



Taiwan Mobile

3045

2025

TAIWAN MOBILE ANNUAL REPORT



5G  

09:35 

台灣大哥大



Publication date : **2026.1.31**

Company website : **www.taiwanmobile.com**

Market Observation Post System : **mops.twse.com.tw**

Taiwan Mobile

Address 12F, No. 88, Yanchang Rd., Xinyi District, Taipei
 Telephone (02) 6638-6888
 Customer Service 0809-000-852
 Website www.taiwanmobile.com

Taiwan Mobile System Integration Branch Office

Address 18F, No. 172-1, Sec. 2, Keelung Rd., Da'an Dist., Taipei City
 Telephone (02) 6638-6888

Spokesperson

Name George Chang
 Title Senior Vice President and Chief Financial Officer
 Telephone (02) 6635-1880
 Email spokesman1@taiwanmobile.com

Deputy Spokesperson

Name Tony Lin
 Title Senior Vice President and Chief Consumer Business
 Telephone (02) 6635-1980
 Email spokesman2@taiwanmobile.com

IR Contact

Email ir@taiwanmobile.com

Audit Committee

Email twmauditcommittee@taiwanmobile.com

Stock Transfer Agent

Name Transfer Agency and Registry Department of Fubon Securities Co., Ltd.
 Address 11F, No. 17, Xuchang St., Zhongzheng District, Taipei
 Telephone (02) 2361-1300
 Website https://www.fubon.com/securities/home/index.htm

Independent Auditor

Deloitte & Touche Pei-De Chen, CPA, and Te-Chen Cheng, CPA
 Address 20F, No. 100, Songren Rd., Xinyi District, Taipei
 Telephone (02) 2725-9988
 Website www.deloitte.com.tw

Listing of Foreign Securities NoneDisclaimer

Please note that this English annual report is not a word-for-word translation of the Chinese version.
 In the event of any variance, the Chinese text shall prevail.

CONTENTS

Letter to shareholders	1
Organization and Corporate Governance	7
Board of Directors and Executive Management	9
Compensation of Directors and Management Executives	29
Corporate Governance	35
Certified Public Accountant (CPA) Information	63
Information on CPA changes:	63
Company Chairman, President or Finance/Accounting Manager held positions in the Company's audit firm or its affiliates within the past year:	63
Changes in shareholdings and share pledges of directors, managers and shareholders holding more than 10% of shares up to the publication date in 2026	64
Direct and indirect investments in affiliated companies	65
Relationship between TWM's top 10 shareholders	65
Financial Information	67
Capital and shares	69
Corporate bond issuance	71
Preferred shares:	73
Depository receipt issuance:	73
Employee stock options and new restricted employee shares:	74
Shares issued for mergers and acquisitions:	74
Use of proceeds from rights issue:	74
Operational Highlights	75
Performance by division	77
Scope of Business	77
Market and Sales Overview	87
Human Resources	92
Environmental Protection Expenditure	93
Employee Relations	93
ICT security risk management	97
Major Contracts	98
Review and Analysis of Financial Conditions, Operating Results and Risk Management	99
Balance Sheet Analysis	101
Statements of Comprehensive Income Analysis	103
Cash Flow Analysis	104
Analysis of Major Capex and its Impact on Finance and Operations	105
Investment Policies, Reasons for Profit/Loss, Plans for Improvement and Future Investment Plans	105
Risk Management	106
Special Notes	113
Affiliates	115

Letter to shareholders



CHAIRMAN <<<<
Daniel M. Tsai

Dear Shareholders,

Two years have passed since Taiwan Mobile (“TWM,” or “the Company”) merged with Taiwan Star, marking a pivotal milestone in Taiwan’s telecom industry that has reshaped the market from price competition toward differentiated, value-driven offerings. TWM has continued to expand its 5G ecosystem by developing unique bundles that closely align with evolving customer needs. Building on its core telecom capabilities, the Company has stepped up the integration of technology and innovation within the group to expand its Telco+Tech businesses. Working in collaboration with strategic partners, TWM is accelerating AI-driven application upgrades, opening a new chapter of value-based competition in the telecom sector and advancing toward a more efficient and sustainable future.

2025 operating and financial results

TWM’s two core growth engines — mobile and broadband — delivered solid performances, bolstered by the strong uptake of unique bundles such as Double Play and OP Life. With the 5G penetration rate surpassing 40%, smartphone postpaid average revenue per user (ARPU) and mobile service revenue grew further, while the postpaid monthly churn rate declined to another historical low. After a year of precise execution, the Company’s investment into the enterprise and government system integration business started to bear fruit before the year-end, ensuring growth for fixed network services going forward. TWM’s Telco+Tech businesses have also emerged as new growth drivers, supported by contributions from direct carrier billing, game publishing, e-commerce services for brand businesses, carrier-led BNPL (buy now pay later), Web3 and electric vehicle charging. In 2025, TWM’s consolidated revenue increased to NT\$198.8 billion. EBITDA reached a record high of NT\$43.2 billion, while operating income rose to a 17-year high, driven by solid telecom revenue growth, merger synergies, and the rationalization of marketing expenses. EPS of NT\$4.77 marked a seven-year high.

New business roadmap and group resources integration

Underpinned by a three-tier Telco+Tech upgrade strategy at its core, TWM continues to fortify its core telecom business while driving group-wide synergies. Through collaboration with cable TV operators, the Company has expanded the coverage of Double Play bundles to nearly 90% of

households nationwide. To further enhance customer experience, it has integrated additional content into its 5G plans, including OTT services bundles, Perplexity Pro subscriptions, and all-access digital subscription to CommonWealth Magazine. On the enterprise and technology front, TWM has partnered with Vantage to operate an AI data center to capture the opportunities arising from the accelerating deployment of AI, and deepened its strategic partnership with Systex to strengthen its competitive edge through complementary offerings and joint go-to-market initiatives. This year, the Company entered the Web3 space with the launch of TWEX, integrating cybersecurity, financial and technological capabilities across the group to establish a secure and reliable virtual asset trading platform. TWM’s Telco+Tech businesses now span AI, mocoins, carrier-led BNPL (buy now pay later), an electric vehicle ecosystem, digital assets and AI infrastructure. Building on these strengths and our innovative capabilities, TWM continues to enhance user experiences and unlock new growth opportunities as a technology-driven telecom company.

Innovative applications and research results

Leveraging its telecom technology and extensive data assets, TWM has developed a broad portfolio of AI, cybersecurity and cloud solutions, translating its telecom capabilities and research and development strengths into a resilient, long-term growth engine. The Company’s AI initiatives cover infrastructure, model innovation and end-user applications, including AI model training software powered by aiDAPTIV+ solution, AI-driven automatic speech recognition, and GenAIus — a generative AI model designed to help enterprises train and build proprietary intelligence databases. TWM has also developed and deployed a range of text and voice-based solutions across multiple enterprise operations, such as “VotexAI,” “AI Customer Services Assistant,” and “M+ Enterprise Communication Command Hub.” At the same time, it has accelerated the adoption of AI across its internal operations. All employees participated in the “Superman Project,” which enhanced operational efficiency and strengthened the Company’s overall intelligence capabilities. In recognition of its efforts, TWM received the Diamond Award in Business Weekly’s first “AI-powered Innovation Top 100 Companies” for its notable achievements in the information and communications technology industry.

Balancing customer experience and shareholder interests

Supported by its industry-leading 100 MHz of spectrum in the golden 3.5 GHz band, TWM garnered top rankings for Overall Video Experience, 5G Video Experience, 5G Voice App Experience and Availability in the latest OpenSignal review. Notably, TWM was the only telecom operator in Taiwan to receive an award for Overall Video Experience – the category that best reflects the quality of users’ day-to-day video streaming experience. At the same time, the benefits of the Taiwan Star merger continued to unfold. Scale expansion and merger synergies have strengthened the Company’s cash flow and financial flexibility, supporting further growth in shareholder returns while ensuring user experience and operating efficiency.

Sustainability development and path to Net Zero

TWM aspires to be a role model in sustainability. As the first telecom operator to elevate its Sustainability Committee to a board-level functional committee, the Company links senior management remuneration to environment, social responsibility and corporate governance (ESG) performance, embedding sustainability accountability across the organization. Through our collective efforts, renewable energy usage reached 17% in 2025, surpassing our target of 14%. TWM remains committed to achieving 100% renewable energy consumption by 2040, in line with our RE100 pledge. The Company introduced AI RAN to improve spectrum efficiency and deployed AI-driven Service Management and Orchestration (SMO) architecture to manage highly energy-intensive base stations. These initiatives enabled intelligent, automated network resource allocation, strengthening network energy efficiency. Together with the blue carbon restoration project, TWM is steadily moving toward the final mile of net-zero emissions.

Recognition for ESG and operational excellence

In the past year, TWM made further progress in ESG for which it received numerous awards and accolades domestically and internationally. The Company ranked in the top 5% of the Taiwan Stock Exchange Corporate Governance Evaluation of listed companies for the 11th consecutive year and was included in the Taiwan Sustainability Index for the eighth straight year. It received top “A” ratings from the Carbon Disclosure Project (CDP) for climate change for the fifth time last year and for supplier engagement for the fourth consecutive year. TWM was also the only Taiwanese telecom operator included in Time Magazine’s Global Top 100 Most Sustainable Companies of 2025. Additionally, the Company received the highest “AAA” rating in the TIP Taiwan Sustainability Rating, ranking among the top 5% across all sectors. In investor relations, TWM swept Extel’s (formerly Institutional Investor) Overall Asia (excluding Japan) and the Rest of Asia (excluding Japan and China) telecom rankings, placing first in all seven categories: Best CEO, Best CFO, Best IR Program, Best IR Professional, Best IR Team, Best ESG and Best Board of Directors. These achievements reflect the capital market’s solid recognition of TWM’s management team. Last but not least, TWM debuted at No.14 overall and ranked No. 1 among telecom operators in its first inclusion in the Taiwan FINI 100.

Outlook

TWM will deepen 5G-AI integration, driving innovation across both B2C and B2B applications and accelerating the development of 5G-Advanced and other leading-edge technologies with global partners. By enhancing network performance and improving spectrum and energy efficiency through AI, TWM is laying a solid foundation for the integration of space and terrestrial systems and the development toward 6G. Supported by its core telecom business, TWM will leverage group-wide synergies across finance, digital and retail businesses to expand its 5G ecosystem and AI-enabled applications. As our profit flywheel continues to gather momentum, we will create more value for users, employees, shareholders and all stakeholders.

Daniel M. Tsai
Chairperson

2025

TAIWAN MOBILE ANNUAL REPORT

Organization and Corporate Governance

Board of Directors and Executive Management

Board of Directors

1. Board of Directors Profile

The board of directors, acting on behalf of the Company's shareholders, is charged with the task of supervising the management team. It is composed of nine directors – including five independent directors – who are well-known in the business, telecommunications and information technology fields. The Audit and Risk Management Committee, composed entirely of independent directors, replaced board supervisors. Information on the Company's 10th Board of Directors is detailed below:

As of January 31, 2026

Title	Nationality	Name	Gender Age	Date elected	Term expires	Date first elected	Shareholding when elected		Current shareholding (Note 1)		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Education and experience	Other positions	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Chairman	R.O.C.	Fu Chi Investment Co., Ltd. Representative: Daniel M. Tsai	Male 61~70	2023. 06.13	2026. 06.12	1999. 06.22 *1999. 06.22	5,748,763	0.163	5,748,763 *65,162,715 (Note 2)	0.154 *1.750	4,580,070	0.123	-	-	LL.D. honoris causa, Georgetown University (U.S.A.) J.D. honoris causa, National Taiwan University J.D. honoris causa, Fu Jen Catholic University D.B.A. honoris causa, Tunghai University LL.M., Georgetown University (U.S.A.) LL.B., National Taiwan University Chairman, Fubon Financial Holding Co., Ltd. Chairman, Taipei Fubon Commercial Bank Co., Ltd. Chairman, Fubon Insurance Co., Ltd.	Chairman of ESG Steering Committee, Taiwan Mobile Co., Ltd. Director, Fubon Financial Holding Co., Ltd. Director, Fubon Life Insurance Co., Ltd. Chairman, Fubon Bank (Hong Kong) Ltd. Chairman, Fubon Financial Holding Venture Capital Co., Ltd. Chairman, Fubon Sports & Entertainment Co., Ltd. Director, Fubon Bank (China) Co., Ltd. Chairman, Ming Dong Co., Ltd. Chairman, Dao Ying Co., Ltd. Chairman, Tien Chien Co., Ltd. Chairman, Ti Kun Co., Ltd. Chairman, Hsi Po Lai Co., Ltd. Chairman, Yi Fu So Co., Ltd. Chairman, Chung Shing Development Co., Ltd. Chairman, Fubon Realtors Co., Ltd. Chairman, Kuo Chi Investment Co., Ltd. Chairman, Dun Fu Co., Ltd. Director, Lucky Way Ltd. Director, Rainbow Cheer Ltd. Director, Key Gain Ltd. Director, Ultimate Epoch Ltd. Director, Orientland International Ltd. Director, Globotex International Ltd. Director, Cosgrove Global Ltd. Director, Giver Concept Ltd. Chairman, momo.com Inc. Chairman, Taiwan Cellular Co., Ltd. Chairman, Wealth Media Technology Co., Ltd. Chairman, Taiwan Fixed Network Co., Ltd. Chairman, TFN Media Co., Ltd. Chairman, TCCI Investment and Development Co., Ltd. Director, Taiwan Teleservices & Technologies Co., Ltd. Director, Taiwan Digital Service Co., Ltd. Director, Win TV Broadcasting Co., Ltd.	Director	Richard M. Tsai	Brother	—

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Title	Nationality	Name	Gender Age	Date elected	Term expires	Date first elected	Shareholding when elected		Current shareholding (Note 1)		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Education and experience	Other positions	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Director	R.O.C.	Fu Chi Investment Co., Ltd. Representative: Richard M. Tsai	Male 61~70	2023.06.13	2026.06.12	1999.06.22 *1999.06.22	5,748,763	0.163	5,748,763 *93,310,663	0.154 *2.506	5,086,496	0.137	-	-	Honorary Doctorate of Engineering, Yang Ming Chiao Tung University Honorary Doctorate of Medicine, Taipei Medical University Honorary Doctorate of Business Administration, Fu Jen Catholic University MBA, Stern School of Business, New York University BBA, National Taiwan University The Pontifical Order of Pope Saint Sylvester Chairman, Fubon Securities Co., Ltd. Chairman, Fubon Life Insurance Co., Ltd. Chairman, Taiwan Mobile Co., Ltd. Chairman, Fubon Bank (Hong Kong) Ltd. Vice Chairman, Fubon Insurance Co., Ltd. Chairman, Fubon Sports & Entertainment Co., Ltd. Chairman, Fubon Financial Holding Venture Capital Co., Ltd. Chairman, Taiwan Fixed Network Co., Ltd. Vice Chairman, Taipei Fubon Commercial Bank Co., Ltd. Chairman, Fubon Asset Management Company Ltd.	Chairman, Fubon Financial Holding Co., Ltd. Chairman, Taipei Fubon Commercial Bank Co., Ltd. Vice Chairman, Fubon Bank (Hong Kong) Ltd. Director, Ming Dong Co., Ltd. Director, Dao Ying Co., Ltd. Director, Tien Chien Co., Ltd. Director, Ti Kun Co., Ltd. Director, Hsi Po Lai Co., Ltd. Director, Yi Fu So Co., Ltd. Director, Chung Shing Development Co., Ltd. Director, Fubon Realtors Co., Ltd. Director, Kuo Chi Investment Co., Ltd. Director, Cho Pharma, Inc. Director, Himalaya Venture Fund Corp. Director, Everbright Biofund Director, NTU Alumni Ventures Co., Ltd. Director, Lucky Way Ltd. Director, Rainbow Cheer Ltd. Director, Key Gain Ltd. Director, Ultimate Epoch Ltd. Director, Orientland International Ltd. Director, Oceana Glory Ltd. Director, Eagle Legacy Ltd. Director, Globotex International Ltd. Director, Cosgrove Global Ltd. Director, Pinnacle Zone Ltd. Director, Castle Lion Investments Ltd. Director, Taiwan Fixed Network Co., Ltd. Director, TCCI Investment and Development Co., Ltd.	Chairman	Daniel M. Tsai	Brother	-
Director	R.O.C.	Ting An Development Co., Ltd. Representative: Frank Lin	Male 71~80	2024.06.21	2026.06.12	2024.06.21 *2023.12.01	130,992,705	3.518	130,992,705 *-	3.518 *-	-	-	-	-	EMBA, National Taiwan University and Fudan University BS in Accounting, Soochow University Chief Secretary, Ting Hsin International Group Chairman, Taiwan Star Telecom Co., Ltd. Chief Financial Officer, Vice President and Executive Director, Tingyi (Cayman Islands) Holding Corp. Finance Department Associate / Chief Accountant, General Foods, Taiwan and Guangzhou Manager, Accounting Department / Administration Department, Taiwan Nestle Co., Ltd. Vice Manager, Audit Department, Oriental Union Chemical Corp. Head, Accounting Section, Dadechang Petrochemical Co., Ltd.	Director, Vigorkobo Co., Ltd. Chairman, Hexun Investment Co., Ltd. Chairman, He Yang Investment Co., Ltd. Chairman, Konzen Co., Ltd. Chairman, Nice Triumph Investment Ltd. Chairman, Kangfa Investment Ltd. Chairman, Kangqing Co., Ltd. Chairman, Kangchao Co., Ltd.	-	-	-	-

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Title	Nationality	Name	Gender Age	Date elected	Term expires	Date first elected	Shareholding when elected		Current shareholding (Note 1)		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Education and experience	Other positions	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Director	R.O.C.	TCCI Investment and Development Co., Ltd. Representative: Jamie Lin (Note 3)	Male 41~50	2023.06.13	2026.06.12	2023.06.13 *2018.06.12	87,589,556	2.489	87,589,556 *1,422,000	2.352 *0.038	-	-	-	-	MBA, Stern School of Business, New York University BS in Chemical Engineering with a minor in Economics, National Taiwan University Co-founder / Vice President of Products, Social Sauce Co-founder / General Manager of Greater China, Intumit	President, Taiwan Mobile Co., Ltd. Chairman, AppWorks Ventures Chairman, AppWorks Fund II Chairman, AppWorks Fund III Chairman, AppWorks Fund IV(TW) Admin Ltd. Chairman, Chen Feng Investment Chairman, Chen Yun Co., Ltd. Chairman, Chen Men Ltd. Chairman, Fubon Green Power Co., Ltd. Chairman, Li Tong Management Consultant Co., Ltd. Chairman, NTU Alumni Ventures Co., Ltd. Chairman, OMEWA Co., Ltd. Chairman, Sumray Power Co., Ltd. Director, AppWorks Ventures II Ltd. Director, AppWorks Ventures III Ltd. Director, AppWorks Fund IV Ltd. Director, AppWorks Fund IV Admin Global Ltd. Director, AppWorks Global Ltd. Director, AppWorks Growth Opportunity Ltd. Chairman, AppWorks School Co., Ltd. Director, Winbond Electronics Corp. Director, LINE Bank Taiwan Ltd. Director, 91APP, Inc. Director, Dcard Holdings Ltd. Director, EZTable, Ltd. Director, VIV3 Inc. Director, LetsVibe Pte. Ltd. Director, Soul Parking Technologies Pte. Ltd. Director, Primehealth Innovations Pte. Ltd. Director, DotDot Inc. Director, WeMo (Cayman) Corp. Director, WeMo Corp. Director, Wei Xiang Co., Ltd. Director, Bridge Mobile Pte. Ltd. Director, Sampingan Pte. Ltd. Director, momo.com Inc. Director, Taipei New Horizon Co., Ltd. Director and President, Taiwan Cellular Co., Ltd. Director and President, Wealth Media Technology Co., Ltd. Chairman, Fu Sheng Digital Co., Ltd. Chairman, TWM Power Co., Ltd. Chairman, FullSynergy New Retail Co., Ltd. Chairman, Taiwan Teleservices & Technologies Co., Ltd. Chairman, Taiwan Digital Service Co., Ltd. Chairman, Taihsin Property Insurance Agent Co., Ltd. Chairman, Taiwan Mobile Film Co., Ltd. Chairman and President, Taiwan Stampede Franchise Film Co., Ltd. Director and President, TFN Media Co., Ltd. Chairman and President, Global Forest Media Technology Co., Ltd. Chairman and President, Global Wealth Media Technology Co., Ltd. Chairman, Win TV Broadcasting Co., Ltd. Chairman, Yeong Jia Leh Cable TV Co., Ltd. Chairman, Phoenix Cable TV Co., Ltd. Chairman, Union Cable TV Co., Ltd. Chairman, Globalview Cable TV Co., Ltd. President, Taiwan Fixed Network Co., Ltd. President, TCCI Investment and Development Co., Ltd.	-	-	-	-

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Title	Nationality	Name	Gender Age	Date elected	Term expires	Date first elected	Shareholding when elected		Current shareholding (Note 1)		Shareholding of spouse or minor children		Shareholding by nominee arrangement		Education and experience	Other positions	Executives, directors or supervisors who are spouses or within two degrees of kinship			Remark(s)
							Shares	%	Shares	%	Shares	%	Shares	%			Title	Name	Relationship	
Independent Director	R.O.C.	Char-Dir Chung	Male 61~70	2023.06.13	2026.06.12	2017.06.14	-	-	-	-	-	-	-	-	Ph.D and MS in Electrical Engineering, University of Southern California BS in Electrical Engineering, National Taiwan University Minister without Portfolio, Executive Yuan Member / Deputy Convener / Executive Secretary, Board of Science and Technology, Executive Yuan Member / Deputy Convener / Executive Secretary, National Information and Communications Initiative Committee, Executive Yuan Deputy Executive Secretary, Science and Technology Advisory Group, Executive Yuan Convener, Performance Evaluation Committee of Technology Development Program, Ministry of Economic Affairs IEEE Fellow SIS Chair Professor, National Taiwan University Chair, Department of Communication Engineering, National Central University Director, Graduate Institute of Communication Engineering, National Central University	Chairman of Nomination and Remuneration, Member of Audit and Risk Management Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Distinguished Professor, Department of Electrical Engineering and Graduate Institute of Communication Engineering, National Taiwan University Independent Director, Auden Techno Corp.	-	-	-	-
Independent Director	R.O.C.	Hsi-Peng Lu	Male 61~70	2023.06.13	2026.06.12	2019.06.12	-	-	-	-	-	-	-	-	PhD in Industrial Engineering, University of Wisconsin Madison Dean, Management School, National Taiwan University of Science and Technology Dean, Honor College, National Taiwan University of Science and Technology Dean, Student Affairs Office, National Taiwan University of Science and Technology Chair, Department of Information Management, National Taiwan University of Science and Technology	Member of Audit and Risk Management Committee, Nomination and Remuneration Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Professor, Department of Information Management, National Taiwan University of Science and Technology Independent Director, 91APP Inc. Independent Director, Lion Travel Service Co., Ltd.	-	-	-	-
Independent Director	Singapore	Tong Hai Tan	Male 61~70	2023.06.13	2026.06.12	2020.06.18	-	-	-	-	-	-	-	-	BS in Electrical Engineering, National University of Singapore President and CEO, StarHub Pte Ltd. (Singapore) President and CEO, Singapore Computer Systems Ltd. President and CEO, Pacific Internet Ltd.	Member of Audit and Risk Management Committee, Nomination and Remuneration Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Chairman, United Hampshire US REIT (Singapore) Director, Metis Energy Pte. Ltd. (Singapore) Director, Manhattan Property Development Pte. Ltd.	-	-	-	-
Independent Director	U.S.	Drina Yue	Female 61~70	2023.06.13	2026.06.12	2020.06.18	-	-	-	-	-	-	-	-	BS in Electrical Engineering, MS in Computer Science, University of Illinois Urbana-Champaign Independent Director, Gemalto President, Western Union Asia Managing Director, Motorola Asia Home and Networks Senior Adviser, GSMA Asia Advisory Board Member, Brambles & CHEP Asia CEO, iSteelAsia	Member of Audit and Risk Management Committee, Nomination and Remuneration Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Independent Director, Zhejiang Leapmotor Technology Co. Ltd.	-	-	-	-
Independent Director	R.O.C.	Casey K.C. Lai	Male 61~70	2024.06.21	2026.06.12	2024.06.21	-	-	-	-	-	-	-	-	MBA, National Taiwan University Master in Accounting and Law, Soochow University BS in Business Administration, National Taipei University CEO and Chairman, Deloitte & Touche Taiwan	Chairman of Audit and Risk Management Committee, Member of Nomination and Remuneration Committee and ESG Steering Committee, Taiwan Mobile Co., Ltd. Managing Partner, LaiYuan CPA Co. Independent Director, Ruentex Interior Design Inc. Director, TriHealth Enterprise, Inc. Supervisor, Lai Yuan Industrial Co., Ltd.	-	-	-	-

* Date when the individual representative was first elected, his/her current personal shareholdings, and percentage of personal shareholding.
 Note 1: Zero shareholdings are denoted as “-”.
 Note 2: 30,000,000 shares held in trust were not included.
 Note 3: Jamie Lin was elected as an independent director on June 12, 2018, and resigned on February 11, 2019. He rejoined TWM's board as a corporate representative on March 31, 2019.

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Table 1. Major shareholders of TWM's institutional investors

As of January 31, 2026

Institutional investor	Major shareholders
Fu Chi Investment Co., Ltd.	Richard M. Tsai (50.25%), Mei-Hui Tsai Ueng (49.75%)
TCCI Investment and Development Co., Ltd.	Taiwan Cellular Co., Ltd. (100%)
Ting An Development Co., Ltd.	Ting Ji Development Co., Ltd. (82.24%), Ho Syun Investment Co., Ltd. (17.76%)

Table 2. Major shareholders of companies mentioned on the right-hand side of the table above

As of January 31, 2026

Company	Major shareholders
Taiwan Cellular Co., Ltd.	Taiwan Mobile Co., Ltd. (100%)
Ting Ji Development Co., Ltd.	Fair Result Investments Ltd. (100%)
Ho Syun Investment Co., Ltd.	Ing Chou Wei (25%), Ying Chiao Wei (25%), Yin Chun Wei (25%), Yin Heng Wei (25%)

2. Qualifications and independence criteria of directors

Name	CV (Qualifications and Experience)	Independence Analysis (Note)	No. of public companies in which he or she also serves as an independent director
Daniel M. Tsai	Mr. Daniel M. Tsai, the chairman of Fubon Group and Taiwan Mobile (TWM), possesses extensive experience in the fields of law, investment and M&A, fintech and business management. With Mr. Tsai spearheading TWM's transition from a telecom to a next-gen technology company, the Company has adopted a Super 5G strategy, creating synergies with cable TV giant Kbro, leading e-commerce retailer momo and start-up accelerator AppWorks, and developing a long-term Super 5G ecosystem and environmental sustainability to gain a foothold in Southeast Asia. Fubon Group's business scope includes financial services, property, media, cable TV, e-commerce, cultural and creative industries, and charity. It includes three listed companies – Fubon Financial, TWM and momo – all of which are leaders in their respective fields. Mr. Tsai was recognized as an Outstanding Corporate Sustainability Professional at the Taiwan Corporate Sustainability Awards in 2017 and ranked in Harvard Business Review "Taiwan's top 100 best-performing CEOs" for three consecutive years (2022–2024). Mr. Tsai holds an LL.D. honoris causa from Georgetown University (U.S.A.), a J. D. honoris causa from National Taiwan University and Fu Jen Catholic University, a D.B.A. honoris causa from Tunghai University, a bachelor's degree in law from National Taiwan University, and a master's degree in law from Georgetown University (U.S.A.). He has been a member of the University of Southern California's Board of Trustees since April 2012, and a member of the Centre for Asian Philanthropy and Society's Board of Governors since 2014.	1.Meets independence criteria Nos. 1, 6, 8, 9 and 11. 2.Serves as a juristic person representative of corporate shareholder Fu Chi Investment Co., Ltd., as well as chairman or director of the Company's subsidiaries.	0
Richard M. Tsai	Mr. Richard M. Tsai, the chairman of Fubon Financial Holding, is a veteran in the fields of finance, fintech and operation management. During his tenure as TWM's chairman, he led the Company's rise as a leader in digital convergence. Mr. Tsai was a recipient of the Asia Innovator Award at the 10th Asia Business Leaders Awards in 2011 – the only Taiwanese entrepreneur honored that year. He was also named on Harvard Business Review's Taiwan's top 100 best-performing CEOs in 2016, and for four consecutive years received an Asian Corporate Director Recognition Award at the Asian ESG Awards. Mr. Tsai has a bachelor's degree in business administration from National Taiwan University and an MBA from New York University's Stern School of Business. He is also a recipient of an honorary doctorate in business from Fu Jen Catholic University, an honorary doctorate in medicine from Taipei Medical University, an honorary doctorate in engineering from Yang Ming Chiao Tung University and the Pontifical Order of Pope Saint Sylvester. Mr. Tsai is a chair professor at National Taiwan University and National Yang-Ming University. He is also a member of New York University's President's Global Council, as well as the executive board of the university's Stern School of Business.	1.Meets independence criteria Nos. 1, 6, 8, 9 and 11. 2.Serves as a juristic person representative of corporate shareholder Fu Chi Investment Co., Ltd., as well as director of the Company's subsidiaries.	0

Name	CV (Qualifications and Experience)	Independence Analysis (Note)	No. of public companies in which he or she also serves as an independent director
Frank Lin	Mr. Frank Lin, who has extensive experience in finance, business, investment, risk management and mergers and acquisitions, is a board director at Vigorkobo. Mr. Lin had served as chief secretary at Ting Hsin International Group; CFO, vice president and executive director at Tingyi (Cayman Islands) Holding Corp.; director of the finance department and chief accountant at General Foods Taiwan and Guangzhou; and manager of Nestle Taiwan Ltd.'s accounting and administration departments. Mr. Lin was a board director at Taiwan Star from 2015 to 2023 and served as the chairman from 2017 to 2023.	1.Meets independence criteria Nos. 1 to 11. 2.Serves as a juristic person representative of corporate shareholder Ting An Development Co., Ltd..	0
Jamie Lin	Mr. Jamie Lin, who possesses extensive experience in finance, e-commerce technology, ICT security, software technology, investment, mergers and acquisitions, and business management, is the president of TWM, as well as the chairman and a partner at AppWorks, which he founded in 2009. Over the past six years, TWM accelerated its transformation into a technology-driven telecom group under Mr. Lin's "5G+" framework and completed the merger with T Star, boosting its market share from 27% to 32%. Alongside strategic partnerships enabled by his Telco+Tech strategy, TWM achieved record-setting revenues and profits. Prior to founding AppWorks, Mr. Lin was also the founder of e-commerce start-up Hotcool, AI enterprise software start-up Intumit, travel community start-up Sosauce.com and 3D game production start-up Muse Games in Taipei and New York. Mr. Lin holds a BS in chemical engineering with a minor in economics from National Taiwan University, and an MBA from New York University's Stern School of Business. Mr. Lin is also actively engaged in civil organizations that contribute to social progress. He serves as managing director of the Taiwan Internet and E-Commerce Association, a co-convenor of the Asia Silicon Valley Civil Advisory Committee, and a member of the Executive Yuan's Digital Innovation and Governance Initiative Committee. Since 2009, he has regularly published articles on the MR JAMIE blog, providing inspiration to millions of readers around the world who are interested in starting a business.	1.Meets independence criteria Nos. 3, 4, 6, 8, 9, 10 and 11. 2.Serves as the president of the Company, juristic person representative of major corporate shareholder TCCI Investment and Development Co., Ltd., as well as chairman, director or president of the Company's subsidiaries.	0
Char-Dir Chung	Mr. Char-Dir Chung, a telecom specialist, is a distinguished professor at National Taiwan University's Department of Electrical Engineering and Telecommunications and a fellow of the International Society of Electrical and Electronics Engineers. A doctorate of electrical engineering graduate from the University of Southern California, Mr. Chung's expertise lies in communication systems and theory, wireless communication and spread spectrum communication. Mr. Chung has extensive experience in government. He was a minister without portfolio; member, deputy convenor and executive secretary of the Board of Science and Technology of the Executive Yuan; member, deputy convenor and executive secretary of the National Information and Communications Initiative Committee of the Executive Yuan; and deputy executive secretary of the Science and Technology Advisory Group of the Executive Yuan. He was also the convenor of the Performance Evaluation Committee of the Ministry of Economic Affairs' Technology Development Program. In academia, Mr. Chung was SIS chair professor at National Taiwan University, as well as chairman of National Central University's Department of Communication Engineering and the director of its Graduate Institute of Communication Engineering.	1.Meets independence criteria Nos. 1 to 12. 2.Has no direct or indirect interest in the Company and meets the independence qualifications stipulated in Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies.	1
Hsi-Peng Lu	Mr. Hsi-Peng Lu, an expert in the fields of e-commerce, information technology, fintech and operations management, is a distinguished professor at National Taiwan University of Science and Technology, an independent director of enterprises, and a newspaper and magazine columnist (Economic Daily News, MANAGER Today and Scientific American). His research covers e-commerce, internet marketing, Ubiquinomics, innovation management, strategy management, artificial intelligence and fintech, among others. A doctorate of industrial engineering graduate from the University of Wisconsin-Madison, Mr. Lu was the former chairman of Liang Shing Eclife. He was also the dean of National Taiwan University of Science and Technology's School of Management and Honors College, as well as head of the Department of Information Management. Mr. Lu served three times as a member of the evaluation committee for the R.O.C. Presidential Innovation Awards.	1.Meets independence criteria Nos. 1 to 12. 2.Has no direct or indirect interest in the Company and meets the independence qualifications stipulated in Article 3 of the Regulations Governing Appointment of Directors and Compliance Matters for Public Companies.	2
Tong Hai Tan	Mr. Tong Hai Tan, an expert in the fields of communication, business, technology and operations management, is the chairman of United Hampshire US REIT (Singapore). With more than 20 years of experience in the information and communications technology industry, Mr. Tan had served as the CEO of StarHub Pte (Singapore), Singapore Computer Systems and Pacific Internet. During his tenure, he established numerous strategic partnerships with well-known enterprises and was instrumental in transforming loss-making companies into profitable ones.	1.Meets independence criteria Nos. 1 to 12. 2.Has no direct or indirect interest in the Company and meets the independence qualifications stipulated in Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies.	0

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Name	CV (Qualifications and Experience)	Independence Analysis (Note)	No. of public companies in which he or she also serves as an independent director
Drina Yue	Ms. Drina Yue, who possesses extensive experience in the fields of communications, business, technology and operations management, is an independent director of Zhejiang Leapmotor Technology. Ms. Yue has been engaged in the communications industry for more than 40 years, serving as the director, president, vice president, chief of staff or senior adviser at Gemalto, Western Union, Motorola, GSMA, Brambles, CHEP, iSteelAsia, GTS and AT&T.	1.Meets independence criteria Nos. 1 to 12. 2.Has no direct or indirect interest in the Company, and meets the independence qualification stipulated in Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies.	0
Casey K.C. Lai	Mr. Casey K.C. Lai, who possesses extensive experience in the fields of accounting, finance, law, business, investment, mergers and acquisitions, and risk management, is a managing partner at LaiYuan CPA Co. From 1988 to 2022, Mr. Lai was with Deloitte & Touche Taiwan, serving as the chief operating officer of the audit department, chief operating officer of the financial advisory department, head of credit and risk management, chairman and CEO. He has a wealth of experience in accounting and auditing, along with a firm background in law and finance. A certified public accountant in Taiwan and the US, Mr. Lai won the trust of Deloitte's clients in the banking, insurance, securities, technology, media and telecommunications industries with his sensitive insights into industry trends and dynamics.	1.Meets independence criteria Nos. 1 to 12. 2.Has no direct or indirect interest in the Company, and meets the independence qualification stipulated in Article 3 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies.	1

Meets the conditions specified below within the past two years:

Criterion 1: Not an employee of the Company or its affiliates

Criterion 2: Not a director or supervisor of the Company or its affiliates (unless the person is an independent director of the Company, the Company's parent company or any subsidiary of the Company)

Criterion 3: Not a shareholder whose total holdings, including those of his/her spouse and minor children, or shares held under others' names, reach or exceed 1 percent of the total outstanding shares of the Company or rank among the top 10 individual shareholders

Criterion 4: Not a spouse, relative within the second degree of kinship, or lineal relative within the third degree of kinship, of a manager under subparagraph 1 or any of the persons in the preceding two subparagraphs

Criterion 5: Neither a director, supervisor, or employee of an entity that directly and/or indirectly holds more than 5% of the Company's shares, nor one of the Company's top five shareholders, or director, supervisor or employee of a corporate shareholder who appoints a representative as a director or supervisor of the Company in accordance with Article 27, paragraph 1 or 2 of the Company Act

Criterion 6: Not a director, supervisor, or employee of a company in which the majority of board seats or voting shares is controlled by a person who also controls the same of the company

Criterion 7: Not a director, supervisor, or employee of a company or institution in which the chairman, president (or equivalent) himself/herself or his/her spouse also serves as the Company's chairman, president (or equivalent)

Criterion 8: Not a director, supervisor, manager, or shareholder owning more than 5% of the outstanding shares of any company that has financial or business relations with the Company

Criterion 9: Not a professional, owner, partner, director or supervisor, or officer of a sole proprietorship, partnership, company, or institution that provides auditing services to the Company or any affiliate of the Company, or that provides commercial, legal, financial, accounting or related services to the Company or any affiliate of the Company for which the provider in the past two years has received cumulative compensation exceeding NT\$500,000, or a spouse thereof; this restriction does not apply to a member of the remuneration committee, public tender offer review committee, or special committee for merger/consolidation and acquisition provided he/she exercises powers pursuant to the Securities and Exchange Act, the Business Mergers and Acquisitions Act or related laws or regulations.

Criterion 10: Not a spouse or relative within second degree by affinity to other directors

Criterion 11: Not in contravention of Article 30 of the Company Act

Criterion 12: Not an institutional shareholder or its representative pursuant to Article 27 of the Company Act

3. Board diversity and independence

TWM's Corporate Governance Best Practice Principles call for the creation of a diverse board of directors. Directors concurrently serving as company officers shall not exceed one-third of the board. An appropriate policy on diversity based on the company's business operations, operating dynamics and development must be formulated and include, without being limited to, the following two guidelines:

1. Basic requirements: Gender, age, nationality and culture
2. Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing and technology), skills and industry experience

To meet the goals of corporate governance, board directors should possess the following abilities:

1. Operational decision-making
2. Accounting and financial analysis
3. Business management
4. Crisis management
5. Industry knowledge
6. A global market perspective
7. Leadership
8. Business decision-making

The successor to the board members of the Company should possess the aforementioned knowledge, skills and qualities.

Specific management goals:

1. There should be at least one female director.
2. The board should have at least one member who is a specialist in telecommunication services, finance, law, business, technology, investment and M&A, fintech, information technology, risk management, operations management or e-commerce/ marketing.

