

2024 Sustainability Report



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Chairman's Message

Creating a Resilient, Inclusive, Sustainable Future through the Power of Finance

Since returning to the White House in January 2025, U.S. President Donald Trump has stressed "America First." He has pulled the United States out of the Paris Agreement, loosened carbon emissions standards, and promoted the extraction of fossil fuels, and many major American financial institutions have exited international climate organizations. That begs the question: With global sustainability facing headwinds, is the trend toward net-zero emissions about to be reversed?

The answer is no. The planet will not stop warming simply because we refuse to confront climate change, and companies cannot ignore risks to their global competitiveness from carbon emission costs simply because one country's policy has changed.

Given the shifting winds in global politics, coupled with such challenges as the ongoing climate crisis, digital innovation, and social change, the World Economic Forum (WEF) chose "Collaboration for the Intelligent Age" as its agenda for its annual meeting in Davos in January 2025, and highlighted the need for more resilience, inclusion and sustainability. With change emerging as the new normal, crisis and opportunity will inevitably co-exist, and as the first Taiwanese financial institution to become a WEF member, Fubon Financial Holdings believes the role of the financial sector is to support the transformation of companies and society and be a positive force for sustainability.

Recognized as one of Taiwan's leading companies, Fubon has led all financial holding companies in EPS for 16 consecutive years. We not only pursue stable business growth but also endeavor to make the best use of capital and information flows and our overall influence to lead capital markets in a sustainable direction.

Sustainable Actions Aligned with 2025 WEF Trends

The most recent WEF annual meeting focused on five themes: Reimagining Growth; Industries in the Intelligent Age; Investing in People; Safeguarding the Planet; Rebuilding Trust. These are closely aligned with Fubon's ESG Visioning Blueprint. Based on that vision, we have set four sustainability strategies and extended our long-term sustainability goals to 2030, while taking responsible and tangible actions to promote sustainable finance, digital transformation, talent cultivation, strategic partnerships, and strengthen ESG governance.

Reimagining Growth: Sustainability Concepts + Growth Momentum

Fubon does not see financial results as the sole barometer of corporate growth. Sustainability concepts are also incorporated into every aspect of our business. In 2021, we set the four sustainability strategies of decarbonization, digitalization, encouragement and connection, which were proactive responses to the United Nations' Sustainable Development Goals (SDGs). Sustainability is not an "option"; it involves "action," which is why sustainability principles are integral parts of our business operations and commercial activities. We have set goals related to 29 quantitative sustainability indicators to be achieved by 2030, and annually review progress on them or optimize the indicators in pursuit of a common good with our multifaceted stakeholders.

Industries in the Intelligent Age: Forging Secure and Innovative Digital Services

With the rapid development of AI driving industrial innovation, Fubon Financial Holdings and its subsidiaries have invested aggressively in financial innovation and technology. Beyond digitizing a broad range of services, we continue to use AI and machine learning to upgrade digital insurance for electric vehicles, adopt mobile ID technology to perfect our policyholder ID authentication system, and develop a smart bank monitoring platform. These initiatives are making our financial services more secure and efficient and helping to deliver a more stable financial experience for customers.

Investing in People: Empowering Employee Transformation

Fubon expects that in the "intelligence age," not only will technology have to be upgraded, but people will have to grow and remake themselves. We put a high priority on employee learning and skills development, including by training supervisors and business personnel through talent development programs founded on digital technology. This has strengthened employee buy-in for digital transformation and knowledge of digital applications, paving the way for a new organizational future. To cope with rapidly changing sustainability trends, we created the "Fubon ESG Club" – a first in Taiwan's financial circles – in 2024. It organizes exclusive Fubon courses on sustainability that cover common global risks of environment, biodiversity, and disinformation. These bolster communication across subsidiaries and internal sustainability literacy while empowering employees on sustainability. At the same time, we expect to increase our employee stock ownership trust fund contribution in 2025 by about 60% to NT\$800 million. This expansion of the employee stock trust and incentives for lengthy service should further encourage the retention of talent, and Fubon also provides substantial childbirth, family care and retirement support to help employees at different stages of their lives.

Safeguarding the Planet: Promoting Sustainable Finance

Fubon uses technology to support sustainability-related businesses. Subsidiary Fubon Insurance in particular has combined its expertise with AI to forge a "Loss Prevention Database System" that offers corporate clients facing climate change challenges strategies for managing environmental risks and operating sustainably. Meanwhile, to accelerate the spread of sustainable finance, Fubon has set a goal of NT\$2.9 trillion in green finance in 2030, having already exceeded the NT\$2.5 trillion threshold in 2024. This initiative fully supports business transformation through green investment and financing, green energy technology investment, green bond underwriting and investment, the creation of climate-related products and services, and investments in renewable energy, energy-saving technology and sustainability infrastructure.

Rebuilding Trust: Integrity, Transparency at the Heart of Sustainability

Advances in technology have led to new crises involving disinformation, privacy, and ethical issues. Prizing integrity in this challenging environment, Fubon earns stakeholders' trust by providing information with the highest degree of transparency and aligning itself with the latest IFRS norms to strengthen information disclosures. In terms of carbon management, we had our emissions targets validated by the Science Based Targets initiative (SBTi) in 2022. The financial holding company and its subsidiaries regularly issue TCFD (Task Force on Climate-related Financial Disclosures) reports to describe the potential impacts of climate risks on their finances, and counter outside concerns of corporate greenwashing.

The Eagle Eye Anti-Fraud Alliance consisting of 36 banks in Taiwan is another major upshot of Fubon's efforts to build trust. Subsidiary Taipei Fubon Bank first developed an AI anti-money laundering model that could accurately detect and verify suspicious transactions and stop illegal money flows. Since 2023, the system has been shared for free with other Taiwanese financial institutions, sparking collective action. In 2024, the system was adopted at more than 4,600 locations of 36 banks to join with the government in fighting financial fraud, creating a financial safety net for consumers.

International Recognition for Sustainability Efforts

Fubon Financial Holdings has led the way on sustainability and net-zero initiatives, earning widespread international recognition for its efforts. In 2024, Fubon was named to the DJSI (Dow Jones Sustainability Index) World Index for an eighth consecutive year and to the Emerging Markets Index for a ninth straight year. We were again selected to the S&P Global Sustainability Yearbook in 2025, while being chosen as a constituent of the MSCI ESG Leaders Indexes for an eighth consecutive year and maintaining our "AA" MSCI ESG Index rating. Fubon also received an "A" rating on Climate Change from the Carbon Disclosure Project and continued to be given an ESG rating of "Prime" from proxy advisory firm Institutional Shareholder Services. These many honors reflect Fubon's ability to lead sustainable transformation.

Though this may be a time of major political and economic challenges, it does offer companies an opportunity to re-examine their sustainability goals. In the coming years, Fubon will continue to strengthen the alignment between its sustainability strategies and core businesses to meet its commitment to its brand proposition "Be Positive, All Possible" and steadily stride forward amid global turbulence.

“

Prizing integrity in this challenging environment, Fubon earns stakeholders' trust by providing information with the highest degree of transparency.

”

Chairman

Ming-Iding Tsou





About This Report

Scope of the Report

The financial data covered in this report are consistent with those found in Fubon Financial Holdings' consolidated financial statements. Information related to environmental and social aspects covers Fubon Financial Holdings and its five major subsidiaries (including overseas) – Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities, and Fubon Asset Management – which are referred to below collectively as “Fubon Financial Holdings,” “the Company,” or “Fubon.” The report’s scope encompasses business activity in Taiwan and abroad, and covers 91.9% of business operations in terms of operating revenue. Should discrepancies arise, they will be explained in the report. Information on social welfare activities incorporates the work of five foundations (the Fubon Charity Foundation, the Fubon Cultural & Educational Foundation, the Fubon Art Foundation, the Taipei Fubon Bank Charity Foundation, and the Fubon Life Art Museum Foundation).

Period Covered

Fubon Financial Holding Company Ltd. (Fubon Financial Holdings) publishes a Sustainability Report annually to disclose information on its corporate governance, environmental sustainability practices, and social commitment. This report covers the same period as Fubon’s financial statements, focusing primarily on the company’s actions and results in 2024 (Jan. 1, 2024 to Dec. 31, 2024) related to its four sustainability strategies. To present more complete information on the impacts of various projects and initiatives, the information disclosed has been drawn from 2024 or from the period in 2025 before the report was issued. The report was reviewed and approved by the Company’s Corporate Governance and Sustainability Committee and board of directors before being issued in July 2025. The previous report was issued in July 2024 and the next report is expected to come out in July 2026.

Reporting Guidelines

This report’s disclosures are based on the newest version of the Global Reporting Initiatives (GRI) Standards, standards published by the Sustainability Accounting Standards Board (SASB) for the insurance and commercial banking sectors, and the Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies. The report’s content focuses primarily on disclosures of actions taken and results achieved related to corporate governance, environmental sustainability, and social engagement. It also shows the extent of reporting under the GRI content index, the GRI G4 supplemental guidelines for the financial services sector, the Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, the Sustainable Development Best Practice Principles for TWSE/TPEX Listed Companies, the United Nations Global Compact, the ISO 26000 Social Responsibility standard, the WEF Stakeholder Capitalism Metrics framework, and SASB standards for the insurance and commercial banking sectors.

Report Verification

The information and data disclosed in this report are based on statistics from Fubon Financial Holdings and the five foundations. Financial figures come from Fubon Financial Holdings' audited financial statements. All uses of statistics follow standard practices or rely on publicly available government information and data. There have not been significant changes in the methods used from the previous reporting period, but if there are differences, they are explained in the section in which they appear.

To ensure the reliability of the information included in this report, Fubon Financial Holdings had all data verified according to standards by organizations listed in the table below. Based on the assurance process, the Fubon Financial Holdings Sustainability Report was found to comply with the GRI Standards and the SASB standards for the insurance and commercial banking sectors. An Independent Limited Assurance Report issued by KPMG Taiwan is included in this report. (Please see ▶ [Appendix 7.5 Accountant's Independent Assurance Report](#))

Data	Compliance Standard	Verification Organization
Sustainability	TWSAE issued by the Accounting Research and Development Foundation, ROC (based on the International Standard on Assurance Engagements ISAE 3000)	KPMG
Financial	Rules Governing Auditing and Certification of Financial Statements by Certified Public Accountants and publicly recognized accounting guidelines	KPMG
Environmental	ISO 14001 Environmental Management Systems, ISO 14064-1 Greenhouse Gas Accounting and Verification, ISO 45001 Occupational health and safety management systems, ISO 50001 Energy management Systems	BSI

▶ Environmental: Opinion Statement

▶ ISO 14001
Environmental
Management
Systems



▶ ISO 50001
Energy
Management
Systems



▶ ISO 14064-1
Greenhouse Gas
Accounting and
Verification



Contact
Information



Reports/
Documents
section of the Fubon
Financial Holdings
website

Contact Information

Fubon Financial Holding Co., Ltd.

- Industry: Financial and Insurance
- Address: 15-16F, No. 179, Liaoning Street, Zhongshan District, Taipei
- Dedicated Sustainability Unit: Sustainability Development Division

Contact number: +886-2-6636-6636

- ▶ E-Mail: csr.fhc@fubon.com
- ▶ Sustainability Website

The Sustainability Report and Climate-related Financial Disclosures Report issued by Fubon Financial Holdings and its related subsidiaries can be downloaded from the Sustainability ▶ [Reports/Documents](#) section of the Fubon Financial Holdings website.



Fubon's Sustainability Commitment

Recognition and Sustainability Performance

International Initiatives, Evaluations, Awards

- Became more aligned with international initiatives by joining the **Partnership for Biodiversity Accounting Financials (PBAF)**.
- Was a **World Economic Forum (WEF)** member for a 5th straight year (2020~2024).
- Was named one of the **World's 500 Most Sustainable Companies by Time Magazine**, ranking 10th in the world in the banking, insurance & financial services category.
- Named as a constituent of the **Dow Jones Sustainability Indices (DJSI) Emerging Markets Index** for a 9th consecutive year (2016~2024) and a constituent of the **DJSI World Index** for an 8th consecutive year (2017~2024).
- Chosen as a constituent of the **MSCI ESG Leaders Indexes** for an 8th consecutive year (2017~2024) and received an "AA" **MSCI ESG Rating** in the Life & Health Insurance category for a 4th straight year (2021~2024).
- Received a climate "Leadership" rating from the **Carbon Disclosure Project (CDP)** in 2024 for a 5th straight year (scores of A in 2020, 2021, and 2024 and scores of A- in 2022 and 2023).
- Continued to receive an ESG "Prime" rating from **Institutional Shareholder Services (ISS)**.
- Received six awards from **Institutional Investor in its Asia (ex-Japan) Executive Team survey**, and was the only Taiwanese company in the financial services sector to be ranked as a Most Honored Company for a 3rd straight year.
- Earned another ESG Corporate Award from **The Asset**, once again receiving a "Platinum Award" in 2024.
- Fubon Life received the highest five-star rating in the **Global Real Estate Sustainability Benchmark (GRESB) Real Estate Assessment** and was also honored with a Regional Sector Leader award.

Domestic ESG Awards and Recognition

- Won a *Global Views Monthly ESG Corporate Sustainability Award* for the 5th time, receiving an “**Excellence Award**” for Overall Performance in the Financial and Insurance Sector.
- Received a *CommonWealth Magazine “Excellence in Corporate Social Responsibility Award,”* ranking 2nd in the financial sector; also received a “**CommonWealth Talent Sustainability Award**” for a 2nd straight year.
- Honored as one of the “**Top 10 Benchmark Companies for Sustainability,**” the highest honor in the Taiwan Corporate Sustainability Awards, for a 5th consecutive year; again received a Platinum Corporate Sustainability Report award, as well as “Creativity in Communication,” “Information Security Leadership,” and “Talent Development Leadership” awards. In all, Fubon Financial Holdings and its subsidiaries won 20 TCSA honors.
- Subsidiary Fubon Life again received a **Ministry of Economic Affairs “Buying Power” award for “Incentive Mechanisms for Buying Socially Innovative Products and Services”** and an inaugural **Buying Power “Diversity Award.”** It was also honored as an “**Outstanding Green Purchasing Civil Enterprise and Group**” by Department of Environmental Protection.
- Subsidiaries Fubon Life, Taipei Fubon Bank, Fubon Insurance, and Fubon Securities were ranked in the **top 25% of financial institutions in the 2nd “Sustainable Finance Evaluation,”** earning the recognition of the Financial Supervisory Commission for their sustainable finance performance.

2024 Results of Sustainability Initiatives

Environmental

- Fubon Financial Holdings had **NT\$2.5 trillion in green finance positions** (low-carbon investments, green energy technology investments, green bonds investments, green loans and financing) as of the end of 2024.
- Fubon Financial Holdings and its subsidiaries jointly organized a Fubon “**Science-based Targets Engagement Workshop**” that was attended by more than 30 corporate customers.
- Fubon Financial Holdings and its subsidiaries continued to increase their renewable energy consumption in 2024, using **16.56 million kWh** (14.86 kWh of procured green electricity, 1.50 million kWh in renewable energy certificates, and 211,000 kWh of self-generated green power for Fubon's own use), accounting for **16.4%** of the Company's total electricity consumption.
- Joined the **Partnership for Biodiversity Accounting Financials (PBAF)** in 2024 to continue to assess the impact and dependence of Fubon's investments and loans on biodiversity.

Social

- Was again selected to the **Taiwan High Compensation 100 Index.**
- In June 2024, increased the child-rearing subsidy for children of employees aged 6 and under to **NT\$24,000** a year, up from NT\$15,000 a year.
- Mobilized group resources in support of domestic cultural and art groups and activities, injecting **more than NT\$26 million** into the promotion of cultural equity and development.
- Fubon Financial Holdings and its subsidiaries jointly took several actions to combat financial fraud. Fubon Life imparted fraud prevention concepts to the elderly and students, while Taipei Fubon Bank forged an anti-fraud “Eagle Eye Anti-Fraud Alliance.” Fubon Insurance promoted a multilingual “Fraud Prevention Classroom” digital picture book, Fubon Securities produced a creative anti-fraud dance video, and Fubon Asset Management created a real-time notification mechanism.

Governance

- Was a constituent of the Taiwan Stock Exchange's “**Taiwan Corporate Governance 100 Index**” in 2024 for the 10th consecutive year.
- Led all financial holding companies in earnings per share for the 16th straight year in 2024 with EPS of **NT\$10.77.**
- Fubon Financial Holdings' assets **rose 9%** in 2024 to exceed **NT\$12 trillion** as of the end of the year; after-tax net profit for the year was **NT\$150.82 billion.**

Sustainable Development Milestones

2017

Taipei Fubon Bank joins the Equator Principles (EPs) Association.

2016

Becomes the first financial institution to commit to Science Based Targets (SBT) for carbon reduction.



2014

Starts complying with the U.N.'s Principles for Responsible Investment (PRI).



2013

Supports the Carbon Disclosure Project (CDP) and completes the CDP questionnaire.



2020

Fubon Insurance adopts the Principles for Sustainable Insurance (PSI) and publishes a PSI Report.

2019

- Officially becomes a TCFD supporter.
- Adjusts the Fubon Financial Holdings Responsible Investment Management Guidelines to cover Fubon Financial Holdings and its subsidiaries and ensure uniform compliance with the Principles for Responsible Investment (PRI).

2018

Adopts the Task Force on Climate-related Financial Disclosures (TCFD) climate risk management framework.



2023

- Joins the Taskforce on Nature-related Financial Disclosures (TNFD) Forum in February and adopts the TNFD framework.
- Fubon Financial Holdings issues its 3rd TCFD Report and has it verified by BSI at the highest level of "excellence"; Taipei Fubon Bank issues its first TCFD Report.
- Fubon Insurance is 1st non-life insurer to commit to net-zero underwriting by 2050.



2022

- Joins the Partnership for Carbon Accounting Financials (PCAF), the Asia Investor Group on Climate Change (AIGCC), and Climate Action 100+ (CA100+).
- Signs on to the World Economic Forum's Stakeholder Capitalism Metrics framework, disclosing information in its Sustainability Report based on all of the SCM indicators.
- Becomes a member of the RE100 Initiative; carbon reduction targets validated by the Science Based Targets (SBT).



2021

- Sets four major sustainability strategies – decarbonization, digitalization, empowerment, and connection – and related indicators and goals.
- Selected to the CDP's climate change "A List" and Supplier Engagement Rating Leaderboard in both 2020 and 2021.
- Fubon's CSR Report (for 2020) issued for the first time in accordance with the Sustainable Accounting Standards Board (SASB) standards for the insurance industry; report discloses ESG information related to investors.
- Fubon Life and Fubon Insurance both publish a 2020 Sustainability Report in 2021, which integrates PSI principles.
- Fubon issues the financial sector's first TCFD (Task Force on Climate-related Financial Disclosures) Report (for 2020).
- Establishes the Fubon Financial Holding. Co., Ltd. and Subsidiaries Sustainable Finance Policy.



2024

Joins the Partnership for Biodiversity Accounting Financials (PBAF) as a supporter

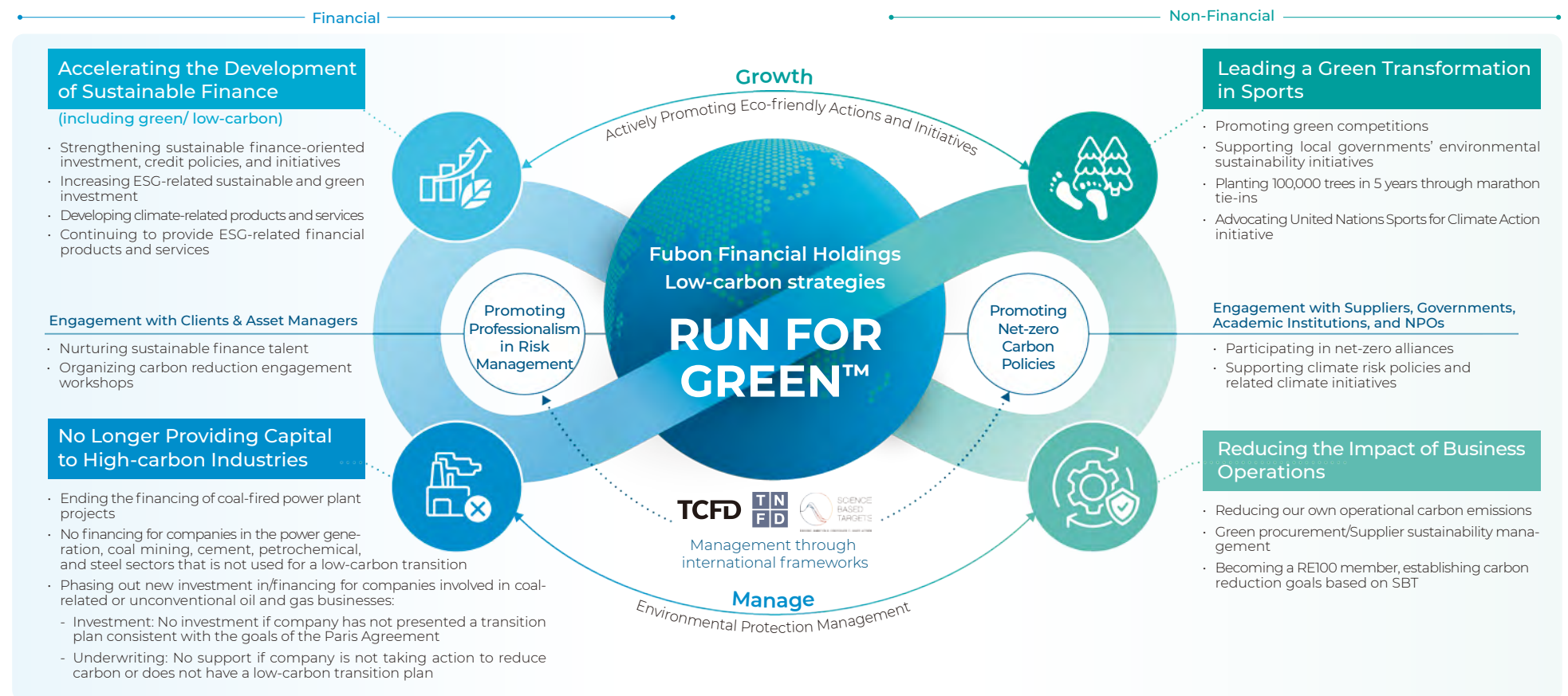


1.1 ESG Visioning Blueprint

1.1.1 Visioning Blueprint

Fubon Financial Holdings pursues its vision of becoming one of Asia's first-class financial institutions through its mission and brand concept of "Be positive, All possible™" and four core values of integrity, sincerity, professionalism, and innovation. In 2021, the Company revamped its ESG Visioning Blueprint by adopting four new strategies – decarbonization, digitalization, empowerment and connection – to create sustainable value for its stakeholders. As part of the initiative, sustainability goals were set for 2025. Progress on achieving the goals is reviewed annually, and goals are adjusted and optimized as necessary, including at the end of 2023, when additional indicators were set and the targets for several indicators were extended to 2030. These ongoing efforts to set quantitative indicators and track progress in meeting them reflect our resolve to fulfill our sustainability commitments.

The Company leverages its financial services and brand influence and uses both financial and non-financial activities to raise sustainability awareness and encourages society and industry to pursue low-carbon transitions. One non-financial initiative, for example, which embraces our most important decarbonization strategy is a "Run for Green™" campaign that links green competitions and plants trees. Fubon also continues to use its core financial competencies to promote green operations, support the green transformations of businesses, and maintain a constant focus on the importance of sustainability.



1.1.2 Sustainability Goals

Indicators (Units)	2024			2025 Goal	2030 Goal	Corresponding Section in Report
	Goal	Actual Result	Progress Made			
 <p>Decarbonization Use sustainable finance-related products and services to help customers pursue low-carbon transitions</p>						
<p>Green Finance (NT\$100 million) incl. low-carbon investment, green bond investment, green energy technology investment, green finance loans</p>	25,613	25,026	98%	25,966	29,108	▶ 3 Decarbonization - 2024 Highlights
<p>Participation in Green Bond Underwriting Cases (%) No. of cases Fubon participated in/total no. of green bond cases on the market</p>	33	56	✔ Goal achieved	34	45	▶ 3.2.2 Responsible Finance Performance
<p>Climate-related Products and Services (NT\$100 million) ^{Note 1} Fubon Insurance: green energy, natural disaster, sustainable insurance products</p>	62	81.3	✔ Goal achieved	70	74	▶ 3.2.2 Responsible Finance Performance
<p>New in 2024 No. of Sustainability Loss Prevention Service Cases ^{Note 2}</p>	660	661	✔ Goal achieved	680	750	▶ 3 Decarbonization - 2024 Highlights
<p>Carbon Reduction (compared to 2020 baseline, %)</p>	-16.9	-29.6	✔ Goal achieved	-21	-42	▶ 3.3.2 Low-carbon Operations

Indicators (Units)	2024			2025 Goal	2030 Goal	Corresponding Section in Report
	Goal	Actual Result	Progress Made			
<p>Customer Satisfaction (%)</p>	89 ^{Note 3}	88	99%	90	90	▶ 4.2.3 Customer Satisfaction and Complaints
<p>Digitalization Provide innovative services and experiences to satisfy customers' diverse financial needs</p>						
<p>Life</p> <p>Adjusted in 2024 YoY growth Growth in Digital Platforms Active Accounts (%)</p>	9	10.1	✔ Goal achieved	8	4	▶ 4.1 Innovative Technologies
<p>E-policies and "E-terms and Conditions Policies" Issued (%)</p>	23	38.6	✔ Goal achieved	25	30	▶ 4.1 Innovative Technologies
<p>Digital Financial Services</p> <p>Adjusted in 2024 YoY growth Growth in Digital Platforms Active Accounts (%)</p>	10	25.5	✔ Goal achieved	5	5	▶ 4 Digitalization
<p>Bank</p> <p>Share of Credit Cards/Personal Loans/Digital Account Openings Processed Online (%) ^{Note 4}</p>	85	87.1	✔ Goal achieved	90	90	▶ 4 Digitalization
<p>Adjusted in 2024 Qualitative indicators change to quantitative indicators Growth in Mobile Banking Active Accounts (%)</p>	20	24.8	✔ Goal achieved	10	10	▶ 4 Digitalization
<p>Insurance</p> <p>Adjusted in 2024 Calculated based on application rate (as % of total policies/certificates applied for) indicators E-policies and Electronic Compulsory Auto Liability Insurance Certificates Applied for (%)</p>	71	78.5	✔ Goal achieved	73	77	▶ 4.1 Innovative Technologies
<p>Securities</p> <p>E-trading Account Share of Natural Persons' Domestic Securities Trading Accounts ^{Note 5}</p>	84	85.7	✔ Goal achieved	87	91	▶ 4.1 Innovative Technologies

Note 1: Includes inward reinsurance business.



Note 2: Service helps clients mitigate sustainability risk through loss prevention recommendations, such as information security testing or green energy services.


Note 3: The 2024 goal for customer satisfaction shown in the 2023 Sustainability Report was incorrect. The correct figure is 89%.

Note 4: Share of Credit Cards/Personal Loans/Digital Account Openings Processed Online: Because digital accounts have transfer and amount restrictions, some customers choose to open regular savings accounts at bank branches to handle transactions they need to make, which affects the share of accounts opened online. As a result, the opening of regular savings accounts has been excluded from the calculations, and the goal was reset and its designation changed to "Share of Credit Cards/Personal Loans/Digital Account Openings Processed Online."

Note 5: E-trading account share of natural persons' domestic securities trading accounts: Goals for 2025 and 2030 revised upwards based on actual results in 2024 Q3.



	Indicators (Units)	2024			2025 Goal	2030 Goal	Corresponding Section in Report	
		Goal	Actual Result	Progress Made				
 <p>Empowerment Support diversity, equity and inclusion to foster a friendly, healthy, and happy workplace</p>	Continue to be Selected as a Constituent of the Taiwan High Compensation 100 Index		Selected	Selected	✓ Goal achieved	Selected	▶ 5.3.2 Talent Retention	
	Employee Engagement Survey	Degree of Engagement (Score)	77	68	88%	77 or above every year	▶ 5.3.2 Talent Retention	
		Participation Rate (%)	80	94	✓ Goal achieved	80% or above every year	▶ 5.3.2 Talent Retention	
	Employee Participation in Wellness and Health-related Activities	Total No. of Times	11	15.5	✓ Goal achieved	11	12	▶ 5.4.2 Workplace Health and Energy
		Average No. of Times Each Employee Participated	7.2	8.1	✓ Goal achieved	7.2 or above every year	▶ 5.4.2 Workplace Health and Energy	
	 <p>New in 2024 DEI</p>	Share of Employees that are Women (%)	50	62	✓ Goal achieved	50% or above every year	▶ 5.1.1 Employee Demographics and Workplace Equality	
		Share of Managers that are Women (%)	45	56	✓ Goal achieved	45% or above every year	▶ 5.1.1 Employee Demographics and Workplace Equality	

	Indicators (Units)	2024			2025 Goal	2030 Goal	Corresponding Section in Report		
		Goal	Actual Result	Progress Made					
 <p>Connection Connect Fubon's five foundations with positive energy and expand their impact on society</p>	Education Promotion (No. of times people participated)		904,015	4,639,347	✓ Goal achieved	947,633	3,084,100	▶ 6.2.3 Empowerment and Promotion	
	Health Promotion (No. of times people participated)		389,448	239,041	61%	417,785	898,384	▶ 6.2.3 Empowerment and Promotion ▶ 6.3 Facilitating Health	
	Care for the Disadvantaged (No. of times people participated)		178,672	319,285	✓ Goal achieved	182,614	198,579	▶ 6.4.1 Social Support	
	 <p>New in 2024 Employee Volunteerism (No. of hours volunteered)</p>		24,500	22,792	91%	25,000	27,500	▶ 6.4.1 Social Support	
	 <p>New in 2024 Financial Inclusion</p>	Insurance	No. of Innovative Financial Inclusion-related Products or Services (Cases) ^{Note 6}	1	1	✓ Goal achieved	1	1	▶ 6.1.1 Accessible Financial Products and Services
		Securities	Cumulative No. of People on Taiwan Stock-related Regular Savings Investment Plans (No. of people) ^{Note 7}	126,000	157,555	✓ Goal achieved	200,000	322,102	▶ 4.1 Innovative Technologies
		Financial Education Promotion – Money Management Event (No. of people reached)		750	1,389	✓ Goal achieved	800 ^{Note 8}	1,000	▶ 6.2.1 Financial Education
		Anti-money Laundering Promotion (No. of people reached) ^{Note 9}		501,100	1,298,606	✓ Goal achieved	501,550	503,800	▶ 6.2.2 Fraud Prevention and Education
		Microinsurance Cooperation Programs (No. of beneficiaries) ^{Note 10}		33,000	113,544	✓ Goal achieved	33,000	85,000	▶ 6.1.1 Accessible Financial Products and Services

Note 6: Fubon Insurance no. of innovative financial inclusion-related products or services: Goal is to increase the number by at least one every year starting in 2024, or by a total of seven by 2030.

Note 7: Cumulative No. of People on Taiwan Stock-related Regular Savings Investment Plans: Goals for 2025 and 2030 revised upwards based on actual results in 2024 Q3.

Note 8: The 2025 goal for "Financial Education Promotion – Money Management Event" shown in the 2023 Sustainability Report was incorrect. The correct figure is 800 people reached.

Note 9: Anti-money laundering promotion: Includes the Anti-Money Laundering Trends Forum (online and offline), Fubon AML Lectures (online), DMs on blocking/preventing fraud, and publicity videos.

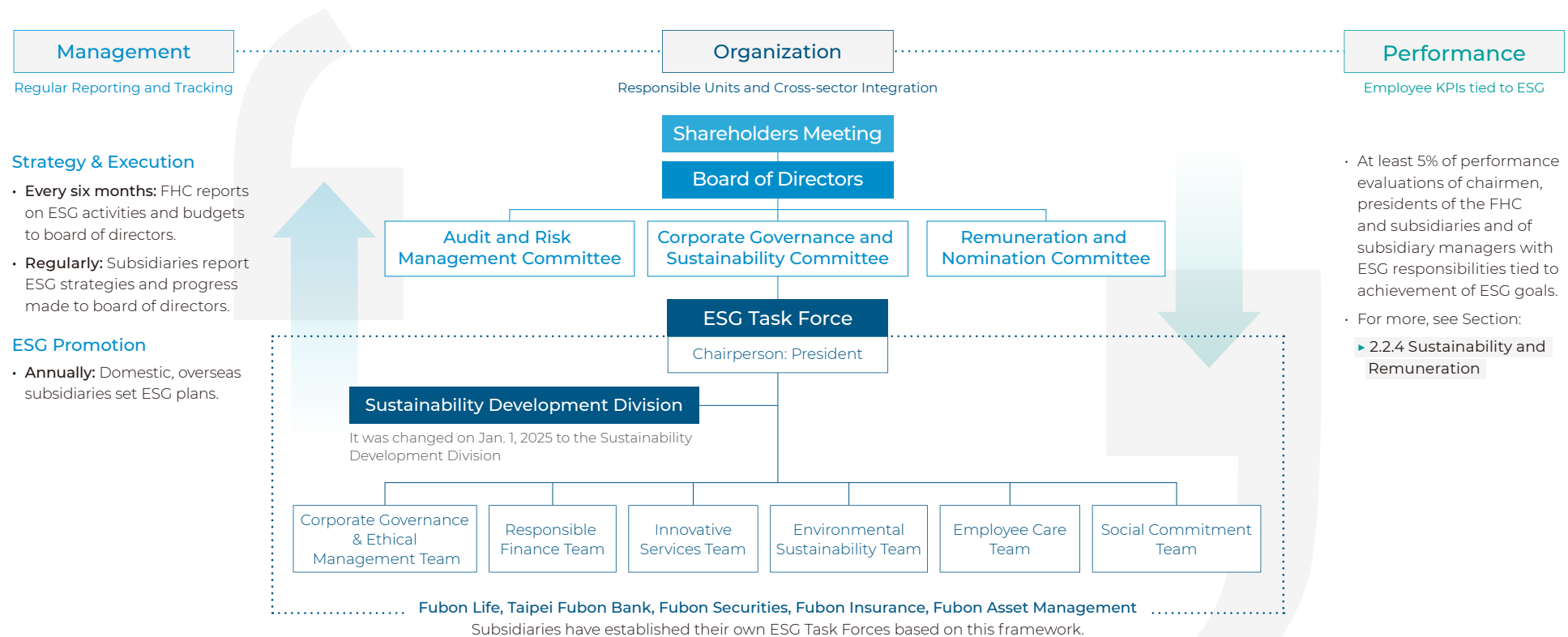
Note 10: Microinsurance cooperation programs: These initiatives are sponsorships of city, county governments, and private social welfare groups.

1.2 Operating Sustainably

Operations Mechanisms

In 2015, Fubon Financial Holdings launched an ESG Visioning Project to help Fubon units manage the opportunities and challenges brought by the many risks they face and address issues of concern to stakeholders. The board of directors was made the top oversight unit responsible for promoting sustainability, and an ESG Task Force was set up under the board's Corporate Governance and Sustainability Committee, with the Sustainability Development Division as its secretarial unit. Headed by Fubon Financial Holdings' president, the ESG Task Force has six specialized teams headed by senior managers of related units to promote sustainability strategies and monitor the organization's ESG activities. They present their annual ESG plans at the beginning of each year and progress reports every six months to the Company's Corporate Governance and Sustainability Committee for review and then to the board of directors. Meanwhile, Fubon's five main subsidiaries – Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities and Fubon Asset Management – have also established their own ESG Task Forces to echo the financial holding company's sustainability blueprint and strategies through their own financial competencies and put them into practice in their businesses.

Fubon Financial Holdings revised the "Fubon Financial Holding Co., Ltd. and Subsidiaries Internal Control System" in November 2024 to strengthen the Company's management of sustainability information and improve the quality of its disclosures by incorporating the management of sustainability information into the internal control system. In December 2024, the Company established the "Fubon Financial Holding Co., Ltd. and Subsidiaries Sustainability Information Management Rules," which lay out mechanisms used for collecting, recording, preserving, processing and preparing sustainability information to improve the reliability of such information.



1.3 Material Topics and Stakeholders

1.3.1 Materiality Analysis

Fubon Financial Holdings conducts an annual materiality analysis of sustainability topics based on the GRI Standards and the AA1000 Stakeholder Engagement Standard (AA1000SES). A three-phase “identify, analyze, confirm” process is used to identify material topics related to sustainability. The GRI Universal Standards 2021 and GRI Material Topics 2021 then help assess the impacts of the sustainability topics from economic, environmental and social perspectives, which serves as a reference for Fubon Financial Holdings in planning its sustainability strategy and compiling its Sustainability Report.

During the materiality analysis, Fubon not only observes the level of concern of stakeholders over each issue, but also employs a double materiality approach to assess how topics’ “impact on operations” affect enterprise value and the extent of those issues’ “sustainability impact” on the economy, environment or society to determine which topics are truly material.

Phases	Steps	Results	Description
Phase 1: Identify	Identify Communication Targets	8 stakeholders	Every year, the ESG Task Force’s secretarial unit (the Sustainability Development Division), the Task Force’s teams, and consultants review the Company’s main stakeholders based on the AA1000 Stakeholder Engagement Standard to determine if they are still relevant. The Company’s main stakeholders in 2024 were generally similar to those in 2023. In 2024, the main stakeholders were identified as competent authorities, customers/potential customers, employees/potential employees, the media, shareholders/investors, communities/NPOs/NGOs, domestic and foreign sustainability groups and ratings institutions (including associations and academic groups), and suppliers.
	Compile ESG Impact Topics/Sustainability Topics	26 impact topics Compiled into 16 sustainability topics	In 2024, the Company commissioned a consulting firm to gather the opinions of the eight major stakeholders on the existing due diligence and stakeholder management mechanisms of the financial holding company and its subsidiaries. The feedback was used to establish a list of impacts and corresponding sustainability topics. There was a total of 26 impacts, 14 of which were positive impacts, and 12 of which were negative impacts. These were consolidated into 16 sustainability topics.
Phase 2: Analyze	Impact Survey and Assessment	Reviewed 30 internal management mechanisms and social media trends	In 2024, members of the Fubon Financial Holdings and subsidiaries ESG Task Force conducted an assessment of the 26 positive and negative impacts based on their “degree of impact” and “likelihood” with the help of 57 valid questionnaires. In 2025, Fubon Financial Holdings identified real and potential risks and adjusted the results of the previous year by taking into account internal management mechanisms (such as tip-off channels, compliance systems, employee complaint mailboxes, customer complaint hotlines, and information incident reporting and handling procedures) and understanding stakeholder opinions and Fubon Financial Holdings’ external impacts. After reviewing 30 internal management mechanisms, Fubon adjusted the likelihoods of three impact topics occurring and the descriptions of the impacts of two impact topics. It also used analytical tools to analyze internet news and social media and did not find any evidence that Fubon created negative impacts in 2024.
	WEF Global Risk Assessment	Found 12 impact issues	Used the top 10 short-term (two years) risks identified in the World Economic Forum’s 2025 Global Risks Report and determined whether those risks increased the likelihood of positive or negative impacts, and adjusted the likelihood of the Company’s impacts based on the results; the likelihood of 12 impacts were adjusted based on this assessment.
	Impact Significance	Matrix of positive and negative impacts	A matrix of the positive and negative material topics identified was drawn based on each topic’s likelihood and significance of impact, and then those topics were consolidated into sustainability topics; based on the GRI 3 standards, human rights-related topics were given priority to be elevated to material topics.
	Operational (Financial) Materiality Assessment	Collected 18 questionnaires	Linking ESG promotion to core business development represents a key principle in Fubon Financial Holdings’ efforts to drive sustainability. Focused on the head of Fubon Financial Holdings’ ESG Task Force and other top managers with ESG responsibilities, the assessment was based on a financial materiality questionnaire covering four commercial areas – revenue, costs, risks, and commercial reputation – to determine the financial materiality score of each impact. A total of 18 questionnaires were completed.
	Double Materiality	Double materiality matrix	A double materiality matrix was developed based on each issue’s “Operational (Financial) Materiality Assessment” and “Significance of Impact.”
Phase 3: Confirm	Confirm Material Topics	11 material topics	After the assessment, there were 11 material sustainability topics, identified as: (1) information security, (2) risk management, (3) corporate governance and ethical management, (4) sustainable finance, (5) fintech and innovation, (6) customer relationship management, (7) safeguarding shareholder rights, (8) achieving net-zero emissions goals, (9) health and life protection, (10) healthy workplace, and (11) protection of workers’ human rights. Meanwhile, the double materiality matrix generated by the double materiality assessment also identified double materiality topics with significant impacts both internally and externally (for more, see the section below on Double Materiality Assessment Results).
	Reporting	Approved	The results of the sustainability topic impact and double materiality assessments were reported to the Company’s Corporate Governance and Sustainability Committee and the board of directors, and were approved.
	GRI	14 topics	After the material issues were identified, they were linked to 14 GRI topics, as disclosed in the table of material topics below.

Sustainability Material Topic Impact Assessment Results

Fubon Financial Holdings assesses impact materiality based on the likelihood of each topic's impact and the significance of those impacts, in compliance with "GRI 3: Material Topics" principles. The assessment offers insight into the scale and scope of each impact and irremediable character of an impact and its frequency and likelihood. The results of the completed questionnaires and the overall scores for the likelihood and significance of the impact are used to assess the materiality of the positive and negative impact of each issue. For negative impacts, Fubon Financial Holdings prioritizes impacts that are difficult to remedy (including the severity and scope of the impact) in ranking negative impacts, and considers any impact for which the significance of the impact exceeds a "medium" level as a negative material impact. For positive impacts, Fubon considers their overall significance of impact (including the scale and scope of the impact) and their likelihood. They are ranked based on the materiality score obtained by multiplying the scores of the two axes. Any impact with a medium or high materiality score is defined as a positive material impact.

