

Stock Code: 3546



USERJOY Technology Co., Ltd.

2025 Annual Report

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USERJOY Annual Report is available at: <https://www.userjoy.com.tw/>

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V. Overseas Securities Exchange: None**VI. Company website: <https://www.userjoy.com.tw/>**

USERJOY Technology Co., Ltd.

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I. Letter to Shareholders

Throughout 2025, our Company not only continued to focus on in-house development and operation of online games, along with publishing licensed titles from abroad, but also took major steps toward expanding our presence in mobile gaming, both in self-developed content and operations, as well as IP licensing and international market development. The following is a brief overview of our business performance in 2025 and operational outlook for 2026.

1. Operational Results for 2025

(1) Operational Result

A. Profit and Loss Analysis:

Unit: NT\$ thousand; %

	2025	2024	Percentage Changes (%)
Operating Revenue	1,422,867	1,393,792	2.09%
Gross Profit	1,327,790	1,359,908	-2.36%
Operating Profit	149,885	259,619	-42.27%
Pre-tax Net Income	115,073	294,316	-60.90%
EPS (Unit: NT\$)	1.97	5.04	-60.91%
ROA%	5%	14%	
ROE%	7%	19%	

B. Revenue Breakdown by Key Department

Unit: NT\$ thousand; %

	2025	Percentage (%)
Self-operated	1,037,061	72.89%
Licensed	119,635	8.41%
Overseas operations	7,890	0.54%
Agency and other	258,281	18.16%
Total	1,422,867	100%

- (2) Research and Development Status: The Company is projected to invest NT\$467,887 thousand in software and hardware R&D expenses over the next year, representing a 10.21% growth compared to last year's NT\$424,559 thousand.

2. Operational Plan for 2026

Looking ahead to 2026, the company plans to launch several in-house developed games. At the same time, in response to market trends and challenges, the Company will actively strengthen its core competitiveness over the coming year and implement the following key strategies:

According to a 2025 report by market research firm Newzoo, the global gaming market is expected to reach USD 188.8 billion, representing 3.4% year-over-year growth, as the industry returns to a stable growth trajectory. Among the segments, the console market shows the strongest momentum, with projected revenue of US\$45.9 billion (up 5.5% YoY); the mobile gaming market is expected to reach US\$103.0 billion (up 2.9% YoY); and the PC gaming market is expected to reach US\$39.9 billion (up 2.5% YoY). The global player base is forecast to reach 3.578 billion people, accounting for 61.5% of the world's population, indicating that gaming has become one of the mainstream forms of entertainment globally.

With the market steadily expanding and the player base continuing to grow, the Company will focus on “enhancing product quality, expanding global reach, upgrading technology, and maximizing IP value” as its core strategic directions. the Company’s development strategy for 2026 is as follows:

1. Digital Intelligence Integration: Enhancing R&D Efficiency and Immersive Experiences

The Company will bring AI into its R&D and operations in a systematic way. This includes optimizing character behavior, assisting with scene generation, making data-driven decisions, and personalizing content. At the same time, the Company is upgrading its 3D art pipelines and motion capture technology to boost visual quality and realism, creating virtual worlds that feel more alive and immersive. By combining technical tools with creative design, the Company aims to build a sustainable R&D system that improves efficiency, lowers long-term production costs, and keeps innovation ongoing.

2. Business Model Upgrade: Building a Service-Oriented Game Ecosystem for Sustainable Growth

The Company is shifting from a “product sales-driven” approach to a “user engagement-driven” one. This means strengthening long-term game update planning and deeper community management. With precise operations and marketing strategies, the goal is to extend product lifecycles and keep players coming back more often, building stronger community loyalty along the way. All of the Company's products are built on the philosophy of long-term user companionship, which is why most of our games enjoy long lifecycles. Beyond traditional sales and in-app purchases, the Company is also actively pursuing cross-industry brand collaborations and diversified licensing partnerships. This creates a more diverse revenue stream and increases the overall value of our products.

3. Expanding Core IP Value: Building a Multi-Layered Content Matrix

The Company will continue to grow the market influence of its proprietary IPs, including “The Legend of Three Kingdoms” and “Fantasia Sango”, while reaching new audiences through a diverse lineup of products. Beyond existing strategy and action titles, the Company is also planning cross-media content development, across video, text, and visual media, to build a rich, connected story universe. By teaming up with quality development partners at home and abroad through licensing collaborations, the Company can boost brand recognition and market penetration while turning these IPs into long-term core assets that form a complete IP ecosystem.

4. Expanding International Operations: Raising the Bar for Global Collaboration

With years of experience in licensing and local operations, the Company will continue to deepen international partnerships while improving the quality of localized operations and fine-tuning community management. The Company is currently partnering with the renowned Japanese IP “FINAL FANTASY XIV”, one of the world's leading MMORPGs. Since its official launch in December 2025, the Company has been expanding the game's reach and building brand trust through targeted marketing strategies and player experience optimization, all while strengthening long-term revenue stability. Looking ahead, the Company will carefully evaluate more partnership opportunities with strong international potential to grow its publishing footprint even further.

5. Esports Strategy and Industry Collaboration: Building an Original Competitive Brand

According to industry data from Esports Charts, the global esports market continued to grow steadily through 2025 and is expected to keep climbing over the next decade. The Asia-Pacific region remains the world's largest esports market, accounting for more than half of global viewership, while North America generates over US\$600 million in revenue through its mature commercial ecosystem. This shows that esports has developed into a landscape with distinct regional flavors and a wide range of business models. The audience is also noticeably younger and highly digital. Generation Z has shown growing interest in esports content and a stronger willingness to engage with brands, making esports a key gateway for companies looking to connect with younger audiences. As data analytics and AI-driven precision marketing become more mature,

esports has evolved beyond just tournaments into an integrated media space that brings together content, community, and commercial value

Leveraging these trends, the Company will develop a competitive fighting game set in “The Legend of Three Kingdoms” universe, one that offers deep gameplay and strong visual appeal. By using Unreal Engine 5, the goal is to boost visual impact and combat fluidity, making sure the product meets professional tournament standards and broadcast needs. Beyond the game itself, the Company plans to build a complete esports ecosystem, including an official league system, campus outreach programs, and player development pathways. By bringing together resources from industry, government, and academia, the aim is to create a clear path from grassroots training all the way to the professional stage. Through this dual-track strategy, combining original IP with a competitive esports platform, the Company will gradually build an esports brand that represents Taiwan, raising its international visibility and long-term influence in the industry.

The Taiwanese gaming industry faces global competition, and going global is the only way forward. R&D and operations are the Company's two core engines. Only by developing high-quality products that truly meet market needs, while also strengthening our ability to operate in both domestic and overseas markets, can we succeed in this highly competitive gaming landscape. As we face new challenges and market changes, we will continue to work hard and strive for even better results in the future. We would like to take this opportunity to thank all of our colleagues for their dedication and all of our shareholders for their long-standing support.

o take this opportunity to thank all of our colleagues for their dedication and all of our shareholders for their long-standing support.

Lastly, we wish the Company even greater success in the year ahead.

Warm regards and best wishes to all shareholders.

Userjoy Technology Co., Ltd.

Chairman

Liu Hsin

CEO

Liu Hsin

Accounting Executive

Fang Lih Huey

II. Corporate Governance Report

1. Information on the company's directors, supervisors, general manager, assistant general managers, deputy assistant general managers, and the chiefs of all the company's divisions and branch units

(1) Information on Directors and supervisors

March 31, 2026; Unit: shares

Job title (Note 1)	Nationality or place of registration	Name	Gender, age (Note 2)	Date of election / Appointment to current term	Term of office	Commenceme nt date of first term (Note 3)	No. of shares held at time of election		No. of shares currently held		Shares currently held by spouse and minor children		Shares held through nominees		Principal work experience and academic qualifications (Note 4)	Positions held concurrently in the company and/or in any other company	Other officer(s), director(s), or supervisor(s) with which the person has a relationship of spouse or relative within the second degree (Note 5)		
							No. of shares	Shareholdin g Ratio (%)	No. of shares	Sharehol ding Ratio (%)	No. of shares	Sharehol ding Ratio (%)	No. of shares	Shareh olding Ratio (%)			Job title	Name	Relati onshi p
Chairman	ROC	Liu Hsin	Male 51 ~60 years	June 25, 2025	3-year	October 12, 2004 (Note 5)	1,298,271	2.44	1,314,798	2.25	293,775	0.50	0	0	National Taiwan College of Arts, Department of Arts and Crafts Chairman, TGIPA CEO, USERJOY JAPAN Co., Ltd. CEO, Beijing Flying Ship Technology Co., Ltd. CEO, USERJOY HONG KONG Co., Ltd. Vice President, Odin Technology Co., Ltd. Vice President, Business Division 1, USERJOY Technology Co., Ltd.	CEO, USERJOY Technology Co., Ltd. CEO, USERJOY JAPAN Co., Ltd. Juristic person Director Representative, RICHLAND INVESTMENTS LIMITED Juristic person Director Representative, USERJOY HONG KONG Co., Ltd. Juristic person Director Representative, USERJOY T Technology Co., Ltd. Juristic person Director Representative, Beijing Flying Ship Technology Co., Ltd.	None	None	None
Director	ROC	Chu Tse Wen	Male 51 ~60 years	June 25, 2025	3-year	October 12, 2004	1,612,428	3.03	1,773,670	3.04	282,668	0.48	0	0	Chinese Culture University, Department of Marine Geology Programming, Light Painting Technology Programming General Manager, Odin Technology Co., Ltd. General manager, USERJOY Technology Co., Ltd.	None	None	None	None
Director	ROC	Chang Chi Hsin	Male 51 ~60 years	June 29, 2022	3-year	October 12, 2004	1,204,017	2.27	1,324,418	2.27	163,375	0.28	0	0	Department of Information Technology, Yuan Ze University Programming, Odin Technology Co., Ltd. General Manager, Eworld Soft Co., Ltd. Vice President, Business Division 2, USERJOY Technology Co., Ltd.	None	None	None	None
Director	ROC	Lee Yu Shan	Male 51 ~60 years	June 25, 2025	3-year	December 21, 2000	1,540,807	2.90	1,694,887	2.90	61,705	0.11	0	0	Department of Electrical Engineering, National Taiwan University of Science and Technology	None	None	None	None

															Programming, COMPUTER ENTERTAINMENT Inc. Vice President, Business Division 3, USERJOY Technology Co., Ltd.				
Independent Director	ROC	Chen Wei Dar	Male 51 ~60 years	June 25, 2025	3-year	May 22, 2007	0	0	0	0	0	0	0	0	MBA, Macau University of Science and Technology Financial manager, Hai Feng Express Corp. Head of Underwriting Department, Wansheng Securities Co., Ltd. Financial manager, Hai Feng Express Corp.	CEO, DRAGON SHIPPING AGENCY Co., Ltd. CEO, Dragon Force Shipping Agency Co., Ltd. Independent Director, Kintech Electronics Co., Ltd. Director, Hai Feng Express Corp. Director, INOS-T INTERNATIONAL Corp. Director, MAJOR DRAGON Co., Ltd. Supervisor, Global Transportation Corp.	None	None	None
Independent Director	ROC	Li Yi Kuang	Male 51 ~60 years	June 25, 2025	3-year	May 22, 2007	0	0	0	0	0	0	0	0	Doctor of Law, China University of Political Science and Law Doctor of Law Lawyer, Kenshin Law Firm Independent Director, Cheng Long Energy Technology Co., Ltd. The 11th Standing Committee of Taiwan Bar Association The 7th Board of Directors Taiwan Jurist Association The 18th Board of Directors, Chinese Association for Human Rights	Lawyer, Kenshin Law Firm Director, Andros Pharmaceuticals Co., Ltd. CEO, Zen Zen Biotech Co., Ltd. Supervisor, SUPER BRAVO BIO Co., Ltd. Supervisor, ANGUIL TECHNOLOGY Co., Ltd.	None	None	None
Independent Director	ROC	Su Yi Jen	Male 51 ~60 years	June 25, 2025	3-year	June 17, 2013	0	0	0	0	0	0	0	0	Ph.D., Electrical Engineering, National Cheng Kung University Professor, Department of Information Engineering, Shu-Te University Dean, College of Informatics, Shu-Te University	Professor, Department of Computer Science and Information Engineering, National Penghu University of Science and Technology Director, Chunghwa Telecom Co., Ltd.	None	None	None
Independent Director	ROC	Wu Ya Hui	Female 51 ~60 years	June 25, 2025	3-year	June 25, 2025	1,517	0	1,668	0	0	0	0	0	B.A., Accounting, National Chengchi University CPA, Lai Hsin CPA Firm	CPA, Lai Hsin CPA Firm Independent Director, Yao Sheng Electronic Co., Ltd. Independent Director, Baolong International Co., Ltd.	None	None	None
Independent Director(No te 6)	ROC	Lai Ju Kai	Male 61 ~70 years	June 29, 2022	3-year	May 22, 2007	0	0	0	0	0	0	0	0	National Taiwan Institute of Technology Sales Manager, Harley Enterprises Ltd. CEO, FULLERTON Technology Co., Ltd. Director, Taiwan Tech Innovation Co., Ltd.	Director, FULLERTON Technology Co., Ltd.	None	None	None

Note 1: For a corporate shareholder, the name of the corporate shareholder and its representative shall be listed separately (when listing the representative of a corporate shareholder, the name of the corporate shareholder shall also be noted), and Form 1 below shall also be completed.

Note 2: Please state the actual age, or, alternatively, state the age interval into which the actual age falls, e.g., 41~50 years, 51~60 years.

Note 3: Specify the time the person first began to serve as a director or supervisor of the Company. If there has been any break within a term or between terms, add a note specifying the circumstances.

Note 4: Specify experience and qualifications related to the current position. If during a period specified above the person has served in a position at a CPA firm that serves as external auditor/attestor, specify the position held and the duties for which the person was responsible.

Note 5: Where the chairperson of the board of directors and the general manager or person of an equivalent post (the highest level manager) of a company are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto (e.g., increasing the number of independent directors and ensuring that a majority of directors do not concurrently serve as an employee or managerial officer).

The Company's Chairman also serves as the CEO, which allows for quick communication and effective execution of management decisions and increases operational efficiency. Currently, more than half of the directors are not concurrently served as employees or managers, and we plan to increase the number of independent directors in the future.

Note 6: Independent Director Lai Ju Kai resigned on June 25, 2025.

1. Major Shareholders of Corporate Shareholders: None.

2. Major Shareholder is a Corporate/Juristic Person: None.

3. Disclosure of Information Regarding the Professional Qualifications and Experience of Directors and Supervisors and the Independence of Independent Directors:

Qualification Name	Professional qualifications and experience (Note 1)	Independence analysis (Note 2)	No. of other public companies at which the person concurrently serves as an independent director
Liu Hsin (Director)	Education: Bachelor, Department of Arts and Crafts, National Taiwan College of Arts With more than 5 years of experience needed for the company's business, serving as Chairman and General Manager of the Company, and not having any circumstance under any subparagraph of Article 30 of the Company Act.	Not having any circumstance under any subparagraph of Article 30 of the Company Act.	None
Chu Tse Wen (Director)	Education: Bachelor, Department of Marine Geology, Chinese Culture University With more than 5 years of experience needed for the company's business, served as General Manager of the Company, and not having any circumstance under any subparagraph of Article 30 of the Company Act.	Not having any circumstance under any subparagraph of Article 30 of the Company Act.	None
Lee Yu Shan (Director)	Education: Bachelor, Department of Electrical Engineering, National Taiwan University of Science and Technology With more than 5 years of experience needed for the company's business, served as Vice General Manager of the Company, and not having any circumstance under any subparagraph of Article 30 of the Company Act.	Not having any circumstance under any subparagraph of Article 30 of the Company Act.	None
Chang Chi Hsin (Director)	Education: Bachelor, Department of Information Technology, Yuan Ze University With more than 5 years of experience needed for the company's business, served as Vice General Manager of the Company, and not having any circumstance under any subparagraph of Article 30 of the Company Act.	Not having any circumstance under any subparagraph of Article 30 of the Company Act	None

Lai Ju Kai (Independent Director) (Note 3)	Convener of the Company's Audit Committee Education: Bachelor, Department of Electrical Engineering, National Taiwan University of Science and Technology Currently serves as Director, FULLERTON Technology Co., Ltd. Served as: Sales Manager, Harley Enterprises Ltd.; CEO, FULLERTON Technology Co., Ltd.; Director, Taiwan Tech Innovation Co., Ltd. With experience in economy, finance, and risk management, advise on corporate governance and operational development during his term of office, and not having any circumstance under any subparagraph of Article 30 of the Company Act.	None of him, his spouse, or any of his relatives, including relatives within the second degree, is a director, supervisor, or employee of the Company or any of its affiliates. None of the Company's shares are held by himself, his minor children, or his spouse, nor held through nominees. Not a director, supervisor, or employee of any company having a specified relationship with the Company. Has not provided business, legal, financial, or accounting services to the Company or any of its affiliates within the past 2 years. Not concurrently serving as an independent director of other public companies. Meet the independence requirements for independent directors.	None
Chen Wei Dar (Independent Director)	Convener of the Company's Audit Committee. Education: MBA, Macau University of Science and Technology Currently serves as CEO, DRAGON SHIPPING AGENCY Co., Ltd.; Independent Director, Kintech Electronics Co., Ltd. Supervisor, Hai Feng Express Corp., INOS-T INTERNATIONAL Corp., MAJOR DRAGON Co., Ltd.; Global Transportation Corp., Standard Shipping Corp., GO TIGER Co., Ltd., etc.; CEO, Dragon Force Shipping Agency Co., Ltd. Served as Head of Underwriting Department, Wansheng Securities Co., Ltd.; Financial manager, Hai Feng Express Corp. With experience in accounting and finance, advise on corporate governance and operational development during his term of office. Not having any circumstance under any subparagraph of Article 30 of the Company Act.	None of him, his spouse, or any of his relatives, including relatives within the second degree, is a director, supervisor, or employee of the Company or any of its affiliates. None of the Company's shares are held by himself, his minor children, or his spouse, nor held through nominees. Not a director, supervisor, or employee of any company having a specified relationship with the Company. Has not provided business, legal, financial, or accounting services to the Company or any of its affiliates within the past 2 years. Not concurrently serving as an independent director of other public companies. Meet the independence requirements for independent directors.	1
Li Yi Kuang (Independent Director)	Member of the Company's Audit Committee. Education: Doctor of Law, China University of Political Science and Law Doctor of Law Currently serves as Lawyer, Kenshin Law Firm; Director, Andros Pharmaceuticals Co., Ltd.; CEO, Zen Zen Biotech Co., Ltd.; Supervisor, SUPER BRAVO BIO Co., Ltd. and ANGUIL TECHNOLOGY Co., Ltd. Served as Independent Director, Cheng Long Energy Technology Co., Ltd.; Director of the 11th Standing Committee of Taiwan Bar Association and the 7th Board of Directors Taiwan Jurist Association and the 18th Board of Directors, Chinese Association for Human Rights; Consultant of the Chinese Arbitration Association; Legal Advisor to the Urban Development Bureau of Taipei City Government and Dharma Drum Mountain With legal expertise and practical experience, advise on corporate governance and operational development during his term of office. Not having any circumstance under any subparagraph of Article 30 of the Company Act.	None of him, his spouse, or any of his relatives, including relatives within the second degree, is a director, supervisor, or employee of the Company or any of its affiliates. None of the Company's shares are held by himself, his minor children, or his spouse, nor held through nominees. Not a director, supervisor, or employee of any company having a specified relationship with the Company. Has not provided business, legal, financial, or accounting services to the Company or any of its affiliates within the past 2 years. Not concurrently serving as an independent director of other public companies. Meet the independence requirements for independent directors.	None

Su Yi Jen (Independent Director)	Member of the Company's Audit Committee. Education: Ph.D., Electrical Engineering, National Cheng Kung University Currently serves as Professor, Department of Computer Science and Information Engineering, National Penghu University of Science and Technology; Director, Chunghwa Telecom Co., Ltd. Served as Professor, Department of Information Engineering, Shu-Te University; Dean, College of Informatics, Shu-Te University With industry knowledge and experience, advise on corporate governance and operational development during his term of office. Not having any circumstance under any subparagraph of Article 30 of the Company Act.	None of him, his spouse, or any of his relatives, including relatives within the second degree, is a director, supervisor, or employee of the Company or any of its affiliates. None of the Company's shares are held by himself, his minor children, or his spouse, nor held through nominees. Not a director, supervisor, or employee of any company having a specified relationship with the Company. Has not provided business, legal, financial, or accounting services to the Company or any of its affiliates within the past 2 years. Not concurrently serving as an independent director of other public companies. Meet the independence requirements for independent directors.	
Wu Ya Hui (Independent Director)	Member of the Company's Audit Committee. Education: B.A., Accounting, National Chengchi University Currently serves as CPA, Lai Hsin CPA Firm; Independent Director, Yao Sheng Electronic Co., Ltd. and Baolong International Co., Ltd. With experience in accounting and finance, advise on corporate governance and operational development during his term of office. Not having any circumstance under any subparagraph of Article 30 of the Company Act.	None of her, her spouse, or any of her relatives, including relatives within the second degree, is a director, supervisor, or employee of the Company or any of its affiliates. None of the Company's shares are held by herself, her minor children, or her spouse, nor held through nominees. Not a director, supervisor, or employee of any company having a specified relationship with the Company. Has not provided business, legal, financial, or accounting services to the Company or any of its affiliates within the past 2 years. Not concurrently serving as an independent director of other public companies. Meet the independence requirements for independent directors.	

Note 1: Professional qualifications and experience: Specify the professional qualifications and experience of each director and supervisor. If a member of the Audit Committee, specify their accounting or finance background and work experience. Additionally, specify whether any circumstance under any subparagraph of Article 30 of the Company Act exists with respect to a director or supervisor.

Note 2: Describe the status of independence of each independent director, including but not limited to the following: did they or their spouse or any relative within the second degree serve as a director, supervisor, or employee of the Company or any of its affiliates? ; specify the number and ratio of shares of the Company held by the independent director and their spouse and relatives within the second degree (or through nominees); do they serve as a director, supervisor, or employee of any company having a specified relationship with the Company (see Article 3, paragraph 1, subparagraphs 5 to 8 of the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies)?; specify the amount(s) of any pay received by the independent director for any services such as business, legal, financial, or accounting services provided to the Company or any affiliate thereof within the past 2 years.

Note 3: Independent Director Lai Ju Kai resigned on June 25, 2025.

2. Diversity and status of independence of the board of directors

1. Diversity of Board of Directors:

- The Company's Board of Directors is composed of 8 directors (including 4 independent directors).
 - According to Article 20 of the Company's "Corporate Governance Best Practice Principles", the composition of the board of directors shall be determined by taking diversity into consideration, and an appropriate policy on diversity based on the company's business operations, operating dynamics, and development needs be formulated and include, without being limited to, the following two general standards:
 - (1). Basic requirements and values: Gender, age, nationality, and culture.
 - (2). Professional knowledge and skills: A professional background (e.g., law, accounting, industry, finance, marketing, technology), professional skills, and industry experience.
 - In order to strengthen the board of directors' function to achieve the ideal goal of corporate governance, the members of the Company's board of directors shall have the knowledge, skills, and experience necessary to perform their duties, and shall possess the following abilities:
 - 1.Ability to make operational judgments. 2.Ability to perform accounting and financial analysis.
 - 3.Ability to conduct management administration. 4.Ability to conduct crisis management.
 - 5.Knowledge of the industry. 6.An international market perspective. 7.Ability to lead. 8.Ability to make policy decisions.
 - Board of Directors is composed of diversified, industry experience and professionals. Reaching 95% of the goal.
 - 1. Director concurrently serves as an employee less than 2 persons. Reaching 100% of the goal,
 - 2. All 8 directors are ROC nationality. Reaching 100% of the goal.
 - 3. The Company's directors on average have a term of 6 years or more, and 2 of the independent directors serve for less than 6 years.
 - 4. This composition is 4 independent directors (50%) and 1 director serves as an employee (12.5%).
 - 5. Director members' age range includes 6 directors falling within 51-60 years and 1 director falling within 61-70 years.
- For listed companies whose board of directors fails to meet the one-third gender diversity requirement, the reasons and improvement measures are stated as follows:
- Although there is only 1 female director at present, we expect to add one female director in the 8th (2025) board re-election. For future re-election, the Company will plan ahead for directors of different genders, establish a talent database, and expand the source of candidates to actively explore potential professional candidates, with the goal of having one-third of the seats held by female directors in the future.
- We also take diversity into consideration and formulate appropriate diversity policy for our own operation, business model and development needs in a timely manner.
- Diversity policy and implementation of the Company's current board members are as follows:

Job title	Name	Nationality	Gender	Basic Composition						
				Concurrently serves as an employee of the Company	41-50 years old	51-60 years old	61-70 years old	Serving as an independent director		
								3 years or less	3-9 years	9 years or more
Director	Liu Hsin	ROC	Male	✓		✓				
Director	Chu Tse Wen	ROC	Male			✓				
Director	Chang Chi Hsin	ROC	Male			✓				
Director	Lee Yu Shan	ROC	Male			✓				
Independent Director	Lai Ju Kai	ROC	Male				✓			✓ (Note)
Independent Director	Chen Wei Dar	ROC	Male			✓			✓	
Independent Director	Li Yi Kuang	ROC	Male			✓			✓	
Independent Director	Su Yi Jen	ROC	Male			✓			✓	
Independent Director	Wu Ya Hui	ROC	Female			✓				

(Note) Considering Independent Director Lai Ru Kai's industry knowledge and experience in company operation and management, which bring significant benefits to the Company, although he has consecutively elected as an Independent Director of the Company for three terms, the Company still needs to rely on his profession to provide supervision and professional advice to the board of directors. Resigned on June 25, 2025.

Job title	Name	Industry Experience						Professional ability		
		Ability to make operational judgments	Ability to perform accounting and financial analysis	Ability to conduct management administration	Ability to conduct crisis management	Knowledge of the industry	An international market perspective	IT technology	Finance	Law
Director	Liu Hsin	✓	✓	✓	✓	✓	✓			
Director	Chu Tse Wen	✓	✓	✓	✓	✓	✓			
Director	Chang Chi Hsin	✓	✓	✓	✓	✓	✓	✓		
Director	Lee Yu Shan	✓	✓	✓	✓	✓	✓			
Independent Director	Lai Ju Kai	✓	✓	✓	✓	✓	✓	✓	✓	
Independent Director	Chen Wei Dar		✓	✓	✓			✓	✓	
Independent Director	Li Yi Kuang		✓		✓		✓			✓
Independent Director	Su Yi Jen	✓	✓			✓	✓	✓		
Independent Director	Wu Ya Hui		✓		✓				✓	

Information on the specific management goals and achievements of the Company's diversity policy:

Management goal	Status of achievement
At least one-third of the board of directors have game-related industry knowledge and expertise.	Achieved
At least one-third of the independent directors have professional knowledge in technology, finance, law.	Achieved
At least one female director among board members.	Achieved in 2025

2. Status of independence of the Board of Directors :

The Company has 4 independent directors. 2 of them have served terms of six years, while the other 2 have served terms of less than three years. Given their industry expertise and experience in corporate operations and management, which bring significant benefits to the Company, they continue to be elected as independent directors. Independent directors account for 50% of all board members.

The independent directors are all qualified under the regulations of the Securities and Futures Bureau of the Financial Supervisory Commission, and all directors are in compliance with Article 26-3, paragraphs 3 and 4 of the Securities and Exchange Act; and not a spouse or a relative within the second degree among the directors.

Name	Did they or their spouse or any relative within the second degree serve as a director, supervisor, or employee of the Company or any of its affiliates	Number and ratio of shares of the Company held by the independent director and their spouse and relatives within the second degree (or through nominees)	Serve as a director, supervisor, or employee of any company having a specified relationship with the Company	The amount(s) of any pay received by the independent director for any services such as business, legal, financial, or accounting services provided to the Company or any affiliate thereof within the past 2 years
Lai Ju Kai (Note)	No	None	No	None
Chen Wei Dar	No	None	No	None
Li Yi Kuang	No	None	No	None
Su Yi Jen	No	None	No	None
Wu Ya Hui	No	None	No	None

(Note) Independent Director Lai Ru Kai resigned on June 25, 2025. He processed industry knowledge and experience in company operation and management, which bring significant benefits to the Company, although he has consecutively elected as an Independent Director of the Company for three terms, the Company still needs to rely on his profession to provide supervision and professional advice to the board of directors.

(2) Information on general manager, assistant general managers, deputy assistant general managers, and the chiefs of all the company's divisions and branch units

March 31, 2026; Unit: shares

Job title (Note 1)	Nationality	Name	Gender	Date of appointment to position	Shares held		Shares held by spouse and minor children		Shares held through nominees		Principal work experience and academic qualifications	Positions concurrently held in other companies at present	Other managerial officer(s) with which the person has a relationship of spouse or relative within the second degree		
					No. of shares	Shareholding ratio (%)	No. of shares	Shareholding ratio (%)	No. of shares	Shareholding ratio (%)			Job title	Name	Relationship
CEO	ROC	Liu Hsin	Male	June 17, 2013	1,298,271	2.44	293,775	0.60	0	0	National Taiwan College of Arts, Department of Arts and Crafts Chairman, TGIPA CEO, USERJOY JAPAN Co., Ltd. CEO, Beijing Flying Ship Software Co., Ltd. CEO, USERJOY HONG KONG Co., Ltd. Vice President, Odin Technology Co., Ltd. Vice President, Business Division 1, USERJOY Technology Co., Ltd.	CEO, USERJOY Technology Co., Ltd. CEO, USERJOY JAPAN Co., Ltd. Juristic person Director Representative, RICHLAND INVESTMENTS LIMITED Juristic person Director Representative, USERJOY Hong Kong Co., Ltd. Juristic person Director Representative, USERJOY TECHNOLOGY Co., Ltd. Juristic person Director Representative, Beijing Flying Ship Software Co., Ltd.	None	None	None
Vice President	ROC	Sun Shou Yi	Male	October 1, 2012	0	0	0	0	0	0	National Chiao Tung University Department of Electronics Engineering Game Plan, Oriental Algorithm Technology Corp. Senior Director, International Games System Co., Ltd. Senior Producer, USERJOY Technology Co., Ltd. Game Director, USERJOY Technology Co., Ltd.		None	None	None
Financial Assistant	ROC	Fang Lih Huey	Female	March 1, 2011	4,534	0	0	0	0	0	Chihlee College of Business, Department of Accounting and Statistics Auditor, Sun-Rise CPAs & Co. Chief Accounting Officer, Webs-tv Inc. Head of Finance Department, GRANDGLORY Biotechnology Corp. Accounting Supervisor, USERJOY JAPAN Co., Ltd.	Juristic person Director Representative, Fun Yours Technology Co., Ltd.	None	None	None
Assistant Manager/Chief Corporate Governance Officer	ROC	Ye Wen Tsan	Male	December 1, 200	837	0	0	0	0	0	National Chiao Tung University, Department of Computer Science CFO, Midea Media Technology Co. CFO, LaiJie Technology Co. Assistant Manager, GenNet Technology Co., Ltd.		None	None	None

Note 1: The information in this table should be disclosed for the general manager, assistant general managers, deputy assistant general managers, and the chiefs of all the company's divisions and branch units, including all persons in positions equivalent to general manager, assistant general manager, or deputy assistant general manager, regardless of job title.

Note 2: Specify experience and qualifications related to the current position. If during a period specified above, the person has served in a position at a CPA firm that serves as external auditor/attestor, specify the position held and the duties for which the person was responsible.

Note 3: If the general manager or person of an equivalent post (the highest level manager) and the chairperson of the board of directors of a company are the same person, spouses, or relatives within the first degree of kinship, an explanation shall be given of the reason for, reasonableness, necessity thereof, and the measures adopted in response thereto (e.g. increasing the number of independent directors and ensuring that a majority of directors do not concurrently serve as an employee or managerial officer).

The Company's Chairman of the board of directors also serves as CEO, which allows for quick communication and effective execution of management decisions and increases operational efficiency. Currently, more than half of the directors do not serve concurrently as employees or managers, we plan to increase the number of independent directors in the future.

(3) Remuneration to Directors, Supervisors, General Manager, and Assistant General Managers

1. Remuneration to Directors (including Independent Directors)

Unit: NT\$ thousand ; thousand shares ; %

Job title	Name	Remuneration to directors								Sum of A+B+C+D and ratio to net income (Note 11)		Remuneration received by directors for concurrent service as an employee								Sum of A+B+C+D+E+F+G and ratio to net income (Note 10)		Remuneration received from investee enterprises other than subsidiaries or from the parent company
		Base compensation (A) (Note 2)		Retirement pay and pension (B)		Director profitsharing compensation (C) (Note 3)		Expenses and perquisites (D) (Note 4)				Salary, rewards, and special disbursements (E) (Note 5)		Retirement pay and pension (F)		Employee profit-sharing compensation (G) (Note 6)						
		The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company	All consolidated entities (Note 7)	The Company		All consolidated entities (Note 7)		The Company	consolidated entities (Note 7)	
Amount in cash	Amount in stock															Amount in cash	Amount in stock					
Chairman	Liu Hsin	240	240	0	0	370	370	0	0	610 0.53%	610 0.53%	2, 615	2, 615	0	0	502	0	502	0	3,727 3.24%	3,727 3.24%	0
Director	Chu Tse Wen	420	420	0	0	222	222	15	15	657 0.57%	657 0.57%	0	0	0	0	0	0	0	0	657 0.57%	657 0.57%	0
Director	Chang Chi Hsin	420	420	0	0	222	222	15	15	657 0.57%	657 0.57%	0	0	0	0	0	0	0	0	657 0.57%	657 0.57%	0
Director	Lee Yu Shan	420	420	0	0	222	222	15	15	657 0.57%	657 0.57%	0	0	0	0	0	0	0	0	657 0.57%	657 0.57%	0
Independent Director	Lai Ju Kai	150	150	0	0	50	50	9	9	208 0.18%	208 0.18%	0	0	0	0	0	0	0	0	208 0.18%	208 0.18%	0
Independent Director	Chen Wei Dar	300	300	0	0	99	99	15	15	414 0.36%	414 0.36%	0	0	0	0	0	0	0	0	414 0.36%	414 0.36%	0
Independent Director	Li Yi Kuang	300	300	0	0	99	99	15	15	414 0.36%	414 0.36%	0	0	0	0	0	0	0	0	414 0.36%	414 0.36%	0
Independent Director	Su Yi Jen	150	150	0	0	49	49	9	9	208 0.18%	208 0.18%	0	0	0	0	0	0	0	0	208 0.18%	208 0.18%	
Independent Director	Wu Ya Hui	150	150	0	0	49	49	9	9	208 0.18%	208 0.18%	0	0	0	0	0	0	0	0	525 208 0.18%	525 208 0.18%	

1. Please describe the policy, system, standards and structure in place for paying remuneration to independent directors and describe the relationship of factors such as the duties and risks undertaken and time invested by the independent directors the amount of remuneration paid.

Remuneration to directors and managers is in accordance with Article 18 of the Company's Articles of Incorporation, if the Company makes a profit during the year, no more than 3% of the amount shall be distributed to the directors (including independent directors).

Remuneration to independent directors is based on their involvement in the Company's operations and performance evaluation, which includes the realization of the Company's core values and operational management abilities, finance and business performance indicators and overall management indicators, continuing education and participation in sustainable operations, as well as other special contributions, or significant negative events, are measured and included in performance evaluations and compensation awards.

2. In addition to what is disclosed in the above table, please specify the amount of remuneration received by directors in the most recent fiscal year for providing services (e.g., for serving as a non-employee consultant to the parent company /any consolidated entities / invested enterprises): None.

Remuneration Range Table

Ranges of remuneration paid to each of the Company's directors	Names of Directors			
	Sum of A+B+C+D		Sum of A+B+C+D+E+F+G	
	The Company (Note 9)	All consolidated entities (Note 9) H	The Company (Note 8)	All consolidated entities (Note 9) I
Less than NT\$1,000,000	Liu Hsin, Chu Tse Wen, Chang Chi Hsin, Lee Yu Shan, Chen Wei Dar, Lai Ju Kai, Li Yi Kuang, Su Yi Jen, Wu Ya Hui	Liu Hsin, Chu Tse Wen, Chang Chi Hsin, Lee Yu Shan, Chen Wei Dar, Lai Ju Kai, Li Yi Kuang, Su Yi Jen, Wu Ya Hui	Chu Tse Wen, Chang Chi Hsin, Lee Yu Shan, Chen Wei Dar, Lai Ju Kai, Li Yi Kuang, Su Yi Jen, Wu Ya Hui	Chu Tse Wen, Chang Chi Hsin, Lee Yu Shan, Chen Wei Dar, Lai Ju Kai, Li Yi Kuang, Su Yi Jen, Wu Ya Hui
NT\$1,000,000 (incl.) ~ NT\$2,000,000 (excl.)				
NT\$2,000,000 (incl.) ~ NT\$3,500,000 (excl.)				
NT\$3,500,000 (incl.) ~ NT\$5,000,000 (excl.)			Liu Hsin	Liu Hsin
NT\$5,000,000 (incl.) ~ NT\$10,000,000 (excl.)				
NT\$10,000,000 (incl.) ~ NT\$15,000,000 (excl.)				
NT\$15,000,000 (incl.) ~ NT\$30,000,000 (excl.)				
NT\$30,000,000 (incl.) ~ NT\$50,000,000 (excl.)				
NT\$50,000,000 (incl.) ~ NT\$100,000,000 (excl.)				
NT\$100,000,000 or above				
Total	9	9	9	9

Note 1: The name of each director shall be stated separately (for a corporate shareholder, the names of the corporate shareholder and its representative shall be stated separately), based on the amount of the aggregated remuneration items paid to each. If a director concurrently serves as a general manager or an assistant general manager, please complete this Table and Table 3-1, or Tables 3-2.

