups with a high frequency of repetitive work to prevent musculoskeletal injuries.

On-site doctor

momo offers employees access to an on-site doctor for health consulting services and support. These include health exam anomaly consultation and management, disease tracking, health education, and advice on medication, as well as on-site inspection and support. A total of 423 people received health consultation in 2024.

6 Society matters

momo leverages its influence on e-commerce platforms to deeply engage in digital philanthropy, collaborating with employees, suppliers, and consumers to participate in public welfare activities. Together, we aim to address social issues and create a better and more prosperous life together.

>NTD. **9,997** billion

Annual total public welfare fund



>**83** organizations

being benefited



>**61**

public welfare projects



140,112

person-times being benefited



210,613 consumers

Donations and Supplies



>**2** million

Publicity resources for public welfare



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- 6.3 Culture Promotion

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Public Service - Practices

Resource Allocation

Promotion Approaches

2024 Achievements

Digital Fundraising

Leverage e-commerce platforms to serve as a bridge between societal resources, collaborating with numerous social welfare organizations, consumers, and suppliers to collectively engage in philanthropy through online platforms.

Establish the online philanthropy platform "Enjoy Charity", managed and maintained by dedicated personnel, and promote philanthropic activities on a monthly basis.

Encourage consumer participation and collaboration with suppliers, integrate resources from multiple parties, and utilize our own live broadcasting channels to amplify the impact of philanthropy.

- Regular Contributions
- Monthly Activities
- Regular Purchases for Charity
- Direct Purchase for Charity

- Donation of public welfare receipts
- Promotion of philanthropy live broadcasting
- Supplier philanthropic collaboration

- Raised NT\$2,331 million in donations
- Delivered 5,335 items
- Assisted 210,091 individuals

Charity Participation

Encourage employees to engage in volunteer service and give back to society through activities such as organizing charity events and initiating material donations, contribute to the community in terms of manpower and resources.

Provide two days of paid volunteer leave per year to encourage all employees to participate in volunteer activities.

Collaborate with foundations for material donations to ensure continuous resource circulation.

Continue to organize philanthropic activities and respond to the Fubon Group's "Force for Good" initiative to actively promote public welfare.

- Organizing employee volunteer activities

- Material donations

- Promotion of philanthropic activities
- Fundraising/sales for charity

- Over 812 hours of community service
- Over 299 individuals participated

- 4,502 donated items
- Total value of donated items reached NT\$1,213,425
- Sponsored NT\$55 million
- Over 36,510 person-times participated in philanthropic voting activities
- Funds Raised: NT\$1.13 million

Culture Promotion

With abundant publicity resources and creative marketing capabilities, we actively support the development of sports events and film and television culture, contributing to the vibrant growth of sports and entertainment industries in Taiwan.

Continuously sponsor basketball, baseball, golf, and other sports events for several years, while also assist in event promotion and the management of sports venues.

Extend live broadcasting content to the cultural domain to promote quality domestic films and artistic culture.

- Supporting Sports Development

- Arts and Cultural Promotion

- Sports sponsorship expenditure of NT\$6,783 million

- Investment of NT\$5.94 million in promotional resources



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6.1 Digital Fundraising 203-1

6.1.1 Digital Philanthropy Platform

momo "Enjoy Charity"

With advances in technology and societal changes, consumer behavior has shifted toward digitalization, making online shopping the mainstream. momo actively leverages its core business capabilities and resources to tailor-make an exclusive online philanthropy platform, the "Enjoy Charity" platform, for social welfare organizations. Utilizing the "three-flow" advantages of e-commerce - cash flow, information flow, and logistics flow - momo employs its expertise to help social welfare organizations gain exposure and conduct digital fundraising. Through platform scrutiny and oversight, momo ensures that its massive membership base, exceeding tens of millions, can comfortably, conveniently, and at any time engage in charity.

momo's digital philanthropy efforts have expanded into four main avenues to assist philanthropic organizations in fundraising and collecting goods. These include **"Regular Contributions"**, **"Monthly Activities"**, **"Regular Purchases for Charity"**, and **"Direct Purchase for Charity"**. In 2024, we assembled 51 charities, raised NT\$23.31million, collected charity sale proceeds and 5,335 items donated. Since its establishment in 2022, momo's "Enjoy Charity" platform has implemented over 130 charitable projects, actively enhancing the diversity of philanthropic initiatives. It aims to engage momo members in understanding and supporting various types of social welfare issues, fostering collective social well-being and expanding the cycle of goodwill together.



1 Regular Contributions



By integrating the periodic purchase service with a small NT\$100 donation, we provide members with a variety of options to take action online for a good cause. Through long-term small donations, we offer social welfare organizations sustained and stable support.

2 Monthly Activities



Each month, we select featured charity projects and invite entertainers to serve as charity ambassadors. Supported by marketing campaigns and online traffic diversion through social media, including social media raffle events, to raise consumer attention and donation incentives, encouraging members to respond.

3 Regular Purchases for Charity



The "Regular Purchases" service integrates donation of goods by establishing a regular donation section. Every month, donated materials will be distributed to various charitable organizations.

4 Direct Purchase for Charity



momo joins hands with Taiwan's largest material donation platform, Give Circle. With the wide range of merchandise available on momo's website, the donation process is reversed, achieving precise donations.

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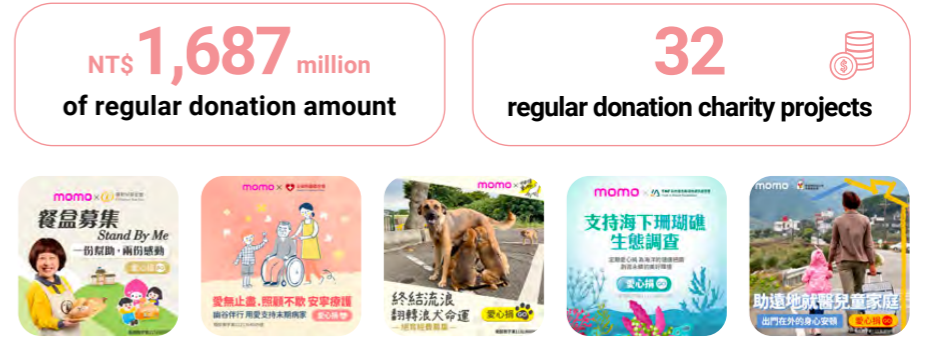
1 Regular Contributions: Let the Love Go on Uninterrupted

momo Enjoy Charity launched the "Regular NT\$100 Contributions" service by combining the periodic purchase service on the website with a small NT\$100 donation, providing members with a variety of options to take action online for a good cause. People can make a single donation starting at NT\$100 depending on the time period, so that members of different age groups can afford to donate without any burden, which is a convenient and reassuring channel for long-term contributions. Since its launch, the service has been well received by consumers. Through the efforts of the e-commerce platform, we have been able to assist social welfare organizations in different fields to solicit funds on a long-term basis, helping vulnerable women and children, seniors, the physically and mentally challenged, and environmental and animal protection. Altogether, by pooling the resources of consumers, we built up the force for good.

