



Weibo 2023

Environmental, Social and Governance Report

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About the Report



Introduction

This is the third environmental, social and governance report ("the Report" or "ESG Report") released by Weibo ("the Company", "we"). The Report is designed to exemplify the Company's initiatives and performance in respect of environmental, social and governance ("ESG"), with focuses on addressing concerns of stakeholders.

Scope of the Report

This Report covers the information and data of Weibo during the period from January 1, 2023 to December 31, 2023 (the "reporting period" or "this year"), unless otherwise noted. The content of the Report covers Weibo and its subsidiaries. For more information, please refer to the 2023 Annual Report.

Basis of Preparation

This Report is compiled with reference to the *Environmental, Social and Governance Reporting Guide* published by the Stock Exchange of Hong Kong ("the ESG Guide"), the *Nasdaq ESG Reporting Guide 2.0*, the *GRI Standards* issued by the Global Sustainability Standards Board (GSSB). We also considered topics and best practices identified by world-leading rating agencies, including MSCI ("ESG rating") and S&P DJSI ("S&P Dow Jones Sustainability Index").

This Report follows the principles of materiality, quantification, balance and consistency.

Source of Data and Reliability Assurance

The information and data disclosed in this Report are obtained from the Company's statistical reports and official documents. The currency amounts in this Report are all measured in RMB except for revenues and income from operation, which are measured in US dollars.

Prior to Weibo's initial public offering in April 2014, Sina Corporation, the parent company of Weibo, had provided financial, human resources, legal and sales and marketing support to Weibo, as well as services of a number of executives and employees. As such, the titles of certain internal policies and standards still contain "Sina", after Weibo became a stand-alone public company.


Confirmation and Approval


This Report has been confirmed by the management, and approved by the Board of Directors on April 15, 2024.

Contact Us

If you have any comments or suggestions on our work related to environmental, social and governance, please feel free to contact us through the following ways.

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<http://ir.weibo.com/>

Company Statement

In 2023, the Internet industry faced a multitude of opportunities and challenges as a result of the rapidly evolving digital era. Upholding the fundamental principle of "serving our users and creating social value," Weibo has consistently made progress and developed amidst the information age. As China's leading social media platform, we are built on five core attributes, namely public, real-time, viral, comprehensive, and social. We are dedicated to helping everyone discover a broader world and providing unique value to platform users, content creators, and customers.

We strive to refine corporate governance and establish a responsible platform. We prioritize responsible operation, deeply practice responsible governance, and consistently provide sustainable value to all stakeholders, as the proponents and practitioners of scientific governance. This year, we also relentlessly worked to create a platform of trust and responsibility. We are dedicated to protecting the security and privacy of user data by implementing proactive and passive security threat interception measures, introducing more sophisticated technological tools, and regularly enhancing the "three dimensions plus four-layer" information security control system.

We prioritize innovative development and optimize service experience. In an era characterized by rapid technological advancements, the world has unleashed a hurricane of large language models, amidst the artificial intelligence (AI) boom. AI has illuminated the digital world, which not only accelerates the development of mobile Internet, but also greatly enriches

the way of Internet communication. Weibo keeps up with the times by focusing on the AIGC field, constantly updating and iterating products and technologies, and launching a series of innovative features, such as richer multimedia content formats and more intelligent information recommendation algorithms, to meet the demands of hundreds of millions of users who want timely and diverse information access. We actively listen to the voice of users, pay close attention to user needs, and spare no effort to provide users with rich and positive spiritual food, ensuring that everyone can "see" the light.

We empower the vitality of our employees and create strong working force. Employees are our most valuable assets, and we're dedicated to fostering an equal, diverse, and inclusive workplace for them. We also provide extensive career development and health benefits programs to our employees. This year, we have consistently implemented diversity recruitment strategy, mapped out comprehensive talent development routes, unlocked multiple communication channels for employees, care for physical and mental health of employees, and provided talent support for the Company and the industry.

We are committed to green development and support low-carbon operations. We are firmly on the path of low-carbon development in the context of global climate change. We have established a systematical and forward-looking environmental management system and green operation mechanism, explored new paths and opportunities for reducing energy consumption and saving energy in data

centers, developed stricter green procurement guidelines, and engaged in comprehensive green development. Leveraging our platform, we strive to spread the concept of ecological civilization, foster consensus on green development in society, and spread the concept of low-carbon and environmental protection to the public.

We are grateful for the society and actively participate in social welfare initiatives. With the philanthropic concept of "public welfare for all, participation by all," we strive to create a "social collaborative network." Underpinned by the internet, we focus on social welfare issues, constantly leveraging our resource advantages, and assisting mainstream media in distributing positive energy content. We also collaborate with people from all walks of life to create a new social ecology for public welfare, promoting social harmony and development. As of the end of the reporting period, the Weibo Charity platform had operated over 24,000 projects and received nearly 50 million charitable donations worth over RMB 700 million.

Despite numerous challenges over the past year, such as intensified market competition and market uncertainties, we have remained steadfast in our efforts to achieve sustainable development goals and strategies. In future, we will stick to our original goals, adapt to the changing times and strive to achieve the vision of "making the world a better place with the power of Weibo."

Charles Chao

Chairman of the Board

About Weibo

Company Overview

Weibo (Nasdaq: WB; HKEX: 9898) is a leading social media platform in China for users to create, explore and distribute content. As a pioneer and leader in the social media industry in China, Weibo, since its inception in 2009, has been committed to enabling users to achieve faster, easier, richer social interactions and stay connected to the world.

Weibo has transformed the way people express themselves and interact with others in public internet space. Weibo serves a wide range of users, including ordinary people, celebrities, key opinion leaders ("KOLs") and other public figures or content creators, as well as media outlets, enterprises, government agencies and non-profit organizations, etc. To fulfil various needs of users, advertising and marketing clients and platform partners, Weibo has launched a series of diversified products and services. Weibo has accumulated a massive user base in China as well as Chinese communities in more than 190 countries around the world.

Key Performance Indicators

Financials (USD)

Total revenue

\$1,760 million

Income from operations

\$473 million

Operating margin

27%

Content & Community

As of Dec 2023
Verified accounts

4.3 million

mainly including celebrities, KOLs, media, enterprises, governments and non-profit organizations, etc.

Content covers

39

vertical areas

such as entertainment & celebrities, media, social events, sports, finance, game, TV and variety shows, etc.

Users

In Dec 2023
Monthly active users (MAUs)

598 million

Average daily active users (DAUs)

257 million

80%+

Identified MAUs belonged to Generation Z¹

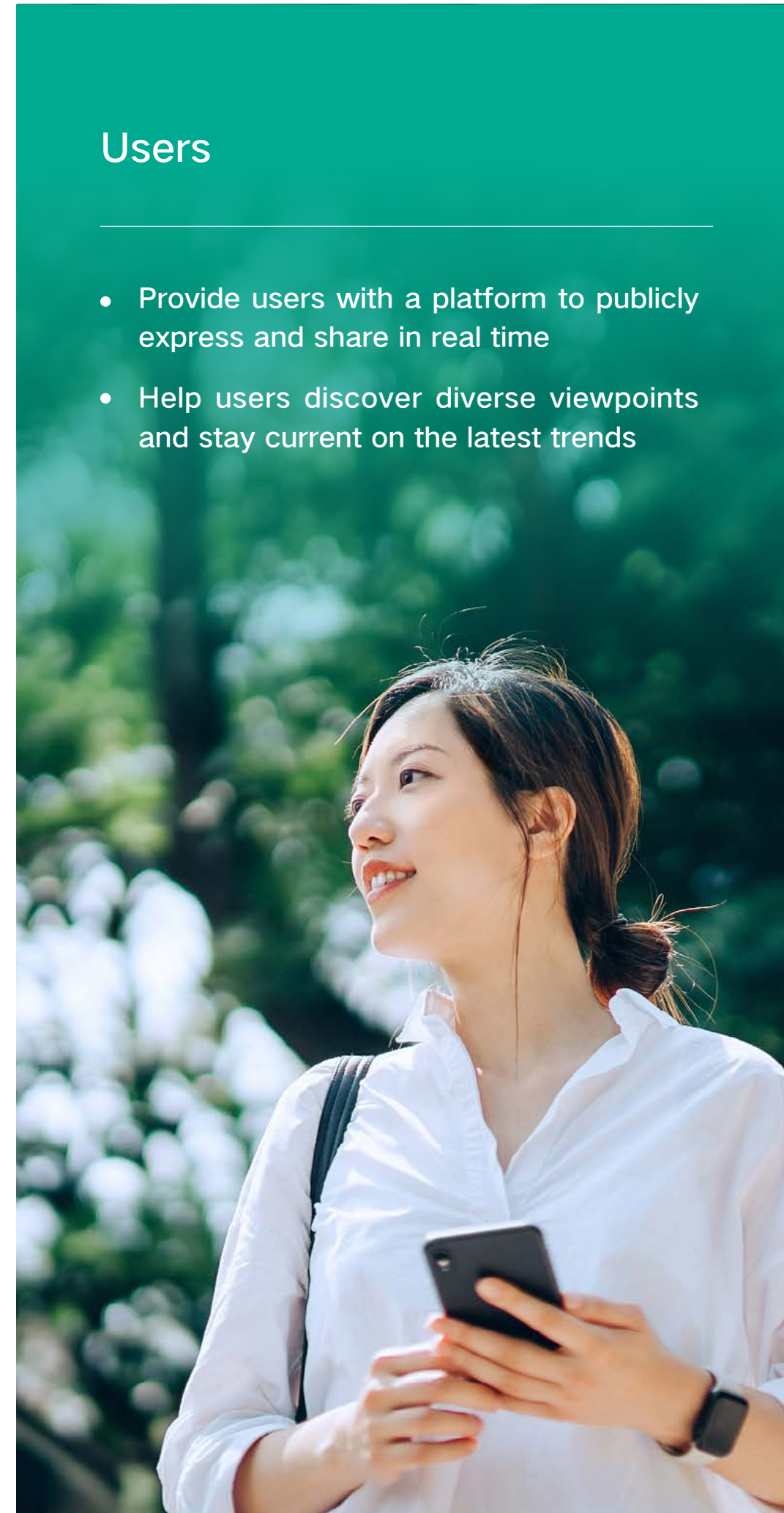
¹ Generation Z: born in and after 1990.

Value Proposition

Weibo is a leading social media platform in China. Leveraging the core attributes of *public, real-time, viral, comprehensive, and social*, Weibo serves as an efficient channel for users to explore what is happening around the world and to engage in public social conversations. Our mission is to empower people to discover the broader world and be heard publicly. We are committed to offering unique values to our users, content creators as well as advertising and marketing customers.

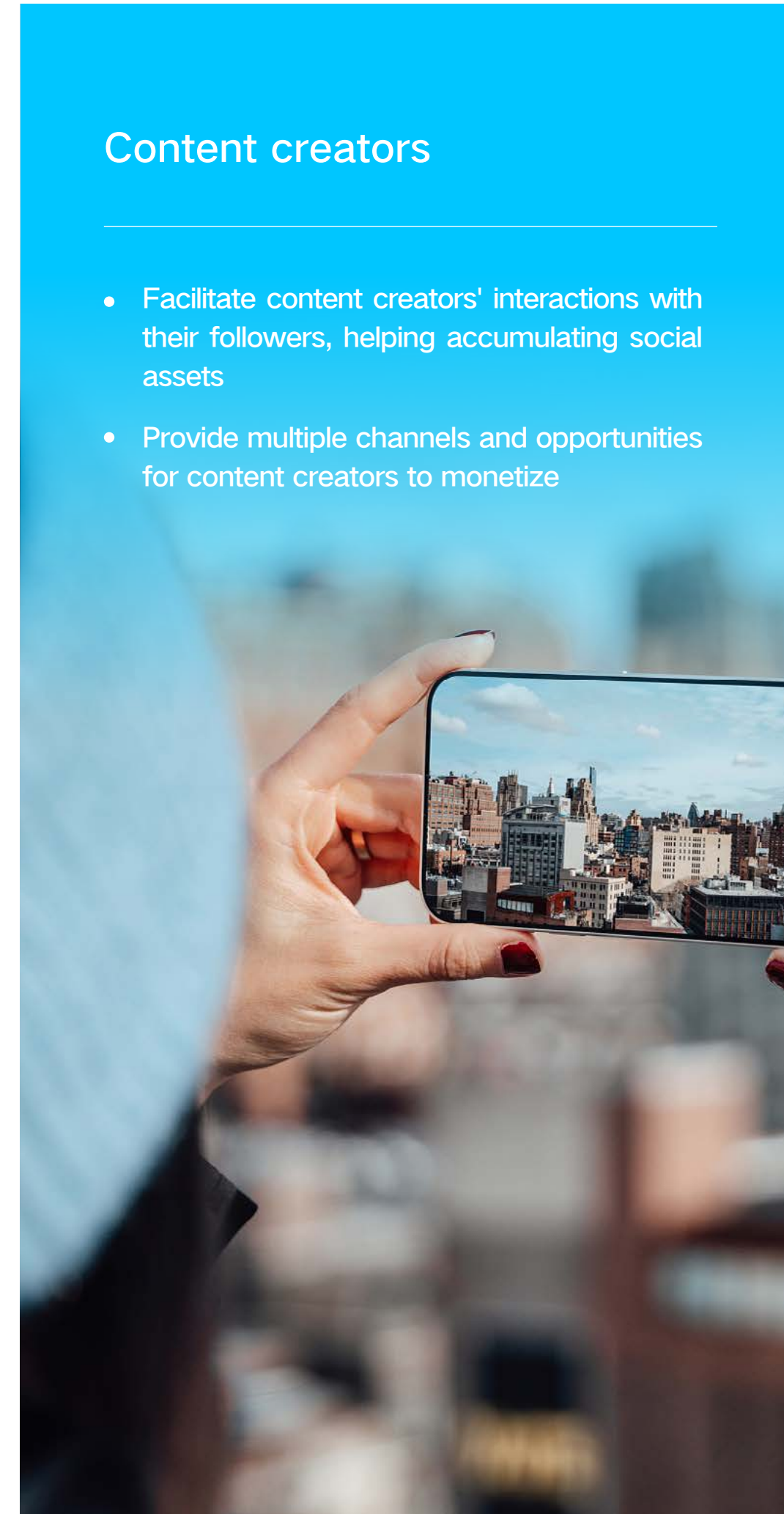
Users

- Provide users with a platform to publicly express and share in real time
- Help users discover diverse viewpoints and stay current on the latest trends



Content creators

- Facilitate content creators' interactions with their followers, helping accumulating social assets
- Provide multiple channels and opportunities for content creators to monetize



Customers

- Empower customers to reach targeted audience leveraging social interest graph recommendation engine
- Provide a full spectrum of social marketing solutions with viral effect to fulfill customers' diverse marketing needs



2023 Highlights

Corporate Governance

ESG Governance Structure

ESG Committee established under the Board of Directors

Anti-Corruption Training

Employee coverage

100%

Exam pass rate

95%+

Signing Rate of the *Honesty and Integrity Agreement* by Domestic Suppliers

100%

Responsible Platform

Information Security Management Structure

Information Security Management Committee established

Information Security Training and Examination

No. of employee covered

4,092

Exam pass rate

97.2%

Personal Information and Privacy-related Risk Assessments & Auto-scans

1,160

Information Security Auditing and Certification

National Classified Protection of Cybersecurity (Level 3)

Quality Experience

Content Ecosystem Governance

"Three-tier Governance"² model

No. of posts arbitrated through voting

15,000

No. of counterfeit accounts revoked

428,000

Content Diversity

39 vertical areas: Entertainment & Celebrities, Media, Social events, Sports, Finance, Exercise and Fitness, etc.

User Community

MAUs

598 million

Average DAUs

257 million

80%+ Identified MAUs belonged to Generation Z

Quality Service

Customer service response rate

100%

User complaint handle rate

99.99%

Handle time down by versus 2022

8.8%

Advertisement Compliance Governance

No. of accounts engaged in illegal marketing

108

decrease from 2022

50%

Minor Mode

Launched in 2019 with its features and content constantly optimized

² The three tiers are community volunteers, a community jury, and an expert committee.

Human Capital

Employee Training

Coverage	Hours per employee
100%	34.02

Female Employees % of Total

51.7%

Female % in STEM³ Positions

44%

Female % in Revenue-generating Management Positions

57%

Green Development

Scope 3 GHG Emissions⁴

55,500 tCO₂e

decrease from 2022 **16.6 %**

Water Consumption

59,300 tonnes

Exceeding water resource conservation targets, with an overachievement rate of

7.16%

Distributed Solar Photovoltaics

Installed capacity of Annual output

598 kW

Annual output

575,000 kWh

Annual Consumption of Clean Energy (%) at Newly-built Data Centers

58%

Social Value

New Public Welfare Programs on the Weibo Charity Platform in 2023

544

Poverty Alleviation and Rural Revitalization Topics Created

1,500+

Views of related posts

12 billion+

Discussion volume of

3 million+

³ STEM refers to Science, Technology, Engineering and Mathematics.

⁴ Scope 3 GHG mainly comes from purchased goods and services, as well as leased assets. The source of GHG emissions from purchased goods and services is the server production process and the relevant data is provided by sever suppliers. The source of GHG emissions from leased assets, however, is the use of electricity at leased data centers and public cloud servers. In calculating GHG emissions, we referred to the *Notice on the Report and Administration of Greenhouse Gas Emissions of Power Generation Enterprises from 2023 to 2025*, in which the average emission factor of the national power grid in 2022 is 0.5703t CO₂/MWh.

01

Governance

Weibo is committed to improving its corporate governance system and enhancing governance, while actively implementing ESG concepts and integrating them into daily business management process. Meanwhile, we continuously improve risk management, uphold business ethics, and strengthen internal control, in a bid to achieve healthy and sustainable development of the Company.



1.1 ESG Governance

A sound ESG governance system is the cornerstone for enterprises to practice the concept of sustainable development. Weibo continues to optimize its ESG governance structure, proactively listens to and actively addresses stakeholder concerns, and actively integrates ESG concepts into daily operations to ensure its sustainability in development and operations.

1.1.1 ESG Governance Structure



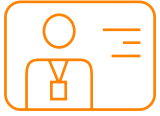

Weibo has established a well-structured and clearly-defined three-tier ESG governance structure of "governance tier - management tier - execution tier", clarifying the responsibilities of each tier to ensure efficient operations. The Board of Directors is the highest ESG governance body. It authorizes the Environmental, Social and Governance Committee ("ESG Committee") as the primary supervisor for ESG work. The ESG Working Group under the ESG committee is responsible for comprehensively promoting the implementation of ESG work. This report provides a detailed disclosure of the progress and achievements of Weibo's ESG work in 2023 and has been approved by the Board of Directors in April 2024.



1.1.2 Engagement with Stakeholders

Weibo attaches great importance to communication with stakeholders. We actively establish an efficient and diverse engagement and feedback mechanism and facilitate communication channels with different stakeholders such as shareholders / investors, government / regulators, employees, users, business partners, suppliers, media outlets, non-governmental organizations, community, and the public. We listen to the expectations and demands of all stakeholders, take measures and respond promptly, jointly contributing to social sustainability.

Stakeholder Engagement Mechanism

Stakeholders	Stakeholders' Concerns	Means of Communication	Major Response
 <p>Shareholders /Investors</p>	<ul style="list-style-type: none"> ● Ongoing and stable operations ● Stable return on investment ● Corporate governance ● Compliance operation ● Risk management 	<ul style="list-style-type: none"> ● General meetings of shareholders ● Periodic reports and announcements ● Investor meetings ● Investor emails 	<ul style="list-style-type: none"> ● Stable operations ● Information disclosure ● Strengthened content management ● Protecting privacy and data security
 <p>Government and Regulators</p>	<ul style="list-style-type: none"> ● Compliance operation ● Content security and quality ● Data privacy protection ● Platform contributing to improved social issues 	<ul style="list-style-type: none"> ● Policy guidance ● Reporting ● Regular communication ● Supervision and inspection ● Project cooperation ● Information disclosure 	<ul style="list-style-type: none"> ● Operating in compliance with laws and regulations ● Strengthened content management ● Protect privacy and data security ● Establishing and improving anti-corruption governance system ● Contributing to governments' tackling social issues
 <p>Employees</p>	<ul style="list-style-type: none"> ● Employee recruitment ● Employee rights protection ● Employee training and development ● Employee health and safety 	<ul style="list-style-type: none"> ● Plenary session ● Customer satisfaction survey ● Employee care activities ● Training 	<ul style="list-style-type: none"> ● Protecting the legitimate rights and interests of employees ● Competitive salary system ● Providing diversified training programs ● Achieving common growth
 <p>Users</p>	<ul style="list-style-type: none"> ● User experience ● Privacy protection and information security ● Content security and quality ● Intellectual property rights ("IPR") Protection ● Minor protection ● Responsible marketing 	<ul style="list-style-type: none"> ● User feedback channels ● Product research feedbacks ● Conducting user interaction activities 	<ul style="list-style-type: none"> ● Strengthening user information protection ● Strengthening content management ● Encouraging users to create quality content ● Practicing responsible marketing

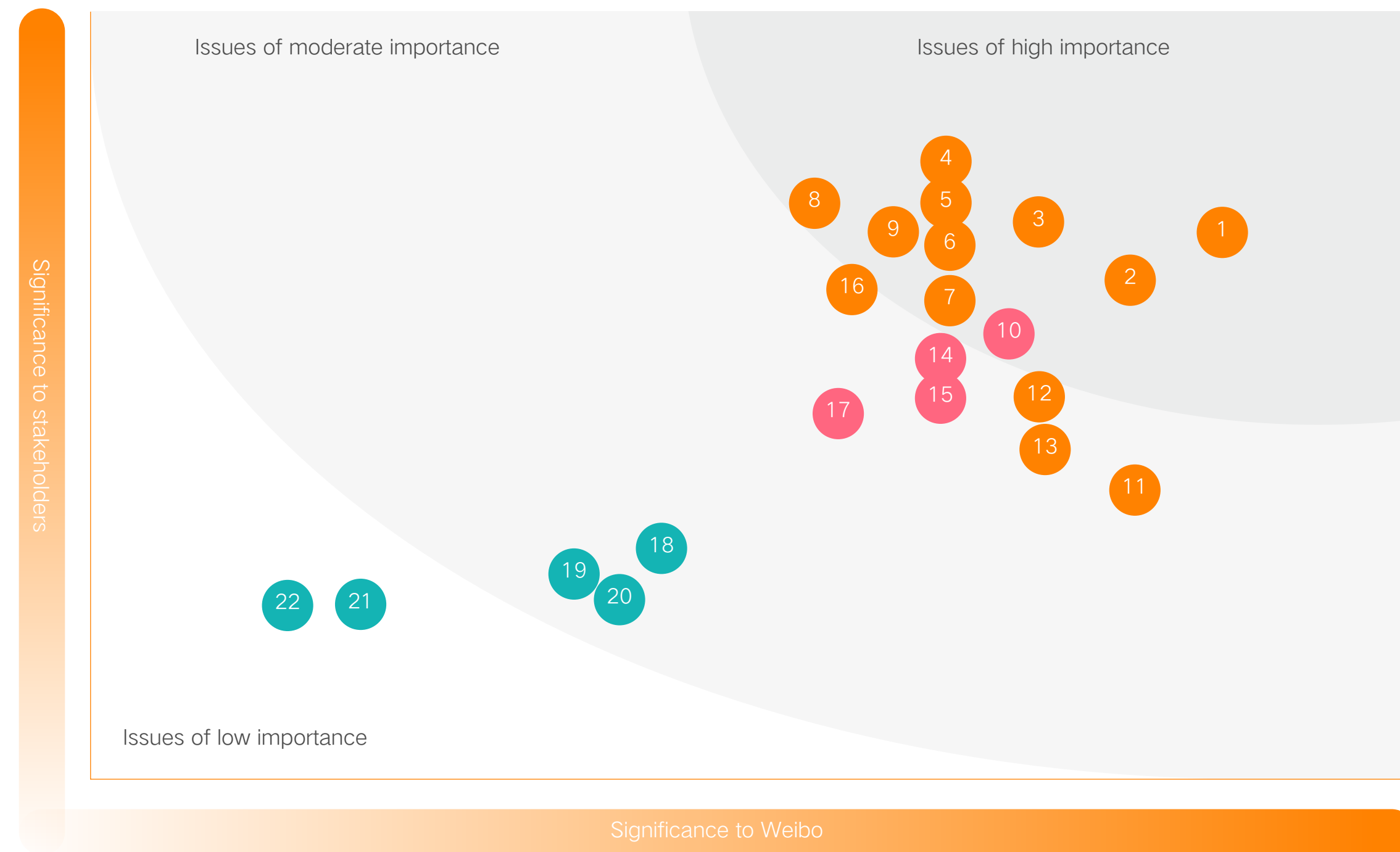
Stakeholders	Stakeholders' Concerns	Means of Communication	Major Response
 <p>Business Partners</p>	<ul style="list-style-type: none"> ● Customer relationship management (CRM) ● IP Protection ● Product innovation ● Cooperation and development ● Low-carbon operation 	<ul style="list-style-type: none"> ● Business cooperation ● Technical exchanges ● Project cooperation ● Achievement sharing 	<ul style="list-style-type: none"> ● Strengthening technical exchanges ● Building responsible industrial chains ● Promoting sustainable business collaboration ● Applying energy-saving technologies ● Developing green products ● Promoting awareness of environmental protection and low-carbon development
 <p>Suppliers</p>	<ul style="list-style-type: none"> ● Supplier management ● Mutual benefit and win-win result ● Supplier empowerment ● Anti-corruption 	<ul style="list-style-type: none"> ● Field research ● Supplier meetings and audits ● Supplier contracts and agreements ● Other supplier exchange activities 	<ul style="list-style-type: none"> ● Promoting supplier sustainability capacity building ● Strengthening supply chain responsible sourcing
 <p>Media Outlets</p>	<ul style="list-style-type: none"> ● Information disclosure and transparency ● Diversified cooperation ● Corporate social responsibility and influence 	<ul style="list-style-type: none"> ● Press conference ● Media conference ● Social media interactions 	<ul style="list-style-type: none"> ● Information disclosure ● Proactively carrying out cooperation ● Facilitating media content distribution and enhancing influence
 <p>Non-governmental Organizations</p>	<ul style="list-style-type: none"> ● Economic and social impact ● Cooperation and development ● Community service and charity 	<ul style="list-style-type: none"> ● Online and offline cooperation ● Achievement sharing ● Establishing strategic cooperative relations with various public welfare organizations 	<ul style="list-style-type: none"> ● Weibo functioning as a public platform to help promote social welfare activities ● Actively participating in social welfare
 <p>Community and the Public</p>	<ul style="list-style-type: none"> ● Economic and social impact ● Community service and charity ● Climate change ● Energy management and carbon emissions ● Biodiversity 	<ul style="list-style-type: none"> ● Social donation ● Providing job opportunities ● Volunteering activities 	<ul style="list-style-type: none"> ● Solving social problems with professional advantages ● Carrying out volunteer activities

1.1.3 Materiality Assessment

Weibo values the feedback and suggestions of stakeholders, which have material impacts on corporate development. Based on materiality assessments in 2022, Weibo has further adjusted and optimized the material issues based on the industry trends and regulatory requirements, and in alignment with ESG rating concerns of capital market, to draw up materiality matrix for 2023.

Materiality Matrix of Weibo in 2023

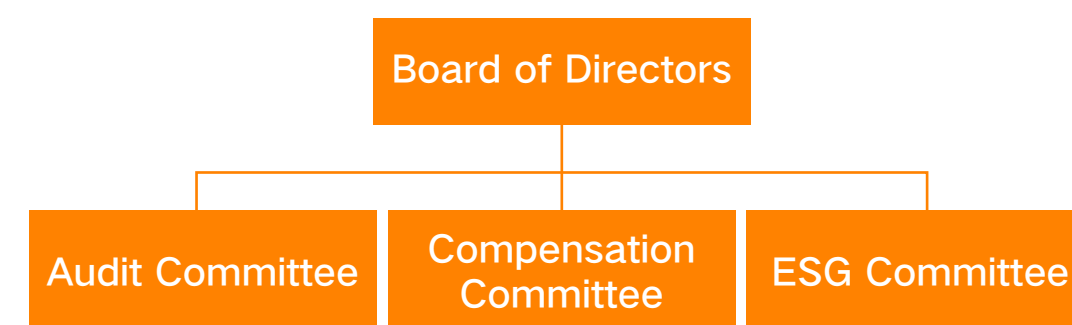
● Social ● Corporate Governance ● Environmental



Materiality	S/N	ESG Issues	Category
High	1	Privacy protection and information security	Social
	2	Employee training and development	Social
	3	Content security and quality	Social
	4	Employee rights protection	Social
	5	IP Protection	Social
	6	Employee health and safety	Social
	7	Employee recruitment	Social
	8	Minor protection	Social
	9	Product innovation	Social
	10	Business ethics and anti-corruption	Corporate Governance
Moderate	11	Supplier management	Social
	12	Customer relationship management (CRM)	Social
	13	Responsible marketing	Social
	14	Economic and social impact	Corporate Governance
	15	Corporate governance	Corporate Governance
	16	Community charity	Social
	17	Economic performance and market performance	Corporate Governance
	18	Energy management and carbon emissions	Environmental
	19	Resources usage management	Environmental
	20	Climate change risks	Environmental
Low	21	Biodiversity	Environmental
	22	Sewage and waste management	Environmental

1.2 Corporate Governance

Weibo keeps optimizing its corporate governance by standardizing its corporate governance structure, improving internal control and management mechanisms, and promoting standardized and compliant management of the Company, in a bid to lay a solid foundation for its sustained and stable operation and healthy development.



Audit Committee: Responsible for overseeing the accounting and financial reporting procedures of the Company and its subsidiaries, as well as the audit of the Company's financial statements, including the appointment of independent auditors, overseeing the compliance of accounting and financial policies, reviewing significant issues of internal control adequacy and the audit steps taken for significant control deficiencies, and reviewing and approving all proposed related party transactions.

Compensation Committee: Responsible for overseeing the Company's compensation and employee benefit plans and practices, including reviewing the compensation of directors, approving and supervising the overall compensation and benefits of non-employee directors, approving the compensation plans for senior executives, regularly reviewing and approving any long-term incentive compensation or equity-based plans, year-end bonuses, and employee pension and benefit plans.

ESG Committee: Responsible for supervising the Company's ESG work, formulating the Company's ESG strategy and management policies, evaluating the risks of ESG related material issues to the Company's business, regularly reviewing and summarizing the Company's ESG performance and the progress of ESG goals, and briefing the Board of Directors.

1.2.1 Board Structure

Weibo strictly complies with the laws and regulations of the countries and regions in which it operates and is listed in, such as the *Securities Act of 1933*, *NASDAQ Stock Market LLC Rules*, and *HKEX Listing Rules*, and has established a scientific and efficient corporate governance mechanism that clarifies responsibilities of each part. As the top decision-making body of the Company, the Board of Directors is responsible for the overall strategy, internal control, and risk management system. The audit committee and compensation committee under the Board of Directors are responsible for supervising and examining the Company's internal control and risk management, management appointment, and incentive measures etc. Currently, the Board is composed of seven members, including three independent directors. The average term of office for the board members is 1.24 years. During the reporting period, the Board of Directors held a total of four board meetings, with an attendance rate of 100% and four written resolutions passed.

Weibo values the diversity of the Board of Directors as a key element in improving the decision-making of the Board, delivering the Company's strategic goals, and achieving sustainable development. At present, the composition of the Board has taken into account the requirements of diversity, industry experience, and professional skills. Weibo commits to recommending at least one female director candidate for consideration by the Board within three years after the Company's listing in HKEX in December 2021, so as to further increase the proportion of female representation on the Board, and improve the decision-making of the Company with more comprehensive perspectives and concepts. As of December 31, 2023, independent directors accounted for 43% of the Board, and female directors accounted for 14% of the Board.

Name	Title	Gender	Professional Competence		
			Industrial experience	Risk management	Financial experience
Charles Chao	Chairman of the Board	Male	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Hong Du	Director	Female	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Bo Liu	Director	Male	<input checked="" type="checkbox"/>		
Gaofei Wang	Director/CEO	Male	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Pehong Chen	Independent director	Male	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Pochin Christopher Lu	Independent director	Male	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Yan Wang	Independent director	Male	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

Name	Title	Special Committees		
		Audit Committee	Compensation Committee	ESG Committee
Pehong Chen	Independent director	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Pochin Christopher Lu	Independent director	<input checked="" type="checkbox"/>		
Yan Wang	Independent director		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Hong Du	Director			<input checked="" type="checkbox"/>

1.2.2 Risk Management

Weibo is committed to improving its risk governance system and enhancing its risk management. It ensures the stable operation and sustainable development of the Company through comprehensive and effective risk and internal control.

Risk Governance Structure

The Company has established a risk management system led by the Audit Committee, which is responsible for continuously monitoring the implementation of Weibo's risk management policies, comprehensively promoting the construction of the risk management system, and avoiding significant misstatements or losses.

Risk Identification and Assessment

The Company refines the risk issues that may occur in daily operations, and regularly identifies, analyzes, and assesses various potential internal control, operational, financial, legal, and market risks in operational business. In addition, the Company conducts an annual review and assessment of risk exposure to ensure that risks are controllable.

The Company has developed a "risk control identification service" plan to support business departments in identifying various safety risks and achieving individualized risk control.

Countermeasures

The Company actively develops risk response plans and carries out risk response actions in response to identified major risks. By the end of the reporting period, the main identified risks and the corresponding response measures are as follows:

Types of Risks	Countermeasures
Risk Management on Financial Reporting	<ul style="list-style-type: none"> ● Develop financial reporting risk management policies; ● Provide regular training for finance staff to ensure smooth implementation of policies.
Risk Management on Internal Control	<ul style="list-style-type: none"> ● Build a teamwork mechanism between Compliance and Internal Audit departments and Legal, Finance and Business departments to conduct risk assessments and collaborate on risk management strategy recommendations; ● Monitor the effectiveness of internal controls and risk awareness across the Company while improving the efficiency of business processes; ● Set up an internal review system for investments and acquisitions, and establish a special working group to supervise and assist in the review and evaluation of investment and acquisition applications of us and our subsidiaries to ensure corporate investment compliance
Risk Management on Information Security and Privacy	<ul style="list-style-type: none"> ● Establish a complete information security management system and full-lifecycle protection mechanism for personal information and improve the security level through security technology and training and regular internal and external security audits. Please refer to 2.1 Information Security & 2.2 Privacy Protection for specific measures.
Risk Management on Human Resources	<ul style="list-style-type: none"> ● Maintain employment compliance, safeguard employee rights and interests, prioritize talent development and retention, and foster a diverse and inclusive work environment. Please refer to 4 Human Capital for specific measures.
Risk Management on Climate Change	<ul style="list-style-type: none"> ● Effectively address climate risks by carrying out climate risk identification under the TCFD framework and actively promoting energy conservation and emission reduction in data centers, offices, procurement, etc. Please refer to 5.1 Climate Change Initiatives for specific measures.

On the basis of traditional risk identification, the Company has also increased the identification and assessment of new risks and formulated corresponding action plans to reduce the impact of emerging risks on the Company's business.

Risk Culture

The Company regards the construction of a risk management culture as an important component of its stable development. Through knowledge training, system optimization, and other methods, it strengthens employees' risk awareness and integrates risk concepts into various aspects of the Company's operations and products, enhancing the Company's risk prevention capacity and risk management level.

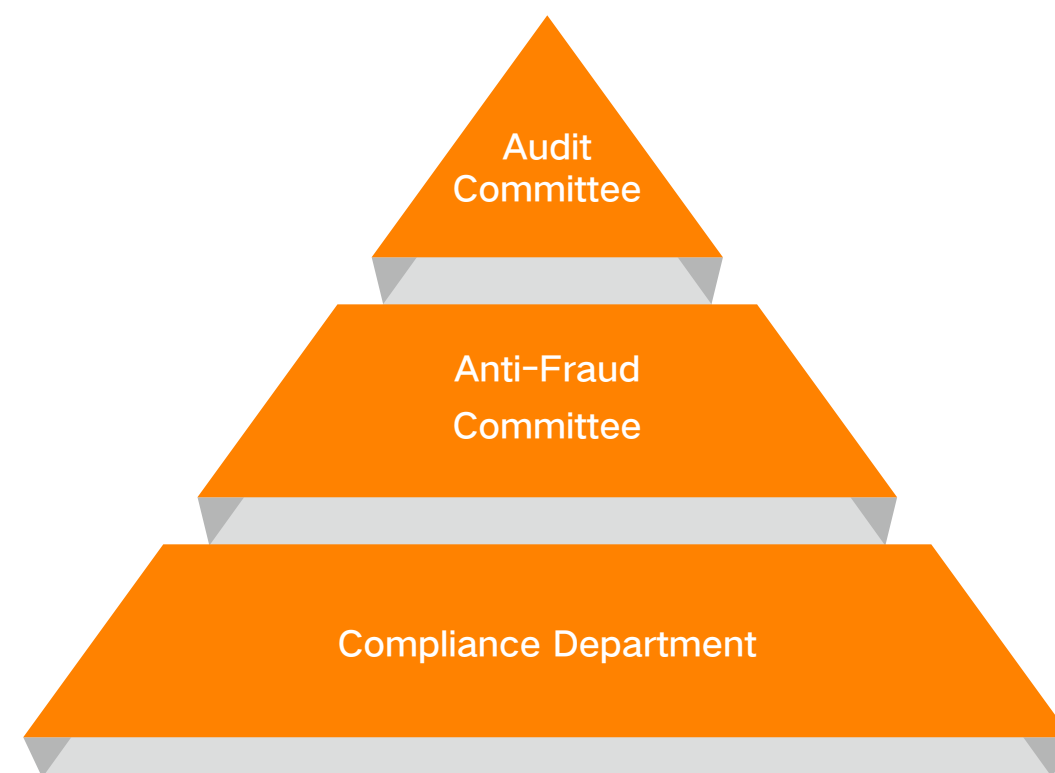
Risk Mechanism Optimization	<ul style="list-style-type: none"> ● Strengthen employee engagement, encourage employees to proactively report risks, and promote continuous optimization and improvement of the Company's risk management practices.
Risk Knowledge Training	<ul style="list-style-type: none"> ● Organize themed sharing sessions on the "Risk Identification Service" to promote knowledge on risk identification and avoidance related to the Company's business content, as well as the process of using the risk control services among employees. ● Carry out training on risk knowledge related to anti-money- laundering and anti-monopoly.
Risk Standard Integration	<ul style="list-style-type: none"> ● Integrate risk standards into the daily operations, product development, and other processes of the Company. <p>Please refer to Section 2.2 Privacy Protection & 4.1 Employee Rights and Welfare for specific measures.</p>

1.2.3 Business Ethics

Weibo follows the principles of voluntariness, equality, fairness, honesty and credibility, while practicing the general anti-fraud idea of "giving priority to prevention and taking punishment as a subsidiary", to constantly strengthen business ethics management and strive to build a clean and positive environment, ensuring the sustainability of the Company.

Business Ethics Governance Structure and Mechanism

The Company has established the Anti-Fraud Committee to review and handle the investigation results of major cases within Sina Group, and brief the Audit Committee on a quarterly or irregular basis based on the actual situation. The Audit Committee reports to all members of the Board of Directors when necessary. The Compliance Department, as the daily management department of the anti-fraud work within the Group, receives and handles reports, and organizes independent evaluations of anti-fraud work.



Weibo conducts regular identification, supervision, and self-examination to uncover business ethics risks, regularly performs special internal audits⁵ covering all business lines every quarter, and executes multi-dimensional and all-round audits on personal expenses, supplier specifics, business operation specifics, among others. During the reporting period, Weibo was free of corruption-related litigation.

⁵ The special internal audit of business ethics covers the entire business line, including significant investment firms.

Business Ethics System

In strict compliance with the *United Nations Convention against Corruption* and other laws, regulations, and standards related to business ethics, Weibo has formulated documents such as the *Weibo Employees' Professional Code* and the *Anti-fraud Publicity Handout* to regulate employee behavior at the institutional level, so as to ensure that employees follow and implement ethical requirements and standards in the business. In 2023, the Company revised the *Weibo Employees' Professional Code*, the *Code of Conduct for Employees* and so on, expanding policy coverage, clarifying the responsible parties who accept provided clues to fraud, and who investigate and punish fraudulent practices, and unifying the description of conflicts of interest practices, fraud or other unethical business practices.

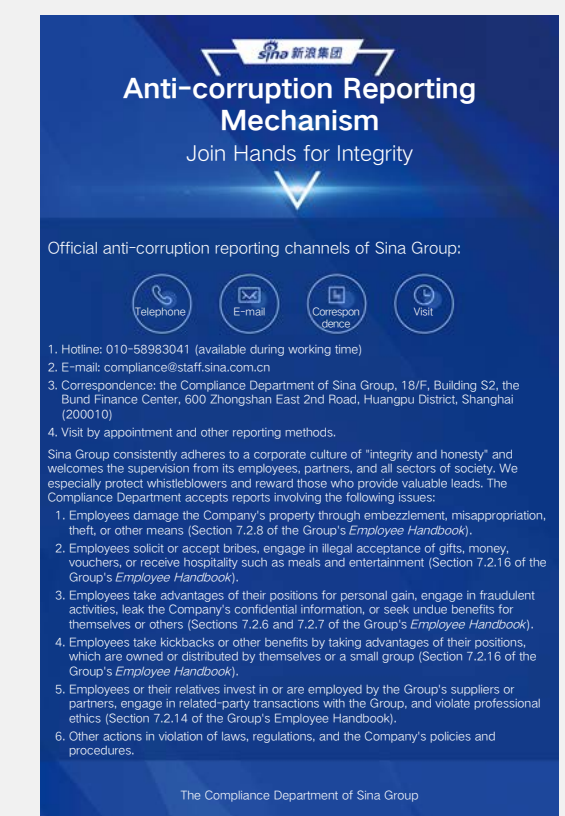
Whistleblowing Mechanism and Whistleblower Protection

The Company always adheres to the anti-fraud principle of "adhering to both punishment and prevention, focusing on prevention, keeping reporting information confidential, and protecting whistleblowers". We have established multiple reporting channels accessible to the public, including phone calls, emails, letters, or personal interviews, and have formulated a complete report acceptance and investigation process, which is followed up by the Compliance Department, who will handle the relevant issues. Any behavior that violates business ethics will be punished strictly.

The Company attaches great importance to the incentives and protection measures of whistleblowers, and encourages anonymous whistleblowing, promising to maintain the complete confidentiality of all reported information and records. The Company will severely punish any discrimination or retaliation and transfer cases involving severe or illegal acts to judicial departments for disposal pursuant to law; The Company will reward effective reporting information or for preventing significant economic losses for the Company.

Whistleblowers Protection

- The whistleblower can choose to report anonymously for maximum privacy protection.
- We strictly limit the personnel who can get to know about the reported information (including personal information of the whistleblower), and have established authorization rules and declaration requirements for three types of personnel who have access to reported information, and specified exceptions.
- We keep the investigation process in strict control, clarifying the requirements on the number of attendees and place for the interviews with the whistleblowers to ensure that the privacy information of the whistleblowers won't be leaked.



Publicity of Anti-corruption Reporting Channels



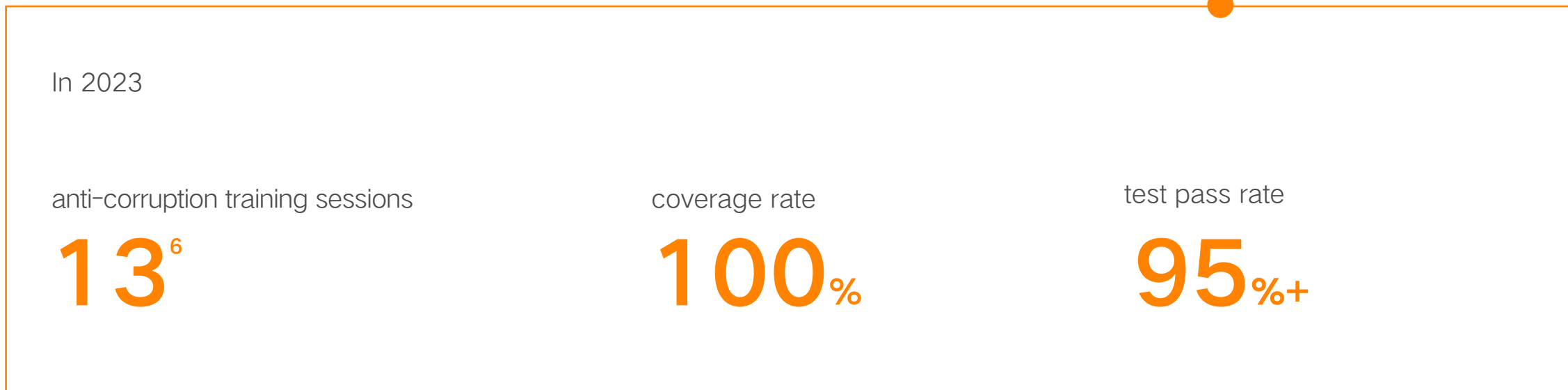
Building a Culture of Integrity

The Company stresses professional ethics training and publicity to the Board of Directors, management at all levels, and all general staff (including part-time, outsourced, and contractual employees), in a bid to enhance employees' awareness of integrity and honesty. Weibo requires the management to sign a "Management Statement" on a quarterly basis, promising to observe the ethical requirements in business. Weibo offers regular training on professional ethics, which includes anti-monopoly, for all employees, and mandates them to take and pass the professional ethics tests after the training sessions.



