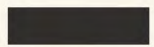


91APP, Inc.

2022

Sustainability Report



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About this report

Welcome to the first Sustainability Report published by 91APP, Inc. (hereinafter referred to as "the Company" or "91APP"). Since our listing in May 2021, 91APP has been committed to sustainable development in response to international trends. This report aims to provide all stakeholders with an overview of the Company's specific policies and actions in the three dimensions of ESG (Environmental, Social, and Governance) during the journey of sustainable development. Through this report, we aim to share the achievements and efforts of 91APP in sustainable development, as well as our determination to actively assume social and environmental responsibilities.

Reporting Period and Cycle

This report provides disclosure on 91APP's activities and performance in ESG for the 2022 financial year (Jan. 1, 2022 - Dec. 31, 2022)

In the future, 91APP is committed to issuing regular Sustainability Reports on an annual basis.

Reporting Boundary and Scope

The financial data disclosed in this report is consistent with the boundary of 91APP's consolidated financial report.

In 2022, 91APP revenue in Taiwan accounted for around 95%, so, the boundary of disclosure is 91APP's operations in Taiwan on the basis of materiality. If partial environmental and social data disclosed falls outside of the scope of operations in Taiwan, additional clarification will be provided. This report has been voluntarily prepared and is available in both Chinese and English versions. It can be downloaded from the ESG page of 91APP's Investor Relations website.

Editorial Principles of the Report

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards issued by the Global Sustainability Standards Board (GSSB). It also references the industry-specific indicators for the Software & IT Services sector published by the Sustainability Accounting Standards Board (SASB). By following these standards, we aim to provide comprehensive ESG information that is relevant to our stakeholders. For more detailed information, please refer to the "GRI Index" and "SASB Index" provided in the appendix of this report.

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Letter from the Chairman

In the second year of listing on the stock exchange in 2022, 91APP demonstrated robust revenue growth and achieved record-high net profits. Its outstanding performance has garnered market attention, leading to its debut ranking in the "2022 Top 2000 Enterprises ." The company's exceptional performance in terms of "profitability" and "revenue growth rate" secured it positions among the top 42 and 203, respectively, outshining among Taiwan's 2000 outstanding enterprises. This accomplishment highlights the soft power of Taiwan's "Digital and Cloud Services" industry and underscores its promising growth potential, capturing the attention of the capital market. Additionally, 91APP's innovative business ventures and successful IPO have opened up new horizons for the industry, earning recognition and honor with the "Rising Star Award."

While actively pursuing robust corporate growth, 91APP is also committed to practicing corporate social responsibility. The company has formed Sustainable Development Team to demonstrate its determination in driving sustainable development. Within just two years after its IPO, in 2022, 91APP received its inaugural assessments from international ESG rating agencies FTSE Russell and Sustainalytics, achieving noteworthy results. It also underwent its first corporate governance assessment and was honored with the "Top 6-20% Tier of OTC Listed Companies" in the 9th Corporate Governance Evaluation. Furthermore, in 2022, 91APP assumed the significant roles of Chairman and Secretary-General in Taiwan's

largest digital organization, the "Taiwan Internet and E-Commerce Association (TiEA)," contributing to industry welfare and leading the association in promoting the development of Taiwan's digital cloud and e-commerce industries, giving back to the industry and society.

In a rapidly changing world with global markets full of challenges, e-Commerce has become an industry standard. As a vital player in domestic digital transformation, 91APP continues to offer SaaS software cloud solutions. Employing a unique "Product X Service" approach, it combines "Commerce" and "Marketing" solutions to assist major retail channels and brick-and-mortar brands, empowering them to embrace the D2C trend, drive overall sales cycles, and generate substantial synergies.

With the growing demand in the D2C e-Commerce market, 91APP assists brick-and-mortar retail channels and brands to tap into the advanced D2C requirements through the integration of OMO (Offline-Merge-Online), supporting numerous large retail channels and brands in their digital transformation and increase of their e-Commerce penetration rates. Besides, steady increase of the number of key accounts and maintenance of high retention rate also contribute to revenue and profitability, and inspire more high-level professionals to join, driving overall company growth.

Although Taiwan's e-Commerce sales currently account for only about 10% of the total retail market, with more and more brick-and-mortar retail channels and brands undergoing digital transformation and entering D2C e-Commerce operations, there is still enormous growth potential. 91APP is actively advancing in this vast D2C market.

Talent is a critical asset for 91APP. In addition to promoting workplace gender equality and offering competitive compensation policies, with the surge in D2C-driven business demand, 91APP is continuously attracting talents. Just as TSMC has established itself as Taiwan's semiconductor stronghold through solid operational management and talent cultivation, while 91APP is in its early stages, it shares the same determination. By providing industry-leading compensation packages, stock options, and partnering with AppWorks School, a digital software talent development institution, 91APP is actively nurturing a new generation of digital software professionals in Taiwan, aspiring to create another stronghold in the digital software industry in the years to come.

At 91APP, we emphasize "health", because only healthy professionals can exhibit a "healthy" level of expertise. Therefore, besides providing on-site nurse, the company arranges occupational physicians and expert lectures, offers vaccine subsidies, health channels, and more to safeguard the well-being of our colleagues. Moreover, over a dozen sports clubs formed by colleagues on a voluntary basis encourage active participation outside of work hours, greatly appreciated by our colleagues. This not only creates a healthy workplace but also fosters 91APP's unique culture of well-being.

In terms of environmental stewardship, 91APP utilizes public cloud services, implementing carbon reduction goals from its inception. Public cloud services also contribute to resource utilization and energy efficiency. Both AWS and Google Cloud, the two current public cloud providers, have committed to achieving 100% carbon-free energy usage in all data centers by 2030. 91APP, in partnership with these providers, promotes energy-saving practices and advocates energy conservation throughout all departments, implementing measures to reduce energy consumption and greenhouse gas emissions to fulfill our corporate responsibility towards environmental protection.

As we face the ever-evolving future market, 91APP remains steadfast in its commitment to creating a positive industry environment and supporting professional talents. We will continue our sustainable operations, nurturing more domestic digital software professionals, deepening our SaaS software and technology, assisting enterprises in accelerating digital transformation, propelling the thriving growth of the D2C market, and creating more contributions and value for all stakeholders.



Chairman, 91APP
Steven Ho

A handwritten signature in black ink, reading "Steven 何英山". The signature is written in a cursive, flowing style.



01

Overview

- 1.1 About 91APP
- 1.2 Sustainable Performance
- 1.3 Sustainable Operation

About 91APP

91APP is Taiwan's first retail software cloud service company with Offline-Merge-Online (OMO), and is also the leading brand of OMO digital transformation services in Taiwan. In 2021, it became the first successfully listed SaaS service company in Taiwan. The operating headquarters is located in Taipei, Taiwan and there are two overseas operating bases in Hong Kong and Malaysia.

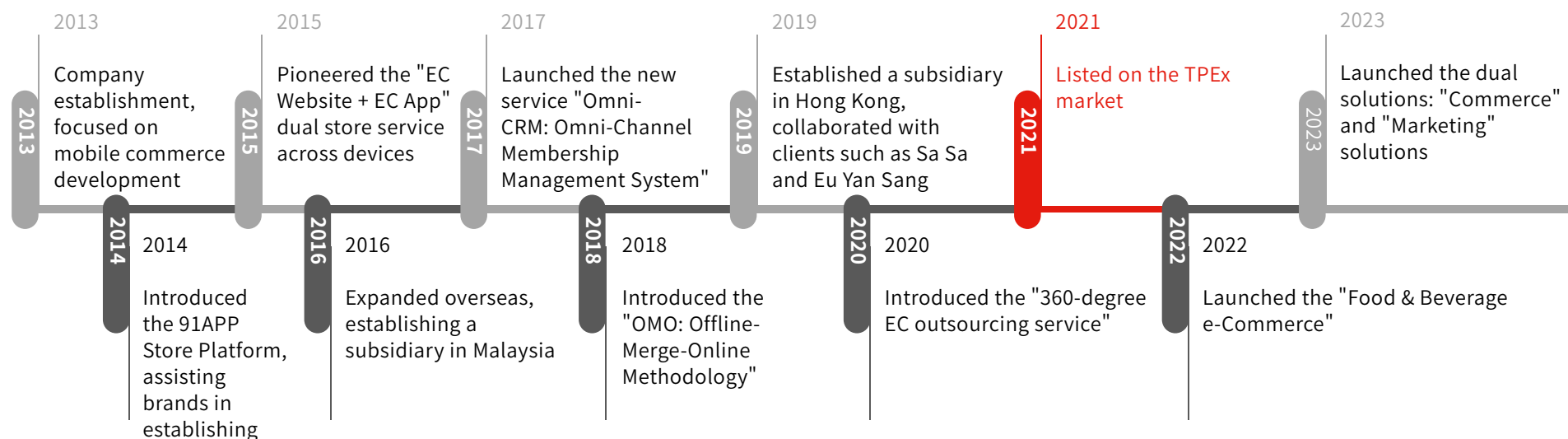
The main business model of 91APP is to help brick-and-mortar brands and channel clients achieve OMO operations, creating growth momentum. Using the SaaS (Software-as-a-Service) framework, 91APP has developed software clouds by itself. With a unique "Product X Service" approach, it offers two major solutions: Commerce and Marketing, providing enterprises with highly flexible and scalable subscription services, enabling them to quickly enter the D2C e-Commerce market, to realize digital transformation, and to achieve omni-channel operation, thereby enhancing efficiency and increasing profitability.



91APP

About 91APP

Development History



About 91APP

Achievements and Awards

Time	Record
Jun. 2023	Won "2023 Rising Star Award"
May 2023	Ranked as one of the "Top 2000 Enterprises" in the annual benchmark rankings by Commonwealth Magazine
Feb. 2023	Listed as one of the key service providers in the "Taiwan Mar-Tech Landscape 2023" by AMT Asia-Pacific Marketing Digital Transformation Alliance Association
Feb. 2023	91APP HK won "The Most Innovated OMO Integrated e-Commerce Solution of the Year award" in 2022
Feb. 2023	91APP HK won "Smart Retail Tech Award"
Sep. 2022	Ranked as key service provider of "Digital Marketing Tools Industry Map for the Retail Industry in Taiwan"
Apr. 2022	Listed as one of the key service providers in the "Taiwan Mar-Tech Landscape 2022" by AMT Asia-Pacific Marketing Digital Transformation Alliance Association
Oct. 2021	Notably awarded the "Startup Island TAIWAN 2021"
Sep. 2021	Won the 6th "Potential Taiwan Mittelstand Award"
Jul. 2020	Won the "Future Commerce Awards" Innovative Commerce Award



Sustainable Performance

Corporate Governance

<p>FTSE Russell ESG Score 2.6 (0-5, 5 is the best)</p> <p>2.6</p>	<p>Sustainalytics Risk 25.8 (100-0, 0 is the best)</p> <p>25.8</p>	<p>Corporate Governance Evaluation System (Top 5% is the best)</p> <p>6% ~ 20%</p>	<p>Ranked 42nd in profitability Ranked 203rd in revenue growth rate among the 2022 Top 2000 Enterprises by Commonwealth Magazine</p> <p>NO.42 / NO.203</p>	<p>Received the Google Premier Partner Awards 2022, recognizing 91APP's contribution to expanding clients' businesses and acknowledging its exceptional professionalism and innovative performance</p> <p>Google Premier Partner Awards</p>
<p>91APP's innovative endeavors have successfully led to the path of IPO and the establishment of a new industry landscape. Our achievements have been highly recognized by venture capitalists, earning us the "Rising Star Award"</p> <p>Rising Star Award</p>		<p>The APP developed by 91APP has passed and obtained the highest L3 transaction level label of the "Mobile Application Security Checklist" as stipulated by the "Mobile Application Security Alliance"</p> <p>L3 the highest level label</p>	<p>Obtained the PCIDSS (Payment Card Industry Data Security Standard) certification, which provides a unified global standard for ensuring the security of cardholder data</p> <p>Obtained PCIDSS</p>	

Sustainable Performance

Talent Development Social Engagement

91APP has a total of 542 employees, with a gender ratio of 1:1 among managerial positions

reach **1:1**

Nearly 80% of 91APP's workforce consists of young professionals from the new generation, with an average age of 33.5 years

80%
young professionals

Chairman of 91APP, Steven Ho, was elected as the Chairman of the 4th term of the Taiwan Internet and e-Commerce Association (TiEA), which brings together a large number of digital industry providers. Under his leadership, the association fosters communication between the industry and the government to promote the development of Taiwan's digital industry.

Assuming the position of the 4th term Chairman of TiEA

Environmental Sustainability

Green energy conservation is managed from the source. In the office, LED panel lights are used for lighting, energy-efficient appliances with energy labels are selected, variable frequency air conditioning is adopted (with timers to reduce waste), and regular maintenance is conducted on air conditioning fans and main units. Computers are set to sleep

58% Reduction in Annual Energy Consumption

Valuing the development of digital software talents, 91APP collaborates with the software talent development institution AppWorks School to offer free training programs for young professionals, including "Front-End Seed Engineer," "Super Advertiser," and "Back-End

A total of **30** outstanding talents have joined so far

91APP contributes industry knowledge to society through in-depth research that combines data and know-how, releasing two annual benchmark professional reports.

**2022 Beauty Brand Business Report
2022 D2C Brand Business Report**

The two public cloud providers adopted by 91APP, AWS and Google Cloud, have both committed to achieving the goal of 100% carbon-free energy usage across all data centers by 2030.

Public Cloud Achieving Energy Saving Goals

Sustainable Operation

Sustainable Development Team

91APP has established a Sustainable Development Team, composed of division heads convened by the General Manager. This team is responsible for driving sustainable development initiatives in areas such as corporate governance, talent development, social engagement and environmental management. It closely monitors domestic and international sustainability guidelines and changes in the corporate environment, and seeks external expert and consultant opinions as needed.






Sustainable Operation

Material Topic and Stakeholder Engagement

Based on the AA1000 Stakeholder Engagement Standard's five principles, 91APP Sustainable Development Team has identified six main stakeholder groups following a thorough review: Government and Regulatory Authorities, Company / Employees, Shareholders / Investors, Clients / Consumers, Suppliers, and Media / Public. Referring to international sustainability standards such as GRI guidelines and SASB (Software & IT Services), as well as benchmarking against domestic and international leading companies and stakeholder concerns, a list of material topics has been compiled and analyzed for their impact on each stakeholder.

Material Topic and impact on stakeholders

● : Direct Impact ○ : Indirect Impact

Types	Material Topics	Impact Boundaries						GRI Standard Topics	SASB Topics	SDGs
		Government and regulatory authorities	Company/ Employee	Shareholder/ Investor	Client/ Consumer	Supplier	Media/ Public			
G	Economic Performance	○	●	●	●	○	○	GRI 201 Economic Performance GRI 202 Market Presence GRI 205 Anti-corruption GRI 308 Supplier Environmental Assessment GRI 418 Customer Privacy GRI 414 Supplier Social Assessment	TC-SI-220 Data Privacy & Freedom of Expression TC-SI-230 Data Security TC-SI-520 Intellectual Property Protection & Competitive Behavior TC-SI-550 Managing Systemic Risks from Technology Disruptions	  
	Corporate Governance	●	●	●	●	○	○			
	Integrity	●	●	●	●	●	●			
	Regulatory Compliance	●	●	●	●	●	○			
	Risk Management	●	●	●	●	●	○			

● : Direct Impact

○ : Indirect Impact

Types	Material Topics	Impact Boundaries						GRI Standard Topics	SASB Topics	SDGs
		Government and regulatory authorities	Company/ Employee	Shareholder/ Investor	Client/ Consumer	Supplier	Media/ Public			
S	Talent Attraction & Retention	○	●	●	○	○	○	GRI 401 Employment GRI 402 Labor/ Management Relations GRI 403 Occupational Safety and Health GRI 404 Training and Education GRI 405 Diversity and Equal Opportunity GRI 406 Non-discrimination GRI 413 Local Communities	TC-SI-330 Recruiting & Managing a Global, Diverse & Skilled Workforce	
	Talent Development	○	●	●	○	○	○			
	Employee Health	○	●	○	○	○	○			
E	Environmental Management	○	●	○	○	○	○	GRI 302 Energy GRI 305 Emissions GRI 306 Waste	TC-SI-130 Energy Management in Manufacturing	

Management Approach of Material Topic

To ensure the improvement direction and implementation status of each material topic, 91APP regularly conducts discussions with each division on material topics in terms of economic, social, and environmental issues, goal achievements and future directions.