2024 Regular Donation Collaborative Projects:

Syin-Lu Social Welfare Foundation	Adding Love: Supporting Friends with Disabilities to Brave Challenges
Chiling Charity Foundation	Assisting Children with Developmental Delay in Early Intervention Learning
Children Are Us Foundation	Collection of Charity Meal Boxes - Stand by me
Down Syndrome Foundation R.O.C.	Supporting Work Dreams of Down Syndrome Patients
Taiwan Fund for Children and Families	Helping Children Heal from Trauma
Eden Social Welfare Foundation	Gathering the Power of a Hundred Acts of Love
Zhi-Shan Foundation TAIWAN	Accompanying Children Steadily to Adulthood
Genesis Social Welfare Foundation	NT\$10 Daily for Charity
Modern Women's Foundation	Transforming the Life Stories of Families Experiencing Violence
World Vision Taiwan	Educational Aid Initiative
The First Social Welfare Foundation	Growing Old Together: Empowering the Disabled Children to Age with Vitality
The Garden of Hope Foundation	Helping Children and Youth Who Have Witnessed Violence to Embrace a Brighter Future
Trust in Nature Foundation	Supporting Underwater Coral Reef Ecological Surveys: Safeguarding Ocean Health
Mennonite Christian Hospital	Safeguarding Nursing Manpower for Taiwan
Taipei Parents' Association for the Visually Impaired	Being the Eyes for the Visually Impaired: Accompanying Them on Longer Journeys
Hospice Foundation of Taiwan	Hospice Care: "Endless Love, Unceasing Care"

2024 Charity Achievements



Hope Foundation for Cancer Care	Bringing Hope to Individuals with Cancer and Their Families
Child Welfare League Foundation	Assisting Disadvantaged Children in Attaining Stable Learning
Sunshine Social Welfare Foundation	Supporting Burn and Facial Injury Children to Grow Up Safely
Hondao Senior Citizen's Welfare Foundation	Supporting You Throughout the Life: Living in Peace Project
China Long-Term Care Association	Caring for the Solitary Elderly Until the End
Good Neighbors	Displaying Girl Power
Animal Protection Association of the Republic of China	Dog Protection Project
A Kernel of Wheat Foundation	Empowering Care for Elderly in Rural Areas
ECPAT Taiwan	Let Love Soar: Empowerment Program for Vulnerable Girls
Heng-Shan Social Welfare Foundation	Heng-Shan Spreads Love: The Home of Happiness
A Skin-Graft With Love Foundation	Ensuring Dignified and Happy Lives for the Elderly in Their Later Years
Ronald McDonald House Charities	Assisting Remote Medical Care for Children: Bringing Medical Resources Closer
Harmony Home Foundation Taiwan	Offering Stateless Children Unbounded Love
Faith for Animals	Ending Strays: Transforming the Fate of Stray Dogs
Fubon Charity	Making Friends with Love
Liver Disease Prevention & Treatment Research Foundation	Collaborating to Help Rural Families Stay Free from Liver Disease Hardships

2 Monthly Charity Activities : Expanding Community Engagement with Featured Charity Projects

momo "Enjoy Charity" offers members diverse online charitable options. Through the "Monthly Charity Activities" , carefully selected charity projects are regularly featured, leveraging promotional resources across momo's shopping website, momo shopping app, television shopping, official social media platforms, and press releases to rally members to participate in charitable actions and assist in fundraising for the benevolent endeavors of charity organizations.

In 2024, momo's "Enjoy Charity" platform launched 18 selected charitable projects, assisting target groups including disadvantaged women and children, elderly care, persons with disabilities, and environmental and animal protection services. Additionally, it joined emergency relief efforts following the magnitude 7.2 earthquake that struck Hualien in April, which was strongly felt across Taiwan. momo promptly initiated a digital fundraising campaign, partnering with World Vision to promote the "Hualien Earthquake Relief Project" online donation drive. The relief efforts provided affected children and families with home repair assistance and living subsidies, supporting vulnerable households through hardship and helping them rebuild both their physical homes and emotional well-being.

2024 Monthly Public Charity Projects:

Hondao Senior Citizen's Welfare Foundation	Ensuring Loneliness Is Absent for Elderly Living Alone During the Festivals, Filling the Gap of Togetherness with Love
Taiwan Fund for Children and Families	Helping Underprivileged Children Pursue Their Education Successfully
Angel Heart Family Social Welfare Foundation	Empowering Families with Children with Special Needs Through Love and Support
The First Social Welfare Foundation	Protecting Individuals with Intellectual Disabilities and Ensuring Enduring Love
China Long-Term Care Association	Caring for the Solitary Elderly—Because of You
Children Are Us Foundation	Empowering with Peace of Mind to Strengthen the Power of Love
World Vision	Hualien Earthquake Relief Effort
Eden Social Welfare Foundation	Helping "Slow-Flight Angels" Grow Up Courageously
Chiling Charity Foundation	Chiling's "Dream Bean" Heartwarming Black Soybean Tea Bag Set

