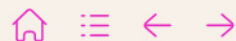


momo

富邦媒體科技
momo.com Inc.



2025
Sustainability Report



About this report
2025 ESG Highlights
Awards and Recognitions
Sustainability Impact Story
Chairman's Message, President's Message
1 Sustainable Development of momo
2 Partnership matters
3 Customer matters
4 Environment matters
5 Employee matters
6 Society matters
Appendix

About this report	02
2025 ESG Highlights	04
Awards and Recognitions	05
Sustainability Impact Story	07
Chairman's Message, President's Message	12

1. Sustainable Development of momo 14

1.1 Taiwan's Leading Green Life E-commerce Pioneer	15
1.2 Sustainable Governance Mechanism	22
1.3 Stakeholder Communication and Management	24

2. Partnership matters 34

2.1 About momo	36
2.2 Corporate Governance	40
2.3 Sustainable Risk Management	47
2.4 Sustainable Supply Chain Management	58

3. Customer matters 66

3.1 Sustainable Consumption	68
3.2 Best Consumer Experience	75
3.3 Information Security and Privacy Protection	80

4. Environment matters 88

4.1 Green Operations	90
4.2 Green Packaging	104
4.3 Green Logistics	110

5. Employee matters 114

5.1 Diversity and Inclusion	116
5.2 Human Rights Protection	120
5.3 Talent Development and Retention	129
5.4 Health and Safe Workplace	137

6. Society matters 146

6.1 Digital Fundraising	148
6.2 Community Engagement	152
6.3 Cultural Engagement	155

Appendix 159

GRI Index	160
SASB Index	164
Summary of Assurance Items for 2025	165
Certification	166



About This Report 2-1 2-3 2-4 2-5 2-14

Welcome to the 11th sustainability report issued by momo.com Inc. (hereinafter referred to as "momo," "the Company," or "we"). The Company is committed to becoming **Taiwan's Leading Green Life-commerce Pioneer**, actively promoting a low-carbon transition and sustainable consumption. We continue to communicate our efforts and achievements in corporate governance, environmental sustainability, and social (human rights) aspects to stakeholders in a transparent and open manner, clearly demonstrating momo's dedication and actions toward sustainable development.



Reporting Principles

The authoring of this report adhered to the GRI Standards 2021 issued by the Global Sustainability Standards Board (GSSB). It is also in accordance with the Sustainability Accounting Standards (SASB Standards) for the E-Commerce industry to disclose ESG information related to stakeholders. Please refer to the GRI Standards  and SASB Index  Table in the appendix of this report for further details.

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 fiscal year 2025 (from January 1 to December 31, 2025).

To fully present the performance of projects and initiatives, certain information disclosed in this report extends beyond the 2025 fiscal year to include developments prior to its publication in 2026. 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 2025, 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.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

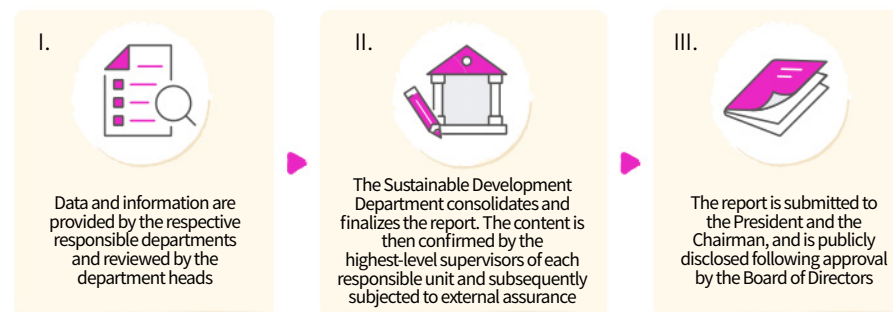
5 Employee matters

6 Society matters

Appendix

Report Management and Publication Process and Procedures

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), momo 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 Procedures

– 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:

Item/Data	Standard	Verification Body
Key Performance Indicators	The Standard on Assurance Engagements 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information"	(PwC Taiwan)PwC Taiwan
Finance	Regulations Governing Auditing and Attestation of Financial Statements by Certified Public Accountants, Generally Accepted Auditing Standards (GAAS)	Deloitte Taiwan
Environment	ISO 14001 Environmental Management System (EMS) ISO 14064-1 Greenhouse Gas Inventory ISO 14067 Product Carbon Footprint (PCF)	BSI Taiwan
Occupational Safety and Health	ISO 45001 Occupational Health and Safety Management System	
Information Security & Privacy	ISO 27001 Information Security Management System ISO 27701 Privacy Information Management System	SGS Taiwan Ltd.
Quality Management	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"	KPMG Taiwan

Feedback

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

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2025 ESG Highlights



Environment

Low-Carbon Shopping Journey



Product Listing

- "momo Green Living Collection" curates over **7,700** certified products, recommending eco-friendly choices to consumers.
- Over **99%** of suppliers sign "Supplier/Contractor Sustainable Development Best Practice Principles," and undergo training to build a sustainable supply chain.



Warehousing & Inventory

- Large-scale logistics centers are built with green building concepts, prioritizing energy saving and environmental protection.
- Large-scale logistics centers generate solar power, producing **>2.9** million kWh of green electricity annually, with **>1.5** million kWh for on-site self-use.



Online Shopping

- Promoting momo "Green Life Membership", with nearly **770,000** consumers actively supporting sustainable consumption initiatives.
- Obtained the retail service Product Carbon Footprint Label, transparently disclosing carbon emissions from online shopping.



Packaging & Shipping

- Shipped with reusable bags and recycled cartons, allowing packaging materials to re-enter the circular economy loop.
- Actively establishing "circular packaging ecosystem", enabling easy returns of reusable bags at convenient local drop-off points.
- Promoting lightweight cardboard packaging and leveraging AI technologies, Big Data analytics, and Large Language Models (LLMs) to optimize packaging, reducing cushioning material usage by over **45%**



Logistics & Delivery

- Leveraging AI to optimize short-chain logistics and reduce total distribution mileage.
- Saved **450,000+** cardboard boxes by optimizing consolidated delivery and order merging.
- Green fleet carries out delivery using electric vehicles, successfully reducing carbon emissions by **41** metric tons.
- >99.3%** of suppliers have successfully implemented the Logistics Staff Safe Call system to enhance data privacy.



Social

>69

Annual Public Welfare Projects

>NT\$190 million

Public Welfare Advertising & Promotional Resources

>220,000

Consumers Participating in Donating Money and Goods

>420,000

Beneficiaries

1:1

Equal Ratio of Male to Female Managers

10

Main Warehouses Certified as Healthy Workplaces

>30,000 Hours

ESG Education and Training

100%

Completion of Gender Equality Courses



Governance

- Consolidated revenue reached **NT\$108.7 billion**, continuing to hit record highs
- Ranked **first in the industry** for overall customer satisfaction as the preferred online shopping platform
- Continuously maintained the validity of **ISO 27001** and **ISO 27701** certifications to strictly safeguard information security
- A three-category inspection protective network safeguards quality and safety, inspecting over **80,000** products annually
- Established a dual-verification mechanism combining "**AI technology verification + manual inspection**" to ensure the quality of products and web listings



Awards and Recognitions



ESG Ratings and Index Recognition



- Achieved an **A-** (Leadership Level) rating in the CDP Climate Change Questionnaire and received an **A** rating (highest score) in the CDP Supplier Engagement Assessment (SEA)



- Received an **AA** rating from MSCI ESG Ratings



- Achieved a FTSE Russell ESG Rating of **4.3** out of 5.0



- Received a Morningstar Sustainalytics ESG Risk Rating of **18.49**, classified as Low Risk



- Received an **AAA** rating in the Taiwan Sustainability Assessment (TIP)
- 7th time** selected as a constituent of the Taiwan Sustainability Index



Environmental Sustainability



- 5-time** National Enterprise Environmental Protection Award Winner (Ministry of Environment)
- Green Procurement Excellent Enterprise (Ministry of Environment)



- 2025 Taiwan Sustainability Action Awards (TSAA): Green Living Membership Program – **Gold Award**



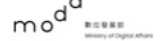
Overall Performance/Corporate Governance



- 2-time** National Sustainable Development Award Winner



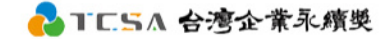
- 6-time** CommonWealth Corporate Sustainability Citizenship Award Recipient



- Certified **Friendly E-Commerce** by the Ministry of Digital Affairs



- Bronze Award**, Taipei Golden Eagle Micro Movie Festival



- 2025 Taiwan Sustainable Retail Management Award: Retail ESG Comprehensive Performance Award; Customer Sustainability Action Award – **Silver**
- 2025 TCSA: Corporate Sustainability Comprehensive Performance Top 100 Taiwanese Corporates Sustainability Award; Corporate Sustainability Reports – **Platinum**



Diversity and Inclusion in the Workplace



- 2025 TCSA: Talent Development Leadership Award; Gender Equality Leadership Award



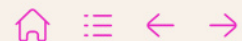
- Taipei Gender Equality Certification – Gold Award (2025–2026) (Department of Labor, Taipei City Government)



- Healthy Workplace Certification (Health Promotion Administration, Ministry of Health and Welfare)



- Taiwan Talent Sustainability Action Alliance Honor Badge (CommonWealth Group)



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix



Feature Story 1

Green Life Points · Green Cycle of Sustainable Consumption:
Empowering Consumer Choice and Scaling the Market for Green Products



momo integrates its two core strategic pillars—"Sustainable Consumption" and "Sustainable Environment"—by launching the new "Green Life Points" mechanism. This strategy optimizes point redemption scenarios to integrate platform ad placements and channel exposure, combine consumer-side incentives, and drive supplier transition. By building a dual-driven engagement model, momo enhances the accessibility of sustainable products, expands participation among business partners, stimulates consumer demand for green products, and scales up the green product market. Through the depth and breadth of this points mechanism, momo connects internal and external resources to amplify overall social and environmental impact. By balancing operational growth with sustainability, momo aims to seamlessly weave sustainable values into everyday life, strengthening its long-term value creation capabilities.

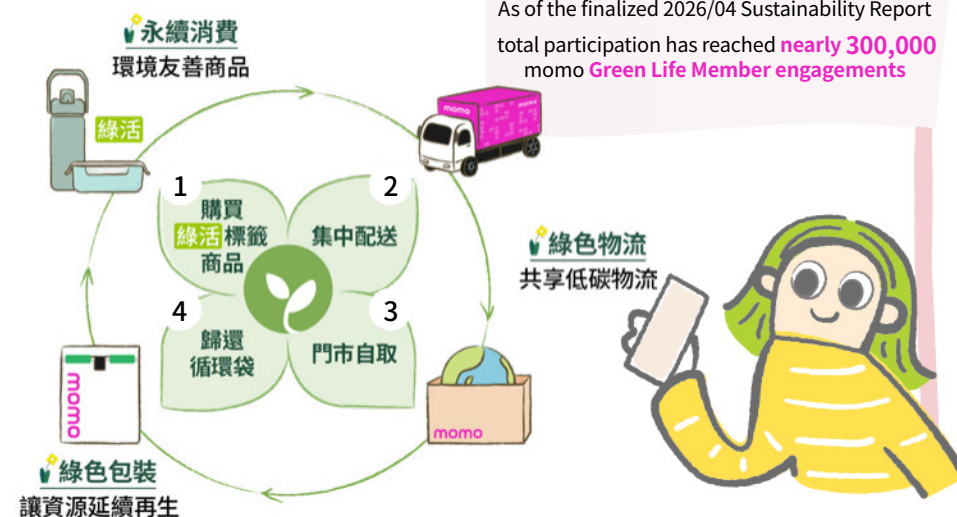
momo leverages its platform resources to design incentive schemes spanning all three ESG dimensions, allowing consumers to redeem points for forest restoration, charitable donations, and sustainable product redemptions. This approach amplifies social and environmental impacts, encourages sustainable action, and makes sustainability a practical part of daily life.

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Green Life Points
- Green Missions
Handbook



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Environmental Dimension Collect Points · Plant Trees to Love the Earth

momo supports biodiversity and collaborates with Association of Taiwan Forest Restoration for Wild Plant Conservation to engage consumers in restoring native forests in Houli, Taichung. Through the point redemption mechanism, consumer purchasing power is directly transformed into positive environmental impact.

The significance of tree planting lies beyond numbers.

True environmental conservation begins with reflecting on what forms of life we should plant together.

Let us reflect on the true purpose of environmental conservation from the perspective of biodiversity, understanding how to bring back native species so that entire ecosystems can thrive once again.

Association of Taiwan Forest Restoration for Wild Plant Conservation targets native tree species remaining on the Houli Terrace in Taichung for ecosystem restoration, using project-based approaches to assist in habitat and biodiversity recovery. This effort turns Houli Forest Park into an ecological "Ark," symbolizing the value of an "Ecological Taichung" and conserving local native species. Referencing ecological forest restoration techniques from Japanese botanists, diverse native tree species are densely co-planted in Taichung to form "Ecological Tree Islands," accelerating seedling growth.

This project selects 52 native tree species for habitat restoration. momo warmly invites you to collect points and join us in protecting our shared planet!



Social Dimension Support · Sustainable Community Initiatives

Targeting the demographic profile of momo Green Life Members, momo focuses its social efforts on vulnerable groups, including "senior citizens and children," partnering with momo Green Life Members to expand momo's corporate social responsibility impact.

The inaugural campaign collaborates with the 1919 Study Companion Program, combining tangible financial/resource donations with intangible corporate visit experiences to maximize Green Life influence and deliver on social commitments.

Let's amplify the power of Green Life Points together!

Companionship can transform a lifetime.

In corners across Taiwan, children face difficult living environments. What they need goes beyond classroom knowledge, they need a guiding hand through life's challenges. The 1919 Study Companion Program exists for these children. We read with them, share meals, offer support, and help them grow. We let them know: "You are not alone; we are here with you!"

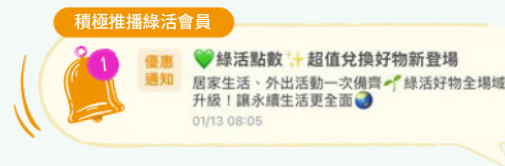
Every contribution light a lamp. Welcome to join the momo x 1919 Study Companion Program to walk alongside children from vulnerable families and help them journey further.



Product Dimension Exclusive Green Offers & Premium Sustainable Selections

Leveraging the core strengths of our retail business model to scale the green market and incentivize suppliers toward sustainable, low-carbon transitions

- Providing suppliers with exclusive exposure placements and push-notification resources dedicated to momo Green Life, encouraging a broader range of items to be classified as green products.
- Offering momo Green Life Members exclusive coupons for redeeming sustainable selections, thereby stimulating market demand for green products.



Carbon Reduction Dashboard: Accumulating Personal Quantified Carbon Reduction Achievements

- By visualizing the cumulative benefits of carbon reduction actions, members are encouraged to engage in reduction initiatives with greater motivation, while gaining insights into the environmental impact of their own consumption behaviors.
- The "Carbon Reduction Dashboard" quantifies environmental contributions by aggregating members' total order counts and cumulative carbon reductions across three key practices: "In-store Pickup," "Consolidated Delivery," and "Returning Reusable Bags."
- Translating aggregate carbon reductions into relatable everyday plastic-reduction behaviors, making consumers' sustainability practices more tangible and engaging.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

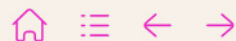
3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

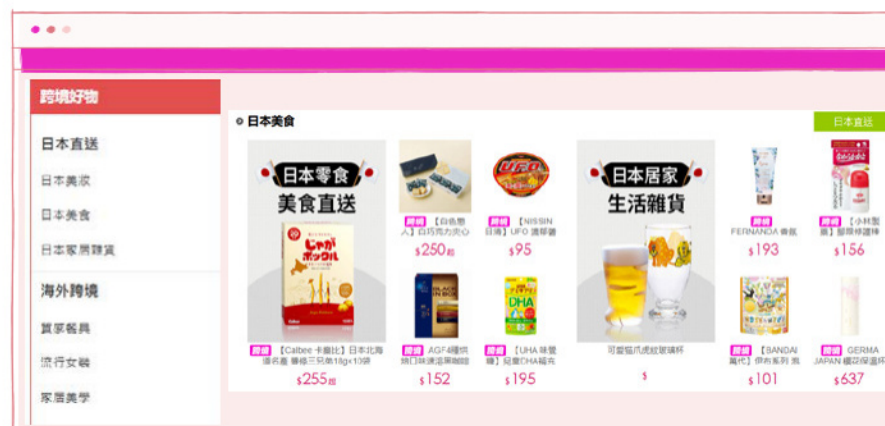
Feature Story 2 Launch of Cross-Border Shopping Services — Building a Borderless, Reassuring Shopping Journey

momo has long been committed to establishing a robust Customer Relationship Management (CRM) system, expanding its applicability alongside platform service evolution. Since launching the "mo Store+" third-party marketplace service, momo has accumulated extensive experience in platform governance, merchant management, and customer service coordination, laying a foundation for CRM under diverse transaction models.

Through operating mo Store+, momo established comprehensive merchant management rules, customer inquiry/complaint handling workflows, and case tracking/improvement mechanisms, ensuring customers receive clear information and proper support during third-party transactions. This operational experience served as a solid foundation for introducing new service models.

In October 2025, momo officially launched its "Cross-Border E-Commerce" service, integrating it into the existing customer service and case management framework. This guarantees consistent service standards across information disclosure, response efficiency, and consumer dispute resolution for cross-border transactions.

By applying the operational expertise gained from mo Store+ to cross-border shopping, momo ensures consistent service protection and communication quality across all transaction types. This continues to deepen customer trust and fulfills a customer-centric vision for sustainable service development.



Feature Story 3 momo Partners with Microsoft Taiwan to Build Next-Gen Smart Customer Service

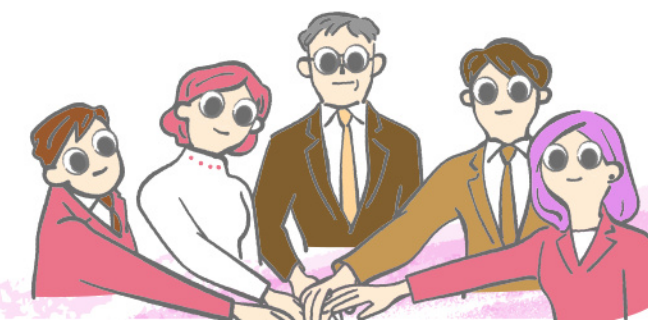
— Reshaping Customer Experience with Generative AI to Accelerate the Transition Toward Tech E-Commerce

Adhering to its "Customer First" core philosophy, momo continuously leverages digital technologies to optimize customer journeys. As e-commerce services diversify and order volumes grow, high-quality post-purchase service is essential for building brand loyalty. In 2025, momo launched the "Next-Gen Smart Service Transformation Project," aimed at utilizing generative AI to provide precise, efficient, and empathetic customer support.

In partnership with Microsoft Taiwan, momo developed a Large Language Model (LLM)-driven smart customer service system, integrating Microsoft Azure OpenAI with Retrieval-Augmented Generation (RAG) technology for enhanced semantic understanding and real-time response quality. Since going live in July 2025, the next-gen LLM AI customer service has demonstrated significant performance improvements, maintaining a response accuracy rate of over 90%. At the same time, customer willingness to use self-service options rose by 5%, equivalent to expanding AI service capacity by 5.7%. This optimized interaction workflows while effectively relieving workloads for human service agents. In 2025, self-service adoption grew steadily to **64%** (up from 61.9% the previous year), and text-based service adoption reached **12%** (up from 11.2%), reflecting successful digital transformation.

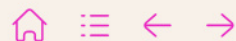
— Functional Transformation and Empowerment: Enhancing Omnichannel Service Capabilities

To support the rising proportion of digital inquiries, momo actively promoted functional upskilling for customer service personnel to ensure their ability to deliver high-quality cross-media support. In 2025, the proportion of customer service staff trained in text-based support increased significantly from 48% to 70.1%. The training empowers employees with dual capabilities in both phone communications and text messaging support. Comprehensive skill-enhancement courses ensure that the team can seamlessly pivot between channels, providing immediate support and resources to consumers.



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About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

– Evolving into AI Shopping Consultants for an Omnichannel Smart Experience

Looking ahead, momo continues to track emerging technologies. As Agentic AI matures, Model Context Protocol (MCP) is becoming a pivotal standard for cross-system integration and multimodal interactions, enabling smart customer service to connect with diverse internal databases and extend retail use cases. Furthermore, momo plans to introduce Sentiment Recognition capabilities, allowing systems to gauge customer emotions in real time for more empathetic interactions to continuously refine smart customer service. Over the next two years, momo plans to expand the scope of its smart customer service to act as AI Shopping Consultants, serving as the central hub for customer touchpoints, deepening omnichannel experiences, and empowering services and operations through AI to lead Taiwan's e-commerce industry into a new era.



– AI-Empowered Product Safety and Automated Recall Mechanisms

momo is dedicated to fostering a safe, transparent shopping environment. In response to major product safety incidents in 2025 (such as 3C battery recalls for Xiaomi, Anker, and ADAM Elements, as well as product anomalies involving Sudan Red and MUJI), momo deployed a Digitized Risk Management Workflow for confirmed recalls and high-risk products.

Immediate Delisting & Risk Containment:

Upon receiving incident reports, a dedicated task force delists affected products across the platform within 24 hours and handles disputed items swiftly to halt risk propagation.

Precision Automated Notifications:

Systems automatically cross-reference product batch numbers with order records, proactively dispatching SMS or App push notifications to affected buyers.

AI Smart Guidance & Proxy Services:

The AI Smart Assistant detects keywords and automatically pushes recall information, batch numbers, and official refund options. If customers cannot contact manufacturers directly, the AI guides them to leave an online message, allowing the momo customer care team to step in and handle follow-up procedures seamlessly to achieve frictionless service continuity.



Chairman's Message

In recent years, the global political and economic landscape has continued to fluctuate. From geopolitical risks and evolving consumer patterns to the rapid development of artificial intelligence, these trends constantly reshape the business environment and the competitive landscape of the industry. Under this trend, AI and digital technology have become critical drivers of corporate growth.

For momo, technology is not merely a tool to enhance efficiency, but a vital capability to strengthen delivery services, smart warehousing, and operational resilience. However, whether technology can truly create value ultimately depends on human application and execution. Only by continuously attracting and cultivating key talent can we genuinely transform technology into the resilience that supports sustainable corporate operations and long-term competitive advantages.

Looking ahead, Taiwan's retail market still possesses growth potential. momo will continue to advance steadily, achieve solid growth, and strike a balance among innovation, efficiency, and sustainability, thereby laying a more robust foundation for the company's long-term development.

Driving Transformation through Technology and Governance to Build a More Trustworthy Tech E-Commerce Leader

Faced with an environment of rapidly changing consumer behavior, intensifying retail competition, and the swift evolution of AI technology, momo has always taken prudent operations and technological capabilities as its foundation for growth. We are fully aware that the more intense market competition becomes, the greater the need for more comprehensive governance mechanisms, a more stable platform environment, and higher-quality services to continuously meet consumer expectations.

momo understands that the key to being a tech e-commerce leader lies not in the adoption of technology itself, but in whether we can continuously optimize platform governance, operational efficiency, and consumer experience through AI

and digital transformation, further strengthening platform trust and business resilience. Only by truly internalizing technological capabilities into platform competitiveness can we advance steadily in a fast-changing market and create a safer, more convenient, and trustworthy shopping environment for consumers.

Anchoring Sustainable Transformation in Responsible Operations, Partnering with Consumers and Partners to Co-create a Green Living Ecosystem

In the process of continuously advancing tech e-commerce, we have always believed that technology is not just a tool to improve efficiency, but also an important foundation for establishing trust and practicing responsible operations. For momo, the true value of an enterprise lies not only in providing convenience and efficiency, but also in responding to the expectations of the times and bringing about longer-term, positive changes to daily life through our own influence.

Because of this, we regard sustainability as a core direction of our business operations, position ourselves as a "Green Living E-Commerce" platform, and continue to drive the transformation of our governance and business models. We expect that the platform's role is not just to connect products with consumers, but to lead the possibility of lifestyle changes. When sustainability is no longer just an abstract concept but is practiced through every everyday purchase, the platform becomes more than a transaction venue—it becomes an important force in promoting a net-zero lifestyle.

momo continues to integrate sustainable concepts into platform operations and consumption scenarios through diverse actions such as the Green Life Membership, momo Green Life Collection, circular packaging, consolidated delivery, and the Supplier ESG Academy. This ensures that every order placed on momo creates a positive sustainable impact, while allowing more partners to join hands in building a more resilient and responsible green living ecosystem as we move forward together.

In an ever-changing environment, momo firmly believes that a company's long-term value stems not only from technological innovation and operational efficiency, but also from valuing people, adhering to responsibility, and the capacity to walk alongside stakeholders. Looking ahead, we will continue to take responsible operations as our core. While pursuing growth and innovation, we will simultaneously balance environmental sustainability, social inclusion, and corporate governance to steadily advance corporate transformation. Through green services and consumer choices that are closer to daily life, we invite more consumers to join us in adopting a low-carbon lifestyle, collectively shaping a more resilient and sustainable future.

Chairman




President's Message

2025 marked a critical turning point for Taiwan's retail market. As e-commerce competition became increasingly defined and foreign platforms intensified their market presence, local players faced heightened market pressure and operational challenges. Concurrently, global sustainability trends continued to deepen, shifting corporate priorities from growth and efficiency toward climate change, supply chain resilience, information security, and governance responsibilities. With Taiwan progressively aligning with the IFRS Sustainability Disclosure Standards, sustainability is no longer merely an added duty, but a foundational pillar essential to a company's competitiveness, risk management, and long-term development.

As the pioneer and leading platform in green e-commerce, 2025 was not only a challenging year for momo, but also a vital moment to reassess our operational resilience, strengthen platform governance, and address the expectations of the market and our stakeholders through concrete actions. We will continue to uphold our brand ethos, "momo More & More," bringing greater trust, as well as more diversified services and choices to consumers.

Accelerating AI Deployment to Deepen Sustainability Strategies and Actions

On the operational front, momo continues to advance its short-chain logistics network across northern, central, and southern Taiwan. By combining self-built facilities with Autonomous Mobile Robots (AMR) and AI-driven big data smart scheduling, momo has built a green, smart warehousing and logistics network that delivers both efficiency and resilience, comprehensively upgrading fulfillment capabilities and operational performance. Concurrently, on our journey toward sustainable operations, following the installation and commissioning of rooftop solar photovoltaic (PV) systems at both the Northern and Southern Distribution Centers, we achieved self-generated renewable energy consumption for the first time in 2025. The Southern Distribution Center generated and consumed 1.726 million kWh of self-produced electricity, reducing carbon emissions by approximately 850 metric tons; total renewable energy generation reached 2.949 million kWh for the full year. Moving forward, momo will continue to expand the application of renewable energy across its warehousing operations.

At the same time, momo has extended AI applications to packaging reduction, optimal fulfillment warehouse assignment, best delivery route planning, and order consolidation. By improving resource allocation efficiency and minimizing unnecessary waste, operational pain points have been transformed into concrete carbon reduction achievements. In 2025, consolidated delivery eliminated the use of over 450,000 cardboard cartons, reducing carbon emissions by 88 metric tons. Furthermore, the average packaging weight reduction rate reached 34.86% in 2025 compared to the base year. Moving forward, momo will continue optimizing algorithms to prevent redundant packaging material consumption.

In terms of application, momo continues to deploy AI across e-commerce operations and consumer service processes, including search and recommendation optimizations, customer service, and supply chain management. By leveraging digital and intelligent technologies, we enhance

our responsiveness to consumer expectations for faster, more precise service experiences. At momo, AI serves not only as an enabler for boosting operational efficiency and service quality, but also increasingly as a critical foundation supporting resilient management and sustainable advancement.

Consumer-Centric Excellence: Creating Sustainable Value and Building Platform Trust

For a platform to achieve sustainable growth, the key lies not only in product offerings, fulfillment efficiency, or technological applications, but more importantly, in its ability to consistently respond to consumer expectations for peace of mind, convenience, and service quality. Therefore, throughout our sustainable transformation and service upgrades, momo has consistently anchored its business judgments on user needs, regarding "trust" as one of the most fundamental pillars for the platform's long-term development.

To promote sustainable consumption, momo launched the "momo Green Life Members" program in 2023, becoming the first e-commerce platform in Taiwan centered on sustainable circularity. Through "Green Life Points," we integrate green consumption into the everyday shopping experience, empowering consumers to transform their purchasing power into sustainability with every transaction at momo, thereby participating in daily sustainable actions more naturally. In 2025, we further integrated our e-commerce channel strengths with consumer-side incentives to encourage suppliers to undergo low-carbon product transformations. Furthermore, through "Green Life Points," we incentivize consumers to respond to sustainability initiatives across Environmental, Social, and Governance (ESG) dimensions. As of May 2026, cumulative participation in point redemptions reached 300,000 attendances. This initiative not only addresses consumer focus on green living, but also elevates sustainability beyond a corporate management requirement into a tangible behavioral value actively practiced on the consumer end.

Furthermore, information security represents a vital foundational initiative in which momo consistently invests. As digital services and transaction environments grow increasingly complex, momo continuously fortifies system defenses, risk controls, and information security governance mechanisms, achieving zero cybersecurity risk incidents in 2025. For platform operations, safeguarding user data and transaction security is not merely a basic prerequisite of risk management, but an essential condition for responding to consumer trust, maintaining service stability, and supporting long-term development.

Demonstrating Sustainable Practices through Concrete Achievements to Deepen Long-Term Enterprise Value

Furthermore, momo continued to receive external recognition in sustainability ratings and awards in 2025. This includes achieving an "A-" Leadership band score from CDP and an "A" top rating in the Supplier Engagement Assessment (SEA), making momo the first e-commerce operator in Taiwan to receive this recognition. Additionally, momo was awarded the "National

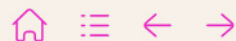
Sustainable Development Award" by the Executive Yuan for the second time and the "National Enterprise Environmental Protection Award" by the Ministry of Environment for the fifth time. The "momo Green Life Members" program also won the Gold Award at the "2025 Taiwan Sustainability Action Awards," as well as the Retail ESG Comprehensive Performance Model Award and the Customer Sustainability Action Silver Award at the "Taiwan Retail Sustainability Awards." These accolades reflect momo's continuous effort to transform sustainable governance and green innovation into tangible results.

Facing upcoming market competition and sustainability challenges, momo will remain anchored in consumer needs, combining technological applications, robust governance, and more tailored Green Life services to render our platform more resilient and trustworthy. We believe that only through continuous forward-looking positioning and fulfilling operational responsibilities can we maintain steady development in a rapidly changing environment, answering the trust of consumers and partners with increasingly comprehensive services.

President

Signature





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life
E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and
Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

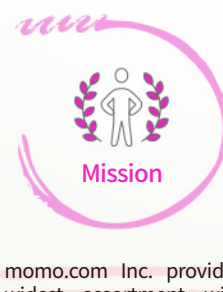
Appendix

1 Sustainable Development of momo

Embodying our brand spirit of "momo, More & More," momo lives its mission of "exceptional value and outstanding service" by integrating our four core corporate values—"Integrity, Customer Care, Professionalism, and Innovation"—to realize our corporate vision of "building momo into the preferred virtual shopping platform of choice for both consumers and suppliers." Grounded in professionalism and innovation, we strive to deliver an all-encompassing shopping experience defined by "unmatched variety, speed, quality, and savings," committing ourselves to serving as the benchmark for Taiwan's e-commerce industry.



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



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



Integrity, Customer Care, Professionalism, Innovation

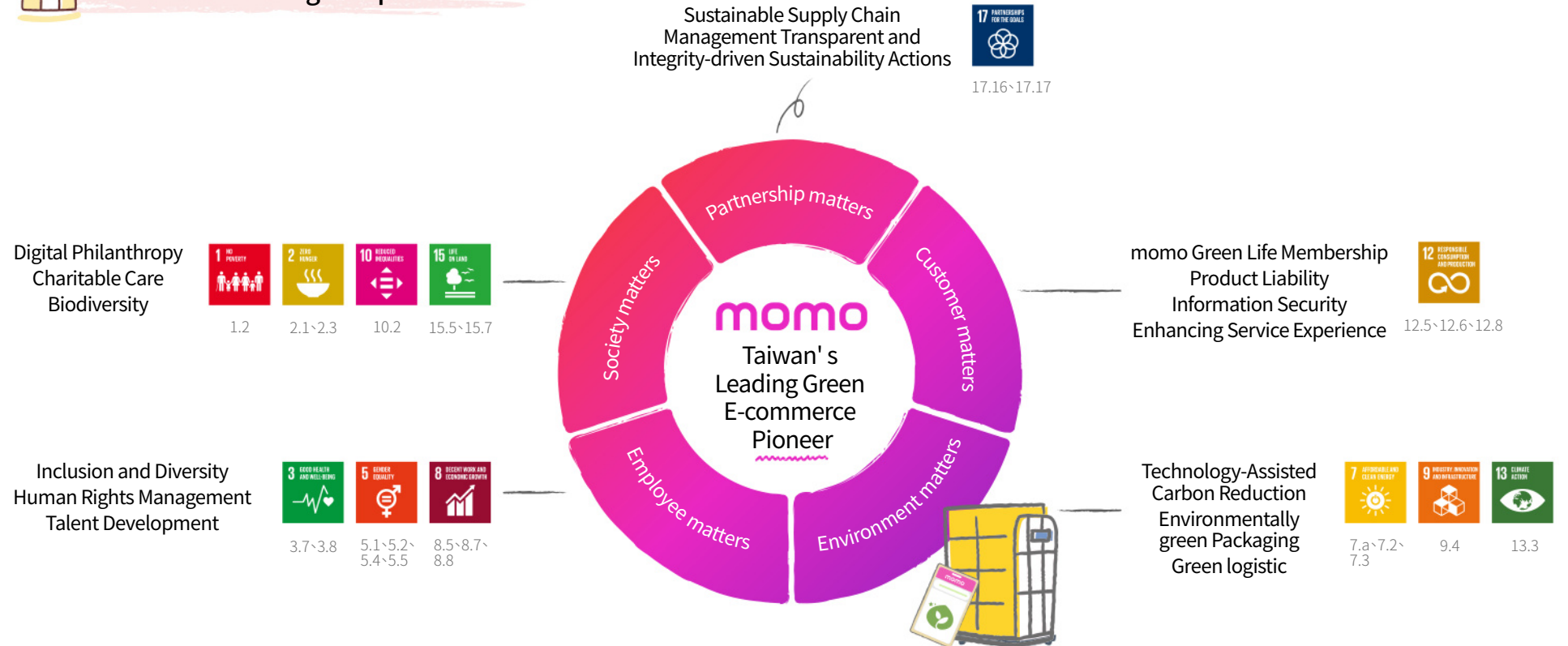


1.1 Taiwan's Leading Green Life E-commerce Pioneer 2-22

momo formally launched the sustainability vision program in 2019, outlining a "Sustainable Living Blueprint" to promote our 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 "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 its 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 sustainable and green operations.

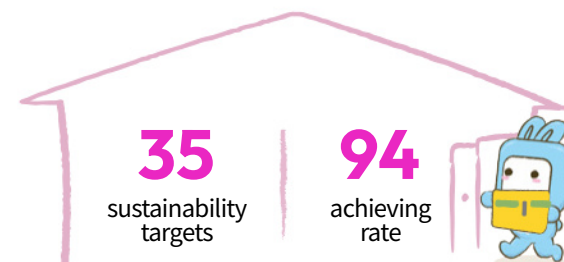


Sustainable Living Blueprint



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

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 Life 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 Management Committee and the Board of Directors, with rolling adjustments made to ensure alignment with practical needs. In 2025, 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



Maintained Achieved

Strategic Implications	Mapped Material Topics	2025 Indicators and Targets	2025 Performance & Achievement	2026 Short-term Targets	2027-2029 Medium-term Targets	2030-2035 Long-term Targets
Sustainable governance, stable operations, and transparent integrity	Corporate Governance and Ethical Business Conduct	ESG performance targets linked to senior executives' KPIs > 10%	> 10%	> 10%	> 10%	> 10%
		Ranked in the TOP 5% of the Corporate Governance Evaluation (Listed Companies Group)	Ranked in the Top 6%–20% in the 11th Corporate Governance Evaluation	Reason for Target Adjustment: In response to the transition of the Corporate Governance Evaluation into an ESG Evaluation, the evaluation dimensions and methodologies have been adjusted. Therefore, the "Top 5% ranking" is no longer set as a target. In the future, the Company will continue to reference relevant evaluation indicators, continuously promote corporate governance and sustainability-related initiatives, and strengthen overall sustainable development.		
		Board Diversity: Maintain at least one female director	Three female directors in 2025	- Maintain the proportion of independent directors at 1/3 or above - At least one female director	- Evaluate and plan for increasing the number of independent director - At least one female director	- Evaluate and plan to increase the proportion of independent director to 1/2 - Increase female board representation to align with regulatory standards
Driving value chain partners toward industry low-carbon transition	Sustainable Supply Chain	Strengthening supply chain risk management	- Continuously promoted ESG self-assessment among critical Tier 1 and new suppliers - Hosted 1 session of "momo ESG Academy" supplier training - Conducted supplier evaluation grading into Levels A, B, and C (covering product quality, information security, cash flow, order processing, and warehousing) - Launched the newly updated Information Security Self-Assessment Questionnaire	- Continuously promote ESG self-assessment among critical Tier 1 and new suppliers - Incorporate ESG screening criteria into the onboarding audit for new suppliers - Continue to host 1 session of the supplier ESG Academy	- Continuously promote ESG self-assessment among critical Tier 1 and new suppliers - Continue to host 1 session of the supplier ESG Academy - Plan the selection and recognition of outstanding ESG suppliers	- Continuously promote ESG self-assessment among critical Tier 1 and new suppliers - Continue to host 1 session of the supplier ESG Academy - Plan the selection and recognition of outstanding ESG suppliers
		Green supplier management	- Introduced circular logistics boxes to 10 suppliers - Promoted the purchase of momo eco-friendly packaging materials to 80 vendors - Released 1 online video for supplier ESG advocacy	- Achieve a 5% YoY growth in the usage frequency of circular logistics boxes - Promote the purchase of momo eco-friendly packaging materials to 100 vendors - Release 2 online videos for supplier ESG advocacy - Promote and onboard 300 vendors to support the convenience store pickup channel	- Conduct on-site supplier audits and guidance based on evaluation grades and high-risk status - Conduct audits, guidance, and suspicious transaction monitoring for high-risk merchants in accordance with anti-money laundering (AML) regulations	- Conduct on-site supplier audits and guidance based on evaluation grades and high-risk status - Execute controls and guidance in compliance with government anti-money laundering (AML) regulations
		100% Signing Rate of the Supplier and Contractor Sustainability Code of Conduct by New Suppliers and Contractors	99.1% signing rate by new suppliers with active product listings	100% signing rate by new suppliers with active product listings	100% signing rate by new suppliers with active product listings	100% signing rate by new suppliers with active product listings

Sustainability Pillars / Customer Matters



Maintained Achieved

Strategic Implications	Mapped Material Topics	2025 Indicators and Targets	2025 Performance & Achievement	2026 Short-term Targets	2027-2029 Medium-term Targets	2030-2035 Long-term Targets
Actively promoting sustainable consumption and advocating for green life membership	Sustainable Consumption	Growth of momo Green Life Collection - Number of customers purchasing Green Life Collection products: +5% YoY - Number of Green Life Collection products: +5% YoY - Participants in Green Life Collection online/offline activities: 1,200	- Number of customers purchasing Green Life Collection products: +85% YoY - Number of Green Life Collection products: +10% YoY (exceeding 7,700 items) - Number of participants in Green Life Collection online and offline activities: 78,536	- Number of customers purchasing Green Life Collection products: +12% YoY - Number of Green Life Collection products: +15% YoY - Number of participants in Green Life Collection online / offline activities: 60,000	- Cumulative number of customers purchasing Green Life Collection products: 600,000 (+30% compared with 2025) - Number of Green Life Collection products: 20,000 - Number of sustainable brand partnerships established annually: 5	- Number of Green Life Collection products: 50,000 - Sustainable Life Festival brand IP: Taiwan's largest sustainability-themed consumer engagement platform - AI-powered green label recognition system: Implemented - Number of exclusive member sustainability challenges launched: At least 2
		Promote Green Life Membership and strengthen the sustainable consumer base Number of Green Life Members +20% YoY	+22% (Green Life Members reached nearly 770,000 in 2025)	+ 25%	- Cumulative total of members exceeds 1.4 million within 3 years - Reach 20% active member rate	- Total number of Green Life Members exceeds 2 million - Average purchase amount of Green Life Members reaches 1.2 times that of regular members - Establish a tiered membership system for Green Life Members
		Enhance Green Life Member App Experience and Benefits - Launch of the "Carbon Reduction Dashboard" - Launch of the "Green Life Points" member reward mechanism - Host 1 eco-friendly physical event for Green Life Members	- The "Carbon Reduction Dashboard" was launched in 01/2025, with Green Life Members collectively achieving > 9,598 kg of carbon avoidance - The "Green Life Points" reward mechanism was launched in 07/2025, accumulating nearly 300,000 redemption transactions/certificate claims as of 04/2026 - Coordinated 155 Green Life Members and employees for a beach cleanup in 04/2025	- Plan the disclosure/presentation of product sustainability information - Plan 1 eco-friendly physical event for Green Life Members	- Plan the disclosure/presentation of product sustainability information - Plan 1 eco-friendly physical event for Green Life Members	- Plan the disclosure/presentation of product sustainability information - Plan 1 eco-friendly physical event for Green Life Members
		(TV Shopping) Complete 6 video promotional materials for local products	Completed 8 videos	8 videos	10 videos	12 videos
		(TV Shopping) Complete 3 ESG videos promoting sustainable consumption concepts	Completed 4 videos	4 videos	5 videos	6 videos
		Complete 4 live streaming sessions to assist brand suppliers in promoting sustainability concepts and products	Completed 4 sessions	4 sessions	6 sessions	8 sessions



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Sustainability Pillars / Customer Matters



Maintained Achieved

Strategic Implications	Mapped Material Topics	2025 Indicators and Targets	2025 Performance & Achievement	2026 Short-term Targets	2027-2029 Medium-term Targets	2030-2035 Long-term Targets
Commitment to Customer Experience and Consumer Rights Protection	Customer Privacy and Information Security	Application of intelligent cybersecurity technologies	- Since April 2025, anomalous accounts identified by AI have been systematically blacklisted. - Completed the inventory and security control management mechanism for APIs in September 2025. - Cybersecurity drills (Red Teaming) were initiated and executed in December 2025.	- Promote the adoption of the FIDO passwordless authentication mechanism to defend against phishing attacks. - Evaluate a cybersecurity operations platform powered by AI technology and threat intelligence, laying the foundation for log integration and anomaly alerts. - Achieve a $\geq 10\%$ reduction in risk user logins on the shopping website through AI-enabled automated blocking.	- Establish a cybersecurity operations platform to link log intelligence and utilize AI for anomaly analysis and real-time alerts. - Promote data classification management and de-identification technologies to enhance security during data exchange and analysis. - Achieve a $\geq 10\%$ reduction in risk user logins on the shopping website through AI-enabled automated blocking.	- Build an intelligent cybersecurity dashboard that integrates risk management data and provides executive decision-making reports. - Drive cloud security automation and continuous monitoring to achieve comprehensive information security governance.
		Implementation of cybersecurity compliance and third-party certifications - Information security standards transition—ISO 27001:2022 - Continuous validity of personal information management system—ISO 27701:2019 - Continuous compliance with Payment Card Industry Data Security Standard (PCI DSS)	- Maintained continuous validity of ISO 27001 and ISO 27701 certifications - Maintained continuous compliance with the Payment Card Industry Data Security Standard (PCI DSS)	- Maintained continuous validity of ISO 27001 and ISO 27701 certifications - Maintained continuous compliance with the Payment Card Industry Data Security Standard (PCI DSS)	- Maintained continuous validity of ISO 27001 and ISO 27701 certifications - Maintained continuous compliance with the Payment Card Industry Data Security Standard (PCI DSS)	- Maintained continuous validity of ISO 27001 and ISO 27701 certifications - Maintained continuous compliance with the Payment Card Industry Data Security Standard (PCI DSS)
	Customer Relationship Management	Drive "Heartwarming Service" campaigns to enhance customer satisfaction Customer satisfaction rate > 85%	Introduced real-time service satisfaction surveys, achieving a customer satisfaction rate of 89.9%	$\geq 85\%$	$\geq 87\%$	$\geq 90\%$
		Enhance professional standards of customer service operations 100% completion rate of professional training - Cross-departmental collaboration to optimize purchasing processes and reduce the necessity of contacting customer service - Establish a "Professional Mystery Shopper Team" to monitor service quality	The actual implementation rate of "dual-skill" training reached 70.1% in 2025 - Enhanced comprehensive skills of customer service representatives (covering both text/chat and voice services) - Advanced the transition to text-based services, equipping representatives with dual-service capabilities	Achieve an 75% execution rate for dual-skill personnel	Achieve an 80% execution rate for dual-skill personnel	Achieve an 100% execution rate for dual-skill personnel
	Product Responsibility	Continuously monitor product quality anomalies Optimize preventive measures	- Defective return rate kept under 1% - Major quality-related complaint rate kept under 0.003% - Implemented AI detection for product compliance to enhance automation - Executed cross-departmental QCC (Quality Control Circle) proposals	Continuously decrease quality anomalies and strengthen supplier management and collaborative mechanisms - Defective return rate kept under 1% - Major quality-related complaint rate kept under 0.003% - Implement AI detection for product compliance to enhance automation - Execute cross-departmental QCC (Quality Control Circle) proposals	Optimize the quality management system and co-create high-quality standards with suppliers	Drive product quality management through technological innovation, deepening supply chain trust and sustainable value



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Sustainability Pillars / Environment Matters



Maintained Achieved

Strategic Implications	Mapped Material Topics	2025 Indicators and Targets	2025 Performance & Achievement	2026 Short-term Targets	2027-2029 Medium-term Targets	2030-2035 Long-term Targets
Leveraging technology for carbon reduction and implementing green operations	Climate Governance and Energy & Resources Management	Installation and commissioning of solar power systems at self-built warehouses	- Power generation of Southern Distribution Center (Jan.-Dec. 2025): 1.726 million kWh - Self-generated and self-consumed renewable energy in 2025: 1.5024 million kWh	Planning, installation, and commissioning of the self-generated and self-consumed solar power system (1,200 kWp) at the Central Distribution Center	All future self-built warehouse solar power systems will be designated for self-consumption, with continuous monitoring of system efficiency	All future self-built warehouse solar power systems will be designated for self-consumption, with continuous monitoring of system efficiency
		Scope 2 Electricity Consumption Reduction [Note] Original base year: 2023; adjusted base year to 2024 starting from 2025	- 5.7%	Per capita electricity consumption of offices: -2% compared to base year	Per capita electricity consumption of offices: -3% compared to base year	Per capita electricity consumption of offices: -4% compared to base year
		- Per capita electricity consumption at headquarters offices was 1% lower than the base year. - Warehouse electricity consumption per unit area: 1% lower than the base year [Note] Boundary: Offices calculated only for HQ building and warehouses	- 1.34%	Electricity consumption per ping of warehouses: -2%	Electricity consumption per ping of warehouses: -3%	Electricity consumption per ping of warehouses: -4%
		Advancing GHG inventory and strengthening Scope 3 data management capabilities	Expanded GHG inventory boundary to achieve 100% coverage across 9 domestic and foreign subsidiaries (obtained the ISO 14064-1 verification statement in April 2025, reaching 100% inventory boundary coverage)	Inventory and disclose 1-2 new categories under Scope 3	Obtain Carbon Label certificate	Inventory and disclose 1-2 new categories under Scope 3
		Reduce per capita water consumption to 17.6 cubic meters [Note] Original base year: 2023; adjusted base year to 2024 starting from 2025 due to the inclusion of the 9th-floor office area [Note] Boundary: Calculated only for HQ building	14.56 cubic meters statistical water consumption of HQ building from Jan to Dec: 24,800 cubic meters	17.4 cubic meters	17.2 cubic meters	17.0 cubic meters
		Per capita waste of HQ building: -4% compared to base year (2020) [Note] Boundary: Calculated only for HQ building	- 8.4% per capita waste of HQ building from Jan to Dec: 0.0152 metric tons/person	- 7%	- 10%	- 13%
		Per capita paper consumption: -6% compared to base year (2020) Boundary: Calculated only for HQ building [Note] Boundary: Calculated only for HQ building	-42.74% photocopy paper consumption of HQ building from Jan to Dec: 1,216,529 sheets, with per capita consumption of 711.83 sheets	- 10%	- 13%	- 16%



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Sustainability Pillars / Environment Matters



Maintained Achieved

Strategic Implications	Mapped Material Topics	2025 Indicators and Targets	2025 Performance & Achievement	2026 Short-term Targets	2027-2029 Medium-term Targets	2030-2035 Long-term Targets
Leveraging technology for carbon reduction and implementing green operations	Green Packaging	Packaging weight reduction rate $\geq$ 25% compared to base year (2019)	- Reduction > 30% - Increased original-box shipping rate $\geq$ 23%	Reduction $\geq$ 35% compared to base year (2019)	Comply with government packaging reduction regulations and standards	Build a circular, low-carbon, eco-friendly packaging system, elevating supply chain sustainability value and fostering industry co-prosperity
		Increase usage rate of circular packaging materials - Achieve 50% adoption of circular bags across fulfillment warehouses. - Increase the circular bag recovery rate and introduce at least one new collection channel. - Expand circular bag collection channels. - Increase total usage of circular shipping cartons by $\geq$ 10% YoY. - Expand Tzu Chi collaboration sites.	- Achieved 81% adoption of circular bags across fulfillment warehouses. - Increased carton collection points to enhance the reuse of inbound supplier cartons. - Added FamilyMart convenience stores as circular bag collection channels. - Conducted ITRI circular box POC (Proof of Concept).	Establish a Packaging R&D Center to enhance recyclability and innovative packaging design	Drive continuous packaging R&D and reduction through the Packaging R&D Center	Develop a circular and low-carbon packaging ecosystem that enhances supply chain sustainability and fosters shared value across the industry.
	Green Logistics	Build a green fleet	Fusing (Logistics) increased electric motorcycle fleet representation to 30%	- Add FamilyMart return service for 1P (first-party / direct sales) vendors - Fusing (Logistics) increase electric motorcycle fleet representation to 40%	Continuously optimize green fleet and energy efficiency	Continuously optimize green fleet and energy efficiency
		Low-carbon last-mile delivery	- Introduced FamilyMart Return Service, in addition to the existing 7-ELEVEN Return Service, to expand return channels and reduce reverse logistics transportation distance. - Added the Southern Distribution Center as a consolidation hub to support "consolidated delivery", reducing delivery mileage and shortening delivery times in southern Taiwan. - Upgraded the mandatory consolidation criteria to require consolidation for orders involving three or more warehouses.	- Introduced FamilyMart Return Service, in addition to the existing 7-ELEVEN Return Service, to expand return channels and reduce reverse logistics transportation distance. - Added the Southern Distribution Center as a consolidation hub to support "consolidated delivery", reducing delivery mileage and shortening delivery times in southern Taiwan.	Increase SKU inventory in central and southern warehouses to raise local fulfillment ratios for central/southern customers, reducing overall delivery mileage	Partner with convenience stores and logistics providers to reduce parcel transit times/transshipment hubs and delivery mileage for customer orders



Sustainability Pillars / Employee Matters



Maintained Achieved

Strategic Implications	Mapped Material Topics	2025 Indicators and Targets	2025 Performance & Achievement	2026 Short-term Targets	2027-2029 Medium-term Targets	2030-2035 Long-term Targets
Upholding human rights protection and cultivating industry talent	Human Rights Management	Female leadership training - Management development courses/seminars: 6 sessions - Female Employee Training Participation Rate -55%	10 sessions 56%	8 sessions 60%	10 sessions 60%	10 sessions 65%
		Gender equality promotion and training - Employee Training Participation: Cumulative 6,000 attendances - Satisfaction Score for Gender Equality Courses: 80 points - Completion Rate of Gender Equality Awareness Training: 100%	- Cumulative Training Participation (since 2021): 19,750 attendances 4.7 points 100%	6,000 attendances 4.5 points 100%	6,500 attendances 4.5 points 100%	7,000 attendances 4.5 points 100%
		Maintain ISO 45001 Certification	Maintain ISO 45001 Certification	Southern Distribution Center Certified	- Central Distribution Center Certified - Maintain ISO 45001 Certification Across Self-operated Fulfillment Centers	Maintain ISO 45001 Certification Across Self-operated Fulfillment Centers
		Major Warehouse Healthy Workplace Certification Rate ≥ 75%	- DC1 & DC2 Certified - Healthy Workplace Certification Rate of Major Warehouses: 97.67%	≥ 90%	100%	100%
		Satisfaction Rate for Employee Health Promotion Courses: 90%	97.4% (4.87point, out of 5)	≥ 95% (4.75point, out of 5)	≥ 95% (4.75point, out of 5)	≥ 95% (4.75point, out of 5)
	Human Resource Management	Talent cultivation - Training hours delivered through the Learning Management System (LMS): 60,000 hours - Employee coverage rate: 100% - Continue developing internal talent through the "Superhero" and "Future Leaders" programs, with a target retention rate of 80%	82,331 Hours 100% - Retention rate: 97%	80,000 Hours 100% - Achieve 85% retention rate - Achieve 85% promotion rate for cultivated talent	80,000 Hours 100% - Achieve 85% promotion rate for cultivated talent	100,000 Hours 100% - Achieve 88% promotion rate for cultivated talent

Sustainability Pillars / Society Matters



Strategic Implications	Mapped Material Topics	2025 Indicators and Targets	2025 Performance & Achievement	2026 Short-term Targets	2027-2029 Medium-term Targets	2030-2035 Long-term Targets
Leveraging core e-commerce capabilities to drive digital philanthropy	Social Impact/Biodiversity and Ecological Conservation	- Maintain diversity in "Enjoy Charity" partnership categories and focus on "Biodiversity" issues - Regularly collaborate with at least 30 NPOs annually	- Regularly collaborate with at least 30 NPOs annually - Partnership Focus Areas: Environmental and animal protection, support for disadvantaged women and children, persons with disabilities, and senior care services - Beneficiary Organizations: More than 75 organizations supported - Total Charitable Contributions: Exceeded NT\$102.4 million - In-kind Promotional Support: More than NT\$190 million in promotional resources contributed - Member Participation: 223,480 members engaged - Beneficiaries Reached: 426,588 beneficiary attendances	- Annually publish at least 10 ESG press releases to communicate key sustainability topics - Regularly collaborate with at least 40 non-profit organizations (NPOs) annually	- Annually publish at least 10 ESG press releases to communicate key sustainability topics - Regularly collaborate with at least 40 non-profit organizations (NPOs) annually	- Expand "Enjoy Charity" partnership categories to at least 5 types, maintaining continuous diversity - Regularly collaborate with at least 40 non-profit organizations (NPOs) annually - Leverage brand influence for positive impact: Guided by sustainability policy goals, curate 1 monthly feature topic with media value or social media influence

1.2 Sustainable Governance Mechanism

2-9 2-12 2-13 2-14 2-22 2-23 2-24

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, environmental, and social (human rights) 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 momo 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, 3 independent directors and 2 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. Furthermore, starting from the 5th meeting of the 2nd Sustainable Development Management Committee held on August 5, 2023, 1 additional independent director was appointed. The Committee shall convene at least 2 times annually, and the executive director meetings shall be held at least 2 times annually as well. Every 6 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" was revised for the 2nd 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 momo's Sustainable Development Best Practice Principles or other sustainability-related tasks as resolved by the Board of Directors.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life
E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and
Management

2 Partnership matters

3 Customer matters

4 Environment matters

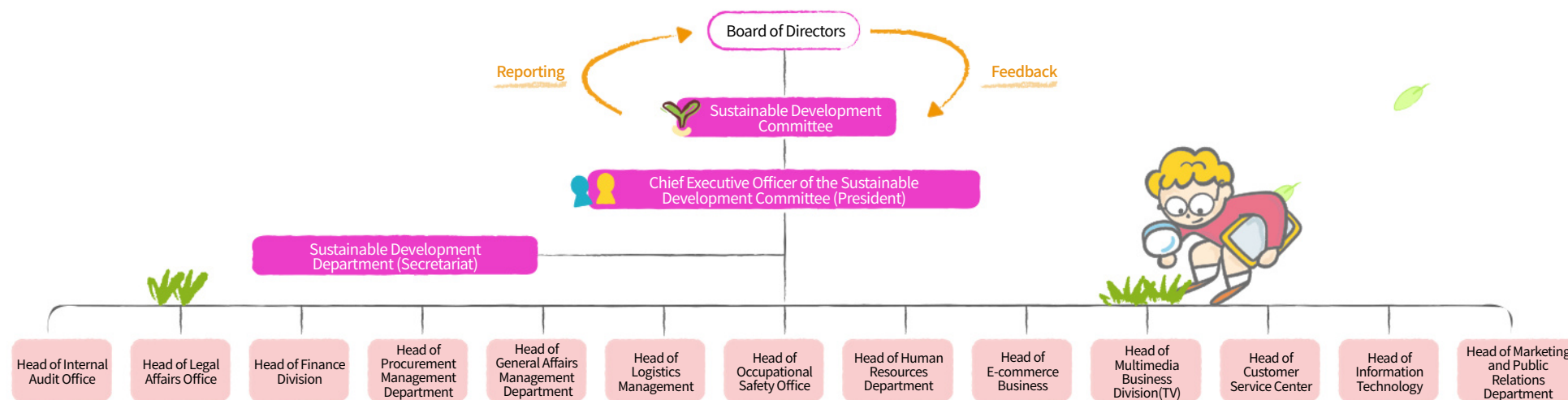
5 Employee matters

6 Society matters

Appendix



Sustainable Development Committee Organizational 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.