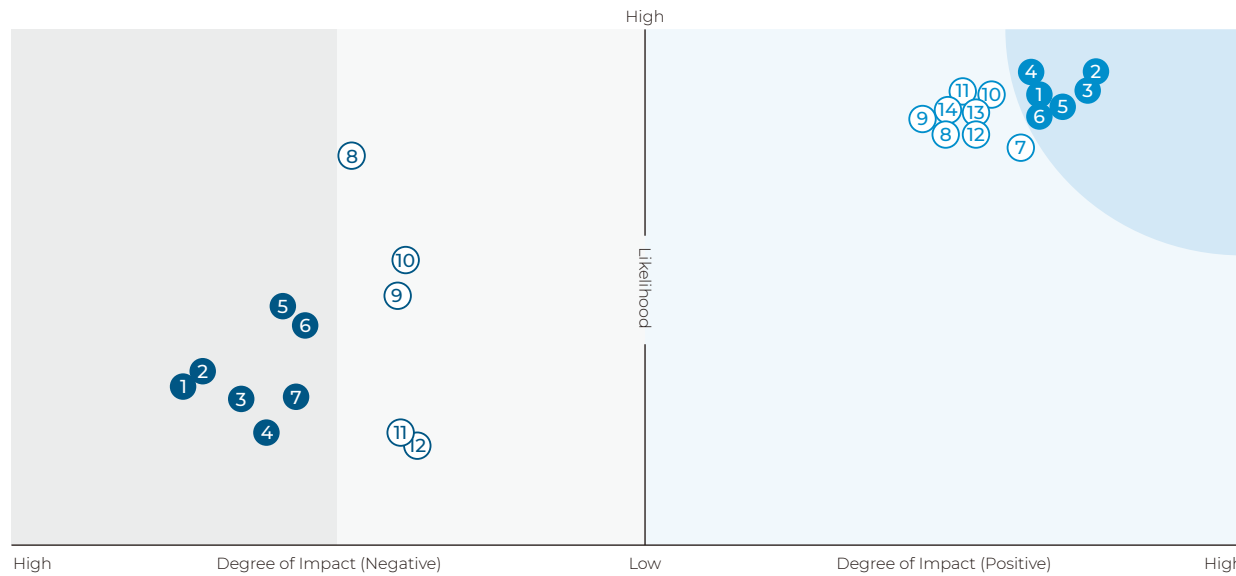
Fubon Financial Holdings then consolidated those positive and negative impacts into 16 topics based on their external environmental, economic and social impacts and then prioritized the selection of topics related to the human rights of stakeholders to come up with 11 material topics and five topics of concern, as displayed in the chart below.

Sustainability Topics	Impact	Impact Description	Economic	Environmental	Human	Corresponding Top 10 Risks from 2025 WEF Global Risks Report
Material Topics						
Information Security	Negative	Adverse effects of information security incidents				Cyber espionage and warfare
	Negative	Leak of corporate and customer information				Cyber espionage and warfare
Risk Management	Negative	Inadequate risk				State-based armed conflict, geo-economic confrontation
	Negative	Business interruption				Extreme weather events, state-based armed conflict, cyber espionage and warfare
Corporate Governance and Ethical Management	Negative	Involvement in criminal activities such as terrorism financing or money laundering				
	Negative	Inadequate corporate governance				
Sustainable Finance	Negative	Environmental and social impacts caused by financial products and services				Extreme weather events, pollution, and erosion of civic freedoms
	Positive	Promoting the sustainable development of industry through financial services				
Fintech and Innovation	Negative	Better, more convenient financial services through digital innovation				
Customer Relationship Management	Negative	Customer complaints and disputes				
	Positive	Protecting customer rights				

(Continue)

Sustainability Topics	Impact		Impact Description	Economic	Environmental	Human	Corresponding Top 10 Risks from 2025 WEF Global Risks Report
Protecting Shareholder Rights	Positive	Protecting shareholder rights	The company follows appropriate operational strategies and its good performances results in sustained profits, creating greater economic value for the country and shareholders.	●		●	
Achieving Net-zero Emissions	Positive	Achieving net-zero emissions	Investments, loans, or other climate actions lead businesses and industries to pursue sustainable transformations, helping them achieve net-zero emissions and reduce their environmental footprints.		●		
Health and Life Protection	Positive	Safeguarding customers' assets	Promote financial education to reinforce financial concepts among our employees and outside stakeholders and to achieve the ultimate goal of protecting customers' wealth and their financial security.	●		●	Misinformation and disinformation
	Positive	Safeguarding customers' health, financial health	Strengthen the protection of customers' health and lives through financial products and services, help customers fulfill their life plans and goals, and enhance their living standards and those of their families.			●	
Healthy Workplace	Negative	Occupational accidents and harm to employee health	Work injuries, occupational accidents or stress in the workplace affect the rights and interests of employees, suppliers, and other stakeholders.			●	
	Positive	Employee health promotion	The ongoing optimization of the workplace environment and of workplace safety and health keeps employees healthy.			●	
Protection of Workers' Human Rights	Negative	Workplace human rights violations	One's own employees, suppliers, and customers treated inappropriately or face discrimination, or are subject to rights infringements such as overtime/forced labor.			●	Erosion of human rights and civic freedoms
	Positive	Worker protection and workplace inclusivity	Protect the rights of vulnerable groups, including women and people with disabilities, and nurture a diverse, equal workplace environment free of discrimination and harassment.			●	Societal polarization, inequality (wealth, income)
Topics of Concern							
Multifaceted Philanthropic Platform	Positive	Support for public welfare	Help the economically vulnerable or other special groups, or promote healthy and eco-friendly lifestyles through social engagement, public welfare/charity campaigns or collaboration with social welfare groups.			●	Inequality (wealth, income)
Talent Development and Retention	Positive	Talent cultivation	Encouraging industry professionals to gain more knowledge supports the industry's development; providing complete training programs strengthens employees' skills and competitiveness, benefiting their future career development.	●		●	
	Positive	Competitive compensation and benefits	Giving employees good jobs and development opportunities as well as competitive salaries and a full range of benefits supports the sector's sound development.	●		●	Inequality (wealth, income)
Supplier Management	Negative	Inadequate supplier management	Poor management of suppliers results in problems such as the generation of environmental pollution or the infringement of labor or human rights.		●	●	Erosion of human rights and civic freedoms
	Positive	Growing with suppliers	Using procurement to spur supplier development positively affects their operational and sustainability decisions and contributes to enhancing overall economic resilience.	●			
Financial Inclusion	Positive	Supporting the economically vulnerable	Providing preferential conditions or exclusive financial services to people who are economically vulnerable or to special groups gives them greater and more convenient access to financial services; supporting company transitions and enterprise development spurs more commercial activity that brings greater social benefit.	●		●	Inequality (wealth, income)
Low-carbon Operations	Negative	Resource consumption	The consumption of energy resources through one's own operations results in adverse environmental impacts or the exacerbation of climate change.		●	●	

► 2024 Fubon Financial Holdings Positive and Negative Impact Matrix



Impact Negative

- 1 Adverse effects of information security incidents
- 2 Leak of corporate and customer information
- 3 Inadequate risk management
- 4 Business interruption
- 5 Involvement in criminal activities such as terrorism financing or money laundering
- 6 Inadequate corporate governance
- 7 Environmental and social impacts caused by financial products and services
- 8 Customer complaints and disputes
- 9 Occupational accidents and harm to employee health
- 10 Workplace human rights violations
- 11 Inadequate supplier management
- 12 Resource Consumption

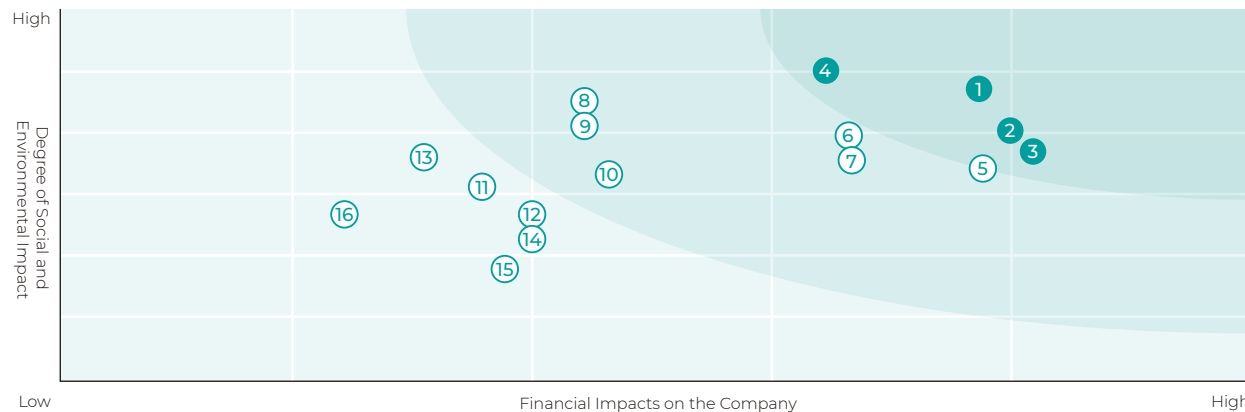
Impact Positive

- 1 Promoting the sustainable development of industry through financial services
- 2 Better, more convenient financial services through digital innovation
- 3 Protecting customer rights
- 4 Protecting shareholder rights
- 5 Achieving net-emissions goals
- 6 Safeguarding customers' assets
- 7 Safeguarding customers' health, financial health
- 8 Employee health promotion
- 9 Worker protection and workplace inclusivity
- 10 Philanthropy
- 11 Talent cultivation
- 12 Competitive compensation and benefits
- 13 Growing with suppliers
- 14 Supporting the economically vulnerable

Double Materiality Assessment Results

Aside from considering the economic, environmental, and human impact of material topics, Fubon Financial Holdings goes a step further to assess the effect of a material topic on the organization's operations and does that with a double materiality analysis. The head of Fubon's ESG Task Force and other top managers determine a financial materiality score for the potential impact of the above-mentioned material topics on four aspects of the organization's operations: costs, revenue, commercial reputation, and risk. It then calculates the "significance of external impact" results to generate a double materiality matrix and identify double materiality topics with significant impacts both internally and externally.

► 2024 Double Materiality Matrix



- 1 Information security
- 2 Risk management
- 3 Protecting shareholder rights
- 4 Fintech and innovation
- 5 Corporate governance and ethical management
- 6 Sustainable finance
- 7 Customer relationship management
- 8 Achieving net-zero emissions goals

- 9 Health and life protection
- 10 Talent development and retention
- 11 Financial inclusion
- 12 Healthy workplace
- 13 Multifaceted philanthropic platform
- 14 Protection of workers' human rights
- 15 Low-carbon operations
- 16 Supplier management

1.3.2 Material Topic Management

Material Topics	Material Topic Elements	Position of Impact in the Value Chain	GRI Topic	Material Topic Management Disclosure	
Corporate Governance	Information Security*	Information security risk management, alignment with laws and regulations, information security awareness enhancement, defense in depth	● ●	GRI 418 Customer Privacy	▶ 2.4.4 Information Security Management
	Corporate Governance and Ethical Management*	Independence and diversity of the board of directors, board of director operations, board of director performance evaluations, continuing education for directors, ethical management policies and systems	● ●	GRI 201 Economic Performance GRI 205 Anti-corruption GRI 206 Anti-competitive Behavior GRI 405 Diversity and Equal Opportunity	▶ 2.2 Corporate Governance ▶ 2.3 Ethical Management ▶ 2.4 Risk Management
	Risk Management*	Risk management structure and policies, emerging risk management, climate change risk management, biodiversity (TNFD) assessment, human rights risk management, risk culture establishment	●	GRI 201 Economic Performance	▶ 2.1.2 Operating Performance ▶ 2.4 Risk Management
	Protecting Shareholders' Rights*	Operational strategies, performance and profits, creation of economic value	●	GRI 201 Economic Performance	▶ 2.1.2 Operating Performance
Decarbonization	Sustainable Finance*	Green finance, green bond underwriting, responsible investment, thematic investing and ESG funds	● ●	GRI 201 Economic Performance GRI 203 Indirect Economic Impacts	▶ 2.4.2 ESG Risk Management ▶ 3.2.2 Responsible Finance Performance ▶ 3.2 Low-carbon Finance
	Achieving Net-zero Emissions*	Reduce operational emissions, support climate action, assist clients with low-carbon transitions	● ● ●	GRI 302 Energy GRI 305 Emissions	▶ 3.1 Net-zero Targets ▶ 3.2 Low-carbon Finance ▶ 3.3 Green Operations
Digitalization	Fintech and Innovation*	Fintech, mobile services, innovative services and products	●	GRI 203 Indirect Economic Impacts	▶ 4.1 Innovative Technologies
	Customer Relationship Management*	Customer management, customer satisfaction, comprehensive claim settlement procedures and services	● ● ●	GRI 416 Customer Health and Safety GRI 417 Marketing and Labeling	▶ 4.2 Customer Relationship Management ▶ 4.2.3 Customer Satisfaction and Complaints
Empowerment	Healthy Workplace	Marriage and child care programs, health and safety risk management and facilitation programs, encouragement of employee participation in a variety of social issues	● ●	GRI 403 Occupational Health and Safety	▶ 5.4 Friendly Care and Health-Facilitating Activities
	Protection of Workers' Human Rights	Employee rights, suppliers' human rights, investment and loan human rights, customer privacy	● ● ●	GRI 405 Diversity and Equal Opportunity GRI 406 Nondiscrimination GRI 407 Freedom of Association and Collective Bargaining GRI 409 Forced or Compulsory Labor	▶ 2.4.2 ESG Risk Management ▶ 5.1 Diversity, Equity, Inclusion ▶ 5.2 Human Rights and Communications
Connection	Health and Life Protection*	Covers health risks, risk assessments of longevity/emerging diseases at different ages, and the planning and provision of insurance products and services related to daily living	● ●	GRI 416 Customer Health and Safety	▶ 6.3 Facilitating Health

Note: 1. *Has double materiality

2. Position of Impact in the Value Chain: ● Suppliers, ● Own Operations, ● Financial Products/ Services and Investments and Loans

1.3.3 Stakeholder Communication

Fubon Financial Holdings reviews its list of stakeholders annually, and after the 2024 review, the list remained generally the same as in 2023. Fubon Financial Holdings communicates closely with these stakeholders, and the main aspects of those communications are reported to the board of directors every six months. The status of communications in the first half of 2024 and as of the end of November was reported to the Corporate Governance and Sustainability Committee and the board of directors in August 2024 and January 2025, respectively. The table below describes communication activities for all of 2024.

Stakeholder	Sustainability Topics	Due Diligence and Communication Methods/Frequency	Communication Activities in 2024
Shareholders/ Investors	<ul style="list-style-type: none"> Protecting shareholders' rights Corporate governance and ethical management Sustainable finance 	<ul style="list-style-type: none"> Shareholders meeting held annually. Investor conference held quarterly. Revenues reported monthly. Participation in domestic/foreign investor forums to discuss the Company's finances and business. Contact persons, email addresses for investors posted on Investor Relations and Stakeholders web pages. 	<ul style="list-style-type: none"> Held a shareholders meeting and reported shareholder opinions every quarter, strengthening the management of our communications with shareholders. Interacted directly with investors through visits, online and telephone communications, and participation in meetings organized by outside institutions, including Goldman Sachs, J.P. Morgan, BofA, HSBC, QIC, UBS, Citi and Morgan Stanley. ESG-related developments were among the areas covered. Held 2024 Q1, Q2, and Q3 and 2023 full year bilingual investor conferences that could be accessed on site, online, or by phone. ESG-related developments were among the areas covered.

(Continue)



Stakeholder	Sustainability Topics	Due Diligence and Communication Methods/Frequency	Communication Activities in 2024
Customers	<ul style="list-style-type: none"> Corporate governance and ethical management Health and life protection Information security Customer relationship management Fintech and innovation 	<ul style="list-style-type: none"> Customer satisfaction surveys conducted regularly. Corporate seminars and risk management courses held occasionally. Customer complaint channels and customer service hotline available. 	<ul style="list-style-type: none"> Annual customer satisfaction surveys conducted to gauge satisfaction with key products and services. Brand survey conducted annually, quantitative data from questionnaires and qualitative data from interviews at seminars used to track the perceptions consumers and customers have of the Fubon brand. Teamed up with 36 other financial institutions to form an Eagle Eye Anti-Fraud Alliance and build an anti-fraud protection network in Taiwan. See Section ▶ 6.2.2 Fraud Prevention and Education for more details.
Competent Authorities	<ul style="list-style-type: none"> Corporate governance and ethical management Sustainable finance Information security Risk management Achieving net-zero emissions Protection of Workers' Human Rights 	<ul style="list-style-type: none"> Annual report and sustainability report issued annually; shareholders meeting held annually. CPA-audited financial statements released quarterly. Operating data compiled and revenue reported monthly as required by competent authorities. Occasional participation in seminars and briefings held by competent authorities. Occasional visits made to regulatory agencies to share experiences. 	<ul style="list-style-type: none"> Named as a constituent of the Taiwan Stock Exchange's "Taiwan Corporate Governance Top 100 Index". Issued financial statements, an annual report and a Sustainability Report as required by regulatory authorities. The Ministry of Environment held a series of hybrid forums during COP29 that focused on the key topics and issues discussed at COP29. They particularly zeroed in on the needs of the net-zero ecosystem created domestically through industry-academia-public sector collaboration. Fubon Financial Holdings was invited to present its green finance initiatives. Was invited to participate in the Taiwan Stock Exchange's Corporation "Growing Taiwan's Capital Markets Summit" and took part in the ESG net-zero emissions discussion and the evening banquet. Participated in the Taiwan Stock Exchange Corporation's "Sustainable Development Committee and Chief Sustainability Office Seminar" to understand the role and practices of sustainable development committees in publicly listed companies. Participated in the Taiwan Stock Exchange Corporation's "Survey on Sustainable Development Issues of Concern" to help identify material issues related to sustainability. The management of Taipei's Department of Transportation visited Fubon's offices to exchange views on government and private sector practices in pursuing carbon reduction targets. Taipei Fubon Bank assisted the Taipei City Government in becoming the first government at any level in Taiwan to issue social responsibility bonds, with the funds raised to be channeled into sustainable infrastructure. The goal is to accelerate the net-zero transition and give city residents a better living environment.
Employees	<ul style="list-style-type: none"> Corporate governance and ethical management Healthy workplace Protection of workers' human rights 	<ul style="list-style-type: none"> Employee engagement survey conducted every 2 years. Senior managers present their expectations for employees and the operational outlook at the beginning of each year. Labor-management meetings and occupational safety and health meetings held quarterly. Collective bargaining agreements regularly negotiated. Training courses, volunteer days, and other activities held occasionally. Has established an "Employee Grievance" section on Fubon's internal website. Has set up a Remuneration and Nomination Committee. 	<ul style="list-style-type: none"> With the collective bargaining agreements reached by Taipei Fubon Bank, Fubon Securities and Fubon Futures set to expire, new negotiations were held with the unions of Taipei Fubon Bank and Fubon Financial Holdings. They were completed in November 2024 and new agreements were signed, and they will promote labor-management stability and harmony. 2024 employee engagement survey had participation rate of 94%. Labor-management meetings discussed worker benefit and working condition issues and helped coordinate labor-management relations, promoting labor-management cooperation. Founded the "Fubon ESG Club"; for details, see Section ▶ 5.3.1 Talent Development. Organized two "Fubon Employee Sustainability" events; for details, see Section ▶ 5.4.2 Workplace Health and Energy. Employee complaint cases handled based on existing procedures within set deadlines, and employees were given responses in writing or by phone; the cases were processed and settled in an effective and comprehensive manner. The Remuneration and Nomination Committee assessed the salaries and overall remuneration of managers and submitted its recommendations to the board of directors, fully carrying out the assessment mechanism for manager salaries and remuneration.
Community/NPOs/NGOs	<ul style="list-style-type: none"> Sustainable finance Healthy workplace Protection of workers' human rights 	<ul style="list-style-type: none"> The Fubon Sustainability Forum is held annually. Communicates green competition concepts whenever possible. Activities and donations publicly shared on foundations' websites. 	<ul style="list-style-type: none"> Fubon Financial Holdings was invited to attend the WTO's Public Forum and gave a presentation titled "Utilizing Financial Tools: The Financial Sector Also Can Contribute To Greener Production Sectors." It shared with public sector, academia, and private sector representatives in attendance how financial institutions play a key role in driving net-zero initiatives. Teamed up with the Fubon Cultural and Educational Foundation and the National Taiwan University Risk Society and Policy Research Center to organize the Fubon Sustainability Forum; themed "Industrial, Financial Sectors Bridging Gap in Sustainable Transformations," the forum used a "sustainable finance" framework to look at how financial institutions affect companies and industries in dealing with global environmental, social and governance challenges and their overall social impact. Teamed up with the Centre for Asian Philanthropy and Society (CAPS) to organize a workshop that explored new ways of thinking about philanthropic activities. Took part in World Vision's 60th anniversary forum and shared how the Fubon Group has harnessed positive energy to pull together the public welfare ecosystem, starting with understanding where the gaps in the social welfare system are. Fubon then fills those gaps through education, child care and long-term care initiatives, creating a virtuous cycle of social investment and a holistic philanthropic platform. Fubon Financial Holdings and Taiwan Mobile jointly sponsored research on Academia Sinica net-zero technologies (such as: geothermal, ocean energy, methane pyrolysis, biomass carbon sink, and high efficiency solar power); took part in the Yuanshan geothermal exploration well drilling ceremony in Yilan County at the end of 2024.
Domestic, foreign sustainability groups (incl. sustainability experts and associations)	<ul style="list-style-type: none"> Corporate governance and ethical management Sustainable finance Risk management Achieving net-zero emissions Protection of workers' human rights 	<ul style="list-style-type: none"> The Fubon Sustainability Forum is held annually. Communicates green competition concepts whenever possible. Activities and donations publicly shared on foundations' websites. 	<ul style="list-style-type: none"> Joined the PBAF as a supporter and developed disclosures related to the TNFD's risk and impact management domain in response to sustainability trends involving natural environment issues. Selected to the DJSI World Index and DJSI Emerging Markets Index, and was ranked in DJSI Sustainability Yearbook. Selected as a constituent of the Taiwan Sustainability Index. Participated again in the annual DJSI sustainability assessment, CDP questionnaire, and MSCI ratings survey, and communicated with ratings analysts by letter and online messages. Fubon contacts experts on various aspects of sustainability every year for suggestions; in 2024, Company made seven visits to a total of 13 experts to seek out their opinions. Participated in the Taiwan Institute for Sustainable Energy Research's expert meeting on ESG and net-zero benchmarking in the global banking sector; analyzed five international benchmark banks and shared observations on sustainability information disclosures.

(Continue)

Stakeholder	Sustainability Topics	Due Diligence and Communication Methods/Frequency	Communication Activities in 2024
Suppliers	<ul style="list-style-type: none"> Achieving net-zero emissions Protection of workers' human rights Corporate governance and ethical management Information security Risk management Healthy workplace Supplier management Business continuity management 	<ul style="list-style-type: none"> Supplier ESG training and a ESG conference with suppliers organized annually. ESG evaluation of suppliers conducted annually. Supplier ESG Conference held annually. 	<ul style="list-style-type: none"> Offered a digital course on "How to Manage Business Continuity" through Fubon's electronic procurement system; suppliers were required to complete this online course before accessing the system to get tender documents and submit bids. Referred to PAS 7000, GRI standards, CERES, ISO 20400 and other international standards to design sustainability assessment questionnaires that suppliers in the electronic procurement system who did a certain amount of business with Fubon were asked to fill out; a total of 98% responded. Expanded engagement targets to non-critical suppliers, and completed ESG engagements with 14 suppliers as part of an ongoing process to engage with groups of suppliers every year. Held a Supplier ESG Conference at which suppliers with outstanding evaluations and excellent performances were commended; those suppliers were invited to share their experiences with their sustainability transitions, and green energy operators discussed the importance of companies developing green energy to strengthen their competitiveness.
Media	<ul style="list-style-type: none"> Protecting shareholder rights Corporate governance and ethical management Customer relationship management 	<ul style="list-style-type: none"> Quarterly investor conferences are open to the media. Press releases issued occasionally. Dedicated divisions and personnel are in charge of communicating with and responding to the media. 	<ul style="list-style-type: none"> Quarterly investor conferences were open to the media; at the investor conferences, the Company presented a summary of its operations and progress on ESG initiatives, and the Company's president answered media questions. Fubon Financial Holdings subsidiaries issued a combined 404 press releases and held occasional press conferences.

1.3.4 Promoting Business Development and Public Welfare Engagement

Fubon Financial Holdings has always paid close attention to the interplay between corporate operations and environmental, social and macroeconomic changes. Through our involvement in associations that have some influence over the policy-making process, Fubon can offer suggestions to the government on issues concerning the environment, society, and industrial and economic development. To further support the development of Taiwan's financial sector, Fubon Financial Holdings and its subsidiaries participate in the trade associations representing their particular sectors, and the president, chief risk officer and chief information security officer of the financial holding company are members of the Bankers Association's Financial Holding Business Committee, Risk Management Committee, and Fintech Innovation Development Committee, respectively. Meanwhile, Fubon Life and Fubon Insurance take part in the task forces of the Life Insurance Association and Non-Life Insurance Association of the Republic of China, respectively, to discuss plans for the schedule for Scope 3 emissions disclosures and assurance (verification). At the same time, Taipei Fubon Bank participated in the task forces of the Bankers Association of the Republic of China on a manual covering the domestic banking sector's handling of financed emissions from investment and loan portfolios (Scope 3) and a project on improving climate change scenario analysis. These are just some examples of their active participation in activities organized by regulatory authorities and related associations.

Facilitating Industry Development and Public Consultations (Unit: NT\$)

Contributions and other spending	2021	2022	2023	2024
Lobbying, interest representation	480,000	717,000	1,710,000	1,610,000
Trade associations or tax-exempt groups (e.g. think tanks)	534,800	536,300	304,300	474,300
Total contributions and other spending	1,014,800	1,253,300	2,014,300	2,084,300

Note: 1. Organizations included above are those with an influence on policy; coverage was 100%.

2. Political organizations/candidates and other activities (such as spending related to ballot measures or referendums): There have been no related donations and expenditures in recent years.

Amount Spent on Sustainable Development and Trade/Economic Groups (Unit: NT\$)

Issue or Topic	Participation Approaches	Total spent in 2024
Taiwan's Trade and Economic Development	Fubon Financial Holdings is a member of the Chinese National Association of Industry and Commerce, Taiwan Financial Services Roundtable, the American Chamber of Commerce in Taipei, the Chung-Hua Institution for Economic Research, and the Chinese International Economic Cooperation Association. Fubon participates in meetings, seminars and other activities, also offering suggestions and taking part in surveys. It also makes suggestions to the government on environmental protection and industrial upgrading and transformation, as well as on accelerating the digitalization process post-COVID and enhancing regulations related to information security, personal data management, and talent development.	1,644,300
Corporate Sustainability	Fubon Financial Holdings is a member of the Taiwan Corporate Governance Association, Business Council for Sustainable Development of the Republic of China (BCSD-Taiwan), and Taiwan Climate Partnership and takes part in seminars and forums organized by these groups. It also takes part in exchanges on issues related to corporate sustainability to reinforce the implementation of its sustainability initiatives.	440,000

The Three Organizations Fubon Participates in that Have the Most Influence on Government Policy are Described Below (Unit: NT\$)

Issue or Topic	Description of Position/Engagement	Total spent in 2024
The Chinese National Association of Industry and Commerce (CNAIC)	The CNAIC serves as a bridge between the business community and the government and international trade organizations. It offers suggestions to the government, often urging it to take steps to improve the business environment and accelerate the upgrading of Taiwan's industrial base. It also promotes international trade relations within the business community by providing insight on the latest trade trends and industry information to strengthen members' international outlooks and management capacities. Note: Fubon Financial Holdings and its subsidiaries have signed on to the "1.5°C Climate Action Declaration" initiated by the CNAIC. The agreement pledges to cooperate with the government's 2050 net-zero emissions pathway and mobilize private sector resources to spur a low-carbon industrial transformation and achieve the 1.5°C goals of the Paris Agreement.	1,170,000
Taiwan Financial Services Roundtable (TFSR)	The TFSR gathers the policy suggestions of industries and compiles them in an annual "Financial Recommendations White Paper." The paper presents the vision of the financial sector and proposes concrete adjustments to the sector's development in response to existing economic conditions.	250,000
The American Chamber of Commerce in Taiwan (AmCham Taiwan)	AmCham Taiwan produces an annual "Taiwan White Paper" that makes suggestions on the development of Taiwan's capital markets and related regulations.	54,300



Sustainability Governance



2024 Highlights

- Fubon Financial Holdings was selected to the **Dow Jones Sustainability Indices (DJSI) top tier**, the **DJSI World Index** for an 8th year in a row and to the **DJSI Emerging Markets Index** for a 9th straight year.
- Fubon Financial Holdings was named a constituent of the **Morgan Stanley Capital International (MSCI) Sustainability Indexes** for an 8th straight year.
- Was named a constituent of the **Taiwan Stock Exchange Corp.'s "Taiwan High Compensation 100 Index"** for a 10th straight year (2015~2024).
- Received 6 honors from *Institutional Investor* in 2024 for "Best Board of Directors," "Best ESG," "Best CEO," "Best CFO," "Best Investor Relations Affiliated Company," and "Best Investor Relations Professional."
- Was honored for **Best Investor Relations Company** for a 14th consecutive year, and for "Best CSR in Asia" and "Best Investor Relations Professional" for an 11th straight year by *Corporate Governance Asia* in 2024, and also received a "Sustainable Asia Award" for the first time.
- Named one of the "Top 10 Benchmark Companies for Sustainability," the highest honor conferred by the **Taiwan Institute for Sustainable Energy Research (TAISE)**, for a 5th year in a row; also received an "Information Security Leadership" award for a 3rd year in a row.

2025 Priorities

- Continue to be selected as a constituent to **the top tier DJSI World Index and the DJSI Emerging Markets Index**.
- Continue to be selected as a constituent to the **MSCI Sustainability Indexes**.
- Remain a constituent of the **Taiwan Stock Exchange Corp.'s "Taiwan High Compensation 100 Index"**.



2.1 About Fubon Financial Holdings

2.1.1 About Fubon Financial Holdings

Intent on becoming one of Asia's first-class financial institutions, Fubon Financial Holdings (the "Company") offers the most complete and diversified line of financial products and services in the industry through its many subsidiaries, including Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities, and Fubon Asset Management. These subsidiaries, all leaders in their respective fields, performed extremely well in 2024 despite a changing global geopolitical environment and volatile capital markets. Fubon Financial Holdings had net income of NT\$150.82 billion, and its earnings per share (EPS) of NT\$10.77 ranked first in the sector for the 16th consecutive year. Consolidated assets also continued to grow, rising 9% from 2023 to surpass NT\$12 trillion as of the end of 2024.

Beyond deepening its presence in Taiwan, Fubon Financial Holdings has continued to forge a regional network and initiated innovative financial models through alliances with other industries in an effort to provide old and new customers an even more attractive portfolio of financial services. In 2021, we acquired Jih Sun Financial Holdings, and we completed the merger of its banking and securities subsidiaries and other sub-subsidiaries in the first half of 2023, the latest step toward our goal of becoming one of Asia's first-class financial institutions.

▶ The Main Businesses and Profit Models of Fubon's Five Main Subsidiaries are Detailed Below

Subsidiaries	Fubon Life	Taipei Fubon Bank	Fubon Insurance	Fubon Securities	Fubon Asset Management
Main Business	Life insurance, Health insurance, Injury insurance, Annuity insurance	Institutional banking, Retail banking, Financial markets, Overseas bank branch business	Auto insurance, Health/injury insurance, Commercial fire insurance, New types of insurance, Marine insurance, Home fire insurance, Engineering insurance	Brokerage business, Proprietary trading, Underwriting business	Mutual funds, ETF funds, Discretionary investment
Profit Models	Underwriting profits, Investment income	Interest income, Fee income, Investment income	Underwriting profits, Investment income	Fee income, Investment income	Management fee income, Processing fee income
2024 Profit Performance	NT\$ 102.66 billion	NT\$ 30.41 billion	NT\$ 3.01 billion	NT\$ 10.02 billion	NT\$ 870 million
Performance	<ul style="list-style-type: none"> Ranked 2nd for total premium, first-year premium, and total assets; ranked 1st for first year premium excluding investment-type insurance. Adopted the "68999" corporate website text sending code, using technology to prevent fraud and eliminate fake SMS scams. The Vietnam subsidiary has localized its operations and caters to the Chinese-speaking market, while the Korean and Hong Kong subsidiaries have optimized their products to boost profitability and synergies. 	<ul style="list-style-type: none"> Created a brand new "Fubon+" mobile banking service that is "simple, smart, and understanding me," improving the customer experience and customer satisfaction. Planned the upgrade of the Australia Representative Office into a branch, and applied to establish branches in Japan and India and a representative office in South Korea to meet the financial service needs of overseas Taiwanese businesses and foreign companies. Ranked in the top 20% of the Financial Supervisory Commission's 1st "Sustainable Finance Evaluation" and was named Taiwan's Best ESG Bank by <i>Euromoney</i> for a 3rd year in a row. 	<ul style="list-style-type: none"> Achieved a 23.9% market share with the help of group resources and diversified channels; it was once again the highest among non-life insurers. Having gained a foothold in the financial patent field, company has accumulated 13 invention patents and 27 utility model patents. Established the first reinsurance company in Malaysia, called "Fubon Reinsurance Labuan Co.," strengthening Fubon Insurance's network in Southeast Asia. 	<ul style="list-style-type: none"> Remained in the top 3 in rank and profitability in key businesses: 7.14% brokerage market share 3rd in the sector; ranked second with a 9.78% share of the financing market and a 21.89% emerging market share; also rose to second with an 18.04% share of the securities lending market and a 15.14% share of the Taiwan bond underwriting market. Was included in Financial Supervisory Commission's first "Sustainable Finance Evaluation" and ranked in top 25% of securities firms; received an Intelligent Innovation Application Award – Gold Award from <i>Wealth Magazine</i>. 	<ul style="list-style-type: none"> Continued to promote and re-market domestic and overseas stock and bond product lines to give investors more complete portfolio allocation options. Aggressively pursued institutional discretionary accounts within and outside of the Fubon organization to expand the scale of assets managed.

- 2024
Acquires Jih Sun Securities Investment Trust
- 2023
Completes Mergers of Banking and Securities Subsidiaries
- 2022
Completes the Merger with Jih Sun Financial Holdings
- 2021
Fubon Celebrates 60th Anniversary
- 2001
Fubon Financial Holdings Goes Public
- 1993
Fubon Life Begins Operations
- 1992
Fubon Bank Begins Operations
- 1988
Fubon Securities Begins Operations
- 1961
Fubon Insurance (Formerly Cathay Insurance) Begins Operations

2.1.2 Operating Performance

	2021	2022	2023	2024
Total Assets (NT\$ million)	10,499,733	10,587,757	11,106,312	12,067,311
Equity Attributable to Owners of the Parent (NT\$ million)	949,569	565,691	802,437	951,125
Consolidated Net Income (NT\$ million)	147,235	47,864	65,042	150,861
Net Income Attributable to Owners of the Parent (NT\$ million)	144,559	46,926	66,017	150,820
Earnings per Share (NT\$)	11.33	3.37	4.80	10.77
Return on Assets (ROA, %)	1.70	0.83	1.36	1.30
Return on Equity (ROE, %)	16.88	6.19	9.65	17.20

Source: ▶ FY2024 Q4 Fubon Financial Holdings Consolidated Financial Statements, pgs. 5-9

Note: Because capital reserves were converted into a capital increase between 2021 and 2023, earnings per share and return on assets were retroactively adjusted for the past five years in accordance with relevant regulations.

Fubon Financial Holdings CAR and Ratings in 2024

Fubon Financial Holdings has adopted, with the board of directors' approval, the consolidated capital adequacy ratio (CAR) as a risk appetite indicator to better cope with and monitor operational risks. The target was set at $\geq 110\%$ in 2024 and 2025, with the medium- and long-term goal to maintain sound operations and a robust capital structure. Fubon Financial Holdings' consolidated CAR was approximately 141.05% in 2024, far exceeding the statutory requirement of $\geq 100\%$ and Fubon's $\geq 110\%$ target.

Rating Agency Type	Rating Agency	Credit Rating		Outlook	Effective Date
		Long term	Short term		
International	Moody's	Baa1	-	Stable	2024/6/6
	Standard & Poor's	BBB+	A-2	Stable	2024/11/29
Domestic	Taiwan Rating Corp.	twAA	twA-1+	Stable	2024/11/29

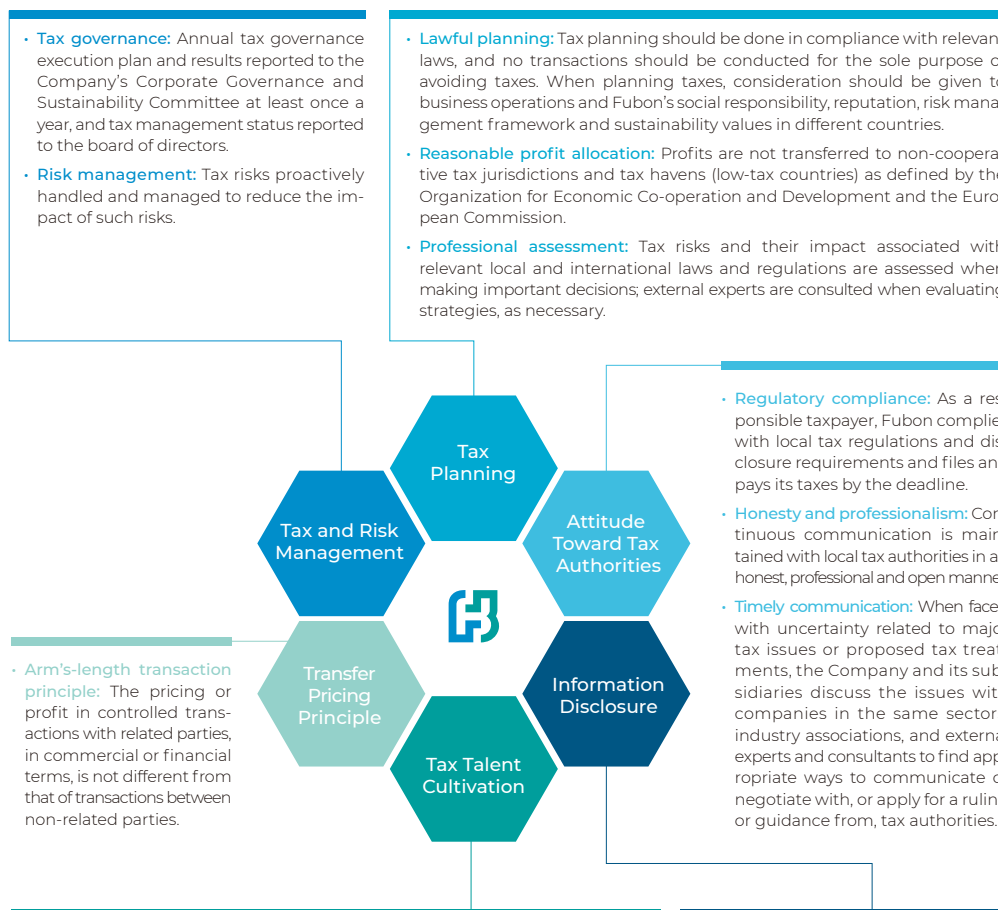
2.1.3 Tax Governance

Tax Strategy

In response to global trends in tax governance, Fubon Financial Holdings established the "Fubon Financial Holdings Co., Ltd. and Subsidiaries Tax Governance Policy" to ensure regulatory compliance, carry out sustainable development, increase shareholder value, and fulfill its corporate social responsibility. The board of directors, the highest decision-making body within Fubon's tax risk management mechanism, is responsible for approving general tax governance policies to ensure effective tax management. Related regulations and implementation methods are outlined below.



Full text of Tax Governance Policy





Business Operations

Fubon Financial Holdings' primary operations are in Taiwan. A total of 86.66% and 92.55% of its net revenue in 2023 and 2024, respectively, originated in Taiwan.

Unit: NT\$ million

Year	Net Revenue (A)	Net Revenue Originating in Taiwan (B)	Net Revenue Originating in Asia	Net Revenue Originating in Other Areas	Weight Originating in Taiwan (B+A)
2023	167,799	145,409	27,171	(4,781)	86.66
2024	347,463	321,561	30,858	(4,956)	92.55

Source: ▶ FY2024 Fubon Financial Holdings Consolidated Financial Statements, pg. 481

Tax Information in Different Countries

Tax Payment Overview

Go to "Profit before tax and Income tax information by jurisdiction" on ▶ Fubon's website for more information on the Company's tax information in different countries, and major business operations (including revenues, pre-tax income, current income tax expenses, income taxes paid, tangible assets, employee numbers, and main operating activities).



The Company's tax information in different countries, and major business operations

Income Tax and Effective Tax Rate

Fubon Financial Holdings paid NT\$9.48 billion and NT\$5.882 billion in income taxes worldwide in 2023 and 2024, respectively. Below are details on the Company's income taxes for those two years.