Type	Material Topics	Management Policy	Corresponding Section	Responsibility	Evaluation Mechanism
G	Economic Performance	To assist clients in integrating online and offline channels through commerce solution and marketing solution, so as to achieve D2C and complete digital transformation.	2.1 Business Overview 2.3 Financial Performance	General Manager's Office Product Development Division Taiwan Sales Division Hong Kong Sales Division Marketing Division Operations Division	The highest governing unit, the Board of Directors, is responsible for overseeing the overall operations of the company and ensuring the effective implementation of policies.
	Corporate Governance	To ensure the diversity and independence of board members through the "Procedures for Elections of Directors" and "Corporate Governance Best Practice Principles".	2.4 Governance Organization and Structure	Accounting Division	The Corporate Governance Team coordinates and reports to the Board of Directors on the implementation of corporate governance practices and operational plans.
	Integrity	To ensure the implementation of ethical business practices within the company by establishing the "Procedures for Ethical Management" and "Guidelines for the Adoption of Codes of Ethical Conduct" and providing employees training programs from the Human Resources and Legal units.	2.5 Ethical Management	General Manager's Office Accounting Division Human Resources & Partner Division	The highest governing unit, the Board of Directors, is responsible for overseeing the implementation.

Type	Material Topics	Management Policy	Corresponding Section	Responsibility	Evaluation Mechanism
G	Regulatory Compliance	To constantly monitor the latest changes in policies and regulations and assess their impact on the operations of 91APP, so as to ensure that the Company's current practices comply with regulatory requirements, preventing any incidents of non-compliance.	2.4 Governance Organization and Structure 2.5 Ethical Management 2.8 Information Security and Privacy Protection	Chairman's Office General Manager's Office Accounting Division Internal Auditor's Office	Regular and ad hoc meetings are held by the Board of Directors, General Manager's Office, and Accounting Department to discuss and address regulatory matters, and proactively prepare for compliance, thereby minimizing any potential violations.
	Risk Management	The establishment of "Risk Management Policy and Procedures" serves as the guiding principle for risk management of the Company. We conduct regular assessments of risks on an annual basis and develop risk management policies to address various risks. These policies encompass management objectives, organizational structure, allocation of responsibilities, and risk management procedures. By implementing these mechanisms, we effectively identify, assess, and control the risks associated with our business activities, ensuring that they are kept within acceptable limits.	2.6 Risk Management 2.8 Information Security and Privacy Protection	Chairman's Office General Manager's Office Accounting Division Internal Auditor's Office	Regular meetings of the Risk Management Team are held to discuss and address risk-related matters, and its implementation is reported to the Board of Directors annually.

Type	Material Topics	Management Policy	Corresponding Section	Responsibility	Evaluation Mechanism
S	Talent Attraction & Retention	By offering competitive compensation packages and implementing a comprehensive youth training program, we aim to attract and retain exceptional talent that is best suited for 91APP.	3.1 Friendly Workplace 4.2 Digital Talents Cultivation	Human Resources & Partner Division	New employee training and employee well-being initiatives are organized by the Human Resources and Partner Division to attract and retain employees.
	Talent Development	A wide range of learning resources including new employee training programs, coaching courses to unlock potential, training sessions for specific skills or areas of expertise and management training programs for supervisors at all levels are provided, so that every colleague has the opportunity to develop their skills and acquire new knowledge, ultimately improving their work performance and efficiency.	3.1 Friendly Workplace	Human Resources & Partner Division	Through annual performance evaluation process, supervisors and colleagues review past performance together, exchange effective feedback and communication, and set future goals.
	Employee Health	To implement the occupational health and safety policy and hire a dedicated nurse to provide health consultations, emergency first aid and immediate medical assistance. In addition, we also collaborate with occupational physicians to organize employee health consultations and seminars. Furthermore, we encourage the formation of various sports clubs and provide appropriate subsidies.	3.2 Healthy Workplace	Human Resources & Partner Division	To hold regular labor-management meetings, and to establish and implement policies related to preventing workplace accidents and ensuring the safety and health of employees. In addition, periodic employee health check-ups are conducted.

Type	Material Topics	Management Policy	Corresponding Section	Responsibility	Evaluation Mechanism
G	Environmental Management	<p>Energy and water conservation policies are implemented, including replacing office lighting fixtures with energy-efficient ones that meet the required energy standards, adopting electronic document approval systems, and educating and raising awareness among employees about the importance of energy and water conservation in the workplace. Additionally, the waste management policy is also promoted.</p>	5-2 Environmental Management	Operations Division	<p>According to Occupational Safety and Health Policy, to regularly hold meetings to review the implementation status of energy-saving and carbon reduction goals and discuss potential improvement measures.</p>

Stakeholder Communication

The communication status with various stakeholders in 2022 was reported to the Board of Directors on November 10, 2022. In order to continuously understand the needs of stakeholders, 91APP has established a dedicated channel for complaints and feedback in the Stakeholder Section of official website. The recent year's communication status and report content with different categories of stakeholders are as follows.

Stakeholder	Issues of Concern	Communication Channel	Communication Frequency	Communication Implementation in 2022
Government and Regulatory Authorities	1.Regulation compliance	Participate in legal compliance seminars and public hearings	Irregular,	<ul style="list-style-type: none"> Stay informed about the development of the digital industry and trends in government regulations related to digital technologies (such as cloud computing, e-commerce, digital economy, internet content, etc.). The Chairman, General Manager and Senior PR Manager of 91APP have assumed positions as Chairman, Secretary-General, and Executive Deputy Secretary-General, respectively, of the Taiwan Internet and E-Commerce Association (TiEA), to assist in consolidating member opinions, establishing communication channels with the government, and promoting the development of Taiwan's digital industries, including internet software and e-commerce, to create a conducive operating environment for the digital industry. In March 2022, they visited Vice President Ching-te Lai together with the TiEA to provide recommendations for digital development and advocate for the importance of Taiwan's internet software and digital industries. In August of the same year, they organized a meeting with Minister Audrey Tang of the Digital Development Department, together with the TiEA, to present recommendations for digital development. 91APP is also a director of Chinese Non-Store Retailer Association, and a member of Taiwan Listed Companies Association, Taiwan Chain Stores and Franchise Association, Taipei Computer Association, and Importers and Exporters Association of Taipei, engaging in close communication and interaction with these associations and government think tanks.
	2.Client protection and communication	Establish a contact to maintain good interaction with regulatory authorities	Irregular	
	3.Corporate governance			
	4.Risk management	Cooperate with regulatory authorities for supervision and audits	Irregular	
	5.Communication with regulatory authorities			
	6.Business performance	Arrange meetings with regulatory authorities to establish opportunities of direct communication	Irregular	
	7.Information security			
		Exchange official documents, communicate through emails and phone calls	Irregular	

Stakeholder	Issues of Concern	Communication Channel	Communication Frequency	Communication Implementation in 2022
Employee	1.Business Performance	Company Annual Meeting	Annually	<ul style="list-style-type: none"> The company has established a Labor-Management Committee, consisting of 5 representatives each from the labor and management sides. The committee meets quarterly to discuss employee concerns and openly vote on proposals. The company values employee opinions and maintains open communication channels, following a philosophy of coexistence and mutual prosperity, and clear management policies, to foster a harmonious labor-management relationship. The company has formed a health team internally to respond to the current pandemic situation and address employee health issues. Policies are adjusted as needed, and employee well-being is ensured by providing necessary supplies and assistance. Flexible work policies, including flexible working hours and work-from-home arrangements, are implemented during the pandemic, and remote work is initiated ahead of peak periods to minimize unnecessary exposure risks. This allows colleagues to balance work, health and family care during the pandemic. The company provides employee care programs, particularly for newly hired employees. Around three months after joining, supervisors personally conduct interviews to provide feedback and suggestions regarding job performance and adaptation. The company has a dedicated department responsible for assessing and maintaining the safety of the work environment and equipment. Regular awareness campaigns are conducted to educate employees on correct practices and enhance workplace safety.
		Labor-Management Meeting	Quarterly	
		Employee Welfare Committee Meeting	Monthly	
		Company Information Sharing Platform	Irregular	
	2.Occupational Safety and Health	Email and Internal Communication Software	24 hours	
	3.Labor and Human Rights and Equality	Stakeholder Section of Official Website Employee Suggestion and Complaint Channel	24 hours	
	4.Diverse and Healthy Workplace	Performance Appraisal Interviews and Career Development Feedback	Semiannually	
	5.Career Development and Talent Cultivation	Internal Education and Training	Irregular	
6.Talent Attraction and Retention				
7.Corporate Image	Compliance with Laws and Regulations and Information Security Awareness Campaigns	Irregular		

Stakeholder	Issues of Concern	Communication Channel	Communication Frequency	Communication Implementation in 2022
Shareholder/ Investor	1. Corporate governance 2. Business performance 3. Sustainable development 4. Risk management 5. Information disclosure	Shareholders' meeting	Annually	<ul style="list-style-type: none"> • A total of 58 material information were announced in both Chinese and English. • A total of 4 investor conference.
		Investor conference	Irregular	
		Disclosure of financial reports	Quarterly	
		Disclosure of revenue	Monthly	
		Disclosing important financial and business-related information on M.O.P.S.	Irregular	
		Designated spokesperson and proxy spokesperson	24 hours	
		Establishment of investor relations and shareholder communication channels on the stakeholder section of Official website	24 hours	

Stakeholder	Issues of Concern	Communication Channel	Communication Frequency	Communication Implementation in 2022
Client and Consumer	1. Software and service innovation 2. Client relationship management 3. Consumer personal data privacy 4. Information security	Customer service hotline and email	24 hours	<ul style="list-style-type: none"> Conducted satisfaction survey at each stage for all clients to understand their evaluations of service items at each stage and make adjustments for quality improvement. The clients' satisfaction rate for client services was 95.5%. Irregularly conducted personalized telephone service care for operating stores to understand any issues they encountered during operations and provide suggestions and internal feedback to enhance the store service experience. Irregularly issued announcements in the store backend regarding significant information such as feature updates and service adjustments. Irregularly shared brand management cases, the latest e-Commerce and OMO technologies and feature applications in the 91APP Brand New Retail Academy, with an average monthly viewership of 63,000. Established system education and training courses to provide instruction on using 91APP product features, including basic store setup, marketing feature operations, customer service handling, and logistics for returns and exchanges. Organized online/offline merchant briefing sessions to explain the core value of 91APP products, standard features, related services and plan introductions. Joined the TWCERT information security organization to enhance threat awareness and response capabilities. Proactively reported phishing email samples to raise clients' awareness of information security protection. Required cooperation from suppliers to complete the "Cooperative Partner Information Security Self-Assessment Form" and conducted information security technology checks to strengthen suppliers' awareness of personal data protection.
		91APP Brand New Retail Academy	Irregular	
		Online/Offline merchant briefing sessions	Twice a month	
		System education and training courses	3 times a week	
		OSM store backend announcements and push notifications	Irregular	
		Information security notifications and collaboration	Irregular	
		Establishment of client and consumer contact channels on the stakeholder section of Official website	24 hours	

Stakeholder	Issues of Concern	Communication Channel	Communication Frequency	Communication Implementation in 2022
Supplier	1.Business Performance 2.Sustainable Supply Chain Management 3.Information Service Security	Phone calls, emails, in-person visits	24 hours	<ul style="list-style-type: none"> Conducted regular monthly meetings with logistics suppliers to discuss issues such as abnormal handling, operational improvement and service process optimization. Organized 2 warehouse visits annually to conduct on-site audits of warehouse partners ' operations. At the same time, to assist warehouse partners in attracting business and use customer visit feedback as a basis for the annual partner evaluation. Required new partners to fill out the information security self-assessment form. Organized occasional conferences on logistics cooperation and logistics trend developments.
		Supplier briefings, various business	Irregular	
		Supplier management system	Irregular	
		Information security notifications and collaboration	Irregular	
		Establishment of supplier contact channels on the stakeholder section of Official website	24 hours	
Media/ Public	1.Business Performance 2.Corporate Governance 3.Sustainable Development	Interview activities, press conferences, forum speeches	Irregular	<ul style="list-style-type: none"> To communicate the innovative developments and annual achievements of 91APP with various stakeholders through media such as press releases, interviews and forum speeches irregularly. With customer consent, 91APP has compiled sales data information for the year of 2022 and released 2 industry reports (Beauty Industry Report, D2C Report) to provide insights into the adoption of new sales models in the beauty and retail industries.
		Issuing press releases	Irregular	
		Establishment of public relations contact channels on the stakeholder section of Official website	Irregular	



02

Corporate Governance

1. Business Overview
2. Milestone
3. Financial Performance
4. Governance Organization and Structure
5. Ethical Management
6. Risk Management
7. Supplier Corporate Social Responsibility Management
8. Information Security and Privacy Protection

Business Overview

91APP is Asia's largest retail software service provider (Software-as-a-Service, SaaS) that provides D2C (Direct-to-Consumer) solutions. We are leading the D2C Offline-Merge-Online (OMO) with two major solutions: "Commerce solution" and "Marketing Solution", and each solution comes with a "product" and "service". This, is in order to provide our valued clients with a One-Stop Turnkey Solution, meeting all of the many and varied needs of retail brands, including software systems (Commerce Cloud & Marketing Cloud), OMO implementation, payment services, logistics integration, e-Commerce outsourcing operation and omni-media outsourcing services, and digital marketing, as well as big data consultant analysis.

The SaaS model which has been adopted by 91APP is the mainstream in the software industry around the world. 91APP's clients do not need to invest in exorbitant construction costs and are able to use mature products which feature comprehensive functionality, are regularly updated, and feature a hassle-free leasing program. At 91APP, we offer a professional team of e-Commerce consultants and marketing consultants with many years of experience. We are here to quickly and efficiently help clients create viable and sustainable omni-channel sales performance. This close cooperation between the two parties has formed a stable, highly dependable, and mutually beneficial relationship. For some clients who lack e-Commerce-related talents or resources, 91APP also provides e-Commerce outsourcing services, and omni-media outsourcing services to assist brand clients in operating e-Commerce and marketing activities, satisfying brand clients to sell products in all channels, increasing conversion rates, and achieving outstanding performance goals.

D2C (Direct-to-Consumer) is the mega-trend of the global e-Commerce industry. 91APP's solutions and OMO methodology have been utilized and trusted by thousands of retail clients all over the world for many years.

91APP offers the most efficient weapon to confidently enter D2C e-Commerce, enabling retail brands to quickly start and accelerate online performance, enable offline sales to gain growth momentum again, and successfully complete the digital transformation.



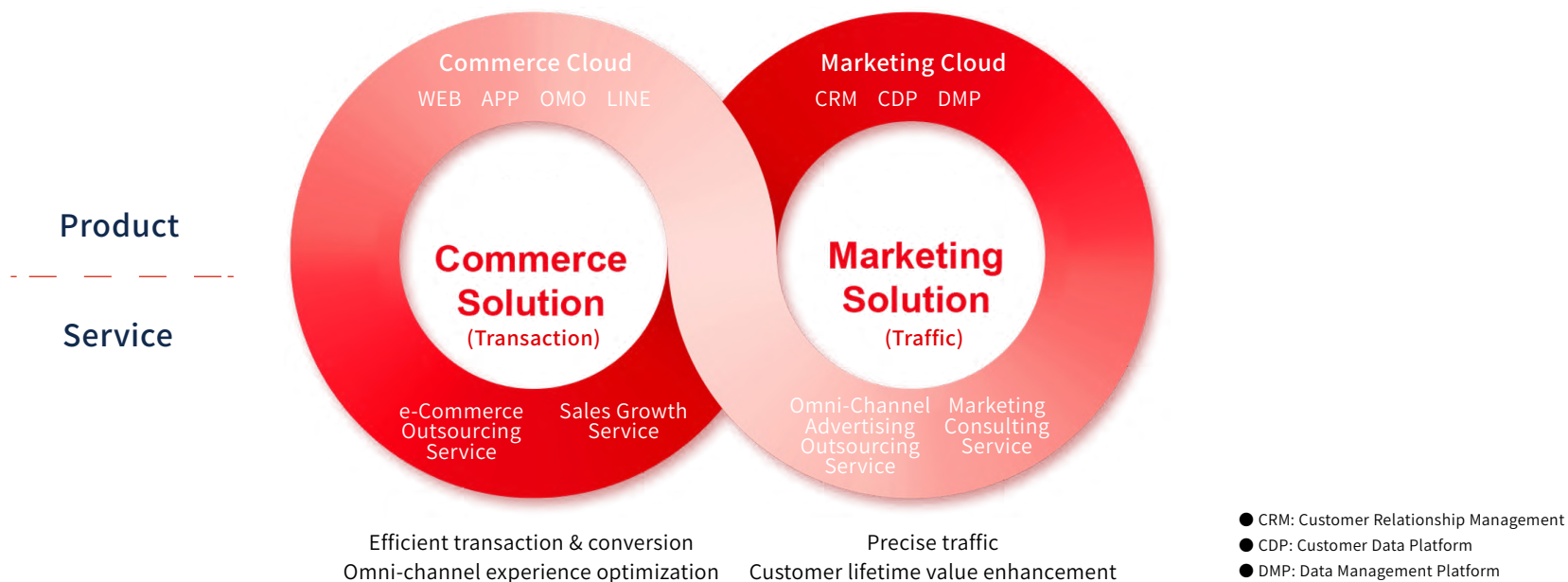
91APP's unique dual solutions create synergies: Product x Service

Unique Business Model

Creating Synergy: Developing two major solutions, "Commerce Solution" and "Marketing Solution" through the unique "Product X Service" business model

OMO is the most effective way for D2C operation. In response to the new post-pandemic normal and changing consumer habits, brick-and-mortar retail brands are accelerating their adoption of the OMO model and leveraging D2C operations to maximize omni-channel operational efficiency.