Procedures for the Preparation and Assurance of Sustainability Reports

Operation of the Sustainable Development Management Committee in 2025

In 2025, the Sustainable Development Management Committee held a total of 2 meetings and approved 11 reports and resolutions, all of which were subsequently presented to the Board of Directors for review and approval.

February 21, 2025

- 1 Report on the implementation status of resolutions from the 3rd meeting of the 2nd term.
- 2 Report on stakeholder engagement and material topic identification for 2024.
- 3 2024 sustainable performance review and 2025 improvement plans and goals report
- 4 Report on the inventory and verification of GHG in Q4 of 2024 for the Company and subsidiaries.
- 5 Report on climate-related risks and opportunities and financial impact analysis(TCFD).

August 5, 2025

- 1 Report on the implementation status of resolutions from the 4th meeting of the 2nd term.
- 2 2025 first half Green Life E-commerce KPIs review and second half improvement plan report.
- 3 Submission of the 2024 Task Force on Climate-related Financial Disclosures (TCFD) Report.
- 4 Discussion on the submission of the 2024 Sustainability Report.
- 5 Progress report on the momo Green Life Point project initiative.
- 6 Report on international e-commerce sustainability trends and future directions of Taiwan's e-commerce industry.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

1.3 Stakeholder Communication and Management

2-16

2-25

2-26

2-28

2-29

3-1

3-2

3-3

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.

Seven Key Stakeholders

Purpose and Significance of Engagement (Relevance to momo)

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.



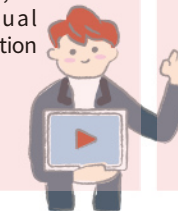
Community and NGO/NPO

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



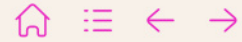
Media

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



Government Organization

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



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life
E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and
Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

7th Stakeholder Conference- "Sustainable Living Alliance."

To deepen engagement and communication with various stakeholders, momo has held annual stakeholder forums for 7 consecutive years. In December 2025, the 7th Stakeholder Conference was convened under the core theme "Sustainable Living Alliance." The forum brought together a diverse group of stakeholders, including consumers, non-profit organizations (NPOs), media, investors, and suppliers, with a **total of 11 companies and 16 stakeholder representatives participating**. Through face-to-face communication, momo gained a comprehensive understanding of their expectations and recommendations for our sustainable development. In addition to sharing our annual major ESG achievements and future implementation directions, this conference featured a dedicated stakeholder sharing session to facilitate cross-sector perspective exchanges, thereby deepening the breadth and depth of our dialogue on these issues.

During the conference, momo systematically disclosed its operational outcomes centered on "Green Life E-commerce." This included the launch of the "momo Green Life Points" mechanism in 2025—utilizing points as a tool to incentivize consumers' sustainable consumption behavior and reinforce the market impact of green products and low-carbon logistics—as well as sharing concrete progress in supply chain management, green packaging, and public welfare initiatives. Concurrently, through the list of material topics, momo illustrated how it responds to critical issues such as climate governance (includes risks and opportunities), customer privacy, product responsibility, and technological innovation, establishing a crucial foundation for our corporate sustainable governance.

In terms of stakeholder interaction, the attending representatives put forward concrete recommendations on issues including "promoting sustainable consumption," "incentive design for green behaviors," "information transparency," and "sustainable supply chain management," serving as a vital reference for momo's subsequent strategy optimization. We will continue to incorporate stakeholder feedback into reports submitted to the Board of Directors, thereby optimizing corporate decision-making and sustainable strategic planning, practicing a stakeholder-centric sustainable governance mechanism, and further amplifying the enterprise's positive impact on both the environment and society.



• 7th Stakeholder Conference (December 09, 2025)

Stakeholder Feedback





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life
E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and
Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Stakeholder Communication Performance and Channels

Stakeholder	Communication Frequency and Channels	2025 Communication Performance	Grievance and Feedback Channels
 Customer	- Assigning dedicated staff to handle customer issues and keep track of progress. - Setting up a 24/7 customer service hotline and mailbox. - Conducting annual customer satisfaction surveys/questionnaires. - Conducting marketing campaigns and monthly app pushes. - Establishing a consumer grievance channel within the stakeholder section of the official website.	- Promoting the "momo Green Life Membership" program to encourage consumers to use "circular packaging" and "consolidated delivery" services, which garnered the participation of nearly 770,000 consumers by the end of 2025. 100% achievement rate of customer complaint handling efficiency indicator. - Launching a new-generation intelligent customer service system in July 2025, with the response accuracy rate exceeding 90%. - Organizing 1 large-scale beach cleanup event, which attracted the participation of 155 employees and momo Green Life Members.	 Contact Person: Customer Service Center  (02) 4128-200  webduty@fmt.com.tw
 Employee	- Convening labor-management meetings and Occupational Safety and Health (OSH) Committee meetings quarterly. - Convening labor-management meetings quarterly, totaling 4 times a year. - Disseminating information on compliance and cybersecurity, and organizing internal educational training sessions. - Posting updates on the dedicated M+ app for employees occasionally. - Conducting performance appraisal interviews and career development feedback annually. - Establishing an employee grievance hotline and mailbox within the stakeholder section of the official website.	- Convening 4 Occupational Safety and Health Committee meetings to review 32 reports on execution items by the labor safety unit, and discussing and deciding on 7 resolution cases regarding occupational safety, health, and health management. - Strengthening internal communication channels to facilitate regular two-way communication between labor and management representatives through labor-management meetings. - Achieving a 100% completion rate for training courses on material regulatory compliance topics. - Fostering a diverse and inclusive workplace through the operation of the "Gender Equality Promotion Committee." - Emphasizing women's leadership by implementing 10 leadership development courses/seminars for supervisors, achieving a 56.3% training participation rate among female employees. - Conducting regular diversity, inclusion, and gender equality awareness programs for all colleagues, achieving a 100% completion rate. - Achieving a satisfaction score of 4.7 points for diversity, inclusion, and gender equality courses. - Reaching a 100% employee engagement rate for online learning via the digital platform, with total training hours reaching 81,744 hours.	 Contact Person: Human Resources Department  (02) 2162-6688  momohr@fmt.com.tw
 Suppliers	- Assigning dedicated Vendor Service Specialists to provide one-on-one, regular monthly audit guidance for approximately 10 suppliers, alongside irregular guidance on issues such as false shipment releases or fictitious orders, covering about 10 to 15 suppliers each month. - Personal visits, phone calls, meetings, and emails. - Conducting supplier briefings monthly. - Establishing a supplier back-office management system to handle supplier issues. - Establishing a supplier grievance hotline and mailbox within the stakeholder section of the official website.	- Continuing to promote ESG self-assessments among key Tier-1 and new suppliers, and organizing the 2nd momo ESG Academy to work hand in hand with over 100 suppliers to jointly build a green consumer market. - Achieving a 99.11% signing rate among new suppliers/contractors for both the "Supplier and Contractor Sustainability Code of Conduct" and the "Ethical Corporate Management Statement." - Launching a total of 108 online audio-visual education and training courses, including 24 new videos, with total annual views exceeding 84,000, up 30% from last year. - A total of 40 suppliers regularly rented reusable logistics crates to create carbon reduction benefits. - Joining hands with nearly 18,000 suppliers to implement the interactive voice response (IVR) system of "Logistics Staff Safe Call" to enhance consumer privacy protection. - Formulating the packaging reduction guidelines, achieving a 99.6% signing rate for the corresponding consent form among suppliers, and scheduling regular packaging random inspections. - Inviting 3 supplier companies to the Stakeholder Conference, where they provided constructive recommendations for improvement.	 Contact Person: Supplier Management Department/Logistics Management Division  (02) 6600-7606  momoservice@fmt.com.tw



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life
E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Stakeholder	Communication Frequency and Channels	2025 Communication Performance	Grievance and Feedback Channels
 Shareholder/ Investor	- Monthly announcement of revenue performance. - Quarterly publication of financial reports and investor conferences. - Annual shareholders' meetings. - Occasionally participating in domestic and international investment forums to present the Company's financial and business-related information. - Occasionally disclosing the Company's material financial and business-related information on the MOPS. - Appointing spokespersons and acting spokespersons, and setting up an investor section and contact person for shareholders on the official website.	11 investor conferences/events, totaling 448 attendees. 26 investor meetings, totaling 64 participants. 2 institutional investor representatives were invited to the Stakeholder Conference, where they provided recommendations to the Company. - Selected as a constituent of the FTSE4Good TIP Taiwan ESG Index for 6 consecutive times (2022/06/20–2026/06/19). - Received a score of A- (Leadership Level) on the CDP Climate Change Questionnaire and an A (Highest Rating) in Supplier Engagement Rating (SER) - Received an "AA" rating in the Taiwan Sustainability Ratings.	Contact Person: Investor Relations Department, Finance & Accounting Division (02) 2162-6688 ir@fmt.com.tw
 Government Organization	- Occasionally participating in policy seminars, talks, or public hearings. - Conducting irregular visits or invitations to authorities to establish direct communication opportunities. - Irregular correspondence, emails, telephone communication, and on-site inspections. - Posting government agencies' contact persons and mailboxes within the stakeholder section of the official website.	- Selected as a constituent of the Taiwan Stock Exchange (TWSE) Corporate Governance 100 Index for 9 consecutive years from 2017 to 2025. - In 2025, ranked in the top 6% to 20% of listed companies in the 11th Corporate Governance Evaluation, and ranked in the top 11% to 20% of non-financial electronic listed companies with a market capitalization of over NT\$10 billion. - Recognized and honored with official awards, including the "National Sustainable Development Award" from the Executive Yuan, the Silver Award at the National Enterprise Environmental Protection Award from the Ministry of Environment, and the "Friendly E-commerce" certification from the Ministry of Digital Affairs. - Participated in the "Press Conference on the Taoyuan City Low-Carbon Vehicle Promotion Alliance" organized by the Taoyuan City Government, joining forces with local transport operators, enterprises, and domestic and international electric vehicle manufacturers to respond to the pathway for electrified vehicles. - Participated in the "Experience Sharing and Exchange Meeting for E-commerce Platform Operators" organized by the Climate Change Administration (or relevant chemical substances administration) of the Ministry of Environment, refining online inspection and management of chemical substances in business operations to safeguard consumer quality and safety. - Participated in the "Carbon Reduction Packaging and Industry Trends Sharing Seminar" organized by the International Trade Administration of the Ministry of Economic Affairs, deeply exploring the latest technologies and international trends in carbon-reducing packaging while mastering practical case studies on low-carbon packaging materials and circular economy applications.	Contact Person: Shareholder Affairs Section, Finance & Accounting Division (02) 2162-6688 momosd@fmt.com.tw
 Community and NGO/ NPO	- Annual disclosure of charity projects, sponsorship and fundraising, and charity sales and goods donated within the Sustainability Report. - Organizing 1 stakeholder conference annually to communicate with and respond to stakeholders. - Holding charity events, forums, and seminars occasionally. - Posting sustainable development, community, and NGO/NPO contact persons and mailboxes within the stakeholder section of the official website.	- Partnering with a total of 75 nonprofit organizations, with total philanthropic contributions and charity sales exceeding NT\$102.4 million. - Total donations to the One Wheat Charity Foundation, the Genesis Social Welfare Foundation, the Zenan Homeless Social Welfare Foundation (Taipei), and the Zenan Homeless Social Welfare Foundation (Taoyuan) reached NT\$1,037,390. - Official social media channels shared 99 posts promoting public welfare campaigns. - Joining hands with the Buddhist Compassion Relief Tzu Chi Foundation to promote the "momo Recycled Carton program," implementing secondary carton circulation and reuse. - The Chief Financial Officer served as a speaker at the "TOP 100+ Future Forum" Green Logistics Expert Seminar organized by the Plastics Industry Development Center, sharing sustainable low-carbon strategies and actions. - Representatives from Greenpeace, the Taiwan Mountain Forest Restoration Association, and the 1919 Christian Relief Association were invited to the Stakeholder Conference to provide recommendations for improvement. - Joining the "E-commerce Fraud Prevention and Reporting Platform" jointly promoted by the Industrial Technology Research Institute (ITRI) and the Chinese Non-Store Retailer Association (CNRA) to help prevent domestic consumers from falling victim to fraud and incurring financial losses	Contact Person: Sustainability Development Department (02) 2162-6688 #1256 esg@fmt.com.tw Contact Person: Marketing and Public Relations Department (02) 2162-6688 momopr@fmt.com.tw



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life
E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and
Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Stakeholder	Communication Frequency and Channels	2025 Communication Performance	Grievance and Feedback Channels
 Media	- Occasionally issuing press releases, and holding press conferences or interview events. - Assigning dedicated departments and personnel to facilitate communication and responses. - Posting media contacts and mailboxes within the stakeholder section of the official website.	3 press conferences held throughout the year. More than 126 press releases issued. 26 television news interviews conducted. 4 exclusive profile and corporate interviews featured.	- Contact Person: Marketing and Public Relations 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)	Board Director / Grade-A Group Member
Taiwan Contact Center Development Association (TCCDA)	Member
Taiwan Stock Affairs Association (TWSAA)	Member
Chinese National Association of Industry and Commerce, Taiwan (CNAIC)	Grade-A Group Member
Taipei Freight Transport Association	Member

// Note 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.

// Note 2: The membership with the Taiwan Contact Center Development Association (TCCDA) expired on November 30, 2025.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life
E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and
Management

2 Partnership matters

3 Customer matters

4 Environment matters

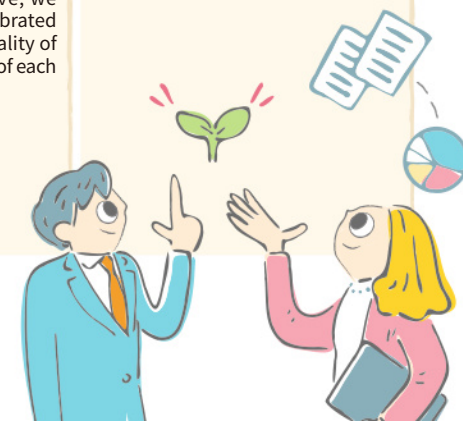
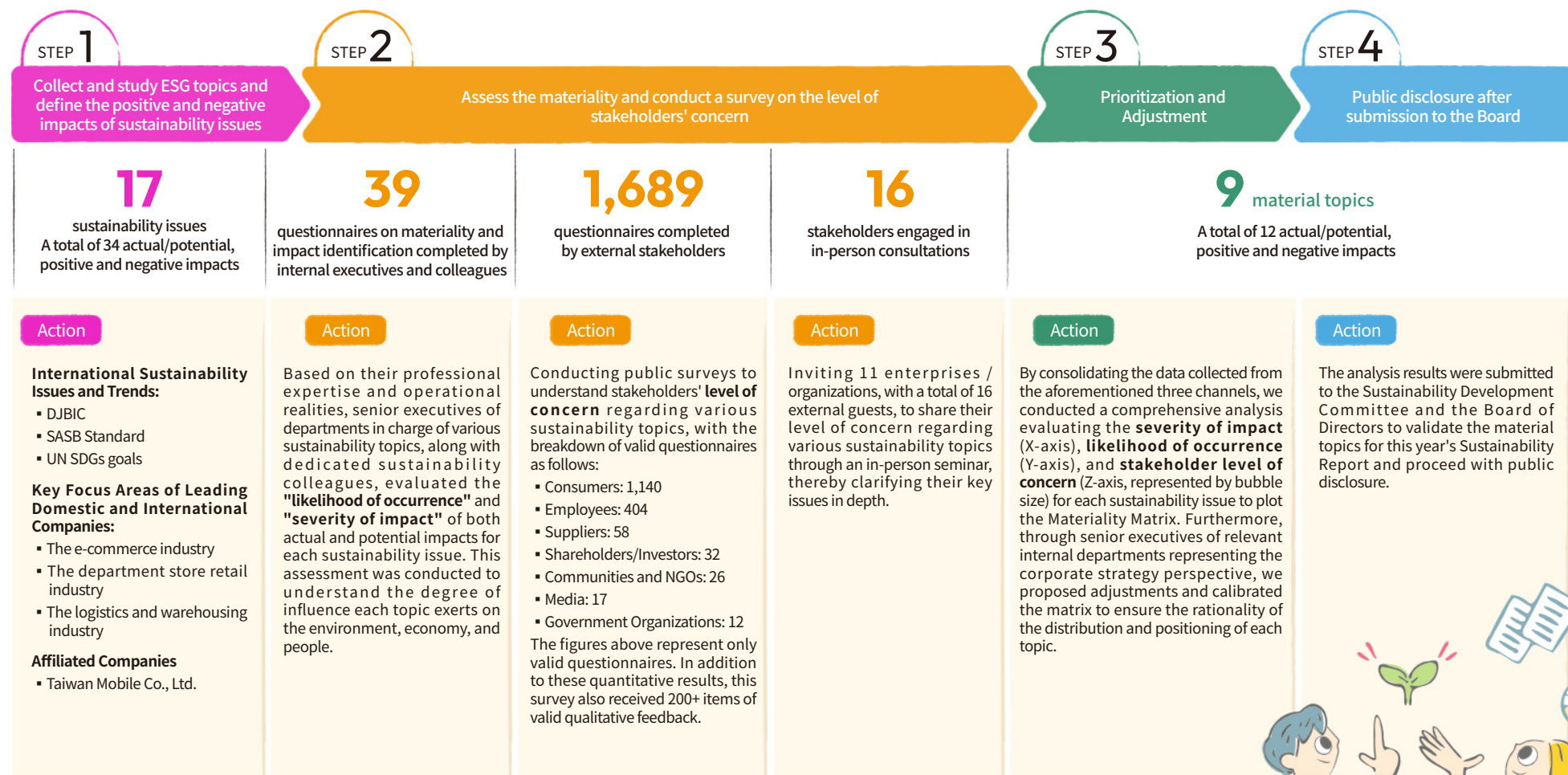
5 Employee matters

6 Society matters

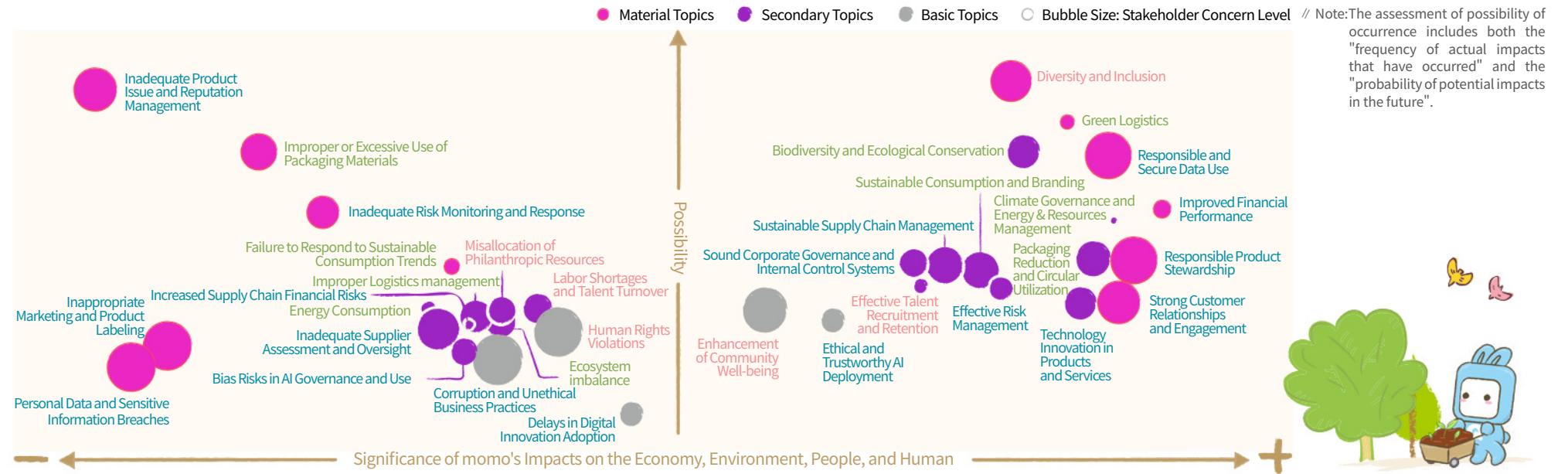
Appendix

2025 Materiality Assessment

momo conducts an annual materiality assessment, reviewing changes in material topics through internal and external stakeholder questionnaires as well as in-person consultations, to ensure alignment with stakeholder expectations. At the end of 2025, momo integrated and analyzed the quantitative and qualitative feedback from the annual surveys of both internal and external stakeholders, identifying 9 material topics. These topics encompass a total of 12 actual and potential, positive and negative impacts.



2025 Materiality Matrix



2025 Sustainability Topic Assessment: Top 5 Priorities of Seven Stakeholder Groups

Customer 1,140	Employee 404	Suppliers 58	Shareholder/ Investor 32	Community and NGO/NPO 26	Media 17	Government Organization 12
— Personal Data and Sensitive Information Breaches Customer Privacy and Information Security	— Personal Data and Sensitive Information Breaches Customer Privacy and Information Security	— Personal Data and Sensitive Information Breaches Customer Privacy and Information Security	— Personal Data and Sensitive Information Breaches Customer Privacy and Information Security	— Personal Data and Sensitive Information Breaches Customer Privacy and Information Security	— Personal Data and Sensitive Information Breaches Customer Privacy and Information Security	— Corruption and Unethical Business Practices Corporate Governance and Ethical Business Conduct
+ Responsible and Secure Data Use Customer Privacy and Information Security	— Human Rights Violations Human Rights Management	+ Responsible Product Stewardship Product Responsibility	— Inappropriate Marketing and Product Labeling Product Responsibility	+ Enhancement of Community Well-being Social Impact	+ Strong Customer Relationships and Engagement Customer Relationship Management	+ Responsible and Secure Data Use Customer Privacy and Information Security
+ Responsible Product Stewardship Product Responsibility	+ Responsible and Secure Data Use Customer Privacy and Information Security	+ Responsible and Secure Data Use Customer Privacy and Information Security	— Corruption and Unethical Business Practices Corporate Governance and Ethical Business Conduct	— Inappropriate Marketing and Product Labeling Product Responsibility	+ Responsible and Secure Data Use Customer Privacy and Information Security	— Personal Data and Sensitive Information Breaches Customer Privacy and Information Security
— Inappropriate Marketing and Product Labeling Product Responsibility	+ Diversity and Inclusion Human Rights Management	— Increased Supply Chain Financial Risks Financial Performance	— Inadequate Supplier Assessment and Oversight Sustainable Supply Chain	— Human Rights Violations Human Rights Management	+ Packaging Reduction and Circular Utilization Green Packaging	+ Strong Customer Relationships and Engagement Customer Relationship Management
+ Strong Customer Relationships and Engagement Customer Relationship Management	— Labor Shortages and Talent Turnover Human Resource Management	— Corruption and Unethical Business Practices Corporate Governance and Ethical Business Conduct	+ Improved Financial Performance Financial Performance	+ Responsible and Secure Data Use Customer Privacy and Information Security	— Improper or Excessive Use of Packaging Materials Green Packaging	— Labor Shortages and Talent Turnover Human Resource Management

2025 momo Material Topics List

	17 Material Topics	Positive Impacts (+)	Negative Impacts (-)
E Environment	1 Climate Governance and Energy & Resources Management	+ Climate Governance and Energy & Resources Management	- Energy Consumption
	2 Green Packaging	+ Packaging Reduction and Circular Utilization	- Improper or Excessive Use of Packaging Materials
	3 Green Logistics	+ Green Logistics	- Improper Logistics management
	4 Sustainable Consumption	+ Sustainable Consumption and Branding	- Failure to Respond to Sustainable Consumption Trends
	5 Biodiversity and Ecological Conservation	+ Biodiversity and Ecological Conservation	- Ecosystem imbalance
S Social	6 Human Resource Management	+ Effective Talent Recruitment and Retention	- Labor Shortages and Talent Turnover
	7 Human Rights Management	+ Diversity and Inclusion	- Human Rights Violations
	8 Social Impact	+ Enhancement of Community Well-being	- Misallocation of Philanthropic Resources
G Governance	9 Corporate Governance and Ethical Business Conduct	+ Sound Corporate Governance and Internal Control Systems	- Corruption and Unethical Business Practices
	10 Product Responsibility	+ Responsible Product Stewardship	- Inappropriate Marketing and Product Labeling
	11 Financial Performance	+ Improved Financial Performance	- Increased Supply Chain Financial Risks
	12 Risk Management	+ Effective Risk Management	- Inadequate Risk Monitoring and Response
	13 Sustainable Supply Chain	+ Sustainable Supply Chain Management	- Inadequate Supplier Assessment and Oversight
	14 Technology Innovation in Products and Services	+ Technology Innovation in Products and Services	- Delays in Digital Innovation Adoption
	15 AI Governance and Data Ethics	+ Ethical and Trustworthy AI Deployment	- Bias Risks in AI Governance and Use
	16 Customer Relationship Management	+ Strong Customer Relationships and Engagement	- Inadequate Product Issue and Reputation Management
	17 Customer Privacy and Information Security	+ Responsible and Secure Data Use	- Personal Data and Sensitive Information Breaches

Explanation of Changes to 2025 Material Topics from the Previous Year



Technology Innovation in Products and Services

As AI and emerging technologies continue to reshape global business operations, governance-related expectations have increased significantly, as evidenced by the EU Artificial Intelligence Act and the ISO/IEC 42001 standard. In response to evolving regulatory trends and the enhanced management practices adopted by industry benchmark companies and the Company's parent company, this topic was newly identified and added as a material topic in 2025.

AI Governance and Data Ethics

This topic further responds to the trends outlined above and reflects the evolving focus of industry benchmark companies on technology innovation and accessibility. As a result, AI governance and data ethics have been separated from the broader technology innovation topic to emphasize the importance of responsible AI adoption, effective risk management, and ethical accountability in the deployment of emerging technologies.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

1.1 Taiwan's Leading Green Life
E-commerce Pioneer

1.2 Sustainable Governance Mechanism

1.3 Stakeholder Communication and
Management

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

2025 Material Topic Impact Boundaries and Affected Value Chain Segments

This year's 9 material topics (including 6 positive impacts and 6 negative impacts) and their corresponding management approaches, corresponding sections, response measures, and impact boundaries are as follows:



● Caused by the organization ★ Direct Linkage Through Business Relationships ◆ Contributed to by the organization

Material Topics	Positive / Negative Impacts	Management Approach and Corresponding Chapters	Actual / Potential	Impact Description	GRI Standards (2021)	Value Chain Impact Stage		
						Upstream	Midstream	Downstream
Financial Performance	+ Improved Financial Performance	Ch.2 Partnership matters 2.1.1 Operating Performance	Actual	momo's strong operational and financial performance ensures the rights and interests of shareholders, employees, and stakeholders, thereby contributing to the local community and national development.	201-1	★	●	
Risk Management	- Inadequate Risk Monitoring and Response	Ch.2 Partnership matters 2.3 Sustainable Risk Management	Potential	Any lapses in momo's risk management and oversight mechanisms, or failure to effectively monitor and respond to risks, may lead to increased lawsuits and fines, undermining the trust of consumers and investors.	2-9 2-12	★	●	★
Sustainable Consumption	- Failure to Respond to Sustainable Consumption Trends	Ch.3 Customer matters 3.1 Sustainable Consumption	Potential	If momo fails to enhance product sustainability, introduce green and sustainable products, help consumers build sustainable consumption awareness, and drive sustainable transition, it may exacerbate climate change and environmental pollution due to product carbon emissions and resource consumption.	2-25 3-3	★	●	
Product Responsibility	+ Responsible Product Stewardship	Ch.3 Customer matters 3.1.3 Responsible Marketing and Labeling	Actual	Strengthening quality control and auditing for products sold on the e-commerce platform—including product ingredients, suppliers, safety inspections, and copy management—and implementing strict controls can protect consumers' purchasing rights and interests from being compromised, thereby reducing consumer disputes.	3-3	★ ◆	●	◆

Material Topics	Positive / Negative Impacts	Management Approach and Corresponding Chapters	Actual / Potential	Impact Description	GRI Standards (2021)	Value Chain Impact Stage		
						Upstream	Midstream	Downstream
Product Responsibility	— Inappropriate Marketing and Product Labeling	Ch.3 Customer matters 3.1.3 Responsible Marketing and Labeling	Actual	If inappropriate or stereotypical content appears in momo's product advertisements, promotional campaigns, or sponsorships, it may consequently infringe upon the human rights of consumers and socially vulnerable groups.	417-1 417-2 417-3	★ ◆	●	
Customer Relationship Management	+ Strong Customer Relationships and Engagement	Ch.3 Customer matters 3.2 Best Consumer Experience	Actual	Through comprehensive customer relationship management, momo can optimize and enhance customer experience, increase customer retention rates and loyalty, and foster the overall development of both suppliers and the consumer market.	3-3	◆	●	◆
Customer Relationship Management	— Inadequate Product Issue and Reputation Management	Ch.3 Customer matters 3.2 Best Consumer Experience	Actual	If momo fails to investigate and properly manage negative consumer feedback regarding products or services, it may indirectly cause suppliers to lose orders due to erroneous public opinion, or lead to the compromise of consumer rights and interests.	3-3		●	◆
Customer Privacy and Information Security	+ Responsible and Secure Data Use	Ch.3 Customer matters 3.3 Information Security and Privacy Protection	Potential	The correct and secure use of data will help momo and its supply chain improve service systems and enhance quality. By optimizing overall operations and consumer experience, this will subsequently drive economic growth across the entire value chain.	3-3 418-1	★	●	★ ◆
Customer Privacy and Information Security	— Personal Data and Sensitive Information Breaches	Ch.3 Customer matters 3.3 Information Security and Privacy Protection	Potential	If momo and its supply chain vendors fail to maintain transparency in the collection, use, and protection of personal data (of both employees and consumers), or disclose/use customer data without consent, it may expose personal data and confidential information to risks, resulting in privacy infringements.	3-3 418-1	★	●	★
Green Packaging	— Improper Logistics management	Ch.4 Environment matters 4.2 Green Packaging	Actual	If momo continues to use packaging materials/plastics that potentially cause environmental pollution, or generates substantial waste through excessive packaging, it will exacerbate environmental burdens or lead to the proliferation of environmental hormones.	302-4 302-5 305-5	★	●	★
Green Logistics	+ Green Logistic	Ch.4 Environment matters 4.3 Green Logistics	Actual	As external stakeholders (domestic regulatory authorities, collaborative suppliers, and consumers) increasingly focus on environmental issues derived from logistics, such as carbon emissions and air pollution, momo's continuous advancement of carbon reduction initiatives in logistics—including short-chain deployment—and its strengthened carbon emissions management across the value chain can enhance brand reputation and corporate competitiveness, while responding to consumers' growing sustainability awareness.	302-4 302-5 305-5	★	●	★
Human Rights Management	+ Diversity and Inclusion	Ch.5. Employee matters 5.2 Human Rights Protection	Actual	momo is committed to building an equal, diverse, and inclusive workplace environment (from entry-level employees to senior executives). By promoting gender pay equity, eliminating workplace discrimination, and advancing the rights and interests of minority and vulnerable groups, these efforts contribute to fostering workplace inclusion.	2-23 2-24 2-26 405-1 406-1	★ ◆	●	

2 Partnership Matters

To continuously enhance trust in our e-commerce platform, actively deepen value chain partnerships, and foster mutual prosperity within the e-commerce retail ecosystem, momo consistently implements and advances its sustainable governance framework. We strengthen sustainable brand building and communication to ensure robust management over all aspects of corporate governance.

2025 Performance Highlights

Consolidated Revenue **NT\$108.7** Billion

EPS NT\$11.29

EBITDA > NT\$4.7 Billion

momo Supplier ESG Academy

Held for two consecutive years, engaging over **100** suppliers in low-carbon product transformation initiatives

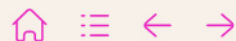
0 Cybersecurity Incidents in 2025

Strengthening Platform Trust

- Enhanced product compliance review efficiency through the adoption of AI, including Large Language Models (LLMs) and Optical Character Recognition (OCR) technologies.
- Established a dual-review mechanism combining AI-powered verification and manual inspection to strengthen product and listing quality management.

// Note: AI-based reviews are used solely to verify regulatory compliance and labeling requirements and do not constitute direct product quality inspections.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Material Topics



Product
Responsibility

+ Responsible Product Management



Financial
Performance

+ Financial Performance Enhancement



Risk
Management

— Inadequate Risk Monitoring and Response

momo's Commitments

- Enforce rigorous supplier management to safeguard product quality and safety, while continuously advancing sustainable supply chain management
- Establish the quality management policy: "Total Participation, Continuous Improvement, and Customer Satisfaction"
- Utilize three core indicators—"Standardization of Operational Controls, Implementation of Corrective and Preventive Actions, and Corporate Sustainable Development"—as the framework to interconnect all logistics operations, achieving the highest standards of quality

Management Mechanisms

- Strengthen sustainable supply chain management and maintain supplier product quality through three inspection categories.
- The Northern Distribution Center is certified under the ISO 9001 Quality Management System.
- Established a dedicated Quality Management Department to oversee product quality, ingredients, origin, and labeling compliance.
- The risk management mechanism transforms uncertainties into controllable risks through identification, analysis, evaluation, response, monitoring, and review, thereby ensuring operational robustness and business continuity.

Action Plans

Code
Acknowledgment

Actively require **100%** of new suppliers and contractors to sign the "Supplier/Contractor Sustainable Development Best Practice Principles."

Training

Managers and employees completed ISO 9001 training; in 2025, a total of 128 individuals completed the training, achieving a coverage rate of nearly **90%**.

Product
Inspections

Implement three categories of product inspections: "Corrective Inspection, Preventive Inspection, and Periodic Inspection."

Product
Compliance Screening

- Leveraging AI Large Language Models (LLMs) to read and analyze product information at scale.
- Human verification and continuous AI model optimization, contributing to the removal of over 10,000 non-compliant products.



2.1 About momo 2-1 2-2 2-6

momo.com Inc. is Taiwan's leading online retail company, operating momo Shopping Network and TV Shopping businesses. Guided by the brand spirit of "More and More momo," momo fulfills its mission of providing quality products at competitive prices and excellent services, while integrating the four core operating values of Integrity, Friendliness, Professionalism, and Innovation into its business operations. Through these principles, momo strives to realize its corporate vision of becoming the preferred virtual shopping platform for both consumers and suppliers. By delivering a comprehensive shopping experience characterized by variety, speed, quality, and value, momo has served more than 10 million members to date and continues to move steadily toward its vision of becoming **Taiwan's Leading Green Life E-commerce Pioneer**.

In response to rapid changes in the retail market and ongoing technological advancement, momo's primary revenue-generating business activities are online shopping and TV Shopping. Leveraging an agile operating model, momo will continue to integrate group resources, merchandise supply, logistics distribution, and other core business capabilities to accelerate the expansion of its operating scale and growth potential. momo also continues to collaborate with the Group to expand the Mo Coin Ecosystem, actively capitalize on the advantages of digital empowerment, and advance toward diversified technology-driven e-commerce development. In alignment with its short chain deployment and sustainable development strategies, momo commenced operations at the Southern Distribution Center in November 2024. Through its wholly owned subsidiary, Fusheng Logistics Co., Ltd., momo continues to strengthen transportation capacity connectivity among distribution centers, satellite warehouses, customers, and suppliers, thereby providing consumers with a higher-quality service experience. In addition, momo continues to expand the development of the momo Circular Packaging Ecosystem. In 2025, momo continued to add large chain convenience store channels, including Taiwan Mobile myfone retail stores, 7-ELEVEN, and FamilyMart, as collection points for momo reusable bags. Through its momo Green Life membership program, momo invites consumers to choose circular package options and "Consolidated Delivery" services, accelerating the planning of its logistics service blueprint and advancing low-carbon operations.

About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

E-Commercial Sales Division



In response to the wave of digitalization and shifts in consumer behavior, the e-commerce model has become central to the retail market. momo's principal business activities include merchandise sales under direct sales and marketplace models, digital marketing services, membership management, and delivery services provided through its proprietary and partnered logistics systems, primarily serving consumers in Taiwan. Through its online platform, momo connects upstream merchandise suppliers, logistics providers, and service contractors, and provides products and services to downstream consumers, forming a complete retail value chain that encompasses product development, sales, delivery, and after-sales services. When consumers conduct transactions on the momo platform, they are required to provide personal data and payment information. The platform completes electronic authentication through its transaction system and connects payment and logistics services to ensure transaction security and delivery efficiency.

Multimedia Business Division



In its TV Shopping business, momo serves as a platform integrator within its operating value chain. Upstream participants consist of various merchandise suppliers that provide products and services, including household goods, beauty and wellness products, consumer electronics, food, and travel-related offerings. In the midstream segment, momo conducts program production, product presentation, and sales through television channels and digital platforms, while integrating customer service and logistics systems to provide transaction and after-sales services. Downstream participants are primarily consumers in Taiwan, who complete product selection and transactions through television and online platforms, forming a complete retail value chain that integrates television and digital channels.



momo(8454) profile

• Year Established **2004**

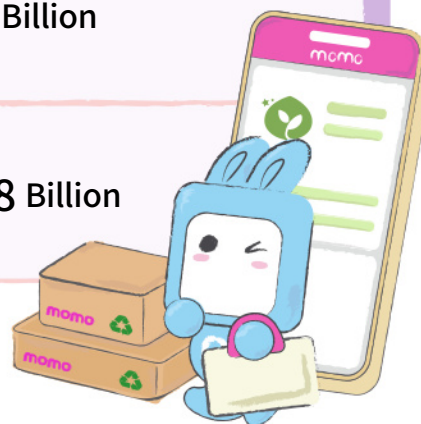
• Industry **Digital Cloud Industry**
GICS Classification: Broadline Retail
SICS Classification: E-Commerce

• Primary Operating Region **Taiwan**

• Paid-in Capital **NT\$2.65 Billion**

• Total Assets **NT\$26.78 Billion**

// Note: Compared with the previous reporting period, there were no significant changes in the industry context relevant to momo's operations.



Major Business Operations of momo and Its Investee Companies

Company Name	Principal Business Activities	Direct or Indirect Ownership Interest
momo.com Inc.	Online Shopping and TV Shopping	-
Fu Sheng Travel Service Co., Ltd.	Travel agent	100%
Fuli Insurance Agent Co., Ltd.	Insurance Agency Services	100%
Bebe Poshe International Co., Ltd. ^{Note 2}	Cosmetics Wholesale	-
Fu Sheng Logistics Co., Ltd.	Logistics and Transportation Services	100%
MFS Co., Ltd.	Merchandise Wholesale	100%
Prosperous Living Co., Ltd.	Merchandise Wholesale and Retail	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.	E-commerce Services and General Investment	100%
Haobo Information Consulting (Shenzhen) Co., Ltd.	Information Services and General Investment	100%

// Note 1: Information as of December 31, 2025. For details, please refer to momo.com Inc.'s 2025 Consolidated Financial Statements.

// Note 2: Bebe Poshe International Co., Ltd. was approved for dissolution and liquidation by resolution of the Board of Directors on February 26, 2025, and the liquidation process was completed in July 2025.

2.1.1 Operating Performance 201-1 201-4 2-6

Through precise strategic planning and effective execution, momo has continued to achieve steady business growth and record-high performance. In addition to regularly distributing earnings to its stakeholders, momo actively supports government initiatives and tax reforms that promote corporate innovation, research and development, and economic growth. In 2025, momo's consolidated revenue reached NT\$112.56 billion, maintaining its position as a company with annual revenue exceeding NT\$100 billion.

momo's Multi-Channel Presence and Market Scale



Online Shopping / Mobile Commerce

- Taiwan's No. 1 B2C E-commerce Platform
- Online Membership Exceeded **17** Million
- App Downloads Exceeded **22.81** Million
- LINE Followers Exceeded **17.48** Million



TV Shopping

- 2** Cable TV Channels
- 2** MOD Channels
- 4.272** Million Households Reached Through 24-Hour Broadcasting Programs



Consolidated Financial Performance

	2023	2024	2025
Consolidated Revenue (NT\$ Billion)	1,092.43	1,125.64	1,086.66
EBITDA (NT\$ Billion) ^{Note1}	55.93	56.46	47.43
EPS (NT\$) ^{Note2}	13.69	13.04	11.29

// Note 1: EBITDA represents earnings before interest, taxes, depreciation, and amortization (EBITDA).

// Note 2: Due to the impact of treasury stock transactions, EPS is calculated based on the weighted average number of shares outstanding after retrospective adjustment.

Financial Performance^{Note}

Unit: NT\$ Thousand

	Item	2023	2024	2025
Operating Capability	Total Assets	28,321,559	29,097,596	27,049,072
	Total Liabilities	18,141,590	19,010,922	17,259,308
	Total Equity	10,179,969	10,086,674	9,789,764
	Operating Income	4,384,662	4,302,805	3,351,663
Profitability	Net Income Attributable to Owners of the Parent	3,628,069	3,454,035	2,991,326
	Return on Assets (ROA)	13.34%	12.13%	10.77%
	Return on Equity (ROE)	36.14%	34.09%	30.19%

// Note: The above figures are derived from the audited consolidated financial statements of momo.com Inc. and its subsidiaries, audited by Deloitte Taiwan. For details, please refer to the 2025 Consolidated Financial Statements.

Economic Value Distributed to Stakeholders

Unit: NT\$ Thousand

Item		2023	2024	2025
Economic Value Distributed	Operating Costs	98,700,012	102,046,245	98,746,526
	Employee Wages and Benefits	3,357,205	3,576,908	3,711,453
	Dividends Distributed to Shareholders	3,679,114	3,356,823	2,650,830
	Interest Payments	19,192	34,616	29,603
	Income Taxes Paid to the Government	1,260,799	1,441,482	988,548
	Community Investments (Donations)	2,349	1,933	2,219
	Total	107,018,671	110,458,007	106,129,179
Direct Economic Value Generated – Consolidated Revenue		109,242,918	112,563,635	108,665,921
Economic Value Retained		2,224,247	5,462,451	2,536,742

Monetary Value of Financial Assistance Received from the Government

Unit: NT\$ Thousand

Item	2023	2024	2025
Tax Credits and Government Subsidy	12,863	245,256	27,074

// Note: Primarily includes tax credits for investments in equipment, technology, research and development, and talent development, as well as subsidies received under youth employment incentive programs.

Revenue by Geographic Market ^{Note 1}

Sales Region	2023		2024		2025	
	Amount	Share	Amount	Share	Amount	Share
Taiwan	109,241,920	100.00%	112,563,158	100.00%	108,665,727	100.00%
Mainland China ^{Note 2}	998	0.00%	477	0.00%	194	0.00%
Total	109,242,918	100.00%	112,563,635	100.00%	108,665,921	100.00%

// Note 1: Major products (services) include TV shopping, online shopping, travel-related services, life insurance agency services, property insurance agency services, and logistics services. The Company primarily operates under a B2C business model, with individual consumers as its principal customer segment.

// Note 2: The primary products sold by the Mainland China subsidiary were non-essential consumer goods. Due to the impact of the COVID-19 pandemic in 2021 and 2022, market demand weakened and consumer willingness to spend declined, resulting in a significant reduction in sales compared to prior periods. In 2023, the subsidiary continued to sell its remaining inventory. However, due to prolonged losses and the lack of expected economic benefits, the Board of Directors approved the subsidiary's dissolution and liquidation in October 2023, which was completed in April 2024. Sales recorded in 2024 and 2025 were primarily attributable to the clearance of remaining inventory outside Mainland China.

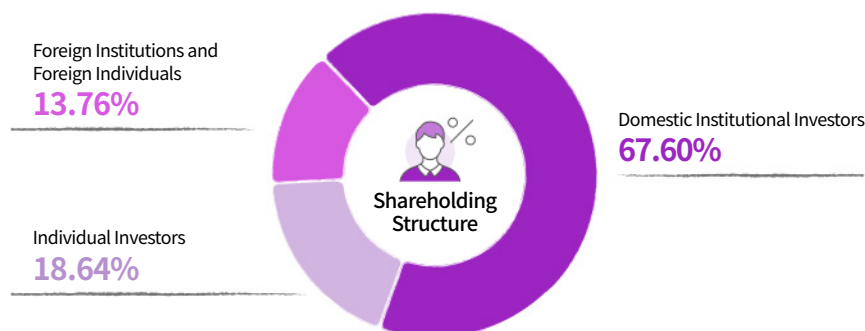


Dividend Policy and Shareholder Rights

Pursuant to momo's Articles of Incorporation and applicable laws and regulations, momo adopts a dividend policy based on residual earnings and a high payout ratio, taking into consideration its operating environment, stage of development, business needs, and the objective of maximizing shareholder value. Dividend distributions are determined with reference to momo's future capital expenditure plans and funding requirements, while also considering profitability, financial structure, and the potential dilution effect on earnings per share. The Board of Directors proposes an appropriate earnings distribution plan, which is subject to approval by the shareholders' meeting. To protect shareholders' rights and interests, employee compensation is distributed entirely in cash.

- momo Shareholding Structure

As of August 27, 2025



Dividend Distribution Over the Past Three Years

Unit: NT\$

Year		2023	2024	2025
EPS	Before Adjustment	15.10	13.69	11.29
	After Adjustment	13.69	13.04	NA
Cash Dividend per Share		15	14.8	10
Stock Dividend per Share		1	0.5	-

// Note: Due to treasury stock transactions, EPS is calculated based on the weighted average number of shares outstanding after retrospective adjustment.

2.2 Corporate Governance

2.2.1 Board Operations

2-9 2-16 2-17 2-18 2-19 2-20 205-1 205-3

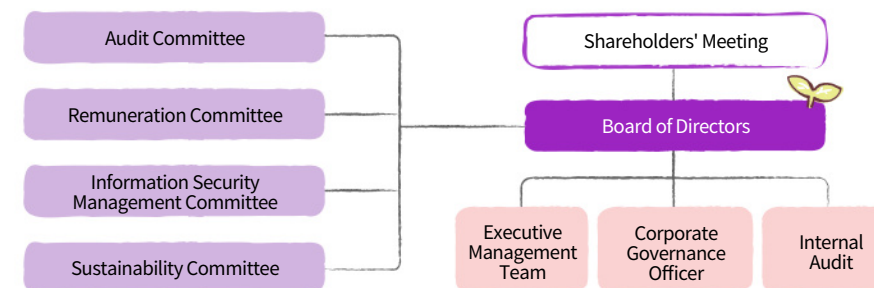
The Board of Directors serves as momo's highest governing body and convenes at least once every quarter. In 2025, the Board held six meetings. Board members actively participated in Board operations, achieving an overall attendance rate of 96.3%. In addition to exercising the powers and duties conferred by the Company Act, momo's Articles of Incorporation, and resolutions adopted by the shareholders' meeting, the Board oversees momo's overall operations, formulates business strategies and development plans, identifies operational, financial, and tax-related risks, and supervises the implementation of momo's sustainable development initiatives.

momo has established a robust corporate governance framework supported by key governance policies and regulations, including the Human Rights Policy, Corporate Governance Best Practice Principles, Codes of Business Conduct and Ethics, Ethical Corporate Management Best Practice Principles, Procedures for Ethical Management and Guidelines for Conduct, Sustainable Development Best Practice Principles, Supplier and Contractor Sustainability Code of Conduct, Procedures for Handling Reports of Illegal, Unethical, or Dishonest Conduct, and Regulations Governing Performance Evaluation of the Board of Directors and Functional Committees. momo also continuously reviews and revises its internal regulations in accordance with evolving domestic and international corporate governance requirements and best practices. momo submits internal audit reports to the Board of Directors and the Audit Committee on a quarterly basis. These reports include the results of investigations into fraud, violations of ethical business conduct, and complaints concerning unethical conduct, which are reported semi-annually. For further information, please refer to Chapter 2.3.2 Ethical Corporate Management.



Corporate Governance Policies and Regulations

Corporate Governance Structure





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Major Policies Approved or Revised by the Board of Directors and Functional Committees in 2025

Corporate Governance	Articles of Incorporation
	Anti-Money Laundering and Counter-Terrorism Financing Policy
Internal Control System	Internal Control System - Payroll Cycle

Remuneration and Performance Evaluation Mechanism

To strengthen corporate governance and enhance the effectiveness of Board operations through the establishment of performance objectives, momo regularly conducts self-assessments of the Board of Directors, individual directors, and functional committees in accordance with the Regulations Governing Performance Evaluation of the Board of Directors and Functional Committees. Evaluation criteria cover Board operations, directors' contributions, participation in ESG initiatives, and information security management, among other areas. In addition, momo engages an independent external institution or a team of external experts and scholars to conduct a Board effectiveness evaluation at least once every three years. The results of both internal and external performance evaluations are reviewed by the Remuneration Committee and subsequently submitted to the Board of Directors, together with evaluation reports and specific improvement recommendations. In 2025, the average score of the directors' self-assessment exceeded 4.76 out of 5.0, demonstrating a sound and effective governance framework.

Since 2018, momo has commissioned the Taiwan Corporate Governance Association to conduct an external Board performance evaluation every three years. The evaluation results, recommendations, and subsequent improvement measures are submitted to the Board of Directors for review, enabling momo to continuously strengthen Board governance and effectiveness. The results of the 2025 internal performance evaluations of the Board of Directors and its functional committees were submitted to the Remuneration Committee and the Board of Directors in March 2026 for review and follow-up improvement. The evaluation results also serve as a reference for director remuneration and re-nomination decisions. For further information regarding Board performance evaluation results, please refer to momo's corporate website.