The board is composed of professionals drawn from various fields, including business, finance, telecommunications and information technology, in line with the Company's established diversity policies and goals:

Board members	Experience in telecommunication services industry (Years)	Tenure of directors/independent directors (Years)	Top five core competencies									
			Finance	Law	Business	Technology	Investment and M&A	Fintech	Information technology	Risk management	Operations management	E-commerce/marketing
Daniel M. Tsai	27	27		V	V		V	V			V	
Richard M. Tsai	27	27	V		V		V	V			V	
Frank Lin	11	2	V		V		V			V	V	
Jamie Lin	11	8	V		V	V	V					V
Char-Dir Chung	37	9				V			V	V	V	V
Hsi-Peng Lu	9	7				V		V			V	V
Tong Hai Tan	16	6			V	V			V	V	V	
Drina Yue	36	6			V	V			V		V	V
Casey K.C. Lai	26	2	V	V	V		V			V		

- Female director: 11.11% (While it is quite challenging to find female talent in the telecommunications and related industries, the Company will continue to search for outstanding women at home and abroad and add them to the list of nominees for the next board election.)
- Age of directors: 11.11% between 30 and 50 years old, 88.89% over 50 years old
- Nationality: R.O.C. 77.78%, Singapore 11.11%, U.S. 11.11%

The board is composed of nine directors. Five are independent directors, constituting more than half of the board. A familial relationship within the second degree of kinship exists between the chairman, Daniel M. Tsai, and board director Richard M. Tsai. This does not contravene Article 26-3, paragraph 3 of the Securities and Exchange Act.

Management Team

January 31, 2026

Title / Division	Nationality	Name	Gender	Effective date	Shareholding / %	Shareholding of spouse or minor children / %	Education and experience	Current position(s) in other companies	Manager is a spouse or consanguineous within two degrees		
									Title	Name	Relationship
President	R.O.C.	Jamie Lin	Male	2019.04.01	1,422,000 0.038	-	MBA, Stern School of Business, New York University BS in Chemical Engineering with a minor in Economics, National Taiwan University Co-founder / Vice President of Products, Social Sauce Co-founder / General Manager of Greater China, Intumit	Director, Taiwan Mobile Co., Ltd. Chairman, AppWorks Ventures Chairman, AppWorks Fund II Chairman, AppWorks Fund III Chairman, AppWorks Fund IV (TW) Admin Ltd. Chairman, Chen Feng Investment Chairman, Chen Yun Co., Ltd. Chairman, Chen Men Ltd. Chairman, Fubon Green Power Co., Ltd. Chairman, Li Tong Management Consultant Co., Ltd. Chairman, NTU Alumni Ventures Co., Ltd. Chairman, OMEWA Co., Ltd. Chairman, Sumray Power Co., Ltd. Director, AppWorks Ventures II Ltd. Director, AppWorks Ventures III Ltd. Director, AppWorks Fund IV Ltd. Director, AppWorks Fund IV Admin Global Ltd. Director, AppWorks Global Ltd. Director, AppWorks Growth Opportunity Ltd. Chairman, Aiworks Co., Ltd. Director, Winbond Electronics Corp. Director, LINE Bank Taiwan Ltd. Director, 91APP, Inc. Director, Dcard Holdings Ltd. Director, EZTable, Ltd. Director, VIV3 Inc. Director, LetsVibe Pte. Ltd. Director, Soul Parking Technologies Pte. Ltd. Director, Primehealth Innovations Pte. Ltd. Director, DotDot Inc. Director, WeMo (Cayman) Corp. Director, WeMo Corp. Director, Wei Xiang Co., Ltd. Director, Bridge Mobile Pte Ltd. Director, Sampangan Pte. Ltd. Director, momo.com Inc. Director, Taipei New Horizon Co., Ltd. Director and President, Taiwan Cellular Co., Ltd. Director and President, Wealth Media Technology Co., Ltd. Chairman, Fu Sheng Digital Co., Ltd. Chairman, TWM Power Co., Ltd. Chairman, FullSynergy New Retail Co., Ltd. Chairman, Taiwan Teleservices & Technologies Co., Ltd. Chairman, Taiwan Digital Service Co., Ltd. Chairman, Taihsin Property Insurance Agent Co., Ltd. Chairman, Taiwan Mobile Film Co., Ltd. Chairman and President, Taiwan Stampede Franchise Film Co., Ltd. Director and President, TFN Media Co., Ltd. Chairman and President, Global Forest Media Technology Co., Ltd. Chairman and President, Global Wealth Media Technology Co., Ltd. Chairman, Win TV Broadcasting Co., Ltd. Chairman, Yeong Jia Leh Cable TV Co., Ltd. Chairman, Phoenix Cable TV Co., Ltd. Chairman, Union Cable TV Co., Ltd. Chairman, Globalview Cable TV Co., Ltd. President, Taiwan Fixed Network Co., Ltd. President, TCCI Investment and Development Co., Ltd.	-	-	-

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Title / Division	Nationality	Name	Gender	Effective date	Shareholding / %	Shareholding of spouse or minor children / %	Education and experience	Current position(s) in other companies	Manager is a spouse or consanguineous within two degrees		
									Title	Name	Relationship
Vice President and Chief Data Officer / Corporate Affairs	R.O.C.	Eddie Chan	Male	2019.01.31	-	-	MBA, The Anderson School of Management, UCLA BS in Mechanical Engineering, National Taiwan University Senior Director, Taiwan Mobile Co., Ltd. Executive Director, Aplix Corp. General Manager, Wireless Business Unit, Quanta Computer Engagement Manager, McKinsey & Co.	None	-	-	-
Vice President and Chief Enterprise Business Officer / Corporate Affairs	R.O.C.	Shing Chu	Female	2024.05.01	32,751/0.001	-	EMBA, National Taiwan University MS in Communication Management, University of Southern California MBA, National Chiao Tung University BS in Electrical Engineering, National Taiwan University Senior Vice President, Taiwan Star Telecom Co., Ltd. Director, Taiwan Mobile Co., Ltd. Director, Far Eastone Telecommunications Co., Ltd.	Officer-in-charge, System Integration Branch Office, Taiwan Mobile Co., Ltd. Chief Business Officer, Taiwan Fixed Network Co., Ltd. Chairman and President, Tai-Fu Cloud Technology Co., Ltd. Director, Taihsin Property Insurance Agent Co., Ltd. Director, Yeong Jia Leh Cable TV Co., Ltd. Director, Phoenix Cable TV Co., Ltd. Director, Union Cable TV Co., Ltd. Director, Globalview Cable TV Co., Ltd. Director, Systex Corp. Director, Cloud Mile (Cayman) Inc.	-	-	-
Vice President / Corporate Affairs	R.O.C.	Joan Hung	Female	2019.07.01	-	-	MS in HRD, Georgia State University Senior Director of Human Resources and Administration, Taiwan Mobile Co., Ltd. Senior Manager of Human Resources, Mobitai Communications Co., Ltd. Assistant Manager, Tsannkuen Co., Ltd.	None	-	-	-
Vice President / Corporate Affairs	R.O.C.	Luke Han	Male	2022.12.01	-	-	LLM, Soochow University BA in Management Science, Tamkang University Assistant Vice President, PChome Online Inc. General Manager, Pi Mobile Technology Inc. Manager, ChinaTrust Commercial Bank Manager, Bank SinoPac	Director and President, Fu Sheng Digital Co., Ltd.	-	-	-
Vice President / Corporate Affairs	R.O.C.	Daphne Lee	Female	2014.07.07	-	-	MBA, National Chengchi University Director, Alibaba Group Director, Yahoo! Taiwan Vice President, Citibank Taiwan	Director and President, Taiwan Mobile Film Co., Ltd. Director, Taiwan Stampede Franchise Film Co., Ltd. Director, NADA Holdings Corp. Director, Mistake Entertainment Co., Ltd. Director, Tropics Entertainment Co., Ltd.	-	-	-
Vice President / Corporate Affairs	R.O.C.	Naomi Lee	Female	2015.08.03	-	-	EMBA, Nanyang Executive Centre LLB, National Taiwan University General Counsel, Kbro Co., Ltd. Attorney, InfoShare Tech Law Office Legal Director and Vice President, Taiwan Broadband Communications Senior Legal Manager, Lucent Technologies Attorney, Lee and Li Attorneys-at-Law Attorney, Russin & Vecchi International Legal Counselors	Director, Tai-Fu Cloud Technology Co., Ltd.	-	-	-
Vice President / Corporate Affairs	R.O.C.	David Lin	Male	2016.05.03	-	-	MS in Communication Convergence and Innovative Management, Shih Hsin University General Manager, YMS/CPT/HTP/DWS CATV, Kbro Co., Ltd. Vice President, Business and Operations, and Special Assistant to Chairman, Kbro Co., Ltd. Special Assistant to Chairman, Vibo Telecom Vice President, Asia Pacific Telecom	None	-	-	-
Vice President / Corporate Affairs	R.O.C.	Vincent Wu	Male	2022.08.01	-	-	MS Finance, Illinois Institute of Technology Vice President, BNP Paribas Cardif Chief Strategy Officer, Next Bank Vice President, Chailease Holding Co., Ltd. Vice President, CTBC Bank	None	-	-	-
Vice President / Corporate Affairs	R.O.C.	Eric Lin	Male	2023.05.08	-	-	EMBA, National Taiwan University of Science and Technology BA in Computer Science, Soochow University CEO, Rain Forest Retail Inc. President, Symphox Information Co., Ltd.	Director and President, FullSynergy New Retail Co., Ltd.	-	-	-

Title / Division	Nationality	Name	Gender	Effective date	Shareholding / %	Shareholding of spouse or minor children / %	Education and experience	Current position(s) in other companies	Manager is a spouse or consanguineous within two degrees		
									Title	Name	Relationship
Vice President / Corporate Affairs	R.O.C.	Webber Cheng	Male	2024.08.01	-	-	EMBA, National Taiwan University MFA in Filmmaking, Taipei National University of the Arts BA in Japanese, Tamkang University President and CSO, MOMOTV CEO, P. LEAGUE+ CEO, Lang Live Inc. Director, Weibo/Sina.com Corp. Planner in Chief, TVBS	President, Win TV Broadcasting Co., Ltd. Director, GrX Studio Co., Ltd.	-	-	-
Vice President/ Corporate Affairs	R.O.C.	Jessica Chen	Female	2025.02.03	-	-	LLB, National Taiwan University Legal Head, Pou Sheng Int'l (Shanghai) VP, Far Eastone Telecommunications Co. Ltd. Senior Attorney, Lee & Li Attorneys-at-Law Judge, Taipei District Court Prosecutor, Shilin District Prosecutors' Office	None	-	-	-
Senior Vice President and Chief Financial Officer / Finance Group	R.O.C.	George Chang	Male	2025.03.01	-	-	MBA, University of Southern California Director, momo.com Inc. Chief Financial Officer, Egis Technology Inc. Director, FocalTech Systems Co., Ltd. Executive Vice President, Yuanta Consulting Director, Citigroup	Director, Taipei New Horizon Co., Ltd. Director, Global Forest Media Technology Co., Ltd. Director, Global Wealth Media Technology Co., Ltd. Director, Yeong Jia Leh Cable TV Co., Ltd. Director, Phoenix Cable TV Co., Ltd. Director, Union Cable TV Co., Ltd. Director, Globalview Cable TV Co., Ltd. Director, Mistake Entertainment Co., Ltd. Director, NADA Holdings Corp. Independent Director, Wintech Microelectronics Co., Ltd. Supervisor, Taiwan Cellular Co., Ltd. Supervisor, Wealth Media Technology Co., Ltd. Supervisor, TWM Power Co., Ltd. Supervisor, FullSynergy New Retail Co., Ltd. Supervisor, Taiwan Fixed Network Co., Ltd. Supervisor, TCCI Investment and Development Co., Ltd. Supervisor, Taiwan Teleservices & Technologies Co., Ltd. Supervisor, Taiwan Digital Service Co., Ltd. Supervisor, Win TV Broadcasting Co., Ltd.	-	-	-
Vice President / Finance Group	R.O.C.	Jay Hong	Male	2004.05.06	-	-	EMBA, National Sun Yat-sen University President, Taiwan Teleservices & Technologies Co., Ltd. Vice President, Direct Store Division, Taiwan Mobile Co., Ltd. Vice President, Customer Service Division, TransAsia Telecommunications Inc. Director, Procurement Division, TransAsia Telecommunications Inc.	Supervisor, Yeong Jia Leh Cable TV Co., Ltd. Supervisor, Phoenix Cable TV Co., Ltd. Supervisor, Union Cable TV Co., Ltd. Supervisor, Globalview Cable TV Co., Ltd.	-	-	-
Vice President / Finance Group	R.O.C.	Shirley Chu	Female	2019.07.01	-	-	MBA, Fuqua School, Duke University BA Economics, National Taiwan University Director, Equity Research, UBS Analyst, Equity Research, Credit Lyonnais Securities (Asia)	None	-	-	-
Senior Vice President and Chief Information Officer / Information Technology Group	R.O.C.	Rock Tsai	Male	2025.03.01	-	-	DBA, Central South University MS in Computer Science and Information Engineering, National Cheng Kung University BS in Computer Science, National Chiao Tung University Executive Director and Head of Technology, DBS Taiwan Group CIO, Sinyi Realty Senior Vice President, HSBC China Executive Vice President and COO, G-Bridge Optoelectronics AVP, Citibank Taiwan EVP and Spokesman, Timenet Telecom	Director, Taiwan Web Service Corp. Director, BRONCI Technology Inc. Supervisor, Fu Sheng Digital Co., Ltd. Supervisor, TFN Media Co., Ltd.	-	-	-

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Letter to shareholders
Organization and Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Title / Division	Nationality	Name	Gender	Effective date	Shareholding / %	Shareholding of spouse or minor children / %	Education and experience	Current position(s) in other companies	Manager is a spouse or consanguineous within two degrees		
									Title	Name	Relationship
Vice President and Chief Technology Officer / Technology Group	R.O.C.	C.H. Jih	Male	2025.02.27	-	-	Electronics Engineering, National Taipei Industry of Technology Institute President, Taiwan Star Telecom Co., Ltd. Consultant, Taiwan Mobile Co., Ltd. CEO, Homeplus Digital Co., Ltd. Senior Vice President and Chief Technology Officer, Taiwan Mobile Co., Ltd. Chief Technology Officer, Kbro Co., Ltd. Vice President, TFN Media Co., Ltd. Vice President, Taiwan Fixed Network Co., Ltd. Engineering Vice President, Taiwan Cellular Corp. Vice President, Suretone Telecom Inc. Project Manager, Siemens Teleco	Director, Yeong Jia Leh Cable TV Co., Ltd. Director, Phoenix Cable TV Co., Ltd. Director, Union Cable TV Co., Ltd. Director, Globalview Cable TV Co., Ltd.			
Vice President / Technology Group	R.O.C.	Ming- Tung Wu	Male	2021.07.01	-	-	PhD in Electrical Engineering, National Taiwan University MS in Electrical Engineering, National Taiwan University Deputy Director, Taiwan Fixed Network Co., Ltd. Manager, Howin Technology Manager, Taiwan Fixed Network Co., Ltd. Assistant Manager, Suretone Telecom Inc.	None			
Senior Vice President and Chief Business Officer / Consumer Business Group	R.O.C.	Tony Lin	Male	2025.03.01	-	-	Vice President, Operations Center of Aeon Motor Co., Ltd., and CEO of Aeon Innovation Co., Ltd. Founder and CEO, NEXIT Technology Consultancy Channel Manager, NTT Taiwan Solutions Ltd.	Director and President, TWM Power Co., Ltd. Director, Taihsin Property Insurance Agent Co., Ltd. Director, Uspace Tech Co., Ltd. Director, Wei Xiang Corp. Director, WeMo (Cayman) Corp.			
Vice President / Consumer Business Group	R.O.C.	Steve Chou	Male	2011.04.25	-	-	MBA, Southern Methodist University, Texas Senior Vice President, Customer Service, HSBC General Manager, Secured Lending, Standard Chartered Bank Vice President, Customer Service, Sparq Telecom Vice President, Customer Service, TransAsia Telecommunications Inc. Assistant Vice President, Credit Card, Citibank	President, Taiwan Teleservices & Technologies Co., Ltd.			
Vice President / Consumer Business Group	R.O.C.	Kate Chen	Female	2021.07.01	-	-	MA in Advertising, Marquette University Director, TransAsia Telecommunications Inc. Account Manager, D.Y.R Account Manager, Leo Burnett	President, Taiwan Digital Service Co., Ltd.			

Note 1: Shareholdings of less than 0.001% are denoted as "0.000" and zero shareholdings are denoted as "-".

Note 2: Shares purchased through the employee share ownership trust (ESOT) program are not included in the table.

Shares held by the management team through the ESOT program are listed as follows: Jamie Lin (15,791), Eddie Chan (10,868), Shing Chu (1,373), Joan Hung (15,596), Luke Han (1,921), Daphne Lee (14,230), David Lin (10,167), Vincent Wu (4,340), Eric Lin (6,491), Webber Cheng (3,005), George Chang (4,548), Jay Hong (18,756), Shirley Chu (8,344), Rock Tsai (9,228), C.H. Jih (1,373), Ming-Tung Wu (16,874), Tony Lin (9,117), Steve Chou (16,448), Kate Chen (9,228).

Range of compensation to directors

Range of compensation to directors	Name of directors			
	Director's compensation		Director's compensation + Compensation as an employee	
	On a stand-alone basis	On a consolidated basis	On a stand-alone basis	On a consolidated basis
NT\$0~NT\$999,999	Richard M. Tsai, Frank Lin, Jamie Lin	Richard M. Tsai, Frank Lin, Jamie Lin	Richard M. Tsai, Frank Lin	Richard M. Tsai, Frank Lin
NT\$1,000,000~NT\$1,999,999	—	—	—	—
NT\$2,000,000~NT\$3,499,999	—	—	—	—
NT\$3,500,000~NT\$4,999,999	TCCI Investment and Development Co., Ltd., Ting An Development Co., Ltd	TCCI Investment and Development Co., Ltd., Ting An Development Co., Ltd	TCCI Investment and Development Co., Ltd., Ting An Development Co., Ltd	TCCI Investment and Development Co., Ltd., Ting An Development Co., Ltd
NT\$5,000,000~NT\$9,999,999	Char-Dir Chung, Hsi-Peng Lu, Tong Hai Tan, Drina Yue, Casey K.C. Lai	Char-Dir Chung, Hsi-Peng Lu, Tong Hai Tan, Drina Yue, Casey K.C. Lai	Char-Dir Chung, Hsi-Peng Lu, Tong Hai Tan, Drina Yue, Casey K.C. Lai	Char-Dir Chung, Hsi-Peng Lu, Tong Hai Tan, Drina Yue, Casey K.C. Lai
NT\$10,000,000~NT\$14,999,999	Fu-Chi Investment Co., Ltd.	Fu-Chi Investment Co., Ltd.	Fu-Chi Investment Co., Ltd.	Fu-Chi Investment Co., Ltd.
NT\$15,000,000~NT\$29,999,999	—	—	—	—
NT\$30,000,000~NT\$49,999,999	—	—	Jamie Lin	Jamie Lin
NT\$50,000,000~NT\$99,999,999	Daniel M. Tsai	Daniel M. Tsai	Daniel M. Tsai	Daniel M. Tsai
NT\$100,000,000 and above	—	—	—	—
Total	12	12	12	12

Management executives' compensation

Unit: NT\$

Title and name	Total		
President, Jamie Lin ; Senior Vice President and Chief Information Officer, Rock Tsai; Senior Vice President and Chief Business Officer, Tony Lin; Senior Vice President and Chief Financial Officer, George Chang; Vice President and Chief Data Officer, Eddie Chan; Vice President and Chief Technology Officer, C.H. Jih; Vice President and Chief Enterprise Business Officer, Shing Chu; Vice President, Jay Hong; Vice President, Steve Chou; Vice President, Joan Hung; Vice President, Shirley Chu; Vice President, Kate Chen; Vice President, Ming-Tung Wu; Vice President, Luke Han; Vice President, Daphne Lee; Vice President, Naomi Lee; Vice President, David Lin; Vice President, Vincent Wu; Vice President, Eric Lin; Vice President, Webber Cheng; Vice President, Jessica Chen. Resigned managers: Vice President, Iris Liu.	Total		
Salary (A)	Stand-alone	101,140,888	
	Consolidated	101,946,221	
Pension (B) ¹	Stand-alone	2,241,000	
	Consolidated	2,241,000	
Performance-based salary (C)	Stand-alone	66,527,727	
	Consolidated	67,214,884	
Earnings paid as bonus to employees (D)	Stand-alone	Cash	47,913,832
		Stock	-
	Consolidated	Cash	47,913,832
		Stock	-
A+B+C+D *as a % of net profit	Stand-alone	217,823,447 1.5087%	
	Consolidated	219,315,937 1.5191%	
Compensation from investees other than subsidiaries	3,995,255		

Note 1: The Company's contribution to employees' pension account, not the actual amount paid.
Note 2: Figures do not include compensation paid to company drivers, which totaled NT\$2,846,977.

Range of compensation to management executives

Range of compensation to management executives	Name of management executives	
	On a stand-alone basis	On a consolidated basis
NT\$0~NT\$999,999	—	—
NT\$1,000,000~NT\$1,999,999	—	—
NT\$2,000,000~NT\$3,499,999	—	—
NT\$3,500,000~NT\$4,999,999	—	—
NT\$5,000,000~NT\$9,999,999	Eddie Chan, C.H. Jih, Shing Chu, Jay Hong, Steve Chou, Joan Hung, Shirley Chu, Kate Chen, Ming-Tung Wu, Luke Han, Daphne Lee, Iris Liu, Naomi Lee, David Lin, Vincent Wu, Eric Lin, Webber Cheng, Jessica Chen	Eddie Chan, C.H. Jih, Shing Chu, Jay Hong, Steve Chou, Joan Hung, Shirley Chu, Kate Chen, Ming-Tung Wu, Luke Han, Daphne Lee, Iris Liu, Naomi Lee, David Lin, Vincent Wu, Eric Lin, Webber Cheng, Jessica Chen
NT\$10,000,000~NT\$14,999,999	—	—
NT\$15,000,000~NT\$29,999,999	Rock Tsai, Tony Lin, George Chang	Rock Tsai, Tony Lin, George Chang
NT\$30,000,000~NT\$49,999,999	Jamie Lin	Jamie Lin
NT\$50,000,000~NT\$99,999,999	—	—
NT\$100,000,000 and above	—	—
Total	22	22

Note: Compensation paid to managers listed on the table above was based on their tenure in 2025. Compensation paid to managers who also served as directors is detailed in the "Directors' compensation" table.

Compensation mix of management executives

Title and name	Salary and pension	Performance-based salary	Earnings paid as bonus to employees
President, Jamie Lin	35.5%	42.4%	22.1%
Senior Vice President and Chief Information Officer, Rock Tsai	44.5%	30.3%	25.2%
Senior Vice President and Chief Business Officer, Tony Lin	42.4%	33.2%	24.4%
Senior Vice President and Chief Financial Officer, George Chang	45.2%	29.1%	25.7%
Vice President and Chief Data Officer, Eddie Chan	49.1%	27.4%	23.5%
Vice President and Chief Technology Officer, C.H. Jih	49.1%	27.3%	23.6%
Vice President and Chief Enterprise Business Officer, Shing Chu	48.4%	28.0%	23.6%
Vice President, Jay Hong	49.6%	26.7%	23.7%
Vice President, Steve Chou	49.0%	27.6%	23.4%
Vice President, Joan Hung	49.1%	27.2%	23.7%
Vice President, Shirley Chu	48.2%	28.6%	23.2%
Vice President, Kate Chen	47.8%	28.9%	23.3%
Vice President, Ming-Tung Wu	48.1%	28.8%	23.1%
Vice President, Luke Han	54.1%	27.6%	18.3%
Vice President, Daphne Lee	54.9%	28.1%	17.0%
Vice President, Iris Liu *	78.1%	21.9%	0.0%
Vice President, Naomi Lee	56.8%	25.5%	17.7%
Vice President, David Lin	46.7%	31.2%	22.1%
Vice President, Vincent Wu	48.4%	30.1%	21.5%
Vice President, Eric Lin	48.4%	30.2%	21.4%
Vice President, Webber Cheng	54.6%	28.5%	16.9%
Vice President, Jessica Chen	52.6%	26.8%	20.6%

* means Resigned.

Employee profit sharing paid to management executives

Unit: NT\$

Title and name	Stock bonus	Cash bonus	Total	As a % of net profit
President, Jamie Lin Senior Vice President and Chief Information Officer, Rock Tsai Senior Vice President and Chief Business Officer, Tony Lin Senior Vice President and Chief Financial Officer, George Chang Vice President and Chief Data Officer, Eddie Chan Vice President and Chief Technology Officer, C.H. Jih Vice President and Chief Enterprise Business Officer, Shing Chu Vice President, Jay Hong Vice President, Steve Chou Vice President, Joan Hung Vice President, Shirley Chu Vice President, Kate Chen Vice President, Ming-Tung Wu Vice President, Luke Han Vice President, Daphne Lee Vice President, Naomi Lee Vice President, David Lin Vice President, Vincent Wu Vice President, Eric Lin Vice President, Webber Cheng Vice President, Jessica Chen	—	47,913,832	47,913,832	0.3319%

Compensation of directors and management executives as a percentage of net income over the past two years and guiding principles

1. Directors' compensation

Unit: NT\$

Type	Year	Directors' compensation	Net income	As a % of net income
On a stand-alone basis	2024	155,385,511	13,816,716,212	1.1246%
	2025	155,063,800	14,437,394,063	1.0740%
On a consolidated basis	2024	177,699,001	13,816,716,212	1.2861%
	2025	174,338,336	14,437,394,063	1.2075%

Guiding principles for compensation of directors

Remuneration policies, standards and package

- (1) Directors' (including independent directors) remuneration and compensation are paid according to the Company's Articles of Incorporation and Rules for Setting Directors' Remuneration as approved by the board. Remuneration or other equivalent allowances for directors are assessed based on their involvement in the Company's operations, contribution to the Company and industry norms. Compensation paid to directors is pursuant to the ratio specified in the Company's Articles of Incorporation, when the company makes a profit.
- (2) Transportation allowances are paid based on attendance in board meetings and for services rendered as the chairman or a member of the Audit and Risk Management Committee, the Nomination and Remuneration Committee or the ESG Steering Committee.

Procedures for setting remuneration

- (1) In accordance with the Company's Articles of Incorporation, compensation paid to directors shall not exceed 0.3% of the Company's annual profit after deducting losses from previous years.

- (2) Directors' remuneration and transportation allowances are determined in accordance with the Rules for Setting Directors' Remuneration.

Performance factor

According to the Company's Articles of Incorporation, directors' remuneration shall be based on the Company's operating profit. Directors' remuneration is assessed based on their contribution to the operations of the Company and the board. The Company also has Rules for Setting Directors' Remuneration, and the Nomination and Remuneration Committee reviews the compensation mechanism periodically, taking future operating risks, environmental conservation and sustainable development into consideration.

2. Compensation of management executives

Unit: NT\$

Type	Year	Compensation of management executives	Net profit	As a % of net profit
On a stand-alone basis	2024	221,464,851	13,816,716,212	1.6029%
	2025	217,823,447	14,437,394,063	1.5087%
On a consolidated basis	2024	230,559,113	13,816,716,212	1.6687%
	2025	223,311,192	14,437,394,063	1.5468%

Guiding principles for compensation of management executives

Remuneration policies, standards and package

- (1) Compensation paid to the president and vice presidents comprises a fixed monthly salary and performance bonus.
- (2) Performance bonuses are determined based on the president's or the vice president's contribution to the Company and the results of an annual performance appraisal. The above-mentioned bonuses have been proposed by the Nomination and Remuneration Committee for approval at the board meeting.

Procedures for setting performance bonuses

- (1) In accordance with the Company's Articles of Incorporation, employee profit sharing shall come from a pool of 1% to 3% of the Company's annual net income (with at least 50% to be allocated to non-executive employees) after deducting losses from previous years.
- (2) Year-end bonuses are set based on the Company's performance and the annual budget approved by the board and the chairman.

Performance factor

- (1) Variable compensation in the form of employee profit sharing and performance-based bonuses account for approximately 40% to 50% of the remuneration and are determined based on the president's or vice president's contribution to the Company's operations. The Company shall review the compensation mechanism periodically, taking future operating risks, corporate governance, and corporate sustainable development into consideration. To strengthen the link between corporate sustainable development and managers' compensation, the Company links 100% of its managers' variable compensation to ESG and other metrics.
- (2) The Human Resources Division is tasked with preparing the annual compensation for the president and vice presidents and submitting a report to the Nomination and Remuneration Committee.

Corporate Governance

Board of Directors' attendance

The Board of Directors convened six meetings in 2025

Title	Name	Attendance in person	By proxy	Attendance ratio	Remarks
Chairman	Fu Chi Investment Co., Ltd. Representative: Daniel M. Tsai	6	0	100%	None
Director	Fu Chi Investment Co., Ltd. Representative: Richard M. Tsai	6	0	100%	None
Director	Ting An Development Co., Ltd. Representative: Frank Lin	6	0	100%	None
Director	TCCI Investment and Development Co., Ltd. Representative: Jamie Lin	6	0	100%	None
Independent Director	Char-Dir Chung	6	0	100%	None
Independent Director	Hsi-Peng Lu	6	0	100%	None
Independent Director	Tong Hai Tan	6	0	100%	None
Independent Director	Drina Yue	6	0	100%	None
Independent Director	Casey K.C. Lai	6	0	100%	None

1. Any objections or issues raised by independent directors against resolutions passed by the Board of Directors:

- Pursuant to Article 14-3 of the Securities and Exchange Act:
Not applicable. The Company has already established an Audit and Risk Management Committee.
- Other items not covered in the preceding table: None

2. Any recusals due to conflicts of interest:

Date	Name of directors	Proposal	Reasons for recusal	Participation in deliberation
2025.01.17	Daniel M. Tsai Richard M. Tsai Jamie Lin	2024 performance evaluation and proposed year-end bonuses for the chairman, managers and audit supervisor, and incentive bonuses for managers in the technology group by the Nomination and Remuneration Committee	Daniel M. Tsai and Jamie Lin: Personal interest Richard M. Tsai: Interested party	All three were excluded from the deliberations
2025.02.27	Jamie Lin	2025 balanced scorecard for president	Personal interest	Mr. Lin was excluded from the deliberations
	Jamie Lin	Removal of non-competition restrictions for the Board of Directors	Personal interest	Mr. Lin was excluded from the deliberations
	Daniel M. Tsai Richard M. Tsai	Acquisition of right-of-use assets	Interested party	Both were excluded from the deliberations
2025.08.07	Jamie Lin	Investment in WeMo (Cayman) Corp.	Interested party	Mr. Lin was excluded from the deliberations
	Daniel M. Tsai Richard M. Tsai	Acquisition of right-of-use assets	Interested party	Both were excluded from the deliberations
	Daniel M. Tsai Richard M. Tsai Jamie Lin	Distribution of 2024 bonuses and adjustment of 2025 remuneration for the chairman, managers and audit supervisor	Daniel M. Tsai and Jamie Lin: Personal interest Richard M. Tsai: Interested party	All three were excluded from the deliberations
2025.11.12	Daniel M. Tsai Richard M. Tsai	Acquisition of right-of-use assets	Interested party	Both were excluded from the deliberations

3. Information regarding the implementation of the evaluation of the BoD and functional committees

Evaluation frequency	Evaluation period	Evaluation scope	Evaluation measures
Once a year	Jan. 2025 to Dec. 2025	Performance evaluation of the board as a whole, individual directors and functional committees	1. Evaluation of the performance of the Board of Directors (1) Participation in the operations of the Company (2) Improvement in the quality of decision-making (3) Composition and structure of the board (4) Election and continuing education of directors (5) Internal controls (6) Participation in corporate social responsibility 2. Self-evaluation by individual directors (1) Alignment with the goals and missions of the Company (2) Awareness of the duties of a director (3) Participation in the operations of the Company (4) Management of internal relationships and communication (5) Professionalism and continuing education of directors (6) Internal controls 3. Self-evaluation by Functional Committees: (1) Participation in the operations of the Company (2) Awareness of the duties of the functional committees (3) Improvement in the quality of decision-making (4) Election and composition of the functional committees (5) Internal controls
Every three years	April 2023 to March 2024	Commissioning an independent evaluator to conduct an overall assessment of the board's performance	Commissioned the Taiwan Corporate Governance Association to conduct the evaluation Evaluation of the performance of the board, including its composition, guidance, delegation, supervision, communication, internal controls and risk management, self-discipline and other matters, e.g. board meetings and support systems

4. Other BoD objectives:

- Training programs for directors: Aside from encouraging directors to attend outside seminars, the Company holds annual in-house sessions to facilitate interactions between lecturers and directors. The total number of training hours was 85 in 2025, which included programs such as "Digital transformation and AI applications" held by the Independent Directors' Association Taiwan and "Fair treatment and sustainable governance from the perspective of consumer protection" held by the Taiwan Academy of Banking and Finance.
- Information transparency: Committed to upholding operational transparency and protecting shareholders' interests, the Company regularly discloses resolutions by the Board of Directors in a timely and consistent manner. In addition, the Company holds institutional investor conferences on a quarterly basis and has set up Chinese/English sections for Investor Relations and ESG on its official website.
- Liability insurance: The Company provides its directors and managers with annual liability insurance to cover risks as they carry out their duties, reviews the insurance coverage on an annual basis, and reports to the board to make sure the amount and scope are sufficient to the need.
- The Chairman of the Board of Directors is not a member of the Company's management team to ensure a system of checks and balances.
- The Audit and Risk Management Committee, the Nomination and Remuneration Committee and the ESG Steering Committee assist the Board of Directors in carrying out supervisory tasks. Each committee reports on its operations to the board on a regular basis.
- The Company passed the Rules and Procedures on Evaluating the Performance of the Board and Functional Committees to enhance efficiency, under which the Nomination and Remuneration Committee conducts an analysis and submits a report on proposed improvements to the board after an annual performance evaluation. Board members will complete an evaluation assessment of 2025 in the first quarter of 2026.
- To strengthen corporate governance and enhance the board's functions, the Board of Directors passed a proposal that independent directors should comprise at least 40% of the board, and that the Nomination and Remuneration Committee should be in charge of identifying and nominating competent candidates.

Audit and Risk Management Committee attendance

The Audit Committee, composed entirely of independent directors, and the Board of Directors on November 12, 2025 approved a proposal to merge the Risk Management Committee into the Audit Committee and rename it as the Audit and Risk Management Committee. Its key responsibilities include reviewing the following:

- Quarterly financial reports.
- Assessment of the effectiveness of the internal control system.
- Hiring or dismissal of a certified public accountant, or their compensation.
- Assessment of CPA's qualifications, performance, and independence.
- Annual audit plans.
- Briefings from Financial and Audit Departments, Cyber Security and Data Privacy Protection Committee, and others.
- Offering, issuance or private placement of equity-type securities.
- Risk management-related policies and framework review, and oversight of risk management implementation.
- M&A plans and whether they are fair and reasonable.
- Matters in which a director is an interested party.
- Appointment or discharge of a financial, accounting or internal audit officer.
- Adoption of or amendments to the internal control system pursuant to Article 14-1 of the Securities and Exchange Act.
- Adoption or amendment, pursuant to Article 36-1 of the Securities and Exchange Act of procedures for handling financial or business activities of a material nature, such as acquisition or disposal of assets, derivatives trading, loans of funds to others, and endorsements or guarantees for others.
- Asset transactions or derivatives trading of a material nature.
- Loans of funds, endorsements or provision of guarantees of a material nature.
- Other material matters required by the Company or the competent authority.

1. The Audit and Risk Management Committee convened six times in 2025

Title	Name	Attendance in person	By proxy	Attendance ratio	Remarks
Independent Director	Casey K.C. Lai	6	0	100%	None
Independent Director	Char-Dir Chung	6	0	100%	None
Independent Director	Hsi-Peng Lu	6	0	100%	None
Independent Director	Tong Hai Tan	6	0	100%	None
Independent Director	Drina Yue	6	0	100%	None

2. Any objections or issues raised by the Audit and Risk Management Committee against resolutions passed by the Board of Directors

(1) Pursuant to Article 14-5 of the Securities and Exchange Act:

Date	Committee	Proposals and reports	Committee's major suggestions	Committee's opinion	Company's response
2025.01.16	12th meeting of the sixth Committee	2024 internal control statement	None	Approved as proposed	Approved as proposed
		Appointment of CPA			
		2025 capital expenditure plan and donations to related parties			
2025.02.26	13th meeting of the sixth Committee	2024 business report and financial statements	None	Approved as proposed	Approved as proposed
		2024 earnings distribution and cash return from capital surplus			
		Issuance of unsecured straight corporate bonds			
		Acquisition of right-of-use assets			
		Removal of non-competition restrictions for the Board of Directors			
Signing of Corporate Power Purchase Agreement with Fengmiao Wind Power Co., Ltd.					

Date	Committee	Proposals and reports	Committee's major suggestions	Committee's opinion	Company's response
2025.05.12	14th meeting of the sixth Committee	1Q25 financial statements	None	Approved as proposed	Approved as proposed
		Acquisition of a right-of-use asset (internet data center) by Taiwan Fixed Network Co., Ltd. from VDC TPE11 LLC, Taiwan Branch (US)			
		Revision of internal controls and internal audit implementation rules			
2025.08.06	15th meeting of the sixth Committee	2Q25 financial statements	None	Approved as proposed	Approved as proposed
		Acquisition of right-of-use assets			
		Participation in the new share issuance of WeMo (Cayman) Corp.			
2025.10.22	16th meeting of the sixth Committee	Investment in PACM CPT Media Ltd.	None	Approved as proposed	Approved as proposed
2025.11.11	17th meeting of the sixth Committee	Internal audit plan for 2026	None	Approved as proposed	Approved as proposed
		Renaming Audit Committee and revisions to its related rules			
		3Q25 financial statements			
		Acquisition of right-of-use assets			
		Procurement of Mobile Network System			
		Conversion of Manuscript Inc. convertible promissory note into common shares of KKCompany Technologies Inc. and KKCulture Inc.			

(2) In addition to the items listed above, any resolution passed by over two-thirds of the Board of Directors but not approved by the Audit and Risk Management Committee: None.

3. Any recusals due to conflicts of interest:

None.