91APP's Two Major Solutions: "Commerce" (Transactions) and "Marketing" (Traffic) represent the two main tracks of internet development. By combining the "Product X Service" business model with Commerce and Marketing solutions, 91APP leverages a 2X2 multiplication effect, where these two major dimensions interact to create synergies.



Innovative Investment

In recent years, the global pandemic has forced a shift in consumer habits, compelling numerous advanced retail enterprises to accelerate their development towards e-Commerce. E-Commerce has become a standard component of their operations, and many have adopted the blended strategy of OMO (Offline-Merge-Online) to drive online revenue growth. However, a significant number of traditional retail companies still face challenges in digital transformation and struggle to make the leap from brick-and-mortar to e-Commerce. Centered around the core concept of blended OMO, 91APP's SaaS service assists retail enterprises in D2C e-Commerce operations, positioning itself at the forefront of this trend. As a result, 91APP has become a vital enabler for the digital transformation of the retail industry, serving as a key player in this paradigm shift.

Opportunity 1: The Retail e-Commerce Market Holds Significant Growth Potential, with a Vast Share and Opportunity for 91APP

Based on the "91APP Retail Study," a global overview of e-Commerce trends spanning regions including the United States, Europe, Japan, China, and Southeast Asia reveals a progression from early-stage C2C models to today's B2C models, and even matured retail markets such as the United States are gradually transitioning into the era of D2C.

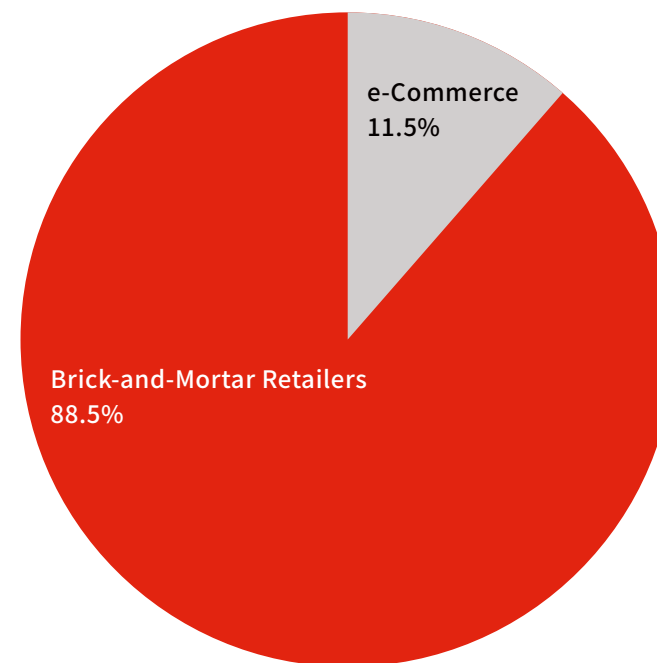
According to renowned market research firm eMarketer, the estimated global retail sales in 2022 reached US\$29.0 trillion, with e-Commerce accounting for approximately US\$5.72 trillion, constituting 19.7% of the total retail sales. The company further forecasts that by 2026, e-Commerce sales could reach US\$8.15 trillion, comprising 24.0% of total retail sales and experiencing substantial growth.

Nevertheless, domestic development is still catching up. According to statistics from the Department of Statistics, Ministry of Economic Affairs, retail sales in Taiwan in 2022 reached approximately NT\$4.3 trillion, growing by 7.4%. Among these, online retail sales amounted to NT\$493 billion, growing by 10.9%. However, e-Commerce only accounts for around 11.5% of total retail sales. There is still significant room for growth in the coming years.

In this NT\$4 trillion retail landscape, around 90% comes from brick-and-mortar retailers, while only 10% comes from e-Commerce. From 91APP's frontline experience serving retail enterprises, it is evident that when brick-and-mortar brands venture into D2C e-Commerce, not only does their performance grow significantly, but their revenue composition also sees around 30% to 50% of online sales driven by the blended OMO approach, representing the optimal profit model for brick-and-mortar retail brands.



Taiwan Retail Market Size in 2022 NT\$4.3 trillion



Source: Department of Statistics, Ministry of Economic Affairs

Therefore, retail enterprises in the midst of transformation need to achieve D2C development through digitization and e-Commerce. Within the 90% scale of the brick-and-mortar retail market, it is estimated that about 30% could be attributed to the D2C market. 91APP is focused on this expansive D2C market and provides enterprise-level B2B services to large physical chain retail brands and brick-and-mortar brands. OMO is an effective method for developing D2C, and 91APP employs it to assist brick-and-mortar brands and channels in achieving a blend of the offline-merge-online approach and digital transformation. This proactive approach aids in realizing D2C objectives and drives substantial growth in omni-channel performance. For 91APP's entry into the third wave of D2C, there is enormous potential for future growth.

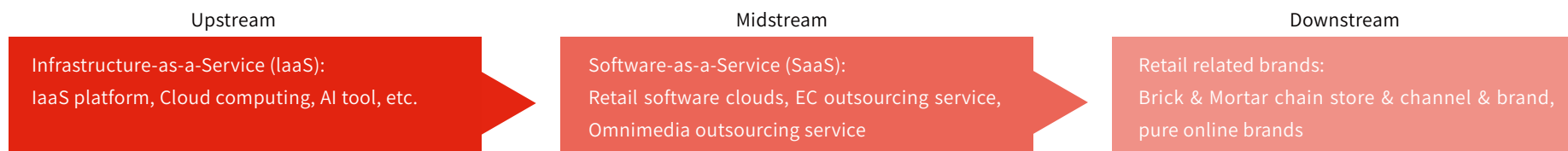
Opportunity Two: Following International Trends by Adopting Next-Generation Cloud Technology and SaaS Subscription Business Model

All of 91APP's retail software clouds are built on the latest cloud computing technology architecture. In the industry upstream are major international cloud infrastructure service providers (Infrastructures-as-a-Service, IaaS), such as AWS (Amazon Web Services), GCP (Google Cloud Platform), and Azure (Microsoft Cloud Platform), which primarily offer cloud services to SaaS software providers for constructing and operating highly scalable systems, requiring foundational cloud servers and storage.

Primarily built upon IaaS infrastructure, 91APP has developed major retail software clouds and provides enterprise-level operational services through a subscription-based business model to various retail brands. Simultaneously, it integrates and provides data-driven e-Commerce value-added services, making it a part of the industry's midstream supply chain.

The retail brands served by 91APP belong to downstream users within the entire supply chain. These encompass international major brands, local brands, as well as distribution brands that aggregate products from multiple brands. Some already have a significant number of physical stores, while others may lack brick-and-mortar stores. However, all can utilize 91APP's retail software cloud to integrate the resources of both offline and online aspects of their brand, effectively accelerating their retail digital transformation and significantly amplifying their online and offline sales performance.

91APP adopts the SaaS model, which is the mainstream approach in the world's top software industry. This allows clients to easily and conveniently lease a fully functional and continuously updated mature product without the need for substantial initial setup costs. The stability of operation forms a stable and mutually beneficial high-dependency relationship, ensuring that clients are unlikely to easily disengage from the service after adoption.



Innovative R&D

The company has several hundred product and technical engineering-related personnel and continues to invest in recruiting more excellent software engineering talent every year. With the addition of other professional functional teams who work with 91APP, our team is comprised of about over 500 people. We have the largest team, working on the independent development and operation of the SaaS software cloud in Taiwan. All core systems are developed internally from scratch. A number of important patents have been obtained, including the patented APP Generator (APP Generator), key technology which can quickly generate thousands of independent e-Commerce APPs.

Over the past 3 years, the Company's annual investment in R&D expenses accounted for approximately 9.92~10.81% of the Company's revenue. It is estimated that the R&D expenses invested in the future will remain at a reasonable level as in the past, approximately account for 9%~11% of 2023 sales revenue, and we will continue to invest in R&D talents and resources.

Positioned in the midstream of the information software service industry, the trend is shifting from traditional client-server architectures to cloud-based architectures. This trend is still in its early stages in Asia, and the business model is gradually transitioning from the conventional project-based charging to the new SaaS subscription model. These changes in the mainstream trends of the software industry align well with 91APP's target market and operational approach, indicating a promising growth potential for the future.



Special Patents

91APP is currently the largest team in Taiwan that independently develops and operates SaaS software clouds. All core systems are developed in-house from scratch, and the company has obtained nine related patents.

91APP pioneered the innovative "Offline-Merge-Online" business model and has consistently focused on research and development, product enhancement, and deepening. The relevant product technologies have gained recognition both domestically and internationally. The company has secured nine related patents, including "Application Store Platform," "Application Program Generator," "Sever Apparatus," "An Operation and Management System For e-Commerce Application on Mobile Device, Method Thereof, and Application Generator," "Feedback System for User Account," "AN Operation and Management System for e-Commerce Application on Mobile Device, Method Thereof, and Application Generator," "Wireless Communication Based Method for Commercial Promotion and Client Management and Apparatus Using the Same," "System for Saving Omni-Channel Consumption Intentions and Method for Operating the Same," "Method and System for Performance Management for Services via Multiple Sales Channels." These patents are a significant achievement in technological innovation.



Milestone

Month	Year	Milestone
Sep.	2013	- 91APP was officially established.
Jan.	2014	- Obtained a brand new type of patent for the "Application Store Platform," laying the foundation for the exclusive advantages of native APP system technology.
Apr.	2014	- Launched the 91APP store opening platform to help brands build their own mobile shopping APPs.
May	2014	- Generated Responsive Web Design (RWD) technology with mobile phones and obtained a new patent for "Server Apparatus."
Jun.	2014	- With the innovative research and development of an automatic generation of APP production technology, a new type of patent for "Application Program Generator" was obtained.
Apr.	2015	- Launched the cross-device service for "official brand.com WEB + official EC APP."
Apr.	2016	- For the first time, 91APP was the recipient of the "Future Commerce Award," the "Best Omni-Channel Experience Silver Award," and the "Best Business Model of the Future Commerce exhibition" co-hosted by the Taipei City Government's Bureau of Industry and Development and Digital Times.
Feb.	2017	- Become Google Premier Partner.
Jun.	2017	- Obtained the invention patent for "Feedback System for User Account" through the very efficient digital service tool called the "In-Store Portal."
Jul.	2017	- Won the "Future Commerce Awards" Innovative Commerce Award - Best Business Model Innovation for the second time.
Sep.	2017	- Within the domain of the Japanese market, 91APP obtained the invention patent of "An Operation and Management System For E-Commerce Application on Mobile Device, Method, and Application Generator."
Nov.	2017	- Launched a new service, the "Omni-Channel Membership Management System" (Omni-CRM) to assist retailers in developing omni-channel membership operations.
Jan.	2018	- Became the official recognized agent for Meta (Facebook), the world's largest social media platform.
Feb.	2018	- 91APP is recognized as the only retail system service provider in Taiwan that has passed SOC 2 information security verification.
Mar.	2018	- Successfully pioneered the "Store Referral" function mechanism and obtained the invention patent for "Wireless Communication Based Method for Commercial Promotion and Client Management and Apparatus Using the Same."

Month	Year	Milestone
Mar.	2018	<ul style="list-style-type: none"> - Took the lead in obtaining the Chinese invention patent for "Wireless Communication Based Method for Commercial Promotion and Client Management and Apparatus Using the Same." - Became the official strategic partner of LINE shopping app. - Won the "Future Commerce Awards" Innovative Commerce Award - Best Business Model Innovation for the third time
May	2018	<ul style="list-style-type: none"> - Launched the "Online-Merge-Offline (OMO) Methodology."
Nov.	2018	<ul style="list-style-type: none"> - Formed an alliance with the global advertising giant "Dentsu Aegis Network" and became the only designated strategic partner of "Retail Offline-Merge-Online" in Taiwan.
Mar.	2019	<ul style="list-style-type: none"> - Won the Rising Star Award from LinkedIn, a globally recognized professional network and knowledge community platform.
Apr.	2019	<ul style="list-style-type: none"> - Won the "Future Commerce Awards" Innovative Commerce Award- Best Business Model Innovation for the fourth time.
Mar.	2020	<ul style="list-style-type: none"> - Launched the "360 Brands Digital Outsourcing Service" to help brands accelerate the digital transformation of OMO.
Apr.	2020	<ul style="list-style-type: none"> - In response to the relief of the novel coronavirus epidemic, 91APP officially becomes an approved service provider of the "Ministry of Economic Affairs' Promotion Plan for e-Commerce Services in Retail Industry."
Jul.	2020	<ul style="list-style-type: none"> - Won the "Future Commerce Awards" Innovative Commerce Award - Best Business Model Innovation for the fifth time.
Nov.	2020	<ul style="list-style-type: none"> - Acquired a 27.3% stake in EASYSTORE COMMERCE SDN. BHD., a SaaS service provider in Malaysia, through share conversion and cash capital increase, with 100% equity of 91APP SDN. BHD.
Dec.	2020	<ul style="list-style-type: none"> - Became the first official certified business partner with the "Meta Business Partner - Commerce, Agency & Conversion Data Partner Badge in Taiwan." - Incorporated with Japanese Company AFTEE to introduce a "buy now, pay later" service, making it the first to adopt this service among OMO providers.
May	2021	<ul style="list-style-type: none"> - In response to the level three alert of the domestic epidemic, the "Guidelines for Response to the Epidemic of the Retail Industry" were launched to help brick-and-mortar retailers use the OMO method for the operational response, and the "In-Store Portal" tool was launched. - Listed on the TPEX market under the stock code of 6741.
Aug.	2021	<ul style="list-style-type: none"> - Won the "Certificate of Registration as a Technology Service Organization /e-Commerce Technology" by the Industrial Development Bureau of the Ministry of Economic Affairs.
Sep.	2021	<ul style="list-style-type: none"> - Won the 6th "Potential Taiwan Mittelstand Award" of the Industrial Development Bureau of the Ministry of Economic Affairs.
Oct.	2021	<ul style="list-style-type: none"> - Received the "2021 Award for Business Entity Issuing Uniform Invoices Honestly" by the National Taxation Bureau of Taipei and the "2021 Award for Business Entity Issuing Uniform Invoices" by the Ministry of Finance.

Month	Year	Milestone
Oct.	2021	- Notably awarded NEXT BIG Taiwanese representative company of the "Startup Island TAIWAN 2021" by the national award.
Nov.	2021	- Chairman of 91APP, Mr. Steven Ho, won the top ten Super MVP awards in the "2021 Manager 100MVP."
Dec.	2021	- Chairman of 91APP, Mr. Steven Ho, won the "2021 Ernst & Young Entrepreneur Award" and "Digital Forward-looking Entrepreneur Award." - 91APP took the lead in obtaining the invention patent of "System for Saving Omni-Channel Consumption Intentions and Method for Operating the Same." - 91APP created the unique "Store Referrer" reward performance mechanism, and obtained the invention patent for "Method and System for Performance Management for Services via Multiple Sales Channels."
Jan.	2022	- The APP developed by 91APP has passed and obtained the highest L3 transaction level label of the "Mobile Application Security Checklist" as stipulated by the "Mobile Application Security Alliance."
Mar.	2022	- Steven Ho, chairman of 91APP, was elected as the fourth chairman of the "TiEA Taiwan Internet and e-Commerce Industry Development Association", which brings together the largest number of industry players. He led the association and the government to establish a communication platform to jointly promote the development of Taiwan's digital industry.
Apr.	2022	- Cooperating with SAP, the global enterprise application software solution leader, to assist retail brand clients to introduce AI marketing automation, and promoting the brand's own first-party data to play a greater role. - The first launched "OMO of Food & Beverage e-Commerce" in the market. - Listed as one of the key service providers in the "Taiwan MarTech Landscape 2022" by AMT Asia-Pacific Marketing Digital Transformation Alliance Association.
May	2022	- 91APP released the "2022 Beauty Brand Business Report," which became the standard reference for the trend of beauty industry indicators in the first half of the year.
Jun.	2022	- 91APP announced "2022 D2C Brand Business Report."
Sep.	2022	- Listed as one of the key service provider of "Digital Marketing Tools Industry Map for the Retail Industry in Taiwan" by Mirai Business Research Institute.
Nov.	2022	- Obtained the "Payment Card Industry Data Security Standard (PCI DSS)" that complies with global regulations to protect cardholder data security. - Won the Google Premier Partner Awards 2022, highly recognized for its professional skills and innovative performance in helping clients expand their business, and develop and maintain new customers through APP.
Dec.	2022	- 91APP HK won the 2022 "OMO Enterprise Solution Award" from the Hong Kong Retail Management Association (HKRMA).