Special Anti-fraud Training in Guangdong

In 2023, Weibo continued to increase its efforts in publicity and training. In addition to conducting annual professional ethics training and "anti-fraud classes" online at the group level, as well as offline new employee training, the Company also conducted special offline training sessions on anti-fraud in Zhengzhou, Tianjin, Guangzhou, and other places to raise employees' compliance awareness of "integrity and honesty".



Weibo has been an executive member of the "Trust and Integrity Enterprise Alliance" ⁷ since 2017 and frequently attended anti-corruption conference in the industry. Weibo automatically identifies dishonest persons on the "dishonest staff sharing platform" within the alliance and refrains from hiring them. In 2023, the Company, as a representative of the alliance, participated in the 6th Enterprise Integrity and Compliance Summit.



An Executive Director Unit of Trust and Integrity Enterprise Alliance



The 6th Enterprise Integrity and Compliance Summit

⁶ 13 anti-corruption training sessions were held in 2023, including one session on professional ethics, two sessions on anti-fraud, four training sessions for new employees and two special training sessions each in Tianjin, Zhengzhou, and Guangzhou.

⁷ Established in February 2017, the Trust and Integrity Enterprise Alliance was initiated by JD and joined by reputable entities such as Tencent, Baidu, Walmart China, P&G, Lenovo, Midea, Xiaomi, Meituan Dianping, Vipshop, Li-Ning, Yonghui Superstores, JOY WING MAU, and the Research Center for Criminal Law of Renmin University of China. The purpose of the alliance is to work together on the Internet to clamp down on corruption, fraud, counterfeiting, and information security crimes. Moreover, it enables members of the alliance to practice better anticorruption governance to create a positive cycle of integrity and honesty for all.

1.2.4 Supply Chain Management

The Company strictly abides by the *Civil Code of the People's Republic of China* and other relevant laws and regulations, and also improves its internal policies such as the *Supplier Management System*. We implement supplier classification management, continuously strengthen supplier full-lifecycle management, and integrate sustainable development concepts into daily work to build a sustainable supply chain.

In 2023, the Company upgraded its classification and grading management of supplier database by refining bidding management and price comparison rules, limiting usage permissions, establishing a supplier audit team, and adding new forms of supplier evaluation to strengthen daily management of suppliers. The Company attaches great importance to the management of supplier business ethics. It revised the *Honesty and Integrity Agreement*, with channels for reporting fraud and terms about punishment added to it and made the *Honesty and Integrity Agreement* an attachment to procurement contracts to enhance the effectiveness of integrity in enforcing contracts; Meanwhile, we inform suppliers of compliance requirements and reporting channels through communication meetings with shortlisted suppliers and daily email communication.

Supplier Full-lifecycle Management

Access Management

- Conduct thorough assessments of suppliers' qualifications and certifications, including ISO 9001 quality management system and ISO 14001 environmental management system. In 2023, about 77.42% of equipment manufacturers or service-providers⁸ passed third-party certification.
- Conduct background checks on suppliers for breaches of legal and disciplinary rules, commercial bribery, etc. In 2023, all domestic suppliers have signed the *Honesty and Integrity Agreement*.
- Require suppliers to ensure that all employees have job choice freedom, avoid child labor or forced labor, and comply with the probationary period provisions of the labor law, as well as applicable laws and regulations on leaves and overtime.
- Prefer suppliers that use green products to ensure the Company's hardware production fully complies with the full-lifecycle low-carbon concept. For detailed requirements, please refer to [5.2 Pursuing Green Operations](#).

Assessment and Evaluation

- Classify suppliers during the evaluation stage and separate them into categories of administrative, IT, marketing and gift.
- Conduct comprehensive assessments and evaluations of suppliers, including individual project evaluations, annual performance evaluations, and daily monitoring.

Exit Mechanism

- Conduct regular interviews with suppliers that do not meet the requirements and establish a special investigation team to thoroughly investigate complaints against suppliers.
- Rectify, freeze or blacklist non-compliant suppliers according to different circumstances.
- Hold the suppliers liable and demand compensation for related losses under aggravating circumstances.

Engagement Mechanism

- Supplier access conference: explain the access standards of the Company to suppliers and evaluate their access qualifications.
- New suppliers meeting: invite new suppliers to participate in a symposium on the Company's requirements for processes, systems, and project procurement.
- Supplier communication meeting: learn the latest developments in the supply chain, track the production status of products, and ensure timely and sustainable supply.
- Communication and Q&A meetings for major projects: strengthen better understanding and cooperation between suppliers and business departments for major projects.
- Project review meeting: summarize the experience of the project, and prepare for subsequent improvement and promotion.

⁸ The device manufacturers or service providers for Weibo are primarily identified as IT and administrative procurement.



02

Responsible Platform

Building a trustworthy and responsible platform is the key to ensuring the secure and stable operation of our business. Weibo has always adhered to the bottom line of internet security, highly respected user privacy and data rights, and rigorously implemented information security and privacy protection measures. We make every effort to provide users with more reliable services and create a better experience.



2.1 Information Security

Weibo is committed to building a responsible and secure platform. Weibo continuously enhances its information security management system, closely follows external regulatory dynamics and updates security policies in a timely manner. We also vigorously conduct internal and external security audits and certifications. Leveraging technological strength, we constantly innovate on security and disaster-resistant products, in order to comprehensively prevent security incidents, and effectively safeguard the interests of users and the Company.

2.1.1 Security Management System

Weibo strictly follows relevant laws and regulations as well as industry standards in the jurisdictions where it operates, including the *Cybersecurity Law of the People's Republic of China* and the *Regulations on Internet Security Protection Measures*. We continuously strengthen the Company's information security management foundation from the institutional and systematic levels to comprehensively ensure the secure and stable operation of our business.

Policy Level

Weibo formulates and immediately updates system papers based on the most recent external regulatory requirements and internal operational situations. Every year, we perform reviews of information security policies and develop yearly guidelines for their management to verify their suitability, adequacy, and effectiveness.

General Principles of Information Security Policies Management for the Year 2023



Enhance the integrity of the system framework and uniformly expand the scope of application of each system document to the entire Company, with some documents extending to the group and third-party contractors and suppliers.



Update management standards in accordance with the current control status, taking into account the Company's actual circumstances.



Ensure that the system content complies with relevant laws and regulations, standard documents, and requirements from regulatory authorities for the system framework.

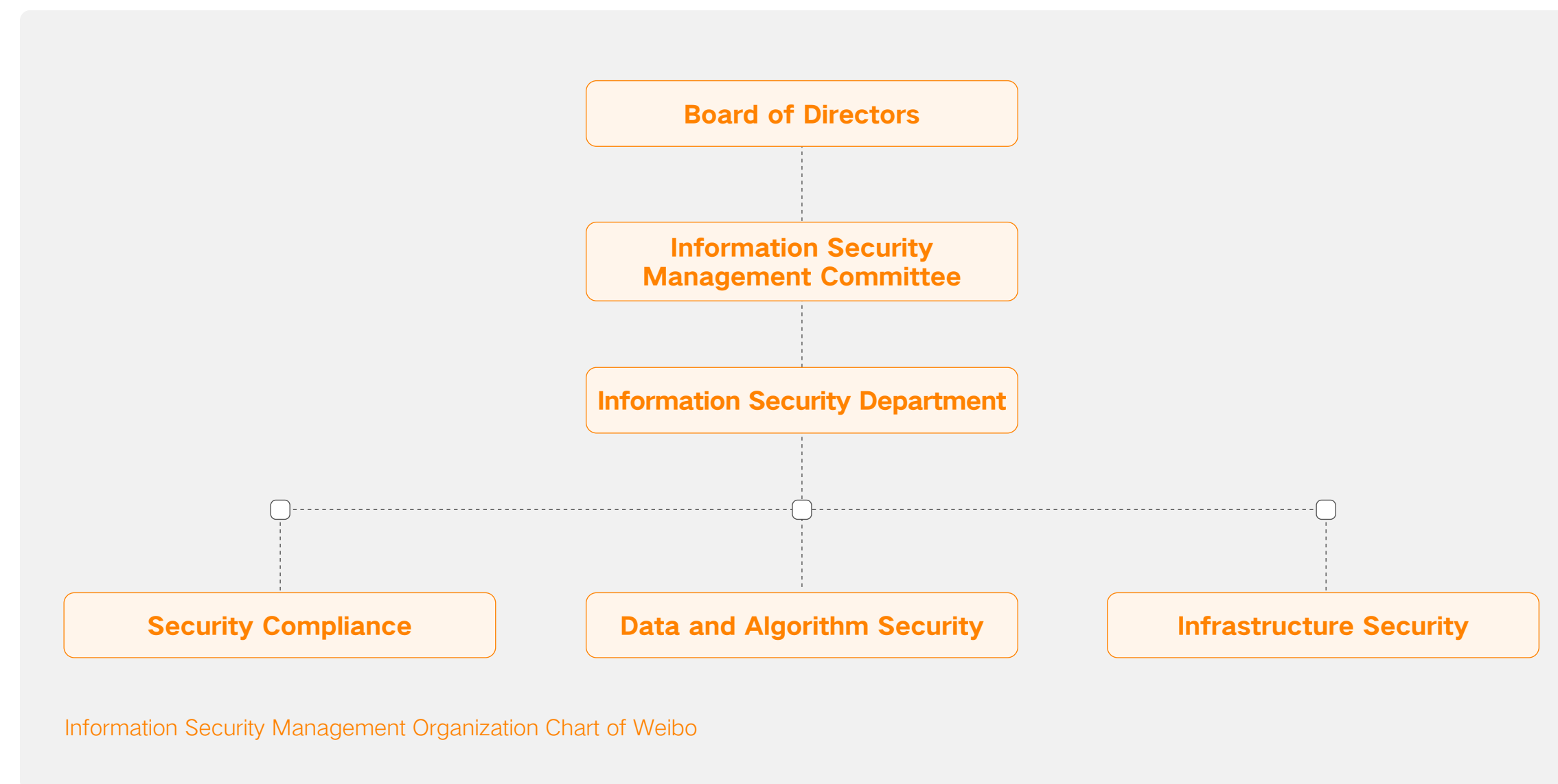
In 2023, Weibo established for the first time the *Information Security Management System Policy* and the *Information Security Risk Management Measures* and other information security management documents, clarifying information security objectives, management organizations and responsibilities, organizational management principles, risk management principles, as well as strategies in various fields of information security. We also issued the *Information Security Management System Directive* to continuously enhance the effectiveness and control integrity of the information security management system documents.

Additionally, the Company revised and improved a series of system documents such as the *Information Security Document Management Specification* and the *Data Security Management System* during this year, expanding their management scope to cover the entire Company and all relevant business lines and personnel in information security positions. This comprehensive approach aims to standardize the Company's information security management practices.

Organizational Level

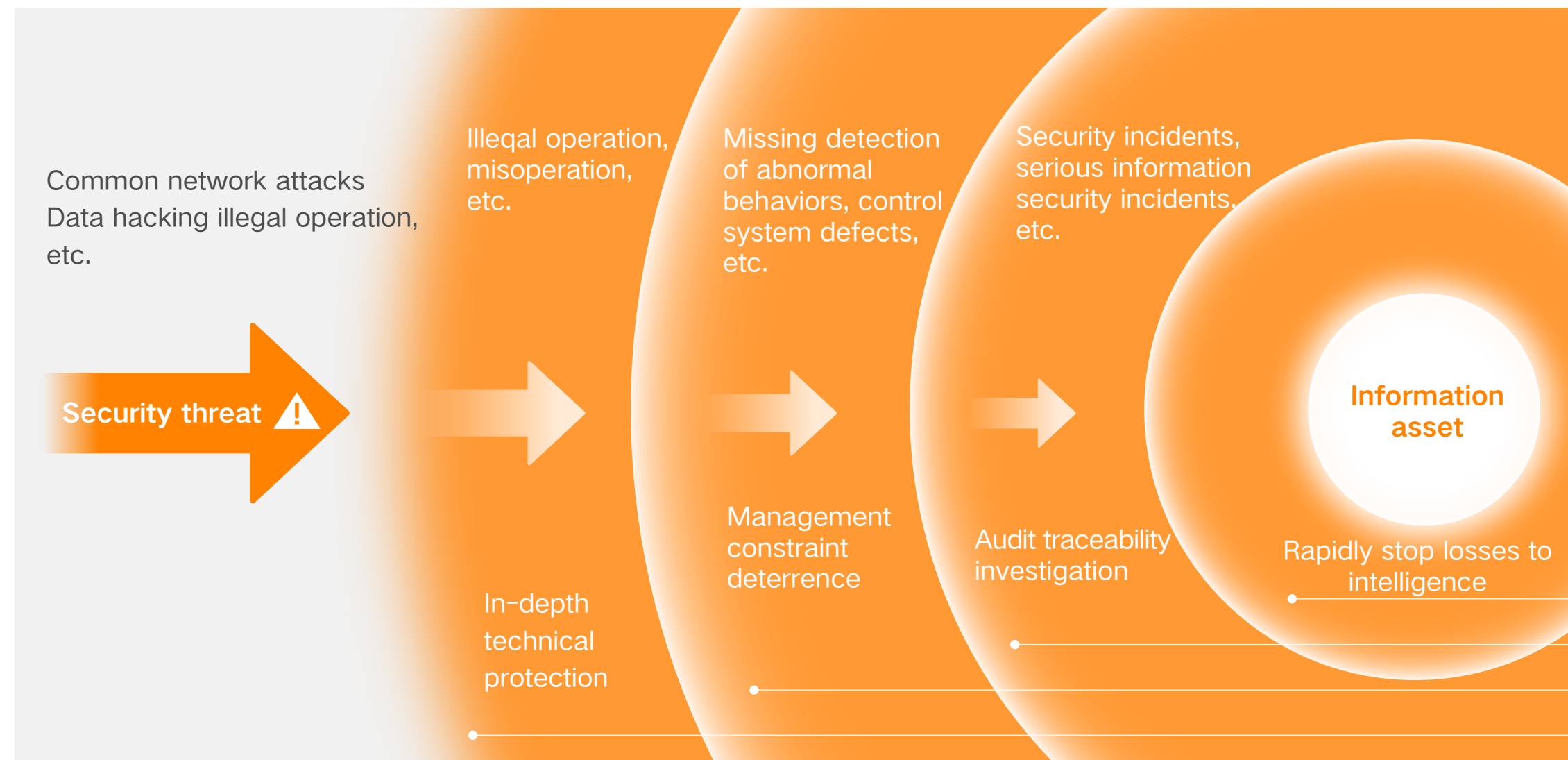
Weibo consistently builds the organizational structure to ensure solid information security management. We have established an Information Security Management Committee chaired by the Chief Operating Officer (COO) of Weibo, with representatives from the Information Security Department, Government Affairs Department, Legal Department, and several related business units acting as members. This committee is in charge of developing strategic objectives and annual plans for information security, as well as implementing and building the information security system. Furthermore, committee members provide regular reports to the Board of Directors for review, and coordinates and implement the Company's information security management work.

In 2023, Weibo formulated documents such as the *Charter of the Information Security Management Committee* and the *Agenda for Information Security Management Committee Meetings*, which clarify the specific tasks and responsibilities of information security at all levels. The committee regularly convenes meetings to conduct in-depth discussions on information security-related matters, comprehensively strengthening information security management, and maximizing efforts to ensure network and information security.



2.1.2 Prevent Security Incidents

Weibo has established a comprehensive information security prevention and control procedures based on a top-down security control design. The Company has built "three-dimension and four-layer" information security prevention and control system to ensure the specialized implementation of data security, personal information and privacy protection, application security, and basic security, thereby minimizing information security risks to the greatest extent possible. To be specific, three dimensions include management, technology and personnel, and four layers cover technology, management, audit, and intelligence.



"Three-dimension plus Four-layer" Mechanism of Safety Prevention and Control

In 2023, Weibo actively deployed and implemented information security prevention and control strategies and plans, taking both proactive and reactive measures to comprehensively intercept and block security threats and avoid data breaches.

Proactive Measures

Awareness Cultivation

To strengthen employees' awareness of network security and their ability to prevent risks, Weibo continuously revises and improves the *Weibo Security Training System* and strictly conducts training in accordance with the system requirements. In 2023, the Company expanded the scope of application of this system to all departments, external suppliers, and contractors, comprehensively enhancing the security skills of employees and their upstream and downstream business partners and reducing security incidents caused by weak awareness.

During the reporting period

Information security training for new employees has amounted to

362 person-times totaling **181 hours**

Information security training for all employees and employees in key positions

5,312 person-times

totaling

8,592 hours



New Employee Security Training

New Employee Security Training

- > Upon joining, new employees must undergo training on *Information Security and Confidentiality Awareness* and sign a confidentiality agreement.
- > The training includes, among other things, guidance on safe internet usage.

Business Security Technology Training

- > For employees involved in network security, data security, and related areas, specialized training sessions are held every six months. These sessions can take the form of lectures, workshops, or online courses and cover topics like compliance training for personal data protection.

Company-Wide Information Security Training

- > Annual information security training is conducted, covering various topics such as information security system procedures, relevant laws and regulations related to security, and scenarios for risk prevention.



Conduct security awareness promotion via email



Promote security awareness through internal advertising screens on Weibo



集团信息安全手册

信息安全部

Information Security Manual

Supplier and Contractor Training

- > The *Security Training System* applies to personnel from suppliers and contractors. Those who do not pass the assessment will not be granted access to ERP account functions.
- > Annual offline security training sessions are organized for suppliers and contractors, focusing on common information security risks, security system norms, procedures, and precautions.



Supplier and Contractor Training Site

To effectively verify the effectiveness of employee network security training, Weibo requires employees to participate in an information security assessment annually. If the training results do not meet the expected score, employees must retake the assessment until they pass.

In 2023, a total of

4,092 employees

participated in the information security examination

with a completion rate of

97.2%



New Regulation Training

Weibo promptly tracks updates in laws and regulations and conducts training sessions on an ad-hoc basis according to newly released laws and regulations in the field of information security/privacy protection. In February 2023, immediately after the release of the *Administrative Measures on Data Security in the Industry and Information Technology Sectors*, we conducted training sessions to interpret the key points of the measures and the specific requirements for internal practices. This aimed to enhance employees' awareness of data security and improve overall compliance levels.



Training Session on New Regulations

Weibo organized relevant employees to participated in "Data Security Intermediate Assessor" Training and Passed the Exam

In 2023, Weibo organized employees of relevant business departments to participated in the "Strong Foundation Plan for Data Security Talents in the Telecommunications and Internet Industry" training organized by the Internet Society of China. This training provided a comprehensive interpretation of data security management requirements from various perspectives, including national laws and regulations, industry regulations, and standards. It helped clarify key tasks in data security management. All the participating employees successfully passed the examination.

Early Warning Identification

Weibo is committed to avoiding information security incidents from the source and strictly abides by the *Sina Disaster Recovery Procedures*, conducts quarterly data availability tests and performs biannual disaster recovery tests. Weibo also regularly conducts security inspections on core systems. During the reporting period, there were no interruption of business operation due to security incidents.

In addition, Weibo actively participates in external attack and defense exercises and organizes internal emergency drills:

External attack and defense exercises

In 2023, the Company participated in multiple network security capability attack and defense drills⁹, serving as both the attacking and defending parties, achieving excellent results. As an attacker, Weibo obtained core management permissions for multiple targets' intranets. As a defender, Weibo achieved a "0" score in losses.

Internal emergency drills

Weibo conducts regular data security drills according to the *Weibo Network Security Emergency Plan* and the *Weibo Data Security Emergency Plan* and produces the *2023 Weibo Data Security Incident Emergency Drill Report*. In addition to information security incident emergency drills, data security incident emergency drills are also conducted, covering scenarios such as data leakage, data tampering, and data abuse. This comprehensive approach enhances the overall proficiency and emergency response capabilities of data security management personnel, thereby mitigating data security-related risks.

Technical Protection

To enhance security capabilities, Weibo implements various technical protection measures:

- Based on a closed-loop cycle of "security protection-threat intelligence-emergency response," a self-developed HIDS protection system is regularly deployed to detect potential intrusion behaviors and conduct assessments.
- A combination of automated scanning and manual testing is used to regularly conduct security tests on the Weibo system, promptly discovering potential security vulnerabilities.
- Threat intelligence systems are deployed to monitor various data leaks and the development and release of language vulnerability patches. Vulnerable development components are patched and upgraded, and potential data leaks are investigated and traced.

Vulnerability Analysis

To safeguard the security of Weibo's assets, the Company adopts 7*24 uninterrupted vulnerability scanning measures to promptly detect and address potential risks. Meanwhile, it continuously updates and enhances security protection strategies to ensure real-time monitoring of system status and timely response to any suspicious issues.

Throughout this year, Weibo has applied Artificial Intelligence Generated Content (AIGC) technology in multiple scenarios in the field of information security, enhancing the detection capabilities and efficiency of vulnerability risks, App privacy security compliance platform systems, and data security platform systems:

- At the system network level, Weibo continuously adjusts its security model to enhance the vulnerability detection capabilities of HIDS and employs semantic recognition technology to improve the false positive rate of vulnerability reports.
- At the application level, Weibo incorporates AIGC technology-related detection capabilities into its SDLC system¹⁰ and formulates an *AIGC Testing Checklist* covering scenarios of AIGC technology products. This guides security testers in conducting security tests to promptly discover potential vulnerabilities.

⁹ Red team-blue team exercises involve organizing various enterprises in society into attack and defense teams to simulate real network intrusion events in order to audit the cybersecurity capabilities of the enterprises.

¹⁰ SDLC, or the Software Development Life Cycle, refers to the process of developing software.

Passive Measures

Incident Management

Weibo has updated and improved the *Weibo Information Security Incident Grading Standard*, clarifying the classification, and grading standards for security incidents. The document standardizes the security incident management process and methods from four stages, i.e., discovery, analysis, action, and reporting, and establish a security incident punishment mechanism thus ensuring that security incidents are resolved in a prompt and efficient manner.

Discovery

Perceive security incidents through monitoring, audit, intelligence and other channels

Action

Take effective measures to stop losses quickly, implement risk responses and improve processes

Security Incident Management Process



Analysis

Record and determine the type and impact of security incidents, and initiate the reporting and assignment process

Report

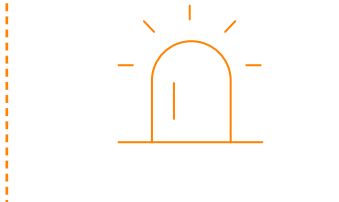
Report to the management and authorities or make disclosure as required by relevant regulations

In addition, Weibo has also revised the *Measures for the Management of Information Security Incidents* and expanded the scope of its application to include the Group. This system specifies the responsibilities of each department when information security incidents occur and outlines the processing flow of security incidents at each stage. At the same time, it updates the classification standards for information security incidents and the disclosure requirements during the reporting stage in accordance with the requirements of the SEC's new regulations.

Emergency Response

Weibo has established a comprehensive information security emergency response mechanism, continuously revising, and improving institutional documents such as the *Information System Emergency Plan* and the *Emergency Response Process*. These documents clarify various types of security risk events, response measures, reporting procedures, and disclosure requirements to ensure the comprehensiveness and scientific nature of the Company's emergency response. Additionally, the Company has taken a series of emergency measures to prevent, mitigate, and control the harm and impact of various sudden information security incidents:

Establishment of an Information System Emergency Working Group composed of department heads to serve as a comprehensive discussion and coordination body for handling information security emergencies, ensuring efficient collaboration among departments and teams.



Establishment of a security risk warning and prevention mechanism to rapidly detect problems through a full-chain monitoring system and a 24-hour duty system, ensuring rapid emergency response and efficient emergency handling.

Establishment of a Security Emergency Response Center, relying on external professional forces to continuously monitor and detect issues in the security system.

For major events and special periods, establishment of emergency working groups and emergency response teams to enhance vigilance and response speed comprehensively.



Regular personnel training and emergency drills, including simulations of various security incidents, testing and evaluating the effectiveness and accuracy of corresponding emergency response measures, to continuously improve employees' emergency handling capabilities.

2.1.3 Security Audit and Certification

Weibo conducts audit of information security on a regular basis, with frequency exceeding once a year: Each year, the Company commissions external third-party organizations to conduct comprehensive security audits of its systems. The audit scope covers various areas such as data security, leakage risks, data tampering risks, computer virus, network attacks, and network intrusion risks. Weibo also works with third-party professional organizations to perform testing and inspection related to network security defense capabilities, penetration testing, and more. In 2023, Weibo carried out audits and inspections on 230 security indicators in 11 areas, covering network security protection management, implementation of technical measures, and security monitoring and emergency response.

Weibo actively conducts external third-party penetration testing. In 2023, the Company commissioned external third-party organizations to perform penetration testing on its critical business systems to promptly identify technical risks such as security vulnerabilities.

Furthermore, the Company hires a professional third-party evaluation agency to conduct national cybersecurity level protection retests every year, which covers the prevention of computer viruses and cyberattacks, cyber intrusion, and other cybersecurity protection management and technical measure

implementation, as well as security monitoring and emergency response.

Having achieved the National Classified Protection of Cybersecurity (Level 3) certification, Weibo has passed in October of this year's classified protection of cybersecurity assessments and met domestic authoritative certification standards in information security.



National Classified Protection of Cybersecurity (Level 3) certification¹¹

2.1.4 Security Products and Applications

Weibo actively leverages its technological advantages to ensure security, continuously develops innovative security and disaster relief products, gradually updates security service functions, and enhances the commercialization of its cybersecurity services and products.

Sina Cloud

Backed by Sina Cloud, the Company offer users DDoS firewall and application firewall services, allowing them to achieve system-level and application-level protection, block malicious attacks, avoid website scraping and scalping, and maintain access to normal business requests. By performing regular security tests for applications, Sina Cloud Application helps users identify possible security flaws in their applications.

AIGC-based New Technology

Weibo leverages AIGC technology to efficiently assist in the construction of its information security prevention and control system. In 2023, the Company formulated and strictly implemented the *Management Regulations for the Use of Generative Artificial Intelligence Technology*. Based on the existing system's security monitoring capabilities, it developed six monitoring strategies related to AIGC technology. These strategies enable the rapid detection of the use of AIGC technology in application processes on server hosts, eliminating unauthorized and excessive usage and ensuring the security of business systems executed in accordance with regulations.

Application of AIGC Technology

Integrating AIGC Technology into App Privacy Compliance Automation Detection

By employing advanced computer vision models in place of manual detection methods, Weibo enhances the detection efficiency of its App privacy compliance detection platform for privacy authorization pop-up detection and privacy policy coordinate discovery;

Integrating AIGC Technology into Data Security Project Construction

Based on the *Data Security Management System*, Weibo utilizes Large Language Models (LLM) to enhance the data detection capabilities of its data security system, assisting in better classifying and categorizing company data.

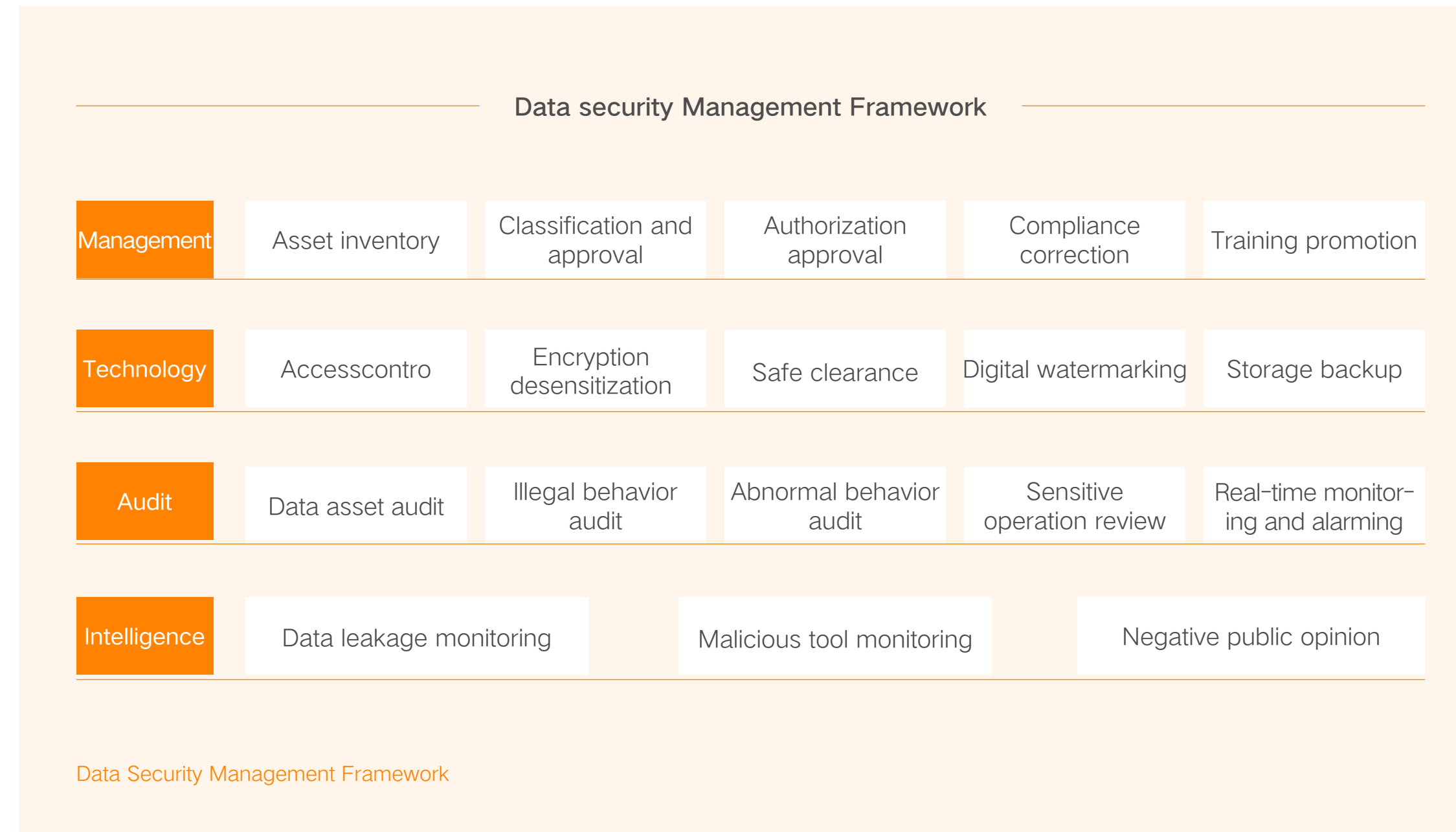
¹¹ The cyber security level protection is only certified for the first time when the certificate is issued, and the subsequent annual retest (with a retest report) will not renew the certificate.

2.2 Privacy Protection

Privacy protection is not only the bottom line that companies adhere to but also the cornerstone supporting long-term healthy development of companies. Weibo highly respects user privacy, and prioritizes *full-lifecycle data protection* to prevent leakage incidents. We are committed to striking a balance between development and security, fostering a permanent and positive interaction with our users.

2.2.1 Data Security Management Framework

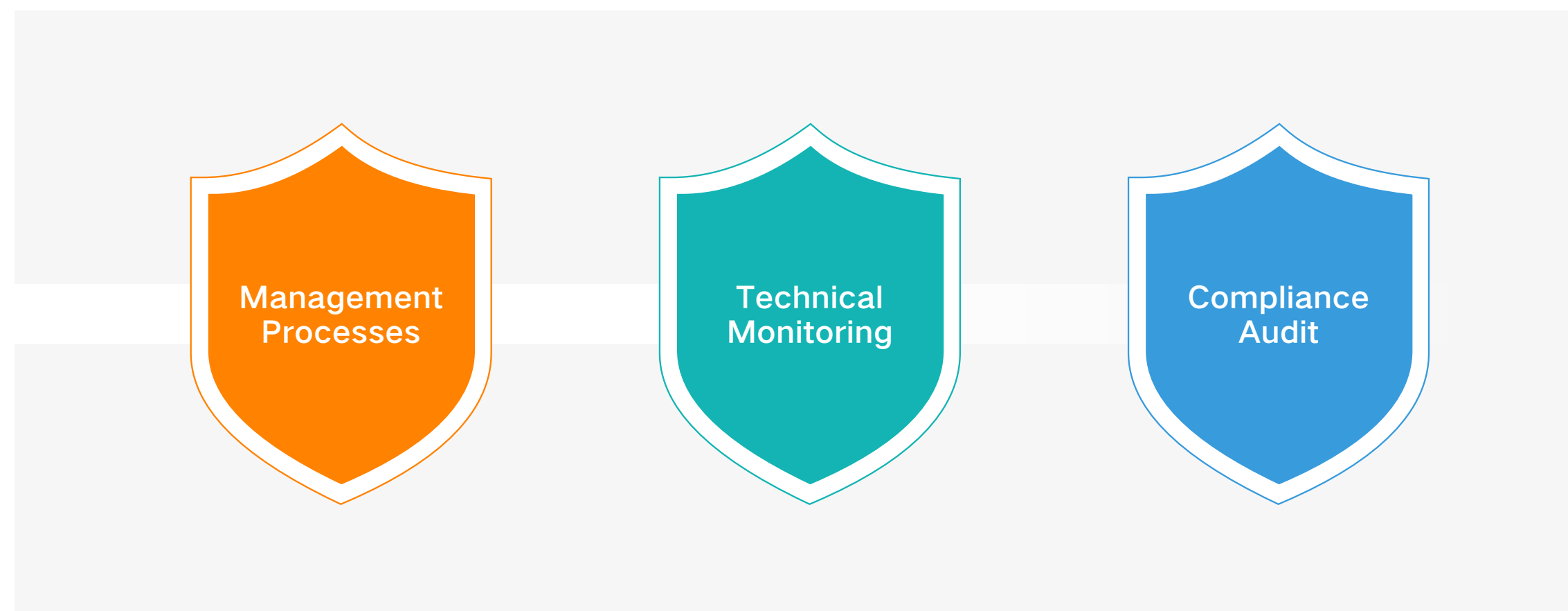
Weibo promptly updates and revises documents such as the *Data Security Management System* based on external regulatory dynamics, expanding its scope to cover the entire Company. We adjust data classification and grading requirements in accordance with practical situations, clarify departmental responsibilities, data usage approval processes, and supplement management requirements for various stages of the data lifecycle. By integrating management, technology, audit, and intelligence into a four-tier defense system, Weibo continuously enhances its data security control framework to effectively safeguard data security. For more information related to Weibo's privacy protection, users can refer to and access the [Weibo Privacy & Security Center](https://privacy.weibo.com/)¹².



¹² Weibo Privacy & Security Center: <https://privacy.weibo.com/>.

2.2.2 Personal Information Protection Mechanism

Weibo comprehensively strengthens its mechanisms for safeguarding personal information, continuously advancing the establishment of "Three Lines of Defense" for personal information protection to comprehensively safeguard users' rights in management processes, technical monitoring, and compliance audit dimensions.



Weibo's "Three Lines of Defense" for Personal Information Protection

Management Processes

Weibo strictly follows laws such as the *Personal Information Protection Law of the People's Republic of China* and relevant industry standards. It has amended and improved policies such as the *Weibo Personal Information Data Security Management System* and the *Weibo Personal Information Protection Policy* and other institutional documents to regulate security processes and implementation requirements, including personal information data authorization approval, security assessment, etc.

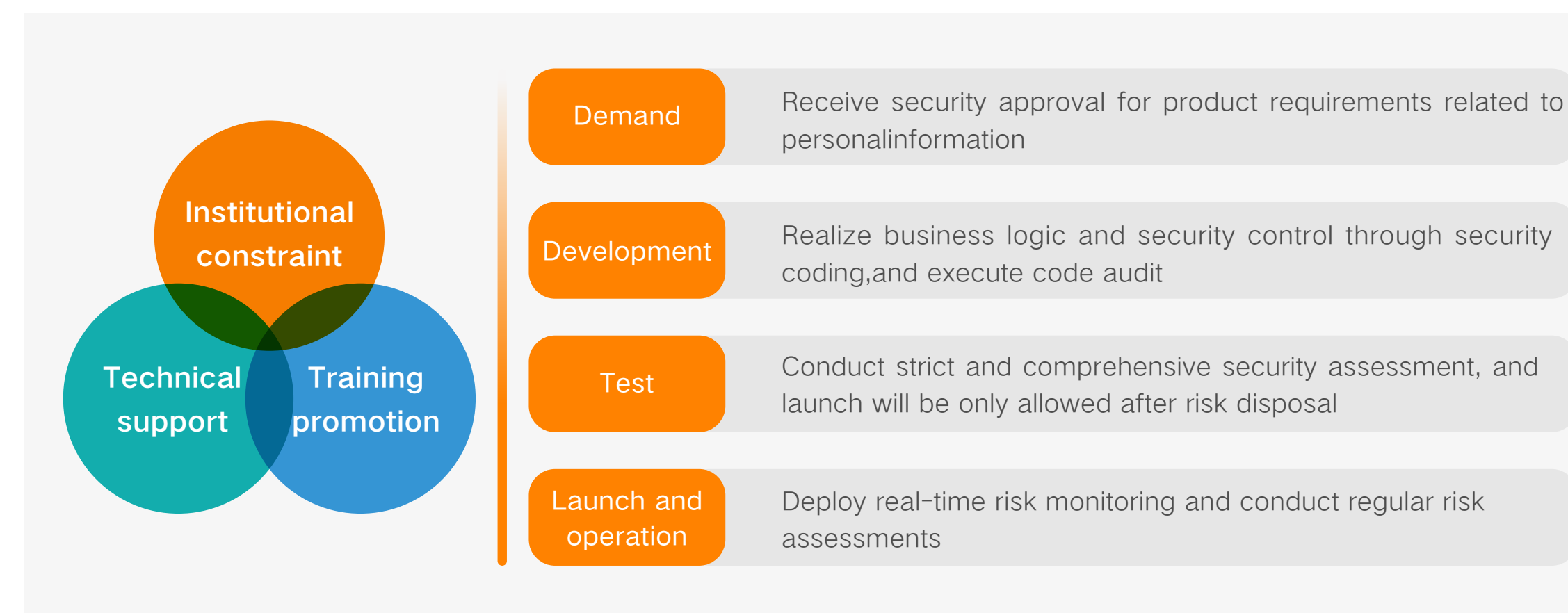
Technical Monitoring

Weibo places high importance on security technology research and development. It has continuously incorporated personal information protection into its product and service development process, and thus moved forward the discovery and handling of privacy compliance issues to the requirements, design, and testing stages, ensuring that the concept of user privacy features is fully integrated into product development. The Company continuously improves the construction of the Security Development Lifecycle (SDL)¹³. By implementing system constraints, technical control and training, the Company has effectively managed privacy and security in the phases of demand review, development, testing, and online operation. Additionally, through constant risk monitoring, the Company identifies and takes action on potential security risks promptly.

In 2023

Weibo performed personal information and privacy-related risk assessments and automated detections

1,160



SDL

¹³ SDL refers to Security Development Lifecycle.

Compliance Audits

Weibo actively conducts internal and external audits related to data security and privacy protection. This proactive approach enables timely identification and active response to security risks at various stages of the personal information data lifecycle. By enhancing data security warning capabilities and traceability, Weibo effectively safeguards the legitimate rights and interests of both the enterprise and its users.

Internal Audits

Weibo continuously strengthens its compliance audit mechanism for personal information protection. Through regular compliance audits, the Company independently reviews and examines controls, processes, and systems related to the management of personal information security risks.

Weibo Personal Information Compliance Audit

Audit Frequency and Scope

- The audit is conducted once a year
- The audit scope includes systems related to personal information

Audit Methodology and Steps

- Compliance audits employ a risk-based audit approach. Prior to audit, risk assessment is conducted to preliminarily assess the risk distribution. This includes identifying areas and processes where significant risks may arise, as well as assessing the main risks, risk types, and risk levels. The audit process includes preparation, implementation, reporting, and subsequent audit phases.



Weibo Internal Audit Mechanism

Control Point

- Balancing the various stages of the personal information data lifecycle and the associated risks in realizing user personal information rights involves considering not only the risks inherent in the processing activities at each stage of the data lifecycle but also the risks associated with the realization of user rights in different stages. For instance, ensuring users' rights to information, decision-making, choice, deletion, etc., at each stage.

子流程名称	控制点编号	控制风险	控制点描述	控制措施	评估等级	剩余风险等级	是否有效	是否已识别	是否已控制	是否已报告	是否已整改	是否已验证
收集	14-01	用户在注册或使用服务时提供个人信息，若个人信息收集范围超出必要范围，可能导致个人信息泄露、滥用等风险。	用户在注册或使用服务时提供个人信息，若个人信息收集范围超出必要范围，可能导致个人信息泄露、滥用等风险。	1. 明确收集目的、范围、方式和期限，并向用户明示； 2. 采取必要措施保障信息安全； 3. 采取必要措施保障信息安全； 4. 采取必要措施保障信息安全；	中	低	是	是	是	是	是	是
存储	14-02	个人信息存储期限过长，可能导致个人信息泄露、滥用等风险。	个人信息存储期限过长，可能导致个人信息泄露、滥用等风险。	1. 明确存储期限，并在必要时进行更新； 2. 采取必要措施保障信息安全； 3. 采取必要措施保障信息安全； 4. 采取必要措施保障信息安全；	中	低	是	是	是	是	是	是
处理	14-03	个人信息处理过程中，可能导致个人信息泄露、滥用等风险。	个人信息处理过程中，可能导致个人信息泄露、滥用等风险。	1. 明确处理目的、范围、方式和期限，并向用户明示； 2. 采取必要措施保障信息安全； 3. 采取必要措施保障信息安全； 4. 采取必要措施保障信息安全；	中	低	是	是	是	是	是	是
传输	14-04	个人信息传输过程中，可能导致个人信息泄露、滥用等风险。	个人信息传输过程中，可能导致个人信息泄露、滥用等风险。	1. 明确传输目的、范围、方式和期限，并向用户明示； 2. 采取必要措施保障信息安全； 3. 采取必要措施保障信息安全； 4. 采取必要措施保障信息安全；	中	低	是	是	是	是	是	是
提供	14-05	个人信息提供过程中，可能导致个人信息泄露、滥用等风险。	个人信息提供过程中，可能导致个人信息泄露、滥用等风险。	1. 明确提供目的、范围、方式和期限，并向用户明示； 2. 采取必要措施保障信息安全； 3. 采取必要措施保障信息安全； 4. 采取必要措施保障信息安全；	中	低	是	是	是	是	是	是
删除	14-06	个人信息删除过程中，可能导致个人信息泄露、滥用等风险。	个人信息删除过程中，可能导致个人信息泄露、滥用等风险。	1. 明确删除目的、范围、方式和期限，并向用户明示； 2. 采取必要措施保障信息安全； 3. 采取必要措施保障信息安全； 4. 采取必要措施保障信息安全；	中	低	是	是	是	是	是	是

Partial Example of Risk Control Matrix

In 2023, Weibo integrated advanced security audit technology capabilities and developed the Weibo Security Intelligent Audit Platform to meet the practical needs of the Company's privacy compliance work. This platform serves as an auxiliary tool for compliance audits, automating online audits, client-side privacy compliance audits, and server-side data security audits, achieving integration, digitization, and intelligence in the audit process.

Online audit operations	Client-side privacy compliance audits	Server-side data security audits
The platform can achieve standardization of audit processes and automation of audit operations.	Through the creation of scanning tasks, uploading APP files and privacy policies, and selecting service types, automated audit reports can be generated.	It includes functions such as data asset identification, classification and grading control, and asset inventory.



Weibo Security Intelligent Audit Platform



Online audit operation



Client-side privacy compliance audit



Server-side data security audit

Security Intelligent Audit Platform

By the end of the reporting period, the Security Intelligent Audit Platform has been embedded into the App CI/CD¹⁴ process, and promotion, data integration, and operationalization have been completed for all business lines within the Company.

"Leading" Platform Area Excellent Case

On July 27, 2023, the Second Digital Audit Forum was held in Beijing by the China Institute of Internal Audit and guided by the China Communications Standardization Association. The forum was organized by the China Academy of Information and Communications Technology. The *Weibo Security Intelligence Audit Platform* was honored as an excellent case in the 2023 internal audit digital transformation "leading" case collection.



Certificate of Excellence for the 2023 Internal Audit Digital Transformation "Leading" Case

The forum, themed "Deepening Digital Audit, Promoting Modern Governance," focused on advanced practices, research results, and industry development initiatives in the field of internal audit digitization. It provided a platform for exchange and learning, integrating thoughts, stimulating innovation, and effectively promoting the digital transformation of internal audit across various industries.

Furthermore, Weibo participated in the "Excellent Case Collection for Enhancing Mobile Internet Application Service Capabilities"¹⁵ organized by the Ministry of Industry and Information Technology this year with the case study *Conducting Compliance Audits to Enhance Weibo's Personal Information Protection Capabilities* and was successfully selected for the list of excellent cases for improving mobile internet application service capabilities.

External Audits

Weibo adheres to conducting external audits related to privacy protection annually. Based on laws, regulations, and institutional standards such as the *Methods for Determining Illegal Collection and Use of Personal Information by Apps*, it focuses on detecting the legal and compliant collection and use of personal information by the app and successfully completes related tasks.

¹⁴ The CI/CD process is a common deployment process used by internet companies. CI stands for Continuous Integration, while CD stands for Continuous Delivery. CI/CD enables continuous automation and monitoring throughout the entire lifecycle of an application.

¹⁵ You can refer to the following MIIT public announcement link: https://www.miit.gov.cn/jgsj/xgj/gzdt/art/2023/art_4257813808b94e51951f7cb4ab8588fd.html

2.2.3 Full-lifecycle Protection of Personal Information

The personal information of our users across the globe is protected by applicable laws and regulations of operation locations, such as the *Data Security Law*, the *Personal Information Protection Law*, and the *Network Data Security Management Regulations (draft for solicitation of opinions)*. In addition, Weibo establishes a sound data security management system across the entire data lifecycle. Corresponding technical and other measures are adopted throughout the data lifecycle process to maximize data security.