4. Communication between independent directors and the Internal Audit Chief Officer and CPAs about major financial/operational matters:

- (1) The Internal Audit Chief Officer and CPAs communicated directly with independent directors when needed.
- (2) In addition to presenting monthly reports to the independent directors, the Internal Audit Chief Officer and CPAs met with the independent directors at the quarterly Audit and Risk Management Committee meetings, bringing communication into full play.
- (3) Regular communication between independent directors and internal audit officers/CPAs:

Date	Internal Audit Officers		CPAs	
	Subject matter	Results	Subject	Results
2025.01.16 12th meeting of the sixth Committee	1.4Q24 internal audit report 2.2024 internal control statement	1.Acknowledged 2.Reviewed and submitted to BoD for approval	-	-
2025.02.26 13th meeting of the sixth Committee	-	-	1.2024 financial statements, key audit matters, explanations of computer audit, and other communication items 2.Introduction to regulatory updates 3.Discussed inquiries raised by attendees	Acknowledged
2025.05.12 14th meeting of the sixth Committee	1.1Q25 internal audit report 2.Revision of internal controls and internal audit implementation rules	1.Acknowledged 2.Reviewed and submitted to BoD for approval	1.1Q25 financial statements 2.Introduction to regulatory updates 3.Discussed inquiries raised by attendees	Acknowledged
2025.08.06 15th meeting of the sixth Committee	1.2Q25 internal audit report 2.Risk Management Committee's business report	Acknowledged	1.2Q25 financial statements 2.Discussed inquiries raised by attendees	Acknowledged
2025.11.11 17th meeting of the sixth Committee	1.3Q25 internal audit report 2.Internal audit plan for 2026 3.Revision of the risk management policy	1.Acknowledged 2.Reviewed and submitted to BoD for approval 3.Reviewed and submitted to BoD for approval	1.3Q25 financial statements, key audit matters, and other communication items 2.Introduction of new standards and regulations prior to their adoption 3.Discussed inquiries raised by attendees	Acknowledged

Corporate governance practices

Item	Current practices
Has the Company established principles based on the Corporate Governance Best Practice Principles for TWSE/GTSM Listed Companies?	The Company has established said Corporate Governance Best Practice Principles and published them on the Company's official website and market observation post system (MOPS).
Shareholding structure and shareholders' interests	Handling of shareholders' suggestions and disputes The Corporate Governance Best Practice Principles includes a chapter on upholding shareholders' interests. The spokesperson of the Secretarial Division handles all non-legal issues; the Legal Division handles all legal issues.
	Identification of major shareholders and investors with controlling interests The Secretarial Division submits a monthly report listing the shareholdings of directors, managers and major shareholders (over 10% shareholding) to the authorities.
	Risk control mechanisms and firewalls between the Company and its subsidiaries The Company's internal control system set up the Rules and Procedures on Conducting Transactions Between Group Companies and Related Parties and the Rules and Procedures on Monitoring Subsidiaries as risk control mechanisms.
	Prohibitions on insider trading The Company has established Rules and Procedures on Handling Internal Material Information, which are given to employees when they start work. The Company also provides guidelines on handling and processing internal material information, as well as corporate ethics, to ensure that employees and directors are familiar with and comply with the said regulations.
Board of directors and its responsibilities	Board diversity and execution Diversity of board members is stipulated in the Company's Rules for Election of Directors and has been fully implemented.
	Establishing a Remuneration Committee and an Audit Committee in accordance with the law and voluntarily setting up other functional committees The Company has established an Audit and Risk Management Committee, a Nomination and Remuneration Committee, an ESG Steering Committee, and a Cyber Security and Data Privacy Protection Committee, which is composed of managers to enhance various functions.
	Board performance evaluation The Company passed the Rules and Procedures on Evaluating the Performance of the Board and Functional Committees to enhance efficiency, under which the Nomination and Remuneration Committee conducts an analysis and submits a report on proposed improvements to the board after an annual performance evaluation and uses it as a reference for remuneration and reappointment. The Board performance evaluation of 2025 has been completed through member self-assessments. The scope of the performance assessment included the Board of Directors, individual director (self), and functional committees. With an average score exceeding 4.96 (out of a maximum of 5), the results indicate that the operational systems of both the Board and the functional committees are sound and robust. These evaluation results will be reported to the Board of Directors by the Nomination and Remuneration Committee in March. The Company appointed the Taiwan Corporate Governance Association (TCGA) to conduct its board evaluation in January 2024. The evaluation, covering the period from April 1, 2023, to March 31, 2024, focused on eight aspects: composition, guidelines, authorization, supervision, communication, internal controls and risks, self-discipline and support systems. The report was issued on May 27, 2024, and presented to the Board of Directors by the Nomination and Remuneration Committee on August 5, 2024. The results of the evaluation and proposed countermeasures were as follows: A. Comments: (a) TW values the professional and diverse skills of the Board of Directors. Board members are selected based on the Company's development strategy, with qualified candidates being recruited from various fields. The board consists of nine members, more than half of whom are independent directors (including one female director). Aside from attending regular meetings, the five independent directors are responsible and proactive in participating in expert discussions on specialized fields, such as strategy development, new tech know-how, mergers and acquisitions, and investment management. With a forward-looking and international perspective, they provide valuable insights to the management team and fully assist the Board in fulfilling its guiding and supervisory functions. (b) As the leader of the Company, the Chairman is open and receptive to suggestions, fostering a team environment in which board members feel free to speak their minds fully. When dealing with important decisions and issues (such as the group's investment strategy), the board fully respects the opinions of independent directors. This clearly demonstrates the proactive and open culture of the board's deliberations, which is commendable. (c) Each year, the Board of Directors sets the balanced scorecard (BSC) goals for the general manager, which serve as the performance targets for the entire company. The assessment indicators include both financial and non-financial metrics, with approximately 30% linked to ESG performance. The achievement of ESG goals is tied to compensation to assist the Company in realizing its sustainability objectives. (d) The Company has a comprehensive supervision mechanism for its investments in affiliates, which includes thorough pre-investment evaluations and post-investment management. The audit unit regularly compiles and reports the internal audit results of major investments to the Board of Directors. Additionally, the managers of key subsidiaries report regularly to the board to complete the management process and implement proactive risk controls. (e) From the perspective of the 5Cs (Compliance, Culture, Communication, Collaboration, Competency), all board members possess the required professional competencies, adhere to legal regulations, maintain comprehensive internal and external communication mechanisms, collaborate fully with the management team and have fostered a culture of effective board operation. B. Suggestions/Implementation: (a) The Company has established multiple committees. There might be similarities and overlaps in the functions and responsibilities of these committees, and their degree of subordination to the board varies. It is recommended that the Company periodically review the organizational rules of each committee (including the feasibility of consolidation) according to operational development needs to enhance their effectiveness. The Company will conduct regular reviews as recommended. (b) To help stakeholders better understand the structure and operations of the functional committees under the Board of Directors and other management-level committees, it is recommended that the Company uniformly and clearly disclose relevant information, such as the organizational structure, division of responsibilities, and reporting methods of each committee, on various communication platforms (e.g., website, annual report and ESG report). The Company has implemented the suggestion accordingly.

Item	Current practices
Board of directors and its responsibilities	Periodic review of CPA's independence The heads of finance and other divisions of the Company and its subsidiaries conduct annual evaluations of the independence and suitability of CPAs according to The Bulletin of Norm of Professional Ethics for Certified Public Accountants of the Republic of China, Corporate Governance Best Practice Principles for TWSE/GTSM Listed Companies, and Audit Quality Indicators (AQIs) based on the following criteria and procedures: 1. The CPAs' resumes. 2. The CPAs neither serve as a director/supervisor/ manager nor hold a position with major influence in the Company or its subsidiaries and have no interests that conflict with the Company's. 3. The CPAs have not served as auditors for the Company for seven consecutive years. 4. The CPAs should provide the Company with a Declaration of Independence on a quarterly basis. 5. The CPAs have not provided non-audit services to the Company which might affect their independence. 6. The CPAs are not involved in any significant lawsuit or litigation and have never been censured by any regulatory body. 7. The CPA firm's involvement, quality control review and innovative plans. 8. Effective interaction with manager and internal audit officer. The annual evaluation results of the independence criteria shall be submitted to the Audit and Risk Management Committee and the Board of Directors for approval.
Has the Company set up a full/part time unit or personnel and appointed a Chief Corporate Governance officer in charge of handling corporate governance-related matters – including, but not limited to providing information for board directors to carry out their duties, preparing board and shareholders' meetings, handling company registration and any changes therein, and recording board and shareholders' meeting minutes?	The SVP/CFO who heads the Secretarial Division is also the Chief Corporate Governance officer. He has more than 10 years of experience in the securities industry, including managing listed companies' financial affairs. The division head attended 15 hours of training programs in 2025: 1. Latest AI trends and risk management practices (Taiwan Corporate Governance Association, 3hr) 2. U.S.-China economic dynamics under Trump 2.0 and implications for Taiwan's industries (Securities and Futures Institute, 3hr) 3. Risk management and strategic analysis for corporate sustainability (Securities and Futures Institute, 3hr) 4. Digital transformation and AI applications (Independent Directors' Association Taiwan, 3hr) 5. The digital finance revolution: Stablecoins and blockchain asset trends (Taiwan Corporate Governance Association, 3hr) The division provided the following: 1. Assisted directors in assuming their positions, furnished them with information required for business execution and held seminars to facilitate interaction between lecturers and directors. 2. Purchased annual liability insurance for directors. 3. Prepared board of directors' and shareholders' meetings and handled company registration and any changes therein. 4. Reviewed the independence qualifications of independent directors. 5. Handled matters related to changes in directors.
Has the Company established communication channels with stakeholders (including, but not limited to shareholders, employees, customers and suppliers) and set up a stakeholders' section on the Company's website to respond to critical corporate social responsibility issues?	The Company's official website includes a dedicated stakeholders' section, with special personnel assigned to address key ESG issues.
Has the Company outsourced its shareholders' general meetings?	The Company has engaged the Transfer Agency and Registry Department of Fubon Securities Co., Ltd. to manage its annual general meeting.
Information disclosure	Disclosure of information on financial status, operations and corporate governance Disclosure of financial-related and corporate governance information is posted periodically on the Company's website.
	Other ways of disclosing information Aside from having a spokesperson, the Company has a dedicated department – the Investor Relations Division – that handles information disclosure. It also has an English website and a team working on gathering and releasing relevant Company information.
	Has the Company published and reported its annual financial statement within two months after the end of a fiscal year, and published and reported its financial statements for the first, second and third quarters, as well as its operating status for each month, before the deadline? The Company published and reported its annual, first, second and third quarter financial statements before deadline, as well as its monthly operating status ahead of the target date.

Additional information

1. Employee rights

The Company's human resources policies comply with provisions prescribed under the law, such as the Labor Standards Act, in safeguarding employee rights.

2. Employee care

The Company provides different communication channels to facilitate communication within the firm. These include holding regular labor-management meetings to accommodate suggestions for improvement and conducting surveys to gather employee comments about the workplace and management practices.

3. Investor relations

The Company posts financial, operational and material information on its official website and MOPS in a timely manner to keep investors abreast of Company developments and strategies and, thus, maximize shareholders' interests.

4. Supplier relations

The Company holds procurement bids based on the "Procedures Governing Procurement" and suppliers deliver products in accordance with the contract.

5. Stakeholder rights and interests

To safeguard the rights and interests of stakeholders, the Company has established board-approved "Stakeholder Communication Guidelines." It has implemented multiple transparent and effective communication channels and held annual forums for stakeholders to systematically gather feedback and incorporate their input into the Company's decision-making.



For further information, please refer to the Company's website: About Us > ESG > Stakeholders <https://english.taiwanmobile.com/esg/stakeholders.html>

6. Training programs for directors in 2025

Name/Title	Date	Organization	Training program	Hours	Total hours
Daniel M. Tsai Chairman	03.12	Taiwan Insurance Institute	Anti-fraud and anti-money laundering measures to prevent financial crime and protect financial consumers' rights*	1.5	6
	08.08	Taiwan Corporate Governance Association	Post-IFRS 17 and ICS strategic optimization for insurance companies: product, investment and system perspectives	3	
	08.19	Taiwan Insurance Institute	AI security and governance: Board responsibilities in the age of artificial intelligence*	1.5	
Richard M. Tsai Director	10.14	Taiwan Academy of Banking and Finance	Fair treatment and sustainable governance from the perspective of consumer protection*	3	18
	11.11	Independent Directors' Association Taiwan	Trends in international tax crimes and AI-based detection and management technologies*	3	
	12.16	Taiwan Corporate Governance Association	Shareholder activism and board response strategies*	3	
	12.16	Taiwan Corporate Governance Association	Board of Directors and independent directors' responsibilities in the ESG era: From legal risks to governance practices*	3	
	12.17	Taiwan Corporate Governance Association	Legal liabilities and directors' fiduciary duties in mergers, spin-offs and material transactions — mergers and acquisitions (M&A)*	3	
	12.17	Taiwan Corporate Governance Association	Legal liabilities and directors' fiduciary duties in mergers, spin-offs and material transactions — material transactions*	3	

Name/Title	Date	Organization	Training program	Hours	Total hours
Frank Lin Director	10.03	Independent Directors' Association Taiwan	Digital transformation and AI applications*	3	6
	10.28	Taiwan Corporate Governance Association	Seminar on AI applications and corporate governance	3	
Jamie Lin Director	10.03	Independent Directors' Association Taiwan	Digital transformation and AI applications*	3	6
	10.14	Taiwan Academy of Banking and Finance	Fair treatment and sustainable governance from the perspective of consumer protection*	3	
Char-Dir Chung Independent Director	04.29	Taiwan Corporate Governance Association	An overview of the current status and practical experiences in the prevention of workplace sexual harassment and bullying*	3	6
	10.03	Independent Directors' Association Taiwan	Digital transformation and AI applications*	3	
Hsi-Peng Lu Independent Director	11.05	Chinese National Association of Industry and Commerce	AI in industrial development and operational governance strategies*	1	6
	11.05	Chinese National Association of Industry and Commerce	Biodiversity conservation and corporate environmental responsibility*	2	
	11.17	Taiwan Corporate Governance Association	The emerging role of environmental economics: Corporate TCFD/TNFD and biodiversity-related financial disclosures*	3	
Tong Hai Tan Independent Director	03.14	Taiwan Corporate Governance Association	Benefits of the circular economy and opportunities in sustainable finance*	3	14
	03.17	Taipei Foundation of Finance	Sustainable climate change – nature-related financial disclosures*	2	
	03.24	Taipei Foundation of Finance	Sustainable finance*	3	
	09.05	Taipei Foundation of Finance	Fintech through the lens of stablecoins: The practice and future of blockchain*	3	
	10.03	Independent Directors' Association Taiwan	Digital transformation and AI applications*	3	
Drina Yue Independent Director	01.06	Taipei Foundation of Finance	Trends in sustainable development and sustainable governance*	3	6
	04.16	Institute of Financial Law and Crime Prevention	Performance evaluation of a sustainable enterprise*	3	
Casey K.C. Lai Independent Director	03.26	Taiwan Corporate Governance Association	Seminar on opening a new chapter in sustainability*	2	17
	03.27	The National Federation of CPA Associations of the R.O.C.	Emerging trends, cases and countermeasures in anti-money laundering and financial crime prevention*	3	
	09.03	Taiwan Corporate Governance Association	The role of the Board of Directors in shaping corporate strategy amid sweeping changes in the global landscape*	6	
	10.03	Independent Directors' Association Taiwan	Digital transformation and AI applications*	3	
	10.17	Securities and Futures Institute	Analysis of fraud techniques, introduction to regulations governing money laundering and case studies*	3	

Note: The training hour requirements listed above have been fulfilled.

* Denotes courses that fall within the scope of risk management.

7. Corporate governance related training programs for management in 2025

At the end of every year, the Company develops a training plan for the following year in accordance with enterprise development strategies, surveys of training needs and interviews with each group's senior executives. Training courses for senior executives are closely aligned with corporate strategies and global business trends. In 2025, the Company arranged training courses covering topics such as generative AI, digital transformation, sustainable development, corporate governance, and mergers and acquisitions.

Name/Title	Date	Organization	Training program	Total hours
Jamie Lin President	09.11	In-house training	Code of ethics	3.74
	12.03	In-house training	Information security and Personal Data Protection Awareness	
Rock Tsai Senior Vice President and Chief Information Officer	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	5.88
	09.11	In-house training	Ethics and Trade Secret Protection Awareness	
	09.11	In-house training	Code of ethics	
	11.28	In-house training	Information security and Personal Data Protection Awareness	
Tony Lin Senior Vice President and Chief Business Officer	04.18	In-house training	AI In The New Era: Trends And Opportunities	16.31
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
	07.03	Bridge Alliance	Bridge Alliance Consumer Business Leaders' Workshop	
	07.28	In-house training	Ethics and Trade Secret Protection Awareness	
	08.18	In-house training	Code of ethics	
George Chang Senior Vice President and Chief Financial Officer	04.11	Taiwan Corporate Governance Association	Latest AI Trends and Risk Management Practices	21.94
	08.05	Securities and Futures Institute (SFI)	U.S.-China Economic Dynamics under Trump 2.0 and Implications for Taiwan's Industries	
	08.05	Securities and Futures Institute (SFI)	Risk Management and Strategic Analysis for Corporate Sustainability	
	09.09	In-house training	Code of ethics	
	10.03	Independent Director Association Taiwan	Digital Transformation and AI Applications	
	10.30	In-house training	Ethics and Trade Secret Protection Awareness	
	10.30	In-house training	Information security and Personal Data Protection Awareness	
Eddie Chan Vice President and Chief Data Officer	07.25	In-house training	Ethics and Trade Secret Protection Awareness	7.88
	09.05	In-house training	Code of ethics	
	10.27	In-house training	Information security and Personal Data Protection Awareness	
	11.17	Bridge Alliance	Bridge Alliance CXO Forum	
C.H. Jih Vice President and Chief Technology Officer	03.03~ 03.06	MWC	MWC(Mobile World Congress) Barcelona	43.88
	04.18	In-house training	AI In The New Era: Trends And Opportunities	
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
	07.21	In-house training	Ethics and Trade Secret Protection Awareness	
	08.19	In-house training	Code of ethics	
Shing Chu Vice President and Chief Enterprise Business Officer	04.18	In-house training	AI In The New Era: Trends And Opportunities	24.71
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
	07.29	CommonWealth Magazine	CommonWealth Summit	
	08.26	In-house training	Code of ethics	
	09.11	In-house training	Ethics and Trade Secret Protection Awareness	
	09.26	Taiwan Corporate Governance Association	Sustainability Disclosure and Investment Value from an Investor's Perspective	
	09.30	Taiwan Corporate Governance Association	Corporate Innovation, Growth, and AI	
	10.27	In-house training	Information security and Personal Data Protection Awareness	
	10.28	Harvard Business Review	DINGGE Awards Executive Roundtable	
	11.04	Taiwan Corporate Governance Association	Corporate Disclosure and Directors' Legal Responsibilities: Insights from Judicial Practice	
11.05	SYSTEX Corporation	Legal Issues Arising from AI Technologies		

Name/Title	Date	Organization	Training program	Total hours
Jay Hong Vice President	07.24	In-house training	Ethics and Trade Secret Protection Awareness	3.88
	08.18	In-house training	Code of ethics	
	11.26	In-house training	Information security and Personal Data Protection Awareness	
Steve Chou Vice President	04.18	In-house training	AI In The New Era: Trends And Opportunities	16.77
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
	07.21	In-house training	Ethics and Trade Secret Protection Awareness	
	08.18	In-house training	Code of ethics	
	10.23	In-house training	Information security and Personal Data Protection Awareness	
Joan Hung Vice President	04.18	In-house training	AI In The New Era: Trends And Opportunities	7.63
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
	07.21	In-house training	Ethical corporate management best practice principles	
	08.15	In-house training	Code of ethics	
Shirley Chu Vice President	12.10	In-house training	Information security and Personal Data Protection Awareness	3.88
	08.15	In-house training	Code of ethics	
	09.10	In-house training	Ethics and Trade Secret Protection Awareness	
Kate Chen Vice President	10.23	In-house training	Information security and Personal Data Protection Awareness	5.88
	04.18	In-house training	AI In The New Era: Trends And Opportunities	
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
	07.21	In-house training	Ethics and Trade Secret Protection Awareness	
Ming-Tung Wu Vice President	08.17	In-house training	Code of ethics	7.88
	04.18	In-house training	AI In The New Era: Trends And Opportunities	
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
Luke Han Vice President	07.21	In-house training	Ethics and Trade Secret Protection Awareness	5.88
	08.17	In-house training	Code of ethics	
	04.18	In-house training	AI In The New Era: Trends And Opportunities	
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
Daphne Lee Vice President	07.21	In-house training	Ethics and Trade Secret Protection Awareness	27.39
	08.17	In-house training	Code of ethics	
	11.26	In-house training	Information security and Personal Data Protection Awareness	
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
	06.27	Taiwan Investor Relations Institute	Future-Oriented Strategic Planning	
Iris Liu* Vice President	08.18	In-house training	Information security and Personal Data Protection Awareness	14.02
	09.15	In-house training	Code of ethics	
	11.17	Bridge Alliance	Bridge Alliance CXO Forum	
	11.24~ 11.25	New Media and Entertainment Association	Asiahub New Media Summit	
Naomi Lee Vice President	04.18	In-house training	AI In The New Era: Trends And Opportunities	46.91
	05.28	TEEMA GeSI Taiwan Mobile	AI with Purpose Global Summit	
	06.19	In-house training	Personal Data Protection Awareness	
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
Naomi Lee Vice President	07.24	In-house training	Ethics and Trade Secret Protection Awareness	46.91
	09.08	In-house training	Code of ethics	
	11.10~ 11.14	Bridge Alliance	Bridge Alliance Global Executive Management Programme	
	11.25	In-house training	Information security and Personal Data Protection Awareness	

Letter to shareholders
Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Letter to shareholders
Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Name/Title	Date	Organization	Training program	Total hours
David Lin Vice President	04.18	In-house training	AI In The New Era: Trends And Opportunities	7.88
	06.20	In-house training	The best practices of benchmark enterprises: New Opportunities in Boundaryless Retail	
	07.22	In-house training	Ethics and Trade Secret Protection Awareness	
	09.08	In-house training	Information security and Personal Data Protection Awareness	
	09.08	In-house training	Code of ethics	
Vincent Wu Vice President	04.18	In-house training	AI In The New Era: Trends And Opportunities	8.94
	07.22	In-house training	Ethics and Trade Secret Protection Awareness	
	08.15	In-house training	Code of ethics	
	10.24	In-house training	Information security and Personal Data Protection Awareness	
Eric Lin Vice President	04.11~05.24	Taiwan Renaissance Platform	Cross-Border Business Leadership Program	82.5
	04.18	In-house training	AI In The New Era: Trends And Opportunities	
	08.25	In-house training	Code of ethics	
	09.10	In-house training	Ethics and Trade Secret Protection Awareness	
	10.24~10.25	Taiwan Renaissance Platform	Mergers and acquisitions	
	11.28	In-house training	Information security and Personal Data Protection Awareness	
Webber Cheng Vice President	07.31	In-house training	Ethics and Trade Secret Protection Awareness	3.88
	08.22	In-house training	Code of ethics	
	12.01	In-house training	Information security and Personal Data Protection Awareness	
Jessica Chen Vice President	04.18	In-house training	AI In The New Era: Trends And Opportunities	24.18
	04.24	Fu Jen Catholic University	International Sustainability Leadership Forum and Academic Conference	
	05.08	In-house training	Ethical corporate management best practice principles	
	05.22	Taiwan FinTech Association, FUSHENG DIGITAL CO., LTD.	A New Chapter for the VASP Ecosystem: Regulatory Dialogue and Industry Practices	
	08.26 08.28	Accounting Research and Development Foundation	ESG Summit: Sustainability Disclosure and Innovation Advancement	
	09.15	In-house training	Code of ethics	
	11.25	Fair Trade Commission	Competition Policy and Fair Trade Conference	
	12.01	In-house training	Information security and Personal Data Protection Awareness	

* Indicates that the manager has resigned.

8. Risk management

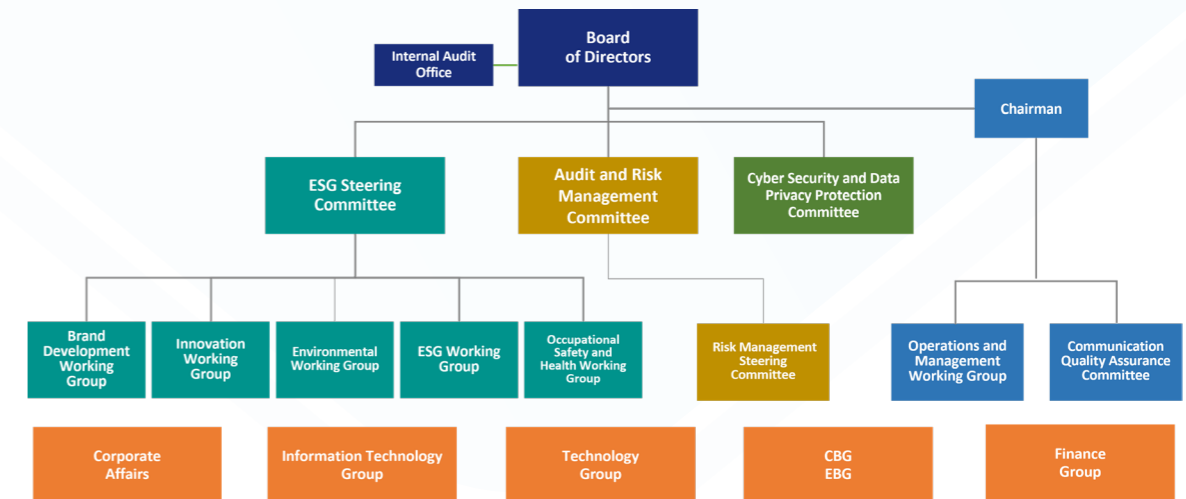
(1) Risk management policies

- Promote a risk management-based business model
- Establish a risk management mechanism that can effectively cite, evaluate, supervise and control risks
- Create a company-wide risk management structure that can limit risks to an acceptable or controllable level
- Introduce the best risk management practices and continue to seek improvements

(2) Risk management structure and operating mechanism

- The Board of Directors is the Company's top risk management authority, approving risk management policies and related regulations, overseeing implementation of risk management, and ensuring effective risk control.
- The Audit and Risk Management Committee is responsible for assisting the board in supervising and managing risk management operations, examining risk management policies, procedures and structure, and examining the enforcement of risk management. It established the Risk Management Steering Committee to assist its operations.

- The Risk Management Steering Committee is composed of senior executives appointed by the Chairman. It is responsible for formulating risk management policies, ensuring operational units implement risk management, enforcing the risk management policy of the Audit and Risk Management Committee, and compiling and presenting a company risk management enforcement report.
- The heads of business units and functional units are front-line risk management personnel who should ensure timely detection and effective management of risks, and designate responsible units for management of each risk item. Each responsible unit should ensure that daily operational risks should be contained within an acceptable level. Should any major issue arise, each unit should report the matter to management executives, related committees or working groups for resolution. Each committee or working group should report on the implementation of risk management to the Risk Management Steering Committee.
- Risk management structure



(3) Risk appetite and management scope

- Risk appetite statement:
 - All strategies must prudently assess the risks borne by the Company, ensuring consistency with its goals, investments, finances and corporate objectives.
 - Risk considerations must be integrated into operational processes, keeping risks within acceptable levels.
 - The Company shall not invest in or engage in any business activity beyond its risk tolerance.
 - The Company will not tolerate violations or negligence affecting safety, breaches of laws or regulations, or acts of fraud, bribery or corruption.
- Risk management scope:

The Company's risk management encompasses risks related to company operations and complies with relevant laws and regulations to identify, analyze, assess, respond to and monitor their significant impact. Major risks include strategic, operational, financial and regulatory risks, including but not limited to:

 - Strategic risks: industry changes, technological changes, product innovations, reinvestments, mergers and acquisitions, etc.
 - Operational risks: changes in management right, market supply and demand, technology and operations, personal data and information security management, climate change, natural disasters, energy management, talent shortages, etc.
 - Financial risks: credit, collection, interest rates, currency, liquidity, derivatives transaction management, financial statement, etc.
 - Regulatory risks: environmental regulations, corporate governance, corruption, occupational health and safety and litigation.

9. Intellectual property management plan and implementation status

To enhance industrial competitiveness and provide customers with premium network experience and value-added services, the Company actively promotes product and process innovation. It formulates intellectual property strategies in line with its operational goals and implements corporate governance through intellectual property management to ensure its sustainable operation. The Company's intellectual property management plan and implementation status are as follows:

(1) Intellectual property management plan

Patents

- I. The Company has established a patent incentive program to encourage employees to pursue innovation and file patent applications in the Company's name in accordance with relevant laws and regulations. The aim is to foster a culture of research, development and innovation, thereby creating high-quality and high-value patents.
- II. The information, technology and product divisions assist in setting the Company's annual operational goals by submitting research, development and innovation plans to facilitate the promotion of patents.

Trademarks

- I. The Company began applying for trademark registrations in 1997, and treats trademarks as critical assets of the Company's brands and major products and services. Aside from Taiwan, the Company also has registered trademarks for its major brands in Mainland China.
- II. The Company conducts an annual review and evaluation of the Group's trademarks to assess the necessity of maintaining existing trademarks or planning new trademark registrations in line with the Group's business development. Going forward, the Company will continue to ensure that the trademarks owned by the Group are sufficient to support business expansion at home and abroad, and will also regularly review the usage of existing trademarks to effectively control their management and costs.

Trade secrets

- I. The Company has established, implemented, reviewed and continuously improved information security management standards and procedures to meet its information security management goals. All relevant departments within the Company adopt appropriate confidentiality measures based on the information's sensitivity level.
- II. For outsourced businesses, the Company ensures that business partners comply with confidentiality obligations through stipulations such as confidentiality clauses, penalties and damages.
- III. Employment contracts stipulate that all employees must strictly observe confidentiality obligations regarding confidential information they learn or obtain in the course of their work. This obligation does not cease upon the termination or dissolution of the employment contract. Employees are prohibited from using Company e-mail to transmit confidential information in contravention of Company regulations. Upon termination of the employment contract, employees must return all original, copy or backup of written confidential information and delete any such information stored on computer software or electronic media.
- IV. The Company implements access control security management. All employees are equipped with access cards, and access permissions are granted according to their departments. Visitors must register their identity upon entry, are restricted to public areas, and must be accompanied by a Company employee at all times.
- V. Access to all Company computer equipment requires login identification using individual employee accounts and passwords; passwords must be changed regularly.
- VI. The Company ensures that personnel understand the importance of confidentiality obligations through education, training and online tests.

(2) Implementation status

The implementation status for 2025 was presented at the 17th meeting of the 10th Board of Directors on November 12, 2025. As of the end of 2025, the Company and its subsidiaries' intellectual property portfolio numbers are as follows:

Patents: 135 in force – 109 invention patents and 26 utility model patents

Trademarks: 865 in force

For further information, please refer to the Company's website: About Us > Investor Relations > Corporate Governance

<https://english.taiwanmobile.com/investor/corporateGovernancePractice.html>

10. Implementation of customer policy

The Company is committed to creating the best user experience for its customers. To this end, it has established an online customer service on its official website and a 080 Home Agent to ensure uninterrupted service and further win customer trust. At the same time, in response to the rise in fraud and cybersecurity threats in recent years, the Company continues to strengthen its digital services' security and protection mechanisms. Through anti-fraud applications and AI recognition technology, the Company enhances the security of users' service experience and safeguards their rights and interests.

11. Liability insurance for board directors

The Company purchases annual liability insurance for its directors and reports the insurance coverage, amount and scope to the Board of Directors on a regular basis.

12. Employee certifications relating to information transparency

Certification	Number of Employees		
	Internal Audit Office	ICT and Personal Information Security Management Division	Finance Group
Certified Public Accountant (CPA)			9
US Certified Public Accountant (US CPA)			2
Certified Internal Auditor (CIA)	4		2
Certified Information Systems Auditor (CISA)	2	1	
Chartered Financial Analyst (CFA)			2
Corporate governance basic skills			6
Stock affairs specialist (Securities and Futures Institute)			6
Bond specialist (Securities and Futures Institute)			1
Proficiency test for outsourcing of debt-collection personnel (Taiwan Academy of Banking and Finance)			1
ISO20000 / ISO22301 / ISO27001 / ISO27701 / ISO29100 / ISO9001 / BS10012 / BS25999/BS7799 Lead Auditor	10	31	13

Any internal evaluation or third-party assessment reports on corporate governance. If yes, specify results, major flaws or recommendations for improvements:

The Company participates in the "Corporate Governance Evaluation" conducted by the Taiwan Stock Exchange and Taipei Exchange, ranking among the top 5% listed companies for 11 consecutive years.

Nomination and Remuneration Committee operations

The Nomination and Remuneration Committee, composed entirely of independent directors, is responsible for the following:

- (1) Establishing a policy, system, standard and structure for directors' and managers' compensation and reviewing them periodically.
- (2) Deciding the compensation of directors and managers and carrying out periodic evaluations.
- (3) Selecting, assessing and nominating candidates for directorships.

Qualifications and independence criteria of members of the Nomination and Remuneration Committee

Title	Name	Professional qualifications and experience	Independence criteria	No. of public companies in which he or she also serves as a member of the Remuneration Committee
Independent Director	Char-Dir Chung	Please refer to pages 11-14, "Qualifications and independence criteria of directors"		0
Independent Director	Hsi-Peng Lu			2
Independent Director	Tong Hai Tan			0
Independent Director	Drina Yue			0
Independent Director	Casey K.C. Lai			1

Nomination and Remuneration Committee attendance

- (1) The Nomination and Remuneration Committee consists of five members.
- (2) Tenure of the Fifth Nomination and Remuneration Committee: June 18, 2023 to June 17, 2026. The committee convened three times in 2025:

Title	Name	Attendance in person	By proxy	Attendance ratio	Remarks
Convener	Char-Dir Chung	3	0	100%	None
Member	Hsi-Peng Lu	3	0	100%	None
Member	Tong Hai Tan	3	0	100%	None
Member	Drina Yue	3	0	100%	None
Member	Casey K.C. Lai	3	0	100%	None

1. Any suggestions by the committee that were not accepted or revised by the Board of Directors: None
2. Any written objections or issues raised by a member of the committee against resolutions passed by the committee: None

Meetings of Nomination and Remuneration Committee

Date	Committee	Agenda	Committee's opinion	Company's response
2025.01.17	7th meeting of the fifth Committee	Incentive bonuses for Technology Group managers	Approved as proposed	Approved by the BoD
		2024 performance evaluation of managers/head of internal audit, and year-end bonus distribution	Approved as proposed	Approved by the BoD
		2024 year-end bonus of the Chairman	Approved as proposed	Approved by the BoD
2025.02.27	8th meeting of the fifth Committee	2024 performance evaluation of the BoD and functional committees	Approved as proposed	Approved by the BoD
		2024 remuneration distribution plan for the BoD	Approved as proposed	Approved by the BoD
		Appointment of a manager	Approved as proposed	Approved by the BoD
2025.08.07	9th meeting of the fifth Committee	2025 balanced scorecard goal setting for the President	Approved as proposed	Approved by the BoD
		Renaming of committee to Remuneration and Nomination Committee and changes to the committee charter	Approved as proposed	Approved by the BoD
		Severance pay for manager	Approved as proposed	Approved by the BoD
		2024 employee profit sharing and mid-year bonus distribution plan and 2025 salary adjustment for managers/head of internal audit	Approved as proposed	Approved by the BoD
		2024 annual compensation and 2025 salary adjustment for the Chairman	Approved as proposed	Approved by the BoD

Environmental, social and corporate governance (ESG)

Item	Current practices
(I) Setting up a unit to carry out environmental, social and corporate governance (ESG) policy or system	<p>The Company established the Sustainability Development Department under the Sustainability and Brand Development Division. The department has dedicated personnel and an independent budget. It also serves as the executive arm of the ESG Steering Committee and the ESG Working Group. It integrates cross-departmental business operations and formulates and implements sustainability strategies and projects.</p> <ul style="list-style-type: none"> In 2014, the Company established a C-executive level Corporate Social Responsibility (CSR) Committee. Jointly led by the Chairman and the President, the committee comprises vice presidents and higher-level executives from across business units. In 2022, it was restructured into the ESG Working Group. It plays a key role in identifying ESG-related risks and opportunities, meets quarterly and reports directly to the Board, strengthening the depth and breadth of sustainable governance. In 2022, the Company further strengthened its sustainability governance by establishing a Board-level ESG Steering Committee. The Chairman of the Board serves as the convener, and all five independent directors are committee members. Meetings are held every six months to review the Company's operations in ESG development, environmental management, brand development, innovation management, and occupational safety and health. Corporate governance is carried out in compliance with the ESG Steering Committee Charter. <p>In 2025, the Company held two ESG Steering Committee meetings and four ESG Working Group meetings. ESG-related matters are reviewed by the ESG Working Group and the ESG Steering Committee, and overseen by the Board of Directors at last once every quarter. In 2025, the Board approved 18 major proposals, including the annual performance review of the 2035 Zetta Connected 2.0 strategy; identification of material issues and IFRS-related risks and opportunities; progress updates on RE100 and EV100; the Blue Carbon and biodiversity project report; publication of the Sustainability and Integrated Report; and the outcomes of stakeholder engagement forums. With respect to the Blue Carbon and biodiversity project report, the Board advised that mangrove growth should be carefully monitored and managed, with due consideration given to its impact on biodiversity. All other proposals were reviewed and approved by the Board following evaluations of their content, sustainability goals, strategic planning, management approaches and implementation status.</p>
(II) Applying the materiality principle to identify material ESG topics, and setting corresponding policies or strategies	<p>The materiality assessment scope primarily centers on the Company and aligns with disclosed ESG issue boundaries.</p> <p>The Company identified material topics based on the GRI dual materiality principle after researching global trends, benchmarking, consulting with stakeholders and analyzing stakeholder questionnaires. Reviews of the topics were conducted with internal and external stakeholders to gauge their relevance and impact, and finalized after being approved by the ESG Working Group, the ESG Steering Committee and the Board of Directors.</p> <p>In 2025, 23 topics were identified and analyzed for positive and negative impacts. The top material topics, in order of priority, were: operational performance, talent acquisition and retention, privacy protection, corporate governance and ethical business practices, climate change mitigation and adaptation, and green operations and applications. These material topics are linked to executive compensation, with a maximum impact of up to 100%. The identification process and results were approved by the Board of Directors. Strategies and objectives were set in line with the risk management policy.</p> <p>For further information, please refer to TWM's website: About Us > ESG > Our Vision > Material Issues https://english.taiwanmobile.com/esg/materialissues.html</p>
(III) Environmental sustainability 1. Establishing an environmental management system in line with the nature of the Company's business operations	<p>1. The Environmental Management Committee was formed in 2016, and renamed the Environmental Working Group in 2022, with the CTO serving as the chairperson, and the Sustainability and Brand Development & PR VP as the vice chairperson. It was tasked with developing environmental policies and objectives, as well as integrating the administration of ISO 14001 environmental management, ISO 14064-1 greenhouse gas inventories, ISO 50001 energy management, renewable energy, biodiversity conservation and smart energy conservation. The committee meets every six months to assess the Company's progress in reducing electricity and water consumption, as well as waste and carbon emissions, to meet its goal to lower GHG emissions and promote renewable energy, and to report back to the ESG Working Group, the ESG Steering Committee and the Board of Directors.</p> <p>The Company conducts ISO 14001, ISO 14064-1 and ISO 50001 verifications every year, and obtains corresponding certificates. The scope of inspection is as follows:</p> <ol style="list-style-type: none"> (1) ISO 14001: Telecommunications and cable TV operations, covering Taipei New Horizon headquarters, Cloud IDC, Telecom Building, Kaohsiung Hsin Ya's main computer room, Kaohsiung Po Ai Building, Taichung Peiping Building and momo Cable TV Building. (2) ISO 14064-1: Office buildings, computer rooms, base stations and directly operated stores of Taiwan Mobile Co., Ltd. (including Taiwan Mobile Foundation), Taiwan Digital Services Co., Ltd., Taiwan Teleservices & Technologies Co., Ltd., Taiwan Fixed Network Co., Ltd., Taiwan Fixed Network Media Co., Ltd. and its subsidiaries, Win TV Broadcasting Co., Ltd., Taipei New Horizon Co., Ltd., Taihsin Property Insurance Agent Co., Ltd., Tai-Fu Cloud Technology Co., Ltd., Global Forest Media Technology Co., Ltd., Global Wealth Media Technology Co., Ltd., TCCI Investment and Development Co., Ltd., Taiwan Cellular Co., Ltd., Wealth Media Technology Co., Ltd., Taiwan Mobile Film Co., Ltd., Taiwan Stampede Franchise Film Co., Ltd., Fu Sheng Digital Co., Ltd., TWM Power Co., Ltd., FullSynergy New Retail Co., Ltd. (3) ISO 50001: Telecommunications and cable TV operations, covering Taipei New Horizon headquarters, Cloud IDC, Telecom Building, Kaohsiung Hsin Ya's main computer room, Kaohsiung Po Ai Building, Taichung Peiping Building and momo Cable TV Building. <p>For relevant ISO certifications, please visit our corporate website: ESG > Environmental > ISO Verification https://english.taiwanmobile.com/esg/ISOVerification.html</p>