2024 Charity Achievements



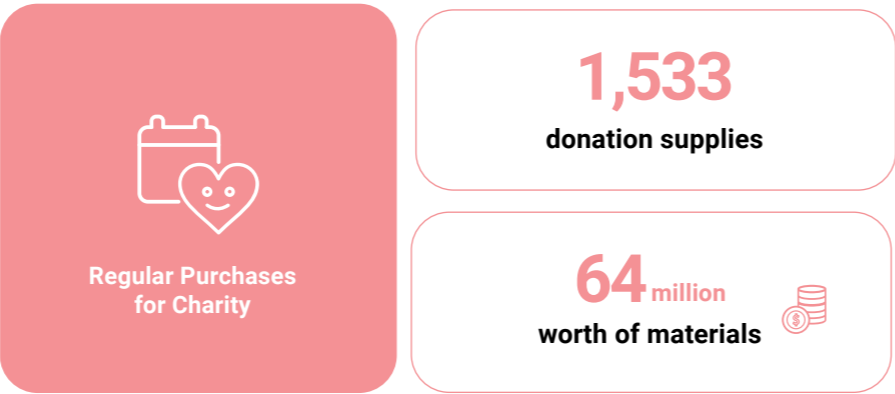
Modern Women's Foundation	Bringing Children from Abusive Families Back to Safe Homes
World Vision Taiwanwvs	Thirty Hours Against Hunger
Down Syndrome Foundation	Supporting Individuals with Disabilities to Age with Security and Dignity
Chiling Charity Foundation	2025 Chiling Charity Calendar
Genesis Social Welfare Foundation	NT\$10 Daily for Charity, A Hundred Dollars to Support Love
Chinese Childrenhome & Shelter Association (CCSA)	Healing the Wounds of Homeless Children
ChenSenMei Social Welfare Foundation	Please Embrace My Imperfections
Sunshine Social Welfare Foundation	Support Program for Children with Burn and Facial Injuries
World Vision Taiwan	Red Envelope of Love

3 Regular Purchases for Charity

momo Enjoy Charity created the "Regular Purchase" service on the e-commerce platform, setting up a regular donation section to help members of the website to distribute the donation packages to those in need, including the unemployed and the poor, seniors living alone, people with physical and mental disabilities, single-parent families, ex-convicts and the homeless. momo has put in place a comprehensive system to distribute monthly donations to various charities, including the Grace Home Church Association and the 1919 Food Bank.



2024 Charity Achievements

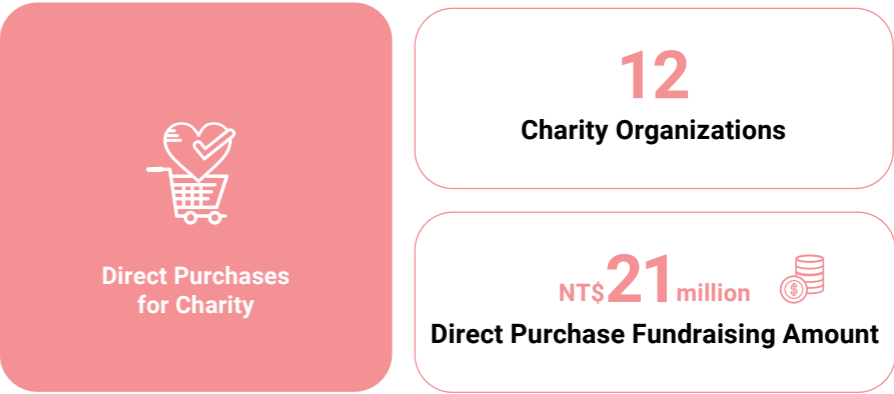


4 Direct Purchase for Charity-Precise Donation

According to media reports, more than 50% of the donated items received by charitable organizations do not meet the needs of the recipients. In addition to providing a convenient online donation channel, momo Enjoy Charity also leverages its logistical advantages in its core business. It collaborates with "Give Circle", the largest material donation platform in Taiwan, to launch the "Direct Purchase for Charity" service. By leveraging momo's wide and diverse range of products on the website, we are transforming the donation process. We first liaise with charitable organizations to confirm the items needed for donation. This allows members to understand the needs of the recipients before purchasing and donating items through momo. The momo logistics team will deliver the donated items purchased by members to the designated charitable organizations. With a comprehensive logistics system in place, we assist these organizations in efficiently distributing the donated goods, ensuring that members' kindness reaches the recipients accurately. Beneficiary organizations include a diverse range of social welfare groups such as the Canlove Social Service Association, Xin-Young Foundation, Kanner Foundation of Taiwan, The Therapeutic Riding Centre of Taiwan, and the Bornanew Youth Caring Association.



2024 Charity Achievements



6.1.2 Digital Philanthropy Promotion

Influence of E-commerce Platform : Guiding Members to Donate Receipts

The characteristics of online shopping platforms make "receipt donation" an easy public welfare micro-action for consumers to complete while shopping. momo collaborates with major tax agencies to launch mo coin lottery activities, encouraging consumers to choose "receipt donation" when placing orders on the momo shopping website and app. Depending on their personal interests, consumers can donate their receipts to organizations such as the The First Social Welfare Foundation, John Tung Foundation, Spinal Cord Injury Foundation, CancerFund, Caring for Taiwan, Liver Disease Prevention & Treatment Research Foundation, and Trust in Nature Foundation etc. This initiative continuously supports social welfare groups by increasing their financial resources.

2024 Promotion Performance

NTD. **117** million
donated receipts



29
responding members



NTD. **260** million
in winning amounts



Collaborating with Suppliers to Expand the Cycle of Charity

Suppliers are important partners for momo in promoting charity. In 2024, we collaborated with 3 product suppliers to promote 3 consumer donation charity events. By integrating resources from both sides, we co-created social value.