Data Collection

- Set up a dedicated team for security compliance and a dedicated team for data and algorithm security, and organize the review of the latest laws and regulations;
- Collect minimally necessary user information according to different application scenarios when designing products;
- Formulate the *Weibo Personal Information Protection Policy*, the *Personal Information Collection List* to inform users of the business functions¹⁶ that may trigger the collection and use of personal information when they use the Weibo App and explain why, how, and to what extent their data will be collected and used.
- Strictly follow the minimum necessary rule, and promise not to collect personal data from any third party except for the minimum purpose required by other services;
- Establish a pre-launch evaluation process. On top of the automated scan, avoid excessive data collection and other privacy issues by embedding App security compliance manual review into the software development lifecycle.



Data Storage

- The personal information of users collected in China is stored in China. Avoid using, storing, sharing, or disclosing users' personal information in a cross-border business or transmitting users' personal information abroad;
- Pledge to retain users' personal information only for the period necessary for the purposes disclosed in the *Weibo Personal Information Protection Policy* and to store personal information in accordance with the timeframes stipulated by the applicable data protection laws, and to delete or anonymize users' personal information beyond the legal retention period;
- Adopt the proper technological precautions such as encryption and desensitization to store sensitive data and make regular backups of important data;
- Encrypt and isolate users' personal information through appropriate technologies.



Data Usage

- Set up a strict data usage and access system and adopt strict data access control and multiple identity authentication technologies to protect users' personal information and prevent the improper use of such information;
- Adopt specialized data and technical security audits and deploy log audits and behavioral audits, among other measures;
- Apply different data desensitization technologies, including content replacement and encryption desensitization, to improve the confidentiality of personal information in use.



Data Deletion

- Provides users with a channel for deleting personal information and guarantees the users' right to delete personal information, so that the users have the full ability to maintain their privacy and the security of their personal information;
- Delete users' personal data after they log out as per the requirements of laws and regulations to protect their rights and minimize the data retention period;
- Respond to users' deletion requests at their discretion promptly and request the third party who obtained their personal information from Weibo to its best ability to delete it without delay;
- Use a variety of fail-safe measures to wipe up personal information, including but not limited to formatting, repeated overwriting, degaussing, and physical destruction.



Data Transfer

- Adopt encryption technologies such as Transport Layer Security Protocol (TLSP), as well as HTTPS and other methods to provide browsing services that ensure the privacy of users' personal information during transmission;
- Develop a multilateral approval mechanism for sensitive data to ensure it has been appropriately vetted before transmission and is encrypted to maximize control and minimize risks during transmission.

Weibo attaches great importance to users' rights regarding personal information, establishing a comprehensive response mechanism for their legal demands to safeguard users' rights including the right to access, know, access, rectify, remove, deny, etc.

¹⁶ Business functions such as login and registration, posting tweets, personalized content recommendations, etc.

Third-Party Data Management

Weibo explicitly declares in relevant policies that we only require data necessary for completing the service¹⁷, and Weibo will not rent, sell, or provide personal data to third-party users outside the scope. Weibo must obtain user consent for sharing personal information with third parties for necessary purposes and within the necessary scope. This sharing is disclosed in the *Weibo Personal Information Protection Policy* through a *Third-Party Cooperation List*, which clearly outlines the basic information of user personal information shared with third parties, including the SDK name, application scenarios, types of collected personal information, and the third-party SDK provider.

Before engaging in data collaboration with a third party, the Company specifies the data protection responsibilities of third parties by requiring them to sign the *Data Protection Agreement* after pre-assessing the security compliance of the data cooperation method via the data approval management process. We also perform data security due diligence on third parties as per assessment items in the *Third Party Personal Information Protection Capability Assessment Form*. In this way, we expand the scope of data security and privacy protection requirements to include third-party partners and ensure the full-cycle security of personal information.

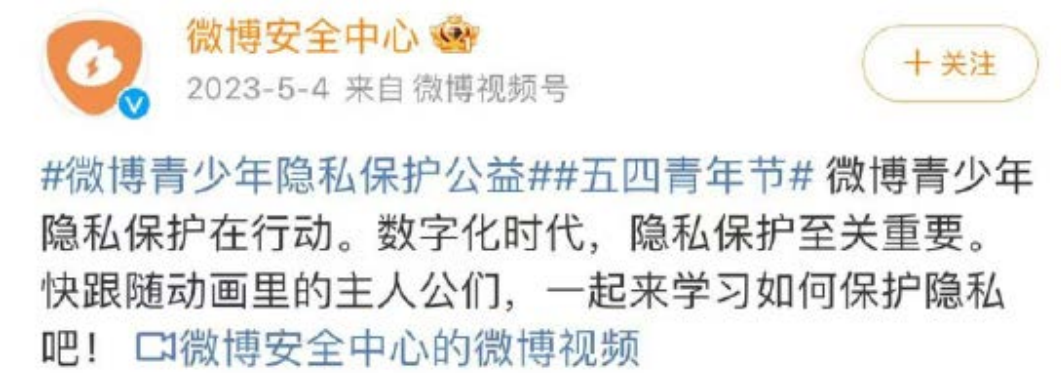
Additionally, Weibo regularly conducts assessments of the personal information protection capabilities of third-party partners. The assessment includes evaluating whether the third party has a personal information protection management organization, whether there is an information security assessment mechanism, whether there are necessary data encryption and other secure storage methods, whether there are data backup and disaster recovery mechanisms, whether regular data security audits are conducted, whether data access undergoes identity authentication, whether the system where data resides has access control with secure boundaries, whether there are relevant qualifications and corresponding qualification certificates related to information security management, whether there is a network security protection system and corresponding qualification certificates, whether there is an effective data protection system, and whether there is a response capability for personal information protection.

¹⁷ Its main scenarios include information sharing to achieve Weibo's service and functionality, information sharing to assist users in participating in marketing and promotional activities, information sharing related to advertising, and information sharing for security and analytical statistics purposes.

2.2.4 Minor Privacy Protection

Weibo attaches great importance to the protection of minors' personal information, revising and improving the *Weibo Policy on Personal Information Protection of Minors* to continuously optimize the teenager mode and comprehensively safeguard their privacy, nurturing their digital growth journey.

Moreover, a series of public welfare activities have been launched for minor privacy protection. This year, Weibo released a series of animated videos titled *Protecting Minors' Privacy*, which educate minors about common information risks in their lives, helping them raise awareness of privacy protection.



46万次观看

Series of animated videos on Protecting Minor Privacy

By the end of the reporting period

the number of topic views of the topic # 微博青少年隐私保护公益 # (#Weibo Youth Privacy Protection Public Welfare#) reached

120 million+

discussion reached

161,000+

2.2.5 Industry Co-construction

Weibo actively engages in industry communication, cooperates with multiple outstanding enterprises and research institutes to develop industry standards. We have also proactively participated in standardization associations and industry panels, and are committed to co-construction of network security ecosystem.

Standardization Work

Weibo actively participates in standardization work in the fields of information security and privacy protection. During the standard formulation and discussion stages, Weibo contributes its practical experience and professional opinions, promoting the formulation and implementation of national standards, industry standards, and group standards.

Industry Associations

National Standards

Industry Standards and Group Standards

- In 2023, Weibo joined the National Information Security Standardization Technical Committee (TC260) and participated in the formulation of national standards such as *GB/T Information Security Technology - Basic Requirements for Secure AI Services*, *GB/T Information Security Technology - Social Responsibility Guidelines for Data Security and Personal Information Protection*, and *GB/T Information Security Technology - Guidelines for Personal Information Protection Compliance Audits*.

- In August 2023, Weibo independently initiated the group standard project *Telecommunications and Internet Data Management Evaluation Specification Part 14: Management System*, providing detailed guidelines for content and document control requirements for data management systems in the telecommunications and internet industries, filling gaps and deficiencies in domestic and international standards in this area.

During the reporting period, Weibo participated in the formulation of 15 industry standards and 22 group standards in the field of information security and privacy protection.

Industry standards	Group standards
15 terms	22 terms


United Nations "Global Digital Compact"¹⁸

Data Security Community Plan

AI Security Governance Professional Committee

Weibo participated in the proposal research seminar on the *Global Digital Compact* held during the World Internet Conference in Beijing, becoming one of the initiating units for the *Data Security Initiative* section of the United Nations *Global Digital Compact*.

- Weibo officially became a member of the Data Security Community Plan initiated by the China Academy of Information and Communications Technology in 2023, joining over 60 universities, research institutes, and enterprises.



Data Security Community Plan

- In October 2023, Weibo formally joined the Artificial Intelligence Security Governance Professional Committee of the China Internet Security Association as one of the founding members and attended the inaugural meeting of the professional committee.

¹⁸ United Nations "Global Digital Compact" link: <https://mp.weixin.qq.com/s/GSKd3ZoQuc743tyt7wGdFQ?from=singlemessage&isappinstalled=0&scene=1&clicktime=1703146309&enterid=1703146309>

APP User Rights Protection Testing Capability Verification Plan¹⁹

- Weibo's client privacy compliance detection tool of the Security Intelligence Audit Platform has passed the verification of the Mobile Internet Application (APP) User Rights Protection Testing.

"Insight into Digital: Empowering Enterprise Digital Transformation with Internal Audit" Editorial Committee

- Weibo joined the editorial committee of *Insight into Digital: Empowering Enterprise Digital Transformation with Internal Audit*, a book compiled jointly by the China Internal Audit Association and the Cloud Computing and Big Data Research Institute of the China Academy of Information and Communications Technology.



CICT's "Second Digital Audit Forum"

"Internal Digital Audit Leading Cases" Editorial Committee

- Weibo has joined the editorial committee of *Smart Navigation - Leading Cases of Internal Audit Digital Transformation in 2023*, participating in the compilation of the book jointly organized by the CAICT and the China Era Economic Press.



The 4th IT New Governance Leadership Forum

Outstanding Contribution Expert

- Weibo was awarded the Outstanding Contribution Expert Award at the 2023 4th GOLF+ IT New Governance Leadership Forum.



Outstanding Contribution Expert Certificate

Expert Database for Preventing and Combating Telecom Network Fraud in the Information and Communication Industry

- Weibo has joined the Expert Database for Preventing and Combating Telecom Network Fraud in the Information and Communication Industry.



Qualification as an Expert in Preventing and Combating Telecom Network Fraud in the Information and Communication Industry

¹⁹ The capability verification plan is hosted by the CTTL-Terminals, China Academy of Information and Communications Technology (CAICT). This laboratory is a top-tier facility in the field of inspection and testing, holding an accreditation certificate as a provider of capability verification issued by the China National Accreditation Service for Conformity Assessment (CNAS).

Industry Events

A2M Internet Architecture and AI Technology Summit²⁰

- Weibo's General Manager of Information Security, Qing Zou, served as the producer for the data security session at the summit. At the summit, Ren Zizheng from the Department of Information Security at Weibo, delivered a speech on "Enhancing Technical Management, Empowering Business Operations, and Establishing a Comprehensive Data Security Management and Control System," sharing Weibo's insights and experiences in data security construction and the development of self-developed automated control tools.



A2M Internet Architecture and AI Technology Summit

Super CSO Summit Forum - Workshop on Best Practices in Digital Security

- Weibo was one of the organizers of this workshop;
- Wang Tian, from Weibo's Information Security Department, participated as an expert in the roundtable discussion, focusing on topics such as "Personal Information Protection" and "Data Security Governance".
- Ren Zizheng, from Weibo's Information Security Department, shared the *Weibo Personal Information Protection Practice*, presenting Weibo's experiences and practical knowledge in personal information protection.



Roundtable Discussion



Workshop Venue



²⁰ A2M Internet Architecture and AI Technology Summit, link: msup.com.cn

03

Quality Experience

Weibo, a popular social media platform, has always focused on serving its user community, offering high-quality content and services as well as good user experience. Weibo offers high-quality multi-media contents by continuously optimizing product features, improving content creation and distribution, and investing in research and development and innovation. This allows Weibo to precisely reach users, address their needs, and deliver extraordinary interactive experiences.



3.1 Quality Content

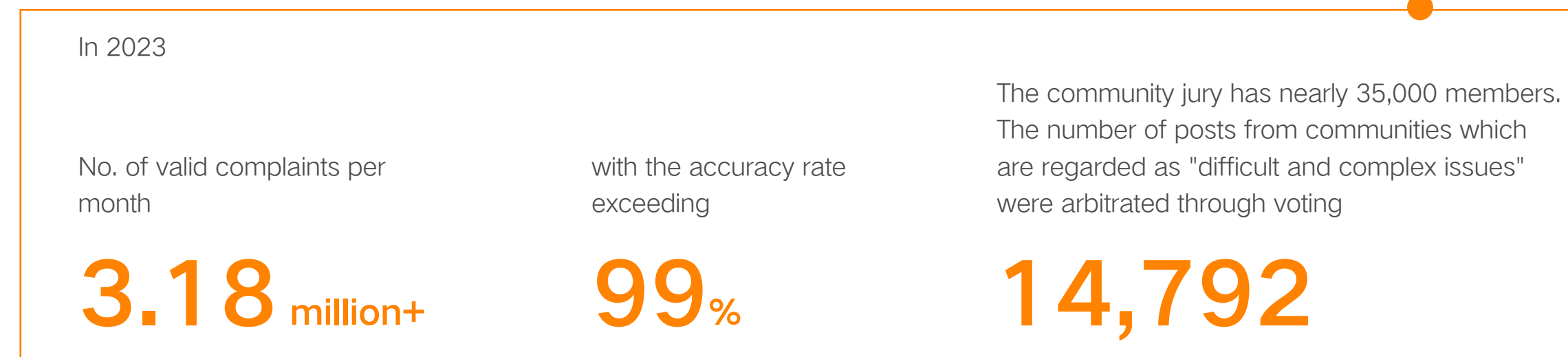
Weibo is committed to providing users with high-quality content by continually enhancing community governance, fostering a diverse and inclusive content ecosystem to meet users' diverse information needs. Weibo also emphasizes the protection of minors, allowing users to enjoy high-quality information and a friendly community vibe.

3.1.1 Content Ecosystem Governance

As one of China's largest social media platforms, Weibo facilitates a vast amount of information distribution and interaction among users. To maintain platform order and ensure content quality, we actively carry out various initiatives to enhance management standards, striving to create a healthy, safe, and trustworthy social platform and build a harmonious community atmosphere for users.

Governance Team

Following the guidelines of *Weibo Community Convention*, we have established a professional community governance team and a mature operational mechanism to steadily improve the effectiveness of community governance. In addition, Weibo emphasizes on guiding users to participate in community governance, establishing a "three-tier co-governance" model consisting of community volunteers, a community jury, and an expert committee, creating a self-purification system within the community. Community volunteers inspect complaints about information violations, In 2023, on average, the number of valid complaints was over 3.18 million per month, with the accuracy rate exceeding 99%. The community jury has nearly 35,000 members. Through voting, they have arbitrated 14,792 "difficult and complex issues" from various communities. Based on the arbitration of the jury, Weibo platform processes and publicizes the issues to further guide user behavior. The expert committee has given its advice on improving community norms and governing community ecology through conference forums, academic exchanges, and other ways.



Weibo Community Volunteers

Product Function Enhancement

To maintain a healthy internet space, strengthen the governance of misinformation and controversial content within the community, and enable users to access more complete, authentic, high-quality, and positive content, Weibo developed and launched multiple product features in 2023. This was aimed at promoting the establishment of a genuine community and providing users with a harmonious and orderly social platform.



Front-end Display of Real Name for Self-media

Weibo guided top self-media accounts with over 1 million followers in fields such as social affairs, military, finance, law, and medical to provide real-name information and display their users' real names on their profile pages through private messages. The display of real names was gradually expanded with the consent of users. By the end of the reporting period, nearly 90% of Weibo's self-media accounts under such requirements have displayed real names on the front-end.

Front-end Display of Qualifications for Self-media

Weibo displayed the qualifications and vertical area for content creators with over 100,000 followers in fields such as finance, education, medical, healthcare, and justice, etc. on the front-end. By the end of 2023, coverage of key verticals with over 100,000 followers had been achieved, with over 428,000 counterfeit and unauthorized accounts punished, and over 50,000 accounts with incomplete qualifications revoked. By the end of the reporting period, front-end display of qualifications for Weibo self-media had achieved 100% coverage.

Tagging of Specific Content

Weibo required users to label and display the sources of information when publishing content related to social affairs, public policies, fictional narratives, etc. By the end of 2023, a total of 95,040 content tags had been added.

Weibo Annotations²¹

Users could add annotations to public posts, including information supplements, responses from involved parties, misinformation alerts, and content reposts. After verification, these annotations would be displayed in the form of tags and cards below the post in the information flow and the original post page. By the end of 2023, an average of approximately 250 annotations were produced daily, with a total of 13,881 annotations produced. The daily exposure of annotation content exceeded 60 million, with a cumulative topic views of approximately 320 million, and over 90% of user feedback was neutral or positive.

Enhanced Prompt Functionality in Private Messaging Scenarios

In addition to strengthening fraud prevention and awareness in scenarios such as private messaging, message notifications, and search, Weibo launched enhanced prompt functionality for private messaging scenarios. This helped to reduce the risk of fraud by verifying the identities of conversation partners. After the functionality was launched, over 600 safety reminders were issued monthly to users at extreme risk, helping approximately 4,000 highly vulnerable users recover their accounts and assets.

²¹ To ensure the authenticity of annotated content, the "Weibo Annotations" is prioritized for certain trusted users, such as those with high credit scores (e.g., credit score > 690) and verified identities. Currently, access to this feature has been granted to over 12 million users with verified identities and those with high credit scores.

Content Review and Governance of Misinformation

Weibo has established an integrated model of "machine identification + manual site-wide inspection" for content review, efficiently capturing violations within the platform community. Through continuous improvement of its technological capabilities, it strengthens the identification and filtering of infringing content, responding promptly to curb the spread of harmful information. In 2023, the company had identified, monitored, and cleared 33.5 million pieces of harmful information.

To enhance efforts in rectifying misinformation, Weibo has launched an official content governance account, iterating on product functionalities to increase the exposure of debunking content, ensuring the timely and authoritative distribution of debunking information.

Weibo has made significant strides in managing misinformation by establishing a historical rumor database, which includes 4,315 categories of rumors related to social affairs and popular science. Each category of rumor records information such as the type of rumor, debunking links, disposal data, and the initial account that propagated the rumor.

During the reporting period

Weibo effectively handled misinformation

87,000 pieces

addressing new rumors and related controversial events

1,539

marking a year-on-year increase

13.1%

The number of debunking messages published by the official account @ 微博辟谣 (Weibo Debunking)

3,617

A year-over-year increase of

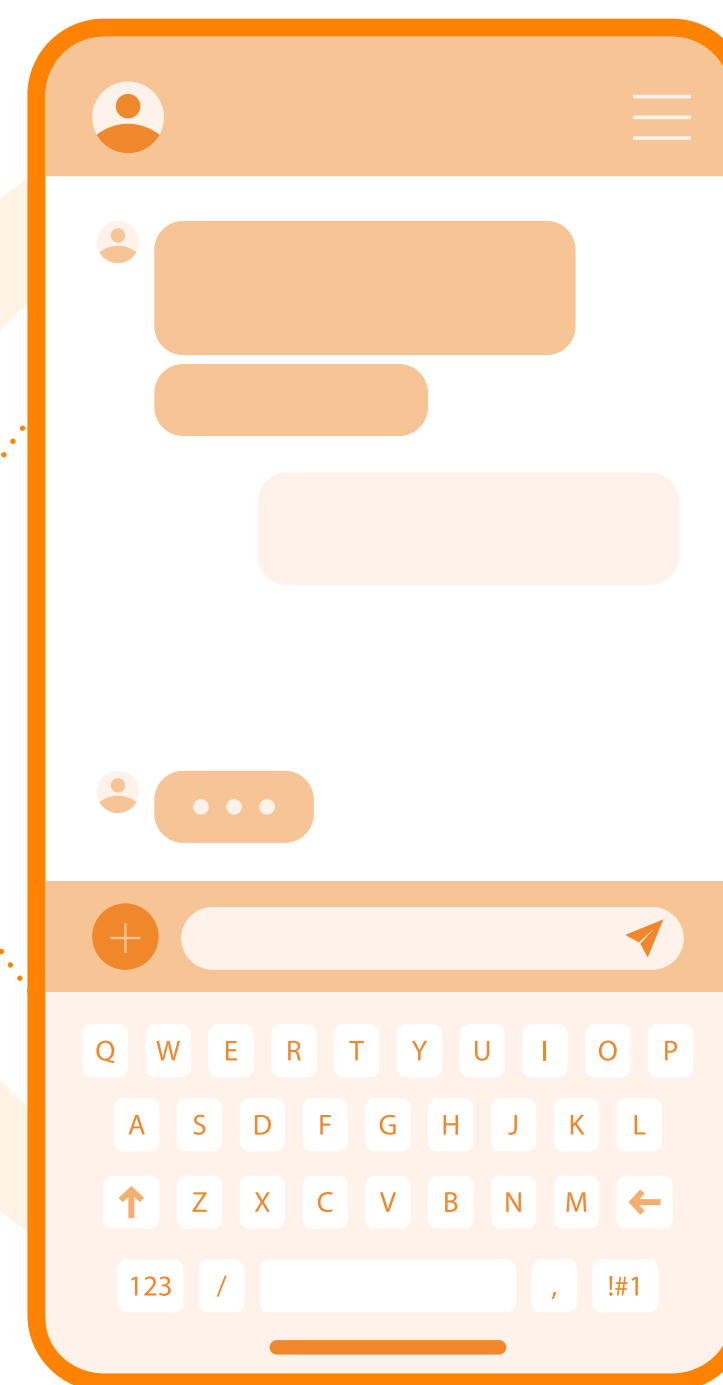
10.5%

with total views of

309 million

interactions

465,000



Weibo Misinformation Management Timeline

August 2015



Introduced the "Controversy Blue Label" feature, tagging content with significant disputes or controversies with a blue label. Clicking the blue label redirects users to the parties' explanatory documents or official response statements.

November 2018



Launched the "Media-Government Debunking Platform," inviting over 2,000 media and government accounts to gain rumor tagging privileges, enhancing the authority and timeliness of debunking efforts.

January 2022



Introduced the *Anti-Epidemic Debunking Special Report*, compiling and releasing debunking information related to the epidemic daily, urging netizens to strengthen their discernment of unverified online messages.

August 2023



Launched the "Debunking Top Search Position" feature, presenting debunking content debunking misinformation at the forefront of hot searches and adding a "Debunking" label to increase exposure.

September 2023



Introduced the "Annotations" feature, allowing verified users to annotate public Weibo posts with functions such as, information supplements, responses from involved parties, debunking misinformation, and content reposts, thereby providing additional information and sources for the posts.

Established the @ 微博辟谣 (WeiboDebunking) account to publicly debunk false content on the platform.

November 2010



Launched the "Misinformation" complaint category, adding three subcategories:
"Impersonation of News Subjects": Misinformation published by individuals impersonating parties involved in events.
"Rumors and Fabrications": Misinformation disseminated through fabrication and distortion of facts.
"Other Misinformation": Miscellaneous misinformation.

May 2012



Introduced the "Debunking Yellow Label" feature, manually inspecting or handling complaints to mark rumor-related Weibo posts with a yellow label. Such misinformation becomes uneditable and undeletable. Clicking the yellow label redirects users to official debunking content.

June 2012



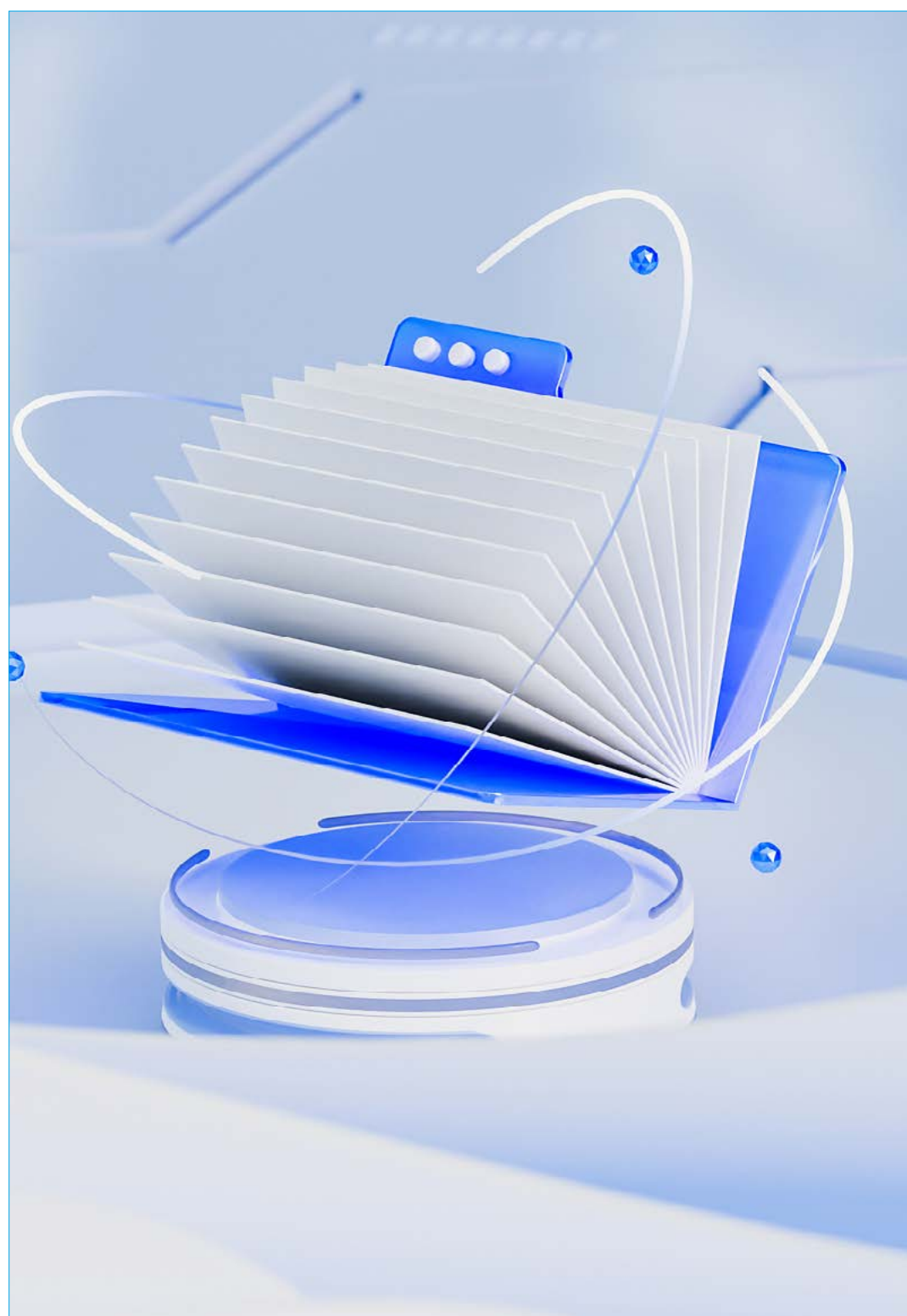
Launched the #Weibo Debunking Platform hashtag, utilizing Weibo's topic function to distribute and collect debunking information. By the end of the reporting period, the total topic views reached 12.8 billion. Official accounts, government accounts, and ordinary users actively provided misinformation leads or promoted debunking content via this platform.

March 2013



Public Disclosure and Review

In terms of public disclosure, Weibo has established a widely influential community account matrix. By operating various types and styles of accounts, Weibo reaches different audience groups, providing comprehensive reminders, warnings, and educational guidance to continuously improve the internal public opinion environment.



Weibo Community Governance Account Matrix



@ 微博管理员 (Weibo Administrators) Account

Official Weibo account for community governance, publicly disclosing and guiding against violations in trending public opinion events, forming a series of governance announcements, including managing online bullying, chaotic phenomena in self-media, and entertainment ecosystem governance.

During the reporting period, the @ 微博管理员 (Weibo Administrators) account published a total of 250 posts, with a reading volume reaching 372 million and a total interaction of 12.84 million.



Weibo Administrators Account Publicizes Disposal of Violations




@ 微博辟谣 (Weibo Debunk) Account

Official Weibo account for debunking misinformation, timely debunking misinformation related to social affairs and popular science, and publicly guiding against rumor-mongering behaviors in public opinion events. The account has established the #WeiboDebunk platform, where official accounts and government accounts participate in debunking work, forming weekly and monthly rumor charts.

During the reporting period, the account published a total of 3,617 posts, with a reading volume of 309 million and a total interaction of 465,000.



Weibo Debunk Account Rumor Weekly Chart



@ 围脖侠 (Weibo Guardian) Account

Official Weibo account for community inspection and user education, promptly inspecting and responding to feedback on public opinion within the platform and providing user etiquette and community rules education through video content.

During the reporting period, the account published a total of 3,958 posts, with a reading volume of 190 million and a total interaction of 11.39 million, showing a growth of over 100% compared to the previous year.



Educational Video Advocating for Rational Watching and Focusing on the Game



@ 阳光信用 (Sunshine Insurance) Account

Official account for the Sunshine Insurance Group system, regularly conducting positive energy activities, advocating for user civility and friendliness, and safeguarding a good community atmosphere. The platform users' Sunshine Insurance Group values come from their activity and compliance within the platform.

During the reporting period, the account published a total of 1,060 posts, with a reading volume of 110 million and a total interaction of 5.8 million.



Introduction to Weibo Sunshine Insurance Group System



@ 蔚蓝计划 (Blue Sky Plan) Account

Special Weibo account for the protection of minors, conducting activities related to the protection of teenagers, and accepting feedback and disposal of harmful content related to minors from users, dedicated to protecting their physical and mental health.

During the reporting period, the account published a total of 545 posts, with a total reading volume of 9 million and an interaction of 40,000.



Weibo Receives Reports on Violations Involving Minors



@ 微博反垃圾 (Weibo Anti-Spam) Account

Official Weibo account for combating spam marketing activities, regularly disposing and publicizing spam marketing behaviors on the platform.

During the reporting period, the account published a total of 44 posts, with a total reading volume of 258.8 million and a total interaction of 55,000.



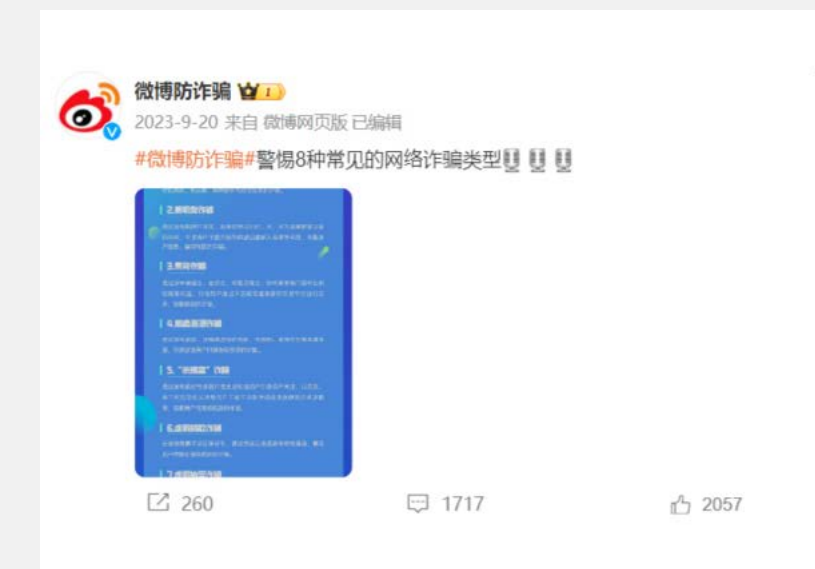
Public Notice of Disposal of Spam Marketing Behavior



@ 微博防诈骗 (Weibo Anti-Fraud) Account

Official Weibo account for combating fraud, regularly publicizing the handling of fraud behaviors to raise user awareness of fraud prevention.

During the reporting period, the account published a total of 180 posts, with a total reading volume of 1.708 million and a total interaction of 22,000.



Weibo Fraud Prevention Reminder

Special Actions

To maintain the order of online information distribution and foster a friendly and healthy community atmosphere, during the reporting period, Weibo conducted a series of special actions called "Qinglang Operation", a national campaign to purify the online environment, which included strict rectification of the chaos in self-media, addressing online toxicity, and optimizing the business network environment. The aim is to provide users with a harmonious and orderly social platform.



Qinglang Operation · Strict Rectification of Self-media Chaos

In response to the requirements of the Central Cyberspace Administration's "Qinglang Operation Strict Rectification of Self-media Chaos" special action, Weibo actively carried out special governance activities targeting the chaos in self-media in 2023. We steadily promoted the establishment of long-term governance mechanisms and comprehensively strengthened the supervision of self-media accounts through the effective use of economic means, rule constraints, and other measures. We also publicly released the *2023 Weibo We-Media Special Governance Report*²² and the *2023 Weibo Cyberbullying Governance Report*,²³ effectively addressing the chaos in self-media and creating a clear, safe, and friendly online space.

Qinglang Operation · Addressing Cyber-violence

Weibo continuously enhances its capabilities in addressing cyber-violence, further deepening the full-chain governance mechanism for monitoring, real-time protection, complaint handling, intervention and disposal, tracing and accountability, and publicity and exposure. In 2023, Weibo formulated various content disposal standards, established a dedicated reporting channel for cyber-violence, added a "Hanging Someone Out Provocateurs" complaint module, referring to exposing the information of other internet users without their consent, and friendly reminders for "Box-opening to Call Out" searches, referring to someone is using illegal means to publicly expose others' privacy and data information, and implemented corresponding strategies for handling "Online Toilets." Weibo refined the classification and control standards for "Online Toilets," strengthened manual inspections in key areas of "Box-opening to Call Out," and fully committed to creating a friendly and healthy community atmosphere to help maintain a good online ecosystem.

Qinglang Operation · Optimizing the Business Network Environment and Protecting the Legal Rights and Interests of Enterprises

In accordance with laws and regulations such as the *Civil Code of the People's Republic of China* and the *Guiding Opinions of the Supreme People's Court on Optimizing the Legal Environment to Promote the Development and Growth of the Private Economy*, as well as internal regulations such as the *Weibo Community Convention* and the *Weibo Personal/Enterprise Rights Dispute Resolution Process*, Weibo handles complaints related to enterprise infringement in 2023. Weibo established a Report Zone for Enterprise Infringement Complaints on the client side and launched a Personal/Enterprise Rights Dispute Complaint Entrance on the PC side. We developed functions such as the Enterprise Infringement Report Zone redirection, evidence submission system, backstage review, graded manual review and disposal, notification, and counter-notification processes, etc., for enterprise infringement complaints. Upon the launch of these features, Weibo promptly released relevant announcements and utilized official accounts such as @阳光信用 (Sunshine Insurance Group), @微博社区志愿者 (Weibo Community Volunteers), @蔚蓝计划 (Blue Sky Plan), @围脖侠 (Weibo Guardian), etc., to cover and disseminate the announcements, allowing users to access convenient reporting channels, processes, norms, etc., in a timely manner. This effectively deters violations and safeguards the legal rights and interests of enterprises and entrepreneurs in the online sphere.

²² *2023 Weibo Self-Media Special Governance Report*, link: [2023 Weibo We-Media Special Governance Report Released, Strengthening Account Supervision to Effectively Address Chaos - Zhihu \(zhihu.com\)](#)

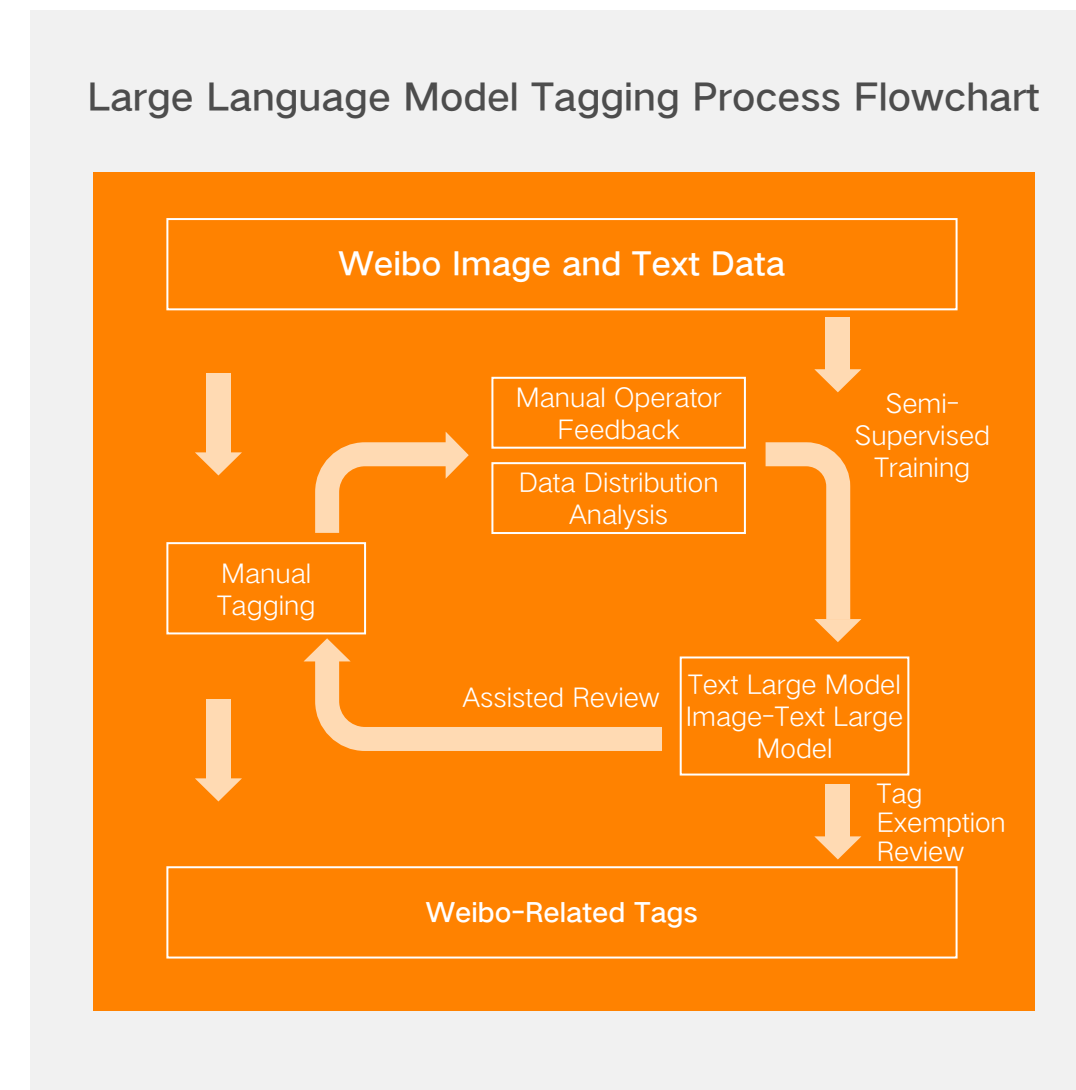
²³ *2023 Weibo Online Bullying Governance Report*, link: [2023 Weibo Cyberbullying Governance Report Released, Weibo Reduces Unfriendly Private Message Users by 70% - Baidu \(baidu.com\)](#)

Content Safety Development

Weibo conducts content development to launch new products, promote the construction of intelligent community governance, improve the community atmosphere, and create a favorable community environment.

Large Language Model Tag Business Application

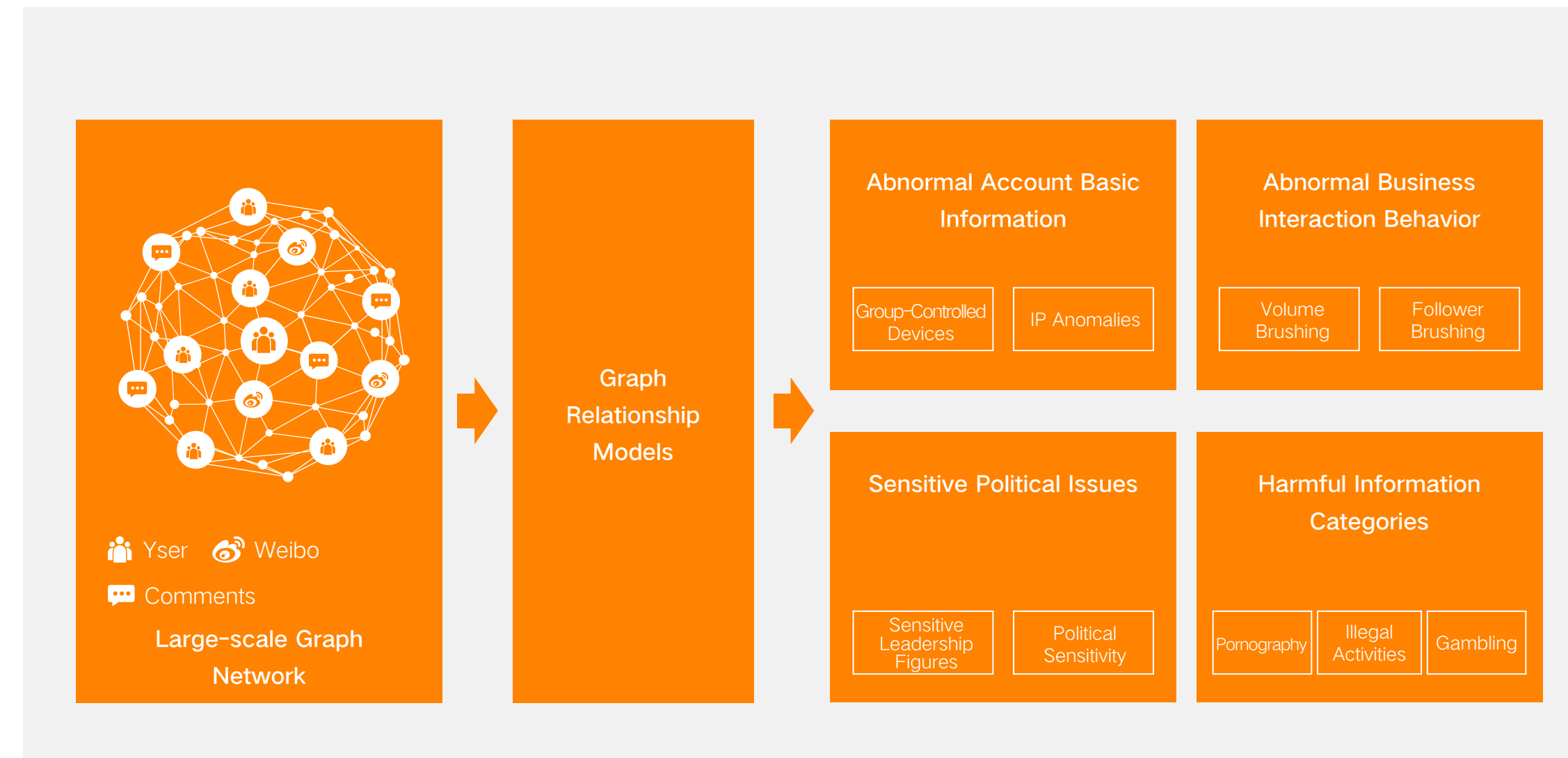
Based on the generalization ability and natural human-machine interaction ability of large models, Weibo independently developed large-scale language models for text tagging and multi-modal tagging. This has enabled the intelligent output of online manual review results, effectively improving the efficiency of manual review.



Large Language Model Tag Business Application

Graph Network Identification

As a social software, Weibo often exhibits clustering among users with similar ideologies. To further enhance the capability to identify high-risk users, Weibo utilizes the behaviors of disposed risk users, such as shares, comments, and likes, to construct a large-scale content security graph network. This network, combined with graph neural network algorithms, generates high-order features of users to further explore similar high-risk users, catering to various business and scenario uses. By the end of the reporting period, the existing graph network can effectively identify users engaged in various scenarios such as group-controlled devices, brushing volume, sensitive political issues, and pornography.



Graph Network Identification

Intelligent Comment Sorting Technology

Based on a vast corpus of Weibo data, a fine-grained emotion recognition system has been developed to identify seven categories of general comments, including positive, disgust, anger, and pessimism, etc. The intelligent comment sorting feature has been launched, prioritizing the display of positive emotions while downranking negative emotions. By the end of the reporting period, this system has been implemented for numerous media and commercial users, effectively enhancing user experience, and improving the overall community interaction atmosphere.

3.1.2 Quality Content Selection

Weibo continuously enriches its content ecosystem based on user interests, driving the production of high-quality content by top influencers while attracting new users to join. This strategy provides users with a high-quality and diverse platform for sharing life experiences and engaging in social interactions.

Content Ecosystem

Since initiating its verticalization strategy in 2015, Weibo has been strengthening the development of content ecosystems in various vertical domains, providing support to different vertical fields. By the end of the reporting period, Weibo has established six major categories, encompassing 39 verticals including education, internet, science popularization, automobile, sports, and beauty & cosmetics, etc. Multiple interest circles and social ecosystem have been formed, making Weibo a comprehensive content platform capable of meeting users' diverse needs at different stages.

