

RE100
2040
NET ZERO
2050



Taiwan Mobile

2021 Sustainability and Integrated Report / Corporate Social Responsibility Report

TWM Net Zero 2050, Commit a Renewable Future



About the Report

We are delighted that you are reading the 14th Sustainability and Integrated Report/Corporate Social Responsibility Report issued by Taiwan Mobile.

Reporting Period

The period of information disclosure of this report is 2021 (Jan. 1 to Dec. 31, 2021).

Report Boundary and Scope

The report's boundaries were defined based on the nature of Taiwan Mobile's operations, their relevance to the industry and the company's areas of control. The financial data, verified by Deloitte Taiwan, is consistent with the figures in TWM's consolidated financial statements, which are disclosed in the company's 2021 Annual Report. All environmental and social data cover the operations of TWM, the Taiwan Mobile Foundation, and subsidiaries in which TWM owns 50% or more of their shares, such as Taiwan Fixed Network Co., Ltd., Taiwan Digital Services Co., Ltd., Taiwan Teleservices & Technologies Co., Ltd., TWM Broadband (including Taiwan Fixed Network Media Co., Ltd., its subsidiaries, and Win TV Broadcasting Co., Ltd.), Taiwan Kuro Times Co., Ltd., and Taihsin Property Insurance Agent Co., Ltd. The scope of GHG inventories is based on the boundaries published in the statement by SGS, a third party verification institution. The main points of emphasis of this report are operational performance, corporate governance, environmental protection, and social participation in line with international practices related to the disclosure of information on corporate operations. Moreover, there is no difference in corporate governance, honest management and sustainable development of the Company from the Code of practice for Listing and OTC Listing. Discrepancies in categories or measurements of quantitative data with the previous report are specifically noted when they appear. The statistical data provided in the report are derived from Taiwan Mobile's own statistics and surveys and are presented with conventional data description techniques.

Reporting Standard and Confirmation of Reliability of Public Information Disclosure

The Report is compiled in accordance with GRI Sustainability Reporting Standards published by the Global Sustainability Standards Board (GSSB) and in line with the integrated reporting structure provided by the International Integrated Reporting Council (IIRC). The content of the Report has been approved by Taiwan Mobile's chairman, and limited assurance has been obtained from independent accounting firm KPMG in accordance with SAES No. 1 Assurance Engagements Other than Audits or Reviews of Historical Financial Information from the Accounting Research and Development Foundation (ARDF). It has been confirmed that the content disclosed in the Report is in line with the 'Comprehensive' compliance option from the GRI Standards, and an Independent Limited Assurance Report has been issued by KPMG.



Contact

If you have any comments or questions about this report, please contact us:

Sustainability & Brand Development Division, Taiwan Mobile Co., Ltd.

Address: 11F, No. 88 Yanchang Rd., Xinyi District, Taipei, Taiwan

E-mail: spokesman2@taiwanmobile.com

Contents

To Stakeholders	002
Key Business Result	006
2021 ESG Performance Highlights	008
Milestones of the Year	010

1 Excellent Brand	016
Brand Image	018
2021 Performance Highlights After Rebranding	019
Promoting sports culture to bring positive power to society	020
Brand sponsorship and activities	024

SASB Indicator Response	136
-------------------------	-----

Appendix	144
----------	-----

2 Sustainable Strategies	026
Sustainable Strateg Map	028
Zetta Connected 2030	030
Measurement and Evaluation of Enterprises True Value	035
ESG operation mechanism	036
Identification of Material Topics	037
Risk Analysis	040
Stakeholder communication	044
International Sustainability Initiative	045

3 Operational Performance	046
Key operational Results (2019-2021)	048
Operation Overview	051
Financial Overview	053
Network Reliability	055
Customer Experiences	056

4 Value Creation	058
Ethical operation	060
Happy workplace	072
Sustainable partners	086
Innovative accomplishments	094
Environmental sustainability	104
Social inclusion	120





To Stakeholders

Chairman's Message



To Stakeholders

Provide diverse learning content for employees, and enhance their vision of trend and work efficiency. Climate change is now in progress, and we are faced with the critical moment of Fight for Survival to suppress the global warming within 1.5°C. If we don't try every means and speed up pursuing sustainability, it will be difficult to avoid the threat brought by extreme climate. Taiwan is an indispensable part of the global ICT supply chain and plays a pivotal role in the global carbon reduction. As the core of the infrastructure construction in Taiwan ICT industry, TWM should actively invest in sustainable development, and strive to reduce the burden of its operation on the environment, so as to achieve a better future of industrial economy and society.

Taiwan telecom industry has long been in the over-competition, which has led to the inability of small operators to invest in 5G infrastructure, the lower use efficiency of precious spectrum resources, and the inability of users to enjoy better mobile communication services. Therefore, TWM announced at the end of last year that it would merge with T Star and set up the "New Taiwan Team". This is not only a decision to expand the business map, but also a consideration from the perspective of industrial development and consumer rights and interests, focusing on improving the competitiveness of the overall telecom industry, actively taking responsibility and providing sufficient funds to invest in 5G network innovative services and protecting user rights and interests. If the merge is approved by the competent authority, it will reduce the repeated maintenance of one 3G network and thousands of redundant 4G base stations, and Taiwan will save up to 74 million kWh of electricity and 37,148 metric tons of carbon every year.

At the same time, TWM continues to promote ESG. We are the first telecom operator in Taiwan to join RE100, an international renewable energy initiative organization. We promise to use 100% renewable energy by 2040, and set 2022 as the first year of Net Zero initiative. In May, the board of directors formally adopted the goal of Net Zero by 2050, and upgraded the "Sustainability Development Committee" to the level of board of directors. The chairman and all independent directors serve as members, and supervise the task groups of sustainable development, environmental management, occupational safety and health, innovation management, etc. at the current management level, so as to enhance the height and breadth of the company's sustainable governance.

In the face of a large amount of energy demand in the telecommunications industry, we pay special attention to predicting climate risks and reducing environmental impacts. TWM has introduced TCFD climate-related financial disclosure since 2018. As the highest framework for evaluating enterprise risk management, we estimated that the total investment amount will exceed NT\$10 billion from 2022 to 2030 in the cost of green electricity, carbon fee and carbon reduction after the TCFD report is completed in 2022. At the same time, we also implemented the SBT carbon reduction target, and made a commitment to reduce the Category I and Category II carbon emissions by 30% in 2030 compared with 2019, and the Category III carbon emissions by 15% compared with 2019. Through accurate data analysis, we formulate phased implementation steps, and move towards the direction of net zero by 2050. Last year, TWM also set up a dedicated department for renewable energy, which is responsible for power plant evaluation, new construction, maintenance and operation management, as well as consulting the suitable target for transferred supply of purchased electricity, and exploring new green electricity such as geothermal energy, biomass energy, ocean energy and hydrogen energy, hoping to accelerate carbon reduction with scientific and technological force.

In addition, the COVID-19 pandemic continues to rage. While promoting the Company's business, we exert our resilience, speed up the digital transformation, and give priority to employee care. We take the lead in starting staff diversion and working from home, reduce the risk of commuting, strengthen the safety protection of front-line employees, and provide adequate pandemic prevention leave, medical insurance, subsidy and necessary assistance to employees who were infected or need to be quarantined. For the disadvantaged children who are also affected by the pandemic, TWM Foundation launched two new tablet-raising activities of "tablet for everyone as classes suspended but learning continues". The Company took the lead in donating 200 tablets, raised resources with a total value of more than NT\$10 million, and shipped 2,257 tablets to seven public welfare organizations. In addition, the Company provided 35,000 free Internet access accounts for students from disadvantaged families in 2021, so that they can have the equipment and network to participate in distance education during the school suspension period, and eliminate the digital divide that is more prominent under the pandemic situation.

In addition to actively promoting all kinds of sustainable work, TWM is also committed to connecting with the international community, participating in international organizations such as GeSI, GSMA, ECCT, LCI, etc., and fulfilling the responsibility of international sustainable initiatives. Besides being the first enterprise in Taiwan to join the Global Enabling Sustainability Initiative (GeSI), we also responded to and supported the Digital with Purpose Movement (DwP) initiated by GESI in 2021. In 2022, we will support the initiative of Sustainability Leadership Council (SLC) to protect biodiversity, and formulate the TWM Declaration of Biodiversity Conservation and Zero Deforestation, making progress with international leading enterprises and exerting positive influence by using digital technology and innovation.

We also actively participated in a number of sustainable appraisals at home and abroad, and strive to improve the Company's sustainable actions with stricter performance check. In 2022, TWM won the Silver Class in the Telecommunication Services group (S&P Global ESG Yearbook) for the fourth time, and was selected into the highest-ranking "DJSI World" in the Dow Jones Sustainability Indices(DJSI) for a five consecutive year, ranking first in the global telecommunications industry. In 2022, TWM also obtained the "Leader Level" certification of CDP Climate Change Evaluation, the world's largest carbon disclosure organization, and was selected as one of the first class of constituent stocks of FTSE4Good TIP Taiwan ESG Index, an investment index in Taiwan that completely combines ESG and financial indicators. Domestically, TWM was awarded the "Global Views CSR & ESG Corporate Social Responsibility Award"- "Annual Honor List" and the "Model Award" of the Outstanding Program-Talent Development Group in 2022. At the same time, TWM was ranked in the top 5% of corporate governance evaluation of the Taiwan Stock Exchange for an eighth consecutive year. TWM won the Common Wealth Sustainable Citizen Award for the 14th time, and won the "Top Ten Sustainability Model Enterprises Award" of TCSA Taiwan Sustainability Award for the 7th time. Meanwhile, TWM won a total of eight awards, including "Sustainability Report White Gold Award" and six individual sustainability performance awards.

Faced with multiple challenges such as extreme climate, low-carbon economy, COVID-19 pandemic, TWM adheres to the spirit of "Open Possible", moves towards the sustainability goal with a positive and steady pace, and continues to create innovative technological services for users, bringing a smarter life experience. In the meantime, TWM also joins hands with all stakeholders to gather strength and face a Net Zero future.

Chairman



To Stakeholders

President's Message



To Stakeholders

The year of 2021 is the year in which we fully demonstrate the resilience of TWM. In this year, the TWM overall operation has returned to growth, reaching the first milestone of transformation driving force. The local pandemic outbreak started WFH for all employees in synchronization with the three-level alert. TWM assisted enterprises and the society in fighting the pandemic with multiple distance programs, and completed the important layout in the mobile business by signing the merger contract with T Star, which is expected to make the infrastructure of 5G spectrum and mobile communication play a more effective role. With the transformation of the new normal life and emerging business model, TWM has fully exerted its group integration with the "Gift, Group, Grit, Green & GSEA" strategy, and achieved fruitful results in digital content in 2021. Many original works invested were nominated by the Golden Bell Awards as an affirmation. In terms of service provision, we continue to promote the "double speedy" scheme combining 5G mobile and home broadband network. The cross-border product "momo coins" scheme combines momo, the top e-commerce brand, to provide consumption momo coins, plus various diversified sales combinations such as telecom services bundled with Disney+ and other audio-visual services and cloud games, which introduces 5G technology and rich digital and content services, brings a beautiful new lifestyle of virtual and real integration.

The opening of 5G is about to enter its third year. In early 2021, TWM took the lead in 5G in the industry, and passed the certification of over 50% coverage by NCC high-speed base stations. In the middle of the year, TWM joined hands with MediaTek and Nokia to successfully complete the SA 5G carrier aggregation test by combining 700MHz+3.5GHz frequency bands, effectively improved the indoor 5G coverage, and created a milestone of "true 5G". At the end of the year, TWM signed a merger contract with T Star, and will have the largest 100 MHz bandwidth in the international mainstream 3.5GHz band. In 2021, the consolidated revenue was NT\$156.11 billion, EBITDA was NT\$33.12 billion, after-tax net profit was NT\$10.99 billion, and after-tax EPS was NT\$3.90. Benefiting from the synchronous revenue growth of the three growth engines of 5G, e-commerce and home broadband, the consolidated revenue this year increased by 17% annually. In terms of mobile business, driven by mobile phones such as iPhone 13 series, coupled with advantageous sales combinations such as 48 month contract with flagship cellphone for free, double speedy, momo coins and Disney+, the penetration rate of 5G monthly subscription users has steadily increased, bringing the first annual increase in mobile service revenue since 2016. In addition, e-commerce revenue reached a new high. Home broadband has benefited from the hot sale of double speedy scheme and the increasing demand for home Internet access during the pandemic. With the continuous support from scale economy and business leverage, the consolidated EBITDA grew by 6% in 2021, and the overall revenue and profit were both better than the annual performance guidance, giving back to the eight types of stakeholders with the actual operating performance and the honesty-based corporate governance spirit.

During the 2021 pandemic, TWM also capitalized on the 5G strengths to accelerate the digital transformation of consumers and enterprises. In the field of e-commerce, the group combined forces to accelerate momo's growth, cooperated in the development of intelligent logistics and intelligent warehousing systems, etc., and launched the "momo coins" project to play a comprehensive role. For individual users, TWM has the advantage of 5G ultra-high speed internet access, integrates telecom and home broadband services, and becomes the exclusive telecom cooperator of Disney+, a global audio-visual streaming platform, in Taiwan, to meet the users' needs of internet access, shopping and fiber broadband during home quarantine period. At the same time, TWM continued to enter the game market, built GeForce NOW cloud game service with NVIDIA, introduced Riot Games as an agent, continuously drove the development of new technology. TWM further deepened cooperation with Google, and jointly launched "Google Smart Home Call" service, becoming the first telecom operator in Asia to provide calls through smart speakers. In terms of enterprise users, TWM combined AI, IoT technology with 5G, Wi-Fi 6, NB-IoT telecommunications infrastructure, built a 5G ecosystem. For example, TWM cooperated with Formosa Plastic

Group to produce the first 5G intelligent self-driving passenger car in Taiwan, which has entered the PoS stage, and carried passengers for over 1500 trips in Chang Gung Health And Culture Village, showing the vision of the next generation intelligent transportation. TWM also launched the "5G Enterprise Private Network", and provided CPaaS services such as Cloud PBX, M+ enterprise instant messaging, as well as solutions such as M+ online survival survey and M+ medical communication platform in specific industries, to assist enterprises in digital transformation.

In addition to pursuing operational performance, TWM also took into account social harmony, environmental friendliness and a sustainable future. TWM actively responded to the United Nations Sustainable Development Goals (SDGs), clearly established 52 KPIs in ESG development in 2021, of which there are 14 environmental sustainability indicators, with 13 meeting the standards, and an achievement rate of exceeding 90%. Among them, the promotion of energy-saving construction method of base stations, the use of energy-saving air conditioners and lamps and the implementation of energy-saving measures saved a total of 10.547 million kWh of electricity in 2021. In addition, TWM launched the Net Zero plan from the end of 2021, with the proportion of self-built renewable energy power plants being 70% in the future. It is estimated that the proportion of renewable energy will reach 20% by 2030 and 60% by 2035, and finally reach 100% target of RE100 by 2040. With staged measures, the commitment of 2050 Net Zero will also be reached. By 2021, TWM has obtained 12.46 MW green electricity capacity which is generating electricity. It is estimated that TWM will complete the transferred supply of 3.5MW solar photovoltaic system by the end of this year, with an estimated renewable energy of 24.95 million kWh, which will reduce carbon by nearly 12,524 metric tons, and bring positive influence to the development of Taiwan green energy industry!

In terms of social care, TWM continue to integrate our core strengths in technology to promote the concept of "embrace love through technology," which has given birth to over 20 social engagement projects dedicated to caring for disadvantaged groups, including community caring, welfare technology initiatives, cultural and artistic development, technological prosperity programs, and social emergency responses. In 2021, the coverage rate of broadband mobile services was 97.78% for rural areas, cumulative social welfare sponsorships and donations reached NT\$1,161 billion, and the number of vulnerable people (students/seniors) who benefited from these programs was up 194% from 2017.

Going forward, we will combine the "Super 5G" strategy with the Open Possible spirit after the TWM brand re-creation, lay out a new version of "OP Happy Life", comprehensively enhance the use experience of individual, family and enterprise users, and create seven brand values, namely "Excellent Brand", "Ethical operation", "Happy Workplace", "Sustainable Partner", "Innovative Achievements", "Sustainable Environment" and "Social Integration". We hope that with the expectation and support of Chairman Daniel M. Tsai, ESG will continue to be built into the routine work of all TWM employees. TWM will continue to strive to be the best model to lead the sustainable operation of ICT industry, inject brand-new value into the sustainable development with its core competence, speed up its stride into a regional-level science and technology telecommunications group, take Taiwan as its base, serve users in the whole Southeast Asia region, Metauniverse and Web3, and join hands with our eight types of stakeholders to create infinite possibilities in the future.

President



Key Business Result

Note: The performance of the last three years will be presented in [3. Operational Performance-Key Business Trends \(2019-2021\) P.48](#)





Note 1: The results were measured by the Telecom Technology Center (TTC), commissioned by the NCC.
Note 2: TWM user speed test result.

[For financial information, please refer to P.48.](#)

[For ESG performance tables, please refer to appendix P.146.](#)



Rated A Made the CDP Leadership "A List" again, the only telecom company in Taiwan to secure the honor



Obtained 7,462 renewable energy certificates, with 7,618 million kWh of renewable energy



Received a "Gold Class" rating in the S&P Global 2021 Sustainability Yearbook

Energy intensity down 63.07% compared with 2016



Reduction of total non-recyclable waste by 34.37% compared to 2017



Selected as one of the constituent stocks of the FTSE4Good TIP Taiwan ESG Index



Ranked in top 5% in the Corporate Governance Assessment for a 8th consecutive year



442.85kW for Green Power for Charity initiative for NPOs



316.8 kW for self-use

Tap water consumption down 14.85% from 2017



Perfect score on environmental disclosure; environmental policy and management system in the environmental category from DJSI



Top 1% of the industry globally in the DJSI Information Security Management



Top 3% of the industry globally in DJSI Supply Chain Management



Made Top 1 of the DJSI World Index for a 5th consecutive year
Made the DJSI Emerging Markets Index for a 10th consecutive year



Green Power for Charity raised NT\$2.51 million to build a 48.8 kW photovoltaic array that will generate NT\$4.41 million in revenue over a 20-year period for NPOs

ESG

2021 ESG Performance Highlights

97.78% of population coverage for mobile broadband Internet in rural areas



i-Infinity Digital Welfare helped NPOs raise an additional NT\$29 million in funds



Employees ESG training coverage of 90,906 person



TWM employees averaged 61.4 hours of education and training

On "Bailingguo Online", 20 Taiwan Mobile volunteers accompanied 556 students to learn English online for 138 classes.



The documentary titled Breaking through the High Wall first made the myfone Awards and joined the players from Taiwan sports families to make the dream come true

Dare to Dream

myfone Awards supports OTT audiovisual talents, offering NT\$77.18 million in awards and grants over 15 years



Cumulative donation is NT\$136 million from 5180 Mobile Donations



Digital Wings provides 10,000 free internet and myBook Live English that has benefited a total of 8,130 students

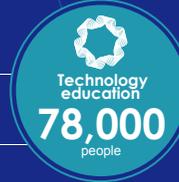


"Tablet for everyone" helped seven NPOs raise & ship 2,257 tablets, with a total amount of over NT\$ 8.2 million.

Increase public interest and social care sponsorships and donations to NT\$1.161 billion



Promoted technology education that benefits 78,000 people (Coding fun/Digital learning centers/Digital Wings)



Coding fun uses coding to turn around education in rural areas (6 online coding courses jointly organized with 7 schools/tutorial classes for disadvantaged students, with 46 volunteers and 176 students / 2 free online teacher training on PAIA platform, with 58 teachers participating)



Online sports competition participants burned a total of 11.29 million calories

Number of disadvantaged people (students/the elderly) who benefited from discounted rates for telecom services up by 194% from 2017



Invested cumulative NT\$880 million in athlete sponsorships



Promotes a fit lifestyle



Received Sports Activist Sponsorship Gold Award and Long-term Sponsorship Award

2021 Award

Sustainability Award
Gold Class 2021
S&P Global

Given a Gold Class rating in the 2021 Sustainability Yearbook by S&P Global as the leader in the Global Telecommunication Services category

2021.FEB



For a 7th consecutive time, TWM was awarded the top 5% of "Corporate Governance Evaluation", and ranked the top 10% among electronic companies with a market value of over NT\$ 10 billion for a third time.

APR



Awarded the top ten of the first "Greater China Enterprise Sustainability Development Index", which is the best result in the telecom industry of the Greater China region.

JUL

S&P Dow Jones Indices
A Division of S&P Global

Top 1 of the DJSI World Index again among global telecommunications companies

NOV



Rated A Made the CDP Leadership "A List" in climate change again, the only telecom company in Taiwan to secure the honor

DEC

Sustainability Award
Silver Class 2022
S&P Global

Given a Silver Class rating in the 2022 Sustainability Yearbook by S&P Global

2022.FEB

MAY



Awarded the First Prize of ESG Comprehensive Performance and Outstanding Scheme of Telecom Group in the 17th "Global View CSR Corporate Social Responsibility Award" - Model Award in Education Promotion Group

SEP



Jamie Lin, President, was awarded 2021 Smart City Outstanding Contribution Award



For a 14th time, TWM won the "Common-Wealth Sustainability Citizen Award" with the fourth place among large enterprises, also the first place in telecom industry for a sixth time.

NOV



For a seventh time, TWM won the "Top Ten Sustainable Model Enterprises" (TCSA), and also won six outstanding sustainable enterprise cases, and eight awards such as "White Gold Award of Sustainability Report".



"Sports Activist" Sponsorship Gold Medal and Long-term Sponsorship awards from the Sports Administration for a consecutive 5th year

2021 Milestones of the Year

The merger of TWM and Taiwan Star Telecom

TWM responds and commits RE100

Response of COVID-19

5G Taiwan team, creating a new win-win situation for users, shareholders, industry and environment.



With a total of 9.8 million users, the overall infrastructure investment benefit and user experience will be greatly improved.



TWM is expected to issue NT\$282 million new shares

5G

A total bandwidth of 100MHz 3.5GHz, the largest 5G IF capacity in the industry.



A total of 11,000 3.5GHz 5G base stations, providing excellent 5G coverage for 90% of the population and 95% of the services.



The 5G spectrum plays a more comprehensive role, reducing thousands of duplicate 4G base station sites and a set of 3G and 5G networks, which will save 74 million kWh of electricity every year.



T STAR
台灣大哥大 + 台湾之星

合併記者會



林之晏



台灣大哥大 + T STAR Taiwan Mobile 台湾之星



Daniel M. Tsai, Chairman Quote:

This merger is aimed at integrating 5G spectrum with higher efficiency, improving the effectiveness of mobile communication infrastructure, taking another big step towards the sustainable development goal of energy saving and carbon reduction, and rebuilding a new order for the industry.

On December 30th, 2021, TWM announced that it officially completed the signing of the merger contract with Taiwan Star Telecom. TWM is expected to issue NT\$ 282 million new shares and merge with Taiwan Star Telecom. The 5G Taiwan team formed by the merger of the two parties is the surviving company, with a total bandwidth of 100MHz 3.5GHz, which is the largest 5G intermediate frequency capacity in the industry. Coupled with a total of 11,000 3.5GHz 5G base stations, it will provide excellent 5G coverage for 90% of the population and 95% of the communication services, laying a new milestone for Taiwan telecom industry at the critical moment of 5G development.

In addition to integrating the precious 5G spectrum to play a more comprehensive role, after the network integration of TWM and Taiwan Star Telecom in the present power and climate crisis environment, thousands of duplicate 4G base stations and a set of 3G and 5G networks can be reduced, which will save 74 million kWh of electricity every year, making a huge and substantial contribution to the power shortage in Taiwan and even the global carbon reduction problem.



2021 Milestones of the Year

TWM responds and commits RE100

The merger of TWM and Taiwan Star Telecom

Response of COVID-19



Green layout strategy: With the goal of 30% green electricity from purchasing and 70% from self-built power plants, we will gradually increase the proportion of renewable energy from solar photovoltaic and land wind power.



Achievements in 2021: Completed the building capacity of 12.46 MW green power.



Planning for 2022: After transferred supply of 3.5MW solar photovoltaic system, it is estimated that renewable energy would account for about 4.5%.



Path way of renewable energy use proportion:
The renewable energy ratio will reach 10% in 2025, 20% in 2030, 60% in 2035 and 100% in 2040.



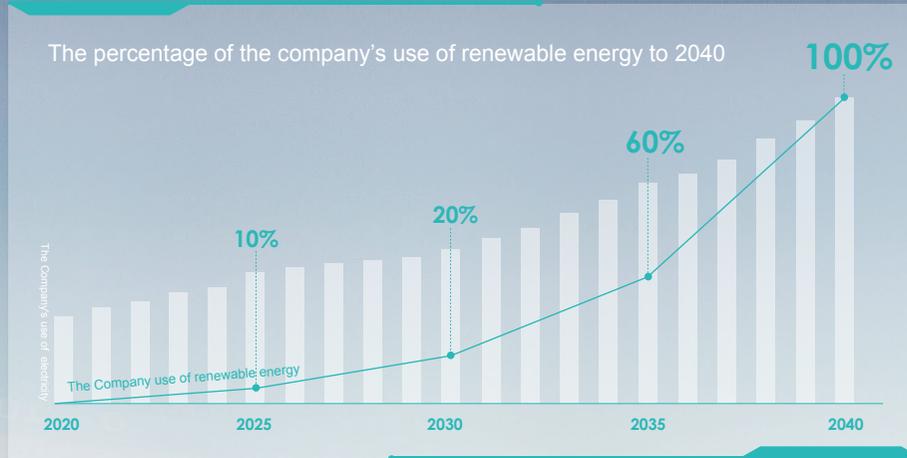


台灣大哥大
Taiwan Mobile

RE100
CLIMATE GROUP



TWM actively advocates the environment sustainability value and practices the vision of a better future with the world. On August 2021, the board of directors promised that IDC cloud equipment room would use 100% green energy in 2030, and the whole company would use 100% renewable energy in 2040 at the latest. On March 17, 2022, TWM officially joined the RE100 renewable energy initiative, actively arranging the use of green energy, including green electricity procurement, self-built green energy power plants. Starting with the gradual increase of solar photovoltaic and land wind power, we will accelerate the pace of energy conservation and carbon reduction, and continue to move towards the vision of "Net Zero".



2021 Milestones of the Year

Response of COVID-19

The merger of TWM and Taiwan Star Telecom
TWM responds and commits RE100

Internal risk management



Providing 30,000 solatium for the diagnosed employees, and a daily subsidy of NT\$ 4~6,000 for quarantine/treatment



More than 80% of employees (except stores) worked from home



Innovated "Home Agent" for customer service staff transformation

The company set up an "Epidemic Prevention Response Command Center" with the president as the general convener and the supervisors of each unit as epidemic prevention representatives responsible for conveying and coordinating various epidemic prevention measures. Government policy and the overall COVID-19 situation are considered when establishing internal epidemic prevention measures. When necessary, WFH and remote backup mechanisms are launched. The command center continued to support the immediate response and risk control measures on the third-level alert in May 2021 to ensure the Company's worry free operation. The pandemic risk has also been integrated into the existing risk management mechanism. Related pandemic prevention actions in 2021 were as follows:

Disease prevention measures

1. Establishing a standard table for identification of COVID-19 cases
2. Establishing pandemic prevention guidelines for offices
3. Backup plan / work from home

Statistics of monitored persons

1. Monitoring of registered patients
2. Standards which are stricter than government regulations for identifying potential contacts
3. Providing official leaves for recuperation if suspected symptoms of COVID-19 appear

Stock up on epidemic-prevention supplies

1. Forehead thermometers and ear thermometers
2. Surgical masks
3. Purchasing of 75% rubbing alcohol

Real-time update of information

1. Aggregating the daily number of people being reported who have contacted COVID-19
2. Tracking the pandemic information released by the CDC
3. Real-time notification of daily M+ information
4. Real-time update of the public network website operated by the Labor Safety and Health Office



In 2021, a total of 942 employees got contracted according to the "Standards for Identification of Pandemic Prevention Cases" set by the Company, and the diagnosis rate was 0.15%. All the diagnosed employees have recovered and returned to work after treatment and recuperation. COVID-19 vaccine injection rate by the end of 2021: 95.54% for the first dose and 80.43% for the second dose. In May 2021, more than 80% of employees (except stores) worked from home since the third-level alert, which greatly reduced the risk of employees' contraction during commuting, and they could balance work and family. Stores also strictly implement measures such as real-time contact system, wearing masks, measuring temperature, regular disinfection, and crowd control. Moreover, the Company bought pandemic prevention insurance for all employees, and further provided another 30,000 solatium for the diagnosed employees, and a daily subsidy of NT\$ 4~6,000 for those who were in quarantine/treatment. In addition, the Company also provided paid holidays, including paid pandemic prevention care leave, vaccination leave, etc., and leniency in identification of leave application. Taiwan Mobile further innovated "Home Agent" for customer service staff transformation, and they could be exempted from entering the office, and reduce the risk of infection, while the rights and interests of customers were not affected, which was a case of solving crisis with technology. Under the control of telephone voice, internet access and information security management, the Home Agent rate in northern Taiwan was as high as 98%. In the future, the physically handicapped and the rural population will become our potential customer service employees, which could solve their employment problem.



Stores are also strictly wearing masks, checking forehead temperature, regular disinfection, crowd controls.

External value creation

In response to the COVID-19 pandemic, schools at all levels in Taiwan have suspended classes and started distance teaching since May 19, 2021. However, many disadvantaged children are unable to participate in online teaching due to lack of networking equipment. TWM helps students in rural areas with digital technology, so that they could study at home without interruption.



1. Raised 2,257 tablets and donated 35,000 accounts for 4G free internet access with no traffic limits.

- Program of "Tablet for everyone as class suspended but learning continues": Collected and shipped 2,257 tablets for disadvantaged students in rural areas within 2 months. For highlights, please refer to the social inclusion chapter on P.126.
 - In 2021, a total of 35,000 prepaid cards for 4G free Internet access was donated for the Ministry of Education to distribute to economically disadvantaged students.

一人一平板 停課不停學



2. Recruited 20 volunteers in TWM as English learning companions.

- Bilingual Online Distance Volunteer English Accompanying Program: 20 TWM volunteers were recruited as English teachers to bring their own textbooks and attend classes every week, with zero contact for pandemic prevention. For highlights, please refer to the social inclusion chapter on p.127



3. Provide more free Internet traffic, and upgrade it to no traffic limits.

- "Digital Wings" program. In response to the resurgence of the pandemic in May, TWM upgraded the original free Internet traffic of 6GB per month of 10,000 users to no traffic limits before the end of June to meet the online learning needs of disadvantaged students in rural areas. See the social inclusion chapter on P.126 for details.



Chapter 1

Excellent Brand

Brand Image: Opening Endless Possibilities with Open Possible

2021 Performance Highlights After Rebranding

Promoting sports culture to bring positive power to society

Brand sponsorship and activities: Promoting art, culture to building social influence



Opening Endless Possibilities with Open Possible

1.1 Brand Image

Opening Endless Possibilities with 'Open Possible' (Sustainability and Brand Development Division) Taiwan Mobile embraces a new brand core spirit: "Open Possible", as a super 5G technology telecommunications company, TWM joins hands with its partners to step into the 5G era, comprehensively improves the experience of personal, family and enterprise users, and creates seven key brand values: Excellent brand, Ethical operations, Happy workplace, Sustainable partnerships, Innovative accomplishments, Environmental sustainability and Social inclusion. We hope to meet and even transcend people's expectations for future technologies and create infinite possibilities for shareholders, employees and the general public, as we embrace the coming Web3 and metaverse era.



台灣大哥大
Taiwan Mobile

OPEN POSSIBLE 能所不能

5G

myfone

台灣大哥大 myfone

1.2 2021 Performance Highlights After Rebranding

To rebuild a new order for Taiwan's telecommunications industry, TWMM merged with Taiwan Star at the end of 2021 to form the "New Taiwan Team", setting a new milestone for Taiwan's 5G development and creating positive benefits for users, all stakeholders, as well as Taiwan. With the advantages of 5G ultra-high speed, the Company built an integrated platform for telecommunications, Internet, media, and e-commerce to meet the needs of users in life, and bravely propose imagination of technological applications for future life.

1.myfone stores launched a new brand sign

In 2021, 698 myfone stores in Taiwan launched the new brand sign, with lively and bright orange to create a vibrant, far-sighted and more possible image.

2.New service revision, leading customers to open up unlimited service experience.



智慧家庭

Design concept:

Use perspective technique to outline a Smarter Home icon that is more "smart" in the future, breaking the routine in the design. The 3D-like effect shows the depth and interesting meaning of technological life, and highlights our creation of a more entertaining and carefree home experience through various colors.



myAngel

Design concept:

The service has the purpose of serving and caring for the family, and the logo is like guarding hands, and the image flip means a heart-shaped symbol, which echoes our pursuit of creating the perfect care service for users and conveys the brand image of "warm heart" and "guarding hands".



myfone 購物

Design concept:

Optimize the visual structure between myfone and shopping through color reconfiguration. The brand logo blue shows myfone's professional and calm feeling, while the colorful rhombus pattern shows the pleasure of "shopping". This logo has both stable and pleasant meanings.



OK prepaid

Design concept:

Continue the OK trademark with high recognition, introduce a rounded font curve, improve the oppressive feeling of the original sharp edge, make the logo has a softer and simpler visual feeling, and show the intimacy and warmth of migrant workers.



MyVideo

Design concept:

Film is a great invention. Through the film reel rotation, it brings people a dynamic visual experience by connecting images in series. Bringing the flowing feeling of the rapid film reel rotation into the character modeling symbolizes the great films, and through the form of streaming service, it has a subtle interactive relationship with users. Adhering to the unchangeable brand spirit of "accompanying you every moment", we will move towards the future horizon of "opening up infinite possibilities" together.



MyMusic

Design concept:

MyMusic logo design emphasizes the brand spirit of "companionship" and "listening". The double M symbol of its Logo represents ears (listening), and also the abbreviation of the brand. The soft curve and the configuration of smaller M included in the big M bring users the feeling of tolerance and companionship. Fully expand the music and Podcast platform to grab the ear economy and satisfy users' unlimited imagination of sound entertainment.



MyBook 樂讀隨我

Design concept:

Turn OO of Book into a book that is being browsed, supplemented by Tagline of "Read with Me", and explain the e-book features of MyBook, so that users can read it anytime and anywhere according to their own preferences, and a page of orange in the book is the representative color of Planet Possible.



MYSPORTS

Design concept:

It focuses on sports community sharing platform, and combines the function of tracking personalized sports chart records. Its three product features are summarized as follows: Sports, image data, community communication. The brand letter S is outlined by sports runners, and through the extension of runners' right hand and right foot, an upward information chart is presented. Finally, with the concept of baton-handing in relay race, it expresses the communication between runners and transmits sports spirit and positive community energy.



MyMoji

Design concept:

Taiwan's first real-life metaverse 3D model manufacturing service, making metaverse digital avatar, shooting AR films and producing personalized Line maps within 30 seconds. MyMoji Logo looks like a dancing person, which means that humanoid models can be produced through this service, and AR films and images can be produced with the produced characters.

3.Exclusive online services Give users a unique experience

In 2021, TWM integrated telecommunications and home broadband services, cooperated exclusively with Disney's global video streaming platform Disney+.

- Exclusive online audio-visual service: 2021-Launch an exclusive program: Provide Disney+ rich and massive film library, pushing the enjoyment of film and television entertainment to a new level.
- Enjoy more than 1,200 movies and over 16,000 episodes of powerful videos from six major brands such as Disney, Marvel Comics, Star Wars, Pixar, National Geographic and Star.



1.3 Promoting sports culture to bring positive power to society

Performance

TWM has invested in sports activities, team and player sponsorship, with total funding of over NT\$880 million since 2003

A total of 12 athletes from the Taiwan sports family have won tickets to the Tokyo Olympics and Paralympics. Five athletes won one gold, two silver and two bronze medals in the Tokyo Olympics.

17 gold, 5 silver and 2 bronze medals in the 2021 National Games and National University and College Athletic Games

Has received two "Sports Activist Awards" – a Sponsorship Gold Medal and Long-term Sponsorship Award – from the Sports Administration for 5 consecutive years

1.Support Taiwan sports to encourage players to pursue their dreams bravely

TWM has invested more than NT\$880 million yuan in sports since 2003 and has given it's a long-term full support to the professional baseball team Fubon Guardians and professional basketball team Fubon Braves. The Company held rich and interesting theme day activities to attract fans to watch games and promote domestic professional baseball and basketball, and sponsored international events, including the TLPGA Open (Taiwan Tour) year-end competition Taiwan Mobile Ladies Open co-organized with the LPGA of Taiwan for the fifth year; sponsored the Taipei Marathon for the 7th year, etc.



TWM invited the judo hero Yung-wei Yang and table tennis player Yun-Ju Lin from the sports family as the kick-off guests of Fubon Guardians Theme Day to interact with fans happily



Taiwan's No. 1 golf girl Wei-ling Hsu won the 2021 Taiwan Mobile Ladies Open championship



Excellent Brand
Sustainable Strategies
Operational Performance
Ethical operation
Happy workplace
Sustainable partners
Value Creation
Innovative accomplishments
Environmental sustainability
Social inclusion
SASB
Appendix

TWM Sports Family Shine to the World for Taiwan

To encourage more potential young players to pursue their dreams bravely, until the beginning of 2022, the number of players sponsored by TWM has increased to 17, including tennis women's doubles Latisha Chan and Angel Chan for eight years in a row, and men's tennis player Jason Jung, the female golfers Hsu Wei-Ling and Lee Min, the young karate players Ku Hsueh-Peng and Hu Hsin, the male judo idol player Yang Yung-Wei, the female weightlifting idol player Kuo Hsing-Chun, the table tennis talent Lin Yun-Ju, the female boxing idol player Huang Hsiao-Wen, the gymnastics wizard Ting Hua-Tien, the pommel horse prince Lee Chih-Kai, the Paralympic swimming warrior Chen Liang-Da, the national break dancer Quake Chan, the female table tennis No. 1 player Cheng I-Ching, and the young male table tennis player Cheng Pu-Syuan for the 5th consecutive year. The Company took concrete actions to implement its determination to support and promote sports. This effort has been recognized by the Sports Administration, which has given TWM a "Sports Activist Award" Sponsorship Gold Medal for five consecutive years.



TWM sports family Competed in the Tokyo Olympics

TWM sports family won glory for Taiwan! In 2021, a total of 12 players won tickets for the Tokyo Olympics and the Paralympics, a new record for Taiwan's big sports family. Almost all of the sponsored players made it to the Olympics, including the tennis golden women's doubles Latisha Chan and Angel Chan sisters, the female golf players Hsu Wei-Ling and Lee Min, as well as the female weightlifting idol player Kuo Hsing-Chun, the male judo idol player Yang Yung-Wei, the table tennis talent Lin Yun-Ju, the female boxing idol player Huang Hsiao-Wen, the gymnastics wizard Ting Hua-Tien, the pommel horse prince Lee Chih-Kai, and the Paralympic swimming warrior Chen Liang-Da, who joined TWM sports family this year. Taiwan Mobile and Fubon Financial Holdings jointly held an "Online Celebration Party" on August 11. Five players across the sea were invited to share the same frame, and Chairman Daniel M. Tsai awarded a total of USD 175,000 to thank the contestants for winning glory for Taiwan on the international stage, supporting them to continue to make great achievements, showing their omnipotent spirit with positive strength, and rallying the confidence of the whole people!



Hsu Wei-Ling



Lee Min



Photo Source: Provided by Lee Min



Ting Hua-tien

Photo Source: Provided by Ting Hua-Tien



Latisha Chan and Angel Chan



Photo Source: Provided by Latisha Chan and Angel Chan

Taiwan Mobile and Fubon Financial Holdings jointly held an "Online Celebration Party" on August 11. Five players across the sea were invited to share the same frame, and Chairman Daniel M. Tsai awarded a total of USD 175,000 to thank the contestants for winning glory for Taiwan on the international stage, supporting them to continue to make great achievements, showing their omnipotent spirit with positive strength, and rallying the confidence of the whole people!

Won 1 gold, 2 silver and 2 bronze medals for Taiwan in the Tokyo Olympics!

Players from TWM sports family gave full play to the fighting spirit of "Open Possible!" and won 1 gold, 2 silver and 2 bronze medals for Taiwan in the Tokyo Olympics! Their unremitting spirit on the field has injected strong positive energy into Taiwan society. To fulfill the Company's efforts, TWM specially gifted all the Olympic and Paralympic athletes with iPhone 13 top-standard mobile phones worth of a total price of more than NT\$600,000, to thank them for their hard work on the international stage, and for their striving for honor and letting the world see Taiwan.



Gold medal

Kuo Hsing-Chun won Taiwan's first gold medal in the Olympic Games with a record-breaking jerk of 133kg and snatch of 103kg, totaling 236 kg



Silver medal

Yang Yung-Wei won the men's judo 60kg weight class and set the record for the first ever judo medal in Taiwan's Olympic history

Photo Source: Provided by Tranformedia (TFM)



Silver medal

Lee Chih-Kai won the silver medal in the men's pommel horse, setting the record for the first ever gymnastics medal in Taiwan's Olympic history.



Bronze medal

Lin Yun-Ju and his mixed doubles partner Cheng I-Ching joined hands to win the bronze medal in table tennis mixed doubles

Photo Source: Provided by Lin Yun-Ju



Bronze medal

Huang Hsiao-Wen won the first medal in Taiwan's boxing Olympic history in the women's boxing 51kg weight class

Photo Source: Provided by Huang Hsiao-Wen

Excellent Brand
Sustainable Strategies
Operational Performance
Ethical operations
Happy workplace
Value Creation
Innovative accomplishments
Sustainable partners
Environmental sustainability
Social inclusion
SAS

Brand sponsorship and activities: Enhancing its development in the culture and building social influence

1.4 Brand sponsorship and activities

Combining with the Group resources, TWM have been deeply involved in supporting Taiwan arts and cultural activities with social influence for a long time. TWM have sponsored Super Star activity for eight consecutive years, Taipei Lantern Festival for five consecutive years, and cooperated with Tech in Asia, a well-known Asian technology media, for the first time, to launch The GreenTech Newsletter every month, focusing on climate change, new innovations in Asia and other related issues, and sponsored the Tech in Asia Conference to encourage the innovative applications and developments in Southeast Asia. At the same time, TWM redoubled its investment in the film and television industry and sponsored a series of activities such as Golden Horse Award and Golden Horse Film Project Promotion for two consecutive years. In addition, the film and television works The Magician on the Skywalk and The Workers invested by MyVideo won 10 awards in the 56th Golden Bell Awards. In 2021, the Company also achieved outstanding results in the brand marketing activities, with a total of more than 10 million hits and views, and still actively spread positive energy during the epidemic!

Note: The TWM Concerts was suspended once in 2021 because of the COVID19 pandemic, with a consideration of the scale of the event, the limit of the number of participants, and maintaining the quality of the Concert.

"Brand Quotes and Personal Interviews" on Social Platforms:

We encouraged users to affirm themselves and discover their self-worth through the stories of ordinary people with extraordinary deeds. The first episode of the video created 420,000 hits so far.

Be The One

"Be The One" is Taiwan's first large-scale men's team talent show, providing a stage for young people to realize their dreams and in line with the spirit of Taiwan's big brands. The Company conducted marketing through the content of entertainment by program placement, to build a strong presence in the young generation, so as to achieve brand rejuvenation and spread positive power. The program accumulated more than 29 million views.

The "Space-Time Information"

The "Space-Time Information" platform showed TWM's use of technology to make the future open possible with optimistic, positive and inspiring core values. Users both inside and outside the network can store the records of "Current Emotions" into the platform and transmit them to the "Future". The social dissemination benefit reached 8 million hits, with more than dozens of KOLs (Key Opinion Leaders) and actors participating in the grand event.

Performance

TWM is the only telecommunications operator to sponsor the 58th "Golden Horse Awards"

OTT video platform myVideo was designated as the only official online broadcast platform, with the total views reaching a record-breaking 4.39 million

The brand marketing campaign achieved a total of more than 10 million hits and views in 2021.



TWM streaming service MyVideo cooperated with PTS to produce the flagship drama "The Magician on the Skywalk," which won 10 prizes at 56th Golden Bell Awards. TWM President Jamie Lin went on stage to receive the Best Television Series Award.



TWM Sports Family Bboy Quake and 14th myfone Awards winner Frankie Li stood on TTV SUPER STAR show, the largest Chinese program to celebrate Chinese New Year's in Taiwan, which held in Taipei Arena with over 10,000 audience.



TWM was the exclusive sponsorship of "20/21 aMEI UTOPIA EAST" New Year's Eve concert in Taitung. TWM invited 9th myfone Awards winner Chang Yang-Haw & Du Shaw-In as warm-up guests for the concert.





《20/21 aMEI UTOPIA EAST》 Photo courtesy of YoungHope TW

Taiwan Mobile streaming service MyVideo & MyMusic were Exclusive Streaming Partner of "20/21 aMEI UTOPIA EAST" New Year's Eve concert in Taitung and the live attracted more than 110 times viewers as the original rate.



Photo courtesy of Sustainability and Brand DIV. Eva Lin

Chapter 2

Sustainable Strategies

Sustainable Strategy Map
Zetta Connected 2030
Measurement and Evaluation of Enterprises True Value
ESG operation mechanism
Identification of Material Topics
Risk Analysis
Stakeholder communication
International Sustainability Initiative



 台灣大哥大

SUSTAINABLE
DEVELOPMENT
GOALS

Excellent
Brand

Sustainable
Strategies

Operational
Performance

Ethical
operation

Happy
workplace

Sustainable
partners
Value Creation

Innovative
accomplishments
Environmental
sustainability

Social
inclusion

SASB

Appendix

2.1 Sustainable Strategy Map

Six Categories of Capital



Sustainable strategy integration

Please refer to Chapter 2.5 on P.40 for details on sustainable strategy integration, operational management and risk analysis



Taiwan Mobile have invested six categories of capital in our “T.I.M.E.” (Telecom, Internet, Media & Entertainment, and E-commerce) diversification strategy blueprint and established our new Super 5G strategy and 6C operating core corresponding to the 17 UN SDGs to achieve the ESG goals. In 2021, TWM identifying 24 material topics (one more than last year) and establishing the Zetta Connected 2030 as the guiding standard for sustainable operations. This approach is helping us respond to the concerns and expectations of our stakeholders and create value for TWM’s brands.

Create seven key brand values

Please refer to Chapter 2.2 on P.30 for details on the creation of 7 brand value highlights and values internalized in Zetta Connected 3030.



Response to eight stakeholders



2.Zetta Connected 2030

Ethical operation Happy workplace

In addition to inclusive and sustainable economic growth, the Company focuses on corporate government that is evenly developed in ESG and provides our employees a happy workplace and participation in international sustainable businesses with a holistic perspective, making honor and sense of achievement to become the new attitude toward life in the future.



Responsible Business



Creating Stakeholder Synergy

Creating stakeholder synergy is our biggest momentum to stride to the future of sustainability. In the era of 5G IoT, we will exert our positive influence and energize our global partner relationship in sustainable development.

Sustainable partners



Minimizing Footprint

Making use of the latest IoT and AI technology and implementing green policies and reducing carbon footprint of our supply chains will not only reduce environmental impact but also proactively create a better and more ideal universal ecosystem. The new attitude toward life in the future.

Environmental sustainability



Elevating Future Experience

Making use of 5G and IoT technology to establish connections between human, objects, and time and space so that we can create a future beyond our imagination with innovative vision.

Innovative accomplishments



Excellent brand



Realizing Social Potential

The mode and application of innovative technology are able to surmount the obstacles brought forth by the long-standing value system constructed since time immortal, including issues such as poverty, inequality and unfair distribution of resources.

Social inclusion

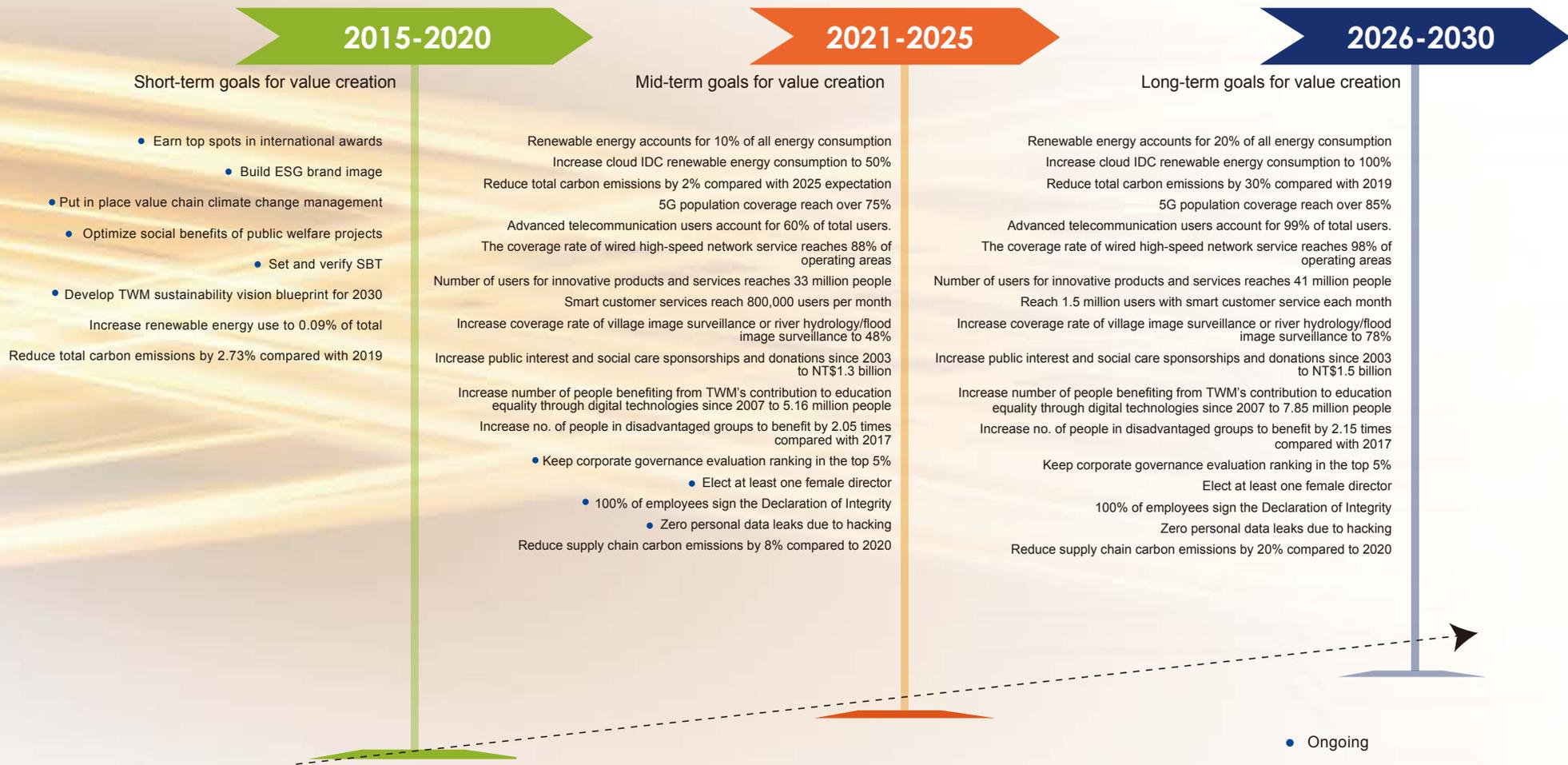
Key SDGs

Secondary SDGs

1 How Big Your Heart Is, How Great Your Vision Will Be

We have selected the word "Zetta (1021)," a pun for "a very big heart" in Mandarin Chinese, as the theme for our vision for the next decade (2020-2030). The "Zetta Connected 2030" campaign crystallize our efforts to achieve the UN SDGs and our aspiration for everyone at TWM to bravely contemplate and set their own goals. Through this campaign, we will review our current practices from the perspective of 2030 while trying by then to establish TWM as the center of connectivity for everything – not only for connections between humans, objects, and time and space, but more importantly for heart-to-heart connections between people, so as to respond to UN SDGs and create sustainability value.

We hope to bring our vision encompassing five major themes to our stakeholders, the first two of which – being a "Responsible Business" and leading suppliers in "Creating Stakeholder Synergy" – will serve as building blocks to achieve the other three: "Elevating Future Experience," "Realizing Social Potential," and "Minimizing Footprint." These five themes are closely connected to TWM's seven key brand values. Step by step, we intend to work toward a future of unlimited potential with our eight major stakeholders to achieve our fundamental goal of sustainable development.



2. Goals, Performance of Zetta Connected 2030

At the end of 2017, the "Zetta Connected 2030" was launched, and 11 key SDGs were identified through employee voting. The 2030 Taiwan Mobile sustainability goal was set accordingly. A cross-departmental employee target verification workshop was held in January 2021. Each department reviewed the 2030 long-term goals based on the five main themes, and set 2021-2025 annual goals. After the review, there were 52 new goals. The performance of 52 goals was tracked annually, and the 2021 achievement rate is 94.23%, with the specific performance as follows:



2021 Goals and Performance



Zetta Connected 2030 Theme	SDGs	Dimension of strategies	2021 Strategic goal		2025 Strategic goal		2030 Strategic goal		Corresponding material topic ^{note1}	Advanced planning
			2021 Performance	Progress of target completion	2025	2030				
Minimizing Footprint	7 AFFORDABLE AND CLEAN ENERGY	Renewable energy	Renewable energy accounts for 1.5% of all energy consumption	☹️	10%	20% ^{note1}	Climate change mitigation and adaptation Green operations	In 2021, the Company built 12.46MW green electricity, and will introduce 3.5MW solar photovoltaic capacity, and plan other green electricity layouts.		
			15% of cloud IDC's power consumption from renewable energy	23.3%	☺️	50%			100%	
		Renewable energy	Reduction of energy intensity by 61% compared with 2016	63.07%	☺️	67%			86%	
			Decrease electricity consumption of information equipment rooms by 21% compared with 2016	25.52%	☺️	23%			25%	
	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Sustainable usage of natural resources	Reduce annual average PUE of cloud IDC to 1.69	1.67	☺️	1.61	1.5 ^{note2}			
			Decrease total tap water consumption by 4% compared with 2017	14.8%	☺️	8%	15%			
		Sustainable recycling	Reduce annual consumption of paper consumption for customer service and stores to 193 million sheets	197 million sheets	☺️	199 million sheets	204 million sheets			
			Reduction of total non-recyclable waste by 12% compared to 2017 ^{note3}	34.37%	☺️	25%	40%			
13 CLIMATE ACTION	Low carbon footprint	Recycle a total of 25,000 broken/old phones from 2020	47,000	☺️	89,000	198,000				
		The 2021 carbon emission target is equal to the actual carbon emissions in 2021 ^{Note 4}	Completed	☺️	Reduce total carbon emissions by 2% compared with 2025 expectation	Reduce total carbon emissions by 30% compared with 2019				
	Resilience and adaptation	Increase reduction in carbon emissions from outsourced logistics and warehousing by 16% compared with 2016	16%	☺️	Increase by 28%	Increase by 50%				
		Promote at least one material climate issue or policy proposal and action every year	Apply for the RE100 initiative	☺️	At least once a year	At least once a year				
Resilience and adaptation	Add 10 more realms of double backup shelter cycle Hubs	12	☺️	Add 40 loops of base station loop double backup	100% of key infrastructure have cross-district backup equipment					
	100% of TWM service rooms are resilient infrastructure	100%	☺️	100% resilient infrastructure	100% resilient infrastructure					

Goal exceeded
😊 Goal reached
☹️ Goal not met

Zetta Connected
2030 Theme

SDGs

Dimension of strategies

2021 Strategic goal

2025 Strategic goal

2030 Strategic goal

2021

Performance

Progress of target completion

Corresponding material topic

Advanced planning

SDGs	Dimension of strategies	2021	2025	2030	Corresponding material topic	Advanced planning	
 	Mobile health management	Increase number of air quality service users to 30,000 people	34,000 people	50,000 people	100,000 people	Technological innovation & applications	Due to the removal of MyAir in 2022/3, the sports health service will be launched as MySports.
	Communications infrastructure construction	5G population coverage reach above 55%	59.6%	Above 75%	Above 85%	Customer experiences Technological innovation & applications Network reliability and coverage rate	
		Raise advanced telecommunications users ^{Note 5} to 20% of total users	20%	60%	99%		
		The coverage rate of wired high-speed network service reaches 81% of operating areas	82%	88%	98%		
		Improve reach of diversified integrated communication services to 85,000 people	111,000 people	141,000 people	240,000 people		
	Smart innovations and applications	Number of users for innovative products and services reaches 25 million people	27.2 million people	33 million people	41 million people	Technological innovation & applications Customer experiences	
		Raise number of enterprise users for cloud services to 150	185	700	1,450		
	Smart living	Digital content services reach 24 million members	26 million	31 million	39 million	Customer experiences Service impact management Technological innovation & applications Digital inclusion and social innovation	
		Increase visitors to myfone online shop to 30.9 million people	34.61 million people	42.04 million people	61.77 million people		
		Increase number of users for IoT to 88,000	104,000 households	220,000	400,000		
		Smart customer services reach 100,000 users per month	210,000 users	800,000/month	1.5 million/month		
	Smart home	Ship a total of 400,000 smart home devices		2.4 million	5 million	Customer experiences Technological innovation & applications Digital inclusion and social innovation	2022 further publicity and combined sales with smart home products, and strengthen the convenience brought by the smart situation applications, so as to create and promote sales.
		Increase number of users of home security products to 37,000 households	37,000	58,000	100,000		
	Smart city	Increase coverage rate of village image surveillance or river hydrology/flood image surveillance to 33%	33%	48%	78%	Customer experiences Technological innovation & applications	
		Install 230,000 smart IoT devices per year	404,000	480,000	800,000		
Increase base station service operation rate to 99.8%		99.85%	99.8%	99.9%			
Giving back to society	Increase cumulative public interest sponsorships and donations since 2003 to NT\$1.016 billion	NT\$1.161 billion	NT\$1.3 billion	NT\$1.5 billion	Giving back to society Transparent and fair marketing Customer experiences		
	Service affordability	5G coverage of remote villages and towns reach above 10%	52.3%	Above 50%	Above 95%	Giving back to society Customer experiences Technological innovation & applications Digital inclusion and social innovation	
		Increase number of beneficiaries among disadvantaged groups ^{Note 6} by 1.94 times compared to 2017	1.94 times	Grows by 2.05 times	Grows by 2.15 times		
	Reinforce resistance to disasters	Have over 10% of the population living in remote areas receive emergency warnings within 5 seconds after a disaster happens through 5G	52.3%	Above 50%	Above 95%	Social emergency responses Climate change mitigation and adaptation Digital inclusion and social innovation Technological innovation & applications	
		Build 4 domain record systems	Completed	Build 1 new overseas roaming signal analytical system	Coverage rate of positioning services for victim location tracking in disaster areas reaches 99.83% of the communications population		
	Promote sports	Organize a total of 250 activities to support sports events, promote sports to the general public and enhance health from 2021	319 events	1,200 events	2500 events	Giving back to society Digital inclusion and social innovation	
Enhance arts and Culture	Increase cumulative TWM support for holding art/exhibition activities, fostering creative talent, improving cultural access, and implementing cultural equality to bring positive energy and well-being to society since 2007 to NT\$220 million	NT\$290 million	NT\$260 million	NT\$300 million			
Equal opportunity	Increase number of people benefiting from TWM's contribution to education equality through digital technologies since 2007 to 2.96 million people	2.993 million people	5.16 million people	7.85 million people	Digital inclusion and social innovation Technological innovation & applications		
	Knowledge and skills education for sustainable development	Reach a cumulative total of 140,000 people since 2018 through TWM channels promoting sustainability concepts and education	Over 200,000 people	300,000 people	500,000 people	Talent Development and Retention	

Elevating Future Experience

Realizing Social Potential

Excellent Brand
 Sustainable Strategies
 Operational Performance
 Ethical operations
 Happy workplace
 Sustainable partners
 Value Creation
 Innovative accomplishments
 Environmental sustainability
 Social inclusion
 SASB
 Appendix

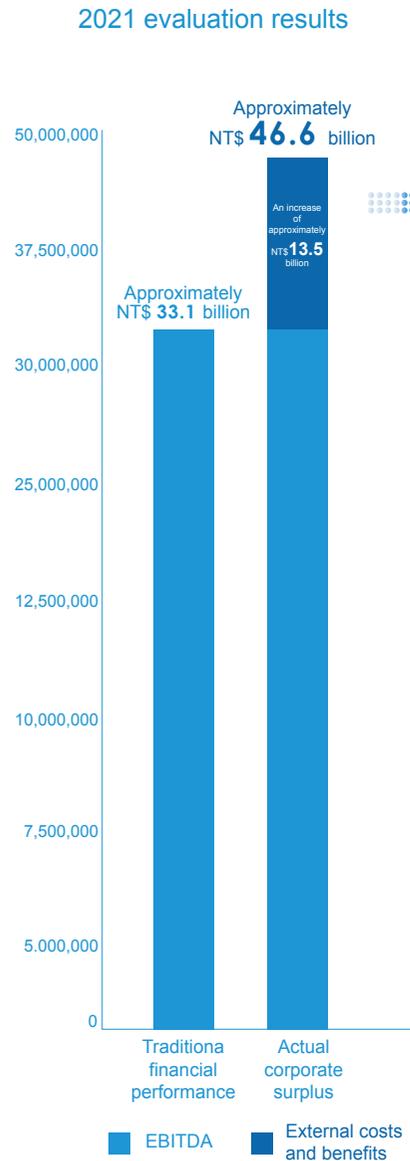
Goal exceeded ☺ Goal reached ☹ Goal not met

Zetta Connected 2030 Theme	SDGs	Dimension of strategies	2021 Strategic goal		2025 Strategic goal		2030 Strategic goal		Corresponding material topic ¹⁰⁰²⁷	Advanced planning
			Performance	Progress of target completion						
Responsible Business	8 DECENT WORK AND ECONOMIC GROWTH	Employee cultivation	Plan multiple learning channels based on organizational development needs, reach 50 hours of training per employee	61.4 hours	☹	50 hours	50 hours	Talent Development and Retention	Participate in the GeSI Human Rights Committee, learn about the latest trend of human rights management, evaluate and upgrade the risk assessment scope of supply chain human rights, and expose the procedures and practices of measures to mitigate human rights risks.	
			2,000 people trained on topics related to diversity and inclusion	25,700 people	☹	6,000 people	Up to 10,000 people			
		Workplace safety and health	70% of employee satisfaction with the friendly work environment.	84%	☹	75%	77%	Employees' physical and mental health		
			Overall satisfaction with Healthcare Promotion Workshop reaches 81 points	91.86分	☹	85 points	90 points			
	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Human rights and justice	Conduct human rights management surveys through international sustainability assessment entities, and continue to maintain a score of over 95 points in this area		☹	Over 95 points	Over 95 points	Respect for and Protection of Human Rights Information Security Privacy protection Customer experiences		
			Zero personal data leaks due to hacking	Zero	☺	Zero	Zero			
	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Transparency and honesty	Elect at least one female director	One seat elected	☺	Maintain the minimum of one seat	Maintain the minimum of one seat	Corporate governance and operating performance Ethical operation Legitimacy/legal compliance		
			Keep corporate governance evaluation ranking in the top 5%	Maintain Top 5%	☺	Top 5%	Top 5%			
			100% of employees sign the Declaration of Integrity	100%	☺	100%	100%			
			100% of suppliers sign the "Declaration of Integrity in Business Conduct"	100%	☺	100%	100%			
Creating Stakeholder Synergy	17 PARTNERSHIPS FOR THE GOALS	Sustainable supply chain management	- Disclose emissions for the base year - Source main partners for supply chain emissions	- Disclose emissions for the base year - Complete 2020 supplier review, and identify top 10 important vendors for negotiation and the top 30 emission source suppliers.	☹	Reduce supply chain carbon emissions by 8% compared to 2020	Reduce supply chain carbon emissions by 20% compared to 2020	Supply chain management		
		Enhancing sustainable development	Increase reach of TWM Sustainability Initiative since 2015 to 2.9 million people	3,739 million people	☹	3.3 million people	3.8 million people	Supply chain management Climate change mitigation and adaptation		

- Note 1: We have set targets of renewable energy use of 60% by 2035 and 100% by 2040.
- Note 2: When total power consumption reaches 15MW in 2030, the average PUE will reach 1.5
- Note 3: Adjust waste statistics and reduction targets, and increase the reduction target of total non-recyclable waste to 40% by 2030
- Note 4: Draw the carbon reduction curve according to the 5G electricity consumption growth and RE100 plan, adjust the annual performance target, and maintain the SBT 2030 target.
- Note 5: Advanced telecommunications users are defined as 5G users
- Note 6: The definition of disadvantaged groups includes students/the elderly/people with disabilities/parenting/children/migrant workers
- Note 7: Please refer to Chapter 2.4 Identification of Material Topics, P.37

3.Measurement and Evaluation of Enterprises True Value

We continue to evaluate the true value of our operations generated for the environmental, social, and governance aspects. In 2021, the actual surplus of the Company increased by NT\$ 13.5 billion compared with traditional financial performance. However, the environmental externalities caused by the operations cannot be ignored. Therefore, we have actively increased the use of renewable energy, introduced smart energy-saving systems, as well as strengthening resource recycling. We have planned to continuously introduce true value into the business model to enhance the Company's ability to respond to risks and grasp business opportunities.