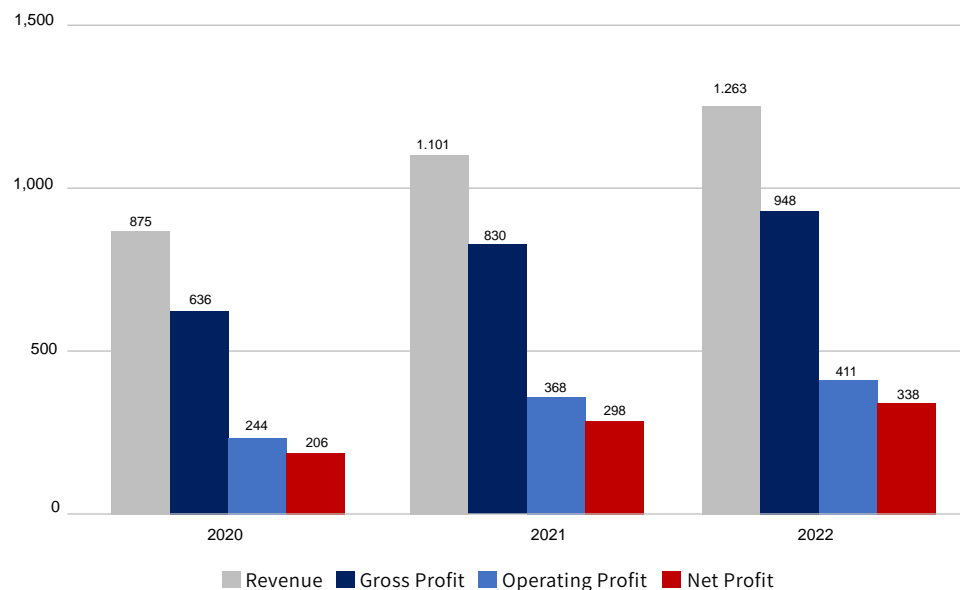
Month	Year	Milestone
Feb.	2023	<ul style="list-style-type: none">- Ranked as one of the key service providers in the "2023 Taiwan MarTech Landscape" of the AMT Asia-Pacific Marketing Digital Transformation Alliance Association, and listed in the "e-Commerce Platform" and "Member Marketing and Management" of Business and Sales, and Data and Analysis of "Marketing Cloud."- 91APP HK won "The Most Innovated OMO Integrated e-Commerce Solution of the Year award" in 2022.
May	2023	<ul style="list-style-type: none">- Ranked as one of the "Top 2000 Enterprises" in the annual benchmark rankings by CommonWealth Magazine.
Jun.	2023	<ul style="list-style-type: none">- 91APP's innovative business has successfully embarked on the path to IPO and created new opportunities in the industry, earning recognition and the "2023 Rising Star Award" from venture capitalists.- 91APP and TiEA (Taiwan Internet and E-Commerce Industry Development Association) jointly organized the largest brand commerce summit in Taiwan - "D2C X AI Summit Taiwan 2023," with nearly 3,000 brand owners and executives attending the event to learn together.- 91APP released the "2023 Brand Commerce Trends Report," attracting significant attention from the brand commerce industry.

Financial Performance

The consolidated revenue for 2022 reached NT\$1.26 billion, with a year-on-year growth of 14.7%. The gross profit margin and operating profit margin remained stable at 75.1% and 32.5% respectively, consistent with the previous year. The net profit after tax reached a historic high of NT\$340 million, with earnings per share of NT\$2.83. The company's operations demonstrated steady growth.

Consolidated Income Statement Performance

Unit: NT\$ M



Financial Performance Table

NT\$ k	2020	2021	2022
Total Assets	1,819,253	4,191,848	3,943,472
Total Liabilities	964,759	1,779,910	1,433,925
Total Equities	854,494	2,411,938	2,509,547
Operating Revenue	875,213	1,100,926	1,262,840
Operating Gross Profit	635,889	830,446	948,334
Operating Profit	243,729	368,051	410,560
Net Profit after Tax (attributed to the owner of the Company)	206,205	298,409	337,883
Basic Earnings per Share (NT\$)	1.92	2.58	2.83

Note: Sourced from the consolidated financial report of 91APP, Inc. audited by Deloitte Taiwan. The items within the consolidated report can be found in the 2022 consolidated financial report.



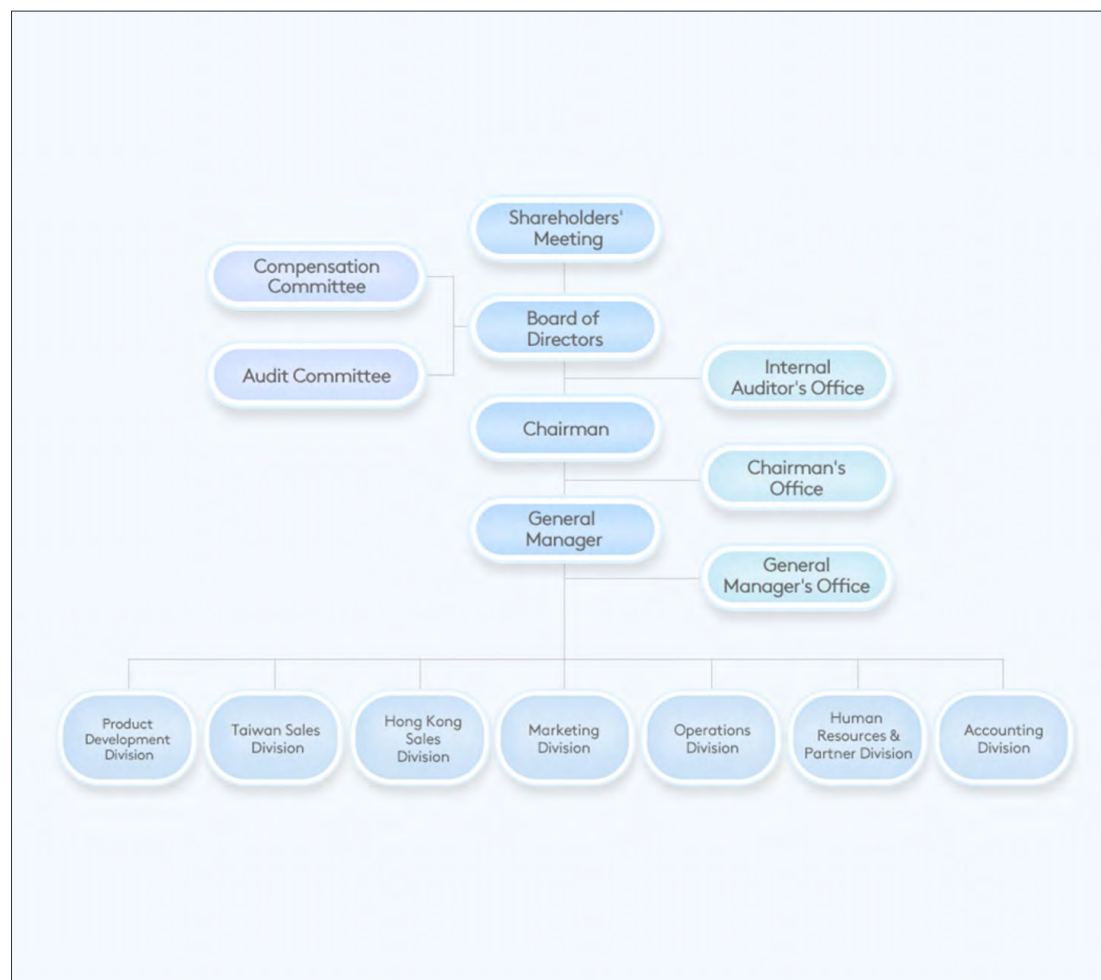
Financial Ratio Table

		2020	2021	2022
Capital structure analysis	Debt ratio (%)	53.03	42.46	36.36
	Long-term funds to property, plant and equipment (%)	5,518.92	9,791.70	8,037.78
Liquidity analysis	Current ratio (%)	177.01	221.00	256.86
	Quick ratio (%)	176.49	220.46	255.77
	Times interest earned (%)	390.98	1,290.47	950.57
Operating performance analysis	Accounts receivable turnover (times)	25.11	23.01	19.26
	Days to collect accounts receivable	14.53	15.86	18.95
	Average inventory turnover (times)	NA	NA	NA
	Average days to sell inventory	NA	NA	NA
	Property, plant and equipment turnover (times)	52.19	54.41	44.79
	Total asset turnover (times)	0.54	0.37	0.31
Return on investment analysis	Rate of return on assets (%)	12.72	9.94	8.34
	Rate of return on equity (%)	27.35	18.29	13.76
	Profit before tax to capital (%)	47.45	62.03	70.72
	Profit to sales (%)	23.68	27.13	26.82
	EPS (NT\$)	1.92	2.58	2.83
Cash flow	Cash flow ratio(%)	39.97	-15.26	41.32
	Cash flow adequacy ratio(%)	NA	630.86	600.20
	Cash flow reinvestment ratio(%)	42.25	-10.84	20.19

Governance Organization and Structure

The Company's corporate governance policies are mainly implemented in accordance with the "Company Law," "Securities Exchange Law," "Code of Practice for Corporate Governance for Listed Companies" and relevant laws and regulations, formulate the Company's corporate governance best-practices, and establish an effective corporate governance structure. The purpose is to achieve operational goals in a way that is in the best interests of the company and all shareholders, assist in corporate management and operations, and provide effective supervision mechanisms to encourage companies to make good use of resources and improve efficiency; thereby enhancing competitiveness, and promoting social well-being. The main directions of the Company's corporate governance are:

- Strengthening the functions of the board of directors and enhancing the sustainable value of the company
- Improving information transparency and promoting sustainable operation
- Protecting the rights and interests of shareholders, respecting the rights and interests of stakeholders, and creating a good channel for interaction
- Establishment and implementation of internal control and internal audit systems
- Deepening the company's culture of sustainable governance



Board of Directors

The board of directors of 91APP, Inc. consists of 9 Directors with expertise in specific fields or corporate management experience. There are 3 independent directors, accounting for 33.33% of the total board members. All independent directors meet the qualifications in accordance with Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, and they have no meet the circumstances of Paragraph 3 and 4, Article 26-3 of the Securities and Exchange Act. The composition of the Board of Directors of the Company encompasses diverse backgrounds, including various industries and academic fields. To enhance oversight and strengthen management functions, Audit Committee and Remuneration Committee were established under the Board of Directors. Both committees consist entirely of independent directors, with 3 independent directors possessing expertise in e-commerce, finance, law and business. They possess the necessary knowledge, skills, and qualifications to fulfill their responsibilities. The Company is committed to conducting business activities based on the principles of fairness, honesty, trustworthiness and transparency, adhering to a policy of conducting business with integrity and actively prevent any dishonest practices.

Title	Nationality	Name	Gender Age	Date of Elected	Experience (Education)	Other Position
Chairman	R.O.C	Steven Ho	Male 51-60	2022.06.09	MBA, National Taiwan University General Manager of e-Commerce Division of YAHOO! TAIWAN Chairman of Monday Technology	(Note 1)
Director	R.O.C	Yang, Ming-Fang	Male 51-60	2022.06.09	MBA, National Sun Yat-sen University Senior Chief Operating Officer of e-Commerce Division of YAHOO! TAIWAN Operation Vice President of Monday Technology	Director and General Manager of 91APP(TAIWAN), INC. Director of OMNI-CHANNEL RETAIL SYSTEM CORPORATION Director of 91APP HK Limited
Director	R.O.C	Chuang, Fong-Ping	Male 41-50	2022.06.09	M.S. of Operations Research, Columbia University, USA Director of The CID Group	Director of 91APP(TAIWAN), INC. Director of 91APP HK Limited Director of Grand Tech

Title	Nationality	Name	Gender Age	Date of Elected	Experience (Education)	Other Position
Director	R.O.C	Lee, Kuen-Mou	Male 41-50	2022.06.09	Bachelor of Information Management, National Taiwan University Founder and President of Leguo Information Limited CEO and Founder of Nexdoor Inc.	Senior Vice President of United Product Development Division, 91APP(TAIWAN), INC.
Director	R.O.C	Cheng, Po-Jen	Male 41-50	2022.06.09	Bachelor of Information Management, National Taiwan University Founder & Managing Partner of Cherubic Ventures	Director of Cherubic Ventures
Director	R.O.C	Lin, Chih-Chen	Male 41-50	2022.06.09	MBA, NYU Stern School of Business Co-founder and Chief Product Officer of Social Sauce Associate, HSS Ventures Associate, HSS Ventures Co-founder and President of the Greater China Region of Intumit	(Note 2)
Independent Director	R.O.C	Lu, Hsi-Peng	Female 51-60	2022.06.09	Ph.D. of Industrial Engineering, University of Wisconsin, USA Distinguished Professor, Department of Information Management, National Taiwan University of Science and Technology	Independent Director of YFY Inc. Independent Director of SHUI-MU International Co., Ltd. Independent Director of Taiwan Mobile Co., Ltd.
Independent Director	R.O.C	Huang, Chun-Yao	Female 51-60	2022.06.09	Ph.D., London Business School Professor, College of Management, National Taiwan University	Independent Director of E.SUN FINANCIAL HOLDING COMPANY, LTD. Independent Director of E.SUN COMMERCIAL BANK, LTD.
Independent Director	R.O.C	Chih, Mei-Na	Female 51-60	2022.06.09	Bachelor of Accounting, Tamkang University CFO of GAMESPARCS CO., LTD.	Chairman of LI-HSIN Consultant Co., Ltd. CFO of I POINT CO., LTD. Supervisor of Venture Plus Fund I Taiwan Inc.

Note 1 : Chairman of 91APP(TAIWAN), INC. 、 Chairman of OMNI-CHANNEL RETAIL SYSTEM CORPORATION 、 Director of 91APP HK Limited 、 Representative Director of EasyStore Commerce Sdn. Bhd. 、 Representative Director of Jinghong Inc. 、 Independent Director of E-LIFE CORPORATION. 、 Representative Director of Omnichat Limited. 、 Director of NineYi Capital Inc. 、 Director of N-Team, Inc. 、 Director of Venture Plus Fund I Taiwan Inc.