Note 2: This refers to director base compensation in the most recent fiscal year (including director salary, duty allowances, severance pay, and various rewards and incentives, etc.).

Note 3: Please fill in the amount of director profit-sharing compensation approved by the board of directors for distribution for the most recent fiscal year.

Note 4: This refers to director expenses and perquisites in the most recent fiscal year (including travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, etc.). If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the Company to the driver, but do not include it in the calculation of the director remuneration.

- Note 5: This includes any remuneration received by a director for concurrent service as an employee in the most recent year (including concurrent service as general manager, assistant general manager, other managerial officer, or non-managerial employee) including salary, duty allowances, severance pay, rewards, incentives, travel expenses, special disbursements, stipends of any kind, and provision of facilities such as accommodations or vehicles, etc. If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the Company to the driver, but do not include it in the calculation of the director remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a rights offering, etc.—should be included in the calculation of remuneration.
- Note 6: This refers to employee profit-sharing compensation (including stocks and cash) received by a director for concurrent service as an employee in the most recent fiscal year (including concurrent service as general manager, assistant general manager, other managerial officer, or non-managerial employee). Disclose the amount of profit-sharing compensation approved or expected to be approved by the board of directors for distribution for the most recent fiscal year. If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. Table 1-3 should also be completed.
- Note 7: Disclose the total amount of remuneration in each category paid to the directors of the Company by all companies in the consolidated financial report (including the Company).
- Note 8: Disclose the names of the directors in the respective ranges into which they fall based on the sum total of the remuneration in the indicated categories paid to each director by the Company.
- Note 9: Disclose the names of the directors in the respective ranges into which they fall based on the sum total of the remuneration in the indicated categories paid to each director of the Company by all companies in the consolidated financial report (including the Company).
- Note 10: Net income means the net income after tax. If the Company has already adopted the IFRS, net income means the net income after tax on the parent company only or individual financial report for the most recent fiscal year.
- Note 11: a. In this column, specifically disclose the amount of remuneration received by the directors of the Company from investee enterprises other than subsidiaries or from the parent company.
- b. If directors of the Company have received remuneration from investee enterprises other than subsidiaries or from the parent company, that remuneration shall be added into the amount in Column J of the Remuneration Range Table, and the name of that column shall be changed to “Parent company and all investee enterprises.”
- c. Remuneration means remuneration received by directors of the Company for serving in capacities such as director, supervisor, or managerial officer at investee companies other than subsidiaries or at the parent company, including base compensation, profit-sharing compensation and expenses and perquisites.
- *This table is for information disclosure purposes only and is not intended to be used for tax purposes, as the remuneration disclosed in this table differs from the concept of income under the Income Tax Act.

3. Remuneration to General Manager and Assistant General Manager

Unit: NT\$ thousand ; thousand shares ; %

Job title	Name	Salary (A) (Note 2)		Retirement pay and pension (B)		Rewards, and special disbursements (C) (Note 3)		Employee profit-sharing compensation (D) (Note 4)				Sum of A+B+C+D and ratio to net income (Note 8)		Remuneration received from investee enterprises other than subsidiaries or from the parent company (Note 9)
		The Company	All consolidated entities (Note 5)	The Company	All consolidated entities (Note 5)	The Company	All consolidated entities (Note 5)	The Company		All consolidated entities (Note 5)		The Company	All consolidated entities (Note 5)	
								Amount in cash	Amount in stock	Amount in cash	Amount in stock			
President	Liu Hsin	4,474	4,474	0	0	1,756	1,756	1,004	0	1,004	0	7,234 6.29	7,234 6.29	None
Vice President	Sun Shou Yi													

*Disclosures must be made for all persons in positions equivalent to general manager or assistant general manager, regardless of job title (e.g., president, chief executive officer, chief administrative officer...etc.).

Remuneration Range Table

Ranges of remuneration paid to each of the Company's general manager(s) and assistant general manager(s)	Names of General Manager(s) and Assistant General Manager(s)	
	The Company (Note 6)	All consolidated entities (Note 7) E
Less than NT\$1,000,000		
NT\$1,000,000 (incl.) ~ NT\$2,000,000 (excl.)		
NT\$2,000,000 (incl.) ~ NT\$3,500,000 (excl.)		
NT\$3,500,000 (incl.) ~ NT\$5,000,000 (excl.)	Liu Hsin Sun Shou Yi	Liu Hsin Sun Shou Yi
NT\$5,000,000 (incl.) ~ NT\$10,000,000 (excl.)		
NT\$10,000,000 (incl.) ~ NT\$15,000,000 (excl.)		
NT\$15,000,000 (incl.) ~ NT\$30,000,000 (excl.)		
NT\$30,000,000 (incl.) ~ NT\$50,000,000 (excl.)		
NT\$50,000,000 (incl.) ~ NT\$100,000,000 (excl.)		
NT\$100,000,000 or more		
Total	2	2

Note 1: The name of each general manager and assistant general manager shall be stated separately, based on the amount of the aggregated remuneration items paid to each. If a director concurrently serves as a general manager or an assistant general manager, please complete this table and Table (1-1), or Tables (1-2).

Note 2: This includes salary, duty allowances, and severance pay to the general manager(s) and assistant general manager(s) in the most recent fiscal year.

Note 3: This includes the amounts of all types of rewards, incentives, travel expenses, special disbursements, stipends of any kind, provision of facilities such as accommodations or vehicle, and other compensation to the general manager(s) and assistant general managers(s) in the most recent fiscal year. If housing, car or other form of transportation, or personalized expenses are provided, disclose the nature and cost of the property provided, the actual or fair market rent, fuel expenses, and any other amounts paid. Additionally, if a driver is provided, please add a note explaining the relevant base compensation paid by the company to the driver, but do not include it in the calculation of the director remuneration. Additionally, salary expenses recognized as share-based payment under IFRS 2—including employee share subscription warrants, new restricted employee shares, and participation in share subscription under a rights offering, etc.—should be included in the calculation of remuneration

Note 4: This refers to employee profit-sharing compensation (including stocks and cash) received by the general manager(s) and assistant general manager(s) as approved or expected to be approved by the board of directors for the most recent fiscal year (including concurrent service as general manager, assistant general manager, other managerial officer, or non-managerial employee). If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. Table 1-3 should also be completed.

Note 5: Disclose the total amount of remuneration in each category paid to the general manager(s) and assistant general manager(s) by all companies in the consolidated financial report (including the Company).

Note 6: Disclose the names of the general manager(s) and assistant general manager(s) in the respective ranges into which they fall based on the sum total of the remuneration in the indicated categories paid to each general manager and assistant general manager by the Company.

Note 7: Disclose the names of the general manager(s) and assistant general manager(s) in the respective ranges into which they fall based on the sum total of the remuneration in the indicated categories paid to each general manager and assistant general manager of the Company by all companies in the consolidated financial report (including the Company).

Note 8: Net income means the net income after tax. If the Company has already adopted the IFRS, net income means the net income after tax on the parent company only or individual financial report for the most recent fiscal year.

Note 9:

- a. In this column, specifically disclose the amount of remuneration received by the general manager(s) and assistant general manager(s) of the Company from investee enterprises other than subsidiaries or from the parent company.
- b. If general manager(s) or assistant general manager(s) of the Company have received remuneration from investee enterprises other than subsidiaries or from the parent company, that remuneration shall be added into the amount in Column E of the Remuneration Range Table, and the name of that column shall be changed to “Parent company and all investee enterprises.”
- c. Remuneration means remuneration received by the general manager(s) and assistant general manager(s) of the Company for serving in capacities such as director, supervisor, or managerial officer at investee companies other than subsidiaries or at the parent company, including base compensation, profit-sharing compensation (including employee, director, and supervisor profit-sharing compensation) and expenses and perquisites.

*This table is for information disclosure purposes only and is not intended to be used for tax purposes, as the remuneration disclosed in this table differs from the concept of income under the Income Tax Act.

4. Names and Distributions of Employee Profit-Sharing Compensation to Managerial Officers

May 15, 2025 Unit: NT\$ thousand ; %

	Job title (Note 1)	Name (Note 1)	Amount in stock	Amount in cash	Total	As a % of net profit
Managerial officers	Chairman & President	Liu Hsin	0	1,409	1,409	1.22
	Vice President	Sun Shou Yi				
	Assistant Manager	Ye Wen Tsan				
	Financial Assistant Manager	Fang Lih Huey				

Note 1: Names and job titles should be disclosed individually, but profit distributions received may be disclosed in aggregate.

Note 2: Fill in the amount of employee profit-sharing compensation (including stocks and cash) received by the managerial officers as approved or expected to be approved by the board of directors for the most recent fiscal year. If the amount cannot be forecasted, disclose the amount expected to be distributed by calculating pro-rata to the amount that was actually distributed in the preceding fiscal year. If the Company has already adopted the IFRS, net income means the net income after tax on the parent company only or individual financial report for the most recent fiscal year.

Note 3: The applicable scope of “managerial officers” is defined under the 27 March 2003 FSC Order No. Tai-Cai-Zheng-III-0920001301 as persons in the following positions:

- (1) General manager(s) and equivalent level positions
- (2) Assistant general manager(s) and equivalent level positions
- (3) Deputy assistant general manager(s) and equivalent level positions
- (4) Chief officer of the finance division
- (5) Chief officer of the accounting division
- (6) Other persons who have the power to manage affairs and sign for the Company

Note 4: If any director, general manager, or assistant general manager receives profit-sharing compensation (including stocks or cash), complete this table in addition to Table 1-2.

(4) Compare and describe total remuneration, as a percentage of net income, as paid by the company and by each other company included in the consolidated financial statements during the past 2 fiscal years to directors, supervisors, general managers, and assistant general managers, and analyze and describe remuneration policies, standards, and packages, the procedure for determining remuneration, and its linkage to operating performance and future risk exposure:

1. Total remuneration, as a percentage of net income (loss), as paid by the company and by each other company included in the consolidated financial statements during the past 2 fiscal years to directors, supervisors, general managers, and assistant general managers:

Job title	The Company				All consolidated entities			
	2025		2024		2025		2024	
	Total amount	As a % of net profit	Total amount	As a % of net profit	Total amount	As a % of net profit	Total amount	As a % of net profit
Directors	7,150	6.21	9,924	3.37	7,150	6.21	9,924	3.37
President & Vice President	7,234	6.29	8,823	3.00	7,234	6.29	8,823	3.00

2. Describe remuneration policies, standards, and packages, the procedure for determining remuneration, and its linkage to operating performance and future risk exposure:

(Determine remuneration policies, standards and packages)

1. Directors' remuneration is specified in Article 15 of the Company's Articles of Incorporation, whereby directors of the Company shall be compensated for their services, regardless of the Company's operating profit or loss, at a rate to be determined by the Board of Directors based on the extent of their participation in the Company's operations, the value of their contributions, and by reference to industry standards. Also, Article 18 of the Articles of Incorporation specifies, if the Company makes a profit during the year, shall be distributed to directors as remuneration in an amount of not more than 3%.
2. Remuneration to managers is determined in accordance with the manager's rank, years of service, professional experience, and the Company's operating results, financial condition, and operational condition, and individual performance. We also make reference to the salary level of equivalent positions. In addition, with reference to the market level in the industry through professional organizations, the Company sets the standard for managerial remuneration by making reference to the standards of the same industry, and maintains its competitiveness, incentives, and reasonableness. In addition, in accordance with Article 18 of the "Articles of Incorporation", not less than 3% and not more than 15% of amount shall be paid to employees as compensation.
3. Salary adjustments for managers may be made in accordance with the Company's annual operating and earnings conditions, each unit's operating performance, and individual performance, etc.
4. Implemented senior management remuneration and ESG performance policy:
please refer to the Company website:
https://www.userjoy.com.tw/governance/corporate_major_03.aspx

(Procedure for determining remuneration)

1. Directors' remuneration procedures are in accordance with the "Rules for Performance Evaluation of Board of Directors", whereby the Board of Directors' internal self-evaluation, board members' (self or peer) self-evaluation and peer evaluation cover functional committees, to evaluate the directors (including independent directors) once a year to determine the reasonableness of remuneration and linkage of remuneration with their performance evaluation, the above are all reviewed by the remuneration committee, and reported and approved by the Board of Directors.
2. When determining manager remuneration, or reviewing or adjusting annual remuneration, the following information is required to be submitted:
 - ✓ The Company's annual operating and earnings conditions, each unit's operating performance and contribution, documentation of individual performance, and reference to market levels among industry peers.
 - ✓ Employee compensation and incentive compensation are allocated to managers within the approved percentage range.
 - ✓ Manager's remuneration is subject to review and approval by the Remuneration Committee and submitted to the Board of Directors for approval.
3. The Company's remuneration packages are determined in accordance with Remuneration Committee Charter, including cash bonus, stock options, stock dividends, retirement or pension pay, various allowances and other substantial incentives, within the range consistent with remuneration for directors and managers stated in the Regulations Governing Information to be Published in Annual Reports of Public Companies.

(Linkage to operating performance and future risk exposure)

1. Remuneration policies and related payment standards are reviewed primarily by the Company's overall operating conditions. Determining payment standards according to performance achievement and contribution, with the aim of improving the overall organizational effectiveness of the Board of Directors and the management.
2. The Company integrates performance objectives with risk management to ensure management and prevention of potential risks within the scope of responsibilities. The performance evaluation results are used to determine the reasonableness of remuneration policies and linked with HR and pay and reward policies. The Company's management takes into account various risk factors in making important decisions to ensure these decision performances are reflected in the Company's profitability.

2. State of the implementation of corporate governance

(1) Operations of the Board of Directors

The number of board meetings held in the most recent fiscal year was: 5 (A). The attendance by the directors and supervisors was as follows:

Title	Name (Note 1)	No. of meetings attended in person (B)	No. of meetings Attended by proxy	In-person attendance rate (%) 【 B / A 】 (Note 2)	Remarks
Chairman	Liu Hsin	5	0	100.0%	None
Director	Chu Tse Wen	5	0	100.0%	None
Director	Chang Chi Hsin	5	0	100.0%	None
Director	Lee Yu Shan	5	0	100.0%	None
Independent director	Lai Ju Kai	2	0	100.0%	Resigned on June 25, 2025
Independent director	Chen Wei Dar	5	0	100.0%	None
Independent director	Li Yi Kuang	5	0	100.0%	None
Independent director	Su Yi Jen	3	0	100.0%	Appointed on June 25, 2025
Independent director	Wu Ya Hui	3	0	100.0%	Appointed on June 25, 2025
All Directors' attendance rate: 38/38=100%					

Other information required to be disclosed:

1. If any of the following circumstances exists, specify the board meeting date, meeting session number, content of the motion(s), the opinions of all the independent directors, and the measures taken by the Company based on the opinions of the independent directors:

- (1) Any matter under Article 14-3 of the Securities and Exchange Act: Please refer to pages 64 and 65 for details.
- (2) In addition to the matters referred to above, any dissenting or qualified opinion of an independent director that is on record or stated in writing with respect to any board resolution: None. Please refer to pages 64 and 65 for details.

2. The status of implementation of recusals of directors with respect to any motions with which they may have a conflict of interest: specify the director's name, the content of the motion, the cause for recusal, and whether and how the director voted.

Board meeting	Content of motion	Recusal status	Voting
March 13, 2025 16 th meeting of the 7 th Board of Directors	Distribution of 2024 remuneration to employees and directors, supervisors.	Due to it involving directors' and managers' interests, so director Liu Hsin, director Chang Chi Hsin, director Lee Yu Shan and director Chu Tse Wen recused themselves from discussion and voting.	Directors with an interest in this motion recused themselves from discussion and voting, and acting chairman consulted all directors present and agreed to pass the proposal.
March 13, 2025 16 th meeting of the 7 th Board of Director	2025salary adjustments for managers.	Director and CEO, Liu Hsin, was an interested party, so he recused himself from discussion and voting.	Acting chairman consulted all directors present and agreed to pass the proposal.
November 13, 2025 3 rd meeting of the 8 th Board of Director	2024 year-end bonuses proposal for managers of the Company and USERJOY JAPAN Co., Ltd.	Due to it involving directors' and managers' interests, so Liu Hsin recused himself from participating the discussion and voting. Directors have a conflict of interest, recused themselves from discussion and voting.	Acting chairman consulted all directors present and agreed to pass the proposal.
March 11, 2026 4 th meeting of the 8 th Board of Director	Distribution of 2025 remuneration to employees and directors, supervisors.	Due to it involving directors' and managers' interests, so director Liu Hsin, director Chang Chi Hsin, director Lee Yu Shan and director Chu Tse Wen recused themselves from discussion and voting.	Directors with an interest in this motion recused themselves from discussion and voting, and acting chairman consulted all directors present and agreed to pass the proposal.
March 11, 2026 4 th meeting of the 8 th Board of Director	2026 salary adjustments for managers.	Director and CEO, Liu Hsin, was an interested party, so he recused himself from discussion and voting.	Acting chairman consulted all directors present and agreed to pass the proposal.

3. For a TWSE or TPEX listed company, disclose information including the evaluation cycle and period(s) of the board of directors' self-evaluations (or peer evaluations) and the evaluation method and content. Additionally, complete Table Implementation of Evaluations of the Board of Directors.

The Company's board of directors has established the "Rules for Performance Evaluation of Board of Directors", to set up a board performance evaluation system to enhance the functions of the board of directors' operation. The board of directors' performance evaluation is conducted at least once a year, with directors' self-evaluation conducted in the first quarter of the following year, and submit evaluation results to the board for review and improvement. Measurement items include the degree of participation in operations, awareness of the duties and responsibilities, professional and continuing education, and internal control, etc., and are conducted by questionnaire, which covers not only the entire board of directors and individual directors, but also various functional committees.

Evaluation cycle	Evaluation period	Scope of evaluation	Method of evaluation	Evaluation content
Once per year	January 1, 2025 to December 31, 2025	Board of Directors	Board of Directors' self-evaluation	Evaluation of the performance of the board: 1. degree of the board's participation in the operation of the company; 2. the quality of the board's decision making; 3. composition and structure of the board; 4. election and continuing education of the directors; 5. internal control, etc.
		Individual board members	Individual board members' self-evaluation	Evaluation of the performance of individual directors 1. familiarity with the goals and missions of the company; 2. awareness of the duties of a director; 3. participation in the operation of the company; 4. management of internal relationships and communication; 5. the director's professionalism and continuing education; 6. internal control, etc.
Once per year	January 1, 2025 to December 31, 2025	Remuneration and Nomination Committee Audit Committee	Peer evaluations Members' and internal self-evaluation	1. participation in the operation of the company; 2. awareness of the duties of the functional committee; 3. quality of decisions made by the committee; 4. makeup of the functional committee and election of its members; 5. internal control, etc.
Once per year	January 1, 2025 to December 31, 2025	Other functional committees	Members' and internal self-evaluation	1. participation in the operation of the company; 2. awareness of the duties of the functional committee; 3. quality of decisions made by the committee; 4. makeup of the functional committee and election of its members; 5. internal control, etc.
Once every three years	July 1, 2023 to June 30, 2024	Board of Directors	External evaluation	6. composition and professional development of the board of directors; 7. the quality of the board's decision making; 8. effectiveness of the board's operations; 9. internal control system and risk management; 10. the board's participation in Corporate Social Responsibility (CSR).
Once every three years	July 1, 2023 to June 30, 2024	Remuneration and Nomination Committee Audit Committee	External evaluation	1. participation in the operation of the company; 2. awareness of the duties of the functional committee; 3. quality of decisions made by the committee; 4. makeup of the functional committee and election of its members; 5. internal control.

Implementation of evaluations: 2025 performance evaluations of the board of directors and functional committees were conducted in 2025 Q1 and submitted to the board of directors' meeting on March 11, 2026.

Board 's 2025 performance evaluation results were as follows:

Content	Score	Result
Overall average score of board performance evaluation (out of 5)	5	Excellent
Overall average score of board members' self-evaluation (out of 5)	5	Excellent

Remuneration Committee members' 2025 performance evaluation results were as follows:

Content	Score	Result
Overall average score of members' self-evaluation (out of 5)	5	Excellent
Overall average score of remuneration committee members' performance evaluation (out of 5)	5	Excellent

Audit Committee members' 2025 performance evaluation results were as follows:

Content	Score	Result
Overall average score of members' self-evaluation (out of 5)	5	Excellent
Overall average score of audit committee members' performance evaluation (out of 5)	5	Excellent

In August 2024, the Investor Relations Institute (IRI) conducted an external evaluation. Through this external evaluation, the board was able to enhance its performance and the quality of its operations.

The above performance evaluation details and follow-up improvements were submitted to the board meeting on March 14, 2024, and also disclosed on the Company's website.

4. Give an evaluation of the targets that were adopted for strengthening of the functions of the board during the current and immediately preceding fiscal years (e.g., establishing an audit committee, increasing information transparency, etc.) and the measures taken toward achievement thereof.
 1. The Company has set up 4 independent directors, re-elected on June 25, 2025, and appointed by persons with rich management background and academics. The independent directors can assist all shareholders in exercising external supervision over the Company, and can also provide professional advice to the Company's management. The Audit Committee was established on June 27, 2019.
 2. Provide quarterly directors' continuing education information and promotion policy, in order to grasp the latest industry or corporate governance policy related information and arrange the directors' continuing education.
 3. In accordance with Article 14-6, Paragraph 1 of the Securities and Exchange Act, the Company established the remuneration committee on November 25, 2011, which was approved by the board of directors, and the committee has held 33 meetings since its re-election in 2016, with a 100% attendance rate of its members. The committee's responsibilities are to formulate and periodically review director's and manager's performance evaluation and remuneration policies, systems, standards, and structures, and to evaluate performance standards based on two major indicators and eight key points.
 - (1). Compliance with relevant laws and regulations
 1. Recusal of director's interests
 2. Achieve the required annual continuing education hours for directors
 3. Board meeting attendance rate
 4. Shareholders' meetings attendance rate

(2). Degree of participation in the Company's operations

1. Reviewing the Company's accounting system, financial position and financial report, audit report and its tracking status.
2. Communicating and interacting with the Company's CPAs.
3. Assessing and supervising the Company's risks and potential risks.
4. Communicating and interacting with the Company's management.

In accordance with Article 18 of the Articles of Incorporation, if the Company makes a profit in a year, the Company shall allocate not more than 3% as remuneration to the directors for that year. Therefore, the procedure for determining the remuneration is in accordance with the Company's "Rules for Performance Evaluation of Board of Directors and Managers", in addition to referring overall operating performance, industry future operational risk and development trends, and also the individual's performance achievement rate and degree of contribution to the Company's performance, to provide reasonable remuneration. The relevant performance evaluation and reasonableness of the remuneration have been reviewed by remuneration committee and the board of directors, and timely review the remuneration system according to actual operating conditions and relevant laws and regulations, in order to seek a balance between the Company's sustainable operation and risk control.

4. On June 27, 2019, the shareholders' meeting approved the amendment of "Procedures for Election of Directors", and on March 24, 2022, reported the state of operation to the Board of Directors, and its operation was normal with no major deficiencies.
- 5.

Note 1: For a director or supervisor that is a juristic person (corporate entity), disclose the name of the corporate shareholder and the name of its representative.

Note 2 :

- (1) If any director or supervisor left office before the end of the fiscal year, specify the date that they left office in the Remarks column. Their in-person attendance rate (%) should be calculated based on the number of board meetings held and the number they attended in person during the period they were in office.
- (2) If any by-election for directors or supervisors was held before the end of the fiscal year, the names of the new and old directors and supervisors should be filled in the table, with a note stating whether the director or supervisor left office, was newly serving, or was serving consecutive terms, and the date of the by-election. The in-person attendance rate (%) should be calculated based on the number of board meetings held and the number attended in person during the period of each such person's actual time in office.

(3) Operation of the Audit Committee

1. Operation of the Audit Committee: Annual focus and operation are as follows

1. Powers of the audit committee:

1. Adoption or amendment of an internal control system pursuant to Article 14-1 of Securities and Exchange Act.
2. Assessment of the effectiveness of the internal control system.
3. Adoption or amendment, pursuant to Article 36-1 of Securities and Exchange Act, of handling procedures for financial or operational actions of material significance, such as acquisition or disposal of assets, derivatives trading, extension of monetary loans to others, or endorsements or guarantees for others.
4. A matter bearing on the personal interest of a director.
5. A material asset or derivatives transaction.
6. A material monetary loan, endorsement, or provision of guarantee.
7. The offering, issuance, or private placement of any equity-type securities.
8. The hiring or dismissal of an attesting CPA, or the compensation given thereto.
9. The appointment or discharge of a financial, accounting, or internal auditing officer.
10. Annual financial reports and half-year financial reports.
11. Business report and proposal for earnings distribution or set aside of loss.
12. Any other material matter so required by the company or the Competent Authority.

2. The Company's Audit committee has 4 members.

The Audit Committee is composed by all independent directors. For their professional qualifications and experience, and their independence, please refer to pages 6 to 8 of the annual report.

Annual focus: The Audit committee's duties for the year includes reviewing financial reports, assessing the effectiveness of the internal control system, matters related to corporate governance, revisions to the internal control system, and risk management matters.

3. The number of audit committee meetings held in the most recent fiscal year was: 4 (A). The attendance by the independent directors was as follows:

Title	Name	No. of meetings attended in person (B)	No. of meetings attended by proxy	In-person attendance rate (%) 【 B / A 】 (Note)	Remarks
Independent Director	Lai Ju Kai	2	0	100%	Resigned on June 25, 2025
Independent Director (Convener)	Chen Wei Dar	4	0	100%	None
Independent Director	Li Yi Kuang	4	0	100%	None
Independent Director	Su Yi Jen	2	0	100%	Appointed on June 25, 2025
Independent Director	Wu Ya Hui	2	0	100%	Appointed on June 25, 2025

Other information required to be disclosed:

1. If any of the following circumstances exists, specify the audit committee meeting date, meeting session number, content of the motion(s), the content of any dissenting or qualified opinion or significant recommendation of the independent directors, the outcomes of audit committee resolutions, and the measures taken by the Company based on the opinions of the audit committee:

(1) Any matter under Article 14-5 of the Securities and Exchange Act.

Date	Content of the motion and follow up	Outcome of resolution	Measure taken by the Company
March 13, 2025 1 st Audit Committee	1. Financial statements and consolidated financial statements for 2024. 2. Issue new shares through capitalization of retained earnings. 3. “Assessment of the effectiveness of internal control system” and “Statement on Internal Control System” for 2024. 4. To meet the Group's operational needs, proposed to give a loan to its subsidiary, USERJOYJAPAN with an amount of JPY500 million, and authorized the Chairman to give loans to the same party in installments or to make a revolving credit line.	Approved by all members	Approved by all directors present without dissent
May 14, 2025 2 nd Audit Committee	1. Consolidated financial statements for 2025 Q1.	Approved by all members	Approved by all directors present without dissent
August 13, 2025 3 rd Audit Committee	1. Consolidated financial statements for 2025 Q2. 2. Renewal of directors' and key employees' insurance for 2025.	Approved by all members	Approved by all directors present without dissent
November 13, 2025 4 th Audit Committee	1. Consolidated financial statements for 2025 Q3. 2. Amendment to the Internal Control Systems, Internal Audit Systems – “Management of financial and non-financial information”. 3. Amendment to the Company's “Authorization Limits Table”. 4. Developing 2026 Audit Plan. 5. Japanese subsidiary, USERJOY JAPAN proposed a capital reduction to cover losses. 6. Appointment of the CPA and independence evaluation. 7. Periodic approval of non-assurance services provided by the Company's CPAs.	Approved by all members	Approved by all directors present without dissent.
March 11, 2026 1 st Audit Committee	1. Financial statements and consolidated financial statements for 2025. 2. Cash Distribution from Capital Reserve. 3. Issue new shares through capitalization of retained earnings. 4. “Assessment of the effectiveness of internal control system” and “Statement on Internal Control System” for 2025.	Approved by all members	Approved by all directors present without dissent

(2) In addition to the matters referred to above, any matter that was not approved by the audit committee but was approved by a two-thirds or greater majority resolution of the board of directors: None.

- Implementation of recusals of independent directors with respect to any motions with which they may have a conflict of interest: specify the independent director's name, the content of the motion, the cause for recusal, and whether and how the independent director voted: None.
- Communication between the independent directors and the chief internal audit officer and the CPAs that serve as external auditor (including any significant matters communicated about with respect to the state of the company's finances and business and the method(s) and outcomes of the communication.)

(1) Internal audit unit submits the audit report to each independent director for review on a monthly basis, immediately communicates and discusses with the independent directors on the recommendations or opinions made by the independent directors, and communicates with the independent directors and the CPAs at the annual independent directors' pre-communication meeting; after the setup of the Audit Committee, according to the needs of the motion, it will be reported to the independent directors at the time of the Audit Committee.

(2) Communication between the independent directors and the internal audit unit is normally conducted through e-mail, telephone or pre-audit meetings.

(3) Communication between the independent directors and the internal audit manager and the CPAs is updated irregularly on the Company's website under Corporate Governance>Communication to Independent Directors:

https://www.userjoy.com.tw/governance/corporate_independent_directors_01.aspx

2. Communications between the independent directors and the chief internal audit officer are good, past communications are summarized below:

Date	Nature of the meeting	Communication content	Independent Directors' Opinion
March 11, 2026	Audit Committee	Report on the actual implementation of the 2025 audit plan and status report. Report on the implementation of the audit plan for November-December, 2025, January-February, 2026. Report on 2025 Q4 follow up matters.	None
November 13, 2025	Audit Committee	Report on the implementation of the audit plan for August-October, 2025. Report on 2025 Q3 follow up matters. Key matter follow up: GHG Inventory and Verification.	None
August 13, 2025	Audit Committee	Report on the implementation of the audit plan for May-July, 2025. Report on 2025 Q2 follow up matters.	None
May 14, 2025	Audit Committee	Report on the implementation of the audit plan for March-April, 2025. Report on 2025 Q1 follow up matters.	None
March 13, 2025	Audit Committee	Report on the actual implementation of the 2024 audit plan and status report. Report on the implementation of the audit plan for January-February, 2025. Report on 2024 Q4 follow up matters.	None

3. Communications between the independent directors and the CPAs, past communications are summarized below:

Date	Nature of meeting	Communication content	Independent Directors' Opinion
March 13, 2025	Audit Committee	Audit Committee 1. Group Audit 2. Key Audit Matters 3. Other Matters 4. Corporate Governance Awareness a. Inclusion of "Management of Sustainability Information" into Internal Control and Internal Audit. b. Climate-Related Information Disclosure c. Recent amendments to the annual shareholders' meeting report (August 1, 2024) and future revision directions 5. <u>Cyber</u> Security Awareness 6. Regulatory Updates a. In response to new Securities and Exchange Act requirements on increasing entry-level employee compensation, <u>TWSE/TPEX-listed</u> companies must amend their Articles of Incorporation at the 2025 Shareholders' Meeting. b. The Articles of Incorporation must specify that when the company is profitable, it shall provide salary adjustments or profit distribution to entry-level employees.	None
May 14, 2025	Audit Committee	1. Regulatory Updates a. TPEX Amendments to Information Submission Regulations ●Background and key points of the revised "Procedures for Handling Material Information" ●Background and key points of the revised criteria for determining when an <u>TPEX-listed</u> company must publish complete financial forecasts b. FSC Securities Bureau revised "Q&A on FAQs on Shareholding Declaration by Insiders of Public Companies" c. FSC Securities Bureau revised "Q&A on the Appropriation of Special Reserve After the Adoption of IFRSs" d. TPEX revised "Reference Q&A on Procedures for Handling Material Information by Listed Companies" 2. Tax Matters Ministry of Finance draft amendments to certain articles of the "Standards for Mitigation and Remission of Penalties for Tax Offenses".	None

August 13, 2025	Audit Committee	1. Regulatory Updates a. FSC Reminder: All TWSE/ TPEX-listed companies must file a Sustainability Report by the end of August 2025. b. FSC Securities Bureau interpretive ruling: The daily intraday short sale order volume shall not exceed 30% (adjusted from 3%) of the average daily trading volume of the preceding 30 business days. c. FSC Securities Bureau draft amendments to the “Regulations Governing Information to be Published in Annual Reports of Public Companies”. d. TPEX promotion of “Green Securities Certification System” to encourage corporate participation in green economic activities. 2. Tax Matters a. Guidelines for Reviewing Applications by Business Entities for Refund of Overpaid Business Tax (VAT) due to the impact of U.S. tariff policies.	
November 13, 2025	Audit Committee	Audit Committee 1. Responsibilities of the Governance Body 2. Audit Scope and Methodology 3. Significant Risks and Key Audit Matters (for 2025) 4. IFRS 18 Presentation and Disclosure in Financial Statements 5. Upcoming / Future Standards and Regulatory Updates 1. Regulatory Updates a. FSC Securities Bureau draft amendments to the “Regulations Governing Content and Compliance Requirements for Shareholders Meeting Agenda Handbooks of Public Companies”, “Regulations Governing Information to be Published in Annual Reports of Public Companies” b. FSC Securities Bureau: The task force for “Promotion of Alignment with IFRS Sustainability Disclosure Standards in Taiwan” has recently added multiple climate-related disclosure examples to the IFRS Sustainability Disclosure Standards. c. TPEX amendments to the “Sustainability Best Practice Principles for TWSE/TPEX Listed Companies”, “Directions for the Implementation of Assurance Institutions for the Sustainability Report of TWSE/TPEX Listed Companies” to incorporate initiatives referenced from the UN Convention on Biological Diversity and to encourage corporate collaboration with educational institutions for talent development. d. TPEX: “TPEX Portal” now offers extensive reference resources for sustainability reports. The “ESG InfoHub” has been equipped with functions to assist in generating sustainability reports to help TPEX-listed companies achieve a new milestone in sustainability disclosure. 2. Tax Matters	None
March 11, 2026	Audit Committee	1. Regulatory Updates a. FSC Securities Bureau draft amendments to the “Regulations Governing the Administration of Shareholder Services of Public Companies”. b. FSC promulgated amendments to the “Regulations Governing Content and Compliance Matters of Shareholders Meeting Handbook of Public Companies”, “Regulations Governing Information to be Published in Annual Reports of Public Companies”. c. FSC Securities Bureau: Corporate Governance Evaluation to Transition to ESG Evaluation, effective from 2026. d. FSC Securities Bureau revised FAQ on the “Regulations Governing the Acquisition and Disposal of Assets by Public Companies”. e. FSC Securities Bureau interpretive ruling on the applicable timeline for the IFRS Sustainability Disclosure Standards recognized under the “Regulations Governing Information to be Published in Annual Reports of Public Companies”. 2. Tax Matters.	None

Note: * If any independent director left office before the end of the fiscal year, specify the date that they left office in the Remarks column. Their in-person attendance rate (%) should be calculated based on the number of audit committee meetings held and the number they attended in person during the period they were in office.

* If any by-election for independent directors was held before the end of the fiscal year, the names of the new and old independent directors should be filled in the table, with a note stating whether the independent director left office, was newly serving, or was serving consecutive terms, and the date of the by-election. The in-person attendance rate (%) should be calculated based on the number of board meetings held and the number attended in person during the period of each such person’s actual time in office.