Calculation index		External costs and benefits				2021 response and 2022 targets				
		2021	2019	2017	2015					
Environmental externalities	Renewable energy consumption	+	724	+	2,234	+	1,531	+	2,180	4.5 Environmental Sustainability
	Recycling cell phones & power supplies	+	6,655	+	542	+	3,358	+	986	
	Waste recycling ^{note1}	+	15	+	71	+	1,601			
	Water recycling	+	804	+	936	+	4,797			
	Buyback & reuse of used cell phones and tablet	+	27	+	12	+	26	+	270	
	GHG emissions	-	1,069,226	-	1,197,675	-	456,996	-	448,275	
	Water consumption	-	25,007	-	29,480	-	22,732	-	82,843	
	Air pollution emissions	-	9,053	-	9,205	-	18,317	-	22,134	
	Waste management	-	109	-	137	-	128	-	103	
Economic externalities	Employee compensation & benefits	+	8,235,663	+	6,812,645	+	7,248,538	+	5,832,447	4.2 Happy Workplace
	Public expenditure(national economic development & infrastructure)	+	4,791,802	+	3,535,198	+	3,901,518	+	2,717,030	4.3 Sustainable Partnership
	Green procurement	+	120	+	204	+	167,372			
Social externalities	Digital inclusion ^{Note2} (Bilingual online /Tablet for everyone/ Coding Fun/Digital Learning Center/ Digital Wings)	+	1,415,101	+	994,359	+	266,971	+	101,325	4.2 Happy Workplace 4.6 Social Inclusion
	Green Power for Charity	+	111,768	+	17,765	-	-			
	5180 Mobile donations	+	43,019	+	7,572	+	6,161	+	7,208	
	Microfilm fundraiser	+	3,329	+	1,188	+	721	+	6,887	
	Employee training	+	14,369	+	8,744		7,136			
	Work-related injuries	-	879	-	734	-	959	-	5,150	

Note 1 : Update "Recycling cell phones & power supplies" Calculation index to 71 in NT\$ thousands. The total of TWM 2019 True Value also update to 40,863,939 in NT\$ thousands.

Note 2: Two new project include Bilingual Online and Tablet for Everyone update in 「Digital inclusion」 Calculation index.



2.3 ESG operation mechanism

Guiding Principles

In January 2011, the board of directors adopted a "Corporate Social Responsibility Policy" to internalize corporate social responsibility in its operations strategy and management. In 2015, the ESG Code of Practice was formulated as the guiding principles for long-term ESG promotion.

Dedicated Department

The Social Responsibility Department was established under the Public Relations and Brand Management Division in 2007. In 2019, the Public Relations and Brand Management Division was renamed as the Sustainability and Brand Development Division, and the Social Responsibility Department was renamed as the Sustainability Development Department. The department serves as the executive secretary to the ESG Steering Committee with dedicated staff as well as independent budget, responsible for integrating inter-departmental ESG tasks in addition to planning and carrying out ESG strategies and projects.

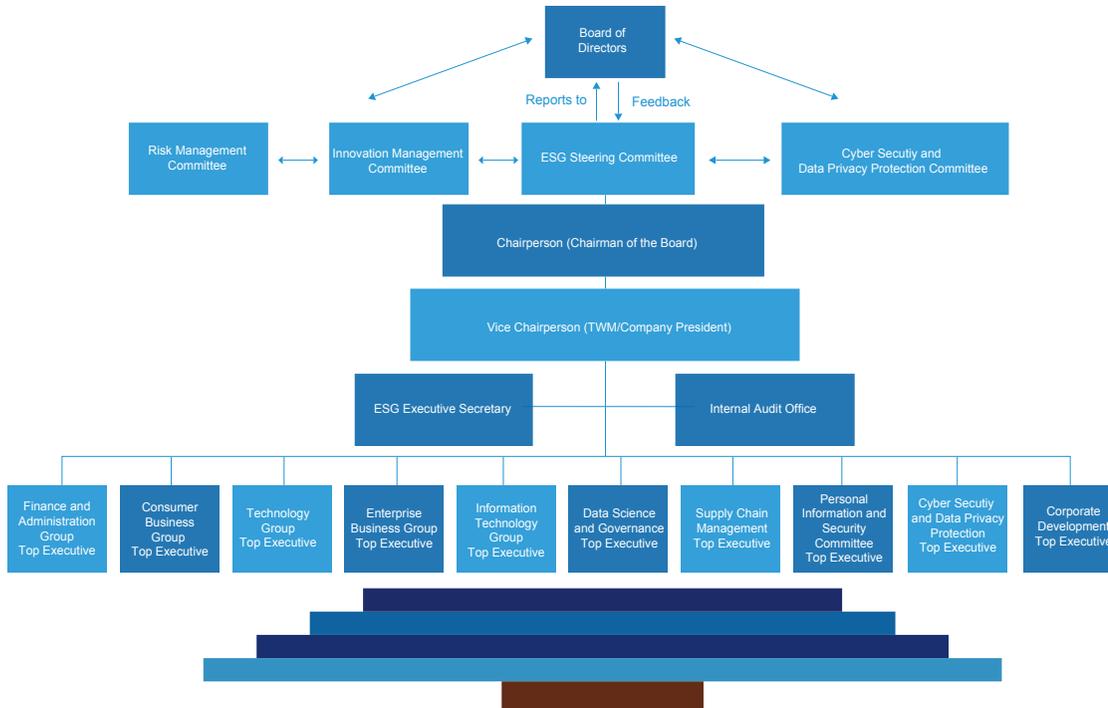
ESG Internalization

To internalize ESG into organizational management and operation, the board of directors has included ESG performance self-evaluation since 2017, and has entrusted Taiwan Corporate Governance Association to evaluate the effectiveness of the board of directors every three years since 2018. Since 2016, the ESG performance of the general manager and deputy general managers has been linked with salary, which can be found in the Chapter P.63.

In organization operation, educational training is held on an annual basis, and involves communicating key ESG strategies and methods of implementation to senior managers and staff so that all employees can stay focused on fulfilling TWM's vision for sustainable operations

Committee

The CSR Committee was officially formed under the Board of Directors in 2014. The Committee was formally renamed the ESG Steering Committee in March 2021. The ESG Steering Committee is chaired by the chairman of the Board, and the President serves as the Deputy Chairman. Senior managers from each business group serve as members of the Committee to identify risks and opportunities related to environmental, social, and governance issues. Sustainability strategies are formed by integrating operations with core resources, enhancing the levels of accountability, participation, and governance of the senior managers.



Communications mechanism with other functional Committees

The Company has developed a comprehensive communication mechanism for sustainable development management. In addition to the ESG Steering Committee, a Risk Management Committee and an Innovation Management Committee were established under the Board of Directors respectively in 2015 and 2017. In August 2020, the Board of Directors took over responsibility for the Communication, Personal Information and Security Committee. The ESG Steering Committee reports to these committees on issues related to business risks, social innovation and information security from time to time to promote the Company's sustainable development. [Please refer to P.69 for details on risk management.](#)

Frequency and number of meetings

The ESG Steering Committee convenes on a quarterly basis and reports to the board of directors. A total of three committee meetings were held in 2021, and the fourth quarter meeting was postponed to early January 2022. A total of 18 resolutions were passed, of which 9 proposals were submitted to the board of directors, and on the 2021 annual general meeting, the proposal of "Corporate Social Responsibility Committee renamed to Sustainable Development Committee" was submitted.

Important issues reviewed/handled by the ESG Steering Committee in 2021

- Performance Tracking and Target Verification Results of Zetta Connected 2030 [See P.32 for specific results.](#)
- Schedule and planning of "100% renewable energy use" target [See P.13 for specific results.](#)
- 2021 Analysis Results of climate-related financial disclosure (TCFD) [See P.41 for specific results.](#)
- GeSI "Digital with Purpose (DwP)" Initiative Participation Results [See P.45 for specific results.](#)

2.4 Identification of Material Topics

1. Material Topic Matrix



Based on the five-step identification process, 24 sustainability topics were selected in the first step (one more than last year ^{Note}). An online questionnaire survey and online seminar were used to understand the level of influence of the topics on stakeholder assessments and decisions (Y-axis) and external stakeholders' view of TWM's impact (bubble size) on society for each topic. Then, the ESG Steering Committee confirmed the importance of each topic to Taiwan Mobile's operations (X-axis) and the impact of Taiwan Mobile on society (bubble size) via resolutions. Finally, the Taiwan Mobile's material topics are identified based on the X-axis and Y-axis scores and bubble size for each topic.

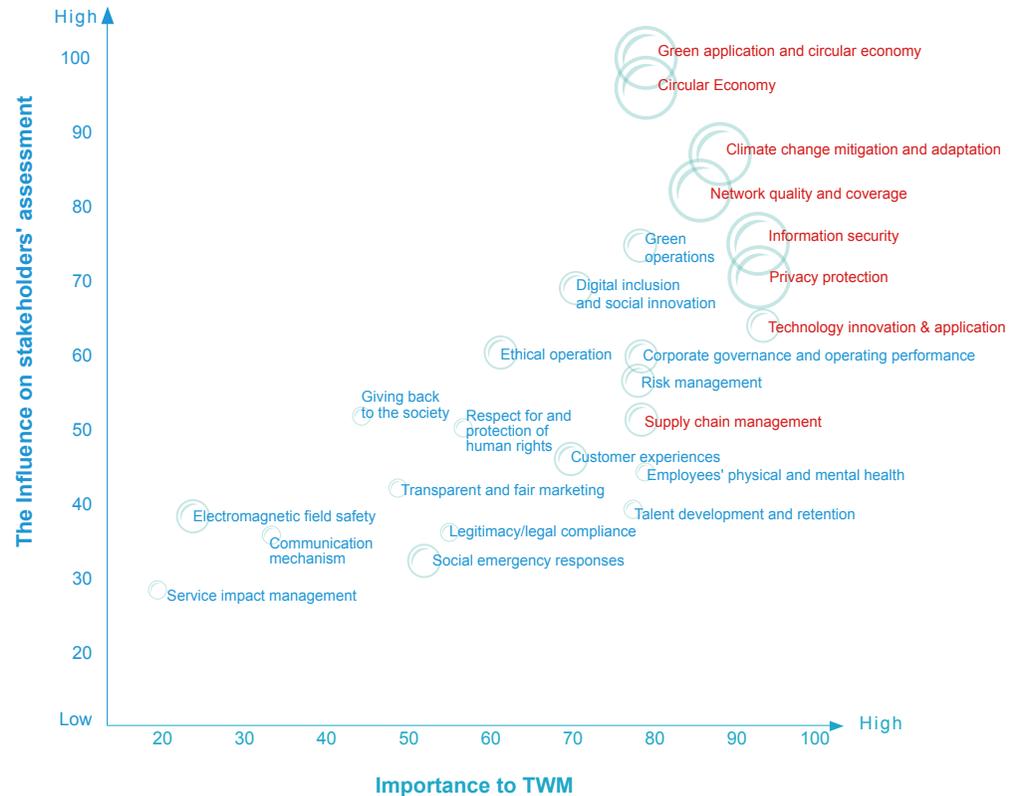
Note: Considering that green application and circular economy are different topics, we divide "Green application and circular economy" into two themes: Green application and Circular economy

2. Material topic matrix

Based on the results of the material topic matrix, we further identified the key topics for Taiwan Mobile. We gave priority to the topics that were most important to the Company's operations, concerned stakeholders the most, and in which the Company had a strong impact on ESG, including green applications and the circular economy, climate change mitigation and adaptation, network quality and coverage, information security, privacy protection, and technology innovation & applications. We also considered topics that the Company would manage internally in an autonomous manner. The Company confirmed that it should invest in long-term sustainable management with its supply chain, so supply chain management was included among the key topics. There were a total of eight key topics for TWM in 2021, which can be seen in the diagram below.

Please see the Appendix on P.147 for a detailed description of key topic boundaries.

The bubble size represents the level of impact of TWM in the ESG aspects on the society.
Text in red: Key topics



2.4 Identification of Material Topics

3. Major themes and strategies

The impact response, strategic objectives and implementation progress of 2021 major themes are described below in detail.

● Major Impact ● Secondary Impact

Corresponding Zetta Connected themes	Material Topics	Impact			Impact on the Company	Response	Strategic objectives	Target Year	2021 Progress
		Cost	Reve- nues	Risks					
 Minimizing Footprint	Climate change mitigation and adaptation	●		●	<ul style="list-style-type: none"> Carbon emissions are said to be behind global warming, and TWM could, therefore, be labeled as a non-eco-friendly company The phenomenon of global warming has resulted in extreme climate events, causing intensified windstorms and increasing damage to outdoor base stations, increasing the risk of not being able to provide stable service Climate relate risks and impact please refer to p.41 	<ul style="list-style-type: none"> Carbon emissions reduction Infrastructure resilience enhancement 	Reduce total carbon emissions by 30% compared with 2019	2030	Equal to actual carbon emissions in 2021
	Green Applications	●		●	We have recognized the impact of extreme climate on operations, so we plan to enhance product/service resource efficiency, reduce the losses caused by climate change, and mitigate the negative impact on the Company's image	Develop high-efficiency/energy-saving products*	Build service rooms with 100% resilient infrastructure	2030	Maintain 100% resilient equipment rooms
	Circular economy	●		●	We have recognized the impact of extreme climate on operations, so we conducted electronic waste management, reduce the losses caused by climate change, and mitigate the negative impact on the Company's image	<ul style="list-style-type: none"> Waste management Recycle discarded/used cell phones 	<ul style="list-style-type: none"> Reduction of energy intensity by 86% compared with 2016 Reduction of total non-recyclable waste by 40% compared to 2017 Recycle at least 198,000 of discarded/used phones from 2020 	2030	<ul style="list-style-type: none"> 63.07% reduction 34.37% reduction 47,000 in total
 Elevating Future Experience	Network quality and coverage	●		●	<ul style="list-style-type: none"> Mobile communication network coverage directly affects whether users can use high-speed services Service quality affects customer satisfaction 	Continue to improve mobile broadband network coverage and provide service quality	5G population coverage reach 85% 5G coverage of remote villages and towns reaches above 95%	2030	5G population coverage reach 59.6% 5G coverage of remote villages and towns reaches above 52.3%
 Responsible Business	Information Security			●	The Company provides mobile voice and mobile data services as a key infrastructure company designated by the government. As such, it needs to handle information security management and maintenance in accordance with Cyber Security Management Act to reduce the risk of hacker attacks and penalties for violations	Implementation and continuous improvement of the ISO/IEC27001 Information Security Management System Strengthen operation process and control measures.	Achieve management system KPI tracked by the Personal Data and Information Security Committee	2030	The management review meeting reported that the KPI target was reached every 6 months
	Privacy protection			●	Users care more about personal privacy and security than ever before. The Company possesses large amounts of personal information. Accidental leaks could result in legal liability and severe damage to the Company's image.	Promote BS 10012 and ISO/IEC 27701, 29100 privacy protection certification by integrating it into business procedures.	Acquire and maintain the latest ISO 27701 personal privacy .	2030	Working on ISO 27701 certification process
 Elevating Future Experience	Technological innovation & applications	●		●	<ul style="list-style-type: none"> In response to the development of new technologies such as 5G, Big Data, AI, IoT, etc., services can become more diverse, personalized, faster, and more robust, creating new demand and new threats to revenue The continuous innovation of technology has brought players from new categories into the market, and that coupled with existing players catching up has made competition increasingly intense 	<ul style="list-style-type: none"> Integrate the advantages of companies in the group, including cable TV, momo, AppWorks (startup) Build a sustainable super 5G ecosystem with five major aspects: Gift, Group, Grit, Green and Greater South East Asia Continue to cultivate talent in new businesses and integrate value chain capabilities, and expand business scope and depth to transform TWM into a technology company 	Number of users and members for innovative products and services reaches 41 million people (such as new media services: MyVideo, Disney+, cloud games, including: GeForce Now, enterprise services, including Cloud PBX, etc.)business scope and depth to transform TWM into a technology company	2030	27.2 million people
 Creating Stakeholder Synergy	Supply chain management	●		●	<ul style="list-style-type: none"> If the supplier has privacy invasion, labor rights infringement, environmental pollution and other incidents, it may be shut down due to investigation, which will impact TWM's operations. The extreme climate caused by climate change may damage the supplier's equipment or interrupt the transportation route, affecting the service and impacting the TWM operation. The carbon emission management system may increase the operating cost of TWM and suppliers, and increase TWM purchasing expenditure. 	<ul style="list-style-type: none"> Continuously promote supplier ESG evaluation and audit Incorporate climate change and carbon emissions into the sustainability questionnaire to understand suppliers' actions 	<ul style="list-style-type: none"> Improve TWM's mastery of supplier sustainability performance. Reduce supplier ESG risk Reduce carbon emissions in the supply chain by 20% from the 2020 level 	2030	<ul style="list-style-type: none"> Tier-1 supplier EDG review ratio continuously reaches over 80% Complete the examination of supplier emissions in the base year of 2020.

2.5 Risk Analysis

1 Industry Analysis and Responses

In response to the development of new technologies such as 5G, information security, personal information and privacy, blockchain, Web3.0, etc., services will become more diverse, personalized, faster, and more robust, creating new demand and new threats. The continuous innovation of technology has brought players from new categories into the market, and that coupled with existing players catching up has made competition increasingly intense. Looking into the future of the 5G era, we must analyze global/local business development trends and opportunities and threats to our main activities to plan specific innovation strategies, as follows:

Commercial activity	Global industry development trends	Taiwan's domestic industry development trends	TWM's current market position	Opportunities	Threats	Innovative strategies/services	Companies concerned
New media services	Indicators Telecom actively invests in the meta-universe 5G application industry chain	WFH accelerates the catalytic digital transformation and drives the economic growth of home entertainment houses	Leading position in Taiwan's domestic paid audio-visual OTT/music services	Entertainment immersive interaction stickiness, low-latency cross-screen smart home needs	International media streaming platform actively innovates growth momentum, and strives to maximize IP output value across industries.	Continue to invest in the production of self-made film and television, strategic alliance international audio-visual platform and e-sports, and expand the number of members.	Taiwan Mobile Taiwan Kuro Times TFN Media
New media services (Game)	Digital cryptocurrency mining and pandemic-caused display cards shortage drives players to turn to cloud solutions	Home broadband 5G popularization brings low latency experience	The game library has the largest number of contents (over a thousand)	<ul style="list-style-type: none"> Home broadband 5G popularization brings low latency experience The display card is out of stock 	<ul style="list-style-type: none"> Cloud games are still unfamiliar to users. Market competition investment 	<ul style="list-style-type: none"> Upgrade of cloud devices makes better player experience Customized TV box interface and process improves convenience 	Taiwan Mobile Taiwan Fixed Network TFN Media
TAMedia (Mobile advertising business)	Chrome will cancel third-party Cookie in 2023, and the industry strengthens the combination of first-party data collection and AI	Strengthen the collection of first-party data and develop new data application tools in response to the cancellation of third-party Cookie	Exclusive telecom data continuously brings diversified and complete marketing solutions to brands.	Having exclusive telecom data can reduce the impact of third-party Cookie changes.	Global advertisers are afraid of data monopoly and asymmetrical information.	Continuously improve telecom data collection and evolve data analysis system.	Taiwan Mobile
Mobile commerce services (myfone online)	Industrial transformation of "Zero Contact Economy" in Post-pandemic era	After the pandemic, "BNPL" became popular, and retail enterprises stepped into e-commerce to form business mode of "online ordering and store picking up".	Ranked in the leading position of "telecom bill installment collection" in telecom industry.	Combine telecom and e-commerce user data for accurate marketing; Combine telecom bill with BNPL to increase young customer number.	Fierce market competition	Service combining shopping with "door number binding"; original "telecom bill installment collection" BNPL service	Taiwan Mobile
IoT and platform products	Wearable devices are combined with content services to form a health and long-term solution.	Among them, online service opportunities targeting senior citizens are taking shape.	The largest local sports community platform – mySports The largest local care watch and service -myAngel	Baby boomers of the 50s/60s entered the middle and old age, providing a market for new services.	More start-up companies are entering into the market, which makes the market fragmented	<ul style="list-style-type: none"> mySports integrates online sports and health records myAngel integrates with other technical care services 	Taiwan Mobile
Personal user services	Pandemic-driven subscription OTT demand	OTT is booming.	Disney+ is an exclusive telecom operator in Taiwan.	Diversified projects combined with international OTT meet the needs of users.	Local OTT & Competitors cooperates with Netflix	Projects combined with Disney+ and 5G/Wifi6 to access the Internet, and provide high-quality viewing quality and content.	Taiwan Mobile
Corporate customer services	<ul style="list-style-type: none"> Cloud economy Vertical application of 5G Internet of Vehicles (IoV) Information Security Artificial Intelligence (AI) Smart Internet of Things (IOT) 	<ul style="list-style-type: none"> Cloud Services Corporate 5G networks Internet of Vehicles (IoV) Outsourced information security services IoT ecosystem 	<ul style="list-style-type: none"> 5G ecosystem partners developing application services for different industries Provides cyber integration services 	<ul style="list-style-type: none"> AIoT, AR, VR technology drive enterprise transformation AI application in IoT/information security accelerates 	Numerous cloud competitors	<ul style="list-style-type: none"> Dedicated 5G network Smart Internet of Things (IOT) Internet of Vehicles (IoV) Information security services Cloud SaaS services 	Taiwan Fixed Network
Information technology	<ul style="list-style-type: none"> Cloud applications Credit card information security Pandemic accelerates OTT development 	<ul style="list-style-type: none"> Cloud Services Credit card security verification The pandemic promotes the entertainment industry to move toward remote, and personalized development 	<ul style="list-style-type: none"> Integrate cloud services PCIDSS certification Leading position in local OTT industry 	<ul style="list-style-type: none"> Reducing costs Providing customers with a safe environment High video/audio platform stickiness Combining group resources 	<ul style="list-style-type: none"> Cloud application capability Information security attacks Global OTT practitioners are rushing in 	<ul style="list-style-type: none"> Integrate cloud services Network host is virtualizing Expand self-made content, combine group resources, and provide quality service. 	Taiwan Mobile
Telecom network services and technology	<ul style="list-style-type: none"> The internet deployment strategy trends towards SA mode. Strengthened mobile broadband, Internet of Things and mission-critical services 	Promote 5G open network testing platform.	The market share of mobile service business is about 24%, making it the third largest business in Taiwan.	5G technology and start up accelerator drive new business model development	Less optimal indoor 5G coverage expansion, and restrictions in equipment energy demand, and equipment construction sites.	<ul style="list-style-type: none"> Complete the implementation of commercial self-driving field. Improve 5G indoor coverage with NR CA technology 	Taiwan Mobile
Information Security	Ransomware, data leakage, and home office under pandemic situation bring significant operational risks.	Under the policy of "information security means national security", the requirements of competent authorities for information security are constantly strengthened.	ISO 27001 and other relevant safety standards has been obtained.	NCC mobile broadband cyber security management requires the strengthening of the company management structure and foundation	Hackers make use of cloud and AI new technologies and the improved network speed to update the attack methods, which become simple and effective.	The 5G vertical field and Industry 4.0 development provides security and trustable services.	Taiwan Mobile TFN Media
Personal Information and Privacy	Users cares more about personal privacy than ever before.	The government requires qualified enterprises to lawfully promote the protection of personal information and privacy.	ISO 27701 and BS 10012 certification for privacy protection has been obtained.	Fully grasp the connotation of international personal information and privacy protection, and continuously improve its protection.	Hackers make use of cloud and AI new technologies and the improved network speed to update the attack methods, which become simple and effective.	In the 5G IoT era, customers' digital footprints are richer and more diverse than in the past.	Taiwan Mobile TFN Media

2.5 Risk Analysis

2.Sustainability Risk and Opportunity Management

Faced with changing business models brought by new industry trends, we have embraced innovative thinking and aggressively responded to various challenges and opportunities, but the risks we face come from more than simply business competition. Therefore, our risk management system undertakes comprehensive reviews of the risks that may be faced by the Company. In particular, we established a Risk Management Committee in 2015, which is responsible to submit the risk issues in our operations through questionnaire, and business departments will explore the risk impacts and opportunities and potential responses. The risk management process (see below) is detailed in the section on risk management on P.9.



After TWM consulted the enterprise risk management framework published by the United States-based COSO (Committee of Sponsoring Organizations of the Treadway Commission) for guidance, the board of directors, Risk Management Committee, and dedicated risk management unit identified 20 major risks based on international research reports, industry trend analyses, internal and external company surveys, and corporate decisions and judgments. They were grouped into seven risk categories – "Regulation," "Internet Bandwidth Resources," "Information Security," "Business," "Markets," "Talent Cultivation," and "Innovation Management." Then, considering the probability and extent of the impact, the Company's risk map was built. In terms of recent trends, the risk level of six of the issues – policy and legislation, information privacy and security, network security, supply chain sustainability management, competition intensification and customer demand change – was higher in 2021 than in 2020. The relative risk levels of these issues were confirmed by the ESG Steering Committee.



Analysis of key and emerging risks and opportunities

We further selected 11 key (including four emerging) risks and assessed their potential impact and responses taken (to reduce risks and seize opportunities), and actual cases.



3.Managing Climate Risks and Opportunities

According to the risk map analysis in 2021, climate change risks are part of the Company's material risks. Given their potential material financial impact on business operations, the Company took inventory of and disclosed climate change risks and opportunities according to the TCFD framework, enabling related stakeholders to grasp climate change risks and opportunities and their financial impact more systematically.

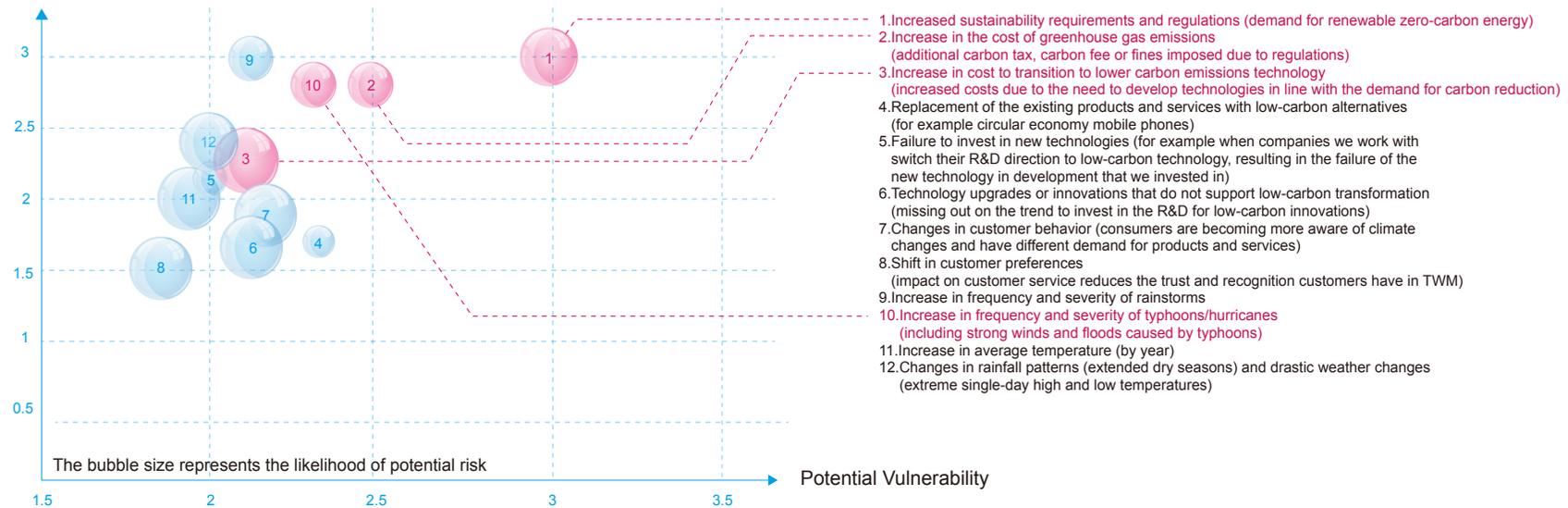
Analysis procedure for climate risk matrix



Climate Change Risk Management

In 2021, a total of 12 major climate risks were re-examined, and four of which belonged to high-risk impacts on operations. The four were: increase in frequency and severity of typhoons/hurricanes, increased in the cost of greenhouse gas emissions, increased sustainability requirements and regulations, and increase in cost to transition to lower carbon emissions technology.

Potential Impact



Note : After the two axes of the matrix are normalized, the diagram is prepared with the average of all risks as a midpoint.

3.Managing Climate Risks and Opportunities

Climate Change Governance

The identification and management of climate change risks and opportunities are handled by the Environmental Management Committee, and the climate risk issue and environmental risk issue are reported to the Risk Management Committee on a regular basis in accordance with the Company's risk management system. Related mitigation and adaptation projects are assessed and approved by the Risk Management Committee. In addition, the Risk Management Committee reports the Company's risks (including climate risks) to the Board of Directors on a regular basis to enable the board to understand and monitor the risks faced by the Company. Please refer to the section on risk management on P. 70 for detailed risk management procedures.



Climate Change Strategy

For more on the impact of 12 major climate risk factors on TWM's strategy, operations and financial planning, and a description of relevant response measures, please refer to the Appendix. P.149 for details. A more in-depth climate scenario analysis was conducted for four potential high climate risks to understand the impact of climate risks on TWM under different scenarios. Three risks with high potential impact were selected as quantitative targets. Their impact and effect on TWM were evaluated based on the assumptions of different climate change scenarios, as follows:

Climate Risks	Climate Change Scenarios	Financial Impact Factors	Financial Impact
Physical Risk: Increase in frequency and severity of typhoons/hurricanes	2°C Scenario	1.Strong winds cause loss of equipment and assets 2.Flooding leads to loss of equipment and assets 3.Interruption in operations leads to customer-related compensation costs 4.Power shortage leads to interruption of operations or increase in operating costs	Total losses due to typhoons from 2019 to 2030 are estimated at up to NT\$58 million
Transition Risk: Increased sustainability requirements and regulations	2°C Scenario	The cost required for "energy efficiency improvement"	Expected to require total estimated investment of NT\$2.05 billion from 2019 to 2030
	NDC Scenario	1.Cost of purchasing green energy 2.Cost of building power generators 3.Carbon fee	Estimated to require total investment of NT\$14.997 billion from 2022 to 2030
	Well-below 2°C Scenario	1.Cost of purchasing green energy 2.Cost of building power generators 3.Input costs caused by other carbon reductions	Estimated to require total investment of NT\$12.646 billion from 2022 to 2030

Climate change indicators and goals

TWM manage climate change-related risks and opportunities with five core strategies. In addition to completing Scope 1, 2 and 3 greenhouse gas inventories, and we have set short-, medium- and long-term reduction targets, renewable energy use targets, and improving climate change resilience targets. The relevant goals and adaptation practices are as follows:

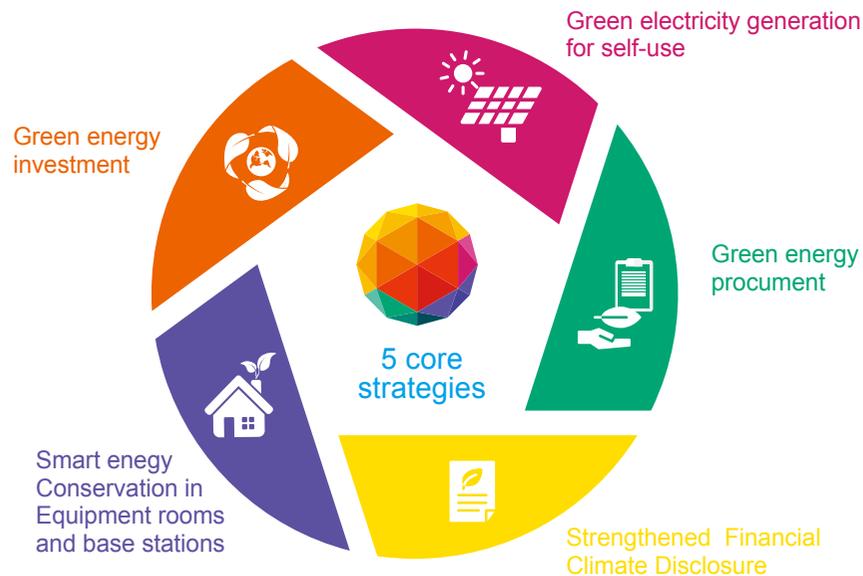
Goals

Green energy for self-use/green energy procurement/green energy investment ^{Note1}: For details, please refer to the Company's renewable energy 2021 performance (P.32) and 2030 targets (P.32).

Smart energy conservation in equipment rooms and base stations: For details, please refer to the Company's 2021 energy intensity performance (P.112) and 2030 target (P.32). The 2021 energy-saving performance of telecom equipment room & base station (P.23).

Strengthened financial impact disclosure: One quantified item in 2021; two quantified items in 2019.

Note 1: TWM is not planning any green energy investment in the short term, and will continuously conduct evaluation.



Adjustment practices:

Base station: A total of 1,366 SMR units with high weatherability ^{Note 1} are used to prevent the operation interruption caused by drastic temperature change.

IDC: Equipped with generator, uninterruptible power supply system and n+1 backup system to avoid service interruption caused by disasters.

Mobile base stations: A total of 25 mobile base stations for mobile broadband have been built to prevent the base stations from being disconnected (P.135) due to disasters.

Disaster Relief Mobile Communications Platforms: Set up five fixed mobile communication platforms with more than 72 hours of power backup for disaster prevention and relief operations, and optimize seven existing mobile communication platforms to facilitate emergency communication services (P.135) in disaster areas.

Note 1: Ambient temperature of 0~65 degrees is acceptable

2.6 Stakeholder communication

We have identified eight types of stakeholders based on the AA1000 principles and internal assessment and identification and set up dedicated communication channels and dedicated stakeholders area on the Company website to collect and respond to stakeholders' needs. Hold in person seminars regularly. In 2021, the seminar was changed to online form due the pandemic to communicate with 25 stakeholders face-to-face online to specifically respond to their expectations. This serves as the basis for us to strive for economic, social, and environmental sustainability and lay a foundation for TWM's sustainable development.



Stakeholder Communication Guidelines

We value and carefully respond to stakeholders' issues of concern.

Three incidents that violated customers' interests took place in 2021. Here is a description of the case and the measures taken to improve the situation:

Time	Event	Improvement measures
01/06	The cooperative manufacturer Liping International Company has informed that its "Amazing A32" mobile phone needs to be completely recalled for security software upgrade due to the strengthening of security protection.	Upon receipt of the notification, the Company immediately cooperated with Liping International Company to fully assist users in upgrading their mobile phone operating system to the latest V2.0 version. As for the users who have been investigated by the police because they used Amazing A32 mobile phone to fraudulently obtain the account of game points, the Company fully assists the customers to prepare relevant statements and documents, and communicates with the police on behalf of them, so as to avoid their trouble. If it is still necessary to be summoned to the police station for explanation according to legal procedures, a lawyer will also be assigned to accompany them and provide full assistance.
05/13	Due to the power failure of Kaohsiung Xingda Power Plant, the May 13 Taiwan black out affected the signal stability of unspecified base stations in the whole Taiwan, and the failure lasted for 8 hours.	This incident was affected by the power shortage in Taipower. As the base station has backup power, and the base station would reduce part of the signal load during external power failure, the main signal frequency bands are reserved to maintain uninterrupted service for a longer time. Taipower was cut off for 8 hours, but during this period, TWM had only a small number of related customer complaints, which only accounted for 3% of total customer complaints in that week.
12/04	Due to the interruption of Taiwan-Mazu submarine cable of Chunghwa Telecom, the base station in Mazu area could not provide service, and the failure was as long as 7 hours.	This incident was caused by the obstruction of a submarine cable between Taiwan and Mazu. There was a partial interruption of 7 hours, but because of the backup route, the impact on users was reduced. The actual number of customer complaints was very small, less than 1% of the customer complaints in that week.

Our communication methods with stakeholders are detailed in the Appendix on P.150

TWM Stakeholders



2.7 International Sustainability Initiative



GeSI(Global Enabling Sustainability Initiative)

TWM joined GeSI in 2016 and actedas a board director since 2017 to oversee the Climate Change Committee and participate in the operations of the Industry Responsibility Committee. In June, 2021, GeSI announced the "Digital With Purpose, DwP)" initiative to the whole world at the European Union Digital Assembly. Taiwan Mobile deeply participated in and responded to DwP, and Jamie Lin, the President, specially recorded the initiative film. On behalf of GeSI, he invited enterprises in Taiwan and Greater China to join in, jointly using digital technology and innovation to turn the present around and build a sustainable future.

TWN DwP Initiative film



Complete version



Selected version



RE100

Taiwan Mobile officially joined RE100 on March 17th, 2022, and committed to use 100% renewable energy by 2040. We set a realistic roadmap to that goal is drawn up by using science-based methods, indicating that 70 % of Taiwan Mobile's renewable energy need will be met by company-owned generators. It is expected that the percentage of the company's use of renewables will reach 20% in 2030, 60% in 2035 and finally 100% by 2040.



ECCT(European Chamber of Commerce Taiwan) and LCI(Low Carbon Initiative)

The Company joined ECCT and its LCI in November 2021, in order to communicate with the government and international enterprises, especially in green energy, circular economy and other fields, so as to establish strategic alliances and strengthen cooperation.



ECCT Membership



SBT(Science Based Targets)

We were committed to formulating SBT in response to 5G development, and has been validated by SBTi in May 2021 again. Please refer to Chapter 4.5, P.109 for details on the Company's SBT.

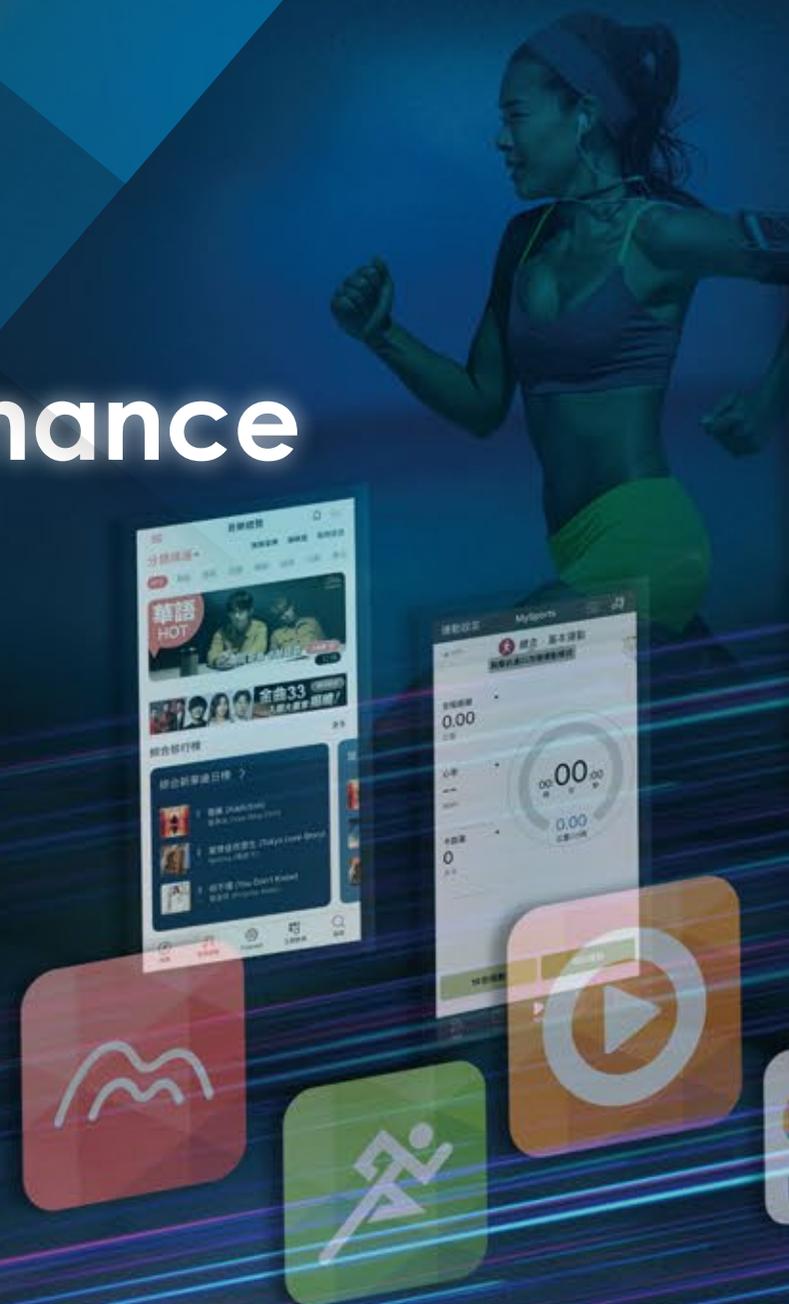


Companies taking action

Chapter 3

Operational Performance

- Key operational trends
- Operation Overview
- Financial Overview
- Network Reliability
- Customer Experiences





Operational Performance
Sustainable Strategies
Ethical operation
Happy workplace
Sustainable partners
Value Creation
Environmental sustainability
Social inclusion
Appendix

2019-2021

Key Operational Results

Note: The 2021 performance is presented in 0. Annual Key Business Results P7

Operating revenue



Gross profit



EBIT



Non-operating income and expenses



Pre-tax income



Net income of the year



Other comprehensive income of the year (after tax)



Comprehensive income of the year



Profit attributable to owners of the parent company(Net income after tax)



Profit attributable to non-controlling interest



Comprehensive income attributable to owners of parent company



Comprehensive income attributable to non-controlling interest



Earnings per share



ROE



Fresh Cash Flow Yield



Dividend Yield



Cash dividends



Average salary of full-time employees in non-management roles



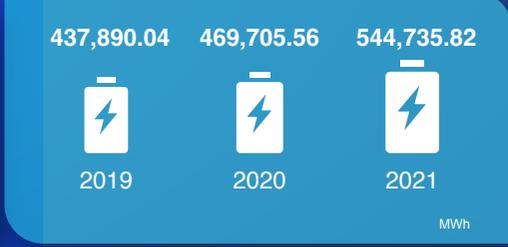
Total Number of Users



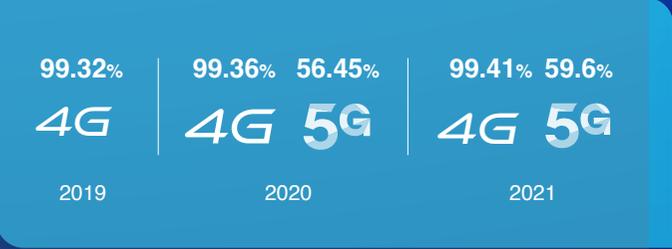
Customer Satisfaction



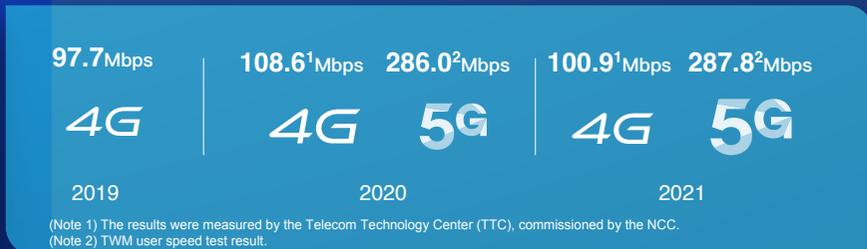
Energy consumption



Network population coverage rate



Internet downloading speed



For ESG performance tables, please refer to appendix P.146

Board members



Chairman
Daniel M. Tsai



Director
Richard M. Tsai



Director
Jamie Lin



Director
Cheng-Ju, Tsai



Independent Director
Hsueh-Jen Sung



Independent Director
Char-Dir Chung



Independent Director
Wan Jia Le



Independent Director
Hsi-Peng Lu



Independent Director
Tung-hai Chen



Excellent Brand
Sustainable Strategies
Operational Performance
Ethical operation
Happy workdays
Sustainable partners
Value Creation
Innovative accomplishments
Environmental sustainability
Social inclusion
SASB
Appendix

3.1 Operation Overview



1. Board of Directors

Performance

More than **half of all board directors** independent directors

International telecom professionals hired as **independent directors**

Board of directors scored a **4.95** in their self-evaluation of their performance

Board Composition:

- The board of directors is TWM's highest governance body. It's nine directors with 3-year terms have backgrounds in business, finance, telecommunications and information technology.
- The chairman does not hold any executive positions to ensure the Company's independent operations.
- Article 20 of the "Company's Code of Corporate Governance Practice" sets out the policy of diversity of board members for implementation.
Age distribution of directors: 22.22% between 30-50, 77.78% above 50
Percentage of female directors: 11.11%
Distribution of nationalities: ROC 77.78%, Singapore 11.11%, US 11.11%
- The Audit Committee and Remuneration and Nomination Committee are formed exclusively by independent directors to strengthen the system and ensure effective operations. In addition, the management team has set up the Cyber Security and Data Privacy Protection Committee, Risk Management Committee, ESG Steering Committee and Innovation Management Committee to strengthen various functions.

Board Functions:

Supervising the Company's legal compliance, timely disclosure of important information, and ethical operations

Maintaining good communications and interaction with the management team, guiding the business, and making major decisions for the Company, to ensure the Company's development and safeguard the interests of shareholders

For resolutions of the board of directors related to ESG issues in 2021 and the first quarter of 2022, [please refer to the Appendix P.151](#)

Board's Continuing Education:

The courses participated by directors in 2021 include: Corporate governance related forums, ESG responsible investment-the sustainability influence of financial industry, the cyber threats trend and the information security defense strategy, the audit committee advanced practice sharing-M&A review and the responsibility of directors, the analysis of new policies for enterprise sustainability development and fraud prevention cases, the analysis of false financial reports and how to see through the key information of financial reports, the prevention and countermeasures of insider trading, etc.

Rules for Nomination of Directors and Avoidance of Conflict of Interest:

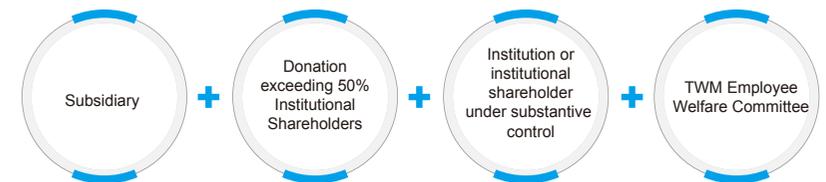
According to the "Rules for Election of Directors" and "Corporate Governance Best Practice Principles", the members of the board of directors shall be nominated as candidates. The recommendation of candidates shall be based on the Corporate Governance Best Practice Principles, based on the scale of the Company, the nature of its business, and diversity of the board (gender, age, nationality, and culture), to satisfy the diversity standard set for the board. The nomination, review, and announcement of directors shall follow regulations and standard procedures. The directors chosen must sign a Consent to Act as Director agreement and a Non-Disclosure Agreement and execute their tasks with integrity. The Company shall insure its directors with Directors & Officers Liability Insurance to reduce their liability risk while executing their duties.

According to the "Rules of Procedure for Board of Directors Meetings", if a director or his/her represented legal person has an interest in a motion, that director must recuse himself/herself and cannot exercise voting rights on behalf of any other director. In 2021, when directors had a potential conflict of interest with any motion, all rules were followed.

The dedicated unit will report the implementation of ethical operation to the board of directors annually:

The Legal Office directly under the president is responsible for promoting the formulation, supervision and implementation of the ethical operation policy and preventing disintegrate behaviors, and reports the implementation of each unit to the board of directors at least once a year to ensure that the Company implements the highest guiding principle of ethical operation under the supervision of the board of directors.

In order to implement the concept of ethical operation and actively prevent disintegrate behaviors, the Ethical Corporate Management Best Practice Principles and the Operating Rules of Ethical Operation Principles have been formulated. The scope of application is as follows



Excellent Brand
Sustainable Strategies
Operational Performance
Ethical operations
Happy workplace
Sustainable partners
Value Creation
Innovative accomplishments
Environmental sustainability
Social inclusion
SASB
Appendix

3.1 Operation Overview



2.Shareholder

Through sustainable operation, the Company creates maximum value for shareholders. Besides, the Company reports the shares held by directors, managers and 10% major shareholders on a monthly basis, and grasps the list of major shareholders who actually control the Company and the ultimate controllers of major shareholders. Please refer to Appendix 169 for shareholder structure details:

As of August 29, 2021

	Government agencies	Financial institutions	Other institutions	Individuals	Foreign institutions & individuals	Total
No. of shareholders	7	23	374	70,649	823	71,876
Total shares owned	262,628,156	836,084,459	1,425,620,310	462,840,979	525,547,766	3,512,721,670
Holding percentage	7.48%	23.80%	40.58%	13.18%	14.96%	100.00%

3.Business System

Taiwan Mobile Co., Ltd. was established in February 1997. In the same year, it obtained a Type I Telecommunications Enterprise license from the government, and set up headquarters, branch offices and other business sites in Taiwan. Physical channel outlets are located all over Taiwan, and the number reaches over 700 by the end of 2021. TWM was the first telecom service provider in Taiwan to announce its transformation into a next-generation web technology company. Its diversified operations are focused on four major sectors under the acronym "T.I.M.E." – telecom, internet, media & entertainment, and e-commerce. TWM's business groups consist of the consumer business group, enterprise business group, home business group, and retail business. Please see the following diagram for details on their respective scopes and major services.

Business System	Consumer Business Clients group	Enterprise Business Clients group	Home Business Clients group	Retail Business
Brand Name	 台灣大哥大 Taiwan Mobile	 台灣大哥大 商務服務	 台灣大寬頻 TWM Broadband	
Major service contents	For personal users, the services are mainly mobile telecommunication, including monthly subscription, prepaid and value-added services.	For enterprise users, the services are mainly information and communication integration services, including fixed network (voice/data/Internet), cloud, enterprise mobile communication and other services.	For household users, the services include video (CATV/DTV) and Cable Broadband/FTTx services	E-commerce, TV shopping

3.2 Financial Overview



1. Financial Performance



NT\$156.1 billion in total revenue for 2021 with annual growth of 17%

NT\$33.1 billion in consolidated EBITDA for 2021, with annual growth of 6%.

NT\$3.90 in EPS for 2021, and the overall revenue and profit were better than the annual outlook.

In 2021, the consolidated revenue increased by 17%, which is mainly attributed to the annual revenue growth acceleration of the three businesses, namely 5G, e-commerce and home broadband. In terms of mobile business, thanks to the launch of iPhone 13 series, and the successful introduction of unique programs such as double service of 5G + WiFi6, momo coin gift, Disney+, the 5G monthly subscription penetration rate has grown steadily, driving the rise of monthly subscription fee of smartphone users month by month, and the annual mobile service revenue has turned into an annual increase for the first time since 2016. In 2021, the e-commerce revenue reached a new high, and EBITDA maintained a high growth under the continuous driving of economies of scale and operating leverage. Household broadband has benefited from the double service of 5G + WiFi6, and the increased demand for home Internet access during the pandemic.

In terms of profit, although the expenses such as spectrum amortization and depreciation increased due to the investment of equipment in the second year of 5G business commercialization, the promoting gradually drove revenue growth, and with the gradual slowdown of industrial competition and the government subsidy, the net profit after tax turned into an annual increase from the third quarter, and the annual growth of consolidated EBITDA reached 6%. The overall revenue and profit were better than the annual performance outlook.

TWM passed the proposal of merger with Taiwan Star at the end of 2021, which is yet to be approved by the competent authority. After the merger, the number of TWM mobile users will reach 9.8 million, which creates economies of scale, and makes the bandwidth of 3.5GHz band allocated to each user the highest in the industry. In addition, it is expected that the exertion of comprehensive effect will promote profit growth, generate more stable free cash flow and financial planning flexibility, and then increase the total shareholder rewards.

TWM has set up a corporate website to timely reveal information about finance and business and corporate governance. There are dedicated personnel responsible for the collection and real-time disclosure of the company's financial information, including the investor conference information, and there are spokespersons according to regulations.

Business type	Telecommunications	Cable TV	Retail
Market presence	One of the three mobile telecommunications companies with the most users in Taiwan	Covering 11% of Taiwan's households	Largest B2C e-commerce in Taiwan
2021 revenue ^{note1}	64,012	6,237	88,397
Percentage of consolidated revenue	41%	4%	57%
Revenue growth	4%	1%	32%
2021 EBIT ^{note}	9,600	2,176	4,042
Percentage of consolidated EBIT	60%	14%	25%
EBIT growth	-16%	-1%	82%

Notes: Source is financial information of departments in financial reports; the discrepancy between the total and the consolidated number comes from inter-departmental write-offs and adjustments.

Unit: NT\$ million



2. Dividend Policy



Continuously high dividend distribution

Usage of electronic voting rights: 99.99%

In terms of dividends, the Company has adopted a residual dividend policy and a high payout ratio dividend policy. Every year, it distributes earnings according to TWM's Articles of Incorporation and existing laws. The dividend distributions in recent years have been as follows:

The Company first instituted case-by-case voting and electronic voting at its Annual Shareholders Meeting in 2012, and the voting results for all resolutions are disclosed in the meeting's minutes, on the Company website, and on the Taiwan Stock Exchange's MOPS system, providing multiple channels for shareholders to fully exercise their rights. In 2021, electronic voting accounted for 99.99% of all votes cast.

Year	2018 (2019distribution)	2019 (2020distribution)	2020 (2021distribution)
Cash dividends	5.5/share	4.75/share	4.3/share
Dividend amount	\$15,366	\$13,350	\$12,099

Unit: NT\$ million

3.2 Financial Overview



3. Tax Policy

Performance

Sound tax management: NT\$2.26 billion paid in income tax



Tax policy

Tax policy and government subsidy

The following are key elements of our tax policies, which are regularly reported to the board of directors and relevant committees. The board has oversight responsibility to ensure the effective operation of the tax management mechanism. We:

- Comply with the tax laws and regulations of different countries and international taxation standards, allocate profits based on the arm's length principle and avoid improper taxation planning, and honestly report and pay taxes
- Report financial information transparently and handle tax disclosures in accordance with relevant regulations and standards
- Establish a relationship of mutual trust and honest communication with tax authorities, and conduct timely communication on tax issues
- Make important decisions and transactions by taking into account tax risks and implications
- Strengthen the caliber of tax expertise and personnel training, and address changes in relevant tax laws and regulations by quickly assessing their impact and crafting responses
- Information on domestic and foreign operations and income taxes in 2020 and 2021 is shown in the table below, with Taiwan as the main operating country and a 20% income tax rate in accordance with the law.

The main difference between the effective tax rate and the statutory tax rate is the result of the tax-exempt status of dividends from domestic investments, tax-deductible losses from those investments or ratified difference, based on income tax law. In addition, according to the regulations of the Ministry of Finance, the income tax is exempted due to the impact of COVID-19 pandemic, resulting into a lower effective tax rate than the statutory tax rate.

Rental tax concessions mainly apply for spending on the fifth-generation mobile communication system, intelligent machinery, research and development and personnel training, which could offset income tax according to the industrial innovation regulations and the law on promoting non-governmental participation in public construction.

Items	2020			2021			Unit: NT\$ thousands
	Domestic	Foreign	Total	Domestic	Foreign	Total	
Operating revenue	130,486,507	2,374,477	132,860,984	155,777,696	2,331,837	156,109,533	
Net operating income	15,353,198	702,962	16,056,160	15,519,601	533,440	16,053,041	
Income tax expense	3,063,960	53	3,064,013	2,756,319	47	2,756,366	
Payment of income tax	2,328,514	10	2,328,524	2,260,895	83	2,260,978	
Tax concession		94			29,123		
Government subsidy income		51,077			239,589		
Effective tax rate		19.82%			17.69%		
Cash payment tax rate		15.06%			14.51%		

Note: "Domestic" and "foreign" are divided by the users' identity and the area of operations.

Financial report announcement

The annual financial reports of the Company are announced and declared within two months after the end of the fiscal year, and the financial reports of the first, second and third quarters are announced and declared before the prescribed time limit.



Financial report

3.3 Network Reliability



1. Network Coverage

Performance

Over 59% of the population with 5G coverage

The overall average speed increased by 51.8%

In response to the exponential demand for data services, the Company began to provide 5G network services on June 30, 2020, and continued to actively deploy 5G network. By the end of 2021, TWM was providing 4G/5G dual connectivity mobile broadband services in more than 80% of Taiwan's administrative regions, with 5G covering over 59.6% of the population.

In addition to the continuous improvement of network coverage in metropolitan areas, TWM's 5G networks has actively overcome the problems in remote areas and outlying islands. By the end of 2021, 52.3% of remote areas have been provided with 4G/5G Dual Connectivity mobile broadband services, so as to optimize the network quality of users in remote areas and outlying islands.

2 Rural Broadband Construction

Performance

Received the NCC universal service subsidy of NT\$ 1,410,000.

Provided 100Mbps fixed-line broadband network

Reached 97.78% population coverage in remote areas

In line with the National Communications Commission (NCC)'s telecom popularization policy of "Broadband in every village" and "Broadband in every tribe", we have completed 15.5km of optical fiber construction, providing broadband data services for Shanmei, Chashan, Shizi Village in Mount Ali (Alishan), Jingying Village in Renai Township, Nantou County and Yixing Village in Jianshi Township, Hsinchu County, with a fixed broadband network rate of 100Mbps. In 2021, we received NCC universal service subsidy of NT\$ 1,410,000.

In addition, we actively cooperate with the NCC's Forward-looking Development Program. In 2021, TWM applied to the NCC to build 33 base stations in remote areas to increase broadband coverage and narrow the digital divide. In 2021, broadband coverage extended to 97.78% of rural populations.

3.4 Customer Experiences



1 Customer Service Commitment/Mechanism

Performance

Has received international SGS service quality certification for 9 consecutive years

Customer Service Commitment

Creating the best experience for customers by continuing to implement the five commitments of comprehensive service



- Carefully listen, demonstrate professionalism
- Protect personal information security, creating a sense of trust
- Respect customer's rights, establish friendly service
- Take the initiative, efficient processing
- Create a win-win atmosphere for customer satisfaction

Service Quality Certification

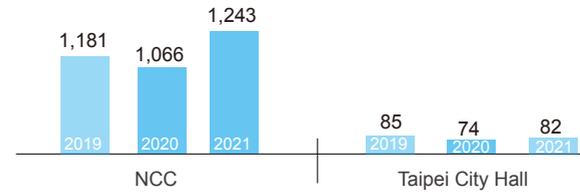
We have adopted the SGS (Societe Generale Surveillance) service quality verification system. Having our service endorsed by the most recognized verification agency in the world for nine consecutive years proves that our service quality and standards have remained at a certain level and are in line with international standards.