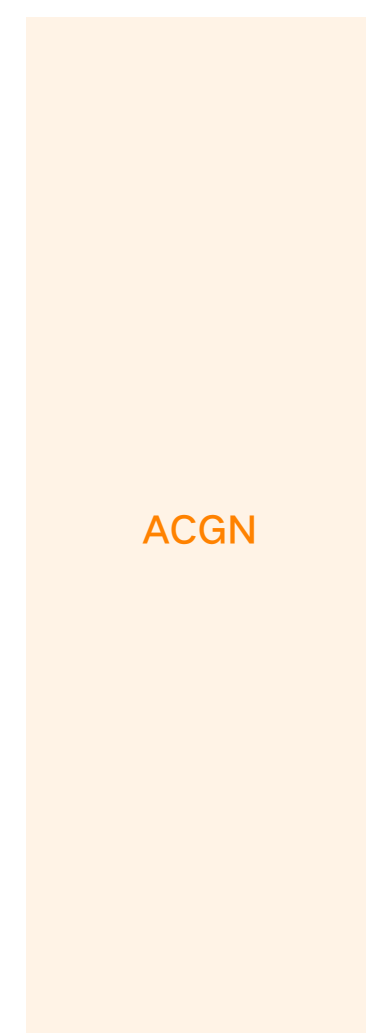


Vertical Areas

In 2023, Weibo continued to strengthen its content ecosystem efforts. On one hand, it solidified its IP advantage in verticals with large user groups such as social hot topics, entertainment, ACGN (Animation, Comics, Games, Novels), and sports. This effort aimed to consistently attract users from the market and establish a virtuous cycle within the ecosystem.

On the other hand, Weibo prioritized the recovery and growth of traffic in verticals such as digital, automotive, game, healthcare, and beauty in its operations for 2023.

Weibo's Consolidation of Ecosystem Advantages



Weibo continues to solidify its IP advantage in the ACGN realm, establishing a high-quality content ecosystem covering four main sectors: eSports, animation, game, and literature.

We have comprehensively covered popular eSports events, with 99% of all players joining Weibo. Related posts garner over 1.1 trillion views. Weibo Game has become the top choice for gamers' social discussions, with all major gaming platforms represented and game content creators grew 18% year-over-year. Weibo has become a cultural hub for the animation community, with over 300 million users interested in ACGN area, a term referring to anime and manga subculture. 99% of ACGN content creators have joined Weibo; Weibo serves as a bridge between platform, authors, readers, and market, facilitating the construction of a vibrant literary content ecosystem.

Percentage of e-sports players joining Weibo

with **99%**

Users in ACGN verticals

300 million+

E-sports related content views

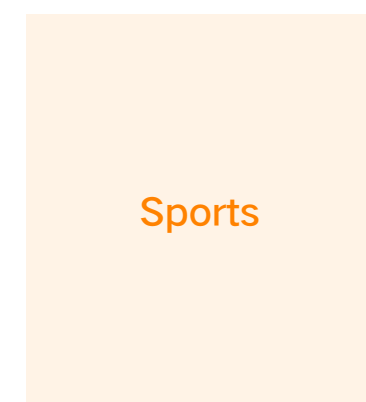
1.1 trillion+

Percentage of ACGN content creators joining Weibo

99%

Growth of content creators in the game vertical

18%



Leveraging hot trends effect and social distribution of our platform, Weibo has created buzz around sports events across the internet. Our user community is widely engaged in sports related content distribution, thanks to Weibo's strength in user participation, interaction and viral effect.

In 2023, the number of total views of topics relating to the Hangzhou Asian Games reached

268 billion

Growth of Content Creators in Weibo's Core Vertical Areas²⁴



²⁴ The percentages represent a year-over-year increase in 2023 compared to 2022.

Performance of Weibo's Key Verticals

Game

Professional players and a mature ecosystem together form the core competitiveness of the game and e-sports fields, alongside the continuous entry of numerous gaming companies. Weibo has gathered many players interested in game. At the same time, game and e-sports events frequently become hot topics, attracting attention and discussions from a large number of netizens. Platforms such as Super Topic Community have become gathering places for interest groups. By the end of the reporting period, Weibo had over 300 million pan-anime and manga users, with over 600 game companies joining the platform, and the number of topics making it to the top trending list increased by 28%.



Weibo users gathering on Super Topics platform

Sports & Fitness

Professional athletes and domain influencers collaborate to create a sports ecosystem. Content creators actively share various sports experiences, allowing users on Weibo to discover more sports activities of interest and gain insights into the sports industry. By the end of the reporting period, over 90% of active members of the Chinese national team have platform accounts, and Weibo has attracted over 300 renowned foreign athletes to join.



Promotion by sports influencers

Digital

The digital field continues to strengthen the introduction of professional accounts within the industry. Core experts and influential bloggers deeply influence users' decisions, allowing users to obtain the latest updates from enterprises on the platform. By the end of the reporting period, the potential content creators in the digital field on Weibo exceeded 85,000, with over 2,500 top content creators and more than 100 authoritative media outlets. During the reporting period, the platform spread 82 smartphone launch events, and digital-related hot searches exceeded 1,000.



Weibo digital domain bloggers conducting product reviews.

Healthcare & Medical Treatment

In the medical sector, professional content creators, as cornerstone for the sector, collaborates with other content creators and utilize hot topics to distribute medical knowledge. Through popular science interpretations, sharing of daily life, and analysis of hot topics, they provide the public with scientific and accurate information. Weibo's trending topics attract more users to participate in discussions, promoting the dissemination of correct health concepts and guiding the public to establish scientific health views. In the fourth quarter of the reporting period, traffic in the medical field increased by 60% compared to pre-pandemic levels, and interaction volume increased by 74%.

# 什么行为容易伤肝 #	1.5亿+
# 黑色素瘤#	3.5亿+
# 学医很难吗#	0.7亿+
# 抑郁离你有多近#	0.8亿+
# 益生菌是真养生还是智商税#	0.4亿+
# 心梗黄金2小时有多重要#	1.3亿+
# 肾虚会写在脸上吗#	0.9亿+
# 脸黄比脸黑更可怕吗#	0.5亿+

Weibo's medical field trending topics and reading volume in Q1-Q3 2023

Food

The content creators in the food vertical include industry media, entrepreneurs, authoritative institutions, and individuals. Through diversified activities, brands, users, and influencers are closely connected. By the end of the reporting period, Weibo's food domain had generated over 2,350 trending topics, with a 174% year-on-year increase in traffic in the fourth quarter.



Active food content ecosystem on Weibo

Fashion

Weibo focuses on a group of internationally influential media and core content creators who decode fashion trends and lead the way in fashion. Weibo's fashion content covers users' fashion lifestyle and consumption areas, amplifying brand influence and becoming an important bridge between fashionistas and brands. By the end of the reporting period, there were over 66.8 million original fashion blog posts, with video views exceeding 22.4 billion and content reads surpassing 400.7 billion.



Fashion critic's runway analysis

Beauty & Cosmetics

Celebrity makeup artists continuously share their makeup techniques and experiences while interacting with fans, sparking widespread discussions and attention. Users hope to find practical and life-oriented beauty content on Weibo. Brands utilize trending topics and other means to become important forces leading beauty trends. By the end of the reporting period, there were nearly 50,000 bloggers with over 10,000 followers in the beauty domain, and daily traffic increased by 76% in the fourth quarter.



Celebrity makeup artists sharing celebrity makeup looks on Weibo.

Automobile

The automobile industry ecosystem attracts car manufacturers, executives, and professional bloggers to open accounts, publish content, and engage in discussions on the platform. The platform hosts new car releases, serves as a promotional tool for products, and supports user interaction. By the end of the reporting period, there were 194 automotive industry executives on the platform, with over 300 key car models released on Weibo, creating a comprehensive content and commercial ecosystem that drives continuous growth in automotive traffic.



Promotion by car manufacturers on the Weibo

Empower Content creators

Weibo possesses diverse forms of content and distribution methods, integrating text, images, videos, and live streaming²⁵ to create a comprehensive media communication platform. Meanwhile, Weibo's trending topics serve as a real-time leaderboard of popular content on the platform, reflecting the most attention-grabbing topics.

The diverse vertical categories, rich content ecosystem, and comprehensive media platform continue to provide Weibo users with high-quality content, attracting a wide range of segmented user groups. In December 2023, Weibo had 598 million monthly active users and 257 million average daily active users, with user demographics reflecting diversity and a trend towards youthfulness.

In December 2023

Weibo had monthly active users

598 million

average daily active users

257 million

with user demographics reflecting diversity and a trend towards youthfulness

Weibo closely connects content creators of high-quality content with content consumers, providing comprehensive operational support for content creators in various fields to facilitate rich and high-quality content creation. At the same time, Weibo utilizes content as a medium to provide comprehensive dissemination value, collaborating to build a diverse ecological system on the platform.

Support for Gold-V Accounts and Orange-V Accounts

In 2023, Weibo optimized the rules for gold-V accounts, better serving gold-V accounts content creators in terms of content security and introduced the orange-V accounts identification. It provided exclusive benefits to gold-V content creators and launched safety tips for active content creators on the Creator Center to prevent disruptions caused by false or misleading information. Additionally, Weibo continuously optimized the rules for V accounts influence rankings, attempted to increase visibility outside of the newsfeed, and enhanced incentives for high-quality content creators. As of the end of the reporting period, the number of gold-badged accounts and orange-badged accounts grew by more than 10%, reflecting the continuous enrichment of the vertical domain ecosystem by influential content creators.

Supporting and Nurturing Content creators

To discover outstanding content creators on the platform and bring users more high-quality content, Weibo supports content creators in three aspects to increase their chances of being discovered by more users, achieving higher-quality and sustainable content:

Enhancing Content Creator Onboarding Experience and Growth

Weibo has established a comprehensive monitoring mechanism to enhance the onboarding experience for content creators. New content creators receive publicity and support in terms of fan recommendations to help them expand their influence and achieve growth. Weibo has also launched the *Creator's Guide to Mastering Weibo*, outlining the four major characteristic gameplay styles on Weibo to help new content creators better adapt to the platform's ecosystem and content.

@樊振东 : A table tennis athlete, rejoined Weibo on January 1st, 2024. His debut post garnered over 700,000 reposts, likes, and comments, attracting attention and interaction from numerous badged influential users, even trending on several Weibo hot topics. Within two months, his fan base grew from zero to 1.36 million. He shares his life on Weibo, expressing genuine emotions, and engages with badged influencers from various fields.



@NANASE_Miri: A content creator originally from Twitter and overseas artist, @NANASE_Miri, joined Weibo in July 2023. Her fan base grew from zero to 690,000. She shares her artwork, daily life, and authentic self on Weibo, creating trending topics actively engaging with her fans, thus maintaining their loyalty.



@成都 AG_钟意 : A member of the professional King of Glory esports team, Chengdu Chaowan eSports Club, @成都 AG_钟意 joined Weibo in January 2023. His fan base grew from zero to 919,000. He shares his daily life, expresses emotions, and participates in trending topics, showing fans another side of himself beyond competition.



²⁵ The main form of content dissemination on Weibo is primarily through topics, which present hot topics and attract many users to pay attention to and participate in discussions. The amplification of gathering effects and dissemination effects continuously enhances the derived value of numerous intellectual properties (IPs) on Weibo.

Empowering Quality Content Creators

Weibo continues to discover potential quality content creators within the platform, helping content creators enhance their influence and engagement with fans. In 2023, Weibo hosted the Super KOL Festival and presented the "Weibo Top 100 Emerging content creators" award, assisting promising content creators on Weibo in rapid growth and increasing their influence.

@ 国国的日记 : A game anchor for "Egg Party", who shares gaming content and daily life on Weibo. With a witty and humorous language style and handsome appearance, the content creator has gained a large number of fans. Since 2023, the content creator has accumulated over 470,000 followers on the platform.



@ 琉玄 : An excellent creator who combines writing, comics, and screenwriting talents. By sharing original online literature and film reviews on Weibo, the content creator is deeply loved by fans on the platform. Since 2023, the content creator has accumulated over 800,000 followers on the platform.



@ 急诊科的大徐 : A doctor in the Emergency Department of the First Affiliated Hospital of Tsinghua University, Despite his expertise, he often shares his dream of opening a noodle shop with Weibo users during his spare time. Since 2023, the content creator has accumulated over 350,000 followers on the platform.



Empowering Hot Trend Content Creators

Weibo continuously discovers and supports outstanding content creators in trending vertical areas such as game, e-sports, and beauty to promote diversification in content ecology and drive the development of relevant industries.

@ 坡诶佩 : A well-known beauty content creator who recommends high-quality and cost-effective products on Weibo, attracting fans with her independent personality charm. Since 2023, the content creator has accumulated over 420,000 followers on the platform.



@ 野王修狗 : Known as the "E-sports Expert" in the gaming community, he is a well-known we-media content creator who often brings interesting e-sports anecdotes to his numerous fans. Since 2023, the content creator has accumulated over 370,000 followers on the platform.



@ 席嘉琪 Iris: The captain of the CHUC Youth Street Dance National Team, and a street dance enthusiast. With unique dance moves and outstanding leadership, she leads the trend of street dance. Since 2023, the content creator has accumulated over 420,000 followers on the platform.



@ 庄时利和 : A healthcare professional, has gained a massive followers of 2.08 million by swiftly crafting insightful and accessible science communication content. Whether he's addressing medical aspects of societal hot topics or delving into specialized medical issues, his ability to simplify complex information has resonated widely with users. His expertise has also received unanimous acclaim from within the industry.



Social Resource Alignment

Weibo attaches importance to the value that content creators bring to the platform. By empowering these content creators, we inspire their vitality and creativity, continuously providing them with platforms to showcase their talents and opportunities to gain more recognition, thus generating greater social impact value. Weibo also consistently promotes the prosperity and development of content ecology, empowering platform growth and bringing more high-quality content to users.

Weibo Super KOL Festival

In April 2023, Weibo held the 2022 Super KOL Festival, with over 200 Weibo celebrities and more than 16,000 fans participating. The event collaborated with brands to create interactive exhibition areas, inviting Weibo celebrities to meet fans from all over the country. Through various interactions, the event enhanced fan stickiness and the influence of celebrities.

Additionally, Weibo hosted the Internet Sensation Festival Home Feast and Badged Influencer Summit, where policies were explained, and honors were awarded to increase user belonging and cohesion while promoting platform culture and empowering platform development. During the event, topics related to the Festival sparked enthusiastic responses on the platform, with a nearly 6 billion increases in topic-related reading volume over three days, over 200 million views on video activities over three days, and nearly 7.54 million views of the red-carpet live broadcast, driving celebrity influence across all media platforms.

Weibo Sensation Festival Home Feast



Weibo Super KOL Festival Exhibition Area



Weibo Culture Night



In September 2023, Weibo collaborated with Zhengzhou to launch the "Center of Heaven and Earth, Cradle of Chinese Civilization, Martial Arts Capital Zhengzhou" themed series of cultural night activities. The event combined online and offline elements, with online cultural knowledge quizzes hosted by various domain experts. Simultaneously, based on Zhengzhou's landmarks, a customized "Strolling through Cultural Zhengzhou" thematic promotion was conducted to attract user attention, enhance cultural influence, and enrich the cultural ecosystem.

Offline, the Weibo Culture Night Awards Ceremony was held, where cultural celebrities gathered to discuss cultural viewpoints and showcase cultural honors to the audience, promoting cultural exchange. The related topics of the event reached views of 3.2 billion, with video views exceeding 150 million, showcasing the charm of urban culture and promoting the development of the cultural industry.

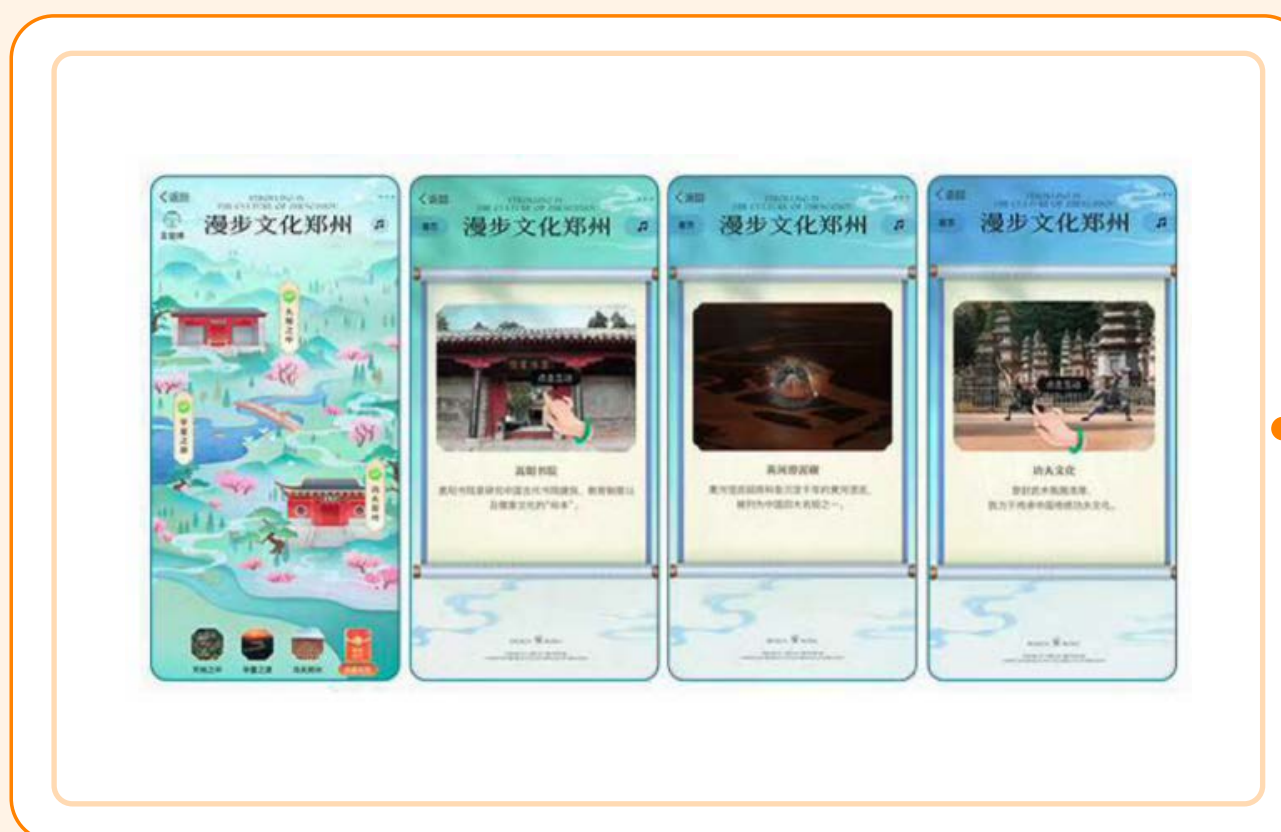
No. of views of related topics

3.2 billion

with video views exceeding

150 million

Promotion of Weibo Cultural Night Event



Weibo Culture Night Event Site



Weibo Ignite Night



In November 2023, Weibo hosted the "Weibo Ignite Night" series of events, integrating two major IPs: sports and e-sports, leading the way for a new direction in positive energy celebrations in the cultural and sports sectors. Over two hundred sports stars, e-sports players, official media, and cross-industry celebrities participated in the event, inspiring the audience with their competitive achievements and behind-the-scenes stories.

The event contributed to the development of the national cultural and sports industry, promoted positive energy in sports and culture, and bore the diverse responsibility of interpreting the spirit of ignition. The topic of the event garnered over 4.5 billion views, with interactions exceeding seven million, and live viewership reaching 100 million, demonstrating the powerful influence of the sports and e-sports IP combination.

live viewership reaching

100 million

No. of views of related topics

4.5 billion

with interactions exceeding

7 million

Weibo Ignite Night Event Site



Weibo Ignite Night Event Site



Protection of Original Content

Weibo values the rights of original content and copyright protection. We have launched related features to protect original content, safeguarding the rights of content producers, fostering a healthy and orderly content ecosystem, and promoting the sustainable development of the platform.

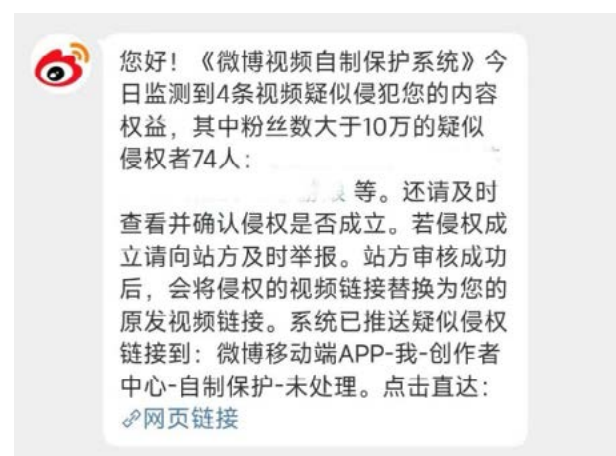
Weibo Original Content Protection Process

Original Content Publishing

KOL accounts can use the "Self-Protection" feature. When video content creators upload videos on Video Channels, they can select "Original" under "Video Type," and the video will be added to the Weibo Original Content Library.

Copyright Infringement Detection

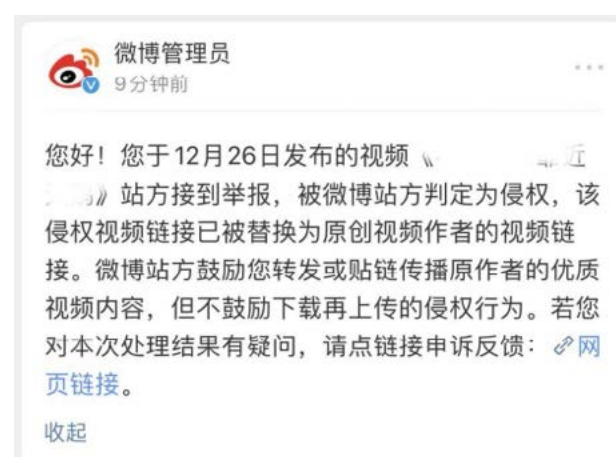
When the system detects copyright infringement in a video, the original creator is notified via private message to take action. The creator can choose options such as "Infringement," "Not Infringement," or "No Action."



Weibo sends a private message to the original creator regarding suspected copyright infringement content

Creator Rights Protection

After the creator confirms copyright infringement, Weibo conducts a review. If infringement is confirmed, the infringing video link is replaced with the original content link, and both the original creator and the infringing party are notified via private message. Both parties can appeal the decision.



Weibo sends private messages to the infringing party or the party suspected of infringement



3.1.3 Minor Protection

As a social media platform with a large user base, Weibo has always placed a high priority on protecting minors, continuously strengthening positive guidance and promotion of content, and contributing to the power of Weibo as a platform for creating a good Internet environment for minors.

Weibo complies with relevant laws and regulations such as the *Law of the People's Republic of China on the Protection of Minors* and the *Regulations on Ecological Governance of Network Information*. It updates and revises the *Weibo Community Convention*, refines, and clarifies rules for the protection of minors, prohibits users from publishing any content that may affect, endanger or induce the physical and mental health of minors, comprehensively protecting the healthy growth of teenagers. In 2023, Weibo published over 130 notices through the @ 蔚 蓝 计 划 (Blue Sky Plan) account to protect the physical and mental health of minors and prevent dangerous behaviors during the summer, accumulating over 3.3 million views.



Weibo Releases Announcement on Protecting Minors



Through the @ 蔚 蓝 计 划 (Blue Sky Plan) account, Weibo advocates protection of the physical and mental health of minors and prevent dangerous behaviors during the summer, with notices published reached over

130

accumulating views over

3.3 million

Weibo places high importance on the protection of minors. In 2019, it launched the "Minor Mode" feature, which isolates content interaction from the main platform, ensuring the safety of minors' exposure to information. In May 2021, it introduced a classification system for complaints related to minors, with three subcategories: "obscene or pornographic content," "inducing improper behavior," and "harming minors." In 2023, continuous iterations and optimizations were made to the Minor Mode, providing minors with a relatively safe and pure online environment.

Optimization of Weibo's Minor Mode Functionality

Management	<p>In Minor Mode, the guardian is required, after logging in, to set the password (which is done by setting information such as age and gender), to enable and disable the teenager account mode. Minor Mode accounts cannot be independently registered or logged into Weibo.</p>
Content	<p>Under the Minor Mode, all content is completely isolated from the main platform, ensuring that minors can only access safe, appropriate, and educationally meaningful content posted by users such as educational experts, science popularizers, literary and artistic figures, etc. Weibo regularly reviews and maintains an exclusive content pool for the "Minor Mode," ensuring that the content provided to minors is of high quality and suitable.</p>
Interaction	<p>We have restricted interacted behaviors of minors, allowing only their guardians or followers to comment on their accounts, thus avoiding inappropriate influence and guidance. Additionally, minors can only view comments and reposted content from whitelist users, other minors, and their guardians' accounts, ensuring the appropriateness and safety of interaction.</p>
Function	<p>In Minor Mode, the user is prohibited from using functions such as live streaming, payment, group messaging, local, and private messaging. Furthermore, restrictions and content filtering have been implemented on the search function to prevent the appearance and guidance of inappropriate information.</p>
Access	<p>To make it more convenient for users to use the Minor Mode, the platform has set multiple prominent shortcut entry on its pages. Strict time restrictions are enforced to prevent minors from becoming addicted to the internet, achieved through an "anti-addiction" time lock and curfew mode.</p>

During the summer vacation of 2023, Weibo initiated the "Umbrella for You" hashtag campaign, raising public awareness of the safety protection of minors and promoting societal attention to their growth. In October 2023, the "Youth Relay" hashtag campaign was launched, inviting influential users to share their youth stories with teenagers, guiding them forward and helping them grow through the power of role models.

Weibo's "Umbrella for You" Hashtag Campaign

During the summer vacation of 2023, Weibo collaborated with Sunshine Insurance Group and the Blue-Sky Plan to launch the #UmbrellaForYou# hashtag campaign, calling on netizens to pay attention to the safety of minors during the summer break and urging influential users to share summer safety knowledge. Throughout the campaign, Weibo curated three related topics, with a total of over 160 million views, 73,000 discussions, and over 450,000 interactions. This initiative helped raise awareness among minors and parents about summer safety, enhancing their safety precautions.



Weibo #Umbrella For You# Campaign

Weibo's "Youth Relay" Hashtag Campaign

In October 2023, Sichuan University held a large online thematic campaign and interactive guidance event titled "Write the Splendid Chapter of Youth on the Land of the Motherland" as part of its ideological and political education. Weibo collaborated with influential figures from various fields such as media, government affairs, entertainment, social events, and campuses to participate in the #YouthRelay# hashtag interaction. They shared their youth stories and conveyed the power of youth. During the campaign, the related topics garnered over five billion views and sparked discussions exceeding 33.7 million.



"Youth Relay" Hashtag Campaign

3.2 Advertising Governance

Weibo adheres to responsible marketing practices and upholds compliant operation of advertising. It has established a comprehensive advertising governance strategy to ensure that all commercial content is trustworthy, safeguarding the compliance and sustainability of the commercial ecosystem.

In terms of institutional policies, we have strictly complied with the laws and regulations of the places where we operate, such as the *Advertising Law of the People's Republic of China*, the *Interim Measures for the Administration of Inter-net Advertising*, and formulated the *Weibo Commercial Advertisement Review Specifications*, which strictly regulates the commercial advertising placement in 63 general industries, 24 restricted industries²⁶, and 52 special industries²⁷, and provides instructions on daily management.

In terms of governance mechanisms, Weibo employs a triple-level review mechanism, establishing a comprehensive management system for pre-, during-, and post-placement,

and executing advertising review work according to regulatory requirements to ensure the compliance of advertising content. In 2023, behaviors such as unauthorized tampering with landing pages, avatars, and nicknames on Weibo advertising have been effectively controlled, with a decreasing trend of illegal tampering year by year, leading to better compliance of advertisements on our platform.

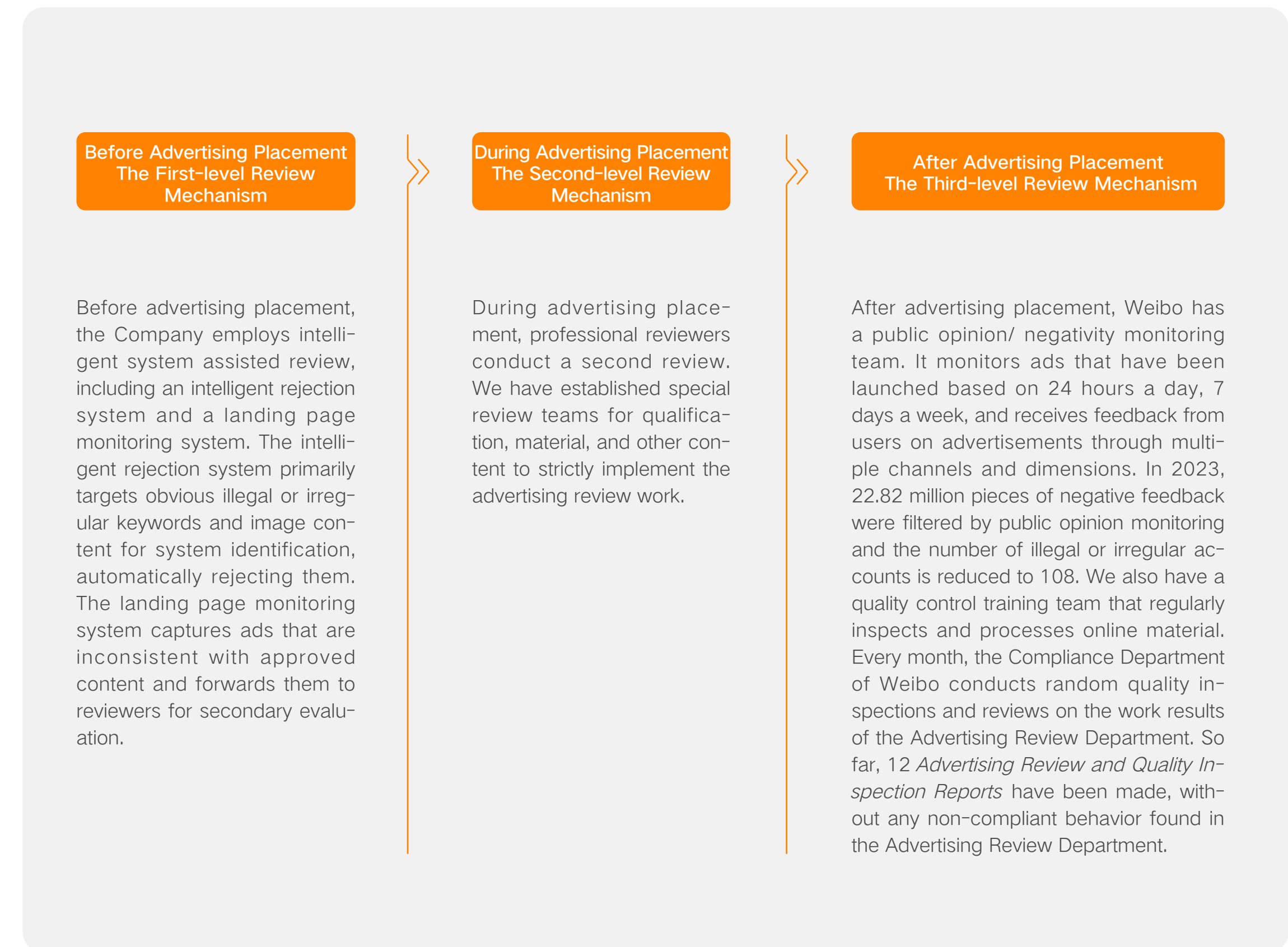
In terms of team building, Weibo has multiple specialized review teams including the special review teams for qualification, brand advertising and information flow advertising, ensuring dedicated review for each aspect. To ensure timeliness, a 7*24h shift schedule is implemented to ensure real-time manpower for online review. In 2023, the Weibo advertising review team collectively reviewed qualifications of over 133,000 advertisers and more than 12.37 million advertising creatives/materials, with an average review time of within 15 minutes.

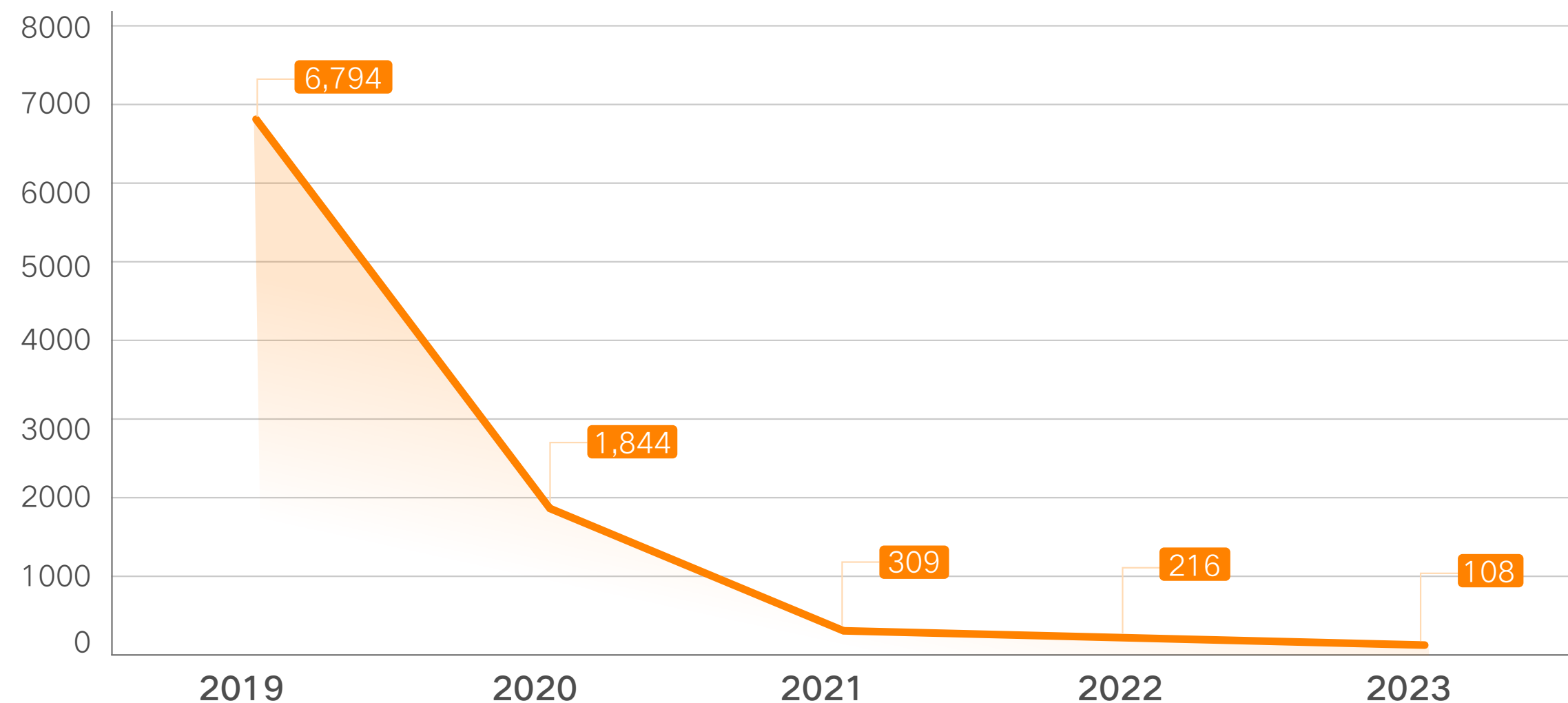


²⁶ The 24 restricted industries include franchising, tobacco, financial investment, medical institutions, pharmaceuticals/healthcare products subject to legal restrictions, medical devices, adult products, etc.

²⁷ The 52 special industries include finance, food, health food, cosmetics, medical institutions, medical devices, pharmaceuticals, special medical use food advertisements, beauty and body care, real estate, etc.

Weibo's Triple-level Review Mechanism for Advertising



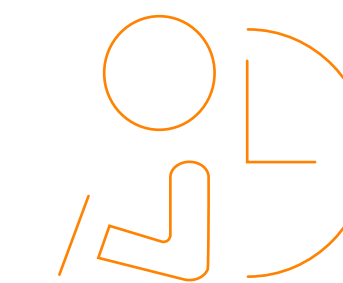


The Number of Accounts Subject to Illegal Marketing

In terms of professional training, we have established training and examination policies for reviewers. Reviewers are subject to pre-employment training and assessment, as well as in-service improvement training and examination. External agents must receive compliance promotion training on an ongoing basis to enhance employees' and clients' awareness of advertising compliance. The training content includes the study of laws and regulations, analysis of typical cases, interpretation of audit specifications and other aspects. Training materials combine text with examples and are delivered through offline sessions to facilitate reviewers' more accurate understanding of standards. Key content is included in monthly reviewer assessments, and assessment results and question interpretations are promptly communicated via email. Weibo have strictly prevented the promotion of illegal and malicious marketing content and implemented a series of control measures to intercept and handle them, ensuring the compliance and health of advertising content and the ecosystem.

In 2023, training and exams were carried out for the advertising review team

74



3.3 Service Experience

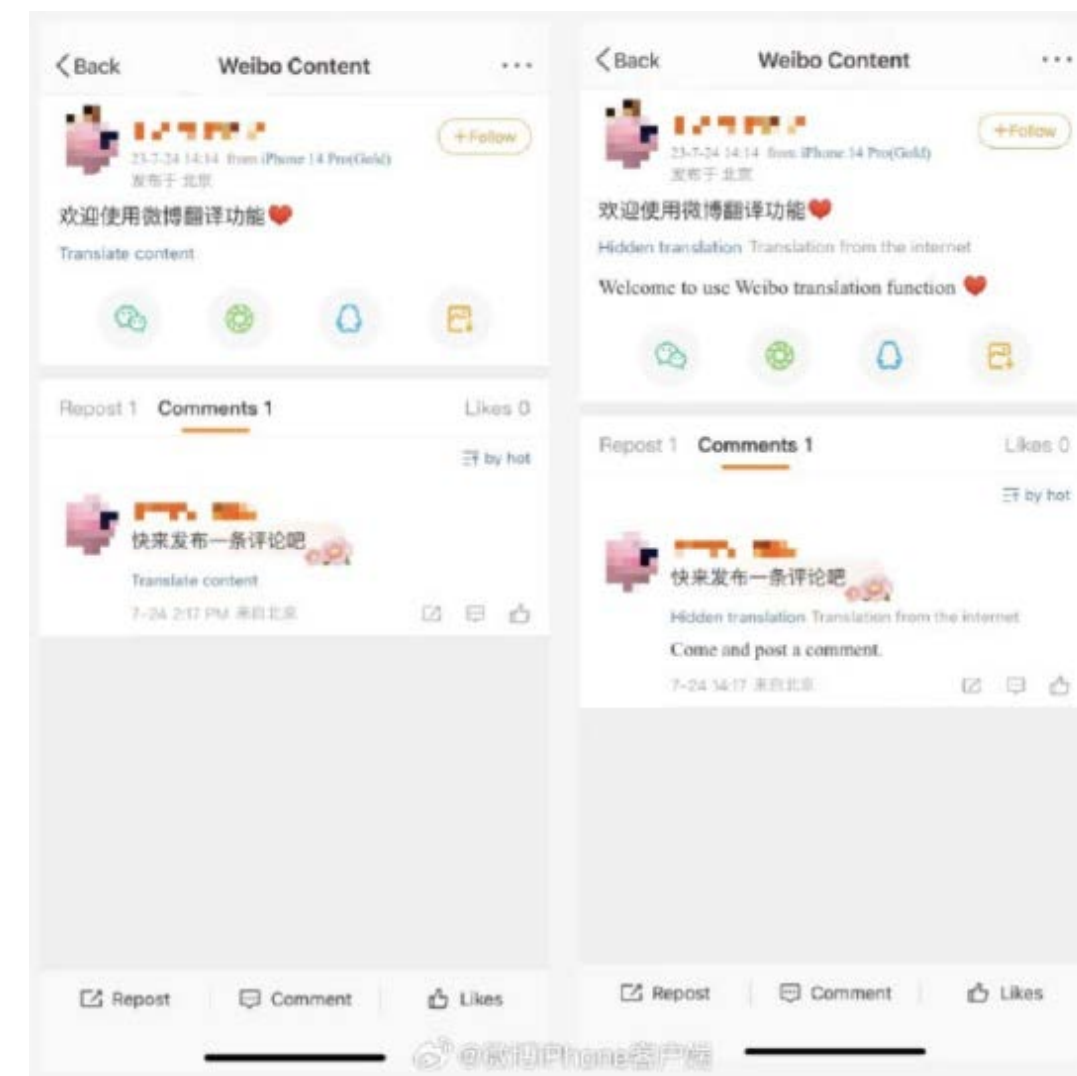
Weibo is committed to meeting user needs, enhancing user experience, and co-creating platform value with users. Weibo listens to the voices of users, continuously innovates products, and upgrades technologies to improve user experience. Simultaneously, it builds communication channels for users, perfects the customer service system, enhances service quality, and provides guarantees for the continuous positive development of the platform.

3.3.1 Better Products

Weibo highly values user needs and endeavors to create products imbued with humanistic care, ensuring users feel warmth throughout their usage. Furthermore, Weibo empowers customer experience through technological innovation. With keen insights and a spirit of continuous innovation, Weibo has established excellent cooperation with various business partners, driving comprehensive innovation in platform functionality.

Translation Feature for Non-Chinese Components

Weibo has launched a post translation feature, currently supporting translation between Chinese, English, Japanese, Korean, and Thai. This translation feature enables platform users to browse foreign content creators' content more conveniently and facilitates international content creators' presence on the Weibo. Overseas users can access Chinese content on the platform. Since its launch, the feature has been used by over 100,000 users daily.



Weibo Post Translation Feature

Voice Playback Feature

Weibo has introduced a "Listen to Weibo" feature on its mobile app, allowing users to listen to post through audio playback. By clicking on the "headphones" icon in the upper right corner of a post, users can access this feature within the post's main text page. This feature caters to users who prefer audio content consumption or when it's inconvenient to read text. Users can listen to post content while browsing other content, enhancing content consumption efficiency. Since its launch, tens of thousands of users have been using this feature daily. The addition of audio content consumption complements Weibo's existing support for text, images, videos, and other content formats, further improving the user experience.



Weibo Voice Playback Feature

HDR Exploration

Weibo has joined the domestic HDR standard organization "HDR Vivid" to collaboratively develop the HDR industry ecosystem. In 2023, Weibo adapted and upgraded its existing HDR infrastructure to support HDR Vivid in the transcoding, distribution, and playback stages of videos. This adaptation aims to maximize color fidelity, bringing the visual experience closer to what the human eye perceives. Dolby Vision HDR technology enhances the vividness of colors and provides a more immersive sound experience, increasing users' sense of immersion and overall experience.



Weibo Dolby HDR Video Content

Device Adaptation

To enhance the user experience of using Weibo on different devices, Weibo continuously researches and updates its device and system adaptation capabilities to ensure that users can use Weibo services clearly, smoothly, and conveniently on various devices. In 2023, we developed and designed a new application for iOS 17 standby. Users can view the latest trending topics and subscribed celebrity information directly on the lock screen without opening the Weibo app or even unlocking their device. Currently, this feature has been used by over 100,000 users.



Weibo iOS New App Adaptation

3.3.2 Quality Services

139,534

Total number of user complaints

7.33%

User complaint rate

100%

Customer service response rate

99.99%

User complaint resolution rate

0.31h

Average time to resolve issues



In 2023, Weibo revised and improved the *Weibo Complaints Operating Rules*, expanding the scope of user complaint handling. This included adding a classification for front-line public opinion complaints and detailed criteria for determining complaint levels. In terms of product functionality, to promptly address users' legitimate grievances, the complaint page features were enhanced. This included adding functions for fan circle complaints and convenient forms for reporting online harassment against others. In scenarios of online harassment, users can search for the name of the harassed individual, quickly fill out their information, and promptly locate the relevant content.



Weibo Community Complaint Function Upgrade

In terms of complaint feedback, Weibo has enhanced combatting online harassment and encourages users to participate in the collective governance of unfriendly behavior. Weibo has introduced a public notice feature in its complaint function. When a user is reported multiple times or by multiple users for unfriendly behavior, their penalties will be increased, and the results of the penalties will be publicly displayed on their personal page. Since the introduction of this feature, Weibo has received 7,594 items of feedback, with positive feedback accounting for over 95%.



Weibo Unfriendly Comments Complaint Function Upgrade

In addition, Weibo has introduced a satisfaction evaluation feature for complaints about unfriendly speech. Users can evaluate the handling of their complaint after it has been concluded. On average, approximately 9,000 feedback responses are received daily. The satisfaction rate for valid complaints has reached 92%.

3.4 Innovation and Development

As a leading social media platform, Weibo places great emphasis on the innovation and evolution of its products and technology. It adheres to technology as its core competitive advantage and innovation as the driving force for development. Weibo continuously improves its intellectual property management system to empower development through innovation.

3.4.1 Technological Research and Development Innovation

Weibo prioritizes technological innovation and actively organizes innovation competitions to discover quality innovative projects. This initiative extensively promotes the application of technological achievements and facilitates product and technological iteration and upgrading.

Innovation Incentive

The Company continues to strengthen its independent scientific research capabilities and has established a comprehensive patent application incentive mechanism. Through forms such as cash rewards, linking with performance evaluations and promotions, it stimulates the innovation enthusiasm of all employees and promotes the implementation of innovative achievements. Weibo also encourages the writing and publication of papers on significant research and development achievements. In 2023, three papers were published at top conferences²⁸.

Patent Application Incentive Measures

- Designated patent liaison officers in key patent application departments urge and encourage employees to actively apply for patents;
- Inventors are awarded patent bonuses. Patent inventors receive patent bonuses upon receiving the patent acceptance notice and obtaining authorization;
- In employee rank evaluations, inventors receive different degrees of bonus points based on the number of patents they own;
- Regular patent training sessions are held to enhance the patent mining capabilities of company employees.



²⁸ 1. Zhang, Pengtao, and Junlin Zhang. "MemoNet: Memorizing Representations of All Cross Features Efficiently via Multi-Hash Codebook Network for CTR Prediction." CIKM '23: Proceedings of the 32nd ACM International Conference on Information and Knowledge Management, October 2023.