(4) Corporate Governance – Implementation Status and Deviations from the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies and the Reasons

Evaluation item	Implementation status (Note 1)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons
	Yes	No	Summary description	
1. Has the Company established and disclosed its Corporate Governance Best-Practice Principles based on the Corporate Governance Best-Practice Principles for TWSE/TPEX Listed Companies?	✓		(1) The Company has established the "Corporate Governance Best-Practice Principles", been approved by the Board of Directors, and made simultaneous amendments to the relevant internal rules and regulations in accordance with the law, as well as implemented and handled information disclosure in accordance with the relevant laws and regulations in order to protect shareholders' rights and interests. (2) The Company has also established and implemented corporate governance related policies and regulations, such as "Regulations Governing Procedure for Board of Directors Meetings", "Rules of Procedure for Shareholders Meetings", "Rules Governing the Scope of Powers of Independent Directors", "Procedures for Election of Directors", "Rules Governing Financial and Business Matters Between this Corporation and its Related Parties", "Codes of Ethical Conduct", "Rules Governing the Exercise of Rights and Participation in Resolutions by Juristic Person Shareholders With Controlling Power", "Regulations Governing the Acquisition and Disposal of Assets", "Operational Procedures for Loans of Funds to others", "Operational Procedures for Endorsements/Guarantees", "Directions for the Implementation of Continuing Education for Directors", "Code of Practice for Important Information", "Ethical Corporate Management Best Practice Principles", "Procedures for Handling Material Inside Information", "Regulations Governing the Supervision and Management of Subsidiaries", "Remuneration Committee Charter", "Rules for Performance Evaluation of Board of Directors", and "Standard Operating Procedures for Handling Requests Made by Directors".	No deviation from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed
2. Shareholding Structure and Shareholders' Rights				
(1) Does the Company have Internal Operation Procedures for handling shareholders' suggestions, concerns, disputes and litigation matters. If yes, have these procedures been implemented accordingly?	✓		(1) The Company has a spokesman, an acting spokesman, and our stock agency, Capital Securities Corp., to handle issues such as shareholders' suggestions or disputes.	No deviation
(2) Does the Company know the identity of its major shareholders and the parties with ultimate control of the major shareholders?	✓		(2) Company has a dedicated unit responsible for handling such matters, with assistance from Capital Securities Corp., Capital Securities provides a register of shareholders in order to keep track of major shareholders, and reports information related to changes in shareholdings in accordance with the regulations.	No deviation
(3) Has the Company built and implemented a risk management system and a firewall between the Company and its affiliates?	✓		(3) The Company has established and is in the process of implementing the following policies: "Procedures for Transactions with Specified Companies, Group Entities and Related Parties", "Regulations Governing the Supervision and Management of Subsidiaries", "Regulations Governing the Acquisition and Disposal of Assets", "Operational Procedures for Loans of Funds to Other Parties," "Operational Procedures for Endorsement and Guarantee," and "Rules Governing Financial and Business Matters Between this Corporation and its Related Parties". We have also built appropriate firewalls.	No deviation
(4) Has the Company established internal rules prohibiting insider trading of securities based on undisclosed information?	✓		(4) 1. The Company has established the "Rules Governing the Exercise of Rights and Participation in Resolutions by Juristic Person Shareholders With Controlling Power", "Codes of Ethical Conduct", and "Procedures for Handling Material Inside Information", and has conducted promotion on prevention of insider trading, in order to prevent insider trading from occurring. 2. Also, via e-mail and communication software, to remind the directors to comply with Article 10 of the "Corporate Governance Best Practice Principles", prohibiting a director from trading its shares during the closed period of 30 days prior to the publication of the annual financial reports and 15 days prior to the publication of the quarterly financial reports. This is to avoid violating the information deposition period under Article 157-1 of the Securities and Exchange Act. 3. The promotion contents are disclosed on the website under Corporate Governance > Internal Rules and Regulations > Other Important Policies.	

Evaluation item	Implementation status (Note 1)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons																		
	Yes	No	Summary description																			
3. Composition and responsibilities of the board of directors (1) Have a diversity policy and specific management objectives been adopted for the board and have they been fully implemented? (2) Has the Company voluntarily established other functional committees in addition to the remuneration committee and the audit committee? (3) Has the Company established rules and methodology for evaluating the performance of its Board of Directors, implemented the performance evaluations on an annual basis? (4) Does the Company regularly evaluate its external auditors' independence?	✓		(1) All of the Company's directors are professionals with important influence on the Company's business operations, talent cultivation and development, performance evaluation, and finance and accounting, etc. They provide professional advice and supervise the operation of the management team. Diversity of directors, diversity policy, specific management objectives and implementation: Please refer to pages 9~11 of the annual report. (2) The Company has established a remuneration and nomination committee and an audit committee in accordance with the law. It has also established a sustainable development committee. The rest of the operations are handled by each department in accordance with its responsibilities. (3) The Company's remuneration and nomination committee determines and periodically reviews the policies, systems, standards and structures for evaluating directors' and managers' performance and remuneration, and submits its recommendations to the Board of Directors for discussion. Board' 2025 performance evaluation results were as follows: <table><tr><th>Content</th><th>Score</th></tr><tr><td>Overall average score of board performance evaluation (out of 5)</td><td>5</td></tr><tr><td>Overall average score of board members' self-evaluation (out of 5)</td><td>5</td></tr></table> Remuneration Committee members' 2025 performance evaluation results were as follows: <table><tr><th>Content</th><th>Score</th></tr><tr><td>Overall average score of members' self-evaluation (out of 5)</td><td>5</td></tr><tr><td>Overall average score of remuneration committee members' performance evaluation (out of 5)</td><td>5</td></tr></table> Audit Committee members' 2025 performance evaluation results were as follows: <table><tr><th>Content</th><th>Score</th></tr><tr><td>Overall average score of members' self-evaluation (out of 5)</td><td>5</td></tr><tr><td>Overall average score of audit committee members' performance evaluation (out of 5)</td><td>5</td></tr></table> The above performance evaluation details and follow-up improvements were submitted to the board meeting on March 11, 2026, and also disclosed on the Company's website. (4)Each year, the Company requests our CPA to provide the Audit Quality Indicators (AQIs). (available at https://www.userjoy.com.tw/governance/corporate_major_03.aspx) and the Statement of Independence. We periodically evaluate the CPA's independence and suitability according to "Independence Evaluation Form", and reports the evaluation results to the Board of Directors. 2026 results had been reported to the Board of Directors on November 13, 2025, and were reviewed and approved by the Board. Finance department has evaluated Deloitte & Touche' CPAs Chang Chih Yi and Peng Shih-Hsuan, both are qualified to meet the Company's independence standards. Please refer to Annex I and Annex II for details.	Content	Score	Overall average score of board performance evaluation (out of 5)	5	Overall average score of board members' self-evaluation (out of 5)	5	Content	Score	Overall average score of members' self-evaluation (out of 5)	5	Overall average score of remuneration committee members' performance evaluation (out of 5)	5	Content	Score	Overall average score of members' self-evaluation (out of 5)	5	Overall average score of audit committee members' performance evaluation (out of 5)	5	No deviation
Content	Score																					
Overall average score of board performance evaluation (out of 5)	5																					
Overall average score of board members' self-evaluation (out of 5)	5																					
Content	Score																					
Overall average score of members' self-evaluation (out of 5)	5																					
Overall average score of remuneration committee members' performance evaluation (out of 5)	5																					
Content	Score																					
Overall average score of members' self-evaluation (out of 5)	5																					
Overall average score of audit committee members' performance evaluation (out of 5)	5																					
4. Does the TWSE/TPEX listed company have in place an adequate number of qualified corporate governance officers and has it appointed a chief corporate governance officer with responsibility corporate governance practices (including but not limited to providing information necessary for directors and supervisors to perform their duties, aiding directors and supervisors in complying with laws and regulations, organizing board meetings and annual general meetings of shareholders as required by law, applying for company registration and change of registration, and compiling minutes of board meetings and annual general meetings)?	✓		1.The Company has a concurrent corporate governance unit: Management Division. It is responsible for handling matters related to the Board of Directors' and Shareholders' meetings, registering and changing the registration of companies, and preparing minutes of the Board of Directors' and Shareholders meetings in accordance with the law, as well as corporate social responsibility. 2.The Company has established a Corporate Governance Officer, served by Assistant Manager of the Management Division, in charge of corporate governance related affairs. Please refer to page 57-58 for scope of duties and continuing education. 3.Report to the Board of Directors regularly (at least once a year) on annual plans and work performance.																			
5. Has the Company established channels for communicating with its stakeholders (including but not limited to shareholders, employees, customers, suppliers, etc.) and created a stakeholders section on its company website? Does the Company appropriately respond to stakeholders' questions and concerns on important corporate social responsibility issues?	✓		1. The Company has established a shareholders' service line and mailbox, and has dedicated personnel to serve shareholders. 2. The Company has set up a special section for stakeholders on the Company's website, Website>Governance>Stakeholders Clearly disclosed communication channels and responses to shareholders' concerns on important CSR issues. Website: https://www.userjoy.com.tw/governance/corporate_stakeholders_01.aspx	No deviation																		

Evaluation item	Implementation status (Note 1)			Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons
	Yes	No	Summary description	
6. Has the Company appointed a professional shareholder services agent to handle matters related to its shareholder meetings?	✓		The Company has appointed Capital Securities Corp. to handle such matters.	No deviation
7. Information Disclosure (1) Has the Company established a corporate website to disclose information regarding its financials, business, and corporate governance status? (2) Does the Company use other information disclosure channels (e.g., maintaining an English-language website, designating staff to handle information collection and disclosure, appointing spokespersons, webcasting investors conference etc.)? (3) Does the company publish and report its annual financial report within two months after the end of the fiscal year, and publish and report its financial reports for the first, second, and third quarters as well as its operating statements for each month before the specified deadlines?	✓ ✓ ✓		(1) The Company's website http://www.userjoy.com.tw/ fully disclosed financial, business, and corporate governance related information. (2) The Company has set up a website in both English and Chinese and has designated staff responsible for information collection and disclosure, and has implemented a spokesperson system in accordance with regulations. A spokesperson system has been implemented in accordance with the regulations. Information such as investors conference presentations is also disclosed on the Company's official website. Relevant information required to be reported is disclosed on MOPS in accordance with regulations. (3) The Company reported its financial statements within specified deadlines according to List of matters to be done by TPEX listed companies. The Company publishes and reports its annual financial report, the first, second, and third quarterly financial report, as well as operating statements for each month the specified deadlines.	No deviation
8. Has the Company disclosed other information to facilitate a better understanding of its corporate governance practices (including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors' and supervisors' continuing education, the implementation of risk management policies and risk evaluation standards, the implementation of customer relations policies, and purchasing liability insurance for directors and supervisors)?	✓		1. Employee rights: The Company has established an Employee Welfare Committee and contributes to employee rights and labor pensions in accordance with the law, and complies with the Labor Standards Act and other labor-related rights to ensure their interests; also has established an Employee Stock Warranty Plan, Employee Stock Option Plan, etc., and share the Company's operating profits with all of our employees. 2. We hire physically disabled people to take care of the disadvantaged groups and to promote their employment. 3. We offer a flexible working schedule and provide fitness equipments and venues for stress relief and exercise health care, caring for our employees to be physically fit while working hard.	No deviation
	✓		4. Investor Relations: The Company's official website has set up special sections to disclose financial, stock affairs, business and other related information for investors to access at all times, and has designated a responsible unit to collect relevant information and disclosure matters. We have set up a spokesperson, a proxy spokesperson, and a stock agency, Capital Securities Corp. to handle shareholders' and investors' inquiries.	No deviation
	✓		5. Supplier relations: The Company has established the "Supplier Management Policy", through proper supplier management operations, not only to maintain the procurement quality, but also to establish a close working relationship.	No deviation
	✓		6. Rights of Stakeholders: The Company has established "Procedures for Transactions with Specified Companies, Group Entities and Related Parties" to protect the rights and interests of the Company, shareholders, and related stakeholders. These procedures are available on the Company's website.	No deviation
	✓		7. Directors' continuing education: The Company's directors hold relevant professional knowledge and arrange continuing education courses in accordance with the regulations, please refer to pages 66 for details.	No deviation
	✓		8. Directors' Attendance at Board Meetings, please refer to page 20: All of the Company's directors have met the relevant attendance rate requirements for attending board meetings, for details of their attendance at board meetings, please refer to the Corporate Governance section on MOPS.	No deviation
	✓		9. Implementation of risk management policies and risk measurement standards: We has established the "Risk Management Policy" to manage the risk of uncertainties that may threaten corporate operations and has formulated internal controls in accordance with the law, with regular and occasional internal audits to check its implementation status, and has also purchased related insurance, such as fixed asset insurance, etc., to avoid the risk and to effectively manage the risk.	No deviation
8. Has the Company disclosed other information to facilitate a better understanding of its corporate governance practices (including but not limited to employee rights, employee wellness, investor relations, supplier relations, rights of stakeholders, directors' and supervisors' continuing education, the implementation of risk management policies and risk evaluation standards, the implementation of customer relations policies, and purchasing liability insurance for directors and supervisors)?	✓		10. Implementation of customer policy: We have established a credit management system to build up complete information on our customers and to provide appropriate credit limits and collection terms based on credit information to ensure smooth transactions.	No deviation
	✓		11. Purchase of liability insurance for directors and supervisors: Since September 2007, we have purchased directors' and supervisors' liability insurance for directors and supervisors every year and reported the insurance status in accordance with the Rules Governing Information Reporting by Listed Companies.	No deviation
	✓		12. Recusal of Directors on Motion of Interests: We have incorporated and implemented the provision of "Recusal of Directors from Motion of Interests" in Article 15 of Regulations Governing Procedure for Board of Directors Meetings.	No deviation

Evaluation item	Implementation status (Note 1)		Summary description	Deviations from the Corporate Governance Best Practice Principles for TWSE/TPEX Listed Companies and the reasons						
	Yes	No								
9. Please describe improvements that have already been made based on the Corporate Governance Evaluation results released for the most recent fiscal year by the Corporate Governance Center, Taiwan Stock Exchange, and specify the priority enhancement objectives and measures planned for any matters still awaiting improvement. (If the Company was not included among the companies evaluated for the given recent year, this item does not need to be completed.) 1. The 11th (2024) evaluation result ranked in 6-20% of TPEX-listed companies, with industry market capitalization below NT\$5 billion. Ranking range: 2–10%. 2. The Company values all aspects of corporate governance and continues to strengthen corporate governance in order to maximize its value and build mutual benefits through the spirit and mechanism of corporate governance. Priority items and measures for improvement are summarized as follows: <table border="1"> <thead> <tr> <th>Indicators</th> <th>Priority enhancement objectives and measures</th> <th>Improvement made</th> </tr> </thead> <tbody> <tr> <td>1.1 Does the company report on the remuneration paid to the directors at the shareholders' meetings, including the remuneration policy, the content and amount of individual remuneration?</td> <td>Starting from 2024, a report on directors' remuneration (including policy and detailed breakdown) shall be presented at the Shareholders Meeting. The content of the report shall be consistent with the disclosures in the annual report.</td> <td>In progress during 2024. Improvement completed. See Annex 3 of the 2025 Meeting Handbook.</td> </tr> </tbody> </table> Detailed evaluation results for each year, please visit the Corporate Governance Center or the Corporate Governance Evaluation Section of the Securities and Futures Institute for more information.					Indicators	Priority enhancement objectives and measures	Improvement made	1.1 Does the company report on the remuneration paid to the directors at the shareholders' meetings, including the remuneration policy, the content and amount of individual remuneration?	Starting from 2024, a report on directors' remuneration (including policy and detailed breakdown) shall be presented at the Shareholders Meeting. The content of the report shall be consistent with the disclosures in the annual report.	In progress during 2024. Improvement completed. See Annex 3 of the 2025 Meeting Handbook.
Indicators	Priority enhancement objectives and measures	Improvement made								
1.1 Does the company report on the remuneration paid to the directors at the shareholders' meetings, including the remuneration policy, the content and amount of individual remuneration?	Starting from 2024, a report on directors' remuneration (including policy and detailed breakdown) shall be presented at the Shareholders Meeting. The content of the report shall be consistent with the disclosures in the annual report.	In progress during 2024. Improvement completed. See Annex 3 of the 2025 Meeting Handbook.								

Note 1: Regardless of whether “Yes” or “No” is ticked regarding the implementation status, an explanation should still be provided in the explanation column for each item.

Annex I: Auditor's Declaration of Independence

Deloitte.

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受文者：宇峻奧汀科技股份有限公司

主 旨：本所接受委託查核 貴公司民國 114 年度財務報表，依照中華民國會計師公會全國聯合會「職業道德規範公報第十號查核與核閱之獨立性」之規定，審計小組成員聲明已遵守下列規範，未有違反獨立性情事。

說 明：

- 一、審計小組成員及其配偶與受扶養親屬未有下列情事：
 1. 持有 貴公司直接或間接重大財務利益。
 2. 與 貴公司或其董監事、經理人間，有影響獨立性之商業關係。
- 二、在審計期間，審計小組成員及其配偶與受扶養親屬未擔任 貴公司之董監事、經理人或對審計工作有直接且重大影響之職務。
- 三、審計小組成員與 貴公司之董監事或經理人未有配偶、直系血親、直系姻親或二親等內旁系血親之關係。
- 四、審計小組成員未收受 貴公司或其董監事、經理人或主要股東價值重大之饋贈或禮物（其價值未超越一般社交禮儀標準）。
- 五、審計小組成員已執行必要之獨立性／利益衝突程序，未發現有違反獨立性情事或未解決之利益衝突。

勤業眾信聯合會計師事務所

會計師 張 玉 誼



會計師 彭 詩 玄



Annex II: CPAs Independence Evaluation Item

宇峻奧汀科技股份有限公司

民國一〇四年度

會計師獨立性評估表

一、依公司治理實務第 29 條規定公司應選擇專業負責且具獨立性之簽證會計師，並應定期(至少一年一次)參考審計品質指標(AQIs)評估聘任會計師之獨立性，本公司對於會計師之獨立評估如下：

1	委任會計師與本公司是否有直接或間接重大財務利益關係。	☐ 是，請說明。 ☒ 否
2	委任會計師是否與本公司有密切之商業關係及潛在僱傭關係。	☐ 是，請說明。 ☒ 否
3	委任會計師是否有擔任本公司之辯護人或代表本公司協調與其他第三人間發生的衝突。	☐ 是，請說明。 ☒ 否
4	委任會計師本人及配偶或受扶養親屬是否與本公司或本公司董、監事有融資或保證行為。	☐ 是，請說明。 ☒ 否
5	委任會計師本人及配偶或受扶養親屬目前或最近兩年內是否擔任本公司董監事、經理人或對審計案件有重大影響之職務；亦或於未來審計期間是否會擔任前述相關職務。	☐ 是，請說明。 ☒ 否
6	委任會計師本人及配偶或受扶養親屬是否與本公司之董監事、經理人或對審計案件有重大影響之人員有親屬關係。	☐ 是，請說明。 ☒ 否
7	委任會計師是否有仲介本公司所發行之股票或其他證券。	☐ 是，請說明。 ☒ 否
8	委任會計師是否有對本公司提供可能直接影響審計工作的非審計服務項目。	☐ 是，請說明。 ☒ 否
9	委任會計師是否兼營可能喪失其獨立性之其他事業。	☐ 是，請說明。 ☒ 否
10	委任會計師是否收取任何與公司業務有關之佣金。	☐ 是，請說明。 ☒ 否
11	委任會計師是否收受本公司及本公司董監事、經理人價值重大之餽贈或禮物(其價值超越一般社交禮儀標準)。	☐ 是，請說明。 ☒ 否

12	委任會計師是否有不符業務事件主管機關對會計師輪調、代他人處理會計事務或其他足以影響獨立性之規範。	☐ 是，請說明。 ☒ 否
13	委任會計師是否與本公司有上述之外之其他不適當關係。	☐ 是，請說明。 ☒ 否
14	委任會計師應使其助理人員確守誠實、公正及獨立性。	☒ 是 ☐ 否，請說明。

二、評估結論

1. 本公司依據審計準則公報第四十六號第六十八條規定，主辦會計師應於一定期間（通常不超過七年）輪調；基於上述考量，本公司自民國一〇一四年第一季起同意勤業眾信聯合會計師事務所進行內部調整，簽證會計師由張至誼會計師及黃毅民會計師，更換為張至誼會計師及彭詩玄會計師，以符合法令之相關規定。
2. 本公司委任會計師已出具獨立性之聲明書。
3. 本公司委任會計師並未受有處分或有損及獨立性之情事，故目前尚無須考量更換會計師之必要。

核准：



評估人：



日期：

114.10.2

1. If the company has a remuneration committee in place, the composition, duties and operation of the committee shall be disclosed:

The Company has established a Remuneration Committee on November 25, 2011 in accordance with Article 14-6, Paragraph 1 of the Securities and Exchange Act, and was approved by the Board of Directors.

Information on Remuneration and Nomination Committee Members

Capacity (Note 1)	Qualifications Name	Professional qualifications and experience (Note 2)	Independence analysis (Note 3)	Number of other public companies at which the person concurrently serves as remuneration committee member
Independent Director	Lai Ju Kai (Note)	Note	Note	0
Independent Director	Chen Wei Dar	Note	Note	1
Independent Director	Li Yi Kuang	Note	Note	0
Independent Director	Su Yi Jen	Note	Note	1
Independent Director	Wu Ya Hui	Note	Note	0

Note: Independent Director Lai Ju Kai resigned on June 25, 2025.

The Company's Remuneration Committee is composed of all independent directors, and their professional qualifications and experience, and independence are set out on pages 6 to 8 of the Annual Report.

Operation of the Remuneration and Nomination Committee

1. The Company's remuneration and nomination committee has a total of 4 members.
2. The term of office for the current members is from June 25, 2025, to June 24, 2028, The number of remuneration and nomination committee meetings held in the most recent fiscal year was: 4 (A). The attendance by the members was as follows:

Title	Name	No. of meetings attended in person (B)	No. of meetings attended by proxy	In-person attendance rate (%) (B / A) (Notes)	Remarks
Independent Director	Chen Wei Da	1	0	100%	Resigned on June 25, 2025
Independent Director (Convener)	Lai Ju Kai	4	0	100%	None
Independent Director	Li Yi Kuang	4	0	100%	None
Independent Director	Su Yi Jen	3	0	100%	Appointed on June 25, 2025
Independent Director	Wu Ya Hui	3	0	100%	Appointed on June 25, 2025

3. Official powers of the remuneration committee include:
 - (1). Regularly reviews the performance evaluation criteria, annual and long-term performance objectives, as well as the policies, systems, standards, and structure of remuneration for the Company's directors and key managers.
 - (2). Regularly evaluate the achievement of performance targets by directors and key managers. Based on the evaluation results, it determines the individual remuneration packages, including composition and amounts.

- (3). Elect and review the suitable candidates for directorships, and evaluate the independence of independent directors. The qualifications of the nominees and verifies compliance with Article 30 of the Company Act. Follows the procedures stipulated in Article 192-1 of the Company Act and submits a recommended list of candidates to the Board of Directors.

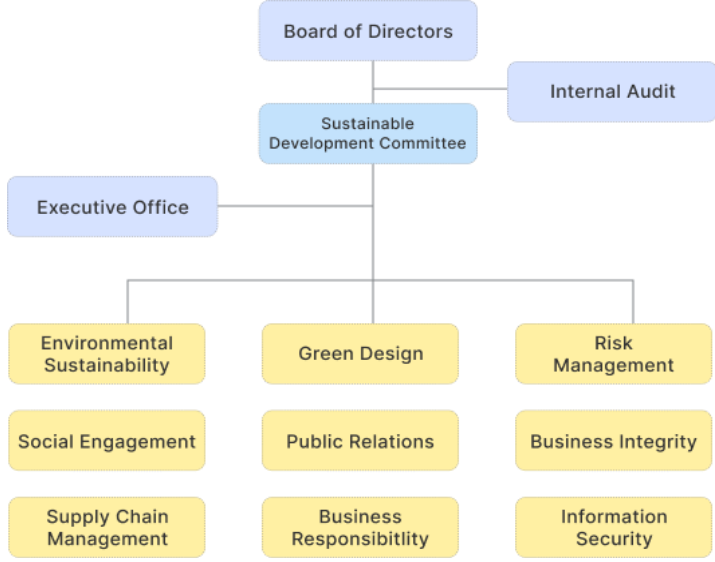
Other information required to be disclosed:

1. If the board of directors does not accept, or amends, any recommendation of the remuneration committee, specify the board meeting date, meeting session number, content of the recommendation(s), the outcome of the resolution(s) of the board of directors, and the measures taken by the Company with respect to the opinions given by of the remuneration committee (e.g., if the salary/compensation approved by the board is higher than the recommendation of the remuneration committee, specify the difference(s) and the reasons): None.
2. With respect to any matter for resolution by the remuneration committee, if there is any dissenting or qualified opinion of a committee member that is on record or stated in writing, specify the remuneration committee meeting date, meeting session number, content of the motion, the opinions of all members, and the measures taken by the Company with respect to the members' opinion: None.
3. Remuneration Committee meeting dates, sessions, outcome of resolutions, and the measures taken by the Company with respect to the opinions given by of the remuneration committee for the most recent year.

March 13, 2025 1 st Audit Committee	1. Review the remuneration of directors and managers for 2024. 2. Review salary adjustments for managers of the Company and its subsidiaries for 2025.	Approved by all members	Approved by all directors present without dissent.
August 13, 2025 2 nd Audit Committee	1. Review of the 2025 First Half-Year Product Profitability Bonus for the R&D Center Manager.	Approved by all members	Approved by all directors present without dissent
November 13, 2025 3 rd Audit Committee	1. Review 2025 annual bonuses for managers of the Company and its subsidiary, USERJOYJAPAN 2. Review the amendments part articles to the Company's 'Directors' Remuneration Policy'.	Approved by all members	Approved by all directors present without dissent
March 11, 2026 1 st Audit Committee	1. Review the remuneration of directors and managers for 2025. 2. Review salary adjustments for managers of the Company and its subsidiaries for 2026.	Approved by all members	Approved by all directors present without dissent

- Notes: (1) If any remuneration committee member left the committee before the end of the fiscal year, specify the date that they left the committee in the Remarks column. Their in-person attendance rate (%) should be calculated based on the number of remuneration committee meetings held and the number they attended in person during the period they were on the committee.
- (2) If any by-election for remuneration committee members was held before the end of the fiscal year, the names of the new and old committee members should be filled in the table, with a note stating whether the member left office, was newly serving, or was serving consecutive terms, and the date of the by-election. The in-person attendance rate (%) should be calculated based on the number of remuneration committee meetings held and the number attended in person during the period of each such person's actual time on the committee.

2. Promotion of Sustainable Development – Implementation Status and Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons

Item	Implementation status (Note 1)			Deviations from the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons
	Y es	N o	Summary description (Note 2)	
1. Has the company established a governance framework for promoting sustainable development, and established an exclusively (or concurrently) dedicated unit to be in charge of promoting sustainable development? Has the board of directors authorized senior management to handle related matters under the supervision of the board?	✓		1. Governance framework for promote sustainable development: To strengthen and promote the concepts of corporate social responsibility and sustainable management, we have established the "Sustainable Development Committee". The Committee is chaired by Chairman of the Board of Directors, two independent directors are members. Responsible for the planning of strategies and systems related to sustainable development, reviewing and improving the effectiveness of implementation, and promoting the implementation by each functional task team. In March of each year, we report to the Board of Directors and ask for their input to discuss the current and ongoing strategic directions. We also assign senior executives to coordinate and manage each ESG task force.  <pre> graph TD Board[Board of Directors] --- SDCommittee[Sustainable Development Committee] Board --- InternalAudit[Internal Audit] SDCommittee --- ExecutiveOffice[Executive Office] ExecutiveOffice --- ES[Environmental Sustainability] ExecutiveOffice --- GD[Green Design] ExecutiveOffice --- RM[Risk Management] ExecutiveOffice --- SE[Social Engagement] ExecutiveOffice --- PR[Public Relations] ExecutiveOffice --- BI[Business Integrity] ExecutiveOffice --- SCM[Supply Chain Management] ExecutiveOffice --- BR[Business Responsibility] ExecutiveOffice --- IS[Information Security] </pre>	No deviation
	✓		2. Supervision of the Board: (1) The Company's Board of Directors approved the Sustainable Development Committee Charter on August 10, 2023, and has established the "Sustainable Development Committee", composed of the General Manager and the supervisors of each unit. In addition, each unit has formed the "Sustainable Development Promotion Team", and regularly holds meetings and reports the sustainable development promotion situation and implementation results to the Board of Directors after compilation. (2) The Board of Directors formally approved the establishment of the "Sustainable Development Committee" on November 12, 2024. (3) The members were elected by law on March 13, 2025, with the Chairman of the Board of Directors as the convener and the independent directors as the members. Responsible for the planning of strategies and systems related to sustainable development, the review and improvement of the effectiveness of the implementation, and the promotion of the implementation by each functional task team.	No deviation

		(4) Each task team reports to the Board of Directors at least once a year on its annual implementation results. It has been reported to the Board of Directors on March 11, 2026. The key reporting items are as follows: ✓ 2026 Sustainability Goals and 2025 Goals Achievement Report ✓ Sustainable Environment Team E: GHG inventory plan, implementation status report. ✓ Social Engagement Team S: Social engagement, public relations, and public welfare. ✓ Corporate Governance Team G: Corporate ethics, stakeholders, risk control, cybersecurity, intellectual property, legal compliance, etc. implementation status report. Annual report on the operations and implementations are disclosed on the website https://www.userjoy.com.tw/sustainability/sustainability_sustainable_01.aspx (5) The Board of Directors fully authorizes and guides the sustainability strategies and implementation proposed by the Committee, including the “Sustainability Strategy Roadmap”, the “Preparation of Sustainability Report”, “Greenhouse Gas Inventory and Verification”, “Net Zero Carbon Reduction”, and “Promotion of Social Welfare Activities”.	
2. Does the company conduct risk assessments of environmental, social and corporate governance (ESG) issues related to the company's operations in accordance with the materiality principle, and formulate relevant risk management policies or strategies? (Note 2)	✓	1. Currently the Chief Sustainability Officer serves as the convener and the Sustainability Office is responsible for promoting it. 2. Regularly report to the Board of Directors every year. In the first quarter of each year (at least once a year), the 2025 Sustainability implementation status has been reported to the Board of Directors on March 11, 2026. 3. The annual operations and implementation report are disclosed on the website> Corporate Governance > Internal Regulations; click on the sections for Corporate Governance, Environmental Management, and Other Important Policies https://www.userjoy.com.tw/governance/corporate_major_01.aspx or the Corporate Sustainability section https://www.userjoy.com.tw/sustainability/sustainability_sustainable_01.aspx for detailed disclosures 4. Sustainable Development Committee analyzes and communicates with internal and external stakeholders in accordance with the materiality principle of the sustainability report, integrates relevant information from each division and subsidiary, and evaluates material ESG issues based on this analysis. In accordance with the GRI Standards published by the Global Reporting Initiative (GRI), formulates risk management policies with effective identification, measurement, evaluation, supervision, and control as well as adopts specific action plans to reduce the impacts of risks. 5. Based on the risk assessment of environmental, social and corporate governance issues related to the Company's operations, we have formulated relevant risk management policies or strategies. As explained in Table A below.	No deviation

Table A: Positive and Negative Impact Assessment

Based on the Company's operational conditions, industry characteristics, and other business relationships, we have identified and disclosed the actual and potential positive and negative impacts of our business activities on material issues, as shown in the table below. Actual impacts are defined as those that have already occurred, while potential impacts are those that may occur but have not yet materialized. These impacts include positive or negative, short-term or long-term, intentional or unintentional, and reversible or irreversible effects.

Material ESG Risk Assessment Topic		Positive Impact	Negative Impact	Related Risk Management Policies or Strategies
E	Energy and Greenhouse Gas Management	● Reduced energy consumption and accelerated adoption of energy-saving technologies. ● Mitigated global greenhouse effect and driven supply chain transformation.	● Failure to effectively reduce energy usage, leading to carbon fees and increased costs. ● Accelerated greenhouse effect and stalled low-carbon transition.	1. The Company operates in the cultural and creative gaming software industry, which is low-pollution and has minimal emissions impact. 2. The Company uses the TCFD framework for climate risk identification.
	Environmental Impact of Operations	● Digital business models have relatively low environmental resource consumption. ● Remote work reduces transportation emissions.	● High-energy data centers increase carbon emissions if reliant on traditional energy sources. ● Poor e-waste management may cause environmental pollution.	
S	Talent Attraction, Retention, and Development	● Ongoing skills training and performance evaluations enable employees to maintain technological advancement, enhance professional competencies and productivity, while improving product quality and innovation capabilities.	● Training content mismatched with job needs may waste resources and fail to deliver improvements. ● Non-standardized or unfair evaluations may cause employee dissatisfaction, harming team morale.	1. Annual fire drills to enhance emergency response and self-protection skills. 2. Continuous improvement of employee benefits and compensation systems. 3. Implementation of relevant policies with audit checks.
	Compensation, Benefits, and Employee Care	● Comprehensive compensation and benefits fulfill employees' basic needs while providing security, enabling greater focus on work. ● Well-structured compensation packages enhance the Company's competitiveness in the talent market, attracting top industry professionals.	● Compensation and benefits below industry standards compromise talent attraction and retention, potentially increasing turnover rates.	
	Employee Rights and Diversity & Inclusion	● Fostering an inclusive workplace culture with no complaints or discrimination, boosting engagement.	● Ignoring overtime, workplace harassment, etc., may lead to lawsuits or increased turnover.	
	Workplace Safety and Health	● Employee health and safety are foundational to sustainability, ensuring a secure and efficient work environment.	● Poor management of workplace safety may increase employee exposure to risks.	
G	Corporate Governance, Ethical Business Practices, and Risk Management	● A diversified Board composition (with legal, financial, and technical expertise) strengthens corporate governance, ensures transparent decision-making aligned with stakeholder expectations. The Audit Committee provides rigorous oversight of financial reporting accuracy and risk management, maintaining full regulatory compliance. ● Our core values of "Integrity, Innovation, and Collaboration" serve as competitive differentiators, fostering stronger partnerships and enhancing customer loyalty.	● Poor governance, corruption, or unethical behavior may damage reputation, cause financial losses, and harm shareholder interests.	1. Established dedicated governance bodies to implement robust internal controls, ensuring full compliance with applicable laws and regulations across all personnel and operations. 2. Planned continuing education programs for board members, covering regulatory updates, emerging policies, and governance best practices. 3. Regularly conduct annual reviews of material stakeholder concerns. 4. Establish communication channels; set up an investor section and spokesperson response mechanism.
	Regulatory Compliance	● A robust corporate governance framework and effective ethical management system form the bedrock of sustainable operations. Strengthening these governance mechanisms enables consistent ethical business practices, regulatory compliance, and reputation preservation, ultimately earning stakeholder confidence from investors and customers.	● Failure to comply with governance / economic, environmental, and social-related regulations may not only result in potential fines but could also directly or indirectly damage the company's reputation, causing negative impacts on the business.	