SGS Qualicert & ISO10002

Service Processing and Customer Complaint Reporting

Dedicated staff handle customer complaints through a systematic operations management and tracking process to ensure rapid responses and proper resolutions of the issues. In response to the pandemic alert period, the number of users working and attending classes from home increased, and the demand for mobile networks was on the rise, which led to an increase of communication quality complaints.



Service Upgrade Plan

In response to the pandemic era, TWM created a new type of intelligent X distance all-round customer service center. Through the quality analysis of intelligent customer service, TWM listens to and summarizes customers' voices, optimizes "intelligent customer service-Hsiao Mai", and lets customers enjoy the best service. For real-life customer service, TWM starts the group backup mechanism, promotes the Home Agent mechanism, and ensures uninterrupted service to meet the telecom needs of customers. During the pandemic prevention period, employees can balance work and family, which can increase the application of remote personnel recruitment and training in the post pandemic era.

Smart customer service personnel - Hsiao Mai

- Interactive application of multiple channels
- Management of rich knowledge base
- Professional and accurate Q&A
- User-oriented Design



Real-person customer service

- Call Center
- Home Agent



2. Customer Satisfaction

Overall customer satisfaction rate reached **91%** in 2021

	2021	2020	2019
Consumer Business Clients	90% ^{Note 3}	89%	90%
Home Business Clients	93% ^{Note 4}	93%	91%
Enterprise Business Clients	90% ^{Note 5}	88%	88%

Note 1: The customer satisfaction index is "satisfaction with telephone customer service."

Note 2: Customer satisfaction rate % refers to the percentage of users who said that they were "very satisfied" or "satisfied" when interviewed.

Note 3: The survey tools include telephone interview, Interactive Voice Response, etc. TWM holds a telephone interview at least once a year. After 15-30 minutes of the 188 customer service line call, TWM will make dials randomly through sampling with the IVR system.

Note 4: The survey tool is Interactive Voice Response, which would make dials with the IVR system.

Note 5: The survey tools include online. At least one survey is conducted every year.

3.4 Customer Experiences



3. Customer Behavior Analysis

The Company collects the signal quality and strength of users through the system, and de-identifies it, and statistically analyzes the average signal quality and strength of each block. When receiving the signal-related problems from users, the handling personnel can quickly know their quality and strength of the network signal by using scientific and quantitative indicators, so as to better understand the user's feelings and provide more accurate judgment and service.



4 Product and Service Platform Content Improvement



Google Nest smart speakers and smart home devices had cumulative total sales of exceeding **360,000 units**, and the household penetration rate was **3.7%**. Launched Nest Hub 2, which can easily connect smart home services by voice control or touch, and can watch dramas and listen to music and meet the entertainment needs of households.



The number of platform members reached more **than 6.3 million**, and educational programs were listened to **more than 14K times**.

- Limited VIP i-Ride Theatre, Eslite Outdoor Party and MMA Award Live Box
- Exclusive word-for-word dynamic lyrics equipped with Google Nest Hub2 smart screen



- The Golden Horse Award Live Day was watched by **4.35 million people**. **14-day pandemic quarantine experience** package of New Taipei/Kaohsiung
- Municipal Government
- Environmental sustainability films have been viewed over **200,000** times.

5 Product Responsibility and Services: Watching Over Consumer Health and Contributing to All-Around Sound Development

Performance

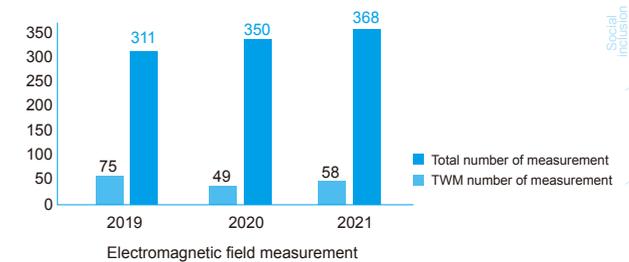
59 publicizing films on electromagnetic waves and human health, with **1.71 million** views.

NCC performed **58 TWM** measurements, with all the results complying with NCC electromagnetic field standards



1 Electromagnetic Fields and Customer Health and Safety Promotion

The TWM base stations are strictly controlled by NCC, and have passed the International Commission for Non ionizing Radiation Protection (ICNIRP) measurement specifications. In addition, TWM joined hands with peers and the Telecommunications Industry Development Association to set up a special area in NCC to provide 0800-580010 (I'll measure it for you) free measurement service, and established a "base station electromagnetic wave knowledge service network" to provide special reports on the relationship between electromagnetic waves and human health, and uploaded 59 propaganda films on YouTube channel, with 1.71 million views. In 2021, NCC performed 368 measurements in total, of which 58 were from TWM, with the results complying with NCC electromagnetic field standards



2 User usage promotion and assistance

Safeguarding internet use for children and teenagers

To prevent teenagers from browsing porn websites or becoming addicted to the internet, the Porn Guard value-added service was launched in December 2014 to automatically block websites containing pornography, nudity, erotic content, and photos that are not suitable for children or young people to access. The Internet Butler service was launched in December 2015 to prevent internet addiction. This service shuts mobile internet connections off between midnight and 6 a.m. As of the end of 2021, the two services have had 8,638 users.

Unlimited internet access to reduce the burden of economically disadvantaged students.

In 2021, all sectors of society felt the impact of COVID-19. To avoid getting infected, people went out less, increasing demand for internet data to learn or stay in touch with others. In mid May when the pandemic began, to address the class suspension issue, TWM provided unlimited Internet access to the Ministry of Education for an overall allocation to the economically disadvantaged students, allowing children to stay safe while learning at home. This lessened the impact of the pandemic on learning even though classes were suspended.

In addition, the demand for telecommuting and teaching from home has increased, and TWM launched the Speed Optical Fiber \$0 experience service, with free binding contract, 1Gbps free in the first month and a speed 6-month short binding contract, as well as additional value-added services such as MyVideo, MyMusic, MyBook and GFN, so that users can work, attend classes and watch dramas at home without restriction.

Chapter 4

Value Creation

- Ethical operation
- Happy Workplace
- Sustainable partnership
- Innovation achievements
- Environmental sustainability
- Social inclusion



Photo courtesy of Sustainability and Brand DIV. Yumin Tsai

4.1 Ethical operation

Vision

Carry out corporate governance that promotes inclusive and sustainable economic growth and balanced ESG development; provide employees with a happy workplace and the chance for broader participation in a sustainable international business so that pride in what one does and a sense of achievement become integral parts of life in the future.

Material topics addressed

Corporate governance and operating performance, risk management, ethical operations, respect for and protection of human rights, legality and legal compliance, information security and privacy protection.

Key Results and Performance in 2021



156.1 billion

•Total consolidated revenue NT\$156.1 billion



NT\$3.90

•EPS 3.90



33.1 billion

•EBITA NT\$33.1 billion



11.0 billion

•Net profit after tax NT\$11.0 billion



Top 5%

•Corporate governance assessment scores remain in the top 5% for a 8th consecutive year



0 Hacking

•Zero personal data leak incidents due to hacking



100%

•100% of employees sign the Declaration of Integrity



38.9%

•Women account for at least 38.9% of TWM's senior executives

Major stakeholders addressed

Competent authorities/Employees/
Communities & NGOs/Customers/
Shareholders & Investors/
Rating agencies/Media/Suppliers

Primary SDGs addressed



8 DECENT WORK AND ECONOMIC GROWTH



16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Secondary SDGs addressed



5 GENDER EQUALITY

4.1.1 Maximizing Value for Eight Major Stakeholders



4.1.2 Supervision Mechanism



1. Internal Control Mechanism

Performance

Completed the annual internal control self-assessment

No abnormalities found in internal control systems

- The Internal Audit office has dedicated full-time auditors and reports to the board of directors.
- Audit targets: The Company and its subsidiaries
- Scope of audits: Cover all finance, business, and operations management
- Audit methods: Regular audits are performed according to the annual audit plan, and additional targeted audits are conducted as necessary to make timely discoveries of possible deficiencies in internal control systems and propose suggestions for improvement. All departments and subsidiaries of the Company are urged to perform self-assessments and put in place the Company's self-supervision mechanism
- Audit results communication: The audit supervisor shall report the status and results of audits at Audit Committee meetings and board meetings. The convener of the Audit Committee is responsible for briefing the annual shareholders meeting on the committee's communications with the internal audit supervisor, in line with sound corporate governance practices

The Company has established an effective accounting system and internal control system. The Audit Office regularly analyzes and evaluates the business activities with high risk of disintegrity behavior within the business scope through the annual risk assessment operation, and accordingly draws up the audit plan and carries out the audit. TWM regularly reports the audit situation to the Board of Directors.. In addition, accountants are entrusted to audit the financial statements and confirm the effectiveness of the internal control system every year. The relevant Internal Audit Office organization and its job responsibilities are detailed in the Annual Report P.53.



2. Senior Salary

Performance

It is stipulated that if management fails to achieve all ESG targets, the performance rating or bonus will be reduced

Regulations:

Compensation for board directors and independent directors is based on the regulations set forth in the "Articles of Incorporation" and the "Rules for Setting Directors' Remuneration". The salary structure of managers is divided into fixed salary and non-fixed salary (year-end bonus and employee remuneration). Variable salary accounts for about 40%-50% of the individual's annual salary, and such factors as the individual's contribution to the Company's operations, future business risks, environmental protection, and corporate social responsibility are taken into consideration. Performance management regulations are then adopted as the basis for determining the amount of non-fixed salary.

Performance evaluation:

Taiwan Mobile Remuneration and Nomination Committee regularly reviews the remuneration system according to the contribution of directors to the board of directors and the Company's operation (including future business risks, environmental protection and corporate social responsibility, etc.). The board's operations, the participation and contributions of board members, and their participation in ESG shall be included in the evaluation. The performance shall be evaluated at the end of the year, and analyzed and summarized by the Remuneration and Nomination Committee, with the report and recommendations to be submitted to the board of directors. In February, 2021, the Company appointed Taiwan Corporate Governance Association to conduct the external evaluation of the effectiveness of the board of directors. It affirmed that the Company attached great importance to the diversity of board composition, independent directors accounted for more than half of the board seats and interacted closely with the management, and believed that Taiwan Mobile was active in implementing the corporate governance system and improving the effectiveness of the board of directors. The performance of the board of directors in 2021 was handled by the board members through self-evaluation, with an average score of over 4.95(out of 5), and its operating system was sound and perfect.

Taiwan Mobile will incorporate operation-related ESG indicators into the performance evaluation mechanism. Senior managers need to set indicators related to their positions, incorporate them into personal goal setting and check them at the year end. ESG related indicators are as follows: Circular economy, customer satisfaction, customer complaints, water conservation, waste reduction and energy saving, employee turnover rate, enterprise volunteers, etc. When evaluating annual performance, indicators related to risk management are also taken into consideration, including audit and information security management. To further strengthen the link between ESG performance and manager remuneration, if annual ESG targets are not met, managers' annual evaluation rating may be reduced by one grade, or their year-end bonus and employee remuneration may be reduced by up to 10%, depending on the situation. Managers' non-fixed salary shall be based on Remuneration and Nomination Committee recommendations, and shall be approved by the board of directors.

The salary structure of the managers in 2021, please refer to Appendix P.151 for detailed information.

4.1.2 Supervision Mechanism



3. Remuneration and Nomination Committee

Performance

The Committee is composed of all independent directors and has female members.

Four meetings were held in 2021, with an attendance rate of 100%.

The Committee is composed of all five independent directors in accordance with the "Remuneration and Nomination Committee Charter," and is responsible for formulating and regularly reviewing the policies, systems, standards, and structure of the salary and remuneration of board directors and managers, as well as seeking, reviewing, and nominating director candidates. In 2021, the Remuneration and Nomination Committee held four meetings, with an attendance rate of 100%. [Please refer to Appendix P.131 for details.](#)



4. Audit Committee

Performance

The committee is composed of all independent directors.

Eight meetings were held in 2021, with an attendance rate of 100%.

The Audit Committee oversight covers the fair expression of financial reports, effective implementation of audits and internal controls, matters involving the directors' own interests, major asset or derivative commodity transactions, major capital loans and endorsements or guarantees, fundraising or issuance of securities, appointment and dismissal of financial, accounting and internal audit managers, corporate risk management, the appointment or dismissal of a CPA and evaluation of the CPA's performance and remuneration, merger and acquisition plans, and regulatory compliance. The Audit Committee meets once every quarter and additional meetings are held whenever necessary. The Audit Committee reviews financial reports and audit reports every quarter, and engages in in-depth communications with accountants and audit supervisors. Major capital expenditures or investments are also reviewed by the Audit Committee. Eight meetings were held in 2021, with an attendance rate of 100%. [Please refer to Appendix P.160 for detailed information.](#)

4.1.3 Ethical Corporate Governance



1. Ethical Corporate Management Best Practice Principles

Performance

No employee violated ethical operating principles.

100% of employees sign the Declaration of Integrity



Ethical Corporate Management Best Practice Principles

Strategies:

In January, 2011, the Code of Ethical Operation of Taiwan Mobile was formulated.

Ethical Corporate Management Best Practice Principles for Companies Listed on TWSE and TPEX

Reference to Transparency International's "Corporate Anti-Corruption and Transparency as Evaluation Report" of 2009/Hong Kong ICAC's "Guidelines for the Prevention of Corruption of Listed Companies"/Taiwan's "Codes of Ethical Conduct for TWSE/TPEX Listed Companies"

TWM Directors, Managers, Employees, Trustees or Persons with Substantive Control Ability

Supplier



- Bribery and receiving bribes, illegal political contributions, improper charity contributions or sponsorship, and other improper interests are prohibited.
- All employees sign the Declaration of Integrity every year.
- Establishing a system of reporting, punishment and appeal



- Securities regulations
- Environmental regulations
- Labor, safety and health regulations
- Fair Competition Regulations
- Other Commercial Act Decree



- Business confidential and business sensitive information
- Customer information
- Identity and reporting contents of whistle-blowers



- Advocacy with directors, managers and employees by e-mail
- Online and physical courses

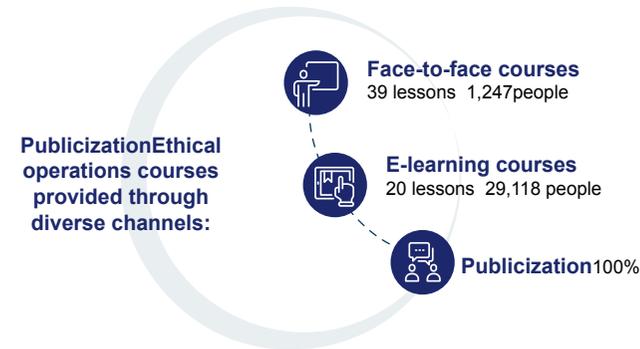
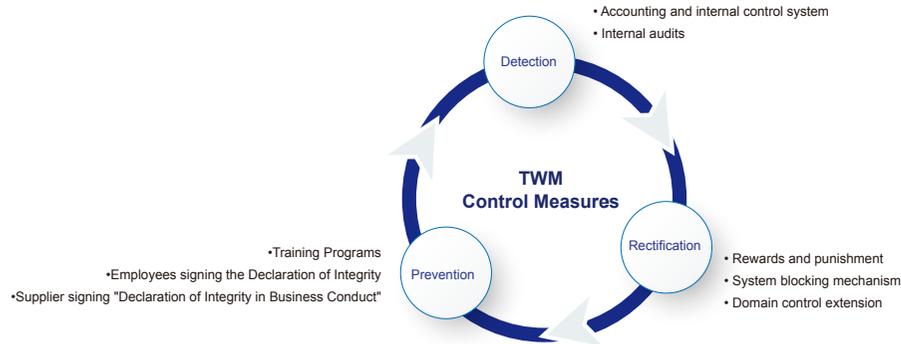


- Establishment of a complaint channel
- Identifying and evaluating the sustainable risk of supply chain
- Suppliers sign "Declaration of Integrity in Business Conduct"

4.1.2 Supervision Mechanism

Control Measures:

We announce and notify all employees, managers and directors of relevant regulations every year. At the same time, we report to all members of the board of directors on the status of implementation. In 2021, we communicated on anti-corruption issues such as ethical operations with all board members and employees.



Corporate Governance Best Practice Principles



2. Code of Corporate Governance Practice

Performance

Ranked in the **top 5%** in a corporate governance evaluation for a **8th consecutive year**

The executive vice president and Chief Financial Officer acts as the corporate governance director, who has more than ten years' experience in the financial and stock affairs of public companies. The Secretariat Division under the corporate governance director is responsible for corporate governance-related matters, and its scope of authority includes assisting directors in taking office, providing information required for business execution and refresher courses for directors, taking out directors' liability insurance, and handling meetings of the board of directors and shareholders' meeting. In accordance with the Code of Corporate Governance Practice of Listed and OTC Companies, Taiwan Mobile has formulated and disclosed the Code of Corporate Governance Practice on the corporate website and public information observatories, and has formulated the "Operating Procedures for Handling Important Internal Information", which prohibits insiders from using undisclosed information in the market to buy and sell securities. In addition to providing publicity on relevant laws and regulations when the insiders take office, the current directors and all employees are educated and publicized to ensure that the insiders really know and follow the relevant norms. Taiwan Mobile participated in the "Corporate Governance Evaluation" jointly organized by Taiwan Stock Exchange and Taipei Exchange, and won the top 5% of the listed companies for a seventh consecutive time, demonstrating TWM's achievements in practicing corporate governance and pursuing sustainable development.



Employee Code of Ethics



3. Code of Ethics / Procurement Rotation System

Performance

Code of Ethics is compulsory for all employees

Employee Code of Ethics

"Code of Ethics" training is compulsory for all employees. All of the Company's existing and new employees have completed the training and passed the exam. Case studies are used to illustrate and strengthen employees' understanding of the provisions of the Code of Ethics and to demonstrate correct behavior and have them abide by ethical norms in their daily duties, all of which strengthen business ethics and legal compliance. In addition to online courses, there are also learning resource documents and courses on relevant topics, such as the Group's code of conduct, regulations employees should know, rule of law education, and information security.

The Company has established an employee complaint system to provide a rigorous and safe reporting mechanism so that employees can convey their opinions in a safe and confidential manner.

Rotation system for requisition/procurement employees

To strengthen internal control mechanisms, a comprehensive inventory of the group's purchases and final acceptances of deliveries is regularly conducted for repeat high-volume requisitions, delivery acceptances and procurement functions above a certain amount. Relevant personnel are regularly rotated to different positions, and restrictions on those individuals not returning to their original positions within a certain period of time have also been established. Each year, continuous inspections and assessments of requisitions, delivery acceptances, and procurement functions are carried out in accordance with this standard, and new responsibilities are added to the process as required. The Human Resources Division is responsible for the management of the people in charge of the processes mentioned above and their immediate supervisors, and for regularly reviewing their seniority and arranging mandatory rotations for those who meet the regulated length of service.

4.1.3 Ethical Corporate Governance



4. Political Donations

Performance

Never provide political donations

TWM strictly abides by the government's "Political Donations Act" and the internal "Ethical Corporate Management Best Practice Principles." It prohibits illegal political donations directly or indirectly to political parties or organizations or individuals involved in political activities. We have never provided political donations.



5. Compliance with laws and regulations

The Company strictly abides by the administrative guidance of the competent authority and relevant laws and regulations. No other major ^{Note} penalty for violating social and environmental laws was found. In 2021, 5 cases were fined for violating relevant laws and regulations due to base station and operation problems, with a total amount of NT\$ 700,000.

Types of violations	Number of cases	Penalty amount	Case description	Improvement measures
Base Stations	4	NT\$ 600,000	Base station site dispute	Properly handle fine cases, find new sites to continue to provide consumers with good communication services, and continue to communicate with stakeholders in the future to protect consumers' communication rights.
Operations	1	NT\$ 100,000	No number was assigned according to the regulations.	Make improvements in accordance with laws and regulations to meet the requirements of competent authorities.

Note: Major violations refer to cases with fines amounting to NT\$300,000 or more.



6. Respect for and protection of human rights

Performance

100% of human rights due diligence survey coverage

Sending out 3,322 questionnaires and recovering 3,058, with a recovery rate of 92%

Human rights protection during the COVID-19 pandemic, with 100% coverage for employees and store customers.

Human Rights Policy

The Company believes that creating a work environment that fully protects human rights is inseparable from the sustainable development of an enterprise. TWM's Human Rights Policy is divided into four main sections: 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 with core competencies and resources.



Human Rights Policy



Support for international human rights conventions



Respect for human rights in the workplace



Full implementation of information security



Responding to the needs of society with core resources

4.1.3 Ethical Corporate Governance

A result, all human rights

- Human rights due diligence, covering the whole Group and its subsidiaries, as well as the upstream and downstream players of the value chain: Suppliers, employees, customers, communities, with a coverage rate of 100%
- Sending out 3,322 questionnaires and recovering 3,058, with a recovery rate of 92%.
- As a result, all human rights indicators fall within the quadrant of "high degree of influence, but low incidence" on the whole. However, in order to take a more rigorous view of human rights issues, the items with a high product of "incidence", "influence" and "vulnerability" are still considered as higher-risk items for review.
- Looking at the high-risk projects, the "Vulnerability" value is 1.1-1.4, which means that these projects have management specifications, and the implementation coverage rate is over 85%.
- Human rights protection during the COVID-19 pandemic, with 100% coverage for employees and store customers.

Human Rights Due Diligence

The Company strengthens and promotes human rights awareness of its employees and stakeholders through due diligence, such as human rights assessments. The survey process consists of the following steps:

Step1 Guidance on Human Rights Risk Issues

The Company adjusts human rights issues and measures by following international standards, such as the United Nations Universal Declaration of Human Rights, Guiding Principles on Business and Human Rights, and Business and Human Rights in the Information and Communications Technology Industry, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, and relevant domestic laws and regulations, such as the Labor Standards Act, Act of Gender Equality in Employment, and other labor safety laws and regulations. TWM also refers to relevant human rights reports issued by the telecommunications and related industries.

Step 2 Human Rights Risk Assessment

Senior representatives of the company (one to two per department) are gathered in a special task force to review the human rights issues and risks that may occur in the Company's operations and the entire value chain. In response to COVID-19, new pandemic-related issues have been added, and finally the "Human Rights Risk Assessment Questionnaire" has been produced since 2020. The final output is the "Human Rights Risk Exposure Assessment Form" (see the employee section of the following table). We adjusted policies and their implementation according to the risk assessment results, and required all departments to list these risks as key tracking targets for implementation.

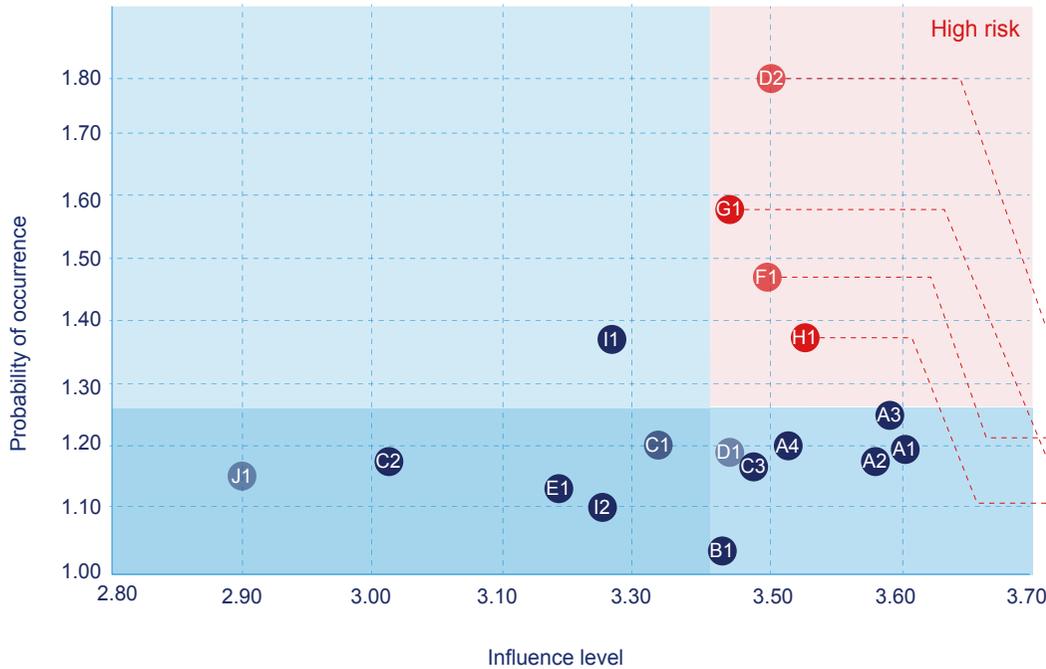
Vulnerability: (Questionnaire value 1~5) refers to whether the project has a formulated management specifications, and are the specifications fully implemented?

Value 1: There are specifications and the specifications are fully implemented (the operation covers more than 90%).

Value 2: There are specifications, and the specifications are widely implemented (the operation covers 70%~90%).

..... Value 5: No specifications, and no management.

4.1.3 Ethical Corporate Governance



- A1. During service planning or system development, the company failed to uphold privacy from design, resulting in failure to properly protect personal information/privacy and infringing on the rights and interests of the parties.
- A2. When purchasing equipment, commodities, entrusting or cooperating with third parties, failing to ensure the security of software, hardware or services, resulting in leakage of personal information, and infringing on the rights and interests of the parties.
- A3. Failure to collect, process or use personal information/privacy in accordance with regulations, resulting in leakage of personal information/privacy and infringing on the rights and interests of the parties.
- A4. In the event of personal/hidden information security incidents, failure to report and properly handle them in a timely manner results in damage to the rights and interests of the parties.
- B1. The company does not comply with laws and regulations to employ child labor.
- C1. Discrimination in recruitment/appointment/promotion/rewards based on gender/race/nationality or religion.
- C2. The company failed to use the disabled in full according to the law.
- C3. The company failed to formulate sexual harassment prevention measures, complaints and disciplinary measures in accordance with the law.
- D1. When purchasing equipment or peripheral components, the "restriction of hazardous substances" stipulated in the "Management Standards for Hazardous Chemicals" was not included in the requirements, and the employees were not provided with sufficient safety and health education and training.
- D2. TWM has taken anti-epidemic measures, and employees are still infected with the COVID-19 in the company.
- E1. Measures to protect pregnant or breastfeeding female workers are not implemented by law.
- F1. The company's working conditions fail to comply with statutory requirements, resulting in insufficient protection of basic work rights.
- F2. The company did not take out relevant insurance for colleagues in accordance with the law.
- G1. The company violates laws and results in work overtime & causes physical and psychological effects.
- H1. Violence, coercion or intimidation in the workplace.
- I1. The company did not set up a channel for colleagues to express their opinions.
- I2. Colleagues were asked by the company to go to work and could not participate in the government's voting.
- J1. The company does not allow colleagues to form associations and participate in association activities.

The average vulnerability is 1.237.
Above the average, the darker the color, the higher the vulnerability.

Step3 Human Rights Issues Management Measures

- The Company's operations are reviewed from the perspective of the value chain (suppliers, employees, customers and community); comprehensive investigations of the potential risks of each department and corresponding response measures are conducted; and human rights risk due diligence reports are compiled. TWM takes stock of relevant human rights issues in various departments, management and improvement measures are noted, and implementation results are tracked.
- A systematic annual questionnaire survey of upstream suppliers in the value chain is conducted, and covers compliance with labor practices and human rights issues. On-site audits of key suppliers are also carried out to review labor practices and human rights compliance. For regular customers or vulnerable groups in the downstream part of the value whom the Company may come in contact with, TWM not only provides personal data protection but also a number of other features (such as barrier-free facilities and online applications) to ensure access to our services.
- TWM incorporates human rights due diligence procedure into merger and acquisition procedures, and conduct human rights due diligence on mergers and acquisitions and other new business relationships. After the investment is completed, the Group's human rights policies will be uniformly applied to ensure that human rights at all stages of the value chain are guaranteed.

Step4 Review, improve and publicly disclose relevant information every 3 years.

The human rights risk assessment will be conducted every three years, covering all activities in the whole operation, including those of relevant partners in the value chain. Publicly report the assessment, impact and mitigation of human rights risks on the official website every year. ges of the value chain are guaranteed.



Non-Discrimination and Anti-Harassment Policy



Human Rights Due Diligence

4.1.3 Ethical Corporate Governance



7. Personal Information Security and Privacy Protection

Performance

Obtain ISO 27701 certification, and strengthen the protection of customers' personal assets and privacy.

Implement information protection measures (such as information security diagnosis, and strengthen network attack and defense

There were no confirmed incidents of information leakage, theft or loss of customer data in 2021

The Company adopts ISO 27001 information security management system, and its privacy protection has obtained ISO27701 privacy protection management certification.

Both of them refer to ISO 27005 risk management standard to identify and manage risks. Taiwan Mobile has set up the Information & Communications and Personal Information & Privacy Security Committee, which invites independent directors for observation and invest resources to implement control. TWM handles internal and external audits every six months. Here is an overview of its operations:

- (1) The Company president appoints the committee's chairman, and the top executive of each functional organization shall assign committee members.
- (2) Meet at least once a quarter.
- (3) Operations of working groups under the committee:

Operations maintenance team: Meet at least once a quarter to implement and improve personal information and information security measures.
 Internal audit team: TWM colleagues with audit certificates would carry out an internal audit every six months.
 Emergency response team: Convened by the committee chairman depending on the nature of the incident.
 Mobile broadband team: Appointed by top managers from technology and operation departments.

In order to implement information security and personal information protection, TWM formulated four strategies in the following figure, so as to improve the protection of customer privacy and company information security.
 A total of 103 cases regarding sensitive data transmission were blocked in 2021, achieving a 100% blocking rate. There were 0 proven cases of information leaks, theft or customer data loss in 2021.



4.1.4 Risk Management

Performance

Complete risk identification analysis and risk map

Put forward 80 work process improvements



Risk Management Policy and Process



Taiwan Mobile established a risk management policy in 2011, and relevant policies and procedures were disclosed on the official website. The policy was revised for the second time by the board of directors in 2020 as the highest principle for risk management. The Company actively plans risk management policies, the organizational structure and risk management systems; potential risks in the operation of the Company are dealt with on a preventive basis before they occur.

The risk management policy was revised in 2015, and a Risk Management Committee was set up after the approval of the board of directors to reinforce the organization's risk management mechanism. Records of Risk Management Committee operations are compiled and submitted by the Internal Audit Office to the chairman of the board for approval. Starting from 2021, the status will be reported to the board of directors at least once a year to ensure that all risks are effectively managed.

The Internal Audit Office conducts annual year-end risk assessments, and rates the importance and possibility of each risk, then calculates the risk value according to the results of the rating. The risk value becomes the basis for the following year's audit plan.

In 2021, the audit results did not show any internal control deficiencies and abnormalities. Nevertheless, 80 concrete suggestions for improving operational procedures were proposed as ways to improve the quality of management. The improvements and suggestions are to be tracked on a quarterly basis until they have been completed.

The Company's internal control system has also formulated the norms of "Related Party Transaction Management" and "Supervision and Management of Subsidiaries" to supervise and manage subsidiaries. The relevant risk control and firewall mechanisms have been properly established and effectively operated.

4.1.4 Risk Management



Risk Management Methods

- (1) Continue to promote operating models guided by risk management
- (2) Establish a risk management mechanism with early identification, precise measurements, effective monitoring, and strict controls
- (3) Build a risk management system for the overall company, and control risks within an acceptable level or a range of control
- (4) Introduce the latest risk management guidelines and improve continuously

Risk Management Operations

To implement the Company's risk management policies, relevant control mechanisms are compiled by the Risk Management Committee.

Appointment of committee members

- Committee chairman: The committee is chaired by the chairman of the board or a person designated by the chairman.
- Committee Members: Members of the committee are selected from among the heads of departments responsible for the relevant risk management areas or a designated proxy and coordinated by the committee chairman.
- Executive secretary: Selected and appointed by the committee chairman.

Frequency of meetings

- Regular: At least once every six months
- Non-scheduled: When a risk management issue arises, a meeting is proposed by members of the Risk Management Committee and the executive secretary, and a meeting is then convened upon the approval of the committee chairman.

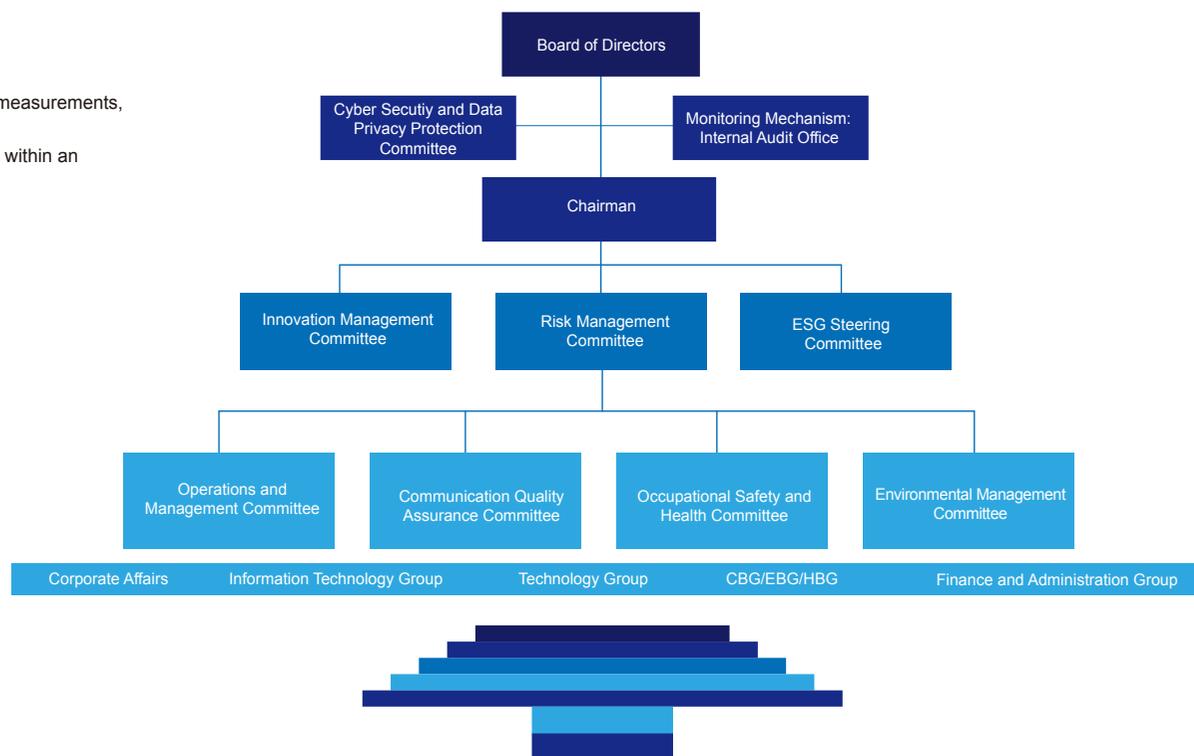
Communication mechanism with the ESG Steering Committee

- The Risk Management Committee reports issues associated with ESG issues to the Sustainability Development Committee. The issues reported in 2021 are: Stand on public security issues, and establish regular examination and improvement mechanism with peers. Handle the introduction of ISO 27701 revision in response to the Company's requirements for innovative services protection.
- The Sustainability Development Committee reports issues associated with operating risks to the Risk Management Committee. The issues reported in 2021 are: Continue to refer to the risk identification processes suggested by international benchmarking institutions and the risk analysis result report. 2021 Task Force on Climate-Related Financial Disclosures (TCFD) and the analysis result report.

Communication mechanism with the Innovation Management Committee

- The Risk Management Committee reports issues associated with innovation and digital competitions to the Innovation Management Committee.
- The Innovation Management Committee reports issues associated with operating risks to the Risk Management Committee.

Risk Management Framework



For the main functions of each risk management office, please refer to p.41 of the 2021 Annual Report.

4.1.5 Communication Mechanism

Performance

All appeals have been settled.

We have set up comprehensive internal and external communications channels on the official website to accept stakeholder opinions and feedback and respond to their needs in order to protect the rights and interests of employees and customers.



Stakeholders' Communication Channels



1. Employee Complaints

The Company has formulated an "Employee Appeals Process" and established the following complaint and appeal channels, which are handled exclusively by the Internal Audit Office.

1. Send in writing to the Internal Audit Office, or by fax at (02) 66361600.
2. Make complaints or appeals through exclusive internal e-mails.
3. In 2021, a total of two employee appeals were accepted, all of which have been closed. For the cases accepted, investigations were carried out in accordance with the Company's procedures.

For employee complaint procedures, please see Annual Report P.52 for details.



2. Sexual Harassment Complaints

The company is committed to building a friendly environment free of harassment and discrimination by following laws and regulations to create standards for preventing sexual harassment and set up an appeals hotline and mailbox. We continue to promote sexual harassment prevention and strengthen human rights awareness among employees and other stakeholders through training for new hires, compulsory courses for all staff, instant messaging software, intranet, computer startup screen messages, and a recruitment website.

In 2021, there were two complaints of sexual harassment within the Company. Correction, punishment, follow-up remedies and prevention measures have been implemented for the people involved in the complaint case.



3. Shareholder Complaints

The Company appoints the Stock Affairs Agency Department of Fubon Securities Co., Ltd. to handle the shareholders meeting affairs, and the Code of Corporate Governance Practice has a special chapter for protecting shareholders' rights and interests. The spokesman is set up and the Secretariat Division would handle the shareholders' related issues. If any legal issues are involved, they would be referred to the Legal Office.



4. Complaints of Unlawful Infringement of Duty

In order to protect employees from unlawful physical or emotional harassment, the Company formulated "Prevention and Control Measures and Operational Guidelines for Unlawful Violations in the Performance of Duties" as well as the "Statement on Prohibiting Workplace Violence." The publicity instructions during the oriental training course include: The identification of workplace violence, how to seek assistance in the face of workplace violence, employee consultations, and appeal channels.

Two complaints were received, one of which was found to be not in conformity with the facts, and the other one failed to timely finish the procedure. Therefore, there was no unlawful infringement in 2021.

Channels for filing complaints related to unlawful harassment at work
02-66363180
TWMHS@taiwanmobile.com



5. Customer Complaints

There were no major environmental, social, or human rights complaints in 2021. Please refer to Customer Service Commitment/Mechanism on P.56 for details.

In 2013, the Company introduced the "ISO 10002 Customer Complaint Management System" certification, and set up free, diversified and convenient service and complaint channels according to customer needs (such as: Customer service hotline, official website, APP, intelligent customer service, etc.). Through systematic management, dedicated person would be responsible for quickly assisting customers to properly solve problems and respond to needs, and establishing a service process review and improvement mechanism to enhance customer satisfaction.



6. Supplier Communication and Exchange

Our supplier-related communications mechanism is detailed in Chapter 4.3 Sustainable Partners on P.93.

4.2 Happy Workplace

Vision

Carry out corporate governance that promotes inclusive and sustainable economic growth and balanced ESG development; provide employees with a happy workplace and the chance for broader participation in a sustainable international business so that pride in what one does and a sense of achievement become integral parts of life in the future.

Material topics addressed

Employees' physical and mental health/Talent development and retention

Key Results and Performance in 2021



The average annual salary of employees exceeds **NT\$1 million**

- The average annual salary of employees exceeds NT\$1 million, the best in the telecom industry



8,599 people

- 8,599 people trained on topics related to diversity and inclusion



62.5 hours

- TWN employees averaged 62.5 hours of education and training, 123% higher than the 2021 goal



84 %

- 84% of employees satisfied with the friendly work environment.



91.86%

- Overall satisfaction rate with health promotion activities reaches 91.86%



160%

- Exceeded statutory requirement for hiring people with physical or mental disabilities by 160%; person with greatest seniority has been working at TWM for 28 years.



3,072 people

- 3,072 employees participated in the Online Sports Competition, burning a total of 11.29 million calories



95.92%

- Have 95.92% of pregnant employees complete prenatal health education

Major stakeholders addressed

Employees/Communities & NGOs/Customers/Rating agencies

Primary SDGs addressed



Secondary SDGs addressed



2022 Goals

- 3,000 people trained on topics related to diversity and inclusion
- Overall satisfaction with health promotion activities reaches 82%
- Have 92% of pregnant employees complete prenatal health education
- Continue to recruit externally to create more employment opportunities for people with physical disabilities
- Continue to promote mySports Online Sports Competition

2025 Goals

- 6,000 people trained on topics related to diversity and inclusion
- 50% of women in management positions
- Overall satisfaction with health promotion activities reaches 85 points
- Have 95% of pregnant employees complete prenatal health education
- Continue to recruit externally to create more employment opportunities for people with physical disabilities
- Continue to promote mySports Online Sports Competition.

4.2.1 Prioritizing Talent Cultivation to Maintain Core Competitiveness

As a new-generation technology and telecommunications company, we understand that talent is the key to maintaining core competitiveness. We see employees as partners for sustainable growth who grow together with the Company and contribute to a sustainable future, ensuring that it moves toward regional and world-class success.

With respect to employees, TWM adheres to the principles of "integrity as a way of life; pursuing goals with enthusiasm; innovative thinking; and making hard things simple" as our core values.

- We emphasize integrity and enthusiasm when hiring employees. Integrity is the cornerstone of interpersonal interactions. Enthusiasm for service and learning is the key to fulfilling the spirit of the Open Possible.
- We firmly believe that innovation is the driving force for continued Company growth and thus encourage employees to embrace the value of "making hard things simple" and propose innovative improvements or solutions that can help the Company become the leader in digital convergence.
- We have devised talent training programs in response to industry trends and corporate development strategies, with the goal of enhancing employees' workplace competitiveness and career development opportunities.
- Implement performance-based talent recruitment and salary policy according to performance-based bonus with differentiation and competitive strength.



1. Recruitment, Diversity and Equality

Performance

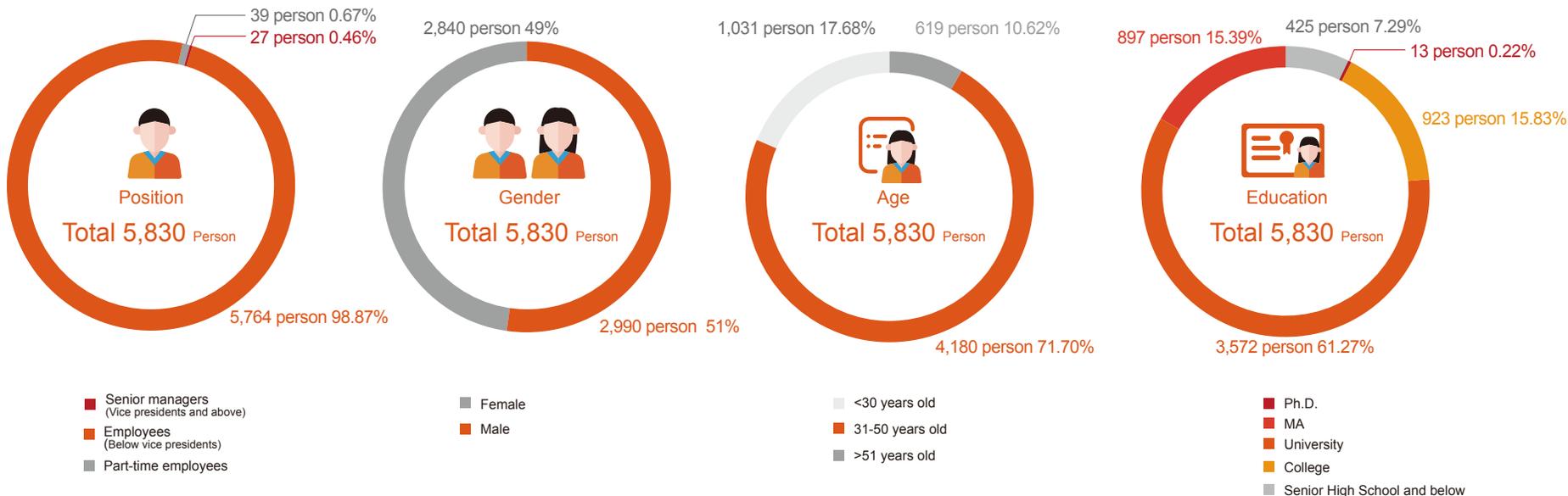
48.4% of women in management positions

50% of women in management positions by 2025

Exceeded statutory requirement for hiring people with physical or mental disabilities by 160%

As of the end of 2021, the majority of TWM employees were 31-50 years old. A total of 48.7% were women, and 48.4% of management positions were held by women. The Company mainly hires local employees. It has 9 foreign employees and 18 indigenous employees (55.6% of whom are female). To provide better service, approximately 20% of the workforce consists of "non-employees" (including contract and temporary workers) who assist in business execution, such as direct store sales and services.

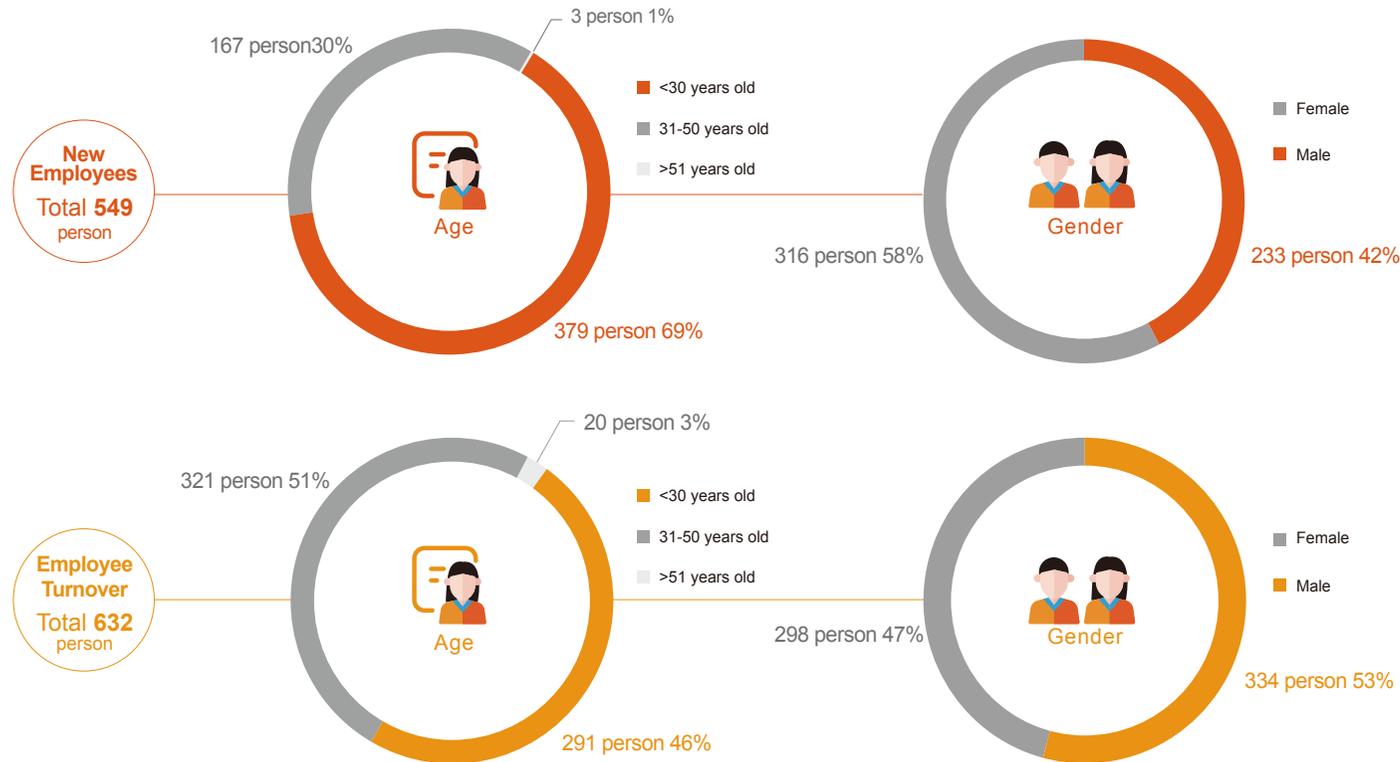
2021 Employee Profile



Notes: Please refer to the Appendix P.162 for a statistical table on TWM's employee structure.

4.2.1 Prioritizing Talent Cultivation to Maintain Core Competitiveness

TWM actively seeks new talent specializing in AI and big data to help the company become a new-generation technology and telecommunications company. Most newly recruited employees are under 30 years old, a reflection of the Company's hope to drive its digital transformation by attracting talent from a new generation. When an employee submits a resignation letter, they are first interviewed by their superior. The Human Resources Division then has the employee fill out a questionnaire to understand the reason for the resignation and suggestions the person may have for the Company, and it then conducts its own interview and provides career counseling or matches the person with an internal vacancy.



Note : All employees are based in Taiwan (excluding employees with affiliated companies); denominator is the total number of employees.

Please refer to the Appendix P.163 for a statistical analysis of new/resigned employees.

The Company promotes employment of people with disabilities, without any upper limit

- TWM employs 160% more people with disabilities than legally mandated, the most senior of whom has worked for the company for 28 years. 2 of them are assistant managers.
- We provide professional opportunities, equal promotion channels, generous remuneration and benefits, and a friendly workplace to support the employment of people with disabilities.
- Disabilities of people employed: Severe visual impairment, severe organ impairment, limb impairment, epilepsy, hearing impairment, and facial impairment.
- Diverse fields of employment: Include network optimization, system development, sales, and market research
- Friendly environment: exclusive parking spaces, spacious seats, and dedicated equipment.
- External partners: Development Center for the Spinal Cord Injured and the Victory Social Welfare Foundation.

Cultivating campus talent, reducing the gap between learning and practice

TWM continues to work with colleges and recruit students from abroad, including Europe and the United States, for internship positions in Taiwan to build a foundation for global talent recruitment in the future. We have continued our partnerships with institutions of higher education. In 2021, a total of 29 students participated in industry-university cooperative internship programs (YOY+81%), and they received comprehensive training in addition to a paycheck. Students whose performance was outstanding were given hiring priority. We will continue to maintain our relationships with higher education institutions and try to identify and reach people with potential before others through internships, campus recruitment, and lectures given by employees, to further help students combine their studies with practical experience.

4.2.1 Prioritizing Talent Cultivation to Maintain Core Competitiveness



2. Salaries and Welfare



The average annual salary of employees **exceeds** NT\$1 million, the highest in the telecom industry

10 weeks paid maternity leave, which is longer than legal requirement.

High childbirth and childcare allowance

The Company upholds the principle of "employees as the most important asset of the Company," and provides competitive pay packages to attract and retain talent. The standard starting salary is higher than the basic requirement. According to the statistics of the General Accounting Division in 2021, the average monthly salary of the telecommunications industry is 1.7 times of the market average. Taiwan Mobile has been listed in the "Taiwan Top 100 High Compensation Index" for four consecutive years. According to the information published by the stock exchange in 2021, the average annual compensation of Taiwan Mobile employees has exceeded NT\$ 1 million, ranking 1st among peers. To maintain its competitiveness, the Company participates in external salary surveys each year to get a reading on salary levels in the market, and its operating results and future development are taken into consideration in crafting bonus and reward plans. Implement the performance-based salary policy, and issue year-end bonuses and employee rewards and other incentive rewards according to their individual performance, so that employees can share the operating results with the Company. Such factors as gender, sexual orientation, age, marital status, race, and disabilities do not affect in any way employee remuneration, benefits, promotion, training, and employment rights.

Ratio of TWM's standard starting salary to Taiwan's minimum wage in 2021



Please refer to P.163 in the Appendix for the salary ratio analysis of TWM and its affiliated companies.

A comparison of the number of full-time employees who are not managers, their average salary and the median salary in 2020 and 2021 is shown in the table below.

Total disclosure of full-time employees in non-management roles ¹	2020	2021
No. of employees	3,631	3,644
Average Salary (NT\$1,000)	1,060	1,072
Median Salary (NT\$1,000)	914	923

Note 1: Employees in "management positions" refer to the same scope of disclosure of insiders (managers) provided in the annual report of the shareholders' meeting.

Note 2: In line with the "Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Corporate Social Responsibility Reports by TWSE Listed Companies," the 2021 CSR Report was reviewed by a professional CPA, Deloitte Taiwan.

In order to strengthen the care of employees, TWM bought insurance in 2021 for employees with "Group Legal Infectious Disease Health Insurance", and the full premium will be borne by the Company. Employee vaccination day is deemed a paid public holiday. Holidays and diverse benefits are provided to motivate and attract talent. Besides the possibility of working from home, employee benefits include free group insurance for employees and their dependents, an employee stock ownership trust (market value: NT\$ 689 million), high subsidies for phone bills, digital content and reading services used by family members, discounts on purchases of company products, a comfortable working environment, emergency assistance, and rewards for long-term employees. Please visit our website for further details. In 2021 employee salaries and consolidated expenses for benefits totaled NT\$6.89 billion. The final version of the funding plan for labor pensions is shown on page 58 of the consolidated financial statement for 2021 Q4.

4.2.1 Prioritizing Talent Cultivation to Maintain Core Competitiveness



3. Career Development and Training

Performance

TWN averaged **62.5 hours** of education and training, **125%** higher than the 2021 goal

100% of new hires complete their training and assume their positions

99.3% of the employees agree with the statement that "training helps improve work performance."



Male



Female

* Taiwan Mobile per employee training hours, including store staff. Average training hours: 61.4 hours

100% of employees participated in training, with the training hours in 2021 listed as follows:	TWM		Taiwan Fixed Network		Taiwan Customer Service		Taiwan Digital Service		Taishin Property Insurance Agent		Taiwan Broadband		Taiwan Kuro Times	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Assistant manager or above	72.4	61.4	68.5	74.8	59.3	54.2	54.4	0	0	0	24.5	31.1	1	0.9
Assistant manager or below	66.3	56.5	57.6	63.5	91	83.8	61.6	61.2	11.1	7	20.2	19.5	1	0.8
Average by gender	66.9	56.7	59.7	64.6	88.7	82.4	61.5	61.2	11.1	7	20.7	20.3	1	0.8
Average training hours per employee	62.5		62.3		84		61.4		9.1		20.5		0.9	

Our supervisors discuss and set individual development plans (IDP) with each employee based on each department's strategic goals, the employee's performance and career intentions, and feedback from multiple sources. Employees can obtain the knowledge and skills needed for their current positions or their next career stage through training, learning on the job, or self-learning. In 2021, the proportion of internal vacancy filling (including for external recruitment) was 10.2%, which showed the achievements of Taiwan Mobile in effectively cultivating talents.

- Besides regular promotion programs, specific promotion programs are available for R&D/technical positions to encourage career development in specialized fields.
- The Company regularly takes stock of key positions and potential candidates for succession, then customizes talent development plans and tracks their implementation. The IDP establishment rate was 100%, the completion rate was 88%, and 21.4% of them took over key positions.
- TWM's president cultivates young talent within the company through proposals and projects that are part of the "Appointment with Jamie" initiative.



"Appointment with Jamie" activity – The President took photos with mentor, senior and young talents in the Company

4.2.1 Prioritizing Talent Cultivation to Maintain Core Competitiveness

The Company invests in the development of employee innovation and improvement to support its transformation. In 2022, TWM will continue to assist employees in internalizing "Data DNA" into their jobs and decision-making scenarios. Such factors as gender, sexual orientation, age, marital status, race, and disabilities do not affect in any way employee remuneration, benefits, promotion, training, and employment rights.

The Data DNA course series were launched, and the President and the Chief Data Officer were invited to have a conversation on the theme of "Cultivating insight into the value of data, and grasp key business opportunities." The course was designed to help our colleagues understand the Company's internal data strategies and their application, and to cultivate data insight and analysis capabilities. 32,476 people participated in the relevant training (YOY+12.8%)

The clubs help our colleagues communicate with each other and explore different areas of expertise, so as to think outside the box, promote digital transformation, and achieve synergy. A new work club, Mentor's Sunflower Manual, has been added to help the new mentors understand the precautions of the role, share the lessons learned, and help the work club to operate more smoothly. 99.1% of the participants are "willing to recommend" other colleagues to join the work clubs (YOY+6.8%).

Building Data Awareness for All Employees

New Learning Model

Work Clubs for Cross-unit Internship

Cultivate New Talents

In addition to the "Self-Learning Movement" and "Big Reading", the newly added "Learning New Knowledge through Listening to Podcasts" and "Black Technology Trivia" provide the employees with a variety of learning content and popular science knowledge. 14,173 people participated in the new type of learning (YOY+43%).

Scholarships and grants are given to "Digital Talents". "Invention patent bonus" is provided to employees to encourage innovation, and 9 employees have won the bonus (YoY+200%). We partnered with external organizations to help employees develop the professional skills required to engage in innovative services with 4 months of full pay during the training period. Trainees are assigned new positions upon the completion of the course with 100% of completion rate.



Industry trend lecture



Innovative Thinking Training Interviewer Training

4.2.1 Prioritizing Talent Cultivation to Maintain Core Competitiveness

TWM plans courses according to actual needs, conducts in-class management and after-class follow-ups, and improves courses that do not meet the standards required. Satisfaction with HR hosted courses was 93.4%, beating the target by 2.9 percentage points.

In 2021, TWM opened learning topics according to the trend, including Metauniverse and Blockchain.

TWM provides managers and employees with "Remote management and communication" and "Improving resilience thinking" according to pandemic situation and work from home respectively. TWM added "The Best Practice of TWM Lecture" to make the internal model spread better. The categories of training development and the specific results in 2021 are as follows.

	New employees	General employees	Senior employees	Junior managers	Senior managers	
Category of Training and Development			Object			Achievements in 2021
Self-learning		IDP, digital/mobile learning, learning resources, e-newsletter, reading corner, scholarship				<ul style="list-style-type: none"> Digital learning: 1,580 lessons, YOY+19.5%. Mobile myLearning: Once a week for the whole year, with a 13.0% increase of fans. All employees IDP: The setting rate was 94.5%, and the completion rate was 85.0%. Scholarships: A total of 31 employees have been awarded scholarships with the total amount of more than NT\$14.28 million.
Corporate sustainability training		Environmental protection, diversity and inclusion, humanitarian movie theater				<ul style="list-style-type: none"> ESG: Number of students attending is 90,906 people and the number of learning hours YOY+2.2%.
Human rights training		Non-discrimination, harassment-free, occupational safety, information security				<ul style="list-style-type: none"> Human rights: 100% of the employees participated in training, YOY +7.0% for the number of students, and YOY +27.1% for the number of hours (75,686.0 hours).
Learning Community	New employee community	Communities for project management, work efficiency, book club, environmental protection, etc.				<ul style="list-style-type: none"> Environmental Protection Club: Number of members YOY +21.8% with gift/exchange matching rate YOY +26.0%.
Professional Competency Training	New employee orientation	Basic/advanced training courses and certification examinations of the Business Group				<ul style="list-style-type: none"> Outstanding store manager training: 1 new store managers has completed the training and been awarded for seven consecutive years. Technical certification: In response to the new technology, the inventory capability/certification and planned training have been launched. Certification reached YOY+0.5%. Reserve store manager: The passing rate reached 98%.
Joint professional competency training	New employee orientation New employee seminar	Basic/advanced self-management, communication and expression, innovative thinking courses; book club; celebrity, trend, and TWM Talk seminars.	Cultivation of counselors and interviewers	Junior and mid-level supervisor management training	Senior executive leadership training, corporate governance lectures	<ul style="list-style-type: none"> Senior supervisors teaching courses: Course hours YOY +56.2% (25,658.6 hours). Training for junior and mid-level supervisors: with 100% of action plans after training arranged at the completion rate of 91%. The level of recognition for the statement that "supervisors believe that training improves employee performance" is 99.3%. The level of recognition for the statement that "employees believe that training and learning resources is helpful for work performance" is 97.6%. Mentor certification: An accumulative total of 286 mentors (42 new mentors in 2021). Mentors were invited to give feedback and advice at the New Employee Seminar, resulting in trainee satisfaction of 95.1%. New employee seminar: 100% of participants recommended the seminar. The rate of resignation by new employees who attended the seminar was 13% lower than that of who did not. Customer service training: Customer satisfaction rate for the trainees after participating the training courses increased to 87.4%. Industry trend seminars: In response to industry and market trends, a series of blockchain themes have been added, with the number of students attending YOY+299.0% and the number of learning hours YOY+306.1% (6,851.3 hours).
Counseling/Support	Dedicated counselors Care Survey/Manual					



4. Performance evaluation

Performance

Regular career development survey for all employees

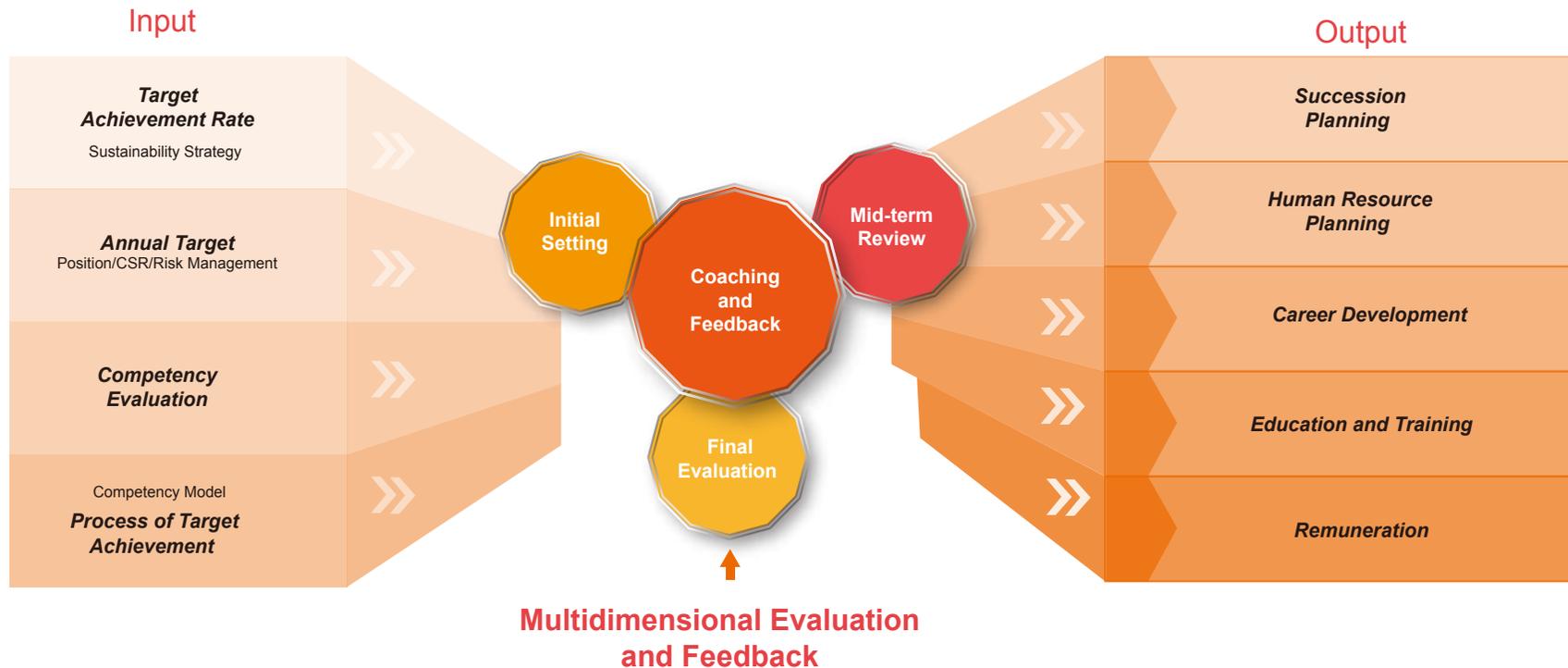
Multidimensional evaluation allows employees to understand their strengths and weaknesses

Career development surveys and performance evaluations are conducted on a regular basis and cover all employees. Supervisors organize performance and career development interviews with each employee to discuss whether work targets were met and the effectiveness of work innovation initiatives or process improvements, suggest skills that require further development, and provide career feedback, as follows:

Multidimensional evaluation: Employees fill out a career development plan, and supervisors offer feedback on the employee's work, skills development and career path. Employees can better understand their strengths and weaknesses through these supervisor evaluations as well as evaluations by their subordinates and peers, with the results forming the basis of their personal development. This approach is aimed at helping each employee learn to work with others in an efficient manner to improve the performance of the team. After performance evaluation grades are finalized, supervisors officially notify their subordinates of the results and make recommendations. Communication effectiveness is also examined through the survey process.