Note 2 : Director and President of Taiwan Mobile Co., Ltd. 、 Director of momo.com Inc. 、 Chairman of AppWorks Ventures Co., Ltd. 、 Chairman of AppWorks Fund IV(TW) Admin Co., Ltd. 、 Chairman of AppWorks Fund II Co., Ltd. 、 Chairman of AppWorks Fund III Co., Ltd. 、 Chairman of APPWORKS SCHOOL CO., LTD. 、 Chairman of Chen Feng Investment Ltd. 、 Chairman of Chen Yun Co., Ltd. 、 Chairman, Chen Men Investment Ltd. 、 Director of AppWorks IV Limited 、 Director of AppWorks Fund IV Admin Global Limited 、 Director of AWTH Limited 、 Director of AppWorks Ventures II Limited 、 Director of AppWorks Ventures III Limited 、 Director of Winbond Electronics Corp. 、 Director of Dcard Holdings Ltd 、 Director of EZTable, Ltd. 、 Director of VIV3 Inc 、 Director of Line Bank Taiwan Ltd. 、 Director and President of Taiwan Cellular Co., Ltd. 、 President of TWM Venture Co., Ltd. 、 Chairman of Taiwan Mobile Film Co., Ltd. 、 Chairman and President of Taiwan Stampede Franchise Film Co., Ltd. 、 Director and President of Wealth Media Technology Co., Ltd. 、 Director of Taipei New Horizon Co., Ltd. 、 Chairman of Fu Sheng Digital Co., Ltd. 、 President of Taiwan Fixed Network Co., Ltd. 、 Chairman of Taiwan Teleservices & Technologies Co., Ltd. 、 President of TCC Investment Co., Ltd. 、 Chairman of Taiwan Digital Service Co., Ltd. 、 Director of Taihsin Property Insurance Agent Co., Ltd. 、 Director and President of TFN Media Co., Ltd. 、 Chairman and President of Global Forest Media technology Co., Ltd. 、 Chairman and President of Global Wealth Media technology Co., Ltd. 、 Chairman of Win TV Broadcasting Co., Ltd. 、 President of TFN Union Investment Co., Ltd. 、 President of TCCI Investment and Development Co., Ltd. 、 Chairman of Taiwan Kuro Times Co., Ltd. 、 Chairman of Yeong Jia Leh Cable TV Co., Ltd. 、 Chairman of Phoenix Cable TV Co., Ltd. 、 Chairman of Union Cable TV Co., Ltd. 、 Chairman of Globalview CATV Co., Ltd. 、 Director of Bridge Mobile Pte Ltd. 、 Director of WeMo Corp.



Board diversity

According to Article 20 of the Company's "Principles of Corporate Governance Best Practice," the composition of the board of directors shall be determined by taking diversity into consideration, it is advisable that directors concurrently serving as company officers not exceed one-third of the total number of the board members, and that an appropriate policy on diversity based on the company's business operations, operating dynamics, and development needs be formulated and include, without being limited to, the following two general standards:

(A) Basic requirements and values: Gender, age, nationality and culture.

(B) Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing, technology), professional skills, and industry experience.

All members of the board shall have the knowledge, skills, and experience necessary to perform their duties. To achieve the ideal goal of corporate governance, the board of directors shall possess the following abilities:

(A) Ability to make sound business judgments.

(B) Ability to conduct accounting and financial analyses.

(C) Operation and management ability.

(D) Crisis management ability.

(E) Industry knowledge.

(F) International market perspectives.

(G) Leadership.

(H) Decision-making ability.

Board diversity goals and its implementation

Goals	Implementation
Pays attention to gender equality among directors, and the Board should include at least one female director.	Achieved
Focuses on operational judgment, business management, and crisis management capabilities, and more than two-thirds of the directors should have the abilities related to relevant core projects.	Achieved
To maintain the independence of independent directors, the tenure of independent directors should not exceed three consecutive terms.	Achieved
The number of the directors who concurrently serve as employees of the Company or the parent company should not be exceed one-third (included) of the total number of directors to achieve the purpose of supervision.	Achieved



The implementation status of Board Diversity Policy

Core of diversity Name	Title	Basic Composition And Value				Professional Background			
		Nationality	Gender	Employee	Age	Legal	Accounting	Marketing and Technology	e-Commerce
Steven Ho	Chairman	R.O.C.	Male		51-60 years old		●	●	●
Yang, Ming-Fang	Director	R.O.C.	Male	●	51-60 years old			●	●
Lee, Kuen-Mou	Director	R.O.C.	Male	●	41-50 years old			●	●
Chuang, Fong-Ping	Director	R.O.C.	Male		41-50 years old		●		●
Cheng, Po-Jen	Director	R.O.C.	Male		41-50 years old			●	●
Lin, Chih-Chen	Director	R.O.C.	Male		41-50 years old		●	●	●
Lu, Hsi-Peng	Independent Director	R.O.C.	Male		41-50 years old			●	●
Huang, Chun-Yao	Independent Director	R.O.C.	Male		41-50 years old			●	●
Chih, Mei-Na	Independent Director	R.O.C.	Female		41-50 years old		●		●

The implementation status of Board Diversity Policy

Core of diversity Name	Professional Competence							
	Operational judgment capability	Accounting and Finance Analysis	Business management capability	Risk management capability	Industry knowledge	International market outlook	Leadership	Decision-making
Steven Ho	●	●	●	●	●	●	●	●
Yang, Ming-Fang	●	●	●	●	●	●	●	●
Lee, Kuen-Mou	●	●	●	●	●	●	●	●
Chuang, Fong-Ping	●	●	●	●	●	●	●	●
Cheng, Po-Jen	●	●	●	●	●	●	●	●
Lin, Chih-Chen	●	●	●	●	●	●	●	●
Lu, Hsi-Peng	●	●	●	●	●	●	●	●
Huang, Chun-Yao	●	●	●	●	●	●	●	●
Chih, Mei-Na	●	●	●	●	●	●	●	●

Operations of the Board of Directors

The Company's "Articles of Incorporation" stipulate the comprehensive nomination system for the election of directors. The "Corporate Governance Best Practices Principles" and "Procedures for Elections of Director" specify that the composition of the Board of Directors should consider diversification. The composition of the board of directors shall be determined by taking diversity into consideration. An appropriate policy on diversity based on the Company's business operations, operating model, and development needs shall be formulated. It is advisable that the policy include, without being limited to, two general standards including basic requirements and values as well as professional knowledge and skills. The Board of Directors of 91APP shall hold meetings at least once every quarter, a total of 7 meetings of the Board of Directors were held in 2022. Board members actively participated in board operations, and the attendance rate of all directors reached 100%.

91APP has a solid corporate governance framework. In 2022, "Measures for the Report on Illegal, Immoral and Dishonest Acts" and "Risk Management Policies and Procedures" were established. Important corporate governance policies such as "Corporate Governance Best Practice Principles," "Insider Trading and Management Procedures," "Corporate Governance Best Practice Principles" were amended. The Company continuously adhere to domestic and international corporate governance standards and practices, making internal regulation amendments accordingly.

Director remuneration policy and performance evaluation

- (1) The policies, standards, and portfolios for payment of remuneration
The remuneration and compensation of the directors (including independent directors) of the Company are handled in accordance with the "Articles of Association" and the "Directors' and Functional Committee Members' Remuneration Regulations."
 - A. Directors' remuneration: The factors to be considered should include but not limited to the value of their services, the Company's operating conditions, and the remuneration levels of other companies in the same industry. The Remuneration Committee submits a proposal and the Board resolves a decision to execute it.
 - B. Directors' compensation: When the Company makes a profit, it will pay compensation according to the percentage specified in the Company's Articles of Association.
- (2) Procedures for determining remuneration
 - A. Directors' compensation: As per the Company's Articles of Association, if the Company makes a profit in the year, the directors' compensation to be distributed should not exceed 3% of the profit for the year. However, when the Company still has a cumulative deficit, it shall reserve the amount to compensate it in advance.
 - B. Directors' remuneration: It is handled as per the Company's "Directors' and Functional Committee Members' Remuneration Regulations."
- (3) Correlations with business performance and risks
The compensation paid by the Company to the directors is based on the Company's profitability in the year and the percentages specified in the "Articles of Association". The Remuneration Committee makes a proposal on the amount of remuneration for individual directors after evaluating their participation in the Board and contribution to operations as per the "Rules of the Performance Evaluation of the Board of Directors and Managers" and submits it to the Board for discussion.

Implementation Status of Board Evaluations

Evaluation Cycle	Evaluation Period	Evaluation Scope	Evaluation Method	Evaluation Content
Annually	2022/06/09~ 2022/12/31	Overall board of directors, individual board members and functional committees. (including Audit Committee and Remuneration Committee)	Self-evaluation of the board and members	<p>1.The criteria for Board performance evaluation cover the following 5 aspects:</p> <ul style="list-style-type: none"> (1) Participation in the operation of the company; (2) Improvement of the quality of the board of directors' decision making; (3) Composition and structure of the board of directors; (4) Election and continuing education of the directors; (5) Internal control. <p>2.The criteria for Board members performance evaluation cover the following 6 aspects:</p> <ul style="list-style-type: none"> (1) Alignment of the goals and missions of the company; (2) Awareness of the duties of a director; (3) Participation in the operation of the company; (4) Management of internal relationship and communication; (5) The director's professionalism and continuing education; (6) Internal control. <p>3.The criteria for functional committees' performance evaluation cover the following 5 aspects:</p> <ul style="list-style-type: none"> (1) Participation in the operation of the company; (2) Awareness of the duties of the functional committee; (3) Improvement of quality of decisions made by the functional committee; (4) Composition of the functional committee and election of its members; (5) Internal control.

Evaluation results: The Company has completed the performance evaluation of the Board of Directors and Functional Committees for the year 2022. The evaluation results have been submitted to the Remuneration Committee and the Board of Directors on March 9, 2023, as a basis for review and improvement. The average performance self-evaluation score of the Board of Directors and Functional Committees falls between 4.89~5 points (out of 5 points), indicating that the Directors acknowledge the operation results, and that the overall operation is in good condition.

Continuing education or training of Directors in 2022

Title	Name	Name	Organizer	Course Name	Hours
Chairman	Steven Ho	09/30	Taiwan Corporate Governance Association	Understanding Related Party Transactions and Unconventional Transactions through practical cases	3.0
		10/28		Discussion of the strategies and applications of Employee Incentive Schemes	3.0
Director	Yang, Ming-Fang	09/30	Taiwan Corporate Governance Association	Understanding Related Party Transactions and Unconventional Transactions through practical cases	3.0
		10/28		Discussion of the strategies and applications of Employee Incentive Schemes	3.0
Director	Lee, Kuen-Mou	09/30	Taiwan Corporate Governance Association	Understanding Related Party Transactions and Unconventional Transactions through practical cases	3.0
		10/28		Discussion of the strategies and applications of Employee Incentive Schemes	3.0
Director	Chuang, Fong-Ping	09/30	Taiwan Corporate Governance Association	Understanding Related Party Transactions and Unconventional Transactions through practical cases	3.0
		10/28		Discussion of the strategies and applications of Employee Incentive Schemes	3.0
Director	Cheng, Po-Jen	09/30	Taiwan Corporate Governance Association	Understanding Related Party Transactions and Unconventional Transactions through practical cases	3.0
		10/28		Discussion of the strategies and applications of Employee Incentive Schemes	3.0
Director	Lin, Chih-Chen	10/17	Taiwan Corporate Governance Association	Global Sustainable Finance Trends and Responses	3.0
		11/25	Taiwan Independent Director Association	New Financial Era: Development Trends and Coping Strategies of Digital Technology	3.0

Title	Name	Name	Organizer	Course Name	Hours
Independent Director	Lu, Hsi-Peng	03/22	Taiwan Corporate Governance Association	Understanding Related Party Transactions and Unconventional Transactions through practical cases	3.0
		08/09		Discussion of the strategies and applications of Employee Incentive Schemes	3.0
Independent Director	Huang, Chun-Yao	07/27	Taiwan Corporate Governance Association	Understanding Related Party Transactions and Unconventional Transactions through practical cases	3.0
		09/30		Discussion of the strategies and applications of Employee Incentive Schemes	3.0
Independent Director	Chih, Mei-Na	09/06	Accounting Research and Development Foundation	Relevant legal liability and case analysis related to "Contests for Corporate Control"	3.0
		09/13		Reading the TCFD report: grasping key points of information	3.0
		09/30		Conceptual Analysis of ISSB S1 Standard "General Requirements for Disclosure of Sustainability-Related Financial Information"	3.0
		10/07		ESG Information Disclosure Trends and Relevant Regulations	3.0

Ethical Management

The Company has established the "Procedures for Ethical Management" and "Guidelines for the Adoption of Codes of Ethical Conduct," which have been approved by the Board of Directors, as the policies and operational guidelines for conducting business with integrity.

Management execution unit

With the General Manager's Office as the overall planning and management entity, the General Manager as the convener instructs the Human Resources, audit, and legal affairs units to formulate ethical management policies and regulations and implement education and prevention programs, to ensure the implementation of the Ethical Corporate Management Best Practice Principles, while reporting to the Board at least once a year on each responsible unit's implementation. The dedicated unit reported its execution status to the Board of Directors on March 10, 2022.

Implementation results

(1) 2019 and 2020: The work management rules have been revised in order to clearly prohibit fraud and corruption and behaviors that damage the benefits of the company or stakeholders. Demerit or dismissal will be imposed according to the circumstances, and it will be listed as an important item in the year-end assessment.

Employment contracts have been renewed to endow employees with obligations such as loyalty, protection of company and customer business secrets, and maintenance of company intellectual property.

(2) 2021: The Board of Directors has adopted the rules and regulations "Procedures for Ethical Management," "Guidelines for the Adoption of Codes of Ethical Conduct" and "Insider Trading and Management Procedures."





(3) 2022:

The human resources unit and the legal unit cooperated with all colleagues to provide education and training on the theme of "implementing the value of integrity and sustainable development of the enterprise," and held all tests and assessments to strengthen colleagues' understanding of the company's integrity system and culture.

The legal unit ensures the implementation of the Company's integrity system and culture in service contracts and policies. It discloses the principles of ethical business to clients, aiming to eliminate corrupt, illegal, and unethical business relationships. It provides channels for reporting misconduct, establishes investigation procedures, and aligns with the United Nations Convention against Corruption, anti-money laundering regulations, and other significant international laws and regulations.

The Board of Directors has formulated the Measures for the Report on Illegal, Immoral and Dishonest Acts," and established a reporting mechanism that is independently controlled and accepted by the audit supervisor.

All units are required to regularly self-assess their compliance with laws and regulations, and to have them reviewed by audit units to achieve effective control and implementation to ensure and prevent the occurrence of dishonest behavior. Regular meetings are held to review the development direction and strategy of integrity management.

Annual education and training program

Course Name	Object	Number of participants	Hour
Understanding Related Party Transactions and Unconventional Transactions through practical cases	Director	6	18
	Middle and senior-level managers	8	24

Risk Management

Risk Management Policy and Procedures

The "Risk Management Policy and Procedures" was accepted as the top guiding concept for the Company's risk management on November 10, 2022, at the 7th Meeting of the 4th Board of Directors. The Company regularly undertakes risk assessments every year based on the principle of materiality and evaluates risks related to our operations, including environmental, social, and corporate governance issues. The Company develops risk management policies covering management goals, organizational structures, responsibility assignment, and risk management procedures, and implements them to effectively identify, measure, and control all risks that the Company may face. This aids in controlling the risks associated with our business activities within acceptable bounds.

Scope of Risk Management

The Company promises to integrate and manage all potential risks, including varied strategies, operations, financial, and hazard risks, proactively and cost-effectively to minimize their influence on our business operations and financial results. The goal is to provide proper risk management for all stakeholders through the establishment of an enterprise risk management initiative.

The Company's risk management encompasses the management of risks such as "information security risk," "operational risk," and "compliance risk."

- "Measures for the Report on Illegal, Immoral and Dishonest Acts" has been passed by the Board of Directors, which designates the internal audit manager as the independent controller and recipient of such reports.
- All units are required to regularly assess their compliance with regulations, conduct self-evaluations, and have these assessments reviewed by the audit department. This ensures effective control and implementation, aiming to prevent and address dishonest behavior.
- Regular meetings are convened to review the direction and strategies of ethical operations.

Risk Management Organization

1. Board of Directors: The highest decision-making authority for risk management in the Company, responsible for formulating risk management policies and frameworks to ensure the effectiveness of risk management operations.
2. General Manager's Office: Responsible for supervising and coordinating risk management operations, and reporting on the operation status to the Board of Directors at least once a year.
3. Risk Management Committee: The Risk Management Committee is composed of managers from relevant divisions and is responsible for implementing the risk management policies approved by the Board of Directors, monitoring the risk management mechanisms of the Company, reviewing the risk control reports submitted by the internal departments, and addressing risk management issues.
4. Information Security Committee: The Information Security Committee is responsible for all information security controls, policy formulation, internal audits, reporting and handling of security incidents, as well as the development and implementation of improvement plans. The Information Security Committee is also responsible for managing personal data in accordance with legal requirements, as well as formulating policies and security maintenance plans related to the protection of personal data.
5. Internal Auditor's Office: The Audit Department is responsible for independently and objectively validating the operation of risk management and assessing important risk items and providing improvement suggestions in a timely manner.
6. Risk Management Unit in Individual Divisions: Including divisions such as sales, marketing, operations, human resources, accounting. Each division head is responsible for firstline risk management. They are responsible for identifying, analyzing, managing, and monitoring the relevant risks within their respective units, to ensure that the risk control mechanisms and procedures can be effectively implemented.

