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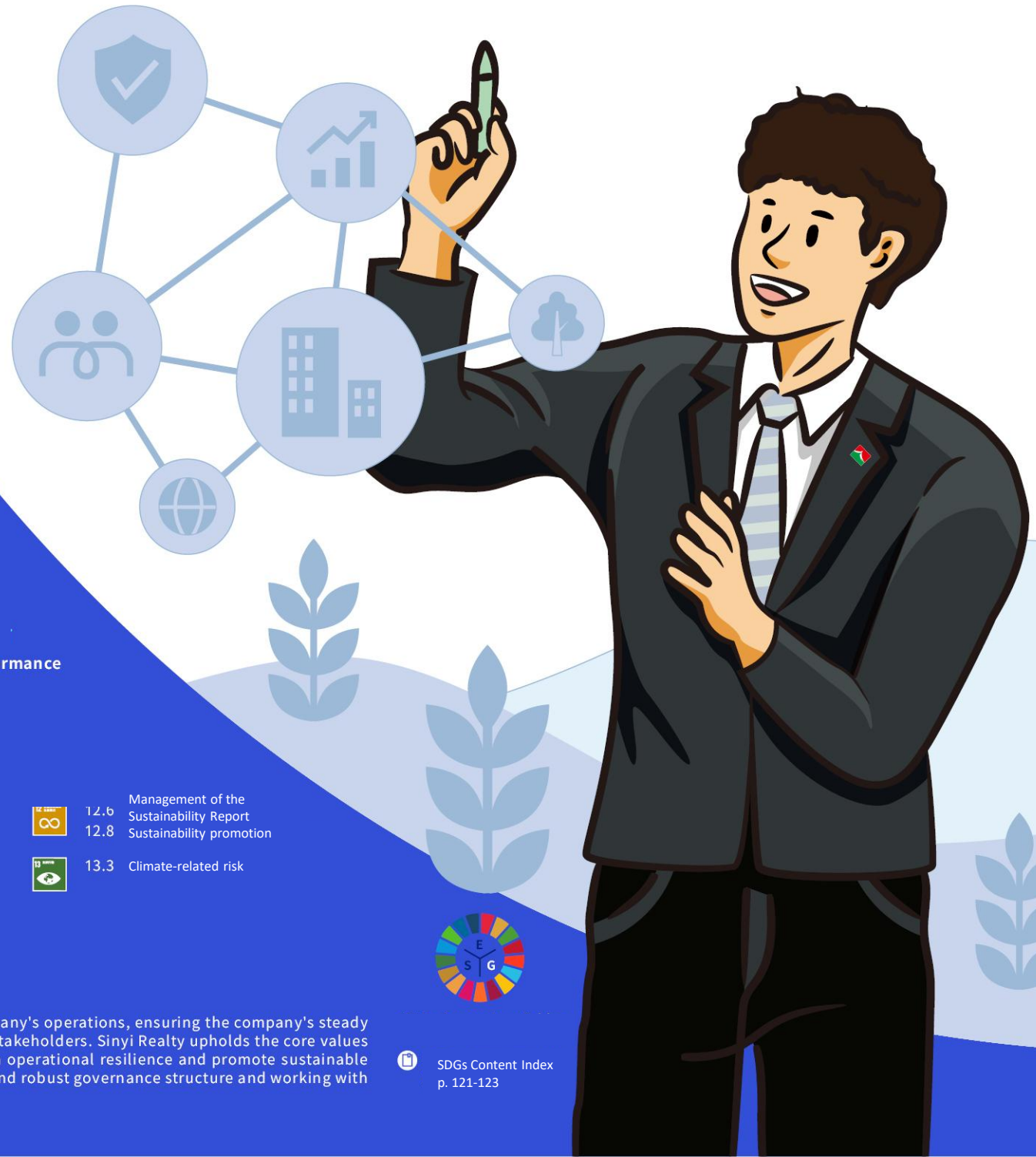
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Corporate Governance

The diversified board of directors is responsible for supervising the company's operations, ensuring the company's steady development, and actively responding to the needs and expectations of stakeholders. Sinyi Realty upholds the core values of "integrity" and "ethics" and uses digital transformation to strengthen operational resilience and promote sustainable development. The company is also committed to creating a transparent and robust governance structure and working with stakeholders to create sustainable value and social impact.



Material Topics

GRI | 201 Economic Performance
digital resilience

SASB | business ethics

Corresponding to SDGs



4.3 Director training



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Sustainability Strategies and Goals

Core Target and Vision

Sinyi Realty’s core business philosophy is founded on Trustfulness, Righteousness, and Ethics—doing the right thing, honoring commitments, and acting ethically. These values guide the Company’s management principles and strategic development. Internally, Sinyi focuses on cultivating high-quality talent; externally, it strengthens its brand, expands its overseas presence, and embraces digital technologies and innovative business models. Through these efforts, Sinyi strives to broaden its business landscape and “co-create a sustainable and better life through business ethics, with the ambition to become a world-class service model.”

Short-term, Mid-term, and Long-term Strategic Goals

Short-term	Mid-term	Long-term
2026 Goals - Achieve “Excellence” certification in the corporate governance system assessment. - Rank in the top 5% among listed companies in the Corporate Governance Evaluation. - Industry Leadership: Maintain the highest revenue in the industry.	2030 Goals - Corporate Governance Evaluation: Ranked in the top 5% among listed companies. - Maintain financial stability and continue dividend distribution.	2050 Goals Sinyi Sustainability Principle Create a sustainable and better life.

2025 Performance Overview

 Achieved  In Progress  Not Achieved

Optimizing Corporate Governance Practices

Sinyi Realty has long been committed to the implementation of corporate governance, consistently upholding more rigorous standards to ensure compliance with governance regulations and to safeguard the rights and interests of investors and stakeholders.

Implement transparency, integrity, and legal compliance

Integrity and compliance with the law are the fundamentals of business operations. Sinyi Realty upholds integrity and fair treatment as the core values of its business ethics, ensuring these principles are reflected in all aspects of its operations.