Sustainability development responsibility: Employees are assigned ESG goals according to their jobs, including the number of hours to be spent on ESG courses and volunteering which would be examined by the manager.

Risk Management: If an employee proposes an innovation or an improvement plan for mitigating risks, it will help their performance evaluation and potential bonus. In contrast, information security violations have a negative impact on performance evaluations.



4.2.2 Open Employee Communication and a Diverse, Inclusive Culture

Performance

The overall recognition of employees' opinions is up +3%, and the recognition of "moral and behavioral standards" is up the highest.

8,599 participants in diversity and inclusion learning

100% employee question processing rate

TWM values two-way communication and is committed to providing transparent communication channels between supervisors and employees so that they can fully express their opinions and ideas. We respect employee rights as provided in existing laws. Therefore, we have never blocked or impeded the freedom of association, discriminated against local employees or indigenous people when hiring, used child labor or forced labor, or committed human rights or discrimination-related violations. When an employee is hired, the labor contract is reviewed and signed by the employee in advance to protect the rights and interests of both the employer and employee. TWM believes that the labor-management consultation mechanism is very important. Labor representatives are elected directly by employees and regular labor-management meetings based on 50-50 representation are convened to ensure free and unobstructed communication.

Focusing on leading indicators for employee communication

In addition to understanding issues of concern to employees through regular employee feedback surveys, quarterly communication meetings are organized by supervisors, giving employees opportunities to raise questions to understand the situation at every level of the Company. TWM uses the feedback to make adjustments and improvements.



Excellent Brand

Sustainable Strategies

Operational Performance

Ethical operations

Happy workplace

Sustainable partners

Value Creation

Innovative accomplishments

Environmental sustainability

Social inclusion

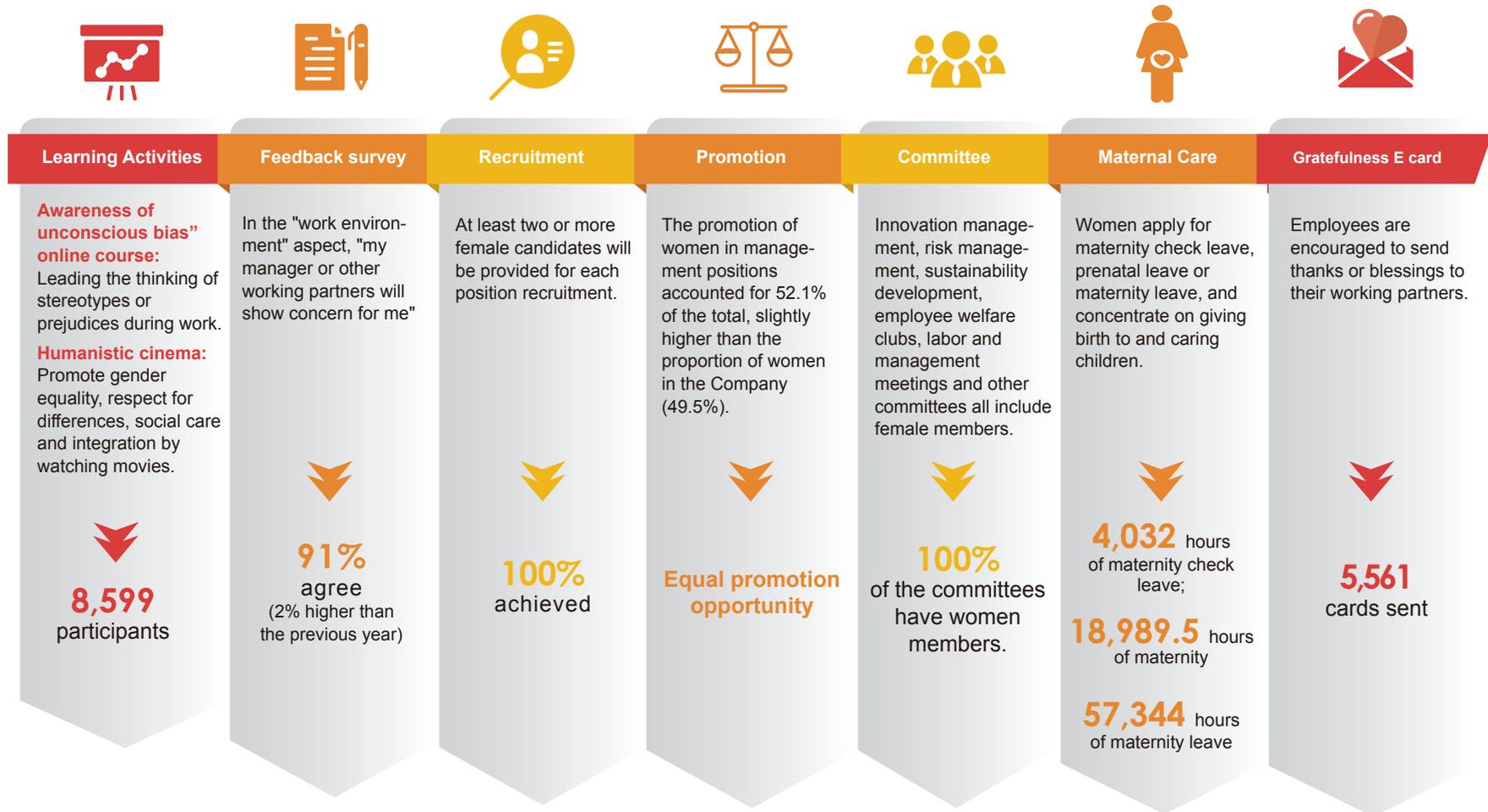
SASB

Appendix

4.2.2 Open Employee Communication and a Diverse, Inclusive Culture

Diversity, Cultural Inclusion

The Company fosters an environment that encourages diversity and cultural inclusion in which employees learn to respect differences and gain awareness of unconscious biases. The results of creating a diverse and friendly workplace in 2021 are listed in the table below:



4.2.3 Keeping Employees Healthy by Providing a Good Working Environment



1 Sound and Diverse Health Promotion and Care Programs

Performance

10,741 people participated in health promotion activities, an increase of 35.79% from 2020

Overall satisfaction rate with health promotion activities reaches 91.86

The weight control class members dropped 0.6kg more per person on average than in 2019.

In 2021, TWM launched a series of employee health promotion measures in line with COVID-19 pandemic prevention policy. We adjusted the physical course of employee health promotion to a more flexible online course, and the participation rate increased by 2,831 person-times compared with 2020, an increase of 35.79%. With the change of pandemic situation, related emotional problems may arise from working at home. Besides providing health monthly and e-newsletter, TWM also holds health talks on depression prevention and sleep relief. As working from home is prone to obesity and other problems due to inactivity, TWM encourages employees to develop good habits of regular exercise and healthy eating. In addition to providing home sports films, TWM also held weight control classes, and the average weight loss per person in 2021 was 0.6kg less than that in 2019.



MySports Online Sports Day

Performance

Participants was 3,072, consuming more than 11.29 million calories.

More than 80% of employees continued to exercise

In 2021, a total of 3,072 people participated in the online sports, consuming more than 11.29 million calories. In 2021, despite the impact of the COVID-19 pandemic, employees still actively participated, and more than 80% of them continued to exercise compared with the previous year. For the sixth consecutive year, the Company held two-stage companywide individual sports competitions and departmental competitions through the self-developed MySports App. Employees upload their records to the cloud to accumulate points at both individual and departmental levels. With the encouragement of the company and the competitive spirit of various departments, TWM has managed to cultivate and grow a sports community and exercise habits, and continued to support it with action under the pandemic influence, showing that the sports habits have been deeply rooted in TWM DNA.



Photo courtesy of Human Resources Div. Kaito Tsai



Photo courtesy of Customer Service Div. Dian Liu



2. Mental Health – Stress Management

Performance

Massage Service Satisfaction Rate: 98%

psychological service satisfaction is 8.40 points (out of 10 points)

- TWM's "Stress-Relief Massage Service" provides free massages. A total of 9,599 people were served, with a satisfaction rate of 98.00%.
- Employee assistance program: In response to the pandemic, TWM launched the work from home policy. In order to ensure uninterrupted service, "video consultation" was added. A total of 211 appointments were made throughout the year, with 152 face-to-face consultations, 58 video consultations and 1 telephone consultation respectively. In order to strengthen the management skills to promote employees' physical and mental health in the Hybrid working environment, a series of lectures for supervisors and employees were planned from 2021 to 2022. Manager: Understanding depression-LOHAS walking through the valley of life with a satisfaction of 92.08 points (out of 100 points), employees: Sleep Stress Relief-Save the sleep-deprived people for good quality sleep with 90.54 points (out of 100 points).

4.2.3 Keeping Employees Healthy by Providing a Good Working Environment



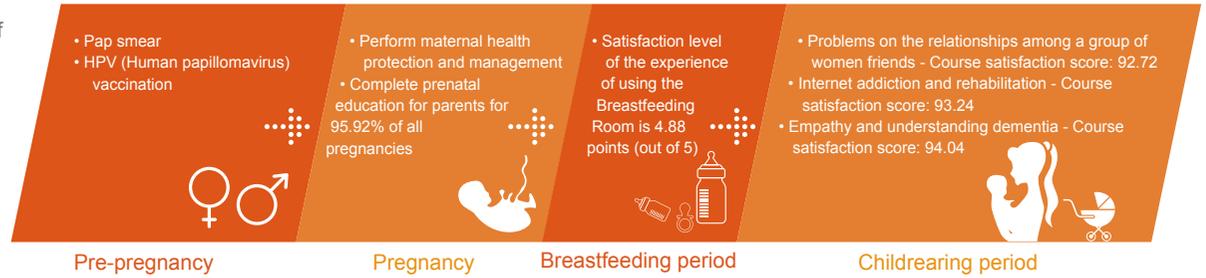
3. Taking care of family

Performance

Completed 95.92% pre-natal health education.

Breastfeeding room satisfaction: 4.88 points (out of 5.0)

In addition to the women's health theme, the series of lectures on women's health and family management in 2021 extended to the discussion of common parenting problems and lectures on elderly health. TWM provides a comprehensive range of health services for female employees according to their needs at different stages:



Encouraging employees to get married and have children:

- Shifts for employees who are pregnant or breastfeeding are adjusted so that they do not work night shifts.
- Maternity leave better than the 10 weeks mandated by law
- A birth allowance of NT\$ 60,000 per newborn and a childcare allowance of NT\$ 10,000 for children under 6 years old, and a preferential interest rate for childcare credit scheme.
- Our regulations clearly stipulate that performance evaluations shall be conducted for the actual duty period of employees who take maternity leave or unpaid leave, so that their evaluation results are not adversely affected by their time off

Statistics on 2021 Unpaid Parental Leave



Category	TWM+Taiwan Fixed Network+TWN Digital Service+Taiwan Teleservices & Technologies+TWM insurance agent		Taiwan Broadband		Taiwan Kuro Times	
	Male	Female	Male	Female	Male	Female
Number of people eligible to apply for unpaid parental leave	245	229	7	11	0	0
Number of people who applied for unpaid parental leave	15	96	0	6	0	0
Number of people expected to return from unpaid parental leave (A)	12	90	0	6	0	0
Number of people who returned from unpaid parental leave as expected (B)	9	59	0	5	0	0
Number of people who returned from unpaid parental leave in 2020 (C)	10	68	0	3	0	0
Continued to work for more than one year after returning from unpaid parental leave in 2020 (D)	7	52	0	2	0	0
Return rate (B/A)	75.0%	65.6%	0%	83.33%	0%	0%
Retention rate (D/C)	70.0%	76.5%	0%	66.67%	0%	0%

4.2.3 Keeping Employees Healthy by Providing a Good Working Environment

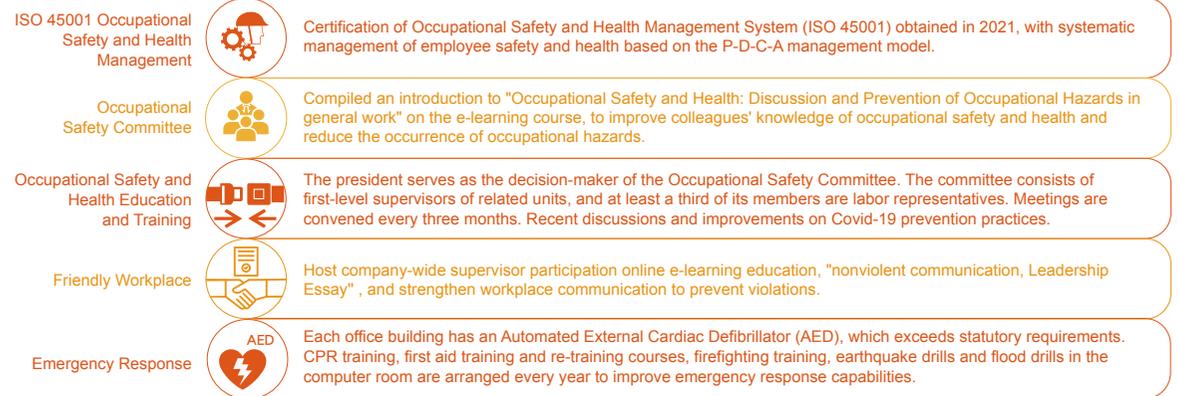


4. Good and Safe Working Environment

Performance

The internal audit ratio is 100%

The occupational health and safety management system covers the occupational safety and health effects from the Company's operations, activities, and services, such as telecommunications, internet, multimedia, entertainment-related services, and office activities. The system scope is the 11, 12 and 13 floors of Taipei New Horizon Building. The internal audit ratio is 100%, and the external audit ratio is 17.30%.



Occupational Accident Investigation

Each office building has an Automated External Cardiac Defibrillator (AED), which exceeds statutory requirements. CPR training, first aid training and re-training courses, firefighting training, earthquake drills and flood drills in the computer room are arranged every year to improve emergency response capabilities. Procedures are in place to enable the Company to deal with injuries from occupational accidents as soon as possible, prevent the impact of disasters from expanding, and review the causes. It is used as the basis for taking measures to prevent accidents and promoting safety and health improvement initiatives.



Hazard Factor Identification and Risk Assessment

Representatives of various departments form the Occupational Safety and Health Management System Working Group, which reviews the "hazard identification and risk and opportunity evaluation" each year. The review takes into account (non-) routine operations, personnel and internal and external issues.

If a risk is found to be unacceptable, such as the damaged floor carpet of the passage, causing people to fall and get injured while walking, improvement measures and goals are planned and risk control procedures implemented. After an improvement is put in place, its effectiveness is re-evaluated to maintain and continuously improve occupational safety and health management.

TWM's occupational safety and health measures won various awards from the Health Promotion Administration, the Ministry of Health and Welfare, and the Department of Health, including:

Health Promotion Administration – Autonomous certification for a healthy workplace

Excellent nursery room certification granted by the Department of Health, Taipei City Government

For a description of the identification of occupational hazards and different management tiers related to occupational injury and disease risks, [please see the Appendix P.163](#)

Work-related injuries

Statistics on occupational hazards are calculated according to the statistical indicators for major injury statistics announced by the Ministry of Labor. The statistics do not include traffic accidents outside the workplace. Analysis of occupational hazards in 2021: There were 8 employee cases, including 2 choking cases, pinching, slipping, dropping, scalding, falling and tumbling. There are 6 contractor cases (including 3 dispatcher cases): 2 falling cases, 1 case each for falling, tumbling, choking and bumping. [Please see the Appendix P.164](#)

4.3 Sustainable partnership

Vision

Embrace “Creating Stakeholder Synergy” as the greatest driving force toward sustainability, and leverage TWM’s positive influence in the 5G and IoT era to promote global sustainable development partnerships.

Material topics addressed

Supply chain management

Key Results and Performance in 2021

100 %

- Implementation of the ESG threshold for major tenders
- Implementation of the mechanism of tendering threshold for ESG quantification

100 %

- Publicization rate of Taiwan's Guidelines on Corporate Social Responsibility for Suppliers

191 Suppliers

- Suppliers participated in the 2021 Online Supplier Conference, with more than 200 participants

41 Suppliers

- Suppliers participating in ESG sustainability on-site review

100 %

- Percentage of signing Declaration of Integrity in Business Conduct for Suppliers and Safety, Health and Environmental Protection Guarantee for Contractors

137 Suppliers

- Suppliers participating in carbon footprint verification
- Including 12 suppliers participating in carbon due diligence

More than 200 people

- Participated in the Third Circular Economy Forum

355 Suppliers

- Suppliers participating in document review of ESG sustainability

Major stakeholders addressed

suppliers, employees, communities/NGOs, rating agencies

Primary SDGs addressed

17 PARTNERSHIPS FOR THE GOALS

Secondary SDGs addressed

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

13 CLIMATE ACTION

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

2022 Goals

- Improve the supplier review and risk assessment coverage within three years, with the first-tier supplier review rate of 90% and the first-tier key supplier field review rate of 90%.
- Promote supplier carbon inventory, with an inventory coverage rate of 80%
- Identify the top 30 important negotiation suppliers and the top 10 key negotiation suppliers, and establish an action plan to promote supply chain reduction in 2022.
- Maintained 100% signing rate of the "Declaration of Integrity in Business Conduct" and the "Safety, Health and Environmental Protection Guarantee for Contractors"
- Deepen supplier exchange meetings, and hold continuous exchange meetings and educational training.
- Introduce ISO 20400 sustainability procurement guide

2025 Goals

- 8% reduction in carbon emissions generated by the supply chain compared to 2020
- Continuous replacement of high-carbon suppliers
- Increase the proportion of suppliers adopting renewable energy.
- Implement supplier carbon inventory
- Maintained 100% signing rate of the "Declaration of Integrity in Business Conduct" and the "Safety, Health and Environmental Protection Guarantee for Contractors"

4.3.1 Supply Chain Overview: Implement sustainable supply chain management

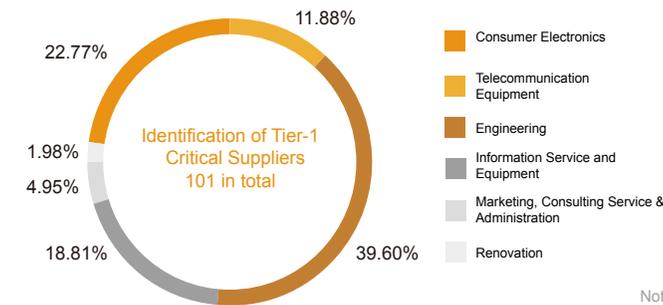
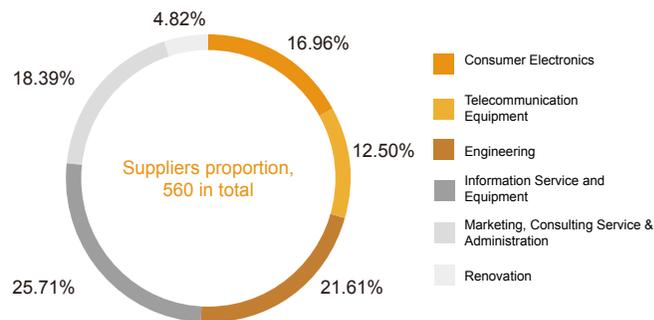
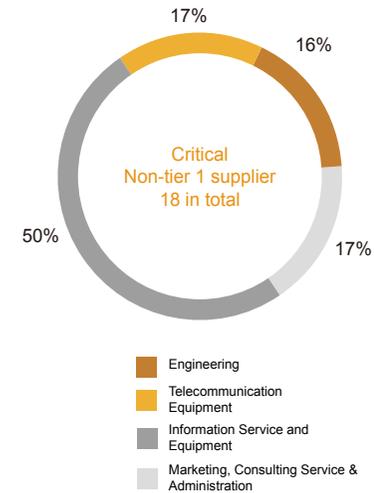
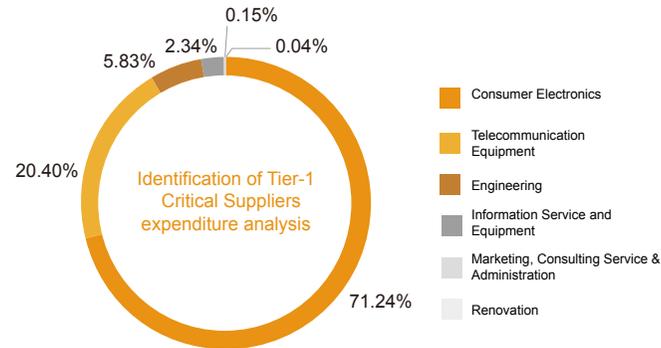
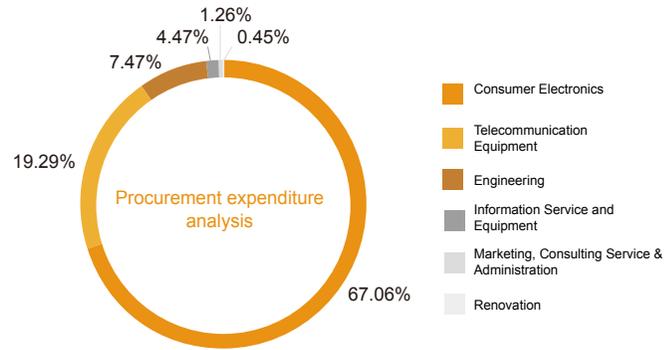
Performance
NT\$35.7 billion
in global
purchases

94.46%
from local
procurement

NT\$120 million
in green
procurement



Taiwan Mobile is a comprehensive company providing services in four major fields, such as telecom, internet, media and entertainment. In 2021, there were 560 suppliers, with a global purchase amount of NT\$ 35.7 billion. The procurement can be divided into six categories according to the specialized fields of various suppliers, including mobile phone products, telecom and communication, network equipment. Consumer electronics products are the items with the highest expenditure. In 2021, TWM had a total local procurement amount of NT\$ 33.7 billion, accounting for 94.46% of the total procurement, while the total green procurement amount was about NT\$120 million.



Note: Purchases of TFN Media and its affiliated companies are excluded.



Key suppliers

According to the procurement amount and irreplaceability of the above six categories of suppliers, thresholds are set to identify key suppliers, with a total of 119 as follows.

- Key suppliers (Tier1): There are 101 suppliers who provide direct services to TWM by amount of over NT\$ 30 billion.
- Key suppliers (Tier2): There are 18 suppliers who provide direct services to TWM's Tier 1 suppliers with critical amount or procurement category, but are not Tier 1 suppliers for TWM.

Contract type	Type	Number
Consumer Electronics	Tier1	23
Telecommunications Equipment	Tier1	12
	Tier2	3
Engineering	Tier1	40
	Tier2	3
Information Services	Tier1	19
	Tier2	9
Marketing/Consulting	Tier1	5
	Tier2	3
Renovation	Tier1	2

4.3.2 Supply chain management framework: Promoting a Sustainable Supply Chain: Integration Strategy and Working with Suppliers to Implement

Performance

Completed carbon inventories for 137 suppliers

Conducted on-site carbon emission audits of 12 suppliers

Achieve a 20% reduction in suppliers carbon emissions by 2030



Sustainable supply chain management measures

Taiwan Mobile has built a sustainable supply chain management system through innovative activities, integrated three aspects of environment, society and governance (ESG), systematically managed suppliers, and established seven management priorities:

1. Quality management: Confirm that products and equipment meet the sustainable demand through the technical appraisal mechanism, and grasp the actual implementation status of each supplier through the supplier's performance, and make optimization and improvement.
2. Service management: Suppliers are required to commit to completing a service and providing a delivery date. Suppliers that delay will be disqualified from consideration.
3. Risks: Suppliers are required to sign the "Declaration of Integrity in Business Conduct", and not to violate the Labor Standards Act and other laws and regulations related to fair competition, environmental protection, and copyrights. Use the annual ESG review to confirm the implementation status of business conduct integrity, conduct risk assessment, and identify the ESG risk and impact degree of suppliers as the basis for supplier selection.
4. Opportunities identification: Find the suppliers who have consistently performed well in the industry according to ESG issues, identify the possible opportunities of each supplier for future cooperation, and conduct effective management and cooperation.
5. Sustainability implementation: Improve the information security capability and transparency system of the supply chain, and strengthen the responsibility for the supply chain by effectively managing the supplier management practices. Organize regular education and training for employees and suppliers, so as to enhance both sides' awareness of sustainability.
6. Low-carbon procurement transportation: TWM considers both transportation costs and carbon emissions from logistics and transportation services in its supply and transportation route planning. We hope to strike a balance between transportation costs and carbon emissions by optimizing existing logistics routes and making logistics routes greener to reduce their environmental impact.
7. Sustainable implementation of green procurement: TWM sets corresponding environmental standards for different procurement items, and tries to increase purchases of products and services that meet or surpass those standards, thereby reducing the impact of procurement goods on the environment.

Implementation through five major processes:



Appendix P.164



Supply Chain Carbon Management

TWM starts to train suppliers on greenhouse gas and carbon management issues from 2018, continues to coach partners on taking comprehensive inventories of greenhouse gas emission sources and improving the quality of the inventory data, while also deepening their awareness of the impact of carbon emissions from the supply chain. In 2021, TWM completed 2020 carbon emissions inventories for 137 critical Tier-1 suppliers and on-site audits of 12 suppliers.

The 2020 inventory result is the base year for TWM to set its greenhouse gas reduction plan. The major supply chain emissions of TWM are transportation logistics and information service suppliers. The main negotiation suppliers are identified according to their emissions, and reduction targets and suggested strategies will be designed for each supplier's industrial category to jointly promote suppliers' carbon reduction, so as to achieve the 20% reduction target of supply chain carbon emissions in 2030.



Top 10 Key Suppliers

- Suppliers with the Top 10 Emissions in 2020
- Require or help reduction target setting
- Design reduction path and action plan, and track the reduction performance every year

Top 30 Important Negotiation Suppliers

- Suppliers with the Top 30 Emissions in 2020
- Require the establishment of reduction targets
- Propose the reduction action plan and track the reduction performance every year.

Excellent Brand
Sustainable Strategies
Operational Performance
Ethical operations
Happy workplace
Sustainable partners
Innovative accomplishments
Environmental sustainability
Social inclusion
SASB
Appendix

4.3.3 Supply Chain Selection and Assessment: Implement sustainability quantitative management objectives and check supplier performance

Performance Implemented ESG criteria for major tenders and set an ESG rating threshold

Reviewed the ESG self-assessment questionnaires of 355 suppliers and conducted on-site audits of **41 suppliers**

100% signing rate of the "Safety, Health and Environmental Protection Guarantee for Contractors"



Supply chain management system

In addition to the procurement management measures, TWM has formulated relevant sustainability rules and regulations for suppliers, which include: Guidelines on Corporate Social Responsibility for Suppliers, Code of Information Security Management, Regulations on Safety, Health and Environmental Protection, and Confidentiality and Protection of Intellectual Property Rights. Among them, the suppliers corporate social responsibility is built on the conventions of the International Labor Organization and apply to all suppliers.



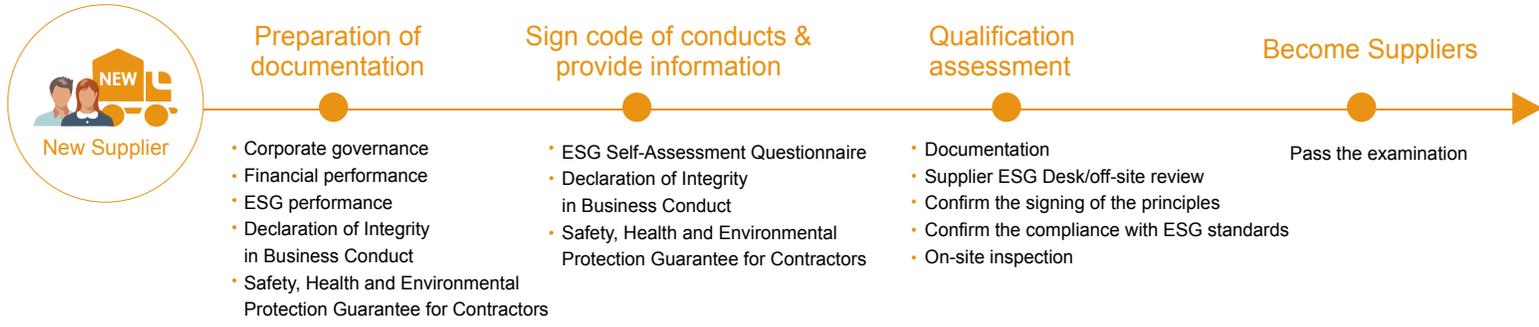
International Integration - Supplier ESG Questionnaire

In 2021, TWM ESG questionnaire has 18 categories of sustainability-related topics, covering economic, environmental and social aspects. Considering the possible use of precious metals in the equipment procurement in telecommunications industry and the norms of international laws and regulations, a new conflict mineral survey was added to the TWM topic group of "Supplier Management" in 2021, which required the disclosure of the statement of prohibiting conflict minerals, traceability investigation and investigation report, so as to enhance the transparency and sustainable performance of TWM's supply chain.



New supplier review

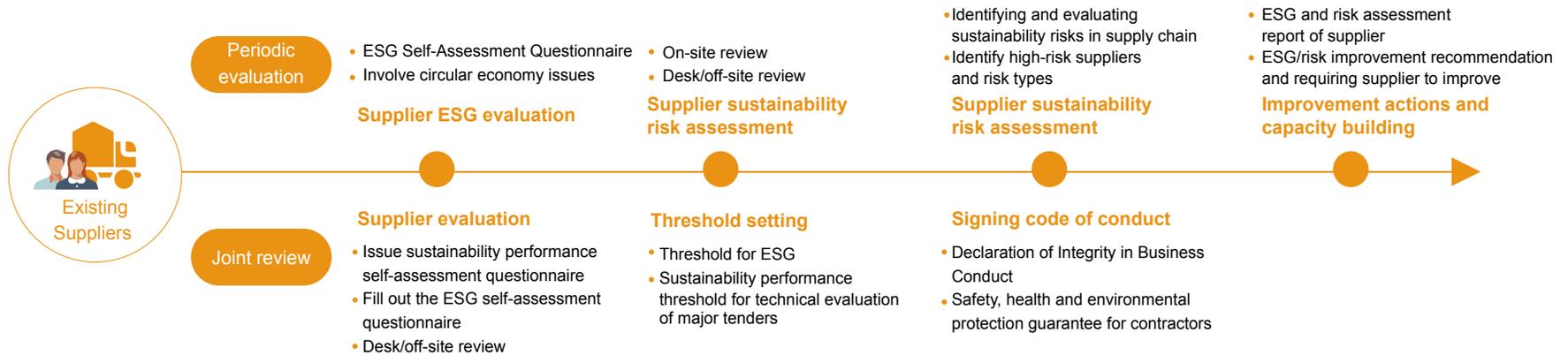
TWM continues to implement the "ESG Performance Self-Assessment Form for New Suppliers" to investigate the current situation of ESG implementation in environment, labor and human rights, and compliance with laws and regulations. In 2021, a total of 106 new suppliers completed the assessment and signed the "Declaration of Integrity in Business Conduct". All suppliers have to comply with the "TWM Corporate Social Responsibility for Suppliers." Suppliers are required not to conduct bribery and other inappropriate business conducts, and violation could cause termination or removal of cooperation. In 2021, the corporate social responsibility reached an engagement rate of 100% of Taiwanese suppliers. Contractors are also required to sign the "Safety, Health and Environmental Protection Guarantee for Contractors" after reading the "Standard Operating Procedures for Safety, Health and Environmental Protection Management for Contractors". The signing rate of the guarantee was 100% in 2021.



4.3.3 Supply Chain Selection and Assessment: Implement sustainability quantitative management objectives and check supplier performance



All suppliers that can be tracked and managed by TWM are required to fill out the ESG self-assessment form. For major tenders, the ESG questionnaire must be reviewed by a third-party consultant. Only those who meet the threshold can receive tender documents.



Audit items	Applicable to	2021 number of suppliers reviewed	2021 completion rate
Signing the "Declaration of Integrity in Business Conduct"	All Suppliers	846	100% signing rate
Signing the "Safety, Health and Environmental Protection Guarantee for Contractors"	Engineering suppliers	95	100% signing rate
Filling in the initial ESG self-assessment form	All New Suppliers	106	100% of recovery rate



Supplier ESG review targets

TWM has set a three-year cycle that entails document reviews, on-site audits, the setting of KPIs, and risk improvement tracking plans. TWM's goals are to maintain the document review coverage for Tier-1 suppliers at above 80%, increase the coverage of on-site audits of critical Tier-1 suppliers to 90%, and maintain the tracking of improvements at high-risk vendors at 100%

Management issues	Coverage rates for supplier ESG assessments within 3 years
First-tier supplier document review ratio	90%
Cumulative on-site visit ratio for critical Tier-1 suppliers	90%
Proportion of high-risk suppliers included in improvement tracking	100%



ESG risk and opportunity identification

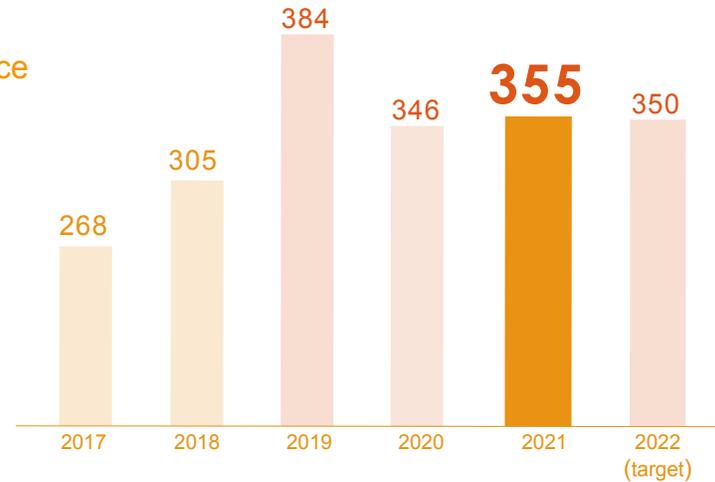
TWM requires suppliers to conduct self-assessments of their ESG performance, and it also conducts document reviews and on-site visits to confirm the accuracy of the self-assessment results before identifying risks, and output supplier ESG assessment report and improvement suggestions. Suppliers are required to take steps to mitigate risks in high-risk areas. TWM has continuously upgraded the level of risk management by updating the questionnaire content, and has included human rights and carbon emissions in the assessment items, so as to strengthen the risk identification and early warning of social and environmental aspects. Through ESG review results, it is helpful to identify suppliers with better sustainable performance and achievements, and to find out suppliers with higher opportunities of circular economy, excellent carbon emission control performance, continuous improvement in sustainability every year, and find opportunities to promote sustainable innovation with supplier partners.

4.3.3 Supply Chain Selection and Assessment: Implement sustainability quantitative management objectives and check supplier performance



Supplier document review

Suppliers must provide answers on their current management practices as well as supporting information, and then a third-party agency conducts a review. A total of 355 questionnaires were assessed this year. The suppliers were given feedback together with their scores to encourage them to improve their sustainability performance. We also regularly evaluate critical Tier-2 suppliers to expand the scale of cooperation on sustainability within the supply chain. In 2021, ten Tier-2 suppliers were reviewed.



Number of Supplier's ESG Self-assessment Questionnaire Received



Supplier ESG on-site review

In 2021, TWM selected 41 key suppliers or high-risk manufacturers to conduct on-site examination, so as to gain an in-depth understanding of the current sustainability promotion situation in supplier practices.

TWM has greatly raised the target of three-year cumulative on-site audit of first tier critical suppliers to 90%. Facing the COVID-19 third-level alert in 2021, TWM will change more than half of the on-site audit to online review, and remotely reviewed a total of 25 suppliers.

TWM is expected to conduct 40-45 on-site audit of key suppliers in 2022, hoping to deepen the connection with suppliers and promote sustainability practices through on-site audits.



Sustainability risk assessment and negative impact improvement plan

TWM identifies and tracks changes in supply chain sustainability risks through a sustainability risk assessment to assess the threat and potential impact of these risks to TWM. In 2021, the main supply chain risk was identified as supply chain disruption risk. In response to the supply chain disruption risk, TWM diversified the raw material sources of products and services that may be greatly impacted. TWM also required key suppliers to promote the pandemic-related business continuity management system, and understand the promotion situation through the annual ESG review.

TWM identified 3 high-risk suppliers in 2020 and completed follow-up reviews of all of them in 2021. A total of 353 TWM suppliers were assessed for sustainability risks in 2021, and seven companies with high governance risks were identified. Follow-up reviews of all of them are expected to be completed in 2022.

Selection method	Environmental Impact Assessment	Social Impact Assessment	Economic Impact Assessment
Number of assessment	353	353	353
Number of suppliers with negative impact	0	0	7
Proportion of suppliers with negative impacts included in improvement plans	-	-	100%
Proportion of suppliers with negative impact terminating cooperation	-	-	0%

4.3.4 Supply Chain Communications and Social Welfare: Leading the Supply Chain to Implement Sustainability Development

Performance

More than 191 Suppliers participated in the 2021 Online Supplier Conference, with more than 200 participants.

On-line supplier exchange meeting: 8 suppliers with outstanding achievements were praised.

Awarded the first "Outstanding Progress Award" to the renovation service suppliers.

More than 200 people participated in the Third Online Circular Economy Forum.

TWM works hand in hand with suppliers to create a sustainable society, and holds education and training, exchange meetings and other in-depth exchanges with suppliers. They join hands to cultivate the ability of sustainable execution, and achieve ESG sustainable development goal through the resources among various industries, and maximize the benefits.

In response to the international trend of net zero carbon emission, TWM organized greenhouse gas and carbon management education and training to help supplier partners understand the importance of emission reduction. TWM hopes that by holding various types of education, training and exchange forums, suppliers' attention to sustainability issues and promotion depth will be enhanced, and environmental friendly products and services will continue to be launched together with TWM.

In 2021, TWM awarded the "Outstanding Progress Award" to the renovation service suppliers for the first time. After on-site examination, integration and feedback, the supplier began to pay attention to the sustainability issues and set up internal standards, and has formulated the sustainability management system, covering all ESG aspects to ensure occupational safety through education and training, internal and external communication and environmental risk management mechanism. In the past, the "Outstanding Progress Award" was mostly awarded to information and communication suppliers. Through on-site examination and communication, TWM showed the effect of communication and education, and expanded the category of suppliers with breakthrough sustainability performance.



The 3rd 2021 Online Circular Economy Forum

TWM hosted the 3rd "2021 TWM Online Circular Economy Forum", inviting supplier partners to participate in it, hoping to inject new value and innovation into environmental sustainability.



2021 Online Supplier Exchange Meeting

TWM actively promoted sustainability development, and took the lead in holding an online supply chain exchange meeting during the pandemic, on which eight suppliers with excellent sustainability management performance were commended. Under the pandemic situation, extreme climate and carbon tax impact, supplier negotiation and sustainability governance implementation will be the key for enterprises to improve supply chain resilience.



4.1 Innovation achievements

Vision

Create a connection among people, things, time and space through 5G and IoT technologies and build a future with a forward-looking vision that is beyond the imagination.

Material topics addressed

Technology innovation & application, network reliability, customer experience and service impact management

Key Results and Performance in 2021



5G 20% **4G 80%**

- Number of advanced telecommunication users: 5G users account for about 20%, and 4G users about 80%



210 thousand users

- Smart customer service reaches 210 thousand users per month



The coverage rate of wired high-speed network service reaches **82%**

- The coverage rate of wired high-speed network service reaches 82% of operating areas



26 Million

- Digital content services reach 26 million members reaches 82% of operating areas



Vehicle Team Butler 3.0

- Join hands with Trans IoT to launch "Vehicle Team Butler 3.0", which connects back-end insurance services with IoV technology. The innovative application has been approved by the FSC.



27.2 Million

- 27.2 million users and members reached with innovative products and services reaches 82% of operating areas



59.6%

- Over 59.6% of the population with 5G coverage



5G Smart Driving Passenger Car

- Join hands with Formosa Plastics Transport Corporation to build the first 5G "Smart Driving Passenger Car" in Taiwan, which was actually put on the street in Chang Gung Health Village in November 2020, with more than 1,500 connection times.



The coverage rate of surveillance reaches **33%**

- The coverage rate of village image surveillance or river hydrology/flood image surveillance reaches 33% (in a total of 11 townships)



139 small and medium-sized enterprises in digital transformation

- Taiwan Mobile launched the "Pandemic Project", which integrates cloud switchboard, high-definition video (Webex) and "News Leopard" subscription-based precision marketing to help 139 small and medium-sized enterprises in digital transformation



5G Enterprise Private Network Application

- Join hands with HwaCom and PacketX Technology to create "5G Enterprise Private Network Application", and combine mobile edge computing (MEC) technology to achieve low network latency and high information security protection

Major stakeholders addressed

Employees/Customers/Rating Agencies

Primary SDGs addressed



Secondary SDGs addressed



2022 Goals

- 5G population coverage reach 60%
- Advanced telecommunication users account for 30% of total users.
- The coverage rate of wired high-speed network service reaches 82% of operating areas
- Number of users for innovative products and services reaches 27 million people
- Digital content services reach 26 million members
- Smart customer services reach 200,000 users per month
- The coverage rate of village image surveillance or river hydrology/flood image surveillance reaches 36% (in a total of 12 townships)

2025 Goals

- 5G population coverage reach 75%
- Advanced telecommunication users account for 60% of total users
- The coverage rate of wired high-speed network service reaches 88% of operating areas
- Number of users for innovative products and services reaches 33 million people
- Digital content services reach 31 million members
- Smart customer services reach 800,000 users per month
- The coverage rate of village image surveillance or river hydrology/flood image surveillance reaches 48% (in a total of 16 townships)

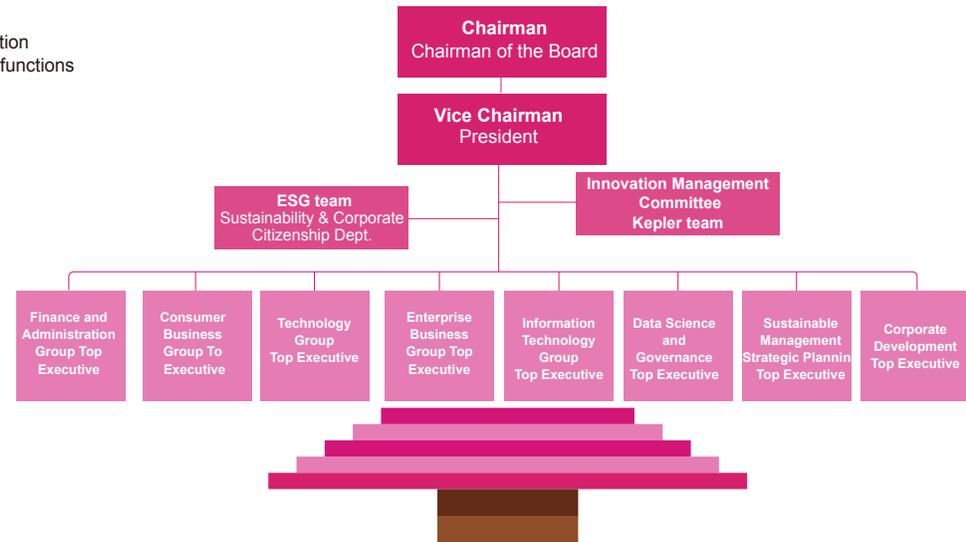
Future
Innovation
Taiwan Mobile

4.4.1 Innovation Management Framework: Expanding Innovation Capacity and Embedding Innovation in TWM's Cultural DNA

Performance
Incubating
41 new
proposals

1. Expanding the Innovation Management Committee

Expanding the number and scope of innovative projects and including the "Data Application Innovation" project in 2021, and encouraging employees to innovate related application functions with big data application tools.
The organizational chart is as follows:

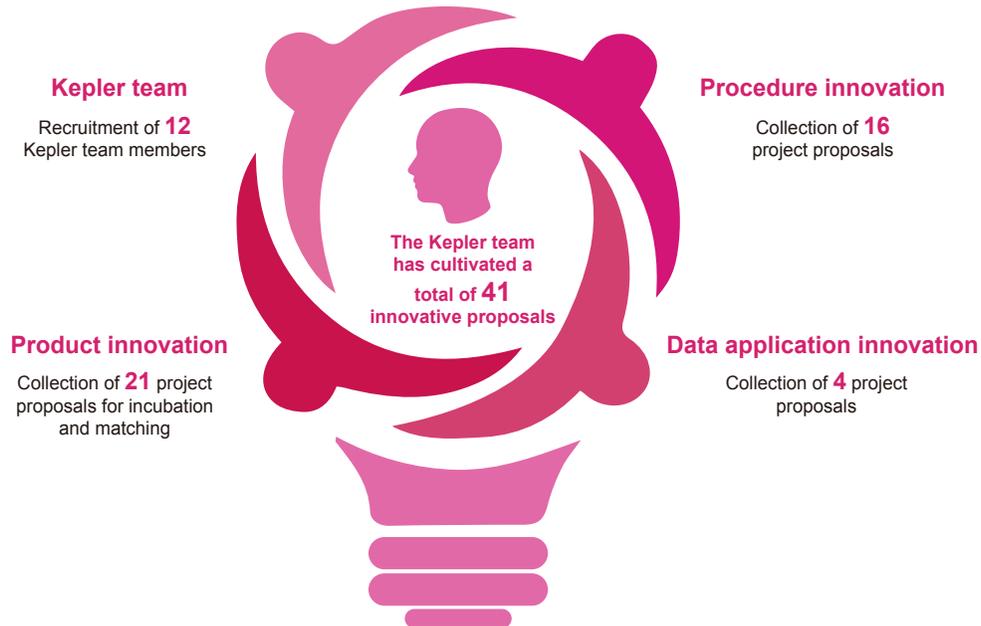


2. Optimizing the Innovation Proposal system

Employees are encouraged to participate in innovation, and the innovation proposal system was optimized in 2021. The Kepler Group was founded to search and incubate the internal innovation team, promote internal communication and stimulate creative sparks. Finally, the winning team will be selected through presentation competition to push the proposal into the implementation, and the internal sharing will continue to promote cultural iteration.

3. Incubation and iteration

In 2021, the Kepler Group was set up, and 12 middle-level executives were selected from different units to be responsible for searching and incubating various innovative proposals in the Company. In 2021, a total of 41 innovative proposals were received and incubated, including membership management, finance, AI intelligence, base station energy saving, data application analysis, etc. The innovative nature of the 41 proposals is as follows:



4.4.2 Collection of 21 project proposals for incubation and matching Recruitment of 12 Kepler team members Innovation Management Process: Building a Systematic Innovation Management Mechanism for the Enterprise

Business strategy requirements analysis

	Innovation planning - market aspects		Innovation planning - R&D and manufacturing aspects		
	(Market position) Defensive innovation	(Market position) Expansive innovation	Functions service upgrade	New functions/New services/ Lower costs	New product combos
1. Generating & sifting through creative ideas and actual creativity development 	Differentiation Market demand validation->Sources of technology and feasibility inspection->Resource adequacy inspection->Risk tolerance inspection				
2. Assessments of the timing of adoption, financial benefits and risks 	Verification of the technical/system functions and capacity are first carried out, followed by the testing of customers' principal usage scenarios.				
3. Innovative products specific development 	Products enter into actual development based on the specific specifications of the creative ideas				
4. Innovative products actual testing 	Verification of the technical/system functions and capacity are first carried out, followed by the testing of customers' principal usage scenarios				
5. Innovative products market launch 	The innovative products first undergo trial operational tests before they are officially launched full-scale in the target markets.				

4.4.3 Product and service innovation: Creating a New Experience with Smart Products and Services based on a People-Oriented Approach

In 2021, a total of more than 20 product innovation proposals were incubated, and 8 projects with highlights in products, processes and social applications were selected as follows:



1. Google Nest Hub (2nd generation)/Google Nest Smart Speaker telecom exclusive sale.

Strategy/purpose

Speaker users are recommended to use smart home appliances to achieve energy-saving effect.

Project process, innovation highlight

- Product type innovation: Google Nest Hub (2nd generation) is equipped with a 7-inch smart screen, which is different from the operation mode of the previous Google Nest Mini/Nest Audio. In addition to maintaining the voice control function, it can also operate home appliances through touching the smart screen.
- Innovative call service: Launched the Google Smart Home Call (070 Internet Phone). TWM is the first telecom operator in Asia to launch a full range of call services that can be connected with smart speakers in series, thus promoting the new usage of smart speakers/smart screens.

Environmental/social welfare/commercial Achievements

Speaker users are recommended to use smart home appliances to achieve energy-saving effect.

Performance

The new launching of Nest Hub (2nd generation) drives the overall sales of speakers, with the cumulative sales volume reaching 350K.



4.4.3 Product and service innovation: Creating a New Experience with Smart Products and Services based on a People-Oriented Approach



2. M+ enterprise switchboard

Performance

68 corporate customers

371 account numbers apply for installation.



企業總機

Strategy/purpose

Through product integration and innovation, TWM can provide enterprise with digital transformation and meet the communication needs of employees, and increase service market share.

Project process, innovation highlight

Integrate M+ enterprise instant messaging of Taiwan Mobile and CloudPBX of Cisco, launch M+ enterprise switchboard, and provide enterprise customers with innovative integrated communication service platform, so that enterprises can meet all internal communication tools needed for work at one time. In addition to the product features of quick application and quick effect, it also saves the operation time of wiring and installation of traditional switches. The mobile extension allows employees to use it without being restricted by location, which is not only a good helper for enterprise digital transformation, but also the best solution for enterprises to start to work from home under the pandemic situation.

Environmental/social welfare/commercial Achievements

Enterprises can quickly deploy employees' remote operations, and provide diversified communication functions, and the mobile extensions make employees' home office as accessible as in the office.



3. M+ service assists zero contact insurance policy and medical care

Performance

Assists 9 customers to conduct two-way video service

Saving more than 371,250 kgCO₂e/km of commuting carbon emissions
(estimated by two-hour MRT commuting)

Strategy/purpose

Work efficiency in the professional fields of finance, life insurance and medical treatment effectively improved through video system and interactive reply interface.

Project process, innovation highlight

M+ created a compliant and secure video underwriting service in the financial and life insurance industries. M+ video service technology has obtained a patent. It adopts cloud video images recording with encrypted files directly uploaded, and the corporate underwriting would issue an invitation notice after authenticating the identity of the insured. The insured could access the video call via mobile devices or internet for application, survival investigations, claim settlement or customer service etc, to achieve "contactless insurance". Also cooperated with 9 well-known customers with video call during project implementation period, has saved business meeting time and a total cost of at least NT\$3,879,000.

The hospital would quickly integrate the address book of the medical staff of the whole hospital through M+ combined with the hospital's EIP system, to form an instant medical information contact network for real-time notification, so that doctors, nurses and administrators can quickly find and obtain means of contact. The hospital has also established a dedicated M+ corporate account, important information can be immediately distributed to the entire hospital and can be handled by relevant doctors or nurses in-charge through the exclusive two-way medical information interactive notification system. During project implementation period, it assisted the hospital to save human communication and SMS notification cost effectively, with the total amount to at least NT\$53,875,000.

Environmental/social welfare/commercial Achievements

Won the favor of many financial and life insurance companies and the M+ video system was widely used. A two-way medical information notification platform was also custom made for large hospitals to quickly enhance smart medical applications.





4.5G Smart Driving Next Generation Smart Transportation Vision

Strategy/purpose

With the 5G network technical characteristics and the intelligent transportation construction trend, it will extend the application field and boost revenue.

Project process, innovation highlight

Taiwan's first smart intelligent driving service running through 5G network, assisted by TWM with the 5G private network environment, provides cloud and smart network platform services (OTA, CMP), and took the lead in realizing the communication and computing integration among "cars, roads and clouds" of self-driving vehicles in Chang Gung Health Culture Village by combining the environmentally-friendly hybrid vehicle of Formosa Plastics Transport, a number of patented vehicle engineering technologies developed by Ming Chi University of Technology, the AI-perception self-driving system developed by National Taiwan University and the self-driving modular system developed by iAuto Technology.

Environmental/social welfare/commercial Achievements

Through intelligent driving service, TWM helps build a more comfortable and safe riding experience, reduce the transportation safety risks caused by human operation, and improve transportation efficiency.

Performance

Accumulative connections exceed 1,500 times.

Reduce driver scheduling by 60 people/month.



5.5G for Enterprise Private Network Service

Strategy/purpose

Sell with 5G vertical applications that meet the needs of enterprises.

Project process, innovation highlight

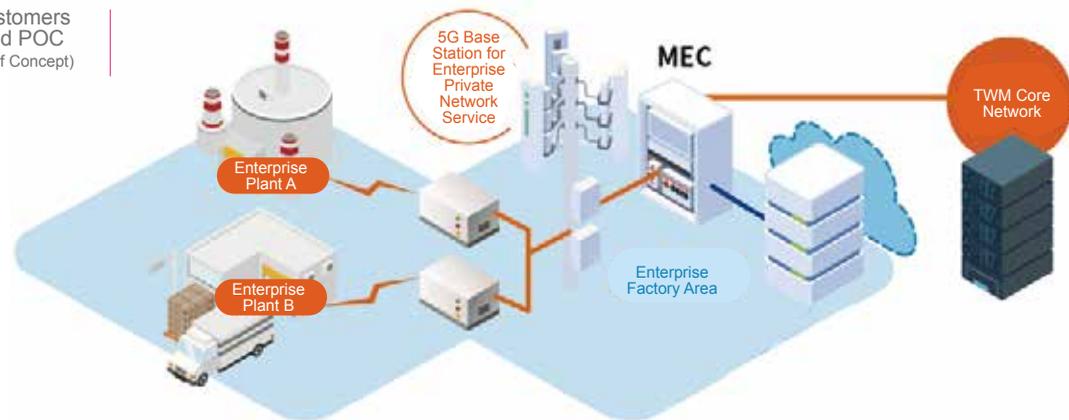
Combining with 5G ecosystem partners, TWM provides innovative and diversified business models, provides enterprise 5G End-to-End complete solutions for vertical application needs of various industries, and establishes a 5G service industry value chain.

Environmental/social welfare/commercial Achievements

Meets the needs of vertical application services for businesses, such as low latency, large bandwidth and security, through the enterprise network 5G "Dedicated Base Station" + MEC

Performance

23 customers signed POC (Proof Of Concept)



Appendix SASB
 Social inclusion
 Environmental sustainability
 Innovative accomplishments
 Sustainable partners
 Happy workplace
 Openness
 Value Creation

4.4.3 產品與服務創新 智慧產品與服務新體驗



6.Exclusive Disney+ telecom operator in Taiwan

With the exclusive 5 dream charge schemes, you can easily enjoy the massive content of 6 Disney+ brands.

Strategy/purpose

Join hands with the top international video streaming platform to provide users with wonderful and smooth entertainment.

Project process, innovation highlight

1. Get the exclusive telecom cooperation rights of international brands in Taiwan: TWM is the exclusive cooperative telecom operator of Disney+ in Taiwan.
2. Provide users with the world's top audio-visual streaming service: TWM integrates its telecom and home broadband services to convey the joy and emotion created by Disney+ content to Taiwan users.
3. Easily enjoy the full range of charge projects: Project binding, additional subscription or single purchase would all enjoy considerate bill reduction and exemption.

Environmental/social welfare/commercial Achievements

1. Disney+ enriched audio and video content is presented to users wonderfully and smoothly through TWM streaming and 5G network service.
2. Create the first Disney+ themed store in Taiwan, and turn the online fantasy charm into offline experience.





7. The Mybook electronic book reading device and its method is invention patented

Performance

In 2021, the reading function was used **35,000 times** by **12,000 users**

Strategy/purpose

1. Integrate momo to expand the promotion, and improve efficiency
2. Extend service application to care for the vulnerable.

Project process, innovation highlight

1. Optimization of reading and listening: Self-developed Chinese/English sentence analysis engine and reading module, which can improve speech reading quality, increase sentence and paragraph judgment, and improve speech reading fluency through pause and intonation adjustment between sentences.
2. First create the function of "tap to read": Don't wait. Just tap with your finger, and reading starts from that sentence. Users can easily listen and read. It is also a more effective learning style for children and visually impaired people.

Environmental/social welfare/commercial Achievements

1. Mybook digital wings program benefited 2,418 participants.
2. MyBook joined the third-level alert and anti-pandemic in New Taipei/Kaohsiung to provide a free 14-day magazine reading package experience.



8. Download and install A1 Box for free, and play GeForce Now across screens at home.

Performance

The total playing time exceeds **20,000 minutes**.

More than **30 news reports**, covering industries, games and lives.

Strategy/purpose

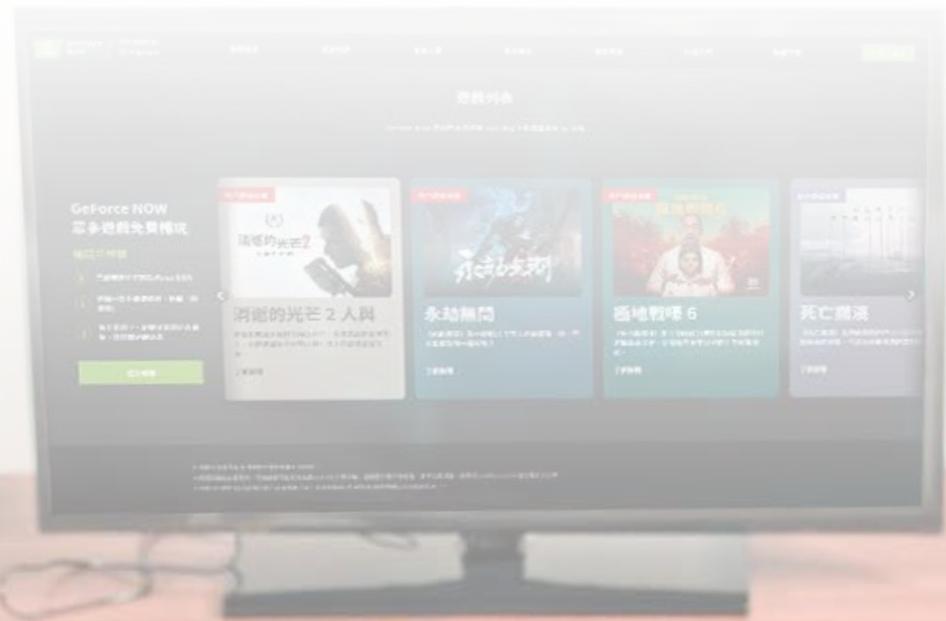
Combining 5G with home cable TV to get a better game experience is also the top application for traffic commercialization.

Project process, innovation highlight

TWM joined hands with Kbro Broadband to introduce cloud games into cable TV households, and you can play GeForce NOW across screens at home after free download and installation with A1 Box.

Environmental/social welfare/commercial Achievements

Through cloud computing technology, players can play games with ready-made computer equipment without purchasing additional machines, thus reducing the purchase of electronic equipment and waste of resources.