Together, Guarding Stray Animals

Supplier Partner	Royal Canin x momo
Event Introduction	During the campaign period (July 1 to July 19, 2024), customers who purchase any Royal Canin products on the momo shopping platform are eligible to participate in the "Continuous Nutritional Donations, Supporting the Health of Stray Animals" charity event. For every purchase of Royal Canin products made during this period, Royal Canin will donate 4% of the total purchase weight.
Charity Achievements	Donated over 1,688 kilograms of dry and wet food, with a total value of NT\$600,000—an increase of 60% compared to last year's 1,000 kilograms.
Recipient	Taiwan Companion Animal Support Association



"Let Love Follow" Diaper Subscription

Supplier Partner	Dr. P x Long-term Care x momo
Event Introduction	Collaborated with Long-term Care and its affiliated charitable organizations, we raised funds to distribute adult diapers to long-term care facilities and vulnerable families across Taiwan, alleviating the heavy burden of material resources.
Charity Achievements	A total of 381 sets of donation supplies were donated.
Recipient	Abundant Blessings Community Association of Taiwan, Plahan, Origin Living Workshop



Love Delivery

Supplier Partner	P&G Taiwan x momo
Event Introduction	In partnership with Pampers and the Taiwan Fund for Children and Families, the "Delivering Love to Homes" program enters its second year. For every box of diapers purchased on momo, Pampers will donate one pack of diapers to the Taiwan Fund for Children and Families, supporting the healthy growth of foster babies and alleviating the financial burden on foster families.
Charity Achievements	A total of 3,000 packs of Pampers diapers were donated, supporting 300 foster families across Taiwan.
Recipient	Taiwan Fund for Children and Families

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6.2 Charity Participation 203-1

Corporate Volunteers

momo leverages its corporate strength to promote volunteer participation. Since 2022, the Company has adopted Dingliao Beach in Linkou, leading employees and consumers annually in beach cleanup activities to protect the coastal environment. In 2024, over 200 volunteers, including family members, responded to the beach cleanup event, removing 860 kilograms of marine debris. Additionally, momo organized its first river cleanup activity, inviting employees to visit the popular tourist destination Sanxia to address the issue of riverbed litter. By cleaning residential and tourist waste along the riverbanks, the initiative helps preserve the natural state of the Sanxia River. Moreover, the momo Volunteer Club continues to support the manpower needs of social welfare organizations, including assisting with material organization for fundraising events of the Hondao Senior Citizen's Welfare Foundation and sorting charitable receipts for the Taiwan Fund for Children and Families. In 2024, a total of four employee volunteer activities were conducted. To encourage and reward active employee participation in public welfare, momo provides two days of paid volunteer leave per employee annually. In 2024, a total of 812 volunteer hours were granted to participating employees.

299
Volunteer Participation
Instances

812 hours
Total Volunteer Hours
Contributed

952.6 kilograms
Marine and River Waste
Cleanup



Donations of Supplies to Social Welfare Organizations

In addition to digital fundraising, momo also contributes significantly in terms of material donations. In 2024, momo donated a total of 4,502 boxes of goods—including daily necessities, personal care products, mattresses, clothing, and children's items. Through partnerships with Kangfu Intellectual Development Center, Happy Mount Social Welfare and Charity Foundation, Taoyuan LLS Foundation-affiliated Taoyuan Care Center, and the Garden of Mercy Foundation, momo distributed these resources to foundation locations across Taiwan, ensuring that the supplies reach those in need.



4,502
donated items

NT\$ 1,213,425
worth of donated items



Promotion of philanthropic activities

Fubon Group Charity Program

1. Fubon Charity Ambassador

momo and the Fubon Charity Foundation have been working together for many years on the "Fubon Charity Ambassadors" program, in which 36,510 people has participated in the online voting. To encourage our employees to actively engage in charitable causes, the program has extended its focus from "social welfare" to "social enterprises", with the aim of creating a platform for staff to take part in charity work and to help socially disadvantaged groups or social enterprises that improve social problems to develop related activities. All current employees of Fubon Group may submit a proposal in the program to support a socially vulnerable group. Through the establishment of an online platform and volunteer training, and the provision of funding and gift sponsorship totaling NT\$550,000, we were spreading love to all corners of society.

2. Solar For Good-Green Energy Charity Project

For the eighth consecutive year since 2017, Taiwan Mobile has been pushing ahead with its "Solar For Good: Green Energy Charity Project" and called on the entire community in 2024 to contribute funds to the Boyo Social Welfare Foundation. This project was a continuation of the innovative model of building a solar photovoltaic system, and in line with the government's renewable energy policy and the relevant electricity sales mechanism, it combined renewable energy and sold electricity wholesale to the power company, so that the charity could be multiplied and amplified. momo actively supports the program by creating a dedicated event page. The fundraising campaign has raised a total of NT\$50,000, aiming to gather collective goodwill to contribute to the Boyo Social Welfare Foundation's 20-year green energy benefit. Through sunshine and love, the initiative seeks to illuminate the future of children in remote rural areas.

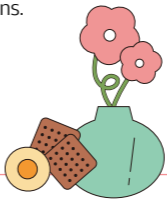
Sales/Fundraising for Charity

1. Taoyuan Metro Charity Project

For three consecutive years, momo once again collaborated with Taoyuan Metro for the "Taoyuan Metro Charity Project" initiative, integrating online shopping and live streaming resources to promote love and kindness. The heartwarming "Rose Heart Diamond Cake Gift Box" was introduced, themed "Giving Roses, Leaving Fragrance", aiming for everyone to experience the fragrance of love while enjoying floral desserts. This initiative hoped to spread the scent of kindness far and wide. The campaign raised a total of NT\$90,000 donated to the Emergency Assistance Account of the Department of Social Welfare, Taoyuan, warmly gathering love and support to provide shelter and care for vulnerable women.

2. Safe Journeys Doing Good Deeds

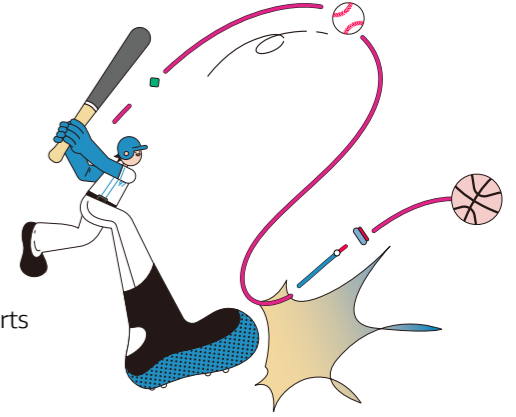
momo, in collaboration with Belle Yu, has been hosting the "Doing Good Deeds Group" charity sale for 16 years. In 2024, the campaign theme is "Safe Journeys Doing Good Deeds". Once again, momo partners with "Le Moût Pâtisserie Boulangerie" a brand founded by Asia's Best Female Chef, Lanshu Chen, to create premium French handmade cookies. The campaign raised a total of NT\$990,000. For every gift box sold, NT\$100 will be donated to the "South-Link Medical Foundation" to support the establishment of a hospital in the remote southern region. This initiative aims to build a healthcare safety network along the South-Link, serving as a beacon of reassurance for people returning safely to their hometowns.