2025 Goals	Refining the Board performance evaluation Regular performance evaluations	Optimizing Corporate Governance Practices	Strengthen information transparency	100% completion rate for Code of Conduct training Implement Sinyi Realty Group’s Code of Conduct training.
2025 Performance	Refining the Board performance evaluation In 2025, the Board of Directors and functional committees conducted self-performance evaluations.	Strengthen governance measures - Certified under ISO/IEC 27001 verification. - Established an intellectual property system in accordance with the TIPS management framework. - All seven board seats are currently held by individual directors. - The required training hours for directors have been increased from 6 hours to a minimum of 9 hours.	Strengthen information transparency - The Company’s website provides video recordings of the shareholders’ meetings. - The meeting minutes provide a detailed record of shareholders’ remarks.	100% completion rate Conduct training for all employees twice a year.
Achieved				

Sustainable Governance

Corporate sustainability is an integral part of Sinyi Realty’s business strategy. Through a top-down sustainability governance framework, complemented by horizontal organizational connections and integration, the Company fully demonstrates its commitment to sustainable development.

Corporate Vision:

Create a sustainable and good life through business ethics and become a world-class service enterprise.

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The Board of Directors formulates major strategies each year to balance the interests of various stakeholders, providing important guidance for sustainability management across all dimensions. Sinyi Realty’s long-term sustainability direction follows the founding principles established by Founder Mr. Chou Chun-Chi at the Company’s inception. These principles are communicated by the leadership team and evolve alongside the Company’s growth. The Founder, Chairperson, Board Members, Group General Manager, and senior management collectively defined the corporate vision: “Create a sustainable and good life through business ethics and become a world-class service enterprise.” The Total Ethical Management Committee (TEM Committee) translates this long-term vision into medium-term and annual plans, setting short-term goals and execution guidelines, with regular reviews to monitor goal achievement.

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Sustainable Governance Structure and Procedures

The Company regards the Shareholders’ Meeting as its highest decision-making body. Under the leadership of the Chairperson, who serves as the Chairperson of the Board of Directors, the Board executes and oversees all Company operations. Currently, the Company does not have a Chief Executive Officer (CEO) position. Instead, the General Manager is responsible for formulating business plans and coordinating across departments, based on market conditions and the competitive landscape.



Board of Directors / Business Ethics and Sustainability Development Committee

Regularly review ESG strategies and performance

The Board of Directors is supported by the functional “Business Ethics and Sustainability Development Committee,” which is responsible for the preliminary review of sustainability-related proposals to enhance the quality of Board decision-making. The Business Ethics and Sustainability Office reports quarterly to the Committee and the Board on the progress and results of greenhouse gas inventories, as well as on sustainability implementation outcomes, future work plans, and other key issues of concern to stakeholders. The Board of Directors is responsible for overall supervision and regular review of the implementation and performance of sustainability development plans, ensuring that the Company’s sustainability philosophy is integrated into operational strategies and decision-making processes and safeguarding the rights and interests of shareholders, employees, customers, and other stakeholders.

The unit responsible for sustainability affairs: Total Ethical Management (TEM) Committee

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The Total Ethical Management (TEM) Committee, authorized by the Board of Directors, serves as the Company’s highest-level internal body for promoting sustainability. Comprising the Chairperson, Directors, General Manager, Vice General Managers, and other senior executives, the Committee is responsible for overseeing and reviewing sustainability strategies, goals, performance, and progress. It convenes regular meetings to deliberate on the Group’s vision and key initiatives, as well as ad hoc meetings to address material topics.

Cross-Business ESG Promotion Committee

The “Cross-Business ESG Promotion Committee” is composed of representatives from the Group’s four major business units (Real Estate Brokerage, First-Hand New House Agency, Development, and Leisure and Tourism) as well as ESG professionals, with the Business Ethics and Sustainability Office serving as the convener. The Committee meets quarterly to implement the directives and resolutions of the Board of Directors, the Business Ethics and Sustainability Development Committee, and the TEM Committee. It drives the execution of relevant initiatives and serves as a platform for communication and integration among business units in promoting ESG. The Committee coordinates the Group’s sustainability direction, strategies, and objectives, regularly reporting its plans and outcomes to the aforementioned committees, while the Board of Directors oversees performance and target achievement.

Business Ethics and Sustainability Office (formerly "Sustainable Development Office")

To specialize in promoting and implementing sustainability-related responsibilities, the Company has established the Business Ethics and Sustainability Office, which serves as the managing unit of the Cross-Business ESG Promotion Committee. The Office regularly reports sustainability outcomes to the Business Ethics and Sustainability Development Committee and the Board of Directors. In addition, the Business Ethics and Sustainability Office is responsible for compiling the Sustainability Report, which is submitted to the Board for review and approval prior to issuance.



For the complete organization chart, please refer to “Governance Structure” on the Sinyi Sustainability website.

Sustainability Issues and ESG Performance Management Process

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The Board of Directors is the Company's highest governance body. In addition to carrying out business in accordance with laws, regulations, the Articles of Incorporation, and resolutions of the Shareholders' Meeting, the Company's strategic plans, annual and quarterly financial reports, evaluations of the effectiveness of the internal control system, appointment or dismissal of certified public accountants, and appointment or removal of managerial officers must all be approved by the Board of Directors.

The Board holds multiple regular and ad hoc meetings each year, during which economic, environmental, and social issues related to corporate governance are either delegated by the Chairperson for tiered handling or directly assigned to relevant units. The General Manager is responsible for economic performance issues, while the TEM Committee is responsible for promoting ESG and supply chain management issues. Depending on the significance of the issue, reports are submitted regularly or as needed to the Chairperson or the Board of Directors. Relevant resolutions are recorded in meeting minutes and tracked for follow-up. The dedicated Investor Relations unit responds to calls or letters from investors or shareholders and compiles a summary report annually for the Board.