2. Miao, Pu, Zeyao Du, and Junlin Zhang. "DebCSE: Rethinking Unsupervised Contrastive Sentence Embedding Learning in the Debiasing Perspective." Proceedings of the 32nd ACM International Conference on Information and Knowledge Management. 2023.

3. Zhang, Pengtao, Zheng Zheng, and Junlin Zhang. "FiBiNet++: Reducing Model Size by Low Rank Feature Interaction Layer for CTR Prediction." Proceedings of the 32nd ACM International Conference on Information and Knowledge Management. 2023.

Cutting-Edge Technology

Weibo has always been focused on discovering, developing, and commercializing intelligent technologies with independent intellectual property rights. It consistently adheres to the positioning of "mastering the most advanced and practical machine learning technology, focusing on serving the most core and challenging products of the Company, while radiating to other businesses." Weibo continues to work on the application of machine learning technology and its implementation in business.

Weibo's technology focuses on the field of AIGC, continuously advancing the R&D and accumulation of AI technology. At the business application level, Weibo applies AIGC in assisting content production for content creators, generating commercial copies, intelligent comment robots, and other directions, significantly improving the efficiency and activity of content creator and advertisers. On the innovation level, AIGC is applied in innovative applications such as intelligent customer service and emotional chat with celebrities, comprehensively assisting the Company in reducing costs, increasing efficiency, and enhancing user activity.

In 2023, the Company actively promoted the exploration and application for various types of intellectual property related to AI. Based on its own business situation, regulatory requirements, and the development of the AI industry, Weibo formulated the *AIGC Tool Usage Compliance Guide* to regulate the lawful and compliant use of AIGC tools by employees for model training and content production operations. As of now, more than 30 related intellectual property rights have been discovered, effectively safeguarding the Company's intellectual achievements.

Platform Development

Weibo highly values platform innovation and R&D. Several R&D projects have received awards in this year's Weibo Innovation Competition.

AIGC Application Platform

Weibo developed the AIGC Application Platform and won the second prize in the 2023 Innovation Competition. This platform connects the model development team, application content creators, and business demand sides, helping employees explore AIGC and easily realize the rapid incubation from "creative ideas" to "product application" to "business value". Its application marketplace also promotes internal technical exchanges and cooperative innovation.

This year, the platform has been used by more than 1,100 employees, creating 177 applications. At the same time, a unified security system ensures the security of AIGC business applications in data, content, access, and other aspects.

AIGC-based Code Generation Platform

Based on industry open-source code models, Weibo has developed code generation plugins and a research knowledge base question-and-answer robot to assist in development and bug troubleshooting. Currently, the platform has been promoted and used in relevant departments, significantly improving code generation efficiency.

AI Digital Anchor E-commerce Live Streaming Project

This project combines AI big models and digital human technology to create AI digital anchor live rooms with high intelligence and interactivity. Combined with Weibo's e-commerce live broadcasting business scenarios, it creates a new live e-commerce experience, reduces the cost of e-commerce live broadcasting, and supplements the supply of live broadcasting.

Video Transcoding System Based on AI Directional Generation Capability

Using deep learning technology, this system reconstructs videos frame by frame using models to repair noise, blur, and block effects in images, thereby optimizing video clarity and improving user viewing experience.

Product Development and Operations

To enhance the usage rate of Weibo brand accounts and the frequency of user posting, we introduced AIGC capabilities into the brand account creator center, realizing intelligent post publishing functionality to assist brand editors in their daily content creation²⁹. As of the end of the reporting period, the intelligent post publishing feature in the center has been made available to over 1,500 customers, effectively improving the efficiency and quality of brand editors' content creation.

Configuration File Management

The RPC microservice framework's configuration management system offers a unified entry point for managing configurations. It addresses issues related to data synchronization and dynamic management of configuration files. Additionally, it significantly enhances development, deployment, and operational efficiency, as well as the ability to respond to faults promptly. This ensures the stability and security of the system.



3.4.2 Intellectual Property Protection

Weibo places great emphasis on the management and layout of intellectual property, strictly adhering to relevant laws and regulations such as the *Patent Law and Trademark Law of the People's Republic of China*, and *Trademark Law of the People's Republic of China*. Additionally, it keeps abreast of the latest industry-related macro policies and regulations. In 2023, Weibo formulated internal systems such as the *Trademark Management System* and updated the *Patent Management Measures*, establishing a comprehensive intellectual property management system. This system standardizes the rights, maintenance, and use of company trademarks, patents, copyrights, and other intellectual property, thereby providing assurance for the high-quality innovation and development of the Company. Weibo was recognized as a national intellectual property advantage enterprise this year.



Weibo Recognized as a National Intellectual Property Advantage Enterprise

In 2023

Weibo submitted new patent applications

73

with patents granted

53



Weibo Intellectual Property Achievements (Cumulative number)

Number of patents granted

310+

Number of trademarks registered

790+

Number of copyrights granted

590+

²⁹ Using key business terms provided by the client and keywords reflecting different traffic requirements on Weibo as input, we assist clients in automatically generating posts that meet various traffic demands. Clients can efficiently publish many posts at low cost.

Intellectual Property Protection

Weibo places great emphasis on the full-cycle management and protection of trade secrets, trademarks, patents, copyrights, domain names, and other intellectual property. The Company is committed to protecting its own intellectual property rights while fully respecting the intellectual property achievements of others. We actively combat various forms of infringement and have established a comprehensive mechanism for resolving intellectual property disputes, ensuring smooth and efficient resolution of various disputes.

Intellectual Property Dispute Handling Process

For Intellectual Property Disputes Cases Filed Against Weibo Platform



Upon receiving the case, review the complete litigation materials, communicate with the corresponding business department to understand the specific situation, formulate further response strategies based on the plaintiff's litigation requests, conduct a series of response work;

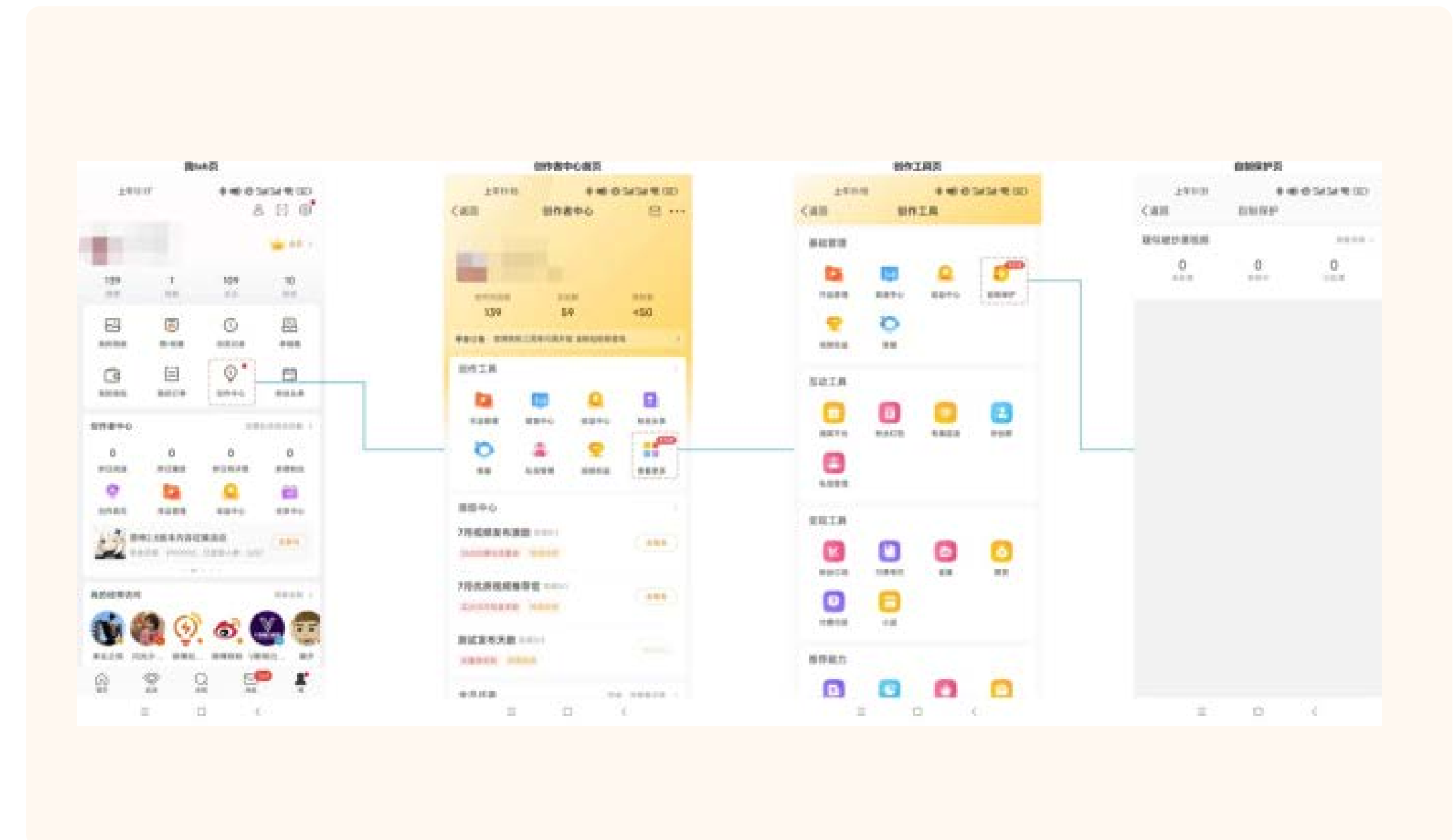
For Intellectual Property Dispute Complaints Received by Weibo Platform



Upon receiving the complaint, verify whether the materials comply with the legal requirements for valid notifications; if the complaint is deemed valid, take appropriate measures to address the content; if the complaint does not meet the requirements for a valid notification, engage in further communication as necessary.



Weibo strictly adheres to the requirements of relevant intellectual property laws and regulations such as the *Patent Law and the Trademark Law of the People's Republic of China*, the *Trademark Law of the People's Republic of China*, and the *Copyright Law of the People's Republic of China*. Utilizing technological means for real-time monitoring, Weibo has introduced a self-protection feature for video content creators, conducting review and processing of potential infringement content. Additionally, Weibo has established a comprehensive self-protection process. Video accounts can utilize the "self-protection" function, and for original works, the system can automatically identify "infringing videos" and push them for multiple rounds of review by both the creator and the platform. Once infringement is confirmed, the system replaces the link.



Entry Path for the "Self-protection" Feature

Intellectual Property Training

The Company also requires users to agree to the terms and conditions specified in the platform's user agreement, including agreeing not to infringe upon the intellectual property rights of others. Additionally, the platform provides a convenient and comprehensive channel for intellectual property dispute complaints. In case of any infringement, users can enter the complaint channel through the following portal:

To further cultivate awareness of intellectual property protection among employees, Weibo utilizes various forms such as Xiaolang Study Hall, LEB online interactive courses, offline training, and weekly newsletter dissemination. We offer a diverse range of training courses on a regular basis to help employees become familiar with the latest laws and regulations concerning intellectual property and regulatory requirements, clarify common risks and response methods, and enhance intellectual property management capabilities. In 2023, Weibo conducted a total of three intellectual property training sessions, covering all major business lines.

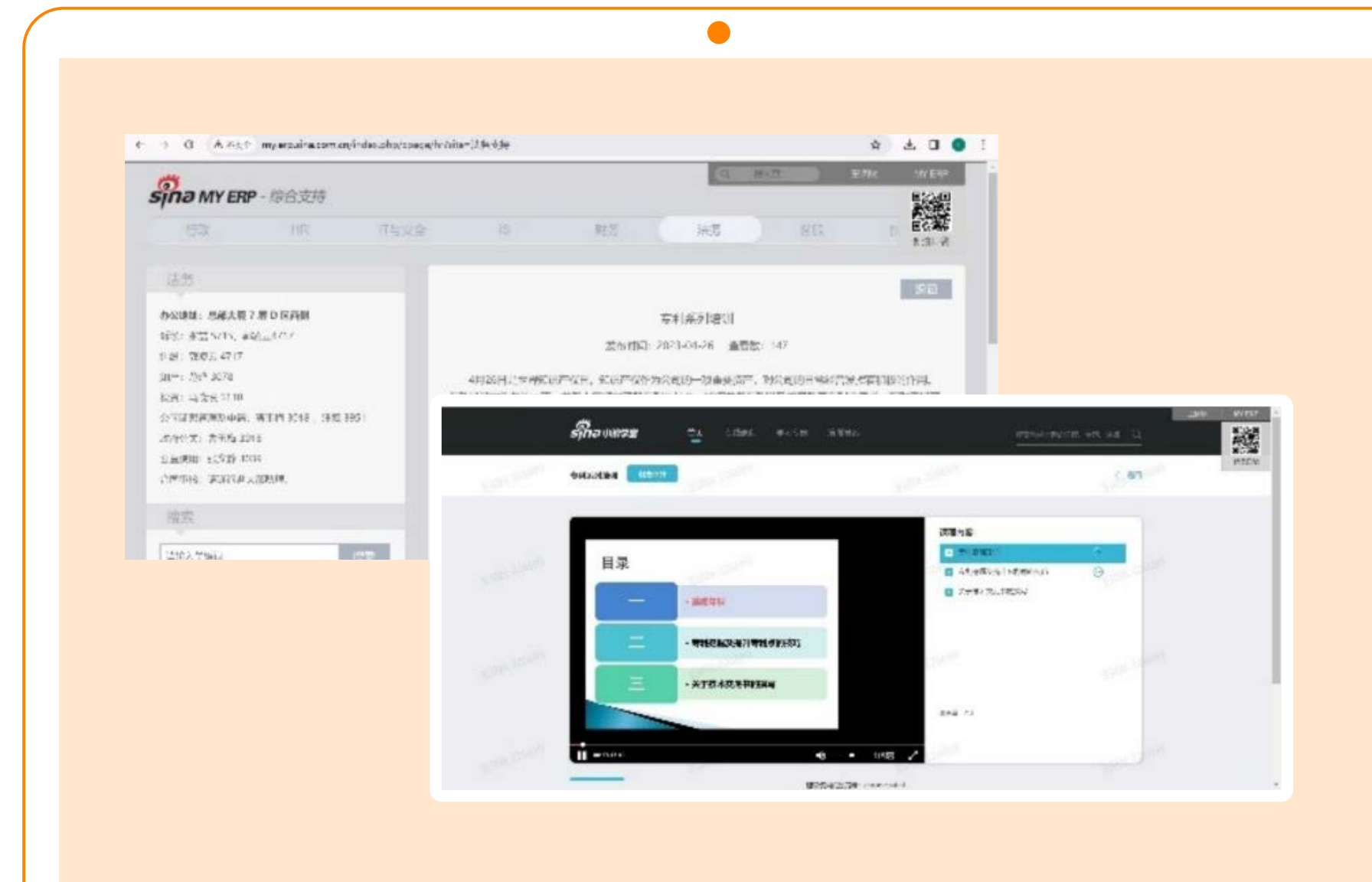
Method 1:

Click on "Complaint" in the upper right corner of any Weibo content, and then navigate to the bottom of the complaint page where you'll find the *Intellectual Property Dispute Complaint Process* link. Clicking on it will directly take you to the intellectual property complaint page.



Method 2:

Click on "Service Hall" in the lower right corner of any Weibo page, and then go to the *Intellectual Property Complaint* section on the homepage of the Weibo Community Management Center. This will directly lead you to the intellectual property complaint page.



Patent Training Series

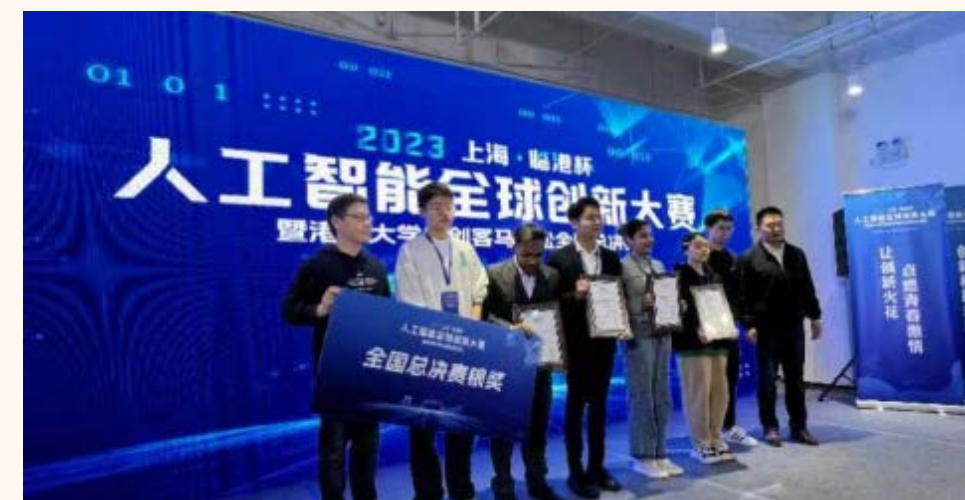
Industry Co-construction

Weibo continues to drive industry collaboration and deepen the integration of production, education, and research, transitioning from isolated innovation within a single enterprise to collaborative innovation across the entire industry chain. Together, we aim to promote technological research and development and the implementation of results throughout the industry.

School-Enterprise Cooperation

In March 2023, Weibo's technical experts participated in the *Artificial Intelligence Content Production Symposium* hosted by Renmin University of China, where they delivered an on-site and remote technical presentation on the *Evolution of Focus in Large-Scale Language Models*.

In December 2023, Weibo's technical experts participated in the "Lingang Cup - Artificial Intelligence Innovation Competition" as both question setters for the corporate track and judges for the competition.



Lingang Cup - Artificial Intelligence Innovation Competition

In August 2023, Weibo invited Dr. Dai Damai from the Computer Science Department of Peking University to conduct a technical exchange on the topic *Where Does the In-Context Learning Ability of GPT Come From?*



Where Does the In-Context Learning Ability of GPT Come From?



Inter-Enterprise Cooperation

In February 2023, Weibo invited a principal architect from Baidu to conduct a technical sharing session titled *Baidu's GPU-based Large-Scale Graph Model Training Framework*.

In July 2023, Weibo's technical experts participated in the AI Salt Salon hosted by Zhihu, a Quora-type question and answer site and news aggregator, where they delivered a technical presentation titled *Evolution of Large Models: From Tool Usage to Tool Creation*.

In March 2023, Weibo's technical experts participated in the *ChatGPT and Large Model Symposium* organized by the Chinese Association for Artificial Intelligence (CAAI), where they delivered an on-site technical presentation titled *Emergence Capability of Large Language Models: Phenomenon and Explanation*.

In October 2023, Weibo's technical experts participated in the *2023 Machine Learning Summit* and delivered a technical presentation titled *Application of AIGC Technology in Sina Weibo*.

At the end of June 2023, Weibo's technical experts participated in the Third Chinese Conference on Affective Computing (CCAC 2023) and delivered a technical presentation titled *Application of AIGC Technology in Sina Weibo*.

In November 2023, Weibo invited Chief Scientist Wang Jianqiang from Microsoft for a technical exchange session on the topic *Current Research and Challenges in Retrieval Augmented Generation (RAG) of Large Models*.



Application of AIGC Technology in Sina Weibo.



04

Human Capital

We are committed to creating an inclusive, diverse, and open corporate culture, safeguarding the legitimate rights and interests of employees while continuously stimulating their creativity and vitality, providing them with a broad space for development and competitive welfare benefits, and unswervingly pursuing healthy development of workforce with them.



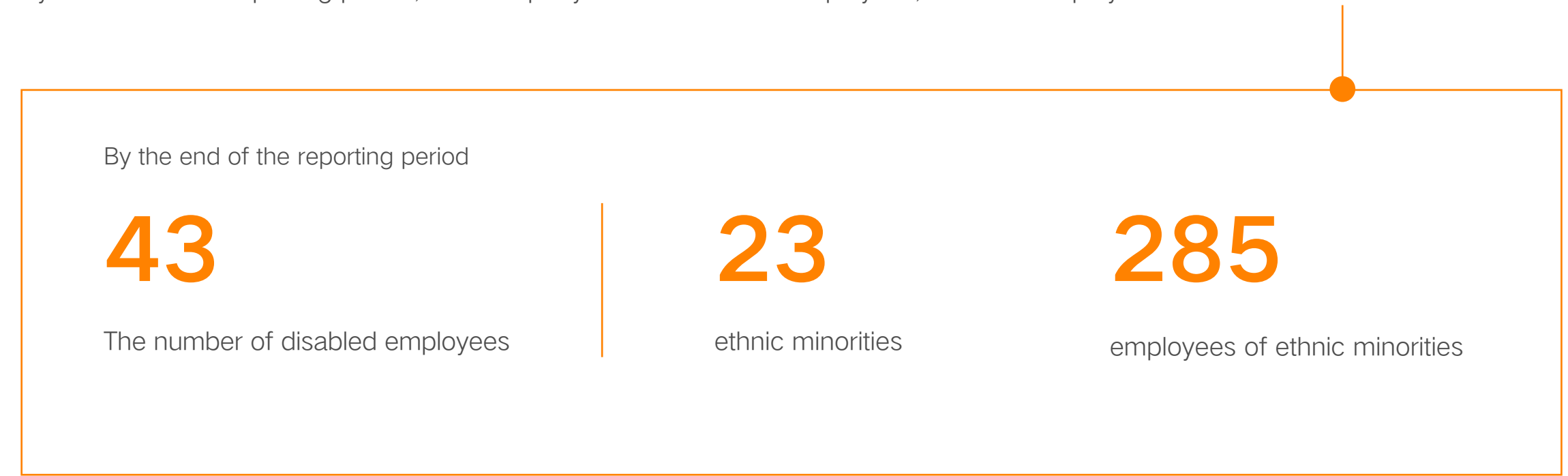
4.1 Employee Rights and Welfare

Weibo cherishes the rights and benefits of each employee. Based on equal employment, we create a diversified and inclusive workspace, expand channels for communication with employees, and act as a solid backing for ensuring employees' rights and benefits.

4.1.1 Equal Employment

The Company adheres to the *Labor Law of the People's Republic of China*, the *Labor Contract Law of the People's Republic of China* and other applicable laws and regulations where we operate. With recruitment principle of "justice and equity" and the mission of "providing talent support for the Company's strategic goals", we select and recruit talents, and optimize talent structure, aiming to allocating human capital resources in an appropriate manner. In 2023, we revised several internal management measures such as the *Recruitment Management Standards*, the *Compensation and Welfare Management Standards*, and the *Vacation Management Regulations*, which provided clear safeguards for recruitment and promotion, compensation and welfare, working hours, holidays, equal opportunities, diversity and anti-discrimination, etc.

Weibo consistently adhered to the principle of equality during recruitment and retained a diverse employee structure. We provide equal opportunities for candidates of different gender, race, color, age, nationality, and religious belief in the recruitment process. In 2023, the Company set an employee diversity target of retaining approximately 1% disabled employees and 5% minority employees. By the end of the reporting period, the Company had 43 disabled employees; and 285 employees from 23 ethnic minorities.



Recruitment Strategy

Weibo has formulated a comprehensive talent recruitment and development strategy. At the beginning of each year, all business leaders, guided by strategic objectives and needs for talent, outline reasonable annual recruitment plans with the assistance of HR Business Partners (HRBP) and recruitment consultants after factoring into the market circumstances and talent pipeline.



The Company's Recruitment Strategy Implementation Process

Recruitment Tool

We utilize diverse recruitment tools to achieve our talent recruitment strategy and fulfill our development needs.

Upgrade the Company's intelligent talent pool

We continuously upgrade our Company's talent pool, where we can accurately identify and classify talents leveraging the "Intelligent Tagging System", and maintain an active talent pool through diverse and multi-dimensional outreach tools. The intelligent talent pool has over 400,000 dynamically active talents throughout the year, which effectively assisting the Company in predicting market talent supply-demand changes, formulating and adjusting talent recruitment and attraction strategies, satisfying urgent talent needs, and improving recruitment efficiency. In 2023, the contribution rate of Weibo's intelligent talent pool for new hires was 100% higher than that of the overall recruitment channels.

Improve evaluation tools

We have refined our recruitment evaluation system, where we can correspondingly run systematic evaluation on different types and levels of talents to assist the recruitment decisions and enhance quality and efficiency of hiring. In 2023, the Company incorporated a professional personality assessment tool into the recruitment evaluation system to comprehensively ensure talent quality and reduce hiring risks.

Deliver recruitment in a centralized manner

Centralized management was implemented for the recruitment delivery work of some branches and subsidiaries, while sharing procurement resources and tools of the Group. With the help of the Group's full-process efficiency tools and channels, both efficiency and quality were significantly improved, resulting in an overall 50% increase in recruitment efficiency in 2023 compared to the previous year.

Apply the Recruitment Strategy to Ensure the Company's AI Business Talents

In 2023, Weibo's AI business developed rapidly. In the face of the internal recruitment challenges of high talent requirements and tight timeframe, as well as the external recruitment difficulties of talent scarcity and white-hot competition, Weibo has formulated an effective AI talent attraction strategy by retrieving and analyzing data from the Company's intelligent talent pool and keeping abreast of the market's talent dynamics, thus reserving a strong backup force for the Company's AI business development.

In addition, by improving and optimizing the employee prevention and control system and process of occupational credit risks, we improve the accuracy of compliance investigation for employee occupational background, and for positions related to platform security and content, and continuously strengthen employment risk management and prevention.

Recruitment Channels

In 2023, we employed talents with different skillsets, backgrounds, and experiences through multiple channels such as campus recruitment and experienced hire. For campus recruitment, we recruited fresh graduates, interns and candidates from school and enterprise cooperative projects. Our experienced hires were from online and offline recruitments and internal recommendations. For existing employees, we launched the Live Water Program to optimize internal talent staffing and ensure the talent source.

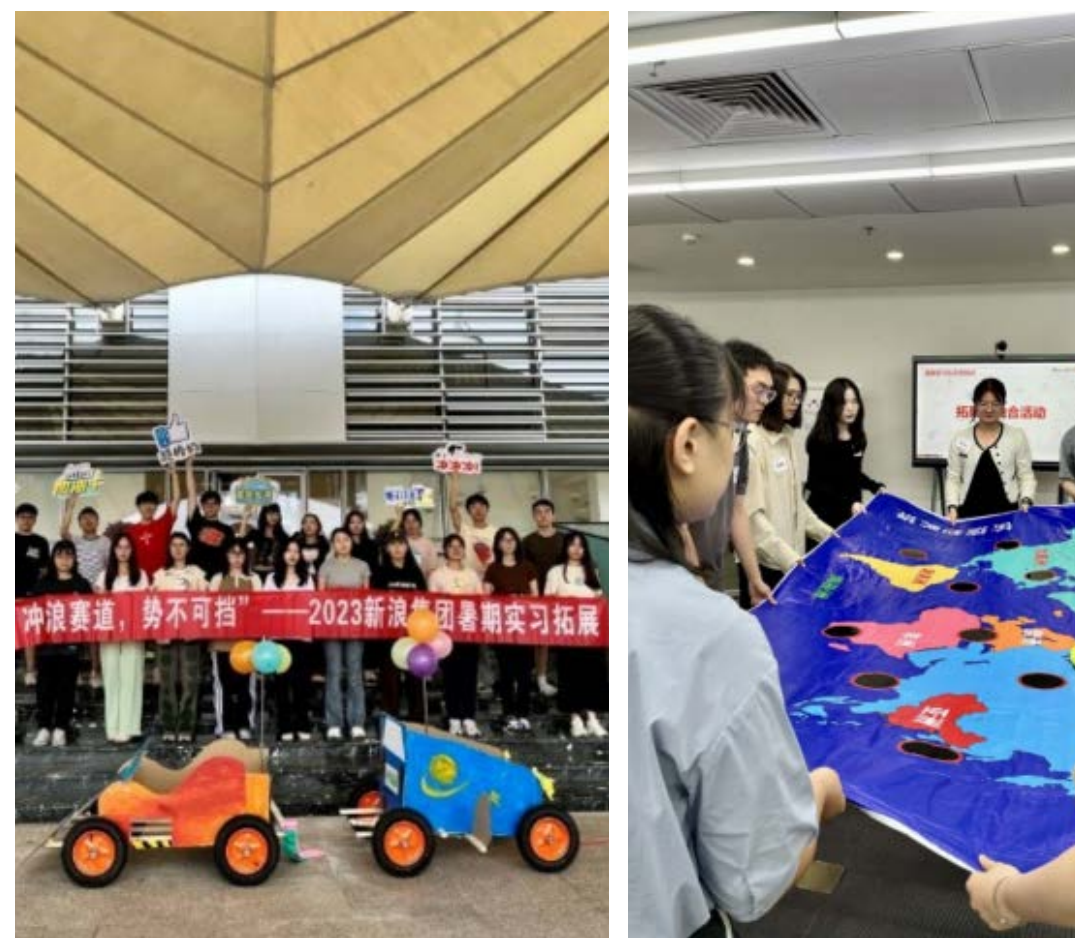
We efficiently carry out campus recruitment and recruit students and fresh graduates from different regions, ethnicities, universities, and professional backgrounds around the world to meet our rapid business development needs. We provide internship, employment, and training opportunities as well as competitive compensation and benefits in the market for new employees. Throughout 2023, the number of campus recruits accounted for more than 15% of newly recruited employees.

In 2023
the percentage of campus
recruits of total newly
recruited employees

15%+

Weibo Launched the Summer Intern Program

In 2023, Weibo launched the "Summer Intern Program" for fresh graduates who fond of the Internet industry to help them adapt to the identity change in advance and enhance employment competitiveness, and reserve high-potential talents for the Company. The Company provided summer interns with a series of customized training resources such as core project practice, professional mentors, and online quality courses. We offered 60% of the interns an opportunity to be regular employees after three months of internship and well completed talent reserve.



The Summer Intern Program Activity

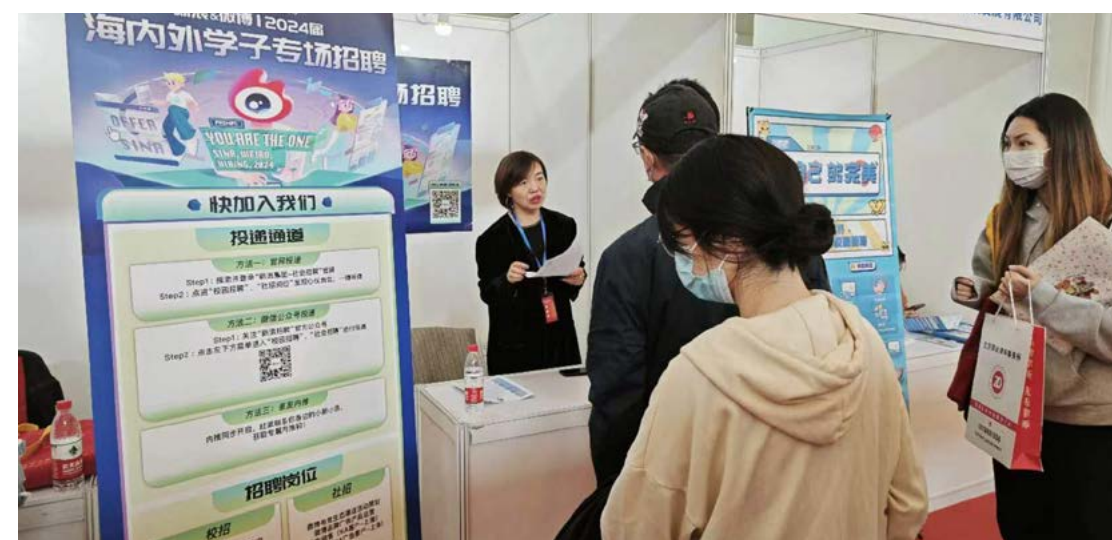
Weibo Implements Online Recruitment

Weibo insists on incorporating sustainable development into the recruitment process and actively implements environmental protection practices and green recruitment. In 2023, Weibo realized 100% online recruitment presentations for campus recruitment and completed online presentation, interaction, and resume collection in live-streaming rooms through voice chats. There were more than 40,000 participants in the recruitment presentations, with 13 million impressions and a month-on-month rise of 20% resumes sent, which reduced carbon emissions by 80% in total.

Promote the Employment of College Graduates

Weibo always undertakes its social responsibility, thoroughly implements the national policy of "Stabilizing Employment" and endeavors to promote the employment of young people. In 2023, Weibo continuously provided internship and employment opportunities for young people, regularly summarized and published employment information and knowledge on the platform. We invited KOLs in the workplace to our livestreaming chatroom to share skills for employment and career selection, and spread correct viewpoint of employment and career choice to young people.

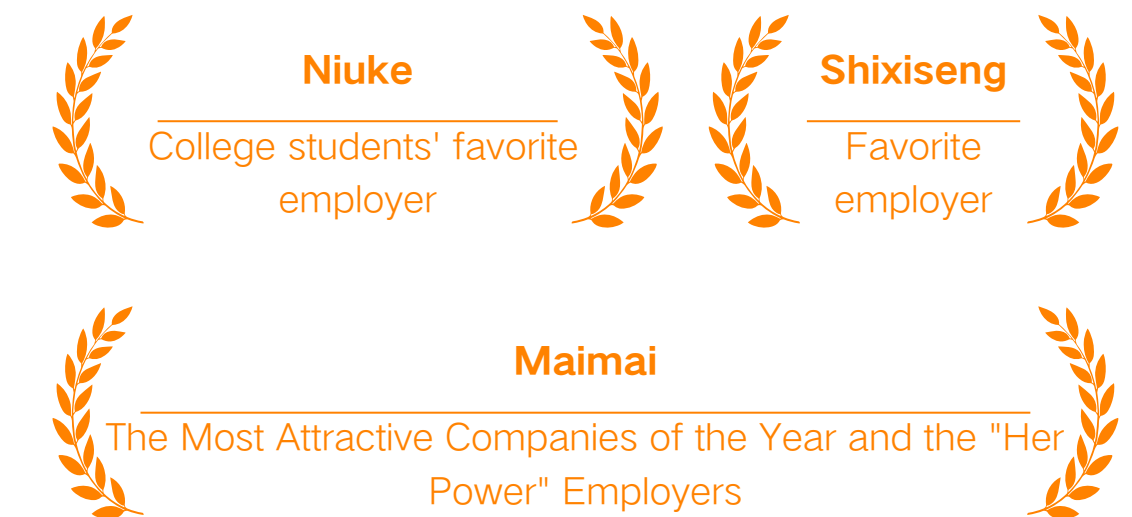
In 2023, with the promotion of employment policies of local governments, Weibo offered more than 200 internship and regular positions, and hired more than 100 fresh graduates, inexperienced graduates and graduates with employment difficulties. In addition, we paid close attention to the employment of overseas students and have accepted multiple visits and exchanges from overseas students' groups. At the invitation of the Chinese Service Center for Scholarly Exchange, we participated in the 20th session of "Job Fair for Overseas Returned Students and High-End Talents", shared employment prospects and job-seeking suggestions, and offered over 50 positions.



Career Fair for Overseas Students



In 2023, the Company won several outstanding employer awards:



Best Employer Awards

4.1.2 Diversity, Equity, and Inclusion (DEI)

Weibo has always regarded DEI as one of the core factors of the Company's strategic development and is committed to creating an equal and diverse workplace and helping employee realize their personal value. In 2023, the Company has enhanced its diversity management system. The ESG Committee supervised the implementation of the Company's diversity policies and the progress of diversity goals, regularly reviewed relevant reports, and made an effort to promote the Company's diversity performance.



Diversity Policies and Training

Weibo has formulated and issued the *Commitment on Equity and Diversity* in response to the United Nations Sustainable Development Goals (UN SDGs) and the *Convention Concerning Discrimination in Respect of Employment and Occupation* and the *Declaration on Fundamental Principles and Rights at Work* issued by the International Labor Organization (ILO), strengthening the diversity governance of the Company, integrating the DEI corporate culture into the Company's daily operation, and made every employee feel respected, encouraged and supported.

We have formulated the *Regulations of Sina Group on Equality, Anti-discrimination and Diversification Management*, clarifying the Company's relevant requirements on anti-discrimination and anti-harassment. Any victim who has been subjected to unequal treatment, discrimination or (suspected) sexual harassment or any witness to such event is encouraged to promptly complain to their superior superiors, HRBP or Labor Union or seek help whenever necessary.

In 2023, the Company provided all kinds of diversity policy-related training for all employees, required all employees to complete the training courses of the *Professional Ethics and Code of Conduct* and the *Diversity of Workplace Culture* online in the induction training of new employees, and send email alerts and encouraged employees to participate in the training on the Professional Ethics and Code of Conduct and the Diversity of Workplace Culture through the "Sina Classroom" system every year. This year's diversity policy training amounted to 1,162 person-times, effectively conveying the Company's diversity concept and cultivating employees' diversity values.

Special Training on Diversity Policies

Special training on the *Professional Ethics and Code of Conduct*

Focusing on anti-discrimination and sexual harassment, and respect for religious culture, with topics such as "How to Correctly Respond to Discrimination and Harassment Incidents"

Special training on the *Diversity of Workplace Culture*

Aiming at strengthening employees' awareness of diversity and inclusion, with topics such as "Unconscious Bias and Micro-Discrimination", "Anti-Gender Discrimination", and "Inclusive Work"

Diversity Plans and Projects

The Company always respects employees from diverse backgrounds and provides equal opportunities and support for employees on the basis of diversity promotion. The Company provides convenience for employees with disabilities as much as possible, such as giving priority to them to apply for commuting bus and allowing some disabled employees, such as content monitoring assistants to work from home. The Company sets halal areas for employees from ethnic minority groups in the canteen and provides some of them with a holiday for the Feast of Breaking the Fast.

Weibo attaches great importance to protecting the rights and interests of female employees. In strict accordance with the maternity regulations, we provide the baby care rooms for lactating employees, and prepare a series of welfare for pregnant employees, including priority to apply for commute bus, parenting allowance, supplementary maternity insurance, and supplementary medical insurance for newborns after 30 days. For employees after childbirth, we will retain their former positions, and heads of the HR Department and Business Department will help them on recognize job responsibilities and work goals based on their current situation, thus providing strong support for their return to the workforce.

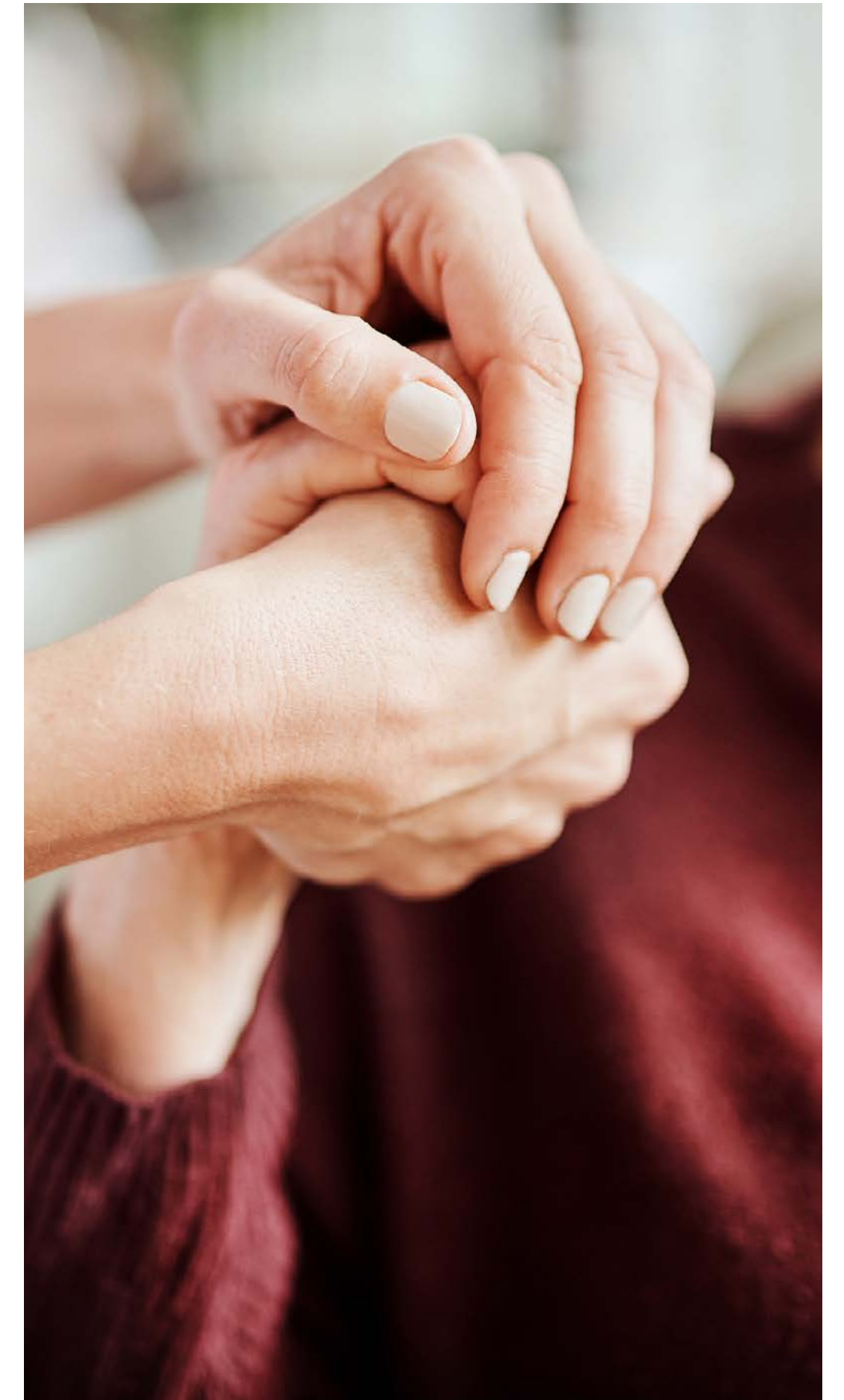
In 2023, Weibo "Women's Federation" drew up a work plan, carried out activities around the themes such as *"Caring for women and shining her light"* and *"Appreciating maternal love and sharing joys"*, focused on female employees' physical and mental health and career development, and helped them exert "she-power". During the reporting period, female employees accounted for 51.7% of the total.



- **Love yourselves:** Cooperate with Chunhui Children Sharing Session to organize public welfare movies and help women perceive and embrace their emotions in their lives.
- **Care for your health:** Invite external professional lecturers to introduce the knowledge of cervical spondylosis prevention and cervical vertebra health care and teach women to make cervical vertebra pillows with traditional Chinese medicine.



- **Inherit handicrafts for cultural edification:** Invite embroidery teachers to teach on-site to help employees send warmth to their mothers on Mother's Day, which is our humanistic care.
- **Make aromatherapy for the Dragon Boat Festival:** Invite professional teachers to lead DIY creative aromatherapy cup wax to help employees relax, relieve their mood and experience the fun of the process.



"Her Power" Sharing Session

Adhering to the goal of "uniting and leading women in the workplace to be builders, advocates and strivers", Weibo held "Her-power" sharing sessions in June and November 2023 respectively, inviting Jin Liangliang, an employee who won the title of "Capital's Most Beautiful Family", Chen Lina, Vice President and Editor-in-Chief of Weibo's government media affairs who won the title of "Capital's Most Beautiful Women Strivers", and outstanding female employee representatives of the post-70s, post-80s and post-90s generations, to share their experiences and stories, helping female employees understand the challenges and opportunities in the workplace and encouraging more women to create value in the workplace in a bid to create a better life.

看见“她力量” 绽放“她风采”

现代女性自信、坚韧、智慧，在家庭中撑起半边天，在职场中也同样散发耀眼的光芒。公司时刻秉持“团结引领职场女性争当建设者、倡导者、奋斗者”的目标，召开“她力量”职场分享会，邀请荣获“首都最美家庭”称号的员工金亮亮，以及70、80、90后优秀女员工代表分享职场女性的经验和她们的故事，进一步加深对职场女性所面临的挑战和机遇的理解，鼓励更多女性在职场上寻找和创造价值。

荣光背后是最真实的坚守与付出

获评“首都最美家庭”称号的金亮亮是一位有两个孩子的军嫂。在得知丈夫需要前往异国维和的时候，因为无法估量的风险，她最初内心是抵触的。但是考虑到军人神圣的使命，在经历一番思想变动后，她还是同意了。在丈夫离家期间，金亮亮无旁贷地肩负起工作与家庭的责任。在工作中，她井井有条地安排好每项工作，严格要求自己 and 团队的工作交付质量；在家里，她尽力做一个温柔的妈妈，悉心陪伴孩子成长的每个阶段。于金亮亮而言，女性是家庭和职场中不可忽视的存在，让她每个家庭为社会贡献责任与担当，“她力量”不仅影响着小家，更给大家带来积极的正能量。

从榜样前辈身上汲取“她力量”

在北京打拼多年的王敏有着丰富的职场阅历。她在销售体系中看到过很多女性管理者在处理复杂的客户情况、肩负压力实现业绩的过程中都做得非常出色，展现出她们超人的“她力量”。这个时代对女性要求很高，同时兼顾职场与生活并非易事，在成为妻子、母亲、子女等多重身份的过程中，需要更在意的是学习成为更好的自己。王敏认为从70后的视角看，女性力量的汲取往往更多来自于人生路上的压力和挑战。面对压力和挑战，女性首先需要不断学习，特别是挖掘身边人的闪光点，在工作中学，其次要打开视野与格局，多走出去看天地。看自己，积极地与人交流与协作，谨记不轻易否定自己，也不轻易放弃，要在独立思考中树立和校对正确的价值观。

脚踏实地，成为更好的自己

育有两个孩子的80后马鹏飞坦言，生育对于职场女性而言的确是一个比较特殊的阶段，除了要维系自身心理与体力上的平衡之外，还要保持比较稳定的情绪去处理外界的事物。怀二胎期间，马鹏飞在接手新产品线的同时，公司也平等地给予了她参与领导重点项目的机会，休产假期间，部门的同事也会积极地工作，起到很好的补位作用，使得团队工作持续正常运转。公司的支持、同事与领导的帮助，都让她感受到“被信任”，帮助她顺利渡过生育阶段。在30多岁的年纪，马鹏飞愈加清晰地意识到职场女性、母亲、家庭女主人、女儿等多重身份的责任。与她而言，“她力量”是需要脚踏实地的力量，过好自己日子，做好自己的工作，本身就不是一件容易的事情，本身就是一种力量。

公司的关爱是“她力量”的底气

来自微博政府事务部的90后徐梦溪认为，女性和男性的职场表现相近，相比来看，女性整体上更善于沟通和协调、有较强的亲和力、注重人文关怀且更具有耐心和理解力。但女性也更容易在职场上遇到像生育对职业规划的影响等问题。而新浪作为一家女性员工占比较高的企业，无论是公司还是部门，一直较为重视为女性员工创造和提供富有包容力的工作环境。比如，公司会专门为女员工开设节日活动和培训讲座，积极响应国家政策设立“母婴之家”、对哺乳期员工适用弹性工作制。作为女性员工，她也切实感受到公司从软件到硬件上，对女性员工给予的关爱，给她的职业发展带来无比珍贵的安全感，让她更好地发挥所长，努力创造属于自己的精彩人生。

运用“二八法则”，竭尽全力成长

"Her Power" Sharing Session

4.1.3 Employee Communication

We attach great importance to our employees' demands, ensure smooth communication channels for employees, and improve the multi-party communication mechanism. In 2023, the Company revised the *Employee Handbook*, specifying the provisions of complaints and appeals and emphasizing that all employees have the right to make suggestions, complaints and grievances on work, working conditions, employee relations and other issues encountered in their work.