Compensation Policy 2-19 2-20

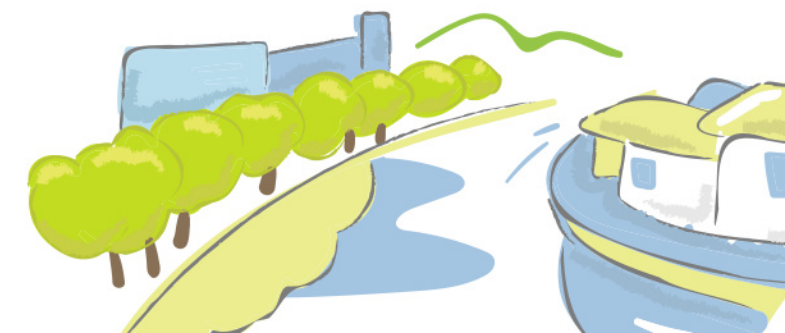
– Directors

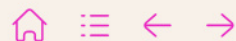
Director compensation consists of fixed compensation and director compensation linked to momo's profitability and performance, which is classified as variable compensation. Independent directors who concurrently serve as conveners of functional committees are entitled to additional compensation. To strengthen the linkage between director performance and compensation, momo amended the Regulations Governing Payment of Directors' Compensation in 2020 by incorporating director performance evaluation indicators, including Board attendance rates, into the compensation determination process. The actual allocation ratio and amount of director compensation are appropriated in accordance with momo's Articles of Incorporation and are reviewed and evaluated by the Remuneration Committee. Following approval by the Board of Directors, the results are reported to the shareholders' meeting. Director compensation is determined with reference to each director's level of participation in momo's operations and the value of their contributions, while also taking prevailing industry practices into consideration. In 2025, director compensation accounted for 1.13% of momo's net profit after tax.

– Management

To encourage management to prioritize sustainable development, momo has incorporated sustainability strategies and objectives into management performance evaluation and remuneration mechanisms. These measures are designed to strengthen the linkage between management compensation and momo's operating performance, risk management, and sustainable development performance. Each year, management performance evaluation indicators and weighting factors are established based on the following dimensions:

- 1 Financial Indicators: Achievement of revenue growth targets, Operating efficiency, Cost management performance, Other financial performance considerations.
- 2 Non-Financial Indicators: Market and customer management, Quality of internal management, Process optimization, Talent development, Teamwork effectiveness.
- 3 Sustainability Indicators: Green packaging, Green logistics, Human resource management, Customer privacy and information security, Customer relationship management, Sustainable consumption, Product responsibility.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Among these indicators, ESG-related performance metrics account for more than 10% of management's variable compensation, explicitly incorporating ESG performance into remuneration decisions and reinforcing accountability for sustainable development. The Human Resources Department reports management remuneration arrangements annually to the Remuneration Committee, which regularly reviews the reasonableness and appropriateness of remuneration practices. Management compensation is structured as follows:

1 Management compensation primarily consists of the following components:

Fixed Compensation: Determined with reference to industry benchmarks, job title, position level, education, professional experience, professional capabilities, and job responsibilities.

Variable Compensation: Includes year-end bonuses, employee compensation, and other incentive awards.

2 Year-end bonuses and employee compensation are determined based on each manager's contribution to momo's operating performance and annual performance ratings assessed in accordance with momo's Employee Performance Evaluation Regulations. These performance results serve as the basis for compensation allocation. The proposed compensation plan is reviewed by the Remuneration Committee and approved by the Board of Directors prior to distribution.

// Note: momo currently does not seek input from external consultants or stakeholders when formulating compensation policies or determining compensation levels.



Regulations Governing Performance Evaluation of the Board of Directors and Functional Committees



Enhancing Directors' Professional Competencies

To strengthen the exchange of corporate governance experience and promote constructive interaction among directors, while keeping abreast of international developments and continuously enhancing capabilities in addressing evolving corporate governance and sustainability issues in Taiwan and abroad, all directors of momo actively participate in corporate governance and ESG-related training programs and seminars offered by professional institutions in accordance with the Directions for the Implementation of Continuing Education for Directors and Supervisors of TWSE/TPEX Listed Companies. Through these programs, directors are able to stay informed of emerging governance topics and cultivate forward-looking perspectives. Throughout their terms of office, directors continuously pursue professional development in corporate governance and sustainability-related subjects. In 2025, momo's directors completed a total of 74 training hours, with each director receiving more than 6 hours of continuing education. The training curriculum also covered topics related to the material topics identified in this report, including Customer Privacy and Information Security, Sustainable Consumption, and Risk Management.

Training Programs Attended in 2025

- Corporate Governance Seminar: Protecting Financial Consumer Rights through Financial Crime Prevention from the Perspectives of Anti-Fraud and Anti-Money Laundering
- Practical Discussion on the Latest Developments in Artificial Intelligence and Risk Management Frameworks
- Challenges and Responses under the New Global Economic and Trade Landscape
- Corporate Governance Seminar: AI Security and Governance – Board Responsibilities in the AI Era
- Cybersecurity Governance and Management in a Geopolitical Environment
- Digital Transformation and AI Applications
- Corporate Governance Forum: Fubon Fair Customer Treatment Advancement Program – Fair Customer Treatment and Sustainable Governance from a Consumer Protection Perspective
- Continuing Education Program for Directors of Listed Companies: Corporate Digital Transformation and Digital Governance
- Fubon AML Forum – FinTech: Beyond Cryptocurrency: Envisioning the Future Impact of Blockchain on Financial Systems

2.2.2 Board Composition and Diversity

2-10 2-11 2-15 405-1

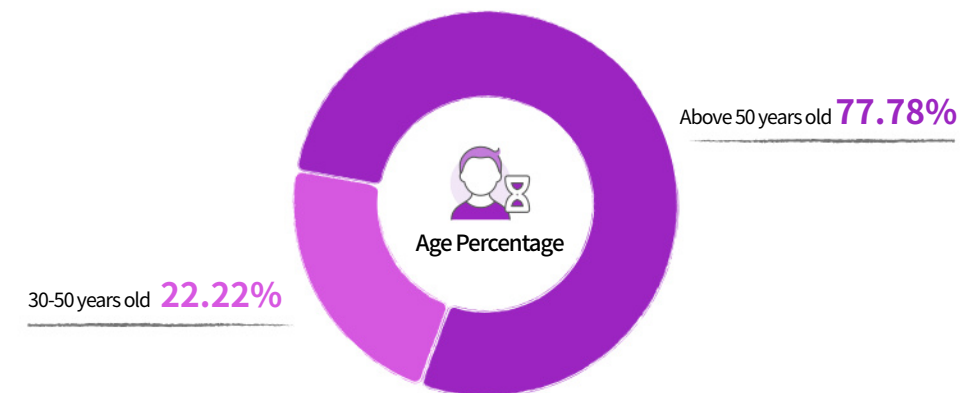
momo's Board of Directors consists of 9 directors with extensive academic and professional backgrounds as well as practical industry experience. Each director serves a 3-year term. The Board includes 4 independent directors, representing 44.44% of total board seats, demonstrating a high degree of independence and effective oversight within momo's governance structure. The Board collectively possesses expertise across a diverse range of disciplines related to the organization's material ESG impacts, including finance, business management, information technology, operations management, e-commerce and marketing, legal affairs, and information security. This broad spectrum of professional knowledge ensures that the Board maintains sufficient expertise and diverse perspectives when formulating strategies and reviewing significant matters.

Currently, the Board includes 3 female directors, including female independent directors, representing 33.33% of total board membership. This composition enhances gender diversity within the Board and enables governance discussions to benefit from a wider range of backgrounds and perspectives, thereby strengthening the quality of deliberation and decision-making. It also reflects momo's ongoing commitment to promoting a diverse and inclusive corporate culture.

To continuously optimize board composition and advance diversity, momo has explicitly stipulated in its Procedures for Elections of Directors and Corporate Governance Best Practice Principles that board composition should take into consideration diverse attributes, including gender, age, nationality, professional expertise, and skills. In addition, in response to industry-specific needs, information security knowledge and management has been identified as one of the key professional competencies expected of directors. momo will continue to advance its Board Diversity Policy and appoint qualified professionals who support momo's long-term sustainable development and operational needs.



Age Distribution of Board Members



Distribution of Directors' Professional Expertise



// For further details, please refer to momo's 2025 Annual Report



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Board Diversity

*Independent Director

Director	Age Group	Gender	Professional Background (Education)	Years of Service			Key Areas of Expertise (Top 5)									
				<3 Years	3-6 Years	>6 Years	Accounting	Finance	Legal Affairs	Business Management	Investment and Mergers & Acquisitions (M&A)	Financial Technology (FinTech)	Information Technology	Risk Management	Operations Management	E-commerce Marketing
Daniel M. Tsai	60-69	Male	Honoris causa, Georgetown University (U.S.A.) J.D. honoris causa, National Taiwan University J. D. honoris causa, Fu Jen Catholic University D.B.A. honoris causa, Tunghai University													
Jeff Ku	60-69	Male	EMBA, National Taiwan University													
Jamie Lin	40-49	Male	MBA, Stern School of Business, New York University, U.S.													
Douglas Tsai	30-39	Male	MBA, University of Pennsylvania, U.S.													
Chwen-Jy Chiu	60-69	Female	MBA, University of Michigan, U.S.													
Chieh Wang*	60-69	Male	B.A. in Public Finance and Taxation, National Chengchi University													
Emily Hong*	60-69	Female	Entrepreneurship Program, National Chengchi University													
Mike Jiang*	50-59	Male	B.S. in Computer Science and Information Engineering, National Taiwan University													
Hsu-Jean Chiu*	60-69	Female	LL.M. in International Banking, Boston University School of Law, U.S.													

// Note 1: For detailed information regarding directors' tenure and current positions held at momo and other companies, please refer to pages 4-8 of momo's 2025 Annual Report.

// Note 2: The Board includes representatives of stakeholders, including shareholders and employees.

Director Independence and Conflict of Interest Management

To safeguard director independence and prevent conflicts of interest, momo's Chairperson and Chief Executive Officer are held by different individuals. In addition, none of the 4 independent directors has served more than 3 consecutive terms, further reinforcing the Board's independence and oversight effectiveness. Pursuant to momo's Rules of Procedure for Board of Directors Meetings, any director or managerial officer who has a personal interest, or represents a legal entity with an interest in a matter under discussion, is required to disclose the material details of such interest during the meeting. Such individuals must abstain from participating in discussions and voting on the relevant agenda item and may not exercise voting rights on behalf of other directors. For all Board proposals, momo records in the meeting minutes the names of directors with conflicts of interest, descriptions of the conflicts, and the corresponding recusal actions taken.

Furthermore, momo's Rules Governing the Responsibilities of Independent Directors explicitly stipulate that: (1) any dissenting or qualified opinions expressed by independent directors shall be recorded in the Board meeting minutes; (2) momo shall not impede, refuse, or circumvent the execution of duties by independent directors; and (3) independent directors may request the Board to designate relevant personnel or engage external professionals to provide assistance whenever necessary in the performance of their duties. These mechanisms enable independent directors to effectively fulfill their responsibilities and enhance both Board effectiveness and corporate performance. (For information regarding directors' recusal due to conflicts of interest, please refer to page 26 of momo's 2025 Annual Report. For information regarding cross-shareholdings with suppliers or other stakeholders, stakeholder relationships, transactions, and outstanding balances, please refer to page 100 of momo's 2025 Annual Report. For information regarding the existence of controlling shareholders, please refer to pages 83-84 of momo's 2025 Annual Report.)

2.2.3 Operation of Functional Committees 2-9

To effectively fulfill its oversight responsibilities and strengthen the functions of the Board of Directors, while further embedding a culture of sustainability governance and accelerating sustainable development, momo has established several functional committees under the Board, including the Audit Committee, Remuneration Committee, Information Security Management Committee, and Sustainable Development Management Committee. Through their specialized expertise and independent perspectives, these committees support the Board in decision-making and enhance overall governance effectiveness. To ensure that each functional committee effectively performs its duties, the convener of each committee regularly reports its work results and key initiatives to the Board of Directors.



Audit Committee

Composition and Key Responsibilities

- Composed of 4 independent directors and convenes at least once every quarter.
- Reviewing the fair presentation of the Company's financial statements.
- Reviewing the appointment (dismissal), independence, and performance of the certified public accountant (CPA).
- Overseeing the effective implementation of the Company's internal control system.
- Monitoring the Company's compliance with applicable laws and regulations.
- Overseeing the management and control of existing and potential risks.

5 Number of Meetings Held in 2025 94.12 % Attendance Rate in 2025



Audit Committee Activities in 2025



Communication among independent directors, internal audit officer and accountants



Audit Committee Charter



Remuneration Committee

Composition and Key Responsibilities

- Composed of 4 independent directors and convenes at least twice a year.
- Establishing and regularly reviewing the policies, systems, standards, and structure for the performance evaluation and compensation of directors and managerial officers.
- Regularly evaluating and determining the compensation of directors and managerial officers.
- Establishing and periodically reviewing the performance evaluation policy and performance indicators for the Board of Directors and its functional committees.

4 Number of Meetings Held in 2025 92.31 % Attendance Rate in 2025



Remuneration Committee Activities in 2025



Remuneration Committee Charter



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix



Information Security Committee

Composition and Key Responsibilities

- Composed of 4 independent directors and convenes at least once a year, with additional meetings held as needed.
- Reviewing information security management policies, establishing the information security management framework and organizational functions, and regularly reviewing the development, implementation, and effectiveness of the Company's overall information security management mechanism.
- Reviewing information security management mechanisms for new business initiatives.
- Reviewing and approving analyses of major information security incidents and the corresponding corrective and response measures.
- Reviewing matters required to be submitted to the Board of Directors in accordance with regulatory requirements, Board resolutions, and information security-related policies.

2 Number of Meetings Held in 2025 100 % Attendance Rate in 2025



Information Security Management Committee Activities in 2025



Information Security Committee Charter



Sustainable Development Management Committee

Composition and Key Responsibilities

- Composed of 4 independent directors and 2 directors, and convenes at least twice a year.
- Establishing annual sustainability development plans and strategic directions.
- Establishing sustainability-related projects and activity plans.
- Monitoring and reviewing the implementation effectiveness of annual sustainability plans, strategic directions, projects, and activity plans.
- Reviewing and determining other sustainability-related matters.

2 Number of Meetings Held in 2025 90.91 % Attendance Rate in 2025

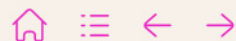


Sustainable Development Management Committee Activities in 2025



Sustainable Development Management Committee Charter





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

2.3 Sustainability Risk Management

momo has established a comprehensive risk management mechanism that involves the active participation and execution of management, supervisors at all levels, and employees. Through the identification and proactive management of potential risks, momo maintains stable business growth, safeguards the interests of all stakeholders, and fulfills its commitment to sustainable development and corporate responsibility.

2.3.1 Risk Management Framework

■ Policies and Systems

momo has established a comprehensive risk management organizational structure. The Board of Directors serves as the highest decision-making body for risk management, while the Audit Committee is responsible for overseeing the execution of risk management strategies. The Internal Audit Office assists the Audit Committee in carrying out risk management-related responsibilities and regularly reports the implementation status of risk management to the Board of Directors at least once a year. Each business unit is responsible for the initial identification, assessment, and control of risks, while the head of each unit is accountable for planning and overseeing risk management activities within the respective function.

In November 2023, momo's Board of Directors approved revisions to the Risk Management Policy and Procedures, establishing it as the highest guiding principle for risk management. The revised policy further strengthens momo's risk governance and management framework and promotes the continuous adoption of a risk-oriented management approach.



Risk Management Policies and Procedures

Risk Management Activities in 2025

- 1 Functional committees convened regular meetings, and each committee convener periodically reported implementation progress and outcomes to the governing bodies.
- 2 Management meetings were held regularly to review the Company's operational objectives, business performance, and management control status.
- 3 Risk events and risk assessment results identified by each business unit, including actual and potential risk incidents, were consolidated and reported to the Audit Committee and the Board of Directors in November, providing an overview of risk management implementation across all business units.
- 4 All internal departments and subsidiaries evaluated the design and effectiveness of their control activities based on actual business operations. The Internal Audit Office consolidated and reviewed the self-assessment reports submitted by each department and subsidiary and, together with identified internal control deficiencies and corrective actions for exceptions, issued the Statement on Internal Control System.
- 5 Internal communications, awareness programs, and training sessions were conducted on an ongoing basis to strengthen risk management awareness across the organization.



• Internal Audit Office

Assess business risks to support annual audit planning; conduct audits to review risk management implementation, report findings, and track corrective actions.



• Governance Level

Approve risk management policies, oversee their implementation, and ensure the effectiveness of the risk management framework.



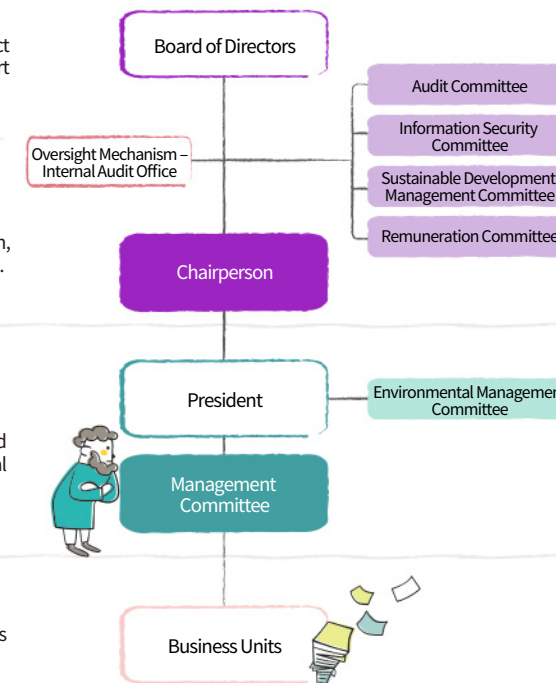
• Management

Oversee risk management activities, implement Board-approved decisions, and allocate resources to ensure effective internal controls.



• Business Units

Identify, assess, and control operational risks; review risk controls and update internal policies as needed.



Risk Identification Process



Risk Identification

Management evaluates the types of risks that may arise from momo's daily operations based on professional judgment and practical experience. Following the risk management process of risk identification, risk analysis, risk evaluation, risk response, and risk monitoring and review, each business unit identifies and consolidates actual or potential events that may affect business operations, assesses the risk tolerance level for each risk indicator, and establishes corresponding management procedures and control measures. Based on these assessments, management is able to understand momo's risk appetite, ensure that risks remain within acceptable levels, and maintain the stability and continuity of operations.

Risk Category	Risk Drivers	Response Measures
Business Risk	Risks associated with business strategy, finance and taxation, human resources, customer relationships, supply chain management, and corporate reputation that may impact profitability or cause significant economic losses.	— Implement preventive measures and risk mitigation plans, and explore appropriate risk transfer mechanisms.
Digital Technology Risk	Risks arising from system or infrastructure failures, inadequate backup or security controls, and the theft, leakage, alteration, or destruction of personal data, resulting in financial losses or reputational damage.	— Strengthen information security controls and privacy protection measures. See Ch. 3.3 Information Security and Privacy Protection
Compliance Risk	Risks arising from non-compliance with applicable laws and regulations or deficiencies in contractual and regulatory requirements, resulting in significant financial losses or reputational damage.	— Monitor regulatory updates and conduct regular self-assessments of legal compliance. See Ch. 2.3.3 Regulatory Compliance
Operational Risk	Risks arising from inadequate or failed internal processes and systems, human error, or improper operations, resulting in operational or financial losses.	— Regularly review and update operating procedures and manuals and strengthen employee training program
Climate Change Risk	Acute and chronic climate-related events, and low-carbon transition-related technological and market changes.	— Assess climate-related impacts on operations and implement corresponding mitigation and management measures. See Ch. 2.3.4 Climate Change Risk Management
Social Risk (Including Community Risk)	Risks arising from labor shortages driven by demographic changes, emerging infectious diseases, and widening income inequality, which may affect profitability or result in significant economic losses. ① Communities are defined as local neighborhoods surrounding major operating sites, ② Nearby educational institutions and youth groups, ③ Consumers and beneficiary groups reached through momo's e-commerce platform. Potential risks and opportunities related to local talent engagement, youth employment, community participation, and disadvantaged groups are also identified.	— Implement emergency response measures for major communicable diseases and adjust response actions in accordance with regulatory requirements. — Utilize diverse recruitment channels, optimize operational processes to reduce workforce demand, and strengthen industry-academia collaboration to cultivate talent and enhance workforce readiness. (See Ch. 5.3.1 Talent Empowerment)
Other and Emerging Risks	▪ Risks arising from new or evolving developments that may have a material impact on momo's operations or business performance.	— Identify emerging risks, formulate appropriate response measures, and report findings to management.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Internal Audit Oversight and Management

momo has established an Internal Audit Office reporting directly to the Board of Directors. Upholding the principles of independence and objectivity, the Internal Audit Office evaluates, plans, and enhances audit procedures related to the Company's key operational risks identified through risk assessments. These procedures are incorporated into both annual audits and ad hoc audits. The audit scope covers the financial, business, operational, and management functions of momo and its subsidiaries, enabling the timely identification of potential deficiencies in the internal control system. Audit reports are issued to provide recommendations for improvement to relevant units and management, thereby reasonably ensuring the continuous and effective operation of the internal control system. The Chief Audit Executive regularly reports on the implementation and results of audit activities to the Audit Committee and the Board of Directors. In 2024, all audit activities were completed in accordance with the approved audit plan. All deficiencies and recommendations identified during audits were addressed by the responsible units within the designated timeframes, while items not yet due for completion continued to be tracked until corrective actions were fully implemented. In addition to conducting routine audits, the Internal Audit Office also oversees the annual self-assessment process carried out by all internal units, thereby establishing a self-monitoring mechanism throughout the organization. The results of these self-assessments serve as a key basis for the Board of Directors and the President to evaluate the overall effectiveness of the internal control system and to issue the Statement on Internal Control System.

Internal Audit Process



Policies and Systems

Based on its core value of integrity, momo is committed to upholding business ethics. To help internal and external stakeholders better understand momo's corporate ethical standards, momo has established the [Codes of Business Conduct and Ethics](#), the [Ethical Corporate Management Best Practice Principles](#), and the [Anti-Money Laundering and Counter-Terrorism Financing Policy](#) for all directors, managerial officers, and employees to follow. In addition to disclosing these policies on momo's official website, momo expects all employees to uphold high standards of ethical conduct and professional ethics in their daily operations and business activities. If employees encounter any illegal conduct or violations of the Code of Ethical Conduct in the workplace, they may report or file a complaint to help maintain corporate discipline and protect shareholders' rights and interests.

— Codes of Business Conduct and Ethics —

momo has established the "Codes of Business Conduct and Ethics", which are publicly disclosed on momo's official website and internal employee portal. The Codes clearly set forth the ethical standards, responsibilities, and obligations that all employees are required to observe. The Codes were reviewed by the Audit Committee, approved by the Board of Directors, and reported to the shareholders' meeting prior to implementation. To enhance employees' understanding of integrity, ethical standards, and the protection of trade secrets, orientation training for new hires includes legal and compliance concepts related to the Codes of Business Conduct and Ethics and the Ethical Corporate Management Best Practice Principles. Employees are also required to sign an employee undertaking, acknowledging their commitment to comply with momo's standards of conduct. For existing employees, momo provides regular annual online training courses and assessments to reinforce awareness of relevant requirements. Workplace conduct is incorporated into employee performance evaluations, and clear reward and disciplinary measures are implemented based on individual conduct and performance.

In accordance with Article 10 of momo's Codes of Business Conduct and Ethics, employees who suspect or become aware of any violation of laws, regulations, or the Codes of Business Conduct and Ethics are required to proactively report the matter to the Audit Committee, managerial officers, the Chief Audit Executive, or other appropriate supervisors, and provide sufficient information to enable momo to properly investigate and address the matter. momo handles all reports in a confidential manner and makes every effort to protect the safety and interests of reporting persons.



— Codes of Business Conduct and Ethics

momo has established the "Ethical Corporate Management Best Practice Principles", which are publicly disclosed on momo's official website and internal employee portal and incorporated into the internal control system. The Internal Audit Office is responsible for auditing whether any violations of ethical corporate management have occurred within the organization and reports regularly to the Board of Directors. momo's Ethical Corporate Management Best Practice Principles clearly prohibit bribery and acceptance of bribes, illegal political contributions, improper charitable donations or sponsorships, and unreasonable gifts, hospitality, or other improper benefits. The principles also specify prevention measures and handling procedures. When engaging in business activities, momo avoids transactions with parties that have records of unethical conduct and includes ethical conduct clauses in relevant business contracts. To ensure that employees, managerial officers, and directors fully understand and comply with these principles, momo provides guidance during onboarding and conducts regular online courses and assessments each year to strengthen awareness of integrity and self-discipline. For business activities with higher risks of unethical conduct, momo has established effective accounting and internal control systems. momo does not maintain off-book accounts or secret accounts and reviews the systems on an ongoing basis to ensure that their design and implementation remain effective.



— Anti-Money Laundering and Counter-Terrorism Financing Policy

momo has submitted an Anti-Money Laundering (AML) Compliance Declaration to the Ministry of Digital Affairs in accordance with Articles 6 and 7 of the Money Laundering Control Act and has successfully completed the service capability registration requirements for third-party payment service providers. momo has established internal control and audit systems for anti-money laundering and counter-terrorism financing (AML/CFT), fostering a culture and awareness of AML/CFT risk management throughout the organization and effectively fulfilling its corporate values and social responsibilities.

Core Policies and Procedures

momo has established six key AML/CFT management frameworks, including: Anti-Money Laundering and Counter-Terrorism Financing Policy, Internal Control System for Anti-Money Laundering and Counter-Terrorism Financing, Customer Due Diligence and Money Laundering/Terrorism Financing Risk Assessment Procedures, Money Laundering and Terrorism Financing Risk Assessment Procedures for New Products, New Services, and New Business Activities, Name Screening Procedures, Employee Review and Training Procedures

Risk Assessment

To strengthen its AML/CFT management framework and reduce the risk of momo's products and services being used as channels for money laundering or terrorist financing, momo conducts an Institutional Risk Assessment (IRA) every two years in accordance with applicable regulations. Based on the assessment results, momo reviews the appropriateness of its AML/CFT risk appetite and thresholds and develops enhancement plans to further strengthen its AML program.

Oversight and Reporting

The Supplier Management Department serves as momo's dedicated AML/CFT function. momo has established a comprehensive AML/CFT governance framework to monitor potential risks and facilitate communication regarding internal and external audit findings, ensuring effective oversight of AML/CFT risks. To foster a strong AML/CFT culture and ensure that senior management remains fully informed of related risks, momo reports the implementation status of its AML/CFT program to the Board of Directors at least semi-annually.

Education and Training

momo continuously organizes and participates in AML/CFT education and training programs to strengthen risk awareness, safeguard the security of third-party payment transactions, and fulfill its corporate social responsibilities.



Whistleblowing and Reporting Mechanism

To ensure the effective implementation of momo's Codes of Business Conduct and Ethics and ethical management principles, momo encourages the reporting of any illegal conduct or violations of the Codes of Business Conduct and Ethics and ethical management regulations. To this end, momo has established the Procedures for Handling Reports of Illegal, Unethical, or Dishonest Conduct, which are publicly disclosed on momo's official website and internal employee portal. The procedures clearly define the responsible handling unit, reporting channels, and investigation processes, thereby establishing effective internal and external reporting and case-handling mechanisms. This framework supports the implementation of momo's ethical standards and ethical management principles while safeguarding the legitimate rights and interests of both reporters and respondents.

Reports may be submitted through three channels: in-person reporting, telephone reporting, and written reporting. An independent reporting mailbox (audit@fmt.com.tw) is also available for use by both internal and external stakeholders. During 2025, momo received reports primarily related to service disputes and recommendations for operational process improvements. While maintaining the confidentiality of reporters, momo investigated the matters, clarified the facts, and implemented appropriate improvement measures to uphold integrity and transparency. In addition, momo identified and reported operational irregularities through routine operations. Following investigation and confirmation, a total of 2 incidents involving violations of ethical and integrity standards were substantiated and disciplinary actions were taken in accordance with company procedures.



Procedures for Handling Reports of Illegal, Unethical, or Dishonest Conduct

Ethics and Integrity Training 205-2

To strengthen corporate governance and uphold the core values of ethical management, momo continuously promotes communication and training related to ethical management and business conduct policies. All directors, managers, and employees achieved 100% participation in policy communication and awareness initiatives. Furthermore, based on job responsibilities, momo regularly provides training through internal communications, online courses, and assessments to all directors, managers, and employees. These programs aim to enhance awareness and implementation of ethical management, professional ethics, anti-corruption, and related topics throughout the organization.

– 2025 Implementation Results

Target Participants	Course Title	Participants	Hours per Person	Total Training Hours	Description
All Employees	2025 Internal Training Program on the Management Procedures for Material Information Handling and Insider Trading Prevention	3,491	1	3,491	100% completion by employees during the course period
	2025 Ethical Corporate Management and Codes of Business Conduct and Ethics Awareness Program	3,506	1	3,506	
	2025 Information Security Training Course 1: Phishing Prevention and Social Engineering Awareness	3,616	0.67	2,411	
	2025 Information Security Training Course 2: Personal Data Inventory and Personal Data Risk Management	3,572	1.25	4,465	
	2025 Information Security Training Course 3: Information Asset Inventory and Information Asset Risk Management	3,501	1.5	5,252	
	2025 Information Security Training Course 4: Information Security Incident Response Guidelines	3,530	0.42	1,471	

– Ethical Corporate Management Mechanism



2.3.3 Regulatory Compliance

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momo continues to strengthen its regulatory compliance management and foster a strong culture of compliance throughout the organization. In addition to monitoring and assessing existing regulations, momo designates responsible units to oversee compliance with specific regulatory requirements. Internally, momo has established various policies and procedures to ensure compliance with applicable laws and regulations. Through education and training programs, employees, business partners, suppliers, and merchants are provided with relevant regulatory knowledge to support compliant business operations. Furthermore, in conjunction with its internal control system, momo conducts annual self-assessments of regulatory compliance, enabling each department to review its compliance performance throughout the year. Through this systematic approach, momo has established a comprehensive compliance framework that effectively mitigates legal and operational risks.

momo strictly complies with applicable laws, regulations, and administrative guidance issued by competent authorities. Internal operational processes and management mechanisms are continuously updated and revised in response to newly enacted regulations and regulatory amendments to ensure that all business activities are conducted in accordance with legal requirements. For any corrective actions required by regulatory authorities, momo promptly implements improvement measures to ensure full compliance. In 2025, momo recorded no material violations related to environmental regulations, product and service health and safety regulations, or significant social and economic compliance issues involving advertising, labeling, or labor disputes. Information regarding significant fines associated with momo's operations is disclosed in accordance with Article 4, Paragraph 1, Subparagraph 26(3) (Material Information) of the Procedures for Verification and Disclosure of Material Information of Companies with Listed Securities promulgated by the Taiwan Stock Exchange Corporation (TWSE), which requires disclosure when cumulative fines arising from a single incident exceed NT\$1 million.



During 2025, momo recorded 31 advertising violations, 3 occupational safety and health cases, and 1 deficiency related to anti-money laundering compliance that resulted in corrective actions imposed by competent authorities. In response, momo immediately implemented corrective measures to ensure regulatory compliance. For comparison, a total of 38 advertising violations were recorded in 2024, with newly imposed fines amounting to NT\$749,200.

Violation Category	Type	Number of Cases	Penalty Amount	Management and Improvement Measures
Advertising	Fine	7 ^{Note 1}	NT\$370,000	Enhanced legal compliance training and consumer rights protection.
Advertising	Warning	24 ^{Note 2}	-	Ensured compliance with regulatory requirements.
Other	Corrective Action	4 ^{Note 3}	-	Ensured compliance with regulatory requirements.

// Note 1: Includes 5 cases involving violations of fair trade regulations, 1 case involving pharmaceutical affairs regulations, and 1 case involving food safety and sanitation regulations.

// Note 2: Includes 24 warning cases related to advertising regulations.

// Note 3: Includes 3 cases involving violations of occupational safety and health regulations and 1 case involving deficiencies in anti-money laundering and counter-terrorism financing compliance for third-party payment services.

To further strengthen legal awareness and compliance culture, the Legal Affairs Office continues to provide regular and ad hoc legal education and communications to suppliers, merchants, and employees.

For regulations relevant to core business operations, the Legal Affairs Office issues regulatory updates and violation case studies and coordinates with responsible units to communicate regulatory requirements and related actions to suppliers and merchants through the online SCM system and Merchant Rules Center. Regulatory awareness is also promoted internally through official interdepartmental communications and notification systems.

In addition, through the HRD (Human Resource Development) digital learning platform, the Legal Affairs Office provides online training covering intellectual property rights and related company policies. New employees also receive orientation sessions on intellectual property rights and trade secret protection upon onboarding. These initiatives are intended to strengthen awareness and understanding of intellectual property protection throughout the organization. (For further details, please refer to Ch. 3.2.4 Intellectual Property Management Plan [\[5\]](#)).



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

2.3.4 Climate Change Risk Management 2-23 2-24 201-2

To support the Paris Agreement and Taiwan's national net-zero emissions target and policies by 2050, momo, as Taiwan's leading e-commerce company, is committed to achieving net-zero emissions by 2050 and further commits not to invest in the fossil fuel industry. At the same time, momo actively engages and communicates with relevant stakeholders, including consumers and suppliers, to advocate sustainable consumption. Through the collective influence of "green consumption power," momo seeks to address the challenges posed by climate change and contribute to limiting the increase in global temperature to within 1.5° C above pre-industrial levels. To comprehensively assess the impacts of climate change on its business, momo, in 2024, conducted a renewed identification of climate-related risks and opportunities across its retail value chain in accordance with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) issued by the Financial Stability Board (FSB). Referring to reports regularly published by the International Energy Agency (IEA) and the Intergovernmental Panel on Climate Change (IPCC), momo selected three climate scenarios for climate-related risk and opportunity analysis: the Net Zero Emissions by 2050 Scenario (NZE), SSP1-2.6, and SSP5-8.5. Through scenario analysis, momo identified potential climate-related impacts on operations, assessed associated risks and opportunities, and determined corresponding management approaches and response measures. In 2025, momo publicly released its second bilingual TCFD Climate-Related Financial Disclosure Report in both Chinese and English. Detailed disclosures regarding climate-related governance, strategy, risk management, metrics and targets, as well as assessments of financial impacts, are available in momo's 2024 TCFD Report [🔗](#). Looking ahead, momo plans to adopt the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards S1 and S2, enhancing disclosures related to governance, strategy, risk management, metrics, and targets associated with climate-related risks and opportunities, thereby further aligning with internationally recognized sustainability disclosure practices.

Disclosure Item		Strategic Direction	Action Plan	2025 Achievements
 Governance	Board Oversight	Establish a clearly defined climate governance structure and management responsibilities.	The Board of Directors established the Sustainable Development Management Committee, chaired by an independent director and led by the President as Executive Chairperson, to oversee sustainability strategies and action plans. The Committee convenes at least 4 times annually and reports to the Board at least 2 times per year on implementation progress and results.	The Sustainability Development Committee convened 2 meetings in 2025 and reported to the Board on greenhouse gas inventory and verification progress, Green Life E-Commerce KPI performance and improvement initiatives, 2024 sustainability performance and 2025 sustainability targets, and the 2024 TCFD Climate-Related Financial Disclosure Report.
	Management Responsibilities	- Strengthen the integration of ESG and climate change considerations into business operations. - Focus on climate-related issues and develop corresponding response strategies and actions.	Heads of functional departments serve as ex officio members of the Sustainability Development Committee, integrating sustainability into operations, setting action targets, and reviewing implementation progress through at least 4 annual meetings.	
	Environmental Management Committee	Promote cross-functional environmental initiatives.	Meetings are held quarterly to monitor the implementation and performance of environmental initiatives, including the ISO 14064-1 Greenhouse Gas Inventory and ISO 14001 Environmental Management System.	



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Disclosure Item		Strategic Direction	Action Plan	2025 Achievements
 Strategy	Short-, Medium-, and Long-Term Risks and Opportunities	Regularly identify the sources and magnitude of short-, medium-, and long-term climate-related physical and transition risks and opportunities.	Assess the severity and potential impacts of each issue to identify and prioritize climate-related physical and transition risk and opportunity factors, and evaluate the key risks and opportunities associated with the most significant climate-related issues.	- Relevant departments identify and assess climate-related risks and opportunities based on likelihood, impact, and materiality to support scenario analysis and quantitative financial impact assessments. - Based on the results of the climate risk materiality assessment, corresponding response measures and action plans are developed. The five material climate-related risk topics identified are development of net-zero buildings, increased use of renewable energy, replacement of fuel-powered vehicles with electric vehicles, replacement of leased buildings with net-zero buildings, and increased operating costs resulting from extreme weather events. The two material climate-related opportunity topics identified are net-zero warehousing and growing consumer awareness of green consumption.
	Material Climate-Related Risks and Opportunities	- Identify climate-related risks and opportunities that may have material impacts on operations, business activities, and financial planning, and assess their potential impacts on momo. - Integrate climate-related factors into operational strategy planning and decision-making.	Response strategies and objectives are developed based on the materiality and severity of identified climate-related risks and opportunities.	
	Scenario Analysis	Based on momo's operational context, referring to the IEA World Energy Outlook 2024 and the IPCC AR6 scenario pathways to conduct scenario analysis.	Adopt three climate scenarios, NZE、SSP1-2.6 and SSP5-8.5, to simulate climate-related risks and opportunities.	
 Risk Management	Risk Identification and Assessment	Business units are responsible for identifying, assessing, and controlling risks.	Identify risk sources in day-to-day operations, assess potential impacts, and implement appropriate risk response measures.	- Integrate climate-related risks into the overall risk management policy. - Based on identified key climate-related risk factors and climate stress testing results, continuously refine and optimize climate risk management measures and internal policies. - Details of momo's climate risk management framework and measures are disclosed in Ch. 3.3 Risk Management of momo's 2024 TCFD Report .
	Risk Management Process	Managers at all levels are responsible for risk management within their areas of responsibility and regularly review risk exposures and control points.	- Manage risks associated with relevant business operations. - Develop and implement appropriate risk response measures. - Regularly review and update operational procedures and manuals based on business needs. - Monitor regulatory developments and amendments issued by competent authorities and update relevant internal policies and procedures as necessary.	
	Integrated Risk Management	Integrate climate-related risk management into the overall risk management policy.	- Review the effectiveness and completeness of risk management mechanisms across all risk categories. - Monitor and manage risks identified by each business unit. - Incorporate the likelihood and potential impacts of risks into operational strategy planning and decision-making processes.	
	Supervisory Mechanism	The Sustainability Development Committee is responsible for target management and regularly reports on risk management performance to the Board of Directors.	- Review the effectiveness and completeness of risk management mechanisms across all risk categories. - Monitor risks identified by individual business units. - Incorporate risk likelihood and potential impacts into operational strategy planning and decision-making processes.	
 Metrics and Targets	Metrics and Targets Performance	Relevant departments establish management pathways, metrics, and short-, medium-, and long-term targets, and regularly report implementation performance to the Board of Directors and the Sustainability Development Committee.	Promote the four key initiatives of Green Logistics, Green Packaging, Green Operations, and Green Consumption, and establish corresponding management pathways, metrics, and short-, medium-, and long-term targets.	Details of performance and progress related to these metrics are disclosed in Ch. 3 Customer matters and Ch. 4 Environment matters of this Report .



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

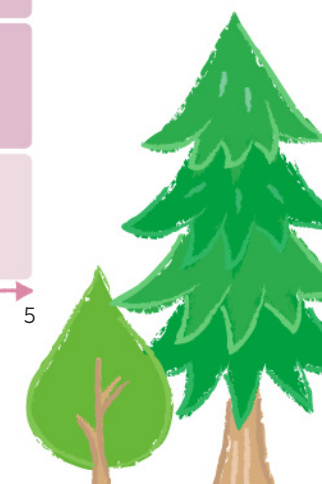
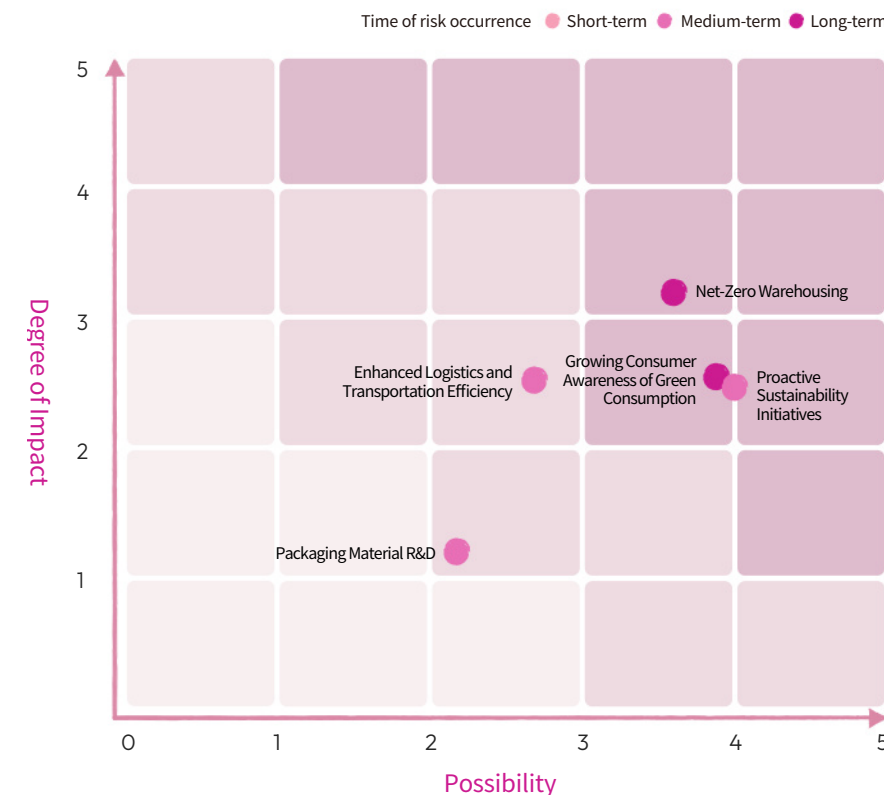
Climate Risk and Opportunity Identification Results

momo identified a total of 14 climate-related risks (9 transition risks and 5 physical risks) and 5 climate-related opportunities. According to the materiality assessment results, the top four climate-related issues were all classified as transition risks, including net-zero building development, increased use of renewable energy, replacement of fuel-powered vehicles with electric vehicles, and replacement of leased buildings with net-zero buildings. As the impacts of extreme weather events on business operations have been recognized as one of momo's key operational risks, the physical risk topic of increased operating costs resulting from extreme weather events was also included among the material climate-related risks, together with the four highest-ranked transition risks. momo further assessed the associated impacts and developed corresponding response measures and action plans. Regarding climate-related opportunities, based on the materiality assessment results, net-zero warehousing was identified as a material climate-related opportunity. In addition, in response to growing consumer demand for environmentally friendly products, growing consumer awareness of green consumption was also identified as a material climate-related opportunity. momo continues to assess the impacts of its material climate-related risks and opportunities and develop corresponding response measures and action plans to support its ongoing transition toward a green e-commerce business model.

Climate-Related Risk Matrix



Climate-Related Opportunity Matrix





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Material Climate-Related Risk Topics

Climate-Related Risk Topic	Risk Type	Potential Financial Impacts on momo	Response Measures and Management Actions	Expected Time Horizon
1 Self-Built Zero-Carbon Building	Transition Risk	To align with the growing trend toward net-zero buildings, future office buildings, warehouses, and logistics centers developed by momo will need to comply with nearly zero-carbon building standards in accordance with Taiwan's building energy efficiency regulations, potentially increasing construction costs and capital expenditures.	momo Warehouses and Logistics Centers: - Utilize flood simulation data and incorporate local geographic and environmental conditions into the planning and design process. - Adopt passive cooling, natural ventilation, and climate-responsive building design features to mitigate the impacts of rising temperatures. - Install rooftop solar photovoltaic systems to generate renewable energy. - Conduct environmental impact assessments in accordance with applicable regulations, including soil liquefaction assessments, geological surveys, and groundwater monitoring, and incorporate greenbelt planning to support flood mitigation, reduce ecological impacts, and facilitate compliance with nearly zero-carbon building standards.	2032-2050
2 Increased Renewable Energy Usage	Transition Risk	In response to international trends and government requirements for corporate renewable energy adoption, momo may need to increase the proportion of renewable energy used in its operations, resulting in higher operating expenses and operating costs.	momo has installed rooftop solar photovoltaic systems at its owned warehouses and logistics centers, with renewable energy currently generated at the Northern Distribution Center (NDC) and Southern Distribution Center (SDC).	2032-2050
3 Replacement of Fuel-Powered Vehicles with Electric Vehicles	Transition Risk	To align with international low-carbon logistics trends and the domestic transition toward transportation electrification, momo plans to gradually replace its existing fuel-powered logistics fleet with electric vehicles. Increased investments in electric motorcycles, electric trucks, and related infrastructure may lead to higher capital expenditures.	- To improve transportation efficiency and reduce carbon emissions generated from logistics operations, momo has established a green fleet and continues to expand its electric vehicle fleet. In 2025, electric motorcycles accounted for 40% of the fleet, exceeding the original target of 30%. momo will continue pursuing its phased target of increasing the proportion of electric motorcycles at delivery stations to 50% during 2026–2027. Complemented by short-chain logistics solutions, momo is progressively adopting more environmentally friendly and efficient transportation models. - Expand warehousing locations and collaborate with suppliers through direct-to-store and cross-docking models to shorten delivery distance and lead times. - Leverage AI and big data analytics to implement a Shortest Delivery Route Recommendation module to optimize transportation efficiency.	Electric Motorcycles: 2025-2050 Electric Trucks: 2032-2050
4 Replacing Leased Buildings with Zero-Carbon Buildings	Transition Risk	As Taiwan and global markets continue to advance the transition toward nearly zero-carbon buildings, leasing office buildings and warehouses that meet nearly zero-carbon building standards may result in higher operating costs.	- Implement air-conditioning optimization and control mechanisms at the headquarters building and monitor electricity consumption patterns. - Adopt partial-lighting operation modes in warehouses where operationally feasible, centralize on-site operations, and continue replacing existing lighting fixtures with LED lighting.	2032-2050
5 Increased Operating Costs Due to Extreme Weather Events	Physical Risk	Extreme weather events, such as typhoons, heavy rainfall, and flooding, may reduce operational capacity and increase operating costs.	- momo has established the Disaster Prevention and Response Management Procedures and the Emergency Incident Response Measures Management Procedures to mitigate disaster-related losses. In addition, warehouses implement a Heavy Rainfall and Typhoon Preparedness Checklist, including inspections of emergency generator operations and fuel reserves, to strengthen disaster risk management. - To mitigate power outage risks, momo distributes system services across an Internet Data Center (IDC) and cloud-based data centers to enhance operational resilience.	2027-2031

Material Climate-Related Opportunity Topics

Climate-Related Opportunity Topic	Potential Financial Impacts on momo	Response Measures and Management Actions	Expected Time Horizon
6  Net-Zero Warehousing	Transform existing and future warehouses and logistics centers into more energy-efficient facilities equipped with renewable energy systems, creating net-zero warehouses that reduce electricity consumption during operations and lower warehousing operating costs.	Design the Central Distribution Center (CDC) with reference to the Green Building Label evaluation criteria. More than 75% of interior finishing materials are certified green building materials, and the facility incorporates high-efficiency air-conditioning systems and energy-efficient LED lighting.	2032-2050
7  Growing Consumer Awareness of Green Consumption	As consumers increasingly prioritize sustainability and environmentally friendly products, momo can capitalize on the growing trend of sustainable consumption to enhance customer satisfaction and loyalty, thereby driving revenue growth.	- momo "Green Life Collection" has partnered with over 100 suppliers and offers more than 7,000 green products to consumers. - momo Green Life Members empowers consumers by Empowering Sustainable Consumer Choices prior to purchase. In 2025, momo integrated its Green Life membership program and launched momo Green Life Points, encouraging consumers to choose in-store pickup, Consolidated Delivery, circular package, and products carrying the Green Life label. momo also provides a Carbon Reduction Dashboard that enables members to accumulate personal carbon reduction achievements, helping foster a Green Living Ecosystem and strengthen engagement with sustainability-conscious customer groups.	2032-2050

Metrics and Targets Setting

For each identified climate-related risk and opportunity and its corresponding risk category, momo has established relevant climate-related risk metrics and targets based on the responsibilities and operational functions of the responsible departments.

Risk and Opportunity Category	Topic	Management Focus Area	Metrics and Targets	Detailed Actions and Recommended Report Reference
Policy and Legal	Self-Built Zero-Carbon Building	Green Buildings	Completion and Operational Launch of a Distribution Center Developed Based on Green Building Principles	4.1. Green Operations 
Resource Efficiency	Net-Zero Carbon Warehousing	Energy Efficiency Improvement	- Installation and Commissioning of Solar Photovoltaic Systems at Owned Warehouses - Reduction in Scope 2 Electricity Consumption - Enhancement of GHG Inventory Practices and Strengthening Scope 3 Data Management Capabilities	4.1. Green Operations 
Policy and Legal	Transition to Net-Zero Carbon Leased Buildings			
Market	Increased Renewable Energy Usage			
Products and Services	Growing Consumer Awareness of green Consumption	Sustainable Consumption Advocacy	- Growth in the Operational Performance of the momo Green Life Collection - Expansion of momo Green Life Members to Strengthen the Sustainable Consumption Customer Base - Enhancement of momo Green Life Members Benefits and User Experience	3.1 Sustainable Consumption 
Market	Replacement of Fuel-Powered Vehicles with Electric Vehicles	Green Transportation and Logistics	- Development of Green Fleets - Decarbonization of Last-Mile Delivery	4.3 Green Logistics 
Resource Efficiency	Enhanced Logistics and Transportation Efficiency			
Technology	Investment in Packaging Reduction Technologies	Circular Packaging	- Increase in the Utilization Rate of Circular Packaging - Reduction in Packaging Weight Compared with the 2019 Baseline Year	4.2 Green Packaging 
		Waste Reduction	Reduction of Waste Generated in Operations	4.1. Green Operations 
Acute	Increased Operating Costs Due to Extreme Weather Events	Business Continuity	Maintaining Business Continuity Across Operations	2.3 Sustainable Risk Management 

// Note: For relevant metrics and targets, please refer to Ch. 1.1, Taiwan's Leading Green Life E-commerce Pioneer: momo's Green Life E-commerce Sustainability Progress Management .

2.4 Sustainable Supply Chain Management

Through close collaboration with supplier partners, momo provides customers with diverse, high-quality, and environmentally and socially responsible products and services. By maintaining a rigorous supplier selection process and providing professional guidance, consultation, and communication channels, momo fosters a virtuous cycle of sustainable supply chain management.

2.4.1 Supplier Overview 2-6

momo's suppliers are categorized into four major groups: Merchandise Suppliers, Logistics and Distribution Suppliers, General Affairs Service Suppliers, and Contractors. Among these, merchandise suppliers constitute the largest supplier group and support momo's television shopping, online shopping, and mobile commerce businesses. When customer orders are received, products are picked, sorted, and packaged either by suppliers or at momo's warehouses before being delivered safely and efficiently to customers by logistics service providers. Logistics and Distribution Suppliers mainly provide delivery services for various product categories, including general merchandise, frozen and refrigerated goods, large home appliances, and furniture. Driven by continued revenue growth and the expansion of warehousing and logistics infrastructure, momo's Southern Distribution Center (SDC) officially commenced operations at the end of 2024. In addition to collaborating with local logistics providers to enhance delivery efficiency in southern Taiwan and provide customers with more convenient and timely delivery services, the facility also supports suppliers in central and southern Taiwan by reducing the need to transport goods from northern Taiwan, thereby lowering transportation-related carbon emissions and creating shared value for both suppliers and momo. General Affairs Service Suppliers primarily provide maintenance and support services related to daily administration, insurance, and leasing services for enterprises and organizations. Contractors refer to suppliers engaged in engineering projects and labor services under contractual agreements with momo, or suppliers that provide services at momo's operating locations and serve as essential support for overall business operations.

Driven by sustained revenue growth and the continued expansion of warehousing and logistics facilities, the number of suppliers has continued to increase. As of 2025, momo worked with 19,206 merchandise suppliers, covering a broad range of product categories, including consumer electronics, daily necessities, home appliances, home furnishings, fashion and luxury goods, beauty products, health products, leisure products, food products, and overseas self-operated merchandise. The proportion of suppliers across individual industries ranged from approximately 5.5% to 19.1%, with the home furnishings category accounting for the largest share at 19.1%. Fashion and luxury goods, leisure and travel, and food categories each accounted for more than 10%. Overall industry growth and the addition of new suppliers have enhanced product diversity and completeness, enabling momo to further expand its product offerings and better integrate into consumers' daily lives.

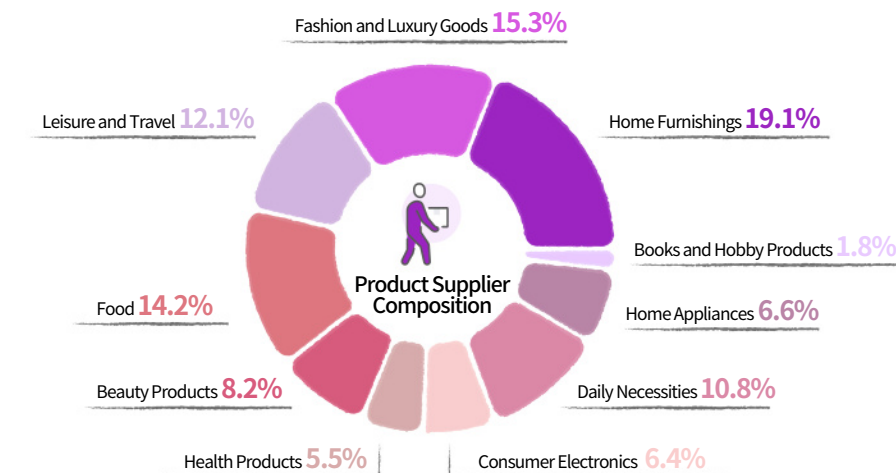
// Note: Compared with the previous reporting period, there were no significant changes in momo's value chain or other business relationships.