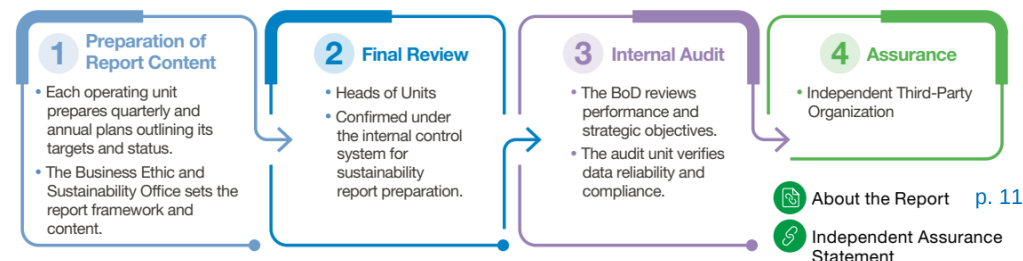
In response to climate-change impacts and international attention to sustainability issues, and in accordance with the FSC's Sustainable Development Roadmap for TWSE/TPEx Listed Companies, the Company has reported the progress of its greenhouse gas inventory to the Board quarterly since Q2 2022. The Board also monitors plans to increase renewable energy use, potential implementation challenges, carbon-footprint drivers, management mechanisms, and specific carbon-reduction actions.



Management of the Sustainability Report

SDG12.6

The Business Ethics and Sustainability Office is responsible for compiling the Sustainability Report, which is submitted to the BoD for review and approval prior to issuance. In line with the internal control system for report preparation, department heads are responsible for verifying the accuracy of content, while the audit unit conducts internal audits in accordance with the audit plan. The Boards also regularly oversees sustainability performance and strategic objectives. Furthermore, the Report is assured by an independent third party to enhance its credibility and quality.



Sustainability Promotion

SDG12.8

Sinyi Realty advances sustainability through internal initiatives and external seminars and talks. As an industry leader, we build sustainability awareness across three stages: Sinyi People, Sinyi Company and Sinyi Society.

Item	Activity Method/Content	Purpose
Sustainable promotion speech	- Founder's speech - Monthly meeting sharing	Sustainable philosophy sharing
Sustainability training and meetings for managers	- Committee meeting, vision meeting - Manager training courses	Formulate sustainable development direction and goals
ESG team knowledge advancement	ESG course / seminar / forum	Sustainable development experience sharing
Employee sustainability training	- Internal courses / volunteer events - Lecture or workshop	Promote corporate culture and basic knowledge of sustainability
Social influence	- Public events host or co-hosts by Sinyi - Academic-industry-government interaction	- Stakeholder engagement - Influence policy

Column

Creating a Positive Cycle from Employees to Society



Sinyi cultivates its employees through an "immersive sustainability" approach, embedding sustainability literacy into their daily work routines. With each individual taking a small step, collective progress begins with Sinyi people—integrating sustainability into everyday life and extending the company's values to the broader society.

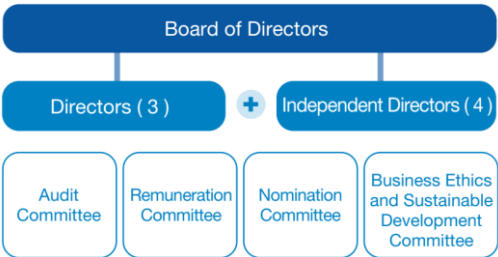
Sustainability Empowerment → Community Action → Social Impact

Board of Directors' Structure and Operation

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Board Structure and Mechanisms

The 15th Board comprises seven directors—three non-independent and four independent—serving from May 21, 2025 to May 20, 2028. Independent directors constitute a majority, and the roles of Chair and General Manager are separate.



Board Independence and Diversity Policy

The Company sets diversity and independence criteria for directors and senior executives, including expertise, experience, skills, and gender. The Board spans various industries and professions, includes Taiwanese and British members, and has three female directors (42.9%). Independent directors represent 57.1% of the Board, supporting objective and independent oversight. All directors are individuals.

Chairperson Chou Ken-Yu, who also serves as Chief Transformation Officer, and Director Chen Li-Shin, who also serves as General Manager, recuse themselves from discussions and voting involving personal interests.

An-Sin Real Estate Management Ltd. (An-Sin) provides transaction guarantee services and collects brokerage fees on the Company's behalf. The Company's directors hold 3% of An-Sin's shares, posing no material conflict concentration risk. Chairperson Chou Ken-Yu and Director Chou Chun-Chi are also among the Company's ten largest shareholders.

- Board Independence and Diversity: Sinyi Realty 2025 Annual Report p. 2-5~2-6
- For the list of the 15th-term directors and their concurrent positions in other companies, please refer to Sinyi Realty's 2025 Annual Report, p. 2-1~2-2.

Functional Committees

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The Audit, Remuneration, Nomination, and Business Ethics and Sustainability Development Committees review major economic, environmental and social proposals in advance, strengthening the quality of Board decision-making.

- For descriptions of each committee, please refer to "Functional Committees"

Establishment of the Business Ethics and Sustainability Development Committee

In October 2023, the Company established the Business Ethics and Sustainability Development Committee as a Board functional committee to assist the Board in overseeing corporate ethics and sustainability planning and implementation. Grounded in business ethics, the Committee seeks to balance the rights and interests of major stakeholders. It consists of three members—the Chair as convener and two independent directors—and meets quarterly.

Board of Directors' Operations

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An annual Board plan prioritizes key proposals and improves decision-making efficiency. Meeting approximately once a month, the Board reviews operating performance, ESG strategies, material impacts, risks and opportunities. Responsible units are assigned follow-up actions and report progress at subsequent meetings. Matters required by regulation—including financial, business, audit, operating and financial reports—are submitted to the Board.

- Board meeting units:**
 - Organize meetings, send notices and meeting materials
 - Cooperate with the director's request to supplement information within 2 days
 - Motion progress tracking and record management
- Corporate Governance Officer:**
 - Supervise meeting procedures and compliance with relevant laws and regulations
 - Provide immediate assistance to directors in performing their duties
 - Establish a communication bridge between directors and management team
 - Planning for directors' further education and independence qualification review

Reporting Critical Concerns to the Board:

Material financial and operational matters are reported to the Board, which oversees performance and sets strategic direction to create long-term value.

(1) Financial Materiality: real estate investments above NT\$1 billion by property-development subsidiaries require Audit Committee and Board approval. Securities or real estate investments above NT\$50 million by the Company or its subsidiaries also require Board approval. Four cases were reviewed in 2025.

(2) Topic Materiality: in 2025, the Board received three GHG inventory reports and three major risk assessment reports. Seven additional reports covered sustainability, ethical management, information security, intellectual property, investor relations, major litigation and annual audit plans.