Unit: NT\$ million

Year	Net Income before Tax	Income Tax Expense	Income Taxes Paid
2023	74,444	9,402	9,480
2024	172,308	21,447	5,882

Source: For information on net income before tax and income tax expense, see the "Consolidated Statements of Comprehensive Income" on pg. 6 in the ▶ FY2024 Fubon Financial Holdings Consolidated Financial Statements. For information on income tax paid, see the "Consolidated Statements of Cash Flows," pg. 8

Fubon Financial Holdings' Effective Tax Rates and Cash Tax Rates and Related Industry Averages in 2023 and 2024 were as follows:

Unit: %

Year	2023	2024	Weighted Average	Industry Average
Effective Tax Rate	12.63	12.45	12.50	14.97
Cash Tax Rate	12.73	3.41	6.23	13.41

Source: ▶ FY2024 Fubon Financial Holdings Consolidated Financial Statements.

Note: 1. Effective Tax Rate = Income tax expense ÷ net income before tax

2. Cash tax rate = Income taxes paid ÷ net income before tax

3. The "industry average" value for effective tax rates and cash tax rates are calculated according to the average effective tax rate and average cash tax rate for the insurance sector based on the CSA Handbook 2025 published in 2025 by S&P Global.

4. The discrepancy in effective tax rates is due to the following:

- Fubon Financial Holdings' operations are based primarily in Taiwan, around 90% of net income is generated in Taiwan, which has a statutory corporate income tax rate of 20% and an alternative minimum tax rate of 12%. In Taiwan, the Company primarily pays the alternative minimum tax.
- Fubon Financial Holdings' effective tax rates in 2023 and 2024 were lower than the global average for the industry mainly because of a relatively high share of tax-exempt income from securities and futures trading.

5. The difference in the cash tax rate and effective tax rate is mainly due to 1) tax expenses estimated for a fiscal year being different from the actual cash tax payments made the following year and 2) the impact of the deferred income tax.

2.2 Putting Sustainable Governance into Practice

Beyond compliance with the laws and regulations set by Taiwan's regulatory authorities, Fubon Financial Holdings' sustainable governance (incl. corporate governance and ethical management) goals are closely aligned with international sustainable governance standards. Not satisfied with a single corporate governance and ethical management indicator, Fubon has sought out diverse, comprehensive, high-quality, international sustainable governance indicators. For example, the Company's short- and medium-term goal is to continue to be named annually to the Taiwan Stock Exchange Corp.'s Taiwan Corporate Governance Top 100 Index and the Dow Jones Sustainability Indices (DJSI), and the long-term goal is to become one of Asia's top financial institutions.

In terms of results, between 2015 and 2024, Fubon Financial Holdings has made the Taiwan Corporate Governance Top 100 Index 10 consecutive years and made the DJSI eight consecutive years, consistently achieving the Company's short- and medium-term corporate governance goals. Fubon will continue to cooperate with Taiwan's regulatory authorities and move toward the long-term goal of extending corporate governance to sustainable governance in line with international standards.

2.2.1 Board of Directors' Operations

Fubon Financial Holdings' board of directors is the highest governance body in the corporate structure. The board has 15 seats, of which six are for independent directors, the most of any financial holding company in Taiwan. Since 2014, board candidates have been determined by a nomination mechanism. Nominees are elected from a list of candidates at the annual shareholders meeting. Director candidates (including independent directors) are selected and recommended to the board based on the independence standards stipulated by regulatory authorities, as well as the Company's "Procedures for the Election of Directors." Nine board meetings were held in 2024, far more than the one meeting per quarter required, and the attendance rate was 95.45% (100% if attendance by proxy was included). The Company has also made the average attendance rate a factor in board directors' performance evaluations to fully evaluate the degree of engagement by directors in the Company's operations. At the nine board meetings held in 2024, eight different ESG/sustainability proposals were put on the agenda a total of 11 times. The proposals involved: 1) the appointment of members to the Corporate Governance and Sustainability Committee; 2) an organizational adjustment proposal: elevating the Corporate Sustainable Development Department to the Sustainable Development Division; 3) an ESG implementation plan; 4) an ESG implementation report; 5) the Sustainability Report's structure and identification of material topics; 6) a report on the Sustainability Report; 7) Greenhouse gas inventory and information disclosure; and 8) a report on the Run for Green™ tree planting and environmental restoration campaign and investment in the development of domestic cultural and artistic activity. For more information on the operations of the functional committees under the board, please see pgs. 72~81, 81~83, and 100~105 in the ▶ 2024 Annual Report.

Note: The Company's self-assessment questionnaire for board director performance evaluations sets scoring standards based on attendance rates, as follows: full attendance (5 pts.), missed one meeting (4 pts.), missed two meetings (3 pts.).



► Functional Committee Organization and Operations

Committee	Composition Rules	Share of Independent Directors (%)	Main Responsibilities	2024 Operations	
				Met Times	Average Attendance Rate (%)
Corporate Governance and Sustainability Committee	<ul style="list-style-type: none"> Members appointed by the board and must be board directors. Must have no fewer than 3 members. At least half of the members must be independent directors. 	75	<ul style="list-style-type: none"> Helps the board nominate board of director candidates and recommends potential independent directors for Fubon subsidiaries. Develops initiatives and advises the board on its internal operations and management issues. Oversees implementation of CSR and sustainability initiatives and evaluates their effectiveness. 	6	97.8
Audit and Risk Management Committee	<ul style="list-style-type: none"> Made up of all of the Company's independent directors. Must have no fewer than 3 members. 	100	<ul style="list-style-type: none"> Oversees the fair presentation of the Company's financial statements. Hires (dismisses) the accounting firm used by the Company and certifies its independence and performance. Monitors the effectiveness of the Company's internal controls. Oversees the appropriateness of internal compliance procedures. Oversees the management of existing or potential risks. 	7	100
Remuneration and Nomination Committee	<ul style="list-style-type: none"> Members appointed by the board of directors. Must have no fewer than 3 members. At least half of the members must be independent directors. 	100	<ul style="list-style-type: none"> Establishes and reviews the Company's policies, systems and structures related to the performance evaluations and remuneration of board members and managerial officers. Regularly assesses the actual remuneration paid to board members and managers. 	9	98.0

The Company has purchased "Director, Supervisor and Key Staff Liabilities Insurance" on an annual basis since 2002 to mitigate the legal and financial risks of Fubon Financial Holdings and its subsidiaries and their board directors, board supervisors, and key personnel. The measure was taken in consideration of the importance of board members and key personnel being able to exercise their rights and fulfill their duties and to reinforce the Company's corporate governance mechanism.

A clear conflict of interest avoidance system has also been established for board directors. In addition to requiring directors to avoid situations as provided by relevant laws and regulations, it also stipulates that directors should recuse themselves if a potential conflict exists on such issues as appointing a financial holding company manager or a subsidiary board director or supervisor (see Position(s) Held Concurrently in the Company and/or in any other company in the ► 2024 Annual Report pgs. 9~20), lifting non-competition restrictions, or being an interested party in a resolution (see the ► 2024 Annual Report, pgs. 51~54). As for implementing Company or subsidiary rules on transactions with stakeholders, the Company's interests shall be the first priority, and fair-trade principles shall be respected to prevent the pursuit of personal gains.



Major Corporate Regulations

Directors' Continuing Education

In accordance with Fubon's "Directions for the Implementation of Continuing Education for Directors," the Company's directors take at least six hours of continuing education courses a year. To further enhance their competencies as directors, the Company encourages them to seek further avenues of learning by providing information on a diverse range of courses or seminars held by external institutions. It also arranges for third parties to hold courses on-site for Fubon Financial Holdings directors and directors and supervisors of subsidiaries every year. In 2024, for example, Fubon invited Lin Hsing-Juh, a distinguished professor in National Chung Hsing University's Department of Life Sciences, to speak on the hidden potential of blue carbon as a new path for corporate net-zero transitions as well as Thomas Wan, the general manager of Ernst & Young Management Consulting Co., to discuss information security governance's fintech trend. The board's continuing education encompasses a wide range of subjects, from ESG and net-zero carbon emissions to artificial intelligence, digital innovation and information security, IFRS, anti-money laundering and countering the financing of terrorism, risk management, climate change, business, and treating customers fairly principles. For more information on the continuing education of Fubon board directors, see pgs. 67~72 of the ► Annual Report or the section on ► Continuing Education of Directors in the Taiwan Stock Exchange Corp.'s MOPS (Market Observation Post System).



Directors' Continuing Education

2.2.2 Board of Directors' Independence and Diversity

The Company currently has six independent directors, accounting for 40% of the seats on the board. Based on the S&P Global Corporate Sustainability Assessment's standard (CSA) for assessing the independence of board directors ^{Note}, there are 13 directors who meet the standard, or 87% of all board directors. Fubon puts a priority on ensuring that independent directors fulfill their duties objectively and avoid having their independence compromised by a long tenure, and, as of Feb. 28, 2025, the average tenure of the board's directors was 6.2 years. Also, none of the elected independent directors had consecutive terms exceeding nine years. Meanwhile, to solidify the Company's business development and corporate governance practices, the board has set up an Executive Committee led by the Company's chairman, and there is one director who holds a management position with the Company.

Intent on bringing together people of diverse backgrounds and visions to strengthen the decision-making process, Fubon actively promotes diversity in the board's composition by pursuing a balance of expertise and gender. "The Procedures for the Election of Directors" stipulate that the composition of board members shall take into consideration basic criteria such as gender, nationality, and culture. In 2019, those procedures were revised to include criteria for directors' professional skills and capabilities.

Note: The S&P Global Corporate Sustainability Assessment (CSA) defines the independence of board directors as those who meet at least four of the nine criteria below, including two of the first three. (On the standard adopted under Taiwanese law, please see the Company's ► 2024 Annual Report.)

- (1) The director must not have been employed by Fubon Financial Holdings in an executive capacity within the last year.
- (2) The director must not accept or have a "Family Member who accepts any payments from Fubon Financial Holdings or any parent or subsidiary of the company in excess of \$60,000 during the current fiscal year", other than those permitted by SEC Rule 4200 Definitions, including i) payments arising solely from investments in the company's securities; or ii) payments under non-discretionary charitable contribution matching programs. Payments that do not meet these two criteria are disallowed.
- (3) The director must not be a "Family Member of an individual who is employed by Fubon Financial Holdings or by any parent or subsidiary of the company as an executive officer."
- (4) The director must not be (and must not be affiliated with a company that is) an adviser or consultant to Fubon Financial Holdings or a member of its senior management.
- (5) The director must not be affiliated with a significant customer or supplier of Fubon Financial Holdings.
- (6) The director must not have personal services contract(s) with Fubon Financial Holdings or a member of its senior management.
- (7) The director must not be affiliated with a not-for-profit entity that receives significant contributions from Fubon Financial Holdings.
- (8) The director must not have been a partner or employee of Fubon Financial Holdings' outside auditor during the past year.
- (9) The director must not have any other conflict of interest that the board itself determines to mean they cannot be considered independent.



Date: 2025/2/28

Directors' Name	Ind. Director	Gender	Tenure (years)	Professional Skills (5 primary areas of expertise)									Qualifications				Industry Experiences Global Industry Classification Standard (GICS Level 1)	S&P Global CSA Director Independence
				Accounting	Finance	Legal	Commerce	Investment and M&A	Fintech	IT/Information Security	Risk Management	Operations Management	E-commerce/Marketing	Financial Holding	Banking	Insurance		
Richard M. Tsai		Male	23.2		●		●	●	●			●				●	Financials	●
Ming-Chung Tseng		Male	1.0		●	●			●	●		●	●				Financials	●
Daniel M. Tsai		Male	23.2				●	●	●		●	●					Financials	
Jerry Harn		Male	14.1		●		●	●			●	●		●	●		Financials	
Howard Lin		Male	8.4		●		●	●			●	●		●	●		Financials	●
Chris Tasi		Male	1.7		●		●	●	●		●			●	●		Financials Information Technology Communication Service	●
Hsiao-Lan Hu		Female	1.4		●	●					●	●	●				Real Estate	●
Tang-Kai Lien		Male	2.2			●				●	●						Financials	●
Wen-Shu Su		Male	0.1		●												Financials	●
Shin-Min Chen	●	Male	7.7			●	●	●			●	●					Financials Real Estate	●
Shu-Hsing Li	●	Male	4.7	●	●		●				●	●		●			Healthcare Financials Information Technology Real Estate, Utilities	●
Li-Chuan Wang	●	Female	0.7	●	●	●					●	●		●		●	Financials	●
Paulus Siu-Hung Mok	●	Male	1.7		●			●	●		●	●		●	●		Financials	●
Barry Chen	●	Male	1.7				●		●	●	●	●					Information Technology	●
Kuang Shih Yeh	●	Male	1.7				●			●	●	●					Materials, Industrials Communication Services Utilities	●

► Age Distribution of Fubon Financial Holdings Board Directors



- Age 30~39 2 people 13%
- Age 40~49 1 person 7%
- Age 50~59 2 people 13%
- Age 60~64 4 people 27%
- Age 65~69 5 people 33%
- Age 70~74 1 person 7%

► Gender Distribution of Board of Directors



- Female 13%
- Male 87%

2.2.3 Performance Evaluation

To establish a director feedback mechanism to improve the effectiveness of the board of directors' operations, the Company conducts evaluations based on the "► Performance Evaluation Policy for the Board of Directors and Its Functional Committees" that include ESG participation indicators among the criteria assessed. The Company's board of directors and functional committees undergo a performance evaluation at the end of each year and the results are reported to the Corporate Governance and Sustainability Committee and the board itself and used as a reference in setting director compensation. For more on director compensation, please see pg. 35 of the ► 2024 Annual Report.



Results of the Board of Director's Performance Evaluation

The results of the 2024 internal performance evaluations of board directors and the board's functional committees were submitted to the board in March 2025. The average score was 4.9 (on a scale of 5), indicating that Fubon's overall corporate governance operations were robust. For more on the performance evaluations' results, please see the ► Company's website or pgs. 59~64 of the ► 2024 Annual Report. Also in 2024, an independent third party, the Taiwan Corporate Governance Association, was commissioned to review in a professional and objective manner the operations of the board of directors and its functional committees. The resulting performance evaluation was submitted to the board of directors in March 2025. For more, please see the ► 2024 Annual Report, pgs. 64~65.



Performance Evaluation Policy for the Board of Directors and Its Functional Committees

2.2.4 Sustainability and Compensation

The Company has set an "Executive Remuneration Policy" and "Policy on Managers' Performance Evaluations and Remuneration" that promote the Company's sustainable management and development and more closely link senior management incentives and bonuses with company performance and shareholder interests. These norms stipulate that in addition to weighing an executive's personal experience, job responsibilities, individual performance, and contribution to their company's overall performance, executive remuneration should also factor in the salary's market competitiveness and the company's stable long-term development and risk tolerance. An executive's overall pay consists of fixed compensation (salary, allowances) and variable compensation (i.e. performance bonuses, employee distributions based on operating performance), and a long-term deferred bonus mechanism has been put in place.

Two broad categories of annual performance indicators – key business indicators (70%) and leadership qualities (30%) – have been set for CEOs and top executives based on Fubon Financial Holdings' "Performance Evaluation Policy" to link compensation to performance. Under the key business indicator category, specific indicators and weightings are set for such areas as "company operations and financial results," "ESG promotion and execution," and "compliance, risk management and internal audits/controls," depending on the executives' responsibilities. Among non-financial sustainability indicators, at least 5% of the performance evaluations of the chairmen and presidents of Fubon Financial Holdings and its subsidiaries and of those companies' managers whose duties are related to ESG promotion or execution are related to the achievement of ESG goals. Annual performance bonuses are paid based on the individual's performance and the company's profitability.

The Company has also set up a "Remuneration and Nomination Committee" to ensure that Fubon's performance evaluations and compensation structure for CEOs and top executives remain effective.

The committee regularly reviews performance evaluation and remuneration policies and systems, payment standards, salary structures, and individual compensation for CEOs and top executives. Recommendations made by the committee are then submitted to the board of directors for discussion to complete the remuneration assessment process for top executives. Meanwhile, the distribution of employee compensation and director remuneration is reported at the annual shareholders meeting.

► Performance Target Indicators, Weights, and Specifics

Assessment Indicator and Weight		Description
Key Business Indicators 70%	Corporate development strategies & operations, and financial performance	<ul style="list-style-type: none"> Financial metrics for CEO performance include pre-tax income, net income, ROE, and EPS. Relative financial metrics for CEO performance include direct written premium market share, profit ranking within the sector, and ROA ranking.
	ESG promotion and implementation (at least 5%)	<p>Twenty-nine long-term ESG KPIs and performance indicator ratios have been set for 2025 based on the duties of the six ESG Task Force teams and Fubon's ESG Visioning Project goals, as follows:</p> <ul style="list-style-type: none"> Helping customers transition to sustainable practices: 5 KPIs Providing the best financial services: 8 KPIs Fostering a friendly, healthy, happy workplace: 7 KPIs Connecting society's positive forces: 9 KPIs <p>Please see Section ► 1.1.2 Sustainability Goals for more on KPIs.</p>
	Regulatory compliance and internal audits & controls	Includes regulatory compliance, risk management, internal audits and control.
Leadership Qualities 30%		Integrity, sincerity, professionalism, innovation and positive energy (based on the Fubon Financial Holdings' ESG Visioning Project blueprint and achievement of the Company's ESG strategic goals).

To strengthen corporate governance and risk management, the Company has established a "Deferred Bonus Policy" that stipulates guidelines for deferred bonuses, such as whom they apply to, the proportion of the bonus to be deferred, time limits of the deferral, deferral methods, and a bonus recovery mechanism. According to the policy, 30% of the annual variable bonuses for CEO and senior managers are deferred for up to a maximum of three years, with the bonus amount linked to the company's stock price. The three-year deferral period helps more closely link the remuneration of CEOs and top executives to the Company's long-term operating performance. Meanwhile, a recovery mechanism has also been put in place. In the event of expected or incurred losses caused by operational misconduct leading to undue risk, the Company can recover all or a portion of the deferred bonus based on risk reports issued by its risk management department.

Studies have found that the value of the stocks held by top executives and a company's operating profit are positively correlated. At present, the value of the stocks held by the financial holding company's CEO is 31.38 times his base salary, and the value of shares held by executives at the vice president level or above (excluding the CEO) averages 2.03 times their base salary.



2.3 Ethical Management

The core values of Fubon Financial Holdings are integrity, sincerity, professionalism and innovation, and "integrity" is foremost among them. A Corporate Governance and Ethical Management Team was set up under the ESG Task Force to strengthen the promotion of ethical management throughout the organization and deepen the presence of integrity and ethics in the Company's operating strategy.

2.3.1 Policies and Systems

The Company has established several rules and guidelines shown in the table below to establish a corporate culture founded on ethical management and create a sustainable operating environment. These rules and guidelines apply to the financial holding company and its subsidiaries, and their establishment and revision must be reviewed and approved by the board of directors.

Each unit of the Company identifies risks based on its business and risk characteristics and has set up an assessment mechanism involving self-assessments and key performance indicators related to the implementation of operational risk controls. Self-assessments of the implementation of controls and the monitoring of key performance indicators are done on a regular basis. Through the assessment and monitoring of business activities that are at relatively high-risk of unethical behavior, the Company can check for existing or potential unethical behavior and adopt corrective measures as necessary. In 2024, the risks were controllable. Overall, in 2024, all 30 of the department- and division-level units in the Company's administrative offices conducted risk assessments for unethical behavior patterns (such as bribery) and did not find any material risks related to unethical behavior.

Policy	People/Groups Covered	Policy Goals (i.e. provisions in rules)
Ethical Corporate Management Best Practice Principles	The Principles apply to Fubon Financial Holdings and its subsidiaries, any foundation in which the Company's direct or indirect donations account for more than 50% of the foundation's funding, and other institutions or legal persons that are substantively controlled by the Company.	Based on its management ideals of integrity, transparency and accountability, Fubon established the Principles to foster a corporate culture of ethical management and sound development and create a sustainable operating environment through good commercial practice models and risk management mechanisms.
Procedures for Ethical Management and the Guideline for Conduct	The Procedures apply to Fubon Financial Holdings and its subsidiaries, any foundation in which the Company's direct or indirect donations account for more than 50% of the foundation's funding, and any other institution or legal person that is a group enterprise or organization substantively controlled by the Company.	The Company engages in commercial activities based on the principles of fairness, honesty, transparency and being trustworthy. The Procedures were established to fully implement a policy of ethical management and actively prevent unethical conduct, and give employees clear direction of what to pay attention to when carrying out their duties. The Procedures were based on the Ethical Corporate Management Best Practice Principles and applicable laws and regulations in jurisdictions where the Company, its business groups and organizations operate.
Code of Ethical Conduct	The Code is applicable to the Company and its subsidiaries' board directors (including independent directors) and supervisors; presidents, senior vice presidents, and vice presidents or their equivalents; and executives in financial and accounting departments. It also refers to other persons with managerial authority and the power to sign documents on their company's behalf.	The Code was adopted to encourage people in positions of authority at the Company and its subsidiaries to act in line with ethical standards and enable the companies' stakeholders to better understand their ethical standards
Work Rules	All employees	The Rules clearly stipulate the rights and obligations of workers and management, and cover hiring, training, discipline and conduct, work hours, rest time, leave requests, vacation, wages, rewards and disciplinary action, evaluations, termination of employment, severance, resignations, retirement, occupational hazard compensation, bereavement payments, occupational safety and health, benefits, and labor-management communication; the Rules have established a robust management system, enabling the Fubon workforce to work together for the good of the company.

Policy	People/Groups Covered	Policy Goals (i.e. provisions in rules)
Donation Management Policy	The Company and subsidiaries	The Policy ensures that the management of donations made by the Company and its subsidiaries follow clear guidelines, fulfill Fubon's social responsibility, and put into practice the Company's corporate citizenship vision.
Financial Consumer Protection Management Policy	Subsidiaries	<ul style="list-style-type: none"> Established specifically to protect the rights and interests of financial consumers, and fairly, reasonably, and effectively handle disputes between consumers and Fubon subsidiaries caused by company products or services. Covers the principles that should be upheld when signing contracts with consumers, the company's obligations toward consumers, Treating Customers Fairly principles, handling disputes with consumers, and other provisions related to protecting the rights of financial consumers.
Group Policy for Anti-Money Laundering and Countering the Financing of Terrorism	The Company and subsidiaries <small>Note: If the regulatory requirements of jurisdictions in which overseas subsidiaries are located are stricter than those in Taiwan, those subsidiaries shall comply with the stricter requirements.</small>	The Policy was established to enable the Company and its subsidiaries as defined in Article 4 of the Financial Holding Act to fulfill their obligation to prevent money laundering and counter the financing of terrorism based on the rules of the jurisdiction in which they are registered, forge AML/CFT mechanisms, and reduce the risk of products and services they provide being used to carry out money laundering and terrorism financing.
Supplier Sustainable Development Code of Conduct	All of the company's suppliers	Spur cooperation between Fubon Financial Holdings and its suppliers to promote sustainable development and balance economic, social, and environmental interests.

2.3.2 Commitments and Mechanisms

Education and Training

Fubon Financial Holdings requires new employees to take six hours of digital courses on the prevention of money laundering and terrorism financing, personal information protection, information security, and the three lines of defense internal control framework, as well as the compliance system and legal education. In 2024, 51,771 people, or almost 100% of financial holding company and subsidiary employees, completed training on the "Integrity Code of Conduct" (including on combating corruption). It requires that employees comply with procedures for acting with integrity and handling unethical behavior, encourages the reporting of unethical behavior. At the same time, mandatory training on compliance and risk management is undertaken on a regular basis and covers the personal data protection act, the Money Laundering Control Act, and information security, and supervisors receive training on internal control management. All of this training is designed to further internalize ethical and legal concepts. Meanwhile, Financial Holdings and subsidiary board directors receive annual training on ethical management (including combating corruption).

In terms of suppliers, Fubon Financial Holdings requires suppliers in good standing in Fubon's electronic procurement system to comply with the "Supplier Sustainable Development Code of Conduct" and sign the "Supplier Standard of Conduct Pledge," and it provides training on both of those norms.

Whistleblowing Policy

Fubon Financial Holdings has established a "▶ Whistleblowing Policy" that designates compliance units as being responsible for handling whistleblower cases and clearly lays out investigation procedures, investigation units, and the composition of an Investigation Committee. It states that anybody who discovers that a responsible person or employee of Fubon Financial Holdings or any of its subsidiaries or sub-subsidiaries may have committed a crime, engaged in fraud, or broken the law can report the behavior to Fubon through tip-off channels (including the tip-off mailbox ▶ whistleblowing.fhc@fubon.com and telephone hotline 02-6636-7080) posted on the Company's website.



Whistleblowing
Policy

Whistleblower Protection Mechanism

In terms of whistleblower protection, any person who is involved in or is familiar with a case must keep all related information, including details of the case and the identities of the accused and the whistleblower, strictly confidential. Violators will be punished according to the Company's internal regulations. The Company and its subsidiaries must not dismiss, relieve of his or her duty, demote, cut the pay of, impair the benefits entitled by law, contract, or customary practices of, or impose any adverse treatment on a whistleblower because of the report filed. We also allow anonymous reports, and have added a provision that allows the Company to give any person reporting an abuse a reward if the report is proven to be true and involves a serious situation.

Handling of Cases Reported through Holding Company and Subsidiaries' Whistleblowing System

Fubon Financial Holdings and its subsidiaries have set up a tip-off system that handles whistleblower cases, establishing tip-off channels with dedicated units to handle them, and publicizing those channels on the Company's website. The tip-off system has mechanisms for protecting whistleblowers and for informing the whistleblower of how the case was handled and its results. The system is reviewed on a regular basis in accordance with each company's established rules to ensure the system's effectiveness.

In 2024, Fubon Financial Holdings and its subsidiaries received a total of 84 reports through the tip-off system and related procedures, of which four potentially involved illegal behavior, described below. After investigating the reports, none of them were filed as formal cases (please see the table below for details). The remaining reports were mainly customer complaints, inquiries and suggestions, comments on employee behavior, or employee opinions, which were appropriately handled in accordance with relevant regulations.

Complaint Type/Number of Complaints	Number of Complaints	Handling	Closed Cases	No. of Formal Cases	Description/Remedial Measures
Corruption/Bribes, Discrimination/Harassment, Insider Trading/Fair Trade Violations	3	0	3	0	None of the cases listed on the left under "Complaint Type" became formal complaint cases after subsidiaries investigated the situations. Fubon Financial Holdings and its subsidiaries have set up a follow-up mechanism to handle complaint cases that are found to be true after an investigation. The mechanism covers the reporting or public announcement of a major contingency, corrective actions and punishment of those involved in inappropriate behavior, the adoption of necessary preventive and contingency measures, the review and improvement of related internal control systems and operating procedures, or the initiation of accountability procedures.
Avoidance of Conflict of Interest	0	0	0	0	
Personal Data Protection (leak of private customer data)	1	0	1	0	
Money Laundering	0	0	0	0	
Total	4	0	4	0	

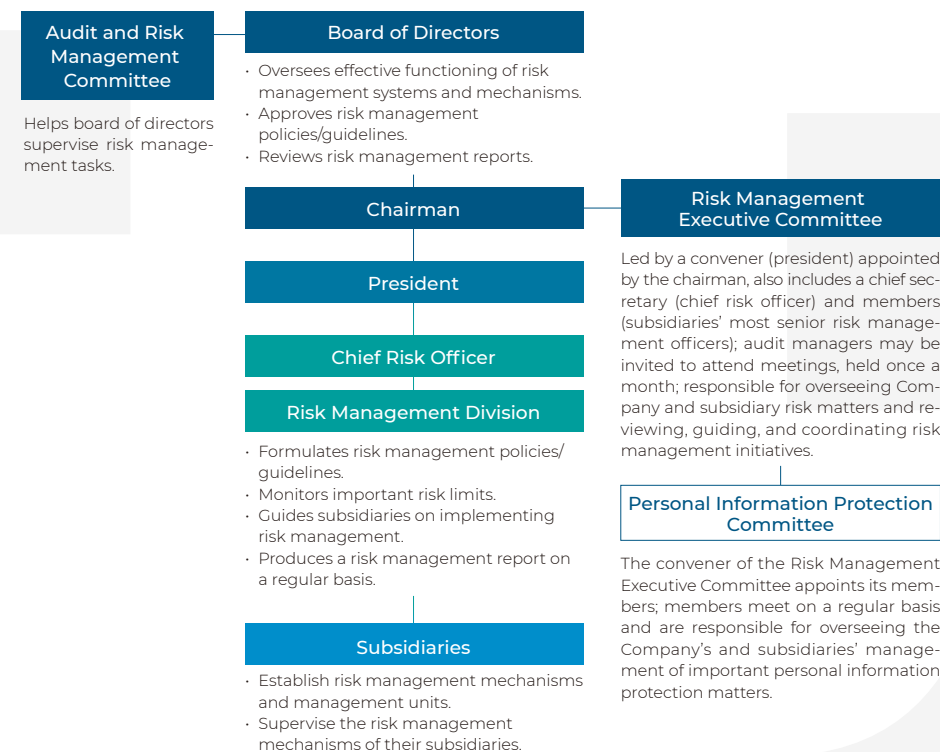


2.4 Risk Management

2.4.1 Risk Management Framework and Culture

Risk Management Framework and Systems

Under its integrated corporate risk management framework, Fubon Financial Holdings has built a comprehensive risk management organization and system that takes into consideration the risks faced in its operations. The "Risk Management Policy" is in place to manage a variety of risks including credit risk, country risk, market risk, operational risk, insurance risk, asset/liability risk and liquidity risk, reputational risk, emerging risk, and climate change risk. The Company also closely monitors global and industrial changes to effectively manage and reduce the impact of risks in a timely manner. A robust risk management organizational structure has been forged that includes the board of directors, Audit and Risk Management Committee, Risk Management Executive Committee, Personal Information Protection Committee, chief risk officer and Risk Management Division. The chief risk officer is responsible for managing all risk management affairs and supervising the Risk Management Division's independent implementation of risk management.



Enterprise Risk Management (ERM) Model and Three Lines of Defense

The Company has put in place a comprehensive risk management system encompassing risk identification, measurement, response, monitoring, and reporting that is founded on an enterprise risk management framework. Related risk indicators, risk monitoring points, an early-warning mechanism, and major risk event notification standards, along with risk controls based on risk attributes have been developed to support the system. The Company has adopted a dual qualitative and quantitative approach to regularly evaluate risk, and it actively monitors and manages various types of significant risk. Risk management reports are presented to the Risk Management Executive Committee, Audit and Risk Management Committee, and board of directors on a quarterly basis. Under this enterprise risk management framework, there are three lines of defense to manage risk and shape a risk culture. In the first line of defense, all business, operations, and management units are responsible for identifying and managing risk, making sure they are complying with risk management policies, and following risk management procedures when performing tasks related to their functions and business responsibilities. In the second line of defense, an independent risk management unit (the Risk Management Division, supervised by the chief risk officer) is responsible for establishing risk management rules and controlling and reporting risks. In the third line of defense, an independent audit unit (the Audit Division) is responsible for auditing how effectively risk management rules and mechanisms are being complied with every six months. A regulatory authority also conducts an independent review at least once every two years. In past years, internal and external reviews have been conducted based on the procedures described above, and no major flaws have been detected, indicating that the risk management mechanism has been functioning effectively.

Meanwhile, evaluations of the board of directors and its members cover the Company's core values, and all employee evaluations include criteria related to integrity. Employee evaluations include "internal audit and control indicators" that look at whether an employee has violated internal audits or internal controls or compliance or operational risk rules and also consider the results of an annual compliance evaluation and an annual special audit. Those results and employee target achievement rates are, based on the Company's "Performance Evaluation Policy," effectively linked to bonuses, strengthening employee integrity and the commitment to compliance.

Risk Management Training

The Company does everything it can to build a sound and robust risk management culture and environment, and it holds risk management-related training sessions every year. In 2024, three sessions were held, with 2,346 members of the Company and its subsidiaries completing the training program.

Risk Management for New Businesses

New businesses refer to a business, including products and services, that the Company and its subsidiaries undertake for the first time. Before they roll out a new business, they review, assess and manage potential risks that exist, and business units shall work with risk management, compliance, legal, accounting, and operational management departments to confirm that related management rules and risk management procedures are complete and are consistent with regulatory authority laws and regulations. Once the necessary approval and authorization steps have been completed, the new business can be launched. The procedures outlined above ensure that the requisite risk management controls and measures have been strengthened and supplemented before engaging in the new business. When confronted with sources or categories of risk that cannot be identified, the new business should not be undertaken. It can be undertaken in the case of a special business requirement, however, after obtaining authorization from the appropriate level of authority in the organization.



► Risk Management Method and Risk Tolerance for Different Types of Risk

Type of Risk	Risk Management Method and Risk Tolerance
Credit Risk	<ul style="list-style-type: none"> The scope of credit risk management covers asset quality monitoring, credit risk management, issuer credit risk management, counterparty credit risk management, industry credit risk concentration controls, same person/same affiliate credit risk concentration controls, and country risk management. The Company sets credit risk and country risk indicators and management limits based on acceptable risk tolerances and carefully monitors those limits. To effectively manage and monitor credit risk concentration, the Company sets amount limits or other controlling mechanisms for the same person, same affiliate or same industry based on acceptable risk tolerances. Credit risk concentration limits are established based on credit ratings; if an entity subject to controls is in two or more credit rating tiers at the same time, a more conservative approach shall be adopted and the tier with the lower credit rating shall be used to set its credit limit. The system for setting limits follows similar conservative principles. For groups/entities deemed to be of higher risk, which means they have poor ratings and relatively high volatility, they should be given relatively low credit limits, but relatively high levels of controls should be put on those limits. Appropriate credit risk management measures are taken based on the potential effect on asset portfolios of the nature of different businesses, the complexity of those businesses, and changes in economic cycles, and overall asset quality is monitored.
Country Risk	<ul style="list-style-type: none"> Country risk refers to a specific foreign country where there is political or social turmoil or that has been impacted by a major economic crisis or natural disaster, which leads to a downgrading of the country's sovereign rating or increases the possibility of default, heightening the risk of potential losses by the country's creditors or investors. The Company sets principles for managing the classification of country risk based on risk tolerance and the risk status of each country. The classification is divided into six tiers, with overall country risk limits and risk limits for each tier and individual countries established for the Company and its subsidiaries. Exposure to country risk is monitored on a quarterly basis and reported to the Company's Risk Management Executive Committee. For specific countries with increased risk caused by major events, control measures are taken after the situation is assessed and reported.
Market Risk	<ul style="list-style-type: none"> Market risk management coverage includes the risk measurement and management of non-hedging derivatives measured at fair value and securities measured at fair value, evaluation of exotic derivatives, market risk VaR measurements, early warning mechanisms for financial market abnormalities, market tail risk management, emergency notification of major financial market shock events, and market liquidity risk VaR and stress test management mechanisms. Market risk management systems used to effectively control interest rate and exchange rate risks, equity risk, commodity price risk and market liquidity risk. Market risk limits set based on risk tolerance; the limits include VaR limits, position limits, sensitivity limits, stop loss limits, and stress test loss warning points; appropriate monitoring and management of risk done through these robust market risk management mechanisms.
Operational Risk	<ul style="list-style-type: none"> Using effective operational risk management methods and control mechanisms, the Company sets key risk indicators, control self-assessment criteria, and notification threshold standards for operational risk events based on risk tolerance; through monitoring, self-assessments, and internal reporting it identifies, assesses, measures, responds to, monitors, reports and discloses operational risks existing in products, services, and operating processes and systems. Quantitative inspections of existing or potential operational risks are done with the help of operational risk events notifications, monthly control self-assessments, and quarterly monitoring of key risk indicators. Those inspections inform the adoption of improvement measures, such as strengthening control procedures or providing employees with the appropriate training.
Insurance Risk	<ul style="list-style-type: none"> There are different risk factors for insurance risk, including but not limited to product design risk, product pricing risk, underwriting risk, claims risk, catastrophe risk, reserving risk and reinsurance risk. To enhance the risk control mechanisms of Fubon insurance subsidiaries, the Company establishes insurance risk control indicators or risk limits based on the risk tolerance of each insurance subsidiary to monitor and manage risk, such as special retention limits for standalone risk, or thresholds for the accuracy of professional risk assessments during the underwriting process. The risk tolerances, risk control indicators and limits of each insurance subsidiary are reviewed and adjusted as needed on a regular basis, ensuring their legitimacy and effectiveness.
Asset/Liability Risk and Liquidity Risk	<ul style="list-style-type: none"> The Company relies on an effective asset/liability risk management mechanism to set asset/liability risk indicators and limits based on risk tolerance, manage the risks associated with the Company's assets and liabilities, and regularly monitor key indicators such as the capital adequacy ratio, double leverage ratio, and debt-to-net worth ratio. The status of various asset/liability risk indicators is also reported to the Risk Management Executive Committee on a regular basis. These activities are all designed to maintain stable operations over the long term and maximize shareholder equity. A series of measures, such as setting liquidity risk monitoring indicators based on risk tolerance, strengthening liquidity risk measurement and controls, regularly monitoring solvency indicators and liquidity ratio indicators, and reporting the status of various liquidity risk indicators to the Risk Management Executive Committee on a regular basis, are taken to achieve the strategic goal of liquidity risk management stability.
Reputational Risk	<ul style="list-style-type: none"> The Company and its subsidiaries identify and assess potential reputational risk events that could occur as part of their daily business activities or operations and could affect the company's operations, financial soundness and reputation. For reputational risk events that have definitely occurred, are suspected of having occurred, or could occur, reputational risk response measures are devised based on the company's risk tolerance, and potential reputational risks are proactively monitored and followed-up on regularly.
Emerging Risk	<ul style="list-style-type: none"> The Company has incorporated emerging risks into its overall risk framework and established procedures to identify them. Global risks are monitored at all times, and adjustments are made when necessary. Please see Section 2.4.3 Emerging and Climate Risk Management.
Climate Change Risk	<ul style="list-style-type: none"> Climate change risk can be divided into transition risk and physical risk. Transition risk involves the risks that could result from the changes created by policies, laws and regulations, technologies, and the market during the global low-carbon transition. Physical risk describes the physical impact of climate change. The management of climate change risk has been incorporated into the Company's risk management framework and mechanisms and is connected to traditional risks via transmission channels. The risk tolerances for traditional risks are used as a basis to further monitor climate-related risks.

Results of Major Risk Issue Assessment and Risk Mitigation Measures

To strengthen the assessment of major financial market risk issues, the Company has integrated risk quantification models and macroeconomic analysis, and bolstered its forward-looking assessments and management capabilities to deal with extreme risk events. Based on discussions with experts, the Risk Management Division, Economic Research Division, and Performance Management Department have collaborated on a semi-annual project to identify major financial market risk issues and assess those risks. After gathering major financial market risk issues, experts discuss and analyze their potential impact on the Company's main financial asset position (measured in terms of declines in shareholder equity), and potential measures to mitigate those risks are studied.

In the first half of 2025, the two major risk issues identified in financial markets were “The degree and impact of changes in American economic and trade policy” and “China’s economic downturn stronger than expected.” The Company will initiate risk mitigation measures to address these risks and continues to monitor the impact of changes in financial markets while optimizing its overall risk monitoring and management capabilities.

2025 H1 Major Risk Issues	Level of Impact	Risk Assessment Result	Risk Mitigation Actions
<p>The Degree and Impact of Changes in American Economic and Trade Policy</p> <p>Donald Trump became U.S. president again on Jan. 20, 2025 and his Republican Party took control of both houses of Congress, leading to expectations that he would lead the government in aggressively promoting his policy initiatives geared toward an “America First” agenda. The tariffs, trade restrictions and diplomatic talks that may result could lead to major changes in international political, economic and geopolitical conditions.</p> <p>The potential impact could be a fall in global stock markets, the depreciation of non-U.S. currencies, increases in yields of USD, TWD and emerging market bond yields, and a widening of credit spreads.</p>	<p>High</p> <p>Explanation: Assuming changes in major risk factors caused by this major risk issue, the impact on the Company’s main financial asset positions could be a fall in shareholder equity of NT\$112.7 billion.</p>	<p>High Risk</p>	<p>The Company’s internal limits on its “double leverage ratio” and “debt-to-net worth ratio” serve as thresholds of monitoring indicators used to gauge the potential impact of risk factors on the Company’s main financial asset positions. When the impact estimated through the two indicators above exceeds the thresholds, the potential risk should be assessed and risk countermeasures developed at the same time.</p>
<p>China’s Economic Downturn Stronger than Expected</p> <p>China’s domestic demand is trending toward a slowdown, meaning that external demand is gradually becoming the key pillar of China’s economic growth. The shift in U.S. economic and trade policy has put pressure on Chinese exports, testing Beijing’s ability to sustain its economic growth in the future. The inability to effectively stabilize housing prices has also had a negative impact on household consumption decisions. If these and other factors lead to continued weakening of the economy, it could affect trade and drag down countries with close trade ties with China, and possibly spread to other regions through a chain reaction in global supply chains and financial markets, adding to the downside risks of the global economic outlook.</p> <p>The potential impact could be a correction in global stock markets, the depreciations of other Asian currencies, including the Taiwan dollar, yields on RMB and U.S. Treasury bonds could fall, and credit spreads could widen.</p>	<p>High</p> <p>Explanation: Assuming changes in major risk factors caused by this major risk issue, the impact on the Company’s main financial asset positions would likely be a fall in shareholder equity of NT\$53.9 billion.</p>	<p>High Risk</p>	<p>The Company continues to closely follow trends in the monetary policies of major economies, and relies on an around-the-clock monitoring mechanism to stay on top of financial markets. Stress tests are also conducted regularly to determine how changes in stock and bond markets could potentially affect Fubon’s profit and loss.</p>

Legal Compliance

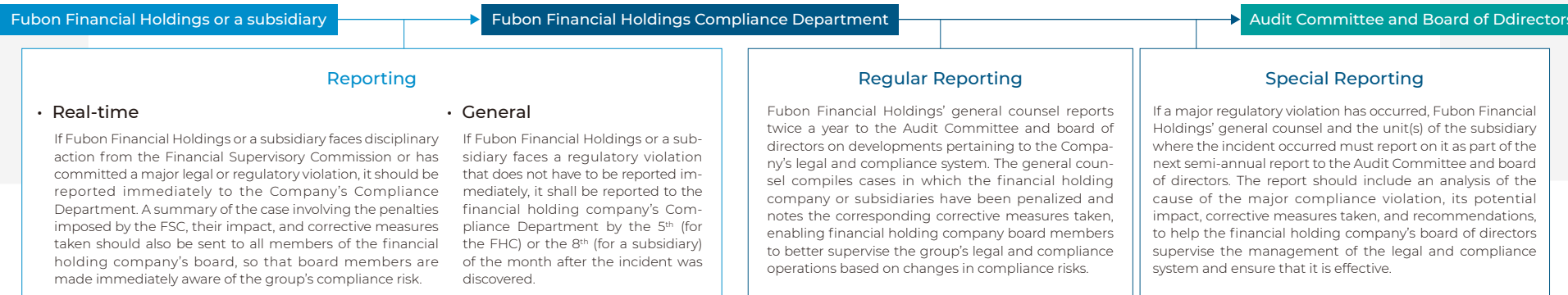
Regulatory compliance is at the foundation of financial operations. Fubon makes sure that it stays up to date on policies, laws, and regulations issued by national and foreign regulatory agencies, and responds to the requests of regulatory authorities. It also continues to carry out action plans to strengthen compliance awareness among all of its employees.