Excellent Brand

Sustainable Strategies

Operational Performance

Ethical operation

Happy workplace

Sustainable partners

Innovative accomplishments

Environmental sustainability

Social inclusion

SASB

Appendix

Value Creation

4.4.4 Process Innovation: Demonstrating the Value of Environmental and Social Innovation with Process Optimization

The culture of innovation was rewarded by setting up an internal competition Incubated more than 16 projects in 2021, of which 4 highlight projects are selected as follows:

1.Green Power for Charity



Performance Got the right to use **48.8kWp** solar photovoltaic system | Raised **NT\$ 2.51 million** and responded to the needs of **3,050 people** | Generated **930,000 kWh of green electricity**, with the electricity sales income of **NT\$ 4.41 million for 20 years.**

Strategies

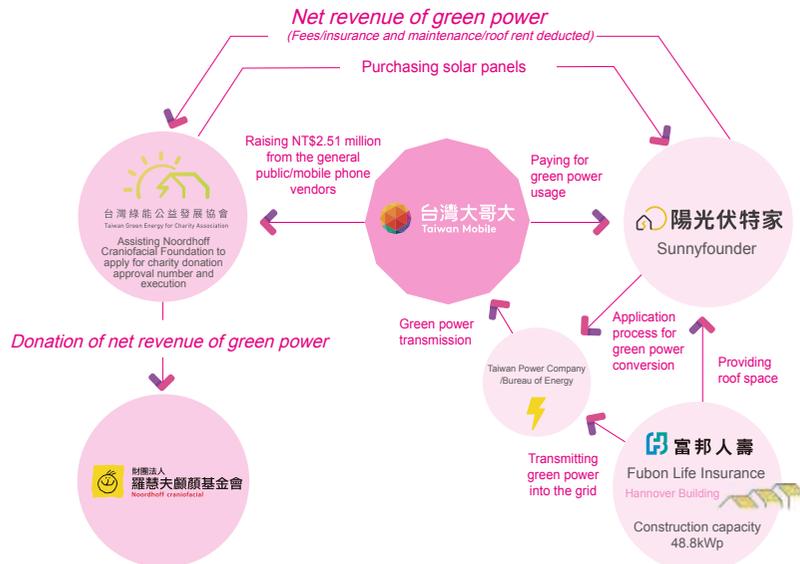
Extending green energy applications to social welfare for the disadvantaged Multi-donation joint initiative
Joining hands with manufacturers to expand benefits

Process/purpose/highlight

1. Innovative cooperation mode: The social enterprise partner "Sunny Founder" assisted in the process of Green Power for Charity media cooperation/marketing/solar energy construction/self-use green electricity and green energy certificate resale, which saved 1.5 manpower and NT\$ 1,282,656 in labor cost.
2. During the fund-raising period of the fund-raising statistics and compilation platform, TWM saved total labor costs of NT\$ 506,856.

ESG achievement or storytelling

Conducted multiple cooperation with social enterprises to promote low threshold green energy initiative. Raised NT\$ 2.51 million, and reached cooperation with 14 manufacturers, with 3,050 people participating in the donation. TWM guaranteed to acquire the green power generated by Noordhoff Craniofacial Foundation for 20 years.



2.Mobile ID authentication system and its invention patent



Performance MID identity verification was used **7.15 million times** by **1.44 million users** | Bringing a revenue of **NT\$ 16.5 million.**

Strategies

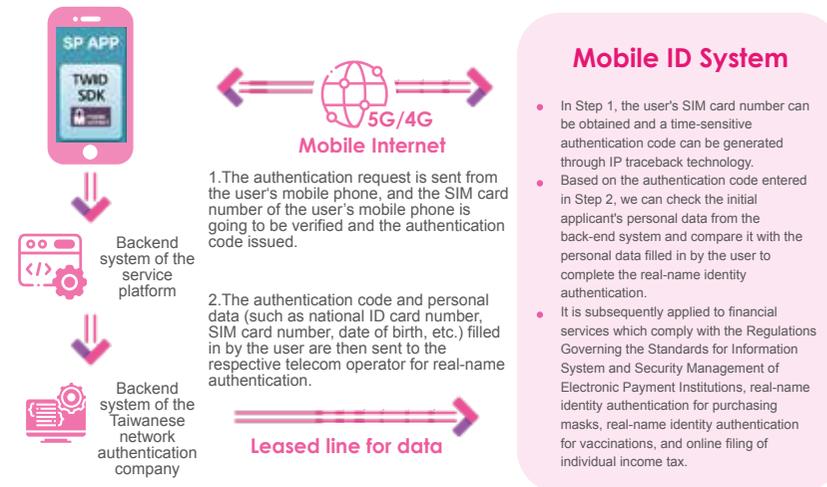
1. Cooperate with e government to provide public service certification.
2. Applied in the finance and e-commerce field.

Process/purpose/highlight

1. Research and develop system and identity verification technology for real-name registration system authentication of user's device or identity without inputting account number or password.
2. All personal information acquisition adopts time stamp and encryption technology.

ESG achievement or storytelling

1. 300,000 people applied for comprehensive income tax on the Internet.
2. 1.3 million people were registered for vaccination during the pandemic.



Excellent Brand / Sustainable Strategies / Operational Performance / Ethical operation / Happy worklife / Sustainable partners / Value Creation / Innovative accomplishments / Environmental sustainability / Social Inclusion / SASB / Appendix

3. Automatic detection and suppression of mobile network interference



Performance
Reduce the labor cost by about NT\$ 5 million

Strategies

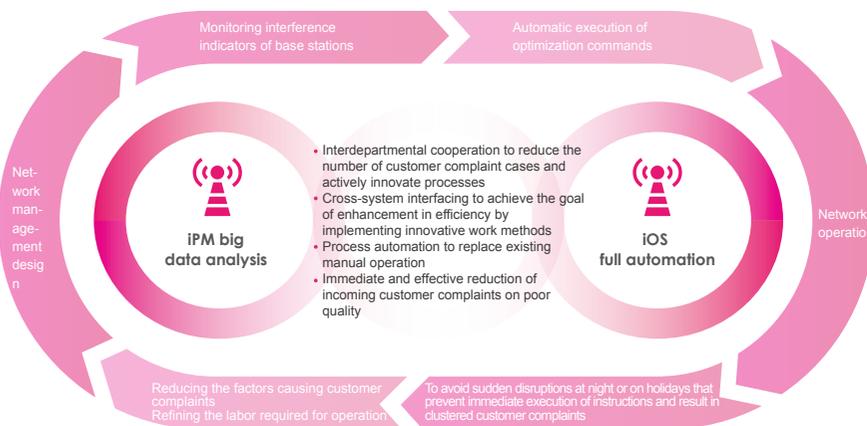
1. First in the telecom industry.
2. Fully automated process Innovation:
3. Big data thinking
4. Combined interference index can accurately judge the base station affected by interference.

Process/purpose/highlight

1. Introduce hadoop big data technology and find the degree and area of interference one hour in advance so as to speed up the adjustment of network parameters.
2. After the completion of the full process automation, the network parameters will be automatically adjusted when the interference occurs, and it is expected that the number of interference customer complaints will be reduced by 80%, which will save a total of 8 person-times and 12 hours of manpower for the whole Taiwan daily maintenance.

ESG achievement or storytelling

Automatic process replaces manual operation, which saves manpower in the maintenance decision and improves work efficiency.



4.5G network intelligent optimization



Performance
Increase data revenue by about NT\$ 5 million.

Reduce carbon emissions by 2,552 kgCO₂e

Strategies

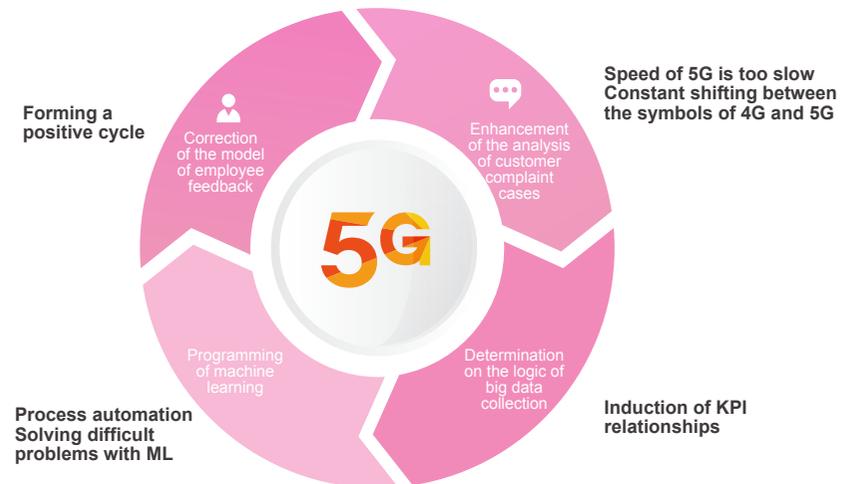
1. 5G technology continues to evolve. In the initial stage, the abnormal quality situation could occur because of the original software Bugs. Coupled with the space competition of base station antennas, sometimes the antenna coverage performance is not as good as expected.
2. By strengthening the customer complaint case study, the clear characteristics of each base station problem are summed up, and the information flow is combined to achieve automatic screening and preventive resetting, which not only strengthens the personnel learning curve, but also further improves the network quality.
3. Using machine learning to achieve computerized batch arrangement, so as to minimize the influence of base station coverage in the workshop. At the same time, by using the user's digital footprint analysis, the antenna problem can be effectively found to guide the repair personnel to accelerate the test completion, which reduces the test manpower and material requirements and achieves a win-win situation in both cost and quality.

Process/purpose/highlight

1. Independent development
2. Customer orientation
3. Big data thinking
4. Machine learning
5. Taiwan Mobile exclusive solution

ESG achievement or storytelling

1. Analyze the coverage of digital footprint base stations, create user-oriented debugging methods, and empower customers with excellent network quality.
2. Break through the optimization bottleneck with automation application, and increase the overall network HO success rate by 25% to over95%.
3. Effectively reduce unnecessary field test execution and personnel commute.



1. Identifying key indicators through the performance of each case.
2. Analyzing key indicators and identify key features.
3. Linking data together to pinpoint problems.

4.5 Environmental sustainability

Vision

Minimize the footprint of the company and the value chain using the latest IoT and artificial intelligence (AI) technologies, not only reducing their environmental impact but also creating a more comfortable and beautiful ecosystem

Material topics addressed

Climate change mitigation and adaptation, green operations, green applications, and the circular economy

Key Results and Performance in 2021



Made the CDP Leadership

• Made the CDP Leadership again, the only telecom company in Taiwan to secure the honor



7.618 million kWh of power per year

• 12.46 MW Renewable energy equipment installed capacity of 12.46 MW, capable of generating an estimated 7.618 million kWh of power per year; system will provide 20 years of green energy



Down **14.85%**

• Total tap water consumption down 14.85% in 2021 compared to 2017



7,472 certificates

• Obtained 7,472 renewable energy certificates

S&P Dow Jones Indices

A Division of S&P Global

Perfect score on 2 questions

• Received a perfect score in Two indicators in the environmental category from DJSI: Environmental disclosure; environmental policy and management system



2.51 million

• Green Power for Charity Project raised NT\$2.51 million for Noordhoff Craniofacial Foundation to purchase 48.8 kWh solar panel



Reduction **63.07%**

• Reduction of energy intensity by 63.07% compared with 2016



Reduction **34.37%**

• Reduction of total non-recyclable waste by 34.37% compared to 2017

Major stakeholders addressed

Competent authorities/Employees/Communities & NGOs/Customers/Rating agencies/Media/Suppliers/Shareholders & Investors

Primary SDGs addressed



Secondary SDGs addressed



2022 Goals

- The 2022 carbon emission target is 0.5% lower than the actual carbon emission
- 23% of cloud IDC's energy consumption comes from renewable energy
- Renewable energy accounts for at least 2.0% of total electricity use
- Reduction of energy intensity by 63% compared with 2016
- Reduction of total non-recyclable waste by 16% compared to 2017

2025 Goals

- The 2025 carbon emission target is 2% lower than the actual carbon emission
- 50% of cloud IDC's energy consumption comes from renewable energy
- Renewable energy accounts for 10% of all energy consumption
- Reduction of energy intensity by 67% compared with 2016
- Reduction of total non-recyclable waste by 25% compared to 2017

4.5.1 History of Environmental Management: Continuing to Focus on Corporate Sustainability

Excellent Brand Sustainable Strategies Operational Performance Environmental operation Happy workplace Sustainable Partners Innovative Environmental Social Inclusion S/ESB Appendix



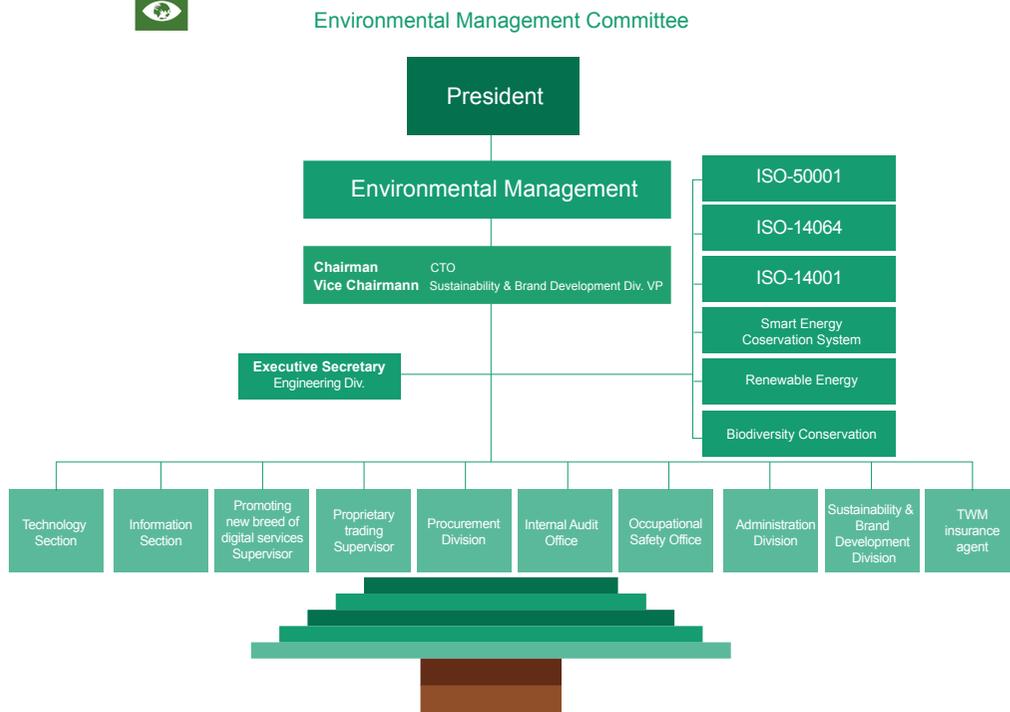
4.5.2 Environmental and Climate Change Management Strategies: Set Environmental Management Targets and Conduct Performance Reviews

The Environmental Management Committee, with the technology head as the chairman and the sustainability strategy planning head as the deputy chairman, formulates environmental objectives and strategies, promotes the Company's eco-friendly policies, and integrates major standards and strategies: ISO14001 (Environmental Management), ISO14064-1 (GHG Quantification and Reporting), ISO50001 (Energy Management) and promote intelligent energy-saving strategies.

The Committee meets every six months to assess performance and identify potential improvements, and the executive secretaries of each working group regularly track progress.



1. Structure and Target Effectiveness of Environmental and Energy Management Committee



Environmental management objectives			2021 achievements	2022 strategies and plans
KPI	2030 Goals	2021 Goals		
Power saving	The annual reduction of electricity consumption 1% lower than that of 2016	Saving 1% of electricity	Saving electricity consumption by 2.32 times	The annual power saving responsibility of each unit is 1% of the electricity consumed in 2016; a plan is drawn up and performance tracked every 6 months
Carbon reduction	Reduction in carbon emissions of 30% compared to 2019	Scope 1 & 2 is equal to the actual carbon emissions in 2021.	Completed	Increase purchase of solar and green electricity directly transmitted to TWM facilities
Water Conservation	Reduce total tap water consumption by 15% compared with 2017	Reduce by 4%	Reduce by 14.85%	1. Promote water conservation among employees 2. Reduce the amount of water used to flush toilets 3. Reduce the amount of water spilling from the cooling tower 4. Regularly review water consumption abnormalities and leaks 5. Maximize water chiller efficiency
Water Reduction	Reduction of total non-recyclable waste by 40% compared to 2017	Reduction by 12%	Reduction by 34.37%	1. Recycle business waste 2. Use environmentally friendly lithium batteries 3. Optimize routing of cables 4. Reduce the amount of rubber cable laid
Renewable energy source	Renewable energy accounts for at least 20% of total energy consumption	1.5% of utilization rate	1.4% of utilization rate	Increase purchase of solar and green electricity directly transmitted to TWM facilities



2.Environmental and Energy Management Policies

TWM has embraced the core concept of "Think Sustainable, Act Responsible" by introducing the ISO14001 environmental management system in 2015, formulating four environmental sustainability policies (1. Comply with laws and regulations in environmental protection; 2. Green procurement to protect ecosystem; 3. Use wisdom in energy conservation and carbon reduction; 4. Resource recycling to promote sustainability), setting measurable environmental goals, and devising and implementing specific plans or actions to achieve the goals of a smart, low-carbon society. We account for the risks and opportunities that may arise from our daily operations or existing or new products and services at all stages of the life cycle, and lead our bases of operation, suppliers, logistics providers, contractors, and partners (including joint ventures) in reducing their negative impact on the environment.



Environmental and Energy Policy

4.5.2 Environmental and Climate Change Management Strategies: Set Environmental Management Targets and Conduct Performance Reviews



3.ISO Verification Results and Plans

ISO14001

Scope:

Inventory category Includes 100% of the revenue from telecommunications and cable TV operations, covering Taipei New Horizon headquarters, the Cloud IDC, Taipei Jui Kuang 480 Building, Taipei Dunnan Building, the main computer room in Kaohsiung Hsin Ya, the Kaohsiung Po Ai Building, the Taichung Peiping Building, and the momo cable TV Building

2021 Performance:

- 1.Target energy-saving by 4.65 million kWh (Note 1). The actual amount saved was 10.778 million kWh.
- 2.Water-saving target was 3,274 cubic meters (Note 1); the actual amount saved was 48,608 cubic meters
- 3.Waste reduction (domestic waste): The goal for waste reduction was 0.3% for directly operated stores. The actual amount reduced was 54,679 kilos. The goal for waste reduction for the Taipei Shiuefu building was 0.48%, but the amount of waste generated actually decreased by 9,952 kilos. Both goals completed.
- 4.Renewable energy uses: Green power purchased and directly transmitted to TWM was 12.2MW, which has been in transmission since January 2021

Future plans:

In addition to action plans such as continuing to save electricity and water, reducing the total amount of non-recyclable waste, and constructing a solar power plant in Fangshan, we will develop new renewable energy sources (including wind and solar).as been in transmission since January 2021

For details, please see P.107of Chapter 4.5.3.1



ISO50001

Scope:

Inventory category: Taipei Guangdian building, Cloud IDC, and two directly-operated stores

2021 Performance:

Category	IDC	Taipei Guangdian building		Directly-operated stores ^{Note 3}	
		Office	Computer room A + B ^{Note 4}	Store B	Store C
Energy Baseline	1.76	14.86	1.70	2.37	44.52
EUI/PUE ^{Note1}	1.67	11.26	1.61	2.38	47.67
Energy performance ^{Note2}	-5%	-26.9% ^{Note 5}	-5%	0.6%	7%

Note 1: EUI (energy use intensity): Office and store / PUE (power usage effectiveness): Computer room

Note 2: Energy performance within ±10% is normal.

Note 3: Store A closed in June 2017

Note 4: Since 2019, the energy efficiency values of all machine rooms in the Taipei Guangdian building have been combined

Note 5: Since the implementation of working from home (non-permanent) from May 2021, the energy performance was lower than -10%. It is suggested to observe whether the baseline value should be adjusted.

Future plans:

According to routine target management, the energy baseline will be reviewed when it cannot truly reflect energy performance



ISO14064

Scope:

Inventory category Office buildings, computer rooms, base stations and directly-operated stores of Taiwan Mobile (including Taiwan Mobile Foundation), Taiwan Digital Service, Taiwan Teleservices & Technologies, Taiwan Fixed Network, TFN Media and its broadcasting channels, Win TV Broadcasting, Taiwan Kuro Times Co., Ltd and Tai Hsin Insurance Agent

2021 Performance:

The main emission source of Scope 1 and 2 emissions was electricity (accounting for 97%). All 15 Scope 3 items were inventoried. For details, please see P.109 of Chapter 4.5.3.1.

Future plans:

Continue to monitor the trend of greenhouse gas emissions



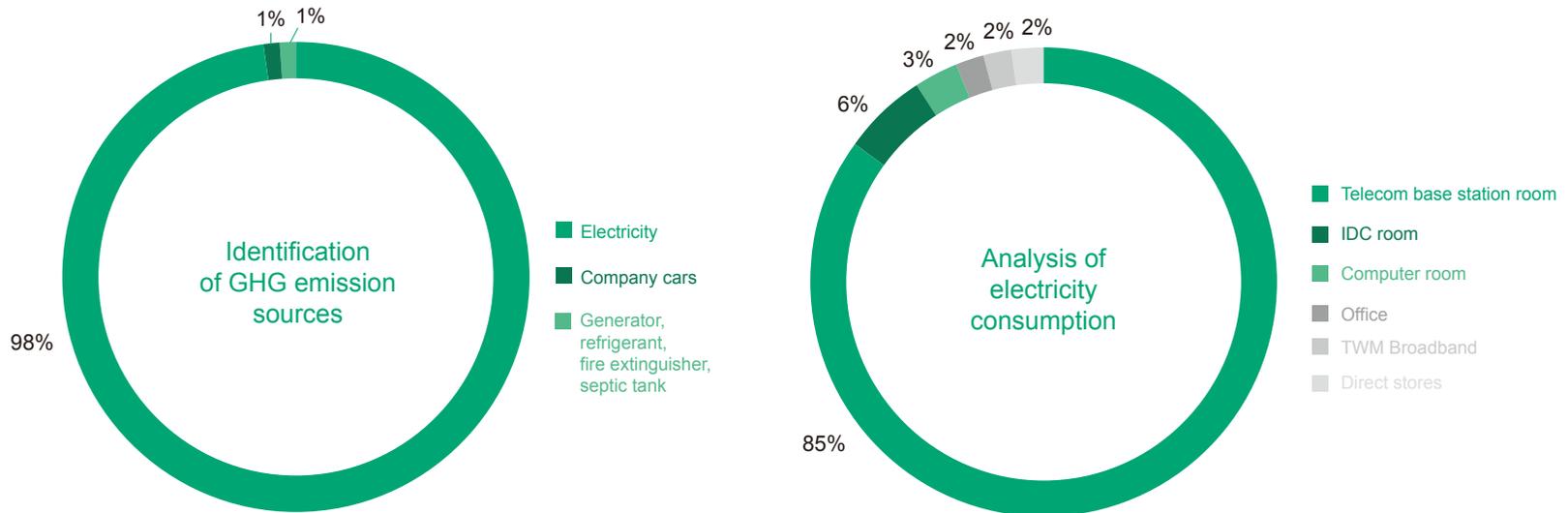
4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results



1.GHG Management Targets and Strategies

Greenhouse gas reduction goals	Science-based Targets (SBT) for carbon reduction	2021 Performance	2022 Plans
	<p>Short-term 2021</p> <p>Scope 1 & 2 is equal to the actual carbon emissions in 2021</p> <p>Reduce Scope 3 emissions by 2.73% compared with 2019</p> <hr/> <p>Reduce Scope 1 and 2 carbon emissions by 30% compared with 2019</p> <p>Long-term 2030</p> <p>Reduce Scope 3 emissions by 15% compared with 2019</p>	<p>Completed</p> <p>Reduce by 12.19%</p> <p>Scope 1&2 emissions: Draw the carbon reduction curve according to the 5G electricity consumption growth and the RE100 plan, adjust the annual performance target, and maintain the target of 30% reduction of total carbon emissions in 2030 compared with 2019.</p>	<p>The 2022 carbon emission target is 0.5% lower than the actual carbon emission.</p> <p>Reduce by 4.09%</p>

Since 2012 when TWM adopted the ISO14064-1 standard, GHG inventories have undergone third-party verification annually to ensure the quality of the data. The main source of emissions is electricity (98%); the remaining sources include company vehicles, generators, refrigerants, fire extinguishers, and septic tanks.



4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results

Greenhouse gas emission inventory (Scope 1 and 2)

Year/Item	2019	2020	2021 ^{1,2}
Scope1(Direct Emissions)(ton-CO ₂ e)	6,327.10	5,558.37	6,177.80
Scope2(Indirect Emissions)(ton-CO ₂ e)-Location Based ^{note2}	229,792.43	235,146.95	269,124.54
Scope2(Indirect Emissions)(ton-CO ₂ e)-Market Based ^{note2}	229,611.74	235,146.95	269,124.54
Total Carbon Emissions(Scope1+2)(ton-CO ₂ e)-Location Based ^{note2}	236,119.53	240,705.32	275,302.34
Total Carbon Emissions(Scope1+2)(ton-CO ₂ e)-Market Based ^{note2}	235,938.84	240,705.32	275,302.34
Emission intensity ³ = total carbon emissions geographically / combined revenue (ton-CO ₂ e / NTD million)	3.21	3.55	3.92

Notes:

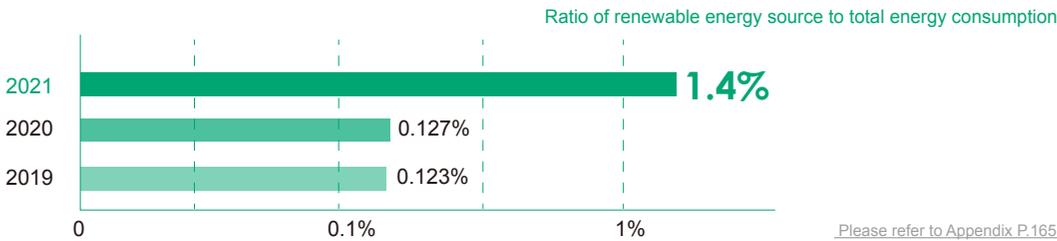
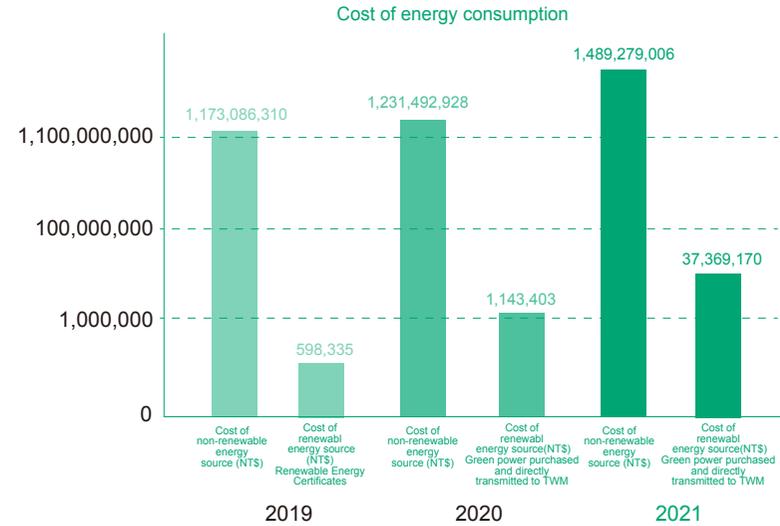
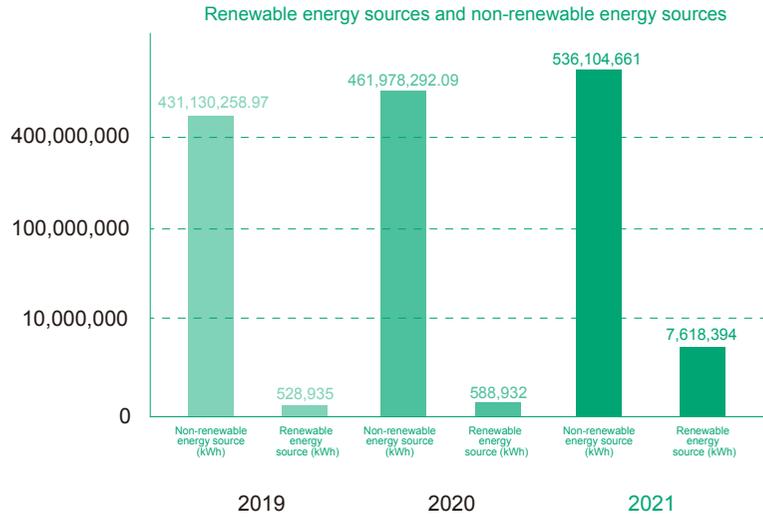
1. Used the 2020 emissions factor for electricity issued by the Bureau of Energy under the Ministry of Economic Affairs to calculate Scope 2 carbon emissions for 2021
2. According to the GHG Protocol Scope 2 Guidance, reporting of Scope 2 emissions related to the purchase of renewable energy certificates has been required to be done two ways since 2018: one based on the location-based method, and one based on the market-based method.
3. 2021 consolidated revenue does not include revenue of moro

Type of inventory	Carbon emissions (ton-CO ₂ e) in 2019	Carbon emissions (ton-CO ₂ e) in 2020	Carbon emissions (ton-CO ₂ e) in 2021
No.1 Purchased goods and services	222,787.98	199,002.56	153,940.27
No.2 Capital goods	82,222.53	141,886.84	118,331.13
No.3 Fuel- and energy-related activit	60,852.50	50,872.86	50,109.84
No.4 Upstream transportation and distribution	1,149.34	1,143.99	1,095.76
No.5 Waste generated in operations	701.22	847.61	862.25
No.6 Business travel	330.40	161.33	79.75
No.7 Employee commuting	2,576.68	2,398.60	1,649.98
No.8 Upstream leased assets	3,334.74	2,849.03	2,319.01
No.9 Downstream transportation and distribution	786.45	611.38	623.14
No.10 Processing of sold products	Not applicable ¹	Not applicable ¹	Not applicable ¹
No.11 Use of sold products	12,283.54	16,841.77	14,024.04
No.12 End-of-life treatment of sold products	2,547.66	973.80	1,060.43
No.13 Downstream leased assets	2,701.90	1,883.37	1,505.19
No.14 Franchises	6,804.77	5,863.93	4,883.98
No.15 Investments	Not applicable ²	Not applicable ²	Not applicable ²
Total	399,079.71	425,337.05 ³	350,484.78

Note 1: TWM does not process and remanufacture intermediate products, so No. 10 is not applicable.

Note 2: Emissions from investments have been included in Scope 1 and 2 GHG emissions, so No.15 is not applicable.

Analysis of Renewable Energy



Please refer to Appendix P.165 for detailed.



2. Energy-Saving Initiatives in TWM Offices

Performance

63.97 metric tons of carbon emissions reduced

Saving 127,439 kWh of electricity

The lighting fixtures on the Taichung Gongshisi Parking lot and the 9th floors of the Vision Building were replaced, saving 127,439 kWh of electricity.
 Taipei Dunnan Tower: Equipped with 8.6KW solar energy and 9KW wind power generation equipment to provide power for public area electricity use.
 Taipei New Horizon Building: The widespread use of transparent glass enhances natural lighting and reduces the need for artificial lighting.



3. Saving Initiatives in System Machine Rooms

Performance

17.83 metric tons of carbon emissions reduced

Saving 35,516 kWh of electricity.

1. Head-end UPS improvement
2. Computer room air conditioner replacement

4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results



4. Energy-Saving Initiatives in Retail Outlets & 7th-generation Stores

Performance

253.3 metric tons of carbon emissions reduced

Saving 468,734 kWh of electricity.

Retail outlets established an equipment database and carried out energy-saving programs through daily repairs and maintenance of equipment. In 2021, the replacement of lights and change to air conditioners with frequency converters in retail outlets saved 468,734 kWh of electricity.

Fixed frequency air-conditioners replaced with air-conditioners with frequency converters

1. Lighting replaced
2. Adjustment made to time when outside signage turned on
3. Indoor temperature maintained at 26 degrees Celsius
4. Shades or heat insulation paper installed at select retail outlets



5. Energy-Saving Initiatives in IDC

Performance

561.28 metric tons of carbon emissions reduced

Saving 1,118,090 kWh of electricity.

With the daily stable maintenance and operation of existing energy-saving facilities in the IDC, the annual average PUE value decreased from 1.73 in 2020 to 1.67 in 2021, saving 1,118,090 kWh of electricity in 2021.

1. Cold and hot channel isolation
2. External air natural cooling system
3. Efficient air conditioning and power equipment
4. The whole machine room is equipped with LED lamps.
5. ISO50001 system for energy consumption control



6. Energy-Saving Initiatives in IT Computer Rooms

Performance

270.19 metric tons of carbon emissions reduced

Saving 538,220 kWh of electricity.

270.19 metric tons of carbon emissions reduced

The fan unit for the inverter air conditioner in the IT computer room was replaced in December 2020, The power-saving benefits was revealed in 2021.

2021 reduction of electricity consumption was 538,220 kWh



7. Telecom Machine Room & Energy Saving Initiatives of Base Stations

Performance

4,146 metric tons of carbon emissions reduced

Saving 8.2589 million kWh of electricity.

1. Telecommunications equipment for smart energy savings: Analyzed customer behavior with big data to dynamically adjust telecommunications equipment load

2. Diversified energy-saving methods for base stations: Big data used to analyze energy-consuming equipment and various energy-saving methods introduced

3. Integrated air-conditioning resources in telecom rooms: Turned on water chiller with a smart mechanism based on the needed amount



8. Industry-Academia Cooperation on Climate Change

Performance

Cooperate with National Taipei University of Technology to research on net zero path and value chain carbon reduction strategy

1. Net Zero target formulation and strategy analysis: Draw up the Net Zero path according to the SBT criterion, and provide different emission reduction tool planning, including cost-benefit and scenario analysis.

2. Scope 3 value chain calculation: Value chain inventory, IO Coefficient correction and optimization

3. Circular economy strategy in waste optical cable recycling: Build TWM circular economy strategy with domestic and foreign circular economy strategies and cases of benchmarking enterprises.



9. Renewable Energy Introduction

Performance

Renewable energy is generated for self-use and is also purchased from outside operators for direct transmission to TWM; a total of 7.6184 million kWh of green power used

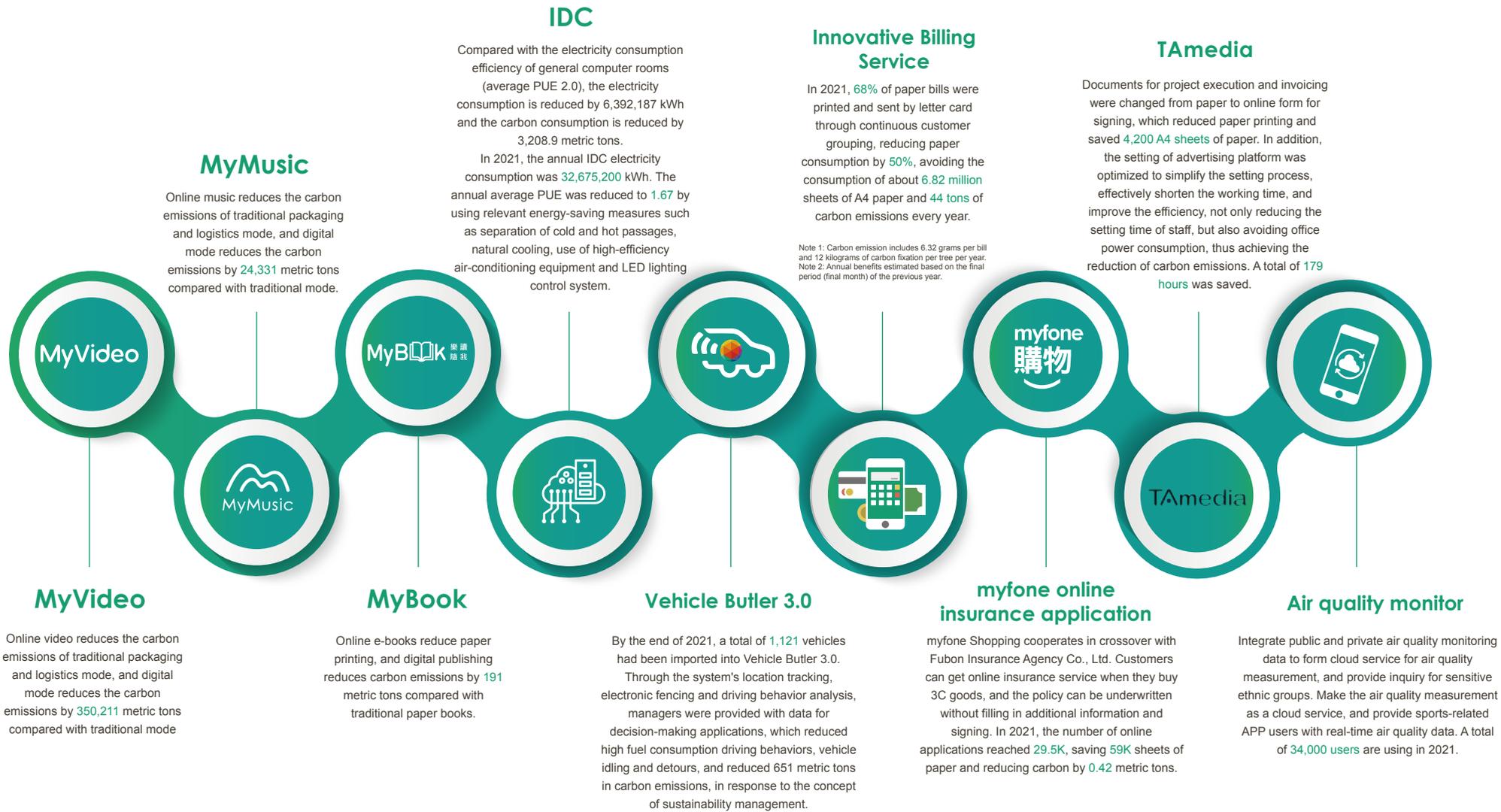


1. Generating electricity for self-use: Installed renewable energy facilities with a capacity of 316.8kW for base stations, and Taichung and Pingtung computer rooms

2. Green power purchased and directly transmitted to TWM: Electricity purchased from green power station with installed capacity of 12.2MW transmitted to the Company's computer rooms and base stations



4.5.4 Green Services: Developing Green Products and Services Based on Digital Technologies



4.5.5 Green Energy Initiatives

we started the integration project of green energy initiative. In 2016, we promoted to make every effort to save energy and reduce carbon, build green base stations, and call on customers and suppliers to implement green energy initiatives with "TWM Green Energy, Sustainable Future". From 2017 to 2021, TWM launched the green energy public welfare project, "Green Power for Charity", for five consecutive years. In 2021, the model was further innovated. Through the support of group partner Fubon Life Insurance, the top floor of Hanover Building was leased as a power generation site for the "Green Power for Charity" project, starting the green energy public welfare model of "non self-owned rooftop model". Suppliers and consumers were invited to raise funds and build solar photovoltaic equipment for public welfare organizations, and the green power produced would be purchased by TWM for transferred supply, providing 20 years of stable income for the public welfare organizations.

7.NGO

Green Power for Charity Project

	2017	2018	2019	2020	2021
Raised target	5.55 million	8.95 million	3.89 million	3 million	2.51 million
Solar energy systems	99.8kW	168.3kW	71kW	54.95kW	48.8 kW
Degrees of electricity	232 million degrees	3.45 million degrees	1.45 million degrees	120 million degrees	0.93 million degrees
Revenue for 20 years ^(Notes1)	15.04million	24.88million	11.91million	6.97million	4.41million
Amplified love ^(Notes2)	2.71 times	2.78 times	2.32 times	2.32 times	2 times

Notes: Revised 2019 NPO 20 earnings statistics, data adjusted.

6.Suppliers

1.Green procurement

Year	2015	2016	2017	2018	2019	2020	2021
Billion dollars	0.214	0.336	0.172	0.221	0.189	0.109	0.12

2.Suppliers

Year	2015	2016	2017	2018	2019	2020	2021
Vendors	8	11	13	26	20	12	14

8.Customers

Green Energy Films and Posters Convey Sustainable Ideas

Year	2017	2018	2019	2020	2021
Views the Group's fanpage and official website promotion	0.72 million	0.95 million	0.7 million	-	0.11 million
Column	-	0.034 million	-	0.1 million	0.052 million
Small tags with Green Power for Charity	-	-	-	0.05 million cases	0.539 million cases

TWM

Green Energy Promises a Brighter, More Sustainable Future.

Green Energy Initiative Adequately address eight



5.Employees

1.The Environmental management committee review all the environment KPIs twice a year.

2.Green energy construction

Year	2015	2016	2017	2018	2019	2020	2021
Construction ^{Note}	28kW	80kW	131.3kW	215.6kW	-	-	316.8kW

Notes: The built capacity is changed to the cumulative number, so the data from 2016 to 2020 is revise

3.Green Parent-Child Day

Year	2017	2018	2019
Person ^{Note}	724	276	158

Note: Due to the COVID-19 pandemic, the Green Parent-Child Day did not work.

1.Rating Agencies 2.Shareholders/Investors

Responding to International Green trends



3.Media

Expanding rendering power through press conferences and TV commercia

Year	2015	2016	2017	2018	2019	2020	2021
News	82	60	55	72	84	27	61
Media benefits	4 million	5.16 million	5.55 million	4.68 million	7.93 million	2.75 million	6.72 million

4.Government

1. Policy agenda (2021)

- Responded to the RE10X10 green electricity initiative by Greenpeace.
- Planned to join RE100 Global Renewable Energy Initiative (expected to be completed in the first quarter of 2022).
- Continued the "Green Power for Charity" project to support Green Energy Initiatives with consumers and suppliers and deepen the consumers' awareness of sustainable green energy.

2.Supporting Green Energy Policy

Year	2015	2016	2017	2018	2019	2020	2021
Renewable Energy evidence	-	-	-	5 million kWh	0.45 million kWh	0.589 million kWh	7.618 million kWh
Green Electricity Subscription	1 million degrees	1.4 million degrees	3.36 million degrees	-	-	-	-



台灣大哥大
Taiwan Mobile



財團法人
羅慧夫顱顏基金會

Taiwan Mobile ® Noordhoff Craniofacial Foundation



2021 Green Power for Charity Project

- Raise NT\$ 2.51 million
- Build a capacity of 48.8kWp
- 3,050 people and 14 suppliers responded.
- The 2020 income was about NT\$ 4.41 million, which doubled the love income
- The green electricity generated in 2020 was about 930,000 kWh.
- Power generation metering in 2020: September 2020 ~ December 2021 generated 63,000 kWh of electricity/the actual income was nearly NT\$ 327,000.



Key results of Green Power for Charity

Spokesman:
Chang Shan-Cheng, chairman of the board
Chan Yung-Jan, Chan Hao-Ching



Publicity film Achievements film



2017

Green Power for Charity in Fu-Huey Social Welfare Foundation

- NT\$5.70 million raised (actual amount raised at 5.55 million)
- 99.8kWp of installation capacity
- 862 people and 13 suppliers responded
- Approximately 2.32 million kWh of green electricity generated in 20 years
- Proceeds reached about NT\$15.04 million in 2020, with the benefits enlarged 2.71 times

Power generation metering in 2018:
1. Generated 455,800 kWh between March 2018 and December 2021
2. Achieved income of NT\$ 2,418,000

Spokesman:Kuo Hsing-Chun



Publicity film Achievements film



2018

Green Power for Charity in Taoyuan Chensenmei Social Welfare Foundation

- NT\$8.95 million raised (actual amount raised at 9.09 million)
- 168.3 kWp of installation capacity
- 3,371 people and 26 suppliers responded
- Approximately 3.45 million kWh of green electricity generated in 20 years
- Proceeds reached about NT\$24.88 million in 2020, with the benefits enlarged 2.78 times

Power generation metering in December 2018 and March 2019:
1. Generated 569,000kWh till December 2021
2. Achieved income of NT\$ 3,342,000



2019

Green Power for Charity in Spinal Injury Potential Development Center

- NT\$3.92 million raised (actual amount raised at 3.89 million)
- 71.065kWp of installation capacity
- 2,649 people and 20 suppliers responded
- Approximately 1.45 million kWh of green electricity generated in 20 years
- Proceeds from electricity sales reached about NT\$9 million in 2020, with the benefits enlarged 2.32 times

Power generation metering 2020:
1. Generated 103,000 kWh between October 2021 and December 2021
2. Achieved income of NT\$ 523,000



Achievements film



2020

2020 Green Power for Charity plan X Happiness Foundation

- Raised NT\$3 million
 - Built a capacity of 54.95kWp
 - 107 people and 12 suppliers responded
 - Achieved NT\$ 6.97 million income in 2020
 - Generated about 1.2 million kWh green electricity in 2020
- Power generation metering in 2021:
1. Generated 26,000 kWh between July 2021 and December 2021
2. Achieved income of NT\$ 95,000



4.5.6 Creating a Zero-Waste Society Based on a Circular Economy



1.Circular Economy Forum

Performance The accumulated economic benefit of "trade in the sold phones for the new" is estimated to reach NT\$380 million.

Held the 2021 TWM Circular Economy Online Forum (3rd session), which invited industry, government and academia for sharing and exchange, focused on "Recreating new value for ICT resources and smart devices", and took circular economy as one of the solutions to net zero. TWM makes great efforts to recycle smart mobile phone resources, promote the reuse of precious metals, activate the second-hand mobile phone market, reduce waste resources, and move towards the ultimate goal of net zero emission.





2. Recycling Performance of Waste Mobile Phones/Batteries

Performance

18,712
unwanted cell
phones recycled

1.32
metric tons
of wast batteries recycled

In order to continuously promote recycling publicizing, myfone Store participated in the EPA mobile phone recycling action plan in 2021 and maintained the original practices (for example, place the waste mobile phone recycling box in the obvious place of the store, and the store would guided the recycling, etc.).



3. Performance of Trade in Sold Phones for the New

Performance

7,945
sold phones
recycled

About NT\$ **54.29**
million for the recycling
value of sold phones.

In order to raise the recycling price of sold phones and increase the contract rate, TWM participated in the EPA's mobile phone recycling action plan and offered rewards to store staff for recycling sold phones in 2021, so as to achieve better recycling results.



6. Reduce Spare Parts Procurement

Performance

Reduce
37,000 kilos
of waste materials

A total of 1,666 faulty cards were generated. A supplier was commissioned to manage equipment maintenance and faulty product processing, which will help reduce TWM's waste generation by about 37,000 kilos of waste materials, or about 10% of all waste generated by TWM.

Description: E-waste disposal focuses on selling replacement supplies to professional recyclers for reuse to reduce from the source, and decreasing spare parts procurement and future waste generation.



4. Paper Recycling

Performance

33,360 Kilos
of paper made into
paper bricks

The Company will send the destroyed documents to the treatment plant on a quarterly basis. After crushing, paper bricks are made with water-jet compression, which are subsequently made into recycled paper products.



5. Extend the Service Life of SMR

Performance

1,479
SMRs were kept in use

Avoiding approximately
14.8 metric tons of
scrapped materials

The Company extended the service life of the power supply system (SMR) from 10 years to 15 years with good maintenance. In 2021, a total of 1,479 SMRs were kept in use, avoiding approximately 14.8 metric tons of scrapped materials.



4.5.7 Green operations:Waste Reduction and Energy/Resource Management



1.Statistics of Waste Recycled, Incinerated and Landfilled

Waste Type (metric ton) ^{note2}	Recyclable/Reusable waste	Non-recyclable waste	Total amount
Business Waste			
Optical cables ^{note1}	218.22	265.64	483.87
Copper cables ^{note1}	91.60	21.35	112.95
Lead-acid batteries ^{note1}	186.46	227.89	414.35
Telecommunications equipment ^{note1}	224.65	9.95	234.60
General waste - domestic waste	114.19	265.11	379.30
Total	835.13	789.94	1,625.07

Notes:

1. The general recycling rates of optical cables, copper cables, lead-acid batteries and telecommunications equipment are 45.1%, 81.1%, 45% and 95.76%
2. All waste has been processed by qualified disposal organizations.

Objectives and Results of Electronic Waste Reduction

To improve and implement waste reduction measures, the Company has adopted a strategy centered on total non-recyclable waste (including industrial waste and domestic waste). The 2021 waste output was 1,625.066 metric tons in total, 34.37% lower than the baseline year of 2017.

Set a stricter long-term reduction target, and the 2030 total non-recyclable waste will be reduced by 40% compared with the baseline year of 2017.

Office waste management and domestic waste management

Office waste management: Maximize sorting and recycling of office waste Promote electronic documents and double-sided printing to reduce waste of photocopying paper and waste paper

	2019	2020	2021
Waste (ton)	189.337	200.558	141.04
Resource recovery (tons)	51.124	48.432	40.817
Paper consumption (number of sheets)	7,246,968	7,311,886	5,134,915

Office waste management and domestic waste management

General garbage was 93.9 metric tons, with 66.7 metric tons of resources recovered.

The main store waste comes from domestic waste. The Company regularly publicizes the concept of waste reduction and classification to store employees, and actively promotes recycling and reuse (for example: Encourage them to reuse paper, bring their own tableware, follow electronic sign-off procedures, and use video conferencing) as part of the recycling policy



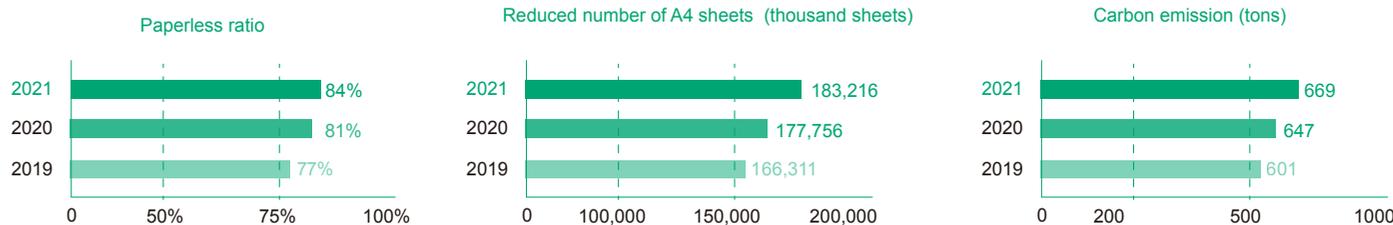
2.Video System Promotion

In order to improve the conference efficiency and reduce the carbon emissions caused by commuting, the Company now has 369 sets of video equipment, including 15 large sets, 13 small sets and 341 simple sets. In 2021, the frequency of use was 17,928 times. In addition, Webex video software is provided for use, with a total frequency of 4,318 times in 2021.



3.Objectives and Results of e-bill Services

Paperless bills accounted for 84% of all bills in 2021, saving 183 million A4 sheets of paper and avoiding 669 metric tons of carbon emissions.



Note 1: Carbon reduction and carbon fixation benefits include carbon reduction of 6.32 grams per bill and 12 kilograms of carbon fixation per tree per year.
 Note 2: Explanation of basis of calculation: Annual benefits estimated based on the final period (final month) of the previous year.



4.Paperless Stores

Reduce the use of about 13.61 million sheets of paper, and the carbon emission by about 97.9 metric tons.
 Provide users with mobile devices to upload documents, and reduce the retention of photocopies of customer identification documents.
 Continue to upgrade the store hardware and software equipment, promote the digitization of forms, and reduce the amount of paper application forms.



5.Green Logistics - Logistics Vehicle Management Mechanism

Outsourced logistics saved a total of 840 metric tons of carbon emissions in the past year:
 1.Service providers were required to turn off the engine of a vehicle if the idling period exceeds 60 seconds, saving about 244.57 metric tons of carbon emissions.
 2.Deployed vehicles more efficiently without affecting operations, saving about 384.54 metric tons of carbon emissions.
 3.Rescheduled some Saturday logistics operations to Mondays, saving about 115.1 metric tons of carbon emissions.
 4.The motorcycle fleet was eliminated and its distribution functions were merged into the logistics fleet, saving about 94 metric tons of carbon emissions.



6.Green Transportation - Engineering Vehicle Fuel Management System

Reduced fuel and carbon emissions by limiting idling through the vehicle monitoring system; saved 26,005 liters in fuel consumption and 59 metric tons of carbon emissions compared with the previous year, and exceeded the reduction target, saving 38.4% in fuel consumption compared with the baseline year of 2016.

Annual total	2016	2017	2018	2019	2020	2021
Estimated total oil consumption (L)	503,427	443,016	412,810	387,639	377,570	367,502
Actual total oil consumption (L)	503,427	434,908	398,622	358,559	336,120	310,115
Actual reduction achievement rate (%)	Baseline year	13.60%	20.80%	28.80%	33.2%	38.4%

Notes: The fuel reduction target for 2022 is estimated to be 29%. It is expected that energy efficiency will be improved even more with the upgraded vehicle management platform.

See Appendix P165 for engineering vehicle prtrol management statistics.



7.Water Resources Management

Water saving measures for the office: Information regarding water consumption in offices is sent to management of different units to promote water saving
 Water saving measures for directly-operated stores: Monthly review of water consumption report, notification of any abnormalities
 Computer room base station (including Taiwan media/cloud/information computer room):
 1. Cooling tower temperature control and installation of frequency converter
 2. Wastewater recovery ratio of the evaporative water chiller adjusted
 3. Recycled PET bottles placed in toilets to reduce the amount of water used for flushing

Annual water consumption (usage/m3)	2019	2020	2021
Total	299,237	303,060	278,827
Rainwater recovery	150.6	89.0	49.0
Water dispenser wastewater recovery	-	-	336.0

See appendix P.165 for water resources management statistics.

4.6 Social inclusion

Vision

Break down obstacles caused by long-standing value systems, including poverty, inequality, and unequal resource distribution, with innovative technology models and applications

Material topics addressed

Giving back to society, digital inclusion and social innovation, social emergency responses

Key Results and Performance in 2021



1.161 billion

•Boost cumulative public interest and social care sponsor ships and donations to NT\$1.161 billion



8,130 students

•Digital Wings: Provides free Internet to disadvantaged students, benefiting more than 8,130 students to date

一人一平板
停課不停學

8.2 million

•Tablet for Everyone Raised 2,257 sets, amounting to more than NT\$ 8.2 million



+194%

•The number of people benefiting from discounts for disadvantaged groups (students/the elderly) rose by 194% compared to 2017



556 people

•Bilingual Online: 20 TWM volunteers accompanied 556 students to learn English online (552 hours in total) for 138 classes



77.18 million

•Support provided by myfone Awards to OTT audiovisual talent
-A total of 470,000 entries and more than NT\$77.18 million in awards and grants over the past 15 years



7.8 people

•Promoted technology education to benefit 78,000 people
-Coding fun
-Digital Learning Centers
-Digital Wings



97.78%

•97.78% of population coverage for mobile broadband internet in rural areas



29 million

•Transformed into Tech The Dreamers
•Micro-films for Charity: Helped charitable organizations raise nearly NT\$29 million with 26 micro-films
•Mobile Application Services: A total of eight services have benefited over 6 million people
•iSharing Volunteer Platform: Newly upgraded and revised, and launched in 3, 2022.



Major stakeholders addressed

Employees/Communities& NGOs, Customers, Rating agencies, Media

Primary SDGs addressed



Secondary SDGs addressed



2022 Goals

- Increase public interest and social care sponsorships and donations since 2003 to NT\$1.087 billion
- Increase number of people benefiting from TWM's contribution to education equality through digital technologies since 2007 to 2.748 million people
- Increase number of people TWM reaches with sustainability concepts and education since 2018 to 180,000 people
- Increase number of disadvantaged people (students/the elderly/people with physical disabilities/migrant workers) who benefit from discounted plans to 197% of those who benefited from such plans in 2017

2025 Goals

- Increase public interest and social care sponsorships and donations since 2003 to NT\$1.3 billion
- Increase number of people benefiting from TWM's contribution to education equality through digital technologies since 2007 to 3.24 million people
- Increase number of people TWM reaches with sustainability concepts and education since 2018 to 300,000 people
- Increase number of disadvantaged people (students/the elderly/people with physical disabilities/migrant workers) who benefit from discounted plans to 205% of those who benefited from such plans in 2017

4.6.1 TWM Social Inclusion Concept Map

We have developed more than 20 social welfare programs aimed at social inclusion that are founded on our core technological competencies and focused on five areas: "encourage cultural and innovative arts," "promote technology inclusion," "emergency responses," "enable welfare with technology," and "cultivate social care." All of the programs are connected and build on each other in the spirit of "embracing love through technology."

Note 1: One-way arrow indicates one-way association between two projects, while two-way arrow indicates that two projects are interrelated.
 Note 2: Please refer to Chapter 4.5.5 for details of Green Power for Charity, and refer to Chapter 3.3.2 for details of broadband construction in rural areas.
 Note 3: TWM concert was closed once due to the pandemic



4.6.2 Supporting Cultural and Creative Industries: Giving Audio-Visual Specialists the Opportunity to Unleash Their Creativity and Make Their Dreams Come True



1. myfone Awards

Performance

Received
469,738
entries

Distributed NT\$
38,945,000 in prize
money

Total support fund over
NT\$38,000,000
between 2007-2021.

Winning teams matched with various
foundations to create films promoting public
welfare, with a total of 45 films produced



Taiwan Mobile Foundation founded myfone Awards to enhance the digital creation in 2007, soliciting SMS literature and original ring tone works to encourage the public to exert their creativity in daily life. With the change of creativity ecosystem, myfone Awards keep pace with the times, and expand the solicitation of SMS literature, original songs, original pictures, and micro-films. "IMPOSSIBLE" was the theme for the 15th myfone Awards in 2021 to encourage creative talents to keep on the creativity road and constantly surpass themselves. A total of 48,304 works were submitted, breaking the record despite the COVID-19 pandemics, which shows abundant "digital creativity" which express concern for society with their works through different media. Beyond providing cash awards, the myfone Awards also take steps to nurture creative talent through the integration of Group resources. The initiatives include giving winning works exposure on commercial platforms, joining forces with the Foundation's i-Infinity project to match winning teams to film projects that promote public welfare, and offering audiovisual talent the opportunity to make it on stage with the Dare to Dream project. In the future, TWM will continue to provide multiple platforms to stimulate the creative atmosphere of the whole Taiwan people and cultivate high-quality graphic and audio-visual talents in Taiwan



Past winners of myfone myfone Awards



Feedback



Microfilm - Winner of First Prize and Popularity Award
"The Fifth Letter after Leaving Home" by Anderson:

"I was in the emergency room the day before the Awards ceremony, Still holding the mobile phone, I don't want to leave any regrets. I hope this story can make more people understand and recognize dementia. Please cherish the present moment and hug your family."



SMS literature - Third Prize Winner of Incomplete Story Group "Life Selfie" by Jo-Fei Huang:

"This is a ridiculous story that really happened in my life. My wedding anniversary is also my divorce anniversary. I brought myself back home with the love my family and children, and wrote this story. I hope to inspire more girls to gracefully take selfies even with bad life experience."

4.6.2 Supporting Cultural and Creative Industries: Giving Audio-Visual Specialists the Opportunity to Unleash Their Creativity and Make Their Dreams Come True



2. Dare to Dream

Performance

Dare to Dream 5.0, "Breaking through the High Wall" documentary, contributed to myfone Awards for the first time to realize the dream for the TWM sports family player Quake Chen, a national break-dancing player

Director Chi-Yuh Li and Quake Sun, the national break-dancing player, boarded the Taipei Arena stage, and the brilliant performance excited all of the audience.

TWM encourages young people to realize their dreams. Since 2016, For the first time, TWM's 5th "Dare to Dream" campaign not only support Chi-Yuh Li, the director who won the first prize in the micro-film group of myfone Awards, but also support Quake Chen, a 22-year-old break dancer, to realize the dream together. Makes Quake Chen's unremitting efforts to strive for the dream of challenging the 2024 Paris Olympic Games into a documentary film "Breaking through the High Wall". This film records Quake Chen's journey to represent Taiwan in the world's largest and most indicative Red Bull BC One World Competition in 2021. He surmounted many obstacles and challenges along the way and competed with the best players from all over the world. Through in-depth dialogue with B-boys of different generations, the film lets the audience know the accumulated culture of break dancing in Taiwan. "Breaking through the High Wall" shows the characteristics of Breaking, and it is a documentary film with great vitality. TWM introduce "Breaking through the High Wall" from Quake Chen's perspective to the audience. Taiwan Mobile has invited Jian-Jhang Lu, the creative genius director who is known as the best storyteller in Taiwan, and Bo-Jyun Chen, the most important promoter of street dance in Taiwan and one of the behind-the-scenes promoters who first brought break dancing into the Olympic Games, to serve as dream tutors to assist Chi-Yuh Li and Quake Chen, two new stars in different fields, to complete documentary films together. "Breaking through the High Wall" is expected to be released in the first half of 2022, so that the audience can see the visual impact brought by break dancing, the perseverance and patience needed for practice, and convey the spirit of Quake Chen's courage to challenge the limits and be omnipotent. We look forward to the public's full support for young players with potential to bravely pursue their dreams, shine on the international stage and let the world see an omnipotent Taiwan.