2025 Board Meetings

- Held approximately once a month
 - 11 meetings held in 2025
 - Average attendance: 95%
 - More than half of independent directors attended each meeting
- Important resolutions of the Board of Directors: Sinyi Realty 2025 Annual Report
 - Implementation of Directors' Recusal of Interest Proposal: Sinyi Realty 2025 Annual Report

- Material information is disclosed through the Market Observation Post System (MOPS) (Stock Code: 9940 Sinyi Realty).
- Advanced study for the Chief Corporate Governance Officer

Remuneration and Performance

Director Remuneration System

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Sinyi voluntarily discloses individual director remuneration in its annual report and at the Shareholders’ Meeting. ESG performance is incorporated into Board evaluations, linking sustainability performance with director remuneration.

- **Director fees:** Independent directors receive fixed fees based on their participation, contribution and market practice, as authorized under Article 16 of the Articles of Incorporation and determined by the Board. Non-independent directors receive no fixed director fees.
- **Profit-sharing remuneration:** Under Article 20, up to 1% of annual profit may be allocated as variable director remuneration. Director Chou Chun-Chi received none.

Directors do not participate in other remuneration plans, retirement benefits, severance arrangements or clawback mechanisms.

- 📄 For directors’ remuneration and remuneration bands, please refer to the Appendix, “Sustainability Performance Overview,” pp. 93–94.
- 🔗 For detailed information on directors’ remuneration, please refer to Sinyi Realty’s 2025 Annual Report, pp. 2-10–2-11

Executive Remuneration System Adjustment — Deeper ESG Linkage

The Company provides long-term value contribution bonuses for the General Manager and Vice General Managers to encourage achievement of long-term goals. Bonus recommendations are reviewed by the Remuneration Committee and approved by the Board.

Executive incentives comprise short-term performance bonuses and long-term value contribution bonuses. Goals cover individual capabilities, team development and business performance. The short-term bonus pool is linked to operating profit, with payouts based on performance coefficients reviewed by the Remuneration Committee and approved by the Board.



Chih-Huan Chen
Chief Financial Officer

The long-term value contribution bonus is paid after three years based on targets across talent, quality, performance, and the environment. Indicators include employee and branch manager turnover, new-hire conversion, customer NPS, business and project completion targets, annual GHG reductions of 4.2%, and renewable energy use reaching 40% within three years. This strengthens the link between ESG performance and executive compensation.

Senior Executive Remuneration Linked to Sustainable Operating Performance:

2-18

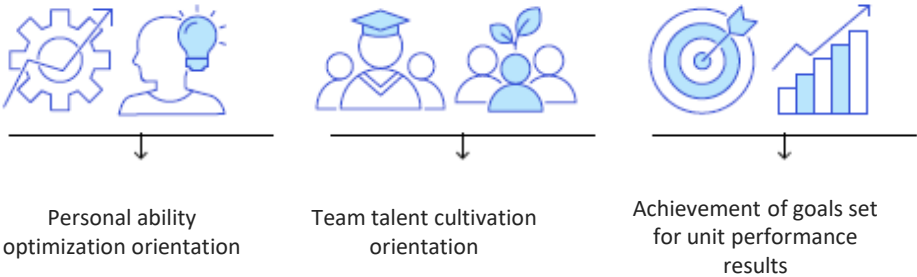
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Long-term Value Contribution Bonus

To motivate senior executives to pursue performance and profit targets while maintaining the Company’s long-term competitiveness and sustainable development, the Board and Remuneration Committee approved the “Senior Executive Remuneration Measures.” Senior executives are categorized by business or staff functions. Sustainability strategic goals may be incorporated into approved indicators and considerations so that sustainability performance is substantively linked to variable remuneration.

Remuneration standards: The long-term value contribution bonus recognizes senior executives’ efforts and achievements in sustainable development, encouraging focus beyond short-term performance on long-term value creation, including talent development, service quality and environmental sustainability.

Assessment procedure: Senior executives report long-term value contributions and results to the Chair. The Chair evaluates overall results and sets assessment coefficients based on target achievement. Human Resources calculates the proposed bonus in accordance with the measures and submits it to the Remuneration Committee and Board for approval.



Senior Executive Remuneration Mix (Vice General Manager and Above)

	2022	2023	2024	2025
Fixed Pay (Monthly Salary)	50%	51%	52%	55%
Variable Pay (incl. Long-term Value Contribution Bonus)	50%	49%	48%	45%

- 📄 For senior executive remuneration and remuneration bands, please refer to the Appendix, “Sustainability Performance Overview,” p. 95.
- 🔗 For detailed remuneration information, please refer to Sinyi Realty’s 2025 Annual Report, p. 2-15–2-17.

Performance Evaluation of the Board and Functional Committees

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The Company has established the “Board Performance Evaluation Measures” and discloses them on its investor relations website.

Internal self-evaluation: Conducted at least annually. Directors evaluate Board and committee operations and culture, internal and external relationship management, and individual performance. Results are consolidated, reported to the Board and used to identify improvements.

External independent evaluation: At least once every three years, an independent professional organization conducts an evaluation, including interviews with the Chairperson, directors, independent directors, committee conveners, General Manager, Corporate Governance Officer, Head of Internal Audit, Head of Legal Affairs and external auditor, and reports the results to the Board.

The 2025 internal evaluations of the Board and functional committees were completed, with the overall conclusion that “the Board and its functional committees are operating effectively.”



Please refer to the investor relations website for performance evaluation results.

Director Training

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SDG 4.3

The Company arranges continuing education for directors on economic, environmental and social issues relevant to operations and provides publications and courses through corporate-governance associations. Independent directors receive regular revenue updates, industry news and relevant ESG information. Training content is strengthened based on annual self-evaluation feedback and aligned with strategic priorities.

In 2025, two six-hour courses focused on global economic and financial conditions and industry trends, and on AI trends and corporate transformation. Including other courses, the seven directors completed a total of 57 training hours, exceeding regulatory requirements.



Please refer to the investor relations website for further information on directors’ training.

Directors’ Insurance

To protect investor interests, the Company purchases liability insurance for all directors and key employees. Following annual renewal, key terms—including insured amount, coverage and premium rate—are reported to the next Board meeting.