6.3 Culture Promotion 203-1

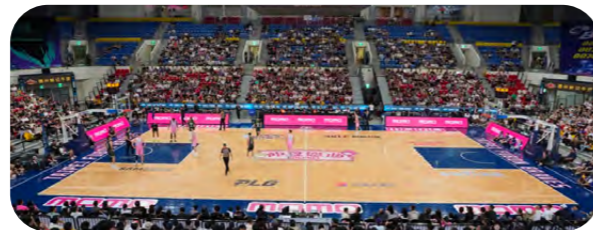
6.3.1 Supporting Sports Developmen

momo, leveraging its abundant online platform and creative marketing capabilities, actively participates in promoting sports events. It lends multifaceted support to the development of sports events in Taiwan, contributing to the flourishing and visibility enhancement of Taiwan's sports scene. momo plays a central role as a platform, linking groups, suppliers, athletes, fans and consumers to build up Taiwan's cohesion in sports advocacy, which in turn fosters a passion for sports in the nation and maximizes the benefits of committing to sports development. A total of approximately NT\$67.83 million in sports publicity and sponsorship activities was invested in 2024.



Taipei Fubon Braves

For the tenth consecutive year, momo has joined hands with Fubon Group to show the support for the operation of the Taipei Fubon Braves by sponsoring the Braves' participation in the PLEAGUE+, a Taiwan professional basketball league. On top of raising sponsorship and publicity funding to NT\$12.60 million, momo also mobilized the power of the brand and rallied the support of the members to organize a "momo Theme Day", calling on members to take practical action to attend the games. To further engage members' interest and support in basketball, momo also hosted the "Fubon Braves Championship Celebration" marketing campaign on the occasion of the Braves winning the championship again. Furthermore, they organized the "2024 Fubon Angels x momo" cheerleading squad voting event, complemented by live streaming promotions, to further expand basketball entertainment activities. Combined with the inter-industry promotion with momo in the retail sector and the professional basketball team in the sports field, the campaign ramped up the publicity for the league's regular games and contributed to the development of professional basketball in the nation.



Fubon Guardians

Baseball can be called Taiwan's national sport. As the staunch supporter of baseball, momo has been working with Fubon Group since 2017 to sponsor the Fubon Guardians to give a boost to the national sport in Taiwan. In 2024, we have spent up to NT\$29.92 million on the events, in the hope of improving the environment of the baseball and sports industry in Taiwan and helping Taiwanese players to set better records.



Taiwan Mobile Ladies Open

The Taiwan Mobile Ladies Open golf tournament is sponsored under the title of Fubon Group's Taiwan Mobile, and is comprised of the most impressive international line-up of female golfers, drawing nearly 100 professional golfers and amateurs from around the world. For the ninth year of our participation and promotion, momo sponsored 160 pieces of apparel for VIPs at a total cost of NT\$240,000, giving Taiwan's best golfers the opportunity to compete with international players in their home country and demonstrating Taiwan's ability to host an international tournament.



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6.1 Digital Fundraising

6.2 Charity Participation

6.3 Culture Promotion

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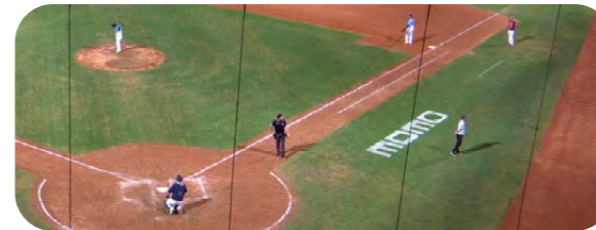
UBA Popularity Poll

In the spirit of giving back to the community and promoting sports, momo has joined hands with Fubon Life to participate in the University Basketball Association (UBA) tournament for many years. We used the resources of the shopping platform to create an online stage for the UBA, holding an online poll for the finalists and popular players/rookie players, and bringing them to the spotlight at universities and colleges as well as at game venues across Taiwan. The high traffic on the momo site allowed these talented teams and players to capture even more attention. The incentives and voting system not only enabled a new generation of young people to get involved in the events, but also drew attention to the UBA from members of the site. A total of 1.01 million votes were cast and nearly one million website visitors were recorded, while a total of NT\$18.14 million was allocated for sponsorship and advertising.



Fubon Stadium

momo supports the development of sports in Taiwan and is also involved in the operation of sports stadiums, with a sponsorship of NT\$6.30 million in 2024. We hope to providing quality competition venues and spectator environments for the cultivation of a sporting culture in the nation. Xinzhuang Baseball Stadium is the leading international stadium in Taipei, hosting more than 60 professional and international tournaments each year, with an average attendance of more than 5,000 at Fubon Guardians home games. The stadium has hold the baseball tournaments with the growing number at all levels in recent years, in an effort to reach a more diverse audience.



Kaohsiung Respect Culture Breaking International Championships 2024

In recent years, the Kaohsiung City Government has continuously invested in cultural and sports development with the goal of transforming Kaohsiung into a more international and diverse city, thereby promoting economic growth. The Kaohsiung City Government Sports Development Bureau has organized the Breaking International Championships for two consecutive years, providing young dance enthusiasts and performers with opportunities to showcase their talents, while attracting international competitors to participate in Taiwan. momo acts as a key platform connecting the government, athletes, fans, and consumers, contributing NT\$630,000 in promotional resources and leveraging its creative marketing expertise to jointly promote the breakdance competition. Through diverse events and competitions, this collaboration aims to support the development of sports events in Taiwan and enhance cohesion in the promotion of Taiwan sports.



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6.1 Digital Fundraising

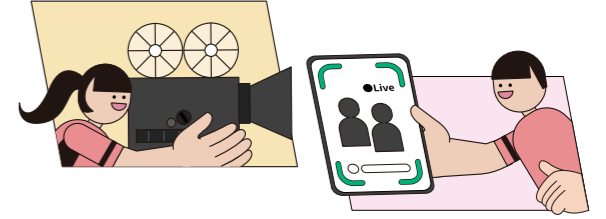
6.2 Charity Participation

6.3 Culture Promotion

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6.3.2 Arts and Cultural Promotion

momo Live Streaming Expands into the "Arts and Culture" Sector, collaborating with domestic film, theater, reality shows, and literature. Through live interviews with directors, producers, actors, and authors, members gain deeper insights into the creative origins and underlying meanings of these works. momo also integrates outdoor live broadcasts with the Lunar New Year market, featuring traditional puppet shows to achieve promotional and outreach goals. In 2024, total resources invested in these initiatives amount to NT\$5.94 million.