► Compliance Action Plans and Actions

Compliance Action Plans	2024 Actions
Smart Compliance Platform	Introduced a smart (AI) compliance platform to judge the correlation between outside laws and internal rules, support compliance and business departments in implementing changes to laws and regulations, lower compliance risks, and improve operational efficiency. The Company launched the system on Nov. 1, 2024, and it has enhanced the quality and efficacy of managing changes in the law through AI automated modules.
Issue a Legal Compliance E-newsletter	An e-newsletter on compliance issues is issued every other month. It was issued seven times in 2024.
Education, Training, and Publicity Efforts	Lectures, Classes, Publicity Hired specialized instructors from outside organizations to provide compliance training classes to employees of the Company and its subsidiaries; 12 classes were held, attended by 2,260 people. Classes covering personal information protection and risk awareness are organized to strengthen employees’ understanding of risk. In 2024, 155 employees of the Company completed training on “Identifying and collecting personal information and analyzing its flow” and “Personal information impact analysis and self-assessment.” To strengthen risk awareness related to the management of interested party transactions, 2,191 employees of the Company and its subsidiaries completed an online training program covering the “Management of interested party transactions in 2024.” These classes helped deepen Fubon’s risk management culture.
	Compliance and Anti-Money Laundering Week Fubon’s Compliance Department again invited the Anti-Money Laundering Department to organize “Compliance and Anti-Money Laundering Week” activities featuring daily stories and animations to give Fubon employees a better understanding of compliance issues, and a team competition was held to see how well they grasped the concepts. Teams were asked to read the daily compliance stories and then answer questions online, and those who had the highest number of correct answers and highest participation rates won the right to draw for prizes. The average participation rate was 97%.
Compliance Self-Assessments	To strengthen its compliance system and effectively identify compliance risks, the Company completed its adoption of compliance self-assessments based on compliance risks. Each department within the Company now conducts compliance self-assessments based on the risk levels of their respective areas of assessment.

Management of Legal/Regulatory Violations and Penalties

Fubon Financial Holdings has established a reporting and management mechanism for handling violations of laws and regulations to ensure that it has a clear picture of the compliance risks that exist in the business activities of the financial holding company and its subsidiaries. The violations are managed differently depending on their severity, as described below:



Note: 1. Major regulatory violations include: 1) Major penalties announced by Financial Supervisory Commission bureaus on their websites; 2) an event that a regulatory authority specifies is a major violation of the law and requires that it be reported in writing to the board of directors; 3) a fine of NT\$1 million or more imposed by a domestic regulatory authority or taxation authority other than the Financial Supervisory Commission; 4) the dismissal or suspension of duties of a director, supervisor, or executive at the vice president-level or higher; 5) a fine of the equivalent of NT\$3 million or more imposed by an overseas regulatory authority or any form of negotiation, settlement, or compensation arranged with a regulatory authority because of a legal violation that has a financial impact of the equivalent of NT\$3 million or more; and 6) a deficiency similar to a previous one penalized by a regulatory authority that again violates the same provision under the law and leads to another penalty imposed by the same regulatory authority within one year after the previous penalty was imposed.

2. The term "regulatory authorities" refers to entities entrusted with exercising public power, including the central regulatory authority in charge of the applicable sector, special municipality and city and county governments, peripheral financial units (such as the Taiwan Stock Exchange Corporation, the Taiwan Futures Exchange and the Taipei Exchange), and financial self-regulating organizations (such as the Bankers Association, Life Insurance Association, Non-life Insurance Association, and Taiwan Securities Association).

Fubon Financial Holdings and Subsidiaries Major Regulatory Violations in 2024

Company	Violation(s)	Fine	Other Penalties	Improvement Measures
Fubon Bank (Hong Kong)	<p>1. When Fubon Bank (Hong Kong) replaced its core computer system, the information technology department either failed to update or incorrectly changed its data extraction program, resulting in the inability to upload three types of transaction data from the core computer system to the transaction monitoring system. The problem was not discovered until much later through an internal check by the bank, which meant that for more than three years, there had been no continuous monitoring of transactions for information omissions or reactivations of dormant checking accounts. There also was no due diligence done to review customers' records after the dormant checking accounts were reactivated.</p> <p>2. On Nov. 8, 2024, the Hong Kong Monetary Authority issued a press release in which it announced that it was fining Fubon Bank (Hong Kong) HK\$4 million.</p>	HK\$ 4 million	None	<p>Fubon Bank (Hong Kong) has made improvements to deal with related vulnerabilities and adopted the following remedial and corrective measures:</p> <ol style="list-style-type: none"> Fubon Bank (Hong Kong) commissioned a third party to investigate the root cause of the problem that occurred, and based on the suggestions made in light of the investigation, Fubon Bank (Hong Kong) has made the necessary improvements and received certification from an independent third party. A retrospective review was completed on the warnings related to this case's data import omissions in the AML system and the ineffective reactivation of dormant checking accounts. The number of suspected money laundering transactions reported was not materially different from the proportion before the data omission incident occurred. An independent third party conducted checks of the effectiveness of the transaction monitoring system and reviewed its quality retrospectively. The result was that there were no material comments, and the suggestions for the system's optimization raised in the third party's report were implemented.

Statistics on Cases in which Regulatory Authorities Fined Fubon Financial Holdings and Subsidiaries for Regulatory Violations as right sheet. (Equivalent value to NT\$, rounded off to the nearest ten thousand)

Note: 1. Chart covers all Fubon Financial Holdings subsidiaries.

2. In 2024, there were no cases in which fines were imposed for corruption or bribery, and there were no cases in which there was a guilty verdict.

3. The amounts of fines for foreign subsidiaries in 2023 were calculated based on year-end exchange rates. Starting in 2024, fine amounts were determined based on average exchange rates.

Company	2023		2024	
	No. of Cases with Fines	Total Amount of Fines (NT\$ ten thousand)	No. of Cases with Fines	Total Amount of Fines (NT\$ ten thousand)
Fubon Financial Holdings	0	0	0	0
Domestic Subsidiaries	13	452	10	203
Overseas Subsidiaries	3	216	5	1,894
Total	16	668	15	2,097

Anti-money Laundering

Fubon Financial Holdings has set forth a specific management framework to strengthen its anti-money laundering/countering the financing of terrorism mechanism. It lowers the risks of the Company's products and services being used in money laundering and terrorism financing through systematic management and awareness-building among Fubon employees of those risks, embodying Fubon's values and social responsibility.

▶ Anti-money Laundering Management Framework



Risk Assessment

An Institutional Risk Assessment (IRA) of the Company and subsidiaries to which the Money Laundering Control Act applies is carried out at least once a year. It reviews the suitability of money laundering and terrorism financing risk appetites/limits and devises plans to strengthen prevention. The results are to be submitted in written form to the board of directors for review.



Supervision and Control

Subsidiaries' key AML risk indicators continue to be collected, observed and analyzed based on monthly risk management reports from subsidiaries to the AML risk management indicator platform and potential risks are identified and monitored; the results of internal and external audits of each subsidiary to stay on top of any subsidiary money-laundering risks.

Core Rules

Has established and requires Fubon companies to abide by six major management norms: the "Group Policy for Anti-Money Laundering and Countering the Financing of Terrorism," "Anti-Money Laundering and Countering the Financing of Terrorism Program," "Anti-Money Laundering and Counter Terrorism Financing Name Screen Regulations," "AML and CTF Information Sharing Rules," "Directions Governing Money Laundering and Terrorist Financing Risk Assessment on Countries/Geographic Areas, Occupation and Industry, Products and Services, and Customers"; the rules are to be reviewed annually.



Training

Continued to arrange "Fubon AML Lectures" and anti-money laundering training to provide information on the latest international AML trends, money laundering prevention practices, fintech development, financial crime, and AML impact; these events strengthen money laundering risk awareness among group board directors and supervisors, top executives, employees, customers, and industry peers, reinforce efforts to keep group customers' assets secure, and fulfill Fubon's social responsibility.



Reports and Communication

- Quarterly AML/CFT meetings: Hosted by the president and attended by AML managers and designated personnel from all subsidiaries; major projects, subsidiary money laundering risk indicators, important regulatory issues, and subsidiary projects are all discussed at the meetings.
- Quarterly seminars: The head of the financial holding company's Anti-Money Laundering Department engages in discussion with representatives of subsidiary AML units, gets briefed on their AML operations in practice and listens to their suggestions, creating a normal platform for dialogue; process helps get updates on regulatory developments related to subsidiaries in real time. This form of information sharing ensures the effectiveness of joint prevention efforts.
- Reporting to the board of directors every six months: The Company's Anti-Money Laundering Department regularly reports on the Company's anti-money laundering and countering the financing of terrorism efforts to the board of directors to build an anti-money laundering culture and ensure that senior managers fully understand AML/CFT risks.



2024 Action Plans and Significant Results

Within the above-mentioned money laundering prevention and management framework, Fubon Financial Holdings has taken advantage of new technologies and the strength of financial and supervisory technology applications in other countries to initiate technology projects that help subsidiaries optimize their money laundering prevention efforts. Action plans in this area and their results are described below:

Goals	Significant Results
Optimize Information Sharing, Fortify Group Defenses	<ul style="list-style-type: none"> Developed and expanded the customer cross-check platform: The platform was launched on Dec. 30, 2021, to give subsidiaries more incentive to use a cross-check mechanism and share information to strengthen the monitoring of transactions and the effectiveness of regular customer reviews. In January 2023, the system and related guidelines were optimized based on subsidiary requirements. The Company's Anti-Money Laundering Department then held an online promotional campaign in August 2023 to expand the platform's exposure by explaining how to best use it and highlighting its upgraded features. People used the platform 5,614 times in 2024, up 37.4% from the previous year. Cross-check transactions and accounts mechanism: Established standards and operating procedures for cross-checks between subsidiaries of information on the transactions and accounts of specific customers.
Optimize Operating Procedures, Introduce Fintech	<ul style="list-style-type: none"> The Company's Anti-Money Laundering Department and a startup tech company developed an "Automatic Negative News Search Tool" that uses artificial intelligence and language analysis technology to analyze and interpret news stories in data bases. The tool reduces repetitive manual tasks and lowers the risk of misjudgments. To protect the results of the Company's R&D efforts, the Company signed a memorandum of understanding (MOU) with the startup tech company covering its rights and obligations, such as those related to prior use and authorization. In September 2024, Fubon received an invention patent for system (Invention No. 1854521). The Company issued a "Digital Financial Security Blueprint" in 2022. In response to that blueprint, the dedicated anti-money laundering units of subsidiaries such as Fubon Life and Taipei Fubon Bank introduced robotic process automation (RPA) technology to reduce the manpower devoted to compiling data and mitigating operational risk. Taipei Fubon Bank then was the first in the local banking sector in 2022 to apply an AI system to daily anti-fraud monitoring (the Eagle Eye anti-fraud model). Through the use of more than 100 active monitoring parameters to precisely identify suspicious accounts, NT\$716 million in potentially fraudulent transactions was blocked in 2024, up NT\$300 million (or 73%) from the previous year, 985 accounts were detected having abnormal transactions, and 644 cases of fraud were successfully intercepted at branch service counters. Fubon also partnered with an overseas tech startup to develop an AI transaction monitoring system (eAML Project – the Falcon System). The system can block illegal transfers of funds in real time through its precise detection of suspicious transactions, and it has self-learning capabilities, automatically building its own machine learning model based on the latest risk management policies to continuously improve its precision in detecting abnormalities. In the system's initial stage of operation in 2024, it has reduced false alarms by 55%, exceeding the target of 45% set initially at the outset of the project.
Create a Common Good, Continue to Nurture Talent	<ul style="list-style-type: none"> The Company continues to create high-quality educational and training resources to support its commitment to digital technology applications and secure financial networks and its desire to forge a common social good. Those resources include a variety of anti-money laundering classes. In 2024, eight online "Fubon AML Lectures" were held covering such topics as international trends, financial technology, anti-money laundering practices and financial crimes. The lectures drew 9,560 participants, up 5.25% from a year earlier. In 2024, the Company organized another Forum on Financial Security and Digital Technology Trends. At this conference, Fubon discussed the formation of an anti-fraud alliance of 36 financial institutions and the results of its efforts to crack down on fraud. Representatives of the Executive Yuan, Ministry of Digital Affairs, Financial Supervisory Commission, National Police Agency, Anti-Money Laundering Division of the Ministry of Justice's Investigation Bureau, Taipei City Police Department, Criminal Investigation Bureau, a tech company (Turing Space), an international credit card company (VISA) and a telecommunications company (Taiwan Mobile) were in attendance to share information and practices related to combating international money laundering, digital transition, and financial security technology, and their experiences in handling cross-industry fraud. A total of 1,410 people participated, and the value of the event's media exposure exceeded NT\$8.54 million as of the end of August.



2025 Goals

The international geopolitical situation and trade conflicts are likely to intensify in 2025 given Russia's ongoing war against Ukraine and shifts in American policy. In the financial sector, 2025 will be the year when financial institutions welcome the regulation of AI technology and work to prevent digital financial crimes and fraud caused by cryptocurrency transactions. Given that group subsidiaries will be deepening their presences in markets both at home and abroad, Fubon Financial Holdings will focus primarily on ensuring that its subsidiaries (and sub-subsidiaries) implement group policies and systems, strengthening the sharing of group resources, and consolidating the Company's brand leadership. Its main goals for the year are as follows:

Goals	Actions
<p>Optimize Information Sharing, Fortify Group Defenses</p>	<ul style="list-style-type: none"> Beyond revising internal operating guidelines in response to changes in regulations, the Company uses opportunities to interact with subsidiaries at subsidiary exchange meetings to adjust internal guidelines in real time. The process has led to a consistent, risk-centric oversight and management approach for the group as a whole. In July 2024, Taiwan enacted the Fraud Crime Hazard Prevention Act and the Money Laundering Control Act, and financial fraud crimes were listed as a predicate offense for money laundering. The Company is assisting its subsidiaries in completing related risk control planning. The Company relies on a monthly report generated by the AML risk management indicator platform, which contains internal and external audit comments and communications with external regulatory agencies, to understand how effectively subsidiaries and specific local businesses have implemented anti-money laundering rules for their particular sectors. Special meetings are held to intervene and provide guidance when appropriate to mitigate money laundering and financing of terrorism risks. To cope with international sanctions generated by regional conflicts and international geopolitical volatility, the Company will continue to strengthen its sources of outsourcing lists and make sure that each subsidiary completes checks their name verification systems on a regular basis to ensure that the risk of sanctions is effectively mitigated. Regular quarterly meetings are held and the board of directors is briefed every six months on anti-money laundering activities. The Company also relies on the subsidiary anti-money laundering exchange platform, which includes quarterly meetings of anti-money laundering managers and regular AML/CFT meetings, to focus on the work status, risk indicators, and monitoring of subsidiaries. The platform also encourages the Company and its subsidiaries to expand exchanges, maximize the effectiveness of joint prevention efforts, and reduce resistance to taking action across different businesses. Fubon Financial Holdings is planned a "Fubon Wallet" project to reduce the inconvenience caused to customers when different subsidiaries repeatedly request information from the same customer while doing their due diligence. The planned system, which will require customer authorization, will use blockchain technology to connect customer due diligence information across subsidiaries through a decentralized data system, compile Fubon Group customer anti-money laundering information, and maximize cross-group joint defense synergies.
<p>Optimize Operational Processes, Adopt Fintech</p>	<ul style="list-style-type: none"> Based on the operating needs of the Anti-Money Laundering Department and subsidiary recommendations, the Company continued to optimize its key AML risk indicator management platform, its existing customer cross-check platform, and the negative news OpenData system. It continues to strengthen these systems' authorization management and encourage the sharing of accurate, real-time information through the platforms' optimized interfaces and risk indicator content. This enables the Company to stay on top of each subsidiary's risk indicators and set precise oversight strategies and directions.
<p>Create a Common Social Good, Continue to Emphasize Talent Cultivation</p>	<ul style="list-style-type: none"> Beyond extending classes launched in 2024 to expand employees' international horizons and provide training on financial crimes and fintech, the Company is introducing a series of "AML Impact" courses in 2025. They will explore in-depth money laundering predicate offenses such as drug crimes, human trafficking, and kidnapping, and, through the understanding of those crimes' social costs and social impact, impart core values related to AML work and create corporate social value. Also in 2025, the Company will provide training for employees to get CAMS (certified anti-money laundering specialist) and CCAS (certified crypto-asset anti-financial crime specialist) certification and continue to support anti-money laundering training and certifications. The Company will continue in 2025 to reinforce partnerships with domestic research institutions and leading domestic and overseas fintech vendors. It will seek to strengthen exchanges of experiences and learn across different fields in part by inviting financial security technology or financial crime experts to serve as panelists at the Forum on Financial Security and Digital Technology Trends, and put into practice what has been learned through industry-academia internship opportunities. These actions will bolster the Company's anti-money laundering expertise and influence and manifest its corporate values and social responsibility.

Internal Audits

Fubon Financial Holdings has developed a chief auditor system based on the "Implementation Rules of Internal Audit and Internal Control Systems of Financial Holding Companies and Banking Industries." A key component of the system is the Auditor Division set up under the board of directors, which helps the board and top management check and assess the effectiveness of internal control systems. It also offers suggestions for improvements to reasonably ensure that such systems continue to function well.

The Auditor Division independently audits Fubon Financial Holdings and its subsidiaries based on annual audit plans, including in the area of risk management, and the audit report is approved by the chairman of the board and submitted to the Audit and Risk Management Committee and independent directors for review. The division also oversees the self-inspection of each unit and periodically conducts follow-up reviews of internal and external audit findings, and it regularly reports on its activities to the Audit and Risk Management Committee and the board of directors.

In 2024, all units made the necessary improvements to deficiencies uncovered by audits within designated deadlines. Issues for which the deadlines for improvement have not yet arrived are monitored until they have been taken care of. This process has benefited the general operations, organization, and system development of Fubon Financial Holdings and its subsidiaries.

2.4.2 ESG Risk Management

Sustainable Finance Policy

Fubon Financial Holdings has established the “Fubon Financial Holding Co., Ltd. and Subsidiaries Sustainable Finance Policy” as the highest guiding principle to follow in promoting sustainable finance. It stipulates that the Company should incorporate environmental, social, and corporate governance factors into business development decisions, and devise and implement business strategies for investment, credit, and insurance. The policy advocates encouraging companies that meet United Nations sustainable development goals, carefully assessing business relationships with companies involved in controversial situations, and setting short-, medium- and long-term standards for investing in/ pulling investment out of high carbon industries. In 2021, Fubon established credit standards for putting funds in and pulling funds out of five high-carbon industries — power generation, coal mining, cement, petrochemicals and steel — except if the purpose of the funds is clearly for a low-carbon transition, green energy development, or the reduction of carbon emissions. In terms of investments and underwriting, Fubon added a decarbonization strategy for the coal and unconventional oil and gas sectors in 2023, and it accelerated the decarbonization timetable in 2025. The commitment is for Fubon, by 2030, to phase out all investments and underwriting of companies or power plants that more than 5% of their revenue from coal-related sources or generate more than 5% of their power from coal. By 2040, the commitment is to phase out all investments and underwriting of companies that derive more than 5% of their revenue from unconventional oil and gas. (This does not apply if the companies who have met the conditions such as proposing a low-carbon transition plan consistent with the Paris Agreement.)

Principles for Responsible Investment (PRI)

Each subsidiary complies with the “Fubon Financial Holding Co., Ltd. and Subsidiaries Sustainable Finance Policy” and sets or revises related internal management policies and rules to guide its handling of held and managed assets. In line with these policies and rules, ESG actions, such as identifying, evaluating and measuring sustainability risks based on ESG checklists and indicators, are applied before and after investments are made, and a list of industries with relatively high ESG risks has been developed to strengthen responsible investment mechanisms and maintain stable investment yields over the long term. Qualitative and quantitative targets have also been set in line with one of four ESG strategies set by Fubon – decarbonization. The qualitative targets have involved setting standards for putting funds in and pulling funds out of high-carbon industries, and a decarbonization strategy for investment has been established. On the quantitative side, a target for Fubon's green finance by 2030 was set. Green finance investment includes investments in low-carbon companies or projects, green bonds and green technologies.

Fubon's investment units abide by the United Nations Principles for Responsible Investment (PRI) and establish management mechanisms based on specific product characteristics to continuously reduce the ESG risks of the assets they hold and to third-party discretionary investment institutions and other financial institutions with which they have business relations. The implementation of these mechanisms mainly focuses on evaluating ESG indicators and screening blacklists to narrow down potential targets before an investment is made and regularly reviewing investments and engaging in shareholder activism after they are made. Environmental, social, and governance issues are considered when funds are used, and the Company has created an ESG responsible investment management assessment mechanism based on three lines of defense while also developing ESG thematic investments. The mechanism is carried out through the setting of policies and implementation of ESG action plans. Please see Section [7.3.1 Principles for Responsible Investment](#) in the Appendix.

Fubon has also adopted the global Science-based Targets (SBT) framework to strengthen its adherence to responsible investment principles and encourage companies it has invested in to embrace sustainable practices. In 2021, the Company took inventories of Scope 3 emissions generated by its investment positions for the first time, and then in 2022 submitted its Science-based Targets for reviewing to the Science Based Targets initiative (SBTi). They were validated by the SBTi in September 2022. These initiatives have committed Fubon to following a low-carbon path and gradually achieving carbon reduction goals while using its influence as a financial services provider to channel capital to low-carbon interests. See Section [3.1 Net-zero Targets](#).

Responsible Investment Strategies and Initiatives



► Focus of ESG Investment Action Plans

Action		Description	Coverage (% of AuM)	
Pre-investment Checks	Setting ESG investment risk indicators	Prior to any investment, an assessment is conducted based on such indicators as whether the company's environmental, social and corporate governance practices appear in a sustainability report, and the results should be disclosed in the investment analysis report.	100% coverage of newly added investment positions.	
	Establishing a blacklist/exclusion list	<ul style="list-style-type: none"> A cross-check with the list of high-risk countries and companies is done before making an investment; no investment should be made in a potential target on the list unless special management measures are taken. Countries that violate human rights or are negligent in anti-money laundering/combating the financing of terrorism efforts are put on the ESG blacklist/exclusion list. 		
	Building an ESG asset pool of domestic equities	All stocks in the asset pool must comply with ESG rules; no investments may be made in targets not included in this pool of investment assets.		
	Setting monitoring indicators for industries with high ESG risks	Added monitoring indicators for industries with high ESG risks and included them as factors in PRI evaluations.		
	Setting standards on whether to invest in/pull out of high emissions industries	<ul style="list-style-type: none"> Starting in 2021, cease new investment in power plants that generate more than 50% of their power from coal (except if they have presented a carbon-reduction transition plan that is consistent with the Paris Agreement). The goal is to pull out of all investments in coal-related businesses before the end of 2030 and pull out of all investments in unconventional oil and gas businesses by the end of 2040, (but this does not apply if a company has proposed a carbon reduction transition plan consistent with the Paris Agreement). 		
Post-investment Checks	Company investments in foreign bonds	Indicators include environmental, social and corporate governance factors, and checks are conducted annually.	100% coverage of existing investment positions.	
	ESG checklist for bond	Company investments in overseas bond funds and ETFs		Check done annually to verify if the bond/ETF issuers are signatories of the U.N. Principles for Responsible Investment.
	Company investments in domestic bonds	Indicators include environmental, social and corporate governance factors; checks are conducted annually.		
	Company investments in domestic bond funds and ETFs	Check done annually to verify the ESG practices of the fund/ETF issuers.		
Monitoring of Foreign Discretionary Investment Institutions	Verification of foreign discretionary investment institutions' ESG practices	Checks done to verify that discretionary investment institutions are signatories of the U.N. Principles for Responsible Investment, or requests are made for reports of how their ESG principles are implemented.	100% coverage of newly added positions through discretionary investment institutions.	
	Blacklist/exclusion list	Domestic discretionary investment institutions must comply with Fubon company blacklist/exclusion lists.		
External ESG Data Assessment	ESG-related information from outside sources or ratings agencies identifies high-risk countries or companies	<ul style="list-style-type: none"> Fubon Life's foreign fixed income division completed procedures for managing investments in high-risk countries and companies based on information from outside sources. Fubon Asset Management refers to external resources in developing ESG risk rating indicators, which are used to assess thematic investing in stocks and bonds. It also sets upper limits on high-risk investments to control the ESG risk of its portfolios. Refers to the ratings by domestic and overseas ESG ratings agencies provided on Taiwan Depository Clearing Corporation's "ESG IR Platform" to confirm whether or not companies engaged with have made improvements. 	100% coverage of existing and newly added investment positions.	

Responsible Investment Management and Action Plans	Asset Categories Managed				
Specific ESG Assessment Procedures are Incorporated into Rules, Guidelines, or Standard Operating Procedures for Different Asset Classes Based on Each Investment Vehicle's Characteristics and Feasibility Issues.	Listed Equity	Fixed Income	Private Equity (Private equity fund)	Infrastructure (Basic infrastructure funds)	Derivatives & Alternatives (Covers alternative investments such as hedge funds)
Green Building Design Incorporated into Property Development Contracts, and Companies with Outstanding Social Responsibility Records Prioritized when Outsourcing a Project or Appointing an Engineering Consultant.	Property (Investment property)				

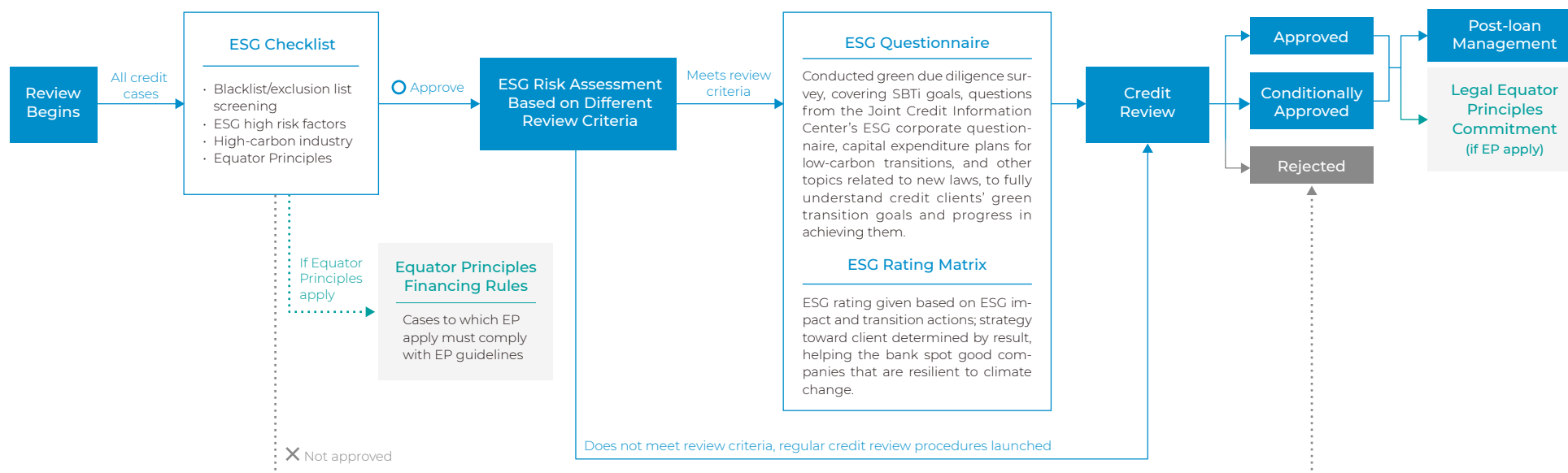
Responsible Lending Management Mechanism

Taipei Fubon Bank has based its credit business on the five fundamental principles of security, liquidity, the common good, profitability and growth and adopted the following mechanisms to assess credit risk. Under Taipei Fubon Bank's management framework for sustainability risk, sustainability risk assessments involving credit have been incorporated into KYC (know your customer) and credit check processes based on the "Fubon Financial Holding Co., Ltd. and Subsidiaries Sustainable Finance Policy." That means that sustainability risk is identified, assessed and weighed in all credit cases (including those that must meet Equator Principles and other project financing cases) according to sustainability risk assessment procedures and Equator Principles compliance within the existing credit risk management framework.

In 2023, Taipei Fubon Bank established the "Taipei Fubon Commercial Bank Co., Ltd. Sustainable Credit Management Rules" and revised the "Taipei Fubon Commercial Bank Co., Ltd. Sustainable Credit and Investment Guidelines" to consolidate its sustainable credit norms and optimize the checklists it uses to review credit applications. Under these rules and guidelines, the bank's sustainability risk assessments for institutional credit clients are to encompass ESG risk assessments and management, and climate change factors are to be incorporated into the bank's daily operations, strategic planning, and decision-making processes. These enable Taipei Fubon Bank to better analyze the potential impact of ESG risks on it and its subsidiaries. The bank is also required to review risk response measures and establish risk management responses. In terms of ongoing credit review processes, priority is given to sustainability risk assessments and checks of "ESG Checklists," including blacklist/exclusion list screening, ESG high-risk factors (including

whether a company has a significant adverse impact on environmental and social sustainability), and high-carbon activities that should lead to rejections of credit requests (not applicable if the purpose of the financing is for a low-carbon transition, green energy development or carbon reduction). In 2024, a total of 8,085 checks were conducted (100% of all credit checks). A credit risk assessment is then conducted that includes an ESG risk assessment based on different screening filters. An ESG questionnaire is used to understand the credit client's green transition goals and progress made. The results of the assessment and questionnaire are then plotted on an "ESG Rating Matrix" that shows the client's ESG impact and transition process, producing a rating that determines future business dealings with the client. The process helps the bank internally screen and identify companies that appear to be resilient to climate change.

Credit positions are also aligned with decarbonization, one of Fubon's four ESG strategies. Aside from setting standards for putting funds in and pulling funds out of high-carbon industries, a target for green finance has been set for 2030. Green finance loans include business loans for green energy or alternative energy projects, green buildings, and general green credit.



Equator Principles (EPs)

Since joining the Equator Principles Association, Taipei Fubon Bank has referred to the Equator Principles and IFC Performance Standards when reviewing applications to which the principles apply to assess the potential environmental and social impact of each case. It has also requested customers to adopt appropriate risk mitigation measures based on Equator Principles guidelines to reduce the adverse environmental and social impact of their operations. When handling Equator Principles cases, business departments must explain the applicability of the Equator Principles to a particular case in its sustainability risk assessments and "ESG Checklist" checks. Taipei Fubon Bank also requires its business departments to review the Equator Principles and related regulations with clients before they apply for financing, confirm they are willing to follow them, and help clients comply with the Equator Principles before applying and while the financing is in effect. If a client is unable to fully comply, its application for credit should be turned down. There were nine credit cases in 2024 that were required after undergoing standard checks to meet the Equator Principles. Among them, two had Category A (high risk) environmental and social risk levels, five had a Category B (medium risk) risk level, and two had a Category C (low risk) risk level. For more on the cases, please see [▶ Taipei Fubon Bank's website](#).

Underwriting Management Mechanism

Fubon Financial Holdings subsidiary Fubon Insurance has adopted the Principles for Sustainable Insurance (PSI) launched by the United Nations Environment Programme (UNEP) and issued its first PSI Report in 2020 (for the year 2019). In 2021, it began to take action on government policies related to corporate governance and sustainable development, mainly by rolling out innovative solutions and incorporating sustainability principles in its business and products based on the identification, assessment, and monitoring of risks and opportunities associated with ESG issues. Through these efforts, Fubon Insurance has played a leading role in the sector's sustainability. It also prepares an independent Sustainability Report based on sustainable insurance principles and GRI standards. For more details on methodologies, see Section

[▶ 7.3.2 Principles for Sustainable Insurance \(PSI\) in the Appendix](#) or the [▶ 2024 Fubon Insurance Sustainability Report](#).

2.4.3 Emerging and Climate Risk Management

Fubon Financial Holdings refers to the World Economic Forum's Global Risks Report during its annual overview of the Company's and subsidiaries' business development and future prospects and assessment of the major long-term emerging risks of concern. It screens the risks based on their relevance to and potential impact on the business, and how vulnerable the business is to them. In 2024, the Company identified the major long-term emerging risks at the financial holding company level as "geopolitical confrontation" in the geopolitical risk category and "economic downturn" and "inflation" in the economic risk category. Appropriate responses to these risks were devised and continued to be monitored.

Emerging Risk Identification Process



	Emerging Risk 1	Emerging Risk 2	Emerging Risk 3
Risk	Geoeconomic Confrontation	Economic Downturn	Inflation
Risk Category	Geopolitical Risk	Economic Risk	Economic Risk
Description of the Risk	Global powers restrict the exchange of goods, knowledge, services or technology to gain geopolitical advantage and consolidate their spheres of influence; in the case of China and the United States, the confrontation between the two sides continues to escalate in the areas of trade, sanctions, and investment reviews, and the trend is likely to intensify over the next three to five years.	With the interest rate environment stifling consumption momentum, and major central banks reluctant to adjust monetary policy, overall economic activity suffers, and the potential risk of economies falling into recession or facing long-term stagnation becomes more likely.	The global economy weakens and the medium- and long-term trends of global supply chain restructuring and de-globalization accelerate, increasing the possibility in the next three to five years of stagflation.
Impact	<ul style="list-style-type: none"> Supply chain restructuring and investment uncertainties intensify, affecting company operations and profitability, hurting the quality of credit assets, and reducing the willingness of customers to invest. Tensions in cross-Taiwan Strait relations lead to stronger sanctions against Taiwan's economy, hurting Taiwan's economy and financial markets. Liquidity affects exchange rates, insurance policy values, and the transactions and dividends of investments to which insurance policies are linked, causing policy surrenders or an increase in fund transactions that result in higher administrative costs. 	<ul style="list-style-type: none"> The global economy falls into recession, causing volatility in the stock, bond and foreign exchange markets and bearish sentiment in investment markets, reducing the willingness of customers to invest, which would hurt Fubon revenue. As economic activity contracts, loan growth will slow; at the same time, overdue loans and non-performing loans that have to be written off will increase. 	<ul style="list-style-type: none"> Inflation erodes consumer spending power and increases financial pressures, making it hard for people to buy new insurance policies or continue paying the premiums on existing policies. The monetary policies of major central banks diverge, aggravating volatility in global financial markets (equity, bonds, forex), affecting investment portfolio performances and the willingness of customers to invest.
Mitigation Measures	<ul style="list-style-type: none"> Manage country risk based on risk tiers, establish credit limits for different countries, put in place check and warning notification mechanisms, conduct risk assessments on a regular basis. Stay on top of the supply chain reorganization trend and continue to track its financial impact on customers to create early warnings and effective controls to inform the adoption of response measures to lower credit risk and credit losses. Regularly carry out market, credit, asset/liability and other risk management mechanisms, adjusting related policies and warning systems as required. 	<ul style="list-style-type: none"> Establish early warning indicators and risk limits, activate risk management mechanisms such as conducting regular stress tests and country risk status checks; observe changes in global economic conditions and monetary/financial policies, regularly check country and industry limits, make the necessary adjustments, and adopt needed controls. Establish rules for managing notifications of major risk events for different types of risk, quickly assess the vulnerability of different positions, and create related risk mechanisms to lower the potential impact of the risks on Fubon. Track daily profit/loss changes in investment positions held, develop an appropriate stop-loss mechanism; diversify asset allocations to mitigate the impact of systematic risk. Adjust the design of insurance products based on market shifts, such as developing low-premium, high-coverage products, and extend payment periods or develop profit-sharing policies so that customers are more willing to make a purchase. 	

Note: For more details, see the [2024 Annual Report](#), pgs. 309.

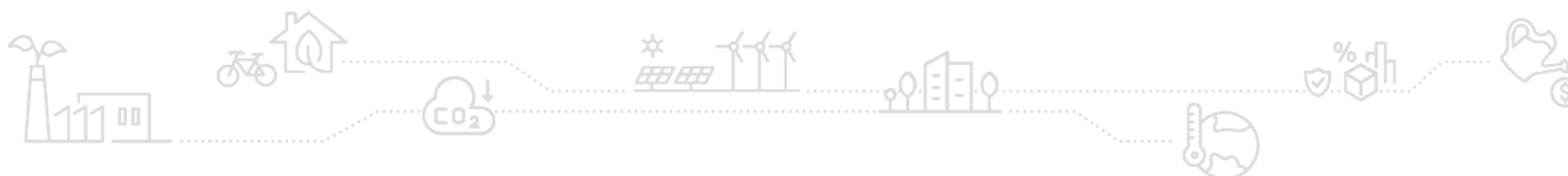
Climate Risk Management

To get a clearer picture of risks and opportunities climate change presented to its own operations and financial assets, Fubon Financial Holdings adopted the TCFD risk management framework in 2018, became a TCFD supporter in 2019, and issued the first TCFD report ever by a domestic financial institution in 2021. The TCFD framework has helped the Company and its subsidiaries develop a climate risk and opportunity matrix and identify corresponding response measures while also taking stock of business done with high- and low-carbon industries. These have all been disclosed in Fubon's climate-related financial disclosures report and have helped strengthen Fubon's resilience to climate risks and heightened its sensitivity to commercial opportunities. Fubon commissioned BSI to conduct a TCFD compliance review of Fubon Financial Holdings' Climate-related Financial Disclosures Report, and the report received the highest "Level 5+: Excellence" rating.



Fubon Financial Holdings
2024 Climate-related
Financial Disclosures Report

Disclosures		Approaches
Governance	Board of Directors Oversight	<ul style="list-style-type: none"> The Corporate Governance and Sustainability Committee under the board of directors oversees the implementation of ESG and sustainability practices, and an "ESG Task Force" has been set up under the Committee to carry out action plans. The board of directors monitors the effectiveness of risk management systems and mechanisms and reviews and approves risk management policies and guidelines. ESG performance indicators are included in the performance evaluation policy covering the Company's board of directors and functional committees, and the board's self-evaluations also cover such factors as risk assessments of internal controls and engagement in sustainability initiatives.
	Management Level Operations	<ul style="list-style-type: none"> The Responsible Finance and Environmental Sustainability teams under the ESG Task Force are responsible for issues related to climate change. The Responsible Finance Team plans procedures for assessing subsidiaries' climate-related risks and opportunities and handles the identification and reporting of those risks and opportunities. The Risk Management Executive Committee is led by a convener (president) appointed by the chairman of the board and also includes a chief secretary (chief risk officer) and members (the most senior risk managers at Fubon subsidiaries).
Strategy	Short-, Medium- and Long-term Risks and Opportunities	<ul style="list-style-type: none"> The sources and magnitude of short-, medium-, and long-term physical and transition risks are regularly identified.
	Risks and Opportunities Associated with Major Impacts	<ul style="list-style-type: none"> Qualitative and quantitative methods are used to assess risks and opportunities that could have a major impact on business, strategic and financial planning and their potential impact on the Company's operations and finances, and responses are devised.
	Scenario Analysis	<ul style="list-style-type: none"> Transition: Scenarios (Net Zero 2050, Delayed Transition, Fragmented World) from the Network of Central Banks and Supervisors for Greening the Financial System (NGFS), which was formed by major central banks and supervisory agencies, and other parameters (such as carbon pricing) are used; also conducted an advanced version of impact assessment of Fubon's investment and loan positions. Physical: RCP 2.6, RCP 4.5, RCP 6.0 and RCP 8.5 used to conduct temperature and rainfall forecasts; adopted SSP 1-1.9, SSP 1-2.6, SSP 2-4.5, SSP 3-7.0 and SSP 5-8.5 scenario parameters. Scope: Upstream suppliers, Fubon operating locations, downstream clients.
Risk Management	Identification and Assessment Procedures	<ul style="list-style-type: none"> Three material dimensions – hazard, exposure, and vulnerability – used to gauge the degree of risk posed by disasters to businesses that could be affected by flooding; inventory of investment and loan positions exposed to high-carbon industries conducted regularly.
	Management Procedures	<ul style="list-style-type: none"> Adopted an ERM risk management framework to guide risk identification, measurement, response, monitoring and reporting.
	Integrated Management	<ul style="list-style-type: none"> Climate change risk management incorporated into the Company's overall risk management policy.
Metrics and Targets	Indicators and Performance	<ul style="list-style-type: none"> Responsible investment put into practice, green finance supported; see Section ▶ 3.2.2 Responsible Finance Performance. Development of low-carbon products and services; see Section ▶ 3.2.2 Responsible Finance Performance. Greenhouse gas inventory, energy and environmental management, green energy/procurement/operations; see Section ▶ 3.1.1 Greenhouse Gas Reduction and Renewable Energy.