Issues	Complaint/Grievances Channel
Disciplinary punishment	<ul style="list-style-type: none"> Submit a written complaint to the immediate superior. Employees who have misgivings to communicate with their immediate superiors can directly appeal to their cross-level superiors or higher-level leaders.
Performance appraisal	<ul style="list-style-type: none"> Employees may, if they regard themselves as the victim of unfair treatment or have any material objections to the appraisal results, make appeals to HRBP within five working days after the performance interview/upon receipt of the performance results.
Ethics and compliance issues	<ul style="list-style-type: none"> Employees can contact the Compliance Department of the Group directly for assistance or to complain. Tel.: 0086-10-58983041 Email: compliance@staff.sina.com
Discrimination, harassment and diversity	<ul style="list-style-type: none"> Any employee who has experienced or witnessed sexual harassment, or suspected sexual harassment, or has any confusion or disagreement about sexual harassment issues and other diversity management issues in the Company may seek assistance from their supervisors, HRBP and the Labor Union. Email of the Labor Union Leader: sinagh@staff.sina.com
Other issues	<ul style="list-style-type: none"> Shared Service Center Hotline 5588 HR Assistant Intelligent Customer Service Mini Program A Roast for employees making voices and the Company giving responses

The Company undertakes to conduct serious, thorough, timely and impartial investigations into all whistleblowing and to inform the management of the progress and results of the investigations without delay, and depending on the seriousness of the behavior and other relevant circumstances, to take prompt and appropriate measures against the employees involved, such as arranging for the temporary suspension from their duties during the investigation.

The Company will take effective measures to protect the whistleblowers' privacy when investigating and handling the relevant whistleblowing, including but not limited to keeping the whistleblowers' name, ID number, telephone number and department confidential, and will also keep the impact as far as possible to the smallest possible extent when collecting evidence for investigation. Concerning the internal and external communication between the Shared Service Center 5588 operator service and the HR intelligent customer service, the Company ensures the security of the whistleblowers' privacy as provided for in applicable laws and regulations.

The Company continues to improve the communication mechanism at all levels in daily operations and create an open communication environment.

In 2023, we established the Employee Care Group to identify and resolve employee demands on time, focusing on employee relations, resolving employee conflicts, and enhancing employees' sense of belonging and happiness. During the reporting period, the Employee Care Group has carried out communication advocacy and empowerment and assisted in the implementation of the Employee Care Program, focusing on the resolution of employees' demands and feedback, further enhancing employees' trust and achieving effective communication.

Employee Satisfaction Survey

We have consistently valued employees' voice and feelings at work since the "Voice of Employees" program started in 2014. In 2023, we conducted the "Voice of Employees" survey, with 94% participants and 86% effective response. The survey results show that our employee dedication (satisfaction) is 81.5%, which is 6.8% higher than that of 2021 (74.7%), ranking the top 25% of the Internet industry.

According to the results of the "Voice of Employees" survey, we make targeted improvements by advocating the Company's initiatives, managing employees' expectations, and listening to their opinions and suggestions. Furthermore, the Company has also held several consensus meetings and report interpretation meetings, and formulated improvement plans for issues such as work flow, employee care, communication and cooperation, compensation and performance, and career development, so as to effectively solve employee demands and enhance employee dedication (satisfaction).



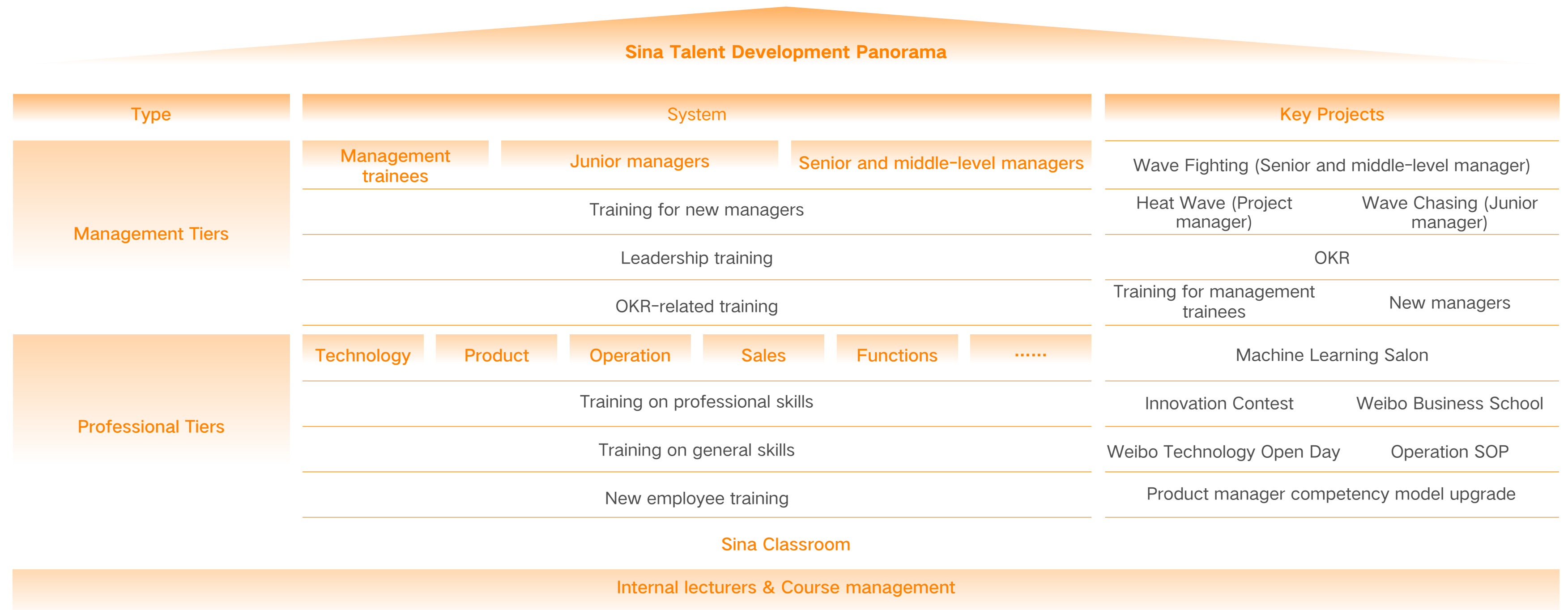
4.2 Employee Training and Development

Professional talent training and development lays the foundation of the Company's long-term and stable operation. Weibo implements the concept of talent development, takes training high-quality talents as the goal, and establishes and improves the talent training mechanism. In 2023, the Company identified talent needs through analysis on internal business needs and external research, formulated effective talent training and development plans, reasonably discovered and developed talents, and established the Company's strategic reserve talent pool. We offered employees broad career path, assisted them to realize their value, and provided talent support for the sustainable development of the Company.



4.2.1 Talent Training

We have established a comprehensive talent training system, drawn a panorama of talent development, and offered development projects to employees from management and professionals. The Company provides diversified leadership training courses for management employees, develops leadership programs such as Wave Fighting, Heat Wave, Wave Chasing and Management Trainees, and trains quality leadership talents. The Company organizes general skill training and professional skill training for professional employees of technology, product, operation and marketing, and carries out key projects such as Machine Learning Salon, Innovation Competition and Weibo Technology Open Day to improve employees' professional capabilities.



Weibo's Talent Development and Training System

Leadership Training and Succession Planning

In addition to internal resources, Weibo also helps all employees (including part-time and outsourced employees) obtain external degree courses and certificates to expand employees' horizons and improve their business capabilities. We have formulated the *On-the-job Academic Degree Education Management Manual*, provided learning opportunities for core talents in management positions, bore relevant expenses for the learning, and did our utmost to provide support for employees in obtaining external academic degrees. In 2023, the Company successfully provided support for an employee to obtain an EMBA degree from Tsinghua University.

New Employee Training

Weibo organizes new employee orientations to help them quickly adapt into the working environment. We introduce our history and business segments to new employees through the Sina Classroom, and set up interactive products, points and prizes to help employees understand the corporate culture and enhance their recognition and participation.

We provide training courses for interns, covering the improvement of thinking and communication skills, time planning, upward management, and project management, to improve their work capacity and professional quality in many ways, and to lay a solid foundation for their future career development while reserving high-quality and high-potential talents for the Company.

In 2023, we focused on leadership training programs such as Management Trainees, Wave Chasing and Heat Wave, which help the Company reserve excellent young managers and successors for managers at all levels. The Management Trainees Program may speed up fresh graduates' promotion to junior managers and the Wave Chasing Program cultivated a reserve team for the Company's middle-level and senior managers, opening up all promotion channels and providing succession and development opportunities for outstanding talents at all levels.

The Management Trainees Program

The Weibo Management Trainees Program is a customized leadership training program for high-potential and high-quality fresh graduates at home and abroad. The Company is devoted to creating the best platform for management trainees to realize their values and providing long-term career development opportunities. We will reserve and transfer talents for the young products, business and operation managers in Weibo through 30 months of customized study and training and continuous attention after the training cycle and cultivate future middle and senior management talents for the Company.

In the program, the Company provides one promotion opportunity for each management trainee every six months, and outstanding management trainees have five opportunities to be promoted to managers within 30 months. After the program, the Company continues to offer management trainees the opportunity to experience key projects or positions. The Business Department is encouraged to assign the management trainees who perform well to the Company's management team.

The Wave Chasing Program

To speed up the growth of outstanding young junior-level managers and transfer reserved talents for the Heat Wave Program, we have launched the Wave Chasing Program for some managers with outstanding professional ability and strong development will. We help our employees broaden their business horizons, strengthen their decision-making ability and achieve all-round development through quality development, evaluation feedback, curriculum empowerment, management training camp and approaching users.



Opening Ceremony



Report to the Board of Directors



The Management Training Camp

The Heat Wave Program

In 2023, we continued to carry out the Heat Wave training program, accelerate the development of key project leaders, enhance the combat effectiveness of our core talent team, and cultivate OKR/ core business leaders with higher strategic vision and business landscape. The program was set up with sales experience, embracing users, KOL interviews, assessment and course support, effectively improving the strategic capabilities, business acumen and teamwork skills of the program leaders.



Opening Ceremony

Course Report

Sales Experience

KOLs Interview

结构思考力——透过结构看思考表达

亲爱的热浪同学好，在实际工作中，**结构化思维和表达是大幅提高个人和团队工作效率最有效的方法**，可以帮助您提升口头表达、书面表达、思路整理、问题解决、方案决策、会议引导等多方面的能力。

课程介绍：
本课程将帮助您形成严谨的结构思考习惯，在面临任务和问题时清晰而全面地思考，解决如下场景：
• 短时间内清晰的表达观点，并有效说服他人；
• 书面表达时不堆砌文字、不再混乱；
• 第一时间把握解决问题的关键；
• 让决策不再陷入两难境地。

讲师介绍：

 **魏苏艳**
结构思考力研究中心首席导师

- 清华大学MBA
- 中科院心理所心理学在读博士
- 中国对外经贸大学MBA校外导师
- 译著书籍：《结构化创新》
- IT互联网企业交付：阿里、百度、京东、美团等

小任务：
为最大化课程质量和大家的学习体验，使培训过程更加有的放矢，练习更加接近实际工作，请参与的学员每人带一份您准备汇报或之前汇报过的材料（PPT版本），感谢您的支持与配合。

成果导向的领导力——德鲁克领导力5准则

亲爱的热浪学员，我们将迎来第一次大分享！彼得·德鲁克，现代管理学之父，其著作影响了数代追求创新以及最佳管理实践的学者和企业家们。基于学员在管理技能和团队建设方面的提升诉求，我们特别邀请业界对德鲁克思想有深入研究的康亚军老师为我们分享德鲁克管理思想的精华。

本课程以德鲁克管理思想为内核，从“**如何创造卓越绩效**”这个切入点出发，构建了一套系统性的框架和行动方案，激发管理者对组织、对工作、对团队和自我发展的思考，结合我们日常工作挑战，提供了具体的工具和指导意见，帮助管理者落地实践。

具有成效的领导力钻石模型

创造未来

1. 愿景驱动：从“愿景中心”到“领导力中心”
2. 领导力之基：打造“领导力”
3. 有效激励：打造“领导力”
4. 有效沟通：打造“领导力”

导师介绍

 **康亚军**
《德鲁克管理之道》作者
《卓越领导力》作者
《卓越领导力》作者
《卓越领导力》作者
《卓越领导力》作者

热浪复盘会

亲爱的热浪同学好，23年8月份热浪开课，大家全心投入到了为期六个月的熱浪之旅中，在两条学习线上，大家均收获颇丰：
课程线：通过【管理训练营】、【德鲁克领导力】、【结构化思维力】课程，系统的提升管理能力和结构化思考力；
行动学习线：六场深度大V访谈，与用户面对面，发现问题解决问题；五个赛道上进行销售跟单，携手销售一线战场。
现在，热浪之旅接近尾声，我们将把这六个月所学（特别是行动学习部分）通过复盘会的形式，整理、总结、交流进而融会贯通，应用于工作。

复盘会大纲

- 热浪项目回顾
- 复盘方法论框架
- 按销售跟单小组进行讨论复盘形成材料
- 小组呈现反馈
- 迭代复盘形成最终汇报材料

讲师介绍

 **陈雷萍**
领导力发展、战略解码专家
职业经历：
• Komferry中国区副董事长
• Haygroup 大中华区总裁
• Mercer北方区总经理

专长领域

- 高管团队建设
- 战略解码与战略解码
- 价值观与文化重塑
- 人才盘点与领导力发展
- 战略绩效管理
- 薪酬设计与激励
- 组织架构和管控设计

小任务
为最大化复盘质量，请参与的学员在会议前整理好行动学习两条线的文件资料（包括但不限于：大V访谈纪要、客户拜访材料、用户和客户问题后续跟踪和业绩落地汇报等），感谢您的支持与配合。

Introduction to Some of the Heat Wave Courses

The Wave Fighting Program

The Wave Fighting Program identifies core managers' advantages and areas to be developed through experience collection, 360 online assessment and other methods to discover and cultivate excellent director talents, continuously following up talent changes, and supporting the sustainable development of our business, to help managers at a director-level enrich their self-recognition.

The OKR Training Program

We launched the OKR Program, which is the most important strategic and innovative program, with cross-departmental resources gathered and outstanding talents collaborating to explore and innovate to improve our decision-making and implementation efficiency. In the program, a point redemption scheme is implemented to encourage and quantify individual contributions and help us identify outstanding talents. We recognize and issue incentives for outstanding programs and individuals timely.

《OKR工作坊》一天课程大纲

时间	模块	具体内容	案例应用
9: 30-9: 40	开场介绍	日程安排/小组讨论课程需求/OKR困惑收集	/
		模块1开场课	不确定时代敏捷组织的特点/中国OKR应用与发展趋势
9: 40-9: 50	模块2概念课	OKR被盲目定义与内卷/OKR与KPI考核区别联系及融合模式/OKR溢价价值	蔚来汽车/京东商城
		休息	
11: 00-11: 10	模块3实践课	OKR的原则特征/OKR拆解拆解对齐/OKR制定撰写	头条/谷歌
		午休	
12: 30-1: 30	模块4管理课	OKR共识对齐会议/存量资源会议/复盘圆桌会议/OKR领导力沟通：对话反馈与认可	爱奇艺/阿里巴巴
		实践演练1	1-2个项目打样：S级项目O3复盘会：项目负责人陈述/同事点评/教练点评
下午			

访谈OKR获奖团队热搜项目组

没有平台无放的成功，更没有侥幸躺赢的战绩，越是步步维艰，越是要披荆斩棘。今年第二季度的OKR项目评选落下帷幕，我们采访了本次S级项目的获奖团队——热搜增长项目组，通过访谈我们了解到，整个团队经历了多次数据和风险评估，制定最终的产品设计、运营协作方案等，每个人明确目标，通力合作，用智慧、信念、拼劲汇聚成团队前进的力量，最终成功破局，交出不负众望的满意答卷。

流量时代来临，微博作为国内最具影响力的社交媒体平台，每当遇到社会热点新闻、品牌大事件、盛大赛事，它都是最重要的社交平台之一，热搜更是大众获取信息的重要途径。然而随着市场环境的变化和外部竞品的威胁，为了保持热搜产品核心影响力和竞争力，经过项目组深思熟虑后，最终明确目标，力求通过提升热搜内容的丰富度，扩大用户的规模，进一步促进流量持续增长。

凝聚力，众人拧成一股绳

热搜增长项目是由运营团队项目O、刘心、李季峰、王珂宁、金英作为4个4组成的跨部门团队。在成员们的高效支持下，全力以赴推进项目进度。在采访过程中我们得知，这次OKR的设定极具挑战性，每个成员不但没有退缩，反而迎难而上，在落实具体指标时，纷纷选取比预期更高的指标，全力挑战和争取目标达成。

在压力面前，让大家始终保持着激情与热血的方法——或许对于目标精益求精的追求，或许是解决一项项棘手挑战的成就感，亦或许是一份沉甸甸的责任感。令人欣慰的是，在整个过程中，产品、运营、渠道、push等多条线总能拧成一股绳，凝聚在一起相互配合，让整个团队的人心更加团结，团队协作，实现合作共赢！

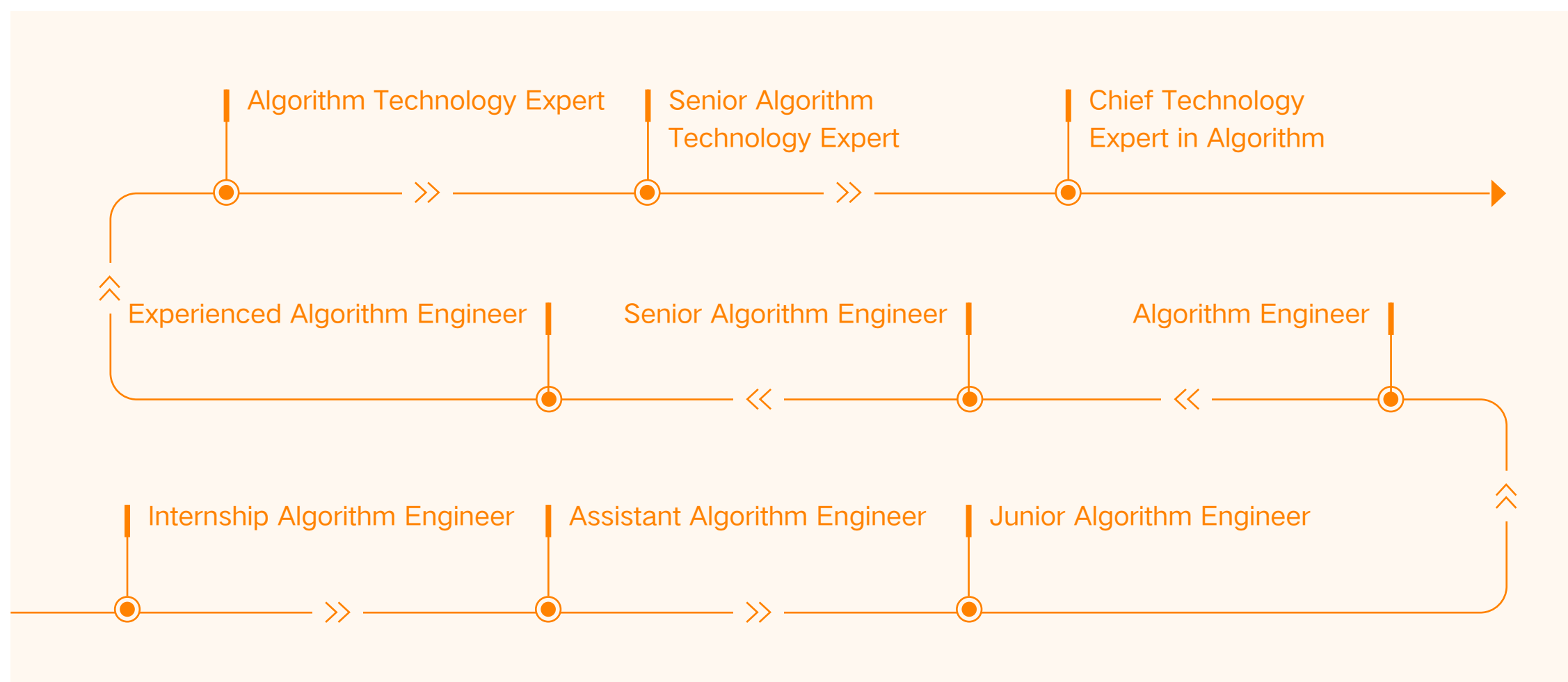
绝不躺平，我们竭力守住“这座城”

回忆起项目经历的瓶颈和困难时，项目组成员用三个形容词形容了一下当时的感受——“核心动摇、绝不躺平、坚持如一”。最难忘的细节应该是，项目初期我们大胆尝试和挑战了很多

The OKR Training Content

Training on Professional Skills

In order to meet the needs of business development and improve the professional ability and quality of employees, we have developed career pathway for professional employees in technology, products and sales, etc., customized employees' career planning, and matched them with appropriate learning resources. We also organize diversified skill improvement sharing and exchange activities to escort the professional growth of employees.



Career Development Mapping for Technical Sequence

For technical talents, Weibo takes the promotion standards of the five major technical directions as a blueprint, integrates the curriculum resources of Sina Classroom, and clarifies the growth paths and the requirements for each stage of their development, and enhances talent training efficiency. Additionally, Weibo has organized multiple technical exchanges and sharing activities, effectively enhancing employees' professional quality.

³⁰ The Retrieval-Augmented Generation (RAG) uses the external knowledge base to supplement the context of a large language model (LLM) and generate responses. RAG combines parameterized knowledge and nonparametric external knowledge in the LLM, alleviating the illusion, identifying timely information through retrieval technology and enhancing the accuracy of responses.

Weibo Technology Exchange Activities



The Innovation Contest is our routine innovation display platform and one of the important channels to improve employees' professional capacities and incubate innovative projects. In 2023, several departments of the Company proactively participated in the Innovation Contest, with 36 projects successfully implemented in vertical, customer service and search directions and 23 projects awarded for RMB 800,000.



We continuously hold the monthly sharing meeting of the "Machine Learning Technology Salon", inviting technical experts inside and outside the Company to share and exchange technologies. In November 2023, the ninth issue of the Machine Learning Technology Salon focused on technologies related to the Retrieval-Augmented Generation (RAG)³⁰ and discussed the RAG application scenarios and challenges, effectively increasing technicians' theoretical knowledge.



Weibo Technology Open Day is our quarterly technical topic-sharing activity, during which multiple business practices are shared online and offline, breaking the technical barriers of business groups.

Oriented towards products and sales, we have launched a social marketing learning platform called "Weibo Business School" for the whole industry, serving thousands of brand customers in the fields of enterprises, institutions, media, brands, and individuals. We are committed to outputting the cutting-edge platform value, marketing strategies, and case solutions. Furthermore, the Business School also provides sales, marketing, and other training programs for our employees to expand their business thinking and empower their business development.

External Cooperation

We attach great importance to training outstanding talents for the industry through cooperation and exchanges with external institutions and universities to achieve the development of both the industry and ourselves.

Flying Eagle and Goose Program

In order to systematically improve the comprehensive capabilities of key salespersons in business strategy, practical experience, and sales communication skills, Weibo Business School has formulated the "Flying Eagle and Goose Program", outputting customized sales skills through experts' strategic guidance, management strategy breakdown, product sharing, case analysis, group interaction and other content sections and diverse training methods. By the end of the reporting period, we had carried out seven comprehensive sessions and two industry-specific sessions of the "Flying Eagle and Goose Program", effectively boosting sales growth.



The Flying Eagle and Goose Program Training



Host an AIGC Sharing Meeting in Cooperation with the China Computer Federation (CCF)

In September 2023, we joined forces with the CCF to host a sharing meeting titled "AIGC: the New Driving Force for Architecture and Business." The event covered topics such as sharing better practices in optimizing the infrastructure for AIGC large model training, introducing the construction of AIGC's basic capability platform, and sharing experiences in building a code generation platform for AIGC in vertical industries.



The Photo of the Sharing Meeting Hosted by Weibo and the CCF

Establish Collaboration with Renowned Universities for Specialized Research Activities

We continuously establish partnerships with universities and carry out specialized research activities adhering to the basic principles of "complementary advantages, resource sharing, common development, and mutual benefit." In 2023, the Company conducted research projects in collaboration with Peking University, focusing on the issues of contemporary Chinese enterprise development, personality traits and leadership effectiveness, and produced multiple research findings.

The Company also researched topics such as the joint training mechanism for psychology talents and the talent supply and demand mechanism with Jiangxi Normal University. Simultaneously, we established a "Professional Practice Base for the School of Psychology" to jointly cultivate psychology talents.

4.2.2 Career Development

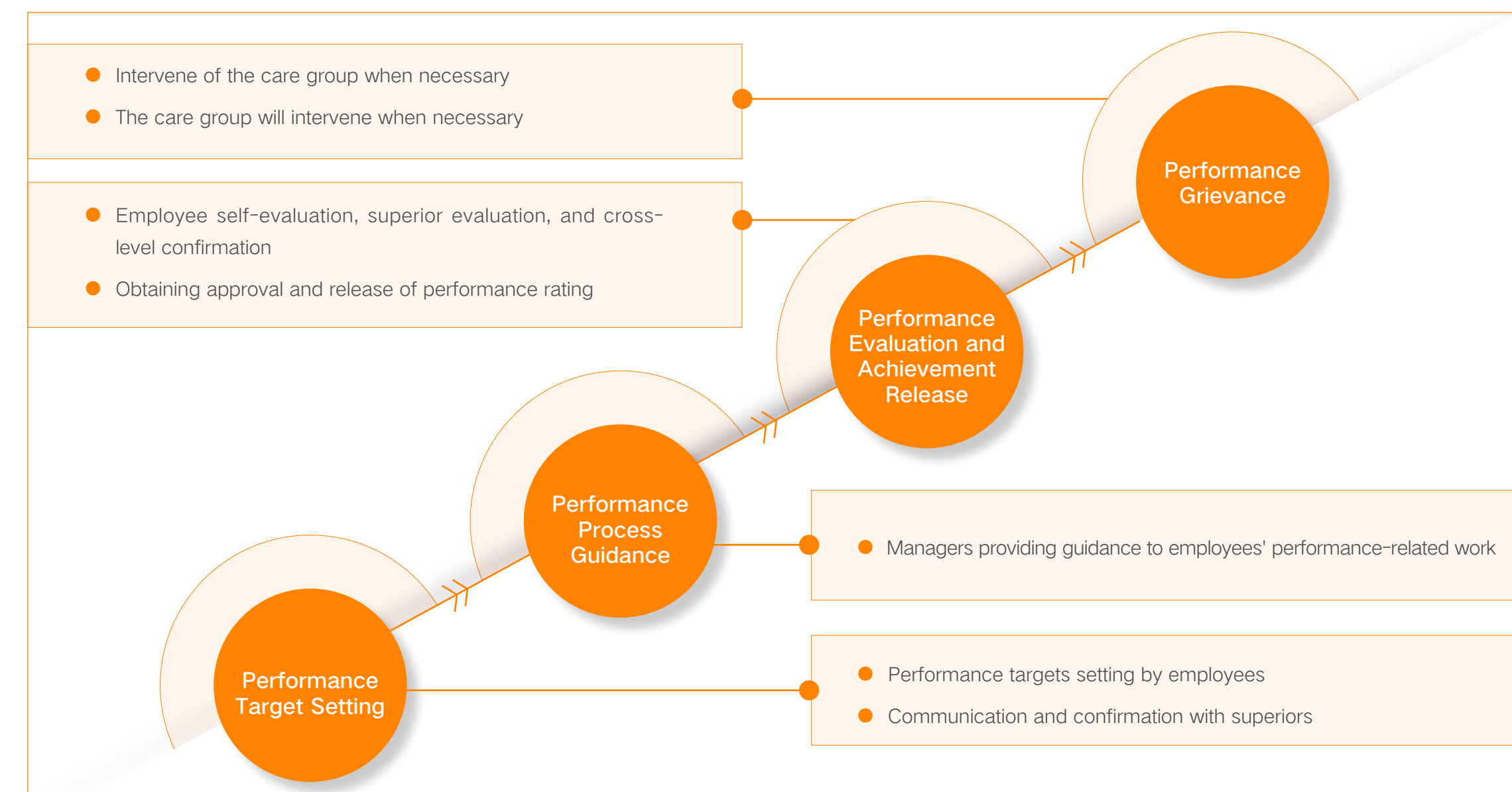
The Company provides various career development options for employees based on their personal career development pursuits. We offer staffs with two channels for development, management and professional, and establish fair promotional paths and performance evaluation system for them. Staffs can choose their career development paths based on their individual abilities and professional preferences. In 2023, we improved the promotional mechanism, accelerated the promotional pace for lower-level employees and enhanced the quality of higher-level talents, from the perspectives of business development, refining position management and optimizing system of job tiers.

Performance Evaluation

The Company's performance evaluation is primarily based on the Key Performance Indicators (KPIs), combined with the Objectives and Key Results (OKRs), and supplemented with a partial point redemption scheme model. This approach allows for customized performance evaluation and enhances its effectiveness and feasibility. In 2023, we revised the *Performance Management System*, and adopted flexible evaluation cycles tailored to different function groups. Quarterly assessments are the mainstay, supplemented by semi-annual and annual reviews. The Company also revised the *Employee Improvement Plan*, adjusting the duration of the improvement plan to further provide opportunities for employees with poor performance to improve themselves.

Performance Appraisal Mode	Content
Combine the KPIs with the OKRs	<ul style="list-style-type: none"> The KPIs apply to All employees. The OKRs apply to the employees responsible for the Company's strategic core projects. The OKRs are applied to the KPIs to ensure completion of the key OKRs.
Point Redemption Scheme	<ul style="list-style-type: none"> We establish uniform evaluation criteria for personnel engaged in sales, labeling, content auditing, and other roles to quantify employee output based on objective data. Approximately 1,000 employees were subject to the criteria by the end of the reporting period. The results from the point redemption scheme influence the KPI scoring and performance bonus.

Weibo has established a comprehensive performance evaluation process that covers the entire cycle of performance target setting, process guidance, performance evaluation and grievance mechanisms. This process ties individual performance directly to employee bonuses, salary adjustments, and long-term incentives, ensuring an objective evaluation of employee performance and facilitating further improvement. The Company also provides relevant training and guidance on performance management for managers to enhance the company's overall performance.



The Performance Evaluation Process

To effectively attract, retain, and motivate core talents, and achieve growth for both employees and the Company, Weibo implements an Employee Stock Ownership Plan. Employees across multiple job levels (excluding senior executives) are granted a certain number of long-term incentives, including restricted stocks, options, or performance shares. Furthermore, the Company annually reviews the granted long-term incentives based on its overall performance and employees' performance and job contribution and awards new long-term incentives accordingly.

4.3 Employees Care and Benefits

We regard our employees as valuable assets and always care about their physical and mental health. We strive to create a favorable workplace and provide employees with comprehensive benefits and care to enhance employees' sense of identity and belonging to the Company, building an enterprise environment with care and warmth.

4.3.1 Employee Benefits

We highly value the contributions of our employees and provide comprehensive benefits for all employees, including both full-time and part-time employees. In addition to mandated benefits, we offer a comprehensive range of welfare care that covers all aspects of employees' daily-life to enhance their sense of identity and belonging and foster a positive cycle of common development between employees and the Company.

Weibo Benefits

Mandated benefits	<ul style="list-style-type: none"> ● Five major social insurances and housing provident fund ● Statutory holidays: annual leave, sick leave, maternity leave, paternity leave, breastfeeding leave, childcare leave, parental carer's leave, marriage leave, bereavement leave, employment injury leave, etc 		
Additional benefits available			
Life	Health	Family	Entertainment
<ul style="list-style-type: none"> ● Holidays: welfare leave, leave for public affairs, public welfare leave, special leave for New Year's Eve, personal leave, etc ● Extra allowances: lunch allowance, special position allowance, etc ● Talent apartment: public rental welfare housing for employees ● Employee assistance: an EAP (Employee Assistance Program) hotline. Use of the EAP hotline amounted to 83 person times in 2023 ● Childcare allowance: The Trade Union members can apply for the allowance within 6 months after the first childbirth during their employment ● Three funds: caring fund, relief fund and condolence fund for those needy, seriously ill and deceased employees 	<ul style="list-style-type: none"> ● Physical examination: annual medical check-ups ● Fitness support: set up a fitness center to provide employees with a variety of fitness courses and indoor sports, and encourage employees to stick to daily attendance for fitness and develop good habits with Weibo products ● Daily health protection: provide refreshing drinks and free heating pads for food delivers, security guards on duty and peripheral cleaning workers according to seasonal conditions ● Health space: provide daily medical consultation and medicine services, and free detection kits during the epidemic period of COVID-19, Influenza A Virus and Influenza B Virus, and Mycoplasma Pneumoniae ● Baby care rooms: set up baby care rooms for pregnant and lactating employees ● Internal emergency held rescue volunteers: four international first aid training sessions, with more than 60 trainees 	<ul style="list-style-type: none"> ● "Umbrella of Care" Program: appropriate amount of mutual aid for employees and their families suffering from critical illness/disability/death ● Medical insurance: provide Hospital Room and Board Insurance for employees' parents with benefits such as no limits on pre-existing conditions, no waiting period, and no age restrictions, with a coverage amount of RMB 300,000. 411 claims and payouts amounting to RMB 2.44 million in 2023 ● Risk protection: provide outpatient and hospitalization insurance for employees and their children with a coverage of RMB 20,000, critical illness insurance for employees with a coverage of RMB 150,000, accidental injury and insurance for death due to illness with a coverage of RMB 300,000, and traffic accident insurance with a coverage ranging from RMB 200,000 to RMB 1 million ● Voluntary insurance: provide medical insurance products for employees' spouses and parents-in-law that are not available on the market, which employees can choose to purchase at their own choice ● Parent-child event: held a parent-child event on Children's Day, with more than 200 participants from over 60 families 	<ul style="list-style-type: none"> ● Birthday gift: send birthday gift for the employee ● Festival benefits: set up workplace decoration for the Spring Festival and Christmas; apples produced in the park available on Mid-Autumn Festival; roses and gifts available to female employees on International Women's Day ● Spare time: send movie coupons for the Labor Union members and in-app purchase benefits for all employees (including part-time employees) ● Labor Union Club³¹: staff clubs such as football, basketball, yoga, "Sina Run", and volunteers

³¹ In 2023, 94% of employees joined the Labor Union.

In 2023, the Company launched the "Wave of Happiness" program, establishing a system to enhance the well-being of employees and advocating a healthy style of work and life. We integrate internal and external resources of the Company from employees' physical, psychological, social and property perspectives to create a positive and healthy environment through activities, enhancing employee happiness.

The "Wave of Happiness" Program

In the fourth quarter of 2023, the "Wave of Happiness" program was themed on health, focusing on the physical and psychological health of employees. The Company organized programs such as the Pink Ribbon, Physical Examinations at the Company, Mycoplasma Pneumonia Lectures, and Good Emotions Guidance.

- Pink Ribbon: We hold lectures to popularize knowledge about breast health and invite experts from top-tier hospitals for Company visits in Breast Cancer Awareness Month.
- Physical Examinations at the Company: We collaborate with iKang Beijing Branch to organize physical examinations at the Company to enhance the convenience and optimize the experience of employees' physical examinations.
- Mycoplasma Pneumonia Lectures: With the onset of winter and the prevalence of Mycoplasma Pneumonia, we especially invite external experts to share knowledge about the prevention and treatment of Mycoplasma Pneumonia and other common winter illnesses.
- Good Emotions Guidance: We invite Dr. Ren Peng, a leading figure in aromatherapy in China, to conduct a course on guiding towards good emotions.

4.3.2 Employee Health and Safety

We create a healthy and safe workplace and protect the physical and mental health of our employees in compliance with the *Law of the People's Republic of China on the Prevention and Control of Occupational Diseases* and other applicable laws and regulations. The Company has formulated emergency-related systems such as the *Emergency Response Manual* and the *Emergency Response Content*, which clearly define the response procedures for fire alarms, elevator entrapments, violent assaults, sudden water leaks and water outages, natural disasters, and other incidents. We conduct regular office inspections and emergency drills based on the *Emergency Response Manual* and implement targeted control measures in response to the problems that occur in these activities to ensure the health and safety of our employees.



Fire Drill



Stuck-in-the-Elevator Drill



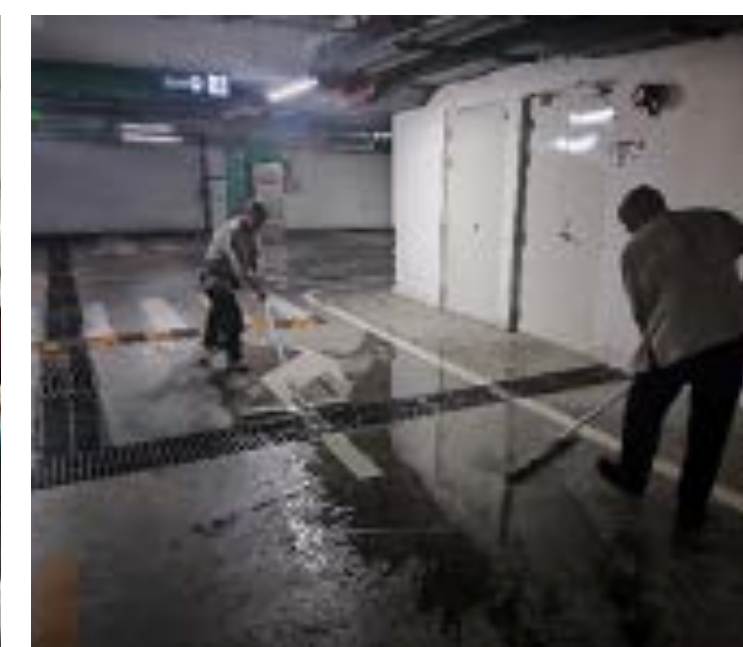
Anti-violence Drill



Evaluation of Personnel Involved



Training on Basic Fire Safety Knowledge



Flood Control Drill

A Fire Drill in Sina Plaza

To implement the management policy of "giving priority to prevention and combining with firefighting" and to enhance the fire safety awareness of all employees, we have conducted fire safety skill training and drills for all property staff and related employees and impart them the knowledge of emergency response to fire alarms and safe evacuation. The fire control room, fire extinguishing team, and security personnel worked together effectively, and they successfully completed the drill.

In addition, the drill included demonstrations of first aid procedures, explanations of fire equipment, experiences with aerial ladder operations, live fire suppression exercises, and smoke tent experiences for employees. These activities aimed to popularize fire safety knowledge and cultivate fire safety literacy among all employees.



First Aid Demonstration



Start the Firefighting



Experience the Aerial Ladder



Real Fire Simulation

In 2023, Weibo actively carried out the establishment of a healthy enterprise and strictly implemented the standards for building a healthy corporate environment in response to Beijing's call for healthy enterprises. We set up a special group to improve the relevant systems and measures and issued a commitment to create a healthy enterprise and an initiative letter to all employees to convey the healthy concept.

Implementation as A Healthy Enterprise



Management

- Strictly manage existing equipment, facilities, and signs
- Increase the frequency and enhance the quality of staff club activities
- Clarify indicators such as cooking oil and salt control for cafeteria meals
- Create a smoke-free environment



Facilities

- Dispense generic over-the-counter drugs in the health room
- Store glucose powder in the Staff House
- Add two sets of new large-scale integrated fitness equipment to the Staff House in response to the fact that 60% of the employees were found to have cervical and lumbar spondylosis during their physical examinations



Training

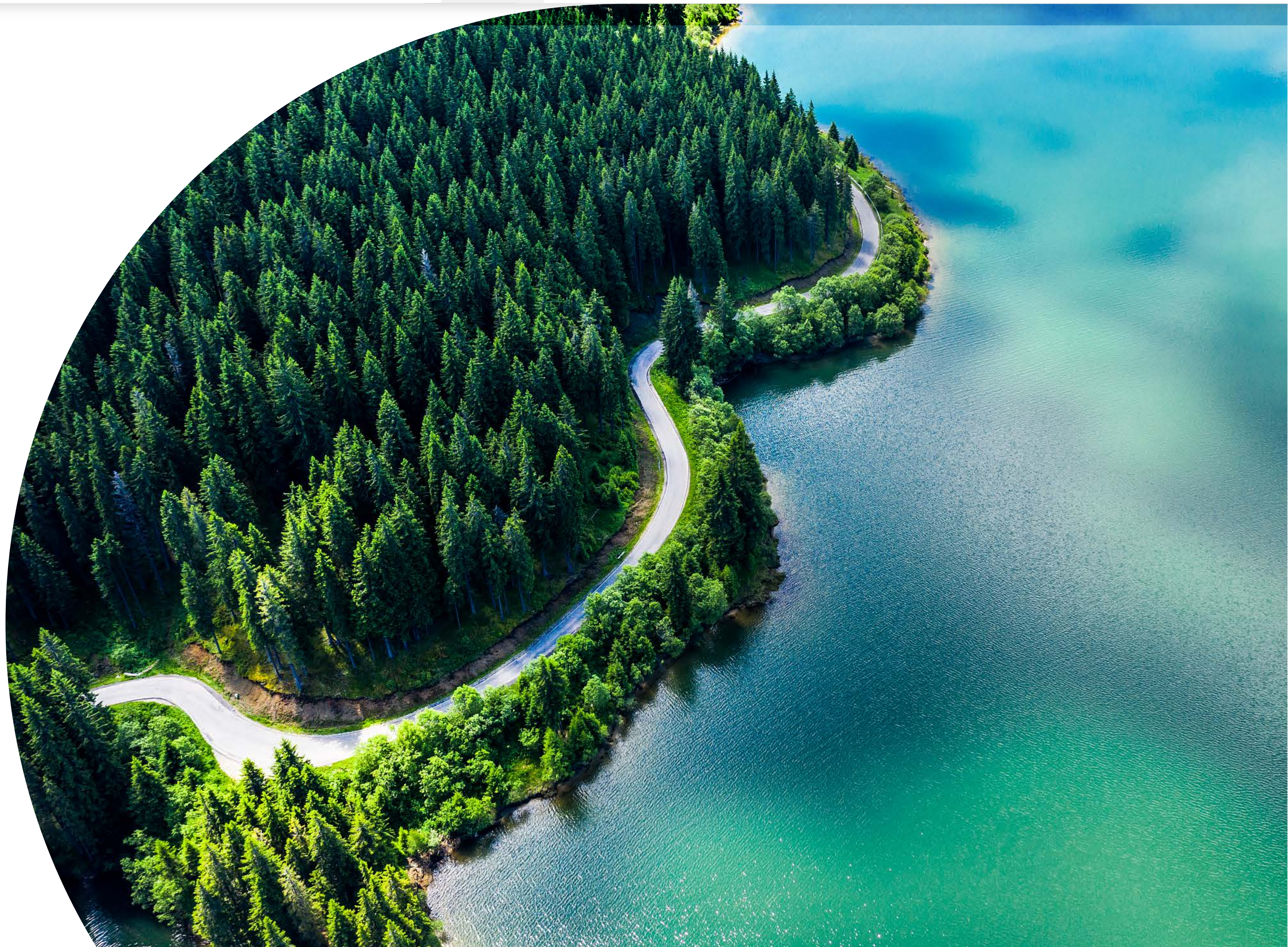
- Invite Chinese medicine practitioners to organize Chinese medicine consultation and cervical spine rehabilitation activities for employees irregularly
- Invite professional psychological counseling experts to provide psychological counseling training courses for employees
- Equip with seven AED defibrillators for emergency use in the office area and organize six training sessions on the use of AEDs
- Organize first aid training to increase certified rescuers, with 386 certified rescuers in place
- Focus on the health of female employees and offer yoga and postpartum rehabilitation courses and counseling throughout the year

We join hands with our employees to create a healthy enterprise and strive to establish correct health concepts, advocate for healthy lifestyles, create a healthy and harmonious workplace, and build a healthier future.