Movie Promotion

To support the promotion of the film screening, the director of the animated movie "PIGSY" was invited for an in-depth interview. This session allowed the audience to gain insight into the director's painstaking efforts in creating this new work, highlighting how visual impact was perfectly realized and every detail meticulously crafted, thereby enhancing the film's exposure.



TV Series Promotion

The directors and lead actors of the Taiwanese dramas "Imperfect Us" and "Us Without Sex" were invited to momo's live streaming studio. They engaged in in-depth discussions about the script development, filming experiences, and challenges faced, while sharing personal stories. The lively interaction with the audience helped to effectively support promotional efforts.



Book Promotion

To support arts and culture development, authors of "When the Phantom Sun Appears", "Blueprint for Slimming", "Free AI", "Where Does the Money Come From After Retirement?", "From Now On, I Choose to Shine," and "Melodies of Life" were invited to momo's live streaming studio. They shared insights across various themes including knowledge, trends, finance, and lifestyle, inspiring and comforting the audience through literary creativity.



Traditional Culture Promotion

Coinciding with the Lunar New Year, momo's live broadcast featured an on-site coverage of the annual Taipei Lunar New Year Market. The broadcast also took viewers to Dadaocheng Theater to introduce the three major traditional puppet arts—Glove puppetry, Puppetry, and Shadow play—guiding the audience through an immersive experience of their origins, development, and distinctive characteristics.



Reality Show Promotion

The producer and host of "Hey Girls Adventure 2" were invited to share insights on the program's journey to Japan in search of Taiwanese expatriates who have lived there for many years. Beyond experiencing local life firsthand, the show uncovers the hardships of leaving their homeland, promoting the reality show while conveying warmth and heartfelt stories.

7 Appendix



GRI Standards Content Index

Statements of use	momo.com Inc. has reported its disclosures for the period from January 1, 2024, to December 31, 2024, in accordance with the GRI Standards.
GRI 1 used	GRI 1 : Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standards	Disclosure Items	Chapter	Page
GRI 2 : General Disclosures 2021	2-1 Organizational details	Introducing momo' s 10 th Sustainability Report	p.2
		2.1 About momo	p.30
	2-2 Entities included in the organization' s sustainability reporting	2.1 About momo	p.30
	2-3 Reporting period, frequency and contact point	Introducing momo' s 10 th Sustainability Report	p.2
	2-4 Restatements of information	Introducing momo' s 10 th Sustainability Report	p.3
	2-5 External assurance	External Assurance and Verification	p.160
		2.1 About momo	p.30
	2-6 Activities, value chain and other business relationships	2.1.1 Annual Development Direction	p.31
		2.4.1 Supplier Overview	p.52
		4.3.2 Short - Chain Deployment	p.104
	2-7 Employees	5.1.1 Employee Composition	p.110
	2-8 Workers who are not employees	1.2 Sustainable Governance Mechanism	p.18
		2.2 Corporate Governance	p.35
	2-10 Nomination and selection of the highest governance body	2.2.2 Board Independence and Diversity	p.38
	2-11 Chair of the highest governance body	Chairman' s Message, President' s Message	p.8
	2-12 Role of the highest governance body in overseeing the management of impacts	1.2 Sustainable Governance Mechanism	p.18

GRI Standards	Disclosure Items	Chapter	Page
GRI 2 : General Disclosures 2021	2-13 Delegation of responsibility for managing impacts	1.2 Sustainable Governance Mechanism	p.18
	2-14 Role of the highest governance body in sustainability reporting	Introducing momo' s 10 th Sustainability Report	p.2
		1.2 Sustainable Governance Mechanism	p.18
	2-15 Conflicts of interest	2.2.2 Board Independence and Diversity	p.38
	2-16 Communication of critical concerns	1.3 Stakeholder Communication and Management of Material Topics	p.20
		2.2.1 Operation of the Board of Directors	p.35
	2-17 Collective knowledge of the highest governance body	2.2.1 Operation of the Board of Directors	p.35
	2-18 Evaluation of the performance of the highest governance body		
	2-19 Remuneration policies	2.2.1 Operation of the Board of Directors	p.35
	2-20 Process to determine remuneration		
	2-21 Annual total compensation ratio	5.3.2 Key Compensation and Performance	p.125
		5.3.2 Key Compensation and Performance	p.126
	2-22 Statement on sustainable development strategy	Chairman' s Message, President' s Message	p.8
		1.1 Green Life E-Commerce Leader in Taiwan	p.11
		1.2 Sustainable Governance Mechanism	p.18

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		2.3.2 Ethical Corporate Management	p.44
		2.4.2 Supplier Selection and Assessment	p.53
		5.2.1 Human Rights Commitment and Management	p.113
	2-24 Embedding policy commitments	1.2 Sustainable Governance Mechanism	p.18
		2.3.2 Ethical Corporate Management	p.44
		2.4.2 Supplier Selection and Assessment	p.53
		5.2.1 Human Rights Commitment and Management	p.113
	2-25 Processes to remediate negative impacts	1.3 Stakeholder Communication and Management of Material Topics	p.20
		2.3.2 Ethical Corporate Management	p.44
		3. Sustainable Consumption - Management of Material Topics	p.61
		3.3.2 Information Security and Management	p.76
		3.3.3 Customer Privacy Protection	p.79
		4. Sustainable Environment - Management of Material Topics	p.83
		4.2.3 Online Shopping Packaging Reduction Plan	p.102
		5 Friendly Workplace - Management of Material Topics	p.109
		5.2.3 Labor-Management Communication and Labor Rights Protection	p.120
	2-26 Mechanisms for seeking advice and raising concerns	1.3 Stakeholder Communication and Management of Material Topics	p.20
		2.3.2 Ethical Corporate Management	p.44

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	2-28 Membership associations	1.3 Stakeholder Communication and Management of Material Topics	p.20
	2-29 Approach to stakeholder engagement		
	2-30 Collective bargaining agreements	5.2.3 Labor-Management Communication and Labor Rights Protection	p.120