Item	Current practices												
2. Promoting advanced and efficient use of renewable resources to reduce their impact on the environment	<p>2. The Company officially joined RE100 in March 2022 and has set renewable energy usage targets of 17.5% by 2026, 35% by 2030 and 60% by 2035, with a commitment to invest NT\$10 billion in green power and low-carbon initiatives by 2040. In 2024, the Company joined the EV100 initiative, pledging to achieve 100% electrification of its vehicle fleet by 2030. Key actions in 2025 included:</p> <p>(1) Promoting "Taiwan Mobility" for urban low-carbon transformation: The Company is actively deploying low-carbon mobility services and supports employee adoption of electric vehicles. As part of its transportation decarbonization strategy, the Company integrated six major services — MyCharge (EV charging), WeMo (shared e-scooters), USPACE (smart parking), UDRIVE (car rental), UGO (airport transfers) and UWASH (self-service/delivery car wash) — to propel the nation's transition toward net-zero transportation.</p> <p>(2) Mobile phone recycling and circular service & life cycle extension: In collaboration with the Ministry of Environment and Academia, the Company established Taiwan's first "Mobile Phone Recycling and Circular Service" PCR, creating a quantifiable benchmark for the circular economy. To extend product life cycles, the Company launched the "TWM-certified boxed second-hand phone" program in 2024. In 2025, the Company's trade-in initiative recycled approximately 58,000 devices, generating NT\$ 320 million in economic value.</p> <p>(3) Enhancing energy efficiency: Utilizing artificial intelligence to optimize energy allocation, the Company deploys "AI in RAN" to upgrade high-efficiency equipment with smart energy-saving software, and "AI for RAN" utilizing offline models to accurately predict traffic and allocate carrier resources, resulting in over 18 million kWh in energy savings from base stations in 2025. Furthermore, it has adopted a Solar-Wind Complementary strategy and implemented an "AI Green Electricity Matching" algorithm to significantly enhance renewable energy efficiency and supply-demand alignment, thereby reducing the environmental impact.</p>												
3. Evaluating climate change risks and opportunities for the Company and taking action	<p>3. In 2023, the Company published its first Task Force on Climate Related Financial Disclosures (TCFD) Report using the Intergovernmental Panel on Climate Change's (IPCC) sixth assessment report (AR6) to calculate the short, medium and long-term financial impact and perform a cost analysis under the scenario of limiting global warming to 1.5°C.</p> <p>Governance The Environmental Working Group meets every six months to identify and manage climate change risks and opportunities in accordance with the Company's risk management system. Climate-risk trends and issues are reported to the Audit and Risk Management Committee and the ESG Steering Committee before being submitted to the Board of Directors for review.</p> <p>Risk management The Company has identified five major climate-related policy and regulatory transition risks (cap and trade, carbon tax, mandatory reporting, product efficiency regulations and standards, and renewable energy regulations) and five major opportunities (access to capital sources, energy-efficient buildings, adaptive solutions, participation in renewable energy programs, and production process optimization). In-depth assessments of the intensity, scope, timing and financial impact of the risks and opportunities are conducted to manage and respond to them. Taking carbon tax risks as an example, the Company has planned corresponding management strategies and set RE100 by 2040 as its core goal, with a planned investment of about NT\$10 billion to accelerate green energy development. For further details on the financial impact assessments of other risks and opportunities, please refer to the Company's Task Force on Climate-related Financial Disclosures Report.</p> <p>To mitigate climate-related risks and seize transition opportunities, the Company has promoted multiple initiatives, including:</p> <ul style="list-style-type: none"> • Committing to 100% renewable energy usage by 2040 to accelerate low-carbon transition. • Installing solar and onshore wind power at base stations to boost green energy supply. • Developing energy storage technologies to improve energy efficiency through peak shaving and load shifting. • Investing in the establishment of Fubon Energy to drive renewable energy development. • Advancing net-zero technologies and Blue Carbon solutions to strengthen the green energy ecosystem. <p>Strategic objectives Based on the financial impact analysis results, four core strategies were established:</p> <ol style="list-style-type: none"> (1) Enhance disclosures of climate-related financial impacts. (2) Boost smart energy conservation at base stations. (3) Procure green electricity. (4) Invest in green energy. <p>4. The Environmental Working Group formulates environmental goals and strategies in accordance with the Environmental and Energy Management Policies, holds meetings every six months to review the implementation of policies relating to electricity and water conservation, waste and carbon reduction, and renewable energy, and track their progress.</p> <p>Results of the 2025 environmental management action plan:</p> <ol style="list-style-type: none"> (1) Electricity savings: The 2025 savings target was set at 1% of 2016's total consumption; actual savings reached 5.3%. (2) Water conservation: Targeting an 8% reduction in 2025 compared with 2017 levels; actual reduction achieved was 11.4%. (3) Waste reduction: Targeting a 3% reduction in non-recyclable waste in 2025 compared with 2024 levels; actual reduction achieved was 10.4%. (4) Renewable energy: Targeting a 14% share of total electricity consumption in 2025; actual share achieved was 18.6%. (5) Carbon reduction: Joined RE100 in 2022 and committed to using 100% renewable energy by 2040 and achieving net zero by 2050. On August 23, 2023, TWM became the first company in Asia to have its 1.5°C-aligned science-based targets reach net zero emissions by 2050 validated by SBTi. <p>Statistics on water consumption, waste and energy consumption for 2024-2025:</p> <table border="1"> <thead> <tr> <th>Category</th> <th>2024</th> <th>2025</th> </tr> </thead> <tbody> <tr> <td>Water consumption (m3)</td> <td>293,659</td> <td>290,123</td> </tr> <tr> <td>Waste (tonnes)*</td> <td>2,102</td> <td>2,222</td> </tr> <tr> <td>Energy consumption (MJ)</td> <td>2,793,867,740</td> <td>2,683,824,240</td> </tr> </tbody> </table> <p>The 2024 disclosures have been externally assured in accordance with ISAE 3000, and the corresponding certificates have been obtained. The assurance of the 2025 data is currently underway, and the complete assurance information will be disclosed in the 2025 ESG Report.</p>	Category	2024	2025	Water consumption (m3)	293,659	290,123	Waste (tonnes)*	2,102	2,222	Energy consumption (MJ)	2,793,867,740	2,683,824,240
Category	2024	2025											
Water consumption (m3)	293,659	290,123											
Waste (tonnes)*	2,102	2,222											
Energy consumption (MJ)	2,793,867,740	2,683,824,240											
4. Statistics on GHG emissions, water consumption and waste, and formulation of environmental sustainability policies													

Item	Current practices																
(IV) Commitment to corporate social responsibility	<p>1.(1) Taiwan Mobile Co. (TWM) recognizes and supports internationally recognized human rights norms and principles, including the United Nations' Universal Declaration of Human Rights, the Guiding Principles on Business and Human Rights, Business and Human Rights in the Information and Communication Technology Industry, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, as well as domestic laws, such as the Labor Standards Act, the Gender Equality in Employment Act and other labor safety regulations. Our human rights policy is built on four pillars: support for international human rights conventions, respect for human rights in the workplace, full implementation of information security, and responding to the needs of society. This applies to all TWM departments, subsidiaries and stakeholders — including employees, suppliers, customers and communities. We have convened representatives from all business groups and subsidiaries to form a focus group to discuss human rights issues. Following international human rights guiding principles and domestic laws and regulations, we have formulated a human rights policy and due diligence process — collection of human rights risk issues >> assessment of human rights risks >> human rights management measures >> human rights risk review and revisions >> information disclosure — ensuring that the risk assessment scope covers the entire value chain.</p> <p>(2) The Company conducts regular human rights due diligence to ensure that all 15 human rights issues encompassing the entire group and its subsidiaries' value chain are assessed and addressed, and that mitigation and remedial measures are implemented to minimize risks. The human rights indicators identified in this study all fell within the scope of "high impact, but with low probability of occurrence and low vulnerability." Based on their risk scores, major human rights issues, mitigation and remedies are as follows: Value chain: Employees</p>																
1. Complying with domestic and international labor laws to safeguard and uphold the rights of workers, following a non-discriminatory hiring policy, and establishing appropriate management practices, procedures and execution	<p>Personal freedom and safety</p> <table border="1"> <tr> <td>Mitigation process</td> <td> <ul style="list-style-type: none"> • To demonstrate the Company's commitment to prevent workplace misconduct, the General Manager signed and publicly announced the Declaration Against Workplace Misconduct. • A complaint channel for workplace misconduct was established, and complaints are submitted electronically via the system to improve processing efficiency. • Hazard identification, risk assessment and monitoring for workplace misconduct are conducted regularly. • Educational and training courses to prevent workplace misconduct are held to increase employee awareness. </td> </tr> <tr> <td>Remedial actions</td> <td> <ul style="list-style-type: none"> • Investigate complaints in accordance with the procedures for handling and investigating unlawful behavior in the performance of duties. • Provide internal and external counseling, psychological support, and other resources based on the complainant's needs. • Continuously revise operational procedures in accordance with regulations or relevant guidelines to ensure their effectiveness and compliance. • When selecting personnel to investigate and handle cases, they must not be parties with a vested interest to ensure that all outcomes are fair and impartial. </td> </tr> </table> <p>Forced or compulsory labor</p> <table border="1"> <tr> <td>Mitigation process</td> <td> <ul style="list-style-type: none"> • Should the government enact or amend any law, the Company will comprehensively review its rules and regulations and employee working conditions to ensure they comply with the legal requirements. • The Company's attendance policy clearly defines regular working hours and maximum overtime hours, and requires employee consent to work overtime. • When employees have to work overtime, a monitoring system ensures that they do not work beyond the maximum limit for overtime. </td> </tr> <tr> <td>Remedial actions</td> <td> <ul style="list-style-type: none"> • If a compliance breach occurs, the Company will immediately make changes to comply with legal requirements and establish a mechanism to prevent a recurrence. • Any reported cases of forced labor or excessive working hours will be investigated and supervisors will be required to make improvements and strictly comply with labor laws. • Employees who work overtime may choose to apply for compensatory time off or overtime pay. </td> </tr> </table> <p>Workplace health</p> <table border="1"> <tr> <td>Mitigation process</td> <td> <ul style="list-style-type: none"> • Develop and publish guidelines for "Post-pandemic Healthy Living Measures." • Regularly send out electronic bulletins on infectious disease prevention and self-health management to enhance employees' awareness of health and safety. • A Health Management System has been established, providing an employee temperature reporting mechanism. </td> </tr> <tr> <td>Remedial actions</td> <td> <ul style="list-style-type: none"> • Adjust health management policies and the Health Management System in a timely manner according to the development of infectious diseases and updates to government regulations to ensure their effectiveness and compliance. </td> </tr> </table> <p>Value chain: Customers</p> <p>Child protection</p> <table border="1"> <tr> <td>Mitigation process</td> <td> <ul style="list-style-type: none"> • When minors apply for rate plans, they must obtain the written consent of a legal representative, and present this, in addition to their national identification card and a secondary identification card. Minors are banned from applying for rate plans through virtual channels to protect them. • The Company's "Pornography Guard" service automatically blocks inappropriate websites and explicit content to protect children and teenagers. </td> </tr> <tr> <td>Remedial actions</td> <td> <ul style="list-style-type: none"> • Should a person file an appeal stating that their name have been used fraudulently to obtain a mobile contract, an investigation will be initiated. If confirmed to be true, the contract would be invalidated and the person would be free of any obligations. • If any new content is not updated, the Company will inform the vender to update the database to provide a more comprehensive protection network. </td> </tr> </table>	Mitigation process	<ul style="list-style-type: none"> • To demonstrate the Company's commitment to prevent workplace misconduct, the General Manager signed and publicly announced the Declaration Against Workplace Misconduct. • A complaint channel for workplace misconduct was established, and complaints are submitted electronically via the system to improve processing efficiency. • Hazard identification, risk assessment and monitoring for workplace misconduct are conducted regularly. • Educational and training courses to prevent workplace misconduct are held to increase employee awareness. 	Remedial actions	<ul style="list-style-type: none"> • Investigate complaints in accordance with the procedures for handling and investigating unlawful behavior in the performance of duties. • Provide internal and external counseling, psychological support, and other resources based on the complainant's needs. • Continuously revise operational procedures in accordance with regulations or relevant guidelines to ensure their effectiveness and compliance. • When selecting personnel to investigate and handle cases, they must not be parties with a vested interest to ensure that all outcomes are fair and impartial. 	Mitigation process	<ul style="list-style-type: none"> • Should the government enact or amend any law, the Company will comprehensively review its rules and regulations and employee working conditions to ensure they comply with the legal requirements. • The Company's attendance policy clearly defines regular working hours and maximum overtime hours, and requires employee consent to work overtime. • When employees have to work overtime, a monitoring system ensures that they do not work beyond the maximum limit for overtime. 	Remedial actions	<ul style="list-style-type: none"> • If a compliance breach occurs, the Company will immediately make changes to comply with legal requirements and establish a mechanism to prevent a recurrence. • Any reported cases of forced labor or excessive working hours will be investigated and supervisors will be required to make improvements and strictly comply with labor laws. • Employees who work overtime may choose to apply for compensatory time off or overtime pay. 	Mitigation process	<ul style="list-style-type: none"> • Develop and publish guidelines for "Post-pandemic Healthy Living Measures." • Regularly send out electronic bulletins on infectious disease prevention and self-health management to enhance employees' awareness of health and safety. • A Health Management System has been established, providing an employee temperature reporting mechanism. 	Remedial actions	<ul style="list-style-type: none"> • Adjust health management policies and the Health Management System in a timely manner according to the development of infectious diseases and updates to government regulations to ensure their effectiveness and compliance. 	Mitigation process	<ul style="list-style-type: none"> • When minors apply for rate plans, they must obtain the written consent of a legal representative, and present this, in addition to their national identification card and a secondary identification card. Minors are banned from applying for rate plans through virtual channels to protect them. • The Company's "Pornography Guard" service automatically blocks inappropriate websites and explicit content to protect children and teenagers. 	Remedial actions	<ul style="list-style-type: none"> • Should a person file an appeal stating that their name have been used fraudulently to obtain a mobile contract, an investigation will be initiated. If confirmed to be true, the contract would be invalidated and the person would be free of any obligations. • If any new content is not updated, the Company will inform the vender to update the database to provide a more comprehensive protection network.
Mitigation process	<ul style="list-style-type: none"> • To demonstrate the Company's commitment to prevent workplace misconduct, the General Manager signed and publicly announced the Declaration Against Workplace Misconduct. • A complaint channel for workplace misconduct was established, and complaints are submitted electronically via the system to improve processing efficiency. • Hazard identification, risk assessment and monitoring for workplace misconduct are conducted regularly. • Educational and training courses to prevent workplace misconduct are held to increase employee awareness. 																
Remedial actions	<ul style="list-style-type: none"> • Investigate complaints in accordance with the procedures for handling and investigating unlawful behavior in the performance of duties. • Provide internal and external counseling, psychological support, and other resources based on the complainant's needs. • Continuously revise operational procedures in accordance with regulations or relevant guidelines to ensure their effectiveness and compliance. • When selecting personnel to investigate and handle cases, they must not be parties with a vested interest to ensure that all outcomes are fair and impartial. 																
Mitigation process	<ul style="list-style-type: none"> • Should the government enact or amend any law, the Company will comprehensively review its rules and regulations and employee working conditions to ensure they comply with the legal requirements. • The Company's attendance policy clearly defines regular working hours and maximum overtime hours, and requires employee consent to work overtime. • When employees have to work overtime, a monitoring system ensures that they do not work beyond the maximum limit for overtime. 																
Remedial actions	<ul style="list-style-type: none"> • If a compliance breach occurs, the Company will immediately make changes to comply with legal requirements and establish a mechanism to prevent a recurrence. • Any reported cases of forced labor or excessive working hours will be investigated and supervisors will be required to make improvements and strictly comply with labor laws. • Employees who work overtime may choose to apply for compensatory time off or overtime pay. 																
Mitigation process	<ul style="list-style-type: none"> • Develop and publish guidelines for "Post-pandemic Healthy Living Measures." • Regularly send out electronic bulletins on infectious disease prevention and self-health management to enhance employees' awareness of health and safety. • A Health Management System has been established, providing an employee temperature reporting mechanism. 																
Remedial actions	<ul style="list-style-type: none"> • Adjust health management policies and the Health Management System in a timely manner according to the development of infectious diseases and updates to government regulations to ensure their effectiveness and compliance. 																
Mitigation process	<ul style="list-style-type: none"> • When minors apply for rate plans, they must obtain the written consent of a legal representative, and present this, in addition to their national identification card and a secondary identification card. Minors are banned from applying for rate plans through virtual channels to protect them. • The Company's "Pornography Guard" service automatically blocks inappropriate websites and explicit content to protect children and teenagers. 																
Remedial actions	<ul style="list-style-type: none"> • Should a person file an appeal stating that their name have been used fraudulently to obtain a mobile contract, an investigation will be initiated. If confirmed to be true, the contract would be invalidated and the person would be free of any obligations. • If any new content is not updated, the Company will inform the vender to update the database to provide a more comprehensive protection network. 																

Letter to shareholders
Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Letter to shareholders
Corporate Governance
Financial Information
Operational Highlights
Review and Analysis of Financial Conditions, Operating Results and Risk Management
Special Notes

Item	Current practices
	Value chain: Local community
	Living quality
Mitigation process	<ul style="list-style-type: none"> The Board of Directors in 2003 approved revisions to the Environmental and Energy Policy to serve as a guide for management. Based on the ISO14001 specifications of the environmental management systems, the Company regularly review its business bases, suppliers, and measures to understand environmental management policies and environmental impacts. Develop an "Environmental Management Manual", conduct a comprehensive review of the environmental management system for internal operations and suppliers, and conduct regular inspections and verifications to ensure compliance with the laws and continue to reduce the impact on community living quality.
Remedial actions	<ul style="list-style-type: none"> Provide channels and mechanisms for complaints regarding risks to human rights that harm community living quality, including setting up a grievance hotline: 0809-000-852 / 02-66062999.
	Value chain: Supply chain
	Job and labor condition guarantees
Mitigation process	<ul style="list-style-type: none"> Suppliers are required to establish a labor protection policy, covering but not limited to wages, working hours, health and safety, and employee welfare measures, ensuring that the standards are not lower than those stipulated by the Labor Standards Act. Taiwan Mobile regularly reviews its Supplier Code of Conduct to ensure alignment with international and local regulations. The Code clearly defines minimum standards for wages, working hours, health and safety, and labor contracts that suppliers have to follow. Conduct an annual supplier ESG due diligence assessment, ensuring that the questionnaire includes labor protection policies, implementation measures, and labor-management communication mechanisms to evaluate supplier compliance.
Remedial actions	<ul style="list-style-type: none"> Suppliers identified as high-risks for human rights abuses must provide explanations on reasons for non-compliance or violations and propose concrete corrective actions. Taiwan Mobile will regularly monitor the progress of these improvements.
	Forced or compulsory labor
Mitigation process	<ul style="list-style-type: none"> Suppliers are required to set up a grievance and whistleblowing mechanism, allowing employees to report violations such as unreasonable wages, excessive working hours, and health and safety issues. Suppliers must ensure that whistleblowers are protected from retaliation and establish procedures for investigation and resolution. Suppliers are required to establish and implement a "No Forced Labor Policy," explicitly prohibiting forced labor, excessive working hours, and human trafficking. Conduct awareness and training programs for suppliers on human rights issues. Conduct an annual supplier ESG due diligence assessment to evaluate their implementation status and legal compliance.
Remedial actions	<ul style="list-style-type: none"> If a supplier is implicated in cases involving forced labor or human trafficking, they must immediately stop such actions and submit a corrective plan.
	Complaints related to human rights: All cases were properly handled. In addition, to enhance human rights awareness among employees and stakeholders, training was provided on topics such as non-discrimination, anti-harassment and occupational safety, and respect for human rights was emphasized across all organizational levels. Suppliers (upstream): Assess compliance with labor practices and human rights issues through the supplier ESG self-assessment surveys. For details regarding relevant human rights policies and their implementation, please visit the Company website for more information: About Us > ESG > Ethical Operation > Human Rights https://english.taiwanmobile.com/esg/humanRights.html
2. Establishing reasonable employee welfare measures, including remuneration, leave and other benefits, and linking company performance to employee compensation	<p>2. The Company offers a well-rounded benefits package. The Employee Welfare Committee is responsible for planning and implementing various benefits, including general benefits, birthday allowance, holiday gift certificates, cafeteria benefits, club activities, childbirth allowance, childcare subsidy, group insurance for employees and their spouses, an employee stock ownership trust, high subsidies for phone bills, discounts on Company products and a tenure reward program. The Company provides better than legally mandated maternity leave, sick leave and bereavement leave, and offers paid volunteer leave, flexible working hours, and work-from-home as an option.</p> <p>The Company values the importance of diversity and equality in the workplace. It has continuously educated its employees about the value of diversity and resisting unconscious bias in order to build an inclusive workplace. Employee compensation, benefits, promotion, training and other rights are not affected by gender, sexual orientation, marriage status, etc. Women comprise 48.8% of the Company's workforce and 47.1% of its management. The proportion of women in top management positions is 39.5%.</p> <p>Year-end bonuses and employee profit sharing plans are set based on the Company's performance. The Company's compensation policy is to reward employees in accordance with their performance. Evaluation meetings are held at the end of the year for supervisors and staff to discuss their performance over the past year and set objectives for the following year, including core functions and corporate sustainable development. Performance is graded based on employees' fulfillment of annual objectives and accordingly rewarded with bonuses and/or salary increases. In accordance with the Company's Articles of Incorporation, employee profit sharing shall come from a pool of 1% to 3% of the Company's annual net income, of which no less than 50% shall be allocated to non-executive employees. The Board of Directors has resolved to allocate NT\$500,071,232 for the 2025 employee profit sharing (including compensation for non-executive employees).</p>

Item	Current practices
3. Providing employees with a safe and healthy working environment, as well as regular training on safety and health education	3. The Company aims to provide a safe and healthy working environment for employees and has implemented measures to promote employee health and mental well-being. It has not had any fire incidents in the past year and will continue to conduct regular inspections and implement emergency response measures. It also carries out periodic evaluations of the working environment and programs on promoting workers' safety and health education. Related information on employee safety and health is posted on the Company's intranet.
4. Developing individual training plans for career development	4. The Company conducts a survey of employees' career development plans and supervisors provide feedback to all employees. Based on individual key job achievements, career interests, strengths and weaknesses, supervisors help their staff draw up individual development plans during the annual performance review to give them systematic guidance on enhancing their skills and abilities for career development. From new recruits to top executives, the Company provides different training programs to meet employees' needs at different stages in their career. For detailed information, please refer to Chapter 6.2 of the 2025 ESG Report.
5. Complying with relevant regulations and international standards on marketing and labeling of products and services	5. TWM's mobile base stations were constructed in accordance with relevant laws and regulations and have passed base station electromagnetic checks by the National Communications Commission, having fully complied with the International Commission on Non-ionizing Radiation Protection standards. The Company holds ISO/IEC 27001 Information Security Management System and BS 10012 and ISO 27701 Privacy Protection Management System certifications. It established an Information Communication and Personal Information Privacy Security Committee, which has invested a lot of resources to comply strictly with various management and control requirements. Every six months, the Company conducts internal and external audits to ensure quality management. The Company abides by the Consumer Protection Act and the Fair Trade Act, and conducts internal legal reviews before launching new marketing ads. The Company has established various service channels for customers to submit complaints or suggestions to provide them with world-class mobile services. The Company has passed the Swiss SGS Qualicert service verification for 14 consecutive years.
6. Establishing a policy on supplier management, requiring suppliers to follow relevant regulations on issues such as environmental protection, occupational safety and health, and labor rights	6. TWM believes that ethics serves as the moral foundation of a well- managed enterprise. To promote a fair and just system, the Company set up an open procurement system to select suppliers and requires that all suppliers comply with the "Environmental and Occupational Health and Safety Policy for Contractors" and "Guidelines on Corporate Social Responsibility for Suppliers." Should a supplier break its social responsibility and adversely impact the environment and society, the Company has the right to suspend its account. (1) TWM does not use any product from conflict material/product suppliers. (2) TWM requests its suppliers investigate their supply chains to ensure that no products come from conflict areas.
(V) Has the Company issued ESG reports that have been verified by an independent third-party assurance organization?	The Sustainability Report is prepared in accordance with Global Reporting Initiative (GRI) Standards and provides industry-specific disclosures aligned with the Sustainability Accounting Standards Board's (SASB) standards. The Company engaged KPMG to conduct a limited assurance assessment of its report in accordance with the International Standard on Assurance Engagements (ISAE) 3000 issued by the International Auditing and Assurance Standards Board (IAASB).

The Company's ESG policy and practices fully comply with the ESG Best Practice Principles for TWSE/GTSM Listed Companies

The Company has integrated ESG into its operational strategy and management system, and has established a long-term ESG framework at the Board level. From 2011, the Company has progressively formulated its CSR Policy and CSR Code of Practice. In 2022, in response to evolving international sustainability trends, the Board of Directors approved the revision and renaming of these documents as the Corporate Sustainable Development Policy and the Code of Practice for Corporate Sustainable Development, respectively, which now serve as the core guiding principles for the Company's ESG administration.

Grounded in its core values, the Company continues to strengthen corporate governance and stakeholder management, while leveraging its core technologies and services to systematically expand its positive impact on the environment and society.

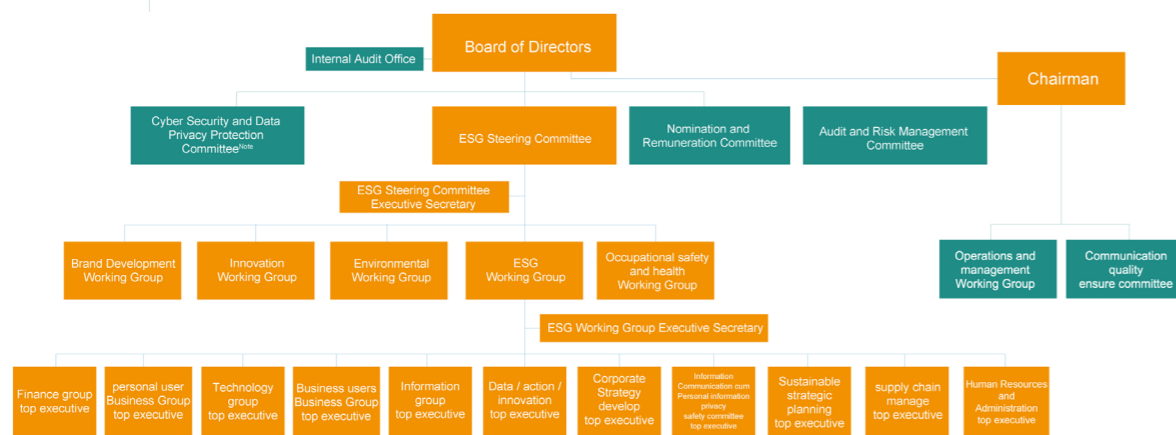
Additional information on ESG-related matters:

1. Meetings of ESG Steering Committee

- (1) The Company's ESG Steering Committee has six members.
- (2) The second ESG Steering Committee's term runs from June 13, 2023, to June 12, 2026. The committee convened twice in 2025. The professional qualifications of the members are detailed in pages 11 to 14, and their attendance records are as follows:

Title	Name	Attendance in person	By proxy	Attendance ratio	Remarks
Convener	Daniel M. Tsai	2	0	100	None
Member	Char-Dir Chung	2	0	100	None
Member	Hsi-Peng Lu	2	0	100	None
Member	Tong Hai Tan	2	0	100	None
Member	Drina Yue	2	0	100	None
Member	Casey K.C. Lai	2	0	100	None

2. In terms of governance, since 2025, 100% of variable compensation for senior management has been linked to ESG performance, strengthening management accountability for sustainability outcomes at the highest level. On the environmental front, the Company continues to advance its RE100 and EV100 commitments, and in 2025 launched the Taiwan Blue Carbon – Mangrove Restoration Project, collaborating with employees and supply chain partners to plant 3,200 mangrove trees, thereby strengthening natural carbon sinks and ecological resilience. On the social front, the Company focuses on digital inclusion and technology education in underserved and rural areas, promoting the OP Scam Buster – Enterprise Edition for Public Benefit, and leveraging AI to upgrade public welfare initiatives such as the AI Budding Guide Program and Hi-Tech Fun. Through these efforts, the Company continues to expand technology's positive social impact.



Note: The board of directors appoints independent directors to attend and provide guidance

Information of climate-related implementation

Item	Current practices																																																																																				
1. Describe the oversight and governance of climate-related risks and opportunities by the Board of Directors and management:	<p>A comprehensive governance structure oversees all climate-related risks and opportunities. The roles and responsibilities of the respective governance bodies are outlined as follows:</p> <ol style="list-style-type: none"> Board of Directors: Oversees climate-related risks and opportunities faced by the Company and conducts an annual review. ESG Steering Committee: Chaired by the Chairman of the Board, with five independent directors serving as committee members. The committee meets twice a year to oversee ESG-related decision-making, including strategies and targets for climate-related risks and opportunities, and reports to the Board of Directors. Risk Management Steering Committee: Composed of senior executives appointed by the Chairman as committee members. The committee meets twice a year to evaluate and approve mitigation and adaptation plans based on risk control mechanisms. It periodically reports corporate risks—including climate-related risks—to the Audit and Risk Management Committee, the ESG Steering Committee, and the Board of Directors. Environmental Working Group: Chaired by the Chief Technology Officer, with the top sustainability officer serving as the deputy chairperson. The group meets every six months to identify and manage climate-change risks and opportunities in accordance with the Company's risk management system, and reports climate risk trends and issues to the Risk Management Steering Committee and the ESG Steering Committee. ESG Working Group: The President serves as the vice chairperson, and the top executive of each business group is a member. The working group meets four times a year to conduct research on international climate risk trends and provide feedback on the latest risk trends to the Environmental Working Group. <p>Important climate-related initiatives, such as SBT, EV100, RE100, Net Zero, TCFD and TNFD analyses and publications, are reviewed every six months by the Environmental Working Group, and quarterly by the ESG Working Group. These resolutions undergo further review by the ESG Steering Committee before being submitted to the Board of Directors. These multiple layers of reviews and governance ensure that policies are communicated top-down and actively planned and reported bottom-up.</p>																																																																																				
2. Describe how the Company identifies climate-related risks and opportunities and their short-, medium- and long-term impact on its business, strategy and finances:	<p>The Company identified climate-related risks and opportunities, as well as their strategic and financial impacts, through three cross-departmental TCFD workshops:</p> <ol style="list-style-type: none"> Workshop participants were grouped by business functions and followed the TCFD framework to identify climate-related risks. A total of 36 climate risks and 22 opportunities were analyzed in terms of their type, scope, intensity, time horizon, and likelihood of occurrence. A climate risk and opportunity matrix was established. Risks and opportunities with a "medium to high" potential impact and a likelihood of "possible" or higher were identified as significant. The results of the assessment and prioritization of these risks and opportunities were reported, along with response plans. Through cross-departmental discussions and evaluation across short (less than 3 years), medium (3 to 8 years) and long-term (8 to 13 years) timeframes, the Company identified five major climate risks and five major climate opportunities, as summarized in the table below. <table border="1" style="width: 100%;"> <thead> <tr> <th colspan="6">Five major climate risks</th> </tr> <tr> <th>Type of risk</th> <th>Explanation of risk</th> <th>Risk level</th> <th>Time horizon</th> <th>Financial impact</th> <th>Management practices</th> </tr> </thead> <tbody> <tr> <td>Transition</td> <td>Cap and trade</td> <td>Medium-high</td> <td>Short to medium term</td> <td>Increase in indirect costs</td> <td>Increase in input costs for purchasing renewable energy</td> </tr> <tr> <td>Transition</td> <td>Carbon tax</td> <td>Medium</td> <td>Short to medium term</td> <td>Increase in direct costs</td> <td>Increase in input costs for transitioning to green energy supply</td> </tr> <tr> <td>Transition</td> <td>Mandatory declarations</td> <td>Medium-high</td> <td>Long term</td> <td>Increase in direct costs</td> <td>Increase in internal and external labor costs for inventory and reporting</td> </tr> <tr> <td>Transition</td> <td>Product efficiency regulations and standards</td> <td>Medium-high</td> <td>Short term</td> <td>Increase in direct costs</td> <td>Increase in consulting fees</td> </tr> <tr> <td>Transition</td> <td>Renewable energy regulations</td> <td>High</td> <td>Short term</td> <td>Increase in direct costs due to rising energy prices</td> <td>Increase in investment costs for installation of renewable energy</td> </tr> </tbody> </table> <table border="1" style="width: 100%;"> <thead> <tr> <th colspan="6">Five major opportunities</th> </tr> <tr> <th>Type of opportunity</th> <th>Description of opportunity</th> <th>Opportunity level</th> <th>Time horizon</th> <th>Type of impact</th> <th>Management practices</th> </tr> </thead> <tbody> <tr> <td>Market</td> <td>Access to capital sources</td> <td>Medium-high</td> <td>Medium to long term</td> <td>Increased access to capital</td> <td>Higher investment costs; issuance of green bonds</td> </tr> <tr> <td>Resource efficiency</td> <td>Energy-efficient buildings</td> <td>Medium-high</td> <td>Short term</td> <td>Improved operational efficiency</td> <td>Higher investment costs; design of energy-saving internet data center</td> </tr> <tr> <td>Products and services</td> <td>Adaptive solutions</td> <td>Medium-high</td> <td>Short term</td> <td>New products and services</td> <td>Increased investment; PUE optimization</td> </tr> <tr> <td>Resilience</td> <td>Participation in renewable energy programs</td> <td>High</td> <td>Short term</td> <td>Reduced fuel costs</td> <td>Higher investment costs; implementation of renewable energy visualization systems</td> </tr> <tr> <td>Resource efficiency</td> <td>Production process optimization</td> <td>Medium-high</td> <td>Short term</td> <td>Lower operational costs</td> <td>Higher investment costs; deployment of power grid management systems</td> </tr> </tbody> </table>	Five major climate risks						Type of risk	Explanation of risk	Risk level	Time horizon	Financial impact	Management practices	Transition	Cap and trade	Medium-high	Short to medium term	Increase in indirect costs	Increase in input costs for purchasing renewable energy	Transition	Carbon tax	Medium	Short to medium term	Increase in direct costs	Increase in input costs for transitioning to green energy supply	Transition	Mandatory declarations	Medium-high	Long term	Increase in direct costs	Increase in internal and external labor costs for inventory and reporting	Transition	Product efficiency regulations and standards	Medium-high	Short term	Increase in direct costs	Increase in consulting fees	Transition	Renewable energy regulations	High	Short term	Increase in direct costs due to rising energy prices	Increase in investment costs for installation of renewable energy	Five major opportunities						Type of opportunity	Description of opportunity	Opportunity level	Time horizon	Type of impact	Management practices	Market	Access to capital sources	Medium-high	Medium to long term	Increased access to capital	Higher investment costs; issuance of green bonds	Resource efficiency	Energy-efficient buildings	Medium-high	Short term	Improved operational efficiency	Higher investment costs; design of energy-saving internet data center	Products and services	Adaptive solutions	Medium-high	Short term	New products and services	Increased investment; PUE optimization	Resilience	Participation in renewable energy programs	High	Short term	Reduced fuel costs	Higher investment costs; implementation of renewable energy visualization systems	Resource efficiency	Production process optimization	Medium-high	Short term	Lower operational costs	Higher investment costs; deployment of power grid management systems
Five major climate risks																																																																																					
Type of risk	Explanation of risk	Risk level	Time horizon	Financial impact	Management practices																																																																																
Transition	Cap and trade	Medium-high	Short to medium term	Increase in indirect costs	Increase in input costs for purchasing renewable energy																																																																																
Transition	Carbon tax	Medium	Short to medium term	Increase in direct costs	Increase in input costs for transitioning to green energy supply																																																																																
Transition	Mandatory declarations	Medium-high	Long term	Increase in direct costs	Increase in internal and external labor costs for inventory and reporting																																																																																
Transition	Product efficiency regulations and standards	Medium-high	Short term	Increase in direct costs	Increase in consulting fees																																																																																
Transition	Renewable energy regulations	High	Short term	Increase in direct costs due to rising energy prices	Increase in investment costs for installation of renewable energy																																																																																
Five major opportunities																																																																																					
Type of opportunity	Description of opportunity	Opportunity level	Time horizon	Type of impact	Management practices																																																																																
Market	Access to capital sources	Medium-high	Medium to long term	Increased access to capital	Higher investment costs; issuance of green bonds																																																																																
Resource efficiency	Energy-efficient buildings	Medium-high	Short term	Improved operational efficiency	Higher investment costs; design of energy-saving internet data center																																																																																
Products and services	Adaptive solutions	Medium-high	Short term	New products and services	Increased investment; PUE optimization																																																																																
Resilience	Participation in renewable energy programs	High	Short term	Reduced fuel costs	Higher investment costs; implementation of renewable energy visualization systems																																																																																
Resource efficiency	Production process optimization	Medium-high	Short term	Lower operational costs	Higher investment costs; deployment of power grid management systems																																																																																
<p>For further details on the financial impacts of different risks under various scenarios, please refer to the Company's TCFD Report. These climate-related risks and opportunities also influence TWM's decarbonization strategies. According to the Company's SBTi-approved 2050 net-zero pathway and its goal of using 100% renewable energy by 2040, the long-term strategy focuses on renewable energy procurement, energy storage and net-zero technologies, supplemented by energy-saving initiatives. Where residual emissions remain between 2040 and 2050 across all scopes, these emissions will be addressed through the use of carbon credits and carbon capture and storage technologies to support the Company's net-zero goals.</p>																																																																																					