2.4.4 Information Security Management

At a time when innovative digital financial services are being introduced at breakneck speed, Fubon Financial Holdings continues to enhance its information security management and protection capabilities. It set an information security policy for the financial holding company and subsidiaries that is checked annually, and if a change is made it has to be approved by the board of directors. The Information Security Division was established on April 1, 2019, and Vice President Su Ching-Wei was appointed chief information security officer (CISO). The division is responsible for planning, monitoring, and carrying out information security management initiatives. In terms of information security governance, the division reports to the chairman and president monthly on the implementation of information security tasks by the Company and its subsidiaries. It also reports to the Audit Committee and board of directors annually on the financial holding company's overall information security situation. The independent director on the Audit Committee, Barry Chen, has participated in the promotion of Fubon's information security strategy and contributed his experience and guidance. Meanwhile, an "IT and Information Security Governance Committee" has been established under the chairman of the board to more effectively integrate the IT and information security governance of the financial holding company and its subsidiaries and guide the development of a robust governance culture and effective governance system. The financial holding company's president serves as the committee's convener and the top executives in the IT and information security departments of the Company and subsidiaries are invited to serve as committee members. Meetings are held quarterly to ensure that IT and information security tasks are carried out.

Information Security Governance Organization Chart



Barry Chen Independent director

Barry Chen has a master's in computer science from Texas A&M University and completed a corporate leadership and management course at Harvard Business School. He served as vice president of enterprise software provider VMware and its general manager for Greater China and has more than 26 years of experience in the information security field. Mr. Chen is an expert on information security technology for both the enterprise and consumer markets.

Su Ching-Wei Vice President (CISO)

Mr. Su has over 32 years of experience in the research, planning, building, and implementation of information systems, the investigation and prevention of technology crimes and cybercrimes, computer forensics and digital evidence analysis, cybersecurity and information security, and the development of innovative technology applications.

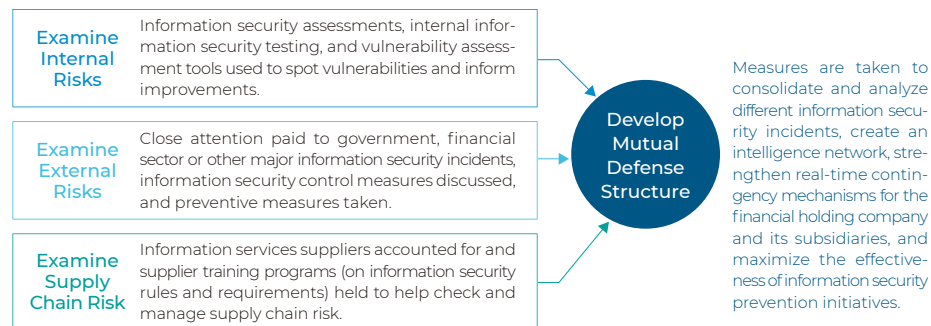
Fubon Financial Holdings and its subsidiaries have established dedicated information security departments responsible for planning, monitoring, and managing their information security systems. Regular meetings are held to stay up to date on the overall information security situation and analyze and discuss information security issues to strengthen joint information security efforts. The Company's information security strategy and plan are based on the information security framework proposed by the National Institute of Standards and Technology (NIST). It has established a multi-layer security protection framework with identification, protection, detection, response and recovery features and completed the planning and construction of multiple information security protection mechanisms, contributing to the creation of a digital finance environment. Another priority has been to strengthen the protection capabilities of the network, host and endpoints in each information environment and develop proactive information security measures through anti-virus software, spam email detection and blocking, web filtering and protection, intrusion detection and protection systems, website application firewalls, and a system that monitors the likelihood of information security risks occurring.

To achieve a robust information security reporting and contingency mechanism, the Company also relies on third-party monitoring to expand protection capabilities, information security monitoring indicators, the continuous management and adjustment of rules, and the tracking of daily logs for important operational system hosts, network equipment, and information security equipment. If a potential information security event occurs, event data, warnings and records recovered from defense-in-depth equipment is matched against available intelligence and analyzed to determine if in fact there was an information security event. It is also converted into valuable intelligence to be shared to help identify the latest domestic and foreign information security trends and examine and optimize the system, all to reduce the chances of a high-risk information security event occurring. The effectiveness of the overall information security is verified based on the adoption of the ISO/IEC 27001:2022 information security management standard (certification date: March 15, 2024; expiration date March 14, 2027) and ongoing checks for compliance by independent third-party certification units every six months.

The Company has established "five major Fubon Financial Holdings and subsidiary information security groups." These groups have been established to cope with the rapidly changing nature of information security threats and accelerate the discussion and establishment by Fubon Financial Holdings and its subsidiaries of management control mechanisms to keep the information environment secure. This initiative is based on the Financial Supervisory Commission's "Financial Cybersecurity Action Plan 2.0," which encourages financial institutions to carry out "assessments of the effectiveness of information security monitoring and defenses" and "risk management of supply chain/third-party service providers," and install "zero trust networks and improved network connection validation and authorization controls." These groups will mobilize information security manpower and share knowledge and resources, set common information security management standards for the financial holding company and its subsidiaries, and make collaborations more efficient to jointly forge a financial information security protection network that strengthens information security and resilience.

With information security threats changing at a rapid pace and supply chain risk increasing dramatically, the financial holding company and its subsidiaries require that the selection, contract signing, security management, monitoring and auditing of information and communication service suppliers comply with information security standards and that the contract specifies information security management mechanisms. Fubon Financial Holdings also reserves the right to monitor and check suppliers to ensure they are adhering to relevant information security rules. As financial cloud regulations have undergone change, financial institutions have steadily adopted cloud computing and cloud storage technologies to enhance operational efficiency and flexibility. To maintain a cloud environment that is secure, Fubon Financial Holdings and its subsidiaries have planned a cloud security management framework focused on ensuring that the cloud architecture meets all information security and regulatory standards. Under the framework, cloud environment risks would be continuously monitored by a cloud-native application protection platform that automatically detects and corrects misconfigurations and potential threats and bolsters cloud information security governance capabilities. At the same time, Fubon continues to promote cloud security training to improve employees' information security awareness and response capabilities and forge a stable and secure cloud operating environment.

► Information Security Risk Management Flow Chart



The financial holding company encourages its subsidiaries to align with the strategic direction of its information security approach and provides them with tools to assess the effectiveness of their information security systems and strengthen their overall protective capabilities. Every year, consistent information security performance indicators are discussed based on information security threat trends, and the tools of an external third party are used to quantify the information security risks of the financial holding company and its subsidiaries to enhance the safety and trustworthiness of financial services. Moreover, Fubon conducts control implementation self-assessments and monitors key risk indicators on a regular basis in accordance with the Company's Operational Risk Management Policy. It also regularly carries out operational impact analyses to ensure that damage is minimized and normal business operations are maintained in the event of an operational disruption, thereby protecting customers' rights and interests and limiting company losses.

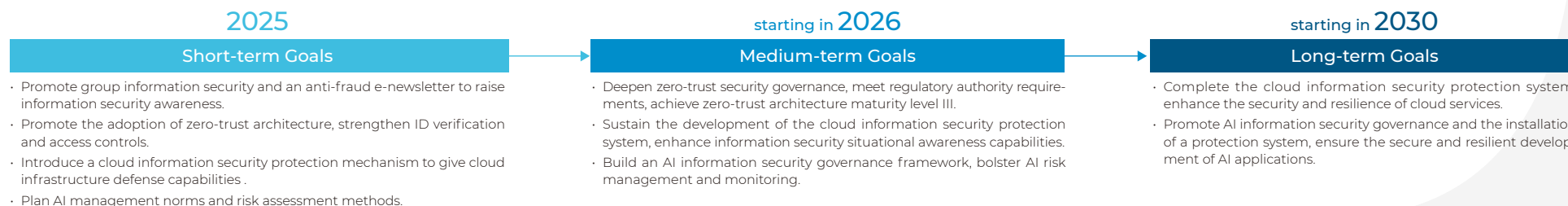
To build a joint defense mechanism for information security, the Company reviews and oversees the adequacy of each subsidiary's plans and approaches related to their information and network systems and information security maintenance, and has devised effective anti-hacking measures to protect customer privacy. It continually reviews system flaws or vulnerabilities by regularly commissioning third-party experts to carry out penetration tests or red team assessments that simulate hacking attacks. At the same time, information security insurance is purchased based on operational needs to protect customer rights. The insurance covers information confidentiality and privacy liability, cybersecurity liability, media liability, emergency responses, and operational disruptions.

Beyond those measures, Fubon Financial Holdings has established a reporting and handling procedure for information security incidents. When an incident occurs, it is immediately categorized, identified, and reported to the contact at the responsible unit. The unit that receives the report of an incident must confirm within a time period the scope of the impact, investigate potential causes, propose improvements, and issue a response. The Company regularly discusses and reviews information security incidents with subsidiaries to adjust and optimize these reporting and handling procedures.

Facing increasingly stiff information security challenges, Fubon Financial Holdings has not only developed robust defense-in-depth equipment but also holds a monthly information security meeting with each subsidiary to share information security intelligence and engage in benchmarking. They are also encouraged to participate in public/private collaborations, such as F-ISAC (the Financial Services Information Sharing and Analysis Center) and TWCERT (the Taiwan Computer Emergency Response Team), to strengthen internal and external joint information security defense capabilities. From 2022 to 2024, Fubon did not experience any material information security breaches, demonstrating how robust the Company's governance mechanisms are. In the future, Fubon will continue to deepen its information security culture internally so that every employee can become a key information security defense link and keep the Company's operations running and customer information secure.

Information Security Incidents	2021	2022	2023	2024
Number of Material Information Security Incidents	3	0	0	0
Number of Breaches Involving Customers' Personally Identifiable Information	0	0	0	0
Number of Customers and Employees Affected by Information Leaks	80,000	0	0	0

Fubon Financial Holdings has followed the government's Financial Cybersecurity Action Plan 2.0 framework as part of its strategy to deal with fintech's rapid development, the popularization of emerging technology applications, and the ongoing evolution of information security threats. Given the group's move toward a digital transition, its technological innovation, and changes in emerging forms of attacks, Fubon continues to fortify its information security governance system and set short-, medium- and long-term information security goals to strengthen the group's information security resilience and ensure the stability and sustainability of its digital financial services. Strategies are regularly checked and adjusted based on actual practice to continuously enhance the information security system's defensive capabilities.



Information Security Action Plans and Results

- Red team/blue team and BAS exercises, information security operations continuity and recovery drills, and vulnerability tests conducted annually.
- In 2024, neither the financial holding company nor any of its subsidiaries experienced major information security incidents, indicating that the strengthening of management measures has proven effective.
- 24/7 weak spot monitoring of external risks done to monitor and handle weaknesses more efficiently and eliminate information security risks.

Strengthening Financial Resilience

Deepening Information Security Governance

Harness Joint Information Security Defenses

Strengthening Information Security Oversight

- 12 meetings on information security held in 2024 to fine-tune direction of information security strategies.
- An information sharing mechanism implemented to identify an information security incident and related attack methods in real time.
- Material risk vulnerabilities and information on the supervision and management of investigations into those vulnerabilities communicated to subsidiaries.

- 43,471 people participated in information security training (3 hours for regular employees, 15 hours for information security personnel); coverage was 100%.
- Social engineering simulations conducted every six months, with average click rates on phishing emails 3%.
- Fubon Financial Holdings and its subsidiaries have been certified under ISO 27001:2002. (Effective date: March 15, 2024; Expiration Date: March 14, 2027)
 - In addition, as part of the process to keep information secure, a third-party verification unit conducts an inspection every six months to maintain the certification's validity.
 - Planned the implementation strategy and protection mechanism for the development of zero-trust architecture.

- Information security policy approved by the board of directors; information security departments report on a regular basis to the board.
- Performance indicators for supplier management information security were reinforced; reviewed related internal operational rules to ensure that they comply with existing laws and regulations; and, in line with regulatory authority rules and international cybersecurity attack and defense trends, completed management training and social engineering exercises for the financial holding company's information and communications service providers.
- Security incident monitoring and management procedures and incident tracking procedures improved and optimized.
- Established a list of "Information Security Things to Know" and publicized it to the entire workforce; before new hires begin their jobs, they must sign the "Information Security Things to Know," increasing the responsibility of group employees on information security.

Internal Auditing of Information Security Management

The annual internal audit plans of the financial holding company and its subsidiaries all include information security audits in accordance with regulatory authority regulations. The financial holding company's information security audit incorporates financial sector statutory requirements, financial holding company information security regulations, and the ISO 27001 information security management system standard. Internal information security audit criteria are also set. At present, the information management audit report covers 14 topics, including the information security management system.

2.4.5 Supplier Management

Fubon Financial Holdings continues to manage suppliers based on the following policies and management mechanisms:

Supplier Qualification and Tiered Management

"Electronic Purchasing and Vendor Management Regulations" have been established and stipulate that suppliers cannot be designated as targets of sanctions under Taiwan's Counter-Terrorism Financing Act or as terrorists or groups identified or tracked by foreign governments or international organizations as forwarded by regulatory authorities in Taiwan. If after an investigation, the supplier is confirmed to be established legally, and operates normally, pays taxes in accordance with the law, and has a good credit rating, and there are no concerns that it may breach a contract, and it has signed the Supplier Standard of Conduct Pledge and provides a "New Supplier Sustainability Risk Self-Assessment Form," it can become a qualified supplier in Fubon's electronic procurement system (simply called "suppliers" below; there were 1,803 as of the end of 2024).

Suppliers are divided into six categories (IT equipment and services, renovation and interior decoration, office equipment, printing, manpower services, and office supplies) based on the type of product or service they provide. Suppliers within each category that meet a certain threshold for purchases from Fubon, provide a product or service that cannot be easily substituted, and are relatively important to the Company's operations are designated as key suppliers (there were a total of 40 in 2024).

Good Faith Principles Clause

The contracts signed by Fubon Financial Holdings and its suppliers all have a "good faith principles" clause stipulating that suppliers shall abide by the laws that financial institutions must obey. They may not pay commissions or kickbacks or provide any benefits to Fubon employees under any pretext, whether directly or indirectly, voluntarily or by request, or by some form of obligation. If a supplier violates those terms, Fubon can terminate or revoke the contract.

Supplier Sustainability Management

Established a **Supplier Sustainable Development Code of Conduct** (covering workers' rights and human rights, occupational health and safety, environmental protection, a ban on unethical behavior, and sustainable procurement); it requires that qualified suppliers in the electronic procurement system sign the Supplier Standard of Conduct Pledge and promise to comply with the Code of Conduct (100% of suppliers had signed the Pledge as of the end of 2024). Suppliers with serious violations are downgraded or suspended, while those with outstanding records have their partnerships with Fubon strengthened. Meanwhile, new suppliers shall submit a "New Supplier Sustainability Risk Self-Assessment Form" to enable Fubon to check the supplier's transition practices. (Related documents are posted in the procurement section of [Fubon Financial Holdings' website](#).)

In 2018, Fubon launched the "Fubon Supplier ESG Sustainability Management Project," under which it offers ESG education courses, conducts ESG assessments, and holds supplier engagements and an ESG conference on an annual basis to guide suppliers in gradually carrying out sustainability transitions and, when appropriate, provide training or related assistance. Efforts made in 2024 are detailed below:

Supplier ESG Assessments	<ul style="list-style-type: none"> The ESG self-assessment questionnaire was designed based on international guidelines such as the PAS 7000, CERES, GRI Standards and ISO 20400. It covered governance, social and environmental topics. Suppliers are invited to fill out the questionnaire every year to help Fubon understand their practices related to their transitions toward sustainable operations. Suppliers that met the evaluation threshold were asked to fill out the questionnaire in July 2024 (with a reply rate of 98%), and a review of the results was conducted. Overall, participating suppliers still had room for improvement in areas related to transition practices such as quality management, supplier management, business continuity management, environmental management and greenhouse gas management. Fubon is following up by providing ESG training in select areas based on the questionnaire results or offering related guidance and assistance.
Supplier Engagement	<ul style="list-style-type: none"> As part of the annual ESG assessment campaign, Fubon usually arranges some on-site supplier audits to engage more directly with suppliers. The audits allow Fubon to observe suppliers' ESG practices in person and verify the results of their written reviews. By 2022, ESG engagement with 40 key suppliers had been completed. In 2024, Fubon expanded its engagement efforts to include non-key suppliers, and it set a supplier engagement target. Based on the 40 suppliers that had completed ESG on-site audits by the end of 2022, the target, starting in 2024, is to increase that number by 10% (or four new suppliers a year), which means increasing the number by 70% by 2030 (bringing the total to 28 more suppliers having completed on-site audits than the baseline year 2022). In 2024, completed ESG engagements with 14 suppliers, consisting of engagements with four new, non-key suppliers and annual rotating engagements with 10 key suppliers.
Supplier ESG Education	<ul style="list-style-type: none"> Theme: How to Handle Business Continuity Management. Method: Digital courses were offered on the Fubon Financial Holdings electronic procurement system in June 2024; suppliers had to first enter the system and complete the courses before they could collect tender documents from the system. Focus of courses: Helping enterprises learn how to evaluate the risk of their own operations being disrupted, develop a contingency system, and plan backup mechanisms.
Supplier ESG Conference	<p>Suppliers who participated in the Supplier ESG Assessments were invited to take part in the Supplier ESG Conference in December 2024. Conference activities included the following:</p> <ul style="list-style-type: none"> Commended six suppliers with outstanding evaluations and one supplier for excellence. Gave feedback on the assessment results and provided suggestions for improvement. Invited the outstanding suppliers to share their sustainability transition experiences, and had green electricity suppliers discuss ways enterprises could develop green power, helping suppliers understand the importance of using renewable energy in strengthening their competitiveness.

Suppliers' Human Rights Risk Management

Fubon continues to manage and track suppliers' human rights risks, with key elements described below:

Management Approach	The average scores for the six categories of suppliers on the "workers' human rights management" topic in the Supplier ESG Assessment are reviewed and tracked for potential risks, and risk mitigation measures devised.
Assessment	<ul style="list-style-type: none"> Have established written workers' human rights policies or statements? (Human rights topics: prohibiting child labor and forced labor, stopping discrimination, equal pay for equal work, providing compensatory leave and overtime pay as legally required). Have provided training on workers' human rights? Have held labor-management consultations on a regular basis? Have promoted human rights due diligence surveys?
Risk Identification	The average scores for the six categories of suppliers on the "workers' human rights management" topic in the Supplier ESG Assessment were assessed, with the score of the highest scoring group (A) and the score of the lowest scoring group (B) averaged to get a baseline score (C) used to identify key risk groups and risk levels.
Potential Risks	Renovation and interior decoration contractors that participated in the Supplier ESG Assessments were deemed a medium risk because their management of workers' human rights scores were slightly below the average "risk identification" score (C). No other new workers' human rights risk groups emerged in 2024.
Mitigation Measures	<ul style="list-style-type: none"> For vendors that already have a workers' human rights policy, they are encouraged to gradually expand the coverage of their policy. For vendors that have yet to draft a human rights policy, the feasibility of providing guidance is assessed.

Overall, suppliers scored better in 2024 than in 2023 in the areas of establishing a written workers' human rights policy, providing human rights training, holding labor-management consultations, and promoting human rights due diligence, but there was still room for improvement in the management practices of renovation and interior decoration suppliers, which still posted lower scores than suppliers in other groups. Follow-up measures were planned to guide them on making improvements.





3

Decarbonization Helping Customers Go Sustainable

2024 Highlights

- Fubon Financial Holdings "Green Finance" (investment, loan) amount reached **NT\$2.5 trillion**; it included low-carbon investment, green bond investment, green energy technology investment, and green finance loans.
- Fubon Financial Holdings and its subsidiaries jointly organized a "Science-based Targets Engagement Workshop" that was attended by **more than 30** corporate customers. Refer to ▶ 3.2.1 Engagement with Investee and Loan Customers
- Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank and Fubon Insurance continue to issue Climate-related Financial Disclosures Reports; the Climate-related Financial Disclosures Report issued by Fubon Financial Holdings earned **the highest possible rating, a "Level 5+: Excellence," as certified by BSI**. At the same time, Taipei Fubon Bank's TCFD Report's "conformity with the TCFD disclosure framework" and "financed emissions" received limited assurance verification from a third party for the first time.
- Fubon Life and Fubon Asset Management continue to join **Climate Action 100+ engagement groups** and promote net-zero emissions actions with other members. Refer to ▶ 3.2.1 Engagement with Investee and Loan Customers
- Taipei Fubon Bank helped the Taipei City Government issue NT\$10 billion in sustainable bonds. It was the **first issuance of sustainable bonds by a government at any level in Taiwan**.
- Fubon Insurance was the 1st domestic non-life insurer to commit to net-zero underwriting. It set a new indicator, for sustainable loss prevention services, and it met just over **100%** of its target by handling **661 cases** during the year.
- Fubon Securities participated in the underwriting of **10** green bond issuances, equal to a **56%** participation rate. Refer to ▶ 3.2.2 Responsible Finance Performance
- Fubon Financial Holdings and its subsidiaries' combined Scope 1 and Scope 2 **emissions were down 29.6%** from the 2020 baseline year emissions, achieving 175.4% of the goal. Refer to ▶ 3.3.1 Greenhouse Gas Reduction and Renewable Energy
- Fubon Financial Holdings and its subsidiaries used a total of 16.56 million kWh of green power (including renewable energy certificates and self-generated solar power) in 2024, accounting for **16.4% of their total electricity consumption**. Refer to ▶ 3.3.1 Greenhouse Gas Reduction and Renewable Energy
- After joining the Taskforce on **Nature-related Financial Disclosures (TNFD)** in 2023, Fubon Financial Holdings joined the **Partnership for Biodiversity Accounting Financials (PBAF)** in 2024 to continue to assess the impact and dependency of its investments and loans on biodiversity.

2025 Priorities

- Continue to develop ESG-related investment, insurance and other financial products to fully leverage Fubon Financial Holdings' financial influence.
- Further fine-tune climate change management practices and strengthen climate risk management capabilities.
- Continue to plan green energy purchases based on carbon reduction targets for Fubon operations and carry out related equipment replacement and energy-saving solutions.



3.1 Net-zero Targets

Fubon Financial Holdings first committed in 2016 to set Science-based Targets (SBT) for reducing carbon emissions. It then began calculating Scope 1 and Scope 2 emissions as well as Scope 3 financed emissions generated by its investment and loan positions while also setting carbon reduction pathways. The Company's emission reduction targets were validated by the SBTi in September 2022.

Scope 1, 2 Carbon Reduction Targets



2030 Scope 1, 2 emissions **42% lower** than in the baseline year (2020).

For carbon reduction results in 2024, please see information on section **▶ 3.3 low-carbon operations**

Scope 3 Investment, Loan Positions



Investments

Based on the SBTi portfolio coverage approach, **40%** of investment exposure will have set SBTi validated targets by 2027.

1 Using the Sectoral Decarbonization Approach (SDA): 2030 targets compared to a 2019 baseline:

- **52% reduction** in emissions intensity (metric tCO₂e/MWh) of power projects Fubon has loaned money to
- **59% reduction** in emissions intensity (kg CO₂e/m²) of commercial real estate loan customers
- **49% reduction** in emissions intensity (metric tCO₂e/MWh) of power generation-related loan customers
- **58% reduction** in emissions intensity (kg CO₂e/m²) of service/commercial construction businesses (in the IT and telecommunications, real estate, financial services, banking, wholesale, and retail sectors) to which Fubon has made long-term loans



Loans

2 Using the SBTi portfolio coverage approach: 2027 targets

- **38%** of long-term outstanding loan positions within the fossil fuel sector will have set emissions targets validated by the SBT
- **38%** of long-term outstanding loan positions within the electronics manufacturing sector (in the semiconductor packing and testing, printed circuit board, LCD panel and component, and computer manufacturing sectors) will have set emissions targets validated by the SBT

For more details, please see Section 5.2 Key Climate-related Targets in the **▶ Fubon Financial Holdings 2024 Climate-related Financial Disclosures Report**.

Operation Net-zero Initiatives

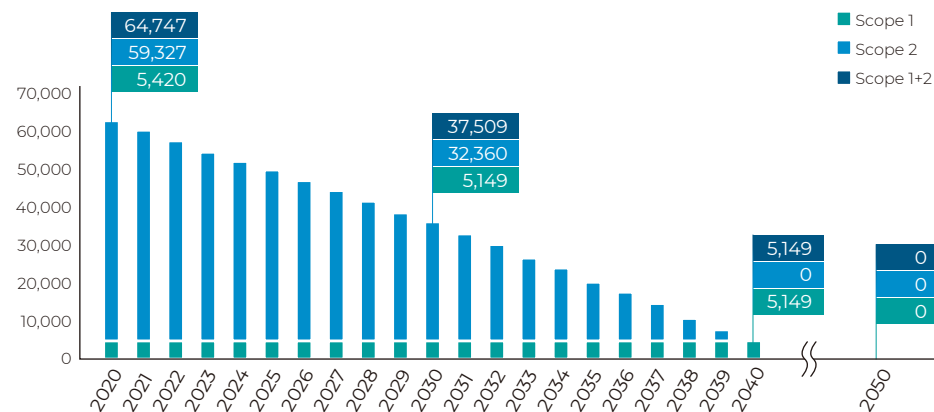
- **Set SBT targets for Fubon operations:** Set SBT targets for Fubon's own operations (Scope 1, Scope 2 emissions) based on the 1.5°C scenario, committing to a 42% reduction in Scope 1 and Scope 2 carbon emissions by 2030 compared to the 2020 baseline.
- **Pledged to set net-zero targets for operations:** Signed an SBT commitment letter in July 2022 that included a pledge to set a long-term SBT target of achieving net-zero emissions by no later than 2050.
- **Joined the RE100:** Became a member of RE100 in September 2022 and committed to using only renewable electricity across its global operations by 2040.

To achieve the commitments outlined above, Fubon Financial Holdings set medium and long-term carbon-reduction pathways for its operations (see the chart below) and also set an additional gray electricity reduction target for the Scope 2 emissions reduction pathway.

- **Carbon reduction target for operations:** Reduce Scope 1 and Scope 2 emissions by 42% (5% reduction in Scope 1 emissions and 45.5% reduction in Scope 2 emissions) by 2030 compared to the baseline year of 2020 to achieve the SBT target and then continue to reduce carbon emissions in a scientific way until cutting them by 92.3% by 2040 (5% reduction in Scope 1 emissions and 100% reduction in Scope 2 emissions); the remaining 7.7% emissions are expected to be eliminated before 2050 using tools or approaches recognized by related international standards to achieve net-zero emissions.
- **Gray electricity consumption reduction target:** Reduce gray electricity consumption by 45.4% by 2030 and 100% by 2040 compared to the 2020 gray electricity usage baseline. (To be achieved through energy conservation and green energy generation and procurement)

▶ Mid-to-long-term Carbon Reduction Pathways for the Operations of Fubon Financial Holdings

(Unit: tCO₂e)



Note: The chart covers emissions from Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities, Fubon Bank (Hong Kong), Fubon Asset Management, Fubon Bank (China), Fubon Futures, Fubon Sports & Entertainment, Fubon Stadium, TFP Capital, Fubon Securities Investment Services, Fubon Private Equity, Fubon Property & Casualty Insurance (Xiamen), Fubon Insurance Agency, Fubon Financial Holding Venture Capital, Fubon AMC, Fubon Hyundai Life Insurance, and Fubon Fund Management (Hong Kong).

Net-zero Initiatives for Investment and Loan Positions



Fubon Financial Holdings

Fubon Financial Holdings has set carbon reduction goals covering more than 50% of its investment and loan portfolios, signaling Fubon's determination to join with its value chain in making the transition to low carbon. In 2021, Fubon began setting standards for putting funds in/pulling funds out of high-carbon industries, and it has reviewed and adjusted the approach since then based on domestic and international development trends. The standards for putting funds in/pulling funds out of high-carbon industries have been clearly outlined in the "Fubon Financial Holding Co., Ltd. and Subsidiaries Sustainable Finance Policy" so that subsidiaries can comply with them consistently. At the same time, we aggressively support the use of funds for low-carbon transitions, green energy development, or carbon emissions reduction, or for companies that have already established transition plans, to help customers with their low-carbon transitions.

Fubon Financial Holdings joined with its subsidiaries in 2024 to organize an SBT engagement workshop, with publicly listed companies or companies expecting to list publicly in the near future in the electronics manufacturing, shipping, steel, and garment manufacturing sectors invited to attend. An outside consulting team guided the companies on setting Science-based Targets for carbon emissions or establishing carbon reduction pathways, helping Taiwan with its net-zero transition.



Fubon Life

Fubon Life incorporates environmental, social, and governance factors in the analysis and decision-making process related to any potential investment. If before an investment is made, the investment target has been found to have violated any investment blacklist indicator, the investment should not be made. After an investment is made, it should be regularly tracked using internal ESG indicators (such as whether the company has had environmental or human rights-related violations or experienced serious labor-management disputes). If a company invested in has acted improperly on an ESG issue of importance to Fubon Life, Fubon Life discusses the issue with the company and then assesses whether the engagement was successful. If that company does not make the required improvements, or has been involved in a major dispute or been fined by a regulatory authority, or has been ruled by a court to have violated the law, that company will be put on the blacklist/exclusion list as soon as the court ruling related to the legal violation is final. Consequently, the amount invested in the company cannot be increased and shareholdings are to be gradually sold off.

Fubon Life has joined CA100+ engagement groups, including the Energy Transition Working Group and Asset Owners Working Group of Asia Investor Group on Climate Change (AIGCC), teaming up with other members to promote net-zero action. For more details, see Section 3.2.1 Engagement with Investee and Loan Companies.



Taipei Fubon Bank

In terms of loan positions, Taipei Fubon Bank considers regulatory policies on controlling greenhouse gas emissions when dealing with existing clients that operate public or private coal-fired power plants, or mining companies that extract coal or other fossil fuels. Aside from understanding whether each client takes inventory of their GHG emissions, the bank also evaluates their planning and execution of GHG emission reduction measures and targets as well as the impact and influence of regulatory policies on their operations, and offers timely advice and financing related to transitions of their businesses. At the same time, aside from cases in which customers have clearly stated that the purpose of the funds is for a low-carbon transition or have already committed to setting SBT goals, the bank has pledged no new financing for: 1) overseas customers' oil exploration and drilling operations; 2) overseas clients' vertical integration (including oil exploration/drilling/refining and product sales); 3) oil field services and pipelines; and 4) petrochemical refineries. Instead, it hopes to use its financial clout to help these clients make low-carbon transitions.

In terms of investment positions, Fubon commits to phase out all investments in thermal coal-related assets by 2030 and unconventional oil and gas assets by 2040 unless they involve a company that has proposed a carbon reduction transition plan consistent with the Paris Agreement, a state-owned enterprise run by a government that has signed the Paris Agreement or committed to achieving net-zero emissions, or a bond issuance where the funds raised will be used for a low-carbon transition, green energy development, or carbon reduction.



Fubon Insurance

Fubon Insurance began actively supporting renewable energy development in 2017 and has imposed underwriting controls on businesses in the coal and fossil fuel industries. At the same time, to help companies make smooth transitions and limit disruptions in the process, Fubon Insurance provides corporate clients with loss prevention services for green energy risks and supports green energy transitions through premium discounts based on a building's rating and green energy insurance planning.

Fubon Insurance was also the first domestic non-life insurer to commit to net-zero underwriting, pledging that in the future it will no longer underwrite coal mining/related infrastructure, coal-fired power plants, and unconventional oil and gas businesses that have not taken tangible carbon reduction action or developed a low-carbon transition plan. It also continued to help set standards on whether to invest in/pull out of high-emissions industries.



Fubon Securities

Fubon Securities complies with the "Fubon Financial Holding Co., Ltd. and Subsidiaries Sustainable Finance Policy" and supports companies with products and services that contribute to the mitigation of climate change or environmental risks by helping them go public and raise funds. Through its guidance on IPOs and continued focus on companies by attending shareholders meetings, exercising its voting rights, and holding constructive dialogue, Fubon Securities encourages companies to devise sustainability and net-zero transition plans and concrete initiatives, and spurs companies with relatively high carbon emissions to develop greenhouse gas reduction measures.



Fubon Asset Management

Decarbonization of investment portfolios has been established as a long-term goal. In 2024, the share of investment in "high" ESG risk assets within every active fund and discretionary investment account was capped at 22%; the share of investment in high carbon industries within every active equity fund was also capped at 22%, and the short-term goals for both were achieved.

3.2 Low-carbon Finance

3.2.1 Engagement with Investee and Loan Customers

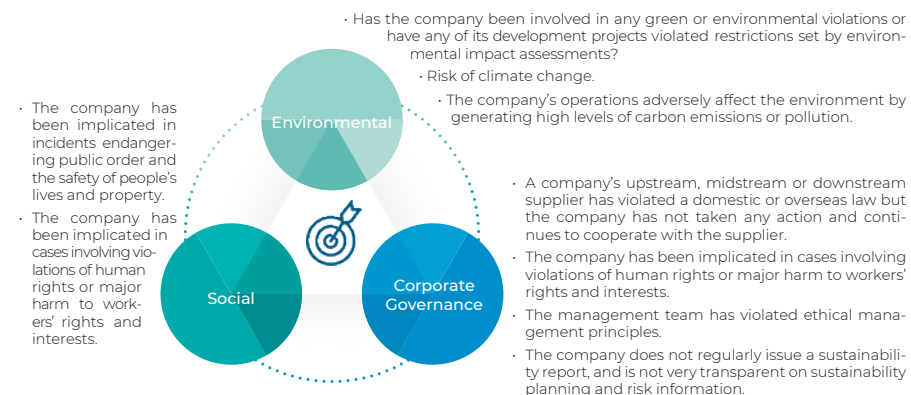
Fubon Financial Holdings is intent on accelerating its value chain's sustainability transition through the use of its financial leverage and low-carbon strategies and goals. It also embraces the stewardship responsibility of an institutional investor by closely monitoring the ESG performance of companies in which investments have been made. Specific practices are as follows:

Appropriate Dialogue and Interaction with Companies Invested in

To strengthen its sustainability practices and comply with the Principles for Responsible Investment, Fubon adheres to Principle 3 of its "Stewardship Principles for Institutional Investors Compliance Statement" – "regularly monitor investee companies" – by monitoring their environmental, social and governance practices. Key ESG issues are identified and used as indicators in monitoring and assessing investee companies and when potential risks related to those issues are found to be high, efforts to engage with those companies are made. Fubon also tries to raise society's awareness of financial sustainability and climate-related risk, and establish constructive engagement with the companies it has invested in and industry partners to fulfill its stewardship responsibilities as an owner and manager of assets, while also strengthening society's risk awareness.

In terms of material ESG issues, Fubon carefully analyzes and assesses whether companies it has invested in have a major negative impact in the environmental, social or governance domains. Material ESG issues could be polluting the environment, endangering public safety or the social order, violating ethical management principles, or abusing human rights and workers' rights and interests, and those issues are included in investment evaluation reports to fully reflect the Company's viewpoint and interests. The operations of companies invested in are continually monitored, and Fubon engages with them on issues of concern. If one of those companies has violated the law, or the long-term interests of the company and its customers have been damaged because of actions in a specific ESG domain, Fubon may send a representative to meet with the company's management to get clarification on how the problem is being handled and then closely monitor follow-up developments. The intervention could result in an adjustment of the investment limit or the termination of the investment.

ESG Issues of Concern



Engagement Activities: Raising Climate Awareness

Fubon complies with Principle 4 of the "Stewardship Principles for Institutional Investors" issued by the Taiwan Stock Exchange Corporation by engaging in appropriate dialogue and interaction with investee companies to gain a deeper understanding of their positions on major issues of concern from their managements while offering opinions on them. The goal is to clarify and discuss the risks they face and their corresponding strategies and through a phased engagement process strive to reach a consensus on long-term value creation.

In 2024, Fubon Financial Holdings held its first SBT engagement workshop jointly with five subsidiaries – Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities and Fubon Asset Management. Representatives of more than 30 publicly listed companies or companies expecting to list publicly in the near future in the electronics manufacturing, shipping, steel, and garment manufacturing sectors attended. An outside consulting team guided the companies on setting SBT emission reduction goals or establishing carbon reduction pathways, helping Taiwan with its net-zero transition. The workshop discussed the carbon reduction pathway developed by SBTi for companies, helping companies to achieve carbon reduction targets under specific circumstances. Participants had lively discussions and showed considerable interest and determination in aligning with international sustainability trends.

After launching a "Think ESG" project in 2021, Taipei Fubon Bank held a "Think ESG Masters Forum" in 2022 to inspire creative energy and innovative financial practices related to ESG. Fubon board directors and employees, as well as investment and loan clients, were all invited to attend the forum online to learn more about sustainable transformations as experts from the public and private sectors and academia discussed ESG trends and issues. "ESG seminars for SMEs" were also held for small and medium-sized enterprises that Fubon had invested in or lent money to. A quantitative analysis of the responses was conducted to identify the ESG issues of concerns to SME companies, and the results were used to build an ESG database and serve as a reference for Taipei Fubon Bank in developing sustainability-related financial products and services. In 2024, Taipei Fubon Bank organized two "SME Net-zero Emissions Workshops," which were attended by 107 people representing 72 companies. The workshops invited experts in different fields to share the latest information on carbon reduction and related practices in specific industries. The goal was to provide support for small and medium-sized enterprises on their net-zero transition journey. For more details, please see the [Taipai Fubon Bank Sustainability Report](#), Section 2.1.3 Promotion of Sustainable Finance.

Voting Policy

Fubon actively exercises its voting rights as a shareholder in compliance with Principle 5 of its "Stewardship Principles for Institutional Investors Compliance Statement" – "Establish clear voting policies and disclose voting results" – and fully participates in the shareholders meetings of companies it has invested in.

In accordance with Article 146-1 of the Insurance Act, insurance subsidiaries cannot vote in the election of directors or supervisors at a company they have invested in, and in those cases, Fubon subsidiaries must abstain.

From an investment standpoint, we generally support resolutions proposed by the managements of companies invested in out of respect for the management's expertise and the company's development. On other resolutions, including those involving sustainability, if they negatively affect the environment or violate ethical management or social responsibility principles and the Fubon subsidiary was not able to resolve the issue with the company's management prior to the vote, it will not support the resolution.

Fubon Asset Management established a "Voting Policy" in which it set clear thresholds for exercising voting rights, guidelines for assessing shareholder meeting proposals, and standards for pre-shareholder meeting and management communications. It also specifically defines the types of proposals that in principle should be supported, opposed, or abstained on so that voting rights can be actively exercised to promote shareholder activism.

Joint Engagement Initiatives

Fubon Asset Management signed on to the CA100+ global initiative as a participant in June 2022. In 2023, it signed on to the CA100+ Phase 2 (2023-2030) initiative, again as a participant, and meets on a regular basis with domestic and foreign institutions to understand international net-zero trends. It has also joined the Taiwan Hon Hai engagement group, and in 2024 the focus of the engagement was on the participation of Hon Hai suppliers in the setting of renewable energy goals, net-zero strategies, transition strategies, and the disclosure of climate-related information. These forms of engagement reflected how Fubon Asset Management effectively leverages its influence as an institutional investor.




Fubon Life has joined the CA100+ as a supporter. Beyond taking part in engagement groups focused on domestic companies, it also joined the engagement groups of three foreign companies in 2024 and has now joined a total of six CA100+ engagement groups. It used that CA100+ participation to spur domestic and large American companies in which it has invested to set carbon reduction targets and strategies and transition plans. The company also joined the Energy Transition Working Group and Asset Owners Working Group for AIGCC in 2024. Fubon Life hopes to continue to exert its influence through these collaborative engagement groups in the future by interacting and engaging with companies it has invested in and maximizing the synergies of these alliances.

3.2.2 Responsible Finance Performance

Sustainability-themed Investments

In 2024, Fubon continued to expand its ESG-related investment and loan portfolios, with low-carbon and renewable energy investment and loan amounts on the rise, reflecting the Company's strong commitment to responsible finance.

(Unit: NT\$100 million)

SDGs	Action Plan	Type of Investment	2020	2021	2022	2023	2024	
	Invest in businesses developing new drugs and biotech therapeutics	Stocks	156	125	114	47	90	
		Bonds	930	1,043	1,081	1,096	1,119	
	Invest in green energy or alternative energy enterprises	Wind power and solar power	53	78	80	49	88	
		Wind power and solar power	Loans	139	197	276	320	404
		Green bonds	Bonds	143	284	371	417	490
		Green bonds ^{Note 1}	Issued	-	-	10	-	15
		Sustainability bonds	Issued	-	10	-	-	-
		Social bonds ^{Note 2}	Issued	-	10	-	23	10
		Low-carbon investment ^{Note 3}	Stocks/ Bonds	16,780	18,705	19,478	18,970	20,454
	Invest in planned property development projects with energy-saving designs and invest in basic infrastructure	Planned property developments with energy-saving designs	Total project budgets	642	678	877	863	863
		Green building	Loans	180	308	409	533	575
		Seeking out basic infrastructure investment opportunities	Funds	230	328	477	577	432
	Invest in Taiwanese enterprises with strong ESG records and ESG-themed funds; invest in six core strategic industries, public infrastructure and long-term care enterprises in line with government policy	Companies rated as good ESG performers	Stocks/ Bonds/ Funds	4,713	5,735	5,715	5,846	5,358
		Investment in the six core strategic industries, public infrastructure and long-term care enterprises ^{Note 4}	Stocks/ Bonds	5,227	6,019	5,216	5,640	5,917
		Green finance ^{Note 5}	Loans	936	879	1,168	1,804	1,923

Note 1: The NT\$1.5 billion in green bonds (G107C) issued in 2024 received green bond certification from the Taipei Exchange.