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	3-2 List of material topics		
Material Topics: Customer Privacy and Information Security			
GRI 3 : Material Topics 2021	3-3 Management of material topics	1.3 Stakeholder Communication and Management of Material Topics	p.20
		3. Sustainable Consumption - Management of Material Topics	p.61
GRI 418 : Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	3.3.2 Information Security and Management	p.76
		3.3.3 Customer Privacy Protection	p.79
Material Topics: Product Responsibility			
GRI 3 : Material Topics 2021	3-3 Management of material topics	1.3 Stakeholder Communication and Identification of Material Topics	p.20
		2 Shared Value Partners - Management of Material Topics	p.29
GRI 416 : Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	2.4.4 Product Quality Management	p.58
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	2.3.3 Legal Compliance	p.46
GRI 417 : Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	3.1.3 Responsible Marketing and Labeling	p.68
	417-2 Incidents of non-compliance concerning product and service information and labeling	2.3.3 Legal Compliance	p.46
	417-3 Incidents of non-compliance concerning marketing communications		

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		4. Sustainable Environment - Management of Material Topics	p.83
GRI 302 : Energy 2016	302-4 Reduction of energy consumption	4.3.2 Short - Chain Deployment	p.104
	302-5 Reductions in energy requirements of products and services		
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	4.2 Green Packaging	p.98
		4.2.2 Circular Packaging	p.100
		4.3.1 Green Fleet	p.103
Material Topics: Human Resource Management			
GRI 3 : Material Topics 2021	3-3 Management of material topics	1.3 Stakeholder Communication and Management of Material Topics	p.20
		5 Friendly Workplace - Management of Material Topics	p.109
GRI 202 : Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	5.3.2 Key Compensation and Performance	p.126
	202-2 Proportion of senior management hired from the local community	5.1.1 Employee Composition	p.110
GRI 401 : Employment 2016	401-1 New employee hires and employee turnover	5.1.2 Talent Recruitment and Termination Counseling	p.112
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	404-2 Programs for upgrading employee skills and transition assistance programs	5.1.2 Talent Recruitment and Termination Counseling	p.112
		5.3.1 Talent Development	p.122
	404-3 Percentage of employees receiving regular performance and career development reviews	5.3.2 Key Compensation and Performance	p.125

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		5.1.1 Employee Composition	p.110
	405-2 Ratio of basic salary and remuneration of women to men	5.3.2 Key Compensation and Performance	p.125
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GRI 3: Material Topics 2021	3-3 Management of material topics	1.3 Stakeholder Communication and Management of Material Topics	p.20
		3. Sustainable Consumption - Management of Material Topics	p.61
Secondary Topics: Climate Governance and Energy Resource Management			
GRI 302 : Energy 2016	302-1 Energy consumption within the organization	4.1.2 Greenhouse Gas and Energy Management	p.86
	302-3 Energy intensity		
GRI 305 : Emissions 2016	305-1 Direct (Scope 1) GHG emissions	4.1.2 Greenhouse Gas and Energy Management	p.86
	305-2 Energy indirect (Scope 2) GHG emissions		
	305-4 GHG emissions intensity		
GRI 306 Waste 2020	306-1 Waste generation and significant waste-related impacts	4.1.4 Waste Management	p.92
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



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Secondary Topics: Human Rights Management			
GRI 401 : Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.3.3 Employee Welfare Scheme	p.127
	401-3 Parental leave		
GRI 402 : Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	5.2.3 Labor-Management Communication and Labor Rights Protection	p.120
GRI 403 : Occupational Health and Safety 2018	403-1 Occupational health and safety management system	5.4.1 Occupational Safety and Health Management	p.130
	403-2 Hazard identification, risk assessment, and incident investigation	5.4.2 Enhancing Workplace Safety	p.132
	403-3 Occupational health services	5.4.3 Healthy and LOHAS Workplace	p.138
	403-4 Worker participation, consultation, and communication on occupational health and safety	5.4.1 Occupational Safety and Health Management	p.130
	403-5 Worker training on occupational health and safety	5.4.2 Enhancing Workplace Safety	p.134
	403-6 Promotion of worker health	5.4.3 Healthy and LOHAS Workplace	p.138
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.4.2 Enhancing Workplace Safety	p.132
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GRI 406 : Non- discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	5.2.1 Human Rights Commitment and Management	p.113

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GRI 308 : Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	2.4.2 Supplier Selection and Assessment	p.53
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Basic Topics: Financial Performance			
GRI 201 : Economic Performance	201-1 Direct economic value generated and distributed	2.1.2 Business Performance	p.32
	201-4 Financial assistance received from government		
Basic Topics: Corporate Governance and Ethical Management			
GRI 205 : Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	2.2.1 Operation of the Board of Directors	p.35
	205-2 Communication and training about anti-corruption policies and procedures	2.3.2 Ethical Corporate Management	p.45
	205-3 Confirmed incidents of corruption and actions taken	2.2.1 Operation of the Board of Directors	p.35
Basic Topics: Risk Management			
GRI 201 : Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	2.3.4 Climate Change Risk Management	p.47