05

Green Development

In 2023, confronting increasingly severe climate issues, Weibo actively carried out risk identification and response to climate change, and established a systematic and forward-looking environmental governance system and green operation mechanism. In the meanwhile, as an internet platform and an important channel for the public to access information, Weibo is committed to shaping an environmentally friendly image, spreading the concept of ecological civilization, and building consensus on green development in society, thereby contributing to the national goals of "peaking CO₂ emissions before 2030 and achieving carbon neutrality before 2060".



5.1 Climate Change Initiatives

With the reference of the Task Force on Climate-Related Financial Disclosures (TCFD), Weibo comprehensively identifies climate change risks and opportunities, and discloses the Company's climate change management strategies and response actions.

According to the classification of risks by the TCFD, Weibo has identified the following major climate-related risks and developed corresponding countermeasures:

Types of risk		Risk Description	Countermeasures
Transition risk	Policy and regulatory risk	Increasingly stringent requirements on carbon disclosure and standards on compliant emissions	<ul style="list-style-type: none"> Follow and research the latest policies and regulations. Closely monitor carbon emissions, develop, and adjust climate strategies and emission-reducing plans.
	Technical risk	Trends in low-carbon energy-saving technologies R&D and transformation	<ul style="list-style-type: none"> Actively respond to "National Computing Network to 'Synergize East and West'" project, construct a new type of greener and low-carbon smart computing data center in the key western centers, and make full use of the natural cold source and renewable resources in the western region for the deployment of AI energy-consuming services. Explore green and low-carbon technologies and improve the utilization rate of renewable energy. Actively adopt energy conservation and emission reduction practices in daily office and procurement areas.
	Market risk	Consumers' recognition and preference for the concepts of low-carbon development and environmental protection	<ul style="list-style-type: none"> Actively publicize the concept of environmental protection and ecology and add green and low-carbon-related topics and content related. Carry out online and offline eco-friendly thematic activities.
		Green procurement trends and corresponding cost increases	<ul style="list-style-type: none"> Actively search for sustainable supply of green products, analyze price trends, and prepare for changes in raw materials and rising costs.

Types of risk		Risk Description	Countermeasures
Physical risk	Reputation risk	Stakeholders' concerns about corporate's response to climate and environmental management performance	<ul style="list-style-type: none"> Enhance the integrity and accuracy of climate-related information disclosure, and continuously disclose the data on Scope 1, 2 and 3 carbon emission and emission reduction targets. Increase communication with stakeholders and continuously collect and respond to investors and other stakeholders' opinions or suggestions on the Company's environmental management.
	Acute risk	Extreme weather events such as typhoons, floods, droughts, heat and cold	<ul style="list-style-type: none"> Regularly identify the climate risks that would affect its operational stability and formulate corresponding countermeasures on daily operations. Take climate change risks into full account when choosing the locations of data centers to void areas with high incidence of extreme weather. Formulate emergency management plans for extreme natural disasters and contingency measures for emergencies and conduct regular emergency drills.
	Chronic risk	Challenges related to persistent heat conditions and water scarcity	<ul style="list-style-type: none"> Using high-efficiency air-conditioning systems to accurately regulate indoor temperatures to minimize the impact of external weather changes on the Company. Recycle wastewater (from direct drinking water) and rainwater to effectively tackle such issues as excessive surface water or water resource shortage caused by rainfall changes.

Weibo continuously carries out greenhouse gas emissions accounting to improve environmental performance and carbon emission data management. We set up carbon emission reduction targets considering the actual situation and develop targeted energy-saving and carbon emission reduction plans. We reduce greenhouse gas emissions by strengthening resource usage management, improving energy efficiency, and utilizing renewable energy sources, and integrate the philosophy and measures of energy-saving and emission reduction into our daily operations.

In 2023, Weibo set a "Scope 3" greenhouse gas emission reduction target of 15.0% lower than in 2022. As of December 31, 2023, "Scope 3" greenhouse gas emissions had decreased by 16.6% (approximately decreased 11,046 tCO₂e) compared with 2022, according to actual estimates, with the emission reduction target achieved.

In 2023, Weibo purchased a total of 500,000 kWh of green electricity, which translates into a reduction of 413 tonnes of carbon emissions, as a response to climate change.



Green Electricity Certificate

Greenhouse Gas (GHG) emissions (Scope 1, 2 and 3)

GHG emissions (Scope 1)



Unit: tCO₂e

GHG emissions (Scope 2)



Unit: tCO₂e

GHG emissions (Scope 3) -Purchased goods and services³²



Unit: tCO₂e

GHG emissions (Scope 3) -leased assets³³



Unit: tCO₂e

GHG emissions (Scope 1+2)



Unit: tCO₂e

GHG emission intensity (Scope 1+ Scope 2)



Unit: tCO₂e/million USD in total revenue

³² Scope 3 Greenhouse gas emissions (purchased goods and services) mainly comes from the carbon emissions generated in the server production process, and the source of greenhouse gas emissions is the production emission data provided by server suppliers.

³³ Scope 3 Greenhouse gas emissions (leased assets) mainly comes from electricity-related emissions from leased data centers and public cloud servers. In calculating GHG emissions, we referred to the *Notice on the Report and Administration of Greenhouse Gas Emissions of Power Generation Enterprises from 2023 to 2025*. The average emission factor of the national power grid in 2023 is 0.5703t CO₂e/MWh.

5.2 Pursuing Green Operation

Weibo always pursues green operation and continuously focuses on the efficiency of energy and resource utilization. We integrate the green and low-carbon concept into all aspects of the Company's operation. We promote energy-saving and consumption-reduction efforts in areas such as data center construction and site selection, daily operations, and supply chain procurement. This approach aims to achieve low-carbon and sustainable development while creating economic benefits.

5.2.1 Green Data Centers

In the context of the national goals of "carbon peaking and carbon neutrality", green data centers, as a vital component in greenhouse gas emissions for internet companies, are facing serious challenges in energy-saving and consumption reduction. Weibo aims to create high-efficiency, low-carbon data centers and incorporates green requirements into the data center site selection, construction, operation, and updates. We are committed to continuously supplying green computing power for the Company's development. Additionally, Weibo includes green indicators related to data centers to our annual performance evaluations for relevant responsible persons, such as level of reducing the carbon emissions of data centers. This accelerates the construction and transformation of the Company's green data centers.

In 2023, our Greater Beijing Operation Center received the DC-Tech Data Center's Low-Carbon Level Test "Carbon Neutral Data Center Innovator Level 4A" design certification, as well as the Data Center Infrastructure Operations (Uptime Institute M&O) certification.



Awards of the Data Centers

Weibo is committed to building sustainable data centers and reducing energy consumption throughout the entire lifecycle, including site selection, operation, and updates. The Company adopts a variety of energy-saving and consumption-reduction measures, research and applies low-carbon and energy-saving technologies to construct a green, efficient, and energy-saving system for data centers. In 2023, Weibo data centers reported an average PUE of 1.3³³

Sustainable Site Selection

To reduce carbon emissions more quickly and effectively, at the site selection stage, Weibo has added "energy-saving" to the data center selection rating table, accounting for 10% of the total weight. This includes indicators such as the proportion of green electricity, PUE levels, and green energy-saving technologies. We require that new data centers have a green electricity proportion of no less than 50% and a PUE of no higher than 1.35. If meeting the green electricity and PUE requirements, the site with a better performance may be selected.

Respond to "channeling computing resources from the east to the west" and build data centers

In 2023, Weibo actively responded to the construction of a national integrated big data center and the "channeling computing resources from the east to the west" project, building a new type of greener and lower-carbon intelligent computing data center at the "West Computing" node. The Company makes full use of the natural cold sources and renewable resources in the western region to deploy AI high-energy-consuming businesses. The annual average PUE of this data center is 1.16, with a green electricity usage rate of 58%.

with a green electricity usage rate of

58%



³³ In 2023, Weibo conducted renovation of its data centers, resulting in a significant change in PUE (Power Usage Effectiveness), which is not indicative. Therefore, the PUE data from 2022 is maintained for reference.

Application of Energy-saving Technologies

Weibo understands that the operation of data centers is a key part in energy saving and consumption reduction. The Company applies advanced energy-saving technologies such as evaporative cooling, backplane heat pipe, DC power supply, and distributes power supply system to reduce data centers' energy consumption in server operation and other aspects.

Virtualization Promotion

Compared with traditional physical servers, cloud servers have the obvious advantages of lower failure rate, higher flexibility, more energy saving and carbon reduction, and lower maintenance cost. To reduce facility expenditure and improve efficiency, Weibo continuously carries out virtualization promotion and accelerates the deployment of cloud servers. In the reporting year, Weibo had, through the self-developed private cloud platform delivery, decreased deployment of around 2,000 low-frequency servers, and thus saved about 3.85 million kWh of electricity annually compared with the traditional mode, equivalent to about 2,198 tonnes of carbon dioxide emissions.

In 2023, Weibo continued replace the existing physical servers, in an effort to scale up the degree of virtualization. By replacing the existing servers with private cloud virtual machines (VMS), the overall operational efficiency of the data center has improved, achieved rapid deployment, flexible expansion and green energy saving. For the full year ended December 31, 2023, Weibo had completed the return of about 9,036 low-efficiency servers through resource integration. Compared with the traditional mode, the deployment of ARM architecture and the use of AMD CPU were promoted by the virtualization of data center servers, which helped save about 0.55 million kWh of electricity annually, equivalent to about 313 tonnes of carbon dioxide emissions.

For the full year ended December 31, 2023, Weibo had completed the return of low-efficiency servers through resource integration about

9,036

saving electricity in 2023

17.40 million kWh

equivalent to about carbon dioxide emissions

9,930 tonnes

Server and Data Center Migration

In 2023, Weibo migrated approximately 14% of its total server capacity from data centers with higher PUE values to the Greater Beijing Operation Center with a PUE of 1.35 that built in 2022, achieving the retirement and upgrade of old server rooms and reducing energy consumption and losses caused by the aging equipment. Additionally, in 2024, the Company plans to initiate the relocation of two data centers with high PUE values, which means migrating approximately 47% of the total server capacity to low-carbon and low-PUE data centers. The target data centers will have a green electricity proportion of no less than 50%, aiming to phase out data centers with high energy consumption completely. This approach is expected to effectively reduce carbon emissions in the coming years.

Clean Energy Utilization

In 2023, the use of clean energy in our new intelligent computing data centers built for AI business accounted for 58% of total.



5.2.2 Green Office

Weibo always regards energy saving and environmental protection as an important part of the Company's sustainable development. We are committed to achieving business development as well as improvement of environment, and contributing to the construction of a resource-saving and environment-friendly society. In daily operations, we implement green office practices through applying energy-saving technologies, using low-carbon products, and arousing energy-saving and environmental awareness. The Company has established corresponding management procedures for the wastes generated during operations to ensure disposal in compliance.

Energy and Resource Usage Management

Reducing energy consumption	<ul style="list-style-type: none"> Gradually replace the lighting in the underground garage and office areas with microwave tubes and LED tubes Turn off the heating function of the water fountains on weekends and holidays and turn off the cooling function in winter Uniformly control air-conditioning system by building control software and check window status in summer Adjust IDC core room temperatures to increase equipment life and for energy-saving Enhance patrol and management of lighting and other energy use Install distributed PV power plants on the roof areas, with an installed capacity of 598 kilowatts and an annual energy output of about 575,000 kWh³⁵
Material saving	<ul style="list-style-type: none"> Make full use of network resources and convene online meetings Set up the electronic signature system and new printing system that encourages the double-sided printing option
Green transport	<ul style="list-style-type: none"> Add eleven Zeekr NEV charging piles to support employees' green transport Provide various parking spaces, including electric bicycle parking lot, commuter bus, and scooter/balance car/unicycle parking spaces

³⁵ Weibo's electricity consumption is approximately 497,426.82 kWh calculated based on its apportionment ratio of 86.49%.

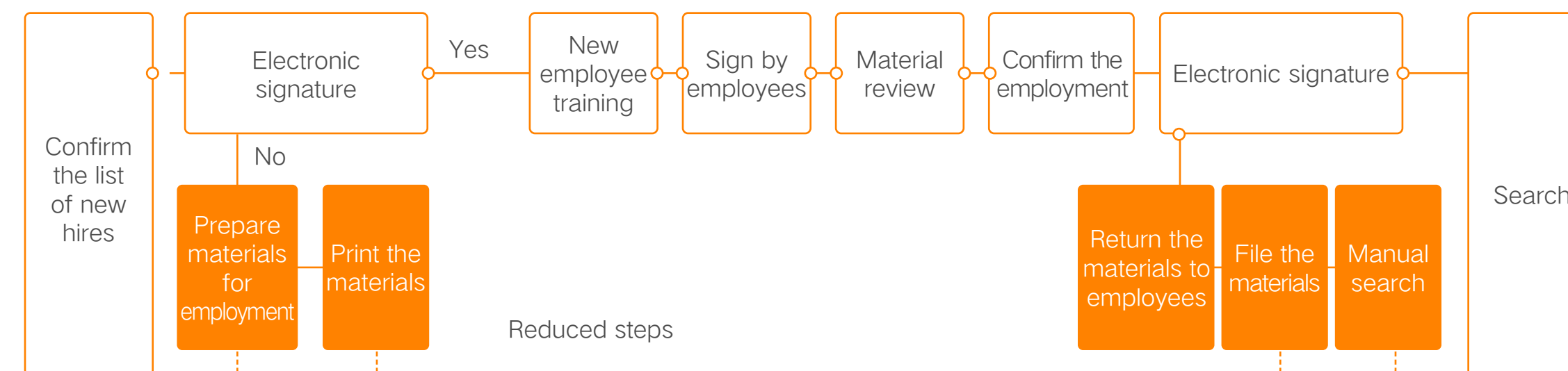
In 2023, we implemented an electronic signature system, promoted paperless office, and accomplished resource conservation and low-carbon operation.

Implementation of an Electronic Signature System

In July 2021, the General Office of the Ministry of Human Resources and Social Security issued the *Guidelines for the Conclusion of Electronic Employment Contracts*, which accelerated the comprehensive application of electronic employment contracts. Weibo embarked on the path of applying electronic human resources contracts.

Before joining the Company, job seekers may receive an electronic offer with an seal. After joining the Company, employees need to sign on documents, such as the *Employment Contract*, the *Job Application Form*, and the *Confidentiality and Non-Competition Agreement*, can all be completed in an electronic form. Throughout the entire career management process, employment contract renewals, information change agreements, and documents like resignation certificates and application forms can also be handled online. The electronic signature system has significantly reduced the use and waste of paper resources and achieved cost reduction and efficiency improvement while enhancing employee experience. In 2023, Weibo saved an average of over 65,300 sheets of paper.

The Ten Steps for On-boarding be Halved Through the Electronic Contract Platform



Sina Group's Electronic Contract Platform

Water Resource Management

Weibo continues to implement a variety of water-saving measures to reduce water waste and improve the recycling and utilization of water resources. In 2023, the Company set water-saving targets based on the regulations of the Beijing Water Saving Management Mini Program and achieved an excess savings rate of 7.16%.

Management optimization

- Arrange staff canteen water-saving supervisors to monitor and encourage water and electricity conservation, and add water-saving reminder signs
- Strengthen inspections of the Tianjin office and report water leakage timely once discovered
- Replace the manual faucets in the restrooms of the Guangzhou office with sensor-operated ones to reduce unnecessary water waste

Recycling

- Recycle wastewater from water dispensers
- Recycle overpressure drainage in thermal power stations
- Switch from greening sprinkler irrigation to manual watering
- Use reclaimed water in fountain pools
- Recycle rainwater

Waste Management

Weibo has strictly implemented national and regional laws and regulations on pollutant discharge, formulated the *Garbage Sorting System of Sina Plaza*, and standardized the treatment of wastewater, exhaust gas and solid waste pollutants.

Waste-water

- The domestic sewage of Sina Plaza goes to the reclaimed water plant through the municipal sewer.
- After the grease trap treatment, the oily kitchen wastewater is discharged into the public sewage treatment system.
- Black water is uniformly discharged into the septic tank for treatment.

Exhaust Gas

- The kitchen fumes are treated by UV photooxidation equipment and electrostatic filter. The uptake flue has been installed with online monitoring equipment and networked with the Ecological and Environmental Protection Bureau of Haidian District.

Solid Waste

- The *Garbage Sorting System of Sina Plaza* is formulated to stipulate the disposal methods and working procedures for hazardous wastes, non-hazardous wastes, recyclable materials, and other wastes. In 2023, all solid wastes were handled by third-party professional companies by category.
- Less kitchen waste: We launch a "Clean Your Plate Campaign", provide employees with little presents for participating in the activity, and require food service providers in the staff canteen to implement energy-saving and waste reduction programs.
- Less office waste: We recycle batteries and other office supplies, recover beverage bottles, cartons and other recyclable wastes, and purchase LED energy-saving lighting fixtures to reduce the use of halogen bulbs.

Promoting the Philosophy of Energy-saving and Environmental Protection

Weibo provides the *Energy Saving and Consumption Reduction Initiative* to all employees on a regular basis and posts reminders to turn off lights at lighting switch locations in offices to raise their environmental awareness. Weibo Shanghai office holds energy-saving and emission-reduction lectures for employees every six months to spread the importance of low-carbon office practices. The Hangzhou Office, to promote green office concepts, has issued a no-smoking initiative and placed battery recycling bins, and encouraged employees to use rechargeable batteries to reduce harmful chemical wastes.



5.2.3 Green Procurement

Weibo always follows the principle of green procurement, practices the green concepts of environmental protection, resource conservation, and circular economy, and supports low-carbon development from the product life cycle.

Green Product Procurement

Weibo required all large equipment suppliers to provide server environmental protection and energy-saving certification, life cycle assessment report, and greenhouse gas verification certification aiming to promote low-carbon development of suppliers from production, transportation, packaging and other aspects. We have adhered to the green and low-carbon requirements throughout the server procurement and use:

Demand Assessment

Based on the self-developed server utilization evaluation system, we fully evaluate the hardware utilization of the existing servers according to the usage of CPU, memory, disk and other components and combined with our own business characteristics, and determine the necessity to replace the server, thus reducing unnecessary waste of resources.

Test

Weibo self-developed a 12-channel server power consumption detector, which can remotely obtain accurate energy consumption during server operation.

Procurement

Weibo asked all the shortlisted server manufacturers to reduce carbon emissions, requiring them to take effective measures in the product life cycle of production, packaging, and transportation.

Launch

By promoting the application of self-developed private cloud platform, ARM architecture, the use of low-process AMD CPU, and the mixing of online and offline business, Weibo meets business needs with less energy consumption.

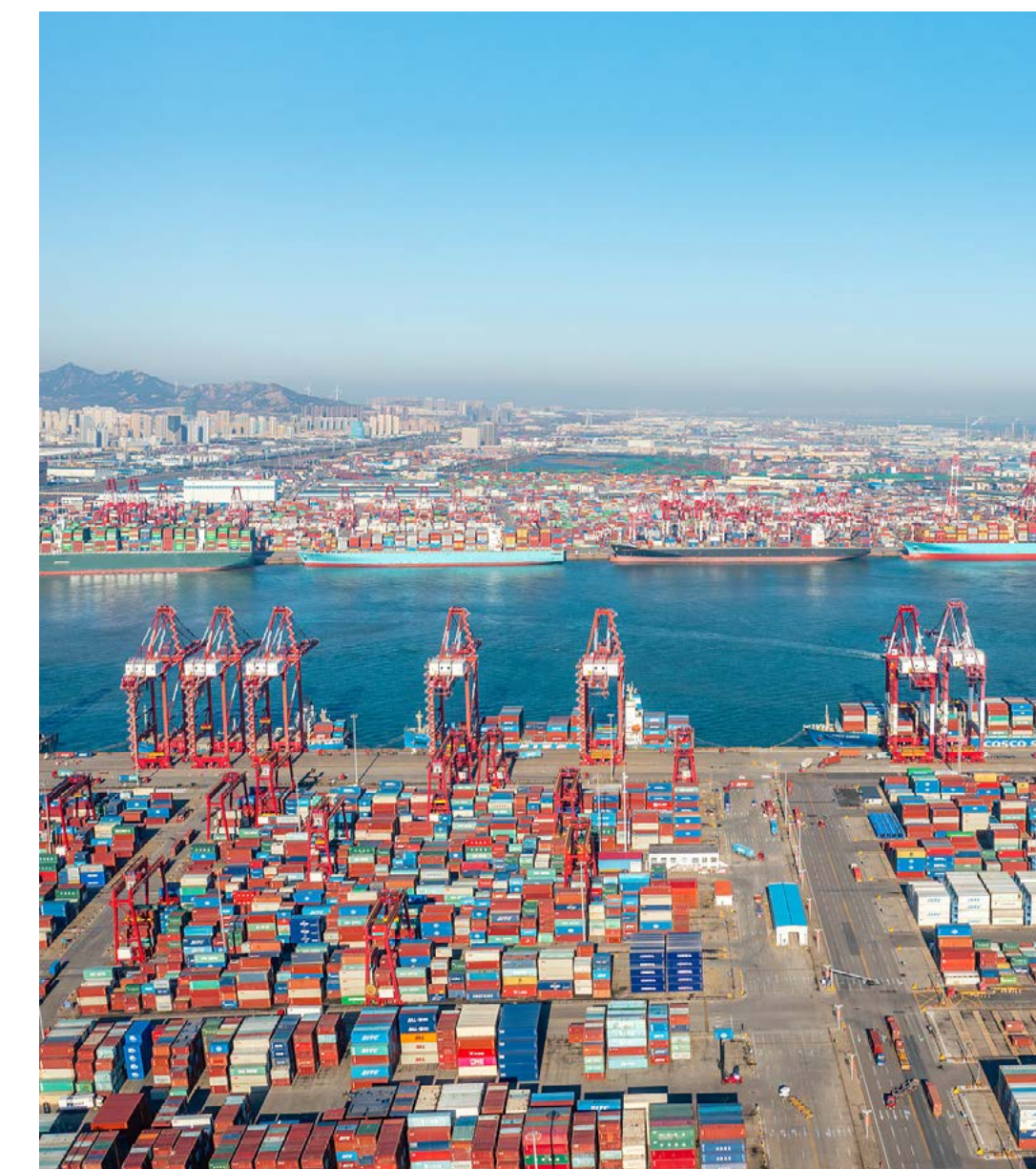


Environmental Protection and Energy Saving Certification for Servers

In addition, the vendors who provide office supplies (printers, laptops, home appliances, etc.) for Weibo are required to possess energy-saving certificates and green product certificates, so that they can provide more low-carbon and sustainable products.

Optimized Logistics Transportation

When placing an order, we will inform the suppliers of our delivery and installation address, so that they can choose the closest production plant and make one-time delivery to the designated location. In this way, they can minimize the number of logistics transfers, thus reducing energy consumption and greenhouse gas emissions during transportation.



5.3 Promoting Green Philosophy

We leverage our platform edge to advocate the concept of green development and the achievements of ecological civilization construction. We enhance public participation awareness, guide public attention to the construction of ecological civilization, and raise public awareness of green development through a variety of online activities, offline experiences, and science popularization education.

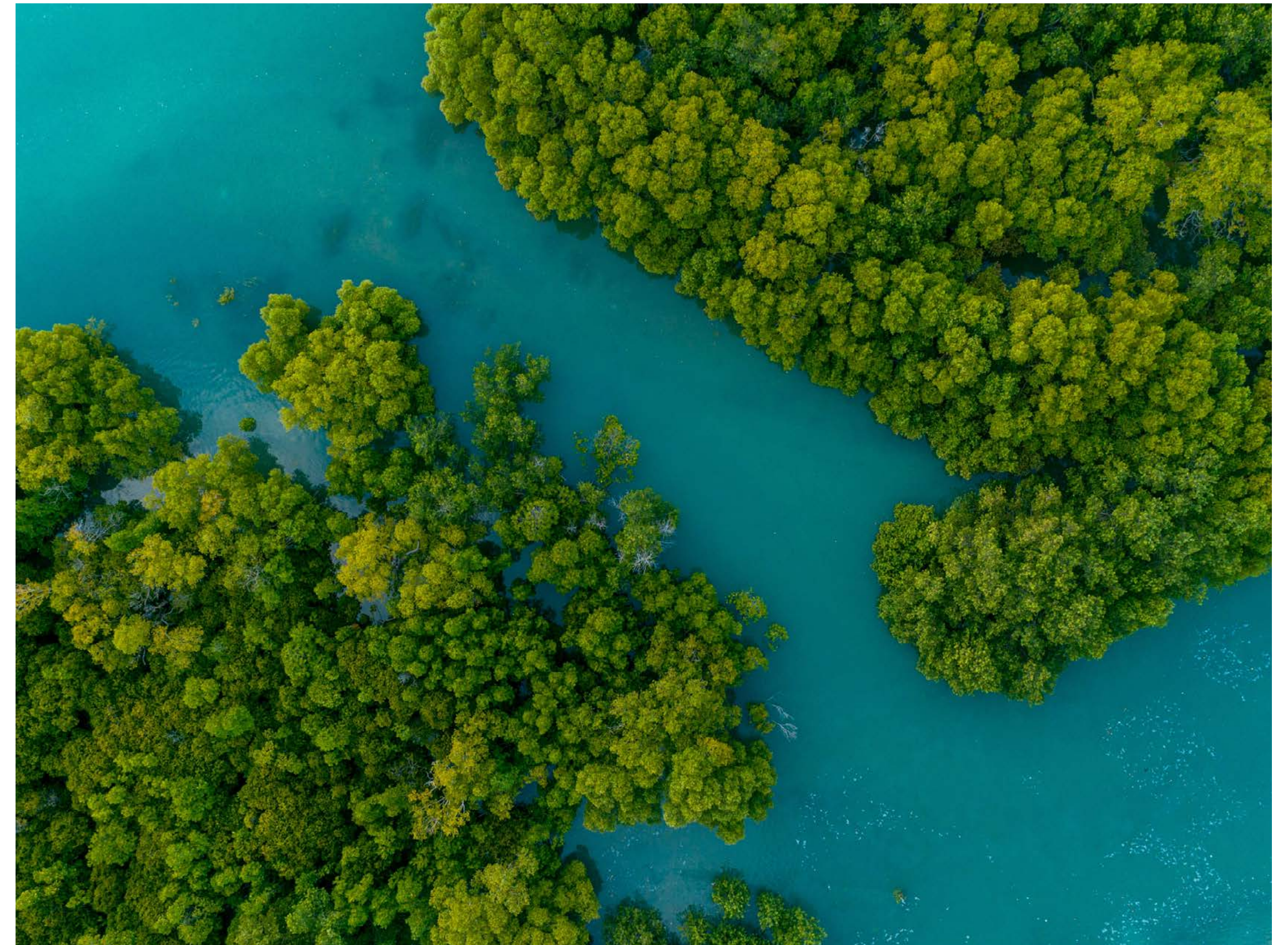
Climate Change and Low-carbon Theme Activities

#地球一小时#(#Earth Hour#) Weibo Connected and Facilitated Enterprises to Share Contributions to Green Low-carbon Operations

Earth Hour is a global energy-saving event proposed by the World Wide Fund for Nature (WWF) in response to global climate change. Individuals, communities, enterprises, and governments participate spontaneously to express their concern for natural protection and support for environmental protection. In 2023, Weibo utilized the public welfare scenario to guide corporate participation, and for the first time, it collaborated with over 10 central government-owned enterprises such as @中核集团 (China National Nuclear Corporation), @中国航天科工 (China Aerospace Science and Industry Corporation), @中国石油 (PetroChina), @中国石化 (Sinopec), as well as over 150 companies like Uniqlo, Mengniu Dairy, and JD Logistics, sharing their contributions to environmental protection. There were over 640 million additional views around the topics this year, with over 6.728 million additional discussions, successfully calling on the public to participate in the Earth Hour activity and spare an hour for earth.



The Earth Hour Activity



Biodiversity Themed Activities

做自然的朋友 # (#Be Friend of Nature#) The International Day for Biological Diversity Activities

On May 22, 2023, the International Day for Biological Diversity, Weibo launched the #Be Friend of Nature# activities through its official accounts @微公益 (Weibo Charity) and @微博环保 (Weibo Environmental Protection), collaborating with multiple non-profit organizations, celebrities, and businesses to jointly promote knowledge about biodiversity and raise public awareness for the conservation of biodiversity. During the activity, the topic #Be Friend of Nature# generated 210 million additional views and 900,000 discussions, ranking 32nd on the national trending topics. The activities include:

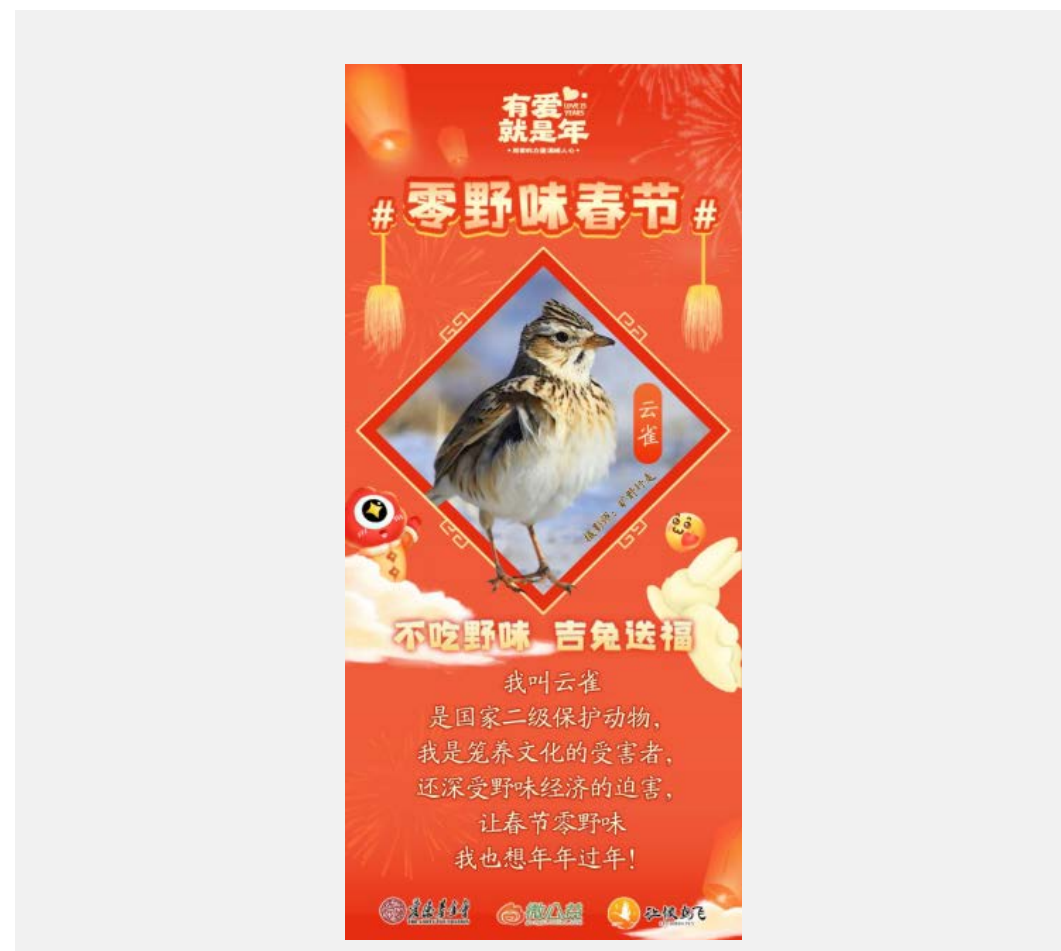
- @ WWF 世界自然基金会 (The World Wide Fund for Nature) and @ 一个地球 OPF (the One Planet Foundation) joined forces with the #WWF Environmental Education Ambassador LiuShishi #to conduct a lively and interesting environmental education event at the Tongli National Wetland Park.
- Weibo collaborated with @ 三只松鼠 (Three Squirrels), @ 一个地球 OPF(the One Planet Foundation), and @ 桃花源生态保护基金会 (Shenzhen Paradise International Foundation) to launch the #Squirrels and Their Animal Friends# themed activity. We conducted an offline visit to the Anhui Jiulongfeng Nature Reserve and disseminated knowledge about biodiversity conservation through thematic videos.
- Weibo collaborated with @ 一个地球 OPF (the One Planet Foundation), @ 阿拉善 SEE 公益机构 (the SEE Conservation), @ 中国绿化基金会 (the China Green Foundation) and other non-profit organizations to launch five public welfare programs, receiving over 200,000 person-times and 2.8 million hearts of support from caring netizens at the Forest Station, helping the public welfare programs to appear on Weibo's launch screen, discovery page, and trending topics, thus increasing their visibility.
- Weibo created a special theme for "Rare Species Protection Month" under the activity #Be Friend of Nature# around four animal conservation milestones, including World Migratory Bird Day and International Panda Day, inviting more than 20 celebrities, including @ 杨芸晴 Sunnee , @ 林墨的墨 (LM Studio), @ 博尔吉特 (Bo Er Ji-Te), to participate, as well as 20 environmental organizations such as @WWF 世界自然基金会 (the World Wide Fund for Nature), @ 让候鸟飞 (Let Birds Fly), and @MCF 红树林基金会 (the Mangrove Wetland Conservation Foundation).



#Be Friend of Nature# Themed Activities

零野味春节 # (#No Wild Animals for The Spring Festival#) Activity

Weibo leveraged the popularity of the Spring Festival to collaborate with the foundation @ 让候鸟飞 (Let the Birds Fly) to initiate an activity, encouraging KOLs to deeply engage in the #No Wild Animals for The Spring Festival# topic interaction. A total of 82 KOLs and 26 celebrities joined the call not to eat wild animals. The topic for this year has generated over 30 million additional views and over 290,000 discussions. There were more than 2.5 million viewership of video generated by @ 野生救援 (WildAid) and other organizations and 9.97 million views of posts for the derived trending topic #They Have Persisted for Ten Years to Protect the Birds#. The topic makes the public feel festive air while spreading the importance of rejecting eating wild animals and protecting living creatures.



Weibo #No Wild Animals for The Spring Festival# Activity

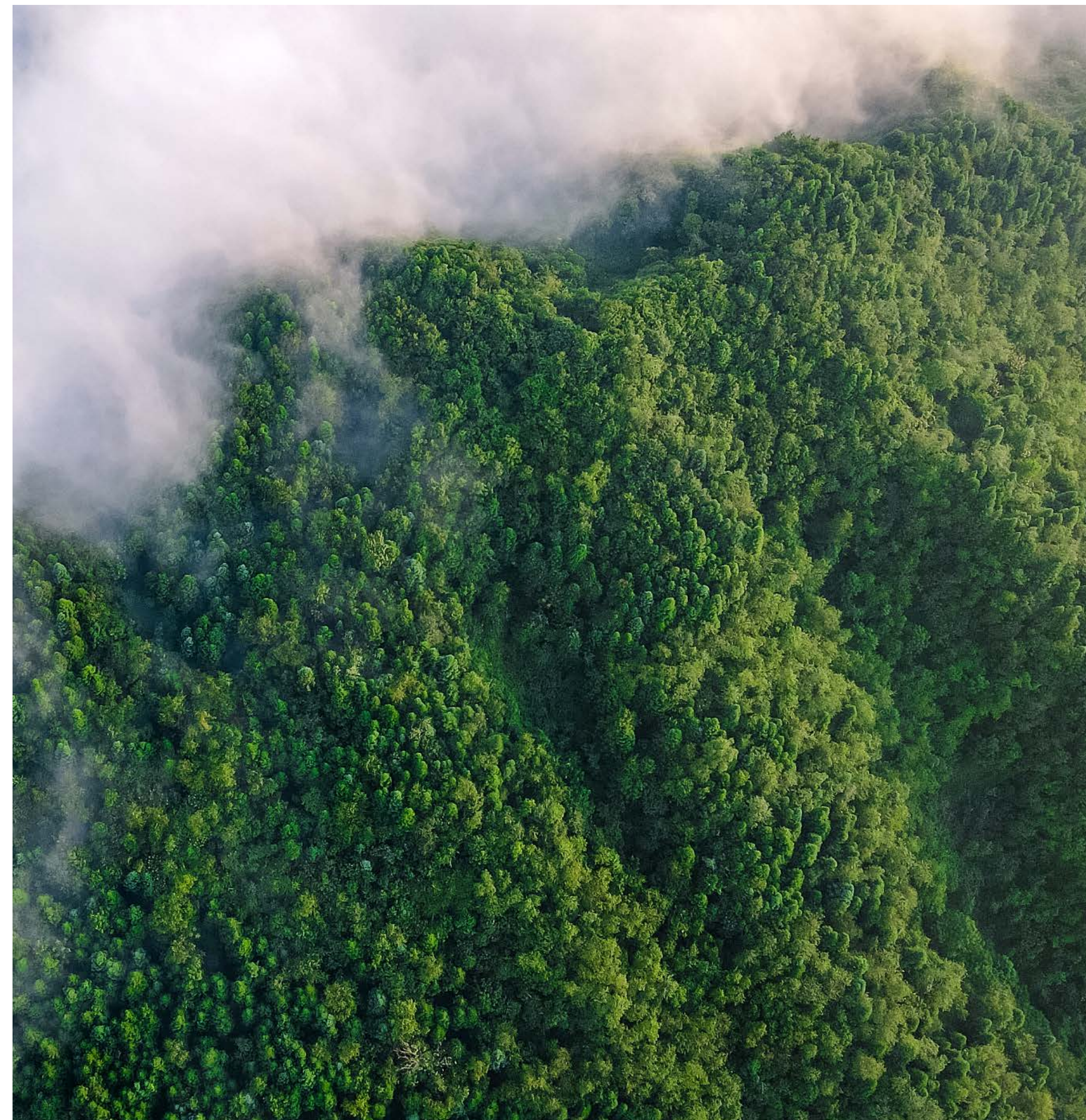
ESG-related Activity

Dual-Topic Activity of the# 美丽世界有我一个 # #ESG 责任行 # (#Beautiful World with Me# and #ESG Responsibility Activity#)

On June 5, 2023, the World Environment Day, Weibo launched the Dual-Topic Activity of the #Beautiful World with Me# and the #ESG Responsibility Activity# through the official accounts @ 微公益 (Weibo Charity) and @ 微博环保 (Weibo Environmental Protection) and joined forces with more than 80 enterprises such as @ 宝洁中国 (P&G China) and @ 中核集团 (CNNC) to advocate the environmental protection concept. In 2023, there were 6.34 million views for the post #ESG Responsibility Activity# and more than 16 million additional views for the post #Beautiful World with Me#, effectively raising public awareness of environmental protection and ESG literacy.



Dual-Topic Activity of the #Beautiful World with Me# and the #ESG Responsibility Activity#





06

Social Value

For public welfare, Weibo always adheres to the idea of “gratitude for the source of benefit” and actively undertakes social responsibilities. Weibo focuses on social and livelihood issues. Weibo has actively carried out charitable activities such as emergency relief, rural revitalization, and care for distress and vulnerable groups. The Company is devoted to promoting the traditional Chinese culture and creating social value together with its platform users.



6.1. Practicing Public Welfare for All

The concept of "Public welfare for all, participation by all" is deeply imbedded in Weibo's operation. We have launched and continuously improved construction of the "Weibo Charity" platform, and synergized with the government, enterprises, charities, celebrities, netizens and other forces to create a new social ecosystem for public welfare. The "Weibo Charity" platform assists media, experts, and scholars in exchanging ideas and discussing around charity matters, and continuously builds consensus. In addition, we continuously launch brand activities focusing on the two national strategies of ecological civilization and rural revitalization, and is devoted to promoting and spreading the charity concept, enabling more people to benefit from the warmth and strength of public welfare. By the end of the reporting period, the platform had run more than 24,000 public welfare projects, with nearly 50 million donations from internet users with total amount of donation surpassing RMB 700 million.

Weibo continues to improve the functionality of the "Weibo Charity Platform", launching features such as automatic offline function for expired charity projects and reminder function for upcoming expiry of project registrations. We continuously optimize the *Weibo Charity Platform Operation Manual* and conduct training and supervision for charities. In 2023, the "Weibo Charity Platform" created the mascot IP called "Good Persimmon Boy", so that one "good persimmon" represents a point which we hope to drive user's participation in the charity activities. By engaging in the dissemination of public welfare content and making donations, user earn "good persimmon" and have choice to donate "good persimmon" to charity projects. By the end of the reporting period, users had cumulatively donated over 10 million "good persimmon".



"Good Persimmon Boy" IP Poster

Weibo contributes to public welfare through its "Weibo Common Benefit Plan," allocating 3% of its advertising inventories to support platform-wide public welfare content on an annual basis, including "policy and regulation promotion, advocacy of moral civilization, care for people in distress, protection of cultural heritage, and promotion of environmental protection concepts." Through this initiative, Weibo aims to make a positive impact on public welfare efforts. In 2023, Weibo held the "Charity Festival", inviting celebrities, athletes, and corporates to participate in various forms. The event called on netizens to engage in the charity festival and fulfill public-spirited undertaking.

2023 "Charity Festival" Content

Celebrity Charity

Weibo invited over 500 celebrities to participate in public welfare activities and create several celebrity charity highlights. By focusing on the themes of beautiful villages and ecological civilization, releasing public welfare artworks, and launching games like the "Good Persimmon Card," Weibo has created a new form of celebrity charity that deeply promotes the implementation of the Charity Festival, thus enhancing the activity of fans.

E-sports Charity

Weibo invited 15 e-sports teams, with participation of over 110 e-sports players. The e-sports team members promoted eight quality public welfare programs such as the Free Lunch Program, the Yangfan Art Classroom, and the Joint Conservation of Endangered Species. They initiated public welfare topics, relay activities, and public welfare videos, encouraging fans to participate.

Sports Charity

Weibo invited nearly 30 professional athletes to launch the #SportsCharityAlliance# for public welfare activities and promoted four public welfare projects such as Together for a Clean Ocean and Million Forest, launching customized public welfare to the topic. Weibo customized the "Sports Card" for athletes, mobilizing fans to participate in the release of good persimmon cards and helping spread the public welfare project.

Joint Charity

Weibo collaborated with other internet platforms to launch the #Flower And Persimmon Painting A Dream# initiative. Over 200 celebrities, bloggers, and non-profit organizations were invited to create and share thousands of paintings on Weibo and video account platforms. There were 300 million topic views, over 1.6 million discussions and 4 million interactions around the related topic.

Enterprise Charity

Weibo invited other companies to participate in the "Charity Festival", attracting more than 150 companies to scale their participation. Among them, 18 companies collaborated with charities, helping them obtain 500,000 "good persimmon".

Fan Charity

Celebrities encouraged their fans to actively participate in public welfare activities. During the celebrity's birthday support events on Weibo, our fan base spread customized fan welfare topics, shared public welfare stories, and promoted the Joint Donation project. There were over 100 million views around the related topic.

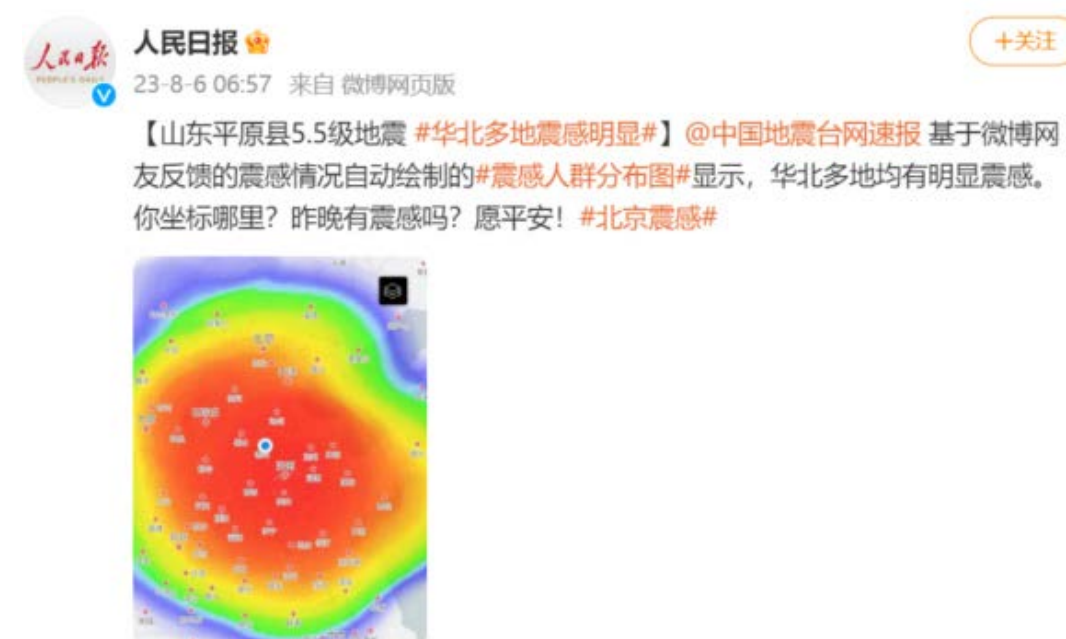
6.2 Social Cooperation Network

Weibo, is fully committed to building a "social cooperation network" to respond to emergencies, leveraging its unique attributes of interactive, real-time, and comprehensive. Weibo has established a social assistance system within its ecosystem that connects government, charity institutions, enterprises, media, influencers of various fields, rescue teams, and volunteers. This system has formed a cooperation network that can quickly connect all parties and play a role in various emergency events. such as epidemics, floods, and earthquakes, opening a three-in-one channel integrating communication, assistance, and fundraising.