4.6.3 Promoting Technological Integration: Narrowing the Digital Divide between Urban and Rural Areas



1. Coding Fun

Performance

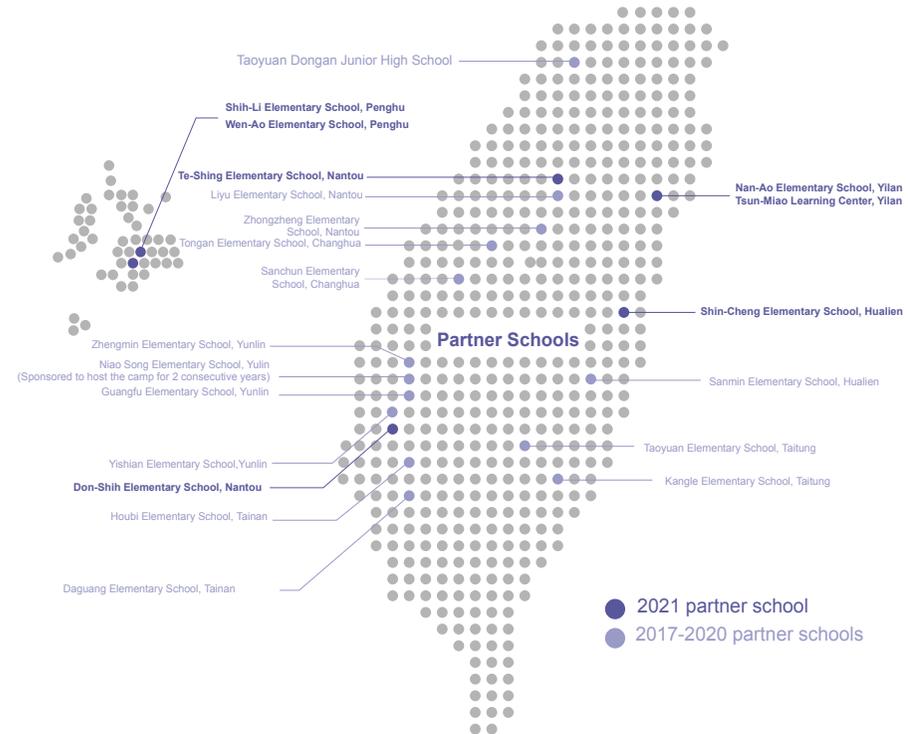
Co-organized 6 online programming courses with 7 schools/auxiliary classes for disadvantaged students, with 46 volunteers and 176 students

Held two free online teacher training sessions on PAIA platform, with 58 teachers participating.

Four schools applied for PAIA self-start award, offering 20 classes for 250 students.



TWM sponsored a coding camp of National Yunnan University of Science and Technology in remote areas for a fifth consecutive year in 2021. Three summer camps originally run by Taiwan Mobile Foundation were canceled due to the COVID-19 pandemic, which were converted into six online program courses. TWM expanded cooperation with seven schools/auxiliary classes for disadvantaged students, train enterprise volunteers to serve as online teaching assistants, and help students in rural areas to learn coding uninterrupted. Planned more free teacher training on PAIA online machine learning platform, TWM provided incentives to encourage teachers to start classes independently after training and led students through the AI competition on the PAIA platform. TWM hopes to plant the seeds for logical thinking and programming in children, and to inspire their innovation through games, so that they can figure out what makes technological apps click and empower them to create endless possibilities!



Feedback



Taichung Da-an Junior High School's student
 "We learned how to do the programming and control the direction of movement. The most interesting part is data collection which will decide whether my autonomous car can move smoothly or not. More data I collect, more smoothly my car will move."



Cun-miao Nonprofit Childcare Class's student
 "Today's online class was fun, and I learned a lot. I am interested in learning computer science."



Cun-miao Nonprofit Childcare Class's student
 "Today I learned how to draw blocks to make a house. I like computer class very much."

4.6.3 Promoting Technological Integration: Narrowing the Digital Divide between Urban and Rural Areas



2. Digital Wings

Over NT\$70 million invested in public welfare resources Mobile internet access upgrade to unlimited

A total of 95 organizations applied for resource-matching

Benefited 8,130 disadvantaged students

TWM continued to promote the program in 2021, offering 10,000 openings to disadvantaged students at the junior high level or above. Enrollment is free. By integrating the Company's core network resources and software service "MyBook Interactive Foreign Languages Learning". TWM has released more than 400 sets of multimedia online learning materials in four languages. In response to the COVID-19 pandemic, disadvantaged students from elementary schools or above can apply after the suspension of classes announced in mid-May, and from the new semester in September, TWM fully upgraded to unlimited traffic and provided online learning opportunities to the disadvantaged students.

3. Tablet for Everyone, classes suspended but learning continues

1,273 donations

Help 7 NPOs raise and ship 2,257 tablets.

Raised more than NT\$ 8.2 million

Taiwan imposed a nationwide lockdown since the COVID-19 pandemic warmed up in mid-May 2021. TWM urgently launched two tablet raising plan to alleviate the equipment demand of disadvantaged students for distance learning at home, integrate enterprise resources and strive for available products and public welfare discount price from tablet suppliers. Within two months, TWM collected and shipped 2,257 tablets, and timely helped seven NPO children from disadvantaged families in remote areas to learn distance smoothly. TWM hope to provide equal rights to receive education and access to information for these children.



Feedback



Hu Wan-wen, District director of Taiwan World Vision

"Many children are first surprised when they got the tablet, because they have never seen such a big-screen 'mobile phone', and they are happy to say that they can finally see clearly the content of the online course."



Beneficiary :

"Finally, I can attend classes with my classmates, and I'll have time to catch up with other classmates during the summer vacation."



Beneficiary :

"I use Mom's mobile phone in class when school suspended, the small screen makes me hard to watch. I'm happy to get the tablet. I wish to be able to help people when I grow up."



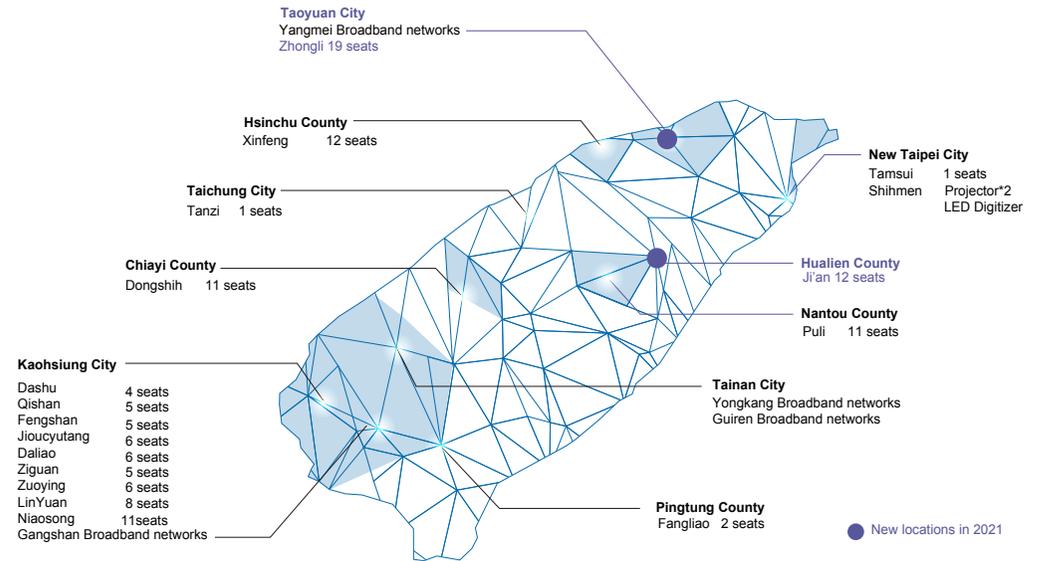
4. Digital Learning Centers

Performance

23 locations
129 seats

Benefited
62,958 people

Taiwan Mobile Foundation has integrated core telecommunications technologies and fixed-line services with the resources of TWM's partners with the goal of reducing the digital divide. With that in mind, non-profit organizations have been assisted to set up "Digital Learning Centers" in remote areas that provide sponsored network access and computer software and hardware resources. Local organizations are also coached to take advantage of e-learning resources to offer regular classes and make digital learning accessible to local residents. Two new locations were introduced in 2021 – Chi'an in Hualien, Chunli in Taoyuan – to benefit an additional 1,728 individuals. The program, which was launched in 2007, now has a total of 23 locations. We look forward to further collaborating with communities to enable more disadvantaged groups to benefit from digital education and increase their access to digital technology.



4.6.4. Social Welfare Through Technology: Launching Digital Initiatives with Technological Leverage



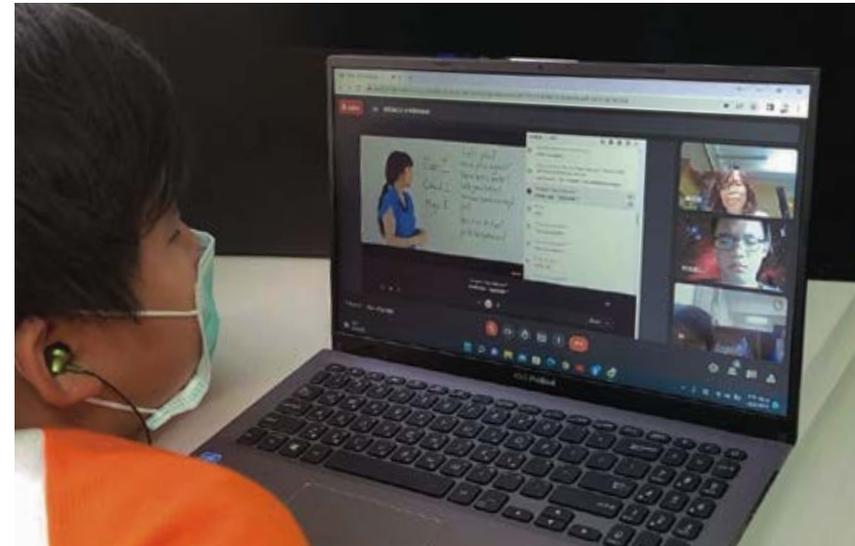
1. Bilingual Online

Performance

20 TWM volunteers recruited to accompany children to learn English and transnational culture online.

556 students participated the accompaniment by 138 classes, and volunteers invested 552 hours.

In response to the COVID-19 pandemic, Bilingual Online English - Distance Volunteer Accompanying Program was launched in July 2021 to solve the social problem of the lack of learning guidance for economically disadvantaged students, and to facilitate pandemic zero contact. Twenty TWM volunteers were recruited to serve as English teachers and teach classes weekly with their own textbooks. TWM joined hands with Taiwan Fund for Children and Families and the Rescue association to open a normal online English accompanying course. Under the COVID-19 pandemic impact, Taiwan Mobile continues to convey English fun and enthusiasm online.



4.6.4. Social Welfare Through Technology: Launching Digital Initiatives with Technological Leverage



2.i-Infinity Digital Welfare

Performance

26 public welfare microfilms helped NPO raise more than N\$ 29 million.

Total of 8 mobile application services benefit more than 6 million people

Transformed into Tech The Dreamers

In two high priority projects, "public welfare micro-films" and "mobile applications," we used our technological leverage to overcome bottlenecks, deliver greater impact and launch digital public welfare initiative. In 2021, the 9th microfilm "Invisible Children" and "One in Ten Thousand Special You" were launched, which respectively focused on the rights and interests of stateless children and the rare disease children. They all reached the click-through goal and issued a total prize of NT\$ 200,000, driving the fund-raising to grow by 14.93% to more than NT\$ 2.85 million. From 2012 to 2020, TWM joined hands with 36 NPOs, social enterprises and 17 groups of film, television and music creation teams for 9 sessions, and embraced love with technology to make love infinite. In 2021, TWM published "PAIA, an online platform for machine learning", which broke the territorial restrictions and was not affected by the pandemic. As long as there was a network, it was still possible to learn AI programs remotely at any time, thus expanding the influence of science and technology education. In 2021, PAIA platform accumulated nearly 2,700 registered members and uploaded nearly 3,900 AI codes.

In 2021, the tenth year of the public welfare driven by science and technology, it is officially transformed into Tech The Dreamers

In 2021, the tenth year of the public welfare driven by science and technology, it is officially transformed into Tech The Dreamers. It integrates Taiwan Mobile Foundation, Social Enterprise Insights, and AppWorks to focus on technology empowerment, support innovative solutions, promote social welfare and exchanges in the field of science and technology, and help more public welfare value propositions to sprout in the local area. In its first session, the social enterprise Silver Gate was selected for its APP which create food delivery and long-term care resources for elders with scientific and technological strength. The APP is scheduled to be officially launched in March 2022.



4.6.4.Social Welfare Through Technology: Launching Digital Initiatives with Technological Leverage



3. iSharing Volunteer Platform

Performance

The revision and upgrade of iSharing Volunteer Platform was launched in March 2022.



iSharing is a public charity matching platform (with a website and an app), which integrates the needs of public welfare organizations and the general public to find volunteers, raise materials and donate money. Since the platform was launched in 2014, the program and system need to be updated and its functions expanded. In 2021, TWM cooperated with Chiun Mai, a subsidiary of Foxconn Group, to renovate and optimize the system architecture. With the new RWD(Responsive Web Design), the volunteer function was faster according to NPO requirements, and the back end management interface was upgraded again, so that everyone can do public welfare anytime, anywhere, and love can be more accurately and efficiently transmitted to every corner of the world. TWM continues to launch large-scale initiatives to mobilize resources, volunteers, and digital donations through the iSharing Volunteer Platform, which is aimed at bringing more participants together, doing whatever they can to bring society joy.



4.5180 Mobile Donations

Performance

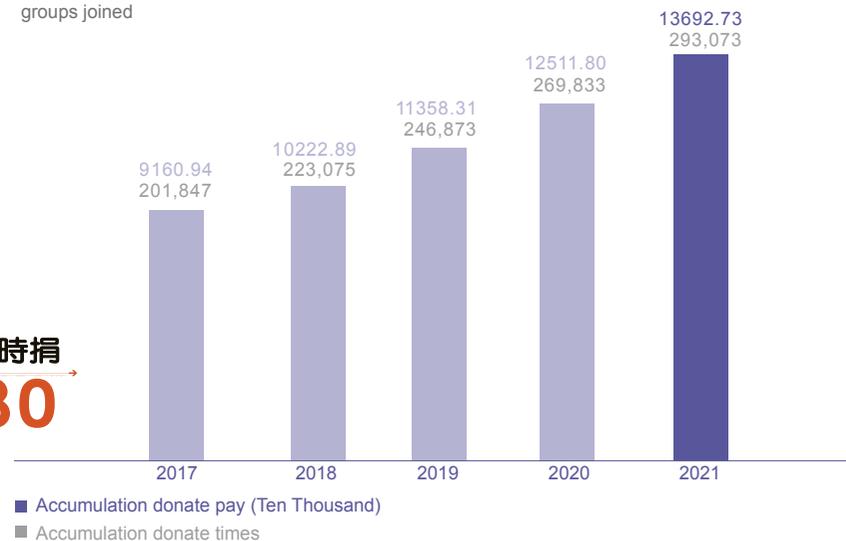
NT\$11.7919 million were received from donations in 2021

23,240 donations in 2021

134 social welfare groups joined

In 2021, 23,240 donations totaling NT\$11.7919 million were made. The immediacy and convenience of making donations via mobile devices is coupled with a core technology of the telecom industry – IVR (Interactive Voice Response) – along with an app and back-end services by providing users with donation options of NT\$100, NT\$200, NT\$300, NT\$500, NT\$1,000, NT\$1,500, NT\$2,000, NT\$3,000 and NT\$6,000. Users can also make donations quickly and securely by either adding donations to payments of their telecom bills or requesting donation receipts online. The "5180" mobile donation hotline has also been toll-free since March 2016, a move that gives back to all social welfare groups that participate in the 5180 mobile donation programs.

台灣大哥大 即時捐
手機直撥 完全免費 5180



Excellent Brand
Sustainable Strategies
Operational Performance
Ethical operation
Happy workplace
Sustainable partners
Innovative accomplishments
Environmental sustainability
Social inclusion
SASB
Appendix
Value Creation

4.6.4.Social Welfare Through Technology: Launching Digital Initiatives with Technological Leverage



5.Mobile Health

Performance

2021 services:
6,178 people

Serving a total of
79,356 people

Cooperate with Taitung Christian Hospital to go deep into the countryside, and support the communication equipment for mobile medical vehicles such as SIM card, wireless sharer, notebook computer, for a long time. Before, it was impossible to immediately synchronize patients' medical records in remote areas when there were no resources. Now, with the network connection, doctors can directly connect to the outpatient system inside the hospital when visiting in rural areas, and they can instantly log in to access the visiting information, inquire about patients' medication records, check data and other information, thus greatly improving the visiting efficiency, ensuring the medical care of all disadvantaged groups, and shortening the medical gap between urban and rural areas. By 2021, 4,254 people were served.



6.myAngel Care for Family with Dementia Patients & Senior Counter

Performance

Served more than 11,000 elders and cared for their families, with users in 319 towns and cities.

More than 2,500 people visited the Senior Counter each month.

myAngel Technology Care is a lost prevention and emergency rescue service developed TWM by making use of IoT communication technology, including a watch for the elderly, myAngel App for family members to care for the elders, and a search and inform platform for the public. By the end of 2021, more than 11,000 elders and caring families in 319 towns and cities across Taiwan have adopted myAngel to prevent demented elders from getting lost or provide tools for elders to send emergency messages when they live alone.

Taiwan Mobile set up the first Senior Counter store in Taiwan in September 2021 to display all kinds of technology care products and innovative services, and to provide opportunities for elders and their families to actually try and experience them on the spot. During the COVID-19 pandemic, TWM provide the lectures of science, technology and health for senior citizens, let the technology-assisted care to improve the quality of life could reach more families caring for the elders



7.Myfone Stores Help Public Welfare Initiative

Performance

Myfone stores offer 6 public welfare time slots, with a sponsorship of over NT\$ 4.03 million.

While actively participating in community activities, TWM also provides public welfare initiatives through myfone store network, so that consumers can access to various public welfare issues and know the needs of disadvantaged groups, and arouse their attention to social care, art promotion and environmental protection issues.

Songyan Cultural and Creative Park is an emerging leisure area in Taipei. In addition to housing cultural and creative industries, the shopping mall and other park facilities draw visitors of all ages. The LED wall outside the Taipei digital living store is the most effective digital media for gaining exposure, and the store TV enables a rotation of public welfare films to let consumers understand the most immediate public welfare issues.

Offered 6 public welfare time slots in 2021, with a sponsorship of over NT\$ 4.03 million.

	Time Slot	Content	Time	Free publication value conversion (NTD)
Cultural and creative LED walls	1	Taipei culture and creation - Sky Creation Festival	30 seconds	In rotation for two months 600,000
	2	TWM 2021 Green Power for Charity public welfare fund raising	30 seconds	In rotation for 1 month plus 1 week 400,000
	3	Fubon 60 Anniversary Mask Value - Mask recovery and regeneration activities	2 minutes and 50 seconds	In rotation for two weeks 1,133,560
		Subtotal		2,133,560
Store TV rotation	1	15th myfone Awards	30 seconds	In rotation for two months 1,000,000
	2	TWM Women's Open	36 seconds	In rotation for 24 days 403,200
	3	2021 5th Green Power for Charity Plan	30 seconds	In rotation for 1 month 500,000
		Subtotal		1,903,200
		Total		4,036,760

4.6.5 Enhancing Community Care: Taking Care of Rural Areas and Disadvantaged Groups with our Core Competencies



1. Hualien Solitary Elder Care Activities

Performance
Held for 15 consecutive years, the format of the banquet was adjusted to incorporate digital technology and group resources

Employees pledged 102 gifts, with the initiative reaching its target in just one day

300 seniors living alone were each given NT\$1,000 to spend in life necessities

Due to the COVID-19 pandemic, the 15th consecutive year of caring activities with the Kernel of Wheat Foundation canceled the in-person version of the New Year Banquet again. Instead, volunteer representatives went to Hualien to visit 2 solitary elders. At the same time, they broadcast live with Feng Lin and Kuang Fu Day Care Center. 87 enterprise volunteers who couldn't be present also took part online to have fun with their elders whom they hadn't seen for a long time. Employees also pledged warm winter gifts suitable for their elders through the platform of "iSharing Volunteer" Platform, and also sent them shopping money and 100 exquisite New Year dishes. Physical and virtual in parallelism to help public welfare activities with digital technology.



Feedback



Grandpa Lin, 82
He appreciates the company of volunteers, feel funny to look at the familiar volunteers through the video screen. After receiving the thoughtful greetings and electric blanket gifts from the employees, he was moved to tears.



Participating online volunteer Shun-Yuan
Although I can't go there in person because of the pandemic, I still feel warm when I see through video that all the elders in the distance are well. I look forward to seeing them again next year.



Participating online volunteer Ya-Ping
Although I could only participate in online activities this time, I found that so many people in the company paid love to participate in volunteer activities every year. I hope to join hands with other store colleagues next year.

4.6.5 Enhancing Community Care: Taking Care of Rural Areas and Disadvantaged Groups with our Core Competencies



2. Multiple Rate Plan

Performance

Caring for foreign migrant workers and benefiting disadvantaged user groups

At the end of 2021, there were 69,306 effective users in the parenting program.



Provided special discounts to disadvantaged groups such as students, seniors and physically handicapped person. Introduced a preferential prepaid card for migrant workers who work hard to earn a living in Taiwan. The multiple-rate pre-paid card, which cost NT\$599, offered data access for 30 days (with the speed decreasing to 5Mbps once a certain quota was reached), as well as free domestic and international telephone calls on the same network. The 180-day data access (the maximum download speed of 12Mbps) costs NT\$ 1794, which enables the migrant workers to enjoy value-added mobile internet service without binding contract.

The parenting and children plan launched in 2019 also provides free minutes with low monthly subscription fees. There are two options for data depending on the needs of the children – 1.5Gbps and 3.5Gbps (with the speed decreasing to 1Mbps/3Mbps once the data quota has been reached). This allows parents to contact their children with smart phones/devices to ensure their safety.



3. Outstanding Store Manager Selection

Performance

62 employees selected as Excellent Store Managers, with 10 selected as Outstanding Store Managers

A total of 193 social welfare events with 3,818 participants

TWM has participated in the " National-wide Outstanding Store Manager Selection " organized by the TCFA for the eighth consecutive year. The TWM store managers exerted their corporate influence, led their store colleagues to participate in public welfare activities such as caring for the old and the children, cycling around Taiwan for carbon reduction and environmental protection, caring for stray animals, and donating blood and materials. During the COVID-19 pandemic, they showed uninterrupted love, helping farmers to make pesticide-free taro with poor appearance, so that buyers can eat with peace of mind! In the future, TWM will continue to participate to facilitate the stores to get involved into local initiatives to give back t the society with real action and bring value to the communities in which it operates.



助小農將賣相不佳又不加農藥的芋頭做成芋粿巧



4.6.5 Enhancing Community Care: Taking Care of Rural Areas and Disadvantaged Groups with our Core Competencies



4. Low-income Households Television Subsidy

Performance

Benefiting 5,122 low-income households

In 2021, TWM's cable TV service TWM Broadband provided basic channel viewing discounts to 5,122 low-income households. The cost of those discounts and of another promotion – free installation of the system for new applicants – totaled NT\$ 29.37 million. In offering this special deals, TWM Broadband has complied with the government's policy of caring for low-income households. For registered low-income households that provide the necessary documents, the fee for basic channels will be waived. For new installation of low-income households, the installation fee will also be waived. This provides families the right to enjoy cable TV and to learn and understand current events.



5. Film Making School

Performance

A total of two events were organized in 2021, with 57 people participating.

With the popularization of smart phones and internet, most students have watched the original films on youtube, but they still need to learn how to make films through professional teaching. The cable TV system has done its best to fulfill the local media responsibility. By cooperating with local academic institutions, it invites lecturers to teach children how to write scripts, draw storyboard pictures, and make photo clips, and allows students to make their own micro creative films with the theme of campus life. The purpose of this activity is to cultivate students' media literacy, get to know public channels and learn how to make films. The films produced by students will also be broadcast on public channels, which not only can leave a track of students' life, but also is a learning experience worthy of students' memories.





Excellent Brand / Sustainable Strategies / Operational Performance / Ethical operation / Happy workdays / Sustainable partners / Innovative accomplishments / Environmental sustainability / Social Inclusion / SASB / Appendix

4.6.5 Enhancing Community Care: Taking Care of Rural Areas and Disadvantaged Groups with our Core Competencies



6. Corporate Volunteers

Performance

A total of 435 people volunteered

1,948 service hours

In response to the COVID-19 pandemic, more than 50% of corporate volunteer activities were held online, encouraging employees to continue to practice social responsibility during the pandemic. In 2021, TWM handled 8 kinds of activities, with 435 participants and 1,948 service hours.

The "Corporate Volunteer Guidelines" has been implemented since 2007, in which the scope of recognition of volunteer activities was increased in 2021. The Guidelines offer two days of paid leave per year for volunteering (additional days can be added based on the project), as well as a transportation allowance and training. Employee, their spouses and contract workers are also encouraged to participate.

Hualien Solitary Elder Care Activities
Participants 32 person
Service hours 39 hours

Trail labeling
Participants 49 person
Service hours 238.5 hours

30 Hour Famine - Enterprise Volunteers Famine DIY
Participants 41 person
Service hours 123 hours

Bilingual Online - Distance Volunteer English Accompanying Program
Participants 135 person
Service hours 540 hours

Coding Fun
Participants 81 person
Service hours 505 hours

TWM Women's Open
Participants 36 person
Service hours 288 hours

Telecare Volunteer (Suanlien Vision Care Foundation)
Participants 7 person
Service hours 52 hours

Outstanding store managers participated in social welfare activities
Participants 54 person
Service hours 162 hours

4.6.6 Developing Social Emergency Response Capabilities: Building a Reliable Disaster Prevention and Response Mechanism



1. Disaster Prevention SMS

Performance

99 practice SMS and 7,409 actual SMS



Besides participating in drills on "921 National Disaster Prevention Day" by sending out disaster prevention alerts, TWM partnered with different levels of government to run 99 drills with 7,409 alerts in 2021. TWM will continue to work with the government's program to "apply science and technology to disaster prevention and relief" by expanding the features of the disaster prevention platform to strengthen its broadcasting function and push notifications and safeguard the maximum rights and interests of users and help strengthen the disaster prevention and rescue efficiency in Taiwan.



2. Mobile Base Stations

Performance

Set up 5 disaster prevention mobile communications platforms

Optimized 7 established mobile communications platforms



TWM built 5 fixed disaster prevention and mobile communications platforms with more than 72 hours of backup power in case of a power outage and optimized 7 established mobile communications platforms in 2021 in line with NCC's Communication Infrastructure Construction Plan for Strengthening Disaster Prevention and Relief Operations of the Forward-looking Infrastructure Development Program. In the case of a power outage, mobile communication services can still be provided, allowing relief operations to proceed and giving people a way to ask for help and maintain a certain degree of normalcy.



3. Mobile Base Stations

Performance

25 mobile base stations have been completed

They were used 5 times in 2021



When disasters lead to base stations losing their signal, or when special events are held in locations with insufficient capacity or coverage, mobile base stations can provide temporary coverage and capacity to make mobile communication services available.

In 2021, there were Taiwan Railways No.408 Taroko accident, Shuanghsi Hupaotan accident, testing, shelter and resettlement education and publicity activities in Chingchin No.2 Park, Youth Park and Minchuan Park, and TWM had a total attendance of 5 times. In 2021, related public welfare activities and disaster prevention exercises were mostly suspended or canceled due to the pandemic situation.



4. Disaster Prevention and Contingency Rehearsals

Performance

Disaster prevention drills to verify the overall protection capability



In 2021, the global COVID-19 pandemic raged, and TWM held its post and carried out national key infrastructure disaster prevention drills. The drill includes simulating natural disasters and unexpected events, coordinating the resources of various departments in the Company, monitoring the business interruption risk, and examining the pre-/mid-/post-protection mechanism, notification process and emergency handling procedures. Through the drilling process, employees can get familiar with the overall protection strategy and strengthen the emergency response ability, so as to enhance the power of the disaster prevention plan and reduce the impact of accidents on customers and the Company's operations.



Chapter 5

SASB Indicator Response

Excellent
Brand

Sustainable
Strategies

Operational
Performance

Ethical
operation

Happy
workplaces

Sustainable
partners
Value Creation

Innovative
accomplishments
Environmental
sustainability

Social
Inclusion

SASB

Appendix



Photo courtesy of Sustainability and Brand DIV. Iris Liu

Sustainability Accounting Standards Board (SASB)

Operation environment footprint

No.	Indicator contents	Data or description			Data supplementation
		2019	2020	2021	
TC-TL-130a.1	Total energy consumption (GJ)	1,577,085.96	1,693,057.93	1,988,472.68	Statistics of all energy sources used in 2021 (including purchased power, green power generated for self-use, green power transmitted supply, gasoline and diesel)
	Percentage of grid power purchased (%)	99.96%	99.87%	98.60%	Statistics of purchased grid power/total energy consumption (including purchased power, power generated self-use, green power transmitted supply)
	Proportion of renewable energy (%)	0.123%	0.127%	1.40%	Statistics of the green electricity (Kwh) generated for self-use and green electricity transmitted supply in the year/the total electricity consumption of the whole company in the year.
	The weighted average power usage effectiveness (PUE) of the data center in the past 12 months (TTM) (SASB suggests that enterprises disclose this indicator simultaneously)	1.79	1.73	1.67	PUE is the total power consumption of computer room/IT equipment in computer room, and the unit is kWh. The total power consumption of computer room comes from electricity bill, and the power consumption of IT equipment in computer room comes from self-set electricity meter.

Data privacy

No.	Indicator contents	Description
TC-TL-220a.1	Customer privacy policies and measures	<p>The nature and purpose of privacy policies are to avoid the infringement of customers' personal data and privacy, and to promote the reasonable sharing of personal information and privacy. The scope of privacy policy includes service processes such as application, opening, transaction, account processing, customer service, etc., and plans and implements the following four aspects to achieve user's personal information and privacy protection:</p> <ol style="list-style-type: none"> 1. External hacker prevention: Build intrusion prevention, network partition, firewall, web firewall, etc. 2. Internal leakage prevention: Handle data leakage prevention detection and deficiency reinforcement, etc. 3. System planning and construction: Incorporate the system development safety standards, and perform code scanning. 4. Maintenance monitoring: Establish an information security monitoring center, check and analyze system records, and immediately report and track abnormal situations. <p>The collection, use and retention of customer information are described in "How do the practices at each stage of information management life cycle affect personal privacy?" as follows The Company has obtained and maintained BS 10012 and ISO/IEC 27701 and 29100 certification of "Privacy Information Management Mechanism (PIMS)", and set up the Information Communication and Personal Information Privacy Security Committee, which formulated and regularly reviewed personal data and privacy management policies, and regularly reported to the board of directors. Besides, it has also taken out information security insurance to enhance customer data protection.</p>
	Explain how each stage of information management life cycle and practices in each stage affect personal privacy.	<p>The lifecycle stage of information management includes the following items:</p> <ol style="list-style-type: none"> 1. Collection: When customers apply for services, they should be informed through the counter screen, paper copy or official website information about the purpose of collection, the scope of use. Only after the customer agrees can TWM collect the information, so as to facilitate the opening of corresponding services 2. Use/utilization: The use of personal information should meet the purpose of collection, and confirm the access right of personal data and private files during internal use. When marketing, the Company provides customers with a way to refuse marketing free of charge, and will stop using the personal data and private files for marketing if the customers refuse 3. Retention: According to the Company's sensitive data protection standard, TWM sets up access rights and other information security control mechanisms to ensure the confidentiality, integrity and availability of customer data. 4. Processing: Confirm the correctness and safety management of the data, provide an acceptance window for the customer to supplement or correct the data, and reply to the customer by email, SMS and other appropriate means after the data supplementation or correction. 5. Disclosure: The Company implements personal data protection and will not disclose it to the public, so as not to violate the privacy of customers and be punished. 6. Destroy and delete: When the purpose of personal data file processing disappears, the retention period expires or the customer requests to delete it, TWM will delete the personal data file according to the operation specifications. <p>The above has been incorporated into the "Management Procedures for Collection, Processing and Utilization of Personal Data and Privacy", to ensure that the collection, processing and utilization of personal data and privacy by the Company can comply with the requirements of the Personal Data Protection Act, relevant laws, regulations and contracts and do not exceed the necessary scope for the specific purpose.</p>
	Explain the use of Privacy Impact Assessment (PIA)	<p>TWM analyzed the following six aspects of PIA through the "Self-Assessment Form for Personal and Privacy Impact Analysis and Risk Assessment":</p> <ol style="list-style-type: none"> 1. Collection targets and types: Before the service application is formulated, the categories and types of collected personal data are evaluated, and privacy risks are taken into consideration in the design stage. 2. Reasons for collection: Refer to the requirements of Personal Data Protection Act, and confirm the purpose of collecting personal data to be only the necessary personal data with the informed consent of the parties concerned. 3. Possible uses: Formulate the period, area and method of personal data use, and only use it for specific purposes, so as to avoid violating the privacy of customers' personal information and breaking the law. 4. Information sharing object: Formulate the objects and transmission methods of personal data to be shared, implement the control norms, and reduce the risk of personal privacy leakage. 5. Individual's right and opportunity to refuse or accept: Provide customers with the method of refusing or joining marketing free of charge, so as to safeguard the rights and interests of customers and conform to the Personal Data Protection Act. 6. How to ensure information security: Plan and implement four aspects - internal leakage prevention, external hacker prevention, etc., and implement user personal information and privacy protection. <p>TWM has formulated the PIMS-002 Management Procedure for Inventory and Risk Assessment of Personal Data and Privacy Files, which regulates inventory and risk assessment of personal data and privacy files to ensure effective protection of personal data and privacy files.</p>
	How do the policies and measures solve children's privacy problems	<p>For applicants under 20 (including children), it is necessary to ask the "legal agent" to accompany them with the original ID card and the original second certificate for application. Only by incorporating the consent of parents or guardians into the mechanism can the personal information and privacy of children be collected and handled.</p>
	For the life cycle stages of information management, it is suggested to explain the data nature, types and practices of the following stages: Collection (without consent/opt-in/opt-out, use (organization/internal analysis /external sharing, sale or lease by a third party) and retention (retention period/information security measures). (SASB suggests that enterprises disclose this indicator simultaneously)	<p>The lifecycle phase of information management includes collection, processing, utilization, and destroy and deletion.</p> <ol style="list-style-type: none"> 1. Collection: When the customer applies for TWM services, it can only be collected with the consent of the parties concerned, so it is 100% agreed 2. Utilization: Standardize the customer's opt-out marketing, and set to immediately stop the marketing, and the completion rate is 100%. 3. Retention: According to the Company's sensitive data protection specification, TWM set up access rights and other information security control mechanisms, and the completion rate is 100%. 4. Processing: When customers make supplements or corrects, they should be handled within time limits, and the completion rate is 100%. 5. Destroy and deletion: When the customer requests deletion, TWM will delete the personal data file according to the operation specification, and the completion rate is 100%. TWM define the retention period according to the law, and actively delete the customer's personal information (in progress) 11 years after the customer quits the subscription.
	How does customer behavior targeting ad address seven issues: Educate consumers about online advertising, disclose transparently the data collection and use behavior, and consumers can master their data collection or transfer, security of stored data, consent before policy change, management of sensitive information, and voluntary participation in self-regulatory organization. (SASB suggests that enterprises disclose this indicator simultaneously)	<p>Privacy statement on the official website: Explain to customers that they can check opt-in in the application form to allow the Company to provide marketing information using personal data. If you opt-out, we will provide you with a free way to opt-out of marketing (mobile phone users dial 188 directly or telephone 0809-000-852), and the marketing will be stopped.</p> <p>In addition, the privacy-related rights and interests of advertisements in official website are explained as follows: Users can click on the logo at the bottom right of TAmelia advertising display space to get information on the official website, including the scope of privacy protection, data collection, data protection, etc. If users don't want their information to be used, this webpage also helps to tell them how to stop tracking and using their information. Complete privacy statement: https://www.tamedia.com.tw/privacy-policy/</p> <p>In addition, TAmelia has joined Taiwan Digital Media and Marketing Association (DMA) since 2012, and is committed to developing Taiwan digital advertising ecosystem with its members, developing digital services in line with international cooperation, and working with industry partners to create a good digital advertising environment for Taiwan consumers and enhance the overall business environment of the industry.</p>

Data privacy

No.	Indicator contents	Data or description			Data supplementation
		2019	2020	2021	
TC-TL-220a.2	Number of independent customers whose information is used for the second purpose.	-	-	-	Collect users' personal information according to the Personal Information Protection Act and use it only for specific purposes. If it is used for other than the specific purposes, the customer will be required to sign a consent form, so the customer information will not be used for a second purpose before the customer agrees. "PIMS-004 Management Procedure for Collection, Processing and Utilization of Personal Data and Privacy" has the following provision: The use of personal data and privacy files must comply with the requirements of Personal Information Protection Act, relevant laws, regulations and contracts, and establish relevant control and record standards for the use of personal data and privacy files."
TC-TL-220a.3	Loss amount (NT\$)	0	0	0	None
	The nature of legal procedure (such as judgment or order, settlement, confession, suspension of execution, etc.)	No litigation related to data privacy	No litigation related to data privacy	There was an incident in which a user asked TWM for compensation according to the Personal Information Protection Act because the mobile phone number was stolen by a fraud group. The court ruled that TWM did not violate the Act and did not need to pay compensation.	1.The Company tests the effectiveness of personal privacy management through an impartial third party, such as maintaining the validity of ISO27001 "Information Security Management System", BS 10012 and ISO/IEC 29100 "Privacy Protection" certificates, integrating them into the business process and continuously improving the security mechanism. For example: Promote the information communication security maintenance plan. Expand the scope of personal information management and obtain the latest international privacy protection standard -ISO27701 "Personal Data Privacy Management System" to improve the level of information privacy and security. 2.If personal data and privacy violations are found, the event notification operation will be started immediately, and the task force will understand the details of the incidents and draw up contingency plans, which will be implemented after the approval of the competent authority, and then an after-the-fact review meeting will be held to discuss and draw up the future prevention mechanism of the incidents, which will be implemented after the approval of the Information Communication and Privacy Security Committee.
	Explain the nature of all monetary losses, such as the judgment, settlement, confession, deferred prosecution agreement, non-prosecution agreement, and the circumstances of monetary losses (such as unauthorized monitoring, data sharing, children's privacy, etc.)	-	-	-	-
	Explain any improvement measures that need to be implemented due to legal procedures, including but not limited to the improvement of operation, management, process, products, business partners, training or technology, etc.	-	-	-	-
TC-TL-220a.4	The total number of requests for customer information from government or law enforcement agencies, including customer content data and non-content data, and both of them may contain personal identifiable information (PII) messages (times).	-	-	199,708	The disclosure began to comply with the SASB standard indicators from 2021 (the number of TWM and TFN cases accepted by the Legal Office), so the unpublished data in 2019 and 2020 were not provided.
	Total number of independent customers whose information is requested by various governments or law enforcement agencies (number)	-	-	-	The current system does not have this statistical function and cannot provide it. It will be evaluated for statistics.
	The proportion of actual disclosures after receiving the relevant disclosure requirements (%)	99.97%	99.97%	99.98%	When law enforcement agencies ask us to access and inquire about customer information, we follow the regulations formulated by the competent authorities, such as "Implementation Measures for Inquiring Telecommunication Records by Telecommunications Authorities" and "Implementation Measures for Inquiring Telecommunications Users' Information by Telecommunications Authorities (Institutions)", and examine whether it meets the relevant legal procedures and requirements according to the internal rigorous management process. If it does not meet the regulations, we would refuse to provide it. We will do our best to consider customers' information privacy and freedom of speech, and provide legal assistance in the maintenance of public security. Therefore, the proportion of information provided by the Company in 2021 was 99.98%.

Information Security

No.	Indicator contents	Data or description			Data supplementation
		2019	2020	2021	
TC-TL-230a.1	Total number of information leakage incidents	0	0	0	During the reporting period, the counted internal and external information security incidents did not include information leakage incidents, and the personal identifiable data was not leaked in the information leakage incidents, so the percentage was 0
	Percentage of Personally Identifiable Information (PII) (%)	0	0	0	During the reporting period, the counted internal and external information security incidents did not include information leakage incidents, and the personal identifiable data was not leaked in the information leakage incidents, so the percentage was 0
	Customers affected	0	0	0	During the reporting period, the counted internal and external information security incidents did not include information leakage incidents, and the personal identifiable data was not leaked in the information leakage incidents, so the percentage was 0
	Remedial measures for information leakage	-			No information leakage occurred. In case of information leakage, the Company has formulated relevant standards and taken remedial measures, such as the improvement of operation process, management, education and training, such as event notification, emergency response measures, problem investigation and analysis, correction and improvement.
	Relevant policies of enterprises to disclose information leakage incidents to affected customers in a timely manner. (SASB suggests that enterprises disclose this indicator simultaneously)	According to SOP-"PIMS-007 Management Procedure for Notification of Personal Data and Privacy Infringement" for personal privacy protection, when personal data and privacy infringement occurs, the emergency response team shall notify the infringed party by telephone, short message, email, etc. If there are too many affected customers, it can be handled through the Internet, news media or other appropriate public means.			
TC-TL-230a.2	Identification method of information security system vulnerability that constitutes information security risk	The risk assessment procedure refers to ISO/IEC 27005 Information technology — Security techniques — Information security risk management, and lists all possible threats and weaknesses for various information assets, such as the investigation of personnel and organizations and the security vulnerabilities of networks or hosts, so as to know the degree to which various information assets are exposed to threats and weaknesses. Among them, the vulnerability value refers to the degree of vulnerability to be utilized under the existing control measures. The threat value refers to the probability that the weakness is taken advantage of under the existing control measures. Re-identification impact value refers to the degree to which assets are affected by threats to exploit weaknesses. Finally, the risk value of the information security system vulnerability is calculated for the follow-up risk processing procedure. The relevant contents have been included in information management SOP system - "ISMS-001 Operation Specifications and Procedures of Information Security Management".			
	The solutions to mitigate and solve the information security risk and vulnerability.	After the completion of the risk assessment, the information security and maintenance team will prepare a risk assessment report based on the risk assessment results, and submit it to the information and personal privacy security committee for review, so as to determine the information assets that will be prioritized for risk management and the acceptable risk values. The unacceptable risks of information assets will be handled according to the acceptable risk level. Assign dedicated personnel to draw up a "risk treatment plan", which will be processed after review by the manager, to regularly track the risk treatment progress. The relevant contents have been included in information management SOP system - "ISMS-001 Operation Specifications and Procedures of Information Security Management".			
	Use of third-party network security specifications	The Company has obtained and maintained ISO/IEC 27001 "Information Security Management System (ISMS)", and conducts third-party audits every six months. The third-party network security specification covers the business scope/activities of the three subsidiaries: Taiwan Fixed Network, Taiwan Customer Service Technology and Taiwan Digital Service, including fixed communication, customer service and mobile phone maintenance services. In addition, according to Taiwan information security regulations, such as "Cyber Security Management Act", the "Information Security Maintenance Plan for Telecom Industry" is drawn up, which formulates control measures, such as signaling transmission encryption between the core network and international telecom operators or counterfeit signaling detection mechanism, aiming at the Point of Interconnection (POI) of public telephone networks, such as third-party networks-other mobile and fixed communications.			
	The types, frequencies, sources and other trends of information security and system-related attacks observed. (SASB suggests that enterprises disclose this indicator simultaneously)	In terms of information security and systems, global hackers have used ransomware to attack enterprises in recent years, resulting in data leakage, which has brought about significant operational risks. Digital transformation have tested the organization's ability to face information security threats, and the pandemic has brought working from home, which has also made it difficult to define information security boundaries and increased the difficulty of protection. In response to various emerging security threats, the Company not only implements and continuously improves ISO/IEC27001 "Information Security Management System" to strengthen the operation process and control measures, but also monitors, tests and improves the weaknesses by performing penetration tests and simulating hacker behaviors.			

Product End Of Life (EOL) management

No.	Indicator contents	Data or description			Data supplementation
		2019	2020	2021	
TC-TL-440a.1	Weight of materials recovered through product recovery projects/services (t)	Waste optical cables: 181.152 metric tons Unwanted cell phones: 2.0 metric tons Accessories: 1 metric tons Batteries: 1.2 metric tons	Waste optical cables: 325.838 metric tons Unwanted cell phones: 1.9 metric tons Accessories: 0.9 metric tons Batteries: 1.5 metric tons	Waste optical cables: 218.223 metric tons Unwanted cell phones: 1.9 metric tons Accessories: 0.7 metric tons Batteries: 1.3 metric tons	<ol style="list-style-type: none"> The waste optical cable is recycled by a ratio of 45.1%. The waste mobile phones are converted at an average of 0.1kg
	Percentage of recycled materials reused (%)	0	0	0	<ul style="list-style-type: none"> Recycle waste optical cables none Recycle unwanted cell phones none
	Percentage of recycled materials reproduced(%)	Unwanted cell phones + accessories + batteries 33%	Unwanted cell phones + accessories + batteries 37%	Unwanted cell phones + accessories + batteries 37%	<ul style="list-style-type: none"> Waste optical cable reproduction is currently under trial plan, so there is no relevant reproduction percentage. Unwanted cell phones: <ol style="list-style-type: none"> Cell phone recycling ratio: Gold, silver, copper, aluminum, iron, nickel, cobalt and manganese account for about 30%. Parts recycling ratio: Copper and iron account for about 20%. Battery recycling ratio: Nickel, cobalt and manganese account for about 50%. Proportion = (cell phone weight * cell phone recycling ratio+accessory weight * accessory recycling ratio+battery weight * battery recycling ratio)/total weight
	Percentage of recycled materials in landfill (%)	Optical cables 2.09%	Optical cables 3.94%	Optical cables 3.97%	<ol style="list-style-type: none"> Optical cables: The 2021 proportion of urban waste handled by disposal in a landfill according to the EPA database, excluding recyclable waste and waste that requires special treatment (%). Unwanted cellphones: After dismantling, the cell phone will be sent to Japan for smelting treatment, and the rest of the dismantled waste will be incinerated.

Competitive Behavior and Open Internet

No.	Indicator contents	Data or description			Data supplementation
		2019	2020	2021	
TC-TL-520a.1	Total loss amount (NT\$)	\$0	\$500,000	\$0	Fubon Multimedia Technology, an affiliated enterprise of the Company, acquired 85% of the shares of BEBE POSHE INTERNATIONAL CO., LTD. in 2018 without declaring it
	The nature of legal procedure (such as judgment or order, settlement, confession, suspension of execution, etc.)	-	Fine from Fair Trade Commission (FTC)	-	-
	Explain the nature of all monetary losses, such as the judgment, settlement, confession, deferred prosecution agreement, non-prosecution agreement, and the circumstances of monetary losses (such as price manipulation, patent abuse, anti-monopoly, etc.)	Fubon Multimedia Technology, an affiliated enterprise of the Company, acquired 85% of the shares of BEBE POSHE INTERNATIONAL CO., LTD. in 2018 without declaring it			-
	Explain any improvement measures that need to be implemented due to legal procedures, including but not limited to the improvement of operation, management, process, products, business partners, training or technology, etc.	1. Remind finance and accounting divisions to pay attention to regulations governing investment (FTC merger declaration regulations) 2. When handling a case, the finance division and accounting division will communicate with each other and consult FTC to combine with the reporting regulations.			-
TC-TL-520a.2	The average actual retained download rate (Mbps) of own and business-related contents	4G: 40.5 (Number of devices in the source: 201,739)	4G: 46.1 (Number of devices in the source: 134,652)	4G: 46.5 (Number of devices in the source: 175,959) 5G: 260.9 (Number of devices in the source: 34,118)	1. The data can't distinguish proprietary and commercial related contents from irrelevant contents. 2. The data source is the speed measurement results through user's initiative to go to the third-party platform Ookla speedtest. 3. The test method is to use multiple (4~22) concurrent TCP connections to continuously transmit data. 4. The statistical method is to take the annual average speed of each device and then the average speed of all devices. 5. The time interval of sample data is January 1 ~ December 31, 2019; June 1 ~December 31, 2020 (the relevant data was not acquired for January 2020~May 2020); January 1 ~ December 24, 2021
	The average actual retained download rate (Mbps) of non-relevant contents				
	Average advertisement download rate (Mbps) (SASB suggests that enterprises disclose this indicator simultaneously)	-	-	-	Average download rate published in official website 1.Mobile Communication Services: The self-assessed average download rate is 25~100Mbps 2.Fixed communication services: line rate form details: official website
TC-TL-520a.2	Methodology for measuring download rate (such as: Testing time interval, sample size, whether peak and off-peak rates are reflected, whether instantaneous performance enhancement effect such as throttling or burst rate is excluded, and limitation of accuracy).	1.Mobile Communication Services: Sample the outdoor locations where high-speed base stations licensed by NCC can provide services normally, and the average download rate of 100 locations selected by telecommunications industry will be self-disclosed) = not the minimum rate guarantee or obligation of telecommunications enterprises to provide user services. The rate of mobile broadband Internet access will be affected by the terrain/climate/shelter of buildings/number of users/location/application service type and other factors. 2.Fixed communication services: According to NCC's telecom industry self-evaluation, when providing circuit rental service, telecom industry should announce the requirement of computer system during internet service and the statistical value of measured broadband internet line rate during installation every month in official website (Line rate measurement range: The rate of the device between the user's equipment and the telecommunication enterprise computer room equipment).			-
TC-TL-520a.3	Risks and opportunities related to network neutrality and open Internet laws and regulations	At present, there are no clear laws and regulations on network neutrality in Taiwan. The company adheres to the principle of providing fair and non-discriminatory services, will not charge different fees for the Internet information transmission from different users, contents, websites, platforms, applications, access device types or communication modes, or block access to website contents. Risks: Online streaming audio and video services occupy a large amount of bandwidth and crowd out other network traffic. Apart from affecting the Internet access rate of most consumers, the platform provides services through the network built by the telecommunications industry at a huge cost, but they do not need to pay extra fees. The telecommunications industry has become a dumb pipe problem. Opportunities: In the 5G era, various telecom enterprises have cooperated with large-scale online video streaming service platforms, hoping to attract user growth, boost mobile and broadband demand and average revenue per user (ARPU), and hope to join hands with international OTT to create film and television content and get rid of the role of "dumb pipe".			-
	Participate in policies related to paid interconnection agreements and free interconnection agreements.	1.TWM is connected with ISPs by its subsidiary Taiwan Fixed Network (TFN) through transit peering. 2. Internet interconnection bandwidth fee is controlled by the NCC tariff policy, the competent authority. Except for Chunghwa Telecom, the Tier1 market leader, which is approved by NCC and pays unidirectionally to Chunghwa Telecom, TFN and all ISP operators adopt commercial negotiation and free reciprocal interconnection in principle.			-
	Participate in zero-rate related policies.	The Company promotes the popularization of network use through zero rate tariff, such as launching the 4G and 5G mobile network unlimited access, which also has the option of binding Disney+ and GFN services, and includes special bonus services such as MyVideo, MyMusic and MyBook. There is no traffic restriction or additional charges when using value-added services, so as to avoid price discrimination.			-

System technical interruption risk management

No.	Indicator contents	Data or description			Data supplementation
		2019	2020	2021	
TC-TL-550a.1	Average system interruption frequency (number of interruptions/customer)	0.00001	0	0.006	Calculation method: The total number of service interruptions, divided by the total number of customers enjoying this service.
	Average affected customer time by the interruption (hours/customer)	0.0019	0	0.62	Calculation method: Total duration of interruptions, divided by the number of customers affected by each interruption (unit: hours)
	Duration, degree of influence, root cause of major interruption events, and corrective measures taken to prevent future technical interruption	On May 24, 2019, road construction cut the cable, which affected the signal instability of some base stations in Neihu District of Taipei. On May 13, 2021, power obstacle in Kaohsiung Xingda Power Plant affected the signal instability of unspecified base stations in the whole area. On December 4, 2021, the Taiwan-Mazu submarine cable of Chunghwa Telecom was disconnected, which led to the base station in Mazu area unable to provide service.			-
	Costs caused by major disruption events (for example: Technical expenditure, revenue loss, warranty indemnity and default cost required for organization change, training and repair)	May 2019 incident, which provided users with a monthly subscription adjustment amount of NT\$97,000. 2021 incident, which required no compensation			-
TC-TL-550a.2	Continuous operation risks related to technical interruption (such as those caused by technical failure, program error, network attack, climate events or natural disasters in hosting facilities)	Risks affecting continuous operation include: Natural disaster risk (typhoon, flood, earthquake), external risk of force majeure (disconnection of submarine cable, high traffic in local area, massive network attack), toughness risk of main equipment of the system (failure of main equipment).			-
	Measures to cope with continuous operational risks (for example, measures to identify critical and redundant businesses, improve system resilience or reduce impact, including insurance)	<p>In response to the continuous operation risk, Taiwan Mobile has formulated a disaster prevention and rescue business plan and an emergency response plan for various obstacles. In order to reduce the damage to the network and equipment caused by disasters, TWM has established the standard operating procedures for emergency repair and necessary response and prevention measures according to the disaster potential and risk analysis.</p> <p>1. Natural disaster risk (typhoon, flood, earthquake) (1) Establish disaster prevention and mitigation facilities, computer room monitoring system and fire control system. (2) Establish task grouping of natural disasters and network anomalies, set up a disaster prevention command center, and report the disaster prevention task grouping, telephone standby and the staying personnel list. (3) Carry out disaster prevention preparations according to the important computer room preparation checklist. (4) Disaster prevention and situational exercises</p> <p>2. Force Majeure external risks (submarine cable disconnection, high traffic in local areas, massive network attacks) (1) Adjust the network equipment scheduling and traffic/communication (2) Schedule the mobile base station and related transmission circuits (3) Establish protection measures against massive network attacks.</p> <p>3. Resilience risk of system main equipment (main equipment failure) (1) Conduct the main equipment BCP contingency drill once a year (2) Monitor system and notification mechanism of computer room, equipment and facilities (3) Personnel and network equipment, planning, grouping and off-site backup.</p>			-
	The estimated amount of potential loss, the probability of loss, and the possible timeline (SASB suggests that enterprises disclose this indicator simultaneously)	It is not included in the description in conformity with peers.			-

Enterprise operating indicators

No.	Indicator contents	Data or description			Data supplementation
		2019	2020	2021	
TC-TL-000.A	Number of wireless users (person)	7348403	7321302	7270226	Count the number of TWM mobile users (including monthly subscription users, prepaid users, Internet of Things users and high-speed users) as defined by NCC.
TC-TL-000.B	Number of wired users (person)	Intra-city network business: 182,524 users in total.	Intra-city network business: 191,999 users in total.	Intra-city network business: 192,135 users in total.	NCC report data
TC-TL-000.C	Number of broadband users (person)	Data communication business: 28,289 Broadband Internet service: 33,885 Cable business: 252,046	Data communication business: 27,782 Broadband Internet service: 29,896 Cable business: 266,006	Data communication business: 27,758 Broadband Internet service: 26,794 Cable business: 279,675	Data of communication services and broadband Internet services come from NCC reporting number.
TC-TL-000.D	Network traffic (Petabytes)	CBG:1656	CBG:1986	CBG:2294	CBG: Network traffic (wireless) is the TWM mobile network traffic (including monthly subscription users, prepaid users, excluding IoT users) as defined by NCC.

Chapter 6

Appendix

Excellent
Brand

Sustainable
Strategies

Operational
Performance

Ethical
operation

Happy
workplaces

Sustainable
partners
Value Creation

Innovative
accomplishments
Environmental
sustainability

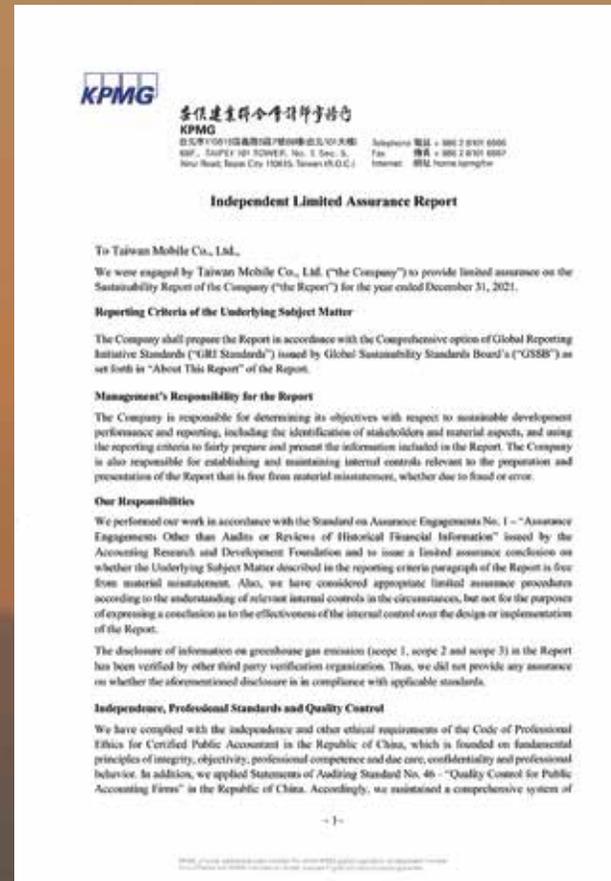
Social
Inclusion

SASB

Appendix

Photo courtesy of Sustainability and Brand DIV. Iris Liu

Independent Limited Assurance Report



CPA Assurance reporting

Economic data						Environmental Data						Social data						
Item	2019	2020	2021	GRI Indicators	Page	Item	2019	2020	2021	GRI Indicators	Page	Item	2019	2020	2021	GRI Indicators	Page	
Consolidated revenue (NT\$ thousand) ^{Note 1}	124,420,913	132,860,984	156,109,533	201-1	Consolidated Financial Statements P.10	Electricity consumption (100 million kWh)	4.31	4.62	5.36	302-1	P.165	Number of employees (Person)	5,749	5,777	5,830	102-8	P.74	
Operating costs (NT\$ thousand) ^{Note 1}	91,612,178	101,415,248	124,734,936	201-1		Greenhouse Gas Emissions (t-CO ₂ e) location-based	236,119.53	240,705.32	269,124.54	305-1/ 305-2	P.110	Average training hours per employee (hours) ^{Note9}	63.8	64.0	62.5	404-1	P.77	
Net income after tax (NT\$ thousand) ^{Note 1}	13,291,867	12,393,778	12,825,209	201-1		Greenhouse Gas Emissions (t-CO ₂ e) market-based	235,938.84	240,705.32	269,124.54	Voluntary disclosure for non-material topics	P.110	Occupational Injury Rate (IR) ^{Note10}	0.0817	0.0521	0.1316	403-2	P.164	
EPS (NT\$) ^{Note 1}	4.51	4.01	3.90	201-1		Scope 3 emissions ^{Note5}	399,079.71	425,337.05	350,425.52	305-3	P.110	Occupational Disease Rate (ODR) ^{Note10}	0	0	0	403-2	P.164	
Total assets (NT\$ thousand) ^{Note 1}	153,919,959	184,584,602	190,982,527	102-7		Water consumption (kWh)	299,237	303,060	278,827	Voluntary disclosure	P.119	Human capital (NT\$ 100 million) ^{Note10}	62	64	69	Voluntary disclosure	P.28	
Total liabilities (NT\$ thousand) ^{Note 1}	79,743,684	112,594,390	117,705,529	102-7	Consolidated Financial Statements P.9	Total amount of consumer waste recycled (metric ton) ^{Note6}	149.52	127.44	114.19	Voluntary disclosure	P.118	Social capital (NT\$ thousand) ^{Note11}	167,506	177,952	180,664	203-2	P.28	
Total equity (NT\$ thousand) ^{Note 1}	74,176,275	71,990,212	73,276,998	102-7		Office copy/printer paper consumed (no. of sheets)	7,246,968	7,311,886	5,134,915	Voluntary disclosure	P.118	Customer satisfaction survey (%)	90	89	91	102-43~ 102-44	P.56	
Financial capital (NT\$ thousand) ^{Note 2}	449	405.3	452.8	Voluntary disclosure		P.28	Total amount of business waste (metric ton) ^{Note7}	1,257.06	1,499.48	1,245.76	Voluntary disclosure	P.118	Corporate volunteer hours (hour)	5,297	5,241	1,948	203-2	P.134
Production capital (NT\$100 million) ^{Note3}	61.3	188.8	85.2	Voluntary disclosure		P.28	Electronic bills (thousand copies)	166,311	177,756	183,216	302-5	P.119	5180 donations (NT\$ 10 thousand)	1136	1251	1179	203-2	P.129
Intellectual property capital (NT\$100 million) ^{Note4}	1.63	2.15	2.43	Voluntary disclosure		P.28	Natural capital (NT\$100 million) ^{Note8}	1.89	1.09	1.23	Voluntary disclosure	P.28						
Number of users (10,000 households) ^{Note5}	717.81	726.44	727.02	Voluntary disclosure	P.49													
Local procurement (%)	95.77	97.95	94.46	204-1	P.88													
Supplier CSR performance assessment (score)	384	346	355	Voluntary disclosure	P.90													

Note 1: Source of data: Consolidated financial statements of the Company.

Note 2: Total operating costs -Retail

Note 3: Telecom construction and maintenance costs + IDC cloud computer room construction and maintenance costs

Note 4: Research and development expenses

Note 5: Since 2018, all 15 projects in Scope 3 have been included in the inventory.

Note 6: Since 2019, it has been included in the recycling volume of direct operation stores.

Note 7: Including total recycling, incineration and landfill of waste optical cables and copper cables.

Note 8: Green procurement

Note 9: The data of average employee training hours only includes staff from TWM, the parent company. For information on subsidiaries, please refer to P.77.

Note 10: The data on occupational hazards only includes staff from TWM, the parent company. For information on subsidiaries, please refer to P.164. In line with the disclosure requirements of the revised GRI 403 Occupational Safety and Health, the Lost Days Rate (LDR) and Absence Rate (AR) will no longer be disclosed from 2021

Note 11: Employee remuneration and benefits.