		Product and Service Quality	Through comprehensive customer relationship management, continuously refine and enhance the customer experience.	Poor service quality may inconvenience users and cause losses.	5. Most of the Company's products adopt virtual points for online recharge sales.
		Information Security and Customer Privacy	Continuously enhance policies, operational procedures, internal self-evaluation, self-audit, and regular training programs to strengthen employee awareness of customer privacy protection and information security. This proactive approach mitigates financial liabilities and regulatory penalties while generating positive impacts across economic and human rights dimensions.	Damaged customer rights and interests, leading to affected loyalty and trust levels.	Minimal product packaging is produced and disposed of in collaboration with suppliers compliant with environmental regulations, and regular evaluations are conducted.
3. Environmental Issues (1) Has the Company set an environmental management system designed to industry characteristics?	✓		(1) The Company's products are mainly sold in the form of virtual points. The Company is located in Zhonghe Far Eastern Century Park. The Park has set up a management committee and appointed a professional property management company to handle environmental, fire safety, security and hygiene matters, etc. We also carry out environmental management, fire safety and other related matters in accordance with relevant laws and regulations and the committee's requirements. The Company emphasizes on environmental issues. In addition to green procurement and energy management, we have completed the greenhouse gas inventory in 2025 and regularly update inventory information and report to the Board of Directors.		No deviation
(2) Does the Company endeavor to use energy more efficiently and to use renewable materials with low environmental impact?	✓		(2) The Company is non-manufacturing, with no hazardous waste or air pollution emissions from the nature of the game and cultural and creative industry. However, the toner cartridges used in the company's docuprint are recycled and reused by professional manufacturers, and confidential documents and obsolete destructions are also shredded and recycled by professional manufacturers.		No deviation
(3) Has the Company evaluated the potential risks and opportunities posed by climate change for its business now and in the future and adopted relevant measures to address them?	✓		(3) We have evaluated the current and future risks of climate change, and its impact on the game software industry is not yet significant. However, we will publicize climate-related issues in education and training, and then evaluate and plan to promote related measures. Energy Policy The Company upholds the belief in coexisting with the Earth, deeply recognizing the finite nature of the planet's resources and the importance of sustainable corporate development. Based on our commitment to energy conservation and carbon reduction, we continuously improve energy efficiency, reduce energy consumption in production and operational activities, and implement the following commitments: - Comply with energy-related regulations and prioritize the procurement of energy-efficient products. - Enhance energy use efficiency and minimize unnecessary energy waste. - Promote energy-saving initiatives to fulfill our corporate social responsibility. - Advocate energy conservation awareness and embody the spirit of energy management. We commit to educating and raising awareness among all employees to ensure understanding and adherence to this policy, which is also publicly available. For detailed energy management plans, please refer to our company's Sustainability Report.		No deviation

		Statistics on the use of renewable and non-renewable energy cover the head office. Detailed statistics are as follows: Unit (GJ) <table> <tr> <th>Category</th><th>Item</th><th>2024 Consumption</th><th>2025 Consumption</th></tr> <tr> <td rowspan="3">Director Engery (A)</td><td>Natural Gas</td><td>0</td><td>0</td></tr> <tr> <td>Diesel</td><td>0</td><td>0</td></tr> <tr> <td>Gasoline</td><td>0</td><td>0</td></tr> <tr> <td>Indirect Energy (B)</td><td>Purchased Electricity (excluding renewable)</td><td>2065.4856</td><td>2121.2280</td></tr> <tr> <td>Non-Renewable Energy (C)</td><td>(A) + (B)</td><td>2065.4856</td><td>2121.2280</td></tr> <tr> <td rowspan="2">Renewable Energy (F)</td><td>Self-generated & self-consumed (D)</td><td>0</td><td>0</td></tr> <tr> <td>Purchased (E)</td><td>0</td><td>0</td></tr> <tr> <td rowspan="2">Total Energy (G)</td><td>(D) + (E)</td><td>0</td><td>0</td></tr> <tr> <td>(C) + (F)</td><td>0</td><td>0</td></tr> <tr> <td>Renewable Energy Percentage (H)</td><td>(F) / (G)</td><td>0%</td><td>0%</td></tr> </table>	Category	Item	2024 Consumption	2025 Consumption	Director Engery (A)	Natural Gas	0	0	Diesel	0	0	Gasoline	0	0	Indirect Energy (B)	Purchased Electricity (excluding renewable)	2065.4856	2121.2280	Non-Renewable Energy (C)	(A) + (B)	2065.4856	2121.2280	Renewable Energy (F)	Self-generated & self-consumed (D)	0	0	Purchased (E)	0	0	Total Energy (G)	(D) + (E)	0	0	(C) + (F)	0	0	Renewable Energy Percentage (H)	(F) / (G)	0%	0%	
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(4) Did the company collect data for the past two years on greenhouse gas emissions, volume of water consumption, and the total weight of waste, and establish policies for greenhouse gas reduction, reduction of water consumption, or management of other wastes?	√	In order to save energy and reduce carbon dioxide and greenhouse gases, we have set up energy-saving, carbon dioxide reduction and greenhouse gas reduction policies, which are not only publicized in education and training, but also put into practice. For example, we played a film “Home” during education and training, replaced all energy-saving lamps, limited air-conditioning temperatures and hours of use, and set up a bicycle parking area to encourage employees to use bicycles as a means of transportation to and from work, and so on. For office energy use and emissions, USERJOY continues to strengthen energy management and energy conservation measures and monitor energy use. In terms of electricity consumption, office planning, adjustment, and renovation are all prioritized and evaluated on environmental protection and energy conservation, and all offices and subsidiaries have completed GHG inventories and inspections in accordance with ISO 14064-1 and GHG Protocol. We have also completed the inventory phase for 2025. Below is the information: 1. Greenhouse gas emissions in the most recent 3 years (tonCO₂e): <table> <tr> <th>Year</th><th>2023</th><th>2024</th><th>2025</th></tr> <tr> <td>Scope 1</td><td>0</td><td>0</td><td>0</td></tr> <tr> <td>Scope 2</td><td>286.1</td><td>271.96</td><td>278.71</td></tr> <tr> <td>Scope 3</td><td>0</td><td>770.26</td><td>770.73</td></tr> <tr> <td>Total</td><td>286.1</td><td>1042.22</td><td>1049.75</td></tr> </table> The Company’s primary energy consumption comes from Scope 2 electricity emissions. To respond to carbon reduction, we are planning a number of carbon reduction measures: <table> <tr> <th>Program</th><th>In progress</th><th>Planning</th><th>Completed</th></tr> <tr> <td>1. Replace all LED lamps</td><td>√</td><td></td><td></td></tr> <tr> <td>2. Virtualize internal server room (VM).</td><td></td><td></td><td>√</td></tr> <tr> <td>3. Turn lights off for one hour during lunch break every day</td><td>√</td><td></td><td></td></tr> </table>	Year	2023	2024	2025	Scope 1	0	0	0	Scope 2	286.1	271.96	278.71	Scope 3	0	770.26	770.73	Total	286.1	1042.22	1049.75	Program	In progress	Planning	Completed	1. Replace all LED lamps	√			2. Virtualize internal server room (VM).			√	3. Turn lights off for one hour during lunch break every day	√			No deviation				
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		1. We introduced virtual machine (VM) in 2020. Up to 2024, we have reduced the number of servers from 103 to 54 units. During 2020-2025, the server room achieved a reduction of 54 servers, resulting in an approximate emission reduction of 4.2 tons CO₂e. This has reached 100% of the planned target completion rate. 2. In order to be friendly to the environment, we have further planned the LED lighting replacement program to reduce greenhouse gas emissions. 3. Please refer to pages 53 and 95~96 for related energy-saving policies. 2. Water resources management: We attach great importance to water resource management. However, as the company belongs to the cultural and creative industry, there is no wastewater discharged from production processes or factories, and the head office and branch offices use relatively less water, so the impact is not significant. In response to the water resource management, we are planning some management measures: 1. Install water-saving valves at water outlets to save one-third of water consumption. 2. Post water-saving slogans on water equipments. 3. Regularly inspect water fixtures to minimize water leakage. 4. Use water-saving equipment for building facilities as a priority. 5. Set up automatic shut-off for chilled water system at scheduled times. Water consumption in most recent 3 years <table> <tr> <th>Year</th><th>Water consumption (cubic meter)</th><th>Total number of employees (persons)</th><th>Average water consumption (cubic meter)</th></tr> <tr> <td>2023</td><td>3950</td><td>495</td><td>7.98</td></tr> <tr> <td>2024</td><td>4110</td><td>499</td><td>8.24</td></tr> <tr> <td>2025</td><td>3879</td><td>518</td><td>7.50</td></tr> </table> GHG emissions from water consumption in the most recent 3 years <table> <tr> <th>Year</th><th>Water consumption (cubic meter)</th><th>Emission index</th><th>GHG emissions (tonCO₂e) tons</th></tr> <tr> <td>2023</td><td>3950</td><td>0.156</td><td>0.62 tons</td></tr> <tr> <td>2024</td><td>4110</td><td>0.15</td><td>0.62 tons</td></tr> <tr> <td>2025</td><td>3879</td><td>0.15</td><td>0.59 tons</td></tr> </table> 3. Waste management and recycling: With the popularity of mobile games, our products production was greatly increased since 2008. In recent years, we switched to the APP download and virtual point method to reduce the waste of resources such as product packaging, incoming and outgoing shipments, inventory transportation, printing, and CD-ROM production, etc. We have set up the production and destruction procedure management method for product packaging, all of which comply with the Environmental Protection Administration's laws and regulations. We belong to service industry (non-manufacturing), and wastes are mainly generated from employees' daily services, so we verify and disclose them through greenhouse gas, so they are not included in	Year	Water consumption (cubic meter)	Total number of employees (persons)	Average water consumption (cubic meter)	2023	3950	495	7.98	2024	4110	499	8.24	2025	3879	518	7.50	Year	Water consumption (cubic meter)	Emission index	GHG emissions (tonCO ₂ e) tons	2023	3950	0.156	0.62 tons	2024	4110	0.15	0.62 tons	2025	3879	0.15	0.59 tons	
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		our material issues, and are handled in accordance with the regulations of the local government. Although waste management is not a material issue for the Company, we still use service carbon footprint verification and greenhouse gas verification results to develop green service innovations and refine operational processes in order to minimize the amount of carbon emissions from waste generated during the service process. USERJOY's primary waste is domestic waste. Details are shown in the table below: <table><tr><td></td><td>2023 (Kg)</td><td>2024 (Kg)</td><td>2025 (Kg)</td></tr><tr><td>Hazardous waste</td><td>0</td><td>0</td><td>0</td></tr></table> <table><tr><td>Non-hazardous waste</td><td>2023 (Kg)</td><td>2024 (Kg)</td><td>2025 (Kg)</td></tr><tr><td>Domestic waste</td><td>22,299</td><td>22,611</td><td>23,511</td></tr><tr><td>Paper</td><td>500</td><td>668</td><td>699</td></tr><tr><td>Plastic</td><td>15</td><td>33</td><td>37</td></tr><tr><td>Steel & Aluminum Cans</td><td>11</td><td>11.9</td><td>6.5</td></tr><tr><td>Total</td><td>22,825</td><td>23,323.9</td><td>24,253.8</td></tr><tr><td></td><td></td><td></td><td>Approx. 24.25 tons</td></tr></table> <u>All waste is disposed of by a legally licensed company engaged by the Far East Century Plaza Phase I Management Center.</u>		2023 (Kg)	2024 (Kg)	2025 (Kg)	Hazardous waste	0	0	0	Non-hazardous waste	2023 (Kg)	2024 (Kg)	2025 (Kg)	Domestic waste	22,299	22,611	23,511	Paper	500	668	699	Plastic	15	33	37	Steel & Aluminum Cans	11	11.9	6.5	Total	22,825	23,323.9	24,253.8				Approx. 24.25 tons	
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4. Social Issues (1) Has the company formulated relevant management policies and procedures in accordance with relevant laws and regulations and international human rights conventions? Has the company formulated and disclosed procedures for human rights due diligence and details regarding their implementation?	~	Regarding the Human Rights Policy <table><tr><td>Management policy</td><td>Specific program and implementation</td></tr><tr><td>1. Provide a safe workplace</td><td>For details, please refer to “Work Rules” and “Work Safety and Health Rules”, Chapter 1 to Chapter 7, Terms on environmental safety.</td></tr><tr><td>2. Provide employees a healthy and balanced work environment</td><td>Lunch break is 1.5 hours, providing colleagues with sufficient break time; providing staff lounge and various kinds of sports equipment.</td></tr><tr><td>3. Prohibit forced labor and comply with government Labor Act</td><td>Implement a vacation system; encourage employees to engage in outdoor activities focusing on work-life balance.</td></tr><tr><td>4. Implement human rights training for employees.</td><td>In 2025, 400+ participants, we will keep focusing on human rights protection issues.</td></tr></table> Implementation of the Human Rights Due Diligence Policy ■ Policy and Commitment In accordance with our Human Rights Policy Statement, the Company publicly commits to complying with various international human rights instruments, including the Universal Declaration of Human Rights, the Global Compact, the Guiding Principles on Business and Human Rights, and the International Labour Organization (ILO) Conventions. We have established a Human Rights Due Diligence Policy to identify and assess adverse human rights impacts, establish response measures (to prevent, mitigate, and remedy such impacts), track effectiveness, and ensure communication and information disclosure. ■ Identification and Assessment of Human Rights Risks Conduct an analysis of potential and actual negative impacts across the Company’s value chain (upstream suppliers, internal operations, and downstream customers) Employee Rights:	Management policy	Specific program and implementation	1. Provide a safe workplace	For details, please refer to “Work Rules” and “Work Safety and Health Rules”, Chapter 1 to Chapter 7, Terms on environmental safety.	2. Provide employees a healthy and balanced work environment	Lunch break is 1.5 hours, providing colleagues with sufficient break time; providing staff lounge and various kinds of sports equipment.	3. Prohibit forced labor and comply with government Labor Act	Implement a vacation system; encourage employees to engage in outdoor activities focusing on work-life balance.	4. Implement human rights training for employees.	In 2025, 400+ participants, we will keep focusing on human rights protection issues.	No deviation																										
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			- High-risk issues: Excessive working hours, workplace misconduct (sexual harassment, bullying), and occupational safety and health. - Vulnerable groups: Focus on equal treatment and promotion opportunities for employees with disabilities, female employees, and interns Value Chain and Suppliers: - Screening mechanism: Conduct annual supplier evaluations, require the signing of a "Business Integrity and Ethical Conduct Agreement", and incorporate human rights performance into the rating criteria. - Key human rights issues: Preventing forced labor, prohibiting child labor, and ensuring a safe and healthy work environment. Products and Customers: - Core issues: Cybersecurity, customer privacy protection, and game rating management (to protect the safety of children and adolescents). ■ Mitigation and Remedial Measures: In 2025, the Company assessed human rights risks related to all its employees and Tier 1 suppliers. After prioritizing these risks based on their level of impact, the Company proposed mitigation and remedial measures for high-risk human rights issues to reduce human rights risks. Please refer to the table below: <table> <tr> <th>Human Rights Focus</th><th>High-Risk Issues</th><th>Remedial Measures</th><th>Risk Mitigation</th><th>Goal</th></tr> <tr> <td rowspan="2">Employees</td><td>Excessive working hours</td><td>Regularly review salary; determine salary based on job grade to ensure no discrimination due to gender, age, or ethnicity</td><td>Add 2 days of travel leave; 7.5 working hours per day (1.5-hour lunch break)</td><td>Ensure reasonable working hours to maintain employee physical and mental health; provide fair and competitive compensation</td></tr> <tr> <td>Employee rights and diversity/equality</td><td>Explicitly prohibit any form of discrimination through the Human Rights Policy</td><td>Employ persons with disabilities in compliance with the statutory 100% recruitment target; during recruitment and hiring, do not ask for personal information unrelated to work, nor make decisions based on any discriminatory factors</td><td>Create an equal and friendly workplace environment</td></tr> <tr> <td rowspan="2">Employees / Suppliers</td><td>Prohibition of child labor and forced labor</td><td>Verify that employees meet statutory age requirements; respect employees' work attendance arrangements</td><td>Require submission of original ID cards for identity verification upon employee check-in</td><td>Prohibit child labor; prohibit forced labor or any form of involuntary labor</td></tr> <tr> <td>Workplace safety and health</td><td>Establish "Work Safety and Health Rules"; implement regular safety and health</td><td>Provide comprehensive occupational safety and health training for employees and contractors;</td><td>Provide a safe and compliant working environment</td></tr> </table>	Human Rights Focus	High-Risk Issues	Remedial Measures	Risk Mitigation	Goal	Employees	Excessive working hours	Regularly review salary; determine salary based on job grade to ensure no discrimination due to gender, age, or ethnicity	Add 2 days of travel leave; 7.5 working hours per day (1.5-hour lunch break)	Ensure reasonable working hours to maintain employee physical and mental health; provide fair and competitive compensation	Employee rights and diversity/equality	Explicitly prohibit any form of discrimination through the Human Rights Policy	Employ persons with disabilities in compliance with the statutory 100% recruitment target; during recruitment and hiring, do not ask for personal information unrelated to work, nor make decisions based on any discriminatory factors	Create an equal and friendly workplace environment	Employees / Suppliers	Prohibition of child labor and forced labor	Verify that employees meet statutory age requirements; respect employees' work attendance arrangements	Require submission of original ID cards for identity verification upon employee check-in	Prohibit child labor; prohibit forced labor or any form of involuntary labor	Workplace safety and health	Establish "Work Safety and Health Rules"; implement regular safety and health	Provide comprehensive occupational safety and health training for employees and contractors;	Provide a safe and compliant working environment	
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					inspections to prevent accidents and enhance disaster response capabilities	provide senior professional psychological counselors and professional nurses to carry out employee medical care																							
				Sexual harassment and stalking harassment prevention	Establish “Guidelines for Sexual Harassment and Stalking Harassment Prevention, Complaint and Disciplinary Measures” and provide complaint channels	Handle cases in accordance with the guidelines when incidents occur	Create a safe and friendly workplace environment																						
			Human rights policies and complaint channels are communicated through new employee training, quarterly labor-management meetings, internal announcements, and supplier evaluation/contract requirements. The Company has established effective complaint channels. Employees, suppliers, and stakeholders may file complaints with the management division or the audit office. A dedicated complaint mailbox for sexual harassment prevention is also provided to ensure a safe working and service environment. All complaint cases are kept confidential during the investigation process, and the identity of the complainant will not be disclosed to protect their rights and interests.																										
(2) Has the Company established and implemented reasonable employee welfare measures (include salary/compensation, leave, and other benefits), and are business performance or results appropriately reflected in employee salary/compensation?	✓		(2) We conduct annual surveys on salary levels of our peers as a basis for salary adjustments. We also set up a performance incentive policy to clearly define the rewards and punishments, and actively promote and encourage employees to participate in social responsibility as a reference for performance evaluation. In accordance with Article 18 of the Articles of Incorporation, if there is any profit in a fiscal year, shall be distributed to employees as compensation in an amount of not less than 3% and not more than 15%, with not less than 3% of the aforementioned compensation allocated to entry-level employees. However, if the Company has accumulated losses, it shall set aside an amount to cover such losses in advance. Employee compensation is paid to employees including employees of the Company's subsidiaries meeting certain specific requirements. According to the Company's “Employee Profit-sharing Policy” to handle. Information on the Company’s profit and employee compensation in recent years. <table><tr><td></td><td>2023</td><td>2024</td><td>2025</td></tr><tr><td>EPS</td><td>4.04</td><td>5.04</td><td>1.97</td></tr><tr><td>Employee compensation</td><td>\$16,725,817</td><td>\$22,474,237</td><td>\$8,289,388</td></tr><tr><td>Number of employees</td><td>498</td><td>483</td><td>484</td></tr><tr><td>Average per person</td><td>\$33,586</td><td>\$46,531</td><td>\$17,127</td></tr></table>							2023	2024	2025	EPS	4.04	5.04	1.97	Employee compensation	\$16,725,817	\$22,474,237	\$8,289,388	Number of employees	498	483	484	Average per person	\$33,586	\$46,531	\$17,127	No deviation
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Average per person	\$33,586	\$46,531	\$17,127																										
(3) Does the Company provide employees with a safe and healthy working environment, and implement regular safety and	✓		(3) We conduct annual employees' health checkups and fire prevention courses, and also hire nurse practitioners and health management consultants to care and protect employees' health and safety. 1. Measures to ensure a safe and healthy workplace for our employees include: (1) Conduct annual employees' health checkups and fire prevention courses, and provide employee health management services.						No deviation																				

health education for employees?		(2) Hire nurse practitioners and health management consultants to conduct regular employee health counseling, health education activities, and psychological testing. (3) Establish an employee health promotion committee to promote various health promotion activities, such as sports competitions, health lectures, and health tests. 2. Provide employee safety and health education and training: (1) Including safety and health regulations, safety and health management, occupational disaster prevention, and emergency response. (2) Establish safety and health management system, conduct regular safety and health inspections, risk assessment, accident investigation, and improvement tracking. Employee Health Management (3) To care for employee health and effectively prevent chronic diseases related to the “Three Highs” (hypertension, hyperglycemia, hyperlipidemia) and obesity, the Company has implemented multiple concrete measures to create a healthy workplace environment: i. Annual Health Check-ups: We arrange comprehensive health examinations annually, including indicators related to the Three Highs, ensuring employees can monitor their health status early. ii. Data Analysis and Tracking: Statistical reports are generated for abnormal Three Highs results after check-ups, compiling employee health data to help identify potential risks and serve as a reference for health management policies. iii. Professional Medical Consultations: After check-ups, one-on-one consultations with professional doctors are arranged to provide personalized advice for employees with abnormal Three Highs results, promoting health improvement. iv. Health Seminars and Awareness Campaigns: Regular health seminars are held, inviting experts to share health knowledge and promote healthy eating and exercise habits to enhance employee health awareness. v. Employee Meal Ordering System: Multiple healthy meal options are provided for employees to choose from, supporting healthy eating habits. Implementation Results: Through these measures, employees' awareness of the Three Highs has improved. We will continue to steadily implement existing measures, including annual health check-ups, medical consultations, and health seminars, to ensure the continuity and stability of employee health management. 3. Number of occupational accidents, number of employees, percentage of total employees, and related improvement measures: In 2025, USERJOY recorded 0 workplace accidents with no injuries. 4. Number of fire incidents, fatalities and injuries, ratio of fatalities and injuries to total number of employees in current year, and related improvement measures in response to the fire incidents: •In 2025, there were no fire incidents and no casualties. •USERJOY has taken the following measures to prevent fire: •Regularly inspect fire fighting equipment, such as fire extinguishers, smoke detectors, automatic sprinklers, etc., to ensure their normal operation •Conduct regular fire drills, since 2017, 415 people have attended the course, and later fire drills have been included in newcomer education training, to implement fire fighting knowledge on how to properly use fire fighting equipment and familiar with the	
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		emergency evacuation routes, etc. •Strictly control flammable items, such as paper, ink, alcohol, etc., to avoid overstocking or contact with ignition sources. •Enhance fire safety publicity to remind employees to comply with fire safety regulations and pay attention to daily electricity safety. 5. We has established additional “Fire Safety Management Guidelines” to ensure employees' safety. The guidelines include strategies and principles for fire safety objectives, basic fire safety prevention strategies and practices, and a self-inspection checklist for fire safety prevention. 6. Education and training: <table border="1"> <thead> <tr> <th>Year</th><th>Course name</th><th>Hours</th><th>Participants</th></tr> </thead> <tbody> <tr> <td>2023</td><td>Fire safety seminar</td><td>8</td><td>38</td></tr> <tr> <td>2024</td><td>Fire safety seminar</td><td>8</td><td>36</td></tr> <tr> <td>2025</td><td>Fire safety seminar</td><td>8</td><td>37</td></tr> </tbody> </table>	Year	Course name	Hours	Participants	2023	Fire safety seminar	8	38	2024	Fire safety seminar	8	36	2025	Fire safety seminar	8	37	
Year	Course name	Hours	Participants																
2023	Fire safety seminar	8	38																
2024	Fire safety seminar	8	36																
2025	Fire safety seminar	8	37																
(4) Has the Company established effective career development training programs for employees?	✓	1. The Company's education and training system includes professional (functional) training, job-level training, common training, new employee training, management development training, and self-development (SD) education. Additionally, performance interviews are conducted every six months, and based on individual development plans, career goals are set for employees. 2. Enhances employees' professional and management capabilities to improve performance and achieve overall business objectives. The system includes on-job training for staff in various departments, as well as off-job training through centralized or individual training, enabling employees to continuously acquire new knowledge and enhance their professional skills and management capabilities. The coverage includes: (1) New employee training: Aims to help new employees adapt to work smoothly by understanding the Company's corporate culture, business philosophy, rules and regulations, and work environment. In 2025, 2 new employee training sessions were held with 40 participants and a total of 16 training hours. (2) Management training courses: A 2-day external management training course is held every two years. In 2025, a 2-day training course was held with 27 participants and 16 training hours. (3) Professional training courses: Professional functional training such as audit, finance, art, programming, IT, etc. Specific employees are assigned to attend courses related to mind-body-spirit and self-development. Therefore, we not only emphasize the growth of our employees in their work, but also in their personal growth. In 2025, the training expenditure was NT\$494,307 with a total of 663 training hours.	No deviation																
(5) Does the company comply with the relevant laws and international standards with regards to customer health and safety, customer privacy, and marketing and labeling of products and services, and implement consumer protection and grievance policies?	✓	1. In accordance with the “Game Software Rating Management Regulations” of the Ministry of Economic Affairs, we have labeled our products or web pages for download and marketing services with a rating identification mark. In addition, in accordance with the Ministry of Economic Affairs, the Company amended the “Mandatory Provisions and Prohibitory Provisions of Standard Form Contract to Be Included for On-line Game Consumption” and the “Standard Form Contract for On-line Game” to formulate a “User Agreement”, develop and publicize its consumer rights policy, and set up a customer service department to provide customer service hotline, e-mail, and other communication channels. In addition, we also actively cooperate with the government to provide anti-fraud publicity on website and automated game probability verification to protect consumers' rights and interests. 2. We also disclosed relevant information on the company's website: Corporate Governance > Stakeholders > Communication Channels. 3. Our customer service provides customer service hotline and e-mail service.	No deviation																

(6) Has the company formulated supplier management policies requiring suppliers to comply with relevant regulations on issues such as environmental protection, occupational safety and health, or labor rights, and what is the status of their implementation?	✓	1. We have established the "Supplier Management and OEM Management Regulations" to maintain procurement quality through appropriate supplier management, and in the selection and evaluation process, suppliers meeting environmental requirements of their industry sectors and providing environmental certification information (e.g., ISO 14001 or OHSAS 18001) will be prioritized for selection. 2. Specific implementation of supplier management is regularly disclosed on the Company's website > Corporate Governance > Internal Regulations > Environmental Management.	No deviation
5. Does the company refer to international reporting standards or guidelines when preparing its sustainability report and other reports disclosing non-financial information? Does the company obtain third party assurance or certification for the reports above?	✓	1. We adopt the GRI standards in preparing the sustainability report and discloses it on the Company's website. 2. The Company's website has set up a corporate sustainability section: Corporate Sustainability>Strategic & Report >Sustainability Section. Please refer to the following: https://www.userjoy.com.tw/sustainability/sustainability_sustainabl_e_02.aspx 3. Sustainability report is published on the Company's website and simultaneously uploaded to the Market Observation Post System (MOPS). 4. Report Compilation Principles In accordance with the requirements of the Taipei Exchange's "Procedures for Preparation and Filing of Sustainability Reports by TPEX Listed Companies", the content structure is compiled in accordance with the following relevant standards. (1) Compiled in accordance with the Sustainability Reporting Standards (GRI Standards) published in 2021 by the Global Reporting Initiative (GRI). (2) At the same time, disclosure is made in accordance with the "Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies", the "Task Force on Climate-Related Financial Disclosures (TCFD)," the "Sustainable Development Goals (SDGs)," and gradually reference the sustainability indicators of the Software & IT Services industry under the "Sustainability Accounting Standards Board (SASB)" for compilation. Report Assurance The content of the report has been approved by the Sustainable Development Committee and the Board of Directors. The disclosed content complies with the GRI Standards and relevant sustainability reporting standards. This report has not yet been assured by an independent third-party verification body.	No deviation
6. If the Company has adopted its own sustainable development best practice principles based on the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies, please describe any deviation from the principles in the Company's operations: No deviation. We have established the "Sustainable Development Best Practice Principles" on August 26, 2011, approved by the Board of Directors, and gradually amended by law. On August 10, 2023, we formulated the Sustainable Development Committee Charter and established the Sustainable Development Committee to promote the sustainable development of various businesses. 1. And timely disclosed on the Company's website, available under the important internal rules and regulations. 2. The Company fulfills its corporate social responsibilities, respects social ethics and pays attention to other stakeholders' rights and interests, and values environmental, social, and corporate governance factors while pursuing sustainable operations and profitability, and incorporates them into our management and operations. 3. Relevant rules and regulations, as well as operating information are disclosed on the Company's website, please refer to :			

https://www.userjoy.com.tw/governance/corporate_major_01.aspx
https://www.userjoy.com.tw/sustainability/sustainability_sustainable_01.aspx
 No significant deviation from the established principles.

6-1: Implementation of climate-related information

Item	Implementation status			
1. Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities.	1. The Company has established a Sustainable Development Committee on February 20, 2024, and regularly reports to the Board of Directors. The General Manager was appointed to form a Sustainable Development Task Force to identify and address climate-related risks and opportunities. 2. The Sustainable Development Committee reports to the Board of Directors at least once a year, covering ESG implementation results, strategic objectives, and regulatory system revisions.			
2. Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term).	The Company is in the cultural and creative industry and conducts climate risk and opportunity identification based on the TCFD framework. Considerations include the Company's operational environment and daily energy management. This year, risks and opportunities have been identified, and management timelines have been defined according to three time intervals — short-term (within 3 years), medium-term (3–5 years), and long-term (over 5 years)—to assess the potential impacts and analyze them as follows:			
	Item	Time frame	Impact/Effect	Management Policy
	Risk	Physical Risk	Short-term	Due to the increasing severity and frequency of extreme climate events (typhoons, heavy rain), operations may face disruptions in server room functionality and reduced equipment stability. This could lead to operational downtime losses, additional repair costs, and increased operational expenses. (1) UPS System Upgrade: The Company maintains a strict maintenance and management mechanism for its UPS systems, collaborating with professional companies for regular inspections and battery replacements. A robust power backup system ensures stable operation for over 30 minutes during sudden power outages, safeguarding critical business continuity. (2) Cloud Service Application: We utilize a private cloud based on VMware for business systems, ensuring high performance and flexibility. Except for non-virtualizable systems, cloud technologies such as Azure and GCP are actively deployed to enhance scalability, stability, and operational resilience. (3) Offsite Backup: We implement a comprehensive offsite backup strategy, using physical backup media stored securely by a third-party provider. Regular full and incremental backups ensure rapid recovery of critical operations in emergencies. (4) Emergency Response Plan: established a comprehensive disaster recovery drill plan and conducts regular disaster

					recovery exercises for all business systems in accordance with regulations. Through rigorous testing and verification, we ensure the ability to respond swiftly according to the predefined plan in the event of an emergency, safeguarding business continuity and operational stability.	
			Mid-to Long-term	Rising average temperatures due to extreme heat increase electricity consumption for office air conditioning, leading to higher operational costs.	Prioritize purchasing energy-efficient certified products, gradually replacing office and server room cooling systems with green equipment. Continuously review upgrade plans to align with the latest trends and ensure energy efficiency.	
		Transition Risk	Mid-to Long-term	Taiwan's government has set a 2050 net-zero transition target, pressuring companies to reduce emissions. Lack of action may result in legal risks, while carbon accounting and reporting increase labor and compliance costs.	Continue implementing greenhouse gas reduction measures and cultivate sustainability management talent.	
	Opportunity		Mid-to Long-term	Shifts in customer behavior.	Expand product and service offerings, developing more digitalized products and services.	
3. Describe the financial impact of extreme weather events and transformative actions.	1. Extreme weather events: Server damage and service interruptions increase operational costs and disaster recovery expenses. Insurance planning serves as a countermeasure and mechanism for major disaster response. 2. Transition actions: Server virtualization reduces CO₂e emissions while lowering operational costs; the LED lighting replacement plan also contributes to improved energy efficiency.					
4. Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system.	1. The Sustainable Development Committee identifies transition and physical risks, and develops response plans and targets. 2. Establish a risk management reporting system to regularly report risk exposure status and management effectiveness to the Board of Directors. 3. All subsidiaries implement monitoring and integration in accordance with risk management policies, forming an overall monitoring mechanism to eliminate risks.					
5. If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described.	The Company does not use scenario analysis.					
6. If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to	1. Promote green supply chains and low-carbon product transformation, such as introducing digital product services and virtual points.					

identify and manage physical risks and transition risks.	2. Set clear carbon reduction targets, such as the LED lighting installation plan for new buildings from 2024 to 2026, which is expected to further reduce CO ₂ e emissions.
7. If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated.	As of the date of publication of the annual report, we have assessed that the carbon emissions from our industry and business operations are extremely low and do not meet the regulatory thresholds. Our internal carbon pricing framework adheres to the standards set by competent authorities and aligns with the requirements of the “Paris Agreement”, referencing the Environmental Ministry's carbon fee rate (general rate: NT\$300 per metric ton). While we follow these standards, no calculation is currently required as it is not applicable. We will regularly review and dynamically adjust the carbon pricing implementation mechanism, making adjustments as necessary.
8. If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified.	Regarding environmental and climate-related targets, we promote “Green Emission Reduction, Green Disclosure, Green Procurement, Green Recycling, and Green Initiatives” through company-wide participation in carbon/pollutant reduction, resource conservation, and energy efficiency. For details, please refer to the “Environmental Sustainability Policy” section in our Sustainability Report and the “Green Actions, Sustainable Environment” corporate sustainability information published on our website. We do not currently utilize carbon offsets or Renewable Energy Certificates (RECs), but remain actively engaged in monitoring related developments and trends in these areas.
9. Greenhouse gas inventory and assurance status and reduction targets, strategy, and concrete action plan (separately fill out in points 1-1 and 1-2 below).	Please refer to the table below.

1-1 Greenhouse Gas Inventory and Assurance Status for the Most Recent 2 Fiscal Years

1-1-1 Greenhouse Gas Inventory Information

Describe the emission volume of greenhouse gases in the most recent 2 fiscal years.

Unit: (metric tons CO₂e)

Item	2024	2025
Scope 1 (Direct emissions)	0	0
Scope 2 (Indirect emissions)	271.9556	278.7087
Scope 3 (Other indirect emissions)	770.2641	770.7312
Total emissions	1042.2196	1049.4398
Emission intensity (metric tons CO ₂ e / million NTD)	0.7476	0.7375

1-1-2 Greenhouse Gas Assurance Information

Describe the status of assurance for the most recent 2 fiscal years as of the printing date of the annual report, including the scope of assurance, assurance institutions, assurance standards, and assurance opinion.

The report content has been approved by the Sustainable Development Committee and the Board of Directors, and the disclosures are in accordance with the GRI Standards and relevant sustainability reporting guidelines.

This report has not yet been assured by an independent third-party verification body.

1-2 Greenhouse Gas Reduction Targets, Strategy, and Concrete Action Plan

Specify the greenhouse gas reduction base year and its data, the reduction targets, strategy and concrete action plan, and the status of achievement of the reduction targets.

The Company, whose capital does not exceed NT\$5 billion, has voluntarily conducted an early individual inventory of its parent company and all its operational sites in Taiwan.

For the years 2023 to 2025, the relevant information is currently being inventoried. The Company has designated 2026 as the base year and will disclose information in accordance with regulatory requirements.

Strategy, and Concrete Action Plan

Unit: (metric tons CO₂e)

Action Item	Description	Carbon Reduction Benefit
Server Virtualization	From 2020 to 2025, the number of servers was reduced from 103 to 49	Cumulative reduction of approximately 4.2 metric tons CO ₂ e
LED Lighting Retrofit	119 units (18.48%) replaced in 2023; new offices continue to implement	Estimated annual reduction of approximately 2 metric tons CO ₂ e
Lights-Out During Lunch Break	Lights turned off for one hour during the lunch break	Energy savings continue to accumulate
Paperless Initiative	Electronic forms and electronic invoices from 2024 to 2025	Carbon reduction benefit of approximately 10.26 metric tons CO ₂ e
Air Conditioning and Insulation Measures	Timed air conditioning control; installation of heat insulation film	Energy saving and consumption reduction; reduces cooling electricity usage

Reduction Targets and Achievement Status

Greenhouse Gas Emissions Statistics Table (metric tons CO ₂ e)						
Greenhouse Gas Emissions	2024	2025	Difference / Percentage	2025 Target	Achievement Status	Explanation
Scope 1 (Direct emissions)	0	0	0	—	—	Not a manufacturing industry
Scope 2 (Energy indirect emissions)	271.9556	278.7087	+6.7531 / +2.48%	—	—	Mainly due to increased electricity demand driven by employee headcount growth; however,
Scope 3 (Other indirect emissions)	770.2641	770.7312	+0.467 / +0.06%	—	—	
Total Emissions (metric tons CO ₂ e)	1,042.2196	1,049.4398	+7.2202 / +0.69%	0.5% annual reduction in greenhouse gas emissions	Not achieved	

						both emission intensity and per capita electricity consumption decreased, indicating improved electricity efficiency.
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Note 1: The 2024 statistical data includes the parent company only, as the subsidiary was defining its inventory boundary at that time, and the statistical data was based on a preliminary inventory. Therefore, the subsidiary's data was consolidated starting from 2025

Note 2: Prior to 2025, the Company primarily compared target differences based on Scopes 1 and 2. The Company has designated 2026 as the base year and will comprehensively inventory and disclose Scope 1, 2, and 3 data, and then compare target differences.

7. Other important information to facilitate better understanding of the company's promotion of sustainable development:

In addition to pursuing the long-term interests of its shareholders and safeguarding the rights of its employees, the company actively engages in humanistic care, social contributions, and services. It also emphasizes green environmental protection, energy conservation, and carbon reduction. The various sustainability initiatives are as follows:

1. Corporate products and environment:

- (1) Our product production has been greatly changed to virtual point format to reduce waste of resources.
- (2) Production and destruction procedures of product packaging are in compliance with the regulations of the Environmental Protection Administration.
- (3) Amended the supplier management rules to require and regulate our suppliers to comply with the environmental protection laws and regulations according to the industry characteristics.

Fully implement energy saving and carbon reduction

(1) Environmental hygiene management and maintenance

- ✓ Play the movie "Home" directed by renowned filmmaker Luc Besson during newcomers' training to help employees understand energy conservation, carbon reduction, and love the earth as everyone's responsibility.
- ✓ Promote and require employees to sort waste; regularly disinfect the workplace and implement rodent control; regularly monitor carbon dioxide levels in the workplace.
- ✓ Encourage employees to bring their own tableware for environmental protection and health. Promote no-straw campaign for beverages to minimize environmental damage.
- ✓ Donated NT\$10,000 to the Society of Wilderness to promote environmental protection concepts.
- ✓ Promote environmental protection and love the earth. In response to the International Coastal Cleanup Day, we held a coastal cleanup event at the Tamsui Shalun Beach on November 1, 2025.
- ✓ Organize an internal flea market for used items to create a platform for employees to exchange secondhand goods, thereby promoting resource sharing and reducing waste..