Item	Current practices
3. Describe the financial impact of extreme climate events and actions taken:	<p>Different climate scenarios lead to varying financial impacts. For transition risks, TWM analyzed the financial impact under three external transition scenarios. For physical risks, TWM conducted financial impact analyses based on four climate scenarios, which are detailed as follows:</p> <p>1. Transition risk analysis: TWM conducted a transition risk assessment based on three external transition scenarios — Government Net Zero, SSP1-1.9 and SBT Net Zero (SBT-NZ) — evaluating their potential financial impacts under a business-as-usual (BAU) scenario and two mitigation pathways: renewable energy strategy and mandatory compliance strategy. The analysis focused on regulatory, technological and market transition risks. Based on the BAU scenario, TWM's carbon emissions are projected to reach 226,600 tons of CO₂ equivalent by 2050, while the emission allowances under the government's Net Zero, SSP1-1.9 and SBT-NZ scenarios are forecast to reach 65,300 tonnes, 12,200 tonnes and net zero, respectively. Under the BAU scenario, regulatory risks associated with the Government Net Zero pathway — such as carbon taxes or penalties — are expected to increase operating costs. At the same time, market risks stemming from declining demand for high-carbon products might negatively impact projected revenue, with the financial impact primarily driven by market-related factors. If the external scenario shifts to the more ambitious SSP1-1.9 pathway, market risks — particularly revenue loss — would be the primary source of financial impact. The effect of regulatory risks on operating costs is also expected to intensify.</p> <p>2. Physical risk analysis: The Company evaluated four climate models (RCP2.6, RCP4.5, RCP6.0, and RCP8.5). Extreme rainfall due to climate change was defined as the hazard level; flooding, landslides and mudslides triggered by extreme rainfall as the vulnerability level; and locations of Company-owned assets and supplier operations as the exposure level for actual risk value analysis. The analysis found that 200 sites were exposed to one or more physical risks — 116 stores, 78 machine rooms, and 6 offices.</p> <p>For quantified financial impacts under different transition and physical risk scenarios, please refer to the Company's TCFD Report.</p>
4. Describe how the identification, assessment and management processes of climate risks are integrated into the Company's overall risk management system:	<p>TWM has adopted the COSO ERM 2017 Enterprise Risk Management Framework, published by the Committee of Sponsoring Organizations of the Treadway Commission (COSO), as well as the Risk Management Best Practice Principles for TWSE/TPEx Listed Companies. The risk management structure is overseen by the Board of Directors, Audit and Risk Management Committee, Risk Management Steering Committee and dedicated risk management units. In collaboration with the internal IFRS Sustainability Disclosure Standards Taskforce, and based on international research reports, industry trend analyses, SASB topics for telecommunication services, TWM material topics, internal and external corporate surveys, and strategic decision-making, TWM has identified 28 significant risks, including climate-related risks such as climate change/natural disasters and GHG emissions. For further details, please refer to Chapter 1.3 of the 2025 ESG Report</p>
5. When using scenario analysis to assess resilience to climate change risks, list the scenario, parameters, assumptions, analysis factors and primary financial impact:	<p>TWM conducted an impact analysis using three transition scenarios and four physical scenarios, as detailed below:</p> <p>1. Transition scenario analysis: TWM evaluated three external transition strategies: Government Net Zero, SSP1-1.9 and SBT Net Zero. The analysis incorporated coefficients derived from low-temperature transition scenarios — SSP1-1.9, SSP1-2.6 and SSP2-4.5 — alongside insights from international industry trend reports to identify the potential financial impacts of climate-related risks and opportunities on the Company. The analysis focused on five major climate risks (cap and trade, carbon tax, mandatory declaration, product efficiency regulations and standards, and renewable energy regulations) and five major opportunities (access to capital sources, energy-efficient buildings, adaptive solutions, participation in renewable energy programs, and production process optimization). The Company conducted an in-depth evaluation of the associated financial impacts and developed corresponding management strategies in response.</p> <p>2. Physical scenario analysis: The Company evaluated four climate models (RCP2.6, RCP4.5, RCP6.0 and RCP8.5). Extreme rainfall due to climate change was defined as the hazard indicator; flooding, landslides and mudflows triggered by extreme rainfall as vulnerability indicators; and the locations of Company-owned assets and supplier operations as exposure indicators. The physical risk assessment covered 1,104 Company-owned and supplier operation sites. Vulnerability assessments were based on government-published maps detailing disaster scope and severity. The results indicated that over 300 sites were exposed to potential flooding risks, including one Company-owned site exposed to mudslides and two sites vulnerable to landslides.</p> <p>3. Financial impact of physical risks: The analysis of Company-owned assets showed that 200 locations faced one or more disaster risks, comprising 116 stores, 78 machine rooms and 6 offices. Additionally, 131 supplier sites were vulnerable to flooding. Financial impacts were calculated in terms of operating losses and increased costs. To mitigate the effects of flooding, landslides and mudslides, TWM has allocated more investments and human resources, and increased preventive measures to minimize financial disruptions.</p>
6. If there is a transition plan to address climate-related risks, list details of the plan, including the indicators and objectives used to identify and manage physical risks and transition risks:	<p>Metrics and targets</p> <p>TWM established and implemented an ISO14064-1 greenhouse gas inventory mechanism, ISO 50001 energy management system and ISO 14001 environmental management system. The Company has adopted four core strategies to manage climate change-related risks and opportunities. In addition to conducting inventories for GHG Scopes 1, 2 and 3 emissions, it has set short-, medium- and long-term reduction targets for GHG emissions, and prioritizes increasing the proportion of green energy usage.</p> <ul style="list-style-type: none"> Climate mitigation and adaptation indicators are calculated and projected based on SBTi-aligned decarbonization pathways. In 2025, TWM's Net-Zero 2050 target was validated by the SBTi for the third time. Using 2024 as the base year, the Company pledged to reduce Scopes 1 and 2 GHG emissions by 42% and Scope 3 GHG emissions by 25% by 2030, while moving toward the long-term goal of achieving 90% reduction across all scopes to realize its net-zero goal by 2050. TWM has further committed to using 100% renewable energy by 2040 and achieving net-zero emissions by 2050. <p>Countermeasures for Company-owned assets</p> <ul style="list-style-type: none"> Low-risk sites: Maintain operations as usual while preparing emergency response plans and risk management measures to safeguard employee safety and protect Company assets. Consider enhancing building weatherproofing and upgrading site-level risk management systems. Medium-risk sites: Maintain operations while closely monitoring potential hazards. For locations at risk of landslides, consider measures such as strengthening slope stabilization and assessing building structural safety. For sites at risk of flooding, measures such as raising the foundation and improving drainage systems could be implemented. High-risk sites: Avoid establishing operations in high-risk zones unless necessary. Existing operations should be relocated to medium- or low-risk locations where feasible. For sites at risk of flooding, consider strengthening slope stabilization and structural reinforcements among other measures. <p>Countermeasures for suppliers</p> <ul style="list-style-type: none"> Low-risk suppliers: Maintain normal partnerships while encouraging suppliers to enhance disaster prevention measures, such as improving drainage systems and repairing flood banks to cope with extreme weather events. Medium-risk suppliers: Continue working with suppliers while raising their awareness about potential climate risks. Help suppliers understand potential disaster trends and strengthen prevention measures, such as enhancing regional monitoring and early warning systems, to better cope with extreme weather events. High-risk suppliers: Implement more proactive disaster prevention measures. Aside from improving drainage systems and building structures and raising disaster awareness, consider incorporating disaster risk-related supporting measures and compensation for damage system to reduce potential impacts and damages. No suppliers are currently assessed as high risk. Site safety is ensured through strengthened basic protection measures and regular facility maintenance, with dynamic adjustments made based on annual supplier risk reviews. <p>For additional details, please refer to the Company's TCFD report.</p>

Item	Current practices										
7. If internal carbon pricing is used as a carbon emission reduction tool, list the basis for setting prices:	<table border="1"> <tr> <td>Objectives to implement carbon pricing</td> <td> <ul style="list-style-type: none"> Conduct cost-benefit analysis Drive low-carbon investment Incentivize consideration of climate-related issues in decision-making Setting and/or achieving climate-related policies and targets </td> </tr> <tr> <td>GHG scopes covered</td> <td> <ul style="list-style-type: none"> Scope 1 Scope 2 </td> </tr> <tr> <td>Type of internal carbon pricing</td> <td> <ul style="list-style-type: none"> Shadow pricing </td> </tr> <tr> <td>Price (per tonne of CO₂e)</td> <td>NT\$1,500</td> </tr> <tr> <td>Application</td> <td> <ul style="list-style-type: none"> Some business decision-making process </td> </tr> </table>	Objectives to implement carbon pricing	<ul style="list-style-type: none"> Conduct cost-benefit analysis Drive low-carbon investment Incentivize consideration of climate-related issues in decision-making Setting and/or achieving climate-related policies and targets 	GHG scopes covered	<ul style="list-style-type: none"> Scope 1 Scope 2 	Type of internal carbon pricing	<ul style="list-style-type: none"> Shadow pricing 	Price (per tonne of CO ₂ e)	NT\$1,500	Application	<ul style="list-style-type: none"> Some business decision-making process
Objectives to implement carbon pricing	<ul style="list-style-type: none"> Conduct cost-benefit analysis Drive low-carbon investment Incentivize consideration of climate-related issues in decision-making Setting and/or achieving climate-related policies and targets 										
GHG scopes covered	<ul style="list-style-type: none"> Scope 1 Scope 2 										
Type of internal carbon pricing	<ul style="list-style-type: none"> Shadow pricing 										
Price (per tonne of CO ₂ e)	NT\$1,500										
Application	<ul style="list-style-type: none"> Some business decision-making process 										

8. When setting climate-related goals, specify the activities covered, scope of GHG emissions, timetable, annual progress toward achieving these goals, etc. If carbon offsets or renewable energy certificates (RECs) are used to achieve such goals, the sources and quantities of carbon offsets exchanged, or the number of RECs should be disclosed.

Greenhouse gas reduction targets, strategies and action plans are as follows:

Targets for GHG reductions	Science-based targets (SBT) for carbon reduction	2025 performance	2026 plan
Short term 2025	Scopes 1 and 2 reduced by 7% compared with 2024 carbon emissions	Reduced by 16.3% compared with 2024 carbon emissions	Scopes 1 and 2 reduced by 14% compared with 2025 carbon emissions
	Scope 3 reduced by 4.2% compared with 2024 carbon emissions	Reduced by 9.1% compared with 2024 carbon emissions	Scope 3 reduced by 8.3% compared with 2025 carbon emissions
Medium term 2030	Scopes 1 and 2 reduced by 42% compared with 2024 carbon emissions	Increase utilization of renewable energy (RE100 plan) and work on phasing out gasoline-powered cars to reduce fossil fuel use to improve energy and fuel efficiency, targeting a 42% reduction in Scope 1 and Scope 2 emissions compared with 2024.	
Long term 2050	Scopes 1, 2 and 3 achieve net-zero emissions	Under a 1.5°C scenario, the Company's target to reduce greenhouse gas emissions by 90 percent by 2040 have been validated by the SBTi. For the long-term 2050 target, TWM would adopt multiple projects to achieve net zero, such as direct air capture, bioenergy with carbon capture and storage, and nature-based solutions.	

Since adopting the ISO14064-1 standard in 2012, TWM has had its GHG inventories undergo third-party verification annually to ensure data quality. The primary source of emissions is electricity (98%), with the remaining sources including company vehicles, generators, refrigerants, fire extinguishers and septic tanks.

Greenhouse gas inventory scope: Office buildings, telecommunications room, base stations and directly operated stores of

Taiwan Mobile Co., Ltd. (including Taiwan Mobile Foundation), Taiwan Digital Services Co., Ltd., Taiwan Teleservices & Technologies Co., Ltd., Taiwan Fixed Network Co., Ltd., Taiwan Fixed Network Media Co., Ltd. and its subsidiaries, Win TV Broadcasting Co., Ltd., Taipei New Horizon Co., Ltd., Taihsin Property Insurance Agent Co., Ltd., Tai-Fu Cloud Technology Co., Ltd., Global Forest Media Technology Co., Ltd., Global Wealth Media Technology Co., Ltd., TCCI Investment and Development Co., Ltd., Taiwan Cellular Co., Ltd., Wealth Media Technology Co., Ltd., Taiwan Mobile Film Co., Ltd., Taiwan Stampede Franchise Film Co., Ltd., Fu Sheng Digital Co., Ltd., TWM Power Co., Ltd., FullSynergy New Retail Co., Ltd.

Greenhouse gas inventory (Scope 1 & Scope 2)

Category	2022	2023	2024	2025(Note 1)
Scope 1 (tonnes-CO2e)	5,331.63	6,098.48	7,592.22	6,789.52
Scope 2 (tonnes-CO2e) - Location base	282,140.61	285,603.70	356,250.63	299,587.83
Scope 2 (tonnes-CO2e) - Market base	282,096.83	285,523.51	356,197.77	299,530.27
Scope 1 and Scope 2 (tonnes-CO2e) - Location base	287,472.24	291,702.17	363,842.84	306,377.35
Scope 1 and Scope 2 (tonnes-CO2e) - Market base	287,428.46	291,621.98	363,789.98	306,319.79
Emission intensity = total carbon emissions-location base/ combined revenue (tonnes-CO2e /NT\$ million)	3.99	3.94	1.82	1.54

Note1: Scope 2 carbon emissions for 2025 (including subsidiary momo) were calculated using the Bureau of Energy's announced carbon emission coefficient for electricity in 2024.

9. The GHG emissions in the consolidated financial reports of the Company and its subsidiaries in the past two years are as follows:

The GHG emissions inventory in 2024 met the requirements of ISO 14064-1:2018 and had been verified by TUV NORD and BSI, which gave it a rating of "reasonable assurance." The assurance of the 2025 data is currently underway, and the complete assurance information will be disclosed in the 2025 ESG Report.)

Verified scope	2024		2025	
	Total emissions (tonnes of CO2e)	Intensity (tonnes of CO2e/NT\$ million)	Total emissions (tonnes of CO2e)	Intensity (tonnes of CO2e/NT\$ million)
Taiwan Mobile Co., Ltd.	Scope 1	3,775.33	3,165.01	
	Scope 2	309,168.35	255,100.54	
	Subtotal	312,943.68	258,265.55	
Subsidiaries	Scope 1	3,816.89	3,624.51	
	Scope 2	47,082.28	44,487.29	
	Subtotal	50,899.17	48,111.80	
Total	363,842.85	1.82	306,377.35	1.54

Ethical corporate management

Item	Current practices
<p>1. Establishing a policy on ethical corporate management:</p> <p>(1) Has the Company established an ethical management policy approved by the Board of Directors, and clearly stated, in the regulations and external documents, the policies and practices of ethical management, and the commitment of the Board of Directors and senior management to actively implement the management policy?</p> <p>(2) Has the Company established a mechanism for assessing risks of unethical conduct, regularly analyzing and evaluating business activities with a higher risk of unethical conduct, and formulating a plan to prevent unethical conduct, and at least covering the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies' precautionary measures in Article 7(2)?</p> <p>(3) Has the Company set up a system, including operational guidelines, a reporting system and punishment for violations, to prevent dishonest behavior, as well as reviewed the aforementioned guidelines periodically and amended them as needed?</p>	<p>(1) The Company has promulgated its Ethical Corporate Management Best Practice Principles to establish its ethical management policy. Its formulation and amendments were approved by the Board of Directors, submitted to the shareholders' meeting, and disclosed on the corporate website and MOPS to declare the commitment of the board and senior management to implementing the policy.</p> <p>(2)(i) The Operating Rules of Ethical Corporate Management Principles provide specific regulations on matters that warrant the Company's special attention in conducting its business. The Audit Office regularly analyzes and evaluates business activities with a high risk of dishonest behavior by conducting annual risk assessments and makes audit plans to ensure compliance.</p> <p>(ii) The Company avoids contact with dubious traders. Contracts signed with third parties specify compliance with ethical corporate management practices and, failing that, the Company reserves the right to terminate or rescind the contract.</p> <p>(3)(i) The Operating Rules of Ethical Corporate Management Principles prohibit directors, managers, employees and other mandataries of the Company from directly or indirectly offering, promising to offer, requesting or accepting any improper benefits, or committing unethical acts that contravene the principle of good faith, are illegal or a breach of fiduciary duty.</p> <p>(ii) Employees and suppliers are required to sign a Declaration of Integrity or Declaration of Integrity in Business Conduct to ensure that they fully understand the Company's determination to enforce ethical management and the consequences of behaving in a dishonest manner.</p> <p>(iii) The Audit Office shall periodically notify senior management and the Legal Office of the results of its compliance review and prepare an audit report for the Board of Directors.</p>

Item	Current practices
<p>2.Implementation of ethical corporate management</p> <p>(1) Has the Company avoided transactions with parties that have a record of dishonest behavior, stipulating in all contracts what constitutes unacceptable behavior?</p> <p>(2) Has the Company established a dedicated unit to promote ethical corporate management under the supervision of the Board of Directors and regularly (at least once a year) report to the board its management policy and implementation?</p> <p>(3) Has the Company set up policies to prevent conflicts of interest and provide channels to report such conflicts?</p> <p>(4) Has the Company built an effective accounting system and internal control system to carry out ethical corporate management, and has the internal auditor set up relevant audit plans based on the results of assessments of risks of dishonesty and compliance with the prevention plan, or delegated the task to an accountant?</p> <p>(5) Has the Company conducted regular internal and external training courses on ethical corporate management?</p>	<p>(1) The Company provides "Guidelines on Corporate Social Responsibility for Suppliers" and requires all suppliers to sign a "Declaration of Ethical Corporate Management," which states that suppliers must not engage in bribery; otherwise, the Company has the right to suspend their accounts and terminate or rescind their contracts any time.</p> <p>(2)(i) The Internal Audit Office and functional committees were established under the Board of Directors to supervise and audit the practices and implementation of the Company's ethical corporate management policy. In addition, the Legal Office, which reports directly to the President, is responsible for executing the policy, setting guidelines to prevent dishonest behavior and reporting to the Board of Directors at least once a year to ensure the implementation of the highest guiding principles for ethical management.</p> <p>(ii) To implement the ethical corporate management policy and prevent unethical conduct, the Company has set up Ethical Corporate Management Best Practice Principles and Operating Rules of Ethical Corporate Management Best Practice Principles.</p> <p>(3)(i) The Company has promulgated policies to prevent conflicts of interest. If there is any proposal that might be harmful to the interest of the Company, board directors who have conflicts of interest with the Company shall recuse themselves from discussing or voting on the issue. Any board director, manager, employee or mandatary must not use his/her position or influence in the Company to obtain improper benefits for himself/herself or any other person.</p> <p>(ii) Any breach of ethical corporate management practices can be reported via e-mail or fax hotline to the Company.</p> <p>(4)(i) The Company has established an effective accounting system and internal control system. In addition, the Audit Office regularly analyzes and evaluates business activities with a high risk of dishonest behavior through annual risk assessment processes, as well as sets up an audit plan and checks its execution, then reports the findings to the board on a periodic basis.</p> <p>(ii) The Company periodically delegates independent accountants to audit its financial statements and to verify the effectiveness of its internal control system.</p> <p>(5) The Company promotes the importance of Ethical Corporate Management Best Practice Principles to directors, managers, employees and appointees on an annual basis to help them fully understand the need to comply with such practices. The Company also conducts related training courses (such as complying with integrity management regulations, prohibiting bribery, preventing insider trading and money laundering, and protecting trade secrets and personal information) upon request to strengthen colleagues' awareness. From January 1, 2025, to January 31, 2026, a total of 23,716.58 training hours were held, with 32,450 participants.</p>
<p>3.Reporting ethical violations</p> <p>(1) Has the Company established a reporting and incentive system to facilitate the processing of complaints and assigned a person or unit to deal with the cases?</p> <p>(2) Has the Company set up investigation and confidentiality procedures?</p> <p>(3) Has the Company protected whistle-blowers from harm?</p>	<p>(1) The Company has established procedures for dealing with complaints about employees or suppliers, with the Internal Audit Office tasked with handling the cases.</p> <p>(a) Supplier complaints can be filed with the Internal Audit Office in written form or via fax to (02) 6636- 1600.</p> <p>(b) Employee complaints can be sent to a designated internal e-mail account.</p> <p>(2) The Internal Audit Office must immediately launch an investigation upon receipt of a complaint and ensure that the name and identity of the complainant are kept confidential.</p> <p>(3) The Internal Audit Office must be objective and fair in its investigation. It must report the results of its investigation directly to a higher supervisor and ensure that the whistle-blower is not harmed.</p>
<p>4. Has the Company strengthened information disclosure by posting related information on ethical corporate management and promoting its effectiveness on the Company's website and MOPS?</p>	<p>The Company has posted its Ethical Corporate Management Best Practice Principles on its website and MOPS. Its annual report and 2025 ESG Report further shed light on its execution and enhanced corporate transparency.</p>
<p>5. Has the Company promulgated its own ethical corporate management principles in accordance with the Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies? If yes, describe the differences between the principles and current practices: No difference.</p>	
<p>6. Other important information to facilitate understanding of the Company's implementation of ethical corporate management practices:</p> <p>(1) The Company's electronic procurement system mandatorily requires suppliers to sign a Declaration of Integrity in Business Conduct every year; otherwise, they are not allowed to participate in the bidding process.</p> <p>(2) To improve its ethical corporate management policy, the Company regularly monitors local and international developments of relevant ethical corporate management standards to keep its Ethical Corporate Management Best Practice Principles and Operating Rules of Ethical Corporate Management Principles up to date.</p>	

Additional information on corporate governance operations:

Corporate governance principles

- Timely disclosure of material information
- Checks and balances between the board and management
- Independent directors should comprise at least 40% of the board: Current ratio is 56%
- The Audit and Risk Management Committee was established to ensure fair and independent financial oversight and monitor the mechanisms of risk management
- The Nomination and Remuneration Committee was established to bolster corporate governance practices, promote a sound compensation system for directors and managers, and select candidates for directorships
- The ESG Steering Committee was established to promote corporate social responsibility and sustainable operations
- Adoption of a high cash dividend payout policy
- Shareholders' rights are safeguarded through hybrid shareholders' meetings, with participants exercising their right to vote on all proposals at the annual general meeting or through an electronic voting system
- Strict compliance with the Code of Ethics and Ethical Corporate Management Best Practice Principles, and establishment of an internal audit mechanism

To ensure that employees, managers and directors promote information transparency and timely disclosure, the Company holds annual training sessions to familiarize employees with the Regulations Governing Internal Material Information and has incorporated them into its internal control system to avoid insider trading risks.

Internal control system

1. For the internal control mechanism, please refer to the company website:

About Us > Investor Relations > Corporate Governance > Internal Audit
<https://english.taiwanmobile.com/investor/internalAudit.html>

2. Has the Company delegated CPAs to review its internal audit system and issued an audit report?

No.

3. Internal control statement

Internal Control Statement

Date: January 27, 2026

Taiwan Mobile (TWM) states the following with regard to its internal control system for the year 2025:

1. TWM is fully aware that establishing, operating and maintaining an internal control system are the responsibilities of its Board of Directors and management. TWM has established such a system to provide reasonable assurance in achieving objectives related to the effectiveness and efficiency of operations (including profits, performance and safeguarding of assets), reliability of financial reporting, and compliance with applicable laws and regulations.
2. An internal control system has inherent limitations. An effective internal control system, no matter how perfectly designed, can provide only a reasonable assurance in the accomplishment of the three goals mentioned above. Furthermore, the effectiveness of an internal control system may change along with changes in the environment or circumstances. The internal control system of the Company contains self-monitoring mechanisms and the Company takes corrective actions as soon as a deficiency is identified.
3. TWM evaluates the design and operating effectiveness of its internal control system based on the criteria provided in the Regulations Governing the Establishment of Internal Control Systems by Public Companies promulgated by the Securities and Futures Bureau, the Financial Supervisory Commission and the Executive Yuan (herein referred to as the "Regulations"). The internal control system evaluation criteria stated in the Regulations classify internal control into five key elements based on the process of management control: (1) Control environment, (2) Risk assessment and response, (3) Control activities, (4) Information and communications, and (5) Monitoring. (Please refer to the Regulations for details on these five key elements.)
4. TWM has evaluated the design and operating effectiveness of its internal control system according to the aforesaid criteria.
5. Based on the findings of the evaluation mentioned in the third paragraph, TWM believes that as of December 31, 2025, its internal control system (including its supervision of subsidiaries), which encompasses internal controls to achieve effective and efficient operations, reliable financial reporting, and compliance with applicable laws and regulations, was effectively designed and operating, and is reasonably assured of achieving the above-stated objectives.
6. This statement will form a major part of the Company's Annual Report and Prospectus and will be made public. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171 and 174 of the Securities and Exchange Act.
7. This statement has been passed by the TWM Board of Directors' Meeting on January 27, 2026, where all the nine attending directors did not express any dissenting opinion and affirmed the content of the same.

Taiwan Mobile Co., Ltd.
Daniel M. Tsai
Chairman

Jamie Lin
President

Major resolutions at the shareholders' and board meetings

1. Major resolutions at the 2025 shareholders' meeting

Issues approved and subsequent execution:

- (1) 2024 business report and financial statements
- (2) Distribution of 2024 earnings and cash return from capital surplus
Execution: Ex-dividend date was set for July 15, 2025, and cash payment of NT\$4.5 per share on July 31, 2025.
- (3) Revisions to the Company's Articles of Incorporation
Execution: The revised rules were approved by the Ministry of Economic Affairs on July 22, 2025, and posted on the Company's website.
- (4) Removal of non-competition restrictions for the Board of Directors
Execution: Published on MOPS on May 29, 2025.

2. Major resolutions by the board (from 2025 up to the publication date in 2026)

1. 12th meeting of the 10th BoD on January 17, 2025

- (1) Approved the 2025 capital expenditure plan and donation to TWM Foundation

2. 13th meeting of the 10th BoD on February 27, 2025

- (1) Approved the 2024 business report and financial statements
- (2) Approved the 2024 earnings distribution proposal and cash return from capital surplus
- (3) Approved the 2025 guidance
- (4) Approved the signing of the Corporate Power Purchase Agreement with Fengmiao Wind Power Co., Ltd.
- (5) Approved the issuance of unsecured straight corporate bonds
- (6) Approved the schedule for the 2025 annual general meeting
- (7) Approved the acquisition of right-of-use assets

3. 14th meeting of the 10th BoD on May 13, 2025

- (1) Approved the 1Q25 financial statements
- (2) Approved the acquisition of a right-of-use asset (internet data center) by Taiwan Fixed Network Co., Ltd. from VDC TPE11 LLC, Taiwan Branch (US)

4. 15th meeting of the 10th BoD on August 7, 2025

- (1) Approved the 2Q25 financial statements
- (2) Approved the participation in the new share issuance of WeMo (Cayman) Corp.
- (3) Approved the acquisition of right-of-use assets

5. 16th meeting of 10th BoD on October 22, 2025

- (1) Approved the investment in PACM CPT Media Ltd.

6. 17th meeting of the 10th BoD on November 12, 2025

- (1) Approved the 3Q25 financial statements
- (2) Approved the procurement of mobile broadband equipment
- (3) Approved the conversion of Manuscript Inc. convertible promissory note into common shares of KKCompany Technologies Inc. and KKCulture Inc.
- (4) Approved the acquisition of right-of-use assets

7. 18th meeting of the 10th BoD on January 27, 2026

- (1) Approved the 2026 capital expenditure plan and donation to TWM Foundation
- (2) Approved the 2026 guidance
- (3) Approved the issuance of unsecured straight corporate bonds
- (4) Approved the schedule for the 2026 annual general meeting

The above information is posted on MOPS: <https://mops.twse.com.tw>.

Major dissenting comments over board meeting resolutions from 2025 up to the publication date in 2026:

None

Certified Public Accountant (CPA) Information

CPA service fees

Unit: NT\$'000

Accounting firm	Name of CPA	Period covered by CPA's audit	Audit fee	Non-audit fee (Note)	Total	Remarks
Deloitte & Touche	Pei-De Chen Te-Chen Cheng	2025.01.01~ 2025.12.31	10,016	6,446	16,462	-

Note: Fees for non-audit services were mainly for tax certifications, tax-related consultations and attestation services.

- (1) For CPA changes, if the audit fee in the first year is lower than that of the prior year, specify the audit fee before and after the change and the reasons: Not applicable
- (2) If the audit fee dropped by more than 10%, specify the amount and percentage of decline and reasons: Not applicable

Information on CPA changes:

None

Company Chairman, President or Finance/Accounting Manager held positions in the Company's audit firm or its affiliates within the past year:

None

Changes in shareholdings and share pledges of directors, managers and shareholders holding more than 10% of shares up to the publication date in 2026

1. Changes in shareholdings of directors, managers and major shareholders

Unit: shares

Title	Name	2025		2026 (as of January 31)	
		Net change in shareholding	Net change in shares pledged	Net change in shareholding	Net change in shares pledged
Chairman	Fu Chi Investment Co., Ltd. Representative: Daniel M. Tsai	0	0	0	0
Director	Fu Chi Investment Co., Ltd. Representative: Richard M. Tsai	0	0	0	0
Director	Ting An Development Co., Ltd. Representative: Frank Lin	0	0	0	0
Director	TCCI Investment and Development Co., Ltd. Representative: Jamie Lin	0	0	0	0
Independent Director	Char-Dir Chung	0	0	0	0
Independent Director	Hsi-Peng Lu	0	0	0	0
Independent Director	Tong Hai Tan	0	0	0	0
Independent Director	Drina Yue	0	0	0	0
Independent Director	Casey K.C. Lai	0	0	0	0
Major shareholder (shareholding of more than 10%)	Taiwan Fixed Network Co., Ltd.	0	0	0	0
President	Jamie Lin	35,000	0	0	0
SVP and Chief Financial Officer	George Chang	0	0	0	0
SVP and Chief Information Officer	Rock Tsai	0	0	0	0
SVP and Chief Business Officer	Tony Lin	0	0	0	0
VP and Chief Data Officer	Eddie Chan	0	0	0	0
VP and Chief Technology Officer	C.H. Jih	0	0	0	0
Vice President	Shing Chu	0	0	0	0
Vice President	Joan Hung	0	0	0	0
Vice President	Luke Han	0	0	0	0
Vice President	Daphne Lee	0	0	0	0
Vice President	Naomi Lee	0	0	0	0
Vice President	David Lin	0	0	0	0
Vice President	Vincent Wu	0	0	0	0
Vice President	Eric Lin	0	0	0	0
Vice President	Webber Cheng	0	0	0	0
Vice President	Jessica Chen (Took office on February 3, 2025)	0	0	0	0
Vice President	Jay Hong	0	0	0	0
Vice President	Shirley Chu	0	0	0	0
Vice President	Ming-Tung Wu	0	0	0	0
Vice President	Steve Chou	0	0	0	0
Vice President	Kate Chen	0	0	0	0
Chief Accounting Officer	Aaron Peng	0	0	0	0
Vice President	Iris Liu (Retired on November 3, 2025)	0	0	NA	NA

Note: Information on the shareholding of officers whose term of office has expired or who have retired is based on the date when their term ended or they retired.

2. Shareholding transferred with related party:

None

3. Stock pledged with related party:

None

Direct and indirect investments in affiliated companies

As of December 31, 2025
Unit: shares, %

Long-term investments under equity method (Note)	Investment by TWM		Investment by TWM's directors, managers or its directly or indirectly controlled businesses		Total investment	
	Shares	Holding (%)	Shares	Holding (%)	Shares	Holding (%)
Taiwan Cellular Co., Ltd.	502,970,309	100.00	—	—	502,970,309	100.00
Wealth Media Technology Co., Ltd.	42,065,000	100.00	—	—	42,065,000	100.00
Fu Sheng Digital Co., Ltd.	10,000,000	100.00	—	—	10,000,000	100.00
TWM Power Co., Ltd.	20,000,000	100.00	—	—	20,000,000	100.00
FullSynergy New Retail Co., Ltd.	10,000,000	100.00	—	—	10,000,000	100.00
Taiwan Mobile Film Co., Ltd.	1,130,000	100.00	—	—	1,130,000	100.00
Taipei New Horizon Co., Ltd.	191,865,500	49.90	—	—	191,865,500	49.90
SYSTEX Corp.	32,298,154	11.86	6,000	0.00	32,304,154	11.86
AppWorks Ventures Co., Ltd.	2,167,500	51.00	—	—	2,167,500	51.00
NADA Holdings Co., Ltd.	5,002,380	17.65	—	—	5,002,380	17.65
Tropics Entertainment Co., Ltd.	6,000,000	40.00	—	—	6,000,000	40.00
Appworks Fund III Co., Ltd.	57,877,462	20.14	—	—	57,877,462	20.14
AppWorks Fund IV L.P. (Note 2)	NT\$355,110,000	16.64	—	—	NT\$355,110,000	16.64
Uospace Tech Co., Ltd.	7,212,057	31.76	—	—	7,212,057	31.76
Fubon Green Power Co., Ltd.	40,000,000	10.00	20,000,000	5.00	60,000,000	15.00
Bronci Technology Inc.	659,625	23.85	—	—	659,625	23.85
WeMo (Cayman) Corp.	41,257,168	17.28	—	—	41,257,168	17.28

Note 1: Investments accounted for using equity method

Note 2: The shareholding percentage is based on the proportion of capital contribution.

Note 3: Shareholdings of less than 0.01% are denoted as "0.00" and zero shareholdings are denoted as "—".

Relationship between TWM's top 10 shareholders

As of July 15, 2026

Name (A)	Current shareholding		Spouse's/minor's shareholding		Nominee arrangement shareholding		Name and relationship between TWM's top 10 shareholders who are defined as related parties, spouse or a relative within two degrees	
	Shares	%	Shares	%	Shares	%	Name (B)	Relationship
Taiwan Fixed Network Co., Ltd.	410,665,284	11.03%	—	—	—	—	Taiwan Cellular Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai	A and B have the same chairman A and B have the same chairman Related parties A and B have the same chairman B is a director at A
Chairman: Daniel M. Tsai	65,162,715	1.75%	4,580,070	0.12%	—	—	Taiwan Fixed Network Co., Ltd. Taiwan Cellular Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai	A is B's chairman A is B's chairman A is B's chairman A is a director at B A is B's chairman B is A's relative within two degrees

Name (A)	Current shareholding		Spouse's/minor's shareholding		Nominee arrangement shareholding		Name and relationship between TWM's top 10 shareholders who are defined as related parties, spouse or a relative within two degrees	
	Shares	%	Shares	%	Shares	%	Name (B)	Relationship
Taiwan Cellular Co., Ltd.	200,496,761	5.38%	—	—	—	—	Taiwan Fixed Network Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai	A and B have the same chairman A and B have the same chairman Related parties A and B have the same chairman B is a relative within two degrees of A's chairman
Chairman: Daniel M. Tsai	65,162,715	1.75%	4,580,070	0.12%	—	—	Taiwan Fixed Network Co., Ltd. Taiwan Cellular Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai	A is B's chairman A is B's chairman A is B's chairman A is a director at B A is B's chairman B is A's relative within two degrees
Ming Dong Co., Ltd.	184,736,452	4.96%	—	—	—	—	Taiwan Fixed Network Co., Ltd. Taiwan Cellular Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai	A and B have the same chairman A and B have the same chairman Related parties A and B have the same chairman B is a director at A
Chairman: Daniel M. Tsai	65,162,715	1.75%	4,580,070	0.12%	—	—	Taiwan Fixed Network Co., Ltd. Taiwan Cellular Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai	A is B's chairman A is B's chairman A is B's chairman A is a director at B A is B's chairman B is A's relative within two degrees
Fubon Life Insurance Co., Ltd.	150,880,400	4.05%	—	—	—	—	Taiwan Fixed Network Co., Ltd. Taiwan Cellular Co., Ltd. Ming Dong Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai	Related parties Related parties Related parties Related parties Related parties
Chairman: Howard Lin	—	—	—	—	—	—	None	None
Ting An Development Co., Ltd.	130,992,705	3.52%	—	—	—	—	None	None
Chairman: Jui-Chang Chang	—	—	—	—	—	—	None	None
Yuanta Taiwan High Dividend Low Volatility ETF	128,391,000	3.45%	—	—	—	—	None	None
Shin Kong Life Insurance Co., Ltd.	116,699,000	3.13%	—	—	—	—	None	None
Chairman: Mark Wei	—	—	—	—	—	—	None	None
Dao Ying Co., Ltd.	113,609,742	3.05%	—	—	—	—	Taiwan Fixed Network Co., Ltd. Taiwan Cellular Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Richard M. Tsai	A and B have the same chairman A and B have the same chairman A and B have the same chairman Related parties B is a director at A
Chairman: Daniel M. Tsai	65,162,715	1.75%	4,580,070	0.12%	—	—	Taiwan Fixed Network Co., Ltd. Taiwan Cellular Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai	A is B's chairman A is B's chairman A is B's chairman A is a director at B A is B's chairman B is A's relative within two degrees
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	104,737,000	2.81%	—	—	—	—	None	None
Richard M. Tsai	93,310,663	2.51%	5,086,496	0.14%	—	—	Taiwan Fixed Network Co., Ltd. Taiwan Cellular Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd.	A is a director at B A is a relative within two degrees of B's chairman A is a director at B Related parties A is a director at B

Note: Shareholding percentage is calculated based on outstanding shares of 3,723,261,811 as of July 15, 2025.

2025

TAIWAN MOBILE
ANNUAL REPORT

Financial Information

Capital and shares

Source of capital

As of January 31, 2026

Date	Par value (NT\$)	Authorized capital		Paid-in capital		Remarks		
		Shares	Amount (NT\$)	Shares	Amount (NT\$)	Source of capital (NT\$)	In a form other than cash	Cert. No. & effective date
Feb. 2022	10	6,000,000,000	60,000,000,000	3,519,233,603	35,192,336,030	Convertible bonds: 57,134,640	—	Authorization No. 1050043485 Nov. 7, 2016
Dec. 2023	10	6,000,000,000	60,000,000,000	3,723,261,811	37,232,618,110	New share issue to acquire Taiwan Star: 2,040,282,080	—	Authorization No. 1121805629 Nov. 24, 2023

As of January 31, 2026

Category	Authorized capital			Remarks
	Listed shares	Unissued shares	Total	
Common stock	3,723,261,811	2,276,738,189	6,000,000,000	None

Information related to shelf registration: None

Major shareholders

As of July 15, 2025

Name	Total shares owned	Holding percentage (Note 1)
Taiwan Fixed Network Co., Ltd.	410,665,284	11.03%
Taiwan Cellular Co., Ltd.	200,496,761	5.38%
Ming Dong Co., Ltd.	184,736,452	4.96%
Fubon Life Insurance Co., Ltd.	150,880,400	4.05%
Ting An Development Co., Ltd.	130,992,705	3.52%
Yuanta Taiwan High Dividend Low Volatility ETF	128,391,000	3.45%
Shin Kong Life Insurance Co., Ltd.	116,699,000	3.13%
Dao Ying Co., Ltd.	113,609,742	3.05%
Cathay MSCI Taiwan ESG Sustainability High Dividend Yield ETF	104,737,000	2.81%
Richard M. Tsai	93,310,663	2.51%

Note 1: Shareholding percentage was calculated based on outstanding shares of 3,723,261,811 as of July 15, 2025.

Note 2: The latest list of major shareholders could be referred to Company's website under About Us > Investor Relations > Shareholders Information > Major Shareholders. <https://english.taiwanmobile.com/investor/majorInstitutionalShareholders.html>

Dividend policy

1. Dividend policy under Articles of Incorporation

The dividend policy in general is to distribute earnings from retained earnings in the form of cash after deducting forecast capital expenditure. Should there be a stock dividend distribution, it should not exceed 80% of the total dividends distributed in a single year. The dividend payout proposed by the Board of Directors (BoD) has to be approved at the annual shareholders' meeting.

2. Proposed dividend allocation for approval at annual shareholders' meeting

Below is the dividend plan based on 2025 earnings, pending BoD approval on March 13, 2026 and the resolution at the 2026 AGM.

Unit: NT\$/share

Year	Cash dividend		Stock dividend
	From retained earnings	From additional paid-in capital	
2025	3.9834	0.8166	—

3. The Company maintains a dividend policy with a high payout ratio

Historically, dividends distributed to shareholders were no less than 80% of retained earnings available for distribution for that year and composed of over 80% cash. A historical listing of dividends distributed is posted on TWM's official website.

Impact of stock dividend distribution on business performance and EPS

None.

Employees' and directors' compensation

1. Earnings distribution plan according to the Company's Articles of Incorporation

If the Company has profits in a fiscal year, it shall set aside 1% to 3% of the profit as employee compensation (with at least 50% to be allocated to non-executive employees) and not more than 0.3% of the profit as director compensation. However, if the Company posts a loss, it shall first reserve a certain amount to offset the losses, then allocate the remainder for employees' and directors' compensation.

Recipients are to include qualified employees of TWM subsidiaries.

2. Accounting treatment for the deviation between the estimated and actual distribution amount of employees' and directors' compensation

The Company accrues employees' and directors' compensation proportionally from the pre-tax income before deducting employees' and directors' compensation, and amounts reserved in advance. Should there be a deviation between the actual distribution amount and the accrued amount in the annual financial reports after the publication date, the difference should be treated as changes in accounting estimates and adjusted in the following year.