Note 12: Social investment

Material Topics and Boundaries

Zetta Connected Themes	Brand Highlight Value	Material Topics	Importance to TWM	GRI standards Items		Organizational involvement in the impact	Scope of impact								
							Within the organization	Outside the organization							Media
								Supplier	Customers	Shareholders/ investors	Communities/ NGO	Competent authority	Sustainability Assessments Organizations		
Responsible Business	Ethical operation	Corporate governance and operating performance	Operating performance reflects how to maximize benefits for stakeholders	201-1 201-4	Economic performance: Direct economic value generated and distributed by the organization, financial subsidies from the government	Direct impact	•		•			•			
		Risk management	Understand the degree of risk impact, formulate risk response strategies, and grasp opportunities under appropriate risk levels to promote corporate development	102-15 201-2	General disclosure: Key impacts, risks, and opportunities Economic performance: Financial implications and other risks and opportunities due to climate change		•					•	•		
		Ethical operation	Manage ethical and anti-corruption behavior of employees, maintain the Company's brand reputation	205-1~ 205-3	Anti-corruption: Communications training for evaluated operating locations, policies and procedures, confirmed incidents and actions taken		•	•		•			•	•	
				206-1	Anti-Competitive Behavior		•	•				•	•		
		Respect for and Protection of Human Rights	Workplace equality and respect for employees' basic human rights are the foundation of the Company's growth	412-1~ 412-3	Human rights assessment: Operating activities, human rights policies or procedures subject to assessment, employee training, important investment agreements and contracts		•						•		
		Legitimacy/ legal compliance	Comply with laws and regulations on operations, products and services, and maintain the Company's reputation	307-1	Environmental Compliance		•	•					•	•	
				417-2~ 417-3	Marketing and labeling: Incidents of non-compliance concerning product and service information and labeling		•		•			•	•		
				415-1	Public policy: Political contributions		•		•			•	•		
				419-1	Social and economic legal compliance		•	•			•	•	•		
		Communication mechanism	Provide multiple grievance channels and listen to different feedback to help improve governance and respond to market trends	103-2	Management principle: Complaint Mechanism of Practical Labor Problems		•							•	
				103-2	Management principle: Environmental Grievance Mechanisms		•		•			•	•		
				103-2	Management principle: Human rights grievance mechanisms		•		•			•	•		
				103-2	Management principle: Social impact complaint mechanisms		•		•			•	•		
		Creating Stakeholder Synergy	Sustainable partnership	Supply chain management	Effective supply chain ESG management helps realize implementation of ESG and promotes sustainable development for the value chain		308-1~ 308-2	Supplier Environmental Assessment: Adopt environmental standards to screen new suppliers, manage negative impact of the supply chain on the environment and take action	Directly impacted through business relationships	•	•				•
204-1	Procurement practice: Proportion of spending on local suppliers					•	•					•			
414-1~ 414-2	Supplier social assessment: Screen new suppliers through social criteria, manage negative impact of the supply chain on society and take action					•	•				•	•			
Minimizing Footprint	Environmental Sustainable	Climate change mitigation and adaptation	Actively formulate carbon reduction strategies to reduce environmental impact	305-1~ 305-7	Emissions: Scope 1-3 greenhouse gas and other major air pollution emissions, emission intensity, emission reduction	Direct impact	•	•	•		•	•			
				302-1~ 302-5	Energy: Energy consumption inside/outside the organization, energy intensity, reduction of energy consumption, reduction of energy demand for products and services		•		•		•	•			
		Green operations	Set up sound environmental management system to reduce internal operation and external environmental costs	305-3 305-5	Emissions: Scope 3 greenhouse gas and other major air pollution emissions, emission reduction	Impacts	•	•	•		•	•			
				306-2	Waste: Waste by type and disposal method		•		•		•				
		Green Applications	Develop energy-saving and efficient green applications to improve the energy efficiency of products and services.	203-1~ 203-2	Indirect economic impact: the development and impact on infrastructure investment and support services, significant indirect economic impact	Directly impacted through business relationships	•		•			•			
		Circular economy	Respond to the environmental impact of a large number of electronic wastes, promote the recycling of resources and prolong the product life cycle.				•		•			•			

Excellent Brand
 Sustainable Strategies
 Operational Performance
 Ethical operation
 Happy workplace
 Sustainable partners
 Value Creation
 Innovative accomplishments
 Environmental sustainability
 Social inclusion
 SASB
 Appendix

Material Topics and Boundaries

Zetta Connected Themes	Brand Highlight Value	Material Topics	Importance to TWM	GRI standards Items	Organizational involvement in the impact	Scope of impact															
						Outside the organization															
						Within the organization	Supplier	Customers	Shareholders/ Investors	Communities/ NGO	Competent authority	Sustainability Assessments Organizations	Media								
Elevating Future Experience	Operational Performance	Network quality and coverage	Stable and dense network is the foundation of our quality services	417-1~417-2	Marketing and labeling: Product and service information and labeling requirements, incidents of non-compliance with relevant laws and regulations	Impacts	•		•												
	Innovation achievements	Technological innovation & applications	Fully exert the competitiveness of scientific and technological innovation and provide sustainable and innovative ICT solutions.	203-1~203-2	Indirect economic impact: the development and impact on infrastructure investment and support services, significant indirect economic impact	Impacts, Directly impacted through business relationships	•		•									•			
Responsible Business	Operational Performance	Information Security	Implement personal data management to improve customer loyalty and satisfaction	418-1	Customer Privacy	Directly impacted through business relationships	•		•									•			
		Privacy protection	Implement personal data management to improve customer loyalty and satisfaction				•		•											•	
		Service impact management	Take responsibility for the products and service platforms to minimize the social impact of products and services	203-1~203-2	Indirect economic impact: the development and impact on infrastructure investment and support services, significant indirect economic impact		•		•										•		
		Customer experiences	Being responsible to customers by providing detailed product and service information	102-43~102-44	General disclosure: the policy communicated to customers and the topics of concern raised by customers		•		•												•
				417-1	Marketing and labeling: Requirements for Product and Service Information and Labeling		•		•												
		Electromagnetic field safety	Increase Internet coverage and share knowledge on electromagnetic fields to coexist peacefully with local residents	416-1~416-2	Customer Health and Safety: Evaluate the impact of electromagnetic field on health and safety, and incidents that violate relevant laws and regulations		•		•			•								•	
	Transparent and fair marketing	Brand value management and marketing, information disclosure, and product and service tariff communication have a profound impact on brand image	417-1~417-3	Marketing and labeling: Product and service information and labeling requirements, incidents of non-compliance with relevant laws and regulations	•		•											•			
	Happy Workplace	Employees' physical	The physical and mental health of employees is the Company's asset; creating a healthy	403-1~403-7、403-9	Occupational Safety and Health	Direct impact	•												•		
				Talent Development and Retention	Provide employees with a comprehensive salary system, comprehensive welfare and care, training and career planning, and workplace equality, which leads to the creation of a sustainable future with employees	202-1~202-2	Market presence	Direct impact	•												•
		401-1~401-3	Employee-employer relationship			•													•		
402-1		Employee/employer relationship	•																•		
404-1~404-3		Training and Education	•																	•	
405-1、405-2		Employee diversity and equal opportunities: Employee diversity, equal pay for women and men	•																	•	
406-1		Non-discrimination	•																		•
407-1		Freedom of association and collective	•																		•
408-1		Child labor	•																•		
409-1	Forced or compulsory labor	•																•			
Realizing Social Potential	Social communion	Giving back to society	Seeing service and giving back to society as a responsibility, creating a positive influence on society by promoting the local arts and cultural			Impacts	•					•						•			
		Digital inclusion and social innovation	By providing products and services that can solve social problems (such as aging, home security and the digital gap), and assisting different groups in society (such as the elderly, disadvantaged, etc.), we hope to have a positive influence on society	203-1~203-2	Indirect economic impact: Development and impact of products and services, significant indirect economic impact	Impacts	•		•			•						•			
		Social emergency responses	Face natural and man-made disasters with empathy, actively provide functional resources or financial assistance to bring		Indirect economic impact: Development and impact of products and services, significant indirect	Impacts	•					•						•			

Excellent Brand / Sustainable Strategies / Operational Performance / Ethical operation / Happy workplace / Sustainable partners / Value Creation / Innovative accomplishments / Environmental sustainability / Social Inclusion / SASB / Appendix

The impact of major climate risk factors on strategy, operations, and financial planning

Type of risk	Aspect of risk	Risks	Description of financial impact
Transformation risk	Regulations and policies	Increased sustainability requirements and regulations	In response to the direction of the amendments to the Renewable Energy Development Act, the operating locations may have an increased cost of installed capacity of renewal energy and subscription of green power certificates.
		Increased in the cost of greenhouse gas emissions	In response to Taiwan's Greenhouse Gas Reduction and Management Act, the Company shall upgrade the energy efficiency of the equipment rooms/operating locations; the Company may face increased operating costs due to the potential carbon tax and carbon trading system.
		Increase in cost to transition to lower carbon emissions technology	The progress of global low-carbon transformation technology will prompt Taiwan to accelerate the replacement of equipment rooms/equipment/vehicles to improve energy efficiency, resulting in increased operating costs.
	Technology	Technology upgrades or innovations that do not support low-carbon transformation	As the smart services and solutions of the ICT industry are the keys to assisting other industries in reducing carbon emissions, there lies many business opportunities; there is a need to collaborate with external partners and invest a great deal of resources in research and development.
		Replacement of the existing products and services with low-carbon alternatives	The replacement of existing products and services with lower-carbon products and services may result in significant damage to revenues and may also lead to a decline in sustainability ratings, affecting the Company's reputation.
		Failure of new technology investments	The services we provide mainly rely on the technological progress of equipment manufacturers in the telecommunications industry. In the context of low-carbon transformation, it is less likely to invest in high-carbon technology (compared with our own telecommunications equipment suppliers) in terms of new technology investment. Therefore, it is not possible that there is no return on a large investment; the financial impact is relatively insignificant.
	Market	Changes in customer behavior	As customers' awareness of sustainability is rising, the demand for low-carbon products and services increases, and it is likely for them to shift to lower-carbon services, impacting the revenues.
	Goodwill	Customer preferences transfer	High-carbon emissions and low-climate resilience will affect the customers' trust in the Company, damage the Company's goodwill and further affect the Company's revenue.
	Physical risks	Extreme risks	Increase in frequency and severity of typhoons/hurricanes
Increase in frequency and severity of rainstorms			
Long-term risks		Changes in rainfall patterns and the drastic changes in weather patterns	The long-term drought caused by changes in rainfall patterns will affect the water stability of the equipment rooms, causing operational disruption. Dramatic changes in temperature, such as the increase in the number of extreme-high-temperature days, will also change customers' consumption patterns and even cause the Company to invest a certain amount of resources to change its business models.
		Increase in average temperature	The increase in the average temperature will increase the electricity costs related to air-conditioning in the equipment rooms, which will also affect the customers' consumption patterns and even cause the Company to invest a certain amount of resources to change its business models.

Stakeholder Communication Channels

Stakeholders	Importance to TWM	Communication Strategy	Communication frequency/2021 performance	To respond to the issues of concern
Employees	Talent is the key to maintaining an organization's sustainable competitiveness; we aim to create a comprehensive and stable working environment for our employees	Labor relations meetings	At least once per quarter, 5 meetings were convened in 2021	Multidimensional Evaluation Talent Development and Retention Communication mechanism
		Management-level communications meetings and pre-meeting employee survey research mechanism	Once per quarter, 4 meetings were convened in 2021	
		Employee feedback survey	Once every two years. An internal follow-up survey was conducted in 2021 according to the survey results, and an outsourced survey will be conducted in 2022.	
		Multi-faceted feedback mechanism, career development survey, performance evaluation interview and feedback on career development	Once per year, one session was organized in 2021	
		Training and personal development plan	Formulated each year with the process tracked quarterly	
		Appointment with Jamie (exchange between the TWM president and high-potential employees)	Once every two months. 6 sessions were organized in 2021	
		Special offers from the Welfare Committee's authorized stores	Once per month, 12 times in 2021	
		Welfare Committee events	At least once or twice a year; a total of 4 were organized in 2021, including an online year-end party raffle, and employee discounts	
		Communications meetings within each business group and internal departmental communication mechanism	As needed	
		President's mailbox, grievance mailbox	As needed	
Internal/external website, internal community communication software, email	As needed			
Supplier	Suppliers are an important part of enterprise sustainability. Only through the support of the value chain are we able to provide our customers with comprehensive products and services.	Green energy initiative	Once to twice a year with one session organized in 2021	Sustainable partnership Communication mechanism
		Communication mechanism with vendors	Instant	
		Email	Instant	
		Complaint hotline	As needed	
		Questionnaire/online Forum	Once to twice per year; two session were organized in 2021, including the circular economy forum	
Competent authority	Responsible for improving the practices and systems of the telecommunications industry in Taiwan	Meetings, Visits	As needed	Legal Compliance GRI tables
		Official documents	As needed	
Discounted telecom charges for specific groups Customer service hotline and email box	We have adopted the expression "the bigger the business, the greater the responsibility. Genuine care is the starting point for taking action," in the hope of bringing positive influence to the society	Toll-free electromagnetic wave detection line: 0800-580010	Performed 368 measurements, including 58 for the Company, with the results complying with NCC electromagnetic field standards	Stakeholders negotiation Electromagnetic field safety User usage promotion and assistance Social inclusion
		Social welfare activities	We engage in social welfare activities by focusing on the five main axes of "supporting cultural and creative arts," "promoting the integration of science and technology," "social emergency responses," "social welfare through technology" and "community care." More than 20 public welfare projects and activities were organized in 2021	
		Foundation website, store information	24 hours	
		Questionnaire/In-person Forum	As needed	
		Discounted telecom charges for specific groups	As needed	
Customers	The voice of the customer is the impetus for our growth. We are committed to providing "five hearts" customer service and to creating the best smart mobile experiences for our customers	Customer service hotline and email box	24 hours	Network Reliability Customer experiences Product and service innovation Communication mechanism
		Marketing activity	As needed	
		Open information/communication message	As needed	
		Official website/ customer service App	24 hours	
		Questionnaire/In-person	As needed	
		Customer satisfaction survey	At least 7 times; 7 surveys were carried out in 2021, including individual, household and enterprise user surveys	
Shareholders/ Investors	We are committed to maximizing profits for our shareholders through our business performance	Organization of and participation in important international/ domestic investors and general shareholders meetings, institutional investors conferences, and roadshow investor meetings	121 times in 2021	Operational Strategies and Performance Ethical operation Legal Compliance
		Investor section	24 hours	
		Questionnaire	As needed	
Media	The media is the most direct and effective medium for conveying the Company's brand image	Press release	4-7 per week, a total of 209 in 2021	Stakeholders negotiation Excellent Brand
		Press conferences/events	18-20 per year, 26 sessions were held in 2021	
		Forums/visits	17-20 per year, 45 sessions were held in 2021	
Sustainability Assessments Organizations	Rating agencies represent the standards against which our performance is evaluated	Major Domestic Sustainability Awards - Third prize	At least three times per year. Three awards in 2021, including CommonWealth, Global Views, TCSA, etc.	Key Performance and Awards
		International sustainability assessment/review response	At least twice per year with 4 responses in 2020, including DJSI, CDP, GCBSI, Sustainalytics, etc.	

The salary structure of the managers in 2021

Title	Name	Salary/Retirement pension ratio	Percentage of bonus and special expenses	Employee compensation proportion
TWM's president	Jamie Lin	37.4%	43.2%	19.4%
Executive vice president and Chief Financial Officer	Yu Yo-Hsi	46.0%	32.9%	21.1%
Senior vice president and Chief Technology Officer	Kuo Yu-Tai	46.3%	33.4%	20.3%
Vice president and Chief Data Officer	Chan Chao-Yuan	47.6%	33.2%	19.2%
Vice president	Wu Chuan-Hui	53.2%	31.8%	15.0%
Vice president	Li Ting-Feng	88.7%	11.3%	0.0%
Vice president	Chou Chen-Ping	46.7%	33.3%	20.0%
Vice president	Chen Li-Yu	32.0%	42.6%	25.4%
Vice president	Hung Chang-Che	53.7%	31.2%	15.1%
Vice president	Chu Hsien-I	46.2%	35.1%	18.7%
Vice president	Hung Chiu-Yun	48.1%	32.3%	19.6%
Vice president	Wu Ming-Tung	31.5%	43.5%	25.0%
Vice president	Lin Te-Wei	51.9%	34.5%	13.6%
Vice president	Li Nan-Mei	48.8%	32.5%	18.7%
Vice president	Liu Li-Hui	52.9%	33.4%	13.7%
Vice president	Li Peng-Chun	48.3%	33.9%	17.8%
Vice president	Teng Lin-Chen	47.7%	34.8%	17.5%
Vice president and Chief Information Officer	Chang Yu-Chi*	84.6%	15.4%	0.0%

* means that the manager has left the Company

The Remuneration and Nomination Committee with an attendance rate

Title	Name	Remuneration and Nomination Committee Actual Attendance Rate (%)
Convener	Char-Dir Chung	100%
Committee Member	Hsueh-Jen Sung	100%
Committee Member	Hsi-Peng Lu	100%
Committee Member	Tung-hai Chen	100%
Committee Member	Chia-Le Wan	100%

Supplementary information:

- Please refer to p.41 Annual Report for the professional qualifications, experience, independence and the number of members of remuneration committees of other public companies.
- For the actual attendance and delegate attendance of members of the Remuneration and Nomination Committee, please refer to the information sheet on the operation of Remuneration and Nomination Committee in p.42 of the Annual Report.

Proposals and Resolutions of the Board of Directors Related to ESG Issues In 2021 and The First Quarter of 2022

Date	Session	Reason	Reason
January 26, 2021	9-5	Sustainability related report 1. The Board instructs on the implementation progress of sustainability direction in the fourth quarter of 2020 2. DJSI evaluation results and improvement suggestions 3. CDP climate change evaluation results	Discuss and get informed
February 25, 2021	9-6	Proposal on the amendment of the Code of Corporate Governance Practice	Passed as proposed
May 04, 2021	9-7	Report on the renaming from Corporate Social Responsibility Committee to Sustainability Development Committee	Discuss and get informed
August 05, 2021	9-9	Sustainability related report 1. 2020 Annual Sustainability and Integration Report 2. Zetta Connected 2030 Progress Review and Amendment 3. Reach 100% of renewable energy use of the RE100 4. Stakeholder Communication:	Discuss and get informed
November 04, 2021	9-10	Report on renewal of directors' liability insurance Report on the Implementation of Ethical Operations in 2021 Sustainability related report 1. 2021 TCFD Analysis Results 2. Results of "tablet for everyone, class suspended but learning continues" in 2021 3. Current situation of enterprise volunteer participation in 2021	Discuss and get informed
February 22, 2021	9-13	Sustainability related report 1. 2021 TWM Circular Economy Forum results 2. 2021 DJSI and CDP results	Discuss and get informed

Board of Director Information

Board of Directors

The board of directors, acting on behalf of the Company's shareholders, is charged with the task of supervising the management team. Composed of nine experienced directors, the board includes five independent directors, or more than half of the board, who are wellknown in the business, financial, telecommunications and information technology fields. The Audit Committee, composed entirely of independent directors, replaced board supervisors. Information on the Company's Ninth Board of Directors is detailed below:

Title	Nationality	Name	Gender Age	Date Elected	Term expires	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Education and experience	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Remark(s)
							shares	%	shares	%	share	%	share	%			Title	Name	Relationship	
Chairman	R.O.C	Fu Chi Investment Co., Ltd. Representative: Daniel M. Tsai	Male 61~70	2020.06.18	2023.06.17	1999.06.22 *1999.06.22	5,748,763	0.164	5,748,763	0.163	4,580,070	0.130	-	-	LLM, Georgetown University LLB, National Taiwan University Chairman, Fubon Financial Holding Co., Ltd. Chairman, Taipei Fubon Commercial Bank Co., Ltd. Chairman, Fubon Bank (Hong Kong) Ltd. Chairman, Fubon Bank (China) Co., Ltd. Chairman, Fubon Financial Holding Venture Capital Corp. Director, Fubon Sports & Entertainment 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. Director, Fubon Construction Co., Ltd. Chairman, Kuo Chi Investment Co., Ltd. Director, Leading Mark Limited Chairman, Dun Fu Co., Ltd. Chairman, Taipei New Horizon Co., Ltd. Chairman, Taiwan Cellular Co., Ltd. Chairman, Wealth Media Technology Co., Ltd. Chairman, Taiwan Fixed Network Co., Ltd. Chairman, TWM Venture Co., Ltd. Director, Taiwan Teleservices & Technologies Co., Ltd. Chairman, TCC Investment Co., Ltd. Commercial Bank Co., Ltd. Chairman, Fubon Insurance Co., Ltd. Chairman, TFN Media Co., Ltd. Director, Win TV Broadcasting Co., Ltd. Chairman, TFN Union Investment Co., Ltd. Chairman, TCCI Investment and Development Co., Ltd. Supervisor, Tai Yu Industrial Corporation Limited Director, Lucky Way Limited Director, Rainbow Cheer Limited Director, Key Gain Limited Director, Ultimate Epoch Limited Director, Orientland International Limited Director, DRJ Development Limited Director, Globotex International Limited Director, Cosgrove Global Limited Director, Vantage Horizon Global Limited Director, Star Top Ventures Co., Limited Director, Primrose Development Group Limited Director, Giver Concept Limited Ltd. Director, Fame Dynasty Enterprises Limited Director, ABG-WTT Global Life Science Capital Partners GP Limited	Director	Richard M. Tsai	Brother		

Title	Nationality	Name	Gender Age	Date Elected	Term expires	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Education and experience	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Remark(s)
							shares	%	shares	%	share	%	share	%			Title	Name	Relationship	
Director	R.O.C	Fu Chi Investment Co., Ltd. Representative: Richard M. Tsai	Male 61-70	2020.06.18	2023.06.17	1999.06.22 *1999.06.22	5,748,763	0.164	5,748,763 *93,310,663	0.163 *2.651	5,086,496	0.145	-	-	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 Chairman, Fubon Securities Co., Ltd. Chairman, Taiwan Mobile Co., Ltd	Chairman, Fubon Financial Holding Co., Ltd. Chairman, Fubon Life Insurance 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, Fubon Construction Co., Ltd. Director, Kuo Chi Investment Co., Ltd. Director, Cho Pharma, INC. Director, TWM Venture Co., Ltd. Director, Taiwan Fixed Network Co., Ltd. Director, TCC Investment Co., Ltd. Director, TFN Union Investment Co., Ltd. Director, TCC Investment and Development Co., Ltd. Director, Carnegie Hall Corporation Director, Lucky Way Limited Director, Rainbow Cheer Limited Director, Key Gain Limited Director, Ultimate Epoch Limited Director, Orient and International Limited Director, Oceana Glory Limited Director, Eagle Legacy Limited Director, DRJ Development Limited Director, Globotex International Limited Director, Cosgrove Global Limited Director, Vantage Horizon Global Limited Director, Total Formation Inc. Director, Star Top Ventures Co., Ltd. Director, Castle Lion Investments Limited Director, Fame Dynasty Enterprises Limited Director, ABG-WTT Global Life Science Capital Partners GPLimited	Chairman Director	Daniel M. Tsai Chris Tsai	Brother Son	-
Director	R.O.C	Fu Chi Investment Co., Ltd. Representative: Chris Tsai	Male 31-40	2020.06.18	2023.06.17	1999.06.22 *2019.05.01	5,748,763	0.164	5,748,763 *3,130,427	0.163 *0.089	-	-	-	-	Bachelor of Science in Economics, Wharton School of the University of Pennsylvania Special Assistant of Chief Investment Officer, Fubon Financial Holding Co., Ltd. Special Assistant of President, Fubon Life Insurance Co., Ltd. President, Fubon Sports & Entertainment Co., Ltd. Coordinator of Innovation and Technology Office, Fubon Financial Holding Co., Ltd.	Deputy CIO & EVP, Fubon Financial Holding Co., Ltd. Director and President, Fubon Financial Holding Venture Capital Corp. Chairman, Fubon Sports & Entertainment Co., Ltd. Chairman, Fubon Stadium Co., Ltd. Director, momo.com Inc. Director, Taiwan Professional Basketball Development Co., Ltd. Vice Chairman, Shenzhen Tengful Investment Co., Ltd. Director, Immanuel Investment Ltd. Director, Xinyao Biofund Inc. Director, Diamond Biofund Inc. Director, Eternal Hope Limited. Director, One Hope Limited. Director, Jing Ying Investment Co., Ltd. Supervisor, Levi Industrial Corporation Limited. Supervisor, Mo Xi Industrial Corporation Limited.	Director	Richard M. Tsai	Father	-

Excellent Brand
Sustainable Strategies
Operational Performance
Ethical operation
Happy workplace
Sustainable partners
Value Creation
Innovative accomplishments
Environmental sustainability
Social inclusion
SASB

Board of Director Information

Title	Nationality	Name	Gender	Age	Date Elected	Term expires	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Education and experience	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Remark(s)
								shares	%	shares	%	share	%	share	%			Title	Name	Relationship	
Director	R.O.C	TCC Investment Co., Ltd. Representative: Jamie Lin (Note2)	Male	41-50	2020.06.18	2023.06.17	2009.09.19 *2018.06.12	200,496,761	5.713	200,496,761 *163,000	5.697 *0.005	-	-	-	-	MBA, NYU Stern School of Business BS in Chemical Engineering with a minor in Economics, National Taiwan University Co-founder/VP of Products, Social Sauce Co-founder/GM of Great China, Intumit	President, Taiwan Mobile Co., Ltd. Chairman, AppWorks Ventures Chairman, AppWorks FundI Chairman, AppWorks FundII Chairman, AppWorks FundIII Chairman, Chen Feng Investment Chairman, Chen Yun Co., Ltd. Chairman, Chen Men Ltd. Director, AppWorks Ventures II Limited Director, AppWorks Ventures III Limited Director, Winbond Electronics Corporation Director, 91APP, Inc. Director, Dcard Holdings Ltd. Director, EZ Table, Ltd. Director, VIV3 Inc. Chairman, AppWorks School Co., Ltd. Director, LINE Bank Taiwan Limited Director, Bridge Mobile Pte Ltd. Director and President, Taiwan Cellular Co., Ltd. President, TWM Venture Co., Ltd. Director and President, Wealth Media Technology Co., Ltd. Director, Taipei New Horizon Co., Ltd. President, Taipei Fixed Network Co., Ltd. Chairman, Taiwan Teleservices & Technologies Co., Ltd. President, TCC Investment Co., Ltd. Chairman, Taiwan Digital Service Co., Ltd. Director, Taihsin Property Insurance Agent 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. Director, momo.com Inc. President, TFN Union Investment Co., Ltd. President, TCCI Investment and Development Co., Ltd. Chairman, Taiwan KuroTimes Co., Ltd. Chairman, Yeong Jia Leh Cable TV Co., Ltd. Chairman, Phoenix Cable TV Co., Ltd. Chairman, Union Cable TV Co., Ltd. Chairman, Globalview CableTV Co., Ltd. Chairman, TWM Film Co., Ltd.	-	-	-	-
Independent Director/Independent	R.O.C	Hsueh-Jen Sung	Male	61-70	2020.06.18	2023.06.17	2014.06.12	-	-	-	-	-	-	-	-	MBA, Harvard University MBA, National Chengchi University BS in Management Science, National Chiao Tung University Vice Chairman and Member of Global Partnership Committee and Asian Management Committee, Goldman Sachs (Asia) Ltd. President and CEO, Grand Cathay Securities Corp. Country Manager, Westpac Banking Corp.	Chairman of Audit Committee and Member of Remuneration and Nomination Committee, Taiwan Mobile Co., Ltd. Chairman, Song Quan Company Limited Chairman, Vaucluse Capital Management Ltd.	-	-	-	-
Independent Director	R.O.C	Char-Dir Chung	Male	51-70	2020.06.18	2023.06.17	2017.06.14	-	-	-	-	-	-	-	-	PhD 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 Chairman, Department of Communication Engineering, National Central University Director, Graduate Institute of Communication Engineering, National Central University	Chairman of Remuneration and Nomination Committee and Member of Audit Committee, Taiwan Mobile Co., Ltd. Distinguished Professor, Department of Electrical Engineering and Graduate Institute of Communication Engineering, National Taiwan University	-	-	-	-

Excellent Brand / Sustainable Strategies / Operational Performance / Ethical operation / Happy workplace / Sustainable partners / Value Creation / Innovative accomplishments / Environmental sustainability / Social Inclusion / SASB Appendix

Title	Nationality	Name	Gender Age	Date Elected	Term expires	Date First Elected	Shareholding when Elected		Current Shareholding		Spouse & Minor Shareholding		Shareholding by Nominee Arrangement		Education and experience	Other Position	Executives, Directors or Supervisors Who are Spouses or within Two Degrees of Kinship			Remark(s)
							shares	%	shares	%	share	%	share	%			Title	Name	Relationship	
Independent Director	R.O.C	Hsi-Peng Lu	Male 51-60	2020.06.18	2023.06.17	2019.06.12	-	-	-	-	-	-	-	-	Ph.D. 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 Department of Information Management, National Taiwan University of Science and Technology	Member of Audit Committee and Remuneration and Nomination Committee, Taiwan Mobile Co., Ltd. Professor, Department of Information Management, National Taiwan University of Science and Technology, ROC Independent Director, Yuen Foong Yu Investment Holding Co., Ltd. Independent Director, Shui-Mu International Co., Ltd. Independent Director, 91APP Inc.	-	-	-	-
Independent Director	SG	Tong HaiTan	Male 51-60	2020.06.18	2023.06.17	2020.06.18	-	-	-	-	-	-	-	-	Bachelor of Electrical Engineering National University of Singapore President & CEO, StarHub Pte Ltd. (Singapore) President & CEO, Singapore Computer Systems Ltd. President & CEO, Pacific Internet Ltd	Member of Audit Committee and Remuneration and Nomination Committee, Taiwan Mobile Co., Ltd. Executive Director, SEAX Global Pte Ltd. (Singapore)	-	-	-	-
Independent Director	U.S.	Drina Yue	Female 61-70	2020.06.18	2023.06.17	2020.06.18	-	-	-	-	-	-	-	-	BS in Electrical Engineering, MS in computer Science, University of Illinois Urbana-Champaign Gernalto Independent Board of Director President of Western Union Asia Managing Director of Motorola Asia Home and Networks GSMA Asia Senior Advisor Brambles & CHEP Asia Advisory Board Member CEO of iSteelAsia	Member of Audit Committee and Remuneration and Nomination Committee, Taiwan Mobile Co., Ltd. Director, Christian Action Asia Inc. Independent Director, Zhejiang Leapmotor Technology Co.Ltd. .	-	-	-	-

* Date when the individual representative was first elected, his/her personal shareholdings, and percentage of personal shareholdings
Note 1: Shareholding percentage was calculated based on outstanding shares of 3,519,233,603 as of February 23, 2022. Zero shareholdings are denoted as “-”.
Note 2: Jamie Lin was as an independent director from June 12, 2018 to February 11, 2019.

Table 1: Major shareholders of TWM's institutional investors

As of February 23, 2022

Institutional investor	Major shareholders
Fu-Chi Investment Co., Ltd.	Richard M. Tsai (50.25%), Mei-Hui Ueng Tsai (49.75%)
TCC Investment Co., Ltd.	Taiwan Cellular Co., Ltd. (100%)

Table 2: Major shareholders of companies mentioned on the the table 1 above

As of February 23, 2022

Company	Major shareholders
Taiwan Cellular Co., Ltd.	Taiwan Mobile Co., Ltd. (100%)

Excellent Brand
Sustainable Strategies
Operational Performance
Ethical operation
Happy workplace
Sustainable partners
Value Creation
Innovative accomplishments
Environmental sustainability
Social inclusion
SASB
Appendix

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, who possesses extensive experience in the fields of law, finance, fintech and business management, is the chairman of Fubon Group and Taiwan Mobile (TWM). Mr. Tsai is spearheading TWM's transition from a telecom company to a next-gen technology company. TWM 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 outeast 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 industries. Mr. Tsai was recognized as an Outstanding Corporate Sustainability Professional at the Taiwan Corporate Sustainability Awards in 2017 and ranked 13th in Harvard Business Review's Taiwan's top 100 best-performing CEOs in 2020. Mr. Tsai has a bachelor's degree in law from National Taiwan University and a master's degree in law from Georgetown University. He has been a member of the University of Southern California's Board of Trustees since April 2012, a member of the Centre for Asian Philanthropy and Society's Board of Governors since 2014 and chairman of the Asia Business Council's Board of Trustees since March 2021.	1. Meets independence criteria Nos. 1, 6, 8, 9 and 11 (see note). 2. Serves as a juristic person representative of corporate shareholder FuChi Investment Co., Ltd., as well as chairman or director of the Company's subsidiaries.	0
Richard M. Tsai	Mr. Richard M. Tsai, a veteran in the fields of finance, fintech and operation management, is the chairman of Fubon Financial Holding. 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 (from 2017 to 2021) 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 and an honorary doctorate in medicine from Taipei Medical University. Mr. Tsai is a chair professor at National Taiwan University and National Yang-Ming University. He is also a member of the International Advisory Board of the New York Philharmonic, a director at Carnegie Hall Corp, an executive director at China Finance 40 Forum, and a member of New York University's resident & 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 (see note). 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
Chris Tsai	Mr. Chris Tsai, who has profound experience in finance, fintech and business management, graduated from The Wharton School of the University of Pennsylvania. He was a securities researcher at JPMorgan Chase in New York and holds a chartered financial analyst (CFA) license. After returning to Taiwan at the end of 2013, he joined Fubon Life Insurance Co., Ltd. and successively served as he chief investment officer, vice chairman and executive assistant to the president. At the same time, he took on the responsibility of developing Fubon's sports and new businesses. In 2014, he served as the president of Fubon Sports and Entertainment Co., Ltd., managing the Fubon Braves basketball team and the Fubon Guardians baseball team, bringing the concept of sports science into the teams, and leading Fubon Braves in winning its first championship in 2019.	1. Meets independence criteria Nos. 1, 3, 5, 6, 8, 9 and 11 (see note). 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
Jamie Lin	Mr. Jamie Lin, who possesses extensive experience in finance, e-commerce 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. AppWorks, the largest start-up accelerator and one of the most active venture capital institutions in Southeast Asia, formed a strategic alliance with TWM in January 2019. As an entrepreneur, 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 has a BS in chemical engineering and minor in economics from National Taiwan University and obtained an MBA from New York University's Stern School of Business. Mr. Lin is the managing director of the Taiwan Internet and E-Commerce Association, the 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 interested in starting a business around the world. In his spare time, Mr. Lin also actively contributes to society.	1. Meets independence criteria Nos. 3, 4, 6, 8, 9, 10 and 11 (see note). 3. Serves as the president of the Company, juristic person representative of major corporate shareholder TCC Investment Co., Ltd., as well as chairman, director or president of the Company's subsidiaries.	0
Hsueh-Jen Sung	Mr. Hsueh-Jen Sung is well-versed in the fields of finance, investment, mergers and acquisitions, and operations management. After graduating from National Chengchi University with an MBA, Mr. Sung received a Fulbright Scholarship for foreign students, which is awarded to only 10 people per year in Asia, and went on to obtain an MBA from Harvard University. Mr. Sung worked in financial centers such as Hong Kong, Tokyo and London. He served as the president of Grand Cathay Securities in 1992, and joined Goldman Sachs in 1994, becoming the first Taiwanese partner, executive director and principal of the Taiwan office in 1998. After retiring as vice chairman at Goldman Sachs Asia, Mr. Sung established an investment company to focus on the investment field. Numerous profitable investments have proved his unique and precise investment vision.	1. Meets independence criteria Nos. 1 to 12 (see note). 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
Char-Dir Chung	Mr. Char-Dir Chung, a telecommunications 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 in 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 served extensively in government. He was appointed a minister without portfolio, and also served as a member/deputy convenor/executive secretary of the Board of Science and Technology of the Executive Yuan, member/deputy convenor/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 (see note). 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
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 (Economy Daily News, MANAGER Today and Scientific American). His research covers e-commerce, internet marketing, Ubiquitous, innovation management, strategy management, artificial intelligence and fintech, among others. A doctorate in industrial engineering graduate from the University of Wisconsin-Madison, Mr. Lu was the former chairman of Liang Shing Ecife. 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 also 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 (see note). 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."	3
Tong Hai Tan	Mr. Tong Hai Tan, an expert in the fields of communication, business, technology and operations management, is the executive director of SEAX Global Pte (Singapore). With more than 20 years of experience in the ICT 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 (see note). 2. 3. 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
Drina Yue	Ms. Drina Yue, who possesses extensive experience in the fields of communication industry, 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, GSM, Brambles, CHEP, iSteel Asia, GTS and AT&T.	1. Meets independence criteria No. 1 to 12 (see note). 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

* Note: Meets the conditions specified below within 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; provided, 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, who exercises powers pursuant to the Act or to 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

Diversified board of directors

TWM's "Corporate Governance Best Practice Principles" call for the creation of a diversified board of directors.

The composition of the board of directors shall be determined by taking diversity into consideration. It is advisable that directors concurrently serving as company officers do not exceed one-third of the total number of board members, and that an appropriate policy on diversity based on the company's business operations, operating dynamics and development needs be formulated and include, without being limited to, the following two 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), professional skills and industry experience

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

1. Make judgments about operations
2. Accounting and financial analysis
3. Business management
4. Crisis management
5. Knowledge of the industry
6. A global market perspective
7. Leadership
8. Make business decisions

Board members	Communication industry experience (Years)	Tenure of directors/ independent directors (Years)	Top five core competencies									
			Finance	Law	Business	Technology	Investment and M&A	Fintech	Information technology	Risk management	CEO/Senior management	Consumer discretionary (e-commerce/marketing)
Daniel M. Tsai	23	23	•	•	•			•			•	
Richard M. Tsai	23	23	•		•			•	•		•	
Chris Tsai	3	3	•		•			•			•	•
Jamie Lin	7	4	•		•	•	•					•
Hsueh-Jen Sung	8	8	•		•			•	•		•	
Char-Dir Chung	33	5				•			•	•	•	•
Hsi-Peng Lu	5	3				•		•	•		•	•
Tong Hai Tan	12	2			•	•			•	•	•	
Drina Yue	32	2			•	•			•		•	•

• Female director: 11.11%

• Age of directors: 22.22% between 30 and 50 years old, 77.78% over 50 years old

• Nationality: R.O.C. 77.78%, Singapore 11.11%, U.S. 11.11%

There are five independent directors and four non-independent directors in the company. Independent directors constitute more than half of the board at 56%. A familial relationship within the second degree of kinship exists between the chairman, Daniel M. Tsai, and directors Richard M. Tsai and Chris Tsai, which does not contravene Article 26-3, paragraph 3 of the Securities and Exchange Act.

Board of Directors Attendance

The Board of Directors convened seven meetings in 2021

Title	Name	Attendance in person	By proxy	Attendance ratio	Remarks
Chairman	Fu Chi Investment Co., Ltd. Representative: Daniel M. Tsai	7	0	100	None
Director	Fu Chi Investment Co., Ltd. Representative: Richard M. Tsai	5	2	71	None
Director	Fu Chi Investment Co., Ltd. Representative: Chris Tsai	7	0	100	None
Director	TCC Investment Co., Ltd. Representative: Jamie Lin	7	0	100	None
Independent Director	Hsueh-Jen Sung	7	0	100	None
Independent Director	Char-Dir Chung	7	0	100	None
Independent Director	Hsi-Peng Lu	7	0	100	None
Independent Director	Tong Hai Tan	7	0	100	None
Independent Director	Drina Yue	7	0	100	None

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

(1) Pursuant to Article 14-3 of the Securities and Exchange Act: Not applicable. The Company has already established an audit committee.

(2) 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
2021.01.26	Daniel M. Tsai Richard M. Tsai Jamie Lin	2020 performance evaluation and proposed year-end bonuses for chairman, vice chairman and managers by the Remuneration and Nomination Committee	Daniel M. Tsai and Jamie Lin: Personal interest Richard M. Tsai: Interested party	All three were excluded from the deliberations
	Daniel M. Tsai Richard M. Tsai Chris Tsai	Acquisition or disposal of right-of-use assets	Richard M. Tsai: Personal interest Daniel M. Tsai and Chris Tsai: Interested party	All three were excluded from the deliberations
2021.05.04	Jamie Lin	Acquisition of shares of AppWorks Fund III through TWM Venture Co., Ltd., a 100%-owned subsidiary	Personal interest	Mr. Lin was excluded from the deliberations
	Daniel M. Tsai Richard M. Tsai Chris Tsai Jamie Lin	Acquisition or disposal of right-of-use assets	Richard M. Tsai and Jamie Lin: Personal interest Daniel M. Tsai and Chris Tsai: Interested party	All four were excluded from the deliberations
	Daniel M. Tsai Richard M. Tsai Chris Tsai	Removal of non-competition restrictions for board members	Personal interest	All three were excluded from the deliberations

Title	Name	Proposal	Reasons for recusal	Participation in deliberation
2021.08.05	Daniel M. Tsai Richard M. Tsai Jamie Lin	Distribution of 2020 bonuses and adjustment of 2021 remuneration for the Company's 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
	Daniel M. Tsai Richard M. Tsai Chris Tsai	Acquisition or disposal of right-of-use assets	Richard M. Tsai: Personal interest Daniel M. Tsai and Chris Tsai: Interested party	All three were excluded from the deliberations
2021.11.04	Jamie Lin	Balanced scorecard for president	Personal interest	Mr. Lin was excluded from the deliberations
	Hsueh-Jen Sung Char-Dir Chung Hsi-Peng Lu Tong Hai Tan Drina Yue	Revisions to the Rules for Setting Director's Remuneration	Personal interest	All five were excluded from the deliberations
	Daniel M. Tsai Richard M. Tsai Chris Tsai	Acquisition or disposal of right-of-use assets	Richard M. Tsai: Personal interest Daniel M. Tsai and Chris Tsai: Interested party	All three 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 2021 to Dec 2021	Performance evaluation of the board as a whole, individual directors, and functional committees	<ol style="list-style-type: none"> Evaluation of the performance of the board of directors <ol style="list-style-type: none"> Participation in the operations of the company Improvement in decision-making quality Composition and structure of the board Election and continuing education of directors Internal controls Participation in corporate social responsibility Self-evaluation by individual directors <ol style="list-style-type: none"> Alignment with the goals and missions of the company Awareness of the duties of a director Participation in the operations of the company Management of internal relationships and communication Professionalism and continuing education of directors Internal control Self-evaluation by Functional Committees: <ol style="list-style-type: none"> Participation in the operations of the company Awareness of the duties of the functional committees Improvement in quality of decision-making Election and composition of the functional committees Internal controls
Every three years	Mar 2020 to Feb 2021	Commissioning of 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 65 in 2021, which included programs such as "Trends in internet threats and information security policy" and "ESG responsible investment – The sustainable influence of the financial industry."
- 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 Corporate Social Responsibility 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, and reviews the insurance coverage on an annual basis 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.

- (5) The Audit Committee and the Remuneration and Nomination Committee, composed entirely of independent directors, assist the Board of Directors in carrying out supervisory tasks. The chairperson of each committee reports on their committee's operations to the board on a regular basis.
- (6) The Company passed the Rules and Procedures on Evaluating the Performance of the Board and Functional Committees to enhance efficiency, under which the Remuneration and Nomination Committee conducts an analysis and submits a report on proposed improvements to the board after an annual performance evaluation. Board members completed an evaluation assessment in 1Q22.
- (7) 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 Remuneration and Nomination Committee should be in charge of identifying and nominating competent candidates.

Training Programs for Directors in 2021

Participant(s)	Date	Organization	Training program	Hours
Drina Yue	2021.01.28	Accounting Research and Development Foundation	Corporate governance 3.0: Sustainable development blueprint and corporate governance evaluation practice analysis	3
	2021.01.29	Accounting Research and Development Foundation	Analysis of cases of fraudulent financial reports and grasping the key points in a financial report	3
Hsi-Peng Lu	2021.03.23	Taiwan Corporate Governance Association	Corporate social responsibility and analysis of remuneration system	3
Char-Dir Chung, Tong Hai Tan	2021.03.29	Accounting Research and Development Foundation	New policies for sustainable development of corporates and analysis of fraud prevention cases	3
Tong Hai Tan	2021.03.30	Accounting Research and Development Foundation	Legal compliance and auditing practices of corporate shareholders' meeting	3
Hsueh-Jen Sung	2021.05.07	Taiwan Corporate Governance Association	Sharing of actual cases by the Audit Committee – Review of mergers and the responsibilities of directors	3
Daniel M. Tsai	2021.06.18	Taipei Fubon Commercial Bank Co.,Ltd.	Protection of financial consumers and fair treatment of customers	1
Richard M. Tsai	2021.08.25	Taiwan Insurance Institute	Lecture on corporate governance for directors, supervisors and chief corporate governance officer in line with IFRS 17	3
Tong Hai Tan	2021.09.01	Financial Supervisory Commission	The 13th Taipei Corporate Governance Forum	6
Jamie Lin	2021.09.17	Taiwan Corporate Governance Association	Management guidelines to prevent insider trading	3
Daniel M. Tsai	2021.09.24	Taipei Fubon Commercial Bank Co.,Ltd.	International trends and practices to counter money laundering and financing of terrorism	1

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

Relationship Between TWM's Top 10 Shareholders

Name (A)	Current shareholding		Spouse's/minor's 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	%	Name (B)	Relationship
TFN Union Investment Co., Ltd.	410,665,284	11.69%	-	-	TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd. Daniel M.Tsai	A and B have the same chairman A and B have the same chairman B's chairman is a relative within two degrees of A's chairman A and B have the same chairman B is a director at A A and B have the same chairman B is A's chairman
Chairman: Daniel M. Tsai	65,162,715	1.86%	4,580,070	0.13%	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd.	A is B's chairman A is B's chairman A is B's chairman A is a relative within two degrees of B's chairman A is B's chairman B is A's relative within two degrees A is B's chairman
Shin Kong Life Insurance Co.,Ltd.	279,521,000	7.96%	-	-	None	None
Chairman: Bo-Jheng Pan	-	-	-	-	None	None
Cathay Life Insurance Co., Ltd.	209,308,900	5.96%	-	-	None	None
Chairman: Tiao-Kuei Huang	-	-	-	-	None	None
TCC Investment Co.,Ltd.	200,496,761	5.71%	-	-	TFN Union Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd. Daniel M.Tsai	A and B have the same chairman A and B have the same chairman B's chairman is a relative within two degrees of A's chairman A and B have the same chairman B is a director at A A and B have the same chairman B is A's chairman
Chairman: Daniel M. Tsai	65,162,715	1.86%	4,580,070	0.13%	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd.	A is B's chairman A is B's chairman A is B's chairman A is a relative within two degrees of B's chairman A is B's chairman B is A's relative within two degrees A is B's chairman
Ming Dong Co., Ltd.	184,736,452	5.26%	-	-	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd. Daniel M. Tsai	A and B have the same chairman A and B have the same chairman B's chairman is a relative within two degrees of A's chairman A and B have the same chairman B is a director at A A and B have the same chairman B is A's chairman
Chairman: Daniel M. Tsai	65,162,715	1.86%	4,580,070	0.13%	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd.	A is B's chairman A is B's chairman A is B's chairman A is a relative within two degrees of B's chairman A is B's chairman B is A's relative within two degrees A is B's chairman

Relationship Between TWM's Top 10 Sshareholders

Name (A)	Current shareholding		Spouse's/minor's 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	%	Name (B)	Relationship
Fubon Life Insurance Co., Ltd.	150,880,400	4.30%	-	-	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd. Daniel M. Tsai	B's chairman is a relative within two degrees of A's chairman B's chairman is a relative within two degrees of A's chairman B's chairman is a relative within two degrees of A's chairman B's chairman is a relative within two degrees of A's chairman B is A's chairman B's chairman is a relative within two degrees of A's chairman B is a relative within two degrees of A's chairman
Chairman: Richard M. Tsai	93,310,663	2.66%	5,086,496	0.14%	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. TCCI Investment and Development Co., Ltd. Daniel M. Tsai	A is a director at B A is a director at B A is a director at B A is B's chairman A is a director at B A is a director at B B is A's relative within two degrees
Dao Ying Co., Ltd.	113,609,742	3.23%	-	-	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd. Daniel M. Tsai	A and B have the same chairman A and B have the same chairman A and B have the same chairman B's chairman is a relative within two degrees of A's chairman B is a director at A A and B have the same chairman B is A's chairman
Chairman: Daniel M. Tsai	65,162,715	1.86%	4,580,070	0.13%	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd.	A is B's chairman A is B's chairman A is B's chairman A is a relative within two degrees of B's chairman A is B's chairman B is A's relative within two degrees A is B's chairman
Richard M. Tsai	93,310,663	2.66%	5,086,496	0.14%	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. TCCI Investment and Development Co., Ltd. Daniel M. Tsai	A is a director at B A is a director at B A is a director at B A is B's chairman A is a director at B A is a director at B B is A's relative within two degrees
TCCI Investment and Development Co., Ltd.	87,589,556	2.49%	-	-	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai Daniel M. Tsai	A and B have the same chairman A and B have the same chairman A and B have the same chairman B's chairman is a relative within two degrees of A's chairman A and B have the same chairman B is a director at A B is A's chairman
Chairman: Daniel M. Tsai	65,162,715	1.86%	4,580,070	0.13%	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd.	A is B's chairman A is B's chairman A is B's chairman A is a relative within two degrees of B's chairman A is B's chairman B is A's relative within two degrees A is B's chairman
Daniel M. Tsai	65,162,715	1.86%	4,580,070	0.13%	TFN Union Investment Co., Ltd. TCC Investment Co., Ltd. Ming Dong Co., Ltd. Fubon Life Insurance Co., Ltd. Dao Ying Co., Ltd. Richard M. Tsai TCCI Investment and Development Co., Ltd.	A is B's chairman A is B's chairman A is B's chairman A is a relative within two degrees of B's chairman A is B's chairman B is A's relative within two degrees A is B's chairma

Note: Shareholding percentage is calculated based on outstanding shares of 3,512,721,670 as of August 29, 2021.

Major Shareholders

As of August 29, 2021

Name	Total shares owned	Holding percentage (Note)
TFN Union Investment Co., Ltd.	410,665,284	11.69%
Shin Kong Life Insurance Co., Ltd.	279,521,000	7.96%
Cathay Life Insurance Co., Ltd.	209,308,900	5.96%
TCC Investment Co., Ltd.	200,496,761	5.71%
Ming Dong Co., Ltd.	184,736,452	5.26%
Fubon Life Insurance Co., Ltd.	150,880,400	4.30%
Dao Ying Co., Ltd.	113,609,742	3.23%
Richard M. Tsai	93,310,663	2.66%
TCCI Investment & Development Co., Ltd.	87,589,556	2.49%
Daniel M. Tsai	65,162,715	1.86%

Note: Shareholding percentage was calculated based on outstanding shares of 3,512,721,670 as of August 29, 2021.

The Audit Committee Convened Eight Times In 2021

Title	Name	Attendance in person	By proxy	Attendance ratio	Remarks
Independent Director	Hsueh-Jen Sung	8	0	100%	Appointed committee chairman
Independent Director	Char-Dir Chung	8	0	100%	None
Independent Director	Hsi-Peng Lu	8	0	100%	None
Independent Director	Tong Hai Tan	8	0	100%	None
Independent Director	Drina Yue	8	0	100%	None

Any objections or issues raised by the Audit Committee against resolutions passed by the Board of Directors

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

Date	Audit Committee	Proposals and reports	Audit Committee's major suggestions	Audit Committee's opinion	Company's response
2021.01.25	6th meeting of the fifth Audit Committee	2020 internal control statement	None	Approved as proposed	Approved as proposed
		2021 capital expenditure plan and donation to TWM Foundation			
		Acquisition or disposal of right-of-use assets			
2021.02.24	7th meeting of the fifth Audit Committee	2020 business report and financial statements	None	Approved as proposed	Approved as proposed
		Appointment of CPA			
		Acquisition or disposal of right-of-use assets			
2021.05.03	8th meeting of the fifth Audit Committee	2021 additional capital expenditures	None	Approved as proposed	Approved as proposed
		1Q21 financial statements			
		2020 earnings distribution and cash return from capital surplus			
		Issuance of unsecured straight corporate bonds			
		Removal of non-competition restrictions on members of the BOD			
2021.07.15	9th meeting of the fifth Audit Committee	Acquisition or disposal of right-of-use of assets	None	Approved as proposed	Approved as proposed
		Acquired additional common shares of AppWorks Fund III through TWM Venture CO., LTD., a 100%-owned subsidiary			
		Investment in TIKI Global PTE. LTD. through TWM Venture CO., LTD. Resolution to participate in the issuance of new shares by TWM Venture Co., Ltd., a 100%-owned subsidiary (NT\$570 million)			
2021.08.04	10th meeting of the fifth Audit Committee	2Q21 financial statements	None	Approved as proposed	Approved as proposed
		Acquisition or disposal of right-of-use assets			
2021.11.02	11th meeting of the fifth Audit Committee	3Q21 financial statements	None	Approved as proposed	Approved as proposed
		Internal audit plan for 2022			
2021.12.30	12th meeting of the fifth Audit Committee	Acquisition or disposal of right-of-use assets	None	Approved as proposed	Approved as proposed
		Merger of Taiwan Star into Taiwan Mobile			

(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 Committee: None.

Any recusals due to conflicts of interest: None.

(3) Communication between independent directors and the Internal Audit Chief Officer and CPAs about major financial/operational matters:

The Internal Audit Chief Officer and CPAs communicated directly with independent directors when needed.

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 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
2021.01.25 6th meeting of the fifth Audit Committee	1.4Q20 internal audit report 2020 internal control statement	1.Acknowledged Reviewed and submitted to BoD for approval	-	-
2021.02.24 7th meeting of the fifth Audit Committee	-	-	2020 financial statements, key audit matters, explanations of computer audit, changing trend in compliance with risk management from passive to active Discussed inquiries raised by attendees	Acknowledged
2021.05.03 8th meeting of the fifth Audit Committee	1Q21 internal audit report	Acknowledged	1.1Q21 financial statements, smart city, future trends 2.Discussed inquiries raised by attendees	Acknowledged
2021.08.04 10th meeting of the fifth Audit Committee	1.2Q21 internal audit Report 2.Report the business of the Risk Management Committee	1.Acknowledged 2.Acknowledged	1.2Q21 financial statements and audit of subsidiaries 2.Discussed and shared case studies about trends in enterprise data governance 3.Discussed inquiries raised by attendees	Acknowledged
2021.1.02 11th meeting of the fifth Audit Committee	1.3Q21 internal audit report 2.Internal audit plan for 2022	1.Acknowledged 2.Reviewed and submitted to BoD for approval	1.3Q21 financial statements and communication of key audit matters 2.Discussed inquiries raised by attendees	Acknowledged

Evaluating the independence of accountants

According to the professional ethics report and the code of practice for corporate governance of listed and OTC companies, the items and procedures of the financial and other supervisors of the Company and its subsidiaries regularly assess the independence of certified accountants every year are as follows:

- (1) Personal resume of accountants.(2) He has not served as a director, supervisor or manager of the Company and its subsidiaries, or other positions that have a significant influence on or conflicts of interest.
- (3) The certified accountant has not been appointed continuously for seven years.(4) The accountant issue independent statements every quarter (5) He has not provided non-auditing services that may affect independence.(6) There is no major lawsuits or correction cases by the competent authority.(7) The scale and reputation of the accounting firm.(8) Effective interaction with management and internal audit supervisor.The annual appraisal results meet the independence standard, and were submitted to the Audit Committee for deliberation on January 24, 2022 and passed by the resolution of the Board of Directors on January 25, 2022.

Remuneration and Nomination Committee Operations

The Remuneration and Nomination Committee, composed entirely of independent directors, is bound by the Remuneration and Nomination Committee Charter. The committee 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.
- (4) Remuneration and Nomination Committee attendance

1.The Remuneration and Nomination Committee consists of five members.

2.Tenure of the Fourth Remuneration and Nomination Committee: June 18, 2020 to June 17, 2023. The committee convened four times in 2021:

Title	Name	Attendance in person	By proxy	Attendance ratio	Remarks
Independent Director	Char-Dir Chung	4	0	100%	None
Independent Director	Hsueh-Jen Sung	4	0	100%	None
Independent Director	Hsi-Peng Lu	4	0	100%	None
Independent Director	Tong Hai Tan	4	0	100%	None
Independent Director	Drina Yue	4	0	100%	None

1.Any suggestion made by the Remuneration and Nomination Committee that was not accepted or revised by the Board of Directors: None

2.Any written objections or issues raised by a member of the Remuneration and Nomination Committee against resolutions passed by the committee: None

Meetings of Remuneration and Nomination Committee

Date	R&N Committee Meeting	Agenda	R&N Committee's opinion	Company response
2021.01.26	2nd meeting of the fourth R&N Committee	Succession plan for management executives	Approved as proposed	Approved by the BoD
		Commissioning of an external professional institution to conduct an evaluation of the board's 2020 performance		
		Results of a 2020 performance evaluation of managers/head of internal audit, and year-end bonus distribution		
		2020 year-end bonus of the Chairman		
2021.02.25	3rd meeting of the fourth R&N Committee	Succession plan for management executives	Approved as proposed	Approved by the BoD
		Report on the results of a 2020 performance evaluation of the BoD and functional committees		
		2020 remuneration distribution plan for BoD		
		Develop balanced scorecard evaluation scheme for the President		
2021.08.05	4th meeting of the fourth R&N Committee	Report on the results of a 2020 external performance evaluation of the BoD and functional committees	Approved as proposed	Approved by the BoD
		Promotion and salary adjustment proposal for managers		
		2020 employee profit sharing distribution plan and 2021 salary adjustment proposal for managers/head of internal audit		
		2020 annual compensation and 2021 salary adjustment proposal for the Chairman		
2021.11.04	5th meeting of the fourth R&N Committee	Develop balanced scorecard evaluation scheme for the President	Approved as proposed	Approved by the BoD
		Revision of BoD remuneration policy	All members were excluded from the deliberations as stakeholders	Approved by the BoD

2021 Employee Profile

Category	Age	TWM+Taiwan Fixed Network+TWN Digital Service+ Taiwan Teleservices & Technologies+TWM insurance agent			Taiwan Broadband			Taiwan Kuro Times		
		Number of employees		Ratio ¹	Number of employees		Ratio ¹	Number of employees		Ratio ¹
		Male	Female		Male	Female		Male	Female	
Senior Manager (Vice President or above)	<30 years old	0	0	0.00%	0	0	0%	0	0	0%
	31-50 years old	3	0	13.64%	1	0	20.00%	0	0	0%
	>51 years old	11	8	86.36%	4	0	80.00%	0	0	0%
	Total	14	8	100%	5	0	100%	0	0	0%
Employees	<30 years old	415	563	19.09%	30	20	7.78%	0	3	8.33%
	31-50 years old	1,837	1,841	71.78%	253	213	72.47%	10	22	88.89%
	>51 years old	333	135	9.13%	92	35	19.75%	1	0	2.78%
	Total	2,585	2,539	100%	375	268	100%	11	25	100%
Total Number of Employees (Senior Managers + Employees)		5,146			648			36		
Employment status	Full-time	2,580	2,529	99.28%	380	268	100%	11	23	94.44%
	Part-time	19	18	0.72%	0	0	0%	0	2	5.56%
Average Seniority		9.9			13.9			5.6		
Academic distribution ratio (%)	Ph.D.	0.21%			0.15%			2.78%		
	MA	15.80%			11.11%			33.33%		
	University	63.41%			44.45%			58.33%		
	College	14.73%			25.15%			5.56%		
	Senior High School and below	5.85%			19.14%			0.00%		

2021 New Employees/Employee Turnover

Year	TWM+Taiwan Fixed Network+TWN Digital Service+ Taiwan Teleservices & Technologies+TWM insurance agent								Taiwan Broadband								Taiwan Kuro Times							
Category	New hires				Employee turnover				New hires				Employee turnover				New hires				Employee turnover			
	Number of employees		Ratio ¹		Number of employees		Ratio ¹		Number of employees		Ratio ¹		Number of employees		Ratio ¹		Number of employees		Ratio ¹		Number of employees		Ratio ¹	
Age	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<30 years old	138	212	2.68%	4.12%	136	136	2.64%	2.64%	14	12	2.16%	1.85%	10	3	1.54%	0.46%	0	3	0.00%	8.33%	2	4	5.56%	11.11%
31-50 years old	73	76	1.42%	1.48%	148	140	2.88%	2.72%	7	8	1.08%	1.23%	21	4	3.24%	0.62%	0	3	0.00%	8.33%	3	5	8.33%	13.89%
>51 years old	0	1	0.00%	0.02%	12	3	0.23%	0.06%	1	1	0.15%	0.15%	2	3	0.31%	0.46%	0	0	0.00%	0.00%	0	0	0.00%	0.00%
Total	211	289	4.10%	5.62%	296	279	5.75%	5.42%	22	21	3.39%	3.23%	33	10	5.09%	1.54%	0	6	0.00%	16.67%	5	9	13.89%	25.00%

Salary Ratio Analysis

	TWM	Taiwan Fixed Network	Taiwan Customer Service	Taiwan Digital Service	Taishin Insurance agent	Taiwan Broadband	Taiwan Kuro Times
Ratio of TWM's standard starting salary to Taiwan's minimum wage in 2021	1.37~1.57	1.29~1.38	1.04	1.17	1.37	1.25~1.37	1.06
Basic salary ratio Basic salary ratio based on gender (1 denotes male)	Senior executive			1.03			
	Assistant manager or above			0.95			
	Assistant manager or below			0.87			
Ratio of average annual salary (including performance incentives) in 2021 Basic salary ratio based on gender (1 denotes male)	Senior executive			1.15			
	Assistant manager or above			0.94			
	Assistant manager or below			0.85			
In 2021, the ratio of the highest individual annual income to the median individual income of other employees was				29.03 : 1			
In 2021, the ratio of the percentage increase of the highest individual annual income to the percentage increase of other employees' median individual income was (Note 1)				1.76 : 1			

Note 1: Comparison is based on salaries of employees

Note 2: Salaries of non-employee workers are higher than the minimum wage

Identification and Control Banding of Occupational Hazards

How to identify and decrease hazard	Occupational diseases and occupational injuries shall be handled in accordance with the relevant measures of the Occupational Safety and Health Administration, Ministry of Labor. All departments conduct inspections and inspections of the machinery, equipment, and appliances according to the frequency of use. If there is a risk for immediate danger, they should coordinate with the on-site supervisor or report to the superior to suspend work.
Control banding	Incidents are divided into five categories, including major disasters, disabling injuries, non-disabling injuries, traffic accidents and industrial safety accidents according to the degree and type of injury. If the aforementioned disasters occur, employees should immediately report to their supervisor and the labor safety and health office on the day. If the accident is a major disaster, it should be reported to the labor safety and health office immediately and the necessary first aid and rescue should proceed.
Formulate Contracting Procedures	Formulate contract operation procedures, implement personnel management, machinery and operational safety, safety management of various dangerous operations, emergency contact handling of disasters and other relevant regulations for manufacturers of contracted projects, equipment installation, maintenance, etc., to ensure safety and hygiene for suppliers.
Inadmissible Hazards	Should the hazards be inadmissible, for example if a damaged tile or carpet on the passage way has caused a passing employee to stumble and fall which lead to injury, then an improvement program with improvement target would be planned, which would be implemented in accordance to the control banding order. Effective assessment would be performed after the improvement is completed for occupational health and safety sustainability and continuous improvement.