– Supplier Category

Unit: Number of Suppliers

Type	2023	2024	2025
merchandise suppliers	11,909	16,481	19,206
Logistics and Distribution Suppliers	14	14	9
General Affairs Service Suppliers	32	37	12
Contractors	33	17	40

– Product Supplier Composition



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

2.4.2 Supplier Selection and Assessment 2-23 2-24 308-1 414-1

Supplier ESG Management

momo has established the Supplier and Contractor Sustainability Code of Conduct to clearly communicate the principles and standards it upholds to suppliers. The Code covers four key areas: labor and human rights, health and safety, environmental protection, and ethical conduct, encouraging suppliers to align with momo's sustainable development approach as a prerequisite for selling products on the momo platform. In 2025, momo onboarded 4,057 new suppliers and contractors, of which 4,021 signed the Supplier and Contractor Sustainability Code of Conduct, resulting in a 99.11% signing rate among newly onboarded suppliers and contractors. The Code is publicly disclosed online on an annual basis as an effective control measure and is incorporated into supplier management requirements.

To strengthen Sustainable Supply Chain Management, momo reviewed its supply chain management processes and related documentation in 2024, formally defining the scope of key tier-1 suppliers and developing a Supplier ESG Self Assessment Survey for key tier-1 suppliers and newly onboarded suppliers. To better understand suppliers' ESG performance and allocate appropriate resources to support supplier sustainability development, momo launched its first supplier ESG self-assessment program in 2024. In 2025, a total of 796 key suppliers and newly onboarded suppliers were invited to complete the Supplier ESG Self Assessment Survey. The survey enabled momo to obtain an overview of supplier sustainability performance, including greenhouse gas management, human rights management, and regulatory compliance, and served as an important reference for developing annual supplier sustainability training programs. Going forward, momo will continue to conduct ESG self-assessments for key tier-1 suppliers and newly onboarded suppliers on an annual basis to monitor supplier sustainability performance and advance the development of a sustainable supply chain.



ESG Self-Assessment Topics for Key Tier-1 Suppliers and Newly Onboarded Suppliers

Risk Management

- ✓ Regulatory Compliance
- ✓ Management Systems and Policies

Governance

- ✓ Sustainability Disclosure
- ✓ Supply Chain Management Policies
- ✓ Climate Change Impact Assessment

Environment

- ✓ GHG Inventory
- ✓ Carbon Reduction Target Planning
- ✓ Packaging Reduction

Social

- ✓ Human Rights
- ✓ Anti-Discrimination

Sustainability Initiatives

- ✓ Participation in International Sustainability Initiatives
- ✓ Sustainability Certifications and Labels



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

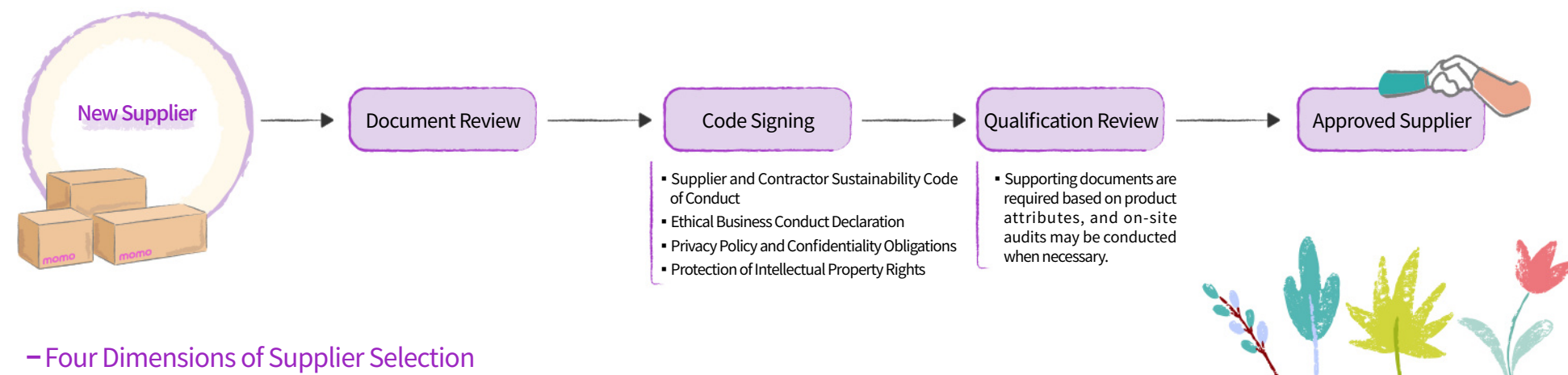
5 Employee matters

6 Society matters

Appendix

New Supplier Selection

In 2025, more than 600 merchandise suppliers that committed to ethical business practices successfully completed momo's supplier review process and became business partners. momo conducts rigorous evaluations across four key dimensions, including intellectual property rights, information security, product quality, and regulatory compliance. Only suppliers that meet the relevant requirements are eligible to become momo partners, resulting in a 99.11% compliance rate. In addition, momo places strong emphasis on supplier sustainability. Prior to formal engagement, all new suppliers are required to sign the Supplier and Contractor Sustainability Code of Conduct to ensure compliance with environmental and social sustainability standards. To safeguard consumer rights and interests, all products must be covered by product liability insurance according to their product category. For certain regulated or specialized products, such as medical devices, food products, and luxury goods, suppliers are also required to provide letters of guarantee and relevant supporting documentation in accordance with applicable regulations. Following product submission, momo requires suppliers to provide supporting documentation based on product attributes and regulatory requirements to ensure product safety, quality, and compliance, enabling customers to shop with confidence.

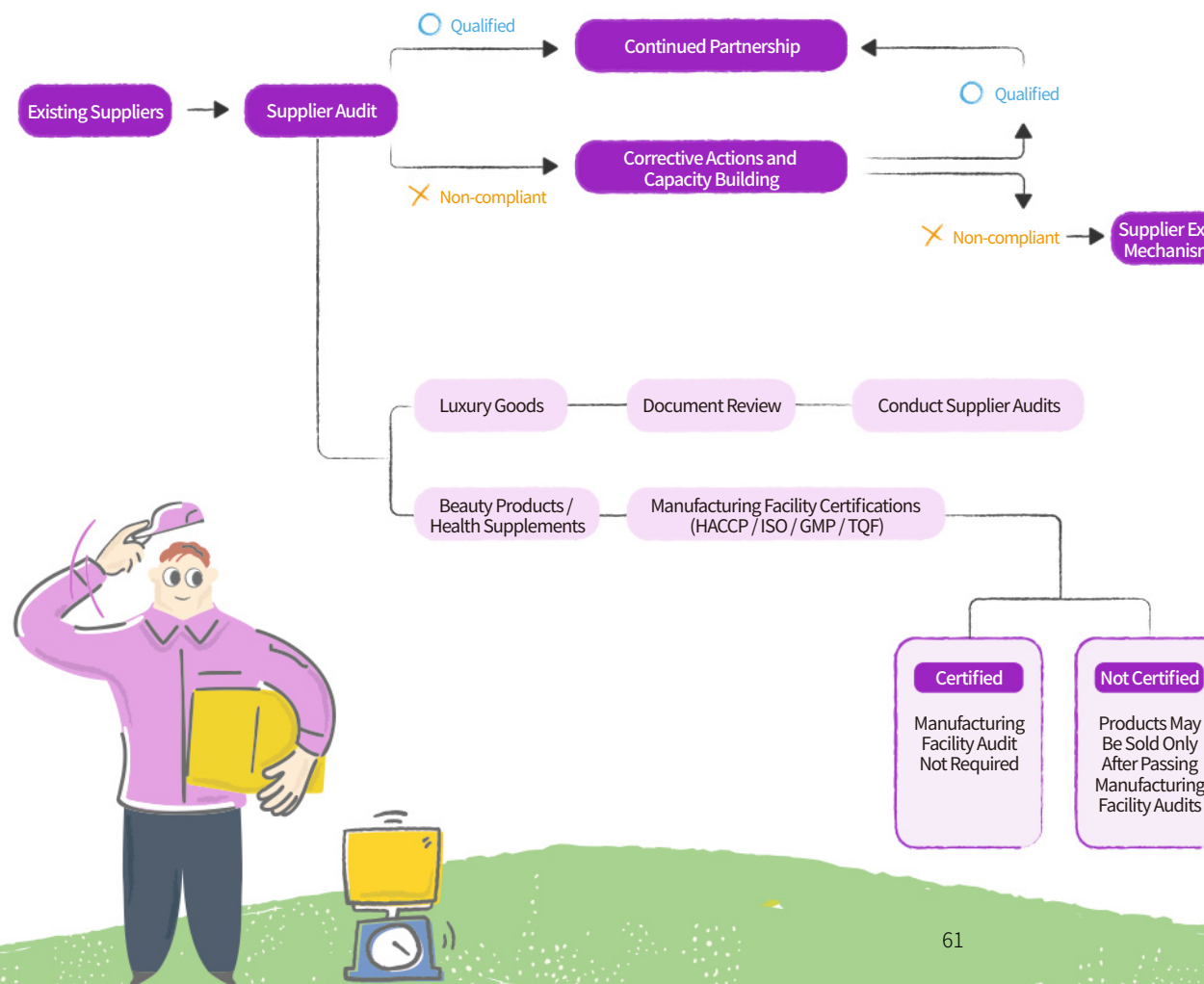


– Four Dimensions of Supplier Selection

Supplier Review and Management	Only companies with valid business registration approved by the competent authorities, capable of providing high-quality products at competitive prices, and demonstrating strong customer satisfaction, service quality, and sound financial standing are eligible to become momo suppliers. - In response to the implementation of the Targets and Measures for Restrictions on Internet Shopping Packaging, momo established packaging reduction requirements in 2024. The supplier consent rate reached 99.6%. momo also conducts regular packaging inspections and promotes online shopping packaging reduction based on three principles: packaging reduction, environmentally friendly materials, and circular packaging. Additionally, suppliers with the highest number of packaging-related non-compliance cases are reviewed and provided with monthly guidance to optimize packaging design and material usage, supporting the progressive achievement of packaging reduction targets. - To advance sustainable development across the value chain, momo collaborates with suppliers and maintained a 99.11% signing rate among newly onboarded suppliers for the Supplier and Contractor Sustainability Code of Conduct.
Privacy Policy and Confidentiality Obligations	Suppliers shall protect confidential information and personal data, comply with applicable data protection regulations, and prohibit any unauthorized collection, use, processing, or disclosure of personal data.
Ethical Business Conduct Declaration	To uphold ethical business practices and support sustainable business development, employees and suppliers are prohibited from directly or indirectly offering, soliciting, or accepting bribes, commissions, rebates, entertainment, or other improper benefits.
Protection of Intellectual Property Rights	Suppliers shall comply with applicable intellectual property laws and regulations and warrant that all materials, images, and documents provided are legally authorized.

Ongoing Supplier Evaluation

momo maintains regular business engagement with suppliers to closely monitor their operational performance and business conditions. If any suspected product quality issues or regulatory non-compliance incidents are identified, preventive measures, including the immediate suspension of product sales, will be implemented. Depending on the scope and severity of the verified issue, momo may provide dedicated support and corrective guidance or terminate the business relationship. In addition, for suppliers with relatively low business activity, momo conducts periodic supplier health assessments based on their business scale and transaction conditions to evaluate future business development opportunities and determine the feasibility of continued collaboration.



To safeguard brand integrity and prevent the sale of counterfeit luxury goods, momo implements a rigorous supplier review process. The first stage consists of a document review covering supplier qualifications, sales channels, and market reputation. The second stage involves on-site quality management audits, during which product samples, product origins, warehouse management practices, and operational conditions are inspected and evaluated. For beauty products and health supplements, manufacturing facility certifications are reviewed before determining whether a factory audit is required. Audit procedures include assessments of production environments, manufacturing processes, raw material controls, product inspection procedures, and quality management systems. Domestic food and cosmetics manufacturers are required to hold at least one of the following certifications: GMP, TQF, cGMP, ISO 22716, HACCP, ISO 22000, or ISO 9001. These requirements help ensure that products comply with applicable regulations and meet momo's quality management standards. For manufacturing facilities that do not possess the above certifications, on-site audits are conducted to review production documentation, manufacturing and testing equipment, environmental hygiene, waste management practices, and employee protection measures. Audits verify compliance with applicable regulations governing food and cosmetics manufacturing facilities. Follow-up assessments are conducted every three years or upon certificate expiration.

momo maintains stringent controls over product quality and safety. Products may only be listed for sale after manufacturing facilities have successfully passed on-site audits or demonstrated compliance with applicable government regulations and factory management requirements. In 2025, momo conducted audits of 105 suppliers, of which 23 failed to meet the required standards. Suppliers that fail the audit are not permitted to list products for sale.

2.4.3 Supplier Capacity Building

momo regards suppliers as key partners in achieving sustainable development. By sharing its sustainability experience and providing guidance and support, momo helps suppliers strengthen risk management capabilities and enhance overall supply chain resilience. Through leading digital technologies, convenient information systems, and multidimensional sales data, momo fosters close collaboration and engagement with suppliers, enabling mutual growth and the creation of long-term sustainable value.

Supplier Management System and Supplier Service Portal

momo's Supply Chain Management (SCM) platform serves as the primary online communication channel between momo and its suppliers. Through this digital platform, momo regularly communicates information related to information security, government policies, regulatory updates, and sustainable development initiatives. The platform also provides guidance on cooperation policies and operational requirements and periodically issues online consent forms that allow suppliers to complete required acknowledgments electronically.

Supplier Training and Development

momo provides supplier training through both online and offline channels. Online training resources include: System operation tutorial videos, Process guidance materials and Frequently Asked Questions (FAQs). In addition, each supplier is assigned a dedicated account service representative who provides one-on-one consultation, guidance, and operational support.

In 2025, momo added 108 new videos to the SCM Learning Center and Product Training Program, generating over 84,000 views and maintaining engagement levels comparable to the previous year. During the year, momo published 114 training manuals, 139 instructional videos, and 349 FAQs, and conducted 16 contract and consignment warehousing training sessions for internal business units and 9 system training sessions for frontline supplier service personnel. By integrating diverse online learning resources, momo provides phased training programs tailored to supplier needs across industries, covering product presentation, regulatory compliance, marketing, sales analysis, inventory and consignment warehousing, transportation and distribution, customer service, and ESG-related practices. Content is regularly updated based on supplier feedback to enhance learning effectiveness. momo provides one-stop online services for corporate customers, logistics providers, and suppliers. Going forward, momo will continue to integrate supplier service resources and promote online contract review and approval mechanisms to build a real-time, digitalized supply chain service platform.

To continuously strengthen suppliers' sustainability awareness, momo regularly shares sustainability-related information and educational materials with suppliers. Topics include information security, recycling of designated waste appliances and electronics, and online

shopping packaging reduction initiatives. In 2025, momo also completed one ESG online training video. All annual sustainability communication and educational objectives were completed as planned.

To support packaging reduction initiatives, momo conducts monthly reviews of the top 20 suppliers with the highest number of packaging-related exceptions and provides guidance on packaging design and material optimization to support the achievement of packaging reduction targets.

Target Audience	Training Category	Training Topics	2025 Performance
 Suppliers	Online Course	Supplier Orientation Sessions (Product Listings, Store Setup, and Order Management)	28 sessions 53 hours
	Training Manual	105 System Operation Guides 9 mo+ System Management Guides	114 manuals
	Online Video Trainin	- Promotional YouTube Videos for the momo Shopping Platform, with a cumulative 72,000 views - Mo Store+ Training Courses, with a cumulative 12,000 views	Total views exceeded 84,000
	Frequently Asked Questions FAQs	195 WebNS FAQs 154 Rules Center FAQs	349 FAQs
 Internal Employees	Contract and Consignment Warehousing Training	Contract Guidelines and Warehouse Operations	16 sessions 129 participants
	System Training for Supplier Service Personnel	System Enhancement and New Feature Training	9 sessions 180 participants



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Management

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Supplier Sustainability Empowerment Program: momo Supplier ESG Academy

2025 Theme: "Sustainable Green Living Declaration" - Government Leaders Join Forces to Advance Low-Carbon Products in the Retail Industry

momo is committed to driving low-carbon transformation across the e-commerce and retail value chain. Guided by the philosophy of "Empowering Suppliers and Co-Creating Sustainable Value," momo launched its first in-person training program, "Getting Started with Corporate Carbon Management," in 2024. As a leading e-commerce platform, momo helped suppliers understand the relationship between organizational and product-level greenhouse gas inventories and business operations, while actively encouraging suppliers to conduct product carbon footprint assessments. momo also promoted packaging reduction initiatives and the adoption of reusable logistics crates.

Building on this foundation, momo further expanded its impact in 2025 by hosting a high-profile sustainability forum. The event featured distinguished guests, including Minister Peng Chi-Ming of the Ministry of Environment and Director-General Lai Ying-Ying of the Resource Circulation Administration. Under the guidance of the Ministry of Environment and in response to suppliers' business needs, the forum focused on raising awareness of low-carbon products and green design as well as the importance of environmental certification labels. The initiative helped suppliers integrate low-carbon concepts into product development and business strategies, accelerating the market's green transition. The event attracted more than 100 supplier representatives, generating active discussions and demonstrating a shared commitment across the value chain to building a sustainable consumption ecosystem. It was highly recognized by participating suppliers and received extensive media attention, generating 16 media reports and further amplifying momo's sustainability influence within the e-commerce sector. Looking ahead, momo will continue to expand the momo Supplier ESG Academy, providing ongoing sustainability education and capacity-building initiatives tailored to evolving international sustainability trends and supplier ESG capabilities. Through continuous empowerment and collaboration, momo aims to realize its vision of "platform-driven growth and shared industry prosperity" while fostering a more forward-looking and sustainable value chain for Taiwan's retail industry.



Supply Chain Information Security Management

momo maintains a certified Information Security Management System in accordance with ISO 27001 and ISO 27701 standards and regularly communicates information security updates and protection policies to enhance suppliers' information security awareness. In 2025, momo continued to implement its supplier personal data protection self-assessment mechanism and conducted follow-up assessments with 35 suppliers identified as requiring enhanced information security controls. Dedicated specialists provided guidance through telephone interviews covering six key areas: Personal Data Protection Requirements, External Operating Platforms, Order Processing Procedures, Delivery Data Security, Internal Computer Security, and Personnel and Physical Security.

Since 2021, all merchandise suppliers have been required to complete the supplier personal data protection self-assessment as a prerequisite for doing business with momo. By the end of 2025, 100% of more than 10,000 merchandise suppliers had completed the Supplier Personal Data Protection Self-Assessment Questionnaire, while 100% of newly onboarded logistics providers had submitted their assessments.

In addition, momo has strengthened information security audits and supplier management practices to enhance real-time risk control. When potential information security incidents are identified, momo immediately initiates investigations, suspends supplier access to backend systems, and conducts on-site or remote security assessments. Detailed investigation procedures, incident severity classifications, and reinstatement requirements have been established to ensure effective risk management. As a preventive measure, momo has also strengthened password controls and data protection mechanisms within its supplier management systems to improve data security and reduce the risk of information leakage.

To further enhance information security protection, momo collaborated with Taiwan Mobile to launch the e-commerce industry's first momo Secure Communication Platform in Taiwan. The platform replaces personal phone numbers displayed on delivery orders with system-generated codes. By dialing these codes, logistics personnel can complete delivery communications without accessing customers' personal information. By the end of 2025, more than 10,000 partner companies had adopted the platform, and momo had assisted over 99% of merchandise suppliers and third-party logistics providers in implementing the system, significantly reducing the risk of personal data leakage during the delivery process.



2.4.4 Product Quality Management 416-1

As a platform that promotes sustainable consumption, momo is committed to rigorous product safety management and has established safety inspection mechanisms for various product categories to safeguard consumers. momo carefully selects suppliers and requires all products provided by suppliers to comply with applicable regulations and labeling requirements. In addition, mystery shopper inspections and audit mechanisms are implemented to ensure product quality and safety. To strengthen product quality assurance, momo has established a dedicated Quality Management Department that continuously invests resources in verifying product quality, ingredients, origins, and compliance with Chinese labeling regulations. From a logistics perspective, quality management has been integrated into the core operations of momo's distribution centers. In late 2019, NDC introduced the ISO 9001 Quality Management System, adopting a quality policy centered on "Full Participation, Continuous Improvement, and Customer Satisfaction." Guided by three key objectives, namely standardized operational controls, effective corrective and preventive actions, and sustainable business development, momo ensures seamless coordination across all logistics processes and maintains high-quality operations. In 2020, momo's Northern Distribution Center became the first e-commerce logistics and fulfillment center in Taiwan to obtain SGS ISO 9001 Quality Management System certification. In 2023, the scope of external audits was further expanded to include return management and transportation operations. In 2025, a total of 128 employees completed online ISO training programs, achieving an ISO training coverage rate of nearly 90%, demonstrating momo's commitment to quality management education across all organizational levels.

// Note: Please refer to the Appendix 4 for the ISO 9001 Quality Management System certificate obtained in 2023. The certificate is valid for three years and is subject to annual surveillance audits.

Three-Tier Product Inspection Framework

Product quality assurance is one of momo's top operational priorities. Through a comprehensive inspection framework consisting of **Corrective Inspections**, **Preventive Inspections**, and **Periodic Inspections**, momo rigorously verifies product compliance with regulatory and labeling requirements to provide consumers with consistent product quality and a reliable shopping experience. In 2025, a total of 87,015 inspections were conducted under these three inspection categories.

Category	Product Category	Inspection Scope and Methods	Number of Inspections in 2025 (Cases)
 Corrective Inspections	Products with quality concerns, high return rates, or elevated risk profiles (e.g., chilled and frozen foods, fresh produce, and products with potential safety risks)	Suspect Product Inspections: Products are recalled or subject to proactive sampling inspections, product evaluations (for food products), or investigations based on customer complaints. Inventory status is reviewed immediately, and inspection results are communicated to the merchandising team and suppliers to prevent recurrence of similar issues.	586
 Preventive Inspections	Safety Testing – momo Laboratory General Quality Inspections Luxury Goods / Jewelry	Safety Testing – momo Laboratory: Established in 2015, the momo Laboratory conducts safety testing for various product categories. Non-compliant products are immediately removed from sale. Food testing includes microbial counts, Salmonella, Staphylococcus aureus, ractopamine, and heavy metal residues. The 2025 compliance rate was 100%. General Quality Inspections: Products are randomly sampled based on incoming shipment batches and internal sampling plans. All products are inspected in accordance with category-specific inspection standards to verify product quality and compliance. Luxury Goods / Jewelry: Luxury goods, jewelry, and gemstones are subject to enhanced quality inspections. Warehoused products undergo full-process video monitoring and verification by quality control personnel and GIA-certified gemologists prior to shipment . Non-warehoused products are inspected through sample purchases. In 2025, momo introduced a dual verification mechanism combining AI-powered authentication and professional manual inspection for designated luxury products. By adopting Entrupy, a globally recognized AI authentication system developed in collaboration with the LVMH Group, momo provides comprehensive authenticity verification for luxury goods. Recognized by customs authorities in more than 44 countries, Entrupy can authenticate nearly 50 luxury handbag brands. Products labeled "Entrupy Authentication Guaranteed" undergo inspection by momo's quality control team and AI-powered image verification through the Entrupy system, providing consumers with enhanced assurance of product authenticity.	44,956
 Periodic Inspections	Perishable Products, Luxury Goods, Well-Known Beauty Brands, and Best-Selling Food Products	Perishable Products: Regular inventory inspections are conducted for products susceptible to mold growth or pest infestation. Temperature and humidity controls are implemented to reduce quality risks. Brand Verification and Sampling Inspections: Suppliers of international luxury goods, well-known beauty brands, and best-selling food products are required to declare product provenance or provide proof of purchase prior to sale. Quality control personnel conduct random authenticity inspections. If non-compliance is identified, all related products are immediately removed from sale.	41,473

Product Inspection Items		Applicable Regulations	
Ingredient	Regulatory Compliance and Consumer Safety	General Merchandise	Commodity Labeling Act
Origin	Verification of Product Origin	Packaged Foods and Grain Products	Act Governing Food Safety and Sanitation, Regulations on Nutrition Claims for Prepackaged Foods, Grain Management Act, and other applicable regulations
Labeling	Information Transparency	Cosmetics	Cosmetic Hygiene and Safety Act
Quality	Functionality and Safety Testing	Medical Devices	Medical Devices Act, Pharmaceutical Affairs Act, and other applicable regulations

Non-compliance Management and Preventive Measures

For products identified as non-compliant with applicable regulations after being received and listed for sale, momo immediately initiates quality control procedures and strengthens supplier inspection requirements. In 2024, momo introduced an AI-assisted compliance screening mechanism to improve the efficiency and accuracy of compliance reviews through the rapid analysis of regulatory and compliance-related documentation. Non-compliant products are promptly reviewed and removed from sale to prevent shipment to customers and reduce the recurrence of similar customer complaints.

Management Mechanisms	Description
Supplier Management for Non-compliant Incoming Products	Suppliers with non-compliant incoming products are subject to enhanced management and corrective actions. Since 2024, suppliers are charged handling fees for any non-compliant product identified, and suppliers with recurring issues receive targeted guidance to improve product quality and compliance.
Mandatory Delisting of Non-compliant Listed Products	01 Report Suspect Products 02 Crisis Response and Communication Alignment 03 Product Investigation 04 Delisting Decision 05 Product Delisting momo conducts ongoing monitoring of regulatory announcements, media reports, and government information, and introduced an AI-assisted detection mechanism in 2024 to enhance the efficiency and accuracy of compliance reviews. Products identified as non-compliant are immediately delisted, while controversial products may be subject to preventive delisting. For example, in November 2025, following the Taiwan Food and Drug Administration's (TFDA) announcement identifying cosmetics containing the prohibited colorant Sudan IV, momo immediately reviewed relevant products across its platform and implemented preventive delisting measures to protect consumer health and interests. Products removed due to quality concerns may only be relisted after corrective actions have been verified by the Quality Management Department and relevant business units. For serious violations, such as counterfeit products, all related products may be permanently removed from sale.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

3 Customer Matters

momo is committed to promoting sustainable consumption by increasing the proportion of sustainable products, ensuring responsible product disclosure, and establishing rigorous product quality management and inspection systems to provide the optimal shopping journey. We actively collaborate with suppliers who share sustainability principles to build a green e-commerce ecosystem, empowering consumers with a broader range of sustainable choices.

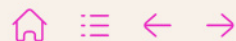
2025 Performance Highlights

Nearly **770,000** people
momo Green Life Members

>7,700 items
Products of momo Green Life Collection

>99.3%
Suppliers implementing the
"Logistics Staff Safe Call" service





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Material Topics



Customer Privacy and Information Security

- + Responsible and Secure Data Use
- Personal Data and Sensitive Information Breaches



Product Responsibility

- + Responsible Product Stewardship
- Inappropriate Marketing and Product Labeling



Customer Relationship Management

- + Strong Customer Relationships and Engagement
- Inadequate Product Issue and Reputation Management



Sustainable Consumption

- Failure to Respond to Sustainable Consumption Trends

momo's Commitments

Customer Service

Construct a "highly perceptive" omni-channel service system, shorten service waiting times, and ensure zero-barrier communication.

Customer Service

Implement a "cross-unit mutual benefit mechanism" to transform customer feedback into drivers for process improvement and resolve customer pain points.

Information Security

Optimize the application of AI digital feature identification mechanisms to enhance operational efficiency and risk management capabilities.

Information Security

Control website access from simulators, robots, and scraping tools, and automatically block improper logins.

Information Security

Continuously strengthen personal data protection and information security management practices to safeguard consumer information security.

Product Management

Achieve responsible product management through rigorous mechanisms.

E-commerce

Actively advocate and promote environmentally friendly and outstanding local ingredients through all channels to implement responsible sales and empower sustainable consumption behaviors.

Management Mechanisms

- Track the target setting and promotion status of related projects such as product responsibility, customer relationship management, and information security regularly through the Board of Directors and the Sustainable Development Management Committee every year.
- Establish the "Information Security Management Committee" under the Board of Directors, which meets twice a year and reports regularly to the Board of Directors. A Chief Information Security Officer (CISO) and a dedicated information security unit are established to review personal data and sensitive data management, information security management systems, technologies, resource allocation, risk management, and the achievement of performance targets.
- Use contracts to mandate that all product labels from suppliers must comply with regulatory requirements before being listed on momo. Inspection and delisting mechanisms are established, and inspection items continue to increase.
- Incorporate products that align with environmental friendliness and sustainability concepts into the momo Green Life Collection and classify them according to corresponding green label attributes, providing consumers with a better shopping experience.

Action Plans

Customer Service

Promote the "All-Round Service Excellence Competition" and "Professional Trainer Training" to enhance specialists' resilience in handling complex cases.

Information Security

Obtain the PCI DSS (Payment Card Industry Data Security Standard) compliance certificate.

Information Security

Complete the transition to the ISO 27001 information security standard to master the latest information security management mechanisms.

Information Security

Continuously pass the ISO 27701 privacy information management system verification to fulfill the responsibility of safeguarding customer information security.

Product Management

Inspect and delist 30,222 products with non-compliant labeling, and assist and guide suppliers in disclosing complete and transparent product information.

Product Management

Ensure that 100% of products comply with regulatory labeling specifications.

E-commerce

Currently, 11 green life labels have been integrated into the collection, and it is expected to increase to 17 in 2026.

3.1 Sustainable Consumption

momo serves over 10 million online members. We integrate the resources of our two major channels, e-commerce and television, and provide online real-time interactive services via social media to satisfy various shopping needs of consumers. Upholding the philosophy of sustainable operations, environmental friendliness, and earth protection, momo hopes to actively advocate and promote environmentally friendly and outstanding local ingredients through all channels, implementing responsible sales and empowering sustainable consumption behaviors.

3.1.1 momo Green Life Members

momo is dedicated to building a sustainable online shopping ecosystem and fostering a new culture of green consumption. In September 2023, the "momo Green Life Members" system was launched, empowering consumers with the "choice of sustainable consumption", which includes priority use of "circular packaging" and carbon-reduction services such as "product consolidated delivery," the "momo Green Life Points" sustainable action reward mechanism, and the "Carbon Reduction Dashboard" to accumulate individual carbon-reduction achievements. Concurrently, it is paired with sustainable selections from the "momo Green Life Collection" and provides "Exclusive Green Offers" to strengthen the management of the sustainable consumer customer segment. momo Green Life Members reduce environmental impacts during the consumption process through a multi-pronged approach covering various stages from selection and packaging to shipping, allowing consumers to easily make more eco-friendly choices while enjoying the fun of online shopping. By the end of 2025, nearly 770,000 people had responded, and there were over 7,700 products in the momo Green Life Collection that conformed to green labels or sustainability concepts, marching together on a low-carbon consumption journey.

To deepen interactive engagement with consumers, a ten-day "Green Life Member Week" has been held monthly since November 2024, successfully increasing consumer participation rates in activities. In 2025, the cumulative amount of moBi (mo points) distributed by momo for overall Green Life Member activities exceeded 700,000, demonstrating a substantial boost to member retention and proving that the Green Life Member system continues to be effective in enhancing member interaction and loyalty, thereby expanding the influence of the green life philosophy. Furthermore, in 2026, annual exhibitions for 12 major sustainability themes (e.g., Plastic-Free July, Low-Carbon Home) are planned. Each exhibition integrates Banner visuals, dedicated product zones, and event pages, synchronized with promotional activities and educational content exposure to create continuous topics and traffic. A monthly sustainability special journal will be published to provide in-depth reporting on brand sustainability stories, environmental knowledge, and green life proposals. Long-form content will be broken down into multi-element materials and distributed across multiple channels such as homepage recommendations and EDM marketing to maximize content value and reach.



「Green Life Benefits」

– Exclusive Offers & Environmental Initiatives

- Provide exclusive offers for momo Green Life Members on an irregular basis e.g., irregular account-assigned discount coupons, mo card bonus points rewards, green consumption cash-back discounts
- Hold momo Green Life Members Week monthly to provide online member-exclusive recommended green products, encouraging the purchase of green products and joining momo Green Life Members
- Encourage consumers to buy environmentally friendly products to practice green shopping e.g., reusable tableware, eco-friendly shopping bags, energy-saving home appliances
- Gain priority access to ESG-related event information, and host environmental education events tailored for momo Green Life Members e.g., beach cleanups, green life actions

– Consolidated Delivery: Offering Members the Convenience of One-Time Pickup While Safeguarding the Environment

- For products stored in multiple warehouses, momo Green Life Members can agree to consolidate the products before shipping, providing a "consolidated delivery" service

– Accurate Delivery with Circular Packaging: Building a Circular Packaging Ecosystem

- momo Green Life Members' orders are prioritized for delivery using reusable "circular packaging" (including circular bags and circular cartons) to reduce single-use packaging waste
- By accurately delivering circular packaging to consumer groups who care about environmental issues and voluntarily check the option to practice sustainability, the recovery rate of circular packaging is enhanced



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

ESG Label Classroom

momo continuously promotes the "Sustainability Label Classroom" to introduce domestic and international environmental labels, leveraging the power of our platform to drive green consumption and environmental protection awareness. We encourage products to incorporate environmental protection, resource sustainability through circular utilization, and social care right from the design source.

We recognize multiple eco-labels, including:

ECOCERT Organic Certification (complying with ISO 65 agricultural standards), **"Not Tested on Animals" Label** (ensuring no animal harm or testing across production, formulation, and finished products, with no third-party testing commissioned), and **Cradle to Cradle Certification** (minimizing the environmental impact throughout a product's lifecycle), among other recognized domestic and international environmental sustainability labels.



// Note: In 2025, there are 11 certified eco-labels within the momo Green Life Collection, including Tse-Xin Organic Certification, Not Tested on Animals Label, ECOCERT Organic Certification, USDA Organic Certification, Nordic Swan Ecolabel, Cradle to Cradle Certification, Green Label, COSMEBIO Organic Certification, Australian Certified Organic(ACO) Certification, German BDIH Organic Certification and Italian ICEA Certified Label.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

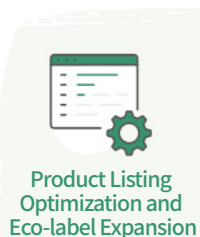
Appendix

3.1.2 Sustainable Consumption Initiatives

"momo Green Life Collection" Stringently Selects Sustainable Products, Encouraging Outstanding Suppliers

momo created the "momo Green Life Collection" to encourage consumers to purchase sustainable products, selecting items that are environmentally friendly and possess domestic or international eco-label certifications from millions of available products. Currently, the collection has gathered hundreds of brand partners who share our sustainability philosophy, offering over 7,700 green items for consumers to choose from. These cover diverse categories such as household cleaning, health foods, eco-friendly plastic reduction products, and beauty/skincare, encouraging suppliers to attain more certification standards and jointly echo our sustainable consumption initiatives.

The "momo Green Life Collection" is managed by a dedicated team. We plan monthly sustainable promotional campaigns and increase premium homepage banner exposure and other marketing resources to build a matchmaking platform for green products, creating dual traction from both consumers and suppliers. This gives consumers peace of mind when shopping, while making suppliers more willing to offer a wider variety of green products. Furthermore, multiple annual campaigns combining consumerism and environmental awareness are held, such as beach cleanups, Green Shopping Festivals, green beauty promotions, and plastic-reduction product curation. We also encourage members to choose circular packaging and consolidated delivery, inviting consumers to practice earth-loving actions in their daily lives.



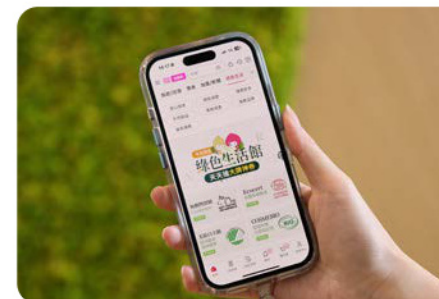
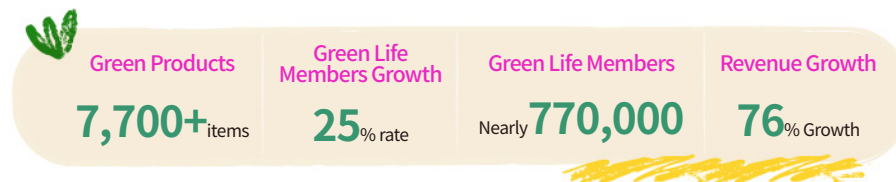
Product Listing Optimization and Eco-label Expansion

- Eco-label System Establishment: Integrate official certification labels with platform sustainability labels to provide a clear sustainability identification system.
- Sustainability Attribute Information: Add key information such as the sources of various sustainability labels.
- Eco-label Expiration Alert: Establish an automated reminder mechanism to ensure label validity and platform credibility.
- Standardization of Review SOPs: Define clear criteria for sustainable products entering the Green Life Collection to improve review efficiency and consistency.



Enhancing Product Supply Chain and Data Quality

- Data Entry Field Expansion: Provide optional checkboxes for sustainability labels during product onboarding on the brand SCM platform, reducing communication costs.
- Data Completeness Dashboard: Establish visual monitoring tools to grasp product data aggregation status in real-time.
- CM Management Tool: Assist Category Managers (CMs) in effectively controlling brand data submission and progress.



Starting in 2025, the momo Green Life Collection establishes monthly themes for "Green Life Member Week" and provides \$100 moBi (mo points) to newly registered green life members who purchase green items, making green products easily accessible rather than out of reach. Compared to 2024, the revenue of the momo Green Life Collection grew by 76%, and the number of green life members increased by 25%, with nearly 770,000 members joining momo in responding to green living and sustainable consumption practices.

"Sustainable Cities and Towns: momo Shines"

Leasing the media influence of momo Live Streaming, we collaborate with the government's youth homecoming initiative. Through the project "Let Stories Be Heard, Let Products Be Seen" for returning youth sustainable development, the program conducts in-depth interviews on their stories and achievements. This guides consumers to deeper understand land-friendly concepts and spreads their sustainability philosophies to a wider public audience, empowering these youths' endeavors. By integrating sustainability into rural and urban development, we help local specialty products and cultures shine, enabling consumers to discover and purchase these items while promoting sustainable consumption and local mutual prosperity. This initiative was recognized with the PwC Sustainability Impact Award. Furthermore, by collaborating with suppliers to expand the concept and business opportunities of sustainable products, we showcase their sustainable vision and product value, synchronized with the company's real environmental protection and sustainable living activities, broadcasting videos during TV ad breaks to publicize and deepen the importance of environmental sustainability.

Live Streaming

Returning Youth Project - Lunhe Social Enterprise

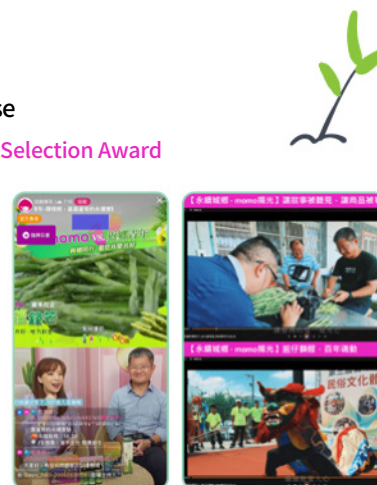
◆ Recipient of the 9th PwC Sustainability Impact Selection Award

The founder, Mr. Wu-Tong Chen, visited the live streaming studio to speak passionately about his asparagus farming dream in his hometown of Xikou Township, Chiayi County. He personally engages in cultivation to build the sustainable development of the asparagus industry. From agricultural education ("talent cultivation") and land-friendly practices ("circular utilization of asparagus bypass materials to increase industrial value-added"), the profits are reinvested into community care ("establishing meal delivery/communal dining services for solitary elders"). This provides long-term support to farmers, raises farming incomes, and guides live-streaming fans to deeply understand sustainable, land-friendly philosophies.

Live Streaming

Brand - tsaio

The live stream promoted "tsaio," which utilizes local Taiwan tea extracts. "Kind to skin, friendly to the environment, and treasure resources" are mandatory conditions for product development. The program repeatedly highlighted sustainable concepts such as recyclable packaging, stringently selected botanical extracts, and cruelty-free practices, allowing consumers to clearly understand product origins and appreciate the brand's commitment and dedication.



Live Streaming

Returning Youth Project - Smallholder Network Passion Fruit and Murcott Handmade Jam Series

The live stream invited Yen-Wen from Qishan District, Kaohsiung, to share her experience. Starting from making baby food, she developed various flavored jams ("Passion Fruit Murcott Jam," "Pomelo Sweet Jam," "Jasmine Kumquat Jam," and "Plum Kumquat Jam"). She collaborated with local smallholders to handpick fruits directly from orchards, establishing her artisan brand "Sweetheart Jam." While developing specialty jams, she connects with smallholders to upgrade local ingredients and enhance rural tourism experiences.



Live Streaming

Brand - WOKY

The live stream highlighted the founder's original vision: "Design an excellent product that will truly be used continuously." The hosts introduced eco-friendly thermal cups to reduce plastic waste generation, thereby introducing sustainable plastic-reduction concepts and leading consumers to reinforce earth-protection philosophies.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Promoting Sustainability Outcomes Through Videos



Lin-kou Beach Cleanup

To reduce the hazard of marine litter on the environment, momo joined hands with momo Green Life Members and employees in 2025 to head to the Linkou Dingliao Beach for a beach cleanup to protect the ocean. Many children also participated, joining hands with adults to clean up 934 kg of marine litter. We hope to practice environmental protection through personal action, cultivating the concept of protecting the ocean, marine life, and environmental sustainability from an early age!



momo Green Life Members

Through videos, consumers are informed of momo's efforts to ensure low-carbon sustainability for every order. Consumers are encouraged to select reusable packaging bags when placing orders, and a multi-pronged approach is used to promote the recycling rate of circular bags and the drop-off of circular cartons into the next packaging line, reducing carton manufacturing at the source. The "momo Green Life" platform features diverse sustainable selections to actively build a "sustainable consumption green cycle", contributing to environmental sustainability at any time!



Eco-Friendly Environment

To manifest the beautiful vision of "momo consumers' sustainable life," videos were filmed to introduce the newly added Southern Distribution Center. The center introduced AI-powered smart equipment to enhance management competitiveness and utilized eco-friendly energy-saving vehicle fleets to build green logistics fleets, deploying short-chain strategies to shorten driving mileage, implement carbon reduction in transportation, and more. Highly broadcasted during program breaks, these videos allow momo's dedication to environmental sustainability to take deep root in consumers' hearts, thereby attracting and recruiting more momo Green Life Members.



Sustainable Living

Leveraging the power of video communication, momo filmed its dedication to environmental friendliness, using AI smart equipment to analyze the most suitable packaging materials and delivery methods, and voluntarily establishing the ESG Supplier Academy. Focusing on the "Sustainable Green Life Manifesto", this initiative helps expand consumers' sustainable choices and works with suppliers to construct a circular packaging ecosystem. Constantly broadcasted during program breaks, it attracts consumers to watch, constructing a new milestone for sustainable TV shopping.



TV Shopping Local Selects

momo actively introduces Taiwanese local products into TV shopping sales items to promote local production and local sales. Furthermore, momo observed that in recent years, when choosing products, Taiwanese consumers consider local characteristics and selling points unique to Taiwan in addition to price. In 2025, we committed to deeply cultivating local characteristic products, developing more than 7,300 local product items. Utilizing the power of video communication, we call on consumers to respond and support purchasing local products.

- Successful Cases of 8 Local Products Produced in 2025:



Food: 5 Items

- Omoristore - 60-Year-Old Shop Red Dates & Sesame Cake Ultimate Bonus Pack
- Qing-Cao Food - Dry Style Ginger Duck with Beer
- Grand Banquet Chef Wen-Chao's Classic Pork Trotter with Peanut for Fortune
- Omoristore - Pingtung Gaoshu Coconut Milk Honey Dates
- Aiyalayo - Hotpot Signature 18 Spicy Hotpot



Daily Supplies: 2 Items

- Dr. Power - Freshness Preservation Lid
- Dr. Power - Taiwan Authentic Celebrity Calendula Glory Revival Limited Edition



Health Food: 1 Item

- PBF Zinc, Calcium & Magnesium Complex Megapack



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

3.1.3 Responsible Marketing and Labeling 417-1

To protect consumer rights and safety, momo requires that all products listed and sold on the entire site must clearly label mandatory information in accordance with laws and regulations, such as ingredient source, supplier, and safety instructions. To implement this goal, momo mandates that product labels provided by suppliers must comply with the aforementioned requirements before they can be listed. At the same time, momo has established a rigorous inspection and delisting mechanism. In 2025, a total of 30,222 products were delisted through inspection, and inspection items continue to increase, such as environmental pesticides. After assisting suppliers in disclosing complete and transparent product information, a total of 6,639 products resumed sales. In 2025, a total of 575 official government letters requesting the delisting of products (1,709 items) were received, all of which were complied with and completed within the time limit, demonstrating our determination and action to actively cooperate with government regulations.

Product Copywriting and Shelf-life Management

- **Copywriting:** Conduct strict reviews on product packaging, counterfeits, and related copywriting exposure for specific items to prevent copywriting from involving medical efficacy or any other false or misleading statements, giving consumers genuine and reliable product information and reducing consumer disputes to establish sound business norms.
- **Shelf-life Management:** To prevent expired products from causing losses to consumer rights, every product of momo must comply with the "Shelf-life Management Regulations" to ensure that products purchased by consumers are within their shelf-life. This is achieved by moderately lowering prices to sell short-shelf-life products and welfare goods, and launching the "Product Social Donation Program" to initiate a cycle of love and reduce unnecessary waste (please refer to Ch.6.2 Public Welfare Participation and "Social Welfare Group Material Donation" for details).

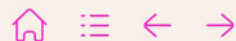


Food Traceability Management

momo attaches great importance to food safety protection, strengthening food traceability management to allow consumers to buy and consume with peace of mind. Following the announcements of the Ministry of Health and Welfare on food safety and hygiene quality, and targeting food business operators of certain scales to establish food, raw material, and finished product source and flow traceability tracking systems according to their business models, momo uploads food traceability management information to the Ministry of Health and Welfare's Food and Drug Administration (FDA) electronic system every month, reporting information such as prepackaged infant formula and follow-up formula (including supplier purchase records, product shelf-life, and shipping date records). When food safety incidents occur, momo can effectively grasp the source and flow of problem products.

Uploaded Data	Number of Products	Total Number of Items
Year 2023	1,816	291,494
Year 2024	2,163	260,582
Year 2025	2,966	314,055





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

3.2 Best Consumer Experience

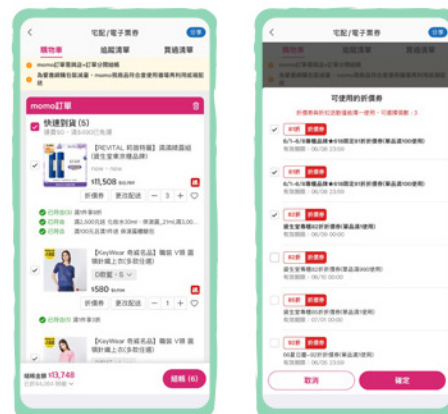
momo operates multiple channels, including TV shopping, e-commerce, and mobile shopping (App), to satisfy consumers' diverse needs for various products and services. We build a convenient and comfortable shopping platform, committing to providing innovative and convenient service quality. Upon order placement, we deliver caring services such as fast delivery and 24-hour customer service to create the optimal consumer experience.

3.2.1 Innovative Shopping Experience

Diverse and Innovative Technical Services

Under the context of rapidly changing customer needs and shopping behaviors, and to enhance shopping convenience, momo continuously refines and innovates our platform interfaces from the consumer's perspective. This includes video streaming technology, home delivery pickup and delivery services, and third-party payments. Facing the challenges of digital transformation across channels, momo places customer satisfaction at the core. We provide convenient services through diverse approaches and strengthen our website's product search technology, bringing a superior shopping experience through our technological strength. The innovative features launched in 2025 are as follows:

2025 Highlight Project / Merging and Displaying Quantities in Shopping Cart



Strategy / Purpose

Adjustments have been made to shopping cart operations. In the past, products could only be added one item at a time. Now, products with the same item number will automatically merge and display together, allowing customers to directly adjust the purchase quantity. It also supports the simultaneous use of coupons, reducing repetitive operational steps, making the shopping process more efficient, and smoothing the checkout experience.

Innovation Highlights

The shopping cart supports the merged display of products with the same item number. Customers can directly adjust the purchase quantity without repeatedly adding the product, making the operation more intuitive and smooth. Combined with the availability of coupons, this significantly shortens checkout times.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

2025 Highlight Project / Adding Card Binding Process during Checkout



Strategy / Purpose

The checkout process has been optimized. Once users complete credit card binding, subsequent checkouts will no longer require entering the Card Verification Value (CVV) repeatedly. Under the premise of ensuring transaction security and identity verification, this significantly simplifies checkout steps, shortens payment times, makes the process faster and smoother, and improves user checkout efficiency and satisfaction.

Innovation Highlights

After completing credit card binding and One-Time Password (OTP) verification, subsequent checkouts do not require entering the CW again. This simplifies the operational process and lowers the risk of checkout abandonment while safeguarding transaction security, making the payment experience faster and smoother.

2025 Performance

The number of bound cards exceeded one million.

2025 Highlight Project / Adding Access Portals for Different Order Stages in Member Center



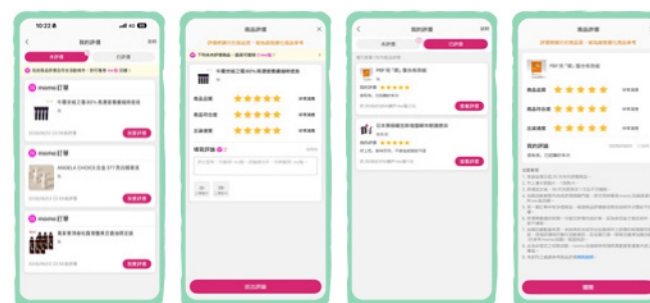
Strategy / Purpose

Enhance members' self-service inquiry capabilities and reduce the burden on customer service: Previously, members had to enter the order inquiry page and find a specific order to identify its status, which increased user operations and customer service handling costs. Establish a unified and consistent standard for order statuses: Improve the efficiency of information retrieval through clear order classification and real-time update mechanisms.

Innovation Highlights

Orders are categorized into "Unpaid / Unshipped / Shipped / Not Picked Up at Store / Cancelled." The real-time number of items in each status is displayed directly at the entry portal, allowing members to quickly grasp order progress and intuitively access orders that require immediate attention (such as unpaid orders or items not picked up at a store), reducing the burden of searching through orders one by one.

2025 Highlight Project / Adding Review Entrance in Member Center



Strategy / Purpose

Address the issues of low member willingness to write reviews and scattered review portals. By centrally displaying unreviewed products, members are guided to leave reviews, thereby increasing the overall review completion rate to support subsequent decision-making for product and service optimization.

Innovation Highlights

A new "Unreviewed" entrance has been added to the Member Center to centrally display all orders awaiting review. This eliminates the step for customers to search for review locations one by one, enabling them to complete reviews quickly and raising the overall review completion rate.

3.2.2 Customer Service Quality 2-25 2-26

momo is dedicated to creating an excellent consumer experience. The results of the 2025 momo Consumer Needs Insight Survey indicated that consumers who select momo as their primary platform for daily online shopping (with a sample size of 1,500 respondents) awarded momo a high score of 81 points for "Overall Satisfaction". Furthermore, 80% of the sub-indicators scored first in the industry. Overall, momo significantly leads in indicators such as delivery efficiency, transparency of order processing status, and product quality, establishing a stable and predictable shopping experience.

Overall Satisfaction 81 Points	Sub-indicator
● Logistics Delivery / Delivery Speed	No. 1 in the Industry 85 points
● Transparency of Order Processing Status Information	No. 1 in the Industry 83 points
● Product Quality	No. 1 in the Industry 80 points
● Return Process	No. 1 in the Industry 77 points
● App or Website Interface Operation	No. 1 in the Industry 74 points
● Customer Service Quality	No. 1 in the Industry 73 points
● Product Variety	68 points
● Accuracy of Recommended Products	No. 1 in the Industry 63 points
● Mechanism and Rule Design of Promotional Activities	No. 1 in the Industry 55 points
● Product Price	51 points



3.2.3 Unobstructed Service Channels

momo provides the most diverse range of service channels among Taiwanese retail platforms, adapting to the omni-channel era where consumer cross-device operations are standard, and satisfying consumers' needs to obtain 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 dispatches the case to the responsible unit. "Case triage" is conducted based on the type of inquiry, coupled with "expedited processing" measures to fulfill customer needs within specified time limits. Furthermore, regular meetings are convened to review case details one by one and formulate improvement plans. Cross-departmental meetings are arranged when necessary to refine processing workflows, comprehensively optimizing service quality.

momo Customer Service Center

Service Capacity

Customer service seats reach **350** seats, leading the industry.

Service Hours

Providing **24/7** manual customer service **all year round**.

Service Channels

1. Telephone Customer Service

4. Online Text Customer Service

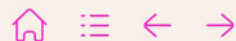
2. Online Message Form

5. Smart Customer Service "momo Assistant"

3. Voice Reservation Service

6. momo Chat

(An inquiry resolution platform for product and order issues under third-party merchant services)



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

3.2.4 Intellectual Property Management Plan

The Company has progressively promoted intellectual property management measures since 2020, linking operational goals with internal resources. Following the Taiwan Intellectual Property Management System (TIPS) guidelines, we have established an overall intellectual property management policy and system to strengthen the management and application of our intellectual property rights, enhance corporate brand value and market competitiveness, and continuously refine the soundness of our intellectual property management system. This strengthens all employees' intellectual property awareness, thereby enabling consumers to shop with confidence on our platform, increasing the willingness of brand suppliers to cooperate, reducing operational infringement risks, and achieving stable operational growth goals. To ensure the implementation of our intellectual property management system, maintain our brand image and trademark rights in the industry, and secure corporate value, we introduced the TIPS intellectual property management system in 2024. **In 2025, we passed the TIPS Class A certification audit** (the certificate validity period is from December 31, 2025, to December 31, 2026), and we report the improvement and execution results of intellectual property management to the Board of Directors once a year. The main execution status is as follows:

01. Educational Training:

We conduct educational training courses related to "Intellectual Property Rights and Trade Secrets," utilizing our digital learning platform system, HRD (Human Resource Development), online course content to publicize intellectual property rights and relevant company regulations. The target audience comprises full-time employees of the Company (including domestic subsidiaries) to strengthen intellectual property protection awareness and recognition within the Company.