3. 2025 employees' and directors' compensation proposals adopted by the BoD

(1) Employees' and directors' compensation paid in the form of cash or shares and differences/reasons/treatments of accrued numbers if any:

The 2025 employees' (including non-executive employees) and directors' compensation will be submitted to the BoD for approval on March 13, 2026, totaling NT\$500.071 million and NT\$50.007 million, respectively, in the form of cash, while the accrued amounts in the 2025 financial report will be the same as the cash compensation.

(2) Employees' compensation paid in the form of shares and as a percentage of total net income on a stand-alone basis and of total employees' compensation: None.

4. Earnings distributed as employees' and directors' compensation in the previous year

Difference between the amount approved by the BoD and actual distribution of 2024 employees' and directors' compensation: None

Share buyback:

None

Corporate bond issuance

Corporate bonds

Unit: NT\$'000
As of January 31, 2026

Issuance	Sixth Unsecured Corporate Bond	Seventh Unsecured Corporate Bond	2023 First Unsecured Corporate Bond	2024 First Unsecured Corporate Bond	2025 First Unsecured Corporate Bond
Issue date	03/24/2020	07/13/2021	05/22/2023	09/27/2024	04/28/2025
Denomination	10,000				
Issuance and listing	Not applicable				
Issue price	par				
Total amount	20,000,000	2,500,000	6,500,000	2,000,000	3,700,000
Coupon (Per Annum)	Tranche A: 0.640% Tranche B: 0.660% Tranche C: 0.720%	0.530%	1.537%	1.890%	1.900%
Term	Tranche A: 5 years Maturity: 03/24/2025 Tranche B: 7 years Maturity: 03/24/2027 Tranche C: 10 years Maturity: 03/24/2030	7 years Maturity: 07/13/2028	5 years Maturity: 05/22/2028	5 years Maturity: 09/27/2029	5 years Maturity: 04/28/2030
Guarantor	None				
Trustee	Bank of Taiwan				
Underwriter	KGI Securities Co., Ltd.	Fubon Securities Co., Ltd.	KGI Securities Co., Ltd.	Yuanta Securities Co., Ltd.	
Legal counsel	C, T&T ATTORNEYS-AT-LAW	HWANG, LIN & PARTNERS			
Auditor	Deloitte & Touche				
Repayment	Bullet repayment				
Outstanding balance	15,000,000	2,500,000	6,500,000	2,000,000	3,700,000
Early repayment clause	None				
Covenants	None				
Credit rating agency, rating date, company credit rating	None				
Ancillary rights	Amount converted/exchanged into common shares, ADRs or other securities	Not applicable			
	Rules governing issuance or conversion (exchanged or subscription)	Not applicable			
Dilution and other effects on shareholders' equity	Not applicable				
Custodian	Not applicable				

Convertible bonds

Unit: NT\$'000
As of January 31, 2026

Issuance	Fourth Domestic Unsecured Convertible Bonds	Fifth Domestic Unsecured Convertible Bonds
Issue date	02/24/2025	02/25/2025
Denomination	100	
Issuance and listing	Not applicable	
Issue price	100% of par value	100.63% of par value
Total amount	7,000,000	3,000,000
Coupon (Per Annum)	0%	
Term	5 years Maturity: 02/24/2030	5 years Maturity: 02/25/2030
Guarantor	None	
Trustee	Mega International Commercial Bank	
Underwriter	Yuanta Securities Co., Ltd.	
Legal counsel	Hwecker Law	
Auditor	Deloitte & Touche	
Repayment	All bonds shall be redeemed in cash on the Maturity Date at the par value unless otherwise converted in accordance with Clause 10 of the Procedures for Issuance and Conversion of TWM's fourth and fifth domestic unsecured convertible bonds (the Procedures) by the holders of the Bonds into the common shares of the company, the put option being exercised in accordance with Clause 18 of the Procedures by the holders of the Bonds, early redeemed in accordance with Clause 17 of the Procedures by the company, or repurchased from securities firms and cancelled by the company prior to the Maturity Date.	
Outstanding balance	7,000,000	3,000,000
Early repayment clause	Please refer to the Procedures for Issuance and Conversion of TWM's fourth domestic unsecured convertible bonds.	Please refer to the Procedures for Issuance and Conversion of TWM's fifth domestic unsecured convertible bonds.
Covenants	None	
Credit rating agency, rating date, company credit rating	None	
Ancillary rights	Amount converted/exchanged into common shares, ADRs or other securities	None
	Rules governing issuance or conversion (exchanged or subscription)	Please refer to the Procedures for Issuance and Conversion of TWM's fourth domestic unsecured convertible bonds.
Dilution and other effects on shareholders' equity	Based on the conversion price of NT\$ 118.20, when all the bonds are converted into common shares, the maximum share dilution will be 1.55%, which has no material impact on the shareholders' equity.	Based on the conversion price of NT\$ 111.30, when all the bonds are converted into common shares, the maximum share dilution will be 0.71%, which has no material impact on the shareholders' equity.
Custodian	Not applicable	

Convertible bond information:

Corporate bond type		Fourth Domestic Unsecured Convertible Bonds		Fifth Domestic Unsecured Convertible Bonds	
Item	Year	2025	As of 01/31/2026	2025	As of 01/31/2026
Market price of convertible bonds (NT\$)	Highest	100.80	99.05	104.50	102.45
	Lowest	97.65	98.20	99.50	101.30
	Average	99.75	98.42	103.06	101.71
Conversion price (NT\$)		118.20	118.20	111.30	111.30
Issue date and conversion price at issuance		Issue date: 02/24/2025 Conversion price at issuance: NT\$123.00		Issue date: 02/25/2025 Conversion price at issuance: NT\$115.80	
Conversion method		Issuing new shares			

Exchangeable bonds:

None

Shelf registration issuance:

None

Bonds with warrant:

None

Preferred shares:

None

Depository receipt issuance:

None

Employee stock options and new restricted employee shares:

None

Shares issued for mergers and acquisitions:

None

Use of proceeds from rights issue:

None

2025

TAIWAN MOBILE
ANNUAL REPORT

Operational Highlights

Performance by division

	Consumer Business Group	Enterprise Business Group	Home Business Group	Retail Business
Brand name	Taiwan Mobile	Taiwan Mobile Enterprise Services	TWM Broadband	momo
Services	<ul style="list-style-type: none"> Voice, data and mobile value-added services for consumers 	<ul style="list-style-type: none"> Voice and data mobile services for enterprises Fixed-line services Cloud and enterprise total solutions 	<ul style="list-style-type: none"> Pay TV services (CATV/DTV) Cable broadband services Others 	<ul style="list-style-type: none"> E-commerce TV home shopping

Unit: NT\$m

	Telecom business		Cable TV business	Retail business
	Mobile business	Fixed-line business		
Market position	Ranked second in a three-player market, with a market share of around 32% in terms of mobile subscribers (excluding 040 prefix)	Top three fixed-line business service provider	Fourth-largest multiple system operator (MSO), covering about 11% of households in Taiwan	Ranked first in B2C e-commerce
2025 revenue*	89,388		5,932	108,666
2025 EBIT*	15,606		2,317	3,352

* Source: 2025 financial reports. The difference between the sum of each division and consolidated numbers was due to interdivisional adjustments and eliminations.

Scope of Business

Business overview

Telecom Business

1. Telecom products and services

Consumer Business Group

Besides providing customers with mobile voice and data services, the Consumer Business Group offers a wealth of value-added services, exclusive games and devices. This includes video and music streaming, cloud gaming, mobile devices, IoT-related services and Smarter Home services. OP Life and Double-Play packages were launched to offer users the ultimate innovative audiovisual experience.

Meanwhile, the Mycharge electric vehicle charging service was integrated with smart parking partner USPACE to provide a one-stop “parking + charging + payment” smart mobility service. The Company optimizes its eSIM platform to support applications in connected vehicles, wearable devices and pure eSIM devices, integrating digital identity verification services to strengthen mobile service’s data protection and expanding the value of digital lifestyle scenarios. Furthermore, the Company leverages its resources to support the development of emerging technology ventures, focusing on the potential of Web3 and blockchain technology in areas such as digital assets and decentralized applications (dApps). While ensuring regulatory compliance, TWM affiliates explore related platform services to expand the possibilities of the digital financial ecosystem.

Enterprise Business Group

The Enterprise Business Group has implemented and strengthened the “6C Strategy for enterprise customers” – Connectivity, Cloud & Computing, Client Solutions & AI, Cybersecurity, Carbon & Energy Services, and Consulting & Managed Services – to offer one-stop ICT solutions to corporate clients.

2. Telecom revenue breakdown

Unit: NT\$m

Item	Year	2025	
		Revenue	% of total
Service revenue		63,938	72%
Device sales		25,450	28%
Total		89,388	100%

3. New telecom products and services

Consumer Business Group

- OP Life one-stop solution: Expand OP Life’s product coverage and negotiate exclusive contracts with developers and device makers, such as mobile games/VR game consoles, e-book readers and other tech products.
- Multi-service bundling for mobile plans: Continue to deepen resource integration with momo.com and plan for OTT media service bundles. This aims to offer more diverse packages to attract users to subscribe to 5G.
- MyCharge charging platform: Increase installation of electric vehicle charging facilities, with over 100 stations and more than 550 charging piles currently in operation to provide users with faster charging services.
- MyVideo streaming service: Expand smart TV models and in-vehicle systems supporting MyVideo, increase user base, build TWM’s brand image by continuously releasing original Taiwanese dramas, and negotiate exclusive brand partnerships with global entertainment companies to provide richer audio-visual services.
- Buy Now, Pay Later (BNPL): Continue expanding BNPL application scenarios by integrating telecom billing and diversified channels, offering users more flexible payment options, supporting cross-platform usage, and enhancing overall customer experience and service stickiness.

Enterprise Business Group

- Connectivity: Strengthen the core telecommunications business, including mobile subscriptions, broadband service, fixed-line resources and submarine cables; reinforce TWM’s leading advantage in the Internet of Vehicles market and expand product application coverage; and leverage our IoT management platform to develop smart meters – for power, water and gas – to facilitate the advancement of smart cities.
- Cloud and Computing: Leverage inherent expertise in telecommunications operations to establish an AI data center compliant with international standards. This facility utilizes energy-saving cooling techniques to support high-density computing power and offers a flexible GPU-as-a-Service (GPUaaS) model. Furthermore, cloud consultancy and managed services are being expanded to construct a comprehensive cloud ecosystem, providing AI model development technologies to assist enterprises in accelerating digital transformation.
- Client Solutions & AI: Continually deepen group resources and the 5G ecosystem to drive cross-industry vertical applications. Future initiatives include cultivating enterprise-level AI solutions that optimize automated and intelligent processes through on-premises architecture, speech recognition and enterprise brain technologies to empower industries’ digital transformation and create innovative value.

- (4) Cybersecurity: Integrate group’s technical resources across e-commerce, information technology and IoT sectors to invest in the research and development of cybersecurity services, offering multilayered security protection from within and enhancing enterprises’ digital resilience.
- (5) Carbon and Energy Services: Collaborate with strategic partners to develop Net-Zero solutions such as carbon footprint verification, green power resale, and energy transition. These initiatives assist enterprises in adopting advanced energy-saving and energy storage applications to manage carbon reduction and boost operational resilience.
- (6) Consulting and Managed Services: Continue to provide diverse, one-stop "Managed Service Subscription Plans" to reduce the financial pressure on enterprises by converting heavy capital expenditure into flexible operating expenditure. Combined with 24/7 monitoring by professional teams and managed security services, these help enterprises reduce costs, increase efficiency, achieve seamless transformation and focus on core business innovation.

Cable TV and Broadband (Home Business Group)

1. CATV products and services

Its main operations cover a variety of products and services, including cable TV, HD digital TV, high-speed fiber-optic internet access, over-the-top (OTT) service platform, Android Box, Smart Security and digital TV channel content agency.

2. CATV revenue breakdown

Unit: NT\$m

Item	Year	2025	
		Revenue	% of total
Pay TV service		2,931	49%
Cable broadband service		2,430	41%
TV content agency and others*		571	10%
Total		5,932	100%

* Including channel leasing revenue

3. New CATV products and services

- (1) HD digital TV services: TWM has led the industry in ushering in a whole new era in home entertainment with its introduction of 4K content and multi-angle vision.
- (2) High-speed fiber-optic internet access services: Given the increasing demand for high-speed internet access, TWM Broadband launched 1Gbps+WiFi 6 and Mesh WiFi 6 services, and aims to offer even faster access in the near future. To enhance home network security, it introduced exclusive applications such as network protection and parental control services.
- (3) Digital home services: The Company is developing multiple value-added services, such as IoT and smart home applications.

Retail Business (momo.com Inc. or “momo”)

1. Retail products and services

momo offers e-commerce and TV home shopping services:

- (1) e-commerce
momo is driving business model innovation through technology, leveraging platform-based

e-commerce, retail media advertising, and intelligent logistics to deliver a comprehensive shopping experience. The momo online shopping site now offers more than 1 million products, with 24-hour deliver available for select items. Additionally, the Company provides 24/7 online customer support and a supplier communication platform to meet the diverse needs of both customers and partners.

(2) TV home shopping

momo has its own professional studio and filming team that provides momo TV programs to 4.3 million cable TV and 2.03 million MOD households nationwide.

An 0800 toll-free hotline and mobile app allow consumers to purchase products featured on momo TV programs or the momo TV app. A customer service team works around the clock to answer questions about product features, as well as purchase and return policy.

2. Retail revenue breakdown

Unit: NT\$m

Item	Year	2025	
		Revenue	% of total
E-commerce		105,634	97%
TV home shopping and others		3,032	3%
Total		108,666	100%

3. New categories and services

- (1) momo has continued to usher in more brands, optimize its online shopping platform, and expand its product categories to build a more comprehensive retail ecosystem. By providing a broad range of management tools and governance standards, momo fosters deeper collaboration with high-quality brands to create a diverse array of products and services. Its TV home shopping platform has also been introducing more overseas niche products to enhance its unique platform. Furthermore, momo is expanding its intelligent logistics network nationwide, leveraging smart warehousing management and infrastructure to improve delivery speed and efficiency, reinforcing the concept of “one-day delivery.” In terms of mobile device application, momo has deployed AI technology to improve voice and image searches, as well as to enhance information and transaction security. Additionally, momo has developed a retail media network to empower merchants with premium traffic conversion capabilities and comprehensive online advertising solutions, thereby improving their marketing effectiveness and creating greater value.
- (2) As TV home shopping is no longer confined to cable TV, momo has been aggressively expanding into diverse digital channels. It employs targeted marketing and exclusive campaigns to enhance member engagement and customer stickiness. Livestreaming has also become a key area of development, combining real-time interaction with social influence to create a more immersive and participatory shopping experience, thereby strengthening brand competitiveness and increasing market penetration.
- (3) To improve logistics efficiency, momo is building a distribution center in central Taiwan.

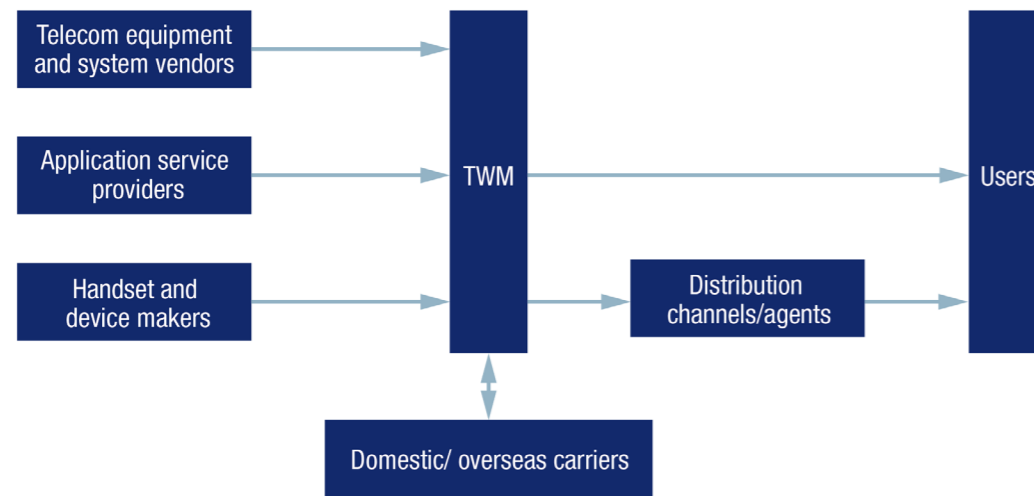
Industry overview

Consumer Business Group

1. Industry status and development

It has been five years since the launch of 5G and the 5G penetration rate in Taiwan has surpassed 40%. However, a killer app has yet to emerge. One year after the respective mergers of Taiwan Mobile with Taiwan Star, and Far EasTone with Asia Pacific Telecom, competition in the consumer market is shifting toward smart homes, IoT devices and exclusive terminals, and media services, as 5G penetration increases and home broadband adoption becomes more widespread.

2. Industry value chain



3. Product development trends and competitive landscape

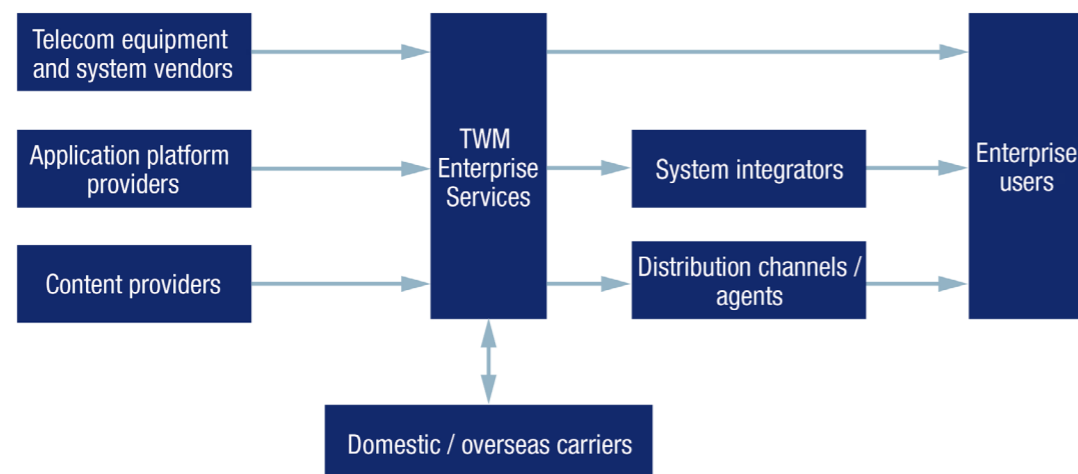
Following the industry consolidation, the leading operators are focused on offering differentiated 5G programs to enhance ARPU. Competition in the consumer market is shifting toward smart homes, IoT devices, exclusive terminals and media services, deploying AI-related services and cross-border collaborations to build up a multifaceted digital ecosystem.

Enterprise Business Group

1. Industry status and development

Demand for automation, data visualization and transformation consulting services has increased as the trend toward carbon reduction and sustainable development takes root. The need for cloud, IoT and cybersecurity applications driven by AI should also bring more business opportunities to ICT providers.

2. Industry value chain



3. Product development trends and competitive landscape

The opening of the O-RAN and 5G private network markets has spurred telecom operators to build 5G private network ecosystems. By leveraging the merger synergies with T-Star, TWM has successfully expanded its enterprise customer base. At the same time, its strategic investment in Systex has allowed it to combine their competitive advantages to boost the Company's market presence. Moving forward, TWM plans to launch more diverse telecommunications and SaaS services to meet market demand.

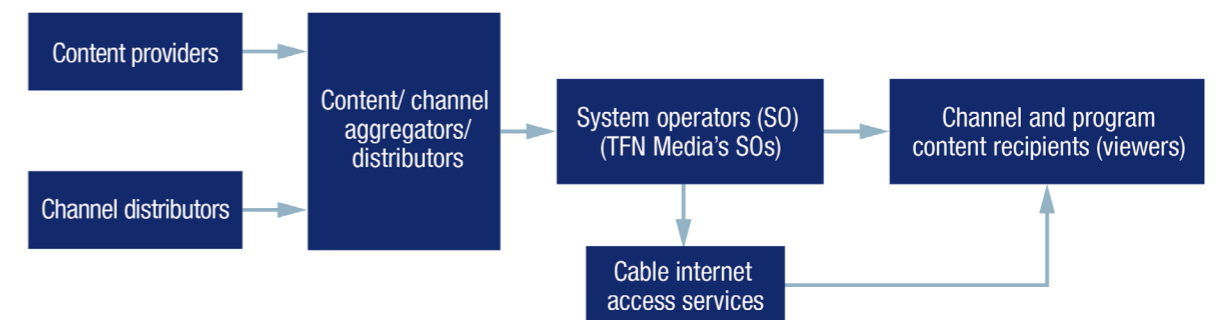
As the rise of AI is driving demand for ICT solutions to facilitate digital transformation, the global and Taiwan ICT services markets should see robust growth. Building on its solid mobile, fixed line and data center infrastructure, TWM will prioritize the development of integrated ICT services to expand the scope of 5G, AI applications, AI data centers, cybersecurity, cloud services and energy management to capture vertical integration opportunities in the enterprise and government sectors.

Home Business Group

1. Industry status and development

Cable TV faces challenges from alternative services, such as IPTV, digital terrestrial TV and other emerging media (e.g., OTT video streaming) that have successively entered the market. The cable TV industry is facing a critical period of transformation.

2. Industry value chain



Aided by its control over last mile access to customers, TWM Broadband is aiming to take the lead in vertical integration to build up its core competitiveness and explore new business opportunities in the digital age.

3. Product development trends and competitive landscape

Fixed broadband is a saturated market that is dominated by Chunghwa Telecom and characterized by slowing growth. Technological advances and the demand for 5G indoor coverage have also spurred intense competition on pricing and speed. Furthermore, with the CATV industry becoming fully digitalized, user demand for high-definition digital TV channels and OTT content has increased. 4K content and smart home applications, such as internet-connected and voice control devices, are future trends.

Retail Business

1. Industry status and development

As a leading brand in Taiwan's e-commerce market, momo continues to deepen its digital retail strategy and build a diversified shopping ecosystem. The Company actively invests in smart logistics and warehousing systems to deliver "rapid fulfillment" and a one-stop shopping experience. It is also expanding retail media advertising, membership subscription programs and intelligent customer service, driving industry upgrades and reinforcing long-term competitive advantages.

2. Industry value chain



momo works with suppliers and merchants and sells their products through its TV home shopping networks and online shopping sites to members and general consumers.

3. Product development trends and competitive landscape

- (1) E-commerce: Competition is no longer limited to e-commerce channels, with market focus gradually shifting toward on-demand services. Fast delivery and cold chain logistics services are maturing, making fresh groceries and instant-consumption products a core area where major players are actively investing to promote differentiation and enhance consumer experience.
- (2) TV home shopping: The rise of virtual shopping platforms, such as e-commerce and mobile commerce, has intensified competition in TV home shopping. momo has countered this challenge by collaborating with key opinion leaders or influencers, launching its own mobile apps and leveraging its social platform and capabilities, including livestreaming, to bolster engagement with members and its customer base and deliver a more immediate shopping experience.

Major research and development achievements

The Company's research and development expenditure for 2025 and up to January 31, 2026 amounted to NT\$830.404 million and NT\$74.297 million, respectively. The main technologies and products resulting from these efforts are as follows:

Project name	Description
5G intelligent network anomaly analysis and prediction system	This project explores the application of large language models in telecommunications networks. By utilizing prompt engineering integrated with multilayer network parameters and event logs, the system achieves causal reasoning for network anomalies. This approach reduces dependence on labeled data while enhancing the accuracy and interpretability of fault diagnosis. It enables real-time identification of potential failures and signal anomaly zones.
Mobile network optimization based on AI deep learning: Intelligent methods for identifying high-traffic, low-signal areas	This initiative fuses multisource data — including mobile signal strength, population mobility and geospatial features — to build predictive models for identifying high-traffic, weak signal strength areas, thereby improving the precision and efficiency of network planning. The system employs convolutional neural networks for crowd image classification, long short-term memory networks for time-series signal prediction, and generative adversarial networks to augment training datasets. This strengthens the model's ability to recognize rare scenarios and atypical events, providing a robust foundation for backend resource allocation and base station optimization.
5G network crowd positioning and energy-saving applications	Built upon the open radio access network (O-RAN) architecture, this project leverages the low-latency and rapid-response capabilities of the RAN intelligent controller to deliver high-performance smart network services. Within 5G environments, the system utilizes 3D modeling and ray-tracing simulation technology to optimize base station transmission power and dynamically allocate network resources, effectively achieving corporate energy-saving objectives.
AI customer service assistant	Provide real-time call transcription, keyword detection for automated data retrieval and workflow triggering, and instant post-call summaries and service classifications.
AI customer service voicebot	Develop AI voice customer service by integrating speech recognition, natural language understanding and speech synthesis to deliver real-time, personalized self-service.
Smart debt collection notifier	Boost collection efficiency and reduce labor costs by using AI technology.
TAI PBX (Taiwan AI private branch exchange)	Develop a wireless, low-cost and flexibly scalable intelligent communication system that enables enterprises to efficiently receive and manage every critical call anytime, anywhere.
Digital identity verification (eKYC)	Enhance identity verification by integrating the Ministry of the Interior's database to support the dual authentication mechanism and expand its service applications.

Project name	Description
Anti-fraud service	Expand app's ability to detect fake social media posts by enhancing image recognition models, caller recognition and high-risk website identification, and encourage the public to download and use it.
Telecom wisdom maximization (TWMMax)	Develop a user-friendly interface by deploying AI and large language models to facilitate product recommendations. This is to help sales personnel better grasp user preferences and deliver accurate personalized recommendations, effectively promoting the Company's diverse services and products to users.
GenAlus	Continue to optimize and develop advanced features such as RAG/assistant/search caching to improve response accuracy and adapt to different applications.
Brand e-commerce service	Expand collaboration across channels and suppliers, leveraging AI and automation technologies to enhance operational efficiency and quality.
MyCharge	Build an energy management system to enhance overall energy efficiency.
Virtual asset management system	Establish a virtual asset management system to enable cryptocurrency trading, secure asset management, and enhance system compliance design.
OPPay BNPL (Buy Now Pay Later)	Develop a QR code payment feature and expand diverse usage scenarios; establish a discount voucher marketing mechanism to enhance collaboration with third-party merchants.
OPBiz	Enhance and integrate services with new generation subscription management system and build up e-commerce platform; launch new OPBiz app to enrich customer experience by providing expert services.
M+/M+ Meet	Provide M+ Desktop with VoIP, enhance M+ app to support TAI-PBX, and expand EIM / M+ Meet functions.
Smarter Home	Centered on Matter standard, we will integrate AI and third-party collaborations to offer diverse solutions for homes and communities.
Data-driven RMN advertising system: building a smart advertising ecosystem for intelligent placement and enhanced user experience	This year, momo developed a "Data-Driven RMN Advertising System" to build an intelligent advertising ecosystem that integrates data-driven ad placement with enhanced user experience. The system aims to improve the maturity and usability of the momo RMN platform, enabling brands to deploy advertising more effectively with clearer performance insights. At the same time, the platform's service coverage will be expanded to allow merchants of all sizes to participate, further growing advertising revenue while strengthening the Company's leading position in the e-commerce and digital advertising markets.

Sales development plans

Consumer Business Group

1. Short-term plan

- (1) Continue installing electric vehicle charging stations to expand the MyCharge service network as part of the Company's venture into the green energy market.
- (2) Expand the range of one-stop service experience products (OP Life packages); collaborate on exclusive devices such as the latest AI glasses paired with AI Plus service, mobile/VR gaming devices, e-book readers, and other tech products to enhance the appeal of our multi-screen lifestyle offerings; utilize Matter to connect cross-brand IoT products and create a more diverse smart home set, encouraging users to choose higher rate plans and enhancing customer loyalty.
- (3) Deepen integration with momo e-commerce platform resources to create a 5G sales advantage; offer exclusive "momobile member's day" deals for TWM users; and enhance user loyalty through the moPlus subscription service.

2. Medium to long-term plan

- (1) Build up the MyCharge brand: Integrate technology, telecommunications and big data analysis to offer diverse charging solutions; collaborate with USPACE to provide a one-stop "parking + charging + payment" smart mobility service.
- (2) Become a leading brand in smart homes: Establish Smarter Home to integrate users' network environment, smart home appliances/devices, data and services. The Company will further expand AI applications in home energy storage and smart home apps to deliver comprehensive solutions and position TWM as a core partner brand in building smart homes.
- (3) Set up a diversified eSIM platform to support the long-term and stable development of eSIM applications and partnerships across smart vehicles, wearable devices and eSIM-only smartphones.

- (4) Deepen AI foundational technologies and applications: The Company continues to strengthen AI as a core enabling capability for digital services, focusing on identity verification, security protection and industry applications. In the areas of trust and cybersecurity, AI technologies are integrated with digital identity verification to develop applications such as AI voice authentication and the "OP Scam Buster," covering voice calls, SMS, images and text, as well as fake base station detection, thereby enhancing the protection of mobile subscriber data and service security.

Enterprise Business Group

1. Short-term plan

- (1) Leverage the resources of Kbro and cable TV systems to expand service coverage and network resilience, providing a more comprehensive high-speed circuit foundation and multinet network integration services.
- (2) Integrate 5G ecosystem partners to develop diverse 5G vertical integration solutions tailored to industry-specific needs in the manufacturing, retail, healthcare, finance and government sectors, among others.
- (3) Build on the Company's telecommunications strengths to develop the infrastructure for AI data centers to meet corporate demand for AI and high-density computing.
- (4) Based on internal needs and validated through in-house field testing, integrate technologies such as automatic speech recognition and text-to-speech while connecting with GenAIus "Smart Brain" to export mature AI solutions.
- (5) Collaborate with ecosystem partners to develop diverse cloud services, meeting enterprise needs across all stages: "Cloud Migration, Cloud Utilization, Cloud Management and Cloud Protection."
- (6) Develop enterprise cybersecurity services that provide multilayered protection from the inside out, and plan cybersecurity services related to drills, real-time response, and organizational resilience to empower enterprises in enhancing their digital resilience.
- (7) Develop corporate sustainable operation and maintenance solutions, covering carbon footprint, energy management and smart building applications to deepen the Company's ESG development.
- (8) Optimize an e-service platform for customer, product and sales information, leveraging data integration to increase operational efficiency and improve customer experience.

2. Long-term plan

- (1) Execute the "Telco + Tech" strategy by integrating strategic partner resources to develop diverse vertically integrated solutions. This aims to enhance operational efficiency, capture opportunities in the ICT market, and accelerate the expansion of our footprint in Southeast Asia and other overseas markets.
- (2) Expand cloud business opportunities and accelerate the development of AI applications across diverse scenarios to assist enterprise customers in achieving comprehensive digital transformation.
- (3) Combine carrier-grade network protection with professional cybersecurity services and drill-based solutions to continuously deepen the value of enterprise security services and strengthen corporate cyber resilience.
- (4) Deepen corporate Net-Zero solutions, such as carbon footprint verification and energy transition, while deploying green energy applications to help enterprises implement energy transition and realize sustainability value.
- (5) Leverage resource synergies through strategic corporate alliances to create comprehensive, all-in-one ICT integrated solutions.

Home Business Group

1. Short-term plan

- (1) Optimize its network infrastructure in regions where it already operates CATV systems and provide more HD digital content and video on demand to set the foundation for its digital services.
- (2) Launch 1Gbps super high-speed internet access service and HD digital TV service to boost its cable broadband and digital TV service penetration rates, as well as increase its ratio of high-speed broadband internet users.
- (3) Partner with global cybersecurity leader Trend Micro to provide network security services, such as network protection and parental control services.

2. Long-term plan

The Home Business Group plans to integrate HD digital content, multiple-viewing terminal devices, high-speed fiber-optic internet access services and cloud technology to introduce more innovative and value-added digital TV services, allowing families and individual subscribers to enjoy the benefits of "multi-screens and a cloud" (i.e., mobile phones, PCs, tablets and TVs) and experience smart living.

Retail Business

1. Short-term plan

- (1) E-commerce: Provide differentiated value-added services by leveraging big data analysis and AI technology to deliver highly personalized product recommendations and enhance customer experience; expand social marketing effectiveness through guided shopping and revenue-sharing mechanisms; integrate offline and online loyalty programs by deepening cooperation between momo and leading brands; and broaden product categories to attract different customer segments and maximize synergies between channels and brands.

The platform will also expand cooperation models with suppliers, promoting the "mo shop+" initiative to create a marketplace effect and foster mutual growth. In addition, momo will utilize retail media advertising tools to enhance traffic monetization and deliver precise ad placements, providing a more personalized shopping experience.

- (2) TV home shopping: Expand the introduction of distinctive self-operated overseas products, deepen live-streaming business and membership management, and strengthen channel competitiveness through integration with online store products and suppliers.

2. Medium to long-term plan

- (1) E-commerce: Leverage big data to implement diverse marketing strategies, refine and optimize search engines, strengthen the short-chain logistics network and improve delivery efficiency. At the same time, focus on enhancing traffic performance, upgrading product features and refining UX (User Experience) and UI (User Interface) to create an exceptional shopping experience. Additionally, empower innovation to strengthen our foundation, reinforce market leadership, accelerate market share gains, and establish long-term competitive advantages.
- (2) TV home shopping: Take a proactive approach in raising momo's brand image, exporting best-selling products across multiple countries, leveraging the group's marketing resources and sales channels to enhance operating efficiency, and providing innovative services through mobile and cloud platforms, creating greater operational efficiency.

Market and Sales Overview

Market analysis

Consumer Business Group

1. Main products and service areas

The Company provides nationwide and international roaming services. The coverage includes Taiwan and the outlying islands of Kinmen and Matsu.

2. Market status

As of December 2025, the mobile penetration rate in Taiwan had reached 121.5%. While the market is highly saturated, the rise of 5G applications and the increasing demand for IoT, broadband, wearable devices, smart home devices, etc., indicate promising market growth. In addition, the gradual development of AI-enabled applications, digital services, smart energy solutions and pure eSIM devices is expected to further extend market growth beyond traditional telecom services.

3. Competitive advantages

(1) Synergy of group resources

Leveraging the synergy of group resources in telecommunications, cable television and e-commerce through strategic collaborations, the Company aims to expand its customer base through cross-selling, enlarging user usage scenarios, and establishing a mutually beneficial ecosystem to deepen customer loyalty.

(2) Diverse innovative services

TWM has introduced various services based on potential user needs and usage scenarios, such as diverse OTT streaming, cloud/online gaming, telecom-integrated e-commerce consumer rewards and electric vehicle charging service. The Company also offers diverse packages of technological service devices/products according to user demands, enhancing perceived value. TWM is gradually moving toward platformization and cross-domain integration, strengthening competitive differentiation.

4. Opportunities and challenges

Favorable factors

- (1) Diversified 5G application services are driving the emergence of value-added services and revenue growth.
- (2) One-stop services meet user needs and enhance brand value.
- (3) Growth opportunities in the developing market for smart homes, and meeting the needs of an aging society, as well as the rising problem of hearing loss among the young.
- (4) Growing demand for charging facilities due to increasing sales of electric vehicles.

Unfavorable factors

- (1) Low user awareness and involvement in smart homes due to technical barriers.
- (2) High production costs of domestic IoT-related products, making it a challenge to meet users' price expectations.
- (3) The disproportionate growth of charging stations to that of electric vehicles; costly and time-consuming installation of home charging stations; and intense competition due to more public charging operators entering the market.

Countermeasures

- (1) Collaborate with domestic and international smart home appliance brands to upgrade products to IoT to jointly develop the smart home market.
- (2) Leverage group resources to attract potential smart home users, such as employing cross-selling from consultation to installation and after-sales warranty, and providing a one-stop customized service to encourage users to upgrade to smart homes.
- (3) Collaborate with smart parking partners to offer "parking + charging" services, providing car owners with a convenient charging environment and the best experience. At the same time, use data analysis to select locations for building electric vehicle hotspot areas and establish profitable charging stations.

Enterprise Business Group

1. Main products and service areas

Taiwan Mobile Enterprise Services provides international services in 239 countries. As of the end of 2025, its roaming services included the following: GSM: 212 countries, 397 networks; 3G: 182 countries, 341 networks; 4G: 131 countries, 243 networks; 5G: 77 countries, 147 networks.

2. Market status

According to the 2025 CIO Survey, cybersecurity tops the list of chief information officers' procurement priorities, followed by infrastructure modernization and AI. IDC predicts that by 2028, global spending on AI solutions would surpass US\$600 billion. With the rise of AI agents and edge computing, enterprises will increasingly invest in AI-driven products and data infrastructure.

3. Competitive advantages

- (1) Premium brand equity and customer relationship: The enterprise business brand – Taiwan Mobile Enterprise Service – builds upon the prestige of the Taiwan Mobile brand. By integrating over 300 ecosystem partners and strategic allies such as Systex, Taiwan AI Cloud and CloudMile, it provides corporate clients with tailored, one-stop integrated solutions. Through its commitment to maximizing client benefits, the brand has earned widespread recognition across diverse industries.
- (2) Professional management team and efficient support unit: The Company maintains a highly experienced team of senior consultants and leverages extensive Group resources to provide comprehensive professional delivery and services across the pre-sales, sales and after-sales stages. Furthermore, the Company's IDC is the first high-end infrastructure in the nation to achieve Uptime Tier III certification across all three stages, ensuring international-grade reliability and stability.
- (3) Industrial ecosystem partner: By leveraging a leading advantage in telecommunications networks, the Company effectively integrates resources from partners such as Systex and Kbro to develop solutions tailored to specific industry needs, assisting corporate clients in achieving digital transformation and innovative applications.

4. Opportunities and challenges

Favorable factors

- (1) The rise of AI has accelerated corporate transformation. Leveraging its strengths in telecommunications network infrastructure, Taiwan Mobile integrates ecosystem partner resources to develop 5G vertical applications and 5G private network services. Furthermore, the Company is strengthening commercial vehicle market promotion and IoT platform service development to provide corporate customers with diverse and innovative solutions.
- (2) By collaborating with strategic partners, the Company provides enterprise AI computing power and cloud solutions. It also continues to develop AI applications to empower corporate operations and capture emerging AI market opportunities.

- (3) According to MIC's Top 10 Technology Trends for 2026, the annual revenue of Taiwan's IT services industry is expected to reach NT\$720 billion, with the information security sector projected to grow to NT\$74.9 billion by 2027. This highlights AI's significant role in driving growth within these markets. The Company has actively invested in AI research and development, focusing on technologies such as speech recognition and enterprise AI knowledge bases to create new solutions.
- (4) Taiwan Mobile is investing in the research and development of cybersecurity services. By collaborating with government, academia and research institutions, the Company has established an anti-fraud ecosystem to provide multilayered security from the inside out, empowering enterprises to enhance their digital resilience.
- (5) As the importance of net-zero transformation, ESG and digital transformation continues to rise, the Company has invested in sustainable business development. In addition to offering high-end green cloud data centers with Uptime Tier III certification and AI data centers that integrate the latest liquid cooling techniques to achieve an optimal PUE of 1.2, the Company provides comprehensive solutions for ESG, carbon footprint tracking and energy management to secure a competitive edge in the market.
- (6) As instant messaging and collaboration platforms for hybrid work become the norm, Taiwan Mobile has developed the "M+" series, a proprietary integrated communication service. It offers high-specification collaboration products for enterprises and government agencies, featuring support for on-premises deployment and AI application integration.
- (7) The Company offers diverse subscription-based plans to alleviate the pressure of one-time capital expenditure for enterprise customers, helping businesses reduce costs, increase efficiency and achieve a seamless transformation.