Analysis of occupational hazards in 2021

	2021													
	Employees													
	TWM		Taiwan Fixed Network		Taiwan Digital Service		Taiwan Customer Service		Taishin Property Insurance		Taiwan Broadband		Taiwan Kuro Times	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
Number of deaths resulting from occupational hazards	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage of deaths resulting from occupational hazards	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of severe occupational injuries	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rate of severe occupational injuries	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of recorded occupational injuries	4	1	0	0	0	0	0	1	0	0	2	0	0	0
Rate of recorded occupational injuries ^(Note 1)	0.1864	0.0605	0	0	0	0	0	0.1369	0	0	0.535	0	0	0
Main Categories of Occupational Injury	Pinching/choking slipping/falling	Choking	-	-	-	-	-	Scalding	-	-	Falling or tumbling	0	0	0
Working Hours	4,291,576	3,303,688	256,712	297,112	137,768	51,232	483,520	1,460,752	1,872	1,212	747,144	518,928	28,275	53,743
	Non-employee													
Number of deaths resulting from occupational hazards	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Percentage of deaths resulting from occupational hazards	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of severe occupational injuries	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rate of severe occupational injuries	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Number of recorded occupational injuries	3	0	0	0	0	0	0	0	0	0	0	0	0	0
Rate of recorded occupational injuries ^(Note 1)	0.6028	0	0	0	0	0	0	0	0	0	0	0	0	0
Main Categories of Occupational Injury	Falling/tumbling choking	-	-	-	-	-	-	-	-	-	0	0	0	0
Working Hours	995,325	941,455	4,224	18,288	0	0	168,664	506,032	0	592	77,688	149,400	0	0

Note 1: Ratio for calculation is set at 200,000 working hours

Implementation through Five Major Processes

Classified management of suppliers	According to the procurement type, amount and key conditions, the suppliers are classified into six categories. In each category, the suppliers are classified into critical suppliers and general suppliers for differentiated management to ensure the appropriateness and effectiveness of the management resources.
Selection of new suppliers	New vendors are required to pass corporate governance review, sign Declaration of Integrity Operation, pass credit financial review and on-site audit, and fill in Self-Evaluation form in ESG Performance for new suppliers. Suppliers will be qualified suppliers of the Company in the future after the suppliers implement sustainable management. Suppliers must sign the Declaration Letter for Environmental and Occupational Health and Safety Policy for Contractors when undertaking orders.
Supplier maintenance	Suppliers need to fill out the CSR self-assessment form for review to help TWM identify the risks of individual vendors and the overall supply chain sustainability, keep abreast the current status of supply chain sustainability management, and further propose differentiated improvement plans to track the improvement results of partner vendors every year. TWM started conducting a carbon inventory review in 2019 to further understand carbon emissions of the supply chain, which is used for reference when formulating the supply chain carbon reduction system.
Threshold for major tenders	TWM has officially listed the quantitative ESG score as the supplier's major bidding threshold since 2019. The Company hopes to enhance management measures of suppliers through procurement, as well as encouraging suppliers to be proactive through the requirements of sustainable performance evaluation in response to TWM's sustainable actions. Both new and existing suppliers must reach a certain sustainable performance threshold before they can participate in TWM's major bids.
Training programs	<ol style="list-style-type: none"> 1. Procurement personnel training program: regular education and training on the internal procurement personnel is conducted to ensure the awareness and familiarity of sustainable supply chain management. 2. Cooperative supplier education and training: organize supplier sustainability education and training, and hold annual supplier conference to praise and share high-performance suppliers.

Non-renewable Energy Analytics

Item		Unit	2019	2020	2021
Direct energy consumption	Gasoline	Liter	670,741.55	799,110.18	902,299.26
	Diesel oil	Liter	65,890.72	46,629.76	43,474.67
Indirect energy consumption	Electricity	Degree	431,130,258.97	461,978,292.09	536,104,661.12
Total energy consumption ¹		Million joules	1,576,402,195.06	1,690,937,772.65	1,961,046,460.98
		MWh	437,890.04	469,705.55	544,735.82
Total energy consumption expenses ²		NT\$	1,443,589,396	1,544,403,991	1,796,339,900
Energy intensity	Energy consumption/ consolidated revenue ³	Million joules/ NT\$ million	21,454.95	24,967.34	27,915.65

Notes:

- Reference for total energy consumption: Energy Manual of the Ministry of Economic Affairs 2012
- Reference for total amount of energy consumption expenses: Oil Price Analysis and Management System from the Energy Bureau, Ministry of Economic Affairs
- Consolidated revenue does not include revenue of momo

Green Transportation - Engineering Vehicle Fuel Management System

Annual total	2016	2017	2018	2019	2020	2021
Estimated total oil consumption (L)	503,427	443,016	412,810	387,639	377,570	367,502
Oil reduction target (%)	Baseline year	12.00%	18.00%	23.00%	25.00%	27.00%
Actual total oil consumption (L)	503,427	434,908	398,622	358,559	336,120	310,115
Actual reduction achievement rate (%)	Baseline year	13.60%	20.80%	28.80%	33.2%	38.4%
Fuel costs reduction (annual)	-	\$1,726,688	\$1,008,749	\$1,073,688	\$486,977	\$705,389
Carbon emissions reduction (ton)	-	155	82	91	51	59

Notes: The fuel reduction target for 2022 is estimated to be 29%. It is expected that energy efficiency will be improved even more with the upgraded vehicle management platform.

Water Resources Management

Annual water consumption (usage/m3)	2019	2020	2021
Office	84,569	84,440	67,850
Direct stores	48,702	48,615	44,349
Computer room base station (including Taiwan media/cloud/information computer room)	165,966	170,005	166,628
Total	299,237	303,060	278,827
Rainwater recovery	150.6	89.0	49
Water dispenser wastewater recovery	-	-	336

Renewable Energy Analytics

Item	Unit	2019	2020	2021
Generating electricity for self-use	Million joules	683,766.00	1,382,130.00	1,313,298.00
Green power directly transmitted to TWM	Million joules	0	738,025.20	26,112,920.40

GRI tables

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee
GRI 102 General disclosure 2016				
1. Organization overview				
102-1	Organization Name	3.1.1 Business System: Synergies from diversified businesses		
102-2	Major brands products and services	3.1.1 Business System: Synergies from diversified businesses		
102-3	The location of the headquarters	3.1.1 Business System: Synergies from diversified businesses		
102-4	The number and name of countries where the organization operates.	3.1.1 Business System: Synergies from diversified businesses		
102-5	The nature and legal form of ownership	3.1.1 Business System: Synergies from diversified businesses		
102-6	Market where the organization provides services	3.1.1 Business System: Synergies from diversified businesses		
102-7	Organization scale	3.1 Operational performance, Appendix (Economic Data) 4.2.1.1 Recruitment, Diversity and Equality		
102-8	Information of employees and other workers	4.2.1.1 Recruitment, Diversity and Equality Appendix Social data		
102-9	Describe the supply chain of the organization, including the main elements related to organization activities, major brands, products and services.	4.3 Sustainable partnership		
102-10	Any significant changes in the size, structure, ownership or supply chain of the organization	—	On December 30, 2021, Taiwan Mobile announced that it had officially completed the signing of the merger contract with Taiwan Star.	
102-11	Early warning principle or policy	2.5 Risk Analysis 4.1.4 Risk Management: Comprehensive Risk Management System for Strengthening Management Practices		
102-12	List the economic, environmental and social regulations, principles or other initiatives signed and approved by the organization and formulated by the third parties.	4.5.5 Green Energy Initiatives: Extending Green Energy Applications to Social Welfare for the Disadvantaged		
102-13	List the main memberships of organizations participating in industry or other public associations and national or international initiative organizations.	Appendix Groups/Associations TWM Participates in		
2. Strategies				
102-14	Statement of the decision maker	To stakeholders		
102-15	Key impacts, risks, and opportunities	2.5 Risk Analysis		
2.5 Risk Analysis				
102-16	Describe the values, principles, standards and code of conduct of the organization.	4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs		
102-17	Mechanism of ethical suggestions and concerns	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders		
4. Governance				
102-18	Organization governance structure	Indexed to pg. 9 of the Annual Report		
102-19	The highest governance unit authorizes the senior management and other employees to be responsible for the procedures of economic, environmental and social topics	3.2 ESG Operations Mechanism		
102-20	a. Whether the organization appoints management to be responsible for economic, environmental and social topics B. Whether this person report directly to the highest governance unit	3.2 ESG Operations Mechanism		

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee
102-21	a. The process of consultation between stakeholders and the highest governance body on economic, environmental and social topics B. If the highest governance body appoints an agent for consultation, describe who the agent is and how to provide feedback to the highest governance body	2.3 ESG Operations Mechanism		
102-22	Explain the composition of the highest governance body and its committees by category.	3.1.2 Board of Directors: Setting the Standard in the Telecom Sector with Over 50% Independent Directors 4.1.2 Supervision Mechanism: Enhancing Internal Controls to Implement Corporate Governance		
102-23	Whether the chairman of the highest governance body is also a member of the management team	3.1.2 Board of Directors: Setting the Standard in the Telecom Sector with Over 50% Independent Directors		
102-24	Nomination and election process of the highest governance body and its committees	3.1.2 Board of Directors: Setting the Standard in the Telecom Sector with Over 50% Independent Directors		
102-25	The process of avoiding and managing conflicts of interest in the highest governance body	3.1.2 Board of Directors: Setting the Standard in the Telecom Sector with Over 50% Independent Directors 4.1.2 Supervision Mechanism: Enhancing Internal Controls to Implement Corporate Governance, Appendix Annual Report and financial-related data		
102-26	The role of the highest governance body and senior management in developing, approving and updating the organization purpose, value or vision, strategy, policy, and objectives related to economic, environmental and social topics.	2.3 ESG Operations Mechanism 2.2.2 Board of Directors: Setting the Standard in the Telecom Sector with Over 50% Independent Directors		
102-27	Measures taken to develop and enhance the collective intelligence of the highest governance body on economic, environmental and social topics.	2.3 ESG Operations Mechanism 3.1.2 Board of Directors: Setting the Standard in the Telecom Sector with Over 50% Independent Directors		
102-28	The evaluation process of the highest governance body's performance on economic, environmental and social issues, and the measures taken in response to such evaluation, at least including the changes of members' and organizational behaviors.	2.3 Sustainable operation mechanism 3.1.2 Board of Directors, Appendix Annual Report and financial related data 4.1.2.2 Remuneration to Senior Management		
102-29	The role of the highest governance body in identifying and managing economic, environmental and social topics and their impacts, risks and opportunities, including the role of the highest governance body in implementing due diligence.	2.3 ESG Operations Mechanism 2.5 Risk Analysis 4.1.4 Risk Management: Comprehensive Risk Management System for Strengthening Management Practices		
102-30	The role of the highest governance body in examining the effectiveness of the organization's risk management process on economic, environmental and social topics	2.3 ESG Operations Mechanism 2.5 Risk Analysis 4.1.4 Risk Management: Comprehensive Risk Management System for Strengthening Management Practices		
102-31	The frequency of the highest governance body to examine economic, environmental and social topics and their impacts, risks and opportunities.	2.3 ESG Operations Mechanism 2.5 Risk Analysis 4.1.4 Risk Management: Comprehensive Risk Management System for Strengthening Management Practices		
102-32	The highest committee or position that formally examines and approves the organization sustainability report and ensures that the report covers all major topics.	The Company's sustainability report is approved and signed by the Chairman		
102-33	Procedures for communicating key events with the highest governance body	3.2 ESG Operations Mechanism		
102-34	A. Nature and total times of communicating key events with the highest governance body b. Mechanism for handling and resolving key events	2.3 ESG Operations Mechanism		
102-35	a. Explain the salary policy of the highest governance body and senior management according to the category. b. The goals of the top governance body and senior management on economic, environmental and social topics, and how they are linked with the performance standards in the salary policy.	4.1.2.2 Remuneration to Senior Management		

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee
102-36	a. The process of salary decision b. Whether there are remuneration consultants involved in remuneration decision, and whether they are independent of the management c. Whether there is any other relationship between the remuneration consultant and the organization	4.1.2.2 Remuneration to Senior Management 4.2.1.2 Compensation and Welfare		
102-37	a. How to seek the stakeholders opinions and incorporate their opinions into remuneration-related considerations. b. Incorporate the voting results of salary policies and proposals if applicable	4.1.2.2 Remuneration to Senior Management		
102-38	a. The ratio of the annual total salary of the highest paid individual in the organization to the median annual total salary of other employees in the country (excluding the highest paid individual) in each country of the important operating base.	4.2.1.2 Compensation and Welfare		
102-39	a. The percentage increase of the annual total salary of the highest paid individual in the organization to the median percentage increase of the annual total salary of other employees in the country (excluding the highest paid individual) in each country of the important operating base.	4.2.1.2 Compensation and Welfare		
5. Stakeholder Communication				
102-40	List the stakeholder organizations that the organization communicates with	2.6 Stakeholder Communication: Adequately Responding to Stakeholders' Needs Appendix Stakeholder communication channels		
102-41	Percentage of total employees covered by the group contract	-	There is no trade union, and the employee-employer meeting covers 100% of employees. The official website is: https://corp.taiwanmobile.com/social-responsibility/comprehensiveCommunicationChannels.html	
102-42	Identify and select the basis to communicate with stakeholders	2.6 Stakeholder Communication: Adequately Responding to Stakeholders' Needs Appendix Stakeholder communication channels		
102-43	The policy of communication with stakeholders, including the frequency and forms of communication with different stakeholder groups, and whether any communication procedures are specially carried out for the preparation of this report.	2.6 Stakeholder Communication: Adequately Responding to Stakeholders' Needs Appendix Stakeholder communication channels 3.4.2 Customer Satisfaction 4.2.2 Open Employee Communication and a Diverse, Inclusive Culture 4.3.4 Supply Chain Communications and Social Welfare: Leading the Supply Chain to Implement Corporate Social Responsibility		
102-44	Key topics and concerns raised through communication with stakeholders include: a. How the organization responds to these key topics and concerns, including through reports; b. Stakeholder groups that put forward key topics and concerns	2.6 Stakeholder Communication: Adequately Responding to Stakeholders' Needs Appendix Stakeholder communication channels 3.4.2 Customer Satisfaction 4.2.2 Open Employee Communication and a Diverse, Inclusive Culture 4.3.4 Supply Chain Communications and Social Welfare: Leading the Supply Chain to Implement Corporate Social Responsibility		
6. Reporting practice				
102-45	a. All entities contained in the consolidated financial statements or equivalent documents. b. Whether there are entities in the consolidated financial statements or equivalent documents not included in this report	a. See the 2020 Annual Report for details. b. Fubon Multimedia Technology has independently issued a report, so the retail business is excluded from this report. For details, please refer to the "About the Report".		
102-46	a. Explain the process of defining the report content and topic boundaries. b. Explain how the organization follows the reporting principle to define the contents of the report	2.4 Identification of Material Topics		
102-47	List all the major topics identified in the process of defining the contents of the report.	2.4 Identification of Material Topics		
102-48	The influence and reasons of rewriting any information given in the previous report	-	None	
102-49	The major topic and topic boundary changes compared with the previous reporting period	-	None	

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee
102-50	The reporting period during which the information is provided	About the Report		
102-51	Last report date (if applicable)	Last report issue date: July 2021		
102-52	Reporting period	About the Report		
102-53	Contact person for the report or its contents	About the Report		
102-54	Prepare the report according to the GRI guidelines and options in the declaration put forward by the organization: a. "This report follows GRI guidelines: Key options" b. "This report follows GRI guidelines: Comprehensive options"	About the Report		
102-55	GRI index content	Appendix _GRI Guidelines		
102-56	External assurance/conviction	About the Report Appendix Accountant Limited Assurance Report		
GRI 201: Economic performance 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	Financial subsidy from the government		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 3.2 Financial Overview		
201-1	Direct economic value generated and distributed by the organization	3.2 Financial Overview Appendix _ESG Data Performance Table		
201-2	Financial implications and other risks and opportunities due to climate change	2.5.3 Managing Climate Risks and Opportunities: Inventory of Climate and Financial Impacts to Effectively Take Advantage of Business Opportunities		
201-3	Define welfare plan obligations and other retirement plans	4.2.1.2 Compensation and Welfare		
201-4	Financial subsidy from the government	3.2.3 Tax Policy: Implementing Tax Policies with a Sound Tax Management System		
GRI202: Market presence 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.2.1.1 Recruitment, Diversity and Equality		
103-3	Management principle assessment	3.2 ESG Operations Mechanism 4.2.1.1 Recruitment, Diversity and Equality		
202-1	The ratio of the basic personnel standard salary of different genders to the local minimum salary	4.2.1.2 Compensation and Welfare		
202-2	The proportion of local residents employed as senior management	4.2.1.1 Recruitment, Diversity and Equality		
GRI203: Indirect economic impact 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.4 Innovation achievements 4.6 Social inclusion		

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.4 Innovation achievements 4.6 Social inclusion		
203-1	The development and impact on infrastructure investment	3.3.2 Rural Broadband Construction		
203-2	Obvious indirect economic impact	4.4 Innovation achievements 4.6 Social inclusion Appendix Social data		
GRI204: Procurement practice 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.3 Sustainable partnership		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.3 Sustainable partnership		
204-1	Proportion of spending on local suppliers in important operation bases	4.3.1 Supply Chain Overview: Sustainability as the Core of Supply Chain Management		
GRI205: Anti-corruption 2016				
GRI205: Anti-corruption 2016				
103-1	Explain Material Topics and Boundaries	Confirmed corruption incidents and actions taken		
103-2	Management principle and its elements	4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders		
103-3	Management principle and its elements	2.3 ESG Operations Mechanism 4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs		
205-1	Operating bases that have been assessed for corruption risk	-	None	
205-2	Communication and training on anti-corruption policies and procedures	4.3.3 Supply Chain Selection and Assessment: Implementing Quantitative Performance Thresholds for Sustainability and Carefully Monitoring Supply Chain Quality 4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs		
205-3	Confirmed corruption incidents and actions taken	4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs		
GRI 206: Anti-Competitive Behavior 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders		
103-3	Management principle assessment	3.2 ESG Operations Mechanism 4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs		
206-1	Legal actions against competitive behavior, trust and monopolistic behavior	-	None	
GRI 302: Energy 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.5.2 Environmental and Climate Change Management Strategies: Set Environmental Management Targets and Conduct Performance Reviews		
103-3	Management principle assessment	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.5.2 Environmental and Climate Change Management Strategies: Set Environmental Management Targets and Conduct Performance Reviews		

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee
302-1	Internal energy consumption	Appendix_Non-renewable Energy Analytics, Renewable Energy Analytics		
302-2	External energy consumption	-	Cannot be revealed yet as the relevant data is still being integrated.	
302-3	Energy intensity	Appendix_Non-renewable Energy Analytics		
302-4	Reduce energy consumption	4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results		
302-5	Reduce the energy demand of products and services	4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results		
GRI 305: Emission 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Explain Material Topics and Boundaries	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results		
305-1	Direct (scope 1) greenhouse gas emissions	4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results		☐
305-2	Indirect energy (scope 2) GHG Inventory Verification	4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results		☐
305-3	Other indirect (scope 3) GHG Inventory Verification	4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results		☐
305-4	Greenhouse gas emission intensity	4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results		
305-5	Greenhouse gas emission reduction	4.5.3 Carbon Emissions Management: Achieving Excellent Energy-Saving and Carbon-Reduction Results 4.5.4 Green Services: Developing Green Products and Services Based on Digital Technologies 4.5.7 Green Operations: Waste Reduction and Energy/Resource Management		
305-6	Emissions of ozone-destroying substances	-	Not applicable to non-manufacturing industries	
305-7	Emissions of nitrogen oxides, sulfur oxides and other major gases	-	Not applicable to non-manufacturing industries	
GRI 306: Waste 2020				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.5.2 Environmental and Climate Change Management Strategies: Set Environmental Management Targets and Conduct Performance Reviews		
103-3	Management principle assessment	3.2 ESG Operations Mechanism 4.5.2 Environmental and Climate Change Management Strategies: Set Environmental Management Targets and Conduct Performance Reviews		
306-1	The waste generation and its significant impact (disclosure of management policy)	-	Not applicable to non-manufacturing industries	
306-2	The significant impact of wastes (disclosure of management policy)	-	Not applicable to non-manufacturing industries	
306-3	Waste generation:	4.5.7 Green Operations: Waste Reduction and Energy/Resource Management		
306-4	Waste disposal and transfer	4.5.7 Green Operations: Waste Reduction and Energy/Resource Management		
306-5	Direct disposal of wastes	4.5.7 Green Operations: Waste Reduction and Energy/Resource Management		

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee <input type="checkbox"/>
GRI 307: Environmental Compliance 2016				
GRI 307: Environmental Compliance 2016				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders		
103-3	Management principle assessment	3.2 ESG Operations Mechanism 4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs		
307-1	Violation of environmental laws and regulations	4.1.3.4 Legal Compliance		
GRI 308: Supplier Environmental Assessment 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.3 Sustainable partnership		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.3 Sustainable partnership		
308-1	Adopt environmental standards to screen new suppliers	4.3.3 Supply Chain Selection and Assessment: Implementing Quantitative Performance Thresholds for Sustainability and Carefully Monitoring Supply Chain Quality		
308-2	Negative impact of the supply chain on the environment and the actions taken	4.3.3 Supply Chain Selection and Assessment: Implementing Quantitative Performance Thresholds for Sustainability and Carefully Monitoring Supply Chain Quality		
GRI 401: Employee-employer relationship 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.2.1 Prioritizing Talent Cultivation to Maintain Core Competitiveness		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.2.1 Prioritizing Talent Cultivation to Maintain Core Competitiveness		
401-1	New employees/employee turnover	4.2.1.1 Recruitment, Diversity and Equality		
401-2	Welfare provided to full-time employees (excluding temporary or part-time employees)	4.2.1.2 Compensation and Welfare		
401-3	Parental leave	4.2.1.2 Compensation and Welfare		
GRI 402: Employee/employer relationship 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders		
103-3	Management principle assessment	3.2.3 ESG Operations Mechanism		
402-1	The shortest forecast period of operational changes	If this happens, it shall be implemented according to the laws and regulations.		
GRI 403: Occupational Safety and Health 2018				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.2.3 Keeping Employees Healthy by Providing a Good Working Environment		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.2.3 Keeping Employees Healthy by Providing a Good Working Environment		

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee <input type="checkbox"/>
403-1	Worker representatives in a formal safety and health committee composed by the employer and employees.	4.2.3 Keeping Employees Healthy by Providing a Good Working Environment		
403-2	Types of injuries, rates of injuries, occupational diseases, lost days, absence, etc., and the total number of fatalities on duty.	4.2.3.4 Safe and Quality Work Environment Appendix Social data		
403-3	Workers with high incidence and high risk of occupational-related diseases	4.2.3 Keeping Employees Healthy by Providing a Good Working Environment		
403-4	Incorporate health and safety-related issues into formal trade union agreements.	-	No trade union organization	
403-5	Training of workers related to occupational safety and health (disclosure of management policy)			
403-6	Workers health promotion (disclosure of management policy)			
403-7	Prevent and mitigate the impact of occupational safety and health directly related to business relationship (disclosure of management policy)	4.2.3.4 Safe and Quality Work Environment		
403-9	Work-related injuries			
GRI 404: Training and Education 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.2.1.1 Recruitment, Diversity and Equality		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.2.1.1 Recruitment, Diversity and Equality		
404-1	Average number of training hours per employee per year	4.2.1.3 Career Development and Training, appendix Social data		
404-2	Employee skill improvement and transition assistance program:	4.2.1.1 Recruitment, Diversity and Equality		
404-3	Percentage of employees who receive regular performance and career development examination	4.2.1.4 Performance Evaluations		
GRI 405: Employee diversity and equal opportunities 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.2.1.1 Recruitment, Diversity and Equality		
103-3	Management principle assessment	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.2.1.1 Recruitment, Diversity and Equality		
405-1	Diversity of governance units and employees	4.2.1.1 Recruitment, Diversity and Equality 3.1.2 Board of Directors: Setting the Standard in the Telecom Sector with Over 50% Independent Directors		
405-2	Ratio of basic salary increase (women : men)	4.2.1.2 Compensation and Welfare		
GRI 406: Non-discrimination 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.3.6 Respect for and Protection of Human Rights 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders		
103-3	Management principle assessment	4.1.3.6 Respect for and Protection of Human Rights 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders		
406-1	Discrimination incidents and improvement actions taken by the organization	4.1.3.6 Respect for and Protection of Human Rights		

Excellent Brand
Sustainable Strategies
Operational Performance
Ethical operations
Happy workplaces
Sustainable partners
Value Creation
Innovative accomplishments
Environmental sustainability
Social inclusion
SASB
Appendix

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee
GRI 407: Freedom of association and collective bargaining 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.3 Sustainable partnership 4.2.2 Open Employee Communication and a Diverse, Inclusive Culture		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.3 Sustainable partnership 4.2.2 Open Employee Communication and a Diverse, Inclusive Culture		
407-1	Operating bases or suppliers that may face the risks of freedom of association and group negotiation.	4.3.3 Supply Chain Selection and Assessment: Implementing Quantitative Performance Thresholds for Sustainability and Carefully Monitoring Supply Chain Quality 4.2.2 Open Employee Communication and a Diverse, Inclusive Culture		
GRI 408: Child labor 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.3.6 Respect for and Protection of Human Rights 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.3 Sustainable partnership		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.1.3.6 Respect for and Protection of Human Rights 4.3 Sustainable partnership		
408-1	Major risks of child labor in operating bases and suppliers	4.1.3.6 Respect for and Protection of Human Rights 4.3.3 Supply Chain Selection and Assessment: Implementing Quantitative Performance Thresholds for Sustainability and Carefully Monitoring Supply Chain Quality		
GRI 409: Forced or compulsory labor 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.3.6 Respect for and Protection of Human Rights 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.3 Sustainable partnership		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.1.3.6 Respect for and Protection of Human Rights 4.3 Sustainable partnership		
409-1	Operating bases and suppliers with significant risks of forced labor events	4.1.3.6 Respect for and Protection of Human Rights 4.3.3 Supply Chain Selection and Assessment: Implementing Quantitative Performance Thresholds for Sustainability and Carefully Monitoring Supply Chain Quality		
GRI 412: Human rights assessment 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.3.6 Respect for and Protection of Human Rights 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.2.1.1 Recruitment, Diversity and Equality		
103-3	Management principle assessment	3.2 ESG Operations Mechanism 4.1.3.6 Respect for and Protection of Human Rights		
412-1	Operating activities subject to human rights inspection or human rights impact assessment	4.1.3.6 Respect for and Protection of Human Rights		
412-2	Staff training on human rights policies or procedures	4.2.1.3 Career Development and Training		
412-3	Important investment agreements and contracts that contain human rights clauses or have undergone human rights review.	4.1.3.6 Respect for and Protection of Human Rights		
GRI 414: Supplier social assessment 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.3 Sustainable partnership		
103-3	Management principle assessment	2.3 ESG Operations Mechanism 4.3 Sustainable partnership		
414-1	New suppliers screening by social criteria.	4.3.3 Supply Chain Selection and Assessment: Implementing Quantitative Performance Thresholds for Sustainability and Carefully Monitoring Supply Chain Quality		
414-2	Negative social impact of the supply chain and the actions taken	4.3.3 Supply Chain Selection and Assessment: Implementing Quantitative Performance Thresholds for Sustainability and Carefully Monitoring Supply Chain Quality		

Indicators	Indicator description	Chapters and description	Explanation of undisclosed reasons	SGS external guarantee
GRI 415: Public policy 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.1.3.4 Political Donations		
103-3	Management principle and its elements	2.3 ESG Operations Mechanism 4.1.3.4 Political Donations		
415-1	Political contributions	4.1.3.4 Political Donations		
GRI 416: Customer Health and Safety 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 3.4.5 Product Service and Responsibilities: Watching Over Consumer Health and Contributing to All-Around Sound Development		
103-3	Management principle and its elements	2.3 ESG Operations Mechanism 3.4.5 Product Service and Responsibilities: Watching Over Consumer Health and Contributing to All-Around Sound Development		
416-1	Evaluate the impact of products and service categories on health and security	3.4.5 Product Service and Responsibilities: Watching Over Consumer Health and Contributing to All-Around Sound Development		
416-2	Violations of health and security regulations related to products and services	-	None	
GRI 417: Marketing and labeling 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders		
103-3	Management principle and its elements	2.3 ESG Operations Mechanism 4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs		
417-1	Requirements for Product and Service Information and Labeling	The Company handles all important services in accordance with Item 1, Article 12 of the Measures for the Administration of Fees of Category I Telecommunications Enterprises		
417-2	Incidents of non-compliance concerning product and service information and labeling	-	None	
417-3	Events that fail to comply with marketing laws and regulations.	4.1.3.5 Legal Compliance		
GRI 418: Customer Privacy 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.3.3 Employee Code of Ethics 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders 4.1.3.7 Personal Information Security and Privacy Protection		
103-3	Management principle and its elements	2.3 ESG Operations Mechanism 4.1.3.3 Employee Code of Ethics 4.1.3.7 Personal Information Security and Privacy Protection		
418-1	Complaints about confirmed invasion of customer privacy or loss of customer information	4.1.5.5 Customer complaints 4.1.3.7 Personal Information Security and Privacy Protection		
GRI 419: Social and economic legal compliance 2016				
GRI 103: Management principle				
103-1	Explain Material Topics and Boundaries	Appendix Material Topics and Boundaries		
103-2	Management principle and its elements	4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs 4.1.5 Communication Mechanism: Diversified Communication Channels for Protecting the Rights and Interests of Stakeholders		
103-3	Management principle and its elements	2.3 ESG Operations Mechanism 4.1.3 Ethical Corporate Governance: Abiding by Core Ethical Values in Response to Social Needs		
419-1	Violation of laws and regulations in the social and economic fields	4.1.3.5 Legal Compliance		

Management Team

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	163,000 0.005	-	<ul style="list-style-type: none"> •MBA, Stern School of Business, New York University BS in Chemical Engineering with a minor in Economics, National Taiwan University Co-founder/VP of Products, Social Sauce •Co-founder/GM of Greater China, Intumit 	<ul style="list-style-type: none"> •Director, Taiwan Mobile Co., Ltd. Chairman, AppWorks Ventures Chairman, AppWorks Fund I Chairman, AppWorks Fund II Chairman, AppWorks Fund III Chairman, Chen Feng Investment Chairman, Chen Yun Co., Ltd. •Chairman, Chen Men Ltd. •Director, AppWorks Ventures II Ltd. Director, AppWorks Ventures III Ltd. Director, Winbond Electronics Corp. Director, 91APP, Inc. •Director, Dcard Holdings Ltd. Director, EZTable, Ltd. •Director, VIV3 Inc. •Chairman, AppWorks School Co., Ltd. Director, Bridge Mobile Pte Ltd. •Director, LINE Bank Taiwan Ltd. •Director and President, Taiwan Cellular Co., Ltd. President, TWM Venture Co., Ltd. •Director and President, Wealth Media Technology Co., Ltd. Director, Taipei New Horizon Co., Ltd. •President, Taiwan Fixed Network Co., Ltd. •Chairman, Taiwan Teleservices & Technologies Co., Ltd. President, TCC Investment Co., Ltd. •Chairman, Taiwan Digital Service Co., Ltd. •Director, Taihsin Property Insurance Agent 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. •Director, momo.com Inc. •President, TFN Union Investment Co., Ltd. •President, TCCI Investment and Development Co., Ltd. Chairman, Taiwan Kuro Times 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. •Chairman, TWM Film Co., Ltd. 	-	-	-
Executive Vice President and Chief Financial Officer / Finance and Administration Group	R.O.C.	Rosie Yu	Female	2014.04.29	-	-	<ul style="list-style-type: none"> •BS in Business Administration, National Taiwan University Senior Vice President and Chief Financial Officer, Taiwan Mobile Co., Ltd. •Chairman, Global Investment Advisory (HK) Ltd. President, Global Investment Holdings Co., Ltd. •General Manager, Credit Lyonnais Securities (Asia) Ltd., Taipei Branch •General Manager, Citicorp International Securities Ltd., Taipei Branch Executive Vice President, China Securities Co., Ltd 	<ul style="list-style-type: none"> •Director, momo.com Inc. •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, TWM Holdings Co., Ltd. •Supervisor, Taiwan Cellular Co., Ltd. Supervisor, Wealth Media Technology Co., Ltd. Supervisor, TWM Venture Co., Ltd. •Supervisor, Taiwan Fixed Network Co., Ltd. •Supervisor, Taiwan Teleservices & Technologies Co., Ltd. Supervisor, TCC Investment Co., Ltd. •Supervisor, Taiwan Digital Service Co., Ltd. Supervisor, TFN Media Co. Ltd. •Supervisor, Win TV Broadcasting Co., Ltd. Supervisor, TFN Union Investment Co., Ltd. •Supervisor, TCCI Investment and Development Co., Ltd. Supervisor, Taiwan Kuro Times Co., Ltd. Supervisor, TWM Communications (Beijing) 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 / Finance and Administration Group	R.O.C.	Jay Hong	Male	2004.05.06	-	-	<ul style="list-style-type: none"> •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 	<ul style="list-style-type: none"> •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 and Administration Group	R.O.C.	Shirley Chu	Female	2019.07.01	-	-	<ul style="list-style-type: none"> •MBA, Fuqua School, Duke University •BA Economics, National Taiwan University Director, Equity Research, UBS •Analyst, Equity Research, Credit Lyonnais Securities (Asia) 	None	-	-	-
Vice President / Finance and Administration Group	R.O.C.	Joan Hung	Female	2019.07.01	-	-	<ul style="list-style-type: none"> •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 and Chief Data Officer / Corporate Affairs	R.O.C.	Eddie Chan	Male	2019.01.31	-	-	<ul style="list-style-type: none"> •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 / Corporate Affairs	R.O.C.	C.H. Wu	Male	2016.09.26	-	-	<ul style="list-style-type: none"> •MS in Electrical and Computer Engineering, University of Rochester •BS in Electrical Engineering, National Taiwan University Vice President, Applied Computing Group, Advantech Co., Ltd. •General Manager, Taiwan, Symantec Corp. General Manager, Taiwan, Cisco Systems, Inc. System Engineer/Sales Manager, •IBM Corp. 	<ul style="list-style-type: none"> •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, TWM Communications (Beijing) Co., Ltd. 	-	-	-
Vice President / Corporate Affairs	R.O.C.	Tim Lee	Male	2020.03.09t	-	-	<ul style="list-style-type: none"> •MBA, The Wharton School •University of Pennsylvania VP, Government of Singapore Investment Corp. (GIC) Associate, ABN AMRO Research Executive, ACNielsen 	<ul style="list-style-type: none"> •Director, TWM Communications (Beijing) Co., Ltd. Director, TWM Film Co., Ltd. •Director, Nada Holdings, Inc. 	-	-	-
Vice President / Corporate Affairs	R.O.C.	David Lin	Male	2016.05.03	-	-	<ul style="list-style-type: none"> •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.	Naomi Lee	Female	2015.08.03	-	-	<ul style="list-style-type: none"> •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 	None	-	-	-
Vice President / Corporate Affairs	R.O.C.	Iris Liu	Female	2014.07.14	-	-	<ul style="list-style-type: none"> •EMBA, National Chengchi University •BA in Information Communication, Tamkang University Vice President, Taiwan Television Enterprise Ltd. •Chairman, TTV Cultural Enterprise Ltd. 	Vice President, Taipei New Horizon 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
Senior Vice President and Chief Technology Officer / Technology Group	R.O.C.	Tom Koh	Male	2019.07.25	-	-	<ul style="list-style-type: none"> •PhD in Electrical and Computer Engineering, Johns Hopkins University •Senior Director, Qualcomm Senior Technical Marketing Engineer, Cisco-Linksys •Senior Sales Engineer, Ensemble Communications •Senior Technologist, Motorola Member of Tech Staff, Bellcore 	<ul style="list-style-type: none"> •Chairman and President, TWM Communications (Beijing) 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. 	-	-	-
Vice President / Technology Group	R.O.C.	Ming-Tung Wu	Male	2021.07.01	-	-	<ul style="list-style-type: none"> •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. A.M., Suretone Telecom Inc. 	None	-	-	-
Vice President and Chief Information Officer / Information Technology Group	R.O.C.	Rock Tsai	Male	2022.02.22	-	-	<ul style="list-style-type: none"> •DBA, Central South University •Executive Director & Head of Technology, DBS Taiwan Group CIO, Sinyi Realty •Senior Vice President, HSBC China •Executive VP & COO, G-Bridge Optoelectronics AVP, Citibank Taiwan •EVP & Spokesman, Timenet Teleco. 	None	-	-	-
Vice President / Consumer Business Group	R.O.C.	Steve Chou	Male	2011.04.25	-	-	<ul style="list-style-type: none"> •MBA, Southern Methodist University, Texas •Senior Vice President, Customer Service, HSBC Bank 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, N.A. 	<ul style="list-style-type: none"> • President, Taiwan Teleservices & Technologies Co., Ltd. 	-	-	-
Vice President / Consumer Business Group	R.O.C.	Kate Chen	Female	2021.07.01	-	-	<ul style="list-style-type: none"> •MA in Advertising, Marquette University Director, TransAsia Telecommunications Inc A.M., D.Y.R •A.M., Leo Burnett. 	<ul style="list-style-type: none"> • President, Taiwan Digital Service Co., Ltd. 	-	-	-
Vice President / Consumer Business Group	R.O.C.	Daphne Lee	Female	2014.07.07	-	-	<ul style="list-style-type: none"> •MBA, National Chengchi University Director, Alibaba Group Director, Yahoo! Taiwan •Vice President, Citibank Taiwan 	<ul style="list-style-type: none"> •Director and President, Taiwan Kuro Times Co., Ltd. Director and President, TWM Film Co., Ltd. •Director, Mistake Entertainment Co., Ltd. Director, Nada Holdings, Inc 	-	-	-
Vice President / Consumer Business Group	R.O.C.	Michael Teng	Male	2017.01.03	-	-	<ul style="list-style-type: none"> •BS in Industrial Engineering, Chung Yuan Christian University Senior Director, Taiwan Mobile Co., Ltd. •Vice President, Taiwan Tele-Shop Co., Ltd. 	None	-	-	-

Note 1: Shareholding percentage was calculated based on outstanding shares of 3,519,233,603 as of February 23, 2022. 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 - 1,935 shares, Rosie Yu - 4,639 shares, Jay Hong - 13,929 shares, Joan Hung - 6,242 shares, Eddie Chan - 3,729 shares, Tim Lee - 1,183 shares, David Lin - 771 shares, Iris Liu - 2,428 shares, Ming-Tung Wu - 7,529 shares, Steve Chou - 7,101 shares, Daphne Lee - 4,866 shares, Michael Teng - 13,929 shares.

Appendix SASB Social inclusion Environmental sustainability Inclusive innovations Sustainable partners Happy workplace Ethical operation Operational Performance Sustainable Strategies Excellent Brand

3. Management executives' compensation

Unit: NT\$

Title and name	Total		
	President, Jamie Lin; Executive Vice President and Chief Financial Officer, Rosie Yu; Senior Vice President and Chief Technology Officer, Tom Koh; Vice President and Chief Data Officer, Eddie Chan; Vice President, C.H. Wu; Vice President, Steve Chou; Vice President, Tim Lee; Vice President, Kate Chen; Vice President, Jay Hong; Vice President, Shirley Chu; Vice President, Joan Hung; Vice President, Ming-Tung Wu; Vice President, David Lin; Vice President, Naomi Lee; Vice President, Iris Liu; Vice President, Daphne Lee; Vice President, Michael Teng Resigned managers: Vice President and Chief Information Officer, James Chang		
Salary (A)	Stand-alone	88,564,878	
	Consolidated	88,924,878	
Pension (B) *	Stand-alone	1,728,000	
	Consolidated	1,728,000	
Performance-based salary (C)	Stand-alone	57,781,233	
	Consolidated	58,166,937	
Earnings paid as bonus to employees (D)	Stand-alone	Cash	28,982,400
		Stock	-
	Consolidated	Cash	28,982,400
		Stock	-
A+B+C+D *as a % of net profit	Stand-alone	177,056,511 1.6113%	
	Consolidated	177,802,215 1.6181%	
Compensation from investees other than subsidiaries		6,214,412	

Note 1: The Company's contribution to employees' pension account, not actual amount paid.

Note 2: Figures do not include compensation paid to company drivers, which totaled NT\$2,172,636.

4. 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. Wu, Steve Chou, Kate Chen, Jay Hong, Shirley Chu, Joan Hung, Ming-Tung Wu, David Lin, Naomi Lee, Iris Liu, Daphne Lee, Michael Teng	Eddie Chan, C.H. Wu, Steve Chou, Kate Chen, Jay Hong, Shirley Chu, Joan Hung, Ming-Tung Wu, David Lin, Naomi Lee, Iris Liu, Daphne Lee, Michael Teng
NT\$10,000,000~NT\$14,999,999	Tom Koh, Tim Lee, James Chang,	Tom Koh, Tim Lee, James Chang
NT\$15,000,000~NT\$29,999,999	Jamie Lin, Rosie Yu	Rosie Yu
NT\$30,000,000~NT\$49,999,999	-	Jamie Lin
NT\$50,000,000~NT\$99,999,999	-	-
NT\$100,000,000 and above	-	-
Total	18	18

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

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				
Executive Vice President and Chief Financial Officer, Rosie Yu				
Senior Vice President and Chief Technology Officer, Tom Koh				
Vice President and Chief Data Officer, Eddie Chan				
Vice President, C.H. Wu				
Vice President, Steve Chou	-	28,982,400	28,982,400	0.2638%
Vice President, Tim Lee				
Vice President, Kate Chen				
Vice President, Jay Hong				
Vice President, Shirley Chu				
Vice President, Joan Hung				
Vice President, Ming-Tung Wu				
Vice President, David Lin				
Vice President, Naomi Lee				
Vice President, Iris Liu				
Vice President, Daphne Lee				
Vice President, Michael Teng				

Certified Public Accountant (CPA) Information

Accounting firm	Name of CPA	Period covered by CPA's audit	Audit fee	Non-audit fee (Note)	Total	Remarks
Deloitte & Touche	Pei-De Chen	2021.01.01~2021.12.31	7,790	4,888	12,678	Reason for CPA change was due to job rotations at Deloitte & Touche from the fourth quarter of 2021.
	Kwan-Chung Lai	2021.01.01~2021.09.30				
	Te-Chen Cheng	2021.10.01~2021.12.31				

Note: Fees for non-audit services were mainly for tax certifications, tax-related consultations, consulting services 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:

The audit fee dropped by NT\$1.393 million, or, 15%, mainly due to regulatory changes in the classification of tax certification fee, which was classified under non-audit fee in 2021.

Information on CPA changes

(1) Former CPA

Date of change	Approved by the Board of Directors on January 25, 2022		
Reason for change	Due to job rotations at Deloitte & Touche from the fourth quarter of 2021		
Specify whether services/engagement were terminated/refused	Conditions	Party	Company
	Termination	Not applicable	Not applicable
	Refusal of new mandate	Not applicable	Not applicable
Has any audit opinion, other than an unqualified opinion, been issued in the past two years? If yes, cite reasons.	None		
Disagreement with securities issuer	Yes	Accounting principles and practices	
		Disclosure of financial statements	
		Audit scope or procedures	
		Others	
	No	V	
	Explanation: None		
Other disclosure items	None		

(2) Current CPA

Name of company	Deloitte & Touche
Name of CPA	Pei-De Chen, Te-Chen Cheng
Date of engagement	Approved by the Board of Directors on January 25, 2022
Results of consultations with the CPA on accounting measures and principles that might influence his/her opinion prior to his/her engagement	None
Has the incumbent CPA issued any dissenting opinion on opinions issued by the previous CPA?	None

(3) The former CPA's response to the issues referred to in Article 10.6.1 and Item 3 of Article 10.6.2 of the Regulations Governing Information to be Published in Annual Reports of Public Companies: None

Minor changes in shareholder structure

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

Unit: shares

Title	Name	Name		2022 (as of February 23)	
		Net change in shareholding	Net change in shares ledged	Net change in shareholding	Net change in shares ledged
Chairman	Fu Chi Investment Co., Ltd. Representative: Daniel M. Tsai				
Director	Fu Chi Investment Co., Ltd. Representative: Richard M. Tsai	0	0	0	0
Director	Fu Chi Investment Co., Ltd. Representative: Chris Tsai				
Director	TCC Investment Co., Ltd. Representative: Jamie Lin	0	0	0	0
Independent Director	Hsueh-Jen Sung	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
Major Shareholder (shareholding of more than 10%)	TFN Union Investment Co., Ltd.	0	0	0	0
President	Jamie Lin	63,000	0	0	0
EVP and Chief Financial Officer	Rosie Yu	0	0	0	0
EVP and Chief Financial Officer	Tom Koh	0	0	0	0
VP and Chief Data Officer	Eddie Chan	0	0	0	0
VP and Chief Information Officer	Rock Tsai (Took office on February 22, 2022)	NA	NA	0	0
Vice President	C.H. Wu	0	0	0	0
Vice President	Steve Chou	0	0	0	0
Vice President	Tim Lee	0	0	0	0
Vice President	Kate Chen (Took office on July 01, 2021)	0	0	0	0
Vice President	Jay Hong	0	0	0	0
Vice President	Shirley Chu	0	0	0	0
Vice President	Joan Hung	0	0	0	0
Vice President	Ming-Tung Wu (Took office on July 01, 2021)	0	0	0	0
Vice President	David Lin	0	0	0	0
Vice President	Naomi Lee	0	0	0	0
Vice President	Iris Liu	0	0	0	0
Vice President	Daphne Lee	0	0	0	0
Vice President	Michael Teng	0	0	0	0
Chief Accounting Officer	Darren Shih	0	0	0	0
VP and Chief Information Officer	James Chang (Retired on January 1, 2022)	0	0	0	0

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, 2021
Unit: shares, %

Long-term investments under equity method(Note 1)	Investment by TWM		Investment by TWM's directors, managers and 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
TWM Venture Co., Ltd.	217,500,000	100.00	-	-	217,500,000	100.00
Taipei New Horizon Co., Ltd.	191,865,500	49.90	-	-	191,865,500	49.90
AppWorks Ventures Co., Ltd	1,275,000	51.00	1,005,000	40.20	2,280,000	91.20

Note: Investments accounted for using equity method

Capital and shares

As of February 23, 2022

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
Nov. 2021	10	6,000,000,000	60,000,000,000	3,513,520,139	35,135,201,390	Convertible bonds: 10,986,780	-	Authorization No. 1050043485 Nov. 7, 2016
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

As of February 23, 2022

	Authorized capital			Remarks
	Listed shares	Unissued shares	Total	
Common stock	3,519,233,603	2,480,766,397	6,000,000,000	

Information related to shelf registration: None

Shareholding distribution

1.Common shares

As of August 29, 2021

Shareholding range	No. of shareholders	Total shares owned	Holding percentage
1 ~ 999	18,173	5,253,521	0.15%
1,000 ~ 5,000	43,025	85,347,709	2.43%
5,001 ~ 10,000	5,579	43,272,723	1.23%
10,001 ~ 15,000	1,566	19,841,716	0.57%
15,001 ~ 20,000	1,000	18,389,889	0.52%
20,001 ~ 30,000	843	21,515,892	0.61%
30,001 ~ 40,000	403	14,321,036	0.41%
40,001 ~ 50,000	245	11,374,933	0.32%
50,001 ~ 100,000	413	29,402,130	0.84%
100,001 ~ 200,000	202	29,231,642	0.83%
200,001 ~ 400,000	126	34,799,492	0.99%
400,001 ~ 600,000	57	27,957,360	0.80%
600,001 ~ 800,000	36	25,266,267	0.72%
800,001 ~ 1,000,000	24	22,030,065	0.63%
1,000,001 and above	184	3,124,717,295	88.95%
Total	71,876	3,512,721,670	100.00%

2.Preferred shares: None

Share price, net worth, earnings, dividends and related information

		109	110	As of February 23, 2022
Share price (NT\$)	High	116.50	109.50	107.00
	Low	95.00	95.50	98.80
	Average	103.82	99.85	101.68
Net worth per share (NT\$)	Before earnings appropriation	23.23	23.23	-
	After earnings appropriation	18.93	(Note 1)	-
Earnings per share (NT\$)	Adjusted weighted average outstanding shares ('000 shares)	2,811,916	2,814,930	-
	Earnings per share	4.01	3.90	-
Dividends per share (NT\$)	Cash dividends	4.29953	(Note 1)	-
	Stock dividends	-	(Note 1)	-
		-	(Note 1)	-
	Accumulated unpaid dividends	-	-	-
PE and dividend yield ^{Note 2}	Price earnings ratio (x)	25.89	25.60	-
	Price to cash dividend (x)	24.15	-	-
	Cash dividend yield (%)	4.14	-	-

Note 1:The appropriation amount for 2021 has yet to be approved at the AGM.

Note 2:Price earnings ratio = Average closing price / earnings per share

Price to cash dividend = Average closing price / cash dividend per share

Cash dividend yield = Cash dividend per share / average closing price

Excellent Brand

Sustainable Strategies

Operational Performance

Ethical operation

Happy workplace

Sustainable partners

Innovative accomplishments

Environmental sustainability

Social inclusion

SASB

Appendix

Corporate bond issuance

1. Corporate bonds

As of February 23, 2022

Issuance	Fifth Unsecured Corporate Bond	Sixth Unsecured Corporate Bond	Seventh Unsecured Corporate Bond
Issue date	April 20, 2018	March 24, 2020	July 13, 2021
Denomination	NT\$10,000,000	NT\$10,000,000	NT\$10,000,000
Issuance and listing	Not applicable	Not applicable	Not applicable
Issue price	100% of par value	100% of par value	100% of par value
Total amount	NT\$15,000,000,000 Tranche A: NT\$6,000,000,000 Tranche B: NT\$9,000,000,000	NT\$20,000,000,000 Tranche A: NT\$5,000,000,000 Tranche B: NT\$10,000,000,000 Tranche C: NT\$5,000,000,000	NT\$2,500,000,000
Coupon	Tranche A: 0.848% p.a. Tranche B: 1.000% p.a.	Tranche A: 0.640% p.a. Tranche B: 0.660% p.a. Tranche C: 0.720% p.a.	0.53% p.a.
Term	Tranche A: 5 years, maturing on April 20, 2023 Tranche B: 7 years, maturing on April 20, 2025	Tranche A: 5 years, maturing on March 24, 2025 Tranche B: 7 years, maturing on March 24, 2027 Tranche C: 10 years, maturing on March 24, 2030	7 years, maturing on July 13, 2028
Guarantor	None	None	None
Trustee	Bank of Taiwan	Bank of Taiwan	Bank of Taiwan
Underwriter	Yuanta Securities Co., Ltd.	KGI Securities Co., Ltd.	Fubon Securities Co., Ltd.
Legal counsel	Jim Chen, Attorney	Jim Chen, Attorney	Ariel Hwang, Attorney
Auditor	Li-wen Kuo, CPA, and Kwan-chuang Lai, CPA, Deloitte & Touche	Li-wen Kuo, CPA, and Kwan-chuang Lai, CPA, Deloitte & Touche	Pei-De Chen, CPA, and Kwan-chuang Lai, CPA, Deloitte & Touche
Repayment	Bullet repayment	Bullet repayment	Bullet repayment
Outstanding balance	NT\$15,000,000,000	NT\$20,000,000,000	NT\$2,500,000,000
Early repayment clause	None	None	None
Covenants	None	None	None
Credit rating agency, rating date, company credit rating	None	None	None
Ancillary rights			
Amount converted/ exchanged into common shares, ADRs or other securities	Not applicable	Not applicable	Not applicable
Rules governing issuance or conversion (exchanged or subscription)	Not applicable	Not applicable	Not applicable
Dilution and other effects on shareholders' equity	Not applicable	Not applicable	Not applicable
Custodian	Not applicable	Not applicable	Not applicable

2. Convertible bond information:

None

3. Exchangeable bonds:

None

4. Shelf registration issuance:

None

5. Bonds with warrant:

None

Major suppliers and customers in the past two years

1. Major suppliers

Unit: NT\$'000

	2020				2021			
	Company	Procurement amount	As % of 2020 Total Net Procurement	Nature of relationship	Company	Procurement amount	As % of 2021 Total Net Procurement	Nature of relationship
1	Company A	8,555,514	10	Third party	Company A	13,111,786	12	Third party
	Others	76,771,168	90		Others	95,569,791	88	
	Total	85,326,682	100		Total	108,681,577	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.

Sales volume in the past two years

Services	2020		2021		
	Sales volume	Revenue (NT\$'000)	Sales volume	Revenue (NT\$'000)	
Mobile	Mobile services ('000 subs at year-end)	7,264	39,946,961	7,270	40,216,905
Domestic fixed telephony	Local calls ('000 minutes) 1	243,016	446,242	233,294	443,466
	Long distance calls ('000 minutes) 1	85,360	60,932	77,488	51,738
International fixed telephony	International calls ('000 minutes) 1	44,784	665,186	27,997	485,141
Fixed-line data transmission ('000 lines)		198	2,564,409	243	2,652,809
Sales revenue ²		NA	81,100,093	NA	104,122,968
Others		NA	8,077,161	NA	8,136,506
Total			132,860,984		156,109,533

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

Year		2020	2021	2022 (as of February 23)
Number of employees	Consolidated	8,508	8,925	8,946
	Stand-alone	3,831	3,739	3,744
Education level	Ph.D	0.20%	0.17%	0.18%
	Master's	13.52%	12.80%	12.96%
	University	59.59%	60.74%	60.57%
	College	15.30%	14.39%	14.43%
	Others	11.39%	11.90%	11.86%
Average age		38.08	38.27	38.37
Average years of service		8.19	8.32	8.41

Major Contracts

As of February 23, 2022

Nature	Counterpart	Contract period	Description	Restriction clauses
Long-term credit facility	Sumitomo Mitsui Banking Corp., Taipei Branch	2021.01.31~2023.01.31	Long-term loan of NT\$4 billion	Non-disclosure
	Mizuho Bank, Ltd., Taipei Branch	2021.04.14~2023.04.14	Long-term loan of NT\$4 billion	Non-disclosure
	China Bills Finance Corp.	2020.12.24~2023.12.24	Long-term loan of NT\$1.5 billion	Non-disclosure
	China Bills Finance Corp.	2020.12.25~2023.12.25	Long-term loan of NT\$1.5 billion	Non-disclosure
	Mega Bills Finance Co., Ltd.	2020.12.25~2023.12.25	Long-term loan of NT\$1.5 billion	Non-disclosure
	Yuanta Commercial Bank Co., Ltd.	2020.12.31~2023.12.31	Long-term loan of NT\$2 billion	Non-disclosure
Strategic alliance	Bridge Alliance	2004.11.03~present	Joined Bridge Alliance	Non-disclosure
		2019.06.01~2022.05.31	iProcurement agreement for iPhone	Non-disclosure
Procurement	Apple Asia LLC	2020.11.01~2023.10.31	Procurement agreement for iPad	Non-disclosure
	Samsung Electronics Taiwan Co., Ltd.	2014.11.01~ present	Sales and supply agreement	Non-disclosure
	New Boom Global Ltd. Taiwan Branch (Samoa)	2018.01.18~present	Sales and supply agreement	Non-disclosure
	Nokia Solutions and Networks Taiwan Co., Ltd.	2020.06.15~2023.05.31	Master supply agreement	Non-disclosure
Merger	Taiwan Star Telecom Corp. Ltd.	2021.12.30~2022.12.31	100% acquisition of Taiwan Star shares	Non-disclosure

Affiliates

Equity transfer agreement	Itochu Corp.	2021.02.18	Equity transaction	Non-disclosure
Program broadcasting agreement	China Network Systems Co., Ltd.	2021.01.01~2023.12.31	Consign and authorize advertisements of TV shopping for public broadcast to cable TV viewers	Non-disclosure
Lease agreement	Fubon Life Insurance Co., Ltd.	2018.08.01~2023.07.31	momo office building	Non-disclosure
Lease agreement	Zong Sine Industries Inc.	2021.06.08~2033.05.31	Lease contract for warehouse	Non-disclosure
Land purchase	Tung Chin Textile Co., Ltd.	2021.09.03	momo purchased a plot of land in Changhua	None
Contract agreement	Li Jin Engineering Co., Ltd.	2021.05.05	Contract agreement	Non-disclosure

TWM shares held / sold by subsidiaries

Unit : NT\$ '000, %

Subsidiary	TCC Investment Co., Ltd. (TCCI)	TFN Union Investment Co., Ltd. (TUI)	TCCI Investment and Development Co., Ltd. (TID)
Paid-in capital	1,547,213	4,000	1,047,120
Source of funding	Equity	TFN established TUI with the shares of the Company	TFN Investment (Note 1) established TID with the shares of the Company
% owned by the Company	100%	100%	100%
Acquisition / disposal date	-	-	-
No. of shares acquired and payment costs	-	-	-
No. of shares sold / proceeds	-	-	-
Investment income	-	-	-
Up to publication date: Total No. of shares / value(Note 2)	200,496,761 shares / NT\$12,163,470	410,665,284 shares / NT\$22,312,814	87,589,556 shares / NT\$4,759,033
Pledges	None	None	None
Guarantees / endorsements provided by the Company	-	-	-
Financing provided by the Company	-	-	-

Note 1 : TFN Investment was merged into TCC Investment Co., Ltd. on September 19, 2009.

Note 2 : Ending balance is carrying cost and does not include evaluation gains/losses.

Excellent Brand

Sustainable Strategies

Operational Performance

Ethical operation

Happy workplace

Sustainable partners

Innovative accomplishments

Environmental sustainability

Social inclusion

SASB

Value Creation

Appendix

Participation of Taiwan Mobile in Various Associations and Societies

Asia Business Council	Taiwan Telecommunications Industry Development Association	Taiwan Chain Stores and Franchise Association
Bridge Mobile Pte Ltd	Taiwan Network and E-Commerce Industry Development Association	Taiwan Chain Stores and Franchise Association
Chief Executives Organization	Taiwan Digital Publishing Forum (TDPF)	Taiwan Network Information Center (TWNIC)
Global e-Sustainability Initiative	Taiwan Digital Media and Marketing Association	Cloud Computing & IoT Association in Taiwan
GSM Association (UK Branch)	Taiwan OTT Association	Digital Transformation Association
Taiwan Stock Affairs Association	Cross-Strait CEO Summit	Taiwan Telematics Industry Association
Chinese Non-store Retailer Association	Taiwan Corporate Governance Association	Taiwan Telecommunication Engineering Industry Association
Computer Audit Association	Chinese National Association of Industry and Commerce, Taiwan (CNAIC)	New Media Entertainment Association
AmCham Taipei	The Institute of Internal Auditors - Chinese Taiwan Business Council for Sustainable Development of Taiwan	New Media Entertainment Association
Taipei Computer Association	The European Chamber of Commerce Taiwan (ECCT)	The Insurance Agency Association of the Republic of China
Taipei Computer Association	Chinese International Economic Cooperation Association	
M&A and Private Equity Council	Taiwan Electrical and Electronic Manufacturer's Association	
M&A and Private Equity Council	ITS Taiwan	
Taiwan Electrical and Electronic Manufacturer's Association	ITS Taiwan	
Taiwan Smart Energy Industry Association	Taipei Computer Association	
Taiwan Communications Society		



2021 Sustainability and Integrated Report / Corporate Social Responsibility Report

Publisher: Daniel M. Tsai

Chief Planner: Jamie Lin

Chief Editor: Iris Liu

Text Editor: Jessica Chou / Sammy Huang / Ashley Chen / Ya-Ru Li

Art Designer: Yumin Tsai



www.taiwanmobile.com

OPEN POSSIBLE 能所不能

10 REDUCED INEQUALITIES



2 ZERO HUNGER



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



15 LIFE ON LAND



17 PARTNERSHIPS FOR THE GOALS



11 SUSTAINABLE CITIES AND COMMUNITIES



NO POVERTY