(2) Promote policies on energy saving, water, electricity and paper

- ✓ Installed water-saving valves in all buildings to minimize unnecessary waste of water resources.
- ✓ Perform regular annual maintenance on the air-conditioning system and schedule automatic shut-off for the chilled water system to maintain efficient operation and achieve energy savings.
- ✓ Applied heat-blocking film to building glass curtain walls to reduce heat radiation effects and lower air-conditioning energy consumption.
- ✓ Replaced all lighting fixtures with energy-efficient models to save energy.
- ✓ Encouraged employees to develop the habit of turning off lights during the daily lunch break; maintain office air conditioning at 26–28°C.
- ✓ The Company continues to digitize various operations, with a cumulative total of 46 e-forms, significantly reducing paper consumption.
- ✓ Prioritize the purchase of computer equipment and office machines with an environmental label.
- ✓ Encourage employees to take public transportation or ride bicycles; the Company also provides bicycle parking.

2. Employee Care and Management

- (1) To protect employees' physical and mental health, we implemented work-from-home arrangements, with 139 applications approved in 2025.
- (2) In response to the post-pandemic period, we conducted health promotion workshops to boost immunity and wellness awareness among employees.
- (3) To enhance employee benefits and promote their physical and mental well-being, in addition to birthday leave, we implement a two-day employee travel leave.
- (4) In consideration of employees' needs, those with special circumstances may apply for work-from-home arrangements. In 2025, there were 49 applications.
- (5) Other Achievements
 1. Hiring a nurse for health management and consultation:
Conducted 218 employee medical services: including 28 general check-ups, 148 medical consultations, 42 minor treatments, and 0 major emergency cases.
 2. Hired a psychological counselor, providing monthly counseling sessions for 9 employees each month, totaling 108 participants annually. Community and Social Engagement (community risk assessment and measures taken)

Item	Contents (specific implementation result)	Opportunity	Risk																				
Hire local employees	350 employees from New Taipei City and Taipei City households, with 91% of local employees hired.	Increase local employment opportunities and recruit suitable talent for a win-win situation.	Talent recruitment is too concentrated in the region.																				
Donations	1. 183,850 electronic invoices were donated to the Genesis Social Welfare Foundation. 2. Sponsor 3 children through the Taiwan Fund for Children and Families, totaling NT\$36,000. 3. Donate a total of NT\$100,000 to First Social Welfare Foundation, Syin-Lu Social Welfare Foundation, Mennonite Social Welfare Foundation, Eden Social Welfare Foundation. 4. Donate NT\$30,000 to Lanyu Elementary School in Lanyu Township, Taitung County to purchase books, in order to enhance reading resources in remote areas and enrich the educational environment for students.	1. Strengthen local community/social connections, invest company resources to help solve community/social environmental problems, and enhance their recognition to our company. 2. Giving back to the community and society, creating a positive cycle.	NA																				
Corporate volunteering or other public welfare professional services	1. Organize three blood donation events, granted employees official leave to participate, and donated incentives totaling NT\$45,000. 2. Sponsor NT\$30,000 to support the First Social Welfare Foundation's "2025 Christmas Charity Bazaar & Second-Hand Auction" event.	The Company is located in the Zhonghe Far Eastern Century Park, the management committee service center occasionally organizes community-related public welfare activities, we encourage colleagues to actively participate in and sponsor public welfare related activities fees. Giving back and at the same time enhance the company's goodwill and corporate image.	NA																				
Supporting local education	1. Supported the IPAS talent competency certification by the Ministry of Economic Affairs, assisted in understanding industry labor demand trends, narrowed the gap between academia and industry, and enhanced students' competitiveness. 2. Supported local education through cooperative programs with various schools (Hwa Hsia, Long Hua, East Asia, Deming, Southern Taiwan, Chung Hua Universities, etc.), providing summer and year-round internship opportunities for students. To date, approximately 31 students have participated in workplace internships. Additionally, before the pandemic, students were invited for corporate visits to gain insights into work environments. <table border="1" data-bbox="319 1915 829 2105"> <thead> <tr> <th colspan="4">Internship Numbers in the Past 2 Years:</th></tr> <tr> <th>Category</th><th>School</th><th>No. of Students</th><th>Internship Period</th></tr> </thead> <tbody> <tr> <td>Intern</td><td>Deming</td><td>1</td><td>February to June 2025</td></tr> <tr> <td>Intern</td><td>Chung Hua</td><td>1</td><td>February to June 2024</td></tr> <tr> <td>Intern</td><td>Long Hua</td><td>1</td><td>July 2022 to June 2023</td></tr> </tbody> </table>	Internship Numbers in the Past 2 Years:				Category	School	No. of Students	Internship Period	Intern	Deming	1	February to June 2025	Intern	Chung Hua	1	February to June 2024	Intern	Long Hua	1	July 2022 to June 2023	Training and recruiting talent	Increase expenditure on resources for training talents.
Internship Numbers in the Past 2 Years:																							
Category	School	No. of Students	Internship Period																				
Intern	Deming	1	February to June 2025																				
Intern	Chung Hua	1	February to June 2024																				
Intern	Long Hua	1	July 2022 to June 2023																				

5.Emphasis on industry and social related issues

Actively participate in and care about various social issues related to the industry.

- (1) Environmental Issues: We support The Society of Wilderness to continue promoting various environmental protection campaigns. We also combine environmental initiatives with charitable giving by initiating a staff-led used book donation drive to benefit the Sunshine Social Welfare Foundation.
- (2) Comply with all laws and regulations such as the game content rating system, the Protection of Children and Youth Welfare and Rights Act and automated probability verification.
- (3) Cooperate with the Taiwan Game Industry Promotion Association (TGIPA) to actively participate in industry self-regulation and continue to create a friendly game environment.

6. Green Finance Action Plan

“Green/Sustainable Deposit”

In response to the government's “Green Finance Action Plan” and “Corporate Governance”, and with reference to the core objectives of the United Nations' “Sustainable Development Goals (SDGs) 2030” and Taipei Exchange Operation Directions for Sustainable Bonds, **we participated in the “Green/Sustainable Deposit” promoted by the Bank of Kaohsiung** to facilitate enterprises with substantial environmental improvement and social benefits to obtain funds , aiming to convey core concepts of sustainable development and exert substantial influence through practical actions, and helping to improve the environment and society to achieve a positive cycle and long-term benefits.

The amount is NT\$22 million in 2024, Certificate of Deposit No. 8009058.

7. Supporting domestic cultural development

We actively invest in cultural and creative industries, supporting domestic cultural development with the aim of driving the growth of the overall cultural and creative sector. Fulfilling corporate social responsibilities, the company also aligns with government policies to help promote Taiwan’s cultural and creative industry on the global stage. The following are cultural investment projects, with a total investment exceeding NT\$10 million:

- (1) From 2024 to 2025, we sponsored ticket partnerships for domestic films such as “My Unexpected Courage” and “Weekend in Taipei”. “Weekend in Taipei”, in particular, showcases Taipei’s beautiful scenery and urban charm to global audiences.
- (2) At the 2025 Anime convention, we sponsored events, prizes, and awards. The total resources invested, including manpower, promotion, and sponsorships, exceeded NT\$12 million.
- (3) In 2025, to promote Taiwan’s traditional puppetry culture, we launched two animated film production projects, with an investment of over NT\$5 million.
- (4) To foster the development of Taiwan’s cultural and creative industries and enhance the application and commercialization of cultural content, we donated to the TAICCA to support the 2025 TCCF (Taiwan Creative Content Fest), helping to bring Taiwan’s outstanding cultural content to the international stage. The total donation amounted to NT\$1 million.

Relevant links:

Taipei City Department of Cultural Affairs: <https://culture.gov.taipei/>

Taipei Film Commission: <https://www.filmcommission.taipei/>

Chinese Animation & Comic Publishers Association: <https://www.ccpa.org.tw/ccpa/>

Taiwan Creative Content Agency (TAICCA): <https://school.taicca.tw/>

TAICC: <https://www.tccf.tw/zh>

8. Biodiversity Policy or Commitment and Implementation Status:

The Company fully recognizes the importance of biodiversity to ecological and climate stability. Therefore, we are committed to working with our business partners, in addition to our own operations, to maintain and promote biodiversity and the United Nations Sustainable Development Goals (SDGs), striving towards the vision of “harmonious coexistence between people and nature.”

Our Commitments

1. For existing operational activities located near critical biodiversity areas, we will gradually conduct risk assessments and monitoring regarding natural resource usage and biodiversity. This will help us plan responsive actions, reduce our dependence on and negative impacts on natural resources, and strive to achieve a net positive impact on biodiversity in affected areas.
2. Continuously raise awareness among stakeholders (employees, customers, suppliers, partners) regarding the importance of biodiversity and forest conservation.
3. Participate in key biodiversity initiatives or related activities to stay abreast of biodiversity issue developments and plan long-term strategies.
4. Regularly disclose environmental and biodiversity protection actions on our official website or in our sustainability report.

Our Actions

1. **Game Content Design:** Integrate nature conservation elements into game storylines, launching quests or activities focused on protecting nature to raise player environmental awareness.
2. **Community Initiatives:** Organize beach cleanup events; completing tasks helps reduce marine pollution from waste and supports protection programs.
3. **Employee and Supply Chain Education:** Promote biodiversity-related knowledge and action guidelines, inviting suppliers to join conservation efforts.
4. **Operational Management:** Promote digitalization of administrative processes, gradually transition servers to green energy, implement plastic reduction and circular economy practices in offices, and improve energy and resource efficiency.

Implementation Status

1. The Company's product creation has largely shifted to using virtual points methods, reducing resource waste.
2. A cumulative total of 46 e-forms have been launched. The estimated carbon reduction benefit for 2025 is 6.7459 metric tons.
3. Heat-blocking film was applied to the building's glass curtain walls, reducing the heat radiation effect and lowering air conditioning energy consumption. Achievement: 100%
4. The annual Employee Welfare Committee plans beach cleanup events. Achievement: 100%
5. Server virtualization resulted in 54 fewer servers from 2020 to 2024, bringing a carbon reduction benefit of approximately 4.2 metric tons CO₂e.
6. Replacement of LED light fixtures: In 2023, achieved an annual reduction of 2 metric tons CO₂e. LED lighting in the new office also reduces carbon emissions.
7. Encouraged employees to take public transportation or ride bicycles; the Company has added and provides bicycle parking spaces.
8. Employee Education: Promoted waste sorting, resource recycling, and paperless initiatives.

This information is also disclosed on the Company's website:

https://www.userjoy.com.tw/governance/corporate_major_04.aspx

9. Strategy and Measures for Promoting Natural Carbon Sinks, and Implementation Status:

This information is disclosed on the Company's website: Corporate Governance > Internal Regulations > Environmental Management Regulations > Search.

10. Supplier Management Policy and Implementation Status:

This information is disclosed on the Company's website: Corporate Governance > Internal Regulations > Environmental Management Regulations > Search

https://www.userjoy.com.tw/governance/corporate_major_04.aspx

11. Status of Issuance or Investment in Sustainability Bonds: Following internal assessment and discussion, the Company has decided to prioritize the operation and execution of its sustainability goals for the time being and will not issue or invest in sustainability bonds at this stage.

8. Manager's participation in corporate governance related continuing education and training:

Title	Name	During	Course	Hours
Chairman	Liu Hsin	November 14, 2024	Post-U.S. Presidential Election Global Political and Economic Analysis	3
		November 20, 2024	New Trends in Circular Economy and Sustainable Operations	3
		November 17, 2025	Digital Transformation and AI Applications	3
		December 16, 2025	Considerations for the Fed's Potential Rate-Cut Cycle Reboot in Q4 2025: Impacts on Stock Markets, Bond Markets, Interest Rates, and Exchange Rates	3
Vice President	Sun Shou Yi	June 10, 2015	Seminar on Corporate Control Battles and the Corporate Merger and Acquisition Act	3
Finance Assistant Manager	Fang Lih Huey	September 12, 2024	ESG Trends and Global Tax Reform and Corporate Tax Governance in the Context of the Pandemic	3
		September 19, 2024	Corporate Financial Decision-Making: A Behavioral Perspective	3
		September 26-27, 2024	Continuing Education Course for Accounting Supervisors	12
		July 30, 2025	IFRS 18 "Presentation and Disclosure in Financial Statements": Standards and Practical Analysis	6
		August 21~22, 2025	Continuing Education Course for Accounting Supervisors	12
Assistant Manager	Ye Wen Tsan	April 19, 2024	In-Depth Analysis of Domestic and International M&A Practices	3
		May 17, 2024	Cybersecurity Governance and Oversight Strategies for Boards of Directors	3
		August 02, 2024	Compliance Best Practices for Corporate Governance Officers	3
		August 23, 2024	Hostile M&A Practices and Corporate Governance Issues	3
		June 13, 2025	Leading Strategies for Corporate AI Transformation	3
		July 09, 2025	The Impact of "Trump 2.0" on the Global Economy	3
		September 26, 2025	Case Studies and Preventive Measures for Workplace Misconduct (Sexual Harassment and Workplace Bullying)	3
		October 22, 2025	Industrial Development and Future Opportunities of Generative AI	3

9. Corporate Governance Officer's duties and responsibilities and 2025 operational execution focuses

(1) Duties and responsibilities

1. Assisting independent directors and general directors in performing their duties, providing necessary information and arranging for directors' continuing education: :
 - (1) Furnishing information required for directors, and maintain smooth communication and exchange between directors and all operational executives.
 - (2) Arranging communication meetings between independent directors and chief internal audit officer or CPA.
 - (3) Assisting independent directors and general directors and arrange courses according to industry characteristics and directors' academic and experience background.
2. Assisting the procedures of the Board of Directors and the shareholders' meeting and the resolution matters with legal compliance:
 - (1) Reporting on implementation status of the Company's corporate governance to the Board of Directors, Independent Directors, and Audit Committee, and to confirm the convening of shareholders' meeting and board of directors' meeting comply with relevant laws and corporate governance best practice principles.
 - (2) Assisting and reminding the directors to comply with the laws and regulations in business execution or board of directors' resolutions.
 - (3) Reviewing any material information disclosure on important resolutions by the Board of

Directors after the meeting, to ensure the appropriateness and accuracy of material information contents.

3. Prepare board meeting agendas, notify directors seven days in advance, provide meeting information, and remind directors in advance of any issues that require recusal of interest, and complete minutes of the board meeting within 20 days after thereafter.
4. Handle pre-registration of shareholders' meeting dates in accordance with the law, prepare meeting notices, meeting handbooks, meeting agenda and register changes in the amendment of the Articles of Incorporation or re-election of directors within the statutory period.
5. In the year of election, report to the board of directors the examination results regarding whether the independent directors' qualifications comply with relevant laws and regulations during the nomination, election, and tenure periods.

(2) 2025 operational execution focuses

1. Handle matters related to the board of directors' and shareholders' meetings in accordance with the law.
2. Prepare meeting agenda for the board of directors' and shareholders' meetings.
3. Provide board members with relevant laws and regulations on corporate governance and update regularly
4. Arrange board members' continuing education courses.
5. Provide directors the information required to perform their duties.
6. Assist directors with legal compliance.
7. Evaluate the purchase of directors' and supervisors' liability insurance.
8. Arranging communication meetings between independent directors and CPAs or internal audit officers.

(3) Corporate Governance Officer Annual Continuing Education: Please refer to the website/Corporate Governance

Title	Name	Duration	Course	Hour
Assistant Manager/ Chief Corporate Governance Officer	Ye Wen Tsan	April 19, 2024	In-Depth Analysis of Domestic and International M&A Practices	3
		May 17, 2024	Cybersecurity Governance and Oversight Strategies for Boards of Directors	3
		August 02, 2024	Compliance Best Practices for Corporate Governance Officers	3
		August 23, 2024	Hostile M&A Practices and Corporate Governance Issues	3
		June 13, 2025	Leading Strategies for Corporate AI Transformation	3
		July 09, 2025	The Impact of "Trump 2.0" on the Global Economy	3
		September 26, 2025	Case Studies and Preventive Measures for Workplace Misconduct (Sexual Harassment and Workplace Bullying)	3
		October 22, 2025	Industrial Development and Future Opportunities of Generative AI	3

Note 1: Regardless of whether “Yes” or “No” is ticked regarding the implementation status, an explanation should still be provided in the explanation column for each item.

Note 2: For companies that have already prepared a CSR report, implementation status can be replaced with a note on references to the CSR report and the index page.

(7) Ethical Corporate Management – Implementation Status

Evaluation item	Implementation status (Note 1)			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons
	Yes	No	Summary description	
1. Establishment of ethical corporate management policies and programs (1) Does the company have an ethical corporate management policy approved by its Board of Directors, and bylaws and publicly available documents addressing its corporate conduct and ethics policy and measures, and commitment regarding implementation of such policy from the Board of Directors and the top management team? (2) Whether the company has established an assessment mechanism for the risk of unethical conduct; regularly analyzes and evaluates, within a business context, the business activities with a higher risk of unethical conduct; has formulated a program to prevent unethical conduct with a scope no less than the activities prescribed in Article 7, paragraph 2 of the Ethical Corporate Management Best Practice Principles for TWSE/TPE Listed Companies? (3) Does the company clearly set out the operating procedures, behavior guidelines, and punishment and appeal system for violations in the unethical conduct prevention program, implement it, and regularly review and revise the plan?	✓ ✓ ✓		(1) The Company's Board of Directors approved the establishment of the "Ethical Corporate Management Best Practice Principles" on October 28, 2010, the "Code of Ethical Conduct" on June 20, 2007, and the "Work Rules" on December 04, 2006, and disclosed ethical management policy in its internal rules and regulations, on the website, and annual report. The Board of Directors and management have also actively implemented the commitments of the Ethical Corporate Management Best Practice Principles and have signed the ethics statement. (2) The Company's "Ethical Corporate Management Best Practice Principles", "Code of Ethical Conduct" and "Work Rules" clearly stipulate prohibiting any direct or indirect offering, promising, requesting, or accepting of any improper benefits, or other unethical behavior violating honesty, illegal, or breach of fiduciary duties, in order to obtain or maintain benefits, and shall uphold the ethics and fairness principles in selecting suppliers for products or services that are the most competitive in terms of quality, price, and delivery time. Prevention measures are set out in Table 2. (3) The Company's Board of Directors has approved the "Procedures for Reporting and Handling of Violation of Ethical Management Policy", the "Ethical Corporate Management Best Practice Principles", and stipulated and implemented the operational procedures, conduct guidelines, penalties for non-compliance, and a complaint system. We also constantly review and amend relevant rules and regulations on ethical management.	No deviation
2. Ethical Management Practice (1) Does the company assess the ethics records of those it has business relationships with and include ethical conduct related clauses in the business contracts?	✓		(1) In the "Ethical Corporate Management Best Practice Principles", clearly stipulate employees engaging in business practices are prohibited from offering, promising, requesting, or	No deviation

Evaluation item	Implementation status (Note 1)			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons
	Yes	No	Summary description	
(2) Has the company set up a dedicated unit to promote ethical corporate management under the board of directors, and does it regularly (at least once a year) report to the board of directors on its ethical corporate management policy and program to prevent unethical conduct and monitor their implementation? (3) Has the company established policies to prevent conflict of interests, provided appropriate communication and complaint channels, and properly implemented such policies? (4) Does the company have effective accounting and internal control systems in place to enforce ethical corporate management? Does the internal audit unit follow the results of unethical conduct risk assessments and devise audit plans to audit compliance with the systems to prevent unethical conduct or hire outside accountants to perform the audits? (5) Does the company provide internal and external ethical corporate management training programs on a regular basis?	✓ ✓ ✓ ✓		accepting, directly or indirectly, any improper benefits, or other unethical behavior violating honesty, illegal, or breach of fiduciary duties, in order to obtain or maintain benefits. (2) The Company's management division is responsible for promoting the ethical management policy and reporting the implementation status at least once a year at the board of directors' meeting. Please refer to the website: Corporate Governance > Ethical Management https://www.userjoy.com.tw/governance/corporate_integrity.aspx (3) The Company's "Ethical Corporate Management Best Practice Principles" clearly require directors to uphold a high degree of self-discipline. For any motion listed on the board meeting agenda in which a director or the juristic person represented by the director has an interest that could potentially harm the company's interests, the director may state their opinions and respond to inquiries, but shall not participate in the discussion or voting on that motion. During discussion and voting on such matters, the director shall recuse themselves and shall not exercise voting rights on behalf of any other director. When employees encounter a conflict of interest while performing their duties, they shall report it to their direct supervisor. (4) To ensure the implementation of ethical management, we have established an effective accounting system and an internal control system, and our internal audit staff regularly audits the compliance with the above system and has set up relevant handling procedures. Relevant handling procedures and penalties are clearly defined in the "Ethical Corporate Management Best Practice Principles" and "Work Rules". (5) We have included the "Work Rules - Employee Code of Integrity" in new employee education and training materials, and regularly promote it to new employees. Directors and	

Evaluation item	Implementation status (Note 1)			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons
	Yes	No	Summary description	
			executives of the Company also regularly attend external training related to ethical management.	
3. Implementation of Complaint Procedures (1) Has the company established specific whistle-blowing and reward procedures, set up conveniently accessible whistle-blowing channels, and appointed appropriate personnel specifically responsible for handling complaints received from whistleblowers? (2) Has the company established standard operation procedures for investigating the complaints received, follow-up measures taken after investigation, and mechanisms ensuring such complaints are handled in a confidential manner? (3) Has the company adopted proper measures to protect whistleblowers from retaliation for filing complaints?	✓ ✓ ✓		(1) The Company has established a whistle-blowing and punishment system in the “Ethical Corporate Management Best Practice Principles”, “Code of Ethical Conduct”, “Work Rules”, and “Procedures for Reporting and Handling of Violation of Ethical Management Policy”, and has announced them to all employees. It is also disclosed on the website, the contact window and method for stakeholders: https://www.userjoy.com.tw/governance/corporate_stakeholders_01.aspx (2) Yes, we have established the “Procedures for Reporting and Handling of Violation of Ethical Management Policy”. (3) Yes, Handle in accordance with the above mentioned regulations. No related cases have been filed at this time.	No deviation
4. Strengthening Information Disclosure (1) Does the company disclose its ethical corporate management policies and the results of their implementation on its website and the Market Observation Post System (MOPS)?	✓		1. We have disclosed the “Ethical Corporate Management Best Practice Principles”, “Code of Ethical Conduct” and “Procedures for Reporting and Handling of Violation of Ethical Management Policy” etc. on the website under Corporate Governance>Internal Regulations https://www.userjoy.com.tw/governance/corporate_major_01.aspx 2. The Company’s “Ethical Corporate Management Best Practice Principles”, “Code of Ethical Conduct” have been uploaded to MOPS. 3. Everyone in the Company, from the directors to all employees, has signed the Ethical Statement. Directors, supervisors, and executives also regularly attend external training related to ethical management, and no violation of ethical management has occurred to date. 4. The contents of “Ethical Corporate Management Best Practice Principles” and implementation results are disclosed in the website: Corporate Governance > Ethical Management, as follows https://www.userjoy.com.tw/governance/corporate_integrity.aspx	No deviation
5. If the company has adopted its own ethical corporate management best practice principles based on the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies, please describe any deviations				

Evaluation item	Implementation status (Note 1)			Deviations from the Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies and the Reasons
	Yes	No	Summary description	
between the principles and their implementation:				
1. The Company's "Ethical Corporate Management Best Practice Principles" has no significant deviation from the "Ethical Corporate Management Best Practice Principles for TWSE/TPEX Listed Companies". 2. In addition to clearly stipulating the items to be followed by employees and prevention measures, whistle-blowing and disciplinary systems are also clearly stipulated in the relevant regulations. 3. As of today, the Company has not violated the "Ethical Corporate Management Best Practice Principles" and has reported to the Board of Directors on March 11, 2026.				
6. Other important information to facilitate a better understanding of the status of operation of the company's ethical corporate management policies (e.g., the company's reviewing and amending of its ethical corporate management best practice principles):				
1. In the "Rules of Procedure for Board of Directors Meetings" stipulates, if any director or a juristic person represented by a director is an interested party with respect to any agenda item, the director shall state the important aspects of the interested party relationship at the respective meeting. When the relationship is likely to prejudice the interests of the Company, the director may not participate in discussion or voting on that agenda item, and further, shall enter recusal during discussion and voting on that item and may not act as another director's proxy to exercise voting rights on that matter. 2. In the "Work Rules - Employee Code of Integrity" clearly stipulates when selecting suppliers, staff in charge shall uphold the ethics and fairness principles in selecting suppliers for products or services that are the most competitive in terms of quality, price, and delivery time. It is prohibited to receive rebates or other improper benefits from suppliers. Employees and their family members are strictly prohibited from receiving gifts, cash, or other disguised property valued at NT\$1,000 or more from suppliers.				

Note 1: Regardless of whether "Yes" or "No" is ticked regarding the implementation status, an explanation should still be provided in in the explanation column for each item.

(8) Other significant information that will provide a better understanding of the state of the company's implementation of corporate governance:

1. Personnel related to financial information transparency, and relevant certificates and licenses obtained by them as specified by the competent authorities:
One audit staff has passed the CPA examination; one audit staff has passed basic competency test for corporate internal control.
2. We have established "Work Rules", "Code of Ethical Conduct", and signed the Ethical Statement to regulate the managers and employees to comply with the ethical rules and confidentiality obligations in their daily behaviors.
3. Board of Directors has approved the "Corporate Governance Best Practice Principles", "Procedures for Handling Material Inside Information", and "Procedures for Reporting and Handling of Violation of Ethical Management Policy".
4. Directors and managers regularly participate in continuing education every year.

(9) The state of implementation of the internal control system shall furnish the following:

1. A Statement on Internal Control: Please refer to page 63.
2. Where a CPA has been hired to carry out a special audit of the internal control system, furnish the CPA audit report: None.

USERJOY Technology Co., Ltd.

Statement on Internal Control

Date: March 11, 2026

The Company states the following with regard to its internal control system during 2025, based on the findings of its self-assessment:

1. The Company is fully aware that establishing, operating, and maintaining an internal control system are the responsibility of its Board of Directors and management. The Company has established such a system aimed at providing reasonable assurance of the achievement of objectives in the effectiveness and efficiency of operations (including profits, performance, and safeguard of asset security), the reliability, timeliness, and transparency of reporting, and compliance with applicable norms and applicable laws, regulations, and bylaws.
2. An internal control system has inherent limitations. No matter how perfectly designed, an effective internal control system can provide only reasonable assurance of accomplishing the three objectives mentioned above. Furthermore, the effectiveness of an internal control system may change along with changes in environment or circumstances. The internal control system of the Company contains self-monitoring mechanisms, however, and the Company takes corrective actions as soon as a deficiency is identified.
3. The Company judges the design and operating effectiveness of its internal control system based on the criteria provided in the Regulations Governing Establishment of Internal Control Systems by Public Companies (hereinbelow, the “Regulations”). The internal control system judgment criteria adopted by the Regulations divide internal control into five elements based on the process of management control: 1. control environment 2. risk assessment 3. control activities 4. information and communications 5. monitoring activities. Each element further contains several items. Please refer to the Regulations for details.
4. The Company has assessed the design and operating effectiveness of its internal control system according to the aforesaid criteria.
5. Based on the findings of the assessment mentioned in the preceding paragraph, the Company believes that as of December 31, 2025, its internal control system (including its supervision and management of subsidiaries), encompassing internal controls for understanding the degree of achievement of operational effectiveness and efficiency objectives, the reliability, timeliness, and transparency of reporting, and compliance with applicable norms and applicable laws, regulations, and bylaws, is—with the exception of the matters, if any, specifically listed in the Appendix—effectively designed and operating, and reasonably assures the achievement of the above-stated objectives.
6. This Statement will become a major part of the content of the Company's Annual Report and Prospectus and will be made public. Any falsehood, concealment, or other illegality in the content made public will entail legal liability under Articles 20, 32, 171, and 174 of the Securities and Exchange Act.
7. This Statement has been passed by the Board of Directors Meeting of the Company held on March 11, 2026, where 0 of the 8 attending directors expressed dissenting opinions, and the remainder all affirmed the content of this Statement.

USERJOY Technology Co., Ltd.

Chairman: Liu Hsin

Signature

President: Liu Hsin

Signature

(10) Material resolutions of a shareholders meeting or a board of directors meeting during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report.

1. Material resolutions of shareholders meeting and implementation status:

Date	Motion	Resolution	Implementation status
June 25, 2025 Shareholders meeting	Report items: 1. 2024 Business Report. 2. 2024 Audit Committee's Review Report 3. Distribution of 2024 remuneration to employees and directors, supervisors. Matters for approval: 1. 2024 Business Report and Financial Statements 2. Proposal for 2024 Earnings Distribution Discussion items: 1. Issue new shares through capitalization of retained earnings.	Approved by all directors present without dissent	1. Appropriated NT\$22,474,237 as employees' compensation and NT\$3,745,706 as directors' and supervisors' remuneration for 2024, distributed on July 24, 2025, in the form of cash. 2. From distributable earnings in 2024, cash dividends NT\$217,774,567 were distributed at NT\$4.1 per share, calculated up to the nearest dollar and rounded down to the nearest dollar, with a sum of the fractional shares thereof to be included in the Company's other income 3. 2024 distribution of stock dividends, 100 shares per thousand shares were distributed as stock dividends.

2. Material resolutions of board of directors meetings:

Date	Motion	Matters listed in Article 14-3 of the Securities and Exchange Act	Independent Directors' opinions and the Company's handling of opinions	Resolution result
March 13, 2025 16 th meeting of the 7 th Board of Directors	1. 2025 Business Plan	V	None	Approved by all directors present without dissent
	2. Financial statements and consolidated financial statements for 2024.	V		
	3. 2024 Business Report.	V		
	4. Distribution of 2024 remuneration to employees and directors.	V		
	5. 2024 Earnings Distribution.			
	6. "Assessment of the effectiveness of internal control system" and "Statement on Internal Control System" for 2024.	V		
	7. Salary adjustments for managers of the Company and its subsidiaries for 2025.	V		
	8. Review the 2025 candidates nominated by the Board of Directors for election as directors and independent directors			
	9. Lift the non-compete restriction on new directors and their representatives'.			
	10. Acceptance of shareholders' proposal with shareholding of more than 1% for 2025.			
May 14, 2025 17 th meeting of the 7 th Board of Directors	1. Consolidated financial statements for 2025 Q1.	V	None	Approved by all directors present without dissent
June 25, 2025 1 st meeting of the 8 th Board of Directors	1. To set the ex-dividend date, issue date and related matters.	V	None	Approved by all directors present without dissent
August 13, 2025 2 nd meeting of the 8 th Board of Directors	1. Consolidated financial statements for 2025 Q2. 2. Renew directors' and key employees' 2025 liability insurance.	V V	None	Approved by all directors present without dissent
November 13, 2024 3 rd meeting of the 8 th Board of Directors	1. Consolidated financial statements for 2025 Q3.	V	None	Approved by all directors present without dissent
	2. 2025 year-end bonuses for managers of the Company and USERJOY JAPAN Co., Ltd.			
	3. Appointment of the CPA and independence evaluation.	V		
	4. Regularly approves non-assurance services provided by the CPAs.	V		
	5. Developing 2026 Audit Plan.	V		
	6. Japanese subsidiary, USERJOY JAPAN proposed a capital reduction to cover losses.	V		
	7. Amendment to the Internal Control Systems, Internal Audit Systems – "Management of financial and non-financial information".	V		
March 11, 2026 4 th meeting of the 8 th Board of	1. 2026 Business Plan	V	None	Approved by all directors present without dissent
	2. Financial statements and consolidated financial statements for 2025.	V		
	3. 2026 Business Plan	V		
	4. Distribution of 2025 remuneration to employees and directors	V		

Directors	5. 2025 Earnings Distribution			
	6. “Assessment of the effectiveness of internal control system” and “Statement on Internal Control System” for 2025.	V		
	7. Salary adjustments for managers of the Company and its subsidiaries for 2026.	V		
	8. Lift the non-compete restriction on new directors and their representatives’.	V		
	9. Acceptance of shareholders' proposal with shareholding of more than 1% for 2026.	V		

(10) Directors and Supervisors' Continuing Education for the Most Recent Year :

Title	Name	Date of election / appointment	Course Period	Course Name	Hours	Compliance with Requirements
Director	Liu Hsin	June 25, 2025	November 17, 2025	"Digital Transformation and AI Applications" — Chen Wun-Hwa / Professor, Department of Business Administration, National Taiwan University	3	Yes
			December 16, 2025	Considerations for the Fed Resuming the Rate-Cut Cycle in Q4 2025: Impacts on Equities, Bonds, Exchange Rates?	3	Yes
Director	Chu Tse Wen	June 25, 2025	October 22, 2025	"Generative AI: Industry Development and Future Opportunities" — Yang Li-Wei / Founder & General Manager, eLand .	3	Yes
			November 17, 2025	"Digital Transformation and AI Application" — Chen Wun-Hwa / Professor, Department of Business Administration, National Taiwan University	3	Yes
Director	Lee Yu Shan	June 25, 2022	September 03, 2025	NVIDIA's \$3 Trillion Miracle: The Semiconductor Industry Revolution Behind AI — New Thinking	3	Yes
			September 17, 2025	Trump 2.0: Corporate Response Strategies to Global Tax Reform and Supply Chain Restructuring	3	Yes
Director	Chang Chi Hsin	June 25, 2025	September 03, 2025	NVIDIA's \$3 Trillion Miracle: The Semiconductor Industry Revolution Behind AI — New Thinking	3	Yes
			September 17, 2025	Trump 2.0: Corporate Response Strategies to Global Tax Reform and Supply Chain Restructuring	3	Yes
Independent Director	Chen Wei Dar	June 25, 2025	November 04, 2025	Enhancing Corporate Sustainable Value and Improving Risk Management Systems	3	Yes
			November 04, 2025	Challenges and Responses in Corporate and Asset Succession Planning	3	Yes
Independent Director	Li Yi Kuang	June 25, 2025	August 01, 2025	The Great Battle for Trade Secret Protection: From Risk Identification to System Implementation	3	Yes
			November 12, 2025	How Boards Ensure Corporate Sustainability – Starting from Talent Discovery and Development — Tim Kuei / Partner, PwC Taiwan	3	Yes
Independent Director	Su Yi Jen	June 25, 2025	August 08, 2025	From Risk to Opportunity – Sustainable Finance and TNFD as Drivers of Corporate Green Transformation	3	Yes
			December 15, 2025	Decoding COP30: Global Net-Zero Sustainability Trends and Taiwan's Carbon Reduction Pathway	3	Yes
Independent Director	Wu Ya Hui	June 25, 2025	December 18, 2025	Directors & Supervisors' Self-Protection: Understanding How Criminals Exploit Non-Routine and Related-Party Transactions	3	Yes
			December 18, 2025	Carbon Trading Mechanisms and Carbon Management Applications	3	Yes

3. Information on the professional fees of the attesting CPAs

(1) Information on CPA Professional Fees

Unit: NT\$ thousand

Name of accounting firm	Names of CPAs	Period covered by the CPA audit	Audit fees	Non-audit fees	Total	Remarks
Deloitte & Touche	Chang Chih Yi	January to December, 2025	3,050	670	3,720	Non-audit fees include annual tax audit certification fees and fees for certifying salary information of full-time non-managerial employees. Advances for financial statements and miscellaneous expenses.
	Peng Shih Hsuan					

1. When the company changes its accounting firm and the audit fees paid for the fiscal year in which such change took place are lower than those for the previous fiscal year, the amounts of the audit fees before and after the change and the reasons shall be disclosed: Not applicable.

2. When the audit fees paid for the current fiscal year are lower than those for the previous fiscal year by 10 percent or more, the reduction in the amount of audit fees, reduction percentage, and reason(s) therefor shall be disclosed: Not applicable.

(2) Audit fees refer to fees paid by the Company to its CPAs for the audits, reviews and re-reviews and financial forecast reviews of financial reports.

4. Information on replacement of certified public accountant: None.

5. Where the company's chairperson, general manager, or any managerial officer in charge of finance or accounting matters has in the most recent year held a position at the accounting firm of its certified public accountant or at an affiliated enterprise of such accounting firm, the name and position of the person, and the period during which the position was held, shall be disclosed: None.

6. Any transfer of equity interests and/or pledge of or change in equity interests by a director, supervisor, managerial officer, or shareholder with a stake of more than 10 percent during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report:

(1) Changes in Shareholding of Directors, Supervisors, Managerial Officers, and Major Shareholders

Unit: shares

Job title	Name	2025		Current fiscal year as of March 2, 2026	
		Shareholding increase (or decrease)	Pledged shareholding increase (or decrease)	Shareholding increase (or decrease)	Pledged shareholding increase (or decrease)
CEO	Liu Hsin	16,527	0	0	0
Director	Lee Yu Shan	154,080	0	0	0
Director	Chu Tse Wen	161,242	0	0	0
Director	Chang Chi Hsin	120,401	0	0	0
Independent Director	Lai Ju Kai	0	0	0	0
Independent Director	Chen Wei Dar	0	0	0	0
Independent Director	Li Yi Kuang	0	0	0	0
Independent Director	Su Yi Jen	0	0	0	0
Independent Director	Wu Ya Hui	151	0	0	0
Vice President	Sun Shou Yi	0	0	0	0
Assistant Manager	Ye Wen Tsan	76	0	0	0
Finance Assistant Manager	Fang Lih Huey	-7,497	0	0	0

(2) Information on Transfers of Shareholding: None.