Unfavorable factors

- (1) The ubiquity of mobile internet and the transition of traditional communication services to IP-based platforms have cannibalized existing telecommunications businesses. Consequently, local fixed-line services continue to decline as they are rapidly replaced by Voice over Internet Protocol (VoIP).
- (2) Chunghwa Telecom maintains a competitive edge in fixed-line services and economies of scale. However, the enterprise market is increasingly characterized by cross-sector integration and heterogeneity, further intensifying competitive pressures.
- (3) As growth in the telecommunications market slows, operators are transforming from traditional carriers into ICT service providers. This shift has led to increasingly fierce competition within the ICT solutions and value-added services markets.

Countermeasures

The Company will continue to pursue innovation and develop cross-industry alliances. By collaborating with partners such as Systex and Kbro to create vertically integrated industrial solutions, the Company has implemented its "6C Strategy," which encompasses Connectivity, Cloud & Computing, Client Solutions & AI, Cybersecurity, Carbon & Energy Service, and Consulting & Managed Services. Through these initiatives, the Company empowers customers to achieve industrial upgrades amid the digital transformation wave, thereby enhancing customer stickiness. Concurrently, the Company continues to evaluate ecosystem partners with strategic synergies to strengthen its horizontal and vertical market presence through strategic investments or deep resource integration.

Home Business Group

1. Main products and service areas

TWM Broadband's main service areas cover New Taipei City's Sinjhuang and Sijhih districts, Yilan County and Kaohsiung's Fongshan District among others.

2. Market status

- (1) Cable TV: Taiwan's CATV penetration rate has reached nearly 50% of households, according to NCC data. Watching TV is a major leisure activity in Taiwan – one that is relatively unaffected by fluctuations in the economy. However, intensifying competition from cable system operators (SO), Chunghwa Telecom's MOD system and OTT content providers has affected market pricing.
- (2) HD digital TV and broadband internet access: Thanks to rich HD content, stable and quality signals, expanding platforms for viewing TV programs, and rapid development of online video services and social media, the demand for HD digital TV and high-speed broadband internet access has increased steadily.

3. Competitive advantages

- (1) TWM offers high-speed broadband network and WiFi 6 transmission which, coupled with its rich digital content and value-added services, should drive digital TV revenue growth.
- (2) The Company can leverage the group's rich and varied resources to offer innovative digital convergence products and services.

4. Opportunities and challenges

Favorable factors

- (1) High-speed broadband internet service has become the mainstream.
- (2) Backed by a solid base in smart home applications, TWM leads the industry in launching comprehensive services, such as Android Box and HomeSecurity services.

Unfavorable factors

- (1) The competitiveness of cable system operators expanding their service areas has been ebbing. However, they still pose a risk of subscriber losses for TWM.
- (2) The TV industry is facing headwinds due to the rise of OTT platforms and unauthorized set-top boxes.

Countermeasures

- (1) TWM Broadband is observing developments in Taiwan's digital content industry and global industry trends, focusing on providing a richer assortment of digital channels and connected TV content.
- (2) With the launch of Android Box – an open platform integrating cable TV channels and diverse OTT content – and 1Gbps+WiFi 6 service, TWM Broadband offers Smarter Home services, GeForce NOW cloud gaming, and other value-added services.

Retail Business

1. Main products and service areas

momo mainly provides e-commerce and TV home shopping services in Taiwan.

2. Market status

With the rapid evolution of retail formats, the e-commerce market, driven by mobile devices and digital platforms, continues to maintain strong growth, with penetration rates steadily increasing.

3. Competitive advantages

- (1) Scale benefit: As the largest e-commerce platform in Taiwan, the Company has continued to expand its leading position. Thanks to its strong bargaining power and solid traffic foundation, the Company attracts top-tier brands and suppliers, further enhancing the breadth and quality of its product portfolio.

- (2) Solid reputation: momo TV Shopping Channel has cultivated the market for many years, building a strong brand image that not only enhances consumer confidence, but also increases brand licensing and partnership willingness. This approach expands product diversity and differentiation, reinforcing competitive strength.
- (3) Strong support from the group: Backed by group resources, momo has strong advantages in areas such as digital convergence, mobile platform development, mobile payment, smart warehousing and AI integration. The Company is also investing in retail media advertising, personalized recommendations and intelligent logistics to further consolidate its market leadership.

4. Opportunities and challenges

Favorable factors

- (1) The proportion of online shoppers in Taiwan continues to increase, with digital consumption habits deeply embedded in daily life, driving steady growth in the e-commerce market.
- (2) Advancements in logistics technology and the widespread adoption of payment tools provide favorable conditions for the expansion of the e-commerce industry.

Unfavorable factors

- (1) High product homogeneity and intensifying market competition have led to margin pressure.
- (2) Risk management of product quality and food safety is increasingly important as momo's scale increases.

Countermeasures

- (1) momo has an extensive system of suppliers and a professional product development team, extending its products' life cycles and boosting sales volume. These also create product differentiation, thereby strengthening its competitive advantages.
- (2) momo continues to optimize customer experience through its mobile shopping app, bolstering its position in the mobile commerce market. Through interactive features such as limited-time deals and live streaming, the Company proactively delivers promotional messages, combining immediacy and convenience to increase purchase frequency among consumers.
- (3) momo has set up a quality control team to visit new suppliers' factories, outsource product testing to reduce food safety risks and filter out controversial products to ensure compliance with relevant regulations and standards. Through a clear responsibility segregation mechanism, the Company provides consumers with a safe place to shop.

Main features and production process of major products:

1. Main features of major products:

The Company provides wireless/fixed-line telecom services, digital TV subscription, cable broadband, e-commerce/TV home shopping, and integrated information and communication services.

2. Production process of major products:

Not applicable as the Company is not a manufacturer

Supply of raw materials:

Not applicable as the Company is not a manufacturer

Major suppliers and customers in the past two years

- A supplier/customer that accounts for at least 10% of consolidated procurement/revenue

1. Major suppliers

Unit: NT\$'000

2024				2025			
Company	Procurement amount	As a % of 2024 total net procurement	Nature of relationship	Company	Procurement amount	As a % of 2025 total net procurement	Nature of relationship
Company A	15,921,981	11	Third party	Company A	17,144,657	12	Third party
Others	124,462,594	89		Others	121,011,555	88	
Total	140,384,575	100		Total	138,156,212	100	

2. Major customers:

Not applicable as the Company's revenue from a single customer did not exceed 10% of its consolidated operating revenue.

3. Reasons for variation

Procurements from suppliers varied as the Company purchased handsets from different vendors to meet its business development needs and market demand.

Human Resources

Employee statistics in the past two years up to the publication date

Year		2024	2025	2026(as of January 31)
Number of employees	Consolidated	10,645	10,578	10,634
	Stand-alone	4,527	4,554	4,565
Educational attainment	Ph.D.	0.16%	0.16%	0.15%
	Master's	12.76%	13.08%	13.06%
	University	62.32%	62.06%	62.12%
	College	12.45%	12.21%	12.17%
	Others	12.31%	12.49%	12.50%
Average age		39.49	40.29	40.18
Average years of service		8.76	9.10	9.15

Environmental Protection Expenditure

Loss or penalty due to environmental pollution in 2025 up to the publication date in 2026

None.

Countermeasures:

TWM has incorporated potential environmental compliance risks into its daily operation management system and mechanisms. The Company practices preventive management and actively tracks government policies and proposed legislation to adopt countermeasures in advance. To date, the Company has not committed any environmental infraction requiring major compensation, penalties or other expenditures.

The Company attaches great importance to corporate environmental responsibility and promotes the following environmental protection measures: green procurement, green data center construction, energy-efficient base stations and facilities, water conservation in retail stores and offices, paperless operations and energy conservation, as well as waste cable and used battery recycling. In addition, the Company promotes trade-in programs for old devices, offers "TWM Certified Boxed Second-hand Phone" program to extend product life cycles, and encourages users to adopt e-billing. Furthermore, the Company has taken a leading role in establishing the industrywide "Mobile Phone Recycling and Circular Service" PCR (Product Category Rules), creating a quantifiable benchmark for the circular economy. Since 2023, TWM has been promoting next-generation stores, digital screens, electronic price tags, and various paperless initiatives to reinforce its low-carbon operations.

Employee Relations

Employee behavior/ethical standards

The Company has established policies and rules to serve as guidelines for employee conduct, rights, responsibilities and ethical standards.

Delegation of authority

- 1. Authorization guidelines and limitations:** Aimed at streamlining business processes, strengthening distribution of responsibility, and detailing management authority at each job level.
- 2. Empowerment and delegation rules:** Designed to ensure smooth and normal business operations.
- 3. Job ranking, title and organizational structure policy:** Formulated to correspond to employees' career plans.

Work rules

The Company's work rules clearly define the rights and obligations of management and employees. Its modern management approach has promoted cooperation among employees and benefited the Company.

Divisional responsibilities

The Company's major divisions are separated by functions. Each division is tasked with specific job responsibilities and this separation of functions has strengthened the Company's core competency.

Reward and punishment policies

The Company's reward and punishment policy is designed to encourage employees who have made special contributions to the Company, while discouraging employees from behaving in a manner deemed damaging to the Company. These policies are stated in the Company's Work Rules.

Employee assessment policy

Supervisors provide feedback, assistance and map out individual development plans based on employees' performance.

Attendance and leave policy

Enforcement of this policy – designed to serve as a guideline for employees – helps enhance work quality.

Business confidentiality policy

To maintain the Company's competitiveness, employees are required to sign a Confidentiality and Intellectual Property Rights Statement and an employment contract as safeguards against potential damage arising from the disclosure of trade secrets. The Company provides employees with the required information and training courses to increase their understanding of information security.

Sexual harassment prevention and handling procedures

The Company's Work Rules include regulations on preventing sexual harassment in the workplace and promoting gender equality. The Company disseminates information on laws and procedures for filing complaints on sexual harassment on the intranet to serve as a guideline for employees.

Code of Conduct

The Company and its affiliates have a Code of Conduct that all directors, managers and employees are expected to adhere to and advocate in accordance with the highest ethical standards.

Employee benefits program

- 1. All employees are entitled to labor insurance, national health insurance and free group insurance that includes their spouses from their first day of work.**
- 2. The Company has an employee share ownership trust (ESOT).**
- 3. The Company and its subsidiaries had established Employee Welfare Committees to handle and implement employee benefits programs. The committees are in charge of a number of benefits designed to raise employees' quality of life and promote physical and mental well-being, including club activities, company outings, family day, benefits for special occasions, such as weddings, festivals and funerals, employee purchase discounts, and subsidies for fitness centers, group insurance and health examinations.**
- 4. The Company grants high subsidies for phone bills, discounts on company products, and childbirth and childcare subsidies. It also provides maternity leave, sick leave and bereavement leave that surpass the requirements of Taiwan's labor law. Moreover, it supports paid volunteer leave, flexible working hours and work-from-home as an option.**

Employee training and education program

- 1. Training expenses up to January 31, 2026, totaled NT\$30,183,760, with 501,464 attendees taking a total of 577,141 hours.**
- 2. Orientation for new employees includes company profile, brand and organization, telecommunications market, innovative services, internal network systems, employee health and safety, IT security training and avenues for learning.**

3. **Core competency development:** Develop basic competencies, such as self-management and work management, problem analysis and solution skills, creative thinking, communication and interaction skills, project management, knowledge of industry trends and code of ethics; hold service training programs; organize book clubs; invite celebrity speakers; screen humanist films; and hold "Superman Project" and generative AI workshops.
4. **Management training and development:** Hold separate training programs for entry-level, middle and senior management. Training courses include performance management, leadership, strategy management, innovative thinking, team dynamics, organizational development skills and corporate governance.
5. **The Company arranges for employees to participate in different programs according to their professional knowledge and skills, including information technology, auditing, human resources, marketing, procurement, safety, finance, accounting and telecommunications technology.** These activities have a profound impact on upgrading the Company's technologies, developing new products, introducing new and innovative ideas, and improving managerial skills.
6. **The Company has a scholarship program for employees to develop their expertise in telecommunications technology, digital technology and business administration.**
7. **The Company sponsors external training courses for all employees annually. Employees can select courses that combine their personal interests and job needs to reap the maximum benefit from these training sessions.**

Retirement plan and implementation

1. Old Labor Pension System

The Company has published its Employee Retirement Guidelines and formed a Labor Pension Supervisory Committee in accordance with the law. In addition, the Company retains the services of an actuary to assess and calculate labor pension reserves and provide a detailed report annually. It contributes a sum equivalent to 2% of a worker's monthly wage into a special labor pension account as a reserve fund to pay retirees.

As of January 2026, the accumulated reserve fund was NT\$838.406 million.

2. New Labor Pension System

The Company implemented the New Labor Pension System in July 2005. It deposits 6% of a worker's monthly wage into an individual labor pension account managed by the Bureau of Labor Insurance, with ownership going to the worker.

A total of NT\$208.285 million was deposited in 2025.

3. Retirement policy

The Company regulates its retirement policy in accordance with labor laws. It also offers the option of early retirement for employees who have worked for at least five years with the Company, which plus his/her age would equal 65 years or above, subject to the Chairman's approval.

Employee safety and health policy

The Company endeavors to contain potential hazards in the workplace, as well as build and promote a safety culture, by observing the following:

1. **Regulatory compliance:** Follow all rules and regulations pertaining to occupational safety and health as well as international standards and conduct periodic reviews of compliance.
2. **Risk control:** Implement measures to identify safety risks at work to remove hazards and reduce occupational safety risks.
3. **Consultation and communication:** Enhance employee knowledge of the importance of health and safety, invite employees or representatives to participate in consultations and communication, and encourage them to participate in and take responsibility for their personal health and safety.

4. **Environmentally friendly:** Provide safe and healthy working conditions, prevent occupational injuries and safeguard health.
5. **Performance evaluation:** Conduct systematic evaluations of these measures to gauge their effectiveness and improve occupational safety and health standards.
6. **Action plans and targets:** Prioritize key targets and action plans, set quantitative goals and regularly track indicators.

The Company's employee safety and health policy is posted on the intranet and is summarized as follows:

1. **As an ISO 45001:** 2018 (Occupational Safety and Health Management Systems) certified company (valid until 2026), TWM strives to constantly improve health and safety management in order to reduce risks in the workplace.
2. **A unit dedicated to conducting environmental inspections and employee hygiene training courses was established in accordance with regulations.**
3. **An Occupational Safety and Health Committee was set up to meet every three months to draft a plan to prevent job injuries, ensure compliance and conduct periodic reviews of related rules on employee health and sanitary improvement solutions.**
4. **Full-time professional nursing healthcare personnel are employed to perform health checks, track the progress of staff who failed their health examinations, and hold talks on health promotion.**
5. **Each office site is equipped with an automated external defibrillator and staffed with a sufficient number of first-aid personnel.**
6. **Fire/flood protection exercises are held every six months to reduce risks of employee injury and property loss from natural disasters.**
7. **Guards and security systems have been installed at all main base stations and work offices to protect staff, property and information security.**

Employee negotiations and protection of employee benefits

The Company, working under the management and employees as one concept and the belief that a win-win situation can be achieved when the two sides work together, has followed relevant labor laws and regulations, held quarterly employee communication forums hosted by the President and management/employee meetings to facilitate communication, develop comprehensive communication channels between management and employees, and promoted employee benefits to build a harmonious and satisfactory management/employee relationship.

Losses caused by employee disputes in 2025 up to the publication date in 2026:

The Company maintains a harmonious management/employee relationship and there were no material disputes.

Number of workplace injuries resulting in disabilities or fatalities in 2025 up to the publication date in 2026:

In 2025, there were three occupational incidents (Note 1), mainly due to unsafe behavior. The Company will continue to implement safety and health training to enhance staff safety awareness, revise safety regulations, and improve environmental safety to reduce the incidence rate.

Year	2025	As of January 31, 2026
Number of disabilities	3	0
Disabling injury frequency rate ²	0.38	0
Disabling injury severity rate ³	7	0

Note 1: Based on the Ministry of Labor's definition of occupational accidents resulting in major disabling injuries; traffic accidents outside the workplace are not included.

Note 2: The number of disabling injuries per million hours worked.

Note 3: The number of working days lost due to disabling injury per million hours worked.

ICT security risk management

ICT security risk management framework, ICT security policy, specific management plan and resources invested in ICT security management

1. ICT security risk management framework

Based on the current risk management structure and operation mechanism, TWM's Board of Directors serves as the highest decision-making mechanism and has incorporated information security risks into the Company's overall personal information and information security management policies. The President, as the Chief Information Security Officer (CISO), leads the first-level control mechanism. TWM has set up the ICT and Personal Information Security Management Division, which is responsible for supervising and reviewing information security implementation, supervision and management. The Company has also installed a second-level control mechanism – the Cyber Security and Data Privacy Protection Committee – which is responsible for supervising and reviewing all matters concerning the implementation of a personal information and information security management system.

2. Company information security organizational structure

Taiwan Mobile has set up a Cyber Security and Data Privacy Protection Committee. The committee chairman is appointed by the president, and the top executive of each functional organization assigns a member to the committee. The committee meets quarterly and invites the independent directors to observe the meeting. When issues relating to ICT are proposed by members of the Cyber Security and Data Privacy Protection Committee and the Information Security Officer, a meeting will be held with the approval of the chairperson. In compliance with the law, Taiwan Mobile has deployed a supervisor and more than 10 dedicated cybersecurity personnel on a full-time basis to execute all matters concerning the implementation of the personal information and information security management system.

3. ICT security policy

The ICT security policy has been established to ensure the sustainable operation of TWM's business, strengthen the ICT security management system, ensure the confidentiality, integrity and availability of information communication assets, and meet the requirements of relevant laws and regulations to effectively and reasonably reduce enterprise operational risk.

4. Specific management plan

The following four management schemes have been adopted to ensure security maintenance of information communication:

- (1) External anti-hacking: Build intrusion prevention, network segmentation, firewall, web application firewall, etc, and share cyber security information with the Communication – Information Sharing and Analysis Center (C-ISAC) and other agencies.
- (2) Internal leakage prevention: Conduct data leakage detection and protection tests, gap reinforcement and other measures.
- (3) System planning and construction: Include system development security specifications, perform code scanning, etc.
- (4) Maintenance and operation monitoring: Build an information security monitoring center, check and analyze system records, and report and track abnormal conditions in real time.

5. Cyber insurance investment: Allocate a certain portion of the budget to ICT security management to reduce risks.

6. ISO 27001 certification: Maintained its ISO 27001 Information Security Management System, with the latest certificate valid from November 14, 2024, to September 13, 2026. A triennial recertification audit is scheduled for July 2026, with the objective of extending the certificate's validity through September 13, 2029.

In the most recent year up to the date of publication of the annual report, if the loss, possible impact and countermeasures of a major information security incident cannot be reasonably estimated, an explanation must be provided.

In the most recent year up to the publication date, there was no major information security incident that had an impact on the Company or resulted in losses. TWM continues to promote information security operations as a preventive measure.

Major Contracts

As of January 31, 2026

Nature	Counterpart	Contract period	Description	Restriction clauses
Long-term credit facility	Sumitomo Mitsui Banking Corp. Taipei Branch	2025.02.01~2027.01.31	Long-term loan of NT\$4 billion	Non-disclosure
	Mizuho Bank, Ltd., Taipei Branch	2025.04.14~2027.04.14	Long-term loan of NT\$7 billion	Non-disclosure
	China Bills Finance Corp.	2024.08.30~2027.08.29	Long-term loan of NT\$1 billion	Non-disclosure
	China Bills Finance Corp.	2024.12.26~2027.12.25	Long-term loan of NT\$3 billion	Non-disclosure
	IBF Financial Holdings Co., Ltd.	2024.08.30~2027.08.29	Long-term loan of NT\$1 billion	Non-disclosure
	Yuanta Commercial Bank Co., Ltd.	2024.08.30~2027.08.29	Long-term loan of NT\$1 billion	Non-disclosure
	Yuanta Commercial Bank Co., Ltd.	2024.01.31~2027.01.30	Long-term loan of NT\$2 billion	Non-disclosure
	Mega Bills Finance Co., Ltd.	2023.12.29~2026.12.28	Long-term loan of NT\$2 billion	Non-disclosure
	Taishin International Bank Co., Ltd.	2025.01.22~2028.01.21	Long-term loan of NT\$1 billion	Non-disclosure
Syndicated loan	Union Bank of Taiwan Co., Ltd.	2023.02.27~2028.02.26	Long-term loan of NT\$500 million	Non-disclosure
	Bank of Taiwan Co., Ltd. Mega International Commercial Bank Co., Ltd. First Commercial Bank, Ltd. Chang Hwa Commercial Bank, Ltd. Taiwan Cooperative Bank Co., Ltd. Land Bank of Taiwan Co., Ltd.	2023.12.13~2028.12.12	Syndicated loan of NT\$15 billion	Non-disclosure
Strategic alliance	Bridge Alliance	2004.11.03~present	Joined Bridge Alliance	Non-disclosure
Procurement	Fengmiao Wind Power Co., Ltd.	2025.02.27~present	Procurement agreement for power	Non-disclosure
	Apple Asia LLC, Taiwan Branch	2025.06.01~2028.05.31	Procurement agreement for iPhone	Non-disclosure
		2023.11.01~2026.10.30	Procurement agreement for iPad	
	Samsung Electronics Taiwan Co., Ltd.	2014.11.01~present	Sales and supply agreement	Non-disclosure
Top Enterprise Investments Ltd., Taiwan Branch (Hong Kong)	2017.12.19~present	Sales and supply agreement	Non-disclosure	
Share subscription	Line Bank Taiwan Ltd.	2025.06.13	Share subscription agreement	Non-disclosure
	PACM CPT Media Ltd.	2025.10.22	Share subscription agreement	Non-disclosure
	WeMo (Cayman) Corp.	2025.08.07	Share subscription agreement	Non-disclosure
Affiliates				
Nature	Counterpart	Contract period	Description	Restriction clauses
Procurement	Cheng Loong Corp.	2023.10.01~2026.03.31	Procurement agreement for cartons	Non-disclosure
	Shuenn Chyang Paper Container Co., Ltd.	2023.10.01~2026.03.31	Procurement agreement for cartons	Non-disclosure
	Taiwan Tafuku Advanced Technology Equipment Co., Ltd Hsinchu Branch	2024.05.01~2029.12.31	Automated warehousing equipment procurement contract	Non-disclosure
Contract agreement	Li Jin Engineering Co., Ltd.	2021.05.05~now	Construction of southern logistics center	Non-disclosure
Lease agreement	Fubon Life Insurance Co., Ltd.	2023.08.01~2028.07.31	momo office building	Non-disclosure
	Fubon Life Insurance Co., Ltd.	2025.08.08~ now	Lease contract for warehouse	Non-disclosure
	Zong Sine Industries Inc.	2021.06.08~2033.05.31	Lease contract for warehouse	Non-disclosure
	Yongyou Development Ltd.	2022.1.28~2032.07.31	Lease contract for warehouse	Non-disclosure

2025

TAIWAN MOBILE
ANNUAL REPORT

Review and Analysis of
Financial Conditions,
Operating Results and
Risk Management

Balance Sheet Analysis

Consolidated balance sheet analysis

Explanation of significant changes (at least a 20% change) in the past two years' assets, liabilities and equity:

Current liabilities decreased mainly due to the repayment of bonds and short-term debts.

Consolidated Balance Sheet

Unit: NT\$'000, %

	2024	2025	YoY change	
			Amount	%
Current assets	44,642,472	42,718,185	(1,924,287)	(4.31)
Investments	12,932,587	12,473,145	(459,442)	(3.55)
Property, plant and equipment	51,800,440	50,606,383	(1,194,057)	(2.31)
Intangible assets	105,444,923	99,522,248	(5,922,675)	(5.62)
Other assets	26,606,743	29,339,606	2,732,863	10.27
Total assets	241,427,165	234,659,567	(6,767,598)	(2.80)
Current liabilities	81,770,747	62,165,983	(19,604,764)	(23.98)
Non-current liabilities	65,728,024	77,944,336	12,216,312	18.59
Total liabilities	147,498,771	140,110,319	(7,388,452)	(5.01)
Paid-in capital	37,232,618	37,232,618	-	-
Capital surplus	29,337,376	29,032,105	(305,271)	(1.04)
Retained earnings	48,683,292	50,559,034	1,875,742	3.85
Other equity and treasury stock	(29,852,926)	(30,683,900)	(830,974)	2.78
Non-controlling interests	8,528,034	8,409,391	(118,643)	(1.39)
Total equity	93,928,394	94,549,248	620,854	0.66

Stand-alone balance sheet analysis

Explanation of significant changes (at least a 20% change) in the past two years' assets, liabilities and equity:

Current liabilities decreased mainly due to the repayment of bonds and short-term debts.

Stand-alone Balance Sheet

Unit: NT\$'000, %

	2024	2025	YoY change	
			Amount	%
Current assets	24,622,001	25,348,209	726,208	2.95
Investments	57,804,132	57,370,236	(433,896)	(0.75)
Property, plant and equipment	30,520,635	28,176,965	(2,343,670)	(7.68)
Intangible assets	86,340,267	80,726,194	(5,614,073)	(6.50)
Other assets	21,682,909	22,428,557	745,648	3.44
Total assets	220,969,944	214,050,161	(6,919,783)	(3.13)
Current liabilities	76,223,502	58,230,905	(17,992,597)	(23.61)
Non-current liabilities	59,346,082	69,679,399	10,333,317	17.41
Total liabilities	135,569,584	127,910,304	(7,659,280)	(5.65)
Paid-in capital	37,232,618	37,232,618	-	-
Capital surplus	29,337,376	29,032,105	(305,271)	(1.04)
Retained earnings	48,683,292	50,559,034	1,875,742	3.85
Other equity and treasury stock	(29,852,926)	(30,683,900)	(830,974)	2.78
Total equity	85,400,360	86,139,857	739,497	0.87

Impact of changes in financial conditions on financial results:

No significant impact.

Preventive measures:

Not applicable.

Statements of Comprehensive Income Analysis

Consolidated statements of comprehensive income

Explanation of significant changes in the past two years' operating revenue, operating income and income before tax:

Non-operating expenses increased mainly due to a decrease in dividend income.

Consolidated Statements of Comprehensive Income

Unit: NT\$'000, %

	2024	2025	YoY change	
			Amount	%
Operating revenue	199,373,905	198,764,583	(609,322)	(0.31)
Operating costs	159,678,771	157,808,811	(1,869,960)	(1.17)
Gross profit	39,695,134	40,955,772	1,260,638	3.18
Operating expenses	20,647,015	20,890,698	243,683	1.18
Operating income	20,250,476	21,450,084	1,199,608	5.92
Non-operating income (expenses)	(718,436)	(1,507,232)	(788,796)	109.79
Income before tax	19,532,040	19,942,852	410,812	2.10
Net income	15,795,545	16,206,169	410,624	2.60

Stand-alone statements of comprehensive income

Explanation of significant changes in the past two years' operating revenue, operating income and income before tax:

Operating income increased mainly due to network integration and enhanced operational efficiency.

Stand-alone Statements of Comprehensive Income

Unit: NT\$'000, %

	2024	2025	YoY change	
			Amount	%
Operating revenue	80,290,867	82,121,303	1,830,436	2.28
Operating costs	59,390,803	59,515,053	124,250	0.21
Gross profit	20,900,064	22,606,250	1,706,186	8.16
Operating expenses	12,984,221	12,904,106	(80,115)	(0.62)
Operating income	8,974,381	10,920,411	1,946,030	21.68
Non-operating income (expenses)	6,273,101	5,326,072	(947,029)	(15.10)
Income before tax	15,247,482	16,246,483	999,001	6.55
Net income	13,816,716	14,437,394	620,678	4.49

Revenue outlook, key assumptions, potential impact on the Company's business and corresponding proposal:

As the number of telecom operators has shrunk from five to three, service providers have shifted their focus to enhancing customer loyalty. Toward this aim, TWM is leveraging its unique 5G services and group resources to improve collaboration synergy and boost revenue. At the same time, as emerging services such as AI, smart energy and eSIM continue to develop, new Tech+Telco businesses should become a vital foundation for medium-to-long-term revenue growth, mitigating the impact of slowing growth in traditional communication services and strengthening its financial resilience.

Cash Flow Analysis

Consolidated cash flow analysis

1. Cash outflow from investment activities decreased mainly due to acquisition of Systex Corp. shares in 2024.
2. Cash outflow from financing activities increased mainly due to the repayment of debts.

Consolidated Cash Flow Statement

Unit: NT\$'000, %

	2024	2025	YoY change	
			Amount	%
Cash inflow (outflow) from operating activities	36,045,112	37,501,271	1,456,159	4.04
Cash inflow (outflow) from investment activities	(14,897,978)	(11,152,764)	3,745,214	(25.14)
Cash inflow (outflow) from financing activities	(22,445,825)	(29,732,083)	(7,286,258)	32.46
Impact from changes in exchange rate	109	3,131	3,022	2,772.48
Net cash decrease	(1,298,582)	(3,380,445)	(2,081,863)	160.32

Stand-alone cash flow analysis:

1. Cash outflow from investment activities decreased mainly due to acquisition of Systex Corp. shares in 2024.
2. Cash outflow from financing activities increased mainly due to the repayment of debts.

Stand-alone Cash Flow Statement

Unit: NT\$'000, %

	2024	2025	YoY change	
			Amount	%
Cash inflow (outflow) from operating activities	21,893,239	24,958,357	3,065,118	14.00
Cash inflow (outflow) from investment activities	(3,178,461)	(190,297)	2,988,164	(94.01)
Cash inflow (outflow) from financing activities	(18,320,838)	(25,141,675)	(6,820,837)	37.23
Net cash increase (decrease)	393,940	(373,615)	(767,555)	NM

Plans to improve negative liquidity:

Not applicable.

Projected consolidated cash flow for 2026

1. **Projected cash inflow from operating activities:** Expected to remain relatively stable.
2. **Projected cash outflow from investment activities:** For capital expenditure.
3. **Projected cash outflow from financing activities:** For cash dividend distribution.

Projected Consolidated Cash Flow in 2026

Unit: NT\$'000

Cash balance, beginning of the year (1)	Forecast net cash inflow from operations (2)	Forecast cash outflow from investment and financing activities (3)	Cash balance, end of the year (1) + (2) - (3)	Source of funding for negative cash balance	
				Cash inflow from investment activities	Cash inflow from financing activities
8,565,239	38,299,246	38,245,042	8,619,443	—	—

Source of Funding for Negative Cash Flow in 2026:

Not applicable.

Analysis of Major Capex and its Impact on Finance and Operations

The Company funds its major capex with internally generated cash flows.

Investment Policies, Reasons for Profit/Loss, Plans for Improvement and Future Investment Plans

Taiwan Mobile adopts a long-term, strategic investment approach to strengthen and diversify its core business, while selectively expanding into new areas with synergistic potential.

In 2025, on a consolidated basis, TWM recorded NT\$127.558 million in gains from long-term investments accounted for under the equity method, backed by improved performance of certain portfolio companies. Going forward, TWM will maintain a prudent and disciplined approach to strategic investments.

Risk Management

Impact of inflation, interest and exchange rate fluctuations, and preventive measures:

1. Impact of interest rate fluctuations

The Company has mid-term loan facilities with financial institutions and mid-to-long-term straight bond issuances on partial current outstanding liabilities to lock in mid-to-long-term interest rates and minimize risks from interest rate fluctuations. Overall, interest rate fluctuations had an insignificant impact on the Company.

2. Impact of exchange rate fluctuations

Only some of the Company's payments are denominated in euros and US dollars. To minimize the impact from foreign exchange rate fluctuations, the Company hedges risks through foreign exchange spot market transactions. Overall, exchange rate fluctuations had an insignificant impact on the Company.

3. Impact of inflation

Inflation had a minor impact on the Company's operating performance in 2025 up to January 31, 2026.

Investment policy and reasons for gains & losses from high-risk/high-leverage financial products, derivatives, loans to others and guarantees of debts:

1. The Company was not involved in any high-risk, high-leverage financial investment.
2. The Company passed the Rules and Procedures on Lending and Making Endorsements/ Guarantees to supervise its financing and endorsement activities. As the counterparties in its loans and guarantees were all its subsidiaries, there was minimal operating risk.
3. The Company did not engage in any derivatives transactions.

Future research and development plans

Project name	Objective
AI-based 6G next-generation video traffic modeling and base station resource allocation algorithm design	To address the transmission demands of next-generation 6G video services, this project focuses on establishing representative video traffic models and designing an AI-driven resource allocation algorithm for base stations. By dynamically adjusting spectrum and power allocation, the system enhances video transmission efficiency and network stability. The project also utilizes unmanned aerial vehicles (UAVs) as relay nodes to conduct real-world 6G video transmission tests, evaluating performance across various video formats and channel environments. The ultimate goal is to integrate traffic modeling with AI algorithms to provide a robust resource management solution for 6G mobile networks that effectively supports immersive video transmission.
AI voice quality inspection	Utilize self-developed AI voice recognition to enable full-scale call quality auditing and elevate service quality.
AI smart telesales	Drive telesales conversion through AI outbound bots and realistic voice technology.
TAI PBX (Taiwan AI private branch exchange)	Develop intelligent PBX systems to provide enterprise switchboards and contact centers with rapid AI integration capabilities.
Intelligent store voice quality inspection	Develop proprietary in-store recording systems integrated with AI voice recognition to enable comprehensive service quality inspections.
Anti-fraud service	Continue to develop AI fraud identification capabilities to counter emerging threats and build a comprehensive digital security net.
Telecom wisdom maximization (TWMMax)	Implement smart recommendation systems combined with data analytics to enhance operational efficiency and optimize service workflows.
GenAlus	Construct a next-generation Agentic AI framework to deepen AI understanding and learning capabilities, enhancing the execution of complex, multilayered tasks.
Intelligent network anomaly detection	Use AI to develop network monitoring systems capable of precisely identifying early signs of equipment anomalies, strengthening telecom network resilience.
OPPay BNPL (Buy Now Pay Later)	Develop cross-border installment systems that integrate multifactor authentication and security protocols to build a more trusted digital finance environment.

Project name	Objective
OPBiz	Develop mobile business communication technologies that merge physical and virtual channels to accelerate digital transformation for enterprise operations.
M+/M+ Meet	Build integrated smart voice solutions to upgrade user experience and system performance, strengthening team collaboration, remote interaction and digital trust environment.
MyCharge	Construct standardized, cross-platform charging roaming mechanisms to reduce interconnection costs for providers and accelerate the expansion of EV charging ecosystem.
Employee AI agent	Develop innovative AI agent architectures to provide diverse digital assistants, optimizing user experience and employee productivity.
TWEX (Virtual asset management system)	Develop a secure and trusted digital asset trading platform to meet diverse asset allocation needs.
E-commerce service for brand	Develop intelligent management systems that utilize AI and automation to deeply integrate supply chains and sales channels.
MyVideo	Develop AI-optimized video processing and transmission technologies to extend the viewing experience across multiple devices, creating a ubiquitous audiovisual lifestyle.
AI Votex	Build a smart voice transcription system supporting Mandarin, Taiwanese, English and Hakka to rapidly transform audio from meetings and interviews into various summary formats.
Smarter Home	Centered on the Matter standard, we will integrate intelligent assistance, diverse devices, and partner services to enhance user experience and gradually extend applications beyond the home, delivering a convenient and secure smart living experience.
SOC-SIEM (Security Operations Center-Security Information & Event Management)	Continuously enhance product functionality by integrating data from diverse security devices to provide comprehensive managed security service provider (MSSP) solutions.
momo personalized multi-modal recommendation system	Leveraging AI technology, the system automatically generates diverse promotional scenarios and builds precise personalized recommendation models based on customer attributes, product characteristics and interaction data. By integrating multi-modal data processing with deep learning algorithms, it dynamically aligns with individual customer preferences to achieve intelligent "Scenario × Demand" matching. This enables users to quickly discover desired products while maximizing the efficiency of promotional resources, ultimately enhancing overall operational performance and customer experience.

Forecast research and development expenses

The projected research and development expense for 2026 is NT\$949.356 million.

Regulatory changes and developments

1. The NCC approves mobile termination rates, effective January 1, 2025

- (1) Status
To promote market competition, the NCC has approved the mobile network voice call termination rates for 2025 to 2028. The rates are to be reduced annually from NT\$0.407 per minute to NT\$0.386, NT\$0.366, NT\$0.348 and NT\$0.330 per minute from January 1, 2025, through December 31, 2028.
- (2) Countermeasures
Due to the limited disparity in incoming and outgoing traffic arising from network interconnection with telecommunications operators, the aforementioned annual reductions in mobile termination rates have not had a material impact on the Company's operations.

2. The NCC approves reduction of IP peering fees of Chunghwa Telecom Co., Ltd. starting from April 1, 2025

- (1) Status
The NCC announced the price adjustment coefficient to be applied to fixed communication services, which factors in changes in the consumer price index. Based on the price adjustment coefficient and the consumer price index, the NCC approved a 12.5% reduction in the wholesale IP peering prices for Chunghwa Telecom Co., Ltd. from NT\$32/Mbps to NT\$28/Mbps, starting on April 1, 2025, which should help lower the Company's internet interconnection costs.
- (2) Countermeasures
The Company will continue to strengthen global internet service, provide diversified internet access routes, and ensure stable broadband internet access quality.

3. The Presidential Office announced amendments to Articles 5 and 79 of the Telecommunications Management Act on July 2, 2025

- (1) Status
To strengthen anti-fraud measures and enhance regulatory oversight, the Legislative Yuan passed amendments to Articles 5 and 79 of the Telecommunications Management Act on June 17, 2025, which were promulgated by the Presidential Office on July 2, 2025. The amendments require entities that provide internet access services, as well as wholesale and resell telecommunications services with subscriber numbers under their own name, to register as telecommunications enterprises with the NCC within one year from the date the amendments took effect. Failure to complete such registration will result in administrative fines ranging from NT\$100,000 to NT\$1,000,000 and an order to take corrective action.
- (2) Countermeasures
The Company, registered as a telecommunications enterprise prior to the amendments to the Telecommunications Management Act, has notified its partners to review their telecommunications services. Partners subject to registration shall complete registration with the NCC within the prescribed period.

4. The NCC amends the "Guidelines for the Risk Management Mechanism for the Provision of Telecommunications Services" on September 26, 2025

- (1) Status
To combat fraud, the NCC promulgated the "Guidelines for the Risk Management Mechanism for Telecommunications Enterprises in Accepting Applications for Telecommunication Services" in June 2023. The Guidelines were subsequently amended on September 11, 2024, and September 26, 2025, and were renamed as the "Guidelines for the Risk Management Mechanism for the Provision of Telecommunications Services." These revisions incorporate relevant requirements under applicable anti-fraud regulations and expand the scope of know your customer ("KYC") risk management from enterprise customers to telecommunications services provided to individual customers. Additional measures to enhance fraud prevention are ongoing.
- (2) Countermeasures
The Company is committed to implementing the customer risk management mechanism in accordance with the revised guidelines, and collaborating with the NCC and relevant authorities to combat telecommunications fraud.

5. The NCC announced the "Operation Directions for Activating Mobile Communication Disaster Roaming" on October 27, 2025

- (1) Status
In light of the increasing risk of damage to mobile communication infrastructure due to extreme weather events, the NCC announced the "Operation Directions for Activating Mobile Communication Disaster Roaming" on October 27, 2025. This directive establishes a standard operating procedure to guide mobile operators in continuously providing communication services to the public via the domestic roaming mechanism when a disaster leads to a certain degree of mobile network disruption.
- (2) Countermeasures
In compliance with the requirements set by the NCC and the stipulations of Article 22 of the Telecommunications Management Act, the Company proactively launched disaster roaming services in the Chiayi/Tainan and Taitung regions when disasters struck in August and September 2025, respectively, accumulating valuable experience in pioneering the service. Moving forward, the Company will comply with the aforementioned operation directions and directives issued by relevant competent authorities to implement disaster roaming and reinforce the provision of communication services to people in disaster-affected areas.