Educational Training Course Name	Completed Trainee Person-Times
Basic Intellectual Property Management Awareness Educational Training	3,536
Intellectual Property Management System Publicity Educational Training	3,464
Publicity and Lectures on Intellectual Property Rights and Trade Secrets for New Employees upon Onboarding	895

02. Perfecting the Intellectual Property Management System:

The Company has progressively promoted intellectual property management measures since 2020, linking operational goals with internal resources. In accordance with the TIPS system guidelines, we have established an overall intellectual property management policy and system. As a leading enterprise in Taiwan's online retail industry, the Company centers on brand management, corporate image, and trademark deployment, clearly designating intellectual property as a crucial intangible asset of the enterprise. To implement our intellectual property management system, maintain our brand image and trademark rights in the industry, and secure corporate value, we consolidated our TIPS implementation plan and management process in 2024 based on our industry characteristics. In 2025, we applied for Class A certification for the first time, selecting trademark rights as the validation subject in the first year. In addition to the Marketing and Public Relations Department, which is responsible for brand research and development management, the units audited included the Legal Affairs Office (the trademark management unit) and relevant supporting units, including the Human Resources Department, the Administration and Customer Service System Department (Administrative R&D Section), and the Logistics Technology and System Operations Department (Information Security Office, System Engineering Department Warehouse Support Section of the System Operations Division, System Engineering Department OA Information Section of the System Operations Division, and the System Engineering Department of the System Operations Division). This ensures that the intellectual property management system is perfected and concretely implemented across all relevant units of responsibility.



Annual Patents



In 2025, **6** patents were obtained

2

invention patents

4

utility model patents

Among them, the invention patent "Telephone Dialing Management System and Method for Telephone Dialing Management" is an **industry first**, protecting customer personal information through unique number retrieval and allocation technologies while reducing the success rate of fraud.

Patent Category	Certificate No.	Patent Name	Patent Term	Patent Description (Summary)
Utility Model	M667520	Remote Dictionary Server Database Query System	2025/03/01-2034/12/11	This Redis data query tool is presented with a concise and intuitive graphical user interface (GUI), allowing users to easily query database information without in-depth mastery of various Redis commands. It provides visual data browsing, a graphical query builder, and real-time result feedback, thereby significantly lowering the learning curve. This is not only a great boon for users without an IT background but also significantly improves the work efficiency of professional developers.
Invention	I891038	Product Shipment Method and Product Shipment System	2025/07/21-2043/08/06	This patent is for the order consolidation shipment function. Based on the products purchased by the customer and the current inventory allocation, when there are too many split boxes, inventory from different warehouses is sent to the consolidation warehouse with optimal efficiency for centralized shipment to the customer. Consolidated shipping can reduce shipping costs and packaging expenses, while also enhancing corporate image and practicing the concept of sustainable living.
Utility Model	M676730	Packaging Material Automatic Recommendation System	2025/11/01-2035/08/06	The packaging material automatic recommendation system can generate multi-strategy prompts after users input product information, which are then evaluated by a multimodal large language model (LLM) to assess environmental protection, cost, protectiveness, and customer preferences respectively, and propose preliminary recommendations. The integration module then consolidates these through weighted voting or machine learning to output the final recommendation. The system features monitoring and recording functions, which can dynamically adjust prompts and weights based on compliance rates and damage rates, improving judgment accuracy, decision-making efficiency, and customer satisfaction.
Utility Model	M677304	Message Queue Monitoring and Management System	2025/11/21-2035/06/30	This invention proposes a unified monitoring and management system for heterogeneous message queues, solving the pain points of difficult management and inconsistent operational interfaces of multiple message queues (such as RabbitMQ, Kafka) under a distributed architecture. Through a single web interface, it integrates six major modules: permissions, monitoring, control, alerting, logging, and expansion. Administrators can monitor throughput and backlog status in real time, and directly perform dynamic traffic adjustments or queue switches. Combined with custom alerts and historical data analysis, it can effectively lower operation and maintenance (O&M) thresholds, optimize transmission efficiency, ensure system stability, and feature modular expansion capabilities to adapt to future needs.
Utility Model	M677417	Active Equipment Detection System	2025/11/21-2035/08/20	The active equipment detection system aims to solve problems such as traditional server monitoring relying on passive reporting, one-sided resource monitoring, and delayed anomaly identification. Facing the management complexity caused by microservices and system expansion, this system dynamically grasps VM and host statuses through active scanning, automatic host identification, combined with AI analysis, enhancing anomaly warning capabilities. The system can establish operational baselines, predict potential risks, and provide visualized reports, effectively improving resource allocation efficiency, reducing failure rates and O&M costs, and serving as a key core tool for intelligent IT management.
Invention	I908189	Logistics Information Query System and Method of Querying Logistics Information Thereof	2025/12/11-2044/7/11	The warehouse management system (WMS) can obtain a QR code for a specific order through the QR Code application module of the logistics information query system and print it on the delivery sheet. When logistics personnel make deliveries, they can scan the QR Code to connect to the dialing interface of the logistics information query system to contact the consumer. Through this mechanism, displaying the consumer's phone number on the delivery sheet can be avoided, reducing the risk of personal data leakage. Meanwhile, if the consumer has already canceled the order or updated their contact information, logistics personnel can obtain the latest information in real time to avoid invalid delivery operations. Furthermore, the QR Code will automatically expire after the delivery is completed to achieve the purpose of protecting consumer personal data.

// Note: momo Information Technology has continuously obtained patents since 2018. As of 2025, a total of 28 patents have been obtained, including 25 utility model patents and 3 invention patents.

About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

3.3 Information Security and Privacy Protection

momo has long been dedicated to implementing information security and personal data protection controls. In November 2009, it passed SGS international certification and obtained ISO 27001 Information Security Management System certification, with annual regular audits and re-certification every three years. In 2023, the operation, maintenance, and management processes of the National Taxation Bureau's Value-Added Service Center electronic invoicing operations were included in the scope of certification. In 2024, the transition to the 2022 version was completed, ensuring that consumers' data receives the highest level of protection under multi-layered information security controls.



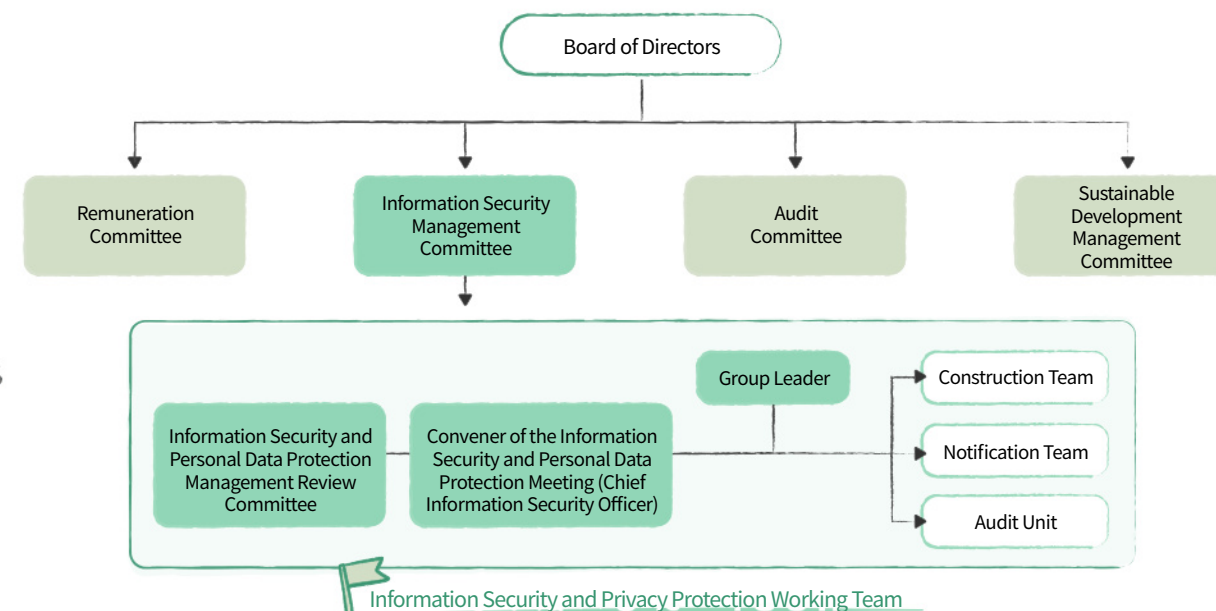
3.3.1 Information Security Management Mechanism 2-23

momo established the "Information Security Committee" in 2009, responsible for promoting information security operations. To strengthen personal data protection, the Information Security Committee was renamed the "Information Security and Personal Data Protection Management Review Committee" in 2018, continuously and regularly reviewing information security and personal data protection policies and their implementation rates.

In 2020, to strengthen control and supervision over information security risks and enhance the functions of the Board of Directors, an "Information Security Management Committee" was set up under the Board of Directors. The original "Information Security and Personal Data Protection Management Review Committee" established in response to ISO 27001 and ISO 27701 was renamed the "Information Security and Personal Data Protection Task Force," which continues to comply with the clauses and specifications of the ISO management systems and reports annual execution results to the "Information Security Management Committee."

In 2021, to comply with information security regulatory compliance and enhance information security and personal data protection management, the Company appointed a Chief Information Security Officer (CISO) and established a dedicated information security department. The CISO serves as the convener of the "Information Security and Personal Data Protection Task Force", responsible for reviewing information security management systems, technology, resource allocation, risk management, and the achievement of performance goals.

Information Security Management Committee Organizational Structure



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

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. The committee currently includes 2 members with information technology expertise, satisfying the professional qualification requirements for the committee.

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.

Operations of the Information Security Management Committee in 2025

1 Composition of the Information Security Management Committee

In October 2020, the Company established "The Information Security Management Committee", composed of 4 Independent Directors. Independent Director Li-Ning Hung and Independent Director Yung-Hsiang Chiang possess expertise in information technology, meeting the professional capability requirements of the committee. The committee operates in accordance with the Company's "Organizational Regulations of the Information Security Management Committee".

2 Scope of Responsibilities of the Information Security Management Committee

According to the "Organizational Regulations of the Information Security Management Committee", the scope of responsibilities is as follows:

- (1) Review information security management policies, formulate information security management frameworks and organizational functions, and periodically review the development, implementation, and execution results of the Company's overall information security management mechanism.
- (2) Review information security management mechanisms for new businesses.
- (3) Review and approve reviews and responsive measures for major information security incident losses.
- (4) Review matters specified by competent authorities, the Board of Directors, or various information security policies that require reporting to the Board of Directors.

3 Member Profiles of the Information Security Management Committee

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

Title	Name	Requirements	Professional Qualifications and Experience
Independent Director	Mike Jiang		Please refer to the "Disclosure of Professional Qualifications of Directors and Independence of Independent Directors" in the Annual Report.
Independent Director	Chieh Wang		
Independent Director	Emily Hong		
Independent Director	Hsu-Jean Chiu		

4 Operations of the Information Security Management Committee

In the most recent year (2025), the Information Security Management Committee convened 2 meetings, with attendance details as follows:

Title	Name	Actual Attendance	Attendance by Proxy	Actual Attendance Rate (%)	Note
Independent Director	Mike Jiang	2	0	100%	None
Independent Director	Chieh Wang	2	0	100%	None
Independent Director	Emily Hong	2	0	100%	None
Independent Director	Hsu-Jean Chiu	1	0	100%	Assumed office on May 27, 2025 (1 expected meeting)

5 Key Execution Results of the Information Security Management Committee

(1) January 13, 2025:

- a. Reporting on internal /external requirements and response plans.
- b. Reporting on information security testing and security awareness.
- c. Reporting on periodic validation operations.
- d. Reporting on 2025 target objectives.

(2) July 31, 2025:

- a. Reporting on internal/external requirements and response plans.
- b. Reporting on information security testing and security awareness.
- c. Reporting on periodic validation operations.
- d. Reporting on 2025 target objectives.

888



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix



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

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 Security Risk Identification, Assessment, and Drills

Phase	Continuous Improvement Framework	Specific Management Solutions in Remarks
 Plan	Project Inventory	Adopting international standards ISO 27001 and ISO 27701 as management systems based on business objectives and relevant laws, the Company formulates management regulations for information assets and risk assessment. Based on these results, information security and personal data protection goals are established to achieve the confidentiality, availability, and integrity of information assets.
	Risk Assessment	
	Risk Management and Treatment	
	Compliance with Regulations and International Standards	
	Formulation of Information Security Goals and Indicators	
 Execute	Network Security	- Implement network segmentation, cloud DDoS protection, web crawler defense, SSL/TLS inspection, and Intrusion Detection Systems (IPS) to strengthen network security and defense-in-depth mechanisms. - Continuously monitor device operating systems and antivirus software update rates to patch device vulnerabilities in real time. - Establish privileged account management tools and Multi-Factor Authentication (MFA) mechanisms to strengthen identity authentication. - Implement incoming email scanning, Data Loss Prevention (DLP) mechanisms, watermarking on PC screens, system screens, and home delivery receipts to prevent sensitive data leaks. - Block bots, emulators, or automated tools from accessing all system service platforms provided by momo. - Implement phone number masking on return slips to prevent personal data leaks.
	Threat Intelligence Gathering	
	Device Security	
	Cloud Security	
	Application Security	
	Account and Privilege Management	
	Information Security Monitoring and O&M	
 Audit	Personal Data and Sensitive Information Protection	- Implement log management (log), File Integrity Monitoring (FIM) detection, and digital fingerprint login verification to continuously monitor the operation and risk status of information services. - Conduct annual social engineering drills and penetration testing, using simulated attack scenarios to measure the effectiveness of information security management and defense mechanisms. - Through regular audits of the information security and privacy management systems, report overall information security risks and the effectiveness of response measures along with areas for continuous improvement. - Conduct information security maturity evaluations.
	Continuous Monitoring	
	Information Security Goals and Risk Indicators	
	Attack Drills	
 Action	Internal Audits and Third-Party Audits	Convene management review meetings to improve processes based on audit findings, review security measures, and adjust resource allocations including security control technologies, tools/equipment, and training.
	Management Process Improvement	
	Security Measure and Action Improvement	
	Information Security Technology and Tool Improvement	
	Education, Training, and Awareness	



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

Information Security Education and Training

- a. The Company issues information security education announcements once a month.
- b. Information Security Education and Training includes "New Hire Orientation" and 5 "Annual In-Service Specialized Courses":

New Hire Orientation

Target audience is full-time employees of the Company (including subsidiaries).

Annual In-Service Courses

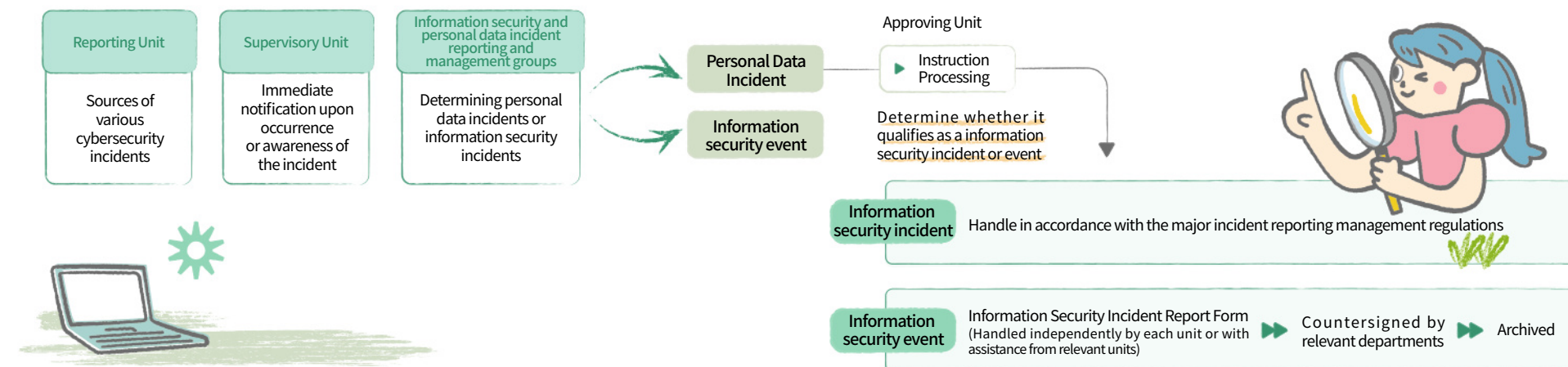
Total of 5 courses, target audience is full-time employees of the Company (including domestic subsidiaries).

2025 Course Title	Participants	Hours	Total Hours (hr)	Description
New Hire Orientation	899	1.00	899	100% of newly onboarded employees completed orientation.
Anti-Phishing Fraud & Social Engineering Awareness	3,616	0.67	2,411	100% of full-time employees during the course period completed online courses and passed tests.
Personal Data Inventory & Personal Data Risk Management	3,572	1.25	4,465	
Information Asset Inventory & Information Asset Risk Management	3,501	1.50	5,252	
Information Security Incident Handling Guidelines	3,530	0.42	1,471	

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 2025.

Information Security Incident Reporting Workflow Diagram



3.3.3 Customer Privacy Protection

2-23 2-24 418-1 2-25

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 in May 2025, 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. momo 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

The Company attaches great importance to customer rights and personal data protection, continuously keeping abreast of relevant laws and competent authority regulations to establish a comprehensive policy system and management mechanism. Relevant information is disclosed on the corporate official website to ensure operations comply with integrity principles and sustainable development goals.

1. Privacy and Personal Data Protection

The Company has established a "Privacy Policy" that clearly regulates the collection, processing, utilization, and management of customer data, strictly abiding by the Personal Data Protection Act of the Republic of China (Taiwan) and related laws to ensure personal data security and privacy rights.

At the same time, the Company formulates "Operating Regulations for Information Security Incident Reporting," "Operating Regulations for Security Maintenance of Personal Data and Sensitive Data", and "Personal Data File Security Maintenance Plan" to fulfill data security governance.

The scope of application of relevant regulations covers all personnel of the Company, as well as suppliers, entrusted contractors, external consultants, and other partners. All data processing and utilization must be conducted within the authorized scope to effectively prevent personal data risks.

As of December 31, 2025, momo has not sold, leased, or otherwise shared data or information with third parties. All personal data is properly safeguarded and protected, with a legal and regulatory retention period of 5 years.

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



Privacy Policy

2. Protection of Consumer Rights

In accordance with consumer protection laws and regulations, the Company has formulated the "Consumer Rights Protection Policy," establishing management regulations across customer health and safety, product and service information transparency, marketing practices, and fair trade.

The policy clearly regulates consumer complaint and handling procedures, providing open communication channels to properly respond to and address consumer feedback, thereby continuously enhancing service quality.



Consumer Rights Protection Policy

Customer Personal Data Management

In 2025, no personal data security incidents affecting consumer rights occurred. In response to domestic personal data incident trends, momo implemented multiple enhanced personal data protection measures, including discontinuing OTP email dispatches and configuring multi-factor identity and device verification mechanisms. Concurrently, momo updated 11 anti-fraud announcements on its website (totaling 39,393 views) to inform consumers of the latest fraudulent tactics and safeguard consumer personal data security.

PCI DSS Safeguards Consumer Electronic Payment Transaction Security

As Taiwan's e-commerce industry leader, momo processes millions of credit card transactions annually. Following requirements of card issuing institutions and acquiring banks, momo complies with the Payment Card Industry Data Security Standard (PCI DSS) to ensure cardholder data security. Since completing the Level 2 Self-Assessment Questionnaire (SAQ) in Q1 2019, driven by continuous performance growth, momo's annual credit card transaction volume exceeded six million transactions, reaching the Level 1 threshold under PCI SSC regulations. Starting in 2020, momo underwent annual Level 1 on-site audits pursuant to PCI SSC (Payment Card Industry Security Standards Council) regulations and obtained Reports on Compliance (ROC). The most recent merchant compliance report was obtained on March 19, 2025. Thereafter, qualified assessment bodies perform annual on-site audits to verify compliance with PCI DSS and submit compliance reports.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 Information Security and Privacy Protection

4 Environment matters

5 Employee matters

6 Society matters

Appendix

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 cardissuing 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.

// Note: "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



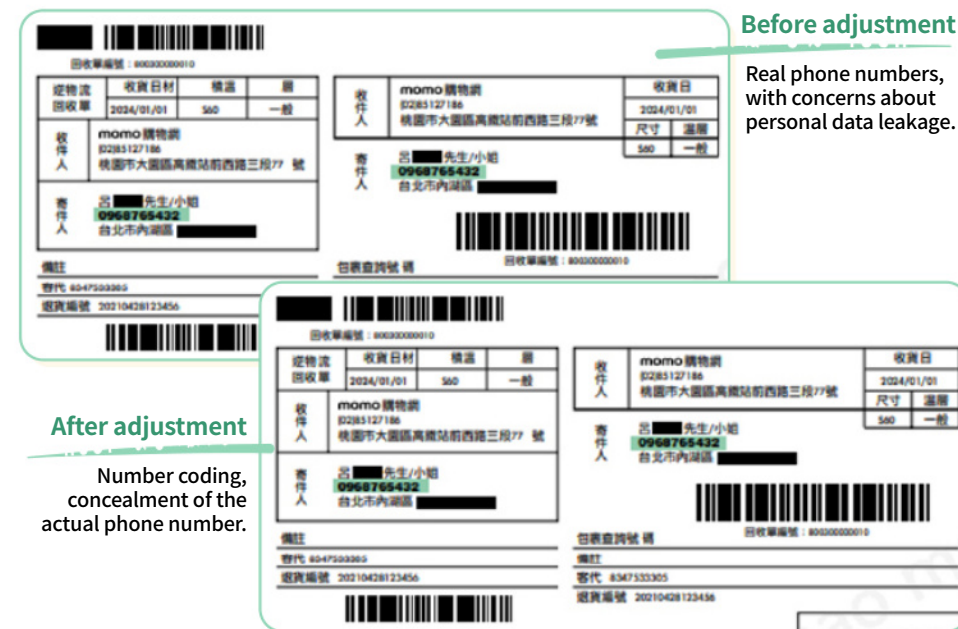
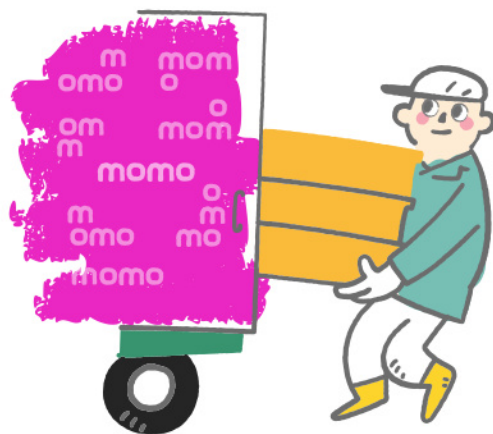
One-time password
Mobile phone receives a one-time password



Static password Apply for
"Credit Card 3-D Verification"

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 2025, the rate of suppliers adopting the "Logistics Staff Safe Call" service has reached 99.3%, 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.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 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 build a green consumption ecosystem.

2025 Performance Highlights

Reduction in Centralized Distribution

>450,000 cartons

Have been reduced in usage

↓ **34.9%**

Compared to the base year of 2019 in 2025

The average weight reduction per parcel

>380,000 cartons

Refurbished cartons reintroduced for reuse

↓ **49.0%**

Compared to the base year of 2019 in 2025

The average reduction in cushioning material per parcel

>2.95 million kWh

Solar energy generation in the Northern and Southern Distribution Center in 2025



Material Topics



Green Packaging

— Improper or Excessive Use of Packaging Materials



Green Logistics

+ Green Logistics

momo's Commitments

- 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

Quarterly

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

Biannually

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

At least twice a year

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

Action Plans

Reduce the usage of packaging materials

Introduced technological solutions to reduce the usage of packaging materials.

Circular Packaging Ecosystem

Collaborated with Simple Mart, Chunghwa Post, Taiwan Mobile, FamilyMart, and 7-ELEVEN, over **19,000** recycling stations were established to build the "Circular Packaging Ecosystem".

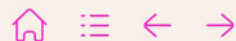
Diverse environmentally friendly packaging materials

Continuously developed diverse environmentally friendly packaging materials, with specifications of cartons reaching **46 varieties**.

Low-carbon delivery

Procured **60** three-wheeled electric scooters for low-carbon delivery.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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 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 life cycle 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

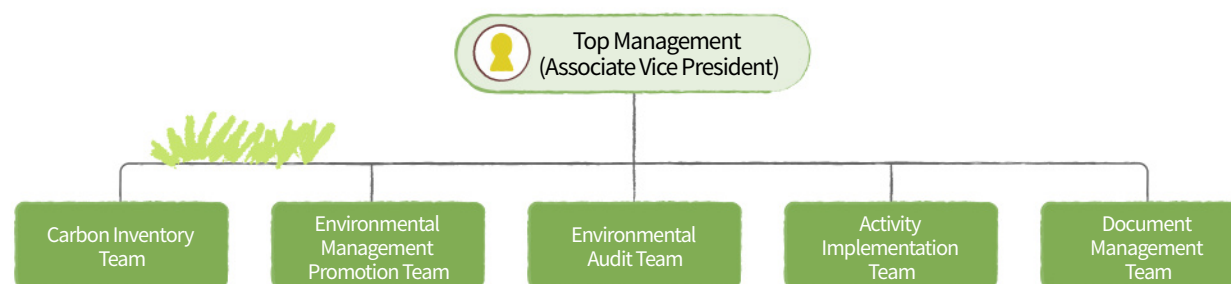
In 2018, the ISO 14001 environmental management system was introduced, with the "Environmental Management Committee" being set up, and an environment, safety and health management policy being established. The Environmental Management Committee comprises 15 representatives from relevant departments involved 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 2019^(Note). Subsequently, we have been undergoing annual re-evaluations to maintain the effective operation of the environmental management system.

// Note: Please refer to the Appendix for the ISO 14001 environmental management system certificate .



Environment, Safety and Health Management Policy

– Environmental Management Committee - Organizational Structure





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

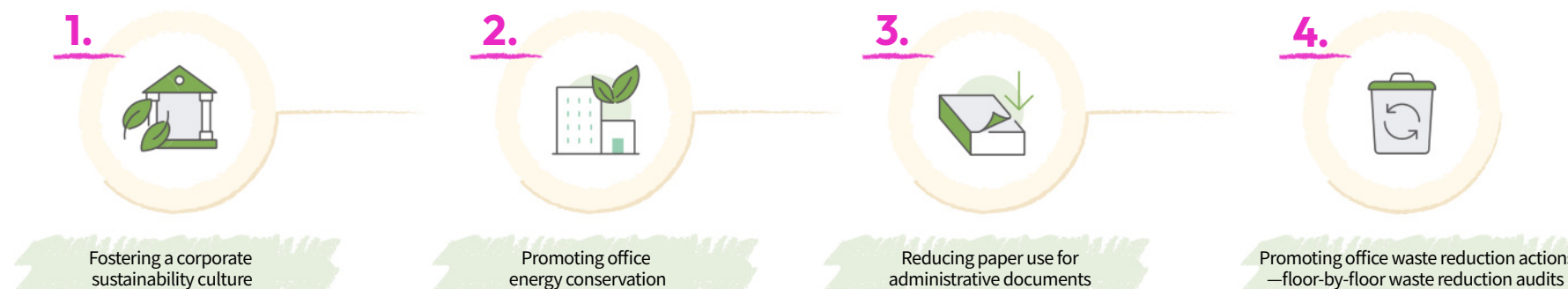
5 Employee matters

6 Society matters

Appendix

Environmental Management Performance

In terms of environmental management, momo formulates concrete action plans in accordance with its sustainable development strategy, continuously advancing various environmental improvement initiatives. In 2025, a total of 4 environmental management plans were completed, covering a diverse array of key environmental issues, including:

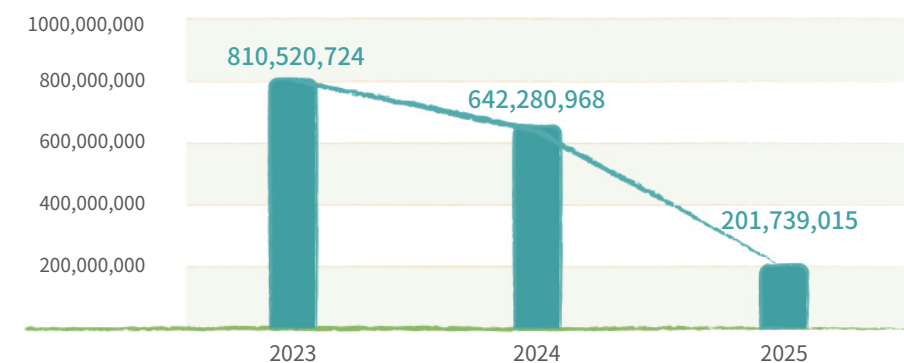


Green Procurement

momo has implemented a Green Procurement Policy in 2021, prioritizing the purchase or leasing of products that possess energy efficiency labels and eco-labels, and has progressively expanded the scope of related statistics year by year. In 2025, momo implemented measures including "packaging reduction", "reusable bags", "recycled cartons", "in-store pickup", and "consolidated delivery" to reduce delivery and carton procurement costs. The total value of green procurement in 2025 amounted to NT\$201,739,015, accounting for 0.19% of revenue. 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.

Amount of Green Procurement

Unit: NT\$



// Note: Disclosure Scope 2023, 2024, 2025 - momo and its subsidiary (Fu Sheng Logistics).

4.1.2 Greenhouse Gas and Energy Management 302-1 302-3 305-1 305-2 305-4

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 2025, the total GHG emissions from Scope 1 and Scope 2 amounted to 16,170.57 metric tons of CO₂e. The per capita emissions were 2.92 metric tons of CO₂e per capita, and the emission intensity was 0.15 metric tons of CO₂e per NT\$ million.

The slight increase in Scope 1 emissions in 2025 compared to 2024 was due to growth in fuel consumption from the delivery fleet; the decrease in Scope 2 emissions alongside the rise in per capita emissions and emission intensity resulted from company policy adjustments in warehouse and headcount allocation across Taiwan, as well as retail market fluctuations, which caused the decrease in carbon emissions to be out of sync with economic indicators. To continuously implement carbon reduction actions and target 2050 net-zero emissions, momo actively promotes emission reductions across three major dimensions: "Green Operations", "Green Packaging", and "Green Logistics". For related measures, please refer to the corresponding sections of this report.



– GHG emissions

Total emissions of Scope 1 and 2

Unit: Tonnes CO₂e

Year	2023	2024	2025
Scope 1	1,815.70	2,000.55	2,074.75
Scope 2	13,534.71	15,021.96	14,095.82
Total emissions	15,350.41	17,022.51	16,170.57
Emissions per capita	2.73	2.89	2.92
Emission intensity	0.14	0.14	0.15

// Note 1: Inventory boundary: 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 and 2025 - momo and all subsidiaries included in the consolidated financial statements.

// Note 2: Per capita emissions: 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 and 2025 - 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.

// Note 3: Emission intensity: 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 and 2025- Greenhouse Gas (Scope 1 and 2) Emissions/Revenue from momo and all subsidiaries included in the consolidated financial statements.

// Note 4: The base year for the greenhouse gas inventory was revised to 2025 due to the inclusion of Category No. 9 within the reporting boundary. Global Warming Potential (GWP) values were based on the IPCC Sixth Assessment Report (AR6).

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

// Note 6: Please refer to the Appendix for the 2025 ISO 14064-1 Greenhouse Gas Inventory Certificate .



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

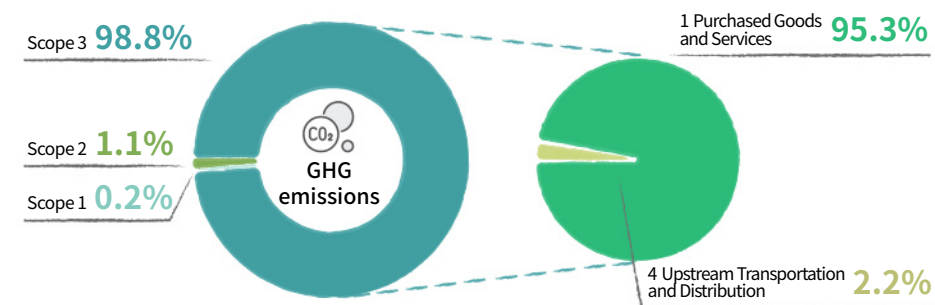
– Emissions of Scope 3

Unit: Tonnes CO₂e

Categories of Scope 3	2023	2024	2025
① Purchased goods and services	1,329,323.67	1,314,030.63	1,275,176.39
② Capital goods	37,863.09	48,817.37	7,813.72
③ Fuel- and energy-related activities	2,971.95	3,116.70	3,459.10
④ Upstream transportation and distribution	42,632.77	42,310.23	29,330.54
⑤ Waste generated in operations	645.64	616.66	591.97
⑥ Business travel	18.49	21.01	17.37
⑦ Employee commuting	2,587.80	3,525.56	3,081.10
⑨ Downstream transportation and distribution	N/A	N/A	1,597.60
⑫ End-of-life treatment of sold products	733.72	718.88	692.81
Total emissions of Scope 3	1,416,777.13	1,413,157.04	1,321,760.60
Total emissions of Scope 1, 2, and 3	1,432,127.54	1,430,179.55	1,337,931.17

// Note 1: Inventory boundary: 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 and 2025 - momo and all subsidiaries included in the consolidated financial statements.

// Note 2: 2023 and 2024 - Scope 3 emissions exclude categories No. 8, 9, 10, 11, 13, 14, and 15 following a significance assessment methodology of indirect greenhouse gas emission sources; 2025 - Following a significance assessment methodology of indirect greenhouse gas emission sources, the Scope 3 reporting boundary was expanded to include Category No. 9.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

Carbon Label of momo Retail Servic

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 life cycle 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 Members" mechanism, we connect suppliers and consumers to create a positive cycle of low-carbon consumption.

// Note: Please refer to the Appendix for the ISO 14067 carbon footprint certificate and the Ministry of Environment's carbon footprint label certificate

			
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 Life Cycle	Raw Material Acquisition	16.79%	4.95%
	Service	82.44%	94.66%
	Waste Treatment	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		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. ② Encouraging consumers to choose recycled 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. ③ Overall, each retail service is expected to reduce approximately 3% of carbon emissions.	



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

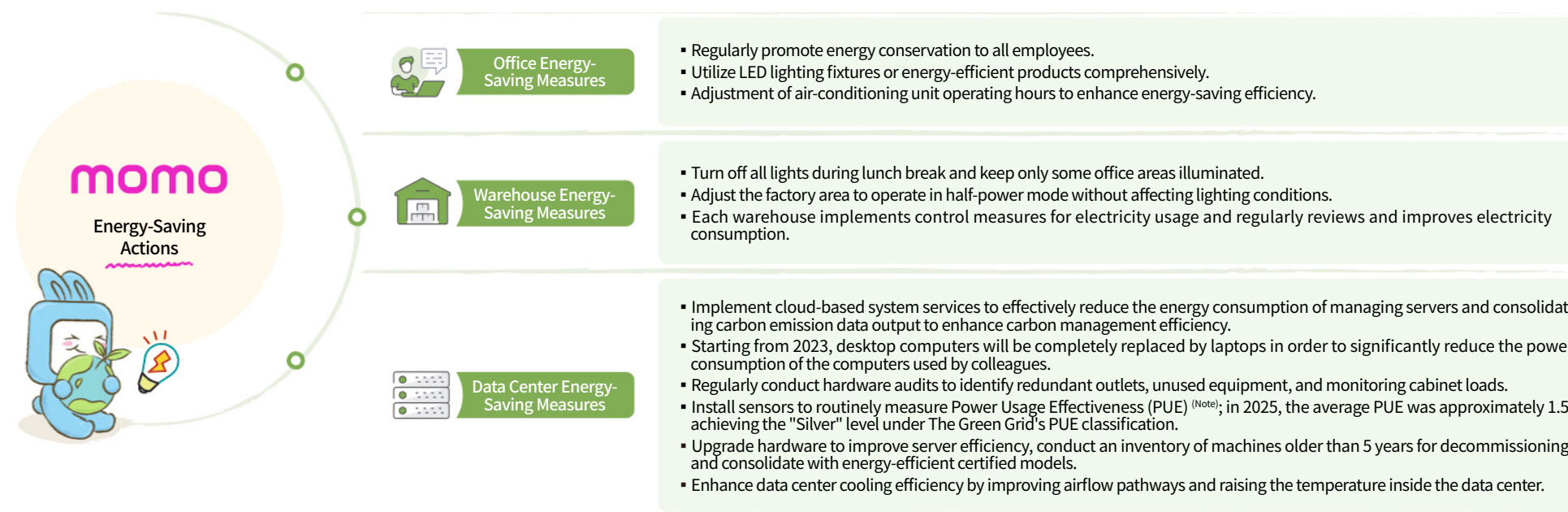
6 Society matters

Appendix

Energy Management

momo, as a virtual channel retailer, recorded a total purchased electricity consumption of 27,758,303.30 kWh in 2025 across momo and all subsidiaries included in the consolidated financial statements. The energy intensity was 1.16 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 2025 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, a solar power generation system covering 4,500 ping (about 14,850 m²) with an installed capacity of approximately 1,000 kW has been built on the rooftop of the Northern Distribution Center. A solar power generation system covering 3,700 ping (about 12,210 m²) with an installed capacity of approximately 1,200 kW has been installed on the rooftop of the Southern Distribution Center for self-use. And the Central Distribution Center currently under construction is also planned to feature a rooftop solar power generation system covering 3,500 ping (about 11,550 m²) with an expected capacity of approximately 1,200 kW for self-use. In the future, other self-purchased/self-built warehouses will comprehensively deploy renewable energy systems under a self-generation for self-use model to increase renewable energy usage and reduce carbon emissions from energy consumption. In 2025, total solar power generated by the Northern Distribution Center and Southern Distribution Center for the entire year reached 2,949,913.00 kWh.



// Note

Power Usage Effectiveness (PUE)

$$\text{PUE} = \frac{\text{Total Data Center Energy Consumption}}{\text{Total IT Equipment Energy Consumption}}$$

$$= \frac{\text{Total IT Equipment Energy Consumption} + \text{Air Conditioning Energy Consumption} + \text{Other Equipment}}{\text{Total IT Equipment Energy Consumption}}$$

– Energy Consumption

Energy Type		Unit	2023	2024	2025
Non-renewable fuels	Diesel	L	35,460.44	83,626.80	124,026.40
	Gasoline	L	473,149.88	497,502.79	493,216.05
Purchased electricity	Electricity	kWh	27,342,843.55	28,357,738.78	27,758,303.30
Self-Generated Renewable Electricity Sold		kWh	1,257,495.00	2,072,439.00	1,447,529.00
Self-Generated Renewable Electricity for Self-Use		kWh	N/A	N/A	1,502,384.00
Energy Consumption within Organization		GJ	110,548.96	113,756.03	125,742.16
Energy consumption per capita		GJ/Total headcount	19.66	19.29	22.73
Energy intensity		GJ/NT\$ million	1.00	0.83	1.16

// Note 1: Inventory boundary: 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 and 2025 - momo and all subsidiaries included in the consolidated financial statements, with some regions using per capita electricity consumption estimates for statistics.

// Note 2: Energy intensity: 2023 - 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 and 2025 - energy consumption of the organization/the revenue of momo and all subsidiaries included in the consolidated financial statements.

// Note 3: Energy Consumption within Organization: 2023 and 2024 - all energy used by momo belonged to non-renewable energy; Energy consumption within organization = Non-renewable fuel + Purchased electricity - Self-generated renewable electricity sold; 2025 - energy used by momo included self-generated renewable electricity for self-use; Energy consumption within organization = Non-renewable fuel + Purchased electricity + Self-generated renewable electricity for self-use.

// Note 4: Per capita energy consumption: 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 and 2025 - organizational energy consumption/the total number of employees (including personnel from dispatched companies) at momo and all subsidiaries included in the consolidated financial statements.

// Note 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.

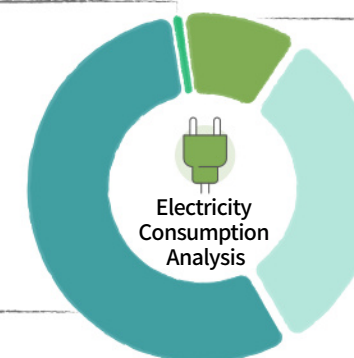
// Note 6: GJ (Gigajoule) = 10⁹ J (Joule)

Satellite Station **0.63%**

Satellite Warehouses **16.64%**

Main Warehouse **55.78%**

Office Building **32.36%**



4.1.3 Water Resources Management

momo has no manufacturing plants or processes, and 100% of the water used in the operations is for domestic use. In 2025, momo and all subsidiaries included in the consolidated financial statements together consumed 111,855.72 cubic meters of water (111,855,720 L), with a coverage rate of 100% and a water intensity of 1.03 cubic meters of water /NT\$ million.

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 Northern Distribution Center has implemented a rainwater recycling system in 2023 to irrigate surrounding plants. In 2025, a total of 466 cubic meters of water were recycled and reused.
- Regularly review water usage and improve water usage conditions.



Water Consumption over the Past Three Years

Year	Unit	2023	2024	2025
Municipal Water Consumption	m ³	100,190.64	107,407.33	111,855.72
Per Capita Water Consumption	m ³ /Total headcount	17.81	18.21	20.22
Water Intensity	m ³ / NT\$ million	0.91	0.88	1.03
Total Water Withdrawal	thousand m ³	100.19	107.41	111.86
Total Water Consumption	thousand m ³	0	0	0

// Note 1: Inventory boundary: 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 and 2025 - momo and all subsidiaries included in the consolidated financial statements, with some regions using per capita water consumption estimates for statistics.

// Note 2: Water intensity: 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 and 2025 - total water consumption/the revenue of momo and all subsidiaries included in the consolidated financial statements.

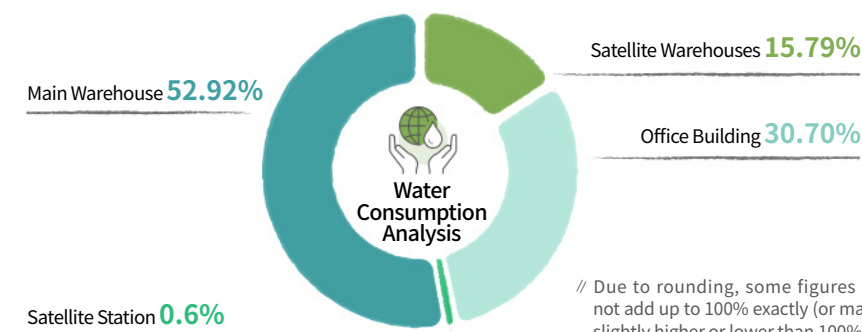
// Note 3: Per capita water consumption: 2023 - total water consumption/the total number of employees (including personnel from dispatched companies) at momo's 100% operational control sites and domestic subsidiaries (Fuli Life Insurance Agent, Fuli Insurance Agent, Bebe Poshe International, Fu Sheng Logistics, Prosperous Living); 2024 and 2025 - total water consumption/the total number of employees (including personnel from dispatched companies) at momo and all subsidiaries included in the consolidated financial statements.

// Note 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.

// Note 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 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.

// Note 6: Average per capita water usage = 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.

// Note 7: All momo operational sites are located in areas with low-to-medium water stress, and the proportion of sites located in areas with high water stress is 0%.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

4.1.4 Waste Management 306-1 306-3

Waste generated by momo during operations has been classified as general industrial 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. In 2025, 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.
Equipment and Uniform Recycling and Reuse	- Regular inspections are conducted to evaluate equipment utilization, ensuring effective use and enabling reuse or recycling where appropriate. - Collaboration with the Tzu Chi Foundation has expanded the scope of resource recycling to include eight categories of materials and equipment, such as industrial fans, touch-screen monitors, and picking carts.
Recycling Incentives for Damaged Pallets	- Unsafe and deteriorated pallets are removed from service to reduce occupational health and safety risks. - Collaboration with pallet suppliers enables damaged pallets to be returned for recycling, generating recycling rebates and promoting resource circularity.

momo Waste Statistics

Unit: Tonnes

項目	2023	2024	2025
 Headquarters Building			
Total Waste	25.19	24.67	26.01
Total Recycling	10.70	10.65	10.85
Per Capita Waste	0.0161	0.0137	0.0152

 Warehouse			
Total Waste	628.4	903.2	608.10
Total Recycling	Carton	3,091.97	3407.82
	Plastic	112.41	204.95
	Bubble wrap	3.61	2.59

// Note 1: Per capita waste: Total waste generated at momo headquarters building/the total number of headcount at momo headquarters building.

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

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

// Note 4: Scope of warehouse waste disclosure: 2023 - Warehouses under 100% operational control of momo; 2024 and 2025 - warehouses of momo and all subsidiaries included consolidated financial statements.

// Note 5: Warehouse total waste: calculated as the weight set out in the monthly waste removal contract.

Paperless Applications

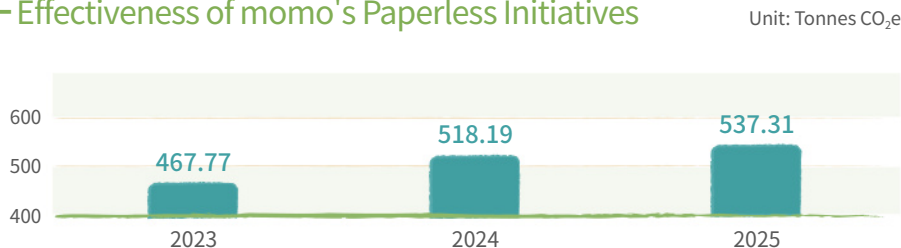
momo promotes paperless initiatives from three directions: "consumer channels," "suppliers," and "internal approval." This approach aims to reduce paper consumption while simultaneously enhancing operational efficiency.

Through paperless initiatives, momo reduced paper consumption by 70.7 million sheets in 2025, equivalent to a decrease in carbon emissions of approximately 537.31 tonnes.

Directions for Paperless Initiatives	Explanation	2025 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 over 68.61 million sheets Reduced approximately 521.46 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.	92.59% of suppliers now use the paperless process for reconciliation Saved over 1.85 million sheets of paper Reduced approximately 14.09 tonnes of carbon emissions.
 Internal Approval	momo has introduced 77 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 over 230,000 sheets of paper Reduced approximately 1.76 tonnes of carbon emissions.

// Note: 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 2025, there was a reduction in paper usage of approximately 196,300 sheets compared to 2024, with a per capita paper usage decrease of about 25.7% compared to the base year of 2020. Moving forward, we will continue to develop electronic forms to further reduce photocopying and paper waste.

Unit: Sheets

Item/Year	2023	2024	2025
Total Paper Consumption	1,604,494	1,412,822	1,216,529
Per Capita Paper Consumption	1,025.24	781.86	711.83

// Note 1: Paper dimensions: A4, 210mm x 297mm



4.1.5 Green Smart Warehousing

1,223,900 kWh

Northern

Distribution Center
The annual solar energy generation capacity

1,726,000 kWh

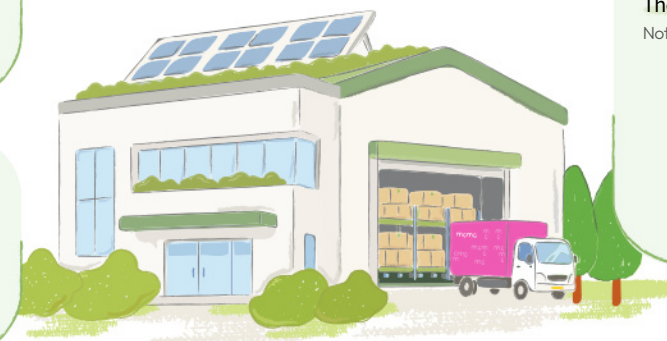
Southern

Distribution Center
The annual solar energy generation capacity
Note: The Southern Logistics Center's self-generated renewable electricity for self-use amounted to 1.5024 million kWh in 2025.

2

Large-Scale Distribution Center Designed with Green Building Concepts

Note: 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 2026.



3,400 kW

The total installed capacity of renewable energy generation systems

Note: A solar power generation system with an installed capacity of approximately 1,000 kW has been built on the rooftop of the Northern Distribution Center; a solar power generation system covering with an installed capacity of approximately 1,200 kW has been installed on the rooftop of the Southern Distribution Center for self-use with surplus electricity sold to the grid; And the Central Distribution Center currently under construction is also planned to feature a rooftop solar power generation system with an expected capacity of approximately 1,200 kW for self-use.



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 Distribution 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.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

Green Distribution Center

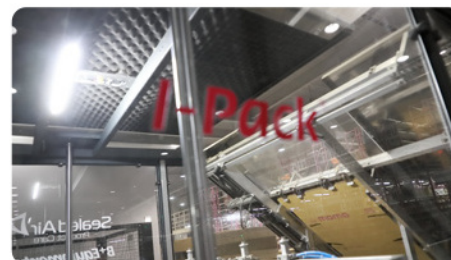
Installing solar panels on the roof to reduce carbon emissions from warehouse operations

momo's Northern, Central, and Southern Distribution Centers are all equipped with solar power generation systems. The Northern Distribution Center generates over 1.2 million kWh of renewable electricity annually; the Southern Distribution Center 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 renewable 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 Distribution Center and Southern Distribution Center adopt 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.
- **Groundwater System:** Groundwater is collected and reused for toilet flushing within the facility (exclusive to the Southern Logistics 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.

4.1.6 Biodiversity

momo regards biodiversity as one of the key focus issues in sustainable development. As a platform-based e-commerce enterprise, momo is not a primary industry that directly utilizes land or natural resources. However, through platform governance, operational management, and social engagement, momo aspires to indirectly address biodiversity-related issues across product circulation, packaging selection, logistics operations, and consumption impact dimensions, thereby mitigating potential impacts on the natural environment. Currently, momo identifies climate-related risks and opportunities in accordance with the Task Force on Climate-related Financial Disclosures (TCFD) framework, while remaining mindful of the potential impacts that climate change may bring to the operating environment and natural ecosystems. Moving forward, momo will continue to monitor international trends in nature-related disclosures as a reference for assessing nature-related risks and enhancing information disclosure. It will also continuously review its role and scope of influence in biodiversity issues, supporting biodiversity and mitigating environmental impacts through the following actions, while progressively refining related practices in alignment with corporate operations and sustainable development strategies.



1 Managing Product Ecological Risks through Platform Regulations

momo mitigates potential risks that product circulation and trading behaviors may pose to animal welfare and biodiversity through its platform management system. In the Store Rules Center, momo clearly stipulates the "Prohibited and Restricted Goods Policy", establishing clear listing restrictions and management principles for merchandise categories with higher ecological risks—such as protected species, wildlife-related products, jaw-type/large animal traps, and live animals (excluding edible seafood)—as part of daily platform governance. In merchandise management, aside from proactively restricting the listing of such goods through regulations, the platform also features verification and handling procedures. Upon receiving reports from government agencies, advocacy groups, or other relevant units, the platform can complete the removal of products within as fast as 24 hours, and cases of severe violations will result in the termination of contracts with sellers in accordance with regulations, thereby mitigating the potential impacts of product transactions on animal welfare and biodiversity. Furthermore, momo has formulated the "Supplier and Contractor Sustainability Code of Conduct", incorporating environmental and sustainability requirements into supplier management principles, and continuously encourages suppliers through educational training to obtain relevant environmental protection certifications and comply with environmental protection regulations, so as to indirectly reduce the ecological and environmental impacts of production and transportation processes.