Note 2: Taipei Fubon Bank (G107CC) issued NT\$1 billion in social bonds in 2024. The bond issuances were certified by the Taipei Exchange as social bonds.

Note 3: Low-carbon investment refers to stocks and bonds of constituent companies in the MSCI ACWI Low Carbon Target Index.

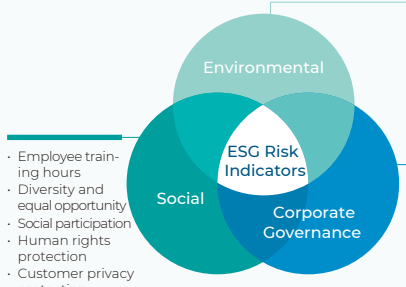
Note 4: The six core strategic industries plan was founded on the government's original S+2 innovative industries plan, AI and 5G. The original category for investment in "enterprises covered under the S+2 industries, basic infrastructure and social welfare" has been replaced by investment in "six core strategic industries, public infrastructure, and long-term care enterprises."

Note 5: The "green energy technologies and other sectors recognized as green energy-related" have been replaced by "green finance" (including green industry loans, sustainability-linked loans and green spending loans not covered in the wind power and solar power or green building categories in the table above).

ESG Products for Asset Managers

In its role as an asset manager, Fubon Asset Management abides by the Principles for Responsible Investment (PRI) and continually monitors the sustainability commitment of the companies invested in, including their environmental, social and governance practices. Fubon uses sustainability research and surveys on the companies invested in, engagement efforts, and shareholder activism to exert its influence in encouraging those companies to operate sustainably. Fubon Asset Management has established related internal standards, covering the management of different types of assets, the use of positive and negative investment screening, and integrated investment analyses, to incorporate ESG factors into investment decisions.

Sustainable Investment Products and Asset Under Management (Unit: NT\$100 million)

Categories	Products Covered	Description	2024 AUM
ESG Integration	<ul style="list-style-type: none"> Active funds that invest in equities/bonds Discretionary investment accounts that invest in equities/bonds Private equity funds that invest in equities/bonds 	<p>Beyond standard financial analysis, Fubon Asset Management uses ESG assessments to gauge investments. Referring to domestic and overseas sustainability standards and frameworks, such as GRI, TCFD, SASB, Corporate Governance Evaluation, and ESG disclosures from the TWSE Corporate Governance Center, the company develops ESG risk indicators and assigns different risk levels to assess new investment positions added by active fund managers or managers of discretionary investment accounts. At the same time, negative investment screening is used to develop a blacklist, covering such factors as negative ESG news, human rights ESG standards, and political and economic risks. The tool is used to guide active fund managers' investment decisions and lower ESG risk.</p> <p>After an investment is made, the investment management team checks the ESG status of the companies invested in on a quarterly basis. If a company in a fund has been assessed as a major risk based on ESG risk indicators and the number of shares of the company in the fund exceeds 1% or more of the company's outstanding shares, it will be listed as a key target of engagement, and the investment management team will decide on and adopt appropriate stewardship actions.</p>  <ul style="list-style-type: none"> Employee training hours Diversity and equal opportunity Social participation Human rights protection Customer privacy protection Occupational safety and health Turnover rate of employees <ul style="list-style-type: none"> Carbon emissions, per unit Waste recycling rate % of renewable energy in total power used Greenhouse gas reduction practices Water resources management goals Carbon reduction target GRI-Energy management disclosures Environmental management system TCFD disclosure <ul style="list-style-type: none"> % of independent directors Number of female directors Compensation of directors and senior managers Establishment of Compensation Committee Establishment of Sustainability Committee Communication with stakeholders Publication of a sustainability report Establishment of Audit Committee Adoption of the Responsible Business Alliance Code of Conduct Third-party certification Disclosure of the risk management Disclosure of SASB (Sustainability Accounting Standards Board) guidelines 	1,587.1
Best in Class	<ul style="list-style-type: none"> Fubon FTSE TWSE Taiwan 50 ETF 	Fubon Asset Management established the "Fubon FTSE TWSE Taiwan 50 ETF," which fully replicates the FTSE TWSE Taiwan 50 Index. That same year, it was awarded a Smart Taiwan Fund Award (with Morningstar technical support) for domestic ETFs. The target index, the FTSE TWSE Taiwan 50 Index, draws its constituents from companies listed on the Taiwan Stock Exchange, using three indicators – market capitalization, free float, and liquidity – and then selects those ranked in the top 50 by market capitalization. The company used Sustainability ESG Risk Ratings to assess the 50 constituent stocks, and none of them were severe-risk companies with risk levels above 40. There were also no companies with scores of 1 or below (indicating poor ESG performance) based on the FTSE Russell ESG Ratings system.	1,859.4
Thematic	<ul style="list-style-type: none"> Fubon TWSE Corporate Governance 100 ETF Fubon ESG Green Energy ETF 	<p>The "Fubon TWSE Corporate Governance 100 ETF," which tracks the performance of the TWSE Corporate Governance 100 Index, was Taiwan's first domestic equity ETF to focus on corporate governance.</p> <p>The "Fubon ESG Green Energy ETF," issued in October 2022, tracks the ICE FactSet Global Green Energy ESG Index. Beyond referring to the list of sustainable economic activities under the EU Taxonomy classification system to select green energy companies, the fund also relies on ESG risk scores provided by Morningstar Sustainability as a screening standard, leading it to invest in companies involved in green energy and sustainable development.</p>	312.2
Negative/Exclusionary Screening	<ul style="list-style-type: none"> Passive funds that invest in equities/ bonds (not including the Fubon FTSE, TWSE Taiwan 50 ETF, Fubon TWSE, Corporate Governance 100 ETF, and Fubon ESG Green Energy ETF), and discretionary investment accounts Investment funds such as discretionary investment accounts, private equity funds 	<p>Passive investment management involves managing portfolios based on an index's rules set by the index provider. The index provider sets the index's constituents and only adjusts the portfolio when there is a change in the index. The constraints of the format, therefore, mean that it is impossible to actively select stocks. As a result, Fubon Asset Management uses a negative screening method that places countries that fall short on human rights-related ESG indicators and preventing money laundering on an investment blacklist.</p> <p>Fubon Asset Management also offers customers discretionary and private equity fund services, with the funds obtained invested primarily in fund products. Before investing in this type of product, the company evaluates the fund management institutions based on such indicators as whether it has signed on to the Stewardship Principles or the U.N. Principles for Responsible Investment.</p>	4,005.1
Total AUM			8,226.3
Total sustainability-related assets			7,763.9
Percentage of sustainability AUM over total AUM (%)			94.38

Note: The equivalent in Taiwan dollars, rounded to the first decimal at the NT\$100 million level.

Aside from the funds issued and managed by Fubon Asset Management described above, Taipei Fubon Bank develops and rolls out "ESG Integration" and "Impact Investing" sustainability-related investment products issued by third parties. In 2024, the Bank added 4 ESG equity funds and 12 sustainability/green bonds. Their inventory costs are NT\$47.5 million, 0.01% of the total inventory costs of all investment products. More ESG investment vehicles are being developed in 2025 to further leverage Fubon Financial Holdings' financial influence.

Participation in Green Bond Underwriting Cases

Fubon Securities has harnessed its underwriting expertise to help companies issue sustainable development bonds (green bonds), fulfilling its corporate social responsibility.

2024 Results

1. Was involved in the underwriting of 10 green bonds in 2024, including TSMC 113-1 and 113-2, Taiwan Power Company 113-2, 113-5 and 113-6, and Far Eastern New Century 113-1 and 113-3, and issuances by Crédit Agricole, Yuanta Bank, and Taipei Fubon Bank; the green bond participation rate was 56%.
2. Underwrote IPOs and SPOs of companies that contribute to “providing goods and services that mitigate climate change or environmental risks”; in 2024, the company underwrote 107 IPO and SPO cases, of which 66 were related to environmental sustainability, or 62% of the total; target achievement rate was 141%.
3. Continued to offer guidance on TSWE/TPEX listings to companies that contribute to “providing goods and services that mitigate climate change or environmental risks”: INA Energy (green energy), Tienli Offshore Wind (wind power), Santi Renewable Energy (green energy), Cus Technology (EVs and batteries), Ion Electronic Materials (IEMC) (specialty gases for semiconductor sector), Mega Union Technology (wastewater equipment and services), and Ark Solar Energy (green energy).

ESG-related Insurance Products and Services

Natural Disaster and Agriculture Insurance

Fubon Insurance provides business continuity planning and post-disaster loss control services that help customers quickly rebuild their operations and reduce capital expenditures when a disaster occurs, limiting the potential risks from accidents. With the backing of the global reinsurance market, the company offers complete protection against natural disasters to companies and the public through earthquake, typhoon and flood insurance and business interruption insurance. Fubon Insurance has also actively participated in the Ministry of Agriculture's pilot program for crop insurance, developing insurance products best suited to Taiwan. It launched Taiwan's first agriculture insurance policy (for top grafted pear crops) in 2015, and has since introduced policies covering pears, rice, bananas, grouper, milkfish, striped bass, tilapia, watermelons and red beans, as well as typhoon and flood insurance for agricultural facilities. These products give Taiwan's farmers and aquaculture operators insurance options that help them divert risks from natural disasters. Fubon Insurance has also worked closely with experts in other fields to develop innovative products tailored to the special characteristics of different crops.



Natural Disaster and Agriculture Insurance		Policies				Premium Income (NT\$ million)			
		2021	2022	2023	2024	2021	2022	2023	2024
Natural Disasters	Natural Disaster Insurance	503,886	528,585	521,485	539,043	3,700.1	3,960.2	4,792.8	4,832.4
	Pear Crop Insurance	1,446	1,403	1,314	1,473	34.8	37.6	37.6	41.3
	Rice Crop Insurance	18,695	972	1,035	856	110.5	4.0	3.8	3.7
Crops	Banana Crop Insurance	114	85	62	57	2.7	3.5	2.6	1.9
	Watermelon Crop Insurance	3	18	25	15	0.03	0.8	0.5	0.3
	Red Bean Insurance	-	645	230	235	-	2.8	0.2	0.8
	Temperature-indexed Parametric Aquaculture Insurance	407	138	144	157	58.6	21.9	22.7	25.1
Aquaculture	Parametric Rain Aquaculture Insurance	10	1	3	3	0.5	0.2	0.3	0.2
Agricultural Facilities	Typhoon and Flood Agricultural Facility Insurance	618	601	442	224	10.6	8.4	5.9	2.8
Total		525,179	532,448	524,740	542,063	3,917.8	4,039.4	4,866.4	4,908.5
Share of Total Underwriting Portfolio (%)		3.39	3.68	3.77	3.67	7.70	7.50	8.39	7.61

Insurance for Green Energy Products

Fubon Insurance has made harnessing its core competencies to create environmentally friendly products and services a top priority. Beyond using its influence to push green concepts, it also hopes to achieve its vision of a low-carbon lifestyle and environmental sustainability by giving customers incentives to get involved.

Insurance for Green Energy Products	Policies				Premium Income (NT\$ million)			
	2021	2022	2023	2024	2021	2022	2023	2024
Special Green Energy Insurance	1,715	1,831	2,056	3,174	903.3	1,151.9	1,713.0	2,297.5
Electric Vehicle Insurance	33,457	42,064	45,495	114,925	126.8	196.7	199.3	699.6
Total	35,172	43,895	47,551	118,099	1,030.1	1,348.6	1,912.3	2,997.1
Share of Total Underwriting Portfolio (%)	0.23	0.30	0.34	0.80	2.03	2.50	3.30	4.65

Note: In 2024, "Eco-friendly car insurance" and "Insurance for electric scooter sharing systems" were combined into "Electric Vehicle Insurance".

Sustainability-related Insurance Products

Fubon Insurance offers "Environmental Pollution Liability Insurance" to raise environmental awareness among ESG-sensitive gas station owners and storage tank operators and help them manage pollution risks to the soil and groundwater. This coverage offers protection against liability for losses, compensation, or cleanup or remediation costs generated by accidental or gradual pollution. But if a potential client for this insurance has been put on a government watch list, indicating that the location where the client operates could have soil or groundwater pollution issues, the applicant will only be able to get insurance once it completes a remediation plan and is removed from the watch list.

Sustainability-related Insurance Products	Policies				Premium Income (NT\$ million)			
	2021	2022	2023	2024	2021	2022	2023	2024
Environmental Pollution Liability Insurance	14	20	13	13	2.6	4.1	3.2	3.7
Information Security Insurance	61	74	72	71	47.6	67.9	71.2	67.9
Total	75	94	85	84	50.2	72.0	74.4	71.6
Share of Total Underwriting Portfolio (%)	<0.01	<0.01	<0.01	<0.01	0.10	0.13	0.13	0.11

Liability Insurance and Innovative Policies

To address global emerging risks, Fubon Insurance relies on liability insurance and new types of insurance products to help companies operate sustainably, strengthen their corporate governance, make it easy for enterprises and individuals to divert risk and beef up social resilience.

Liability and Innovative Insurance Products	Policies				Premium Income (NT\$ million)			
	2021	2022	2023	2024	2021	2022	2023	2024
Directors & Officers Liability Insurance	754	739	708	724	202.2	231.9	245.4	224.2
Self-driving Vehicle Test Insurance	15	35	24	7	0.4	0.2	0.1	<0.01
Total	769	774	732	731	202.6	232.1	245.5	224.2
Share of Total Underwriting Portfolio (%)	<0.01	<0.01	<0.01	<0.01	0.40	0.43	0.42	0.35

3.3 Green Operations

3.3.1 Greenhouse Gas Reduction and Renewable Energy

GHG Emissions and Reduction

GHG Emission

Fubon Financial Holdings has conducted an annual greenhouse gas inventory and verification process based on ISO 14064-1 since 2012. Scope 1 and Scope 2 emissions totals for the past four years and the 2024 targets are shown below:

(1) Scope 1, Scope 2 Emissions from Fubon Operations (2021~2024) (Unit: tCO₂e)

Scope 1, Scope 2 Emissions (tCO ₂ e)		2021	2022	2023	2024	2024 Target	
Operational Emissions	Scope 1	5,281	5,091	8,949	4,026	5,312	
	Scope 2	Location Based	55,721	55,391	52,087	49,598	48,540
		Market Based	55,721	55,100	50,091	41,568	48,540
	Total	Location Based	61,002	60,482	61,036	53,624	53,852
		Market Based	61,002	60,191	59,040	45,594	53,852
Operational Emissions Intensity	Operational emissions/ NT\$1 million revenue	0.06	0.08	0.08	0.05		
	Operational emissions/ employee work hours	1.42	1.43	1.43	1.09		

Note 1: Coverage boundaries:

(1) Companies including in 2023 and before: Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities, Fubon Bank (Hong Kong), Fubon Asset Management, Fubon Bank (China), Fubon Futures, Fubon Sports & Entertainment, Fubon Stadium, TFP Capital, Fubon Securities Investment Services, Fubon Private Equity and Fubon Property & Casualty Insurance (Xiamen).

(2) Companies newly added in 2024: Fubon Insurance Agency, Fubon Financial Holding Venture Capital, Fubon AMC, Fubon Hyundai Life Insurance, and Fubon Fund Management (Hong Kong).

2. Explanation of emission totals:

(1) 2024: The total emissions of all companies in the coverage boundaries are based on the ISO 14064-1:2018 standard, the Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard, the GHG Emissions Registry Guidelines, and IPCC AR6 GWP values, and were verified by assurance institutions such as the British Standards Institution (BSI).

(2) 2021-2023: Added the emissions of the companies in part 2 of Note 1 above using per person emission amounts to estimate their emissions from 2021 to 2023. Total emissions for those three years were then adjusted retroactively. After the adjustments, emissions for 2021, 2022 and 2023 rose 2.8%, 3.0% and 3.2%, respectively.

3. 2024 Target: The overall target for operational emissions was a 16.9% reduction from the 2020 baseline (target emissions were 53,852 tCO₂e). That included: a 2% reduction in the Scope 1 emissions target for 2024 (target emissions were 5,312 tCO₂e) and an 18.2% percent reduction in the Scope 2 emissions target for 2024 (target emissions were 48,540 tCO₂e).

(2) Operational Emissions Reduction Target: Baseline is Scope 1 and Scope 2 carbon emissions in 2020; Fubon pledged to reduce emissions by 16.9% by 2024 (2% reduction in Scope 1 emissions and 18.2% reduction in Scope 2 emissions), and by 42% by 2030 (5% reduction in Scope 1 emissions and 45.5% reduction in Scope 2 emissions) compared to the baseline to achieve the SBT target and then continue to reduce carbon emissions in a scientific way until cutting them by 92.3% by 2040 (5% reduction in Scope 1 emissions and a 100% reduction in Scope 2 emissions). The remaining emissions (about 7.7%) are expected to be eliminated before 2050 using other related tools approved by international standards to achieve net-zero operational emissions.

(3) 2024 Carbon Reduction Performance: Fubon continued to purchase green energy, upgrade its lighting systems and energy-saving equipment, and manage energy usage more efficiently in 2024. Operational emissions for the year totaled 45,594 tCO₂e, down 29.6% from 2020 baseline year emissions of 64,747 tCO₂e, resulting in a target achievement rate of 175.4%.

(4) Scope 3 (not including from investment, loan positions) Value Chain Emissions (2021~2024) (Unit: tCO₂e)

Scope 3 Emissions (tCO ₂ e)	2021	2022	2023	2024	Methodology and Exclusions
01. Purchased Goods and Services ^{Note 1}	35,310	39,350	48,427	48,729	Used the spend-based method: Calculated the purchase amount of each category of goods and services (the activity data) and then calculated the carbon emissions of each category according to the unit currency emission coefficient corresponding to each category and added them up.
02. Capital Goods ^{Note 2}	79,037	48,102	86,474	88,832	Used the spend-based method: Calculated the purchase amount of each category of capital goods (the activity data) and then calculated the carbon emissions of each category according to the unit currency emission coefficient corresponding to each category and added them up.
03. Fuel- and Energy-related Activities ^{Note 3}	9,513	9,068	9,639	7,940	Included upstream emissions generated by electricity and fuel purchased; annual consumption of electricity and different types of fuel is the activity data. Emissions were calculated by multiplying the activity data and the corresponding carbon footprint coefficients. (Carbon footprint coefficients obtained from the carbon footprint section of the website of Taiwan's Ministry of Environment, and the China Products Carbon Footprint Factors Database.)
04. Upstream Transportation and Distribution ^{Note 4}	0.05	0.03	0.14	0.17	Used the distance-based method: Calculated the ton-kilometers of each type of vehicle based on the weight and distance of the goods transported by vehicle type, and then calculated the emissions based on the corresponding emission coefficient of each type of vehicle.
05. Waste Generated in Operations ^{Note 3}	362	324	297	263	Emissions were calculated by multiplying the weight of waste generated by the Company's operations and the average value of the corresponding coefficient found in the carbon footprint section of the website of Taiwan's Ministry of Environment. The amount of waste generated by the organization's operations was calculated based on a measurement of the average daily waste per person at headquarter buildings and representative business locations and then used to calculate total waste based on all employees and the number of working days in 2024.
06. Business Travel ^{Note 3}	128	157	400	585	Business travel consisted of both air and ground transportation. Emissions from flights taken were calculated based on flight information from travel agencies and data from Version 10 of the ICAO's Carbon Emissions Calculator Methodology. Google was used to calculate distances traveled on flights involving transits. The calculation of high-speed rail transportation emissions was based on Fubon ticket purchase records provided by Taiwan High Speed Rail Corporation (THSRC), the data from which was then converted into emissions using the passenger-kilometer emissions coefficient found on THSRC's website.
07. Employee Commuting ^{Note 3}	29,368	24,896	23,881	24,147	Used online questionnaires to collect information on the mode of transportation used for employee commutes and their locations; results of valid questionnaires used to calculate average commuting emissions per employee, and that average was then used to calculate total commuting emissions across the entire workforce. Employee commuting emissions = (total emissions from valid questionnaires/number of valid questionnaires)* number of round trips* total number of employees* number of working days in 2024.
08. Upstream Leased Assets	0	0	0	0	The emissions generated at leased office spaces and branches were included in the calculation of Scope 1 and Scope 2 emissions.
09. Downstream Transportation and Distribution ^{Note 5, 6}	83	85	85	96	Refers to the emissions generated during the delivery of customer paper documents, including bills, insurance policies, postcards, mail, statements, and payment notices. Used the distance-based method: Calculated the ton-kilometers of each type of vehicle based on the weight and distance of the goods transported by vehicle type, and then calculated the emissions based on the corresponding emission coefficient of each type of vehicle.
10. Processing of Sold Products ^{Note 5, 6}	136	158	452	273	Used the average-data method: Compiled the weight of credit cards and debit cards that have been issued and calculated the emissions generated during the manufacturing stage of their life cycles.
11. Use of Sold Products ^{Note 5}	6,738	5,228	9,045	10,027	Included compiling the weight of credit cards and debit cards that have been issued, calculating the emissions generated from the electricity used by the electronic equipment needed to process the cards during their full life cycles, and counting the number of hours customers spent on online financial service platforms to determine emissions generated by power consumption.
12. End of Life Treatment of Sold Products ^{Note 5, 6}	1	1	2	3	Compiled the weight of credit cards and debit cards that have been issued, and calculated the emissions they will generate during the disposal and recycling stage of their life cycles.
13. Downstream Leased Assets ^{Note 5}	-	-	161,850	162,129	Used Taiwan dynamic EUI indicators (energy-use intensity) or building energy-efficiency data to calculate the greenhouse gas emissions of downstream leased properties based on their floor space.
14. Franchises	0	0	0	0	Only applicable emissions are those related to Fubon Life and Fubon Insurance policies sold by insurance brokers; emissions were not calculated due to insufficient data.
Total	160,676	127,369	340,552	343,024	-

Note 1: Purchased goods and services (01):

- Coverage: Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities, Fubon Bank (Hong Kong), Fubon Bank (China), Fubon Property & Casualty Insurance (Xiamen), and Fubon Hyundai Life Insurance.
- Explanation of emissions totals: The emissions of Fubon Bank (Hong Kong), Fubon Bank (China), Fubon Property & Casualty Insurance (Xiamen), and Fubon Hyundai Life Insurance in 2024 were based on the ISO 14064-1:2018 standard and Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard using data from the China Products Carbon Footprint Factors Database, the Hong Kong Water Supplies Department's Annual Report, EcoInvent 3.8, and the websites of the producers of Fubon Hyundai Life Insurance's procured items. The emissions figures were verified by assurance institutions such as the British Standards Institution (BSI). Emissions for the other companies were based on their own inventory calculations. (For details, please see the above chart's Methodology and Exclusions column.) For 2021 to 2023 emissions, emissions for Fubon Hyundai Life Insurance were added retroactively based on estimates derived from per employee emission figures. After the adjustments, total emissions for 2021, 2022, and 2023 rose 0.04%, 0.04%, and 0.03%, respectively.

Note 2: Capital goods (02):

- Coverage: Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities, and Fubon Hyundai Life Insurance.
- Explanation of emissions totals: Fubon Hyundai Life Insurance's emissions in 2024 were calculated based on the ISO 14064-1:2018 standard and Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard using data from the websites of the producers of procured items. The emissions figures were verified by the Korea Management Registrar (KMR). Emissions for the other companies were based on their own inventory calculations. (For details, please see the chart's Methodology and Exclusions column.) For 2021 to 2023 emissions, emissions for Fubon Hyundai Life Insurance were added retroactively based on estimates derived from per employee emission figures. After the adjustments, total emissions for 2021, 2022, and 2023 rose 0.04%, 0.07%, and 0.04%, respectively.

Note 3: Fuel- and energy-related activities (03); waste generated in operations (05); business travel (06); employee commuting (07).

- Coverage: The same companies covered above in Section 3.3.1 (I) "Scope 1, Scope 2 Emissions for Fubon Operations (2021-2024)"

- Explanation emissions totals: Emissions in 2024 were based on the ISO 14064-1:2018 standard, the Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard, and the GHG Emissions Registry Guidelines using data from the ICAO, the Taiwan Ministry of Environment's Carbon Footprint Information Platform, passenger-kilometer carbon coefficients for high-speed rail services on THSRC's website, the Taipei Rapid Transit Corporation's CSR Report, the China Products Carbon Footprint Factors Database, the United States Environmental Protection Agency, and the Energy Greenhouse Gas Total Information Platform Service. The emissions figures were verified by assurance institutions such as the British Standards Institution (BSI). For 2021 to 2023 emissions, added the emissions of the companies in part 2 of Note 1 in Section 3.3.1 (I) "Scope 1, Scope 2 Emissions for Fubon Operations (2021-2024)" by using per employee emission amounts to estimate and adjust emissions from 2021 to 2023. After the adjustments, combined emissions for categories 03, 05, 06 and 07 in 2021, 2022 and 2023 rose 1.9%, 2.3% and 2.4%, respectively.

Note 4: Upstream transportation and distribution (04): Coverage includes Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank, Fubon Insurance and Fubon Securities; emissions were based on their own inventory calculations.

Note 5: Downstream transportation and distribution (09); processing of sold products (10); use of sold products (11); end of life treatment of sold products (12); and downstream leased assets (13): The calculation boundary for downstream leased assets prioritized the inclusion of investment-grade property used for leasing purposes owned by subsidiaries Fubon Life and Fubon Insurance.

Note 6: 2021-2023 adjustments of emissions figures:

- Downstream transportation and distribution (09): Used the coefficient for ground transportation to make adjustments to this version's emissions figures.
- Processing of sold products (10): Made coefficient corrections for different cards by considering their closest product categories according to each card's technical classification, and then adjusted this version's emission figures.
- End of life treatment of sold products (12): Calculation process omitted the conversion of the thousandth place in the coefficient, which has been corrected in this version.

Promoting Renewable Energy

Fubon Financial Holdings and its subsidiaries continue to increase their use of renewable energy. In 2024, Fubon used a combined 16.56 million kWh (incl. 14.857 million kWh of procured green energy, 1.496 million kWh in renewable energy certificates, and 211,000 kWh of self-generated green energy for Fubon's own use), accounting for 16.4% of the Company's total electricity consumption:

- (1) **Procured green energy:** Fubon Financial Holdings and its subsidiaries continue to increase the amount of green energy purchased domestically. As of 2024, they had purchased a cumulative 15.129 million kWh of green power (annually), with actual consumption of procured green energy 14.857 million kWh in 2024 (saving 7,339 tCO₂e in carbon emissions). The plan in 2025 is to buy at least an additional 6.489 million kWh (annual) of green power domestically, which would bring cumulative purchases to 21.618 million kWh per year.
- (2) **Renewable energy certificates:** In 2024, Chinese subsidiary Fubon Bank (China) purchased 1.613 million kWh in "green electricity certificate transaction vouchers" through China's green electricity certificate transaction platform. It actually used 1.496 million kWh of that (saving 691 tCO₂e in carbon emissions) in 2024, offsetting some location-based Scope 2 emissions.
- (3) **Ramping Up Installation of Solar Panels:** Fubon Financial Holdings and its subsidiaries have installed solar panels on the roofs of nine of its locations, with total installed capacity of 298.1 KW. The nine solar panel arrays generated a combined 261,000 kWh, resulting in a reduction of 128.8 tCO₂e. Of that, 211,000 kWh (resulting in a reduction of 104.5 tCO₂e) was self-generated for Fubon's own use, including at Fubon Securities' Chiayi Branch (100% self-use), Fubon Life's Taipei A25 Building (43.4% for self-use), Fubon Life's Taipei Jianbei Building (100% for self-use), the Taipei Liaoning Building (37.4% for self-use), the Taichung Wenxin Building (60% for self-use), Taipei Fubon Bank's Taipei Zhongshan Building (100% for self-use), and which have a combined installed capacity of 257.5 KW.

Unit: Power Generation(kWh), Carbon Reduction (tCO₂e)

Types	Fubon Financial Holdings Subsidiaries Rooftop Solar Panel Installations Locations	Complete Date	Installed Capacity (kW)	2024		Cumulative since Completion	
				Power Generation	Carbon Reduction	Power Generation	Carbon Reduction
Self-generated for Self-use Note 1	1. Fubon Securities' Chiayi Branch (100% self-use)	2023/11	67.2	83,634	41.3	98,213	48.5
	2. Fubon Life's Taipei A25 Building (43.4% for self-use)	2023/06	51.0	9,538	4.7	9,537	4.7
	3. Fubon Life's Taipei Jianbei Building (100% for self-use)	2022/05	63.9	63,453	31.3	171,603	85.4
	4. Fubon Life's Taipei Liaoning Building (37.4% for self-use)	2021/05	34.8	14,737	7.3	77,604	39.0
	5. Fubon Life's Taichung Wenxin Building (60% for self-use)	2018/01	5.2	3,243	1.6	34,071	17.6
	6. Taipei Fubon Bank's Taipei Zhongshan Building (100% for self-use)	2018/07	35.4	37,003	18.3	249,597	127.4
	Total	-	257.5	211,607	104.5	640,625	322.6
Not Generated for Own Use	7. Fubon Insurance's Kaohsiung Chunghua Building	2018/12	19.5	26,703	13.2	170,067	82.9
	8. Fubon Insurance's Pingtung Building	2017/07	12.5	13,815	6.8	92,801	51.1
	9. Fubon Life's Taipei Dunnan Building	2016/04	8.6	8,573	4.2	72,023	37.4
	Total not generated for own use	-	40.6	49,091	24.2	334,891	171.4
	Total	-	298.1	260,698	128.7	975,516	494.0

Note 1: Total self-generated power for own use = Electricity generated by solar panels x share of total power in building's electricity meter through which solar power current flows allocated to Fubon office spaces (%).

Note 2: Cumulative carbon reduction effects from installations completed as of 2024 = Total power generated annually to the end of 2024 by completed solar power installations x each year's emission factor=1,000; once each year's carbon reduction benefits are calculated, the benefits are added up for each year to get the total.

Note 3: The emissions factor for power consumption in Taiwan in 2024 was 0.494 kg CO₂e/kWh.

Internal Carbon Pricing

Carbon Reduction Benefit Assessment for the Purchase of New Equipment

In 2021, Fubon Financial Holdings launched an internal carbon pricing mechanism tied to Scope 2 emissions based on an implicit pricing model. Aimed at helping Fubon achieve its operational emissions reduction goals, the initiative came in response to expectations among international ratings organizations that enterprises adopt carbon pricing, and it focused on changing internal behavior and making Fubon's investment in low-carbon equipment and energy usage more efficient. Under the program, specifically designed to evaluate the carbon reduction benefits of new equipment purchases, carbon reduction is incorporated into the decision-making process when purchasing equipment. As a result, when Fubon Financial Holdings along with major subsidiaries Fubon Life, Taipei Fubon Bank, Fubon Insurance and Fubon Securities buy lighting fixtures or energy-saving equipment, they first do a carbon reduction cost-benefit analysis, based on the following guidelines:



- Calculate the carbon reduction cost (carbon price) of the equipment under consideration, and compare the benefits with the average carbon reduction cost (average carbon price) for other models of the same type of equipment
- Carbon price = Net cost of equipment investment ÷ estimated carbon reduction during the service life of the equipment
- Average carbon price = Sum of net costs of purchases of similar equipment in previous years ÷ total estimated carbon reduction of the same type of equipment over its service life (average carbon price standard updated and announced annually)

Since the initiative to assess the carbon reduction benefits of buying new equipment was launched, the carbon reduction benefits of the new equipment purchased by Fubon Financial Holdings and its subsidiaries have steadily risen. In 2024, the average carbon prices for different types of equipment ranged between -NT\$3,800/tCO₂e and NT\$50,200/tCO₂e. The overall average carbon price was -NT\$600 per tCO₂e (for 2021 to 2023 the average prices were NT\$3,400, NT\$700 and NT\$400, respectively, indicating that the average cost of cutting carbon has decreased year by year and that carbon reduction benefits have steadily risen year after year). We have estimated that the total savings on electricity costs from the program over the service lives of the equipment purchased will exceed the total procurement amount.

Simulating Carbon Pricing

In 2023, Fubon Financial Holdings adopted a "shadow pricing" model to simulate a carbon fee mechanism given the growing appetite among international ratings organizations for companies to develop internal carbon pricing mechanisms and tie them to their carbon reduction actions. After consulting the Ministry of Environment's plans for collecting carbon fees, and assuming that Fubon Financial Holdings would be one of the targets of the carbon fee collection program, Fubon in August 2024 followed the guidelines below to simulate the calculation of total carbon fees to be paid by Fubon Financial Holdings and Taiwan subsidiaries and the allocation of such fees to each company based on the most recent full fiscal year (2023).

- Used carbon fees set by the Ministry of Environment for "companies that have not proposed carbon reduction plans or that do not have a high carbon leakage risk" to calculate simulated carbon fees. Simulated carbon fees = (emissions minus 25,000 tCO₂e) x regular carbon fee rate. (Under proposed system, first 25,000 tCO₂e exempt from carbon fees).

- For the simulated carbon fee rate, we adopted the six carbon fee collection scenarios (incl. NT\$100 per tCO₂e, NT\$150 per tCO₂e, NT\$300 per tCO₂e, NT\$500 per tCO₂e, NT\$800 per tCO₂e, and NT\$1,000 per tCO₂e) raised at the fourth meeting of the Ministry of Environment's carbon fee rate committee on July 5, 2024 to determine their impact on Taiwan's GDP and CPI. The middle scenario value of the six was NT\$500 tCO₂e.
- The Company's simulated carbon fees in 2023 = (Scope 1 and Scope 2 emissions generated by the Company and its Taiwan subsidiaries in 2023 – 25,000 tCO₂e) x NT\$500. The fees were then allocated to the different Taiwanese subsidiaries based on each company's share of total corporate emissions.

Based on simulated calculations and the assumption that Fubon Financial Holdings would be a carbon fee collection target, the simulation estimated that total carbon fees in the most recent complete year would have been NT\$11.149 million.

Acquisition of Carbon Credits

The Taiwan Carbon Solution Exchange was established in 2023, and Fubon was one of the first buyers of carbon credits on the exchange in support of Taiwan's goal to achieve net-zero emissions by 2050. The purchase was for carbon credits generated by the AMI Khanh Hoa solar power project in Vietnam. In 2024, the Fubon Financial Holding Co., Ltd. and Subsidiary Carbon Credit Management Rules were established to optimize internal carbon credit management mechanisms and further stress the need for carbon reduction to each subsidiary.

3.3.2 Low-carbon Operations

Environmental Management and Energy Management Systems

- ISO 14001 Environmental Management Certification: Fubon Financial Holdings obtained certification in 2016, and established an Environmental Management Policy and issued an Environmental Policy Statement the same year. One of its major subsidiaries, Fubon Insurance, obtained certification under the standard in 2018. Other major subsidiaries Fubon Life, Taipei Fubon Bank and Fubon Securities received certification in 2019. Subsequent inspections and verifications continue to be carried out annually, and all of the above certifications remain valid.
- ISO 50001 Energy Management Certification: Fubon Financial Holdings and Fubon Insurance obtained certification in 2017. Fubon Life, Taipei Fubon Bank and Fubon Securities obtained certification in 2018. Subsequent inspections and verifications continue to be carried out annually, and all of the above certifications remain valid.



Energy Management Performance

Fubon Financial Holdings and subsidiaries energy usage over past four years

Category	Energy Types	2021	2022	2023	2024	2024 Target	
Non-renewable Energy	Purchased Gray Electricity (kWh)	106,749,384	107,455,142	99,916,615	84,645,536	92,090,564	
	Gasoline	(Liter)	455,722	409,483	302,372	297,967	-
		(kWh)	4,877,977	4,281,613	3,341,867	3,273,077	-
	Diesel	(Liter)	35,729	39,981	38,449	23,375	-
		(kWh)	348,811	390,324	375,371	234,423	-
	Natural Gas	(m ³)	62,391	65,278	69,368	68,809	-
		(kWh)	761,258	798,590	844,556	840,594	-
	Steam/Central Heating (kWh)	210,484	216,355	214,910	216,510	-	
Total	(kWh)	112,947,914	113,142,023	104,693,319	89,210,140	92,090,564	
Renewable Energy	Purchased Renewable Energy (kWh)	0	570,981	4,033,507	14,856,798	-	
	Purchased Renewable Energy Certificates (kWh)	0	0	0	1,496,000	13,207,753	
	Renewable Electricity for Self-Use (kWh)	54,786	121,614	141,946	211,607	-	
	Total	(kWh)	54,786	692,595	4,175,453	16,564,405	13,207,753
	Percent of Total Electricity Used (%)	0.1	0.6	4.0	16.4	-	
Sum of Energy Consumption	(kWh)	113,002,700	113,834,618	108,868,772	105,774,545	-	
Energy Consumption per Person	(KWh/person)	2,629	2,699	2,633	2,531	-	

Note: 1. Coverage: The same companies covered above in Section 3.3.1 (I) "Scope 1, Scope 2 Emissions for Fubon Operations (2021-2024)".

2. Explanation of energy used:

(1) 2024: The energy usage of all companies was based on the ISO 14064-1:2018 standard, the Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard, and the GHG Emissions Registry Guidelines and verified by assurance institutions such as the British Standards Institution (BSI).

(2) 2021 to 2023: Added the gasoline, diesel, natural gas and steam used by the companies in part 2 of Note 1 in Section 3.3.1 (I) "Scope 1, Scope 2 Emissions for Fubon Operations (2021-2024)" by using per person calculations to estimate consumption from 2021 to 2023. After the adjustments, energy usage in 2021, 2022, and 2023 rose 4.1%, 4.1%, and 4.7%, respectively, from pre-adjustment figures. Per person energy usage rose 2.2%, 2.1%, and 2.5% compared to pre-adjustment figures.

3. The 2024 target for gray electricity consumption (92,090,564 kWh) was 18.1% below the 2020 baseline year's gray electricity usage. The 2024 target for renewable energy usage (13,207,753 kWh) was 11.7 percent of gray electricity usage in 2020.

4. The calorific values for gasoline, diesel and natural gas for vehicles and related conversion formulas in 2024:

(1) Gasoline calorific value: Taiwan 31,464 million joules/liter (Ministry of Economic Affairs' "Heat Content of Energy Products" 2024 table shows gasoline for cars at 7,520 kcal/liter; 1 kcal = 4,184 joules); China 43,124 million joules/liter; South Korea 30.4 million joules/liter.

(2) Diesel calorific value: Taiwan 36,104 million joules/liter (Ministry of Economic Affairs' "Heat Content of Energy Products" 2024 table shows diesel for cars gasoline for cars at 8,629 kcal/liter; 1 kcal = 4,184 joules); China 42,705 million joules/liter; South Korea 35.2 million joules/liter.

(3) Natural gas calorific value: China 38,979 million joules/liter, South Korea 46,300 million joules/liter.

(4) 1 kWh = 3.6 million joules/liter.

- **Gray electricity consumption reduction target:** Baseline is gray electricity consumption in 2020; pledged to cut gray electricity consumption by 18.1% by 2024, by 45.4% by 2030 and by 100% by 2040 compared to the 2020 baseline using a combination of energy conservation, energy production and energy procurement measures.
- **Gray electricity reduction results:** In 2024, gray electricity consumption was 84.646 million kWh, down 24.8% from 112.498 million kWh in the baseline year, resulting in a target achievement rate of 136.5%. Green electricity consumption was 16.564 million kWh, higher than the target of 13.208 million kWh, resulting in a target achievement rate of 125.4%.
- **Impact of replacing lighting fixtures and installing energy-saving equipment in 2024:** Fubon Financial Holdings and its subsidiaries continue to replace lighting fixtures and put in energy-saving equipment while increasing their installation of solar panels. The main projects carried out in these areas in 2024 are described below:

Unit: Electricity Savings (kWh), Carbon Reduction (tCO₂e)

Newly Added Projects in 2024		Estimated Annual Benefits after Project Completed	
		Electricity Savings	Carbon Reduction
Lights	Installation of lighting fixtures in places of business of Fubon Life, Taipei Fubon Bank, Fubon Insurance, and Fubon Securities	1,575,784	778
Air-conditioning Units	Replaced the main air-conditioning unit in the Fubon Financial Center, the air conditioning system at a Fubon Securities branches, and the main air-conditioning unit on the 7th floor of the Fubon Life Keelung Rd. building	489,056	242
Elevator Equipment	Replaced two aging elevators in Fubon Insurance's Hsinchu building	7,333	4
Solar Panels	Solar panels installed at Fubon Securities' Zhudong branch	32,772	16
Total		2,104,945	1,040

Note: The emissions factor for power consumption in Taiwan in 2024 was 0.494 kg CO₂e/kWh.

Water Resource Management

- **Water-saving Targets:** Based on the water consumption baseline in 2020, reduce consumption by 6% by 2024, 7.5% by 2025 and 10% by 2030.
- **2024 Water-saving Results:** A total of 554,285 cubic meters of water were used, down 16.0% from the 660,141 cubic meters used in 2020.

Water-used and Water-saving Results	2021	2022	2023	2024	2024 Target
Water Consumption (Cubic meters)	595,571	561,213	560,567	554,285	620,533
Water Discharged (Cubic meters)	595,571	561,213	560,567	554,285	620,533
Water Consumption Per Person (Cubic meters/person)	13.9	13.3	13.6	13.3	-

Note: 1. Coverage: The same companies covered in Section 3.3.1 (I) "Scope 1, Scope 2 Emissions for Fubon Operations (2021-2024)", because the buildings and locations covered are mostly office spaces, which do not have their own water consumption or water discharge measuring devices. We have therefore assumed that water consumption and discharge volumes are the same.