Strengthen Internal Control Mechanism

Internal Control System

The internal control system is established in accordance with the Regulations Governing Establishment of Internal Control Systems by Public Companies, reviewed by the Audit Committee and approved by the Board. Based on operational risk identification, each management unit regularly performs internal-control self-assessments to implement self-monitoring and enable timely review and correction, ensuring the system remains effective.

Based on the Company’s business characteristics and operating processes, controls cover the sales and collection, purchasing and payment, payroll, investment, financing, property and equipment cycles, as well as information-processing and management controls.

Prevention of Insider Trading

To establish sound internal procedures for handling and disclosing material information, prevent improper information leakage, ensure consistency and accuracy in external disclosures, and strengthen insider-trading prevention, the Group has established the “Procedures for Handling Material Inside Information.”

- **Shareholding transfer notifications:** Finance sends monthly reminders requiring insiders to report changes in shareholdings.
- **Education and training:** Courses on the Procedures and related laws are provided to directors, managerial officers and employees at least annually; newly appointed personnel receive training within two months.
- **Regular awareness reminders:** At the beginning of each month, an intranet pop-up on material inside information must be read and acknowledged before computer use can continue.
- **Pre-announcement trading restrictions:** Directors and insiders are reminded in writing of the prohibition on trading Company shares during statutory blackout periods before financial report announcements.



[Measures related to preventing insider trading](#)

Fulfillment of Tax Obligations

201-1

Sinyi Realty has consistently fulfilled its tax obligations in good faith. Taxes paid to the Taiwan government in 2025 totaled NT\$550,020,795, accounting for 6.94% of revenue.



[Sinyi Realty Tax Policy](#)

Category	Description	Amount (NT\$)
Business Tax	January to December 2025	334,924,074
2025 Profit-Seeking Enterprise Income Tax	Tax Payable in 2025 (20% Tax Rate)	124,925,674
Tax on Undistributed Earnings for 2024	Tax Payable in 2024 (5% Tax Rate)	54,512,958
Various Taxes	House Tax, Land Value Tax, Stamp Tax and Other Taxes in 2025	35,658,089
Total		550,020,795
Individual Operating Revenue in 2025		7,921,867,978
Percentage of Revenue		6.94%

Disclosure and Transparency

Safeguarding Shareholder Rights and Promoting Shareholder Activism

Protecting shareholder rights and treating all shareholders fairly are fundamental principles of sound corporate governance. Although the Company's ownership is relatively concentrated, it maintains close communication with major shareholders while continuing to safeguard the rights and interests of all other shareholders.

 List of the company's major shareholders (top ten shareholders): Sinyi Realty 2025 Annual Report p.3-1

Shareholder Related Interests

Voting Rights: Participate in Shareholders' Meetings and vote on major Company matters	Right to Know: Access financial statements and other material information on the Company's operations
Dividend Rights: Receive cash or stock dividends in proportion to shareholdings when dividends are declared	

Disclosure of Information Beyond Legal Requirements

Shorten the time required to publish financial information. Shareholders' meetings are held in advance to avoid popular times, and shareholder meeting notices and procedure manuals are issued in advance to allow external shareholders to learn about relevant issues as early as possible.

Sinyi Realty Practice	Regulatory Requirement
Revenue Announcement Completed within 10 Days	Within the Statutory 10 Days
Quarterly Financial Reports Completed within 30 Days	Within the Statutory 45 Days
Annual Financial Reports Completed within 2 Months	Within the Statutory 3 Months
Shareholders' Meeting Held by the End of May	Statutory Deadline: End of June
Disclose Individual Director Remuneration	Statutory Disclosure of Remuneration Bands
Upload the Annual Report and Meeting Handbook to MOPS 21 and 33 Days before the Shareholders' Meeting, Respectively	Upload the Annual Report and Meeting Handbook to MOPS 7 and 21 Days before the Shareholders' Meeting, Respectively

Enhancing ESG Information Disclosure

SDG12.6

TCFD Publish a standalone TCFD report on climate-risk responses; verified and rated Level 5+.	SASB Disclose financially material, decision-useful information and obtain third-party assurance.	IFRS S1/S2 An IFRS S1/S2 task force has been established to advance implementation of the sustainability disclosure standards.
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IFRS S1/S2 introduction process, content and response

- End of 2024 (Completed): Establish IFRS S1/S2 Sustainable Disclosure Standard Task Force
- 2025 (Completed): Develop an introduction plan and identify major differences and impacts
- 2026 (ongoing): Identify sustainability risks and opportunities and financial impacts, evaluate significant financial information, and collect required information
- 2027: Trial preparation of a special chapter on sustainability information in annual reports
- 2028 and subsequent years: Announce and file a special chapter on sustainability information in the annual report every year

Enhance Transparency

We will continue to improve various information disclosure links so that external shareholders can learn about the company's important information immediately or in advance to safeguard shareholders' rights and interests.

- **Optimize the user experience of the investor relations website:** Continuously adjust the webpage to be user-friendly to improve the convenience of investors' browsing and use.
- **Improve information disclosure in English:** Major information is disclosed to the public simultaneously in Chinese and English, and stakeholders can obtain information in real time through the public information observatory, investor website, and sustainable website. Simultaneously publish public financial reports, quarterly reports, annual reports, and sustainable reports in both Chinese and English versions.
- **Improve the quality of non-financial information disclosure:** Regularly publish sustainability reports every year to disclose non-financial information, and provide more timely information on the corporate sustainability website. Through third-party verification and ISO audits, we ensure the quality of our disclosures and achieve excellent results in domestic and international sustainable reporting competitions. Our disclosure quality is highly recognized by all walks of life.
- **Increase the frequency of online Investor Conferences:** Held regularly on a quarterly basis.
- **Implement multiple channels for shareholder participation and interaction:** The company adopts physical shareholders' meetings and holds them with video-assisted methods. It uses video platforms to provide shareholders with another convenient way to participate in shareholders' meetings and implement shareholder activism. Arrange interactions between shareholders and the management team after the shareholder meeting. Regardless of the shareholders' meeting or the exchange meeting after the shareholders' meeting, we will try our best to answer the shareholders' questions and practice the shareholders' right to know.
- **Improve information transparency:** Provide audio and video files of regular shareholder meetings on the company's website, and record shareholder speeches in detail in the minutes.