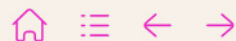


2 Packaging and Logistics Decarbonization to Reduce Indirect Environmental Impacts

At the operational management level of its core e-commerce business, momo remains mindful of the potential indirect impacts of packaging and logistics operational activities on natural resources and ecosystems, and continuously reduces pressure on natural resource usage through green procurement, packaging optimization, and logistics enhancements. momo utilizes cartons made from over 98% recycled pulp for shipping packaging and promotes the circular carton initiative, reducing single-use packaging materials and easing pressure on forest resources and the natural environment through carton refurbishing and reuse, as well as shipping products in their original manufacturer boxes (for performance details, refer to Ch. 4.2 Green Packaging). In terms of logistics operations, the Company continuously optimizes the allocation of logistics locations and delivery efficiency to reduce energy consumption and environmental burdens during transportation. Such practices not only contribute to climate-related emission management but also serve as management measures to mitigate the indirect impacts of operational activities on the natural environment (for performance details, refer to Ch. 4.3 Green Logistics).

momo

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About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

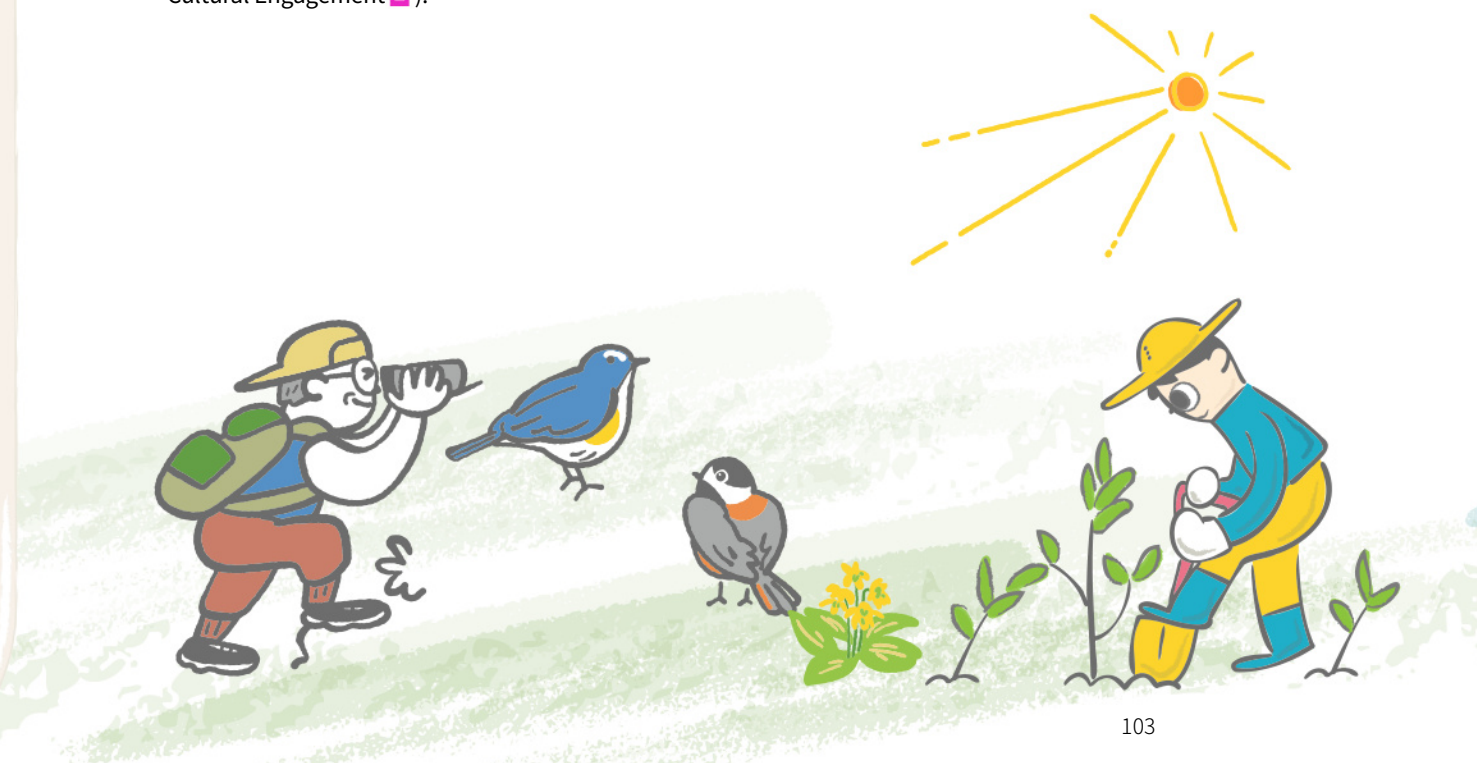
5 Employee matters

6 Society matters

Appendix

3 Enhancing Public Awareness of Biodiversity through the Platform Role

momo established the "momo Green Life Collection", strictly selecting products certified by labels such as "Cruelty-Free" and the "Nordic Swan Ecolabel", providing webpage placements and marketing resources to guide consumers in purchasing and supporting them, while continuously communicating and advocating sustainable consumption concepts with consumers. In 2025, measures such as the carbon reduction dashboard and momo Green Life points were promoted to guide consumers toward low-carbon online shopping behaviors, reducing impacts on the environment and species. The low-carbon consumption achievements are converted into momo Green Life points and donated to transform into physical forestation and ecological restoration actions in collaboration with the Taiwan Afforestation and Restoration Association, creating visible results for consumers' green choices in supporting Taiwan's natural conservation and embedding sustainability into local lands (for performance details, refer to Ch. 3.1 Sustainable Consumption ). The Company also leverages the "momo Le-Gong-Yi" digital philanthropy platform to assist non-governmental organizations in promoting ecological and animal protection-related projects, connecting social forces through platform resources to support actions such as coral reef ecological surveys and stray animal care, thereby enhancing public awareness of biodiversity issues (for performance details, refer to Ch. 6.1 Digital Fundraising ). Furthermore, in 2025, momo entered its third year of adopting the Dingliao Beach in Linkou, New Taipei City, organizing beach cleanup events with consumers and employees annually, having cumulatively removed over 2.3 metric tons of marine debris and reducing harm to marine life through practical actions (for performance details, refer to Ch. 6.2 Cultural Engagement .



4.2 Green Packaging 2-25 305-5

Green Packaging Management Strategy

To avoid the potential negative environmental impacts caused by over-packaging, 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 3,719 tonnes of carbon emissions in 2025^(Note 1). On average, this equates to a reduction of 59 grams of carbon emissions per item, which is equivalent to the annual carbon sequestration of 310,000 trees.**

// Note 1: Calculation method for optimizing packaging material carbon reduction: The quantities of each packaging material in 2025 x The reduction in weight per item of each packaging material in 2025 compared to 2019 (base year) x The sum of the carbon emission coefficients of each packaging material. The 2025 statistics on the quantity of packaging materials are detailed in Chapter 4.2.3, Online Shopping Packaging Reduction Plan. Considering the completeness of data collection, 2019 was set as the base year. The greenhouse gas types are defined as carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, and nitrogen trifluoride.

// Note 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.

// Note 3: The carbon sequestration capacity of a tree is approximately 12 kg of carbon dioxide per year. Source: Environmental Quality Protection Foundation.

// Note 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 **46**.
- 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 98%** 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.
- **50%** of the material used in the eco-friendly bags is recycled plastic, with printing areas accounting for less than **20%**.



Circular Packaging

- Establish over **19,000** 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.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

4.2.1 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 98% recycled pulp and are available in up to 46 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 50% 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 2025, a total of over 15.85 million items were shipped directly in their original packaging, reducing the need for additional packaging.

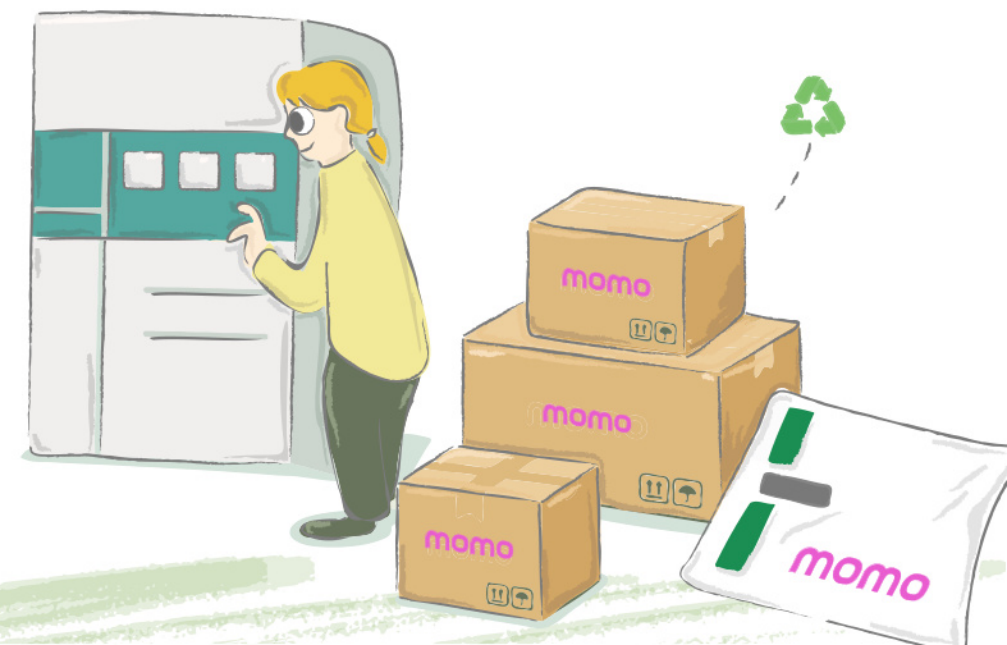


momo Carton

46 types
carton specifications

>98%
made from recycled pulp

<30%
printing area



4.2.2 Circular Packaging 305-5

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, the Company further launched the "momo Green Life Members" program, encouraging consumers to opt for shipments in circular bags when placing orders to help boost the recovery rate of circular bags.

To make returning circular packaging more convenient for consumers, momo actively expands its collection channels. Beyond partnering with Chunghwa Post mailboxes and iBox stations, Simple Mart stores nationwide, Taiwan Mobile, and 7-ELEVEN to recycle circular bags, the Company further expanded in 2025 by adding FamilyMart as a new service location. As of the end of 2025, there were over 19,000 collection stations across Taiwan. By the end of 2025, there were over 19,000 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 2025, this share had exceeded 81%, creating a green and environmentally friendly circular e-commerce experience for consumers.

– Partnering with Diverse Stakeholders to Promote Circular Carton Reuse

Regarding "circular cartons", momo collaborates with the Tzu Chi Foundation to invite consumers to return used cartons to Tzu Chi Environmental Protection Education Centers or participating community resource stations. Volunteers at Tzu Chi Environmental Protection Education Centers assist in sorting and classifying the cartons, which are then transported back to momo warehouses. Dedicated personnel perform cleaning, disinfection, and refurbishment operations, stamping the "Circular Carton" seal on the box body before putting them back into the next round of packaging and shipping. This reduces carton manufacturing and usage at the source. In 2025, momo further expanded the scope of resource recycling with Tzu Chi to include eight additional items, such as industrial pedestal fans, touch screens, and picking carts from warehouse operations, thereby strengthening resource circulation and driving sustainable action.

Internally, momo also expands carton recovery channels by integrating return cartons from warehouses and recycled cartons from momo office employees. In 2025, momo cumulatively refurbished over 380,000 cartons to be reintroduced into warehouse operations.

– Partnering with Fubon Property Management to Recycle momo Cartons

To implement circular economy principles and the Group's sustainability strategy, momo and Fubon Property Management have joined forces to launch the "momo Carton Recycling Program" starting in June 2025. Currently, setups have been completed across 19 stations, with Fubon Property Management providing venue support and daily management, while momo establishes recycling standards and integrates with its subsidiary, Fuson Logistics, to transport the cartons back to momo warehouses for refurbishment and reuse.

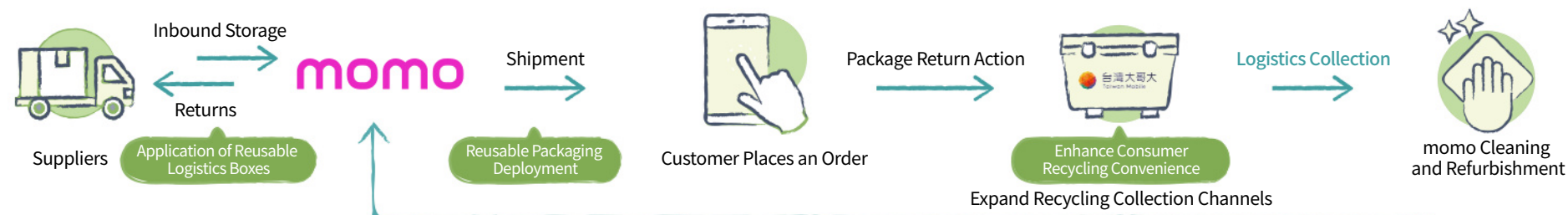


Carbon reduction performance of momo's recycled bag and recycled carton initiatives in 2025:

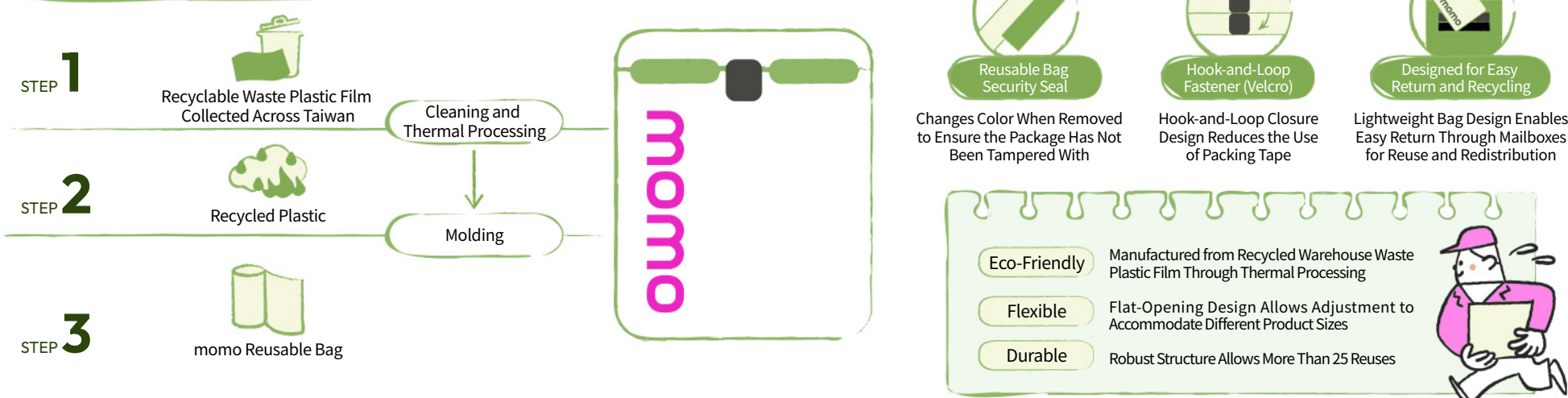
A total reduction of 77.81 metric tons of carbon emissions^(Note 1), equivalent to the annual carbon sequestration capacity of 6,484 trees.

- // Note 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).
- // Note 2: Carbon emission coefficients: Reusable bags are 1.9 kgCO₂e/kg, and circular cartons are 1.34 kgCO₂e/kg. Source: Carbon Footprint Information Platform.
- // Note 3: The carbon sequestration capacity of a tree is approximately 12 kg of carbon dioxide per year. Source: Environmental Quality Protection Foundation.
- // Note 4: Considering the completeness of packaging reduction data collection, 2019 was set as the base year. The greenhouse gas types are defined as carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, and nitrogen trifluoride.
- // Note 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.

Building a Circular Packaging Ecosystem Through Consumer Participation



Manufacturing of momo Reusable Bags



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

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 2025, momo matched 6 suppliers, totaling 40 suppliers who leased a cumulative total of 3,394 circular boxes. This initiative resulted in a collective reduction of 25.7 tonnes of carbon emissions^(Note).

In the future, momo will continue to expand the adoption of its reusable logistics boxes among suppliers of various categories and further optimize operational processes to enhance the convenience of supplier participation and box rental. By replacing single-use cardboard boxes and reducing resource consumption, momo aims to strengthen the circularity of its green and low-carbon supply chain.

// Note: 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 3,394 circular boxes were used in 2025. On average, the use of each reusable circular box can save 7.564 kg CO₂e, resulting in a total reduction of 25.7 tCO₂e for 2025. (Source: Taiwan Paper Industry Association).

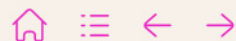
40

major suppliers using momo circular boxes for deliveries

3,394

circular boxes used in total



[About this report](#)[2025 ESG Highlights](#)[Awards and Recognitions](#)[Sustainability Impact Story](#)[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](#)

4.2.3 Online Shopping Packaging Reduction Plan 2-25

To avoid the potential negative environmental impacts caused by over-packaging, 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 34.86% in 2025. Moving forward, momo will continue to optimize its green packaging strategy, aiming to become a green e-commerce leader.



↓ 34.9%

Compared to the base year of 2019 in 2025, the average weight reduction per parcel

↓ 49.0%

Compared to the base year of 2019 in 2025, the average reduction in cushioning material per parcel

momo Packaging Material Usage Statistics

Unit: Tonnes

Type / 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 (Note 1)
2019 (base year)	22.25 million	4,101	3	134	52	192.84 grams per unit	-
2025	63.04 million	7,474	154	193	93	125.55 grams per unit	34.9%

// Note 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: $[(\text{Average packaging weight per item in the base year 2019} - \text{average packaging weight per item in 2025}) / \text{average packaging weight per item in the base year 2019}] \times 100\%$.

// Note 2: The calculation method for the average reduction rate of cushioning materials per package: $[(\text{Average weight of cushioning materials per item in the base year 2019} - \text{average weight of cushioning materials per item in 2025}) / \text{average weight of cushioning materials per item in the base year 2019}] \times 100\%$.

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.

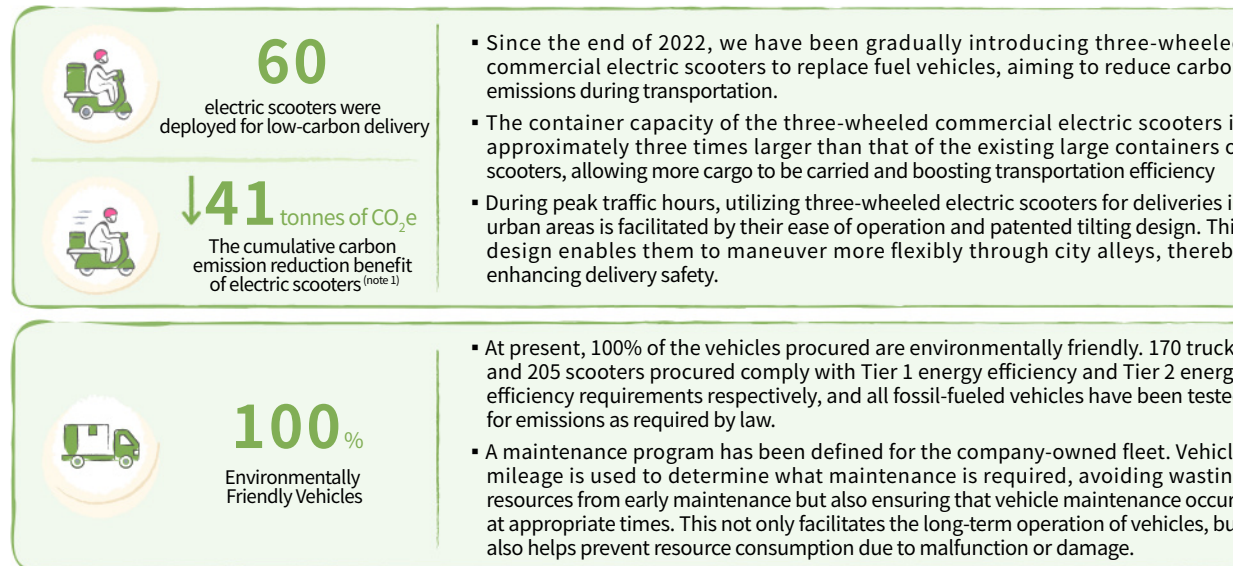


4.3 Green Logistics 2-6 302-4

In 2025, momo's warehouse shipped over 42.63 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 305-5

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 19 stations. Moreover, we actively installed related hardware and software and continued to increase the proportion of electric vehicles for shipment. In 2025, through the green fleet initiative, total delivery capacity accounted for 16% of shipments from momo warehouses, and the electrification ratio of the overall delivery scooter fleet achieved the 2025 target of 30%, progressively fulfilling the vision of green logistics.



// Note 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)

// Note 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.



4.3.2 Short-chain Deployment 2-6

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-Driven Last-Mile Decarbonization

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 to Reduce 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. Starting in 2025, we further encourage consumers to opt for "Consolidated Delivery" as a low-carbon green consumption action through momo Green Life points. During order confirmation, the system prompts consumers individually for their preference, and orders with consent are processed for consolidated shipment. This not only effectively reduces mileage and carbon emissions generated by door-to-door delivery, but also enhances pickup convenience for consumers. In 2025, Consolidated Delivery reduced the use of over 450,000 cartons, and the saved cartons resulted in a total carbon emission reduction of 88 metric tons (for details regarding momo Green Life Members, please refer to Ch. 3.1).

減少 **453,415** cartons
have been reduced in usage

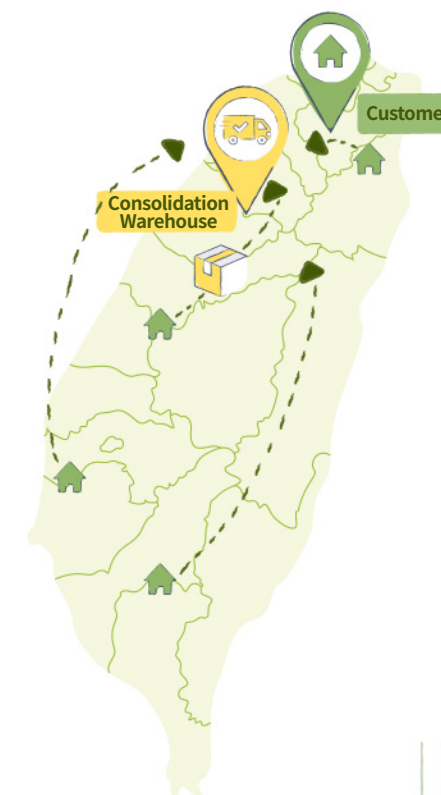
>88 tonnes of CO₂e
The annual carbon reduction benefits (note)

// Note 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. Considering the completeness of data collection, 2019 was set as the base year. The greenhouse gas types are defined as carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride, and nitrogen trifluoride.

// Note 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

// Note 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.

Schematic Diagram of momo Consolidated Delivery

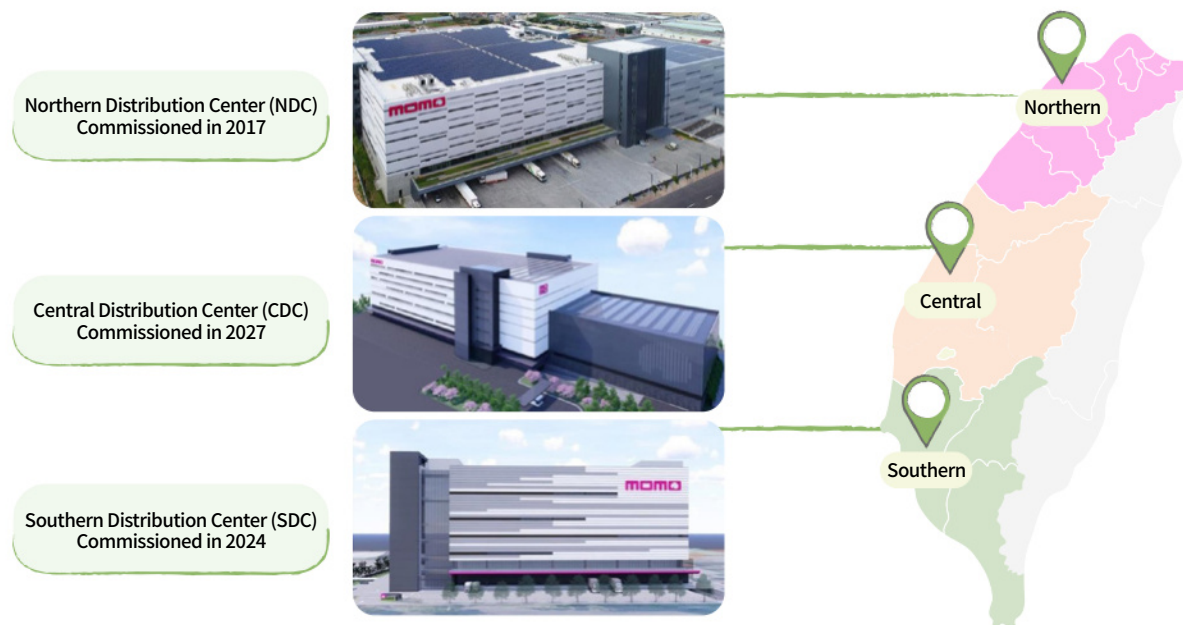


Strengthening Short-Chain Deployment Layout to Enhance Delivery Efficiency and Sustainability

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.

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

- momo's Warehouse Distribution Map



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 2025, 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 16,000.

The number of convenience store pick-ups has continued to grow, with the number near 5.83 million pieces in 2025. 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 4.08 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.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

5 Employee Matters

momo is committed to safeguarding employee well-being, creating a diverse and gender-equal workplace, empowering and cultivating industry talent, and promoting labor rights and equality. Guided by genuine care for its employees, momo attentively attends to every aspect of their needs.

2025 Performance Highlights

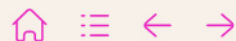
32,748 hours
ESG Training Hours

1:1
Balanced ratio of male and female managers

100 %
Gender equality course completion rate

10 sites
Awarded the Badge of Accredited Healthy Workplace





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

Material Topics



Human Rights
Management

+ Diversity and Inclusion

momo's Promises

- Support and comply with international human rights conventions, initiatives, and labor regulations to safeguard labor rights.
- Provide employees with diverse career training and establish a comprehensive talent development system.
- Offer clear promotion pathways and an annual salary adjustment mechanism, while continuously expanding and enhancing employee welfare systems to attract and retain talent.
- Strengthen occupational health and safety management systems, safeguard workplace safety in accordance with Environmental, Health, and Safety (EHS) policies, and provide physical and mental health care initiatives for employees.
- Establish transparent internal grievance channels to address employee feedback and concerns in a timely manner, ensuring that employee rights are protected and reducing the risk of talent turnover.



Management Mechanisms

- Conduct human rights due diligence surveys in accordance with the United Nations Guiding Principles on Business and Human Rights (UNGPs) framework to identify material human rights issues and inventory relevant mitigation and remediation measures.
- Proactively conduct compliance audits and enhance employee awareness of human rights and gender equality through educational training and policy revisions.
- Promote a diverse and inclusive workplace through the "Gender Equality Committee," report target attainment to the Sustainable Development Committee, and convene CEO meetings at least twice a year to track progress.
- Implement the "Regulations Governing Performance Evaluation" to assess employee job performance, utilizing evaluation results as references for promotions, salary adjustments, bonus distributions, educational training, and career planning.
- Establish transparent and diverse grievance mechanisms to gather and properly handle employee feedback through multiple channels, reporting every case to responsible executives for review while conducting investigations and case-closure tracking to safeguard employee rights.

Action Plans

Diversity and Equality

Talent recruitment adheres to diversity and equality, actively promoting employment for persons with disabilities and middle-aged and senior workers without hiring caps. In 2025, there were 24 employees with disabilities, with the most senior having served at momo for 20 years; newly hired middle-aged and senior employees aged 50 and above totaled 37, with a retention rate exceeding **45%**.

Educational training expenses

Educational training expenses exceeded **NT\$4.14 million**.

Employee Stock Ownership Trust

Cumulative annual company matching contributions for the Employee Stock Ownership Trust (ESOT) totaled **NT\$26,284,000**.

Housing and Childbirth Subsidy

Subsidies for childbirth, childcare, children's education, and family support exceeded **NT\$4 million**.

5.1 Diversity and Inclusion

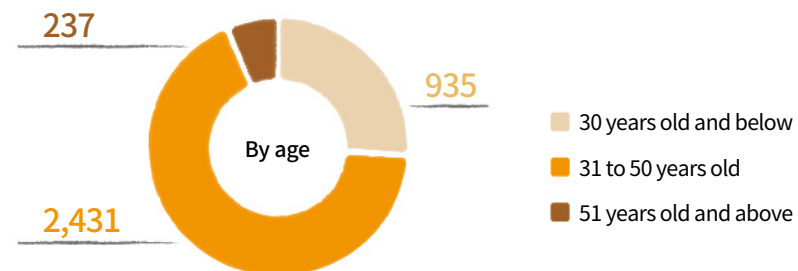
momo selects outstanding and qualified talent based on professional competence, strictly complies with relevant labor laws and regulations to safeguard employees' legal rights and interests, and ensures non-discriminatory employment policies. Furthermore, momo continuously fosters a diverse and inclusive work environment, recruiting diverse talent to grow together with the company.

5.1.1 Employee Composition

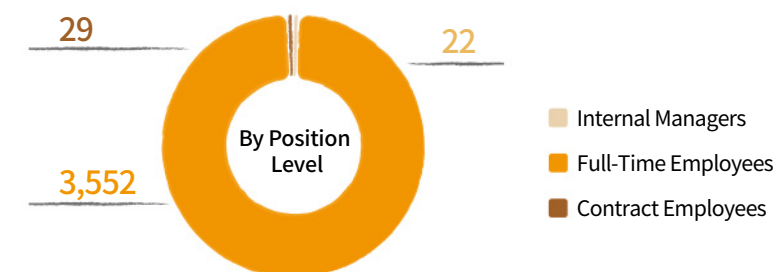
momo primarily hires local employees, with 100% of internal managers being local residents. As of the end of 2025, momo's total employee headcount was 3,603 (3,552 full-time employees, 29 contract employees^(Note 1), and 22 internal managers). Female employees constituted the majority, accounting for 55.95%; the average employee age was 37.35 years; the average tenure was 5.6 years; and the educational background distribution was predominantly university degrees, reaching 60.06%. To deliver higher shipping and customer service efficiency, momo engaged a monthly average of approximately 2,479 person-times of workers who are not employees^(Note 2) to assist in executing company operations. Among them, 97% supported logistics sorting operations, and 3% were specialized personnel supporting telephone customer service and livestreaming-related tasks.

// Note 1: Contract employees refer to fixed-term contract employees (such as interns and contract student workers). The difference in benefits compared to full-time personnel is that they are not eligible for year-end bonuses or holiday bonuses, while all other benefits are aligned with full-time staff.
// Note 2: Workers who are not employees include dispatched personnel (who are employees of employment agencies) and contractors.

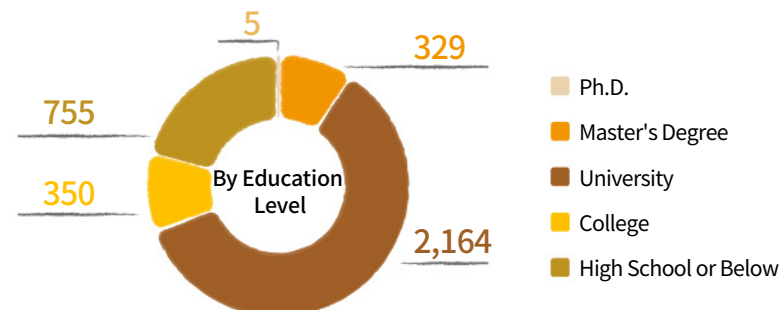
2025 Age Distribution by Employee Category



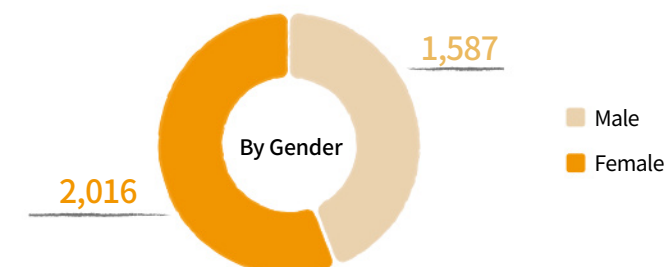
2025 Job Level Distribution by Employee Category



2025 Educational Background Distribution by Employee Category



2025 Gender Distribution by Employee Category



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

– 2025 Employee Distribution by Diversity Category

Employee Category	Gender				Age Group					
	Male		Female		Under 30		31–50		51 and Above	
	Number of People	Percentage	Number of People	Percentage	Number of People	Percentage	Number of People	Percentage	Number of People	Percentage
Senior Management ^(Note 1)	12	0.34%	9	0.25%	-	0%	12	0.33%	9	0.26%
Non-Senior Management ^(Note 2)	182	5.05%	176	4.88%	7	0.19%	296	8.22%	55	1.52%
Technical Personnel ^(Note 3)	290	8.05%	124	3.44%	103	2.86%	292	8.10%	19	0.53%
General Employees	1,103	30.61%	1,707	47.38%	825	22.89%	1,831	50.82%	154	4.28%
Total	1,587	44.05%	2,016	55.95%	935	25.94%	2,431	67.47%	237	6.59%

// Note 1: In this table, Senior Management refers to management personnel at the Assistant Vice President level and above.
// Note 2: Non-Senior Management refers to management personnel at or above the Section Chief level and at or below the Senior Manager level.
// Note 3: Technical Personnel refer to employees with the job title of "Engineer" in the Company.

Employee Category	Male		Female	
	Number of People	Percentage	Number of People	Percentage
 Permanent Employees	1,575	43.71%	1,999	55.48%
 Temporary Employees	12	0.34%	17	0.47%

// Note 1: Permanent employees refer to full-time staff, and temporary employees refer to contract staff.
// Note 2: The distribution percentages by employee category are calculated based on the total employee headcount at the end of the year, with a denominator of 3,603 persons.



5.1.2 Talent Recruitment and Outplacement Counseling 401-1 404-2

momo leverages diverse recruitment channels to actively recruit talent in e-commerce, high-tech digital fields, and smart warehousing and logistics. Furthermore, momo continuously creates opportunities for young people to showcase their capabilities, working alongside all employees to achieve business prosperity and advance toward its vision of becoming Asia's premier virtual shopping platform.

Diverse Recruitment

momo's hiring policies continuously integrate diversity values, providing more employment opportunities for persons with disabilities, Indigenous peoples, and middle-aged and senior workers, thereby fostering an inclusive work environment.

The results of inclusive hiring in 2025 are as follows:



Totaled **24** employees with disabilities, with the most senior having worked at momo for 20 years.



Totaled **24** Indigenous employees, with the most senior having worked at momo for 21 years.



Newly hired **37** middle-aged and senior employees aged 50 and above, with a retention rate exceeding 45%.

Departure Management and Transition Counseling

For each employee who resigns voluntarily, momo conducts exit interviews to understand the reasons and offers internal transfer interviews for those who wish to remain with momo, thereby enhancing employment opportunities. For underperforming employees, Performance Improvement Plans (PIPs) are implemented; if standards are not met within the agreed period, severance interviews are held, following statutory notice periods and providing severance pay, while also reminding employees of their eligibility to claim government unemployment benefits.

In 2025, voluntary resignations totaled 960 employees, involuntary departures totaled 72 employees, and voluntary transfers to subsidiaries totaled 8 employees, resulting in a total departure headcount of 1,040. Excluding transferred employees, the voluntary turnover rate was 26.64%, and the involuntary turnover rate was 2%.

When employees face retirement or severance, in addition to granting pensions and severance pay in accordance with the law, employees may also seek support through the Employee Assistance Program (EAP) during their employment to assist them through career planning transition periods. However, as the number of retirees at momo currently remains in single digits, there have been no related application cases to date.

– Turnover Rate Comparison

Year	2024				2025			
Age	Male	Percentage	Female	Percentage	Male	Percentage	Female	Percentage
Under 30	145	3.87%	344	9.19%	120	3.33%	321	8.91%
31-50	194	5.18%	227	6.06%	274	7.60%	288	7.99%
51 and Above	11	0.29%	12	0.32%	17	0.47%	20	0.56%
Total	350	9.35%	583	15.57%	411	11.41%	629	17.46%

About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

The Company continuously monitors employee turnover. In 2025, the turnover rate increased by 1.89% compared to 2024. Personnel turnover was primarily concentrated in front-line operational and sales-related roles. Due to the nature of these duties and industry characteristics, these roles inherently experience relatively higher turnover rates, representing a common structural phenomenon within the industry.

The Company has consistently enhanced job-person fit through transparent job descriptions and onboarding training. While balancing operational flexibility, the Company continuously tracks workforce mobility to strengthen talent retention and sustainable development.

Percentage of New Hires and Turnover Rate

Category	New Hires			
	Number of People		Percentage ^(Note 1)	
Age	Male	Female	Male	Female
Under 30	169	269	4.69%	7.47%
31-50	226	225	6.27%	6.24%
51 and Above	14	16	0.39%	0.44%
Total	409	510	11.35%	14.15%

Category	Turnover			
	Number of People		Percentage ^(Note 1)	
Age	Male	Female	Male	Female
Under 30	120	321	3.33%	8.91%
31-50	274	288	7.60%	7.99%
51 and Above	17	20	0.47%	0.56%
Total	411	629	11.41%	17.46%

// Note: The percentages of new hires and employee turnover are calculated based on the total employee at the end of the year, with a denominator of 3,603 persons.

About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

5.2 Human Rights Protection

5.2.1 Human Rights Commitment and Management 2-23 2-24 406-1

Implementing Human Rights Policies

momo established its "Human Rights Policy," committing to support and comply with international human rights standards—such as the United Nations Universal Declaration of Human Rights (UDHR), the United Nations Guiding Principles on Business and Human Rights (UNGPs), the United Nations Global Compact (UNGC), and International Labour Organization (ILO) Conventions—as well as various international human rights conventions and local laws and regulations, ensuring that fundamental human rights are not infringed upon and that both internal and external members of the company are treated with equality and dignity. Furthermore, the policy clearly delineates a reporting mechanism for human rights issues to maintain open communication channels with stakeholders. In 2025, there were zero reported incidents of discrimination related to gender, race, or other factors; no incidents of discrimination or human rights violations occurred during employee recruitment; and no operational locations experienced impacts on company operations due to human rights issues or forced labor.

Additionally, to encourage business partners to enhance the intensity of human rights management, momo formulated the "Sustainable Development Code for Suppliers and Contractors" as a foundational requirement governing business dealings between suppliers and momo. All new suppliers and contractors are required to sign this code before conducting product sales or partnerships. By actively engaging with suppliers, momo joins hands with suppliers to jointly implement human rights protection. (for performance details, refer to Ch. 2.4.2 Supplier Selection and Assessment [\[5\]](#)).



Human Rights Management Mechanism

momo's human rights management mechanism is supervised by the Sustainable Development Management Committee, which tracks project implementation status through bi-annual Sustainable Development Management Committee CEO meetings to actively achieve set short-, medium-, and long-term targets, and periodically discloses progress to strengthen external communication.

Additionally, opinions are gathered from various parties through internal and external feedback mechanisms, such as stakeholder questionnaires, stakeholder forums, and various feedback mailboxes, serving as an important reference for enhancing momo's human rights governance.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

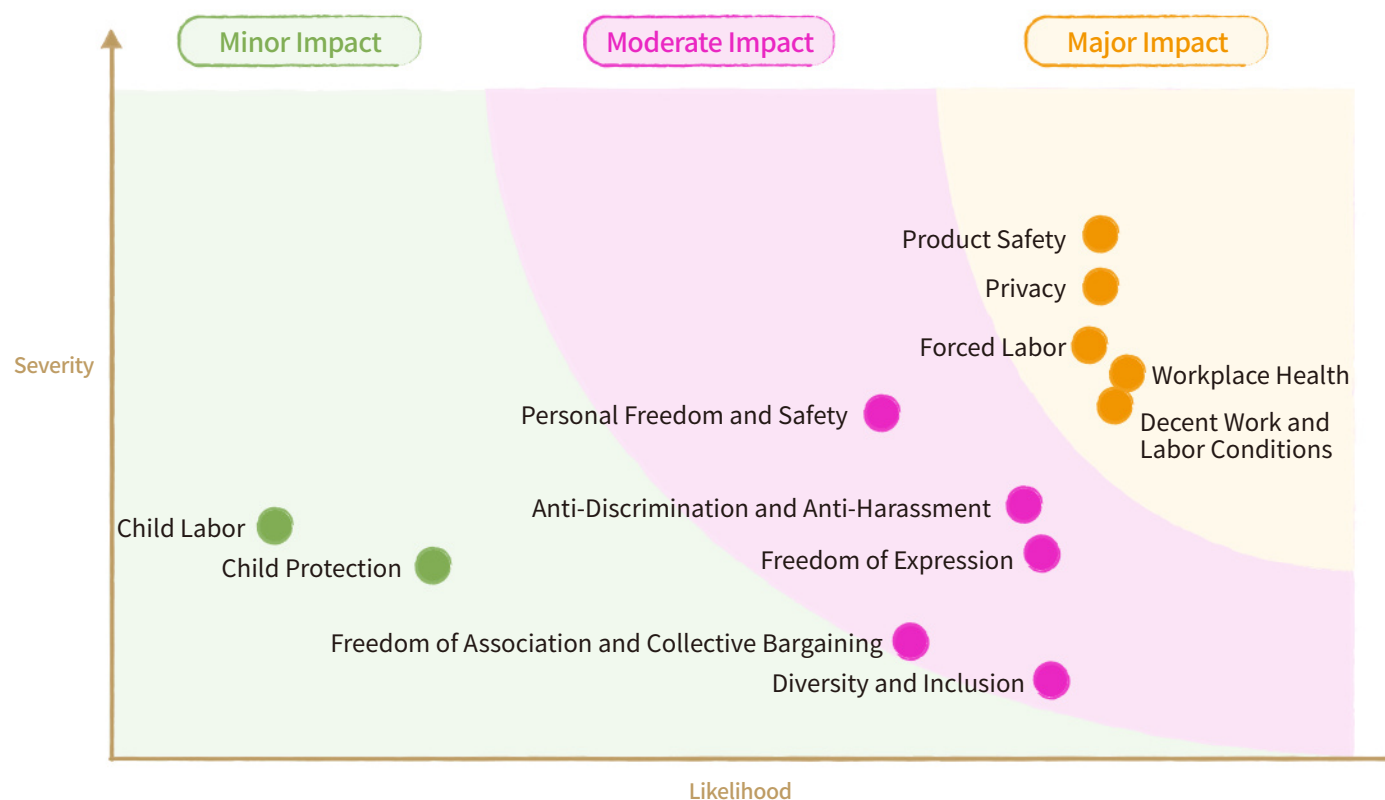
Appendix

Human Rights Due Diligence

momo conducted human rights due diligence by convening executives from relevant departments and colleagues from units in primary contact with value chain partners (merchandise/logistics/general procurement suppliers, contractors, and consumers) in daily business operations. Through workshops and questionnaire surveys, momo systematically reviewed potential human rights issues across company operations and the overall value chain, generated a risk matrix, identified the top five human rights risk issues, and inventoried relevant mitigation and remediation measures for the identified material human rights issues to grasp the current status of human rights management.

The top five human rights risks identified by momo are: "Product Safety", "Privacy", "Forced Labor", "Workplace Health," and "Decent Work and Labor Conditions" Please refer to the diagram below for detailed risk distribution:

momo Human Rights Risk Matrix



Impacted Value Chain	Mitigation Measures	Remediation Measures	Corresponding Chapter in Report
Upstream	- Suppliers are required to sign ❶ the "Sustainable Development Code for Suppliers and Contractors," ❷ the Integrity Management Declaration, ❸ the Privacy Policy, and ❹ the Confidentiality Responsibility Statement. - The Northern Logistics Center has passed the "ISO 9001 Quality Management System" certification. - Ensure product safety through a protection network comprising three major inspection categories: "corrective inspection," "preventive inspection," and "periodic inspection." - Established the momo Laboratory to test merchandise. - Stipulated labeling and quality requirements in procurement contracts. - Established a dual-verification mechanism combining "AI-powered technological verification and manual inspection" to ensure the quality of merchandise and online listings.	- Factory audit system - Delisting and audit-based corrective requirement systems, alongside strengthened incoming inspection - Maintain regular contact with suppliers to understand current status, conduct verification as appropriate, and arrange guidance, assistance, or termination of cooperation.	Ch.2.4 Sustainable Supply Chain Management
momo	If this issue occurs within momo's own operations, it falls under the scope of workplace health and the protection of labor conditions. For related measures, please refer to the columns for "Workplace Health" and "Protection of Labor Conditions" later in this table.		-
Downstream	- Mystery shopper and audit mechanisms are established. - Requirements for labeling and quality are stipulated in procurement contracts.	Dedicated personnel are assigned for handling along with cross-unit reporting procedures to provide immediate customer care, resolution methods, and compensation measures at the first instance.	Ch.2.4 Sustainable Supply Chain Management Ch.3.2 Best Consumer Experience

Impacted Value Chain	Mitigation Measures	Remediation Measures	Corresponding Chapter in Report
Upstream	- Suppliers are required to sign ❶ the "Sustainable Development Code for Suppliers and Contractors," ❷ the Integrity Management Declaration, ❸ the Privacy Policy, and ❹ the Confidentiality Responsibility Statement. - Initiated a supplier personal data protection self-assessment mechanism; suppliers must complete the online self-assessment before partnering with momo. - Regularly promote information security and protection policies to suppliers. - Conduct on-site and telephone information security audits	- If there are suspicions of information security breaches, a system suspension mechanism is established. - Regulate supplier notification, accountability, and remediation measures through contracts, which also include penalty clauses for breach of contract.	Ch.2.4 Sustainable Supply Chain Management Ch.3.3 Information Security and Privacy Protection
momo	- Established an Information Security Committee and continuously maintained ISO 27001 and ISO 27701 certifications. - All momo managers and employees are required to regularly take online information security courses and tests, and participate in irregular drills. - Data confidentiality mechanisms are established for daily business operations. - Strictly comply with the Company's requirements for personal data protection.	Established the "Information Security Incident Notification Operational Guidelines."	Ch.3.3 Information Security and Privacy Protection
Downstream	- Pioneered a secure communication platform, masking personal data for home delivery. - Strengthened online payment authentication mechanisms. - Established an internal personal data protection system and regularly conducted internal audits. - Established a dedicated "Privacy Policy" section. - Formulated the "Consumer Rights Protection Policy," establishing management guidelines targeting aspects such as customer health and safety, transparency of merchandise and service information, marketing practices, and fair trade.	Implement emergency responses for consumer personal data breaches in accordance with the "Information Security Incident Notification Operational Guidelines."	Ch.3.3 Information Security and Privacy Protection



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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



Forced Labor

Issue Description:

The occurrence of forced labor and servitude within the company or its value chain (such as requirements for forced work, mandatory overtime, and under-reporting of working hours).

- Illegal human trafficking activities involving labor exploitation by the company or suppliers (such as withholding identity documents).

Impacted Value Chain	Mitigation Measures	Remediation Measures	Corresponding Chapter in Report
Upstream	- Suppliers are required to sign ❶ the "Sustainable Development Code for Suppliers and Contractors," ❷ the Integrity Management Declaration, ❸ the Privacy Policy, and ❹ the Confidentiality Responsibility Statement. - Strengthen communication with logistics suppliers and verify through internal audits whether there are any issues such as forced labor or abnormal employee attendance.	Maintain regular contact with suppliers to understand the current status, conduct verification as appropriate, and arrange guidance, assistance, or termination of cooperation.	Ch.2.4 Sustainable Supply Chain Management
momo	- Clearly established a Human Rights Policy committing to the prohibition of forced labor. - Stipulated the "Work Rules" and "Attendance Management Regulations" to properly manage working hours, rest periods, and overtime regulations. - Established time and attendance management tools to remind employees and supervisors of working hour statuses through management reports, and conducted monthly reviews of work schedules, attendance, and overtime to immediately notify and improve any anomalies or illegal excessive overtime. - Conducted human rights (including forced labor) lectures and training courses for new employees, and specifically provided compliance awareness courses for supervisors to establish labor management concepts. - Provided special care for warehousing and logistics employees, adjusting and dispatching human resources in response to business operations. - Complied with laws and regulations prohibiting the employment of child labor, and conducted identity document verification upon the onboarding of new personnel.	- Formulated the "Employee Opinion Grievance and Handling Regulations." - Established a stakeholder section providing diverse grievance channels. - Established labor-management meetings to conduct labor-management consultations.	Ch.2.4 Sustainable Supply Chain Management Ch.5.2 Human Rights Protection
Downstream	As momo operates as a virtual e-commerce platform with no physical storefronts, offering products and services through its platform, this human rights issue should not apply to momo's downstream.		-



Workplace Health

Issue Description:

The company or suppliers fail to legally provide appropriate safety and health equipment and measures to prevent various types of workplace safety hazards, or fail to establish and provide sufficient safety and health education and training, leading to health hazard incidents.

Impacted Value Chain	Mitigation Measures	Remediation Measures	Corresponding Chapter in Report
Upstream	- Suppliers are required to sign ❶ the "Sustainable Development Code for Suppliers and Contractors," ❷ the Integrity Management Declaration, ❸ the Privacy Policy, and ❹ the Confidentiality Responsibility Statement. - Conduct factory audits to verify protective measures for production personnel. - Contractors are required to sign the Sustainable Development Code for Suppliers and Contractors, and occupational safety and health education and training are provided to contractors. - Conduct workplace hazard risk identification and prioritize the formulation of response measures and guidelines for high-risk issues to prevent accidents.	- Take necessary emergency and rescue measures. - Report, track, and implement subsequent improvement and enhancement measures at the Occupational Safety and Health Committee. - Maintain regular contact with suppliers to understand current status, conduct verification as appropriate, and arrange dedicated personnel for guidance, assistance, or termination of cooperation.	Ch.2.4 Sustainable Supply Chain Management Ch.5.4 Health and Safe Workplace
momo	- Formulated a Human Rights Policy committing to the prohibition of workplace unlawful behavior and the protection of environmental safety. - Provide the Employee Assistance Program (EAP). - Established an "Occupational Safety and Health Committee." - Implemented ISO 45001, covering regular employees, contract workers, dispatched workers, and contractors. - Prevent occupational accidents through various professional education and training programs, as well as on-site work hazard identification and risk control.	Based on the employee's medical condition, a nurse conducts visits, evaluates medical treatment, and assists the employee in assessing whether job adjustments are needed upon returning to the workplace.	Ch.5.2 Human Rights Protection Ch.5.4 Health and Safe Workplace
Downstream	As momo operates as a virtual e-commerce platform with no physical storefronts, offering products and services through its platform, this human rights issue should not apply to momo's downstream.		



Protection of Labor Conditions

Issue Description:

The working environment or labor conditions within the company or its value chain fail to comply with statutory regulatory requirements, failing to guarantee basic workers' rights, or depriving workers of their basic rights through alternative employment contracts (such as utilizing contract workers, dispatched workers, or a large number of migrant workers), as well as the impact on labor rights resulting from automation development

- The labor conditions and environment provided within the company or its value chain fail to adequately safeguard employees' living standards, health, and safety. Examples include insufficient rest periods between shifts, excessive consecutive working hours, low compensation failing to support a livelihood, and excessive hazards in the work environment, failing to ensure employees' rights to just and favorable conditions of work.

Impacted Value Chain	Mitigation Measures	Remediation Measures	Corresponding Chapter in Report
Upstream	Suppliers are required to sign ❶ the "Sustainable Development Code for Suppliers and Contractors," ❷ the Integrity Management Declaration, ❸ the Privacy Policy, and ❹ the Confidentiality Responsibility Statement.	Maintain regular contact with suppliers to understand current status, conduct verification as appropriate, and arrange dedicated personnel for guidance, assistance, or termination of cooperation	Ch.2.4 Sustainable Supply Chain Management
momo	- Formulated a Human Rights Policy committing to the prohibition of workplace unlawful behavior and discrimination. - Timely update policies in response to government regulatory revisions to ensure compliance with regulatory requirements. - Conduct irregular education, training, and advocacy to prohibit employment discrimination, gender inequality, workplace unlawful behavior, sexual harassment, anti-discrimination, and harassment. - Established labor-management meetings where labor and management representatives jointly discuss and improve matters related to labor rights, employee benefits, and occupational safety and health (OSH). - Implemented a three-stage control mechanism in the recruitment process to prevent illegal employment.	Provide diverse grievance channels for various issues, such as formulating the "Employee Opinion Grievance and Handling Regulations," establishing a stakeholder section, employee grievance / workplace harassment grievance, sexual harassment grievance and appeal mechanisms, and appeal mechanisms under the Act of Gender Equality in Employment.	Ch.5.2 Human Rights Protection
Downstream	As momo operates as a virtual e-commerce platform with no physical storefronts, offering products and services through its platform, this human rights issue should not apply to momo's downstream.		





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

5.2.2 Diversity and Gender Equality

To strengthen awareness of gender equality and gender diversity within the Company, momo established the "Gender Equality Promotion Committee" in 2021, with senior executives serving as members to drive various initiatives. By implementing three strategic dimensions—"Women's Empowerment," "Gender Equality Promotion," and "Friendly Workplace and Care"—momo actively creates a friendly working environment, enabling all employees to work in a diverse and inclusive workplace. We continuously focus on "talent sustainability," the most crucial core of corporate sustainability, and actively advocate for women's empowerment policies. We conduct annual women's empowerment courses using a progressive learning approach, incorporating group discussions and interactive sharing to enhance the core management and leadership development decision-making capabilities of female executives. In addition, gender equality-related courses and seminars are organized for all employees, and compliance awareness courses are specifically implemented for supervisors. momo continuously fosters an open, diverse, and inclusive working environment, attaches great importance to gender equality issues, and continually promotes education and training for gender equality, as well as measures related to work-life balance and friendly parenting for employees. momo was recognized with the "Gold Award" in the Taipei City Workplace Gender Equality Certification in 2022, and won the Gold Award again in 2024 (certification period: January 1, 2025 – December 31, 2026). In the future, momo will continue to participate in this certification and strive to promote the values of diversity, equity, and inclusion (DEI) to a broader social level.



– Gender Ratio of Management Positions over the Past Three Years

Year	2023				2024				2025			
Gender	Male		Female		Male		Female		Male		Female	
Number of People	Number of People	Percentage	Number of People	Percentage	Number of People	Percentage	Number of People	Percentage	Number of People	Percentage	Number of People	Percentage
Executive Management Level ^(Note 1)	8	2.53%	9	2.85%	10	2.77%	8	2.22%	12	3.16%	9	2.37%
Non-Executive Management Level ^(Note 2)	144	45.57%	155	49.05%	166	46.11%	176	48.88%	182	48.03%	176	46.44%
Total	152	48.10%	164	51.9%	176	48.88%	184	51.22%	194	51.19%	185	48.81%

// Note 1: Senior management in this table refers to personnel at the assistant vice president level and above.

// Note 2: Non-senior management refers to management personnel at the section chief level and above up to the senior manager level.

2025 Diverse Workplace Promotion Initiatives

Hosted Women's Leadership Empowerment Courses:

In 2025, a total of 10 women's leadership empowerment courses and seminars were held, with 56% of female executives and employees participating.

100% Completion Rate for Gender Equality Courses:

In 2025, 1 gender equality promotion course was held, achieving a 100% completion rate among all employees. Since 2021, awareness promotion for gender equality has been enhanced across all employees, with cumulative total training participants reaching 19,760 person-times.