2. Explanation of water volumes: Statistical data for water consumption and water discharge volumes for all companies within the coverage boundaries used the ISO 14064-1:2018 GHG inventory standard as a reference. For 2021 to 2023, added the volumes of the companies in part 2 of Note 1 in Section 3.3.1 (I) "Scope 1, Scope 2 Emissions for Fubon Operations (2021-2024)" by using per person calculations to estimate and adjust water consumption and discharge volumes for the three years. After the adjustments, the combined water consumption and discharge figures for 2021, 2022 and 2023 rose 3.5%, 3.9% and 4.1%, respectively.

3. The 2024 target was to reduce water consumption by 6% (or to 620,533 cubic meters) from the 2020 baseline amount.

Waste Management

- **Waste Reduction Targets:** Based on the general waste per person baseline in 2021, reduce waste by 4% by 2024, 5% by 2025 and 7.5% by 2030.
- **2024 Waste Reduction Performance:** Fubon Financial Holdings continued to encourage all of its offices and branches to use eco-friendly containers and tableware rather than disposable tableware and end the purchase of plastic cups, using EDM, email, and the M+ instant messaging app to get the message across. The Company also implemented waste sorting and recycling of kitchen waste based on the principle of "minimizing waste and maximizing resource recovery." In 2024, the amount of general waste generated per person was 0.019 t/person, down 26.5% from 0.026 t/person in 2021.

Amount of Waste and Reduction Performance	2021	2022	2023	2024	2024 Target
Total Waste Generated (A) (Metric Tons)	1,925	1,676	1,427	1,230	-
Total Waste Recycled (B) (Metric Tons)	906	769	597	501	-
Total Waste Disposed (General Waste) (A)-(B) (Metric Tons)	1,019	907	830	729	978
General Waste Per Person (Metric Tons/ person)	0.026	0.023	0.022	0.019	0.025

Note: 1. Coverage: The Taiwan companies among those covered in Section 3.3.1 (I) "Scope 1, Scope 2 Emissions for Fubon Operations (2021-2024)".

2. Explanation of waste amounts: Statistical data provided for total waste generated, total waste recycled, and total waste disposed for the companies within the coverage boundaries in 2024 used the ISO 14064-1:2018 GHG inventory standard as a reference. For 2021 to 2023, added the waste figures for the Taiwan companies in part 2 of Note 1 in Section 3.3.1 (I) "Scope 1, Scope 2 Emissions for Fubon Operations (2021-2024)" by using per person calculations to estimate and adjust the figures for total waste generated, total waste recycled, and total waste disposed for the three years. After the adjustments, the combined waste figures for 2021, 2022 and 2023 rose 0.5%, 0.5% and 0.7%, respectively.

3. The weight of total waste disposed was calculated by first calculating daily waste per person at Fubon office buildings and some branches and then multiplying the average by all employees of Fubon Financial Holdings and its related subsidiaries and the number of working days in the year.

4. Waste reduction targets use total waste disposed per person in 2021 as the baseline and called for a 4% reduction in 2024 (general waste 0.025 metric tons/person).

5. 100% of the waste to be disposed is entrusted to a waste management company to transport and have incinerated (through a waste heat recovery process). There are no other handling methods.



Copy Paper Use Management

Copy Paper Use Management

- **Copy Paper Reduction Targets:** Based on the use of 356,015 packages of A3 and A4 as a baseline, reduce usage by 16% by 2024, 20% by 2025 and 25% by 2030.
- **2024 Reduction Results:** We have continued to push paperless administrative processes and double-sided printing, stress the use of electronic documents and announcements, and encourage employees to avoid unnecessary photocopying. We also promoted the increase of the use of car-hiring apps and controlled paper purchases and the number of sheets of paper used by printers. In 2024, a total of 273,170 packs of paper were used, down 23.3% from the 356,015 packs used in 2019.

Copy Paper Consumption and Reduction Results	2021	2022	2023	2024	2024 Target
Copy Paper Consumption (Packs)	355,824	329,772	296,520	237,170	299,053

Note: 1. Coverage: Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank, Fubon Insurance, and Fubon Securities.
2. The 2024 target was to reduce copy paper usage based on the usage of A3 and A4 copy paper in the baseline year of 2019 by 16% (or to 299,053 packs).

Paper-saving/Carbon Reduction Benefits of Digitalization

As the digitalization of financial services has become more common, Fubon's major subsidiaries have made a concerted effort to reduce the usage of paper in basic service processes. In 2024, Fubon subsidiaries combined to reduce the amount of paper used in providing services by 1,291.2 metric tons, which, based on the government's carbon footprint coefficient, avoided about 7,762.3 tCO₂e of carbon emissions.

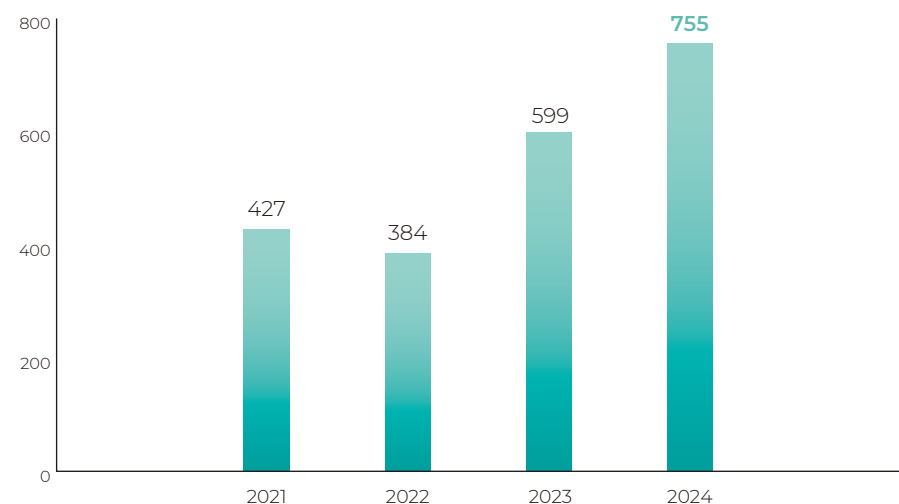
2024 Paperless Services Results	Fubon Life	Taipei Fubon Bank	Fubon Insurance	Fubon Securities	Fubon Asset Management	Total
Reduction of Paper Use (Metric Tons)	158.0	866.0	264.9	539.7	2.3	1,291.2
Reduction in Emissions (tCO ₂ e)	669.0	3,671.6	1,123.4	2,288.5	9.8	7,762.3

Note: According to the Carbon Footprint Calculation Platform of Taiwan's Environmental Protection Administration, a kilogram of plain copy paper made from virgin wood pulp has a carbon footprint value of 4.24 kg CO₂e.

Green Purchasing

Fubon Financial Holdings and its subsidiaries actively purchase products certified with the energy conservation label, the green mark (environmental protection label), and the green building material label. In 2024, total spending on green purchases was NT\$755 million. Fubon received several related honors in 2024, including being cited as an "Outstanding Green Purchasing Promoting Unit" by the Ministry of Environment and as an "Honorable Mention for Green Buying" by the New Taipei City Environmental Protection Department, and honored as an "Outstanding Civil Enterprise and Group in Green Purchasing" by the Taipei City Environmental Protection Department.

▶ Spending on Green Purchasing (Unit: NT\$ million)



Note: Coverage: Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank, Fubon Insurance, and Fubon Securities.



Green Building


Fubon Financial Holdings and its subsidiaries take into account energy efficiency and environmental responsibility when designing and constructing new office buildings, and we continue to earn domestic and international green building certification for several of our projects, as listed below:



Fubon Bank (Hong Kong)'s Fubon Bank Building

2024 Hong Kong EDGE Certificate (Level 1)


Issued by the International Finance Corporation (IFC) after being certified by the Hong Kong Quality Assurance Agency (HKQAA)




Fubon Life's Taipei A25 Building

2024 USA Leadership in Energy and Environmental Design (LEED)

(1) LEED-CS (Core and Shell) Gold Certificate
(2) LEED-ID + C (Interior Design and Construction) Gold Certificate



2023 Ministry of the Interior Green Building Certificate (Gold)



New Fubon Insurance Headquarter Building project

2024 Ministry of the Interior Green Building Candidate Certificate (Diamond)




Fubon Life's Dunnan Building

2015 Ministry of the Interior Green Building Certificate (Diamond)




Fubon Life's Xinyi A10 Integrated Commercial Building

2013 Ministry of the Interior Green Building Certificate (Diamond)




Fubon Life's new project in the Xinmin area in Beitou District in Taipei

2023 Ministry of the Interior Green Building Certificate (Gold)




Fubon Life's Liaoning Building

2021 Ministry of the Interior Green Building Certificate (Gold)




Fubon Life's Linsen South Road Hotel Building

2020 Ministry of the Interior Green Building Certificate (Gold)




Fubon Life's Tongshan Street Building

2019 Ministry of the Interior Green Building Certificate (Bronze)



Fubon Life's Taichung Wenxin Office Building

2018 Ministry of the Interior Green Building Certificate (Bronze)



Fubon Life's Da'an Road Hotel Building

2015 Ministry of the Interior Green Building Certificate (Certified)

Raising Employees' Awareness of Environmental Sustainability

Fubon Financial Holdings and its subsidiaries organize an "Energy Saving Competition" annually that offers tangible incentives to strengthen energy conservation and carbon reduction awareness internally and change the electricity use habits of employees.

▶ Energy Saving Competition

Frequency	Description	Award	Benefit
Annually	<ul style="list-style-type: none"> Evaluation criteria: The energy-saving results of participating units. Judging method: Checks the amount of electricity saved in current year compared to the unit's electricity consumption in the previous year; the top 10 finishers are named winners. 	Winning units are given eco-friendly products; in 2024, products worth about NT\$108,000 were awarded.	Strengthened each unit's energy conservation and carbon reduction awareness, changed employee electricity usage habits, reduced the unnecessary use of electricity, and helped reduce the overall use of gray electricity.



4

Digitalization

Providing the Best Financial Services

2024 Highlights

- Fubon Financial Holdings organized the first-ever internal Generative AI Hackathon, which drew submissions from **61 teams** from the financial holding company and six subsidiaries; **23** of the entries were certified as feasible.
- Fubon Life, Taipei Fubon Bank, and Fubon Insurance all were ranked in the **"Top 25%" tier in the Financial Supervisory Commission's 2024 "Assessment of the Implementation of Treating Customers Fairly Principles"** by financial institutions. Refer to ▶ [4.2.3 Customer Satisfaction and Complaints](#)
- Fubon Life and Fubon Insurance received ISO 10002: 2018 certification for its customer complaint quality management system. Refer to ▶ [4.2.3 Customer Satisfaction and Complaints](#)
- Taipei Fubon Bank set a new benchmark for quality of service in Taiwan's financial sector when it became the first domestic bank to receive **"BSI Excellent Service Mark"** certification. Refer to ▶ [4.2.3 Customer Satisfaction and Complaints](#)
- Fubon Financial Holdings' subsidiaries Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities, Fubon Asset Management and Fubon Future won **18 honors at the Commercial Times Digital Financial Service Awards, taking 8 Gold awards and 10 Excellence awards.**

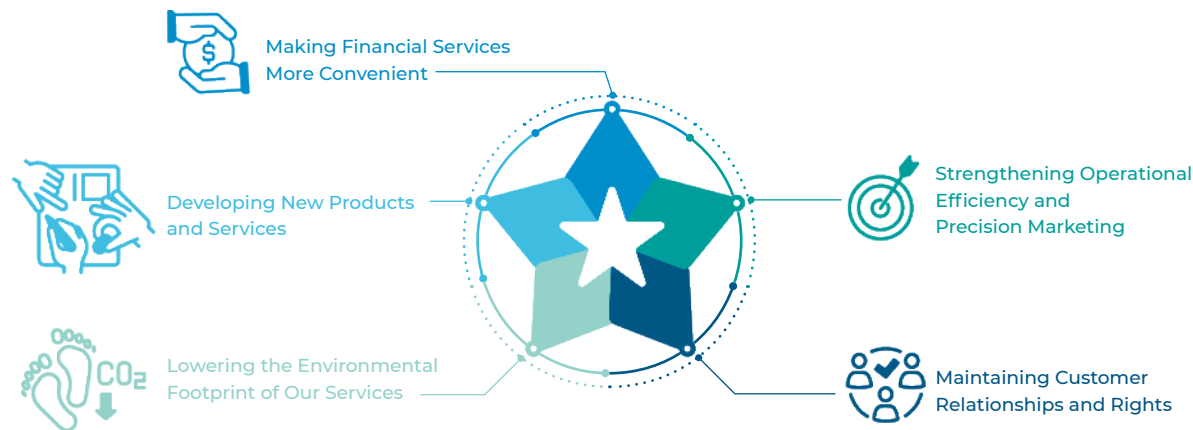
2025 Priorities

- Continue to **promote paperless** operations, including electronic notifications, electronic insurance policies, and online credit cards, and increase the proportion of financial products available to be applied for online.
- Continue to promote **digital collaboration across Fubon subsidiaries** to optimize the customer experience.
- Make customer service more efficient through **innovative technologies**, starting from Fubon's internal operations.

4.1 Innovative Technologies

As a strong proponent of financial technology (fintech), Fubon Financial Holdings is intent on creating outstanding fintech services and mastering the latest fintech technologies. Our fintech development is focused on innovation in five areas: making financial services more convenient, developing new products and services, lowering the environmental footprint of our services, strengthening operational efficiency and precision marketing, and maintaining customer relationships and rights.

The emergence of fintech-driven digital transformation is a key trend in the global financial sector and has highlighted the importance of developing fintech-related intellectual property. As of the end of 2024, Fubon Financial Holdings had amassed a cumulative 167 patents – 13 by Fubon Financial Holdings, 19 by Fubon Life, 55 by Taipei Fubon Bank, 40 by Fubon Insurance, and 40 by Fubon Securities – and the Company will continue to invest in R&D to help cement its status as the industry's leading brand.



Making Financial Services More Convenient

Company	Service Type	Content	Results
Cross-subsidiary collaboration (Taipei Fubon Bank/ Fubon Securities)	One-stop account opening services	Taipei Fubon Bank and Fubon Securities teamed up to create one-stop account opening services, adding a service that enables users to apply for securities and digital banking accounts simultaneously. It provides a user-friendly experience by enabling data sharing to avoid repeated form filling and document uploads. Fubon Securities' online accamer's banking-securities customer experience and risk management.	In 2024, customers opened 19,783 digital deposit accounts through the Fubon Securities platform and roughly 58,000 securities trading accounts through the Taipei Fubon Bank platform.
Cross-subsidiary collaboration (Fubon Life / Fubon Insurance)	Fubon Life/Fubon Insurance joint customer referrals	Supported by the integration of Fubon's internal resources, the "Fubon Life/Fubon Insurance Joint Claims Referral" service was formally launched in July 2024. The service, fully compliant with legal provisions, uses data sharing to enable customers that Fubon Life and Fubon Insurance have in common to only fill out one claims application and transfer consent to quickly transmit the application to Fubon Insurance.	As of the end of 2024, there were 14,326 claims applications through this service that were successfully sent to Fubon Insurance, helping shorten the time Fubon Insurance received the documents.
Fubon Life	Electronic Payment Authorization Service	Fubon Life initiated an electronic authorization and verification service in 2022 that gave customers greater choice and convenience in authorizing payments of their premiums online. Whether a new or existing contract, customers are able to authorize direct debits from their accounts using an "online account password" or the "real-time setting of a password for e-payment verification." Once the verification code is approved, the designated authorized amount is immediately debited without the need to fill out a paper authorization or signature, saving about 2-3 days of mailing time for customers and 3-6 days for the bank to complete the process.	In 2024, the payment authorization system was used 37,613 times.
	Processing platform for handling problems with new contracts and applications for changes of information on record	In September 2023, Fubon Life began using a processing platform where problems with new contracts and changes in information on record were centralized. It has several automatic processes, such as automatically calling up images of insurance policies/change applications for internal personnel to review and automatically sending notification letters to policyholders whose contact information is unclear, saving manpower and paper.	In 2024, the new platform handled 12,122 cases.
	Medical Claims Service	The Medical Claims Service provides convenient claims services through a claims alliance chain, allowing customers to apply to multiple groups to provide service; policyholders who agree to use the "Insurance Technology Application Sharing Platform" can submit their claims to several insurers at once through the system. It also authorizes cooperating medical institutions to transmit related medical records, creating a single-step claims application process. After adding several hospitals to the network in 2024, there are 22 medical institutions collaborating on this blockchain application.	Total of 644 claims settled using this technology in 2024.

(Continue)



Company	Service Type	Content	Results
Fubon Life	Paperless claims payment notifications	To bring even greater convenience to customers, Fubon Life started giving them the option of paperless claims payment notifications in May 2024. The service enables customers to receive claims payment notifications by email or text message. They can choose to save the message as an e-document that can be quickly checked and managed in a way that is aligned with today's digital lifestyle.	As of the end of 2024, the service had been selected 532,611 times.
	LINE notification messaging service	The growing attachment people have to social media has forced insurance companies to constantly evolve in how they communicate with policyholders. Always looking to strengthen services based on insurance technology applications, Fubon Life added a new "LINE Notification Message" service on its official LINE account. It enables policyholders to receive notifications on the progress and completion of such services as new insurance contracts, changes to existing information, changes to payment methods, and insurance policy loans as soon as information becomes available. The new function has given policyholders a more convenient and efficient service experience.	From the end of August when the service was launched to the end of 2024, 12,572 people applied for the service and 10,537 notifications were sent.
Taipei Fubon Bank	pay.taipei	Has assisted the Taipei City Government in promoting the development of the smart payment platform, pay.taipei, and introduced multiple bank account payments into the TaipeiPASS app, striving to provide numerous payment tools to meet the public's digital payment needs.	The number of bills processed through Taipei Fubon Bank's pay.taipei accounting system exceeded 21 million in 2024, up 7.3% from the previous year. Of those payments, the number made by people using payment tools provided by Taipei Fubon Bank exceeded 3.8 million, up 21% from a year earlier.
	Trust Digital Assistant	Taipei Fubon Bank has aggressively pursued digital transformation to create an even more robust trust ecosystem. An "online trust contract signing" function, part of the third phase of the Bank's rollout of the "Trust Digital Assistant" app, was introduced in November 2024. As the name implies, the new function enables customers to sign trust contracts through an online platform. If a customer meets signing eligibility requirements and their personal information is complete, the process can be handled within an hour. The function makes it easier to obtain trust services and provides invaluable support in helping people protect their finances and safeguard their wealth.	As of the end of 2024, 17 trust contracts had been signed through the new function in just one month of use.
	Large-sum Currency Exchange Online	On Aug. 27, 2024, the bank introduced an online function for exchanging large amounts of foreign currency. The service enables customers to exchange NT\$500,000 or more after applying for a financial certificate ID online. It saves the hassle of going to a bank branch and signing a foreign exchange declaration and allows customers to change currency at the most opportune times.	As of the end of 2024, the online large-sum currency exchange function had handled the equivalent of NT\$8.1 billion in currency exchanges through 4,366 transactions.
Fubon Insurance	Next2U video conference insurance service	Fubon Insurance has introduced the Next2U video conference insurance service. Through the video conferencing function provided by the service's system, customers can use their smartphones or other mobile devices to handle insurance issues with agents by video conference, giving them a novel insurance services experience without having to leave their home. In 2023, Fubon Insurance expanded the function's scope by opening access to minor children and insured persons other than the policyholder. The trial run of this feature was completed in March 2024, and it was given the green light by the Insurance Bureau in May.	From 2023 to the end of 2024, a total of 2,902 policies were taken out through the system.
Fubon Securities	First single-step dual account opening service	To create a more financially inclusive environment, joined with Taiwan's biggest internet-only bank LINE bank in 2023 to create the first single-step dual account opening service in the industry.	As of the end of 2024, there were roughly 21,000 people who had opened accounts using this system.
	Partnered with LINE Bank in introducing Taiwan-dollar denominated sub-brokerage services	In 2024, worked with ecosystem partners to bring securities services into important areas of people's daily lives; teamed up with LINE Bank to offer Taiwan-dollar denominated sub-brokerage services, an industry first collaboration between a securities company and an internet-only bank that opened up the scope of investment products available to younger customers. Fubon Securities also entered the consumer market when it partnered with e-commerce specialist momo to launch a "Small Investment, Happy Spending" campaign. Customers who complete designated transactions can immediately get momo reward points in their momo accounts, in effect stimulating other transactions.	During the campaign period to the end of 2024, at a time when transaction volume on the Taiwan stock market was only rising 1.4%, income from activity participants increased by 14.2%, and since dormant accounts have become part of the campaign, their activation rate has reached 56.8%.
Fubon Asset Management	ETFs distributed to multiple accounts	Has offered customers the option of having gains from ETFs distributed to multiple accounts since the end of 2022; the service enables customers to complete requests online that gains be distributed, saving them transfer fees.	A total of 32,567 requests to use the service were made in 2024.



Developing New Products and Services

Company	Service	Content	Results
Taipei Fubon Bank	Nano digital investment platform	The Nano digital investment platform was launched in 2019 and has rolled out two products: the "Nano 1" portfolio of global ETFs and the "Nano 2" portfolio of Taiwan thematic ETFs. Nano Investment has used advanced European and American technologies to support localized R&D applications and obtained a utility model patent platform for its "fractional share trading" function and an invention patent for its automatic portfolio rebalancing system. These exclusive patented technologies have paved the way for its many features, including low investment thresholds, automated investing, and expert oversight, helping the system realize its vision of financial inclusion.	As of the end of 2024, the system had obtained a total of 35 domestic and overseas awards since its launch; it had 29,816 investors with assets in the system totaling NT\$4.6 billion.
Fubon Insurance	Infrared aerial photography solar panel inspection services	Fubon Insurance has dedicated itself to corporate clients proactively mitigate risk for many years, and was the first domestic insurer to offer "Infrared aerial photography solar panel inspection services." Through the smart identification system developed in house, the service can automatically locate image coordinates and identify temperature anomalies. It inspects broad arrays of solar panels in a short period of time and detects risks and performance issues in real time, increasing power generation efficiency and mitigating the risk of fires while ensuring personnel safety.	Six detection missions carried out in 2024; they successfully compiled and compared visible light images, infrared photos, and post-system identification photos, followed by back-end verification by designated personnel. The integrated images can automatically be located on Google Earth, enabling users to clearly identify the location of any anomalies.
Fubon Securities	Fubon Securities Investment Services membership website	Launched at the end of 2023; in March 2024, Fubon Securities and Fubon Securities Investment Services optimized the website's Web-CA certification application process, the certification interface, and the data sharing signature function, which increased the success rate of Fubon Securities customers applying for Fubon Securities Investment Services membership.	The rate at which securities customers successfully got through the application for investment services membership doubled in 2024.
	Super personalized information service	Launched in 2024, this service tracks digital journeys to detect customer needs in real time, and then generates personalized content based on a customer's preferences. Corresponding valuable information is provided to customers who need it based on an "event communication" model, where an "event" is a user action, such as choosing a stock of interest.	In 2024, uploaded communication content for 87 different events and introduced information for various market indicators, helping the company give customers more sophisticated and diversified information.



Lowering the Environmental Footprint of Our Services

Company	Service	Content	Results
Fubon Life	Mobile Policy Wizard and Online Transaction Functions	Usage of the Mobile Policy Wizard and its online transaction functions continued to rise, saving paper and reducing carbon emissions; actively promoted the use of one-time written authorization for mobile applications so that users do not have to keep signing consent forms when using those apps in the future.	In 2024, mobile applications and online transactions were used a total of 620,000 times, replacing applications/transactions using paper forms.
	Sending electronic document for changes in endorsement documents	Since July 2023, customers who have yet to apply for electronic policies have been able to choose to receive electronic endorsements when a change to a policy is made. The service means customers can receive the endorsement document approving the change(s) in real time and reduce the risk that it was not sent or was lost in the mail, while also reducing paper consumption.	As of the end of 2024, a total of 255,357 endorsement documents had been sent to customers electronically, saving 1,096,661 sheets of paper.
	Policy changes form sent in email format	In October 2024, the Policy Changes Form distributed to sales agents was changed to an email format, making it more convenient for agents to manage their customers' policies and saving a considerable amount of paper.	Reduced paper use in 2024 by 174,369 sheets.
	Activities promoting applications for e-notifications	Continued to promote e-notifications through the Company's LINE@, M+ corporate instant messenger software and Fubon News videos and by holding events giving policyholders who signed up for e-notifications for the first time convenience store coupons.	An additional 148,937 policyholders arranged for e-notifications in 2024, saving 1,191,496 sheets of paper, equal to reducing carbon emissions by 25,783 kg CO ₂ e. Since e-notifications were first introduced, a total of 1,627,050 policyholders have opted for e-notifications as of the end of 2024, saving 13,016,400 sheets of paper and 281,665 kg CO ₂ e in carbon emissions.

(Continue)

Company	Service	Content	Results
Fubon Life	E-policy downloads and electronic signatures/diversification of policy formats	Fubon Life offers e-policy downloading and electronic signatures and has diversified the formats of its policies to make it easier for customers to get insurance, strengthen their coverage, and protect the environment. These measures have dramatically reduced processing times and made service more efficient, and the substitution of paper operations by electronic systems has reduced paper consumption.	The goal for the percentage of all policies and terms and conditions policies issued electronically in 2024 was 23%; the actual result was 38.6%. That resulted in a reduction of 179,038 paper policies, or 4,312,862 sheets of paper, translating to a reduction in carbon emissions of 93,327 kg CO ₂ e.
Fubon Insurance	EZ-Insurance	Adopted Taiwan-CA Inc.'s (TWCA) mobile identification services to forge a completely new electronic document signature model; when using the EZ-Insurance service to get a personal insurance product, customers can use a smartphone to connect to a 4G/5G network and study the insurance proposal. Once TWCA and the telecom company confirm that there are no mistakes in the person's personal information, such as mobile phone number, ID number, and birthday, and the credit card has received authorization, the process to sign the proposal online can be completed. Also, the policy's beneficiary can use the EZ-Insurance service to complete online claims applications rather than having to file a claims request at a Fubon Insurance office. The system has achieved the goals of completing the entire process with mobile devices only without using any paper.	In 2024, the EZ-Insurance identification system was used to handle 9,325 policies electronically rather than in paper form, with 7,770 used to get insurance and 1,555 to file claims online.
	Promoted e-policies and electronic compulsory auto liability insurance certificates	Continued to promote e-policies and electronic compulsory auto liability insurance certificates as part of efforts to carry out Fubon's ESG environmental ideals, reduce the amount of paper used, narrow processing times, and make policy management more efficient; through this approach, Fubon Insurance has joined with customers to cut carbon.	In 2024, the target share for electronic policies and electronic compulsory auto liability insurance certificates was 71%, but the actual share was 78.5%. A total of 11,351,814 electronic policies were sent, saving 264,967 kilos of paper and 1,123,462 kg CO ₂ e.
Fubon Securities	E-statement Services	Offered 19 types of e-statement services in 2024; continued to use EDM and personalized push notifications to encourage customers to subscribe to e-statements, and the number of e-statement users has steadily risen in recent years.	A total of 26,986,510 e-statements were sent in 2024, up 37.8% from the number sent in 2023.



Strengthening Operational Efficiency and Precision Marketing

Company	Service	Content	Results
Fubon Financial Holdings	Speech-to-text platform	Provides speech-to-text platform services to improve the efficiency of people responsible for taking the minutes of large-scale offline meetings; the service was fully verified and accepted in January 2024, and began to be used internally by Fubon Group employees in April.	From May to December 2024, service handled 226 audio files
	Smart compliance platform	Introduced a smart compliance platform to support legal, compliance and business departments in implementing changes to laws and regulations; platform helps save manpower and the time needed to review legal changes, enhancing efficiency; it also has expanded the scope of external regulations covered by compliance units, helping reduce compliance risks.	The system was gradually brought into use in July 2024, and as of the end of 2024, 187 departments had made use of it; from July to December, the system was used 3,111 times, counting only unique users within single days.
	AI Knowledge +	Helps people acquire knowledge internally and supports interdepartmental inquiries through robots, reducing the cost of communications and asking for information across departments and increasing the rate at which employees solve problems on their own. Users can enter spoken sentences or keywords to find answers in the knowledge database through a semantic search.	The system was completed and launched in December 2024, and was used during the month by 178 unique users to conduct 648 searches. A total of 4,816 files have been uploaded into the system (including product conditions, DMs, and administrative manuals).
	Digital Data Platform	Integrating the financial holding company's resources, Fubon subsidiaries, in compliance with the law, jointly purchased a system to track customers' digital journeys. Using one system saves energy and strengthens the depth of analysis of digital behavior. It was formally launched in November 2024.	In December 2024, system had traffic of about 10 million customers from various digital platforms, helping subsidiaries precisely track customers' digital journeys and optimize their future experiences.
Fubon Life	Payment processing platform	With functions being added since 2019, the platform enables payment review personnel to review a wide range of documents in electronic files without the need for paper, eliminating the use of copying and the time required to scan and file paper documents.	In 2024, the system saved the use of 195,000 sheets of paper.

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Company	Service	Content	Results
	Integrated claims system	Functions related to medical insurance reviews and second reviews were incorporated into the integrated claims system in June 2023; forms used in the process, such as review opinion forms and review information forms, can be accessed on a screen, and second reviews can be guided by the system without the need for paper documents.	In 2024, there were 879,952 medical claims processed in the system, with each saving an average of four sheets of paper, resulting in a reduction of 3,379,016 sheets of paper and a reduction in carbon of 73,119 kg CO ₂ e.
Fubon Life	Robotic process automation (RPA)	Has continued to make use of RPA to make operations management more efficient and expand the automation of the company's processes, such as statistical report queries in core operating departments, including claims and underwriting.	As of the end of 2024, RPA could handle a workload of 14.92 full-time workers or roughly 2,626 hours. Also, six hands-on training sessions were held to cultivate digital talent, with a focus on employee empowerment and digital transformation and the strengthening of autonomous RPA development capabilities. People participated in the training sessions 136 times.
	Source code scanning system	A source code scanning system was fully installed in 2023 to strengthen the security of Fubon Life's apps and network.	In 2024, the information security of 5 apps and 47 service platforms was upgraded to provide more stable information services and make the company's information services operations more efficient.
Taipei Fubon Bank	Comprehensive product recommendation model	To maximize the customer experience, the bank has used AI machine learning technology to create 30 comprehensive product recommendation models encompassing credit cards, loans, investments and insurance; these models provide in-depth analysis of customer profiles, spending habits, the products in their portfolios, digital behavior journeys, and interactions with the bank that inform precise, personalized recommendations and marketing of products. Through this data-driven analysis, the bank can effectively identify potential needs, leading to precise and efficient processes and business goals being achieved at a higher rate. In conjunction with the recent launch of "Fubon+" mobile banking, smart recommendation models are also being developed to achieve the core vision of a system that is "simple, intuitive, and understands me."	<ul style="list-style-type: none"> • 30 models developed as of the end of 2024. • In 2024, a total of six models were either newly developed or upgraded.
	UMa customer segment search platform	To obtain analysis results in real time and quickly generate a list of potential leads, the UMa customer segment search platform enables users to conduct their own analyses by selecting their own parameters. They can also display various kinds of data on visualization charts to quickly produce customer profiles and generate personalized marketing lists. This one-stop precision marketing process encapsulates understanding a target audience, acquiring lists, and adopting a marketing plan. In 2024, a plan to optimize the user experience was initiated to comprehensively upgrade the system's interface and customization conditions. Business departments were encouraged to work together to develop 165 tags for insurance, payments, credit cards, wealth management, online insurance, and loan accounts to expand big data service applications. At the same time, product model prediction results were used as tags to help users with marketing analysis and the generation of lists showing forecasts of product needs.	In 2024, worked with business departments to develop 165 tags related to insurance, payments, credit cards, wealth management, online insurance, and loan accounts to expand big data service applications (among them were 21 new multidimensional tags). Also, product model prediction results were used as tags, helping users conduct marketing analyses and generate lists showing forecasts of product needs. In 2024, cumulative marketing support rate for key departments was 28.6%.
	Event-driven automated marketing system	In 2023, Taipei Fubon Bank launched an "event-driven automated marketing system" that detects key customer actions in real time. In 2024, a Google Analytics recommendation engine was added to further upgrade the system and convert potential target customers at higher rates. Based on different product scenarios, the system identifies customers with a high likelihood of making a purchase, and tags can be used to create targeted marketing copy, leading to increases in the rates at which customers open EDM (electronic direct mail) and mobile banking notifications. At the same time, building on the existing event-driven marketing foundation, a complete product recommendation model was introduced in 2024 that gauges the order in which the products best suited for a specific customer should be recommended. The function allows event-driven marketing campaigns to more precisely target the right time to give the right customers the most suitable product information and increase the sales conversion rate.	The system increased the rate at which customers open marketing EDMs and mobile bank notifications by 50%, and successfully increased the conversion rate of these messages into sales by 26%.
Fubon Insurance	Robotic process automation (RPA)	Continued to promote RPA technology to spur the automation of the company's processes, enabling the rapid collection, analysis, and processing of mountains of data and dramatically improve efficiency and competitiveness.	In 2024, RPA reduced manual work time by an average of 2,684.8 hours a month.
Fubon Securities	"Digital Business Card System with Intelligent Management" and "Intelligent Digital Advertisement Management System"	In 2023, Fubon Securities created a two-in-one "Digital Business Card with Intelligent Management" and "Intelligent Digital Advertisement Management System" platform that enabled salespeople to distribute integrated advertisements very conveniently with a single click to strengthen interaction with customers and create a seamless service experience.	In 2024, system received a utility model patent; it was used 23,083 times, providing service more than 1,900 times per month.

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Company	Service	Content	Results
Fubon Securities	AI intelligent decision-making system	Supported by an industry-leading data governance foundation, Fubon Securities has developed an AI-based intelligent decision-making system using integrated machine learning and deep learning methods. Customer feedback is compiled and customer needs discerned with the help of 70 AI models and more than 2,500 tags to continue to strengthen the precision marketing system, which is centered on the customer journey. At a time of market volatility, for example, overseas bonds and funds have drawn considerable interest from customers, who have left a rich data trail through their actions on online platforms and offline interactions with brokers. Using this data, AI models uncover those individuals' hidden needs and precisely identify potential customers. Also, generative AI has helped the company quickly generate marketing materials aligned with each customer's interests, thereby increasing customer interaction rates and sales conversions.	<ul style="list-style-type: none"> Increased the sales success rate through precision marketing; for overseas bonds, for example, used lists to develop 301 new customers, accounting for 45.8% of all those who bought overseas bonds. Used generative AI to generate marketing materials aligned with customer interests, leading to increases in the rate at which promotional materials are opened and the lead conversion rate (increasing the opening rate 42% and the lead conversion rate by 10%).
	Automated process mechanism	An automated process mechanism has been developed to provide the global market information that customers require around the clock. The mechanism automatically monitors major financial market developments, and when important data is released, it passes the information on to customers in real time through LINE Notify, Fubon SmartStock system, Fubon Online system and LINE OA push notifications, enabling customers to get timely, first-hand information without having to open any specific apps. This system was an industry first in Taiwan and has been patented.	System received a utility model patent from the Ministry of Economic Affairs in 2024
Fubon Asset Management	Robotic process automation (RPA)	Introduced RPA; a complete inventory and assessment of the company's processes was done to support a comprehensive digital transformation and the automation of the company's processes.	RPA reduced the manual workload of full-time employees by more than 19,000 hours in 2024.



Maintaining Customer Relationships and Rights

Company	Service	Content	Results
Fubon Life	Intelligent Text-based Customer Service Chatbot	Introduced in April 2023; customers can interact with the text chatbot through the Fubon Life website, the policyholders' section of the website, the Fubon Life app or the Fubon Line account. By answering frequently asked questions, the AI chatbot can quickly handle large volumes of simple queries while passing off more difficult or specific questions to customer service associates. That enables customers to get answers to their questions without having to wait too long, resulting in a higher standard of service. In 2024, an even smarter customer service chatbot was rolled out, and more service-related topics were added for the chatbot to handle. Policyholders can directly ask the chatbot questions about their personal policies, such as what is being covered, updates on progress in making changes, premium amounts, and the value of insurance policy accounts.	The chatbot service had already been used more than 555,000 times by the end of 2024.
	ID OCR Scanning	When customers seek help at a Fubon Life office and provide their national ID card to be scanned, it is scanned through an OCR (optical character recognition) system to verify its validity. The system then connects to image files related to the issue in question and successfully verifies the ID without having to make copies of any documents, making service more efficient and reducing the amount of copy paper used.	The system was launched on July 20, 2024. It had saved 72,505 sheets of paper by the end of the year.
	Fubon Wellness More ecosystem	Launched in October 2023 to create a friendly environment for online insurance education; the platform creates "tasks" based on multiple themes, such as financial security and health promotion, to interact with people, raise their risk awareness and help them acquire more knowledge related to insurance. It also provides a premium gift redemption service. People who complete tasks on the platform get reward points, which can be accumulated and converted into momo reward points to offset consumer spending, helping Fubon Life fulfill its vision of creating happy lives through insurance.	As of the end of 2024, platform had around 32,000 members; members had taken part 3.24 million times in the 204 activities/tasks that have been arranged.
	Anti-fraud technology "Commercial Code 68999"	Reflecting its commitment to corporate social responsibility, Fubon Life was the first company in the domestic insurance sector to use "commercial code 68999" anti-fraud technology. This unique and tamper-proof service helps reduce text messages fraudulently sent in companies' names. Using 68999 commercial messages enables policyholders to clearly and accurately discern what is real and what is fake, reducing the risk of financial losses. It also aligns with sustainable finance assessment indicators related to consumer protections, and helps provide policyholders with safe, dependable insurance services.	From August 2024 when the service was launched to the end of the year, there were 2.97 million texts sent that showed the 68999 code and contained links, indicating that the text and links were legitimate.

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Company	Service	Content	Results
Taipei Fubon Bank	Eagle Eye AI anti-fraud model	Financial fraud and scams have been on the rise in recent years, and Taipei Fubon Bank developed an "Eagle Eye" AI anti-fraud model to safeguard customers' assets. The model, which has received a utility model patent for its key technology from the Intellectual Property Office, monitors national fraud patterns and covers more than 100 transaction risk characteristics. It has two main functions – judging/identifying suspicious transactions and rating account risk – that are designed to accurately predict abnormal transaction activity and detect potential fraud early, and reminders and notifications through ATMs and the internet and mobile banking systems. In 2024, the scope of collaboration on the Eagle Eye system was expanded; when the model warns that a suspicious account is making an ATM withdrawal, the police are notified to strengthen patrols, enhancing fraud prevention.	In 2024, 1,184 suspicious accounts with more than NT\$49.55 million in funds were blocked, safeguarding the security of customer transactions online and offline.
Fubon Insurance	"Zero-time Gap Accident Support" and "Complete Peace of Mind" services	Fubon Insurance offers "Zero-time Gap Accident Support" and "Complete Peace of Mind" services to provide even more convenient and attentive service at accident sites. The former gives policyholders face-to-face online video conferencing with an agent while the latter gives customers a specific link to find out where the customer service agent is and when they are expected to arrive. These services help customers quickly handle accidents on site, and keep customers from feeling anxious and helpless.	The two services were used 417 times in 2024.
	AI Voice Robot	Introduced an "AI Voice Robot" service that combined natural language processing (NLP), text to speech (TTS) and automatic speech recognition (ASR) technologies; after customers call in, they can tell the robot the reason for the call or the service they need, and the robot will provide an appropriate answer. It will also directly provide an explanation of the service, reducing the chance of the customer getting lost in the phone menu system while enhancing the customer experience.	The service handled 525,713 calls in 2024 and redirected callers to leave 62,468 messages on issues the robot could not answer for customer service people to handle.
Fubon Securities	Smart customer service system	Fubon Securities' smart customer service system designed a large number of "picture card question groups" to introduce frequently asked questions, providing a menu enabling customers to select areas of advice they need. The system narrows down the scope of customer questions and simplifies typically lengthy explanations and content, avoiding divergent and inefficient replies and quickly meeting customers' needs.	As of the end of 2024, the smart customer service system had been used 621,000 times, exceeding the capacity of the human customer service system by 4.5-fold.
	Fraud prevention	The Fubon Securities website has a section dedicated to fraud prevention, proactively assisting customers in stopping fraud to make money flows more secure and protect the legal economy.	In 2024, 227 customer presentations were organized, attended by 5,538 people.
Fubon Asset Management	Anti-fraud website section	The company's website has set up an anti-fraud section that helps customers prevent fraud, making money flows more secure and protecting the legal economy.	<ul style="list-style-type: none"> • Anti-fraud reminders posted in the announcement section of the website's home page; they were browsed 73,546 times in 2024. • Two articles publicizing anti-fraud concepts posted on company's Facebook page in 2024; reached more than 1,000 people. • Regularly checked for fake accounts in 2024, taking down 15 such social media accounts (on LINE and Facebook).

4.2 Customer Relationship Management

Fubon Financial Holdings puts a high priority on financial consumer protection and has embraced Treating Customers Fairly Principles and personal information protection management as core values and part of its corporate values system and code of conduct. Compliance training for employees has also been strengthened to increase consumer confidence in the company and ensure its sustainable development.