(3) Information on Pledges of Shareholding: None of the Company's directors, supervisors, managers, or major shareholders have pledges of shareholdings.

7. Relationship information, if among the 10 largest shareholders any one is a related party, as defined in the Statement of Financial Accounting Standards No. 6, or is the spouse or a relative within the second degree of kinship of another

April 1, 2026; Unit: shares

Name	Shareholding		Shareholding of spouse and minor children		Total shareholding by nominee arrangements		Specify the name of the entity or person and their relationship to any of the other top 10 shareholders with which the person is a related party or has a relationship of spouse or relative within the 2nd degree		Remark
	Shares	%	Shares	%	Shares	%	Name of entity or individual	Relationship	
Cyun Wei Investment Co., Ltd.	3,473,783	5.95	0	0	0	0	Lee Yu Shan	First degree of kinship	
Representative: Lee Hsieh Mui Tsz	26,350	0.05	0	0	0	0	Lee Yu Shan	First degree of kinship	
Jhen Yuan investment Co., Ltd.	2,723,726	4.66	0	0	0	0	None	None	
Representative: Chang Xiao Yun	97,499	0.17	0	0	0	0	None	None	
Chu Tse Wen	1,773,670	3.04	282,668	0.48	0	0	None	None	
Lee Yu Shan	1,694,887	2.90	61,705	0.1			Cyun Wei Investment Co., Ltd.	Company's representative is his first degree of kinship	
Chang Chi Hsin	1,324,418	2.27	163,375	0.28	0	0	Yong Hong Investment Co., Ltd.	Company's representative is his first degree of kinship	
Liu Hsin	1,314,798	2.25	293,775	0.60	0	0	None	None	
KGI Bank Co., Ltd. in custody for Investment Account of Xingtian Technology Co., Ltd.	1,178,778	2.02	0	0	0	0	None	None	
Yong Hong Investment Co., Ltd.	703,629	1.20	0	0	0	0	Chang Chi Hsin	First degree of kinship	
Representative: Chang Wen Chung	16,106	0.03	0	0	0	0	Chang Chi Hsin	First degree of kinship	
Chen Feng Ling	686,300	1.17	0	0	0	0	None	None	
Soft-World International Corporation	649,666	1.11	0	0	0	0	None	None	
Wang Chun Po	0	0	0	0	0	0	None	None	

Note 1: All of the top 10 shareholders should be listed, and the names of corporate/juristic person shareholders and their representatives should be listed separately.

Note 2: The shareholding ratio (%) is calculated as the total numbers of shares respectively held by the shareholder, their spouse and minor children, or through nominees.

Note 3: Disclose the relationships among the above-listed shareholders, including corporate/juristic person shareholders and natural person shareholders, in accordance with the provisions of the Regulations Governing the Preparation of Financial Reports by Securities Issuers.

8. The total number of shares and total equity stake held in any single enterprise by the company, its directors and supervisors, managerial officers, and any companies controlled either directly or indirectly by the company

Unit: NT\$

Investee enterprise (Note 1)	Investment by the Company		Investment by the Directors, Supervisors, Managerial Officers and Directly or Indirectly Controlled Entities of the Company		Total investment	
	Shares (Note 2)	Shareholding ratio	Shares (Note 2)	Shareholding ratio	Shares (Note 2)	Shareholding ratio
USERJOY TECHNOLOGY CO., LTD.	USD1,569,900	100.00	-	-	USD1,569,900	100.00
RICHLAND INVESTMENTS LIMITED	USD193,800	11.49	USD1,492,200	88.51	USD1,686,000	100.00
USERJOY JAPAN 株式會社	JPY377,773,806	100.00	-	-	JPY377,773,806	100.00
Beijing Flying Ship Software Co., Ltd.	-	-	USD1,640,000	100.00	USD1,640,000	100.00
USERJOY HONG KONG CO., LTD.	HKD6,240,000	100.00	-	-	HKD6,240,000	100.00

Note 1: This refers to investee enterprises in which the Company makes long-term investment calculated according to the equity method.

Note 2: Amounts are stated at original investment amounts.

III. Information on capital raising activities

1. Capital and Shares

(1) Source of capital stock

1. Source of capital

Unit: NT\$ thousand ; thousand shares

Month/year	Issued price	Authorized capital		Paid-in capital		Remarks		
		Shares	Amount	Shares	Amount	Sources of capital	Capital paid in by assets other than cash	Other
May 1995	Company Ltd.				825	Establishment	None	Note 1
February 1995	Company Ltd.				2,925	Capital increased by cash	None	Note 2
May 1995	10	600	6,000	600	6,000	Capital increased by cash	None	Note 3
July 2000	10	1,500	15,000	1,500	15,000	Capital increased by cash	None	Note 4
December 2000	10	7,500	75,000	1,667	16,670	Capital increased by cash	None	Note 5
				3,000	30,000	Capital increased by earnings	None	
December 2001	10	7,500	75,000	5,000	50,000	Capital increased by earnings	None	Note 6
November 2002	10	7,500	75,000	5,500	55,000	Capital increased by earnings	None	Note 7
November 2003	10	7,500	75,000	6,000	60,000	Capital increased by earnings	None	Note 8
August 2004	10	7,500	75,000	6,600	66,000	Capital increased by earnings	None	Note 9
September 2004	10	20,000	200,000	11,811	118,105	Capital increase by acquisition	None	Note 10
December 2005	33	20,000	200,000	12,603	126,033	Capital increased by cash	None	Note 11
September 2006	10	20,000	200,000	15,289	152,893	Capital increased by earnings	None	Note 12
July 2007	80	20,000	200,000	16,289	162,893	Capital increased by cash	None	Note 13
August 2007	10	30,000	300,000	20,247	202,471	Capital increased by earnings	None	Note 14
April 2008	66	30,000	300,000	22,707	227,071	Capital increased by cash	None	Note 15
97/08 August 2008	10	80,000	800,000	25,725	257,254	Capital increased by earnings	None	Note 16
August 2009	10	80,000	800,000	30,013	300,125	Capital increased by earnings	None	Note 17
April 2010	10	80,000	800,000	30,359	303,589	Conversion of stock warrants	None	Note 18
July 2010	10	80,000	800,000	30,390	303,897	Conversion of stock warrants	None	Note 19
September 2010	10	80,000	800,000	31,897	318,970	Capital increased by earnings	None	Note 20
November 2010	10	80,000	800,000	31,908	319,082	Conversion of stock warrants	None	Note 21
January 2011	10	80,000	800,000	31,913	319,134	Conversion of stock warrants	None	Note 22
April 2011	10	80,000	800,000	32,391	323,914	Conversion of stock warrants	None	Note 23
August 2011	10	80,000	800,000	32,608	326,083	Conversion of stock warrants	None	Note 24
				34,295	342,952	Capital increased by earnings		
September 2011	10	80,000	800,000	34,315	343,156	Conversion of stock warrants	None	Note 25
December 2011	10	80,000	800,000	33,813	338,136	Conversion of stock warrants Cancellation of treasury stock	None	Note 26
April 2012	10	80,000	800,000	34,256	342,565	Conversion of stock warrants	None	Note 27
July 2012	10	80,000	800,000	34,384	343,848	Conversion of stock warrants	None	Note 28
September 2012	10	80,000	800,000	34,415	344,158	Conversion of stock warrants	None	Note 29
January 2013	10	80,000	800,000	34,520	345,201	Conversion of stock warrants	None	Note 30
March 2016	10	80,000	800,000	34,014	340,141	Cancellation of treasury stock	None	Note 31
September 2016	10	80,000	800,000	34,124	341,237	Conversion of stock warrants	None	Note 32

Month/year	Issued price	Authorized capital		Paid-in capital		Remarks		
		Shares	Amount	Shares	Amount	Sources of capital	Capital paid in by assets other than cash	Other
November 2016	10	80,000	800,000	34,168	341,675	Conversion of stock warrants	None	Note 33
April 2017	10	80,000	800,000	34,272	342,720	Conversion of stock warrants	None	Note 34
May 2017	10	80,000	800,000	34,273	342,732	Conversion of stock warrants	None	Note 35
August 2017	10	80,000	800,000	37,828 33,885	378,277 338,850	Conversion of stock warrants Capital increased by earnings	None	Note 36
November 2017	10	80,000	800,000	37,988	379,880	Conversion of stock warrants	None	Note 37
April 2018	10	80,000	800,000	38,004	380,043	Conversion of stock warrants	None	Note 38
August 2018	10	80,000	800,000	41,747	417,480	Capital increased by earnings	None	Note 39
August 2020	10	80,000	800,000	45,883	458,835	Capital increased by earnings	None	Note 40
September 2021	10	80,000	800,000	48,177	481,777	Capital increased by earnings	None	Note 41
August 2023	10	80,000	800,000	50,586	508,864	Capital increased by earnings	None	Note 42
August 2024	10	80,000	800,000	53,115	531,157	Capital increased by earnings	None	Note 43
August 2025	10	80,000	800,000	58,427	584,273	Capital increased by earnings	None	Note 44

Note 1: May 19, 1995 Jian-San-Zi No. 339376

Note 2: February 12, 1996 Jian-San-Zi No. 123652

Note 3: May 18, 1996 Jian-San-Ren-Zi No. 165678

Note 4: August 4, 2000 Jing-Zhong-Zi No. 89472807

Note 5: December 28, 2000 Jing-Zhong-Zi No. 89676308

Note 6: January 2, 2002 Jing-Zhong-Zi No. 09033293670

Note 7: December 17, 2002 Jing-Shou-Zhong-Zi No. 09133142370

Note 8: December 12, 2003 Jing-Shou-Zhong-Zi No. 09233110380

Note 9: September 23, 2004 Jing-Shou-Zhong-Zi No. 09332741410

Note 10: December 23, 2004 Jing-Shou-Zhong-Zi No. 09333251680

Note 11: January 11, 2006 Jing-Shou-Zhong-Zi No. 09531543950

Note 12: September 27, 2006 Jing-Shou-Zhong-Zi No. 09532906600

Note 13: July 31, 2007 Jing-Shou-Zhong-Zi No. 09632526900

Note 14: August 21, 2007 Jing-Shou-Zhong-Zi No. 09632640230

Note 15: May 2, 2008 Jing-Shou-Zhong-Zi No. 09732188690

Note 16: September 26, 2008 Jing-Shou-Zhong-Zi No. 09733141640

Note 17: September 10, 2009 Jing-Shou-Zhong-Zi No. 09833026010

Note 18: April 15, 2010 Bei-Fu-Jing-Deng-Zi No. 0993078244

Note 19: July 9, 2010 Bei-Fu-Jing-Deng-Zi No. 0993098917

Note 20: September 17, 2010 Bei-Fu-Jing-Deng-Zi No. 0993155368

Note 21: November 8, 2010 Bei-Fu-Jing-Deng-Zi No. 0993167764

Note 22: January 12, 2011 Bei-Fu-Jing-Deng-Zi No. 1005001938

Note 23: April 19, 2011 Bei-Fu-Jing-Deng-Zi No. 1005001938

Note 24: August 1, 2011 Bei-Fu-Jing-Deng-Zi No. 1005047475/ August 9, 2011 Bei-Fu-Jing-Deng-Zi No. 1005048693

Note 25: September 14, 2011 Bei-Fu-Jing-Deng-Zi No. 1005056417

Note 26: December 8, 2011 Bei-Fu-Jing-Deng-Zi No. 1005076610

Note 27: April 9, 2012 Bei-Fu-Jing-Deng-Zi No. 1015020586

Note 28: July 27, 2012 Bei-Fu-Jing-Deng-Zi No. 1015047327

Note 29: September 13, 2012 Bei-Fu-Jing-Deng-Zi No. 1015056259

Note 30: January 14, 2013 Bei-Fu-Jing-Deng-Zi No. 1025001461

Note 31: March 22, 2016 Bei-Fu-Jing-Si-Zi No. 1055145374

Note 32: September 29, 2016 Bei-Fu-Jing-Si-Zi No. 1055311954

Note 33: November 23, 2016 Bei-Fu-Jing-Si-Zi No. 1055326139

Note 34: April 5, 2017 Bei-Fu-Jing-Si-Zi No. 1068019925

Note 35: May 19, 2017 Bei-Fu-Jing-Si-Zi No. 1068030735

Note 36: August 29, 2017 Bei-Fu-Jing-Si-Zi No. 1068056252

Note 37: December 5, 2017 Bei-Fu-Jing-Si-Zi No. 1068078362

Note 38: April 3, 2018 Bei-Fu-Jing-Si-Zi No. 1078019248

Note 39: August 9, 2018 Bei-Fu-Jing-Si-Zi No. 1078051093

Note 40: August 14, 2020 Bei-Fu-Jing-Si-Zi No. 1098056682

Note 41: September 11, 2021 Bei-Fu-Jing-Si-Zi No. 1108065150

Note 42: August 28, 2023 MOEA, Department of Commerce Zi No. 11230168380

Note 43: August 22, 2024 MOEA, Department of Commerce Zi No. 1133014426

Note 44: September 5, 2025 MOEA, Department of Commerce Zi No. 11430126720

2. Type of Stock

March 31, 2026 Unit: thousand shares

Type of stock	Authorized Capital			Remarks
	Outstanding shares (Note)	Unissued shares	Total	
Registered common shares	58,427	21,573	80,000	None

Note: The stock is stock of a TPEx listed company.

3. Information Relating to the Shelf Registration System: None.

待更(2) List of major shareholders: List all shareholders with a stake of 5 percent or greater, also list all shareholders who rank in the top 10 in shareholding percentage

March 31, 2026 Unit: Shares

Names of major shareholders	Shareholding (shares)	Shareholding (%)
Cyun Wei Investment Co., Ltd.	3,473,783	5.95%
Jhen Yuan investment Co., Ltd.	2,723,726	4.66%
Chu Tse Wen	1,773,670	3.04%
Lee Yu Shan	1,694,887	2.90%
Chang Chi Hsin	1,324,418	2.27%
Liu Hsin	1,314,798	2.25%
KGI Bank Co., Ltd. in custody for Investment Account of Xingtian Technology Co., Ltd.	1,178,778	2.02%
Yong Hong Investment Co., Ltd.	703,629	1.20%
Chen Feng Ling	686,300	1.17%
Soft-World International Corporation	649,666	1.11%

(3) Company's dividend policy and implementation thereof

1. Dividend policy

Dividend policy in Article 19 and Article 19-1 of the Articles of Incorporation is as follows:

If there is any profit in the Company's annual final accounts, the Company shall first set aside the amount for tax, make up the accumulated losses, and then set aside 10% as legal reserve, and then distribute the rest as dividend, if any profit remains, subject to the resolution of shareholders' meeting as shareholders' remuneration.

Dividend distribution is based on earnings of the year and principle of dividend stability. The Company is currently in a growth stage and, based on the Company's future capital needs and long-term financial planning, the Company allocates more than 50% of distributable earnings under Article 19 for shareholder's dividends, with no less than 10% of the total amount of dividends to be paid in cash, however, this amount may be adjusted by shareholders' meeting based on actual profit position in the current year and capital planning in the future.

2. Dividend distributions proposed at the most recent shareholders' meeting

(1) For the Company's business needs, the Board of Directors has approved (subject to shareholder approval at the shareholders' meeting) to appropriate NT\$87,640,985 from retained earnings as cash dividends, with NT\$1.5 per share, and NT\$29,213,662 from capital reserve as cash dividends, with NT\$0.5 per share. The cash dividends are calculated to the nearest whole NTD, with any fractional amount rounded down. The aggregate amount of such fractional shares shall be credited to the Company's other income. In addition, the Company plans to distribute NT\$29,213,670 as stock dividends, with a par value of NT\$10 per share, and 50 shares for every 1,000 shares outstanding. Subject to the resolution of the shareholders' meeting, the Chairman of the Board of Directors is authorized to

determine the record date for the dividend distribution.

(2) Upon earnings distribution proposal to be approved at the shareholders' meeting, chairman of the board of directors will be authorized to set the dividend distribution date and other related matters. If the total number of outstanding shares is affected by other factors subsequently, resulting in change of the dividend distribution rate, it is proposed to authorize chairman of the board of directors to adjust the dividend distribution rate at the shareholders' meeting.

(4) Effect upon business performance and earnings per share of any stock dividend distribution proposed or adopted at the most recent shareholders' meeting

Item		Fiscal year	2025
Paid-in capital (beginning of year)			NT\$584,273,230
Dividend distribution for the year (Note 1)	Cash dividend per share		NT\$1.5
	Number of shares to be issued per 1,000 shares from retained earnings capitalization		50
	Cash distributed from capital reserve (NT\$ per share)		0,5
	Number of shares to be issued per share from capital reserve capitalization		-
Business Performance	Income from operations		(Note 2)
	% change of income from operation (YOY)		
	Net income after tax		
	change of net income after tax (YOY)		
	Earnings Per Share		
	% change of EPS (YOY)		
Pro Forma EPS & P/E Ratio	If retained earnings distributed in cash dividend	Pro Forma Earnings Per Share	(Note 2)
		Pro Forma Average Return on Investment (%)	
	If capital surplus not distributed in stock dividend	Pro Forma Earnings Per Share	
		Pro Forma Average Return on Investment (%)	
	If capital surplus not distributed in stock dividend and retained earnings being distributed in cash dividend.	Pro Forma Earnings Per Share	
		Pro Forma Average Return on Investment (%)	

Note 1: It has not been resolved by the shareholders meeting.

Note 2: In accordance with the "Regulations Governing the Publication of Financial Forecasts of Public Companies", the Company is not required to disclose financial forecast information, therefore, the effect upon the Company's business performance and earnings per share of stock dividend distribution proposed at this shareholders' meeting: not applicable.

(5) Profit-sharing compensation of employees, directors, and supervisors

1. The percentages or ranges with respect to employee, director, and supervisor profit-sharing compensation, as set forth in the company's articles of incorporation:
If the Company has a profit for the year, an amount of not more than 3% of the compensation of the directors and supervisors and not less than 3% and not more than 15% of the compensation of the employees shall be distributed, with not less than 3% of the aforementioned compensation allocated to entry-level employees. However, if the Company has accumulated losses, it shall first set aside an amount to cover the losses.
2. The basis for estimating the amount of employee, director, and supervisor profit-sharing compensation, for calculating the number of shares to be distributed as employee profit-sharing compensation, and the accounting treatment of the discrepancy, if any, between the actual distributed amount and the estimated figure, for the current period: If the amount changes, it will be treated as a change in accounting estimate and will be adjusted in the year of the shareholders' meeting.

3. Information on any approval by the board of directors of distribution of profit-sharing compensation:
 - (1) The amount of any employee profit-sharing compensation and director and supervisor profit-sharing compensation distributed in cash or stocks. If there is any discrepancy between that amount and the estimated figure for the fiscal year these expenses are recognized, the discrepancy, its cause, and the status of treatment shall be disclosed: Employees' and directors' profit-sharing compensation were fully paid in cash in the amount of NT\$8,289,388 and NT\$1,381,564, respectively, and the amounts recognized in the accounts were resolved by the board of directors, without any discrepancy.
 - (2) The amount of any employee profit-sharing compensation distributed in stocks, and the size of that amount as a percentage of the sum of the after-tax net income stated in the parent company only financial reports or individual financial reports for the current period and total employee profit-sharing compensation: Not applicable.
4. The actual distribution of employee, director, and supervisor profit-sharing compensation for the previous fiscal year (with an indication of the number of shares, monetary amount, and stock price, of the shares distributed), and, if there is any discrepancy between the actual distribution and the recognized employee, director, or supervisor profit-sharing compensation, additionally the discrepancy, cause, and how it is treated.
 - (1) The 2024 earnings distribution were approved at the shareholders' meeting held on June 25, 2025 to distribute employees' and directors' profit-sharing compensation of NT\$22,474,237 and NT\$3,745,706, respectively.
 - (2) If there is any discrepancy between the actual distribution and the recognized employee, director, or supervisor profit-sharing compensation, additionally the discrepancy, cause, and how it is treated: No discrepancy.

(9) Share Repurchases by the Company:

March 31, 2026

Repurchase no. (Note)	The 1 st	The 2 nd	The 3 rd
Purpose of repurchase	To be transferred to employees	To be transferred to employees	To be transferred to employees
Period of repurchase	October 8 to December 7, 2008	December 28 to February 27, 2012	September 10 to November 9, 2016
Price within the repurchase range	NT\$35.00~83.00	55.00~95.90	48.00~75.00
Categories and number of shares repurchased	Common stock, 507,000 shares	Common stock, 506,000 shares	Common stock, 740,000 shares
Amount of the repurchased shares	NT\$21,838,908	NT\$31,987,353	NT\$48,772,000
(%) Ratio of the number of shares already repurchased to the number of shares intended to be repurchased (%)	50.70	50.60	61.67
Number of repurchased shares having been cancelled or transferred	507,000 shares	506,000 shares	740,000 shares
Accumulated number of shares held by the Company	-	-	0 shares
% of accumulated number	-	-	0%

of shares held to total number of shares issued			
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2. Issuance of Corporate Bonds (Including Overseas Corporate Bonds): None.
3. Issuance of preferred shares: None.
4. Issuance of global depository receipts: None.

5. Information on employee share subscription warrants:

(1) Employee Share Subscription Warrants

March 31, 2026

Type of employee share subscription warrants (Note 2)	The 1 st in 2012 (Note 5)	The 2 nd in 2012 (Note 5)
Effective registration date	July 17, 2012	July 17, 2012
Issue (handling) date (Note 4)	August 27, 2012	June 28, 2013
Number of units issued	999,000 units (999,000 shares) (Note 6)	51,000 units (51,000 shares) (Note 6)
Ratio of the number of issued subscribable shares to the total number of issued shares	2.91%	0.15%
Duration	August 27, 2014 to August 26, 2017	June 28, 2015 to June 27, 2018
Exercise method (Note 3)	Issuance of new shares	Issuance of new shares
Vesting period and percentage (%)	2 years after the approval of this share subscription warrants, the percentage of freely exercisable share subscription warrants was 50%, 75% after three years, and 100% after four years.	2 years after the approval of this share subscription warrants, the percentage of freely exercisable share subscription warrants was 50%, 75% after three years, and 100% after four years.
Number of shares subscribed through exercise of the warrants	564,680 shares	37,000 shares
Amount of shares subscribed through exercise of the warrants	NT\$34,175,638	NT\$2,004,738
Number of expired/lapsed shares	434,320 shares	14,000 shares
Number of unexercised shares	0 shares	0 shares
Subscription price per share of the unexercised shares	-	-
% of unexercised shares to total number of shares issued	0.00%	0.00%
The effect on shareholders' equity	The Company attracts and retains the talents needed, as well as motivates and enhances the centripetal force of employees, so as to jointly create the interests of the Company and its shareholders, which has a positive effect on the shareholders' equity.	The Company attracts and retains the talents needed, as well as motivates and enhances the centripetal force of employees, so as to jointly create the interests of the Company and its shareholders, which has a positive effect on the shareholders' equity.

Note 1: Employee share subscription warrants include publicly offered and privately placed employee share subscription warrants. Publicly offered employee share subscription warrants are those that have been effectively registered with the FSC; privately placed employee share subscription warrants are those that have been approved by a resolution of the shareholders meeting.

Note 2: Adjust the number of columns according to the actual number of issues.

Note 3: Note whether the method is by delivery of issued shares or issuance of new shares.

Note 4: Fill in all the required information separately for warrants of different issue (handling) dates.

Note 5: If it is a private placement, the fact that it is a private placement should be prominently indicated.

Note 6: Total number of units issued: 1,050,000 shares.

(2) Names and Acquisition and Subscription Status of Managerial Officers Who Have Acquired Employee Share Subscription Warrants and the Top Ten Employees Who Have Acquired Share Subscription Warrants:

March 31, 2026; Unit: NT\$; shares; %

	Job title (Note 1)	Name	Number of shares subscribable from exercise of warrants granted	Ratio of the Number of shares subscribable from the exercise of warrants granted to the total number of issued shares (Note 4))	Exercised				Unexercised			
					Number of shares	Exercise price (Note 5)	Total exercise price	Ratio of the number of exercised shares to the total number of issued shares (Note 4)	Number of shares	Exercise price (Note 6)	Total exercise price	Ratio of the number of exercised shares to the total number of issued shares (Note 4)
Managerial officer	Chairman & President	Liu Hsin	166,000	0.28%	166,000	56.5~62.1	10,291,920	0.28%	0	0	0	0%
	Vice President	Sun Shou Yi										
	Assistant Manager	Ye Wen Tsan										
	Assistant Manager	Fang Lih Huey										
Employee (Note 3)	Art Division Director	Lai Kai Wai	156,000	0.27%	156,000	51.4~56.4	9,079,120	0.27%	0	0	0	0%
	Program Division Director	Yu Jin An										
	IT Division Director	Chong Zhi Jie										
	Program Manager	Wu Chong Xun (Note 2)										
	Art Manager	Huang Qing Yong										
	Art Manager	Hsieh Sheng Da (Note 2)										
	Program Assistant Manager	Chen Bao Chong										
	Program Section Manager	Wang Qun He										
	Program Assistant Section Manager	Yu Hsin Xian										
	Art Manager	Tsai Min Yu										

Note 1: The names and job titles of the managerial officers and employees should be presented individually (and an annotation should be made in the event an officer or employee has departed the company or died), but the quantities acquired and subscribed may be presented in aggregate sums.

Note2 : Employee has departed the company.

Note 3: The top ten employees who have acquired share subscription warrants means employees other than managerial officers.

Note 4: The total number of issued shares means the number of shares in the amendment registration information on record with the Ministry of Economic Affairs.

Note 5: For exercised employee share subscription warrants, disclose the exercise price at the time of exercise.

Note 6: For unexercised employee share subscription warrants, disclose the adjusted exercise price as calculated based on the issuance rules.

(3) Status of any private placement of employee stock warrants during the 3 most recent fiscal years: None.

(4) Status of new restricted employee shares: None.

6. Issuance of new shares in connection with mergers or acquisitions or with acquisitions of shares of other companies: None.

7. Implementation of the capital allocation plans

The 1st cash capital increase in 2007

1. Description of the plans

(1) Approval date and letter No.: Approved as Letter No.

Financial-Supervisory-Securities-I-0960025515 on May 17, 2007.

(2) Total amount of capital required under the plan: NT\$80,000,000.

(3) Source of fund: Cash capital increase of 1,000 thousand shares at NT\$80 per share, totaling NT\$80,000,000.

(4) Plan items and fund usage: Completed.

IV. Operation of the company

1. Business content

(1) Scope of business

1. Major lines of business

CC01030	Electrical Appliances and Audiovisual Electronic Products Manufacturing
CC01110	Computer and Peripheral Equipment Manufacturing
CC01990	Other Electrical Engineering and Electronic Machinery Equipment Manufacturing
CH01040	Toys Manufacturing
E605010	Computer Equipment Installation
F109070	Wholesale of Culture, Education, Musical Instruments and Educational Entertainment Supplies
F113020	Wholesale of Household Appliance
F113050	Wholesale of Computers and Clerical Machinery Equipment
F118010	Wholesale of Computer Software
F209060	Retail Sale of Culture, Education, Musical Instruments and Educational Entertainment Supplies
F213010	Retail Sale of Electrical Appliances
F213030	Retail Sale of Computers and Clerical Machinery Equipment
F218010	Retail Sale of Computer Software
F401010	International Trade
I301010	Software Design Services
I301020	Data Processing Services
I301030	Electronic Information Supply Services
I401010	General Advertising Services
I501010	Product Designing
J304010	Book Publishing
JB01010	Conference and Exhibition Services
ZZ99999	All business activities that are not prohibited or restricted by law, except those that are subject to special approval.

2. Consolidated weight of sales

Product	Unit: NT\$ thousand; %	
	2025	
	Sales amount	Percentage %
Standalone games	0	0.00
Online games	1,422,867	100.00
Total	1,422,867	100.00

3. Current products & services

Our major business items are massively multiplayer online games, including client-side games, web games, mobile games, virtual reality games, software planning for augmented reality games, art and program R&D, marketing (including licensing), operations, and development of innovative licensed publications and peripheral products for non-digital content games, etc.

4. New products & services planned for development

- (1) Mobile platform and social platform games: Develop mobile games for Android and iOS platforms and SNS games for social platforms.
- (2) Casual online games: Develop casual handheld games, jointly promote to become a casual online game platform.

- (3) Develop web games targeting the Japanese market.
- (4) Overseas game distribution: We continue to distribute games in order to provide quality products and services to players.
- (5) Virtual Reality Games, Augmented Reality Games: Develop mobile games for Android and iOS platforms and TV console games.

(2) Industry summary

1. The industry's current condition and development

According to data released by third-party market research firm Newzoo, total revenue for the global gaming market is projected to reach US\$197 billion in 2025, representing a 7.5% increase compared to 2024, indicating that the industry is gradually recovering.

Revenue for the global gaming market is projected to reach US\$197 billion in 2025, representing a 7.5% increase compared to 2024, indicating that the industry is gradually recovering.

In terms of platform performance, mobile games remain the dominant force in the market, with revenue projected to reach US\$108 billion, a 7.7% year-over-year increase. It is noteworthy that the PC gaming market is experiencing very strong growth, with revenue projected to reach US\$43 billion, a significant increase of 10.4%. This brings the PC platform's scale nearly on par with the US\$45 billion in revenue generated by home gaming consoles, with the gap between the two continuing to narrow.

This brings the PC platform's scale nearly on par with the US\$45 billion in revenue generated by home gaming consoles, with the gap between the two continuing to narrow.

The PC and console markets have regained growth momentum through high-quality content and changes in pricing dynamics. Michiel Buijsman, Chief Analyst at Newzoo, pointed out that this growth is not driven by an explosive increase in the number of new players, but rather by existing players spending more within their preferred gaming ecosystems. While the PC and console gaming markets continue to grow in 2025, the sources of this momentum have begun to diverge. The PC market is expanding, driven by emerging markets and younger players.

emerging markets and younger players.

Overall, mobile games remain the mainstay of the gaming market. However, the growth of the PC market is worth noting, as its current trajectory aligns perfectly with the pace and direction of our company's market entry this year.

We mainly research and develop digital game contents, and fall into digital game industry. According to the execution platform, digital game industry is categorized into four major types: Mobile Game, PC Game, Console Game, and Arcade Game, as described below:

(1) Mobile Game

With the continuous development of mobile game and cloud technology, through integrating mobile game and cloud game, we can realize a higher quality gaming experience, allowing users not to be limited by hardware, and users can easily play games through their mobile phones or tablets anytime, anywhere, without the need to download large game files, and we will be moving towards a new era of mobile gaming experience.

(2) PC Game

With continuous technological advancement and evolution of the time, computer games used to be divided into only two categories: standalone and online games. However, cross-platform gaming is becoming an important trend, allowing users to play games on different platforms and devices, bringing more convenience and choices to users. At the same time, games as a service (GaaS) will also become an important development direction for game industry. Developers will provide subscription game services and users will be able to subscribe to game content and features according to their own needs, instead of purchasing individual game products.

(3) Console Game

With the rising of handheld games, and PC games' performance becoming more powerful, console games need new technologies to maintain their market position, or else they will gradually disappear like handheld consoles. Current PlayStation 5, Xbox Series X, Apple Vision Pro and other consoles, in addition to playing cross-platform games, are also gradually integrated into VR and AR technologies, such as PlayStation 5 has applied VR to the game to give players an immersive experience, in the future, console games may be further explored. In the future, console games may further explore VR and AR technologies to enable players to more deeply integrate into the game world, and may have more innovative gameplay and experience modes.

(4) Arcade Game

Due to the high cost of arcade games, most of them are installed in cinemas, department stores, and amusement parks, resulting in some limitations on their development. Hence, traditional arcade game machines in Taiwan tend to be more leisure-oriented, such as claw machines, basketball machines, and egg twisting machines. However, in recent years, some new physical card battle machines have emerged, such as "Pokémon vending machine", these machines have attracted a greater number of young players and injected new vitality into arcade games. Notably, these new machines are not only being installed in traditional venues, but are also appearing more often in 7-11, Taiwan's most widely-accessed convenience store, creating a whole new gaming experience and business model.

(5) Virtual Reality Game (VR)

From Oculus, Sony, HTC, Samsung, LG, etc., all of them are moving towards the VR field. By creating a virtual 3D space through computers and "tricking" humans' senses with various technologies to give them a false sense of reality, users will immerse themselves in a completely artificial 3D world and do all sorts of things in it. In order to achieve the effect of VR, it is necessary to provide visual, auditory, interactive, and other sensory simulation elements. The better the above items are done, the more "real" the virtual environment will be, and users are more likely to "believe it to be real".

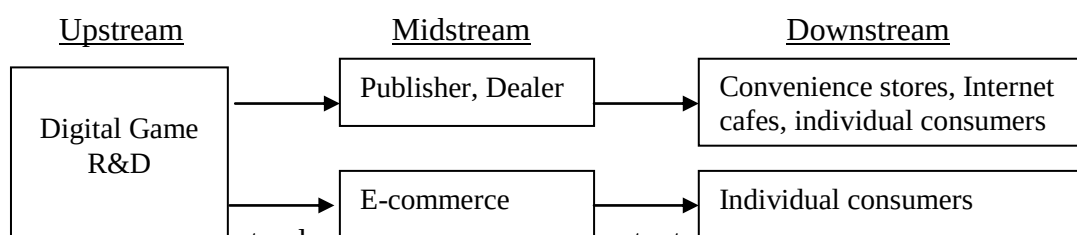
(6) Augmented Reality Game (AR)

AR is a real time technology to calculate the position and angle of the camera image and add the corresponding image, the goal of this technology is overlay the virtual world onto the real world on the screen and interact with it. By adding

some virtual objects to the physical space, while the user still exists in the real world, Pokémon Go is one of the most iconic gaming products.

In recent years, due to upgrading the specifications of smartphones and lowering the cost of purchasing them, it has significantly affected the consumer players' behavior, and APP games have become one of the major entertainment modes. The age group of consumer players is getting wider and wider, and the types of players that the game industry aims at are also expanding from heavy gamers to light gamers; moreover, the distribution channels and financial channels of APP games are also much better than the old computer-based client games. Also, the global openness and transparency enable the industry's market competition no longer to be limited to a single country, but to a globalized level of market competition, making the domestic digital game industry more prosperous.

2. Links between the upstream, midstream, and downstream segments of the industry supply chain



From upstream to downstream, namely, content material providers (IP), game developers, game publishers, and finally, the distributors that allow users to download or purchase games. Our company has many years of experience in developing and publishing games, from in-house PC Game to Mobile Game, always keeping up with changing trends, and in the R&D process, we have created self-owned IPs and strong development capabilities, and our self-owned IPs can not only be applied to the game field, but also be expanded to other fields. The extensive development capabilities enable the Company to more accurately project future market demand and player preference, and develop competitive and attractive games. We have extensive experience in operation and distribution, and understand the characteristics and needs of the global game market, the cash flow, media promotion, etc., and are able to publish different types of games for applicable regions and gain sufficient market share in these regions. Currently, we have mastered the upstream, midstream, and the downstream is the last part of its territory in the game industry.

3. Trends of product development

(1) Game towards the development of cross-platform direction

Along with the advance of technology, various companies are striving to expand the cross-platform direction in order to improve users' gaming experience and bring greater convenience to users. For example, PlayStation 5, Xbox Series X, Apple Vision Pro and other consoles continue to enhance cross-platform functionality, and an increasing number of mobile games are able to simultaneously play with computer games. Such trend enables game platforms to expand their user market, prompting game development towards multi-platform to increase its competitive edge.

(2) Games as a Service (GaaS)

Booming development of mobile games has led to market saturation, and this saturation has pushed many developers and publishers to rush to launch new games, resulting in an influx of low-quality, undeveloped games into the market, causing

chaos in the market. Due to the fierce market competition, users can hardly find high-quality games among many games, making their demand for games more rigorous.

In response to this market situation, the Games as a Service (GaaS) model has emerged. This model's main feature is ongoing updates and service delivery, including new game content, events, social functions, game balance adjustments, and so on. Through this model, game developers are able to maintain close interaction with players, better understand their needs and respond promptly. Meanwhile, the GaaS model also enables game providers to generate a sustainable revenue flow, rather than relying on one-time game sales. Overall, as the market saturates and users demand higher quality games, the GaaS model has become an effective way for the game industry to cope with the challenge.

(3) Value of IP

According to National Development Council's statistics, Taiwan's mobile phone penetration rate is about 90%, and at the same time, the booming development of mobile games has also raised the cost to acquire users. To reduce the cost of user acquisition, we have several directions: IP products, special themes, innovative gameplay, etc. to increase the competitiveness and attractiveness of mobile games. However, creating a successful IP is very challenging because IP is realized by creating and protecting value. It takes years of content accumulation, brand management and deep roots in the market to create an influential IP, but just because IPs are not easily replaceable, they can be a key to lowering the cost of acquiring users.