Risk Management Implementation

The Company actively promotes the implementation of risk management mechanisms, holds regular meetings of the risk management team and report to the Board of Directors on its operations annually. The major implementations in 2022 are as follows:

1. The "Risk Management Policy and Procedures" was accepted as the top guiding concept for the Company's risk management on November 10, 2022, at the 7th Meeting of the 4th Board of Directors.
2. The Company reported "Risk Management Implementation in 2022" to the Board of Directors on November 10, 2022.



Supplier Corporate Social Responsibility Management

The Company has formulated the "Suppliers' Corporate Social Responsibility Management Regulations," to require its suppliers to comply with relevant laws and regulations on labor rights and interests and human rights, labor health and safety, environmental protection, and ethical management, to facilitate the sustainable development of and the balance between economy, society and environment.

Implementation Strategy

(1) The Company attaches great importance to collaboration with suppliers and manages to understand suppliers' awareness and implementation results of these regulations through interviews, questionnaires, and education and training when necessary. The Supplier Self-Assessment Questionnaire evaluates environmental issues, labor practice issues, human rights issues, social impacts and other issues.

(2) Considering the legal regulations, industrial characteristics, geographical environment, operating conditions, employee structure and organizational scale of the supplier's premises, the company encourages suppliers to work together to implement these measures.

(3) When the Company signs contracts with major suppliers, the content may include compliance with both parties' corporate social responsibility policies and the condition that if the supplier is involved in violation of such policies with a significant impact on the environment and the community where the source of supply is located, it must submit an improvement plan, and if the violation cannot be improved or the circumstances are serious, the Company may terminate or cancel the contract.

Labor Rights and Human Rights

The Company should consider the following labor issues when selecting suppliers:

- (1) The employment of child labor should comply with relevant laws and regulations.
- (2) Prohibition of forced labor.
- (3) Working hours and wages shall comply with local laws and regulations.
- (4) Discrimination of any kind is prohibited.
- (5) Respect freedom of association and negotiation.
- (6) Specifications for health and safety issues have been established.

Labor health and safety

Suppliers shall undertake to comply with labor safety and health regulations and other relevant laws, and agree to unconditionally abide by the relevant contractor safety, health and environmental management regulations formulated by the company.

Environmental Protection

(1) The Company should evaluate the environmental and social impact of procurement behavior on the supply source community, and urge suppliers to work together to implement corporate social responsibility.

(2) Suppliers shall work to reduce or eliminate all forms of waste, including water and energy. Suppliers can use energy-saving measures in equipment, maintenance or production processes, or achieve energy-saving purposes by recycling, reusing or substituting materials.

(3) Suppliers shall strive to reduce emissions of pollutants, toxicants and waste, and shall properly dispose of waste. The disposal of waste should comply with relevant regulations to reduce the impact on the natural environment.

Integrity Management Ethics

(1) The Company should follow the integrity management code and integrity management behavior. When selecting suppliers, it should consider the ethical standards of suppliers, including integrity management, fair trade, disclosure of information, avoidance of illegitimate gains and false advertisements, and compliance with intellectual property rights-related norms.

(2) When the Company signs a contract with a supplier, both parties should conduct transactions in an open and transparent manner based on the principle of good faith management. If one party is involved in dishonest behavior and the circumstances are serious and the contract cannot be performed, the other party may terminate or execute the contract at any time.

Implementation of supplier management policies in 2022

(1) The Company held two visits to suppliers to inspect the operation status of partners, and assist partners in attracting business at the same time. Eleven customers and four partners participated in this visit, and the feedback from customers participating in the activities was used as the basis for the annual rating of partners.

(2) The Company conducted an information security assessment survey on two new partners, and obtained two information security self-assessment forms.



Information Security and Privacy Protection

The information and communication security risk management framework

(1) Information security governance organization

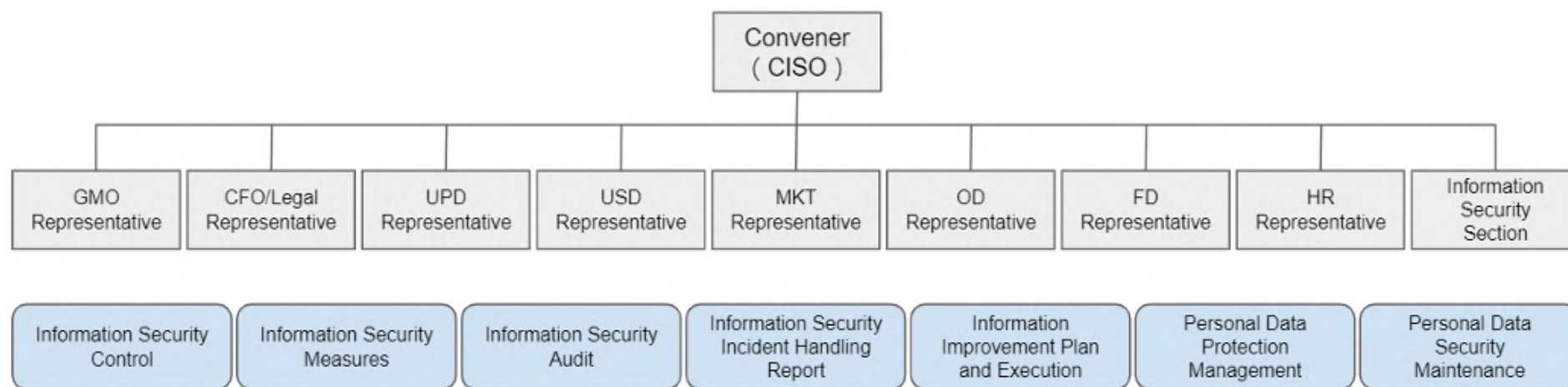
The General Manager designated the head of the Product Development Division as the convener and formed the Information Security Committee, composed of the heads of various departments or their designated representatives, in 2016 as per the 91APP Information Security Policy. It is responsible for all information security management and control, formulation of regulations, internal audits, information security incident handling and reporting, and improvement plan execution. The Information Security Committee is also the Company's unit of managing personal data and is responsible for formulating personal data protection management policies and security maintenance plans and other rules. The Company also has a dedicated information security team in place, composed of a dedicated information security supervisor and two dedicated information security personnel, with GIAC Penetration Tester (GPEN), EC Security Analyst (ECSA), Certified Ethical Hacker (CEH), CompTIA Security+, and other professional licenses.



In 2022, 91APP appointed Lin, Ta-Wei, Senior Vice President of the Product Development Division, as the Chief Information Security Officer of 91APP to coordinate R&D, legal affairs, and auditing units for the formulation and execution of information security and protection-related policies, risk management, and compliance audits. This dedicated unit regularly reports on the effectiveness of information security management, information security-related issues and strategies to the Board of Directors. The latest report to the Board of Directors was made on March 9, 2023.

(2) 91APP Information Security Committee structure

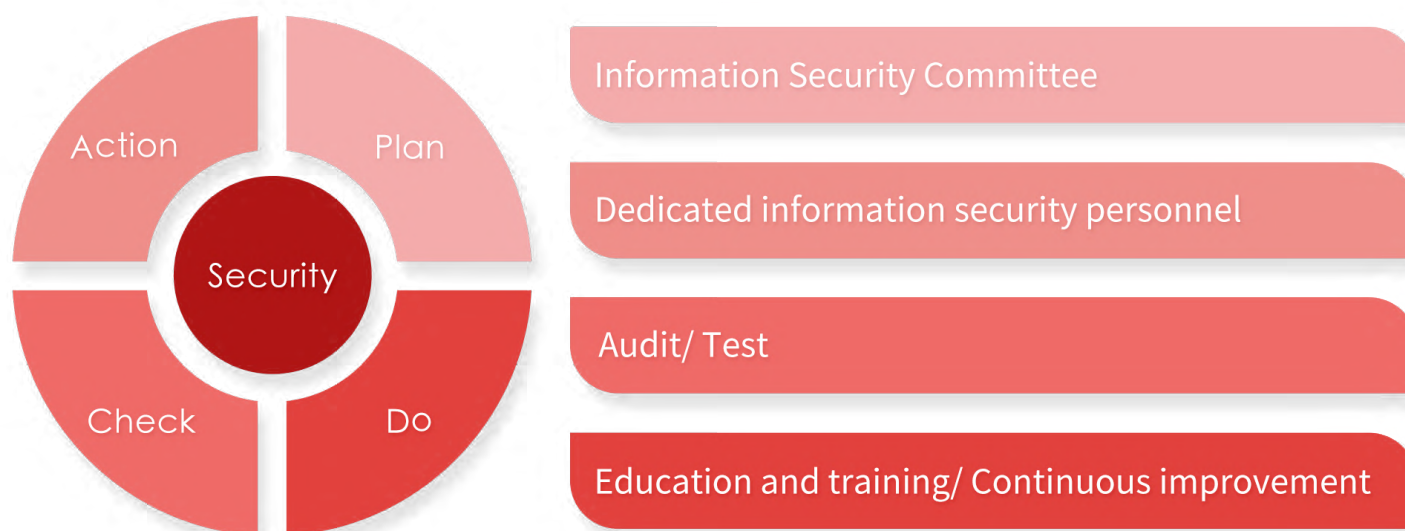
At present, the Company's Chief Information Security Officer serves as the convener of the Information Security Committee and the supervisors of various departments serve as members, who form the Information Security Committee with the information security personnel from the information security team.



Information and communication security policy

(1) Corporate information security management strategy and structure

In terms of the internal control system of personal data protection and information security, the Company has formulated the Computerized Information Circulation - Information and Communication Security Inspection Control, and the 91APP Information Security Management Regulations and established relevant information security policies in the former, while setting out rules of system permissions, device security, personal data, information security events in the latter. The information security team compiles the weekly internal and external information security situations and reports and implements information security tasks and improvements through regular meetings. If there is a major project, the information security supervisor reports to the President at weekly meetings and executes tasks in collaboration with the supervisors at the departmental level. In addition, according to the spirit of ISO PDCA, the Information Security Committee discusses and executes information security projects and tasks and continues to track progress and effectiveness to achieve the goal of continuous improvement.



Planning stage:

The information security team refers to ISO27001 and Service Organization Control 2 (SOC 2) (American Institute of Certified Public Accountants (AICPA) formulated the SOC, which is an review process that can ensure that service providers manage data securely and protect customers' interests and privacy) and works with the Product Development Architecture Department and the Infrastructure Service Department to set work objectives and develop key projects to ensure that 91APP's services meet the five assurance service criteria of security, availability, processing integrity, confidentiality, and privacy under the guidance of the Information Security Committee.

Do stage:

Dedicated information security personnel work with relevant departments to jointly implement a complete defense mechanism, including defense in depth for services, office information security assurance, partners' information security assessment, clients' information security advice and protection recommendations to safeguard information security in a systematic manner.

Check stage:

91APP monitors the security of systems 24/7 and scans vulnerabilities on a regular basis, and we also entrust well-known information security providers in Taiwan to perform system penetration testing. In addition, we entrust Deloitte & Touche to conduct SOC 2 information security audits. We also hold internal email social engineering drills to strengthen personnel information security awareness.

Action stage:

We continue to improve 91APP according to the results of the audit. We establish a project for the audit and penetration testing results for real-time tracking until completion. Furthermore, we will strengthen information security education, review it regularly, and continue improvements for them to be adopted at the planning stage.



(2) Corporate information security risk management and continuous improvement framework

As mentioned above, the risk management and continuous improvement framework is as follows:

Planning stage: Risk assessment and planning

- Compliance with the information security standards (ISO 27001, SOC 2, etc.)
- Risk assessment (information security information and audit results are combined)
- Countermeasure formulation and implementation plan development

Do stage: Defense in depth/Multi-faceted defense

- Office environment information security protection
- Partners' information security audit (supply chain information security)
- System information security enhancement
- Clients' information security assistance and advice

Check stage: Monitoring and evaluation of the effectiveness of information security management

- System security monitoring
- Regular vulnerability scanning
- Regular external penetration testing
- Internal audits
- External audit
- Information security education and training
- Social engineering drills
- Disaster recovery drills

Specific management programs

The specific management programs of 91APP information security for defense in depth/multi-faceted defense are as follows:

■ **Office environment information security protection**

- Network security
 - Adoption of next-generation firewalls to continuously protect against new threats.
 - Network segmenting to prevent unnecessary network connections.
- Device security
 - Adoption of endpoint antivirus and EDR software to detect malware.
 - Enhanced endpoint management to eliminate unknown devices.

■ **Partners' information security protection (supply chain information security)**

- Network security
 - Establishment of an AAA mechanism to ensure security and auditability.
- Regular information security audit
 - Establishment of common security standards for regular audit and requirement.

■ **System information security enhancement**

- Network security
 - Establishment of multi-layered network protection.
 - Establishment of a security monitoring and warning mechanism.
 - Establishment of anti-DDoS and other protection mechanisms.
- Device security
 - Regular update of the operating system to ensure system security.
- Application security
 - Establishment of a secure software development life cycle (SSDLC).
 - Continuous introduction of information security mechanisms for integration into the CI/CD process.

→ Enhanced security technology

- Continuous development of common security mechanisms by the architecture team.
- Enhanced data encryption and other security control mechanisms

■ Clients' information security assistance and advice

→ Network security

- Establishment of a suspicious activity monitoring mechanism.
- Sharing of information security information from time to time and information security joint defense with clients.

→ Overall security protection

- Sharing of cases from time to time to increase clients' awareness of information security.
- Increase of information security service partners and recommendation of high-quality information security service providers to assist clients with information security defense.

■ Inspection and continuous improvement

- Regular penetration testing/Vulnerability scanning.
- Regular information security education and training and tests.
- Regular social engineering drills to increase overall personnel information security awareness.

Investment of resources in information and communication security management

Under the guidance of the Information Security Committee in 2022, the Company's information security team completed the tasks below with the assistance from various departments:

■ Information security certification

→ Service Organization Control 2 audit (SOC2 audit)

In 2022, the Company appointed Ernst & Young to conduct a SOC2 audit and obtained a CPA-signed Unqualified SOC2 report, which demonstrates that 91APP continues to comply with the five Trust Services Criteria established by the American Institute of Certified Public Accountants for security, availability, processing integrity, confidentiality, and privacy.

→ Payment Card Industry Data Security Standard (PCIDSS) information security certification

In 2022, the Company obtained an updated certification of the PCIDSS certification, a security standard for the payment card industry. PCIDSS is a set of standards established by the Payment Card Industry Security Standards Council, with the aim of providing a unified global standard for ensuring the security of cardholder data.

→ Mobile Application Basic Security Label

In 2022, the Company obtained the "Mobile Application Basic Security Label" certified by the Mobile Application Security Alliance. 91APP's mobile application has passed L3 testing, which is the highest level of testing.

■ Information security education and training and tests/Social engineering drills

→ Social engineering drills

In 2022, the Company began to officially implement social engineering drills twice a year and also established relevant penalties for violation.

→ General Information Security Training

For employees who failed the social engineering exercises in 2022, the Company also provided targeted information security education and training in addition to the annual information security training to strengthen their awareness of information security.



→ Secure Software Development Life Cycle (SSDLC) development team information security training.

The Company conducted SSDLC (Secure Software Development Life Cycle) training specifically for software developers in 2022 to increase their awareness of security in every stage of the software development process, in addition to the general information security education and training provided to all employees.

■ **Partners' information security assessment**

→ The Company has conducted a total of 5 partner information security assessments.

■ **Vulnerability scans**

→ The Company continually conducts regular and ad-hoc vulnerability scans on the services it provides using professional tools and teams to ensure basic information security protection.

■ **Penetration testing**

→ In 2022, the Company conducted a total of 5 external penetration tests, using external professional security firms to continuously assess and strengthen its information security defenses.

■ **Red Team Assessment**

→ Due to the growing challenges in information security, the Company hired DevCore, a well-known domestic information security firm, to carry out a thorough red team assessment that goes beyond typical penetration testing in 2022. "Red team assessment" is a simulation of a targeted cyberattack against an enterprise, using all available means to execute the attack from various entry points.

■ **Information security notification**

→ The Company continuously strengthens its security monitoring. During 2022, the Company detected over a hundred suspicious events and alerted customers for confirmation.

A group of people in a meeting, with a red overlay. The image shows a woman in the foreground looking at a laptop, with other people in the background. The entire image is covered with a semi-transparent red filter.

03

Talent Development

3.1 Friendly Workplace

3.2 Healthy Workplace

Friendly Workplace

Human Rights Policy

The Company agrees with and supports the United Nations Universal Declaration of Human Rights (UDHR) and various international human rights standards, including the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights (UNGPs), the OECD Guidelines For Multinational Enterprises, and the United Nations Global Compact (UNGC), to be committed to creating an environment where human rights are fully protected. We also has established "Human Rights Protection Policy" and work with suppliers and partners to avoid any infringements and violations of human rights, to allow members inside and outside the Company to be treated with fairness and dignity.