In 2023, Weibo further refined its cooperation network to make its disaster relief efforts more diverse. In the event of an emergency, the network can initiate the emergency cooperation mechanism based on the levels. During the reporting period, the cooperation network continued to play a role in the Pingyuan earthquake in Shandong province, the rainstorm in Beijing-Tianjin-Hebei region, and the Gansu earthquake, conveying the platform's value and social responsibility.

The Heat Map for Emergency Relief

In August 2023, a magnitude 5.5 earthquake occurred in Pingyuan County, Shandong Province, with many areas experiencing significant tremors. The "Weibo Real-time Monitoring System for Earthquake Relief" jointly launched by Weibo and China Earthquake Networks Center played a positive role in the earthquake. The system includes functions such as "collecting seismic data from the earthquake site", "heat map of seismicity", "automatic push notifications to earthquake-affected users", and "display of local earthquake situations on Weibo's city pages". After the earthquake, a map of the distribution of earthquake-affected populations was automatically generated based on feedback from Weibo users. This map was adopted by the People's Daily Official Weibo account, with a single post achieving 6.94 million views and 7,000 person-time interactions.



The Official Media Released the Heat Map of the Pingyuan Earthquake

Weibo's social cooperation network also plays a positive role in other scenarios. First, Weibo continuously plays its role in public service, connecting media, government, parties involved, experts, and the public on social hot topics. We timely deliver authoritative information and content of controversial events to the public, helping the public understand the facts of the events promptly and accurately, and enhancing information interaction between the government and the public.



Official Media and Government Agencies on Weibo

Second, Weibo establishes a dedicated team for suicide prevention for users on the platform. The team monitors suicide-related behaviors on the platform, and actively collects relevant information and reports it in a timely manner, which aims to arrange necessary offline assistance earlier. In 2023, the average daily suicide related posts was 4,617 pieces. The screening and reporting time was reduced from 32 to 27 minutes, and 1,387 suspected cases were reported.

In 2023
The daily average suicide related information
4,617 pieces
reported suspected cases
1,387

6.3 Spreading Warmth and Power

As one of China's leading social media platforms, Weibo has gathered social strength in emergency relief, underprivileged communities' protection, and caring for people in distress. Through a series of public welfare activities, we delivered love and warmth, contributing to social progress and development.

6.3.1 Emergency Relief

Weibo actively pays attention to social emergency response and is committed to fully connecting various entities and resources through its own social emergency cooperation network. We also utilize technologies to achieve more efficient collaborative operations, realizing the effective matching of relief needs with rescue resources. In 2023, Weibo carried out 106 emergency relief projects, raising fund of over RMB 13.73 million from nearly 500,000 donors.

Weibo continues to strengthen the system construction in terms of assistance request verification and mutual aid, making Weibo an important platform for users to publish information, for civil mutual aid, and for various forces to respond to requests for help. In 2023, in the face of disasters such as rainstorms and earthquakes, Weibo leveraged its online platform to open online assistance channels and carry out emergency relief efforts, including offline rescue operations. During the rainstorm in the Beijing-Tianjin-Hebei region, Weibo promptly launched a mutual aid channel for the rainstorm and verified and reported more than 400 pieces of valid assistance information. Over ten civilian rescue teams from the Weibo V Rescue Alliance rushed to the disaster area to carry out emergency rescue, working together to convey the power of "going against the flow." In the meanwhile, Sina Group donated RMB 10 million to support disaster relief and post-disaster reconstruction in the rainstorm-affected areas. In the Gansu earthquake, Weibo collaborated with government official accounts, media, charity institutions, and rescue teams to respond quickly. We published updates from the front lines on our platform and supported the non-profit organizations in launching 38 disaster relief projects. Sina Group donated RMB 5 million to the earthquake-stricken area for emergency assistance and post-disaster reconstruction.

In 2023

The number of emergency relief projects Weibo carried out

106

with the number of donors nearly

550,000

Raising fund of over

RMB 13.73 million

During the rainstorm in the Beijing-Tianjin-Hebei region, Weibo promptly launched a mutual aid channel for the rainstorm and verified and reported of valid assistance information more than

400 pieces

Donations for the Beijing-Tianjin-Hebei Rainstorm

In late July 2023, due to the influence of Typhoon Doksuri, Typhoon Khanun, and the interaction of warm and cold air masses, the Beijing-Tianjin-Hebei region experienced catastrophic heavy rainstorms, causing flash floods, mudslides, and road collapses. Weibo fully leveraged its platform by launching a super topic for rainstorm mutual aid and simultaneously listing 28 charity projects on the Weibo Charity platform to support disaster areas. These efforts led to nearly RMB 5 million of new funds raised and nearly 200,000 new donors.

Weibo also called on its fans to launch a Joint Donation activity. RMB 500,000 was raised through the public welfare project "Immediate Sailing for Emergency Relief" in just 2 hours. Weibo initiated the #May Peace With You# topic, with more than 100 KOLs voicing their support. There were 180 million views around the topic.



Topics on Supporting the Beijing-Tianjin-Hebei Rainstorm-Affected Areas

Gansu Earthquake Relief Supported by the Weibo Charity Platform

In December 2023, a 6.2-magnitude earthquake struck Gansu, and rescue teams from various sectors quickly mobilized and rushed to the disaster areas. Weibo launched the #Pray For Gansu# topic activity, prompting more than 25 non-profit organizations to carry out frontline rescue actions, and collaborated with over 200 government, public welfare influencers, and charity partners to spread public welfare projects, helping emergency relief projects raise funds. There were nearly 60 million views around the topic. The Weibo Charity Platform launched 38 public welfare projects, raising a total of over RMB 8.66 million from about 350,000 donors.



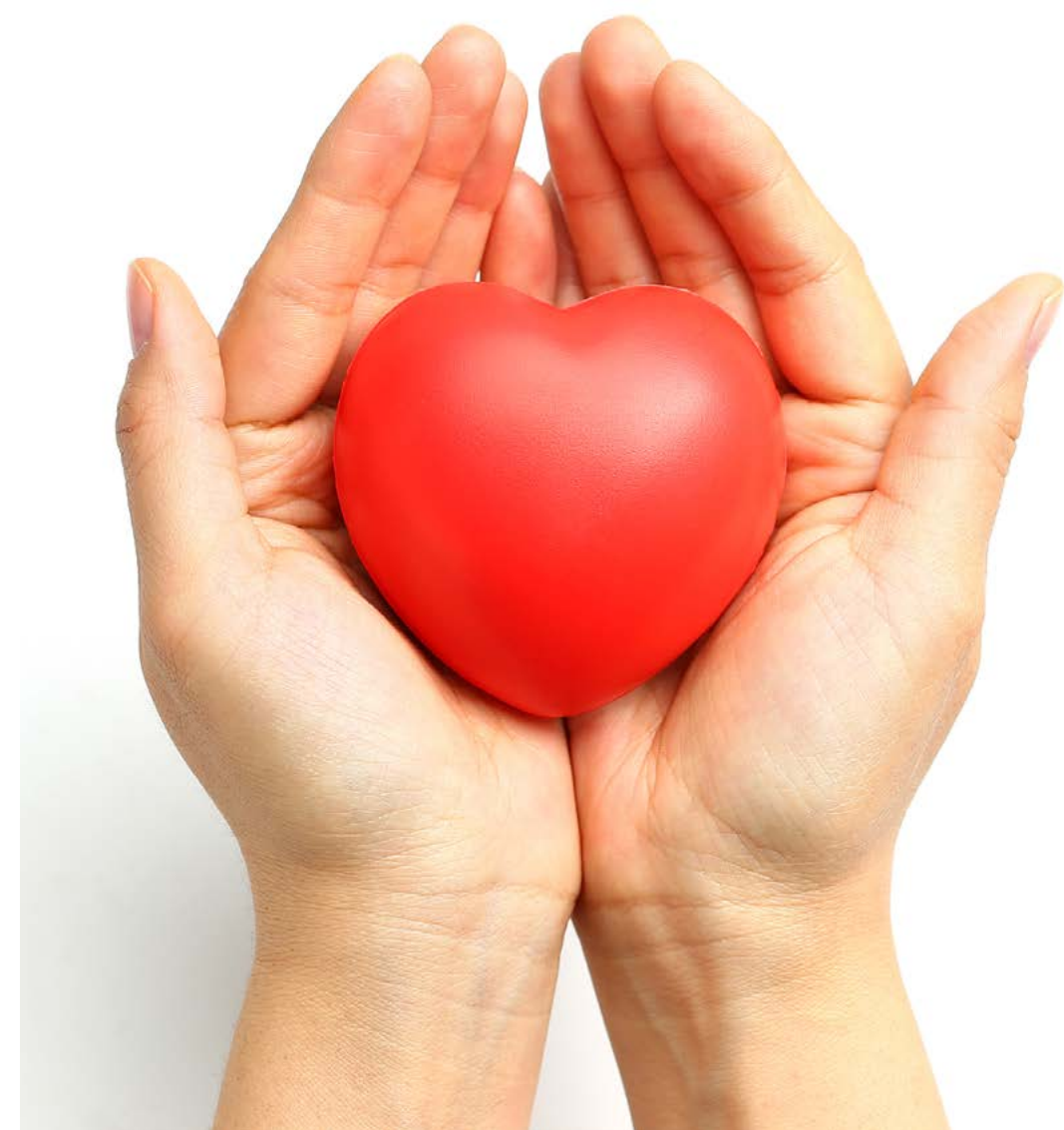
#人道救援# 中国乡村发展基金会甘肃青海地震救援行动工作简报 (12月22日) @微公益 #祈福甘肃愿平安# #有你救有力量#



Participation of Non-profit Organizations in Gansu Earthquake Relief

6.3.2 Caring for the Vulnerable

Weibo delves into the plight of the vulnerable, analyzes their needs, and strengthens the promotion and advocacy of rights protection. In 2023, Weibo leveraged the Weibo Charity Platform programs, relief funds, and content creation to continue its efforts, actively spreading positive energy, providing material assistance to the vulnerable, and bringing them warmth and care.



"Finding Caring Monthly Donors" Activity on the Universal Children's Day

On November 20, 2023, the Universal Children's Day, Weibo collaborated with non-profit organizations to launch a monthly donation activity for children's charities. On the event day, more than 15 children's public welfare projects released the results of monthly donations and letters of appreciation, expressing gratitude to the caring monthly donors and promising to pass on this kindness and love to each child in need, bringing them the warmth and goodness of the world.

During the activity, celebrities and content creators on the platform actively voiced their support, with the #Girls Fighting# topic gaining over 20 million additional views and the #Caring Monthly Donors# topic gaining over 35 million additional views. The activity attracted the attention of many netizens and encouraged more people to participate in public welfare initiatives.



The "Finding Caring Monthly Donors" Activity

Weibo's Support for Public Welfare Actions in Women's Rights Protection

Weibo promotes women's self-growth and development, as well as society's respect and protection of women's rights, through the implementation of topic activities. We have established the special Women's Day topic #Guardian of Blossoms Project#, collaborating with sports stars, film and television stars, and others to jointly call on social forces to help rural left-behind girls stay away from sexual abuse. There were 34 million additional views on that day. The Weibo Charity collaborates with China Women's News and other media to start the #Menstrual International Hygiene Day# topic and they jointly call for attention to girl children's menstrual health. The derived topics such as #Menstrual International Hygiene Day#, #Menstruation Is Not Too Embarrassed to Speak Out# and #Menstrual Disorder May Be Related to The Cancer# made it trending. On the International Day of the Girl Child, Weibo planned two topics including #Girls Reading to Meet A Better Self# and #The Importance of Early Sex Education for Girls#. Many KOLs posted to call for the protection of girls, and the related topics garnered 70 million additional views.



The Official Weibo Account for the Platform's "Guardian of Blossoms Project"

The Company supports and guides charities in setting up official accounts on Weibo. Through Weibo platform, these charities can share project updates and spread positive energy, which makes more people understand and pay attention to charity work, gathering more forces of love. Simultaneously, Weibo platform empowers charities online and enhances the efficiency and transparency of donations. We continuously give full play to the platform advantages and link resources in e-sports, animation, entertainment, and other into the public welfare projects/calls. We break down barriers to the dissemination of public welfare, allow more cross-industry elements to be incorporated and promote the spread of public welfare concepts.

6.3.3 Caring for People in Distress

Weibo has a deep connection to society, hopes to attract more attention to people in distress through its massive user base and advocates humanistic strength and technology power. We aim to make more people understand the current situation and needs of those people in distress and to spark social concern and discussion. In 2023, Weibo initiated a series of public welfare activities to care for people in distress. The Weibo Charity Platform carried out 161 public welfare projects, raising a total of over RMB 2.94 million, with about 240,000 donors.

Weibo Rare Diseases Guardian Program

The "Rare Diseases Guardian Program" has drawn public attention to the groups suffering from rare diseases and eliminated public misunderstanding and prejudice through popularization voting, voice chat, and documentary promotion. There were nearly 3 million views for the documentary and over 300 million additional views around the program.



Weibo #Rare Disease Guardian Program#

#生耳不同# (#Ear Deformities at Birth#) Caring for the Hearing-Impaired

On the International Ear Care Day in 2023, Weibo joined hands with third-party organizations to launch the #Ear Deformities at Birth# public welfare activity, advocating public attention to hearing health and caring for the hearing-impaired. During the activity, many users participated in the topic interaction by sharing photos and stories of their ears and riding on customized maps. We completed three sessions of public welfare live streaming in the activity. By leveraging the popularity of celebrities, the activity aimed to draw more attention to hearing health and to enhance public awareness and understanding of hearing impairment. There were over 180 million views around the topic.



#Ear Deformities at Birth# Activity Poster

Weibo's World Autism Awareness Day Activity

On April 2, 2023, the World Autism Awareness Day, the Weibo Charity Platform collaborated with third-party organizations and fund platforms to organize offline exhibitions of artworks created by children with autism at 120 Wanda Plazas in seven provincial capitals and key cities such as Shenzhen. Additionally, public welfare advertisements were displayed on several subway lines in Shenzhen. The activity aimed to call on all sectors of society to pay attention to, accept, and respect children with autism, melt loneliness with love, and protect the healthy growth of children.



The World Autism Awareness Day Activity

6.4 Empowering Rural Revitalization

Weibo actively takes social responsibility and leverages its platform strength to bring vitality into rural development. During the reporting period, Weibo promoted the improvement of rural governance capabilities, the digital upgrading of industries, and sustainable development by initiating topic activities and joining forces with multiple stakeholders. Weibo initiated more than 1,500 topics related to poverty alleviation and rural revitalization. There were over 12 billion views and more than 3 million discussions around the related topics. Additionally, Weibo focuses on rural kids' education and helps them fulfill their dreams.

Weibo's # 点亮美丽乡村 # (#Illuminating the Beautiful Country#) Topic Activity

In March 2023, Weibo collaborated with the CPC Luzhou Naxi District Committee Propaganda Department to launch the #Enjoying Early Spring Tea in Leisure Time# activity. Members of Weibo's Rural Revitalization Support Team visited the spring tea production areas, and they picked tea leaves, and enjoyed and discussed tea together to contribute to rural revitalization and support the local spring tea industry. There were over 80 million views around the activity, which was a trending topic on Weibo.

At the end of March, Weibo partnered with the CPC Guangzhou Municipal Committee Network Security and Informatization Committee Office to carry out the #Guangzhou-Longyan Friendship# thematic activity. Members of Weibo's Rural Revitalization Support Team visited locations such as Yongfu Town, Hukeng Town, and Hetian Town in Longyan City to showcase the potential for regional coordinated and high-quality growth through the collaboration between Guangzhou and Longyan.



Weibo's # 点亮美丽乡村 # (#Illuminating the Beautiful Country#) Topic Activity

Number of poverty alleviation and rural revitalization related topics Weibo initiated

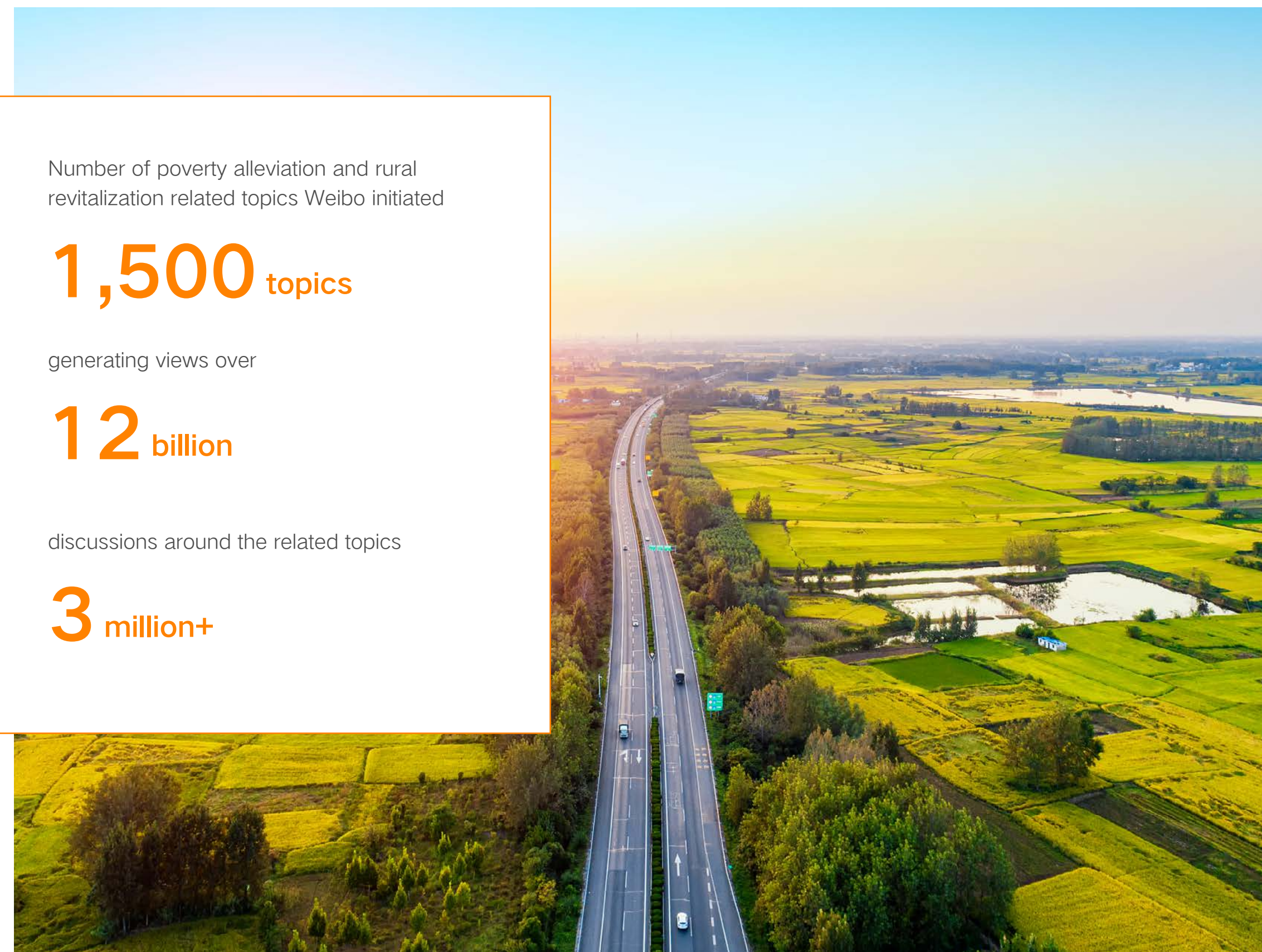
1,500 topics

generating views over

12 billion

discussions around the related topics

3 million+



Weibo's # 大美中国 # (#Beautiful China#) Topic Activity

In 2023, Weibo collaborated with the China Daily and media outlets from 30 provinces across China to launch a series of photography collection activities related to the IP theme #Beautiful China#. This activity aimed to showcase the beauty of China's landscapes, embodying the idea that lucid waters and lush mountains are invaluable assets, and highlight the tremendous changes in cities and rural areas. We encouraged our users to actively participate in the activity by submitting their own content or engaging with the activity. The platform also prompted KOLs such as photographers and journalists to join in, using their mobile phones to document the beautiful landscapes and the magnificent Chinese scenery. There were over 1 billion views around the topic during the activity period.



Weibo's #Beautiful China# Topic Activity

Weibo's # 回乡见闻 # (#Impressions of Returning Home#) Topic Activity

In January 2023, guided by the Information Office, Ministry of Agriculture and Rural Affairs, P.R.C, and with the China Three Rural Issues publication, Weibo collaborated with Xinhuanet and the China Rural Governance Research Center of Wuhan University to launch the #Impressions of Returning Home# activity. The activity encouraged netizens to participate in discussions about the changes and current development of their hometowns. During the activity, over 100,000 posts related to returning home were published on Weibo by media, scholars, KOLs, and ordinary netizens. There were over 1.5 billion views around the topic and more than 50 issues about hometowns became trending topics on Weibo. People from various sectors participated in topic discussions and voice chats, collectively painting a picture of Chinese urban and rural scenes through the lens of their impressions of returning home in 2023.



Weibo's "Impressions of Returning Home" Topic Activity

During the activity

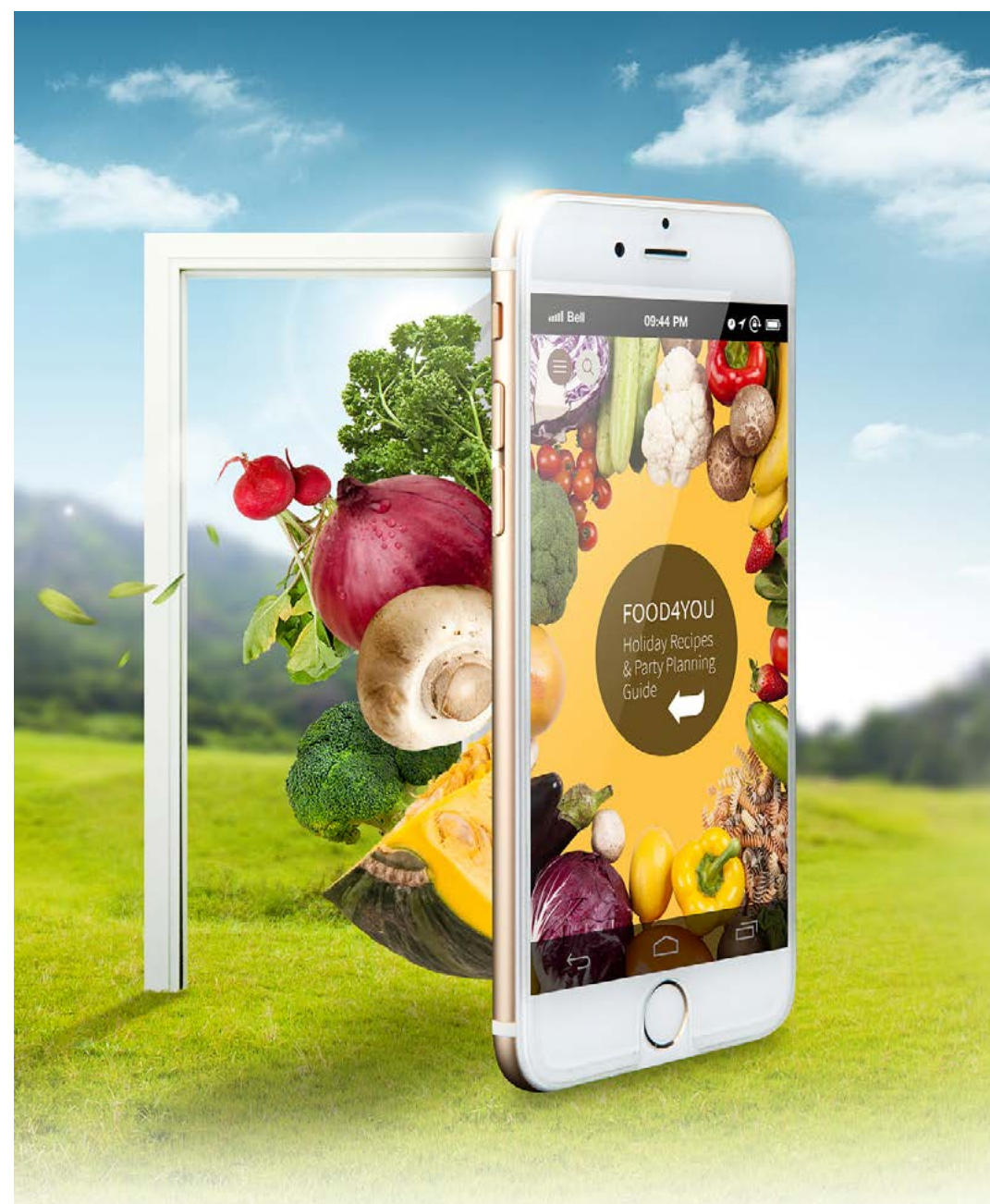
100,000 posts+

related to returning home were published on Weibo by the media, scholars, KOLs, and ordinary netizens

Number of views around the topic

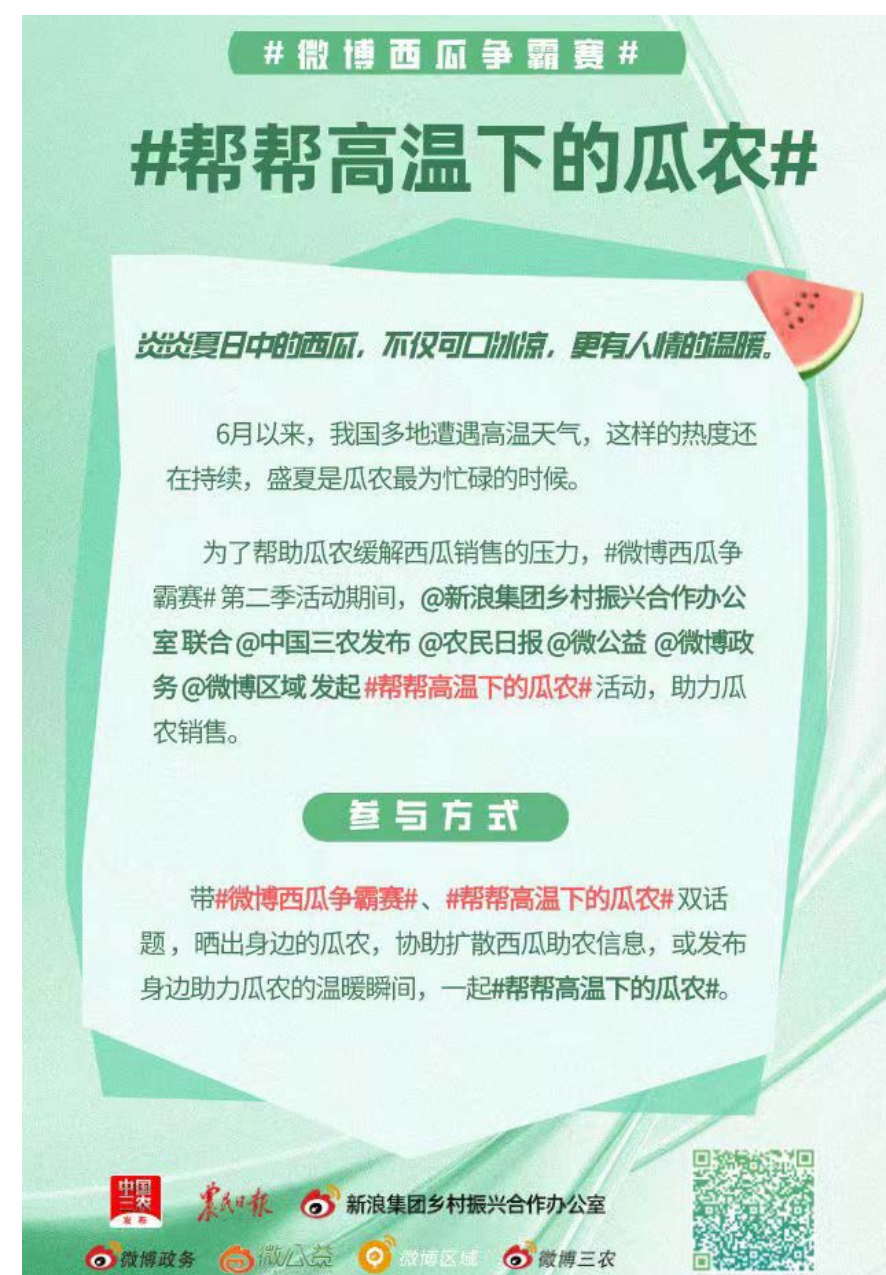
1.5 billion+

Weibo supports the sales of agricultural products and the promotion of regional specialties. We help farmers and agricultural product companies address issues of oversupply and unsold goods by initiating topics, live streaming, and promotional activities. Additionally, we partner with local governments and agricultural product businesses to build the brand image of regional specialties, promote these products and help local farmers expand their sales channels, thereby contributing to the development of rural revitalization.



Weibo's #微博西瓜争霸赛##帮帮高温下的瓜农# (#Weibo Watermelon Competition# and #Helping Farmers#) Topic Activity

The activity was launched under scorching weather and Weibo initiated the topic #Helping Watermelon Farmers Working Under Scorching Weather#. Bloggers were enthusiastic about aiding agriculture, passed on kindness and contributed to rural revitalization. Through on-site visits and an in-depth look into the lives of watermelon farmers, the activity attracted a significant amount of attention from netizens, helping farmers alleviate the pressure of selling watermelons.



The #Helping Watermelon Farmers Working Under Scorching Weather# Activity Poster

Weibo Supported the Development of Sports for Farmers

In October 2023, the national final of the Village BA tournament was held in Taijiang County, Guizhou. Weibo leveraged its platform advantages to provide event reporting and live streaming. There were over 1.5 million views for the live streaming. The activity initiated the topic #The Birthplace of China's Village BA-Taipan Village#, integrating multiple elements such as competitive sports, rural life, ethnic characteristics, and intangible cultural heritage. The activity spread the content of the tournament through various forms such as interviews, behind-the-scenes footage, and micro-documentaries about key figures, creating a geographical brand for the Village BA.

We visited Taipan Village, the birthplace of Village BA, allowing netizens to experience the changes brought about by Village BA as a cultural symbol. Participants visited an intangible cultural heritage market, a basketball-themed creative store, and a Village BA characteristic theme restaurant, among other attractions. The activity promoted the high-quality development of sports for farmers, contributing to the construction of a powerful agricultural nation, a powerful sports nation, and beautiful, livable, and prosperous rural areas.



Village BA Activity Content

6.5 Promoting the Traditional Chinese Culture

Weibo cares about the traditional Chinese culture, intangible cultural heritage, and folk customs, and joins hands with all sectors of society by means of new media to deeply interpret the connotations and values of the traditional Chinese culture. As a result, more people feel the charm of the traditional Chinese culture, strengthening their sense of identity and belonging to it. Weibo continuously explores user preferences and presents the traditional Chinese culture in ways that resonate with young people, using innovative perspectives like live streaming to promote the spread, inheritance, and development of the traditional Chinese culture. During the reporting period, to spread the traditional Chinese culture, there were over 300 related topics initiated on Weibo platform, generating over 50 billion views, which gathered forces with multiple stakeholders.

Weibo's Traditional Chinese Festivals

During the Spring Festival, the National Cultural Heritage Administration and the Weibo Wenbo account jointly initiated the "Celebrating the New Year in the Museum" activity, enriching the cultural essence of the Spring Festival by sharing exhibitions and telling the stories behind cultural relics. Several museums were invited to conduct live-streaming sessions, allowing netizens to virtually experience the unique traditional Chinese culture.

During the Qixi Festival (Chinese Valentine's Day), the Weibo Administration and Festival Content Creator accounts collaborated with the National Cultural Heritage Administration to launch the "They Remind Me of My Love" topic activity. This activity involved more than 60 museums across the country sharing Qixi cultural relic posters and searching for love stories among the national treasures. In addition, more than 20 museums created fun emoticons featuring cultural relics themed around Qixi.

During the Mid-Autumn Festival, Weibo Cultural Heritage Administration, together with the National Cultural Heritage Administration and the Tianjin Museum, initiated the "Mid-Autumn Festival Q&A" topic activity. The activity attracted official accounts and KOLs in various fields, who published fun riddles in the form of votes. Hunan Museum, Sichuan Museum, Nanjing Library, and other official Weibo accounts, create riddles related to ancient sports in combination with the excitement of the Asian Games, drawing the attention of netizens.

Weibo established the official account @节日君 (Festival Collections) to send festive greetings to users during the traditional Chinese festivals and solar terms. The account shares traditional customs associated with these occasions and initiates related topic activities to promote the traditional Chinese culture. In 2023, there were over 115.5 billion views and approximately 340 million discussions around the topics.

Weibo's #春节摄影大赛# (#Spring Festival Photography Contest #) Topic Activity

During the Spring Festival in 2023, Weibo collaborated with CCTV News to launch the #Spring Festival Photography Contest# activity. This initiative encouraged netizens to share the unique local flavors and celebratory activities of the Spring Festival in their hometowns, as well as heartwarming moments of family reunions and gatherings. Netizens captured the traditional Spring Festival cultures from different parts of China through casual photography and displayed the inheritance of family traditions through a series of group photos. During the activity, there were 7.5 billion additional views and over 7.3 million discussions around the #Spring Festival Photography Contest# topic, with more than one million works by our users.



Weibo's "Spring Festival Photography Contest" Activity



Weibo's # 文化遗产知识大赛 # (#Cultural Heritage Knowledge Contest#) Topic Activity

On June 10, 2023, the Cultural and Natural Heritage Day, Weibo collaborated with the media and museums to launch a series of activities. During the activities, the Weibo Culture and Museum account and the National Cultural Heritage Administration jointly launched the "Cultural Heritage Knowledge Contest". Over a hundred cultural relics and museums were invited, with an online quiz relay event initiated. More than 60 museums released question posters every day, calling on netizens to participate in the quiz and win exquisite cultural and creative gifts. There were 39.033 million views and 35,000 discussions around this topic. The activity enhanced public awareness and protection consciousness towards cultural and natural heritage. It also closed the gap between cultural heritage and the public through online interactions.



Weibo's Cultural and Natural Heritage Day Activity Content

Weibo's # 博物馆奇妙漫游 # (#Museum Wonderland#) Topic Activity

On the International Museum Day in 2023, Weibo joined hands with the official account of the National Cultural Heritage Administration to plan a series of activities. #MuseumWonderland# Season 3 led netizens to deeply experience the wonderful blend of museums and modern life. In the series of activities, Weibo guided netizens in exploring the mysteries of special collections in museums like the Police Museum, the Arms Museum, and the Sound Museum online. Several museums across the country shared the legendary journey of the treasures from the Forbidden City through public lectures. There were over 60 million additional views around the topic, once again sparking netizens' interest and enthusiasm for the traditional Chinese culture. The activity showcased the diverse charm and deep historical and cultural foundations of museums. It also further promoted the inheritance and innovative development of the traditional Chinese culture.



Weibo #Museum Wonderland# Activity Content

List of Internal Management and Control Policies

Category	Title of System
Environmental	<i>Energy Saving and Consumption Reduction Initiative</i>
	<i>Garbage Sorting System of Sina Plaza</i>
	<i>Sina Group Data Center Management Regulations</i>
	<i>Employee Handbook</i>
	<i>Compensation and Welfare Management Standards</i>
	<i>Employee Relations Management Regulations</i>
	<i>Recruitment Management Standards</i>
	<i>Performance Management System</i>
	<i>Training Management Standards</i>
	<i>Regulations of Sina Group on Equality, Anti-discrimination and Diversification Management</i>
	<i>Commitment on Equity and Diversity</i>
	<i>Long-term Incentive Regulations</i>
	<i>Internal Recommendations Regulations</i>
	<i>Vacation Management Regulations</i>
	<i>Internal Trainers and Mentors Management Handbook</i>
	<i>On-the-job Academic Degree Education Management Manual</i>
	<i>Management Trainees Management Manual</i>
Social	<i>Performance Improvement Plan</i>
	<i>Emergency Response Manual</i>
	<i>Emergency Response Content</i>
	<i>Information Security Management System Policy</i>
	<i>Information Security Organization Management Measures</i>
	<i>Information Security Document Management Specification</i>
	<i>Data Security Management System</i>
	<i>Charter of the Information Security Management Committee</i>
	<i>Agenda for Information Security Management Committee Meetings</i>
	<i>Weibo Security Training System</i>
	<i>Sina Disaster Recovery Procedures</i>
	<i>2023 Weibo Data Security Incident Emergency Drill Report</i>
	<i>Weibo Network Security Emergency Plan</i>
	<i>Weibo Data Security Emergency Plan</i>
	<i>Weibo Information Security Incident Grading Standard</i>

Category	Title of System
Social	<i>Measures for the Management of Information Security Incidents</i>
	<i>Emergency Response Process</i>
	<i>Information System Emergency Plan</i>
	<i>Weibo Personal Information Data Security Management System</i>
	<i>Weibo Personal Information Protection Policy</i>
	<i>Personal Information Collection List</i>
	<i>Privacy Policy</i>
	<i>Data Protection Agreement</i>
	<i>Third Party Personal Information Protection Capability Assessment Form</i>
	<i>Weibo Policy on Personal Information Protection of Minors</i>
	<i>Weibo Community Convention</i>
	<i>Weibo Personal/Enterprise Rights Dispute Resolution Process</i>
	<i>Creator's Guide to Mastering Weibo</i>
	<i>Weibo Commercial Advertisement Review Specifications</i>
	<i>Customer Service Quality Manual and Standards</i>
	<i>Quality Management System</i>
	<i>Weibo Complaints Operating Rules</i>
Governance	<i>Sina Group Anti-fraud Management Regulations</i>
	<i>Code of Ethics for Weibo Employees</i>
	<i>Code of Conduct for Employees</i>
	<i>Anti-fraud Awareness Handout</i>
	<i>Anti-retaliation Regulations for Weibo Employees Reporting Illegal Acts</i>
	<i>Weibo Complaint Reporting Process</i>
	<i>Weibo Report Investigation and Handling Process</i>
	<i>Guidelines for Avoiding Conflicts of Interest</i>
	<i>Policy for Avoiding Private Transactions</i>
	<i>Supplier Management System</i>
	<i>Monthly Assessment System for Outsourcing</i>
	<i>Patent Management Measures</i>
<i>Sina Legal Department Work System</i>	
<i>Weibo Legal Compliance Risk Assessment System</i>	

Key Performance Table

Environmental Key Performance Table

Key Performance Indicator	Items	Unit	Data of 2023	Data of 2022
Emissions	Scope 1 Greenhouse gas emissions	tCO ₂ e	126.36	91.58
	Scope 2 Greenhouse gas emissions	tCO ₂ e	7,727.57	5,531.33
	Scope 3 Greenhouse gas emissions (purchased goods and services) ³⁶	tCO ₂ e	3,645.76	2,456.78
	GHG emissions			
	Scope 3 Greenhouse gas emissions (leased assets) ³⁷	tCO ₂ e	51,863.64	64,098.39
	Greenhouse gas emissions (Scope 1 + Scope 2)	tCO ₂ e	7,853.93	5,621.91
	Greenhouse gas emission intensity (Scope 1 + Scope 2)	tCO ₂ e/million USD in total revenue	4.46	3.06
Waste	Hazardous waste-disposed fluorescent lamps	Piece	677	2,034
	Hazardous waste-waste batteries	Piece	1,024	1,650
	Total amount of non-hazardous waste	Litre	56,458,108.63 ³⁸	366,468
	Kitchen waste	Tonne (s)	118.58	14.57

Key Performance Indicator	Items	Unit	Data of 2023	Data of 2022		
Emissions	Waste	Paper (used in offices)	Piece	2,340,691	2,994,000	
		Total sewage discharge	Tonne (s)	54,961.67	40,142.41 ³⁹	
		Total sewage discharge intensity	tCO ₂ e/million USD in total revenue	31.23	21.82	
Resource use	Energy	Natural gas ⁴⁰	Cubic meters	25,944.26	41,893.00	
		Total electricity consumption	MWh	9,131.57	9,698.99 ⁴¹	
		Consumption of direct energy	tce	75.88	55.72	
		Consumption of indirect energy	tce	1,903.88	1,192.01	
		Total energy consumption	tce	1,979.75	1,247.72	
Water	Energy	Energy consumption intensity	tce/million USD in total revenue	1.12	0.68	
		Water	Total water consumption	Tonne (s)	59,269.79	57,889.76
			Water consumption intensity	tCO ₂ e/million USD in total revenue	33.68	31.46

³⁶ Scope 3 Greenhouse gas emissions (purchased goods and services) mainly comes from the carbon emissions generated in the server production process, and the source of greenhouse gas emissions is the production emission data provided by server suppliers.

³⁷ Scope 3 Greenhouse gas emissions (leased assets) mainly comes from electricity-related emissions from leased data centers and public cloud servers. In calculating GHG emissions, we referred to the *Notice on the Report and Administration of Greenhouse Gas Emissions of Power Generation Enterprises from 2023 to 2025*. The average emission factor of the national power grid in 2023 is 0.5703t CO₂e/MWh.

³⁸ The significant increase in non-hazardous waste volume this year is primarily due to employees working from home for extended periods in 2022, resulting in less waste generation.

³⁹ The comprehensive wastewater discharge data for 2023 includes information from the Beijing, Shanghai, Guangzhou, and Hangzhou offices.

⁴⁰ The natural gas usage data only includes information from the Weibo Beijing office.

⁴¹ The total electricity consumption data for 2023 includes figures from Weibo's offices in Beijing, Shanghai, Tianjin, Hangzhou, Guangzhou, and the newly added Zhengzhou office.

Social Key Performance Table








Key Performance Indicator		Unit	Data of 2023	Data of 2022
Employees ⁴²				
Total number of employees		person	5,268	5,935
Number of new employees		person	801	1,152
Number of employees by gender	Male	person	2,545	2,856
	Female	person	2,723	3,079
Number of employees by age	30 and below	person	2,401	3,098
	31-40	person	2,425	2,445
	41 and above	person	442	392
Number of employees by region	Mainland China	person	5,250	5,919
	China's Hongkong, Macao and Taiwan regions	person	7	9
	Overseas	person	11	7
Employees from ethnic minority groups		person	285	340
Number of employees with disabilities		person	43	3
Employee turnover		%	27	22
Employee turnover rate by gender	Male	%	26	24
	Female	%	27	20
Employee turnover rate by age group	30 and below	%	32	25
	31-40	%	22	18
	41 and above	%	19	25
Employee turnover rate by region	Mainland China	%	27	22
	China's Hongkong, Macao and Taiwan regions, as well as overseas	%	47	43
Proportion of female employees		%	51.7	51.9
Proportion of female employees by rank	Senior-level manager	%	23	16
	Middle-level manager	%	44	46
	Junior manager	%	43	45

⁴² The data in 2023 on employees' diversity, number of the newly recruited, turnover, training is consistent with the data in our annual report.

Key Performance Indicator		Unit	Data of 2023	Data of 2022
Proportion of female employees by position category	STEM-related positions	%	44	44
	Revenue-generating management	%	57	60
Proportion of employees trained		%	100	100
Proportion of employees trained by gender ⁴³	Male	%	48	48
	Female	%	52	52
Proportion of employees trained by position category	Senior management	%	0.60	0.42
	Middle management	%	2.20	1.90
	Junior management	%	5.30	4.99
	General staff	%	91.80	92.69
Total training hours of employees		Hour (s)	179,243.60	172,952.02
Average hours of training received per employee		Hour (s)	34.02	29.14
Average hours of training received per employee by gender	Male	Hour (s)	35.12	29.07
	Female	Hour (s)	33.01	29.21
Average hours of training received per employee by position category	Senior management	Hour (s)	24.30	20.50
	Middle management	Hour (s)	28.31	23.70
	Junior management	Hour (s)	30.04	25.09
	General staff	Hour (s)	34.41	29.51
Work-related fatalities in the last 3 years		person	0	0
Proportion of work-related fatalities out of total employees in the last 3 years		%	0	0
Lost days due to work injury		Day (s)	629	0
Percentage of employees receiving regular performance reviews and career development reviews		%	100	100
Total number of patent authorizations		Project	310+	250+
Total number of trademark authorizations		Project	790+	490+
Total number of copyright authorizations		Project	590+	540+
Ethnics training ratio		%	100	100
Total number of customer Complaints		/	139,534	109,666
User complaint rate		%	7.33	7.37
Customer service response rate		%	100	100
Customer complaint resolution rate		%	99.99	99.99
Average time to resolve issues		Hour (s)	0.31	0.34

⁴³ Percentage of male employees trained = male employees trained/total employees trained; Percentage of female employees trained = female employees trained/total employees trained.

ESG Index

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Readers Feedback Form

Dear readers,

Thank you for reading our Environmental, Social and Governance (ESG) Report 2022. To enhance our communication with you and other stakeholders, and to continuously improve our performance on environmental, social and governance as well as future preparation of reports, we sincerely welcome your valuable comments and suggestions through the following ways.

Please be specific on your comments:

1. What's your general view on this report?

Excellent Good Average Poor

2. What do you think of the clarity, accuracy and completeness of the information and data disclosed in this report?

Excellent Good Average Poor

3. What do you think of the comprehensiveness of the company's economic responsibility described in this report?

Excellent Good Average Poor

4. What do you think of the comprehensiveness of the company's environmental responsibility described in this report?

Excellent Good Average Poor

5. What do you think of the comprehensiveness of the company's social responsibility described in this report?

Excellent Good Average Poor

6. Do you view the design and typeset of this report as user-friendly?

Excellent Good Average Poor

7. What do you think need to be improved most in this report?

Governance Safety Products and services Employees

Environmental Social

8. What you wish to know but have not been disclosed in this report are:

9. Your comments and suggestions on the company's environmental, social and corporate governance efforts and report preparation:



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