(4) AI Gaming

2023 is generative AI's breakout year, its influence is profound, and all industries around the world are deeply affected by it. Especially in the game industry, AI brings a lot of conveniences and innovations, such as AI can be used to generate various forms of game content, increase game diversity, or be used for automated game testing and optimization, so as to save the development team's time and effort, and improve the efficiency of the game development and operation. In the future, with the continuous development of AI technology, it may also be able to solve some of the globalization technical constraints and challenges faced by the game industry, such as cross-language and cross-cultural game content translation, multi-platform game compatibility and other issues. Through AI technology, it is possible to achieve more accurate and faster game translation and optimize games' cross-platform performance, thus increasing the level of globalization of games.

4. Competition status

Our company has established a solid position in upstream and midstream of the game industry, with our own IP, strong R&D team and operation team. Our distribution channels have been expanded beyond the local market to Japan, Korea, China, Southeast Asia, Europe and the U.S. We will continue to innovate and improve our existing IP products, and through IP licensing, enable our IPs to cross multiple domains in order to maximize their commercial value. We have strong core R&D capabilities and will continue to develop high-quality products to meet market demands. At the same time, we are actively developing more cross-platform games to provide users with the best gaming experience. Our operations team will further implement AI technology to improve operational efficiency and solve globalization technical constraints and challenges. Upholding the spirit of GaaS, regular updating of game content and provision of high-quality customer service, we expect to bring even better

results to the game industry in the future.

(3) Technology and research & development summary

1. Technological arrangement in business operations and R&D

(1) Technological arrangement and results

Since our founding in 1995, we have remained committed to “in-house R&D” as our core strategic driver. Drawing on nearly three decades of R&D data and hands-on experience, we have built a complete, closed-loop system that spans the entire value chain—from product ideation and technology development to global distribution. Our R&D team currently numbers approximately 360 people, giving us both high-speed iteration capabilities and the ability to adapt across multiple platforms (Mobile, PC, and Console).

Technology Evolution and Product Portfolio:

Our technological foundation lies in our proprietary 2D/3D engines, which powered classic MMORPG titles such as The Legend of Three Kingdoms, Shenzhou, and Angel Love. From there, we expanded into social casino games with high concurrency demands, including Let's Vegas Slots and Mahjong. In recent years, we have pushed further into real-time synchronization technology, launching The Legend of Three Kingdoms: Fighting Edition. This marks our full-spectrum technical coverage from “10,000 players on the same screen” to “millisecond-level head-to-head combat”.

Brand Equity and R&D Recognition:

Our self-developed products enjoy long lifecycles and strong long-tail market performance. We have won multiple prestigious awards for five consecutive years, a testament to the consistency and stability of our R&D quality.

Notable Honors:

In 2024 and 2025, Kingdom Heroes: Empire and Shenzhou M successively earned popularity awards at the Bahamut Game & Animation Awards. Meanwhile, The Legend of Heroes: Trails of Cold Steel – Northern War received recognition at the Taiwan Original X Awards. These accolades confirm that our technical capabilities in “classic IP reinvention” and “international IP co-development” have reached global standards.

Global Deployment Capabilities:

Through a cross-platform strategy, we have successfully deployed our products on Google Play, the App Store, Steam, and home console markets. Our technical architecture offers strong global adaptability and ample room for localized expansion.

(2) Core Technology

High-Concurrency Hybrid Server Architecture:

Through years of iterative improvements to our proprietary server architecture, we have achieved a technical balance among high concurrency, low latency, and high scalability. This architecture not only supports massive data packet exchanges during peak hours for social casino games but also provides a stable environment for large-scale nation war scenarios requiring “hundreds of players on screen and tens of thousands on the same server”. Furthermore, for competitive titles, we have implemented frame-sync and state-sync optimization technologies, ensuring that players around the world enjoy an exceptionally smooth competitive experience even across cross-border network conditions.

Full-Value-Chain IP Development and Niche Market Focus:

We have built deep expertise across three core game genres: role-playing games (RPG), strategy games (SLG), and social casual games. By targeting niche markets, we have strengthened our competitive moat. Our R&D team not only possesses strong capabilities in game balancing and numerical design but also masters “IP transformation technology”, allowing us to extend classic game IPs horizontally into novels, films, and animated series. This approach fosters a highly sticky brand ecosystem and secures the long-term commercial value of our IP assets.

Next-Generation Imaging Pipeline and AIGC Workflow:

Our visual R&D is fully aligned with global industry trends. We have deeply integrated Unreal Engine 5 (UE5) into our development workflow, leveraging PBR-based physically rendered materials and next-generation lighting and shadow effects to significantly enhance the visual impact of our 3D products. At the same time, we maintain a complete in-house production line covering 2D visual style definition, 3D motion capture, and special effects production, ensuring consistent product quality and international competitiveness.

Intelligent R&D Management System:

We are actively driving digital transformation by applying AIGC (AI-Generated Content) technologies across multiple areas, including programming logic validation, game design ideation, art asset prototyping, sound effect creation, and multi-language translation. Through AI-assisted collaboration, we have effectively streamlined workflows, reduced development costs, and significantly improved R&D efficiency. Our management has also established a “forward-looking technology dynamic monitoring mechanism” to ensure that our R&D organization maintains technological leadership and agile responsiveness amid rapid technological changes.

2. Personnel involved in R&D and their educational backgrounds

	March 31, 2026 Unit: persons; %					
	2024		2025		As of March 2026	
	Number of persons	Ratio	Number of persons	Ratio	Number of persons	Ratio
Master’s degree and higher	55	15	55	15	54	16
College	282	77	279	78	266	77
Below college	27	8	26	7	25	7
Total	364	100	360	100	345	100

The Company has R&D personnel with rich practical experience and professional skills. In addition, we also actively recruit excellent R&D personnel, in order to enhance the strength of our R&D team.

3. Invested research costs each year for the last 5 years

Item	Unit: NT\$ thousand, %				
	2021	2022	2023	2024	2025
R&D expenses	372,162	431,553	419,936	425,056	424,559
Net income	1,698,307	1,583,718	1,367,406	1,393,792	1,422,867
% of net income	21.91%	27.25%	30.71%	30.50%	29.84%

4. Successfully developed technologies or products

We have developed more than 100 digital games, as follows:

- (1) Standalone games: “Kingdom Heroes I~VIII Series”, “Fantasia Sango Mysteria Series”, “The Legend of The Sacred Stone”, “Fancy Century”, “Fallen Angel”,

“GoGo Gourmet”, “Foolish”, “Super Heroes”, “Lord of Ancient Kingdoms”, “Rich”, “The New Twin Heroes”, “Legend of Chu Liuxiang”, “Fantasia Sango”, etc.

(2) Online games on various platforms:

① Client-side games: “Age of Hero Online”, “Moe Knight”, “Kingdom Heroes”, “Kingdom Heroes 2 Online”, “Wu Lin Tong Tong Hero Online (Formerly known as: The New Twin Heroes”, “The New Twin Heroes 2”, “Mahjong Online”, “Angel Love Online”, “Angel Love 2 Online”, “Phoenix Kingdoms Online”, “Moego Online”, “N3-Ninety-Nine Nights Online”, “Kingdom Knights Online”, “Holy Land Online”.

② Mobile games: “STARDOM”, “Shenzhou M”, “Kingdom Heroes M”, “Fantasy Three Kingdoms - Strange Events of Tianyuan”, “Seven Mortal Sins”, “Drone Striker (VR)”, “Treasure Island Entertainment City”, “Walkure Romanze”, “Heroes of Genesis”, “Heroes of Arzar”, “Real Derby 3D”, “The Magic Hero”, “Kingdom Knights X: Age of Expedition”, “Let's Vegas Slots”, “Camelot”, “Fantasy Heroes”, “TurningMelo”, “Bumping Penguin”, “Mahjong M”.

③ Web games: Web games: “万物乙女☆ダンジョンズ”, “The Legend of Heroes: Akatsuki no Kiseki”, “Mahjong Web”, “Fight of Gods”, “Heroes: Scions of Phoenix Online”, “Wings of Time Web”, “Moe Knight Web”, “Let's Vegas”, “Kingdom Knights”, “霸蒼天”, “Kingdom Heroes WEB”.

5. Research and development work to be carried out in the future, and further expenditures expected for research and development work

We plan to develop PJA125, PJO126, PJK140, PJA142, PJP143, PJA145, PJA146, PJA147 and other (names listed to the left are code names) digital products, (names listed to the left are code names) digital products. In 2026, we expect to invest approximately NT\$460 million in software and hardware research and development.

6. R&D investment plan and progress

Our R&D investment plan and progress are as follows:

PJA125, PJO126, PJP143, PJA147.... etc. are expected to complete their R&D plan in 2026.

(4) Short-, medium-, and long-term business development plans

Looking ahead, in addition to continuously enhancing the competitiveness of our products and technologies, we will keep a close watch on global market trends, actively fulfill our corporate responsibilities, strengthen corporate governance, and deepen mutual trust with customers and partners. We will pursue the following long-term strategic goals:

1. Strengthen R&D Capabilities and Build a Global Brand for Self-Developed Games

Continue to improve game quality and production efficiency by establishing standardized, high-efficiency production pipelines that ensure product stability and scalable output. Through IP licensing of self-developed games, expand into global markets and collaborate with international publishers to achieve cross-regional brand influence and diversified revenue streams. Reinforce core technological competitiveness, increase global market share, grow licensing income, and build a stable, long-term product pipeline.

2. Enhance Operational Competitiveness and Deepen Player Engagement and Community Ties

Leverage data analytics and player behavior research to optimize in-game interaction design, event planning, and update frequency, thereby boosting player retention. Build multilingual, cross-cultural community platforms that provide real-time customer support, esports events, and player-generated content to strengthen community cohesion.

Use cloud technology to ensure server stability and improve the gaming experience for players worldwide. Increase player retention and willingness to pay, expand the active user base, and enhance brand loyalty through community engagement.

3. Expand IP Potential Across Multiple Domains and Explore Cross-Sector Opportunities

Extend core game IPs into animation, film and television, merchandise, and metaverse applications, creating a cross-media brand ecosystem. Collaborate with well-known brands or creators to launch co-branded products or derivative content, increasing market recognition of IPs. Through IP licensing models, partner with global entertainment companies to open new revenue streams. Maximize the commercial value and cultural influence of IPs, create diverse income channels, and strengthen the brand’s position in the global entertainment market.

4. Establish Strategic Partnerships in Key Overseas Markets

Seek long-term strategic alliances with platform operators and technology companies in major target markets. Through localized partnerships, adapt to regional cultural and regulatory requirements, accelerating market penetration. Collaborate with international esports organizations and content creators to enhance brand visibility and market competitiveness. Speed up overseas market expansion, lower entry barriers and risks, build a solid global cooperation network, and increase the brand’s international presence.

5. Digital Transformation and AI Technology Applications

Invest in AI and big data analytics technologies to optimize game development processes, personalize player experiences, and refine precision marketing strategies. Through AI-driven game design and dynamic content generation, boost product innovation while using data insights to track global market trends and respond quickly to player demands.

6. Sustainable Development and Social Impact

Integrate ESG (Environmental, Social, and Governance) principles into business operations, promote diverse and inclusive game content, and participate in public welfare initiatives to enhance the brand’s positive image. Strengthen trust and connection with players and stakeholders around the world.

2. Summary of market and production/sales

(1) Market analysis

- 1. Major products: Online game software development and game operation services
- 2. Analyzing the areas/regions of sales of major products

Unit: NT\$ thousand, %

Area \ Year	2025		2024	
	Amount	%	Amount	%
Domestic sales	1, 295,342	91.04	1,253,473	89.93
Export sales	127,525	8.96	140,319	10.07
Total	1,422,867	100.00	1,393,792	100.00

Note: Domestic and export sales are categorized by customers, and some overseas operations are licensed to domestic customers to operate.

3. Market share

Newzoo: Predicts global game market will to reach US\$206.4 billion in 2025.

Market research firm Newzoo's latest report shows that the global video game market

has shrunk by 5% in 2022, with the global game market reached US\$183 billion in 2022, of which mobile games accounted for 50%, US\$92 billion; console games followed at US\$52.2 billion, down 3% year-on-year, while digital or physical PC game revenues were US\$36.5 billion, down 2.6% year-on-year, and web game revenues were US\$2.3 billion, down 15% year-on-year. However, Newzoo also forecasted that the global game market will reach \$206.4 billion in 2025.

4. Demand and supply conditions for the market in the future and growth potential

With popularity of smartphones and tablets, users already get used to spending most of their leisure time on mobile devices, injecting momentum into the high growth of global mobile game market, which is also the market where we have put our efforts for development in recent years. Therefore, we actively deployed the research and development of mobile games, and in addition to the local market in Taiwan, we have also expanded our distribution and operation business overseas. For example, our mobile game "Let's Vegas Slots" is not only launched in Taiwan, but also opens its services to players in Southeast Asia, New Zealand, Australia, and North America, etc. In the future, we will follow this success example to promote our in-house developed games to players around the world by utilizing the openness of mobile game channels and the convenience of payment channels, with China, Japan, Europe, the United States, and Southeast Asia as the main markets that we are targeting. Meanwhile, we will also expand to emerging countries through licensing in order to gain more room for growth.

5. Competitive niche

(1) In-house R&D team and self-operating team

Most of our in-house products are self-developed, therefore, we can save the expensive distributor's royalties. Our company is young, energetic and creative, so we are able to cope with the rapid changes of digital game industry. In addition, we can grasp market changes in terms of theme creativity and planning, and constantly innovate in order to obtain consumers' favor; furthermore, in response to players' needs and changes, the advantages of R&D and self-operating are quickly coping with the market response, and constantly providing more and updated content services to players, it saves the game distributors from having to communicate with original production companies for a long time to modify the version, and provides Taiwanese gamers with a more timely and faster service quality.

(2) Accumulated extensive in-house game IPs

Our company has been established for more than 25 years, and has developed a number of popular games and created a variety of extensive and well-known game brands. In today's rigorous and volatile market, with the continuous development of our leading game brands into mobile game content, it not only extends the charm of the brand, but also generates immediate word-of-mouth effects among players.

(3) Complete customer service support

We always emphasize on customer service, especially in online games, the interaction between the Company and the players must meet basic requirements of round-the-clock and real-time interaction. We have set up a complete proactive customer service system, making it easier for us to control overall actual operating conditions in the management of online games. In addition to interacting with players in a timely manner and assisting them in resolving problems promptly, we are also able to provide feedback to the Company internally to serve as a basis for future improvements, in order to provide players with more complete game content and services.

(4) Overseas sales capacity with advantages

Our products have been licensed to operate in Japan, Europe, the United States, China, Southeast Asia and other regions, with overseas revenue accounting for more than 40% of our total revenue. Our extensive experience in overseas licensing not only

contributes directly to our operating revenue, but also gives us a more international perspective on product development.

6. Positive and negative factors for future development, and response

(1) Positive factors

- ①. 3C technology development, price–performance ratio continues to rise, and the popularity of hardware enables digital leisure and entertainment to flourish.
- ②. Booming development in the field of broadband and wireless communication applications, as well as the price drop and popularity of broadband, players' groups continue to expand. Furthermore, the popularity of smart phone ownership has expanded players' groups into females, middle aged, and elderly people, pushing the mobile/online game market to a rapid growth trend.
- ③. Having a creative and strong R&D team, and mastering the core competitiveness of in-house game development.
- ④. Expanding market share from R&D into operation as a distributor.
- ⑤. Overall global online game market size is growing every year.

(2) Negative factors and response

①. Limited domestic market size

Response: Actively develop and distribute mobile games and expand the distribution and operation business overseas; meanwhile, maintain an active overseas software licensing business, in order to keep abreast of global market trends and increase competitive niches of the market.

②. Demand and supply imbalance of professional talents

Response: We offer employees a comprehensive welfare system, a favorable working environment, an employee education and training system, and an employee bonus and stock ownership plan to increase employee motivation and reduce turnover.

③. Supply of game products is massive and competition is fierce

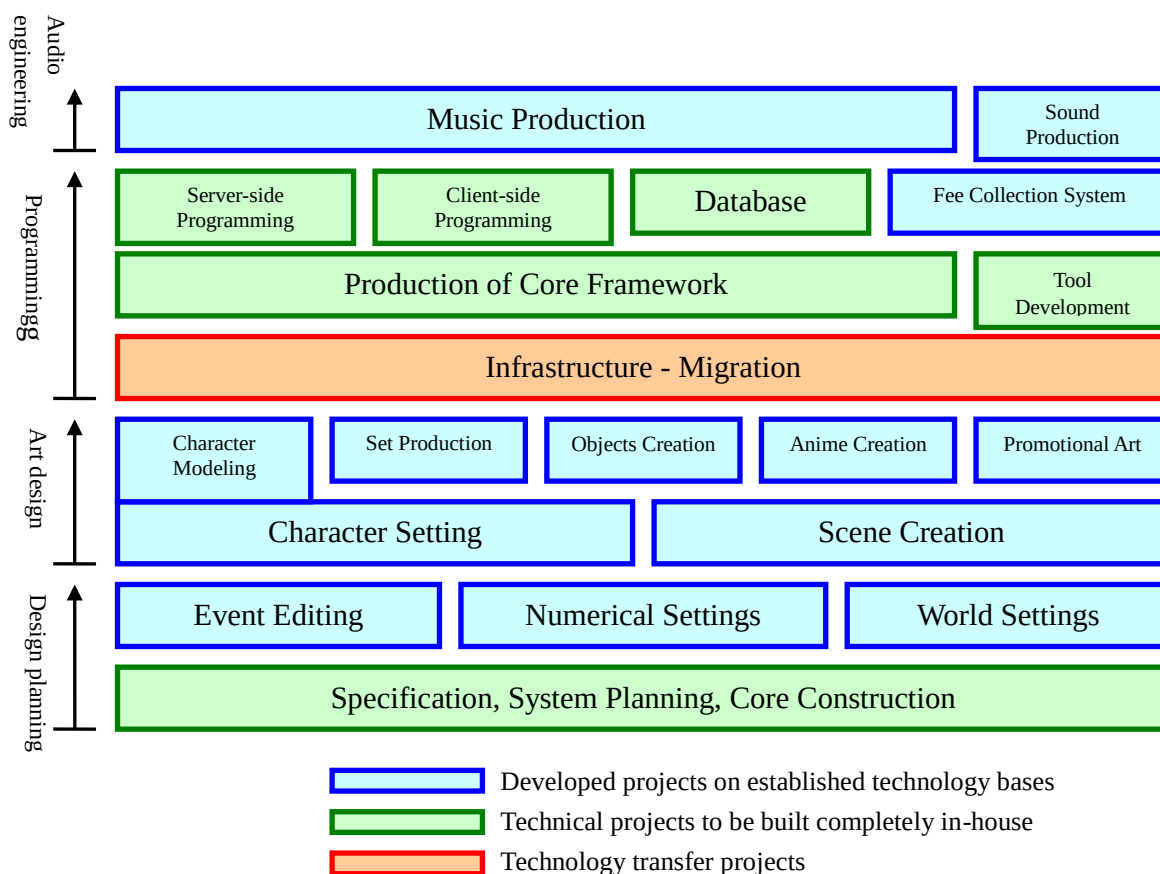
Response: With years of experience in R&D, we have high innovation capability in game play and feature system. In the future, we will move towards high-quality research and development of both mobile phone games and PC online games, aiming to stand out from the crowd.

(2) Important use and production process for the major products

1. Important use for the major products

Major product	Use
Online games	Provides online 10,000-player real-time games and casual and educational games to fulfill players' entertainment needs.

2. Production process



(3) Supply status of the major raw materials

Supply status of Company's game products:

Raw material, part or outsourcing item	Supplier	Status
Bandwidth (ISP)	New Century InfoComm Tech Co., Ltd. (IDC), So-net Entertainment Taiwan Ltd. (IDC)	Good & Stable

(4) List of suppliers and clients accounting for 10 percent or more of the company's total procurement (sales) amount in either of the 2 most recent fiscal years, the amounts bought from (sold to) each, the percentage of total procurement (sales) accounted for by each, and an explanation of the reason for increases or decreases in the above figures.

1. Information on Major Suppliers for the Most Recent 2 Years

Unit: NT\$ thousand, %

Year	2024				2025				Up to the preceding quarter of 2026 (Note 3)			
Item	Name	Amount	Percentage of annual net purchases (%)	Relationship with the issuer	Name	Amount	Percentage of annual net purchases (%)	Relationship with the issuer	Name	Amount	Percentage of net purchases up to the preceding quarter of 2024 (%)	Relationship with the issuer
1	-	-	-	-	-	-	-	-	-	-	-	-
	Net purchases	-	-	-	Net purchases	-	-	-	Net purchases	-	-	-

Note 1: The Company's suppliers use comparative pricing to purchase goods, there was no significant change in suppliers for the most recent two years. Due to the change in the Company's business model from stand-alone games to online games, the number of items recognized as inventories will decrease gradually.

Note 2: List all suppliers accounting for 10 percent or more of the Company's total procurement amount in the 2 most recent fiscal years and the amounts bought from each and the percentage of total procurement accounted for by each. If the company is prohibited by contract from revealing the name of a supplier, or a trading counterparty is an individual person who is not a related party, it may use a code in place of the actual name

Note 3: No CPA-reviewed financial information for Q1 2026 is available as of the date of this annual report.

2. Information on Major Customers for the Most Recent 2 Fiscal Years

Unit: NT\$ thousand, %

Year	2024				2025				Up to the preceding quarter of 2026 (Note 3)			
Item	Name	Amount	Percentage of annual net sales (%)	Relationship with the issuer	Name	Amount	Percentage of annual net sales (%)	Relationship with the issuer	Name	Amount	Percentage of net sales up to the preceding quarter of current year (%)	Relationship with the issuer
1	Company A	276,076	19.81	None	Company A	205,175	14.42	None				
2	Company B	259,902	18.65	None	Company B	198,980	13.98	None				
3	Others	857,814	61.54	None	Others	1,018,712	71.60	None				
4												
	Net sales	1,393,792	100.00		Net sales	1,422,867	100.00		Net sales			-

Note 1: As the Company not only focuses on games' R&D, but also actively seeks for overseas licensed customers, therefore, some changes in customers and percentages during the 2 years shall be reasonable.

Note 2: List all customers accounting for 10 percent or more of the Company's total sales amount in the 2 most recent fiscal years and the amounts sold to each and the percentage of total sales accounted for by each. If the company is prohibited by contract from revealing the name of a customer, or a trading counterparty is an individual person who is not a related party, it may use a code in place of the actual name.

Note 3: No CPA-reviewed financial information for Q1 2026 is available as of the date of this annual report.

3. The number of employees employed for the 2 most recent fiscal years, and during the current fiscal year up to the date of publication of the annual report, their average years of service, average age, and education levels

March 31, 2026 Unit: persons;

%

Fiscal year		2024	2025	As of March 31, 2026
Number of employees	Executives at the Departmental level and above	52	53	51
	R&D staff	333	321	312
	Admin and sales staff, etc.	111	143	141
	Total	496	517	504
Average age		37.42	37.97	38.26
Average years of service		8.8	8.9	9.1
Education distribution percentage (%)	Ph.D.	0	0	0
	Master's degree	13.97	14.09	14.37
	College	79.15	79.07	79.05
	Senior high school	6.48	6.85	6.19
	Below senior high school	1	2	0.4

4. Disbursements for environmental protection

- (1) According to laws and regulations if it is required to apply for a permit for installing anti-pollution facilities, or permit of pollution drainage, or to pay anti-pollution fees, or to organize and set up an exclusively responsible unit/office for environmental issues, the description of the status of such applications, payment or establishment shall be made: The Company is in the game research and development and operation related business, thus, there is no pollution.
- (2) The company's investment on the major anti-pollution facilities, the use purpose of such facilities and the possible effects to be produced: None.
- (3) Process undertaken by the company on environmental pollution improvement for the most recent 2 fiscal years and up to the prospectus publication date. If there had been any pollution dispute, its handling process shall also be described: None.
- (4) Total amount of loss (including compensation) and penalty for environmental pollution in the most recent 2 fiscal years and up to the prospectus publication date, future countermeasures (including improvement measures) and possible expenses (including estimated amount of possible loss for failure to adopt countermeasures, penalty, and compensation; if the amount cannot be reasonably estimated, an explanation shall be given): None.
- (5) Current condition of pollution and the impact of its improvement to the profits, competitive position and capital expenditures of the company, as well as the projected major environment-related capital expenses to be made for the coming 2 fiscal years: None.
- (6) Products directly or indirectly exported to Europe or involved in the European Union RoHS Directive related rules and regulations: None.

- (7) Has the company formulated policies on energy conservation, carbon reduction, greenhouse gas reduction, water use reduction or other waste management: Please refer to pages 40-45 and the following description.

Category	Policies, objectives and measures	Achievement status																	
Energy saving and carbon reduction Greenhouse gas reduction	Company server room virtualization (VM)	Introduced VM in 2020 and have reduced from 103 VMs to 54 VMs in 2024, with a 100% achievement rate: A reduction of 54 servers in the server room from 2020 to 2025 resulted in a reduction of emissions of approximately 4.2 tons of CO ₂ e.																	
	Complete replacement of LED energy-saving fixtures	Head office has a total of 644 T5 shaped fixtures, replaced with LED fixtures in 2023, with 119 fixtures replaced so far, with a 18.48% achievement rate. After new office is completed, continue to plan for LED lighting.																	
	Green action - paperless	<table><tr><td>Item</td><td>2025 e-forms</td><td>2025 e-invoice</td></tr><tr><td>No. of paperless bills</td><td>19889</td><td>354884</td></tr><tr><td>Amount of paper saved (sheets)</td><td>19889</td><td>354884</td></tr><tr><td>No. of trees saved (trees)</td><td>1.8081</td><td>32.2622</td></tr><tr><td>Reduction in carbon emissions (metric tons)</td><td>0.3580</td><td>6.3879</td></tr></table> E-forms and e-invoices in 2025 Carbon reduction benefits from paperless actions were 3.52 metric tons, and the carbon reduction benefit for 2025 was 6.75 metric tons.			Item	2025 e-forms	2025 e-invoice	No. of paperless bills	19889	354884	Amount of paper saved (sheets)	19889	354884	No. of trees saved (trees)	1.8081	32.2622	Reduction in carbon emissions (metric tons)	0.3580	6.3879
		Item	2025 e-forms	2025 e-invoice															
		No. of paperless bills	19889	354884															
		Amount of paper saved (sheets)	19889	354884															
		No. of trees saved (trees)	1.8081	32.2622															
		Reduction in carbon emissions (metric tons)	0.3580	6.3879															
E-forms go live.	Up to 46 types of e-forms, significant reduced paper waste. 90% achieved																		
Indoor A/C Time Control Policy On: 07:30am on workdays Off: 21:00 pm on workdays, 1 st period off. 24:00 pm on workdays, 2 nd period off.	General Administration irregularly inspected. 100% achieved																		
Installed heat blocking film on building glass to minimize heat radiation effect and reduce A/C energy consumption.	Building glass installed heat blocking film completed in early 2018. 100% achieved,																		
Encourage employees to take public transportation or ride bicycles, we also provide bicycle parking.	Set up an area at the staff activity center for bicycles. 100% achieved																		

	Electricity consumption per person reduced 2% compared to - Electricity saving year	<table> <tr> <th>2024 Electri city statisti cs</th><th>2025 Electri city statisti cs</th><th>Adjust ment</th></tr> <tr> <td>573746</td><td>589230</td><td>+0.17%</td></tr> </table> Note: In 2024, per capita electricity consumption was approximately 1,150 kWh, and in 2025 it was 1,138 kWh, a year-over-year decrease of 1.068%. This indicates savings were achieved. The increase in total electricity usage was mainly due to a rise in overall demand, reflecting the growing number of employees. However, the decrease in per capita consumption suggests that energy efficiency has continued to improve.	2024 Electri city statisti cs	2025 Electri city statisti cs	Adjust ment	573746	589230	+0.17%			
2024 Electri city statisti cs	2025 Electri city statisti cs	Adjust ment									
573746	589230	+0.17%									
Reduce water consumption	As office building water consumption is shared among all residents of the building by ping, there are many uncontrollable factors. However, we still pay attention to water resources and environmental protection issues, and in terms of water saving program, we start from fully implementing water saving in daily life, and maximize the effectiveness of water saving promotion.	1. Install water-saving valves at water outlets to save one-third of water consumption. 2. Post water-saving slogans on water equipment 3. Regularly inspect water fixtures to minimize water leakage. 4. Use water-saving equipment for building facilities as a priority. 5. Set up automatic shut-off for chilled water system at scheduled times. <table> <tr> <th>2024 Water consum ption (cubic meters)</th><th>2025 Water consum ption (cubic meters)</th><th>Adjust ment</th></tr> <tr> <td>4110</td><td>387</td><td>-5.6%</td></tr> </table> In 2024, average water consumption per person was 8.236 cubic meters for 499 employees. In 2025, average water consumption per person was 7.4892 cubic meters for 518 employees, representing a decrease of 9.07%.	2024 Water consum ption (cubic meters)	2025 Water consum ption (cubic meters)	Adjust ment	4110	387	-5.6%			
2024 Water consum ption (cubic meters)	2025 Water consum ption (cubic meters)	Adjust ment									
4110	387	-5.6%									
Other waste policy	As a cultural and creative industry, there is no toxic waste in our company. However, we have outsourced the disposal of computers and packaging, and have set up a procedure for disposal of packaging and equipment, and the outsourcing company is required a license for waste disposal.	Assets and packaging are handled in accordance with the company's rules and regulations, for unusable items, they are handled in accordance with methods for disposal of business waste, and outsourced to a legitimate company under a confidentiality agreement for destruction of the items. Also, information equipment reached the end of its service life but is still usable is still available for employees in need. <table> <tr> <th>Year</th><th>2024</th><th>2025</th></tr> <tr> <td>Hazardous waste KG</td><td>0</td><td>0</td></tr> <tr> <td>Non-hazar dous waste KG</td><td>23323.9</td><td>24253.8</td></tr> </table>	Year	2024	2025	Hazardous waste KG	0	0	Non-hazar dous waste KG	23323.9	24253.8
Year	2024	2025									
Hazardous waste KG	0	0									
Non-hazar dous waste KG	23323.9	24253.8									

5. Labor relations:

- (1) Employee benefit plans, continuing education, training, retirement systems, and the status of their implementation, and the status of labor-management agreements and measures for preserving employees' rights and interests.

1. Employee benefit plans

Benefits Item	Benefits Details
Flexible Working Hour	Flexible work schedule (start between 08:00~10:00) with a 1.5-hour lunch break.
Life Insurance	Group life insurance coverage for employees.
Health Insurance	Labor Insurance and National Health Insurance.
Bonus & Compensation	Year-end bonus, 3 festivals bonuses/gifts, birthday gift money, referral bonus, project bonus. Employees are eligible for stock purchase opportunities during capital increases and profit-sharing dividends.
Entertainment Benefits	Domestic and international travel subsidies, cultural appreciation events, family day activities, department dinners, annual spring party. Complimentary coffee and vending machines.
Subsidy Benefits	Transportation subsidies for private vehicles and public transit. Allowances for weddings, funerals, childbirth, injury & illness, emergency relief, etc. We provide subsidies according to circumstances. Ergonomic chair subsidy.
Health & Wellness	To protect employee rights and promote health, this year's health check-ups allow free biennial testing. Health lectures and mental/physical wellness programs are enhanced. An employee recreation center is available for fitness and leisure. Professional blind massage services, counseling services, and an on-site nurse are provided to safeguard the employees' health.
Club Subsidies	An employee welfare committee organizes activities and subsidizes clubs, including monthly birthday parties, yoga classes, Christmas gift exchanges, etc.
Leave Benefits	Employees get one birthday leave day in their birth month and two annual travel leave days. Early dismissal (1 hour) before long holidays. A paid day off on the day of the spring party.
Family Care	Employees may apply for work-from-home arrangements if needed. Partnership with childcare centers for daycare services.
Other Benefits	During the pandemic, employees worked from home with subsidies for video conferencing equipment. A lunch ordering system is available to save time on meal purchases.

2. Retirement systems and implementation status

Retirement systems

- (1) Established a labor pension reserve supervision committee in accordance with the Labor Standards Act, and made regular contributions to the labor pension reserve account to be deposited in Bank of Taiwan.
- (2) In accordance with the Labor Pension Act, contribute 6% of individual's monthly wages to the Bureau of Labor Insurance's individual pension account.

Implementation status:

- (1) Appoint an actuary for actuarial calculations at the end of each year. Currently, the Bank of Taiwan's pension reserve account has been adequately prepared.
- (2) Contribute 6% of individual wages to the individual pension account of the Bureau of Labor

Insurance, and make monthly contributions without interruption.

For employee retirement benefits, the Company has established relevant retirement policies and procedures in accordance with the provisions of the Labor Standards Act and the Labor Pension Act. Under the Labor Standards Act, the Company contributes 2% of the total monthly salary of employees covered by the old pension system to a retirement reserve fund each month. Before the end of each fiscal year, the Company assesses whether the balance of the retirement reserve fund is sufficient to cover retirement benefits for employees who meet the retirement eligibility criteria in the following fiscal year.

Since July 2005, the government has implemented the new Labor Pension System. In accordance with the law, the Company contributes 6% of employees' monthly wages to their retirement funds, which are deposited into individual accounts at the Bureau of Labor Insurance. Employees may also voluntarily contribute to their retirement funds within a range of 0% to 6% of their monthly wages. As of the end of February 2026, 83 employees were making voluntary contributions, accounting for 16.37% of the Company's total workforce under the new system.

3. Employee' continuing education, training

Our education and training system include professional (competency) education and training, hierarchical education and training, common education and training, newcomer education and training, management development training, and self-development (SD) education. These programs include group and individual on-job training, as well as off-job training, enabling employees to improve their knowledge and professional skills and supervisors' managerial and management abilities. A table below summarizes the number of training sessions and expenses incurred from 2023 to April, 2025:

Year	2024	2025
No. of persons	44	69
Expenses	NT\$190,213	NT\$494,037

New employee education and training is aimed at assisting new employees to enter the workplace smoothly, and to understand and adapt to our corporate culture, business philosophy, rules and regulations, and the company environment, etc. A total of 36 training sessions were conducted during 2012 to 2025, with 762 participants.

In addition, we designate specific employees to attend physical, mental, spiritual, and self-enlightenment related courses, so we not only emphasize the growth of our employees at work, but also their personal growth.

4. Status of labor-management agreements

We hold quarterly labor-management meetings to discuss relevant issues and have harmonious labor-management relations without any labor disputes. In addition, we have always emphasized on two-way communication between labor and management to maintain good labor-management relations, therefore, there has not been any major labor disputes so far.

5. Measures for preserving employees' rights and interests

We have established a comprehensive policy for employees, specifying the rights, obligations and welfare measures, and regularly reviewing the content through online transmission to protect employees' rights and interests.

- (2) Any losses suffered by the company in the most recent 2 fiscal years and up to the prospectus publication date due to labor disputes, and disclosing an estimate of possible expenses that could be incurred currently and in the future and measures being or to be taken.

Our Company values employee welfare, employee training and employee opinions, and maintains a smooth channel for complaints. Therefore, there were no significant labor disputes affecting the Company's normal operations in the most recent 2 fiscal years and up to the prospectus publication date, and the risk of loss due to labor disputes in the

future is expected to be extremely low.

(3) Employee Code of Ethics and Conduct

In order to establish a good corporate culture and corporate ethics, and to maintain harmonious employee relations, we have established the employee code of ethics and conduct as follows.

1. Respect each other, get along with each other honestly, and work together to achieve the goal of corporate management.
2. Actively protect the Company's goodwill and avoid any conduct that may harm the Company's goodwill.
3. Value customers' rights and interests as well as the Company's interests, and distinguish public interests from private interests, do not jeopardize any public interests.
4. Avoid any possible conflict of interest between the individual and the Company.
5. Do not argue with customers, and actively deal with customer complaints.
6. Do the best to protect the Company's assets and do not waste resources.
7. Fully understand the scope of authorization, and do not authorize without permission.
8. Execute official duties should follow the hierarchical level, do not overstep the level or anonymous report, except for emergency or special circumstances.
9. Do not bring personal feelings or disputes into the office, in order to avoid affecting official duties or others.
10. Do not gossip about others, slander others, or spread rumors.
11. Pay attention to business etiquette, such as being punctual, trustworthy, telephone etiquette and appropriate dress.
12. Respect the opposite gender, and avoid sexually harassing words or behavior to avoid violating the law.