Stakeholder Consultation Process

Depending on their role, stakeholders may communicate with the Board or authorized units through internal or external channels on economic, environmental and social issues. The Company has also established the "Procedures for Stakeholder Complaints and Suggestions to the Audit Committee." After communication and consultation with relevant units, responsible units track material issues and report them to the Board. An Audit Committee mailbox is available as a communication channel for employees, shareholders and other stakeholders.



Please refer to "Stakeholder Discussion" p. 20

Ethics and Integrity

Transparency and Integrity Policies and Commitments

Sustainable Development Strategy and Code

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Business Ethics

To implement ethical conduct and integrity in business and support sustainable development, Sinyi has established and regularly communicates a range of codes and policies. The Board approved amendments to the Corporate Governance Best Practice Principles, Ethical Corporate Management Best Practice Principles and Sustainable Development Best Practice Principles, and the Group has established the Sinyi Group Code of Conduct, providing employees with clear guidance when engaging with stakeholders.

- For the content of various codes, please refer to the "Policies and Codes" of Sinyi Sustainability Website.
- For the procedures for the adoption of various rules, regulations and other policies, please refer to the 2025 Annual Report

Human Rights Policy and Commitment

Sinyi Realty upholds its people-oriented philosophy, follows internationally recognized human rights standards, prohibits human rights infringements, treats all employees with dignity and respect, and requires suppliers and partners to uphold these principles in their operations.

- Sinyi Human Rights Policy and Practice p. 47
- 2025 Annual Report
- Supplier Human Rights Protection Measures p. 83

Ethical Corporate Management Policies and Procedures

The TEM Committee is responsible for formulating and overseeing ethical corporate management policies and prevention programs. It assists the Board and management in reviewing and assessing whether preventive measures operate effectively, regularly evaluates compliance in relevant business processes and prepares reports.

Integrity in Business Operations

Sinyi Realty takes integrity and fairness as the core values of corporate ethics, adheres to the philosophy of "building business on integrity and pursuing excellence," and embeds ethical management in its operations while strengthening corporate ethics and business philosophy.

Founder's Philosophy Guidance
Founder Mr. Chou Chun-Chi provides guidance on the Company's business philosophy at monthly assemblies and through various talks.

Deepen the Ability to Carry Forward the Philosophy
Executive philosophy workshops and business-practice meetings are held regularly to focus on implementation issues and embed the philosophy in day-to-day work.

Business Philosophy Practice Workshops
Employees discuss the business philosophy each month and share how it can be put into practice in daily work.

Code of Conduct Training
Regular intranet tests reinforce the Sinyi Enterprise Group Code of Conduct and the Sinyi Group and Affiliates Procurement Code of Ethics.

Conference Counseling at All Levels
District departmental study meetings, business reports, and store manager meetings lead the focus on integrity management; daily branch meetings, staff morning meetings, and individual counseling strengthen the concept of trustworthiness.

Education and Training at All Levels
Integrate Sinyi philosophy in various forms into various training courses and internal dissemination of teaching materials and learning channels to create an indispensable nurturing environment, including compulsory courses for new recruits.

Pioneering the "Chief Ethics Officer" Role to Embed Ethics in Sustainability

Sinyi Realty was the first in Taiwan's real estate brokerage industry to establish a Chief Ethics Officer and Corporate Ethics Office, ensuring policies and procedures reflect the spirit of corporate ethics and developing ethics- and compliance-related communication and training. In 2025, the Corporate Ethics Office, Sustainability Development Team and Philanthropy Promotion Team were integrated into the Business Ethics and Business Ethics and Sustainability Office, extending the Chief Ethics Officer's role from values leadership to the integrated promotion of sustainability and philanthropy. Guided by the mission "Sinyi People → Sinyi Company → Sinyi Society," the Company embeds corporate ethics in social responsibility and sustainable management.

Whistleblowing System and Confidentiality Mechanism

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Since its establishment, Sinyi Realty has emphasized integrity in business. To prevent illegal or corrupt conduct, the Company has established employee codes of conduct and reward and disciplinary measures, and communicates disciplinary cases internally as reminders. The "Procedures for Handling Reports of Illegal, Unethical or Dishonest Conduct" specify reporting channels and acceptance procedures and provide multiple grievance and reporting channels. Each complaint or report is handled by designated personnel according to the nature of the case, referred to relevant departments or a review committee as appropriate, and responded to within a specified period. Serious matters are escalated to the Business Ethics and Business Ethics and Sustainability Office or the Chair. Whistleblowing cases are summarized and reported annually to the Board for oversight. The identities and information of complainants and whistleblowers are kept strictly confidential, and cases are tracked to ensure that employees who report concerns are not subjected to improper treatment.

Grievance mechanism and communication channels p. 44

Grievance Channels

Customer Complaint Hotline: 0800-211-922
24-hour Online Customer Service
Customer Service Email: sinyi@sinyi.com.tw

Stakeholder Email: csr@sinyi.com.tw
Business Ethics Email: EnterpriseEthics@sinyi.com.tw

Founder's Internal Email, or contact Internal Audit to express opinions or report inappropriate employee conduct

Sexual Harassment Prevention Hotline: 1234
Email: sinyi1234@sinyi.com.tw

Compliance Management

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Compliance Management System and Practices

Since its establishment, Sinyi Realty has upheld the spirit of integrity and complied with laws and regulations. Where appropriate, the Company has gone beyond regulatory requirements by taking the lead in implementing relevant standards and systems to safeguard transaction security and operational stability.

Aspect	Applicable Laws and Regulations
Business Operations and Marketing	Criminal Code; Fair Trade Act; Consumer Protection Act; Real Estate Broking Management Act; Equalization of Land Rights Act; Trademark Act; Copyright Act
Finance and Organizational Planning	Company Act; Securities and Exchange Act; Money Laundering Control Act and Related Regulations
Internal and Customer Information Protection	Trade Secrets Act; Personal Data Protection Act
Personnel Policies and Management	Labor Standards Act and Related Regulations

Education, Training and Implementation

Compliance courses are mandatory for new employees. Through courses, seminars and case studies, legal cases and regulatory requirements are continuously communicated so employees at all levels can understand applicable laws and incorporate compliance into daily operations.