The Company's human rights policy and specific management policy are as follows:

1. Support for the International Bill of Human Rights

The Company supports and honors international human rights, ensures no violation of human rights within the Company, prohibits any form of discrimination, prohibits forced labor and child labor, and does not impede employees' freedom of association. As for the work environment, the Company is committed to providing employees with a safe and healthy work environment and continuously improves the safety and health of the work environment as per relevant laws and regulations to prevent accidents and reduce the risk of occupational accidents.

2. Emphasis on human rights in the workplace

The Company facilitates diversity in the workplace, eliminates any discrimination in employment, provides equal treatment, regardless of individuals' gender, sexual orientation, race, class, age, marriage, language, ideology, religion, party affiliation, nationality, place of origin, place of birth, appearance, facial features, and physical disabilities, to jointly create a work environment where employees are safe, equal, treated with dignity, and free from harassment. All employees sign a written labor contract in accordance with the law, and we comply with all regulations on applicable wages and working hours and protect the labor rights and interests of disadvantaged groups, including indigenous peoples, women, migrant workers, contract workers, and people with disabilities.

3. Assistance to employees in maintaining physical and psychological health and work-life balance

The Company has developed an open communication environment and management model, provides employees with diverse channels for dialogue, and supports and assists them in maintaining their physical and psychological health and work-life balance through various training activities or club subsidies outside work.

4. Confidentiality of personal data

The Company protects human rights and privacy and has complete control over the access to and processing, transmission, and storage of clients' data, to ensure the safety of their data. We implement complete and thorough protection mechanisms and management processes for all links involving personal data.



Friendly Workplace

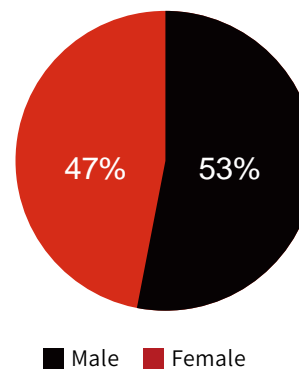
Diversity of Employment

The Company's human resource structure over the past 3 years is as follows:

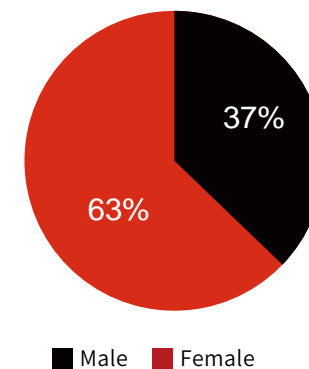
Year		2020	2021	2022
Number of Employees	Direct Employees	185	193	340
	Indirect Employees	266	288	202
	Total	451	481	542
Average Age		33.00	33.39	33.50
Average Years of Service		2.60	2.89	3.07
Education Level	Ph. D.	0.00%	0.00%	0.00%
	Master's	25.44%	24.89%	25.24%
	College	72.57%	73.30%	73.16%
	High School	1.99%	1.81%	1.59%
	Below High School	0.00%	0.00%	0.00%

In terms of gender distribution, in 2022, among the managerial positions at 91APP, female employees accounted for 47%, while male employees accounted for 53%, approximately a 1:1 ratio. In non-managerial positions, female employees accounted for 63%, and male employees accounted for 37%.

Managerial Position

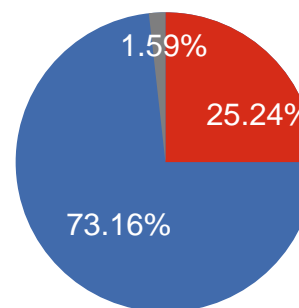


No-managerial Position

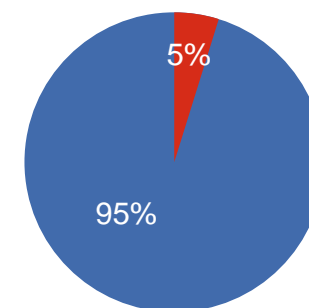


In terms of educational distribution, approximately 98.4% of the employees hold a college degree or above. In terms of nationality, foreign employees account for approximately 0.4% of the total workforce. Additionally, overseas employees account for approximately 5% of the total workforce.

Education



Domestic and Overseas Employee Distribution



■ Master's ■ College ■ High school

■ Overseas ■ Taiwanese

Friendly environment

(1) Employee compensation is provided as per the Company's Articles of Association. If the Company makes a profit in the year, the employee compensation to be distributed should not be lower than 3% of the profit for the year. However, when the Company still has a cumulative deficit, it shall reserve the amount to compensate it in advance. 91APP upholds the principle of providing overall competitive compensation in the market, and employee salaries are determined by their professional experience, internal salary fairness, market conditions, and performance. There is no gender, racial, marital, familial, religious, or political discrimination, and all salaries comply with relevant laws and regulations regarding wages and working hours (including overtime). To implement the philosophy of profit-sharing, the Company will consider the operational status, market condition, and individual performance as the basis for salary adjustments and bonus payments. The annual overall salary adjustment for the years 2020 to 2022 ranged from 0% to 6%. The average employee salary is positioned at the 78th percentile compared to industry peers in 2022. **(2)** The Company is committed to achieving gender equality in the workplace, providing equal rewards and promotion opportunities. As of December 31, 2022, female employees accounted for 59% of the total workforce and 47% of management positions. **(3)** The Company provides a friendly workplace and useful resources for employees, and also pays attention to maternal health care. In addition to setting up lactation rooms and providing occupational health care and education, the Company also has on-site doctors who provide pregnancy protection assessments and consultations. Furthermore, employees or their spouses are entitled to maternity benefits and childcare subsidies. **(4)** In addition to government labor and health insurance and monthly contributions to employee pension plans, the Company also provides free group insurance for all 91APP employees to ensure their work and life safety.

Employee welfare measures

To enhance each employee's commitment to work and achieve work-life balance, the Company continues to take care of the physical and psychological health, relieve their stress, and create a friendly environment. The Company also has an Employee Welfare Committee to implement various benefit measures. The various benefits are as follows: **A.** Four days of annual paid leave for new employees on the first day of work. **B.** Flexible working hour system. **C.** Provide subsidies for education and training courses according to the respective needs of various job functions. **D.** The Company provides funds for team dinners and team-building activities. **E.** The Company provides holiday bonuses for Lunar Chinese New Year, Dragon Boat Festival, and Mid-Autumn festivals, subsidies for weddings and funerals, as well as allowances for childbirth and childcare subsidies. **F.** Health care **a.** Regular free health checks and flu vaccination. **b.** The Company hires professional nurses to provide health information, consultation, medical referral, and emergency care. **c.** The Company collaborates with occupational medical professionals to organize seminars and provide health consultations to strengthen employees' health awareness. **G.** Subsidy for employees' club activities (such as jogging, mountaineering, aerial yoga, squash, yoga, badminton, dance, table tennis, TRX, rock climbing and music research clubs). The Company subsidizes funds to hire professional coaches or organize activities to encourage employees to exercise.

Retirement system

The Company's pension policy complies with local laws and regulations. A brief explanation of the pension policy in Taiwan is as follows:

(1) For employees who are subject to the "Labor Pension Act (New Scheme)," the Company will allocate 6% of the employee's monthly salary to the employee's pension account, which is in accordance with the "Monthly Contribution Classification of Labor Pension" issued by the Bureau of Labor Insurance. Employees can also voluntarily contribute within the 6% range of their monthly salary based on their wishes to their pension.

(2) For foreign employees who are covered by the Labor Standards Act (Old Scheme), the Company will allocate 2% of their monthly salary into a pension reserve account to ensure that it cannot be seized, transferred, pledged, or offset.

Talent Development

Every year, through performance evaluation, supervisors will jointly review employees' past performance with the employee, provide effective feedback and communication, and set goals for the future. In addition to cultivating and retaining high-performing key talents, the Company also discusses improvement plans with employees who have not met performance expectations. The results of performance evaluations are used as a reference for subsequent promotions, training and development, and employee rewards. The Company encourages employees to continue to demonstrate excellent performance.

91APP offers a variety of learning resources, such as onboarding training, potential coaching courses, job-specific or professional training, and management training for supervisors at all levels, to help unleash employees' potential and enhance their professional skills, so that every employee can expand their skills and knowledge and improve their work efficiency, further enhancing the Company's human resources. In 2022, the Company invested approximately 234 hours in training employees, and the expenditure on educational training amounted to around NT\$160,000.

Friendly Communication

The Company attaches great importance to employees' rights and interests, and all regulations are governed by the Labor Standards Act. The Company attaches great importance to employees' opinions. In addition to holding regular labor-management meetings, the Company adopts a two-way and open manner to communicate with employees to ensure that changes in the Company's operations and major decisions are duly communicated to employees, so that they have the right to stay informed and express their opinions. The Company has developed a corporate culture with open communication and smooth internal communication channels to maintain a positive and harmonious labor management relations.

- The Company has established a Labor-Management Committee, consisting of 5 representatives each from the labor and management sides. The committee meets quarterly to discuss employee concerns and openly vote on proposals. The company values employee opinions and maintains open communication channels, following a philosophy of coexistence and mutual prosperity, and clear management policies, to foster a harmonious labor-management relationship.
- The Company has formed a health team internally to respond to the current pandemic situation and address employee health issues. Policies are adjusted as needed, and employee well-being is ensured by providing necessary supplies and assistance. Flexible work policies, including flexible working hours and work-from-home arrangements, are implemented during the pandemic, and remote work is initiated ahead of peak periods to minimize unnecessary exposure risks. This allows colleagues to balance work, health and family care during the pandemic.
- The Company provides employee care programs, particularly for newly hired employees. Around three months after joining, supervisors personally conduct interviews to provide feedback and suggestions regarding job performance and adaptation.
- The Company has a dedicated department responsible for assessing and maintaining the safety of the work environment and equipment. Regular awareness campaigns are conducted to educate employees on correct practices and enhance workplace safety.



Healthy Workplace

Occupational Safety and Health Policy

The Company implements the occupational safety and health policy, regularly holds labor-management meetings, and formulates and implements relevant measures to prevent occupational accidents and protect employees' safety and health. The items implemented are as follows:

1. Occupational safety and health:

- (1) Complies with safety and health laws and regulations and other rules.
- (2) Conducts work environment inspections at least twice a year, including office environment illuminance and carbon dioxide concentration.
- (3) Provides safety and health education and training to new employees.
- (4) Provides regular employee health checks every two years.
- (5) Holds activities, such as employee health consultations and lectures, every two years and holds lectures on common abnormal items in health checks to raise employees' health awareness and self-management.
- (6) Conduct workplace safety inspections once a year to reduce potential hazards in the working environment and reduce the probability of occupational disasters.
- (7) Completed the establishment of four major projects (human-induced hazard prevention, abnormal workload prevention, illegal harm prevention, and maternity protection) according to laws and regulations to prevent occupational accidents and care for employees and announced the implementation of the four projects.

2. Health promotion:

- (1) Publishes relevant news and hot topics on the internal communication platform from time to time regarding workplace safety and health care issues about which employees are concerned.
- (2) Encourages the setup of various sports clubs and provides appropriate subsidies.

Health and fitness promotion

1. Regular employee health check-ups are conducted every two years.
2. To enhance employee immunity, an influenza vaccine program was implemented. A medical team was arranged to administer the vaccine at the Company, and each colleague was provided with a subsidy of NT\$500. In 2022, a total of 202 colleagues received the vaccine (40% of the workforce).
3. The Company hires full-time nurses to provide health consultations, emergency first aid and emergency response.



4. Every year, the Company collaborates with occupational physicians to organize activities such as employee health consultations and lectures. The content includes physical therapy, sports injury prevention, new mothers' health and topics related to health check-up abnormalities among all employees, aiming to strengthen employee health management capabilities.

5. The Company encourages the establishment of sports clubs and provides appropriate funding support based on performance evaluations every year. Bringing in external resources to promote a culture of sports, various types of sports activities and expert lectures are organized. The diverse range of activities includes activities such as jogging, hiking and scuba diving. The goal is to strengthen employees' exercise habits and promote their physical and mental well-being.





2022年共202位同事施打疫苗

Influenza vaccine

To enhance the immune system of employees, starting from 2022, 91APP encourages its employees to receive the influenza vaccine. Furthermore, Human Resource unit has collaborated with Public Relations team to communicate the benefits of getting the flu vaccine to all employees through the "Epidemic Express" newsletter. In addition, to encourage active participation, each employee is only required to pay NT\$500 for the vaccine, while the remaining cost is covered by the company.

Expert Lecture & Physician Consultation

91APP arranges for occupational medicine diplomates to provide on-site consultations every quarter, offering one-on-one employee health guidance. Additionally, physical therapists are also employed to address common musculoskeletal disorders among office workers. Through both theoretical and practical fascia ball exercises, employees can learn and apply these techniques. Furthermore, the Company encourages employees to engage in physical activities. In addition to subsidizing the operation costs of sports clubs, various types of expert lectures on sports are organized, such as jogging, mountaineering (in May), and diving (in June), to educate participants on important considerations for each type of exercise.

91APPer Healthcare Newsletter

During the severe outbreak of the pandemic, 91APP utilized its internal communication channel, "91APPer Newsletter," to release company-wide communication called "91APPer Healthcare Newsletter" every one to two weeks. These updates aimed to stay current and promote concepts of health care, immunity enhancement, and other preventive measures. The objective was to alleviate concerns among colleagues regarding the pandemic and provide them with accurate information to protect themselves and their families.

04

Social Engagement

- 4.1 Industry Care During Pandemic
- 4.2 Digital Talents Cultivation
- 4.3 Industrial Public Welfare



Industry Care During Pandemic

Industry Support During the Pandemic

91APP is one of the designated service providers for e-Commerce platform integration in the retail industry.

With the outbreak of the pandemic, the retail sector has faced significant challenges. 91APP was selected as an approved service provider for the "Ministry of Economic Affairs Retail Industry e-Commerce Integration Promotion Plan." Upon approval, over 200 brick-and-mortar businesses rushed to apply for the program. In response, 91APP promptly established a dedicated task force to expedite the application process and assist these businesses in securing the subsidies.

In alignment with the relief plan, 91APP introduced the "Cross-Device Brand e-Commerce Website Two-Year Free Plan," accompanied by valuable "Online Marketing Courses" and an "Advertising Materials Library," amounting to a total subsidy of up to NT\$100 million. This initiative garnered substantial attention from businesses across Taiwan. The program's focus on "brick-and-mortar e-Commerce" led to a doubling of inquiries, and 91APP received numerous queries regarding relief subsidies.

Among the approved service providers, 91APP stands out as one of the few offering services that assist businesses with offline-online integration (OMO), developing physical e-Commerce, and implementing digital transformation. In the field of e-Commerce services, 91APP possesses high technical expertise and unwavering quality. Backed by a professional team of over 250 software developers and testing engineers, the company provides robust back-end technical support to maintain stable daily operations for every brand's shopping website. In alignment with the government's relief plan, 91APP's proactive approach to e-Commerce integration enabled successful digital transformation for the retail industry during the pandemic.



Digital Talents Cultivation

Digital Talents Development

Talent is not only the most valuable asset of 91APP but also the foundation for Taiwan's digital economy and software industry. Recognizing the scarcity of software engineers and advertising professionals in the market, 91APP has been collaborating with the digital talent development institution AppWorks School since 2022 to organize a series of cultivation programs, including "Front-end Seed Engineer Free Training Program," "Super Ad Pitcher Practical Camp," and "Back-end Seed Engineer Free Training Program."

In the software realm, 91APP has introduced the "Front-end Seed Engineer Free Training Program" and the "Back-end Seed Engineer Free Training Program." These programs, each spanning four months and meticulously designed by AppWorks School, guide career switchers and fresh graduates through hands-on project development and collaborative communication, enabling them to acquire the skills needed to become front-end and back-end engineers.

In the field of digital marketing, 91APP has also launched the "Super Ad Pitcher Practical Camp" to cultivate knowledge and skills in digital marketing among new talents. Whether in front-end engineering or advertising pitching, the training process not only involves instruction from professional mentors but is also entirely free. Upon successful completion, participants have the opportunity to directly join the 91APP team with a job placement bonus ranging from NT\$100,000 to NT\$150,000, compensating for the unpaid training period. This systematic learning of hard skills ensures that newcomers seamlessly transition into practical work.