(4) Work Environment and Work Safety

Our company is located in Far Eastern Century Plaza Industrial Park in Zhonghe District, with a total of 12 modern industrial buildings. The park has set up a management committee and a supervising management center to carry out the management of electrical and mechanical, air-conditioning, fire-fighting, and safety of the park, to make the work environment safe and comfortable. In addition, the Company's business is mainly online game development, a purely office environment without a manufacturing plant, so the work environment is relatively simple and safe, and we have equipped each office with fire extinguishers and sent employees to participate in fire-related training and occasionally hold firefighting courses in order to maintain safety. In addition, we have cleaning staffs responsible for cleaning the office environment and regularly implement disinfection work to maintain hygiene. Other measures including:

1. Provide subsidies for full time employee comprehensive health checkups every year, to safeguard the employees' health.
2. Set up an employee gym and hold health seminars irregularly, from diet to exercise, to provide a complete plan for employees' health programs.
3. Hire professional nurses to provide care and counseling services within the Company
4. Provide professional doctors to the company every year for employees to consult relevant issues, enabling employees to consult their health concerns.
5. Provide labor insurance, health insurance, group insurance, public liability insurance, and travel insurance for business trips to provide employees with more personal and health protection.
6. Set up a safety management department, 24-hour monitoring of the work environment, in order to provide a safe and secure work environment. Regular floor patrols, and

inspect the dead zone of video surveillance.

7. Set up employee access control system, as well as access control authorizations according to the company, floor, and department.

6. Key Performance Indicators (KPI)

1. Product Life Cycle

Due to intensified competition in the game industry, a variety of mobile games have blossomed and a large number of players have changed their habits, resulting in an obvious compression of game products' lifecycle. Meanwhile, the number of people and ranking online can no longer guarantee the revenue contribution, and it may only take a few months for products to be launched, mature, grow, decline, and finally withdraw from the market. Therefore, how to innovate product content and provide value-added services to enhance player stickiness, and then extend the product life cycle has always been our goal.

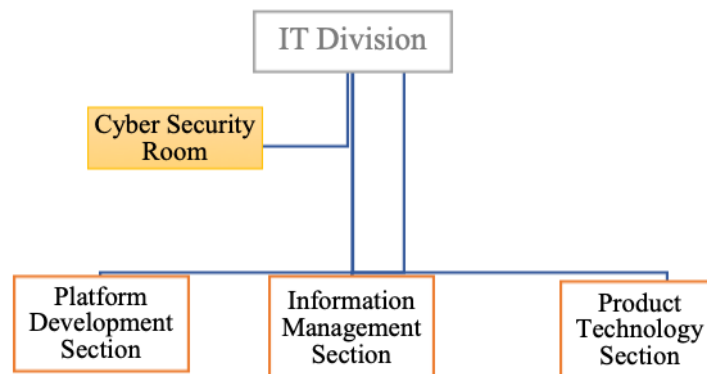
2. Average Revenue Per User (ARPU)

Currently, the game market is filled with various free games, and game products are designed to attract players to experience free games first, so despite the large number of players, the percentage of those who actually pay to become in-depth players is relatively low, so ARPU (Average Revenue Per User) is one of the key factors affecting profitability, and how to design game products popular among players with a reasonable payment mechanism is the goal we strive to achieve.

7. Cyber security management:

1. Describe the cyber security risk management framework, cyber security policies, concrete management programs, and investments in resources for cyber security management.

(1) Cyber security risk management framework organization :



(2) Cyber security policy and objectives:

To maintain the confidentiality, integrity and availability of the Company's information assets and to protect users' data privacy.

We aim to achieve the following goals with the joint efforts of all employees:

1. Implement the Company's maintenance operation system and standard operating procedures for related departments and maintenance management personnel to ensure the confidentiality, integrity, and availability of our Company's server room to meet stakeholders' requirements and expectations.
2. Protect the Company's business activity information from unauthorized access or

modification to ensure its accuracy and integrity.

3. Establish a cross-departmental cyber security organization to formulate, promote, implement, and evaluate the improvement of cyber security management issues to ensure the Company equipped with a cyber environment for continuous operations.
4. Organize cyber security education and training, to promote employees' awareness of cyber security and strengthen their knowledge of related responsibilities.
5. Implement cyber security risk assessment mechanism to enhance the effectiveness and timeliness of cyber security management.
6. Evaluate and establish a backup structure for important cyber security facilities as needed to ensure system availability.
7. Implement an internal audit system for cyber security, to ensure the implementation of cyber security management.
8. Execution of the Company's business activities shall comply with the requirements of relevant laws and regulations.
9. Conduct control, audit, and acceptance management on the items and contents of the services provided by suppliers.
10. The Company shall establish internal and external communication and coordination mechanisms.
11. The Company shall regularly review and continuously improve the information security management system.

(3) Concrete management programs

1. Clearly define the roles of relevant personnel in cyber security operations, to serve as the basis for each unit's division of responsibilities, authority, and duties.
2. Strengthen the promotion of cyber security policies and operational requirements at least once a year, and implement education and training programs for newcomers in order to effectively raise colleagues' cyber security awareness.
3. Exercise disaster recovery plans regularly to verify data backup accuracy, and ensure the availability of off-site backup mechanisms.
4. Promulgate relevant cyber security policies:
 - 4.1. Personal Data Protection and Management Policies.
 - 4.2. Software Management and Usage Policy
 - 4.3. Cyber Security Management Policy.
 - 4.4. Reporting Mechanism Policy.

(4) Technology applications:

1. Set up a Security Control Center (SOC) for real-time security alert notification.

Through experienced cyber security maintenance personnel, to carry out cyber security monitoring and analyzing. With these dedicated security personnel's round-the-clock (7*24) monitoring services, when cyber security being threatened, they can send out timely alerts and assist cyber personnel to carry out appropriate risk management.

2. Install an enterprise threat protection system.

This system provides immediate security protection for internal employees when they access internet and use network services. It can proactively identify and block targeted threats such as malware, ransomware, DNS data theft, and phishing, and enables colleagues to enforce a consistent security and appropriate use principle.

3. Establish intelligent AI analysis tools, strengthen intrusion prevention and protect data security.

Provide accurate AI analysis, independent behavioral analysis for each endpoint, and continuous learning of usage behaviors to identify abnormalities with mathematical algorithms to quickly respond to malicious attacks.

(5) Invest in resources for cyber security management:

Year	Total manpower invested	as (include purchase of security related)	Budget	Note
	Dedicated manpower: 3 Assistance manpower: 5	Security Operations Center (SOC)	NT\$1,000,000	Hold 4 meetings per year
	Dedicated manpower: 3	Managed Detection and Response (MDR)	NT\$1,500,000	
	Dedicated manpower: 2	NDR tools	NT\$3,000,000	
	Dedicated manpower: 2	Zero Trust Architecture	NT\$1,000,000	

(6) Cyber security incident notification:

Year	Number of notifications	Handled	Losses and effects	Possible effects and response measures
2022	0	0	0	Regulatory compliance Cyber security and privacy protection
2023	0	0	0	Regulatory compliance Cyber security and privacy protection
2024	0	0	0	Regulatory compliance Cyber security and privacy protection
2025	0	0	0	Regulatory compliance Cyber security and privacy protection

(7) Personal Data Protection Policy

(1) We place a high priority on protecting our customers' privacy and have established a Privacy Protection Policy in accordance with the Personal Data Protection Act, implementing rigorous personal data security management and protection measures. In addition, we have established a comprehensive data governance system, defined data standards and classifications, and implemented data access permission management along with regular review mechanisms by data owners to ensure that the availability, integrity, and confidentiality of data are properly protected during access and sharing. This policy applies to all departments, customers, and suppliers involved in the collection, processing, or use of personal data within the scope of the Company's business operations. With respect to the collection, processing, and use of personal data in the course of our operations, we strictly adhere to relevant laws and regulations, using such data only as permitted by law. We will never provide, rent, or otherwise disclose personal data to any third party, nor will we do so through any disguised means. We strictly comply with the Company's Privacy Protection Policy and are committed to protecting the security and privacy rights of our customers.

(2) In accordance with the Personal Data Protection Act, we have established a Privacy Protection Policy. Please visit the Company's website > Corporate Governance > Internal Regulations > Other Important Policies, and click on "Personal Data Protection Policy and Management Guidelines" to review it.

(3) **To promote "Awareness and Training on Personal Data Protection," the Company discloses the following quantitative results and management performance indicators regarding its personal data protection policy for the current fiscal year:**

- ✓ Employee Awareness and Training on Personal Data Protection:
A total of 400 employees participated in and completed personal data protection training this year, with a cumulative training duration of 100 hours; the proportion of trained employees to the total workforce was 80%. All employees who received training have read and understood how to protect personal data, achieving a 100% completion rate.

- ✓ Internal Management and Technology Protection
Conduct one customer personal data review/audit per year.
Conduct one data access permission inventory per year.
- ✓ Incident Response and Risk Management
No violations of the Personal Data Protection Act occurred this year.

2. List any losses suffered by the company in the most recent fiscal year and up to the annual report publication date due to significant cyber security incidents, the possible impacts therefrom, and measures being or to be taken. If a reasonable estimate cannot be made, an explanation of the facts of why it cannot be made shall be provided: Please refer to the preceding table for details.

8. Important contracts:

Nature of contract	Parties	Beginning and end dates of contract	Major content	Restrictive clauses
Distribution Agreement	Hangzhou fhyx.com	January 4, 2024 ~ 3 years after official launch	Computer, Online Games Software Distribution	None
	Hangzhou fhyx.com	November 27, 2024~3 years after official launch	Computer, Online Games Software Distribution	None
	Hangzhou fhyx.com	June 14, 2024 ~ 3 years after the launch date or till September 30, 2029	Computer, Online Games Software Distribution	None
License Agreement	Hangzhou fhyx.com	February 17, 2025 ~ 3 years after official launch or ~ February 17, 2030	Computer, Online Games Software Distribution	None
	SQUARE ENIX, NADA HOLDINGS.	August 28, 2024 ~ 5 years after launch	Software License	None
	Nada Holdings Japan Corp	June 1, 2019 ~ June 1, 2028	Computer, Online Games Software License	None
	BILIBILI HK LIMITED			
	Soft-World International Corporation	July 1, 2025 ~ June 30, 2026	Computer, Online Games Software Distribution	None
Royalty Agreement	Japan ファルコム株式会社	October 5, 2020 ~ December 31, 2029	Role Game License	None
	Nada Holdings Japan Corp.	July 13, 2022 ~ Copyright to this project will survive for the duration of their existence.	PC Online Game Copyrights	None
	FAMOUS HEART LIMITED	October 31, 2023 ~ 3 years after official launch	Game IP License Operation License	None
Loan of Funds	USERJOY JAPAN 株式会社	March 13, 2025 ~ March 12, 2026	Loan of Funds	None
Project Investment	CTBC Bank Co., Ltd. (Trustee Bank for the National Development Fund, Executive Yuan, Trust Account for Reinforced Investment in the Cultural and Creative Industries)	From April 8, 2025~ 4 years after official launch, or ~ December 31, 2031, whichever comes first.	Project Investment	None

V. Review and analyze financial position and financial performance, and assess its risks

1. Financial Position: Main reasons for any material change in the company's assets, liabilities, or equity during the past 2 fiscal years, and describe the effect thereof. Where the effect is of material significance, the measures to be taken in response.

Unit: NT\$ thousand

Item \ Fiscal year	2025	2024	Discrepancy	
			Amount	%
Current assets	1,602,434	1,618,649	-16,215	-1.00%
Long-term investment (Note 1)	39,640	41,311	-1,671	-4.04%
Property, Plant and Equipment	700,461	633,699	66,762	10.54%
Right-of-use asset	7,915	16,592	-8,677	-52.30%
Intangible assets	69,334	38,660	30,674	79.34%
Other assets (Note 2)	8,453	7,196	1,257	17.47%
Total assets	2,428,237	2,356,107	72,130	3.06%
Current liabilities	555,261	356,738	198,523	55.65%
Non-current liabilities	354,069	370,983	3-16,914	-4.56%
Total liabilities	909,330	727,721	181,609	24.96%
Equity attributable to owners of the parent company	1,518,907	1,628,386	-109,479	-6.72%
Share capital	584,275	531,159	53,116	10.00%
Capital surplus	298,384	298,373	11	0.00%
Retained earnings	586,496	730,435	-143,939	-19.71%
Other equity	49,752	68,419	- 18,667	-27.28%
Treasury shares	-	-	-	-
Non-controlling interests	-	-	-	-
Total equity	1,518,907	1,628,386	-109,479	-6.72%
If there is a 20 percent or more variation in the monetary amounts, and if such sum has reached NT\$10,000 thousand, a detailed analysis of the causes for such changes shall be made: 1. Increase in intangible assets: Mainly due to an increase in the cost of computer software compared to the same period last year. 2. Increase in current liabilities: Mainly due to an increase in advance receipts compared to the same period last year. 3. Decrease in other equity: Mainly due to a decrease in foreign exchange differences arising from the translation of financial statements of overseas operating entities compared to the same period last year.				

Note 1: Long-term investments include non-current financial assets measured at amortized cost and investments accounted for using the equity method.

Note 2: Other assets include deferred income tax assets and other non-current assets.

2. Financial Performance: Main reasons for any material change in operating revenues, operating income, or income before tax during the past 2 fiscal years, provide a sales volume forecast and the basis therefor, and describe the effect upon the company's financial operations as well as measures to be taken in response

Unit: NT\$ thousand

Fiscal year Item	2025	2024	Increase (decrease) amount	Increase/decrease %
Operating Revenue	1,422,867	1,393,792	29,075	2.09%
Operating Cost	95,077	33,884	- 61,193	180.60%
Gross Profit	1,327,790	1,359,908	-32,118	-2.36%
Operating Expense	1,177,905	1,100,289	77,616	7.05%
Operating income and loss	149,885	259,619	-109,734	-42.27%
Non-operating income and expenses	-20,335	89,488	-109,823	-122.72%
Profit Before Income Tax	129,550	349,107	-219,557	-62.89%
Net income for the period from continuing operations	129,550	349,107	-219,557	-62.89%
Loss from discontinued operations	-	-	-	-
Net income (loss) for the period	115,073	294,316	-179,243	-60.90%
Other comprehensive income (loss) for the period (net of Income Tax)	-6,788	122	-6,910	-5663.93%
Total comprehensive income for the period	108,285	294,438	-186,153	-63.22%
Net income attributable to owners of parent	115,073	294,316	-179,243	-60.90%
Net income attributable to noncontrolling interests	-	-	-	-
Total comprehensive income attributable to owners of parent	108,285	294,438	-186,153	-63.22%
Total comprehensive income, attributable to non-controlling interests	-	-	-	-
Please explain the causes of changes of 20% or more in the financial ratios in the most recent 2 fiscal years:				
1. Increase in operating costs: Due to an increase in agency royalties.				
2. Decrease in operating income: Due to an increase in operating costs.				
3. Decrease in non-operating income and expenses: Due to a decrease in foreign exchange gains.				
4. Decrease in net income before income tax: Mainly due to a decrease in non-operating income.				

3. Cash Flow: Describe and analyze any cash flow changes during the most recent fiscal year, describe corrective measures to be taken in response to illiquidity, and provide a liquidity analysis for the coming year.

(1) Cash flow changes during the most recent fiscal year (2025)

Unit: NT\$ thousand

Cash balance at beginning of period A	Annual net cash flow from operating activities B	Annual cash outflow C	Cash balance (shortfall) A + B - C	Corrective measures to be taken in response to illiquidity	
				Investment plan	Financing plan
361,013	240,473	70,125	531,361	-	-
Description		The increase in operating expenses was mainly due to a decrease in inflows compared to the same period of previous year.			

(2) Liquidity analysis during the most recent two years

Item \ Year	2025	2024	Increase/decrease %
Cash flow ratio	43.31	70.72	-38.76%
Cash flow adequacy ratio	89.77	108.69	-17.41%
Cash reinvestment ratio	1.05	2.56	-58.98%
Description	None		

(3) Corrective measures to be taken in response to illiquidity

The Company's capital is sufficiently replenished by operating activities and can be utilized flexibly, hence, there is no illiquidity problem.

(4) Liquidity analysis for the coming year

Unit: NT\$ thousand

Cash balance at beginning of period A	Estimated annual net cash flow from operating activities B	Estimated annual cash outflow C	Estimated cash balance (shortfall) A + B - C	Corrective measures to be taken in response to illiquidity	
				Investment plan	Financing plan
531,361	532,053	458,589	604,825	None	None
Description	1. Analyze cash flow changes during the most recent fiscal year: Operating activities: Operating activities are expected to be a net cash inflow in 2026, mainly due to better operating conditions in 2026 than in 2025.				

4. The effect upon financial operations of any major capital expenditures during the most recent fiscal year: None.

5. Reinvestment policy for the most recent fiscal year, the main reasons for the profits/losses generated thereby, the plan for improving re-investment profitability, and investment plans for the coming year.

(1) Reinvestment policy: The Company's investment policy is conservative and prudent, and mainly focuses on investments in industries related to the Company's operations. Currently, the Company has invested in USERJOY TECHNOLOGY CO., LTD., RICHLAND INVESTMENTS LIMITED, USERJOY JAPAN 株式會社, USERJOY HONG KONG CO., LTD., etc.

(2) The main reasons for the profits/losses, the plan for improving re-investment profitability:

Investee company	Main reasons for the profits/losses	Improvement plan
USERJOY TECHNOLOGY CO., LTD.	The investee company is still operating at a loss as its R&D products are not yet on the market.	We will proactively market our products and continue to expand the local market.
RICHLAND INVESTMENTS LIMITED	The investee company is still operating at a loss as its R&D products are not yet on the market.	We will proactively market our products and continue to expand the local market.
USERJOY JAPAN 株式會社	The sales promotion is going well.	Continue to expand the local market.
USERJOY HONG KONG CO., LTD.	Initial overseas expansion.	Continue to expand the local market.

(3) Investment plans for the coming year

To meet the needs of our business and global deployment, the Company has been proactively expanding our overseas business in order to grasp the overseas market and provide customer services locally, and to increase the Company's competitiveness and expand market share.

6. Analyze and assess the risk matters during the most recent fiscal year and as they stood on the date of publication of the annual report:

(1) The effect upon the company's profits (losses) of interest and exchange rate fluctuations and changes in the inflation rate, and response measures to be taken in the future.

1. The effect upon the company's profits (losses):

Item	2025 (NT\$ thousand %)
Net interest income and expense	21,429
Net exchange gain or loss	-48,000
% of net interest income/expense to net revenue	1.51%
% of net interest income/expense to net income before income tax	16.54%
% of net exchange gain/loss to net income	-3.37%
% of net exchange gains/losses to net income before income tax	-37.05%

The Company's domestic accounts receivable and payable are mainly in NT dollars, while its overseas accounts receivable and payable are mainly in US dollars. Therefore, the risk of exchange rate fluctuations is extremely low, and if necessary, the Company will hedge the risk of foreign currency fluctuations by using spot and forward exchange contracts; in addition, there is no negative effect on the Company's

operations due to inflation.

2. Response measures to be taken in the future:

Despite the fluctuation in domestic and foreign interest rates, the Company is currently in good operating condition and does not expect to have a large demand for borrowings in NT dollars or foreign currencies in the coming year. Therefore, there is no need to hedge the risk of increased interest expenses arising from rising interest rates, and the Company has sufficient working capital and greater flexibility in its financial operations to respond to the risk of interest rate fluctuations. For exchange rate fluctuations, in addition to adopting dynamic natural hedging, the Company chooses better exchange rates to buy foreign currencies and to make payment in order to avoid the risk of exchange rate fluctuations.

- (2) The company's policy regarding high-risk investments, highly leveraged investments, loans to other parties, endorsements, guarantees, and derivatives transactions; the main reasons for the profits/losses generated thereby; and response measures to be taken in the future: The Company does not currently engage in high-risk, highly leveraged investments, loans to others, endorsements and guarantees, or derivatives.
- (3) Research and development work to be carried out in the future, and further expenditures expected for research and development work: The Company will steadily invest in research and development expenditures in the future, depending on the Company's operating conditions, and will adjust the expenditures annually depending on the operating conditions.
- (4) Effect on the company's financial operations of important policies adopted and changes in the legal environment at home and abroad, and measures to be taken in response: The Company constantly monitors domestic and foreign policy trends and changes in legal regulations in order to keep abreast of changes in the market environment. So far, the Company has not been affected by any important domestic or foreign policy or legal changes in the Company's financial operations.
- (5) Effect on the company's financial operations of developments in science and technology (including cyber security risks) as well as industrial change, and measures to be taken in response: The Company is mainly engaged in the R&D of digital content games, and we have a strong R&D team as our core competitiveness. Changes in technology will increase the interface and R&D tools for our games, and we are always aware of the industry's technology and technological changes in order to quickly grasp the industry's dynamics and obtain market information, therefore, changes in technology and industrial changes will have a positive effect on the Company.
- (6) Effect on the company's crisis management of changes in the company's corporate image, and measures to be taken in response: Since its establishment, the Company has endeavored to maintain its corporate image and comply with laws and regulations, and to date, there have been no occurrences to affect its corporate image.
- (7) Expected benefits and possible risks associated with any merger and acquisitions, and mitigation measures being or to be taken: None.
- (8) Expected benefits and possible risks associated with any plant expansion, and mitigation measures being or to be taken: Not applicable.
- (9) Risks associated with any consolidation of sales or purchasing operations, and mitigation measures being or to be taken: The Company's sales customers are mainly game distribution companies. As the Company has the capability to operate and sell games on its own, and also cooperates with other types of sales partners, although there is a concentration of sales, the Company has maintained a good relationship with its sales customers for many years, and therefore the risk is not high. Since 2010, the Company has focused on online games and no longer published stand-alone games, therefore, there is no supplier of goods.
- (10) Effect upon and risk to the company in the event a major quantity of shares belonging to a director, supervisor, or shareholder holding greater than a 10 percent stake in the

company has been transferred or has otherwise changed hands, and mitigation measures being or to be taken: None.

- (11) Effect upon and risk to company associated with any change in governance personnel or top management, and mitigation measures being or to be taken: Not applicable.
- (12) Litigious and non-litigious matters. List major litigious, non-litigious or administrative disputes that: (1) involve the company and/or any company director, any company supervisor, the general manager, any person with actual responsibility for the firm, any major shareholder holding a stake of greater than 10 percent, and/or any company or companies controlled by the company; and (2) have been concluded by means of a final and unappealable judgment, or are still under litigation. Where such a dispute could materially affect shareholders' equity or the prices of the company's securities, shall disclose the facts of the dispute, amount of money at stake in the dispute, the date of litigation commencement, the main parties to the dispute, and the status of the dispute as of the date of publication of the annual report: None.
- (13) Other important risks, and mitigation measures being or to be taken: None.

7. Risk management

(1) Risk management policy and scope

The contents of the Policy cover management objectives, organizational structure and responsibilities, risk management procedures and related mechanisms to effectively identify, measure, monitor and control various risks, and manage the risks within an acceptable level.

In order to implement enterprise risk management, the Company has formulated the “Risk Management Policy”, approved by the Board of Directors, which serves as the guiding principle for all business groups. It is continuously updated to meet the business needs and to regulate the Company in identifying, measuring and controlling the related risks when engaging in each business, and to control the possible risks within an acceptable level.

(2) Risk organizational structure

1. Board of Directors:

Serves as the highest governing body for the Company's risk management. It is responsible for approving risk management policies and related regulations, overseeing the overall implementation of risk management, and ensuring effective risk control.

2. Sustainable Development Committee:

Assists the Board of Directors in executing its risk management responsibilities. The Committee consists of 1 director and 2 independent directors. A Risk Management Working Group is established under the Committee, chaired by the Chief Sustainability Officer. This working group conducts comprehensive assessments of operational and emerging risks and regularly reports risk management activities to the Audit Committee and the Board of Directors.

3. Risk Management Working Group:

Composed of the heads of each unit, these groups ensure that operational units effectively implement risk management systems. They designate staff members to serve as risk management officers and, in collaboration with relevant personnel from each operational unit, are responsible for implementing risk management procedures.

4. Executive Office:

Appointed by the convener of the Risk Management Working Group, the Office handles matters assigned by the convener and assists the working group in establishing, promoting, maintaining, and reviewing the risk management mechanism.

5. Audit Division:

As an independent unit under the Board of Directors, the Audit Division formulates the annual audit plan in accordance with this policy, its procedures, and all risk management systems. It conducts independent audits on the effectiveness of risk

management activities, provides recommendations for improvement, and regularly reports audit results to the Board of Directors. This helps ensure that key operational risks are properly managed and that the internal control system operates effectively.



(3) Risk Management Operations, Risk Impact, and Management

All business units incorporate risk management concepts into their internal control processes. The Company periodically promotes and updates its various business procedures and relevant regulations/measures to strengthen awareness and understanding of operational risk within the organization.



Risk Type	Risk Impact	Assessment	Mitigation and Risk Management Policies
Financial Risk	Economic risks (including interest rate fluctuations, exchange rate fluctuations, inflation, changes in tax laws, etc.). Financing risk, high-risk/high-leverage investment risk, lending to others, endorsement and guarantee risks, and derivative financial instrument transactions. These expose the Company to greater challenges.	1. Comprehensive consideration of the Company's fund utilization, adjusting to funding needs and preparations at different stages, with regular reporting. 2. No investment in high-risk/high-leverage investment projects.	1. Monitor market risks arising from international interest rate and exchange rate fluctuations irregularly to adjust fund allocation. 2. Submit investment reports and fund utilization reports to the Board of Directors on a regular basis. 3. Control risk through annual budget management and adjust fund allocation in response to market changes.

Operational Risk	1. Rapid changes in the industry market, including game quality and content, product planning, sales methods, and intellectual property infringement, pose challenges to the Company's operations. 2. Poaching of talent by competitors, leading to loss of key personnel. 3. New or amended laws and regulations from regulatory authorities, requiring operational adjustments.	1. Respond to continuous technological innovation by enhancing professional and technical capabilities and adjusting operational strategies in line with industry changes. 2. Monitor regular employee interactions, improve compensation and benefits, enhance satisfaction, reduce talent loss, and lower the risk of labor disputes. 3. Monitor regulatory changes and respond immediately.	1. Stay informed on relevant industry issues; understand and grasp customer needs; hold regular cross-departmental supervisor meetings or management meetings for reporting and discussion. 2. Provide employee benefits that are better than those required by the Labor Standards Act. 3. Legal compliance: No regulatory fines or penalties occurred. 4. Follow laws and regulations to set the Company's operational policy direction.
Cybersecurity Risk	Technological changes (including information technology security), various forms of hardware/software malicious threats, and responses to regulatory changes.	Incorporate relevant cybersecurity knowledge and information into key audit items.	1. Strengthen all employees' awareness of cybersecurity and privacy risks by conducting annual training courses (e.g., Personal Data Protection Act, Basics of Information Security Protection), with approximately 400+ participants. 2. Establish clear cybersecurity guidelines, continuously strengthen management systems and technologies, and implement multi-layered security defenses. Develop an annual personal data protection management plan to achieve the Company's cybersecurity management objectives. 3. Cybersecurity operational status: No data leakage incidents occurred.
Environmental and Energy Risk	Increased costs or labor requirements due to climate change and amendments to environmental protection-related laws and regulations.	Implement relevant operations in accordance with environmental protection and energy management guidelines.	1. Perform GHG inventory and verification in accordance with legal requirements and report to the Board of Directors on a quarterly basis. 2. Respond to government initiatives to reduce carbon emissions by establishing relevant goals and conducting policy awareness campaigns.

Regular annual reports are made to the Board of Directors. The above was reported to the Board on March 11, 2026.

8. Intellectual Property Management:

The Company is committed to game development and innovation, integrating cross-departmental R&D capabilities to strengthen its innovation soft power. We actively explore the latest game development technologies and platform information, aiming to collaborate with distributors worldwide to bring fresh and engaging entertainment experiences to global players, while proactively establishing an intellectual property management program.

(1) Reporting to the Board of Directors

1. The Legal Department of the General Manager's Office assesses the Company's operational goals and R&D resource development for the year, while the Board of Directors oversees IP management performance to ensure plan execution and the establishment of an IP management system.
2. The Company has reported IP-related matters to the Board of Directors on March 13, 2025 and March 11, 2026

(2) Patent Management

1. R&D units are responsible for technology development, with external patent firms assisting in patent application matters.
2. Conduct an annual review of the Group's patent application status and develop strategies aligned with operational goals.
3. Provide professional skills training for employees and encourage R&D innovation to effectively drive progress and development.

(3) Trademark Management

1. Protect the Company's fair and stable position in market competition while enhancing the distinctiveness of its goods and services.
2. Prevent customer confusion or misidentification, safeguard the Company's domestic and overseas trademark rights and consumer interests, and prevent unfair competition practices.
3. After obtaining trademark rights, the Company may exclude others from using identical or similar trademarks that infringe upon its rights, thereby upholding the quality of the Company's games and services.

(4) Implementation Status

To establish a complete and sound intellectual property protection environment and improve the Company's policies on the acquisition, protection, maintenance, and utilization of IP rights, the Company has formulated the “Regulations Governing the Acquisition and Disposal of Assets.” These regulations set out the principles for the Company and its subsidiaries regarding the acquisition and disposal of intangible assets, including patents, trademarks, copyrights, trade secrets, and other IP. They separately specify the procedures and handling methods to be followed when acquiring intangible assets from third parties or disposing of the Company's intangible assets to third parties.

The Company has long been committed to the protection of confidential information. The “Cyber Security Management Policy” has been established to strengthen the management of confidential information and reinforce the concept of trade secret protection among all employees. In addition to requiring all employees to fulfill their confidentiality obligations in accordance with relevant

rules, any employee who violates the confidentiality policy or related provisions will be subject to disciplinary action on a case-by-case basis and may be held legally accountable. Beyond providing education and training to all personnel, the IT department has also strengthened cyber security safeguards, including implementing monitoring and management systems for internal equipment and network connections, prohibiting the use of external storage devices, and enabling real-time report generation for review.

(5) Results (as of December 31, 2025)

- Patents: 2 invention and utility model patents obtained.
- Trademarks: 257 trademarks registered globally.

The Company regularly updates and manages relevant data and will report the IP implementation status for the current year to the Board of Directors.

9. Other important matters: None.

VI. Special items to be included

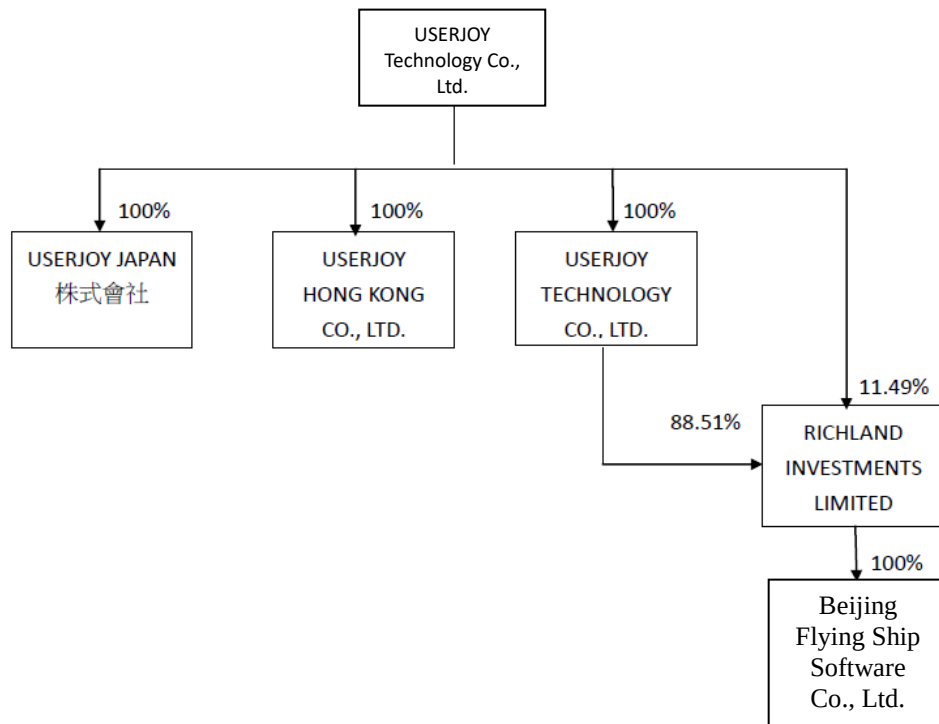
1. Information related to the company's affiliates

(1) Consolidated business report of affiliates

1. Overview of the affiliates

(1) Organizational chart of the affiliates

Organizational chart of the affiliates



(2) Information on the affiliates

Unit: NT\$

Name	Incorporation date	Address	Paid-in capital	Main business or production items
USERJOY TECHNOLOGY CO., LTD.	2001.01	Samoa	USD 1,569,900	Investment & Holding
RICHLAND INVESTMENTS LIMITED	2004.06	Samoa	USD 1,686,000	Investment & Holding
Beijing Flying Ship Software Co., Ltd.	2004.09	China	USD 1,640,000	Gaming Software R&D
USERJOY JAPAN 株式會社	2007.09	Japan	JPY 100,000,000	Gaming Channel
USERJOY HONG KONG CO., LTD.	2009.01	Hong Kong	HKD 6,240,000	Gaming Channel

(3) Presumed to have a relationship of control and subordination, list the relevant names and combined shareholding: Not applicable.

(4) The industries covered by the business operated by the affiliates overall, and a description of the mutual dealings and division of work among affiliates:

The industries covered by the business operated by the affiliates overall are mainly the design, R&D and sales of computer game software. Beijing Flying Ship Software Co., Ltd. is engaged in the R&D and production of games, USERJOY JAPAN is engaged in the operation of games in Japan, the Company is in charge of the R&D, production and sales of game software, and the others are investment holding businesses.

(5) The names of the directors, supervisors, and general manager of each affiliate

Unit: NT\$

Name	Title	Name or representative	Shareholding	
			Shares	Shareholding ratio %
USERJOY TECHNOLOGY CO., LTD.	Director	USERJOY Technology Co., Ltd. Representative: Liu Hsin	USD1,569,900 (Note)	100.00
RICHLAND INVESTMENTS LIMITED	Director	USERJOY Technology Co., Ltd. Representative: Liu Hsin	USD193,800 (Note)	11.49
	Director	USERJOY TECHNOLOGY CO., LTD. Representative: Liu Hsin	USD1,492,200 (Note)	88.51
Beijing Flying Ship Software Co., Ltd.	Director	RICHLAND INVESTMENTS LIMITED Representative: Liu Hsin	USD1,640,000 (Note)	100.00
USERJOY JAPAN 株式會社	Director	USERJOY JAPAN 株式會社 Representative: Liu Hsin	JPY377,773,806 (Note)	100.00
USERJOY HONG KONG CO., LTD.	Director	USERJOY HONG KONG CO., LTD Representative: Liu Hsin	HKD6,240,000 (Note)	100.00

Note: Amounts are stated at original investment amounts.

2. Overview of the operations of the affiliates

Unit: NT\$ / Foreign currency

Name	Paid-in capital	Total assets	Total liabilities	Net worth	Operating revenue	Operating income (loss)	Net income (loss) for the period (after tax)	Earnings (loss) per share (NT\$) (after tax)
USERJOY TECHNOLOGY CO., LTD.	USD1,569,900	4,074,496	0	4,074,496	0	0	(950,571)	Not applicable
RICHLAND INVESTMENTS LIMITED	USD1,686,000	4,600,06	0	4,600,065	-	-	(1,073,995)	Not applicable
Beijing Flying Ship Software Co., Ltd.	USD1,640,000	5,23,038	643,058	4,590,980	-	(1,289,248)	(1,074,081)	Not applicable
USERJOY JAPAN 株式會社	JPY205,000,000	18,545,026	7,243,693	11,301,333	27,373,740	1,994,052	1,216,544	Not applicable
USERJOY HONG KONG CO., LTD.	HKD6,240,000	47,358,200	7,720,029	39,638,171	9,552,160	2,265,816	2,966,321	Not applicable

Note: If the affiliate is a foreign company, the relevant figures are converted into NTD based on the exchange rate on the reporting date

(2) Consolidated financial statements of the affiliates: Available at the Market Observation Post System (MOPS).

(3) Consolidated business report: The Company is not a subordinate company, not applicable.

2. Where the company has carried out a private placement of securities during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report, disclose the date on which the placement was approved by the board of directors or by a shareholders meeting, the amount thus approved, the basis for and reasonableness of the pricing, the manner in which the specified persons were selected, the reasons why the private placement method was necessary, and, for the period from receipt of payment in full to the completion of the related capital allocation plan, the status of use of the capital raised through the private placement of securities, the implementation progress of the plan: None.
3. Information on the company's financial transparency personnel, the relevant certificates specified by the competent authority:
 1. CPAs of ROC: Finance Division 0 persons. Audit Division: 1 person.
 2. Enterprise internal control basic ability exam: Audit Division 1 person.
 3. Stock affairs personnel: Management Division 0.
4. Other matters that require additional description: None.

VII. If any of the situations listed in Article 36, paragraph 2, subparagraph 2 of the Securities and Exchange Act, which might materially affect shareholders' equity or the price of the company's securities, has occurred during the most recent fiscal year or during the current fiscal year up to the date of publication of the annual report: None.