Sustainability Accounting Standards Board (SASB) Index - E-commerce Industry

Accounting Metric		Corresponding Sections	Page Number
Basic Infrastructure (Energy and Water Management)			
CG-EC-130a.1	(1)Total Energy Consumption (2)Percentage of Total Electricity Consumption from Purchased Electricity (3)Proportion of Renewable Energy Utilization	4.1.2 Greenhouse Gas and Energy Management	p.90
CG-EC-130a.2	(1)Total Water Withdrawal (2)Total Water Withdrawal and Percentage of Water Sourced from Areas with High and Extremely High Water Stress	4.1.3 Water Resource Management	p.91
CG-EC-130a.3	The planning of Data Center should integrate environmental considerations.	Client data is stored and managed in the Company headquarters' information server room. A review of the area' s environmental facilities indicates that only standard electricity is used, without any specialized high-voltage equipment. No water resources are required for operations. Since 2019, the facility has been certified under the ISO 14001 Environmental Management System.	-
Data Privacy and Advertising Standards			
CG-EC-220a.1	Number of Users whose Information is used for Secondary Purposes	3.3.3 Customer Privacy Protection	p.79
CG-EC-220a.2	Description of the User Privacy Policy and Behavioral Advertising Policy		
Data Security			
CG-EC-230a.1	Description of the Methods for Identifying and Addressing Data Security Risks	3.3.2 Information Security and Management	p.76
CG-EC-230a.2	(1)Number of Data Breaches (2)Proportion of Incidents Involving Personal Data Breaches (3) Number of Affected Users		
Talent Recruitment, Inclusion, and Performance			
CG-EC-330a.1	Employee Engagement Rate	5.3.2 Labor-Management Communication and Labor Rights Protection	P.121
CG-EC-330a.2	Company-wide (1) Voluntary Turnover Rate (2) Involuntary Turnover Rate	5.1.2 Talent Recruitment and Termination Counseling	p.112
CG-EC-330a.3	Gender Distribution Ratio and Diverse Ethnic Representation Ratio of Global Employees, disclosed in four categories: (1)Top management (2)Non-top management (3)Technical personnel (4)All other employees	5.1.1 Employee Composition	p.110
CG-EC-330a.4	Proportion of Technical Personnel Requiring Work Visas	Not applicable to momo' s operational conditions; therefore, no related disclosures.	-
Product Packaging and Distribution			
CG-EC-410a.1	Total Greenhouse Gas (GHG) Emissions from Product Distribution	4.1.2 Greenhouse Gas and Energy Management	p.86
CG-EC-410a.2	Disclosure of Strategies to Reduce Environmental Impact from Product Distribution (Including management and selection of logistics providers; choice of eco-friendly packaging materials; use of sustainable logistics fuels; and other innovative emission reduction initiatives)	4.2 Green Packaging 4.3 Green Logistics	p.98 p.103
Activity Metrics			
CG-EC-000.A	Most appropriate user activity metrics for measurement	2.1.2 Business Performance	p.32
CG-EC-000.B	Data Processing Capacity and Percentage Outsourced	No relevant content for year 2024	-
CG-EC-000.C	Product Distribution Volume	4.3 Green Logistics	p.103

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No.	Subject Information	Section	Page Number	Relevant Standards
 1	The total water withdrawal for the year 2024 was 107.41 million liters.	4.1.3 Water Resource Management	P.91	<p>Total water withdrawal for 2024, based on company statistics for momo and its subsidiaries¹.</p> <p>*1 : Water withdrawal data is primarily sourced from payment notices provided by Taiwan Water Corporation and the Taipei Water Department, as well as allocation statements provided by landlords for certain leased sites to calculate total water withdrawal. Additionally, for 13 operational sites including Millennium Building and Alpha Building where actual water withdrawal data is unavailable, the total water withdrawal is estimated by multiplying the average per capita water usage of other sites^{Note2} by the number of occupants at these locations.</p> <p>*2 : Average per capita water usage = the total water withdrawal from sites with data (based on statistics from Taiwan Water Corporation, Taipei Water Department, and landlords' allocation statements) / the total number of occupants at those sites.</p>
 2	In 2024, the adoption of a nodal removal transportation operation model resulted in a reduction of 4,018 transshipment trips.	4.3.2 Short - Chain Deployment	P.107	<p>Based on the nodal remover transportation operation model, the reduction in transshipment trips for the year 2024 was calculated¹.</p> <p>*1 : All transfer vehicles are 17-ton trucks, a 17-ton truck container can accommodate around 400 boxes of tissue paper² or the equivalent of 14 pallets of goods³.</p> <p>*2 : The calculation for reduced transfer trips for tissue paper items= Shipment quantity ÷ 400 boxes.</p> <p>*3 : The calculation for reduced transfer trips for non-tissue paper items= Shipment quantity ÷ (Number of goods per pallet) ÷ 14.</p>
 3	107,466 inspections were conducted in 2024 across three main categories: corrective inspections, preventive inspections, and regular inspections.	2.4.4 Product Quality Management	P.58	<p>The annual inspection volume is compiled based on the Company's three-tier inspection framework, comprising corrective inspections, preventive inspections, and regular inspections.</p>
 4	In 2024, a total of 6,405 inspections were conducted. New suppliers and contractors are required to sign the "Sustainable Development Principles for Suppliers/Contractors" , with a signing rate of 99.53% among newly engaged suppliers and contractors in 2024.	2.4.2 Supplier Selection and Assessment	P.53	<p>The total number and signing rate of new suppliers or contractors¹ engaged by momo, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, and Prosperous Living in 2024 that completed the signing of the "Sustainable Development Principles for Suppliers/Contractors" .</p> <p>*1 : "New suppliers or contractors" are defined as those whose contract execution date falls within 2024. Suppliers or contractors that are existing partners and only renewed their contracts upon expiry are not included in the statistics.</p>
 5	In 2024, the total training hours for employees at the section chief level and above amounted to 13,645 hours, with an average of 33.69 hours per person.	5.3.1 Talent Development	P.122	<p>Based on the Company's training regulations, the average training hours for section chief level and above in momo and its subsidiaries in 2024 were calculated by dividing the total training hours for such employees by the number of section chief level and above employees who received training during the year.</p>

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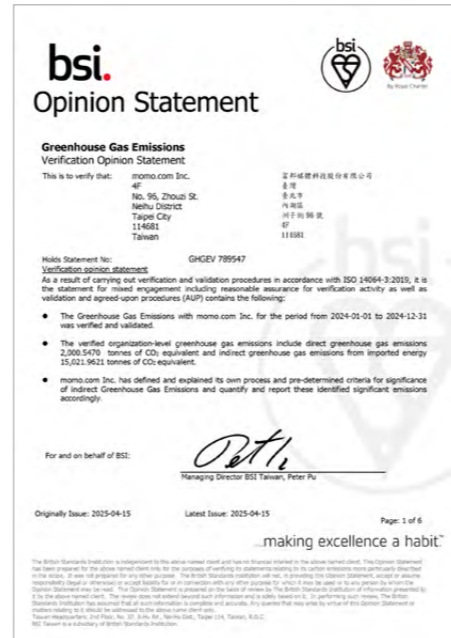
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ISO 45001 Occupational Safety and Health Management System



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Product Carbon Footprint Label
Certificate"



"Product Carbon Footprint Label"
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"Achievements of Online Shopping Packaging Reduction"
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