Target Audience	Course Content	Training Hours per Person	Number of Trainees	Course Participation Rate (Actual Trainees / Target Trainees)
 New Employees	Conducts a 3-hour training session on the day of onboarding for new employees, covering the following human rights-related topics: - Employee Rights (Work Rules and related management regulations) - Training on the Act of Gender Equality in Employment and the Sexual Harassment Prevention Act - Explanation of various labor-management communication channels	3	899	100%
 Existing Employees	- Advocacy on the Act of Gender Equality in Employment and the Sexual Harassment Prevention Act - Advocacy on sexual harassment prevention measures, grievance, and disciplinary regulations - Advocacy on employee suggestion mailboxes and grievance channels	1	3,545	100%
 Supervisors at the Group Leader Level and Above	- Training on employee rights and labor compliance awareness - Training on gender equality and sexual harassment prevention awareness - Training on workplace safety and bullying prevention awareness	1	55	100%

● Promoted the maternal care system, providing relevant assistance based on the needs of female employees at each stage. This includes online maternal care seminars, pregnancy and postpartum health education, on-site physician consultations, a lactation room certified as excellent by the Department of Health, Taipei City Government, and designated parking spaces for women and infants.

● Distributed family-raising and childbirth allowances such as childbirth, parenting, and child education subsidies, with total subsidies exceeding NT\$4 million in 2025.

● Provided friendly parenting leave options



– Statistics on the Utilization of Marriage and Family Care Leave

Type of Leave	2023		2024		2025	
	Number of People	Number of hour	Number of People	Number of hour	Number of People	Number of hour
Menstrual Leave	1,061	24,894	1,292	24,930	1,267	29,696
Prenatal Check-up Leave	54	1,788	68	2,443	37	1,054
Paternity Leave & Companion Prenatal Check-up Leave	18	834	36	1,776	22	1,043
Family Care Leave	289	7,384	424	10,401.5	468	10,423
Volunteer Leave	21	228	61	629	33	295

// Note 1: Statistics for this table represent the total number of applicants for each type of leave during the current year (1,827 persons) and the total application hours (42,513 hours).



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

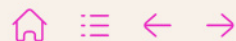
5.2 Human Rights Protection

5.3 Talent Development and Retention

5.4 Health and Safe Workplace

6 Society matters

Appendix

[About this report](#)[2025 ESG Highlights](#)[Awards and Recognitions](#)[Sustainability Impact Story](#)[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](#)

5.2.3 Labor-Management Communication and Rights Protection

[2-25](#) [2-30](#) [402-1](#)

momo establishes diverse communication channels to strengthen labor-management communication and dialogue mechanisms, and actively promotes various communication channels to assist employees in resolving issues. Simultaneously, the Company irregularly utilizes emails, messages, and supervisor meetings to convey major company news and policies, thereby creating a two-way and open communication channel, building consensus, and driving the Company and employees toward shared goals.

■ Labor-Management Communication and Rights Promotion

To effectively coordinate labor-management relations and promote labor-management cooperation, momo establishes labor-management meetings held on a fixed quarterly basis, convening a total of 4 labor-management meetings in 2025. Currently, there are 10 labor representatives and 10 management representatives. Labor representatives are directly elected by all employees, gathering labor opinions from all major operational sites. Resolutions passed in labor-management meetings apply to all employees, covering 100% of the total workforce. In the event of major operational changes affecting employees, momo will communicate with employees in advance and comply with the advance notice periods stipulated by the Labor Standards Act: 10 days in advance for those who have worked for 3 months to under 1 year; 20 days in advance for those who have worked for 1 year to under 3 years; and 30 days in advance for those who have worked for 3 years or more, thereby safeguarding employee rights. No major operational change events occurred in 2025.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

Streamlined Grievance Channels

momo actively maintains smooth internal grievance channels, setting up dedicated hotlines, fax lines, dedicated mailboxes, or email addresses, which are disclosed in the stakeholder section on the official website. Issues can be reflected promptly through various channels, enabling the Company to handle them in a timely manner. All grievance cases can be communicated under safe and confidential conditions. Upon receiving a grievance, an initial interview will be conducted within one week, and the compiled information will be reported to senior management executives. Subsequently, a designated unit will conduct an investigation and, when necessary, establish a special project committee to report directly to the President. Upon approval, subsequent concrete handling plans will be formulated and the disposal status of relevant units will be tracked. In 2025, a total of 41 employee grievances (including sexual harassment grievances) were received, all of which were fully understood and actively handled, with no subsequent recurrence of grievances.

- Explanation of the Complaint Process



Grievance Category	Grievance Channels	Responsible Unit
Employee Grievance	✉ momohr@fmt.com.tw	Human Resources Department
Workplace Harassment Grievance	✉ momohr@fmt.com.tw	Occupational Safety and Health Office
Sexual Harassment Grievance	☎ (02)2162-6688 #1199 ✉ 1199@fmt.com.tw	Sexual Harassment Grievance Handling Committee

Employee Satisfaction Survey

momo conducted the 2025 employee opinion survey from January 19 to February 6, 2026, to understand employee sentiments and provide an opportunity for employees to share suggestions for the Company. This opinion survey was conducted by the Human Resources Department, with the questionnaire covering five core dimensions: employee engagement, team working environment, teamwork, employee dedication, and overall identity. A total of 3,602 participants took part in the survey, representing a coverage rate of 61.91%. Meanwhile, 59% of employees expressed satisfaction with the overall working environment.

In response to the survey results, momo continues to promote the following projects:

- 🔧 **Enhancing Cross-Departmental Collaboration Efficiency:** Identify areas for optimization in current communication and cooperation models to improve inter-departmental collaboration fluency and overall work efficiency.
- 🔧 **Strengthening the New Employee Integration Mechanism:** Continuously build systematic support programs for new employees to help them quickly familiarize themselves with operational procedures and organizational culture, thereby accelerating the adaptation period.
- 🔧 **Expanding Learning and Development Resources:** Improve internal training and career development mechanisms, provide diverse growth opportunities, and assist employees in planning clear development directions.

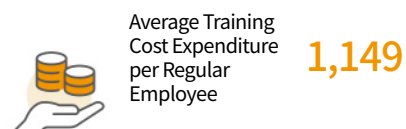
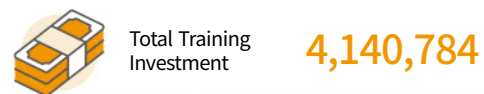
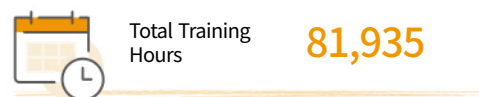
5.3 Talent Development and Retention

momo continuously responds to Commonwealth Magazine's "TALENT, in Taiwan" initiative, building a diverse and inclusive workplace, and strengthening talent competitiveness through the creation of a comprehensive education and training system, creating a brilliant career journey together with all employees.

5.3.1 Talent Empowerment 404-1 404-2

To deepen the corporate culture of sustainable talent cultivation, momo initiated the digital transformation of internal training in 2023, introducing the "Training and Learning System Platform (HRD)" to establish a more comprehensive employee training plan and learning environment, achieving the synergistic effect of blended learning. Currently, 100% of all employees have participated in online learning. In 2025, the total employee training hours for management personnel at the section chief level and above amounted to 12,386 hours, with an average training hours of 32.68 hours per person.

– 2025 Key Performance Indicators for Education and Training



Talent Cultivation Highlights

Average Training Hours by Hierarchy ^(Note 1)				
Year	Gender	Management Personnel ^(Note 2) (Hours)	General Employees ^(Note 2) (Hours)	Overall Average (Hours)
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	16.03	17.58
2025	Male	34.58	21.07	22.72
	Female	30.68	21.77	22.59
	Overall Average	32.68	21.47	22.65

// Note 1: The hours in this table are primarily based on the 2025 statistical data from the HRD system.

// Note 2: Management personnel refer to employees at the section chief level and above, while general employees refer to those below the section chief level. In momo's organizational structure, units are categorized into division, department, and section levels; therefore, section chiefs are entry-level managers at momo.

About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

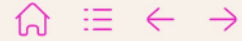
5.2 Human Rights Protection

5.3 Talent Development and Retention

5.4 Health and Safe Workplace

6 Society matters

Appendix



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

Talent Career Pathways and Performance

momo's training framework is categorized into six major areas: new employee training, professional functional training, legal compliance advocacy, corporate culture, team consensus and self-growth, and management training. It is systematically planned annually according to the training blueprint, progressively executing training for various job categories. This ensures training quality and learning implementation by understanding needs and planning prior to classes, tracking implementation after classes, and continuously improving and refining courses based on subsequent feedback.



New Employee Training

Trainee Person-Times **1,585** / Training Hours **3,967**



Professional Functional Training

Trainee Person-Times **17,974** / Training Hours **20,786**



Legal Compliance Advocacy

Trainee Person-Times **42,389** / Training Hours **50,117**



Corporate Culture

Trainee Person-Times **619** / Training Hours **619**



Team Consensus and Self-Growth

Trainee Person-Times **646** / Training Hours **2,999**

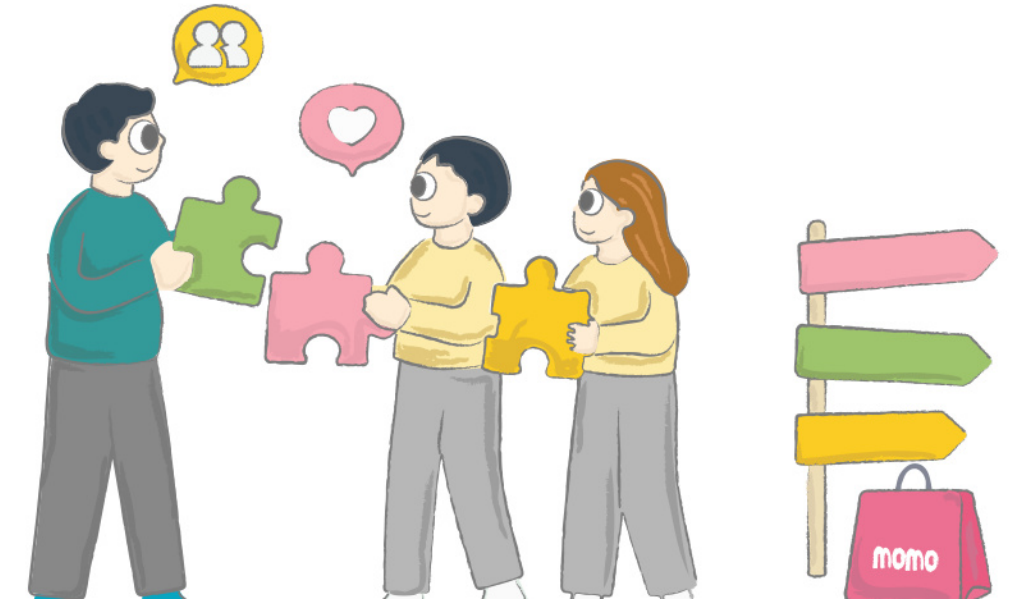


Management Training

Trainee Person-Times **1,209** / Training Hours **3,446**

New Employee Training

To help new employees quickly integrate into the organizational team and work environment, onboarding training is conducted during their first week. This includes courses on the Company's vision and culture, organizational introduction, rules and regulations, work environment, and human rights issues. In addition to the first-week onboarding training, department supervisors and senior colleagues arrange on-the-job training (OJT) tailored to the job content and characteristics of the department to provide relevant professional knowledge.



Internship and Cooperative Education Programs

Performance A total of **25** individuals were hired in 2025.

To enhance industry-academia cooperation, provide opportunities to apply what has been learned, and support local education, momo continuously collaborates with colleges and universities on the "Internship Program," offering work opportunities in various fields. Through a mentorship system, the program enhances practical experience, helps students combine their studies to strengthen their professional capabilities, requires regular submission of internship reports, and involves monthly school faculty visits to the workplace. Through early workplace exposure, cultural immersion, and practical tempering before entering the job market, students can build workplace capabilities, accumulate practical experience and networks, smoothly transition into the workplace to leverage their strengths, and receive priority assessment for regular employment upon graduation.

Category	School Name	Region	Number of Hires	Internship Cooperation Period
Internship Program	Overseas Chinese University	Taichung	1	2025/07 - 2026/05
	Vanung University	Taoyuan	1	2025/08 - 2026/06
			2	2025/10 - 2026/06
	Shih Chien University	Taipei	3	2025/08 - 2026/05
	Shih Chien University (Kaohsiung Campus)	Kaohsiung	2	2025/08 - 2026/05
	Takming University of Science and Technology	Taipei	1	2025/08 - 2025/12
			1	2025/09 - 2026/06
			5	2025/08 - 2026/05
	Hsing Wu University	New Taipei	2	2025/08 - 2026/05
	Lunghwa University of Science and Technology	Taoyuan	3	2025/07 - 2026/05
Total	National Taiwan Normal University	Taipei	1	2025/07 - 2025/08
	Chihlee University of Technology	New Taipei	3	2025/01 - 2025/06
Total		-	25	-

Government Youth Employment Cooperation Project

Performance A total of **31** individuals were hired in 2025.

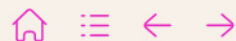
Since 2020, momo has responded to the Ministry of Labor's "Youth Employment Flagship Program," dedicating efforts to the career guidance and social inclusion of young talent. We provide competitive employment opportunities for youth aged 29 and under, and implement a dedicated mentor system where senior employees guide them on a one-on-one basis. Through practical "learning by doing" training and observation, we not only help youth quickly master organizational operations and cultivate soft workplace skills, but also guide them in clarifying their development direction, thereby fostering next-generation competitiveness for Taiwan's e-commerce industry.

Professional Talent Cultivation

Performance A total of **31** individuals successfully completed the training program in 2025.

To build a learning organization and deepen core employee competencies, the Company has established a dual-track (internal and external) learning channel:

- Internal Knowledge Inheritance and Management:** Skills are transmitted through OJT (On-the-Job Training) conducted by supervisors and senior colleagues, and various departments are encouraged to organize professional courses internally to promote cross-disciplinary knowledge sharing and transform tacit knowledge into organizational assets.
- External Advanced Studies and Professional Certification:** Not limited to traditional training, we encourage colleagues to participate in external seminars, benchmark enterprise visits, and professional certification courses. We also subsidize employees in obtaining job-related professional certifications, supporting employee self-realization with concrete actions and strengthening the two-way competitiveness of both individuals and the organization. Performance: 100% certification pass rate.
- Future Leaders Program:** A 12-month development program tailored for potential mid-level managers recommended by the senior management team. The training design combines management theory and practical projects, focusing on five core competencies: professional mastery, leadership, communication and collaboration, innovation and change, and decision-making and risk management. Through systematic resources, we assist mid-level managers in broadening their strategic vision, equipping them with the competencies required to assume higher management responsibilities, and ensuring the stability and succession of the organizational talent pipeline.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

Management Training at All Levels

To cultivate future management talent at all levels, and based on the experience, required management competencies, and actual needs identified through questionnaires for each hierarchical level, the Company plans and arranges various regulatory compliance and management skill courses and lectures. This aims to strengthen management competencies at all levels, enhance leadership capabilities and perspectives, and thereby improve the company's operational and management efficiency.

Entry-Level Managers ^(Note):

Basic management practices are planned for entry-level managers to assist them in smoothly transitioning from "individual contributors" to "team managers." For senior entry-level managers, the focus shifts to next-generation leadership and conflict management, enhancing emotional intelligence (EQ) and cross-generational communication skills through situational simulation and dialog analysis.

Mid-to-Senior Level Managers ^(Note):

Positioned as key hubs within and outside the organization. In addition to internal leadership, regular celebrity lectures are held, inviting domestic and international experts and prominent figures to share market trends and cross-domain perspectives, thereby strengthening supervisors' strategic alignment, decision-making quality, and resilience in response to changing variables.

Organizational Strategy Meetings and Operations Development Workshops:

Led by the senior management team, strategy workshops are held regularly. By reviewing performance, analyzing industry issues, and conducting practical discussions, the team aligns its consensus on future operational objectives and fosters comprehensive business acumen among the management team.

Regulatory Domain Training:

Labor laws, human rights issues, and information security compliance are designated as mandatory credits for all supervisors, ensuring that management practices comply with the latest regulatory requirements, reducing operational risks, and fostering a friendly workplace environment. As of 2025, cumulative total training reached 739 person-times, with total hours amounting to 2,337 hours.

// Note: Entry-level managers refer to section chief level management personnel; mid-to-senior level managers refer to management personnel at the deputy manager level (inclusive) and above.



5.3.2 Key Remuneration and Performance

Performance and Remuneration System

momo provides entry-level employees with a starting salary higher than the statutory minimum wage, and offers fair and reasonable remuneration based on conditions such as education, work experience, performance, and specialized skills, thereby establishing a workplace environment where people are matched to the right roles.

Remuneration System and Key Data

Based on employee job roles, while balancing market salary levels, company operational performance, and individual performance achievements, momo establishes its remuneration structure and system. The remuneration structure primarily consists of monthly salary, other bonuses, year-end bonuses, and employee remuneration (compensation). momo has formulated the "Employee Promotion and Salary Adjustment Management Regulations," regularly evaluating external salary levels and comprehensively assessing company and employee performance achievements each year to conduct salary adjustment operations. This provides employees with competitive and motivating remuneration, ensuring the effective retention of internal talent and enhancing the pull factor for external talent. Regarding the remuneration of internal managers, proposals are submitted annually to the "Remuneration Committee" for discussion to review the reasonableness of the correlation between individual performance, company operational performance, and future risks, serving as the basis for salary adjustments and year-end bonus distributions. The Remuneration Committee provides recommendations, which are then submitted to the Board of Directors for approval prior to adjustment and distribution.

To enhance internal salary competitiveness, attract and retain outstanding talent, stabilize employee quality of life, and maintain the salary standards of grass-roots personnel, the starting salary for newly hired telemarketing sales personnel in 2025 complies with the statutory minimum wage, while the starting salary for all other regular full-time grass-roots personnel—regardless of gender—exceeds the statutory minimum wage by 1.12 times. The salary levels of regular full-time grass-roots personnel do not vary by gender. In addition, in accordance with regulations revised by the Taiwan Stock Exchange, momo discloses the average salary of full-time employees who are not members of management, demonstrating through concrete action momo's emphasis on its employees.

In 2025, there were 2,765 full-time employees who were not members of management, with an average annual salary of NT\$885,000 and a median annual salary of NT\$754,000. Compared to 2024, the number of full-time employees increased by 0.3%, the average annual salary increased by 0.6%, and the median annual salary increased by 0.1%. Furthermore, in 2025, the ratio of the annual total remuneration of the highest-paid individual in the organization to the median annual total remuneration of all other employees (excluding the highest-paid individual) was 14.8:1. The ratio of the percentage increase in the annual total remuneration of the highest-paid individual in the organization

to the median percentage increase in the average annual total remuneration of all other employees (excluding the highest-paid individual) was 69.27:1. (Both calculations exclude contract workers and employees with less than six months of service. Due to continuous business growth and talent expansion, the number of newly hired employees increased this year, with employees having served between 6 months and under 12 months accounting for a higher proportion. Excluding the factor of employees who did not work for the full year, the overall rate of remuneration change remains comparable to historical levels, indicating that the overall remuneration policy and structure maintain stability and consistency.) For other non-employee workers at momo, such as dispatched workers, the minimum salary threshold is set higher than the minimum wage when establishing employment conditions.

– 2025 Gender-Based Remuneration Ratio Table for Employees

Hierarchy	Basic Salary		Remuneration (Including Total Bonuses)	
	Female	male	Female	male
Management	1	1	0.8	1
Non-Management	1	1	0.9	1
Company-wide Overall Average	1	1	0.8	1

Notes:

- // 1. All regular full-time employees of the Company have their workplaces located in Taiwan, and this table covers 100% of the operational sites.
- // 2. Management refers to personnel at the section chief level and above.
- // 3. Males are set as 1 as the ratio baseline (due to alignment requirements with disclosures from the parent company and to ensure data consistency, starting from this year, the ratio is adjusted to be benchmarked against males).
- // 4. Bonuses include performance bonuses and year-end bonuses.
- // 5. Excludes contract workers and hourly student interns.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

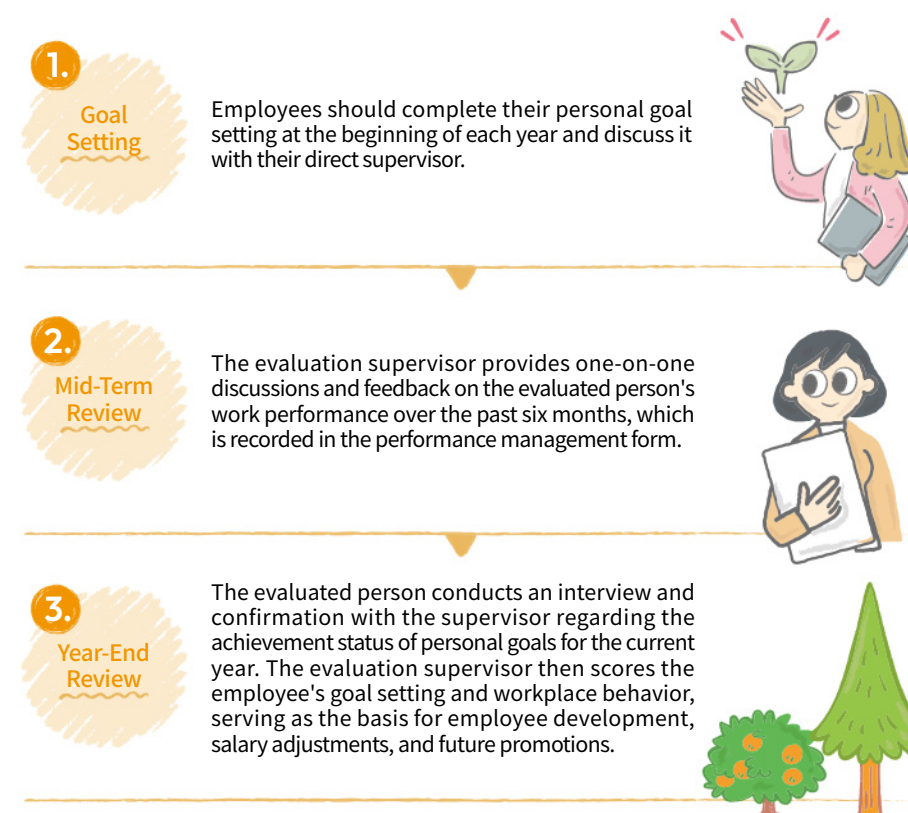
5.4 Health and Safe Workplace

6 Society matters

Appendix

Performance Evaluation System

Implementing a remuneration policy based on performance, we regularly conduct company-wide performance evaluations, which are carried out in three stages: goal setting at the beginning of the year, mid-term review, and year-end review. Through performance interviews between supervisors and employees, guidance and assistance are provided in a timely manner to help employees refine their work skills and achieve effective two-way communication. The Company has also established a Code of Ethical Conduct, which clearly regulates corporate ethics items and responsibilities and obligations that employees should follow. Employee workplace behaviors are also included in the performance appraisal standards, with clear rewards and penalties given based on their behavioral performance. In 2025, excluding probationary employees, 100% of regular full-time employees—regardless of gender or job category—received and completed their annual evaluations.



5.3.3 Employee Welfare System 401-2 401-3

Upholding the philosophy that "every aspect of daily life is momo's business," momo implements diverse employee care. In addition to providing multiple work benefits superior to statutory requirements, momo has established an Employee Welfare Committee. This committee deducts 0.5% from employee salaries and allocates 0.1% from operating revenues monthly as welfare funds. The committee centrally coordinates and manages employee welfare-related matters, responsible for planning and executing various annual welfare programs and measures. Its goals are to secure the best welfare for employees, promote employee physical and mental health, and achieve work-life balance.

Standard Welfare Programs

momo provides regular full-time employees with various standard welfare items, encompassing the following seven major categories:

Item	Description
Bonus Distribution	▪ Year-end bonuses, senior employee incentive awards
Welfare Allowances	▪ Dragon Boat/Mid-Autumn Festival cash gifts, birthday/wedding/childbirth cash gifts, child education subsidies, 0-6 years old parenting subsidies
Recreation Subsidies	▪ Travel subsidies, club activity subsidies, monthly happy afternoon tea allowance, irregular departmental fun events/dining subsidies
Insurance and Health	▪ Group insurance premiums 70% or more covered by the Company, family dependent coverage discounts, regular health examinations
Flexible Working Hours and Leave	▪ Expanded flexible working hours, offering new diverse work shift options for employees to choose from, 30-minute flexible clock-in/out ▪ Disaster prevention leave (typhoon) superior to the Labor Standards Act without pay deductions plus additional attendance ▪ Allowances Paid maternity leave granted to employees experiencing miscarriage within less than three months of pregnancy, superior to regulatory standards (superior to statutory requirements)
Privilege Items	▪ Employee discount shopping, affiliate employee discounts, partner store discounts, employee loan discounts, affiliate insurance discounts, affiliate telecom discounts, corporate partnership childcare institutions
Welfare Facilities	▪ Hiring visually impaired masseurs to provide employee stress-relief massage, employee gym, setting up an infirmary and professional medical nursing personnel

Notes:

// 1.Family-raising and childbirth allowances such as childbirth, parenting, and child education subsidies had total subsidies exceeding NT\$4 million in 2025.

// 2.Corporate partnership childcare institutions totaled 7 locations as of December 31, 2025.

Parental Leave Without Pay System

momo cooperates with the government in promoting the parental leave without pay system, enabling employees to flexibly utilize it for childcare and caring for children, while guaranteeing that employees returning from leave are reinstated to their original positions. If an employee requests a transfer due to family care needs, the Company actively assists the employee in transferring to a suitable vacancy after reinstatement, helping them balance family and work.

Item	male	Female
Number of Employees Eligible for Parental Leave (A)	41	75
Actual Number of Parental Leave Applicants in the Current Year (B)	14	63
Number of Employees Due to Return to Work Following Parental Leave in the Current Year (C)	9	46
Actual Number of Employees Reinstated in the Current Year (D)	9	34
Return-to-Work Rate (D/C)	100%	73.9%
Number of Employees Reinstated in the Previous Year (E)	8	32
Number of Employees Retained for One Year Following Reinstatement in the Previous Year (F)	5	24
Retention Rate (F/E)	62.5%	75%

Employee Stock Ownership Trust (ESOT) System

In addition to the aforementioned benefits, to implement employee care, achieve sustainable operations of the employer-employee relationship, enhance employee cohesion within the Company, and strengthen the retention of outstanding employees, momo launched the Employee Stock Ownership Trust (ESOT) in January 2020. Under this system, employees at the rank of senior specialist and front-line supervisor or above regularly contribute a fixed amount from their monthly salary as employee self-contributions, complemented by a matching company contribution of the same amount. This encourages employees to make regular, fixed-amount investments in momo shares each month, enabling them to become momo shareholders while sharing operating results with the Company and soundly fostering corporate management. As of December 31, 2025, among current employees, the number of eligible employees was 1,426, with 982 voluntarily joining, representing a participation rate of 69%. The cumulative company contribution expenditure for the year totaled NT\$26.28 million.

Retirement System

In accordance with the relevant provisions of the "Labor Standards Act" and the "Labor Pension Act," momo has formulated the "Employee Retirement Regulations" for all employees to handle employee retirement matters, ensuring that the Company makes adequate contributions to safeguard employees' future rights and interests regarding pension claims. Employees who meet any of the following conditions may apply for voluntary retirement:

- Having served for 15 years or more and attained the age of 55.
- Having served for 25 years or more.
- Having served for 10 years or more and attained the age of 60.

Simultaneously, in response to regulatory provisions, employees may negotiate with the Company to defer retirement prior to mandatory retirement at age 65. To this end, momo has established the "Application Form for Employee Negotiated Deferred Retirement" to establish a fair and transparent process, respect employees' willingness to continue working, and facilitate organizational human resource planning and preliminary assessments.

Retirement Pension System	System Content	2025 Contribution Amount (NT\$)
 Old Pension Scheme	The employee retirement regulations formulated in accordance with the "Labor Standards Act" constitute a defined benefit plan. Retirement funds are contributed monthly at 2% of total salaries and deposited into a dedicated account at the Bank of Taiwan. Annually, the Labor Retirement Reserve Supervisory Committee convenes a review meeting for employees meeting retirement qualifications in the following year, and appoints an actuary to conduct actuarial valuations of the retirement reserves to ensure the pension rights of momo employees.	No Contribution ^(Note)
 New Pension Scheme	The employee retirement regulations formulated in accordance with the "Labor Pension Act" constitute a defined contribution plan, under which 6% of employee monthly salaries is contributed to individual employee pension accounts every month.	126,066,476

// Note: As the old pension fund has been fully funded, an application was filed in accordance with the law to suspend contributions. The suspension period ranges from January 2025 to December 2025.

5.3.4 Shaping a Sustainable Culture

momo believes that promoting sustainable development requires not only corporate actions but also building up employees' understanding and consensus on sustainability issues through daily communication and participation. Therefore, momo continually promotes relevant communication and engagement mechanisms internally, assisting employees in encountering and recognizing the Company's sustainable development direction within their working contexts. In 2025, momo adopted three dimensions—"Sustainable Communication," "Sustainable Education," and "Sustainable Engagement"—as the basic framework for promoting internal sustainable culture, with annual employee sustainability training hours reaching 32,748 hours.

 Sustainable Communication	momo regularly shares ESG-related issues, external trends, and corporate sustainability action information through diverse internal communication channels. In 2025, utilizing EDMs, internal platform announcements, computer desktop messages, and m+ messages, a cumulative number of sustainability-related contents were shared as references for employees to understand the Company's sustainable development progress and key issues, ensuring that sustainability information remains consistently visible in daily work.
 Sustainable Education	In terms of education and training, momo focuses on "understanding and application" as its primary goal, planning sustainability-related internal courses. In 2025, a total of 3 sustainability education and training lectures were held, covering topics such as green e-commerce practices, feasible sustainability practices in the workplace, and case analyses of sustainability information management. These provided employees with references at both practical and systematic levels, helping them understand how sustainability issues connect with their own job duties.
 Sustainable Engagement	In addition to information and education, momo also continuously provides employees with opportunities to participate in sustainability actions. The "Employee Sustainability Innovation Proposal Competition" was held for the first time in 2024 and organized for the second time in 2025, focusing on the main theme of "Building momo's Sustainable Online Shopping Journey." Employees were invited to propose action plans executable within 3 to 5 years. Between 2024 and 2025, cumulative proposals reached 27, including 21 in climate action and 11 in green consumption (overlapping/total categories), offering a total of 48,000 mo coins in prize money. Proposal contents came from various departments and working contexts, encouraging employees to combine their own job experiences to think about optimized sustainability practices in existing processes and services, serving as references for the Company's subsequent evaluation and promotion.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

5.4 Health and Safe Workplace

Adhering to the Environmental, Safety, and Health (ESH) policy of "Friendly Workplace, Safety and Health, Total Participation, and Continuous Improvement" and the core values of "Workplace Safety, Environmental Health, and Healthy Workplace," momo formulates assessments and planning for employee safety and health to build a top-tier working environment for employees, provide comprehensive and diverse health and safety programs, and shape a better quality of work-life for employees and the workplace. Since 2016, momo has continuously received various awards and recognitions from the Ministry of Health and Welfare and municipal health bureaus. In 2025, the Northern Logistics Center and Luzhu passed the self-assessment for healthy workplace promotion, bringing the cumulative number of main warehouses that have passed to 10. momo will continue to strive for certification labels across various locations in the future.



Healthy Workplace
Certification Labels

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

momo formulates workplace safety and health protection plans based on the different working styles of employees across various workplaces, ensuring workplace safety through a systematic management model.

Occupational Safety and Health Committee

In accordance with relevant regulations, the Company has established the "Occupational Safety and Health Committee," consisting of 27 members, including occupational safety and health personnel, department supervisors, nurses, and labor representatives. Labor representatives account for 44% of the members, ensuring that employee opinions are fully reflected and incorporated into decision-making considerations.

The committee holds regular meetings on a quarterly basis, convening a total of 4 meetings in 2025 to jointly discuss, coordinate, and plan issues concerning safety, health, and health promotion. In addition to reviewing workplace environmental risk assessment results, event tracking and improvement, and the establishment of employee health management programs, the meeting contents also cover annual safety and health performance reviews, the formulation of improvement plans, and tracking promotion progress.

Furthermore, the committee continuously monitors regulatory changes and industry best practices, timely adjusting the Company's internal safety and health policies, and promoting education, training, drills, and advocacy activities to enhance safety and health awareness among all employees. Through the committee's cross-departmental cooperation mechanism, the Company gradually improves overall safety and health management performance, creating a safer, healthier, and more sustainable working environment.



Environmental Safety and
Health Management Policy

Occupational Safety and Health Committee



Occupational Safety and Health Personnel

- Promoting the ISO 45001 Occupational Safety and Health Management System
- Periodically convening the Occupational Safety and Health Committee
- Contractor management and education and training
- Formulating management regulations and related operating procedures
- Planning and organizing safety and health education and training for new and existing employees
- Conducting on-site autonomous management audits for occupational safety and health



Nursing Personnel

- Planning and organization of health promotion courses
- Maternal health care
- Care for return-to-work following occupational accidents
- Prevention and care for ergonomic hazard
- Prevention and care for overwork and cardiovascular risk hazards
- On-site health services by occupational physicians
- Hosting of health-related projects (e.g., influenza vaccination campaigns)



Department Supervisors of Each Unit

- Supporting and Promoting Various Occupational Safety and Health Matters



Labor Representatives of Each Unit

- Executing and cooperating with occupational safety and health-related matters and activities
- Consolidating safety and health - related suggestions from each unit

Systematic Management

momo is committed to providing a safe and healthy workplace. In 2019, it introduced the ISO 45001 Occupational Safety and Health Management System, covering all company locations to implement employee safety and health management through a systematic mechanism. For high-risk operations, hazard identification and risk assessment of warehousing and distribution operations are conducted, and control measures such as work permits are adopted to strengthen operational risk control and effectively prevent the occurrence of any occupational accidents. To date, the scope of internal audits and external certifications covers all employees (including dispatched workers) at the headquarters building and the Northern Logistics Center, totaling 2,424 people, accounting for 67.3% of the total number; other non-employees total 11 people, accounting for approximately 0.3% (onsite stationed personnel)^(Note). In the future, the certification scope will be expanded to company-owned-and-operated warehouses to provide comprehensive care and establish the determination to ensure workplace safety.

// Note: "Stationed personnel" generally refers to regular employees of other contractors whose workplaces are located at the Northern Logistics Center. The number and proportion of people within the certification scope are calculated based on momo's headcount at the end of 2024.

2025 Execution Performance

- ✓ Successfully passed the recertification of the ISO 45001 Occupational Safety and Health Management System, demonstrating continuously refined safety and health management capabilities.
- ✓ Completed compliance evaluations of occupational safety and health-related regulations across all workplaces, ensuring comprehensive regulatory compliance and reducing operational risks.
- ✓ Fully implemented maternal protection measures, achieving a 100% health education completion rate for pregnant and postpartum employees, thereby fostering a friendly and safe working environment.
- ✓ The Northern Logistics Center and Luzhu Warehouse passed the self-assessment for healthy workplace promotion.

Future Outlook - 2026 Targets

- ✓ Complete the certification of the ISO 45001
- ✓ Continuously track the regulatory compliance of occupational safety and health across all workplaces
- ✓ Maintain a 100% completion rate for health education during pregnancy and postpartum periods for maternal employees
- ✓ Main warehouse healthy workplace certification rate $\geq 75\%$



5.4.2 Enhancing Workplace Safety

403-2 403-3 403-5 403-7 403-9 403-10

momo prevents occupational accidents through various professional training programs, on-site hazard identification, and risk control. Personnel shall immediately report to their direct supervisors upon the occurrence or knowledge of an incident. If it meets the Company's major incident regulations, it shall be handled in accordance with the "Major Incident Reporting Management Regulations." Furthermore, employees are empowered to remove themselves from work situations that they reasonably believe present an imminent and serious danger to their life or health without suffering undue consequences, thereby building a solid foundation of safety and providing employees with a worry-free workplace and office environment.

Workplace Safety Hazard and Risk Identification

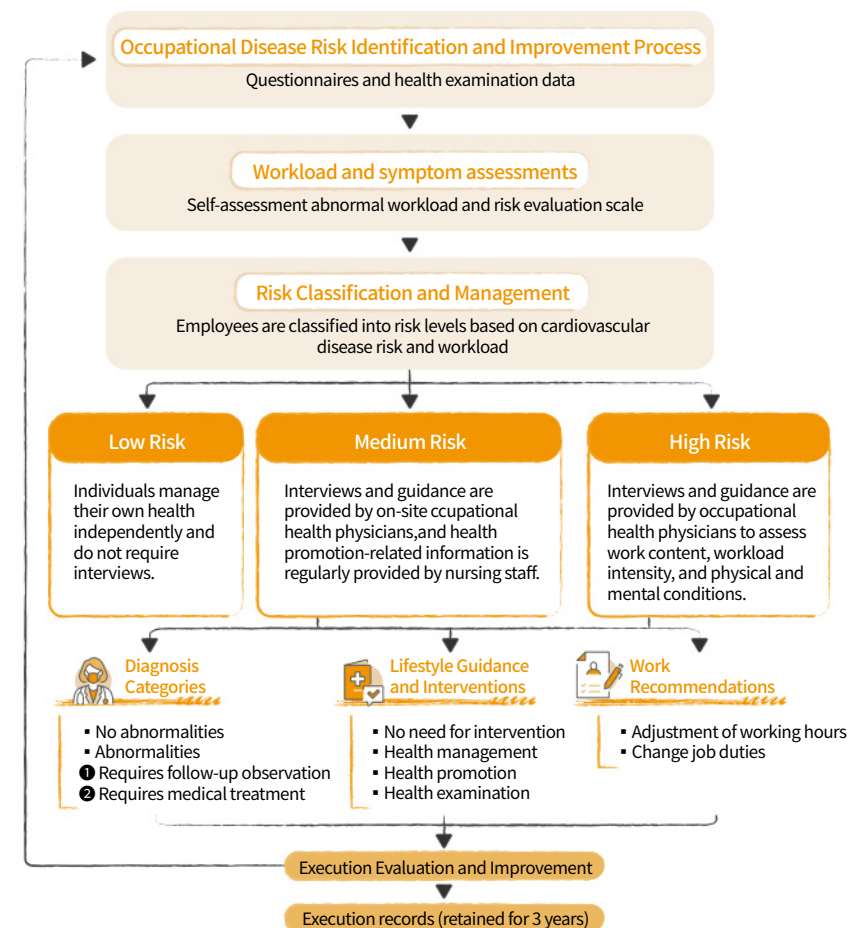
momo's primary workplaces are logistics warehouses and offices. To effectively conduct workplace hazard and risk identification, we have formulated safety and health hazard identification regulations. Various units jointly review internal and external issues, applicable regulatory provisions, and safety hazard risk items of on-site operations. Utilizing the risk and opportunity assessment matrix formula, risk levels such as high, medium, and low are identified. Response measure regulations are preferentially formulated for high risks, and the compliance of each regulation's execution is regularly reviewed to prevent on-site hazard accidents.

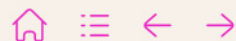
Workplace Safety Risk Assessment

Conducted by personnel holding professional certifications related to occupational safety and health or those who have received internal training on the ISO 45001 Occupational Safety and Health Management System, using methods such as autonomous audits, working environment monitoring, online questionnaire completion, hazard identification and assessment management forms, and internal and external diversified communication channels. The safety and health hazard types of various work activities are analyzed, and after confirming the effectiveness of existing protective measures, residual risks are calculated and evaluated based on the risk level determination criteria of the occupational safety and health system. High risks in 2025 include live-streaming operations and on-site warehousing operations, while medium-to-low risks include employee drinking water, workplace cleaning, and disinfection. momo continuously strengthens the cultivation of a safety culture mindset by organizing online and on-site occupational safety and health education and training.

Occupational Disease Risk Identification and Improvement Process

To safeguard employee workplace health, momo regularly utilizes questionnaires and health examination data to identify and evaluate employees who may be susceptible to triggering illnesses. Based on factors such as cardiovascular disease risk and workload, employees are comprehensively categorized into three risk levels—high, medium, and low—and provided with corresponding improvement measures and lifestyle guidance for each risk level:





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

– Effective Safety Management and Actions

Routine

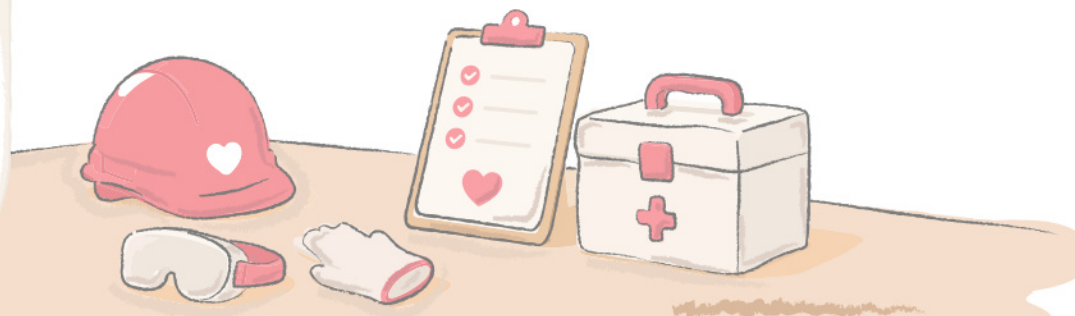
- 🔍 **Regular OSH Management Audits:** Regularly conduct various OSH-related audit activities at logistics warehouse sites every month, and conduct safety regulation audits for satellite warehouse product distribution operations every quarter.
- 🔍 **Special Hazard Operation Management:** Conduct annual radioactive substance wipe test reports for quality control testing instruments and provide employees with safety protection equipment and locations. For other operational workplaces with higher hazard risks, autonomous testing and records are implemented regularly to prevent occupational injuries and illnesses caused by workplace physical hazard factors.
- 🔍 **Drinking Water Risk Control:** Regularly replace the filter elements and perform maintenance on drinking water equipment every quarter, and engage credible testing institutions to regularly sample and test E. coli in the water of drinking water equipment across all workplaces to ensure employee drinking safety. All drinking water quality tests in 2025 met standards.
- 🔍 **Workplace Cleaning Risk Control:** Dedicated cleaning personnel perform office environment organization daily, and annual floor waxing and special cleaning contracts are signed with professional vendors to maintain an orderly, clean, and bright environment. Green plants are planted inside and outside the office spaces with dedicated personnel for regular maintenance, greening the environment to provide employees with a high-quality office location.
- 🔍 **Workplace Hygiene Risk Control:** Monthly floor cleaning and pest, bacteria, and rodent disinfection engineering are implemented. In response to the humid and hot summer environment, the frequency of pest control and disinfection operations is increased to prevent occupational accidents caused by workplace biological hazard factors.

Non-Routine

- 🔍 **Workplace Fire Risk Control:** Escape routes and fire hydrant zoning signages are posted in all workplaces, detailing the operation and usage methods of fire extinguishers and fire hydrants to ensure that employees can correctly operate fire-fighting equipment in emergency situations.
- 🔍 **Workplace Ergonomic Hazard Assessment and Overwork Prevention Operations:** To prevent musculoskeletal disorders and cardiovascular risk hazards induced by repetitive work, assessments and risk identifications are conducted for all employees (including dispatched workers), followed by tiered management and continuous health care operations.
- 🔍 **Contractor Management:** Governed by momo's "Occupational Safety and Health Work Safety Regulations," when outsourcing engineering projects, the sponsoring department supervisor shall convene a briefing meeting prior to commencement to inform contractors of the environmental hazard factors of the workplace. In addition, contractor joint organization meetings and education and training are regularly convened to enhance contractor safety awareness. In 2025, a total of 1 online education and training session was held, with 19 companies attending and participating; no injury incidents involving contractors occurred in 2025.

– Contractor Online Education and Training Courses

Pre-Operation	During Operation	Post-Operation
1 Contractor Health and Safety Commitment Letter 2 Work Construction Application Form 3 Hazard Notification Form 4 Education, Training, and Licenses	1 Comply with momo's safety and health management regulations (ISO 45001 Occupational Safety and Health Management System) 2 Prevention of workplace harassment and unlawful behavior 3 Response and reporting of occupational accidents	1 Restore the workplace to a safe condition 2 Complete the resetting/reinstatement of machinery, equipment, and tools
Operational Safety Advocacy	Advocacy Confirmation	
1 Compliance with occupational safety and health regulations 2 Correct use of personal protective equipment (PPE) 3 Safety in electrical wiring operations 4 Prevention of being caught or entangled hazards 5 Prevention of confined space entry hazards	1 Operating procedure specifications 2 Emergency response measures 3 Implementation of autonomous inspections 4 Education and training records 5 Suggestions and feedback	





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

Occupational Safety Training Courses

🔗 **OSH Training:** Occupational safety and health education and training are implemented for new, existing, and special hazard operation personnel in accordance with regulations, and records are retained for inspection.

🔗 **Certified First-Aiders:** Initial and refresher training courses for workplace first-aiders are conducted regularly every year to enhance employees' rescue capabilities and promptly reduce injury severity. The number of qualified personnel is 108, with a refresher training rate of 100%.

// Note: Regulations require the appointment of one first-aidier for every 50 employees. In 2025, momo's total headcount was 3,603, and the number of qualified personnel exceeded statutory requirements.

🔗 **Fire Safety Training:** Conducted semi-annually during fire safety training sessions, enabling colleagues to actually operate fire-fighting equipment, enhancing employees' initial disaster rescue capabilities. In addition to reducing the severity of disasters, this also initially ensures personal life safety. A total of 263 participants took part.

🔗 **AED and CPR Training:** To strengthen employees' first aid awareness in office workplaces, AED and CPR teaching is organized to enhance employees' disaster response and emergency rescue capabilities. A total of 10 participants took part.

🔗 **Forklift Operation Qualified License:** Regularly review monthly whether forklift operators at the warehouse site possess qualified certification qualifications in accordance with relevant regulatory specifications of the competent authority. As of 2025, the number of qualified personnel was 149.

🔗 **Specific Occupational Hazard Training:** Equipment in momo's server rooms generates unpleasant noise during operation. Although it does not constitute the noise standards specified by regulations, potential hearing damage to server room personnel caused by it is anticipated in advance. Noise hazard awareness training for server room personnel and the provision of personal protective equipment (PPE) are continuously promoted to strengthen awareness of hearing protection among personnel.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

Employee Occupational Accident Investigation

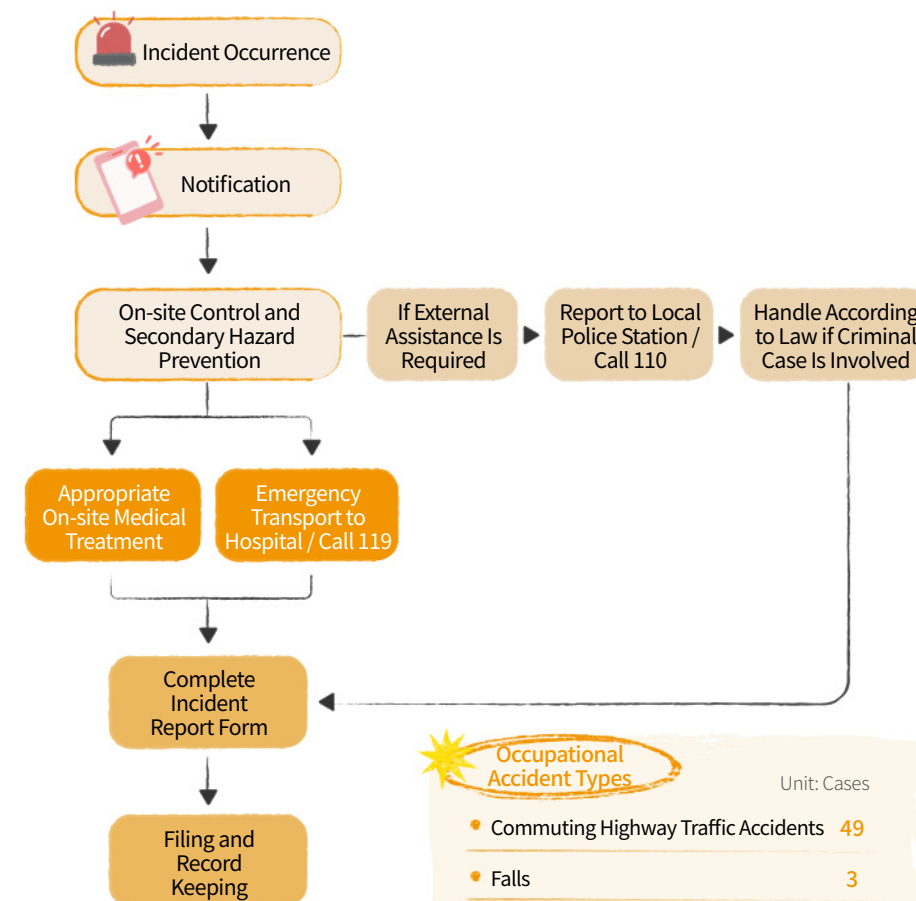
momo's "Occupational Safety and Health Work Safety Regulations" and "Administrative Measures for Emergency Response to Accidents" explicitly stipulate that personnel at an accident scene must prioritize their own safety conditions before taking any necessary measures, and must evaluate their own safety prior to conducting first aid or rescue, avoiding reckless actions. In addition, for occupational accident employees handling labor insurance occupational injury/disease outpatient or hospitalization compensation applications, nurses will conduct visits, assist employees in evaluating the selection of medical treatment methods, and assess whether employees require appropriate adjustments to their work duties upon returning to the workplace, safeguarding employee health and employment rights. Employees will never be subjected to disciplinary action for applying for public injury and sick leave.

Statistics for employee occupational accident application types in 2025 include all employees as well as non-employees whose work or workplaces are subject to momo's control (contractors), and track workplace and commuting traffic accidents. When an occupational accident occurs, momo immediately implements necessary first aid and rescue measures, initiates investigations into the causes and handling procedures of the accident, and reviews the subsequent handling results and evaluations of major incidents in accordance with the "Major Incident Reporting Management Regulations" by the supervisor of the department where the disaster occurred. Furthermore, for major incidents involving fatalities or disabilities, subsequent handling results and reviews may be tracked by a designated person assigned by the General Manager, or education, training, and advocacy may be executed to effectively prevent the recurrence of accidents and minimize losses.

In 2025, there were a total of 57 employee occupational accident incidents (0 non-employee occupational accident incidents), with the primary type being commuting highway traffic accidents. As of the end of 2025, a total of 56 colleagues had returned to their workstations (work positions), representing a return-to-work rate of 98%.

momo conducts audits once a year, jointly executed by the safety and health unit and various departments, to inspect the operating procedures, equipment, or working environment conditions of the workplace, identify hazards, and assess risks. During identification, the effectiveness of existing planned measures is taken into consideration, and other related measures concerning the establishment, implementation, operation, and maintenance of occupational safety and health are determined and evaluated, establishing risk levels and controls, which are then reported in the management review meeting.

- Emergency Response Measures Process Flowchart



Occupational Accident Types		Unit: Cases
Commuting Highway Traffic Accidents	49	
Falls	3	
Collision	1	
Improper Movement	2	
Others	2	
Total	57	

– 2025 Occupational Injury Analysis Statistical Table

Worker Category	momo			Fu Sheng Employees		
	male	Female	Total	male	Female	Total
Total Working Days	302,223	490,819	793,042	108,791	41,157	149,948
Total Working Hours	3,926,552	2,417,784	6,344,336	870,328	329,256	1,199,584
Number of Fatalities Resulting from Occupational Injury	0	0	0	0	0	0
Fatality Rate Resulting from Occupational Injury	0	0	0	0	0	0
Number of High-Consequence Occupational Injuries	0	0	0	0	0	0
Rate of High-Consequence Occupational Injuries	0	0	0	0	0	0
Number of Recordable Occupational Injuries	20	37	57	31	9	40
Rate of Recordable Occupational Injuries	1.65	1.88	1.80	35.62	27.33	33.34
Number of Near-Miss Incidents	0	0	0	0	0	0
Rate of Near-Miss Incidents	0	0	0	0	0	0

// Note 1: Rate of recordable occupational injuries: (Number of recordable occupational injuries / Total working hours) x 200,000; Rate of recordable occupational injuries: (Number of recordable occupational injuries / Total working hours) x 1,000,000.

// Note 2: Accident Types / Definitions:

1. Occupational injury: Refers to worker illnesses, injuries, disabilities, or fatalities caused by buildings, machinery, equipment, raw materials, chemicals, gases, vapors, dust, or work activities and other occupational reasons within the labor premises.
2. Near-miss incident: Refers to an unexpected condition that does not cause personnel casualties or property loss, but causes personnel fright or startle.
3. The number of recordable occupational injuries for contractors is 0.

// Note 3: As of the end of 2025, momo's employee headcount was 3,603 (3,552 regular full-time employees, 29 contract workers, and 22 internal managers).

– 2025 Occupational Accident Analysis Statistical Table

Year	Gender	Number of Occupational Accidents	Total Absenteeism Days	Injury Frequency Rate (FR)	Absenteeism Rate (AR)	Injury Severity Rate (SR)
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
2025	male	20	155.5	3.15	0.002	25
	Female	37	363.94	5.83	0.01	57

// Note 1: Injury Frequency Rate (FR) = (Number of Occupational Accidents × 1,000,000) / Total Hours Worked

// Note 2: Absenteeism Rate (AR) = (Total Days Lost / Total Working Days) × 100% (Absenteeism days include sick leave, menstrual leave, prenatal check-up/maternity-related rest leave, and occupational accident leave; only occupational accident leave hours are disclosed for the year 2025)

// Note 3: Injury Severity Rate (SR) = (Total Days Lost × 1,000,000) / Total Hours Worked

// Note 4: The above 1,000,000 represents: per million hours worked as the unit

// Note 5: The number of occupational accidents includes the total of accidents occurring in the workplace and traffic accidents outside the workplace

// Note 6: From 2018 to 2025, no cases of occupational diseases or work-related fatalities occurred among any employees or non-employees

// Note 7: As of the end of 2025, momo's employee headcount was 3,603 (3,552 regular full-time employees, 29 contract workers, and 22 internal managers)



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

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

5.4.3 Healthy and LOHAS Workplace 403-6

Through professional nurses, momo utilizes professional health management and compiles employee feedback and needs to plan the current year's health promotion course activities and incentive measures. Internally, the Chairman and President personally lead all employees to jointly respond to and promote workplace health promotion, effectively achieving systematic management. Furthermore, momo makes good use of support and guidance provided by external units to enrich and complete various health-related programs, thereby establishing a healthy and friendly workplace environment and fostering a healthy workplace culture.