Since the inception of these specialized training programs, over 30 outstanding talents have entered the job market. More than half of these trained individuals have joined 91APP, contributing not only to the recruitment of exceptional talents by 91APP but also to the cultivation of exceptional digital talents within society and the creation of employment opportunities. This ongoing program continues to make a positive impact.

In addition, in response to the rapid growth of business demands since the outbreak of the pandemic, 91APP continues to actively recruit digital senior talents. Apart from offering a competitive annual salary of up to NT\$2 million, exceeding the industry average, the company has also announced that there is no upper limit for the demand of senior talents, demonstrating a resolute commitment to attracting exceptional talents.



Industrial Public Welfare

Industry Public Welfare

As a part of Taiwan's SaaS industry, 91APP has long been attentive to the digital industry's development and trends in government digital regulations, such as digital cloud, e-Commerce, digital economy, internet content, etc. The company actively engages in communication and interaction with government agencies and participates in eight major related industry associations.

Taiwan Internet and E-Commerce Association (TiEA)

91APP's Chairman, Steven Ho General Manager, Yang, Ming-Fang and Public Relations Director, Lin, Jun-Yu have taken up roles as the Chairman, Secretary-General, and Deputy Secretary-General of the 4th term of TiEA. They assist in aggregating member opinions, building bridges of communication with the government, and promoting the development of Taiwan's digital industries, such as internet software and e-Commerce, to create a sound operational environment for the digital industry. Upholding the spirit of the association, they also facilitate the connection of digital businesses from Web2 to Web3, addressing the trends in AI development. In recent years, they have led TiEA in fostering the formation of new industry clusters, propelling the digital new economy. Through joint efforts of the public and private sectors, they have successfully introduced a new "digital cloud" industry category to the domestic capital market.

TiEA is currently the largest association in Taiwan that brings together numerous internet and digital software companies. Its members span international internet corporations, Taiwanese e-Commerce companies, social networking sites, internet marketing, internet media, as well as industries such finance, tourism, logistics, and digital content, totaling nearly 200 large enterprises across various sectors. Additionally, new startups such as SaaS and blockchain companies have joined, covering the spectrum from Web2 to Web3, with a total output value of billions of dollars. In March 2022, shortly after taking office, they visited Vice President Lai, Ching-Te alongside TiEA to present their digital development proposals, hoping for more attention to Taiwan's internet software and digital industries. In August of the same year, they organized a digital development meeting with Minister Audrey Tang in collaboration with TiEA, presenting digital development suggestions to Minister Tang.



Steven Ho, Chairman of 91APP, assumed the position of Chairman of the 4th term of TiEA, pledging to advance Taiwan's digital industry with "Web2.5" at its core, building upon past achievements and paving the way for the future.



Chairman of 91APP and TiEA, Steven Ho along with representative directors, engaged in a dialogue with Minister Audrey Tang.



Chairman of 91APP and TiEA, Steven Ho, led representative directors in a visit to Vice President Lai, Ching-Te .

Industrial Public Welfare

Other industry associations

91APP is also a member of various industry associations, including Chinese Non-Store Retailer Association, Taiwan Listed Companies Association, Taiwan Chain Stores and Franchise Association, Taipei Computer Association, Importers and Exporters Association of Taipei, AppWorks Summit, and Information Service Industry Association of R.O.C.- CISO Union. There is also active engagement and interaction with these public associations and government think tanks.

The coming decade is poised to be a golden era of accelerated growth for the digital industry. As part of the "National Startup Brand" and a member of Taiwan's e-Commerce national team, 91APP will continue to utilize the platforms of these prominent industry associations to actively engage in initiatives related to Taiwan's digital commerce. By collectively consolidating industry consensus and participating in societal endeavors, the aim is to contribute wholeheartedly to the nation and society. The aspiration is for the digital industry to evolve into the next trillion-dollar sector, fostering more "Taiwanese Brands" and forming a "Digital National Team." This vision is intended to propel Taiwan to a leading position in the world's digital economy, generating a plethora of digital job opportunities.

Association	Type of Member
Taiwan Internet and E-Commerce Association (TiEA)	Chairman, Secretary-General, Deputy Secretary-General
Chinese Non-Store Retailer Association	1st level member, director
Importers and Exporters Association of Taipei	Member
Taiwan Chain Stores and Franchise Association	Member
Taiwan Listed Companies Association	Member
AppWorks summit	Member
Taipei Computer Association	Member
Information Service Industry Association of R.O.C.- CISO Union	Member



91APP supported the "Together Against Online Fraud in e-Commerce" press conference organized by the Ministry of Digital Affairs.



In the "Dialogue and Exchange Meeting on Digital Industry and Startup Development" with Mayor Chiang, Wan-An, 91APP actively supported the promotion of "Digital Taipei" and "Innovative Taipei" initiatives.



(Left picture)
91APP joined in visiting Minister Audrey Tang of the Ministry of Digital Affairs to promote issues related to digital commerce.

05

Environmental Sustainability

5.1 Public Cloud Achieving Energy Saving Goals

5.2 Energy Management



Public Cloud Achieving Energy Saving Goals

91APP Cloud Services: Utilizing Public Cloud for Energy Efficiency Goals

91APP offers cloud-native SaaS services, leveraging public cloud infrastructure instead of traditional local data centers, to achieve higher resource utilization and energy efficiency. According to IDC's predictions, from 2021 to 2024, cloud computing technologies could reduce carbon dioxide emissions by over 1 billion tons. The two public cloud providers adopted by 91APP, AWS and Google Cloud, have both committed to achieving 100% carbon-free energy usage in all data centers by 2030.



Energy Management

Energy and Resource Management - Greenhouse gas reduction

Green energy conservation is managed from the source. In the office, LED panel lights are used for lighting, energy-efficient appliances with energy labels are selected, variable frequency air conditioning is adopted (with timers to reduce waste), and regular maintenance is conducted on air conditioning fans and main units. Computers are set to sleep mode when not in use. The main environmental impact of the Company's operations is the use of electricity in the office premises. To achieve the Company's energy-saving and carbon reduction goals, the following measures have been implemented:

1. The Company has replaced a total of 356 office light fixtures with energy-efficient ones that meet energy-saving standards. The energy-saving efficiency of these fixtures is as follows:
 - (1) The original old fixtures (T5) consumed 60W of electricity, while the new LED fixtures consume only 25W. This represents an energy saving of 40% compared to the previous lighting setup.
 - (2) Based on an average daily office lighting duration of 12 hours, the replacement of the light fixtures would result in an annual energy saving of 39,473 kWh. This energy saving is equivalent to a reduction of approximately 19.8 metric tons of carbon emissions.
2. To create a healthy environment within the Company's office, it is committed to improving various environmental factors such as lighting, air quality and thermal comfort, sustainable measures such as energy-saving plan and the promotion of using green energy can be achieved.
3. The electronic document signing system has been progressively implemented to streamline the Company's workflow and reduce paper usage. The Company is actively managing and controlling the consumption of paper within operations. Furthermore, a paperless policy has been adopted to minimize energy consumption.
4. To optimize energy efficiency, the external air circulation in office areas is adjusted accordingly based on seasonal variations. When the weather becomes cooler and temperatures drop, it effectively reduces the power consumption of air conditioning units and fans. The office temperature is set at 26 degrees Celsius, promoting an appropriate energy usage level and preventing excessive energy consumption.



The Company's core business is Retail Software Cloud x e-Commerce Value-added Services, so there is no production process and processed emissions (Scope 1). The main source of the Company's energy consumption comes from purchased electricity and fugitive emissions (refrigerants). The greenhouse gas (GHG) emissions data for the past 3 years is as follows:

Year	Scope 1 Direct Emissions (metric tons)	Scope 2 Indirect Emissions (metric tons)	Total GHG emissions (metric tons)	GHG emission per capita (CO2e/ No. of people)	GHG emissions per megawatt-hr (metric tons)
2020	0	340.32	340.32	0.79	0.502
2021	0	334.89	334.89	0.72	0.502
2022	0	344.94	344.94	0.68	0.509

Water Conservation

The Company is a SaaS provider that offers D2C (Direct-to-Consumer) solutions. During operations, any additional wastewater apart from normal domestic water usage is not generated. The water supply is sourced 100% from the municipal water company, and groundwater or any other alternative water sources are not used. The Company's sewage is discharged and treated in compliance with the regulations set by the relevant authorities, ensuring no water pollution concerns. Therefore, water consumption information is not of significant relevance to the Company. As a tenant in an office building, the Company does not have individual water meters or a clear allocation of water expenses, so the actual water consumption may not be determined accurately.

To enhance the efficiency of water resource utilization, the Company has established the following energy conservation and water utilization policy:

1. To promote water-saving practices among employees and plan to install water-saving valves in our domestic water supply to reduce household water consumption.
2. To control and regulate the office environment temperature by utilizing centralized monitoring devices utilize centralized monitoring devices, thereby reducing the operation of air conditioning systems and establishing a foundation for water conservation efforts.

Energy Management

Waste Management and Pollution Prevention

The Company is a SaaS provider that offers D2C (Direct-to-Consumer) solutions, so it does not engage in physical product manufacturing, nor does it generate or emit any industrial hazardous waste, resulting in a total weight of zero for such waste. The waste generated during operations consists of general waste and its total quantity information is not of significant importance to the company. The Company handles waste disposal in accordance with local government regulations.

Although waste management is not a major concern for the Company, it continuously promotes waste management policies to reduce waste generation during operations. The main measures include:

1. Implementing comprehensive waste sorting and recycling policies, utilizing environmentally-friendly recycled materials to minimize resource wastage.
2. Conducting regular shredding of discarded paper to enable its reuse and achieve recycling. In 2022, the total weight of discarded paper shredded and recycled was 348 kilograms.
3. To mitigate environmental impact and establish sustainable resource utilization, the Company has implemented a program for the disposal and recycling of outdated hardware equipment such as laptops and monitors. Each year, it engages professional resource recovery companies to handle the disposal and recycling process. In 2022, the total weight of discarded hardware equipment, including laptops and monitors, that were recycled amounted to 382 kilograms.

The recycling statistics for the company in the past two years are as follows:

Unit: Kilograms

Items/Year	2021	2022
Desktop Computer	16.0	24.0
Laptop Computer	210.0	230.0
Tablet Computer	1.8	0.6
Computer Monitor	81.0	126.0
Smartphone	3.8	1.4
Disposal of Paper Documents	250.0	348.0
Total	562.6	730.0





06

Appendix

GRI Index

SASB Index

GRI Index

Statement of use	91APP has reported in accordance with the GRI Standards for the period Jan. 1, 2022 ~ Dec. 31, 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None

GRI Standard	Disclosure Item	Chapter Name	Page
General Disclosures			
GRI 2: General Disclosures 2021	2-1 Organizational details	1.1 About 91APP	07-09
	2-2 Entitles included in the organization's sustainability reporting	About this Report	03
	2-3 Reporting period, frequency and contact point		
	2-4 Restatements of information		
	2-5 External assurance		
	2-6 Activities, value chain and other business relationships	2.1 Business Overview 2.7 Supplier Corporate Social Responsibility Management	25-31 53-54
	2-7 Employees	3.1 Friendly Workplace	63-68
	2-9 Governance structure and composition	2.4 Governance Organization and Structure	38-48
	2-10 Nomination and selection of highest governance body		
	2-11 Chair of the highest governance body		
	2-12 Role of the highest governance body in overseeing the management of impacts		
	2-13 Delegation of responsibility for managing impacts		
	2-14 Role of the highest governance body in sustainability reporting		
	2-15 Conflicts of interest		
	2-16 Communication of critical concerns	1.3 Sustainable Operation	12-23

GRI Standard	Disclosure Item	Chapter Name	Page
General Disclosures			
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	2.4 Governance Organization and Structure	38-48
	2-18 Evaluation of the performance of the highest governance body	2.4 Governance Organization and Structure	38-48
	2-19 Remuneration policies	3.1 Friendly Workplace	63-68
	2-20 Process to determine remuneration		
	2-21 Annual total compensation ratio		
	2-22 Statement on sustainable development strategy	1.3 Sustainable Operation	12-23
	2-23 Policy commitments	2.6 Risk Management	51-52
		2.7 Supplier Corporate Social Responsibility Management	53-54
	2-24 Embedding policy commitments	2.8 Information Security and Privacy Protection	55-61
		3.1 Friendly Workplace	63-68
		5.2 Energy Management	69-72
	2-25 Processes to remediate negative impacts	1.3 Sustainable Operation	12-23
	2-26 Mechanisms for seeking advice and raising concerns	1.3 Sustainable Operation	12-23
3.1 Friendly Workplace		63-68	
2-27 Compliance with laws and regulations	2.4 Governance Organization and Structure	38-48	
	2.5 Ethical Management	49-50	
	2.6 Risk Management	51-52	
	2.8 Information Security and Privacy Protection	55-61	
	3.1 Friendly Workplace	63-68	
2-28 Membership associations	4.3 Industrial Public Welfare	76-79	
2-29 Approach to stakeholder engagement	1.3 Sustainable Operation	12-23	
2-30 Collective bargaining agreements	No labor union established	-	

GRI Standard	Disclosure Item	Chapter Name	Page
General Disclosures			
GRI 3 Material topics 2021	3-1 Process to determine material topics	1.3 Sustainable Operation	12-23
	3-2 List of material topics		
	3-3 Management of material topics		
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	2.1 Business Overview 2.3 Financial Performance	25-31 36-37
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	2.5 Ethical Management	49-50
	205-3 Confirmed incidents of corruption and actions taken		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	5.2 Energy Management	82-84
GRI 305: Emissions 2016	305-1 Direct (Scope 1)GHG emissions		
	305-2 Energy indirect (Scope2) GHG emissions		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts		
	306-2 Management of significant waste-related impacts		
	306-3 Waste generated		
	306-4 Waste diverted from disposal		
	306-5 Waste directed to disposal		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	2.7 Supplier Corporate Social Responsibility Management	53-54
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	3.1 Friendly Workplace	63-68
	401-3 Parental leave		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	3.2 Healthy Workplace	69-72

GRI Standard	Disclosure Item	Chapter Name	Page
General Disclosures			
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment and incident investigation	3.2 Healthy Workplace	69-72
	403-3 Occupational health services		
	403-4 Worker participation, consultation and communication on occupational health and safety		
	403-5 Worker training on occupational health and safety		
	403-6 Promotion of worker health		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		
	403-8 Workers covered by an occupational health and safety management system		
	403-9 Work-related injuries		
	403-10 Work-related ill health		
	GRI 404: Training and Education 2016		
404-3 Percentage of employees receiving regular performance and career development reviews			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees		
	405-2 Ratio of basic salary and remuneration of women to men		
GRI 406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	No incidents of discrimination	-
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	2.7 Supplier Corporate Social Responsibility Management	53-54
GRI 415: Public Policy 2016	415-1 Political contributions	No political contributions	-
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No complaints	-

SASB Index

Topic	Code	Accounting Metric	Page
Environmental Footprint of Hardware Infrastructure	TC-SI-130a.1	(1) Total energy consumed, (2) percentage grid electricity, (3) percentage renewable	82-84
	TC-SI-130a.2	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	
	TC-SI-130a.3	Discussion of the integration of environmental considerations into strategic planning for data center needs	81-84
Data Privacy & Freedom of Expression	TC-SI-220a.1	Description of policies and practices relating to behavioral advertising and user privacy	55-61
	TC-SI-220a.2	Number of users whose information is used for secondary purposes	None
	TC-SI-220a.3	Total amount of monetary losses as a result of legal proceedings associated with user privacy	None
	TC-SI-220a.4	(1) Number of law enforcement requests for user information, (2) number of users whose information was requested, (3) percentage resulting in disclosure	None
	TC-SI-220a.5	List of countries where core products or services are subject to government-required monitoring, blocking, content filtering, or censoring	None
Data Security	TC-SI-230a.1	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of users affected	None
	TC-SI-230a.2	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	55-61
Recruiting & Managing a Global, Diverse & Skilled Workforce	TC-SI-330a.1	Percentage of employees that are (1) foreign nationals and (2) located offshore	63-68
	TC-SI-330a.2	Employee engagement as a percentage	
	TC-SI-330a.3	Percentage of gender and racial/ethnic group representation for (1) management, (2)	
Intellectual Property Protection & Competitive Behavior	TC-SI-550a.1	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behavior regulations	None
Managing Systemic Risks from Technology Disruptions	TC-SI-550a.1	Number of (1) performance issues; (2) service disruptions and (3) total customer downtime	None
	TC-SI-550a.2	Description of business continuity risks related to disruptions of operations	51-52

91APP