Action	Description
Compliance Column	Publish the “Legal Services Biweekly” periodically, using comics to explain practical legal and regulatory knowledge.
Case Briefings and Discussions	Share and discuss legal dispute cases to reinforce transaction security and service quality, thereby reducing disputes and regulatory violations.
Periodic Spot Checks	Establish internal forms and rules for daily operations with potential compliance risks and conduct spot checks during business activities, such as whether advertisements for sold properties are removed promptly and whether branches comply with personal data protection requirements.
Case-by-Case Compliance Review	Business units may request a case-by-case review by the Legal Affairs Office when newly planned services or activities raise compliance questions, and receive legal compliance advice.

In 2025, the Company issued 20 legal compliance communications—six related to advertising compliance and 14 legal case updates. In addition, four compliance reviews were completed for newly planned services or activities.

Column	Attorney Witness System
	The Legal Affairs Office has established an attorney witness system. In specific cases, attorneys explain transaction risks to buyers and sellers to enhance transparency, reduce the risk of performance disputes, and demonstrate the Company’s commitment to social responsibility and ESG principles.

Annual Compliance Status

Sinyi Realty defines a major violation as a fine exceeding NT\$100,000; no monetary threshold applies to violations involving advertising or personal data. The Company had two major violations in 2025, and the relevant regulatory non-compliance cases are disclosed accordingly.

Year of Occurrence	Year of Penalty	Violation	Description	Corrective Action
2025	2025	Fair Trade Act	Incorrect representation of community transaction information; a fine of NT\$300,000 was imposed.	Conducted various awareness campaigns focusing on the accuracy of numerical information in property advertisements.
2025	2025	Real Estate Broking Management Act	Incorrect property area stated in an individual promotional material (26.29 ping was mistakenly shown as 6.29 ping); a fine of NT\$60,000 was imposed.	



For relevant tracking and improvement measures for annual penalty cases, please see Social Inclusion External - Customer Protection and Safety p.56

Internal Audit

Internal Audit System and Structure

Independence: The Internal Audit unit reports directly to the Board. The appointment, dismissal, evaluation and remuneration of the Head of Internal Audit are approved by the Board after review by the Audit Committee.

Optimize Internal Audit Systems and Operations

Electronic sign-off for audit reports was introduced in 2023 to improve approval efficiency and reduce paper use. In 2025, audit working papers and supporting information continued to be retained digitally, with expanded use of digital audit tools for data analytics and project audits.



For the audit project execution flow chart, please refer to Sinyi Sustainability Website "Risk Management and Internal Control"



Communication situation between independent directors, internal audit supervisor and accountants: Sinyi Realty 2025 Annual Report

Risk Management

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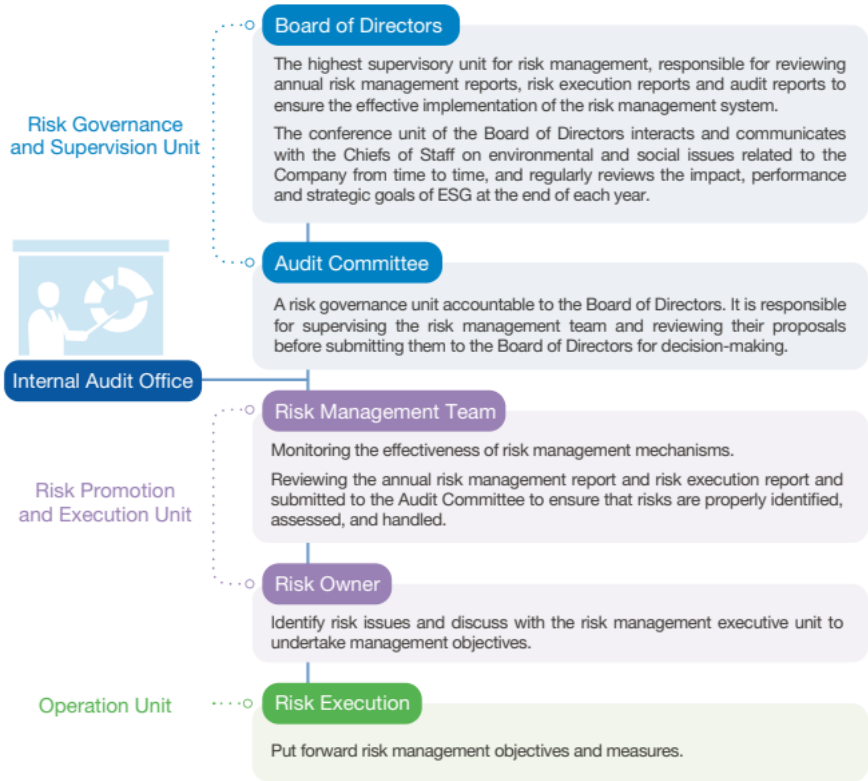
A company’s risk management capabilities play a critical role in addressing risks and opportunities arising from both internal and external factors. Global trends and environmental changes may significantly impact a company’s profitability and even its long-term survival. By identifying and responding to these risks and opportunities, businesses can strengthen resilience, enhance decision-making, and ensure sustainable development.

 Opportunities and Risks p. 15

Systemic Risk Management

Risk Management Organization

The risk management organization includes Sinyi Realty’s Board of Directors, Audit Committee, Risk Management Team, risk management unit, risk execution unit, and risk audit unit. The responsibilities of each role are as follows:



Risk Management Policy

In order to strengthen corporate governance and risk control capabilities and continue to optimize risk management policies and procedures, Sinyi Realty has formulated the “Risk Management Policy and Procedure of Sinyi Realty Inc.,” which has been reviewed by the Audit Committee and approved by the Board of Directors. Material risk items of the Sinyi Group are determined from the top down so that resources can be focused effectively on key management priorities. To address possible internal and external risks arising in the course of business in a systematic manner and in line with annual plans, the Company has also developed the “Risk Management Operation Manual” to ensure the effective implementation of risk management operations.