Healthy Workplace with Five Core Elements

1. Fostering a Mental Resilience Lifestyle Against the Pandemic

- Health Advocacy
- Hosting Influenza Vaccination Campaigns

2. Staying Active

- Health Course Lectures
- Tobacco Hazard Prevention Lectures and Health Education
- Course Satisfaction Surveys
- Health Knowledge Promotion and Application

3. Relaxing Environment

- Fitness Plaza
- Employee Rest Area Setup
- Employee Exclusive Coffee Station
- Cozy Nursing and Breastfeeding Room
- Pregnant Mothers' Exclusive Parking Spaces

4. Health Management

- Employee Health Examinations
- Health Examination Data Analysis
- Health Literacy Questionnaire Surveys & Workplace Physician Consultations

5. Open Outreach Channels

- 24/7 Unobstructed EAP Hotline
- Diversified Consultation Channels for Employee Psychology, Work, Management, Medicine, Finance, and Law
- Nurse Health Education Channels





- About this report
- 2025 ESG Highlights
- Awards and Recognitions
- Sustainability Impact Story
- 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

Making Health a Lifestyle

To enhance employees' health literacy, establish healthy lifestyles, and promote disease prevention, momo plans "health promotion activity courses," "autonomous health management weight-loss activities," and "psychological adjustment courses," while promoting "health-friendly spaces." This provides employees with diverse channels to acquire health knowledge and behavioral changes, enhancing health and health-beneficial behaviors. To care for every employee's personal health, momo has established a comprehensive employee health management system, providing maternal care for pregnant employees and continuously offering breastfeeding health education and other assistance, achieving a 100% health education completion rate during pregnancy and postpartum periods in 2025.

To enhance the health and vitality of corporate employees, momo collaborates with regional health centers and independently organizes 41 related health courses and lectures with 2,011 attendee-times. These cover various topics for employees to freely choose and participate in, including "Traditional Chinese Medicine Summer Heat Prevention Lecture - Nourishing Heart Qi in Summer to Prevent Heatstroke," "Chronic Disease Prevention," "Spine Care: Staying Away from Lower Back Pain," "Tobacco, Betel Nut, and Alcohol Prevention Advocacy along with Oral Cancer Screening and CO Testing," and "Body-Mind-Spirit Stress Relief." In 2025, the average satisfaction score for health lectures was 4.87 out of 5.0.



Health Lecture Satisfaction Survey

Year	2023	2024	2025
Score	4.8	4.85	4.87

// Note: The maximum score for health lecture satisfaction is 5.0

Health Knowledge Promotion and Application

To promote colleagues' health awareness and create a friendlier workplace environment, momo regularly publishes "mo Health Knowledge Advocacy" every month via all-employee emails or mymomo in a simple, easy-to-understand, yet professional manner, providing the latest health information. The contents cover diversified themes such as physical health and preventive care, workplace healthy diet, and physical activity guidelines, assisting colleagues in grasping the latest health trends amidst their busy work rhythms.

- The monthly health advocacy not only shares expert advice and practical tips but also incorporates seasonal focuses, social health issues, and real-time health information, enabling colleagues to start from daily life and gradually build good lifestyle habits. Simultaneously, we also provide simple and actionable health action plans, such as simple home exercises, balanced diet tips, and stress-coping methods, making health promotion closer to employee needs.
- momo expects that through continuous health knowledge promotion, every colleague can better understand their own health status, practice a healthy lifestyle both inside and outside the workplace, and thereby foster a vibrant work environment characterized by physical and mental balance.

Health-Friendly Spaces

momo provides various fitness facilities and sports venues, encouraging employees to experience a variety of stress-relief and health activities, including: fitness rooms (treadmills and weight training equipment), sports areas (yoga venues and dynamic sports venues), employee rest areas, stress-relief massage stations, and coffee bars.

Comprehensive Health Management

- Employee Health Examinations:** Providing employee health examination services superior to statutory requirements every two years, with a focus on comprehensive cancer prevention, including screenings for oral cancer, nasopharyngeal cancer, liver cancer, colorectal cancer, breast cancer, ovarian cancer, and prostate cancer. Through these screenings, employees can achieve early detection and early treatment to reduce mortality rates.
- Health Examination Tiered Management:** After employee health examination data is compiled into the health management system, nurses from the occupational safety and health management unit conduct health-tiered management, analyze abnormal health examination items across units and employee abnormal tracking care notifications, and arrange measures such as medical consultations. Through a comprehensive health management aspect, this assists employees in discovering health problems early and receiving treatment.
- Physical and Mental Health Education:** During health examination activities, physical and mental health education is conducted for all employees, focusing on dietary habits and mental health, continuously advocating health knowledge. Bone mineral density testing activities are also organized for all employees, and waist and neck X-ray examinations are conducted for groups with higher repetitive work frequencies to prevent musculoskeletal injuries.
- Workplace Physician Consultations:** Promoting workplace physicians to conduct employee medical consultation services and employee health care, such as health examination abnormality consultation management, disease tracking health education and medication consultation, and on-site work visitation care. In 2025, the number of consultation participants totaled 464.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

6.1 Digital Fundraising

6.2 Community Engagement

6.3 Cultural Engagement

Appendix

6 Society Matters

By leveraging its influence as an e-commerce platform, momo deeply cultivates digital philanthropy. We join hands with employees, suppliers, and consumers to respond to public welfare activities, addressing social issues and creating a mutually beneficial and prosperous ecosystem.

2025 Performance Highlights

> **NT\$102.4** million

Annual Total Philanthropic Expenditure

> **NT\$ 190** million

Publicity & Marketing Resources

> **69** projects

Charity Projects

223,480 individuals

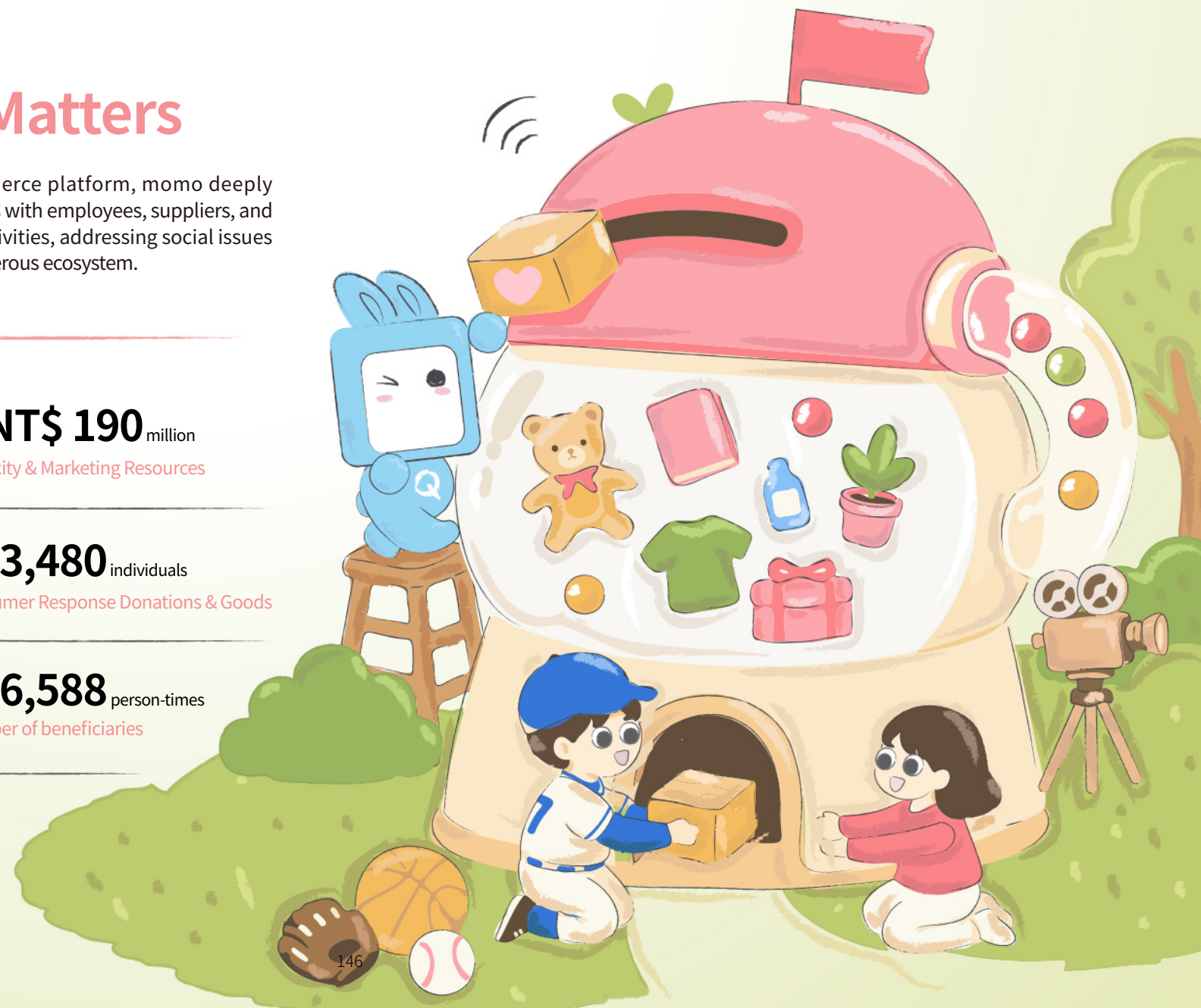
Consumer Response Donations & Goods

> **75** groups

Beneficiary Groups

426,588 person-times

Number of beneficiaries





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

6.1 Digital Fundraising

6.2 Community Engagement

6.3 Cultural Engagement

Appendix

Public welfare focus-Practical Actions

Resource Input

Engagement Channels

2025 Key Performance & Results



Digital Fundraising

Play the role of linking social resources via e-commerce platforms, joining hands with numerous social welfare groups, consumers, and suppliers to practice charity online.

Established the online "Enjoy Charity", managed and maintained by dedicated staff with monthly campaign promotions.

Encourage consumer participation and collaborate with suppliers to integrate multi-party resources, leveraging owned live streaming promotion channels to expand charity impact.

Provide 2 days of paid volunteer leave annually to encourage full employee participation.

Partner with foundations for material donations to foster resource sustainability.

Continuously hold charity events and align with Fubon Group's "Positive Power" theme to actively promote public welfare.

Continuously sponsor sports such as basketball, baseball, and golf for consecutive years, assisting in event publicity and venue operations.

Extend live streaming content into the cultural domain to promote outstanding domestic films, art, and culture.

- Recurring Love Donations
- Monthly Campaigns
- Charity Subscription
- Direct Charity Purchase

- E-Invoice Donation
- Live Streaming Promotion
- Supplier Charity Collaboration

- Organize Employee Volunteer Activities

- Material/Product Donations

- Group Charity / Caring Project Promotion
- Charity Fundraising / Bazaars

- Support Sports Development

- Arts & Cultural Promotion

- Raised NT\$ **25.08 million** in funds
- Sent out **5,611 items**
- Helped **222,569 individuals**

- 242,803 members** participated in e-invoice donations
- 1 cause-related marketing campaign** with supplier

- 481 volunteer hours**

- 1,776 donated products**
- Total value of donated goods: **NT\$ 1,037,390**

- Sponsored NT\$ **6.87 million**
- Over **170,503 person-times** participated in charity voting and projects
- Raised NT\$ **2.3 million**

- Sports sponsorship expenditure: NT\$ **67.15 million**

- Invested NT\$ **3.815 million** in publicity resources



Community Engagement

Mobilize employees for volunteer services, hold charity events, and initiate material donations to give back to society across manpower and material dimensions.



Cultural Promotion

Utilize extensive promotional resources and creative marketing strengths to multi-dimensionally support sports events and film/television cultural development in Taiwan, supporting the flourishing development of domestic sports and film/drama.



6.1 Digital Fundraising

6.1.1 Digital Charity Pavilion 203-1

momomo 「Enjoy Charity」

With technological development and changing social patterns, consumer behavior has rapidly digitized, making online shopping mainstream. momomo fully leverages its core e-commerce capabilities and resources to create an online charity platform dedicated to social welfare groups, "Enjoy Charity". By integrating cash flow, information flow, and logistics, momomo helps social welfare groups increase visibility and enhance digital fundraising efficiency. Through a rigorous screening mechanism, momomo's over 10 million members can conveniently and securely engage in daily acts of kindness.

momomo's digital charity initiatives are promoted through four primary channels: "Recurring Love Donations," "Monthly Campaigns," "Charity Subscriptions," and "Direct Charity Purchases," assisting social welfare organizations to promote fundraising and supply collection. In 2025, momomo mobilized 49 charitable organizations, raising NT\$ 25.08 million in funds, with 5,611 charity sales and donation products. Since establishing the "Enjoy Charity" in 2022, momomo has executed over 200 public welfare projects, continuously enhancing the diversity of public welfare issues and guiding members to pay attention to various public welfare topics, jointly promoting social co-prosperity and a virtuous cycle of goodness.



Recurring Love Donations

Combines subscription services with micro-donations starting from NT\$ 100, providing members with diverse online action charity options. Through long-term small donations, it provides social welfare groups with long-term, stable support.



Monthly Campaigns

Curates monthly featured charity projects, inviting celebrities as charity ambassadors, supplemented by marketing activities and online social media traffic redirection. Through social media lucky draws, it increases consumer attention and donation incentives, calling on members to respond.



Charity Subscription

Combines subscription services with supply donations, establishing a dedicated recurring love donation zone to deliver charitable supplies monthly to various charity groups.



Direct Charity Purchase

Partners with "give-circle.com", Taiwan's largest item donation platform, leveraging momomo's rich product selection to innovate the donation process for precise giving.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momomo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

6.1 Digital Fundraising

6.2 Community Engagement

6.3 Cultural Engagement

Appendix

Recurring Love Donations: Sustainable Care Without Interruption

momo Enjoy Charity combines subscription services on the platform with micro-donations starting at NT\$ 100, launching the "NT\$ 100 Recurring Donation" service to offer members diverse online charity options. Donors can choose different time cycles, with single donation amounts starting from NT\$ 100, allowing members of different age groups to donate effortlessly according to their capacity. It also provides long-term donors with a convenient and secure donation channel. Since its launch, the service has been widely recognized by consumers, leveraging the power of the e-commerce platform to provide long-term, stable fundraising for social welfare groups in different fields, including underprivileged women and children, elderly care, disability support, and environmental/animal protection, uniting consumer strength to expand the positive cycle together.

2025 / Public welfare achievements

NT\$ 19.10 million

Recurring Donation Amount

30 Projects

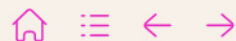
Recurring Donation Charity Projects



2025 Recurring Donation Partner Projects

Syin-Lu Social Welfare Foundation	Add a Little Love to Make Disabled Smiles Brighter
Chilingji Charity Foundation	Assisting Developmental Delay Children in Early Intervention Learning
Children Are Us Foundation	Recurring Love Donations - Love Meal Box Collection Drive
Down Syndrome Foundation	Supporting Work Dreams of Down Syndrome Children!
Taiwan Fund for Children and Families	Helping Children Regain Smiles
Eden Social Welfare Foundation	Raising 100 Kinds of Love Power
Zhi-Shan Foundation	Accompanying Remote Children to Grow Up Safely
Genesis Social Welfare Foundation	Top 10 Acts of Kindness
Modern Women's Foundation	Becoming Stable Companionship for Domestic Violence Families
World Vision Taiwan	Student Aid Action
First Social Welfare Foundation	Guarding Child Hearts, Accompanying Happy Aging
The Garden of Hope Foundation	Helping Children Exposed to Violence Face the Sunshine
Taiwan Environmental Information Center	Supporting Underwater Coral Reef Ecological Surveys to Guard Ocean Health
Mennonite Christian Hospital	Delivering Medical Care to Remote Eastern Areas
Taipei Parents' Association for the Visually Impaired	Acting as the Eyes for the Visually Impaired to Accompany Them Farther

Hospice Care Foundation	"Endless Love, Unceasing Care" Hospice Care
Hope Foundation for Cancer Care	Becoming Hope for Cancer Patient Families
Sunshine Social Welfare Foundation	Supporting Burn and Facial Disfigurement Children to Grow Up Safely
Hondao Senior Citizen's Welfare Foundation	Responding to Elderly Muscle Support Program
Taiwan Association of Long Term Care Services	Caring for Elderly Living Alone Until the End of Life
Good Neighbors Taiwan	Demonstrating Girl Power
APA Taiwan	"Dogs to Riches" Project
Wheat Grain Foundation	Remote Elderly Care More Effective
End Child Prostitution and Trafficking (ECPAT) Taiwan	Let Love Soar - Underprivileged Teenage Girl Self-Reliance Program
Skin Burn and Cancer Foundation	Allowing Seniors to Have Dignity and Happiness in Their Twilight Years
Ronald McDonald House Charities	Helping Families of Children Seeking Remote Medical Care Get Closer to Medical Resources
Harmony Home Foundation	Giving Stateless Children Borderless Love
Faith for Animals	Ending Straying, Transforming Stray Dog Fates
Fubon Charity Foundation	Making Friends with Love
Liver Disease Prevention & Treatment Research Foundation	Helping Remote Families Stay Away from Liver Diseases Together



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

6.1 Digital Fundraising

6.2 Community Engagement

6.3 Cultural Engagement

Appendix

Monthly Campaigns: Curated Charity Expanding Social Engagement

To provide members with diverse and convenient online charity participation methods, momo's "Enjoy Charity" regularly launches curated charity projects under "Monthly Campaigns". By integrating promotional resources across momo's shopping website, app, TV shopping, official social media, and press releases, it calls on members to jointly respond to public welfare actions, assisting social welfare groups in promoting love relief projects and raising required funds and supplies.

In 2025, momo's "Enjoy Charity" launched 17 curated charity projects, covering diverse service areas including underprivileged women and children, elderly care, disability support, and environmental/animal protection. Meanwhile, momo also engaged in emergency relief operations. Following the disaster in Guang-fu, Hualien in September this year, momo immediately activated the "Digital Philanthropy" fundraising mechanism, partnering with Wheat Grain Foundation to launch an online donation project, assisting disaster-affected families with living support and reconstruction, accompanying local vulnerable households through difficult times to gradually rebuild lives and homes.

2025 / Public welfare achievements

NT\$ 2.59 million
Fundraising Amount

NT\$ 2.49 million
Charity Sale Amount

17 Projects
Featured Charity Projects



2025 Monthly Campaign Charity Projects

Hondao Senior Citizen's Welfare Foundation	Accompanying Elderly Living Alone to Warmly Spend New Year
APA Taiwan	"Dogs to Riches" Project
Faith for Animals	Ending Straying, Transforming Stray Dog Fates
Taiwan Fund for Children and Families	Helping Children Heal Trauma
Angel Heart Family Network	Helping Special Needs Families Create a Co-Prosperity Base
First Social Welfare Foundation	Guarding Disabled Children, Extending Love
Eden Social Welfare Foundation	Giving Slow-Growing Children the Power to Grow Up!
Children Are Us Foundation	Becoming a Reassuring Backer for Disabled Individuals
World Vision Taiwan	Helping Refugee Children Live Well

Chung Yi Social Welfare Foundation	Helping Abandoned Children Grow Up Healthy
Huashan Social Welfare Foundation	Guarding Lonely Seniors, Delivering Love Home
Skin Burn and Cancer Foundation	Co-building 24-hour Dementia Group Home
Down Syndrome Foundation	Children on Lalashan, We Guard Together
Harmony Home Foundation	Giving Migrant Children the Same Love
Chilingji Charity Foundation	2026 Chilingji Charity Calendar
Wheat Grain Foundation	Joining Hands to Deliver Warmth, Guarding Hualien and Taitung
Taiwan Environmental Information Center	Ocean with You is Great! Coral Planet SOS

Charity Subscription for Essential Goods

momo built a charity "Subscription" service on its e-commerce platform, setting up a dedicated recurring love donation zone to help members distribute charity supply packages to those in need, including unemployed low-income individuals, seniors living alone, persons with disabilities, single-parent families, rehabilitated individuals, homeless individuals, and low-income households. momo established a complete mechanism to deliver monthly charity donations to partner groups including Grace Home Church and 1919 Food Bank.

2025 / Public welfare achievements

1,610 packages
Love Supplies

NT\$ 680,000
Material Value



Direct Charity Purchase: Precise Giving Made Easy

In practical, over 50% of items donated by the public to public welfare groups fail to meet the actual needs of beneficiaries. In addition to providing convenient online donation channels, momo leverages its e-commerce core logistics advantages to partner with "give-circle.com", Taiwan's largest item donation platform, launching the "Direct Charity Purchase" service. Through momo's rich and diverse product strength on site, it flips the donation process by contacting public welfare organizations in advance to confirm fundraising demand items, allowing members to understand beneficiary needs before purchasing and donating on momo. momo's logistics team delivers purchased donation items directly to specified charity groups, using a complete logistics system to assist charity groups in completing love deliveries, ensuring member love is precisely delivered to groups such as Taitung Underprivileged Care Association, CanLove Social Service Association, New Youth Foundation, Taiwan Kanner Foundation for Autism, Hope Pasture, and Taiwan Aftercare Association.

6.1.2 Digital Charity Promotion

Cloud E-Invoice Donation Initiative

2025 / Public welfare achievements

1,027,545 invoices	242,803 members	NT\$ 2,480,600
Donated Invoices	Participating Members	Donation Winning Amount

As a large e-commerce platform, momo designs "e-invoice donation" as a public welfare option in the consumption process, allowing consumers to participate in public welfare actions while completing purchases. In 2025, momo continued collaborating with local tax authorities, including the Finance and Taxation Bureau of Chiayi City Government, Taipei National Taxation Bureau, and Local Tax Bureau of Taoyuan City Government, to promote cloud e-invoice donation activities through moCoin reward mechanisms, encouraging consumers to choose donating e-invoices to social welfare groups to support public welfare. In 2025, over 1 million e-invoices were actively donated by consumers on momo, with over 240,000 participating members, generating winning prize money of NT\$ 2,480,600 directly injected into social welfare group usage.

Through joint promotional activities with local tax units, momo integrated e-invoice donation with consumption nodes such as Mid-Autumn Festival and Double 11, as well as tax payment reward projects, expanding participation in cloud e-invoices and charity donations. momo will continue to combine cloud e-invoices with charity donations through platform design and cross-agency cooperation, allowing every consumption transaction to be transformed into resources supporting social welfare groups, exerting the platform's connecting power in digital philanthropy.

Joining Hands with Suppliers to Expand the Public Welfare Cycle (Supplier Charity Collaboration)

In addition to driving charity actions itself, momo collaborates with suppliers to convert consumer behavior into concrete social support, expanding public welfare influence. In 2025, momo partnered with supplier Royal Canin from August 1 to August 16 to promote the "Buy & Feed" charity project. During the event, when consumers purchased Royal Canin products or designated department store sets on momo, each completed order resulted in the brand donating one meal of pet food (~120g) to animal protection units, converting daily consumption into practical support for stray animals.

This event accumulated 8,450 orders, with Royal Canin donating 1,014 kg of pet food, jointly participating with department cosmetics brands to donate a total of 1,688 kg of pet food to recipient unit "Taiwan Companion Animal Support Association", supporting stray animal care requirements. Through platform mechanisms and marketing resource integration, momo connects brands and consumers, forming a "Consumption × Supplier × Charity Group" cooperation model that generates social value during commercial transactions. In the future, momo will continue promoting more actions combining sales with public welfare support through supplier collaboration and project design to expand the platform's charity cycle.

2025 / Public welfare achievements

12 groups	NT\$ 220,000
Charity Groups	Direct Purchase Fundraising Amount



6.2 Community Engagement 203-1

Employee Volunteer Actions

To encourage and reward employees for participating in charity and social care actions, momo provides each employee with 2 days of paid volunteer leave annually, supporting colleagues to engage in volunteer services outside work. In 2025, participating employees logged a total of 481 volunteer hours.

481 hours

Annual Volunteer Hours

2.3 metric ton

Cumulative Marine Debris Cleared



momo's adoption of Lin-kou Dingliao Beach in New Taipei City has entered its third year. Every year, momo joins hands with consumers and employees to clean the beach, cumulatively removing over 2.3 metric tons of marine waste. In 2025, ahead of Earth Day, momo partnered with "HiIN Studio," an organization long dedicated to marine conservation, calling on over 150 employees and consumers to form the "Sustainable Home Defense Team" to clean Linkou Dingliao Beach. On that day, a total of 934 kg of coastal waste was cleared, demonstrating action to guard the environment. Ocean conservation lectures were also held on site to help participants understand Taiwan's coastal ecological situation and source reduction concepts, deepening public understanding and resonance with marine issues through practical actions.

Social Welfare Group Material Donations

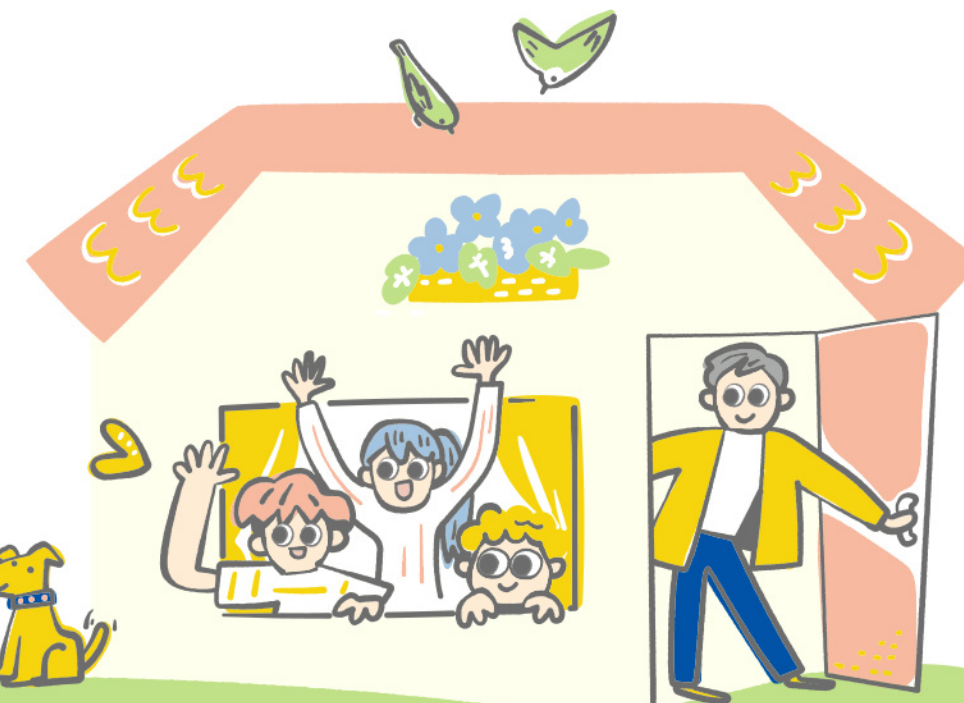
In addition to digital fundraising, momo fulfills its responsibility in material support. In 2025, momo donated a total of 1,776 products, including daily necessities, personal cleaning items, mattresses, apparel, and children's items. Through cooperation with Wheat Grain Foundation, Genesis Social Welfare Foundation, and Zenan Homeless Social Welfare Foundation (Taipei and Taoyuan branches), momo distributed owned inventory items to foundation locations across Taiwan, delivering supplies to those in need.

1,776 products

Donated Goods

NT\$ 1,037,390

Donated Goods Value





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

6.1 Digital Fundraising

6.2 Community Engagement

6.3 Cultural Engagement

Appendix

Public Welfare Activity Promotion



Fubon Group Public Welfare Projects



Fubon Charity Ambassador

momo has partnered with Fubon Charity Foundation for many years to execute the "Fubon Charity Ambassador" project, receiving **33,646** online votes. To encourage colleagues to actively participate in charity services, the care recipients expanded from "social welfare" to "social enterprises" as proposal domains, aiming to establish a platform for colleagues to engage in social welfare. This actively cares for and assists social vulnerable groups or social enterprise developments addressing social issues. Any active Fubon Group employee can become a Fubon Charity Ambassador proposer. With the mission of supporting vulnerable groups, through platform construction and volunteer training, providing **NT\$ 550,000** in funding and gift sponsorships, love is spread to every corner of society.



"Green Power for Good" Solar Project

Taiwan Mobile has continuously promoted the "Green Power for Good" solar project for **9 consecutive years** since 2017, calling on the public to raise funds for "Syin-Lu Social Welfare Foundation" in 2025. This project continues an innovative model to construct a solar power system, selling electricity back to the power company under government renewable energy policies and power sale mechanisms, amplifying public welfare love. momo actively responded by building a dedicated campaign page, raising **NT\$ 90,000** in project funds, hoping to aggregate public love to inject 20 years of green electricity benefits into Syin-Lu Social Welfare Foundation, guarding the future of intellectually impaired individuals with sunshine and love.



Charity Bazaars / Fundraising



Commute for Charity

momo continuously partnered with Taoyuan Metro for the 4th year in "Commute for Charity," linking online shopping and live streaming media promotional resources. The event introduced two Mother's Day limited products: "Happy Berry Baumkuchen Gift Box" and "Mother's Day Stamped Nagasaki Cake Gift Box," inviting members to support public welfare with practical actions. The event raised **NT\$ 90,000** for the Taoyuan City Government Social Affairs Bureau Emergency Relief Account, helping vulnerable women overcome life difficulties and expanding the positive cycle. Combining consumption with public welfare, momo transmits care and support, turning every sweet bite into love to warm society!



Safe Journey, Doing Good Together

momo partnered with the "Do Good Team" initiated by Yu Mei-Nui for a charity bazaar campaign, entering its 17th consecutive year. In 2025, with the core theme "Borderless 17 Do Good", the campaign joined hands with foreign chefs to launch the "G-Croissant Charity Cookie Tin." The five cookie flavors inside symbolized diversity, inclusion, and the extension of love, reflecting the core concept "Love Knows No Borders." The campaign raised a total of **NT\$ 1.61 million**. For every gift box sold, NT\$ 100 was donated to "The Mustard Seed Mission," enabling children to grow up in a safe and stable environment while accompanying families to rebuild their life support networks.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

6.1 Digital Fundraising

6.2 Community Engagement

6.3 Cultural Engagement

Appendix



Public Welfare Projects



Pet Ambassador Voting Campaign

momo partnered with long-term animal protection partners, including APA Taiwan and Faith for Animals, to co-promote the "Pet Ambassador Voting Campaign," enhancing public attention on stray animal issues through online voting and interaction. Besides encouraging members to enter their pets, consumers could complete donations safely and conveniently via momo "Enjoy Charity." The campaign generated **581,154** pageviews, attracted **131,754 participants**, and raised **NT\$ 6.07 million** in sponsorships.



"Taiwan unsung hero" Film Sponsorship Project

Taiwan Impact Angel Network and Formosa 3D Association have long promoted the "Taiwan unsung hero" film screening project, transmitting courage and life education through cinema to campuses across Taiwan. momo supported this project with **NT\$ 250,000** in funding, helping teachers and students in schools below high school enjoy and share the film, fostering positive values from real stories and reinforcing the positive belief that "I can do it."



Taitung Dream Journey

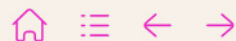
"New Hope Foundation" has deeply cultivated Taitung since 2007, accompanying children across 7 townships, 8 ethnic groups, and approximately **350 elementary to high school students** annually. Through the "East Light Plan," they organize "Dream Journeys" to guide children in exploring career development. momo participated in the 12th Dream Journey, accompanying 13 remote children from Taitung into broadcasting studios, providing opportunities to express themselves, explore interests, and make their dreams seen and heard.



Joining Hands to Deliver Warmth, Guarding Hualien and Taitung

In September this year, Typhoon Ragasa severely struck Guang-fu, Hualien, leaving families facing reconstruction challenges. To assist disaster victims, momo activated an online disaster relief zone within 6 hours, integrating material collection and online donations. Goods were dispatched via Chunghwa Post directly to disaster areas, while partnering with Wheat Grain Foundation to support post-disaster reconstruction. The 25-day drive raised nearly **NT\$ 510,000** from **5,090 participants**, sending warmth and support to Hualien and Taitung.





About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

6.1 Digital Fundraising

6.2 Community Engagement

6.3 Cultural Engagement

Appendix

6.3 Cultural Engagement

6.3.1 Supporting Sports Development

Leveraging rich online platform media resources and creative marketing strengths, momo actively participates in promoting sports activities, multi-dimensionally supporting Taiwan's sports event development, assisting domestic sports to flourish, and enhancing sports event visibility. Playing a core platform role, momo connects group companies, suppliers, athletes, fans, and consumers to strengthen unity in sports promotion, fostering a national sports culture to maximize sports development outcomes. In 2025, total investment in sports promotion and sponsorships reached approximately NT\$ 67.15 million.

– Fubon Braves Basketball Team

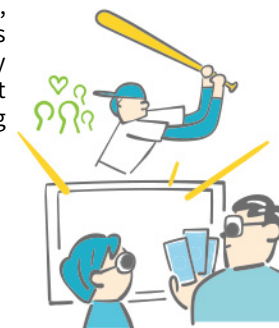
momo has continuously responded for 10 years to Fubon Group's joint support for Fubon Braves Basketball Team's operational development, injecting resources into the team's participation in Taiwan's P.LEAGUE+ professional basketball league. momo increased sponsorship and advertising expenditure to NT\$ 12.60 million, mobilizing brand and member power to organize "momo Theme Days," inviting members to attend games. To extend member enthusiasm for basketball, momo expanded regular season publicity, contributing to domestic professional basketball development.

– UBA Popularity Voting

Upholding the spirit of giving back through sports promotion, momo partnered with Fubon Life to participate in UBA College Basketball League activities. momo utilized e-commerce platform resources to build an online stage for UBA, conducting online popularity voting for finalist players and teams, with promotion across campuses and game venues. High platform traffic exposed talented teams while voting incentive mechanisms encouraged youth engagement and member attention. Total votes reached 750,000, generating nearly 1 million pageviews, with sponsorship and advertising resources totaling NT\$ 18.14 million.

– Fubon Guardians Baseball Team

Baseball is Taiwan's national sport. momo has actively joined Fubon Group since 2017 to support the Fubon Guardians Baseball Team. In 2025, momo invested NT\$ 29.92 million in event funds, aiming to elevate Taiwan's baseball and sports industry environment and assist Taiwanese players in setting better records.



– Fubon Sports Venues

Supporting sports development, momo crossed into sports venue operations, investing NT\$ 6.30 million in sponsorships in 2025 to ensure domestic sports have premium competition venues and viewing environments. Xinzhuang Baseball Stadium is a major international-standard stadium in the Taipei area, hosting over 104 major professional and international games annually. Fubon Guardians home games average over 8,159 attendees per game. Venues actively host multi-level baseball events to diversify target audiences.

– Taiwan Mobile Ladies Open

Taiwan Mobile Ladies Open, title-sponsored by Taiwan Mobile of Fubon Group, features a strong international lineup attracting nearly 100 professional female golfers and top amateurs. momo participated for the 10th consecutive year, providing guest apparel (160 pieces, total value NT\$ 190,000), taking practical action to help top Taiwanese golfers compete locally against international players while demonstrating Taiwan's capacity to host international tournaments.

momo

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About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

6.1 Digital Fundraising

6.2 Community Engagement

6.3 Cultural Engagement

Appendix

6.3.2 Supporting Arts and Culture

Support Domestic Cultural Development Projects

To support domestic cultural development, momo partnered with 7 domestic film, drama, and art organizations this year. Through live streaming interviews and introductions, audiences gained deeper insights into production details while outdoor live streams supported promotional events. In 2025, total resource investment reached NT\$ 3,815,000, with performance details below:

We Didn't Promise Tomorrow (Book Live Stream)



Event Description:

Responding to government policies encouraging reading habits, momo provided professional broadcasting technology and marketing resources on its live streaming platform, inviting domestic creator Toro for a deep interview discussing personal values and life philosophy, helping promote domestic publications and supporting local literature.

Arts & Culture Event

Release / Air Date

2024/10/1

Live Stream Date

2/8

Data Results

Views:

~10,299

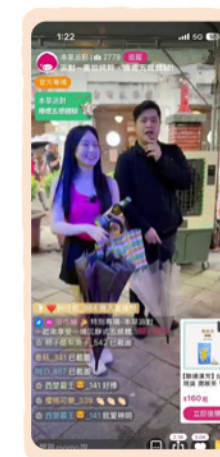
Peak Concurrent Viewers:

~7,570

Unique Viewers:

~2,823 person-times

Dadaocheng Herbal Party



Event Description:

Partnering with domestic cultural organizations at Dadaocheng "Herbal Party," momo fulfilled cultural inheritance goals by providing live streaming equipment and channel resources, converting local culture into immersive online content. Through digital broadcasting, over 27,000 participants joined the cultural experience, effectively promoting Dihua Street art and culture and energizing local industries.

Arts & Culture Event

Release / Air Date

5/11

Live Stream Date

5/11

Data Results

Views:

~27,109

Peak Concurrent Viewers:

~5,263

Unique Viewers:

~4,193 person-times

Ganzaishi Lion Dance Culture



Event Description:

Dedicated to cultural inheritance, momo provided free professional live streaming venues, equipment, and technical support for the century-old traditional folk art "Ganzaishi" from Xi-kou, Chiayi. Digital broadcasting documented and preserved traditional arts, demonstrating support for domestic performing groups.

Arts & Culture Event

Release / Air Date

8/11

Data Results

Views:

~62,629

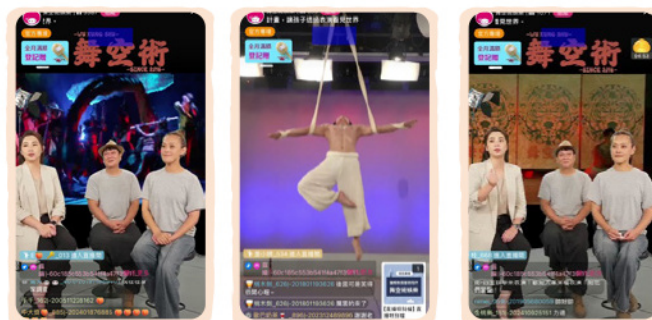
Peak Concurrent Viewers:

~5,910

Unique Viewers:

~5,285 person-times

"Wu Kong Shu Dragon Team" Stunt performances



Event Description:

momo provided free professional live streaming facilities, broadcasting, and marketing resources to "Wu Kong Shu Dragon Team", long dedicated to rural art education, assisting acrobatic and aerial performance promotion and expanding local performing art exposure.

Arts & Culture Event

Release / Air Date

10/1

Data Results

Views:

~12,977

Peak Concurrent Viewers:

~3,341

Unique Viewers:

~3,460 person-times

Field Art Museum



Event Description:

Combining live stream resources, momo promoted "Field Art Museum," an institution incorporating rural aesthetics and land art. Translating natural landscapes into art exhibitions, live streams guided the public through the "Grass Mountain Five-Senses Journey," attracting over 9,000 views and enhancing digital visibility for local cultural institutions.

Arts & Culture Event

Release / Air Date

10/3

Data Results

Views:

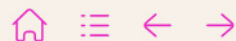
~9,886

Peak Concurrent Viewers:

~3,569

Unique Viewers:

~3,527 person-times



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

6.1 Digital Fundraising

6.2 Community Engagement

6.3 Cultural Engagement

Appendix

Our Bar



Event Description:

momo assisted domestic film "Our Bar" promotion via live streaming. Director Lou Yi-An and actor Sung Wei-En shared life stories in deep interviews, deepening public understanding of the work and supporting domestic cinema. °

Series / Drama

Release / Air Date

5/30

Live Stream Date

6/2

Data Results

Views:

~6,192

Peak Concurrent Viewers:

~2,809

Unique Viewers:

~3,058 person-times

Sunshine Women's Choir



Event Description:

momo supported domestic film "Sunshine Women's Choir" promotion via live streaming, inviting Director Lin Hsiao-Chien and actress Ho Man-Chi for interviews to discuss emotional healing themes and filming experiences, supporting domestic film industry promotion.

Film

Release / Air Date

12/31

Live Stream Date

12/16

Data Results

Views:

~3,306

Peak Concurrent Viewers:

~930

Unique Viewers:

~1,647 person-times

7 Appendix



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

GRI Index

SASB Index

Summary of Assurance Items for 2025

Certification



GRI Standards Content Index

Statements of use	momo.com Inc. has reported its disclosures for the period from January 1, 2025, to December 31, 2025, in accordance with the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

GRI Index

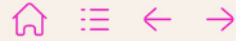
SASB Index

Summary of Assurance Items for 2025

Certification

GRI Standards	Disclosure Items	Chapter	Page
GRI 2: General Disclosures 2021	2-1 Organizational details	About This Report 2.1 About momo	p.2 p.36
	2-2 Entities included in the organization's sustainability reporting	2.1 About momo	p.36
	2-3 Reporting period, frequency and contact point	About This Report	p.2
	2-4 Restatements of information		
	2-5 External assurance	About This Report External Assurance and Verification	p.2 p.166
	2-6 Activities, value chain and other business relationships	2.1 About momo 2.1.1 Operating Performance 2.4.1 Supplier Overview 4.3.2 Short - Chain Deployment	p.36 p.38 p.58 p.111
	2-7 Employees	5.1.1 Employee Composition	p.116
	2-8 Workers who are not employees	5.1.1 Employee Composition	
	2-9 Governance structure and composition	1.2 Sustainable Governance Mechanism 2.2 Corporate Governance	p.22 p.40
	2-10 Nomination and selection of the highest governance body	2.2.2 Board Composition and Diversity	p.43
	2-11 Chair of the highest governance body	2.2.2 Board Composition and Diversity	p.43
	2-12 Role of the highest governance body in overseeing the management of impacts	Chairman's Message, President's Message 1.2 Sustainable Governance Mechanism	p.12 p.22

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.22
	2-14 Role of the highest governance body in sustainability reporting	About This Report 1.2 Sustainable Governance Mechanism	p.2 p.22
	2-15 Conflicts of interest	2.2.2 Board Composition and Diversity	p.43
	2-16 Communication of critical concerns	1.3 Stakeholder Communication and Management 2.2.1 Board Operations	p.24 p.40
	2-17 Collective knowledge of the highest governance body	2.2.1 Board Operations	p.40
	2-18 Evaluation of the performance of the highest governance body		
	2-19 Remuneration policies		
	2-20 Process to determine remuneration	2.2.1 Board Operations 5.3.2 Key Remuneration and Performance	p.40 p.133
	2-21 Annual total compensation ratio	5.3.2 Key Remuneration and Performance	p.133
	2-22 Statement on sustainable development strategy	Chairman's Message, President's Message 1.1 Taiwan's Leading Green E-commerce Pioneer 1.2 Sustainable Governance Mechanism	p.12 p.15 p.22
	2-23 Policy commitments	1.2 Sustainable Governance Mechanism 2.3.2 Ethical Corporate Management 2.4.2 Supplier Selection and Assessment 3.3.1 Information Security Management Mechanism 3.3.3 Customer Privacy Protection 5.2.1 Human Rights Commitment and Management	p.12 p.50 p.59 p.80 p.85 p.120



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

GRI Index

SASB Index

Summary of Assurance Items for 2025

Certification

GRI Standards	Disclosure Items	Chapter	Page
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	1.2 Sustainable Governance Mechanism	p.22
		2.3.2 Ethical Corporate Management	p.50
		2.4.2 Supplier Selection and Assessment	p.59
		3.3.2 Information Security and Management	p.83
		3.3.3 Customer Privacy Protection	p.85
		5.2.1 Human Rights Commitment and Management	p.120
	2-25 Processes to remediate negative impacts	1.3 Stakeholder Communication and Management	p.24
		2.3.2 Ethical Corporate Management	p.50
		3. Customer matters - Material Topics	p.67
		3.2.2 Customer Service Quality	p.77
		3.3.2 Information Security and Management	p.83
		3.3.3 Customer Privacy Protection	p.85
		4. Environment matters - Material Topics	p.89
		4.2 Green Packaging	p.104
		4.2.3 Online Shopping Packaging Reduction Plan	p.109
		5 Employee Matters - Material Topics	p.115
		5.2.3 Labor-Management Communication and Labor Rights Protection	p.127
	2-26 Mechanisms for seeking advice and raising concerns	1.3 Stakeholder Communication and Management	p.24
		2.3.2 Ethical Corporate Management	p.50
		3.2.2 Customer Service Quality	p.77
	2-27 Legal Compliance	2.3.3 Regulatory Compliance	p.52
	2-28 Membership associations	1.3 Stakeholder Communication and Management	p.24
	2-29 Approach to stakeholder engagement	1.3 Stakeholder Communication and Management	p.24
	2-30 Collective bargaining agreements	5.2.3 Labor-Management Communication and Labor Rights Protection	p.127

GRI Standards	Disclosure Items	Chapter	Page
Material Topic			
GRI 3: Material Topics 2021	3-1 Process to determine material topics	1.3 Stakeholder Communication and Management	p.24
	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	p.24
		3. Customer matters - Material Topics	p.67
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.83
		3.3.3 Customer Privacy Protection	p.85
Material Topics: Product Responsibility			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3 Stakeholder Communication and Management	p.24
		2 Partnership matters - Material Topics	p.35
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.64
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	2.3.3 Regulatory Compliance	p.52
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	3.1.3 Responsible Marketing and Labeling	p.74
	417-2 Incidents of non-compliance concerning product and service information and labeling	2.3.3 Regulatory Compliance	p.52
	417-3 Incidents of non-compliance concerning marketing communications		
Material Topics: Green Packaging, Green Logistics			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3 Stakeholder Communication and Management	p.24
		4. Environment matters - Material Topics	p.89



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

GRI Index

SASB Index

Summary of Assurance Items for 2025

Certification

GRI Standards	Disclosure Items	Chapter	Page
GRI 302: Energy 2016	302-4 Reduction of energy consumption	4.3.2 Short - Chain Deployment	p.111
	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.104
		4.2.2 Circular Packaging	p.106
		4.3.1 Green Fleet	p.110
Secondary Topics: Human Resource Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3 Stakeholder Communication and Management	p.24
		5 Employee Matters - Material Topics	p.115
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	5.3.2 Key Remuneration and Performance	p.133
	202-2 Proportion of senior management hired from the local community	5.1.1 Employee Composition	p.116
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	5.1.2 Talent Recruitment and Outplacement Counseling	p.118
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	5.3.1 Talent Empowerment	p.129
	404-2 Programs for upgrading employee skills and transition assistance programs	5.1.2 Talent Recruitment and Termination Counseling	p.118
		5.3.1 Talent Empowerment	p.129
	404-3 Percentage of employees receiving regular performance and career development reviews	5.3.2 Key Remuneration and Performance	p.133
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	2.2.2 Board Composition and Diversity	p.43
		5.1.1 Employee Composition	p.116
	405-2 Ratio of basic salary and remuneration of women to men	5.3.2 Key Remuneration and Performance	p.133

GRI Standards	Disclosure Items	Chapter	Page
Material Topics: Customer Relationship Management			
GRI 3: Material Topics 2021	3-3 Management of material topics	1.3 Stakeholder Communication and Management	p.24
		3. Customer matters - Material Topics	p.67
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.92
	302-3 Energy intensity		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	4.1.2 Greenhouse Gas and Energy Management	p.92
	305-2 Energy indirect (Scope 2) GHG emissions	4.1.2 Greenhouse Gas and Energy Management	p.92
	305-4 GHG emissions intensity	4.1.2 Greenhouse Gas and Energy Management	p.92
GRI 306 Waste 2020	306-1 Waste generation and significant waste-related impacts	4.1.4 Waste Management	p.98
	306-3 Waste generated	4.1.4 Waste Management	p.98
Secondary Topics: Social Impact			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	6.1.1 Digital Charity Pavilion 6.2 Community Engagement	p.148 p.152
Material 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 System	p.134
	401-3 Parental leave	5.3.3 Employee Welfare Scheme	p.134



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

GRI Index

SASB Index

Summary of Assurance Items for 2025

Certification

GRI Standards	Disclosure Items	Chapter	Page
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.127
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	5.4.1 Occupational Safety and Health Management	p.137
	403-2 Hazard identification, risk assessment, and incident investigation	5.4.2 Enhancing Workplace Safety	p.139
	403-3 Occupational health services	5.4.2 Enhancing Workplace Safety	p.139
	403-4 Worker participation, consultation, and communication on occupational health and safety	5.4.1 Occupational Safety and Health Management	p.137
	403-5 Worker training on occupational health and safety	5.4.2 Enhancing Workplace Safety	p.139
	403-6 Promotion of worker health	5.4.3 Healthy and LOHAS Workplace	p.144
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	5.4.2 Enhancing Workplace Safety	p.139
	403-8 Workers covered by an occupational health and safety management system	5.4.1 Occupational Safety and Health Management	p.137
	403-9 Work-related injuries	5.4.2 Enhancing Workplace Safety	p.139
	403-10 Work-related ill health	5.4.2 Enhancing Workplace Safety	p.139
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	5.2.1 Human Rights Commitment and Management	p.120

GRI Standards	Disclosure Items	Chapter	Page
Secondary Topics: Sustainable Supply Chain			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	2.4.2 Supplier Selection and Assessment	p.59
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	2.4.2 Supplier Selection and Assessment	p.59
Material Topics: Financial Performance			
GRI 201: Economic Performance	201-1 Direct economic value generated and distributed	2.1.1 Operating Performance	p.38
	201-4 Financial assistance received from government	2.1.1 Operating Performance	p.38
Basic Topics: Corporate Governance and Ethical Business Conduct			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	2.2.1 Board Operations	p.40
	205-2 Communication and training about anti-corruption policies and procedures	2.3.2 Ethical Corporate Management	p.50
	205-3 Confirmed incidents of corruption and actions taken	2.2.1 Board Operations	p.40
Material 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.53

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.92
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.97
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.85
CG-EC-220a.2	Description of the User Privacy Policy and Behavioral Advertising Policy	3.3.3 Customer Privacy Protection	p.85
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.83
CG-EC-230a.2	(1) Number of Data Breaches (2) Proportion of Incidents Involving Personal Data Breaches (3) Number of Affected Users	3.3.2 Information Security and Management	p.83
Talent Recruitment, Inclusion, and Performance			
CG-EC-330a.1	Employee Engagement Rate	5.2.3: Labor-Management Communication and Labor Rights Protection	p.127
CG-EC-330a.2	Company-wide (1) Voluntary Turnover Rate (2) Involuntary Turnover Rate	5.1.2 Talent Recruitment and Termination Counseling	p.118
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.116
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.92
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.104 p.110
Activity Metrics			
CG-EC-000.A	Most appropriate user activity metrics for measurement	2.1.1 Operating Performance	p.38
CG-EC-000.B	Data Processing Capacity and Percentage Outsourced	No relevant content for the current year	-
CG-EC-000.C	Product Distribution Volume	4.3 Green Logistics	P.110

Summary of Assurance Items for 2025

No.	Subject Information	Page Number	Relevant Standards
1	The Southern Logistics Center's self-generated solar electricity for self-use amounted to 1.5024 million kWh in 2025.	p.100	Total self-generated renewable electricity of momo Southern Logistics Center in 2025, based on the historical power generation reports from National Renewable Energy Certification Center (T-REC).
2	A total of 3,572 participants attended the 2025 "Personal Data Inventory & Personal Data Risk Management" courses.	p.84	Based on the total number of participants in the final project report for the 2025 "Personal Data Inventory & Personal Data Risk Management" courses. ^{Note} // Note: The final project report only includes full-time employees; individuals who did not complete the courses during the testing/training period are excluded from the calculation.
3	87,015 inspections were conducted in 2025 across three main categories: corrective inspections, preventive inspections, and regular inspections.	p.64	The annual inspection volume is compiled based on the Company's three-tier inspection framework, comprising corrective inspections, preventive inspections, and regular inspections.
4	In 2025, a total of 4,021 newly engaged suppliers and contractors signed the "Sustainable Development Principles for Suppliers/Contractors", with a signing rate of 99.11% among new suppliers and contractors in 2025.	p.59	The total number and signing rate of new suppliers or contractors Note engaged by momo, Fubon Insurance Agency, Fu Sheng Logistics, and Prosperous Living in 2025 that completed the signing of the "Sustainable Development Principles for Suppliers/Contractors". // Note: "New suppliers or contractors" are defined as those whose contract execution date falls within 2025. Suppliers or contractors that are existing partners and only renewed their contracts upon expiry are not included in the statistics.
5	In 2025, the total training hours for employees at the section chief level and above amounted to 12,386 hours, with an average of 32.68 hours per person.	p.129	Calculated based on the Company's training regulations by dividing the total employee training hours for section chief level and above in momo, Fubon Insurance Agency, Fu Sheng Logistics, Prosperous Living, and Shenzhen Haobai in 2025 by the number of section chief level and above management personnel as of December 31, 2025.



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

GRI Index

SASB Index

Summary of Assurance Items for 2025

Certification



▪ Limited Assurance Report -1



▪ Limited Assurance Report -2



▪ Limited Assurance Report -3



▪ "Achievements of Online Shopping Packaging Reduction" certificate-1



▪ "Achievements of Online Shopping Packaging Reduction" certificate-2

Certification



About this report

2025 ESG Highlights

Awards and Recognitions

Sustainability Impact Story

Chairman's Message, President's Message

1 Sustainable Development of momo

2 Partnership matters

3 Customer matters

4 Environment matters

5 Employee matters

6 Society matters

Appendix

GRI Index

SASB Index

Summary of Assurance Items for 2025

Certification



■ ISO 9001 Quality Management System



■ ISO 27001 Information Security Management System



■ ISO 27701 Privacy Information Management System

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