Technology changes and development

1. Mobile network

(1) Status

Non-terrestrial networks (NTN): NTN technology complements terrestrial network coverage gaps and provides critical emergency communication services during natural disasters or ground-network outages. With the regulatory release of satellite frequencies this year, NTN services have officially transitioned from the proof of concept phase to commercial deployment.

AI integration and market demand: As AI matures, operators have increasingly integrated the technology across network management, data analytics and energy conservation, significantly boosting operational efficiency. Concurrently, rising consumer adoption of Generative AI and Edge AI has driven a substantial surge in demand for higher uplink bandwidth and lower latency.

(2) Countermeasures

NTN implementation: The Company has equipped 20 base stations — including 10 mobile base station vehicles — with OneWeb low Earth orbit (LEO) satellite connectivity to serve as backup for specific locations. This was successfully deployed for disaster relief during the typhoons in 2025. Furthermore, the Company is conducting commercialization tests for direct-to-cell (D2C) technology to offer differentiated services as the ecosystem matures.

AI empowerment and network upgrades: Beyond encouraging internal AI-driven innovation to optimize operations, maintenance, and energy efficiency, TWM is aggressively upgrading its network infrastructure to handle AI-driven traffic. In September 2025, the Company completed Taiwan's first "Uplink Tx Switching" technical validation. Utilizing 5G-Advanced technology, this increases uplink speeds by up to 30%, further empowering ultra-low latency performance for real-time AI and AR/VR interactions.

2. Core network integration (post-merger)

(1) Status

Following the merger of Taiwan Mobile and Taiwan Star, the market has been reduced from five players to three. Competition has shifted from pricing to value, focusing on network quality, service experience and digital ecosystems. To integrate the two networks, the Company migrated Taiwan Star's core equipment and services into Taiwan Mobile's core network. This unification of voice, data, SMS and subscriber management platforms enhances operational flexibility and service performance, driving the industry toward highly reliable and high-capacity communications.

(2) Countermeasures

To ensure a seamless transition and consistent user experience during phased core network integration, the Company implemented the following:

- Core network capacity expansion: Unified voice cores, data cores and subscriber databases onto a single platform, expanding hardware capacity to support a fully integrated subscriber base.
- High availability and disaster recovery: Strengthened cross-data-center redundancy and traffic-switching capabilities to ensure superior network reliability and disaster recovery.
- Unified service platforms: Integrated legacy Taiwan Star services into Taiwan Mobile's systems while optimizing areas with performance gaps, ensuring all users enjoy premium mobile services.
- AI-driven management and sustainability: Implemented AI for network management to optimize performance and energy use. This allowed for the decommissioning of two major data centers and redundant equipment, resulting in an annual reduction of NT\$102 million in operating expenses and NT\$36 million in electricity costs, demonstrating our commitment to ESG goals.

During the merger, Taiwan Mobile fully honored all original Taiwan Star contracts, rate plans and data privacy. Subscribers were not required to change SIM cards, ensuring a seamless transition and service continuity.

3. ICT security risks

(1) Risks associated with changes in mobile broadband technology

As mobile technology evolves and 5G develops, ICT security threats, risks and impacts have become more complex and significant. With 5G services expanding the scope of users and applications and increasing the importance of information carried on the network, there are risks of leakage or improper use of private and personal data, such as digital footprints. Meanwhile, 5G's larger capacity to support more IoT devices also opens it to risks of devices being infected with a virus and attacking the system. Challenges to the resilience of the 5G system will increase from a personal level to the wider issue of information security of an enterprise, society and the nation.

In addition, as telecommunications services gradually move toward an open architecture, there is also the enhanced information security risk that software might generate.

(2) Countermeasures

In the face of these threats to information security, the Company has adopted a consistent all-round thinking, planning and deploying information security equipment, improving network strength, identifying possible types of threats, and taking corresponding protective and control measures through system implementation, standard operating procedures, personnel training and reinforcement. The Company has also maintained a prudent attitude toward new architecture, software and functions, and will not blindly pursue innovation and speed, but will carefully evaluate, verify and implement measures.

Impact of changes in brand image on the Company's risk management policies in 2025 up to the publication date in 2026:

No changes have been observed. The Company has consistently upheld strong corporate governance, actively optimized network communication quality and customer service, and leveraged its core operational capabilities to fulfill corporate sustainability. Through these efforts, it has established a trustworthy image among consumers and investors. In 2025, TWM received numerous awards and recognitions (please refer to TMW's website: About Us/ Awards & Recognitions <https://english.taiwanmobile.com/eng/award/index.action>), reinforcing the Company's favorable corporate image.

Expected benefits and risks from mergers in 2025 up to the publication date in 2026:

None.

Expected benefits and risks related to plant facility expansions in 2025 up to the publication date in 2026:

Not applicable as the Company is not a manufacturer.

Risks from supplier and buyer concentration in 2025 up to the publication date in 2026:

The Company has minimal risks from supplier and buyer concentration (please refer to Chapter 4).

Significant changes in shareholdings of directors and major shareholders in 2025 up to the publication date in 2026:

None.

Changes in management controls in 2025 up to the publication date in 2026:

None.

Significant lawsuits and non-litigious matters in 2025 up to the publication date in 2026

1. The Company:

- (1) Spectrum dispute between Far EasTone Telecommunications Co., Ltd. ("FET") and Taiwan Mobile ("the Company")

Parties Involved: FET is the plaintiff, and the Company is the defendant.

In August 2015, FET filed a civil complaint with the Taipei District Court ("District Court") demanding that the Company: (i) file an application to return the C4 spectrum block; (ii) stop using the C4 spectrum block; (iii) stop using the C1 spectrum block until its application for the return of the C4 spectrum block is approved by the NCC; and (iv) pay NT\$1,005.800 million to FET as compensation.

In May 2016, the District Court ruled in favor of FET on claims (i), (ii) and (iii), and against FET on claim (iv). TWM and FET appealed these decisions to the High Court. The High Court dismissed TWM's appeal on claims (i), (ii) and (iii), and modified the judgment on claim (iv), ordering TWM to pay FET NT\$765.779 million, as well as a 5% annual interest on NT\$152.584 million of the aforementioned amount from September 5, 2015, until the payment date. TWM and FET appealed the rulings.

In May 2019, the Supreme Court dismissed the High Court's ruling in regard to FET's additional appeals, eliminated TWM's payment obligation, and remanded the case to the High Court. During the first retrial, TWM filed a counterclaim demanding FET pay NT\$14.482 million, plus a 5% annual interest from the day after the counterclaim is served until the settlement date. In August 2020, the High Court ruled as follows: for the dismissed claim (iv), TWM must pay FET NT\$242.154 million, plus a 5% annual interest on NT\$142.685 million of the aforementioned amount from September 30, 2016, to the payment date, and a 5% annual interest on NT\$99.469 million from July 21, 2017, to the payment date. The Company's counterclaim was denied. The Company and FET appealed the rulings. In June 2023, the Supreme Court dismissed the first retrial of the High Court and remanded the case to the High Court. In December 2024, the second retrial of the High Court ruled as follows: for FET's claim (iv), TWM must pay FET NT\$720.916 million, plus a 5% annual interest from September 5, 2015, to the payment date. The Company's counterclaim was denied. The Company and FET appealed the rulings. In December 2025, the Supreme Court dismissed the second retrial of the High Court and remanded the case to the High Court.

2. The Company's directors, general manager, executives, major shareholders hold more than 10 percent of the Company's shares:

None.

3. The Company's subsidiaries:

None.

Other major risks and countermeasures

In terms of information security and privacy protection, the telecommunications industry has a huge trove of personal data. If they are accidentally leaked, the Company could be held legally responsible, which could seriously damage its reputation.

Countermeasures:

TWM has implemented the ISO/IEC 27001 – Information Security Management System (ISMS) and the BS 10012, ISO/IEC 27701, 29100 – Personal Information Management System (PIMS). The Company's Cyber Security and Data Privacy Protection Committee reviews security and personal information protection policies on a quarterly basis and reports the results of ISMS and PIMS to the Board of Directors. Furthermore, to ensure a four-dimensional protection of users' personal data and internal confidential data, the Company has implemented the following:

- 1. Stopping external hackers:** Implement intrusion prevention, network segmentation, firewalls and web application firewalls, as well as share cyber security information with the Communication – Information Sharing and Analysis Center (C-ISAC) and other agencies.
- 2. Preventing internal leaks:** Conduct data leakage protection detection and strengthen gap reinforcement measures.
- 3. System planning and development:** Incorporate system development security specifications and execute code scanning, etc.
- 4. Operation and maintenance monitoring:** Establish an information security monitoring center, check and analyze system records, and report and track if abnormal conditions are found.

Other significant items:

None

2025

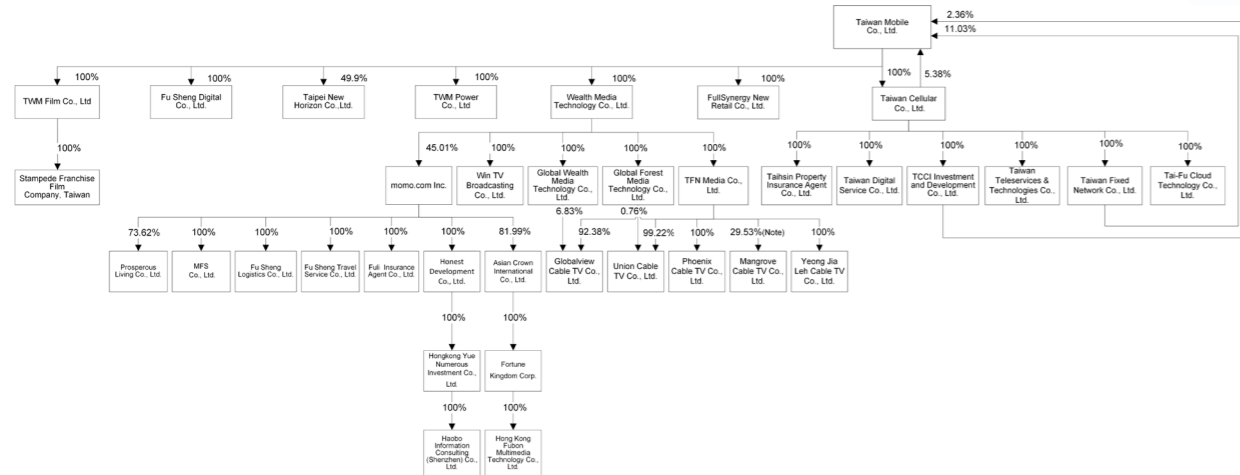
TAIWAN MOBILE
ANNUAL REPORT

Special Notes

Affiliates

1. Investment holding structure

As of December 31, 2025



Note: 70.47% of shares are held under trustee accounts.

2. Affiliates' profile

As of December 31, 2025; Unit: NT\$ (unless otherwise stated)

Name	Date of incorporation	Address	Paid-in capital	Main business
Taiwan Cellular Co., Ltd.	2005.09.20	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	5,029,703,090	Investment
Wealth Media Technology Co., Ltd.	2007.08.07	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	420,650,000	Investment
Taipei New Horizon Co., Ltd.	2009.01.07	6F, No. 88, Yanchang Rd., Xinyi District, Taipei	3,845,000,000	Building and operating Songshan Cultural and Creative Park BOT project
Fu Sheng Digital Co., Ltd.	2022.10.07	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	100,000,000	Virtual asset platform and transaction service provider
TWM Power Co., Ltd.	2023.09.06	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	200,000,000	Information software services
FullSynergy New Retail Co., Ltd.	2023.11.01	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	100,000,000	Branding agency and retail sales
Taiwan Mobile Film Co., Ltd.	2021.04.28	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	11,300,000	Film production
Taiwan Fixed Network Co., Ltd.	2007.01.30	15F, No. 172-1, Jilong Rd., Sec. 2, Da-an District., Taipei	21,000,000,000	Fixed-line service provider
Taiwan Teleservices & Technologies Co., Ltd.	2001.06.08	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	24,843,000	Call center service and telephone marketing
Taiwan Digital Service Co., Ltd.	2013.04.02	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	25,000,000	Commissioned maintenance services
Taihsin Property Insurance Agent Co., Ltd.	2017.12.29	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	5,000,000	Property insurance agent
Tai-Fu Cloud Technology Co., Ltd.	2018.01.11	18F, No. 172-1, Jilong Rd., Sec. 2, Da-an District., Taipei	240,000,000	Cloud and information services
TCCI Investment and Development Co., Ltd.	2009.09.22	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	1,049,120,000	Investment

Name	Date of incorporation	Address	Paid-in capital	Main business
TFN Media Co., Ltd.	2005.01.25	11F, No. 98, Zhouzi St., Neihu District, Taipei	2,309,213,040	Broadcasting and TV program distribution and investment in cable TV service providers, etc
Global Forest Media Technology Co., Ltd.	2008.12.26	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	15,000,000	Investment
Global Wealth Media Technology Co., Ltd.	2007.10.26	1F, No. 206, Datong Rd., Sec. 2, Xizhi District, New Taipei City	89,448,670	Investment
Win TV Broadcasting Co., Ltd.	2005.10.17	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	181,773,820	TV program provider
momo.com Inc.	2004.09.27	4F, No. 96, Zhouzi St., Neihu District, Taipei	2,649,752,750	Wholesale, retail, and retail sale no storefront
Taiwan Stampede Franchise Film Co., Ltd.	2022.03.11	7F, No. 206, Dunhua S. Rd., Sec. 2, Da-an District., Taipei	300,000	Film production
Yeong Jia Leh Cable TV Co., Ltd.	1994.09.26	10F, No. 651-5, Zhongzheng Rd., Xinzhuang District, New Taipei City	339,400,000	Cable TV service provider
Mangrove Cable TV Co., Ltd.	1996.01.23	5F, No. 33, Lane 3, Zhongzheng E. Rd., Sec. 1, Danshui District, New Taipei City	211,600,000	Cable TV service provider
Phoenix Cable TV Co., Ltd.	1996.08.22	No. 312, Fongping 1st Rd., Daliao District, Kaohsiung	680,901,980	Cable TV service provider
Union Cable TV Co., Ltd.	2005.02.04	No.179, Nuijhong Rd., Sec. 1, Yilan City, Yilan County	1,704,632,800	Cable TV service provider
Globalview Cable TV Co., Ltd.	1995.11.25	No. 206, Datong Rd., Sec. 2, Xizhi District, New Taipei City	560,000,000	Cable TV service provider
Asian Crown International Co., Ltd.	2009.01.07	Coastal Building, Wickham's Cay II, P.O. Box 2221, Road Town, Tortola, British Virgin Islands	USD 11,873,735	Investment
Honest Development Co., Ltd.	2015.01.23	Maystar Chambers, P.O. Box 3269, Apia, Samoa	USD 25,107,086	Investment
Fuli Insurance Agent Co., Ltd.	2006.01.03	7F, No. 96, Zhouzi St., Neihu District, Taipei	10,000,000	Comprehensive insurance agent
Fu Sheng Travel Service Co., Ltd.	2004.12.16	7F, No. 92, Zhouzi St., Neihu District, Taipei	30,000,000	Travel agency
Fu Sheng Logistics Co., Ltd.	2020.02.15	8F, No. 96, Zhouzi St., Neihu District, Taipei	250,000,000	Logistics and transport
MFS Co., Ltd.	2020.07.30	14F-6, No. 1, Zhanqian, Shangmiao Vil., Miaoli City, Miaoli County	100,000,000	Wholesaling
Prosperous Living Co., Ltd.	2021.11.26	7F, No. 98, Zhouzi St., Neihu District, Taipei	300,000,000	Wholesale and retail sales
Fortune Kingdom Corporation	2009.01.06	Maystar Chambers, P.O. Box 3269, Apia, Samoa	USD 11,594,429	Investment
Hong Kong Fubon Multimedia Technology Co., Ltd.	2010.03.18	Unit 06, G/F, The Lodge, 535 Canton Road, Kowloon, Hong Kong	USD 11,594,429	Investment
Hongkong Yue Numerous Investment Co., Ltd.	2015.03.12	Unit 06, G/F, The Lodge, 535 Canton Road, Kowloon, Hong Kong	USD 5,441,087.99	E-commerce and Investment
Shenzhen Hbo Information Advisory Co., Ltd.	2008.11.14	Unit 108, Building A, No. 7038, Songbai Road, Songgang Sub-district, Bao'an District, Shenzhen, Guangdong, China	RMB 11,000,000	Information technology services and Investment

3. Other significant events affecting shareholders' equity or stock price:

None

4. Industries covered by affiliates' business operations

The Company's affiliates have set digital convergence as their core strategy across all businesses: telecommunications, cable TV, e-commerce, media and entertainment. An abundance of resources allows us to conduct both online and offline commerce, product bundling and cross-selling by leveraging group synergy.

5. Affiliates' lists of directors, supervisors and presidents

As of December 31, 2025; Unit: share (unless otherwise stated), %

Company name	Title	Name of Representative	Shares (Note 2)	%
Taiwan Cellular Co., Ltd.	Chairman	Taiwan Mobile Co., Ltd. Representative: Daniel M. Tsai	502,970,309	100.00%
	Director	Taiwan Mobile Co., Ltd. Representative: Jamie Lin	502,970,309	100.00%
	Supervisor	Taiwan Mobile Co., Ltd. Representative: George Chang	502,970,309	100.00%
	President	Jamie Lin	-	-
Wealth Media Technology Co., Ltd.	Chairman	Taiwan Mobile Co., Ltd. Representative: Daniel M. Tsai	42,065,000	100.00%
	Director	Taiwan Mobile Co., Ltd. Representative: Jamie Lin	42,065,000	100.00%
	Supervisor	Taiwan Mobile Co., Ltd. Representative: George Chang	42,065,000	100.00%
	President	Jamie Lin	-	-
Taipei New Horizon Co., Ltd.	Chairman	Fubon Land Development Co., Ltd. Representative: Liang-Cheng Sung	192,634,500	50.10%
	Director	Fubon Land Development Co., Ltd. Representative: Stephanie Tsai	192,634,500	50.10%
	Director	Taiwan Mobile Co., Ltd. Representative: Jamie Lin	191,865,500	49.90%
	Director	Taiwan Mobile Co., Ltd. Representative: George Chang	191,865,500	49.90%
	Director	Taiwan Mobile Co., Ltd. Representative: Iris Liu	191,865,500	49.90%
	Supervisor	Rita Kuo	-	-
	President	Iris Liu	-	-
Fu Sheng Digital Co., Ltd.	Chairman	Taiwan Mobile Co., Ltd. Representative: Jamie Lin	10,000,000	100.00%
	Director	Taiwan Mobile Co., Ltd. Representative: Luke Han	10,000,000	100.00%
	Director	Taiwan Mobile Co., Ltd. Representative: Astro Hsu	10,000,000	100.00%
	Supervisor	Taiwan Mobile Co., Ltd. Representative: Rock Tsai	10,000,000	100.00%
	President	Luke Han	-	-
TWM Power Co., Ltd.	Chairman	Taiwan Mobile Co., Ltd. Representative: Jamie Lin	20,000,000	100.00%
	Director	Taiwan Mobile Co., Ltd. Representative: Tony Lin	20,000,000	100.00%
	Supervisor	Taiwan Mobile Co., Ltd. Representative: George Chang	20,000,000	100.00%
	President	Tony Lin	-	-
FullSynergy New Retail Co., Ltd.	Chairman	Taiwan Mobile Co., Ltd. Representative: Jamie Lin	10,000,000	100.00%
	Director	Taiwan Mobile Co., Ltd. Representative: Eric Lin	10,000,000	100.00%
	Supervisor	Taiwan Mobile Co., Ltd. Representative: George Chang	10,000,000	100.00%
	President	Eric Lin	-	-

Company name	Title	Name of Representative	Shares (Note 2)	%
Taiwan Mobile Film Co., Ltd.	Chairman	Taiwan Mobile Co., Ltd. Representative: Jamie Lin	1,130,000	100.00%
	Director	Taiwan Mobile Co., Ltd. Representative: Daphne Lee	1,130,000	100.00%
	Director	Taiwan Mobile Co., Ltd. Representative: Joshua Lan	1,130,000	100.00%
	Supervisor	Taiwan Mobile Co., Ltd. Representative: Rita Kuo	1,130,000	100.00%
	President	Daphne Lee	-	-
Taiwan Fixed Network Co., Ltd.	Chairman	Taiwan Cellular Co., Ltd. Representative: Daniel M. Tsai	2,100,000,000	100.00%
	Director	Taiwan Cellular Co., Ltd. Representative: Richard M. Tsai	2,100,000,000	100.00%
	Supervisor	Taiwan Cellular Co., Ltd. Representative: George Chang	2,100,000,000	100.00%
	President	Jamie Lin	-	-
Taiwan Teleservices & Technologies Co., Ltd.	Chairman	Taiwan Cellular Co., Ltd. Representative: Jamie Lin	2,484,300	100.00%
	Director	Taiwan Cellular Co., Ltd. Representative: Daniel M. Tsai	2,484,300	100.00%
	Supervisor	Taiwan Cellular Co., Ltd. Representative: George Chang	2,484,300	100.00%
	President	Steve Chou	-	-
Taiwan Digital Service Co., Ltd.	Chairman	Taiwan Cellular Co., Ltd. Representative: Jamie Lin	2,500,000	100.00%
	Director	Taiwan Cellular Co., Ltd. Representative: Daniel M. Tsai	2,500,000	100.00%
	Supervisor	Taiwan Cellular Co., Ltd. Representative: George Chang	2,500,000	100.00%
	President	Kate Chen	-	-
Taihsin Property Insurance Agent Co., Ltd.	Chairman	Taiwan Cellular Co., Ltd. Representative: Jamie Lin	500,000	100.00%
	Director	Taiwan Cellular Co., Ltd. Representative: Tony Lin	500,000	100.00%
	Director	Taiwan Cellular Co., Ltd. Representative: Shing Chu	500,000	100.00%
	Supervisor	Taiwan Cellular Co., Ltd. Representative: Jean Chang	500,000	100.00%
	President	Rita Kuo	-	-
Tai-Fu Cloud Technology Co., Ltd.	Chairman	Taiwan Cellular Co., Ltd. Representative: Shing Chu	24,000,000	100.00%
	Director	Taiwan Cellular Co., Ltd. Representative: Naomi Lee	24,000,000	100.00%
	Director	Taiwan Cellular Co., Ltd. Representative: David Wei	24,000,000	100.00%
	Supervisor	Taiwan Cellular Co., Ltd. Representative: Rita Kuo	24,000,000	100.00%
	President	Shing Chu	-	-
TCCI Investment and Development Co., Ltd.	Chairman	Taiwan Cellular Co., Ltd. Representative: Daniel M. Tsai	104,912,000	100.00%
	Director	Taiwan Cellular Co., Ltd. Representative: Richard M. Tsai	104,912,000	100.00%
	Supervisor	Taiwan Cellular Co., Ltd. Representative: George Chang	104,912,000	100.00%
	President	Jamie Lin	-	-

Company name	Title	Name of Representative	Shares (Note 2)	%
TFN Media Co., Ltd.	Chairman	Wealth Media Technology Co., Ltd. Representative: Daniel M. Tsai	230,921,304	100.00%
	Director	Wealth Media Technology Co., Ltd. Representative: Jamie Lin	230,921,304	100.00%
	Supervisor	Wealth Media Technology Co., Ltd. Representative: Rock Tsai	230,921,304	100.00%
	President	Jamie Lin	-	-
Global Forest Media Technology Co., Ltd.	Chairman	Wealth Media Technology Co., Ltd. Representative: Jamie Lin	1,500,000	100.00%
	Director	Wealth Media Technology Co., Ltd. Representative: George Chang	1,500,000	100.00%
	Supervisor	Wealth Media Technology Co., Ltd. Representative: Rita Kuo	1,500,000	100.00%
	President	Jamie Lin	-	-
Global Wealth Media Technology Co., Ltd.	Chairman	Wealth Media Technology Co., Ltd. Representative: Jamie Lin	8,944,867	100.00%
	Director	Wealth Media Technology Co., Ltd. Representative: George Chang	8,944,867	100.00%
	Supervisor	Wealth Media Technology Co., Ltd. Representative: Rita Kuo	8,944,867	100.00%
	President	Jamie Lin	-	-
Win TV Broadcasting Co., Ltd.	Chairman	Wealth Media Technology Co., Ltd. Representative: Jamie Lin	18,177,382	100.00%
	Director	Wealth Media Technology Co., Ltd. Representative: Daniel M. Tsai	18,177,382	100.00%
	Supervisor	Wealth Media Technology Co., Ltd. Representative: George Chang	18,177,382	100.00%
	President	Webber Cheng	-	-
momo.com Inc.	Chairman	Wealth Media Technology Co., Ltd. Representative: Daniel M. Tsai	119,278,374	45.01%
	Director	Wealth Media Technology Co., Ltd. Representative: Jamie Lin	119,278,374	45.01%
	Director	Wealth Media Technology Co., Ltd. Representative: Jeff Ku	119,278,374	45.01%
	Director	Wealth Media Technology Co., Ltd. Representative: Douglas Tsai	119,278,374	45.01%
	Director	Tong-An Investment Co., Ltd. Representative: Chwen-Jy, Chiu	27,903,922	10.53%
	Independent Director	Chieh Wang	-	-
	Independent Director	Emily Hong	-	-
	Independent Director	Mike Jiang	-	-
	Independent Director	Hsu-Jean Chiu	-	-
	President	Jeff Ku	23,579	0.01%
Taiwan Stampede Franchise Film Co., Ltd.	Chairman	Taiwan Mobile Film Co., Ltd. Representative: Jamie Lin	30,000	100.00%
	Director	Taiwan Mobile Film Co., Ltd. Representative: Daphne Lee	30,000	100.00%
	Director	Taiwan Mobile Film Co., Ltd. Representative: Joshua Lan	30,000	100.00%
	Supervisor	Taiwan Mobile Film Co., Ltd. Representative: Rita Kuo	30,000	100.00%
	President	Jamie Lin	-	-

Company name	Title	Name of Representative	Shares (Note 2)	%
Yeong Jia Leh Cable TV Co., Ltd.	Chairman	TFN Media Co., Ltd. Representative: Jamie Lin	33,940,000	100.00%
	Director	TFN Media Co., Ltd. Representative: George Chang	33,940,000	100.00%
	Director	TFN Media Co., Ltd. Representative: C.H. Jih	33,940,000	100.00%
	Director	TFN Media Co., Ltd. Representative: Shing Chu	33,940,000	100.00%
	Director	TFN Media Co., Ltd. Representative: Min-Chieh Yang	33,940,000	100.00%
	Supervisor	TFN Media Co., Ltd. Representative: Jay Hong	33,940,000	100.00%
	Supervisor	TFN Media Co., Ltd. Representative: Rita Kuo	33,940,000	100.00%
	President	Min-Chieh Yang	-	-
Mangrove Cable TV Co., Ltd.	Chairman	Dai-Ka Ltd. Representative: Steve T.H. Chen	14,912,000	70.47%
	Director	Dai-Ka Ltd. Representative: Yao-Tung Lee	14,912,000	70.47%
	Independent Director	Hsiu-Lan Wang	-	-
	Independent Director	Joe-Hsiang Lin	-	-
	Independent Director	Kang-Shue Chang	-	-
	President	Yao-Tung Lee	-	-
Phoenix Cable TV Co., Ltd.	Chairman	TFN Media Co., Ltd. Representative: Jamie Lin	68,090,198	100.00%
	Director	TFN Media Co., Ltd. Representative: George Chang	68,090,198	100.00%
	Director	TFN Media Co., Ltd. Representative: C.H. Jih	68,090,198	100.00%
	Director	TFN Media Co., Ltd. Representative: Shing Chu	68,090,198	100.00%
	Director	TFN Media Co., Ltd. Representative: Sheng-Hung Lin	68,090,198	100.00%
	Supervisor	TFN Media Co., Ltd. Representative: Jay Hong	68,090,198	100.00%
	Supervisor	TFN Media Co., Ltd. Representative: Rita Kuo	68,090,198	100.00%
	President	Sheng-Hung Lin	-	-
Union Cable TV Co., Ltd.	Chairman	TFN Media Co., Ltd. Representative: Jamie Lin	169,141,000	99.22%
	Director	TFN Media Co., Ltd. Representative: George Chang	169,141,000	99.22%
	Director	TFN Media Co., Ltd. Representative: C.H. Jih	169,141,000	99.22%
	Director	TFN Media Co., Ltd. Representative: Shing Chu	169,141,000	99.22%
	Director	TFN Media Co., Ltd. Representative: Hung-Chun Chou	169,141,000	99.22%
	Supervisor	Global Forest Media Technology Co., Ltd. Representative: Jay Hong	1,300,326	0.76%
	Supervisor	Rita Kuo	-	-
	President	Hung-Chun Chou	-	-

Company name	Title	Name of Representative	Shares (Note 2)	%
Globalview Cable TV Co., Ltd.	Chairman	TFN Media Co., Ltd. Representative: Jamie Lin	51,733,200	92.38%
	Director	TFN Media Co., Ltd. Representative: George Chang	51,733,200	92.38%
	Director	TFN Media Co., Ltd. Representative: C.H. Jih	51,733,200	92.38%
	Director	TFN Media Co., Ltd. Representative: Shing Chu	51,733,200	92.38%
	Director	TFN Media Co., Ltd. Representative: Cing-Po Huang	51,733,200	92.38%
	Supervisor	Global Wealth Media Technology Co., Ltd. Representative: Jay Hong	3,825,333	6.83%
	Supervisor	Rita Kuo	-	-
	President	Cing-Po Huang	-	-
Asian Crown International Co., Ltd.	Director	momo.com Inc.	USD 9,735,459	81.99%
	President	(Note 1)		
Honest Development Co., Ltd.	Director	momo.com Inc.	USD 25,107,086	100.00%
	President	(Note 1)		
Fuli Insurance Agent Co., Ltd.	Chairman	momo.com Inc. Representative: Jeff Ku	1,000,000	100.00%
	Director	momo.com Inc. Representative: Jeremy Hong	1,000,000	100.00%
	Director	momo.com Inc. Representative: Terry Lee	1,000,000	100.00%
	Supervisor	momo.com Inc. Representative: Gina Lu	1,000,000	100.00%
	President	Jeremy Hong	-	-
Fu Sheng Travel Service Co., Ltd.	Chairman	momo.com Inc. Representative: Jeff Ku	3,000,000	100.00%
	Director	momo.com Inc. Representative: Jeremy Hong	3,000,000	100.00%
	Director	momo.com Inc. Representative: Gina Lu	3,000,000	100.00%
	Supervisor	momo.com Inc. Representative: Terry Lee	3,000,000	100.00%
	President	(Note 1)		
Fu Sheng Logistics Co., Ltd.	Chairman	momo.com Inc. Representative: Jeff Ku	25,000,000	100.00%
	Director	momo.com Inc. Representative: Leanne Wang	25,000,000	100.00%
	Director	momo.com Inc. Representative: Robinson Lin	25,000,000	100.00%
	Supervisor	momo.com Inc. Representative: Gina Lu	25,000,000	100.00%
	President	Leanne Wang	-	-
MFS Co., Ltd.	Chairman	momo.com Inc. Representative: Jeff Ku	10,000,000	100.00%
	Director	momo.com Inc. Representative: Summer Hsieh	10,000,000	100.00%
	Director	momo.com Inc. Representative: Ally Yu	10,000,000	100.00%
	Supervisor	momo.com Inc. Representative: Jeremy Hong	10,000,000	100.00%
	President	Ally Yu	-	-

Company name	Title	Name of Representative	Shares (Note 2)	%
Prosperous Living Co., Ltd.	Chairman	momo.com Inc. Representative: Jeff Ku	22,085,000	73.62%
	Director	momo.com Inc. Representative: Jeremy Hong	22,085,000	73.62%
	Director	momo.com Inc. Representative: Terry Lee	22,085,000	73.62%
	Supervisor	Gina Lu	100,000	0.33%
	President	(Note 1)		
Fortune Kingdom Corporation	Director	Asian Crown International Co., Ltd.	USD 11,594,429	100.00%
	President	(Note 1)		
Hong Kong Fubon Multimedia Technology Co., Ltd.	Director	Fortune Kingdom Corporation	USD 11,594,429	100.00%
	Director	Jeff Ku	-	-
	President	(Note 1)		
Hongkong Yue Numerous Investment Co., Ltd.	Director	Honest Development Co., Ltd.	USD 5,441,087.99	100.00%
	Director	Jeff Ku	-	-
Shenzhen Hbo Information Advisory Co., Ltd.	Chairman	Hongkong Yue Numerous Investment Co., Ltd. Representative: Jeff Ku	RMB 11,000,000	100.00%
	Supervisor	Hongkong Yue Numerous Investment Co., Ltd. Representative: Gina Lu	RMB 11,000,000	100.00%
	President	Summer Hsieh	-	-

Note 1: No President

Note 2: No. of shares unless stated otherwise, i.e., paid-in capital in foreign denomination.

6. Affiliates' operating highlights

As of December 31, 2025; Unit: NTS'000

Company name	Paid-in capital	Total assets	Total liabilities	Net worth	Operating revenue	Operating income	Net income	EPS (NT\$)
Taiwan Cellular Co., Ltd.	5,029,703	95,174,037	647	95,173,390	-	(790)	3,692,344	7.34
Wealth Media Technology Co., Ltd.	420,650	23,276,715	3,656	23,273,059	-	(279)	3,168,937	75.33
Taipei New Horizon Co., Ltd.	3,845,000	6,599,947	2,488,081	4,111,866	667,974	343,945	230,283	0.60
Fu Sheng Digital Co., Ltd.	100,000	114,051	78,726	35,325	5,690	(39,865)	(39,026)	(3.90)
TWM Power Co., Ltd.	200,000	163,054	19,674	143,380	8,040	(30,732)	(29,744)	(1.62)
FullSynergy New Retail Co., Ltd.	100,000	260,442	193,249	67,193	787,265	(7,131)	(9,194)	(0.92)
Taiwan Mobile Film Co., Ltd.	11,300	11,336	-	11,336	-	(89)	16	0.01
Taiwan Fixed Network Co., Ltd.	21,000,000	70,798,707	7,574,110	63,224,597	11,806,304	4,322,215	3,351,403	1.60
Taiwan Teleservices & Technologies Co., Ltd.	24,843	547,383	419,141	128,242	1,353,583	76,885	65,527	26.38
TWM Holding Co. Ltd. (Note 1)	-	-	-	-	-	-	-	-
Taiwan Digital Service Co., Ltd.	25,000	147,172	39,861	107,311	227,378	15,130	12,918	5.17
Taihsin Property Insurance Agent Co., Ltd.	5,000	270,221	132,109	138,112	442,015	159,111	128,112	256.22
Tai-Fu Cloud Technology Co., Ltd.	240,000	311,706	56,484	255,222	184,474	15,385	5,505	0.23
TCCI Investment and Development Co., Ltd.	1,049,120	9,511,846	284,921	9,226,925	21	(157)	3,023	0.03
TFN Media Co., Ltd.	2,309,213	13,304,230	2,769,225	10,535,005	3,876,973	2,186,296	1,848,289	8.00
Global Forest Media Technology Co., Ltd.	15,000	17,093	61	17,032	-	(141)	(218)	(0.15)
Global Wealth Media Technology Co., Ltd.	89,449	96,595	84	96,511	-	(167)	468	0.05
Win TV Broadcasting Co., Ltd.	181,774	424,188	122,232	301,956	386,149	27,327	22,217	1.22
momo.com Inc.	2,649,753	26,777,725	17,071,539	9,706,186	108,599,380	3,284,988	2,991,326	11.29

Company name	Paid-in capital	Total assets	Total liabilities	Net worth	Operating revenue	Operating income	Net income	EPS (NT\$)
Taiwan Stampede Franchise Film Co., Ltd.	300	214	-	214	-	(58)	(57)	(1.90)
Yeong Jia Leh Cable TV Co., Ltd.	339,400	699,236	348,353	350,883	771,831	22,745	22,023	0.65
Mangrove Cable TV Co., Ltd.	211,600	521,465	242,517	278,948	358,932	9,726	11,383	0.54
Phoenix Cable TV Co., Ltd.	680,902	1,347,885	411,006	936,879	1,000,930	90,880	85,884	1.26
Union Cable TV Co., Ltd.	1,704,633	2,185,139	366,287	1,818,852	565,899	(17,395)	(11,414)	(0.07)
Globalview Cable TV Co., Ltd.	560,000	882,529	192,850	689,679	375,531	1,360	9,158	0.16
Asian Crown International Co., Ltd.	364,890	15,877	-	15,877	-	(175)	28,041	2.36
Honest Development Co., Ltd.	770,448	337,929	-	337,929	-	-	(72,718)	(3.18)
Fuli Insurance Agent Co., Ltd.	10,000	18,620	1,770	16,850	8,293	2,263	1,889	1.89
Fu Sheng Travel Service Co., Ltd.	30,000	235,757	180,636	55,121	15,447	10,758	11,262	3.75
Bebe Poshe International Co., Ltd. (Note2)	-	-	-	-	16,477	(568)	(456)	NA
Fu Sheng Logistics Co., Ltd.	250,000	605,417	286,939	318,478	1,329,271	38,603	32,891	1.32
MFS Co., Ltd.	100,000	130,814	15,725	115,089	256,348	15,385	12,072	1.21
Prosperous Living Co., Ltd.	300,000	314,739	8,795	305,944	78,936	1,335	4,538	0.15
Fortune Kingdom Corporation	356,500	11,288	-	11,288	-	-	28,256	2.44
Hong Kong Fubon Multimedia Technology Co., Ltd.	356,500	11,723	435	11,288	-	(791)	28,256	2.44
Hongkong Yue Numerous Investment Co., Ltd.	166,035	340,855	2,928	337,927	180	(3,136)	(72,718)	(2.88)
Shenzhen Hbo Information Advisory Co., Ltd.	49,401	231,524	4,017	227,507	2,856	(546)	(71,562)	NA
Fubon Gehua (Beijing) Enterprise Ltd. (Note3)	-	-	-	-	-	-	1	NA

Note 1: The liquidation process was completed in March 2025.

Note 2: The Board of Directors resolved to dissolve the company on February 26, 2025, and the liquidation process was completed in July 2025.

Note 3: The liquidation process was completed in December 2025, and all related proceeds were remitted to the parent company, Hong Kong Fubon Multimedia Technology Co., Ltd.

Note 4: Exchange rates: US\$1=NT\$31.375, and RMB1=NT\$4.491 as of December 31, 2025.

Average exchange rates: US\$1=NT\$31.182, and RMB1=NT\$4.334 for 2025.

Consolidated Financial Report of the Affiliated Enterprises of 2025:

The consolidated financial report of affiliated enterprises and the 2025 consolidated financial report are based on the same consolidated entities; thus, no separate financial report has been prepared. Please refer to 2025 consolidated financial report.

Report of the Affiliated Enterprises of 2025:

Not applicable.

Private placement of company shares:

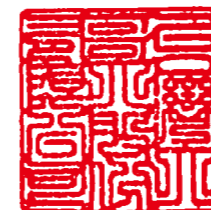
None

Other supplementary information:

None

Other significant events affecting shareholders' equity or stock price:

None



Taiwan Mobile Co., Ltd



Daniel M. Tsai,
Chairman



台灣大哥大
Taiwan Mobile

OPEN POSSIBLE
能所不能