 Risk Management Policy and Procedure of Sinyi Realty Inc.

Critical Incident Risk Management

In the changing environment, new types of risks are constantly emerging, including climate crises, sudden disease crises, and information security risks, which may have a major impact on the environment, society, and economy. At the same time, the Company faces continued pressure to review and transform its business strategies in order to remain competitive.

Climate-Related Risk

201-2 SDG 8.4 SDG 13.3

Faced with the urgent challenge of the “climate emergency,” although the real estate brokerage industry is not an industry with high carbon emissions, Sinyi Realty continues to heighten its attention to the impacts of climate change and applies the TCFD framework for analysis and disclosure.

-  Climate change risk management p. 33, TCFD Content Index p. 117
-  TCFD Report  Sinyi Sustainability Website "Climate Change Risks and Opportunities"

Digital Resilience and Information Security Risks

Digital Resilience SDG 8.2

Information security threats such as ransomware, social engineering and data theft have become major operational risks worldwide. As enterprises accelerate digital transformation and adopt technologies such as AI, information security challenges continue to grow. Digital resilience is therefore essential to maintaining stable operations and responding to unexpected cyber incidents. Sinyi Realty relies on extensive databases and information systems in serving customers and handles substantial customer data throughout transactions. Stable systems and robust information security are critical to operations and competitive advantage. Strengthening digital resilience and information security supports business continuity and stakeholder trust. The Sinyi Enterprise Group has established an IT Service and Information Security Management Department to formulate policies, coordinate and execute information security operations, and continuously strengthen the security framework. Implementation and results are reported to the Board annually to ensure effective cybersecurity governance and sustainable operations.

Column

Intellectual Property Management Plan

The Company continuously strengthens intellectual property management, using patents and trade secrets as primary protection mechanisms and linking them with business strategy. A dedicated unit implements the intellectual property management plan and reports annually on current-year implementation and future improvements, strengthening corporate governance and competitiveness.

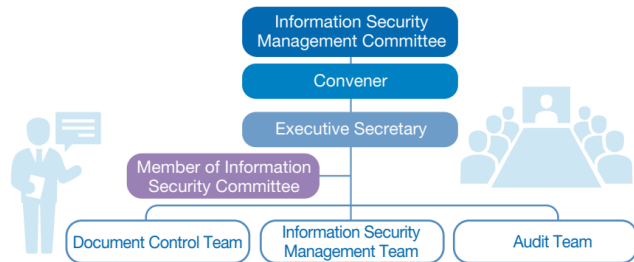
 For the intellectual property management plan, please refer to the investor relations website "Corporate Governance Operations"

Information Security Management

Information Security Risk Management Framework

To strengthen information security governance, Sinyi Realty obtained ISO/IEC 27001:2013 Information Security Management System certification in 2022 and completed transition certification to ISO/IEC 27001:2022 in 2025. Following the ISO 27001 standard and PDCA cycle, the Company established an information security management system and formed the Information Security Management Committee. Led by the Chief Information Security Officer, with first-level supervisors of information-related departments serving as committee members, the Committee holds at least one Information Security Management Review Meeting each year. It is responsible for discussing, reviewing, and making decisions on the Company's information security strategies, control measures, and implementation to ensure effective operation and continual improvement.

Information Security Management Organization



Information Security Policy

Sinyi Realty promotes its Information Security Management System by executing security operations and regularly reviewing results to ensure comprehensive protection.

- Strengthen the security of information systems, network services, and physical environments to prevent leakage of electronic confidential information.
- Establish information security incident response procedures to avoid damage expansion.
- Formulate an operation continuity plan for information security and perform actual drills to ensure that the business can continue to operate in the event of an emergency.
- Conduct information security education and training to strengthen employees' awareness and protective knowledge of information security.

Information Security Goals

Through the formulation of information security policies suitable for the Company's business type, appropriate resources are invested to ensure the confidentiality, integrity, and availability of information.

- Ensure the confidentiality, integrity and availability of information.
- Ensure that the content of information is correct and complete, and prevent unauthorized modification.
- Ensure the availability of information systems to meet the needs of business operations.
- Ensure that information operations comply with the requirements of relevant laws and regulations.

Information Security Management Measures

Category	Description	Related Measures
Privilege Management	Management measures for user accounts, privileges and system operation activities	Establish account privilege management and review procedures Conduct periodic reviews of user account privileges
Access Control	Control measures for personnel access to internal/external systems and data transmission channels	Establish internal/external access control measures Implement sensitive data leakage controls Retain system activity logs Enable multi-factor authentication for accounts
Risks and Threats	Measures addressing potential internal vulnerabilities, malware infection vectors and protection	Host/computer vulnerability protection and updates Virus protection and malware detection Source code review / penetration testing / vulnerability scanning Continuous monitoring of cyber threats Deploy endpoint behavior monitoring
Business Continuity	Measures for system availability and response to service interruptions	Use high-availability architecture for critical systems and networks Monitor system/network availability with notification mechanisms Implement contingency measures for service interruptions Maintain information backup and on-site/off-site backup mechanisms Conduct regular business continuity drills

Information Security Protection Measures

To address increasingly diverse cyberattack methods, Sinyi Realty adopts a multi-layered defense and detection approach. Based on service types, the Company designs isolated architectures and deploys next-generation firewalls, intrusion detection systems, antivirus, endpoint protection, web activity control, and DLP solutions. Advanced Persistent Threat (APT) monitoring is continuously performed on network and email systems. Internal cross-dimensional detection data are analyzed alongside external threat intelligence to stay ahead of emerging risks. In line with ISMS standards and procedures, the Company adjusts response strategies as needed, ensuring information security measures remain up to date, strengthening digital resilience, and effectively managing information security risks.

Information Security Education and Training

Sinyi Realty places strong emphasis on cultivating an organizational culture of information security and raising employee awareness. The Company regularly conducts foundational information security training, including at least three hours of professional or advanced courses annually for information personnel. In addition, information security updates and email safety tips are periodically shared via the internal portal. To further strengthen awareness, the Company conducts social engineering phishing simulations. In 2025, four phishing email drills were carried out, involving more than 20,000 employee interactions.

Information Security Incident

In 2025, the Company did not experience any related losses due to information security incidents.