4.2.1 Treating Customers Fairly

To ensure that Treating Customers Fairly Principles are effectively implemented throughout the Fubon Financial Holdings organization, each of its subsidiaries has established a Treating Customers Fairly Policy, a Treating Customers Fairly Strategy, and related guidelines. All products and services comply with these policies, which cover the suitability of a product or service and dissemination and disclosure principles. Also, the results of these programs are presented for review at an annual meeting of senior executives and then reported to the board of directors to facilitate timely revisions of the Treating Customers Fairly Strategy. In 2024, there were no incidents involving violations of regulations covering product and service descriptions and marks/labels or related losses from litigation.



► Subsidiaries' Implementation of Treating Customers Fairly Principles in 2024

Company	Treating Customers Fairly Policy	Management Mechanism	Education and Training
Fubon Life	► TCF section	<ul style="list-style-type: none"> In response to the Executive Yuan's "Anti-fraud 1.5" program, the board of directors approved revising the Treating Customers Fairly "Policy" and "Strategy" to include fraud prevention. Corporate TCF culture incorporated into organization's operations through the "Organizational Charter for the Treating Customers Fairly Committee"; committee meeting held every quarter to track progress on various initiatives, and independent directors were invited to present the 2024 awards to units with the best evaluations. Also, a summary of the committee's report was presented to the board of directors and the Sustainable Development Committee. To carry out the board of directors' decision to promote units responsible for Treating Customers Fairly issues into second-line-of-defense units, Fubon established the "Treating Customers Fairly Business Oversight Regulations" in 2024, which will reinforce the oversight of implementation of Treating Customers Fairly Principles. 	<ul style="list-style-type: none"> Organized 1.5 hours of Treating Customers Fairly continuing education for board directors; all directors received a certificate of hours completed issued by the Taiwan Insurance Institute. Held three hours of online Treating Customers Fairly training; office workers, include the chairman of the board, took part in the training 4,005 times, while outside agents took part 36,702 times, for a total of 40,707 times. They put in a total of 122,121 training hours. Organized three seminars on different topics targeted at different audiences; one was a two-hour session for top executives, and 156 people attended. The other two were three-hour sessions for regular employees attended by 357 people. They spent a total of 1,383 hours in the seminars.
Taipei Fubon Bank	► TCF section	<ul style="list-style-type: none"> Update on Treating Customers Fairly implementation provided to board of directors every six months. "Senior Management Treating Customers Fairly Meeting" held quarterly, to guide plans on the Treating Customers Fairly Policy and related tasks. A "Treating Customers Fairly Committee" meeting is held monthly. Based on the principles of the three lines of defense, the TCF organizational framework and division of responsibilities are clearly laid out to strengthen practices in every area. 	<p>Courses for employees on the Treating Customers Fairly Principles, guidelines on accessible financial services, and consumer protection organized; in 2024, employees attended training classes 31,348 times for a total of 56,166.1 hours of training.</p>
Fubon Insurance	► TCF section	<ul style="list-style-type: none"> Board of directors approved a "Treating Customers Fairly Policy," "Treating Customers Fairly Strategy," and "Treating Customers Fairly Committee Initiatives." In response to the government's support for customer fraud prevention, the company dedicated a section in its "Treating Customers Fairly Policy" to the "Promotion of Helping Customers Prevent Fraud." It clearly establishes the company's fraud prevention principles and related prevention measures to facilitate compliance and implement customer fraud prevention initiatives. Treating Customers Fairly Committee meets quarterly, with independent directors invited to provide guidance; results reported to the board of directors. Set up a mailbox for creative Treating Customers Fairly-suggestions and opinions accompanied by an incentive mechanism, encouraging people in each department to submit constructive ideas; ideas that are found to be feasible are promoted and incorporated into the company's service measures, reflecting the importance the company places on employee feedback. Created an electronic Treating Customers Fairly newsletter, published by the president, with the head of compliance serving as editor-in-chief. The publication covers recent Treating Customers Fairly highlights, key updates on Treating Customers Fairly policies, and descriptions of the most recent complaint review cases, to continuously enhance employee awareness of Treating Customers Fairly issues. 	<ul style="list-style-type: none"> Organized "Compliance and TCF Month" activities, including a "TCF ambassador tug of war," online quizzes, and education and training sessions, raising employees' Treating Customers Fairly awareness. Each department completed "Compliance/Treating Customers Fairly" training and prizes awarded to individuals who did well in the online test. Employees took part in TCF training sessions 2,901 times for a total of 15,237 hours.
Fubon Securities	► TCF section	<ul style="list-style-type: none"> To strengthen fraud prevention measures and ensure that the Treating Customers Fairly principles are being carried out, the name of the "Treating Customers Fairly Committee" was changed to the "Treating Customers Fairly and Fraud Prevention Committee" and an "Anti-Fraud Task Force" was created under the committee. The Treating Customers Fairly and Fraud Prevention Committee meets quarterly and reports on progress made on various initiatives to the board of directors. 	<p>Completed Treating Customers Fairly courses and education programs on handling customer complaints in 2024; people took part a total of 12,738 times, completing 20,634 hours of training.</p>
Fubon Asset Management	Though the company has yet to create a dedicated TCF section on its website, it has complied with legal provisions set by the Financial Supervisory Commission to establish Treating Customers Fairly Principles and implement them.	<ul style="list-style-type: none"> Board of directors approved a "Treating Customers Fairly Policy" in 2016. The Sales Marketing Division (a dedicated department) and its division-level vice president are responsible for planning and promoting Treating Customers Fairly Principles. The Sales Marketing Division oversees the implementation of Treating Customers Fairly Principles by business departments, and those efforts are reviewed and improvements suggested at division meetings. The division must also report on its work every year to the board of directors. Using the "Points of Emphasis for Financial Institutions in Implementing Treating Customers Fairly Principles" as a reference, the Sales Marketing Division does a self-assessment of its performance in carrying out the TCF Principles, engaging in self-oversight and drawing up improvement measures. Customer needs must be considered when providing financial product transactions or services; financial consumers should be treated in a fair and reasonable way based on provisions in financial consumer protection laws such as the Securities Investment Trust and Consulting Act and the Financial Consumer Protection Act, and the 10 major strategic principles should be complied with. 	<ul style="list-style-type: none"> Completed Treated Customers Fairly education and training courses, and self-assessments of relevant units are done on a regular basis. Employees took part in TCF training sessions 200 times, averaging 3.2 hours of training per person.

Product Marketing and Marking

Also, Fubon Financial Holdings has established "Guidelines for Managing Advertising Plans and Media Publicity" based on the government's "Regulations Governing the Advertisements and Solicitation or Promotional Activities Conducted by Financial Services Enterprises" and the Taiwan Securities Association's "Regulations Governing the Advertisements and Solicitation or Promotional Activities Conducted by Members of the Taiwan Securities Association." The Guidelines are aimed at controlling the quality of the Company's publicity materials and the operating procedures for publication, and a dedicated unit is responsible for strengthening financial consumer information and ensuring that the content is accurate to avoid misleading financial consumers. In 2024, there were no incidents involving violations of regulations covering product and service descriptions and marks/labels or related losses from litigation.



4.2.2 Personal Information Protection

Framework and Policy

Protecting the personal information of customers is one of Fubon Financial Holdings' highest priorities. We have established the Fubon Financial Co., Ltd. and Subsidiaries Personal Information Protection Policy, which clearly stipulates the responsibilities and obligations of employees in handling and protecting personal information, and posted a "Privacy Statement" on our website, informing customers of their rights and the measures taken to protect the confidentiality of their personal information. If a breach of personal information occurs, the case is to be handled and reported based on the Personal Data Protection Act and the Fubon Financial Holding Co., Ltd. and Subsidiaries Operational Risk Reporting and Management Guidelines. If a case reaches the media, the media strategy should be handled based on the "Fubon Financial Holding Co., Ltd. and Subsidiaries Principles for Media Crisis Management." Also, based on provisions in the Fubon Financial Holding Co., Ltd. and Subsidiaries Guideline for Security Measures for the Personal Information File and the Handling for the Personal Information after Termination of Business, the Company shall investigate the scope of the personal information breach and compile and carry out legal notices. The information to be provided to the data subjects include the fact that their personal information has been breached, the corrective measures that have been adopted, and a customer service hotline they can consult for help. These help data subjects better understand the situation and get follow-up assistance. The consensus reached with the data subject(s) may be incorporated into adjustments of personal information protection mechanisms, depending on the circumstances. If the personal information incident was caused by issues attributable to the Company, the Company shall respond with measures to control the data subject's losses and reduce them or keep them within a limited scope as well as devise corrective measures and track and confirm the effectiveness of personal information protection mechanisms to prevent similar incidents from happening again.

To ensure the protection of personal information, the "Personal Information Protection Committee" set up under Fubon Financial Holdings' Risk Management Executive Committee oversees the protection and management of personal information by the financial holding company and its subsidiaries. It reports on personal information protection issues to the Risk Management Executive Committee on a quarterly basis. Each unit conducts a semi-annual self-check of its internal controls and compliance practices and a self-assessment of compliance issues, and audit units check on a regular and irregular basis how effectively each unit is managing personal information protection.

Following the EU's implementation of the GDPR (General Data Protection Regulation), Fubon Financial Holdings and its four main subsidiaries set up a GDPR privacy protection mechanism. Fubon Life, Taipei Fubon Bank, Fubon Insurance and Fubon Securities also sought to align themselves with the GDPR and received certification under the BS10012: 2017 Personal Information Management System (PIMS) standard. Fubon Insurance began in 2022 to expand its scope of certification and verification to remote video conference sales activities, and continued to extend it to the 21 branches that had been added around Taiwan as of the end of 2024. In December 2024, the two companies passed their PIMS renewal certification. Fubon Life has piloted a range of new digital offerings in recent years that all have the PIMS system embedded in them, reflecting the financial sector's digital transformation and the company's ongoing effort to provide policyholders better and more diverse services. It has also continued to expand the scope of certification, indicating the high priority it puts on personal information protection.

In response to the growing demand for digital services, Fubon Financial Holdings subsidiaries use big data analysis to provide the best possible customer experience based on customers' needs. All uses of the data and related marketing activities are handled in accordance with the Personal Data

Protection Act and internal operating rules to safeguard the rights and interests of customers and the security of their personal information. In 2024, 51.18% of customer information was used by Fubon subsidiaries at least twice.

Communication and Education

If a customer suspects their personal information has leaked, they can report their suspicions through the customer service center or website mailbox or at a local office. The department that receives the complaint will notify the responsible operational risk department or a related unit. Several steps have been taken to cultivate and strengthen Fubon employees' professional knowledge and abilities related to protecting customer information. Training in this area is provided to all Fubon employees on a regular basis, and resources are continually invested in publicizing the latest regulatory directives to instill both awareness of and concepts related to personal information protection into the company culture and daily tasks. When an employee violates the personal information protection management policy, the individual is punished based on human resources regulations and the severity of the offense.

Complaint Processing and Ongoing Improvement

In 2024, there were 60 formal personal information complaints filed by customers internally and externally.

Personal Information Complaints	Total	No. of Confirmed Cases ^{Note}	Outcomes
Internal Units (customer service center, website, service location)	19	2	Cases handled appropriately based on the above-mentioned rules and guidelines; the individuals who were negligent (if information was leaked) were disciplined according to the rules; test scenarios used to verify internal systems were strengthened to ensure they are comprehensive and precise; education on personal information protection was also reinforced.
External Units (incl. the Financial Ombudsman Institution)	25	2	
Regulatory Authorities	16	0	

Note: The term "confirmed cases" refers to a situation in which there was evidence confirming that there was a violation of the Personal Data Protection Act or personal information protection regulations, directives, administrative rules, or legal interpretations issued by regulatory authorities.

4.2.3 Customer Satisfaction and Complaints

Fubon Financial Holdings takes several steps to better understand the needs of its customers and improve customer satisfaction, including conducting satisfaction surveys related to its full range of services and continuously gathering and compiling customer reaction and feedback. Through these approaches, Fubon has been able to get closer to its customers and provide services that exceed their expectations, helping it become the benchmark for outstanding financial services. Aside from conducting annual customer satisfaction and net promoter score (NPS) surveys, Fubon Life and Fubon Insurance have introduced an ISO 10002 customer complaint quality management system that has comprehensively improved customer complaint handling procedures and management mechanisms and strengthened the quality of service.

Customer Satisfaction

To improve the quality of service and satisfy customers' needs, Fubon Financial Holdings subsidiaries conduct annual satisfaction and NPS surveys of active customers from the previous year. The goal is to achieve a satisfaction rate of 90% from 2025 to 2030, and Fubon hopes to use feedback from the surveys to inform improvements. In 2024 surveys, Fubon Financial Holdings achieved an 88.0% customer satisfaction rate and a relational NPS of 41.6 points. More effort will be made in the future to get a better gauge of the quality of customer service, which demonstrates our commitment to putting the customer first.

Fubon Financial Holdings and Subsidiaries Customer Satisfaction Surveys (Unit: %)

		2021	2022	2023	2024	2024 Goals
Customer Satisfaction	Fubon Financial Holdings	86.5	75.1	83.4	88.0	89

Note: Fubon Financial Holdings' customer satisfaction data are for the four main subsidiaries: Fubon Life, Fubon Insurance, Taipei Fubon Bank, and Fubon Securities. Fubon Asset Management was not included in the scope of the 2024 survey because of its business characteristics.

Net Promoter Score (NPS) Surveys

		2023	2024
NPS Scores	Fubon Financial Holdings	29.8	41.6

Note: Fubon Financial Holdings' customer NPS scores are for the four main subsidiaries: Fubon Life, Fubon Insurance, Taipei Fubon Bank, and Fubon Securities. Fubon Asset Management was not included in the scope of the 2024 survey because of its business characteristics.

Results of Fubon Financial Holdings and Subsidiaries Initiatives to Boost Customer Satisfaction

Initiatives	Company	2024 Action Plans	Results
Real-time Satisfaction Surveys	Taipei Fubon Bank	Satisfaction surveys conducted at points of contact on an ongoing basis; the surveys examine and analyze causes of customer dissatisfaction and provide a basis for improving processes.	Conducted surveys to gauge satisfaction with eight different types of services in real time; percentage of responses of "satisfied" or above was 95.01%.
	Fubon Life	Professional consulting firm commissioned to conduct the audits annually; results used to strengthen the quality of service provided by Fubon Life staff at retail locations and enhance customer satisfaction.	Overall average satisfaction and implementation rate in 2024 were both 90.8 points.
Mystery Shopper Audits/Service Reviews	Taipei Fubon Bank	<ul style="list-style-type: none"> Has nurtured a professional team of "service experience officers," who conduct monthly service checks on site at bank branches to get a better understanding of the quality of service, identify problems, and make improvements; the team regularly reports to the "Bimonthly Service Quality Meeting." Promoted the British Standards Institution (BSI) Royal Mystery Shopper (RMS) program. 	<ul style="list-style-type: none"> More than 207 calls made to customer service and around 296 visits made to branches to check service during the year; checks of branches had an average score of 82.2. To create the best possible customer experience, Taipei Fubon Bank received ISO 10002 Customer Complaint Quality Management System certification in 2022 and then in May 2024 adopted the Royal Mystery Shopper (RMS) international standard. Professionally trained auditors anonymously conducted service checks by objectively judging service performance from the consumer's perspective. After undergoing the BSI's strict review, Taipei Fubon Bank was the first bank in Taiwan to receive "Excellent Service Mark" certification due to its excellent standard of service and its internal training and management, setting a new benchmark for quality of service in Taiwan's financial sector.
	Fubon Securities	Professional consulting firm commissioned to conduct audits annually.	On-site checks and phone service checks conducted at 55 branches in 2024, with average scores of 88.7 and 88.9, respectively.
Key Business Service Satisfaction Surveys	Fubon Life	<ul style="list-style-type: none"> Surveys on "Overseas Emergency Services" Telephone Inquiry Services" 	<ul style="list-style-type: none"> All 92 Fubon Life overseas emergency rescue services beneficiaries surveyed; satisfaction was 99.1% (goal was 95%). 17,991 customers surveyed on their satisfaction with inquiries made – 98.6% were "satisfied" or above (goal was 92%).
	Taipei Fubon Bank	Surveys covering customer satisfaction with digital platform conducted.	Internet banking satisfaction at 93.83%; Mobile banking satisfaction at 89.47%.
	Fubon Insurance	Continue to improve claims satisfaction and roadside assistance satisfaction.	Satisfaction with motor claims service in 2024 was 88.6%.
Service Quality Awards	Fubon Insurance	Treating Customers Fairly Ambassador selected yearly.	A Treating Customers Fairly Ambassador selected and honored to encourage employees to make Treating Customers Fairly practices part of their daily job.
	Fubon Securities	Commended employees for heartfelt service.	Customers sometimes share stories of heartfelt service with the Company through the customer service hotline, customer service mailbox or in person. Those service examples are then shared with the workforce to learn from. Fubon's hope is that during any service encounter, customers feel they are being treated professionally and in a friendly and caring manner and that heartfelt service can be found in every corner of Fubon's operations. In 2024, there were 22 cases of heartfelt service.

Diverse, Convenient Customer Feedback Channels

Each Fubon Financial Holdings subsidiary has set up a variety of channels to handle customer questions in real time and provide timely service. These channels help customers solve problems and respond to their needs, tightening the bond between Fubon and its customers.

Subsidiary	Fubon Life	Taipei Fubon Bank	Fubon Insurance	Fubon Securities	Fubon Asset Management
Responsible Unit	Customer Rights and Interests Department	Treating Customers Fairly Department	Legal Affairs Department	Retail Business Administration Department and Digital Finance Department	Sales Marketing Department
Hotline	Customer feedback hotline: 0809-000-120	Service hotlines <ul style="list-style-type: none"> Banking Service: 02-8751-6665 Credit card Service: 02-8751-1313 Seniors Care and Complaints: 02-6600-8890 	24-hour toll-free customer service hotline: 0800-009-888	<ul style="list-style-type: none"> Service hotline: 0800-073-588 / 02-8178-3018 Seniors hotline: 0800-058168 / 02-25011858 	Service hotline: 0800-070-388
Mailbox	▶ complaints.life@fubon.com	▶ csr@fubon.com	-	▶ service.sec@fubon.com	-
Channel Website	▶ Online customer service center	<ul style="list-style-type: none"> ▶ Website comments ▶ Customer complaint mailbox Digital customer service	▶ Fubon Insurance website customer service mailbox	▶ Comments left on website	-
Locations	Service offices around Taiwan	Branches around Taiwan	Business offices around Taiwan	Branches around Taiwan	Business offices around Taiwan
Others	Written feedback, complaints can be sent to: 13F., No. 236, Sec. 2, Jianguo N. Rd., Zhongshan Dist., Taipei City	All branches in Taiwan and ATMs have set up a "Real-time feedback QR Code" that customers can scan and then use to provide feedback	-	Written feedback, complaints can be sent (to 6F, No. 169, Sec. 4, Renai Rd., Da'an Dist., Taipei City	8F., No. 108, Sec. 1, Dunhua S. Rd., Da'an Dist., Taipei City
Cases	1,988 Cases	1,542 Cases ^{Note}	1,665 cases	62 cases	8 cases
Handling Status	100%	100%	100%	100%	100%
Improvements Made	<ul style="list-style-type: none"> Activated a "Complaint Handling Improvement Management Platform" that discusses customer feedback and complaints across departments and makes adjustments or updates to internal operations. Raised 1,639 service issues with different departments for discussion; adjusted practices based on 294 of them to help prevent disputes from reoccurring. 	<ul style="list-style-type: none"> Major customer complaint cases are reported monthly at a "Protection of Customers Rights and Interests Meeting"; causes of customer complaints compiled and analyzed on a regular basis and corresponding improvement plans developed. Actual case studies incorporated into training materials as part of ongoing efforts to further improve the handling of complaints, build a Treating Customers Fairly culture, and avoid complaints on the same issues from reoccurring. Introduced a "Digital Customer Complaint System" that automates the process for dealing with customer complaints; it can update how far along the case is in real time, improving the quality of service. 	<ul style="list-style-type: none"> Introduced in 2023 the ISO 10002 international standard for a customer complaint quality management system to elevate the company's customer service standards; the system improved the handling procedures and management mechanisms for handling customer complaints as well as the overall quality of service. The company formally received ISO 10002 certification by the BSI on April 23. To comply with the ISO 10002 standard, regular comprehensive reviews of customer complaint cases are conducted, and participation in the process by upper management and communication across departments has been strengthened. Also, each case is discussed to search for ways to perfect the customer service experience, and upper management continually monitors implementation results. 	<ul style="list-style-type: none"> The Customer Complaints Committee meets monthly, and a customer complaint management review is held every six months to see that ISO 10002 standards on handling customer complaints are being followed; strengthened the participation of senior managers and the communication between department managers. At the meetings, possibilities for optimizing customer service are discussed on a case-by-case basis, and senior managers monitor the results of any initiatives. Data on customer complaints is collected on a regular basis, and customer, product, channel and service data is analyzed every month and quarter to help identify opportunities for improvement. 	<ul style="list-style-type: none"> Major complaint cases are reported and handled on a case-by-case basis. One more case was handled in 2024 than in 2023. When a customer complaint case arises, the unit involved is given feedback and appropriate adjustments are made to prevent incidents from recurring.
Industry Performance	<ul style="list-style-type: none"> The ratio of appeal cases (including claim and non-claim appeal cases) filed with the Financial Ombudsman Institution was 0.05227410 per 10,000, the second lowest among Taiwan's 21 life insurance firms. Ranked in the "Top 25%" tier in the Financial Supervisory Commission's 2024 assessment of Treating Customers Fairly Principles implementation. 	<ul style="list-style-type: none"> 7.22% of all cases against the banking sector heard by the Financial Ombudsman Institution for resolution were against Taipei Fubon Bank. Ranked in the "Top 25%" tier in the Financial Supervisory Commission's 2024 assessment of Treating Customers Fairly Principles implementation. 	<ul style="list-style-type: none"> Number of cases against Fubon Insurance that went to the Financial Ombudsman Institution for resolution was 0.21424291 per 10,000 Fubon Insurance customers. Ranked in the "Top 25%" tier in the Financial Supervisory Commission's 2024 assessment of Treating Customers Fairly Principles implementation. 	<ul style="list-style-type: none"> 5.38% of all cases against the securities sector heard by the Financial Ombudsman Institution for resolution were against Fubon Securities. The staff answered 137 thousand calls in 2024. 	<ul style="list-style-type: none"> No cases filed with the Financial Ombudsman Institution in 2024.

Note: Based on number of cases in which customers complained about financial products.

5

Empowerment

Fostering a Friendly, Healthy Workplace



2024 Highlights

- Added new DEI-related indicators, for female employee and female manager workforce shares; in 2024, women accounted for **61.8%** of total employees and female managers accounted for **55.8%** of total managers. Refer to [▶ 5.1.1 Employee Demographics and Workplace Equality](#)
- Harnessed financial core competencies to create a sustainability learning platform, called the “**Fubon ESG Club**,” and included sustainability-related certifications in the certificate incentive and subsidy program. Refer to [▶ 5.3.1 Talent Development](#)
- Continued to promote employee engagement surveys; participation rate in the 2024 survey was **94%**, well above the 80% goal. Refer to [▶ 5.3.2 Talent Retention](#)
- Starting in 2025, **employee stock ownership trust fund will offer more tiers based on position** and the amount of matching contributions will go up for each tier. Refer to [▶ 5.3.2 Talent Retention](#)
- Increased the annual child care subsidy for employee children 6 and under to **NT\$24,000**. Refer to [▶ 5.4.1 Friendly Care](#)
- Starting in 2025, employees will get **12 days** of paid funeral leave, more than legally mandated, for the death of a parent, stepparent, or foster parent or a spouse's parent, stepparent or foster parent. Refer to [▶ 5.4.1 Friendly Care](#)
- Expanded the range of **sustainable ecosystem activities** organized for employees and led them in protecting the natural environment. Refer to [▶ 5.4.2 Workplace Health and Energy](#)
- Received several honors: A **Parenting-friendly Enterprise Award from the Taipei City Government**, a **CommonWealth Talent Sustainability Top 100 Award**, a **Best Initiative in Diversity and Inclusion for Taiwan from The Asset**, a **CHR Health Corporate Citizenship Award from Common Health**, and a **Talent Development Leadership Award at the Taiwan Corporate Sustainability Awards (TCSA)**.

2025 Priorities

- Continue to promote childbirth and child raising measures and a full range of health and well-being activities to foster a happy workplace founded on diversity, equity, and inclusion.



5.1 Diversity, Equity, Inclusion

5.1.1 Employee Demographics and Workplace Equality

Fubon Financial Holdings has fostered a workplace environment for all of its people (including 39,375 employees and 798 non-employees) built on mutual respect and diversity, equity, and inclusion (DEI). Because Fubon's operations are based primarily in Taiwan, more than 95% of its employees and executives are Taiwanese nationals. We are committed to caring for all employees and respecting minorities and differences between individuals and groups. The progress made on implementing our workplace programs in 2024 is outlined below:

- 1,406 foreign nationals lawfully employed across 13 countries and territories; they are given help in getting acclimated to the workplace environment based on provisions in the "Regulations on the Permission and Administration of the Employment of Foreign Workers."
- 449 people with disabilities employed, accounting for 1.2% of the workforce; total was 72 more than required by law.
- 303 Indigenous people employed, accounting for 0.8% of the workforce; they get "Indigenous festival leave," which allows them a day off of their own choosing to return home for special Indigenous ceremonies.
- Fubon Life provided an income protection and benefits plan for employees with disabilities based on the severity of their disabilities; established rules on incentives for Indigenous employees, providing incentives for qualified Indigenous workers and referral bonuses; and encouraged people to re-enter the workforce, providing people opportunities to return to the workplace.
- Installed gender-neutral and accessible bathrooms in main Fubon office buildings, further fostering diversity and inclusion awareness among employees.

Fubon Financial Holdings supports the United Nations sustainable development goal (SDG) of gender equality, and treats men and women equally when recruiting, hiring, cultivating, or promoting people. As of the end of 2024, the number of women and men across different Fubon Financial Holdings metrics remained balanced, and Fubon was honored by the Asset for Best Initiative in Diversity and Inclusion for Taiwan, in recognition of the Company's friendly workplace environment.

No significant fluctuation in employee numbers in 2024 compared to 2023.

2024 Employee Distribution

Based on Type of Contract		Taiwan		Overseas		Total	
		No.	Share of Total (%)	No.	Share of Total (%)	No.	Share of Total (%)
Employees with Indefinite Contracts	Male	14,257	37.8	612	46.9	14,869	38.1
	Female	23,471	62.2	693	53.1	24,164	61.9
	Total	37,728	-	1,305	-	39,033	-
Employees with Fixed-term Contracts	Male	105	48.2	50	40.3	155	45.3
	Female	113	51.8	74	59.7	187	54.7
	Total	218	-	124	-	342	-
Total		37,946	96.4	1,429	3.6	39,375	-

Note: 1. Number of active employees as of Dec. 31, 2024.
2. Fixed-term employees include interns, part-timers, and massage specialists.
3. There are 18,494 Fubon Life outside sales agents.

Based on Type of Contract		Taiwan		Overseas		Total	
		No.	Share of Total (%)	No.	Share of Total (%)	No.	Share of Total (%)
Full-time Employees	Male	7,419	38.2	645	46.6	8,064	38.8
	Female	11,998	61.8	738	53.4	12,736	61.2
	Total	19,417	-	1,383	-	20,800	-
Part-time Employees	Male	6,943	37.5	17	37.0	6,960	37.5
	Female	11,586	62.5	29	63.0	11,615	62.5
	Total	18,529	-	46	-	18,575	-
Total		37,946	96.4	1,429	3.6	39,375	-

2024 Distribution of Non-employees

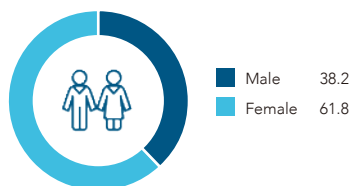
Gender	Taiwan		Overseas		Total	
	No.	Share of Total (%)	No.	Share of Total (%)	No.	Share of Total (%)
Male	148	18.5	0	0.0	148	18.5
Female	650	81.5	0	0.0	650	81.5
Total	798	100.0	0	0.0	798	-

Note: The term "non-employee" refers mainly to temporary workers from manpower agencies whose work generally involves administrative tasks and word processing. The Company has established "Guidelines for Managing Temporary Workers" to safeguard the principles on how workers should be treated and clearly define the rights and obligations of temporary workers while working at the Company.

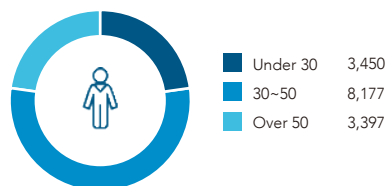
Distribution of Gender and Occupational

2024 Employee Distribution		Managers		Non-managers		Total Employees	
		No.	Share of Total (%)	No.	Share of Total (%)	No.	Share of Total (%)
Male	Under 30	485	5.6	2,965	9.7	3,450	8.8
	30-50	2,116	24.6	6,061	19.7	8,177	20.8
	Over 50	1,202	14.0	2,195	7.1	3,397	8.6
	Total	3,803	44.2	11,221	36.5	15,024	38.2
Female	Under 30	360	4.1	3,662	11.9	4,022	10.2
	30-50	2,428	28.2	11,188	36.4	13,616	34.6
	Over 50	2,022	23.5	4,691	15.2	6,713	17.0
	Total	4,810	55.8	19,541	63.5	24,351	61.8
Total	Under 30	845	9.8	6,627	21.5	7,472	19.0
	30-50	4,544	52.8	17,249	56.1	21,793	55.3
	Over 50	3,224	37.4	6,886	22.4	10,110	25.7
Total		8,613	21.9	30,762	78.1	39,375	-

Gender distribution (%)



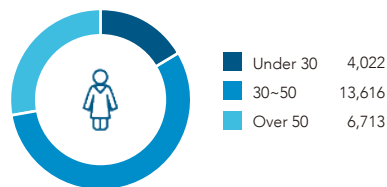
Age distribution of male employees



Occupational distribution (%)



Age distribution of female employees



Distribution of Female and Minority Employees (Unit: %)

Categories of Employees		2021	2022	2023	2024
Total female employees (share of total employees)	Total female employees (share of total employees)	61.9	62.5	62.4	61.8
	Female managers (share of total managers)	55.9	56.1	56.1	55.8
	Share of women in top manager positions	41.8	42.3	41.8	41.4
	Share of women in junior manager positions	57.2	57.5	57.6	57.4
Female	Share of women in management positions in revenue generating functions	57.0	57.5	57.5	57.5
	Share of women in STEM (science, technology, engineering, mathematics)-related positions (as % of total STEM positions)	51.7	51.9	51.4	49.6
	Share of women in non-managerial positions	63.9	64.3	64.1	63.5
	Share of new hires who are women	56.4	55.9	57.6	57.7
Others	Foreign national employees	0.8	0.8	0.9	3.6
	Employees with disabilities (share of total employees)	1.2	1.1	1.1	1.2
	Indigenous employees (share of total employees)	0.7	0.7	0.7	0.8

Note: 1. Junior manager positions refer to managers at the section level; top manager positions refer to all managers from department-level managers to company president.

2. Because of the special nature of the jobs of Fubon Life's outside sales agents and because fixed-term contract workers are mostly hired for the short-term depending on the annual needs of the business, neither category of worker was included in the figures above for new hires. In 2024, the denominator for the share of new hires was 20,539.

3. Because fixed-term contract workers are mostly hired for the short-term depending on the annual needs of the business, and the locations of overseas workers' offices are not subject to Taiwanese law, neither category of worker was included in the figures for employees with disabilities and employees with disabilities. In 2024, the denominator for both types of worker was 37,728.

4. 2030 goals: Female employees at least 50% of the total workforce and at least 45% of all managers.

Distribution and Share of Employees Who Are Foreign Nationals (share of total employees/ share of total managers)

Nationality	2023				2024			
	Employees	% of Total Employees	Managers	% of Total Managers	Employees	% of Total Employees	Managers	% of Total Managers
Taiwanese Nationals	37,482	99.08	8,305	99.64	37,969	96.43	8,482	98.48
Hong Kong Citizens	160	0.42	17	0.20	1,171	2.97	112	1.30
Vietnamese Nationals	107	0.28	4	0.05	116	0.30	5	0.06
Singaporean Nationals	66	0.17	8	0.10	79	0.20	9	0.10
Other non-Taiwanese Nationals	14	0.05	1	0.01	40	0.10	5	0.06
Total non-Taiwanese Nationals	347	0.92	30	0.36	1,406	3.57	131	1.52

Note: In 2024, the Company employed 1,406 foreign nationals from 13 countries and territories, including Hong Kong, Vietnam and Singapore (countries and territories listed individually above are those from which at least 60 employees came in 2023 and 2024). Of the 1,406 foreign nationals, 131 are managers, or 9.3% of all employees (131 managers/1,406 employees).

5.1.2 Talent Recruiting

Fubon Financial Holdings relies on a wide range of recruitment channels and publicity methods to attract outstanding talent. It also continues to support work-study programs, and those who perform especially well in those programs or in internships are given priority for full-time positions with Fubon. In 2024, a total of 3,506 new employees joined Fubon, accounting for 17.1% of the total workforce. The majority were either members of the younger generation under 30 years of age or professionals with strong work experience aged 30 to 50.

New Hire Demographics and Recruiting Costs

Description	2021		2022		2023		2024		
	No.	Share (%)	No.	Share (%)	No.	Share (%)	No.	Share (%)	
New Hires	1,773	11.5	2,257	14.3	2,558	13.5	3,506	17.1	
Gender	Male	773	5.0	996	6.3	1,084	5.7	1,483	7.2
	Female	1,000	6.5	1,261	8.0	1,474	7.8	2,023	9.9
Age	Under 30	910	5.9	1,085	6.9	1,139	6.0	1,536	7.5
	30~50	813	5.3	1,081	6.8	1,297	6.9	1,709	8.3
	Over 50	50	0.3	91	0.6	122	0.6	261	1.3
Position	Top managers	5	0.0	7	0.0	8	0.0	15	0.1
	Junior managers	34	0.2	31	0.2	48	0.3	68	0.3
	Non-managers	1,734	11.2	2,219	14.1	2,502	13.3	3,423	16.7
Cost of recruiting new hires per person (NT\$)	13,785		11,864		11,626		15,108		

Note: Because of the special nature of the jobs of Fubon Life's outside sales agents and because fixed-term contract workers are mostly hired for the short-term depending on the year's business needs, neither category of worker was included in the figures above. In 2024, the denominator to determine new hires as a share of the total workforce was 20,539 people.



5.2 Human Rights and Communications

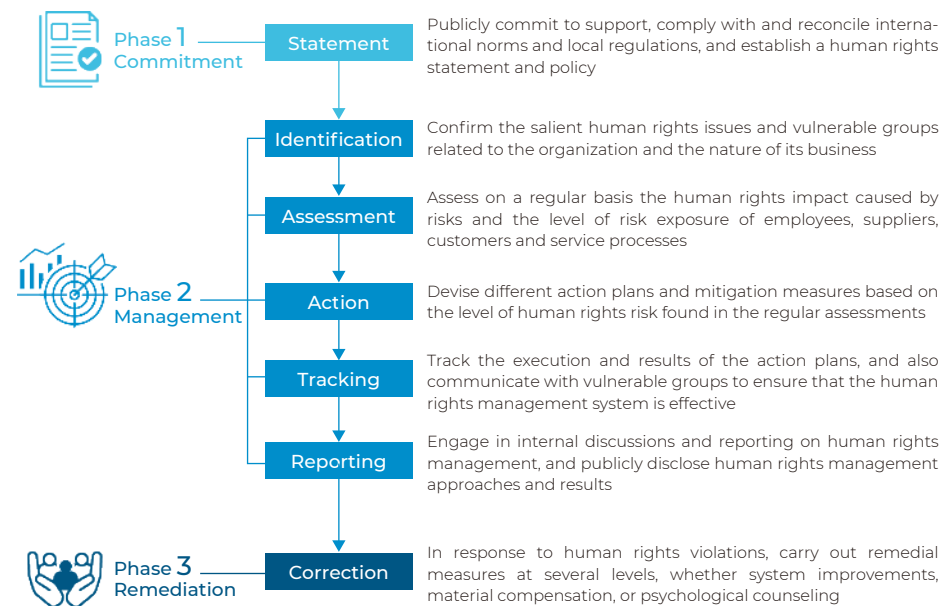
5.2.1 Human Rights Commitment and Management

To protect the fundamental human rights of its employees, Fubon Financial Holdings has fostered an environment protective of human rights based on the "protect, respect and remedy" framework outlined in the United Nations Guiding Principles on Business and Human Rights. The Company also supports and complies with the Universal Declaration of Human Rights, the Global Compact, International Labor Organization conventions, the Principles for Responsible Investment, the Equator Principles, and local laws, and is dedicated to eliminating any behavior that infringes on or violates the human rights of others so that everyone is treated fairly and with dignity.

Spirit of Fubon's Human Rights Policy

Fubon Financial Holdings supports and puts into practice a Human Rights Policy that stresses diversity and inclusion and treating employees with a respectful attitude. Any individual with the requisite ability and qualifications for a position shall not be treated unfairly or discriminated against based on nationality, race or ethnicity, social class, language, ideology, religion, political affiliation, ancestral home, birthplace, gender, sexual orientation, age, marital status, appearance, facial features, disabilities, or any other factors.

Fubon Human Rights Due Diligence Process



In 2024, Fubon Financial Holdings' human rights risk assessment found that 8.37% of its employees were exposed to human rights risks. Fubon has continued to implement risk mitigation and remedial plans in different domains at 100% of its business locations, carrying them out through the provisions of four major employee safety programs. Those involved in implementing the plans are obligated to keep information confidential throughout the process and protect employees' right to privacy while appropriately preserving related records. Here is a description of the Company's mitigation and remedial measures for medium-level human rights risks:

▶ Fubon Financial Holdings Human Rights Risk Assessment and Management

Fubon's Role: Employers

Salient Issues	Vulnerable Groups	Percentage at Risk Calculation Method	Percentage at Risk	Risk Level	Management Approaches	
					Mitigation Measures	Remedial Measures
Workplace Health	All employees	The percentage of all employees who got physicals in 2023 whose health level was found to be a Level 4 (the highest risk category)	6.06% (1,166/19,234) Note 1	Medium	<ul style="list-style-type: none"> Professional nurses at the main Fubon subsidiaries prioritized employees with Level 4 health levels for talks about their health and health education sessions, and continually followed up on their conditions. Established an "Occupational Safety and Health Management Plan" to comply with the government's "Regulations Governing Occupational Safety and Health" that standardized procedures for investigating and handling work-related injuries, health hazards, illnesses, and accidents. All Fubon employees get a free physical check-up once every two years, helping employees get a clear picture of their health. Ergonomic hazard self-assessment surveys conducted on a regular basis to see if employees feel musculoskeletal symptoms or pain. 	<ul style="list-style-type: none"> Hospitals that cooperate on the program with the Company notify employees of abnormalities in their results and provide follow-up checks. Health seminars and health promotion activities organized based on the overall results of employee check-ups. If employees feel they have musculoskeletal symptoms or pain, their supervisors will make adjustments to their work environments, and a nurse will offer information on preventing the problems.
Forced Labor (Excessive Work Hours) Note 2	All employees	Number of employees who apply for more than 40 hours of overtime per month on average	1.87% (359/19,234) Note 1	Medium	<ul style="list-style-type: none"> Fubon's "Work Rules" limit regular working hours to no more than 8 hours a day and no more than 40 hours a week in principle. Overtime hours of each department reviewed on a monthly basis, and supervisors help employees with longer work hours better allocate their tasks. Employees must give their consent to work overtime, and any overtime request must meet legal requirements. 	<ul style="list-style-type: none"> Based on Fubon's Work Rules, people who work more than 8 hours a day can apply for overtime or compensatory leave. Employees identified as having an excessive workload through a risk survey placed on a list to have their health tracked and given any necessary assistance and care.
Workplace Safety	All employees	No. of employees who suffered occupational fatalities or injuries	0.38% (73/19,234) Note 1	Medium	<ul style="list-style-type: none"> Most personal injury leaves result from traffic accidents that occur when employees are out on business or commuting to and from work. To mitigate this risk, Fubon has strengthened publicity on traffic safety do's and don'ts and holds basic occupational health education and training sessions on a regular basis every year. It also organizes fire evacuation drills to mitigate the risks of a workplace disaster. Environmental tests conducted by a third party every six months. Four major safety plans carried out: Maternal Health Plan, Plan to Prevent Unlawful Harassment in the Workplace, Ergonomic Hazards Prevention Plan, and Plan to Prevent Illnesses Caused by Excessive Workloads. 	Occupational hazard compensation and benefits provided under Fubon's "Work Rules."
Workplace Equality	All employees, non-employees (temporary workers)	No. of complaints that become formal cases	0.03% (17/20,250) Note 3	Medium	<ul style="list-style-type: none"> The Company's internal and external websites have set up dedicated sections for employees to file complaints; employees can voice complaints through a variety of channels, including by telephone hotline, fax or email. A "Plan to Prevent Unlawful Harassment in the Workplace" has been established that requires risk control measures to be planned and implemented on a priority basis for high-risk groups of employees; the measures should also be checked and reviewed on a regular basis. 	<ul style="list-style-type: none"> In 2024, there were 12 complaints and one sexual harassment complaint filed that turned into formal internal cases. All of these cases were handled and resolved in a timely manner. In processing them, the Company established the facts amicably, rationally, and lawfully and presented its findings to the employees who filed the complaints in writing or by telephone, bringing the cases to satisfactory conclusions. All confidentiality guidelines were respected during the process, to protect the system's credibility. The following remedial measures have been taken in line with Fubon's Human Rights Management Framework in response to the complaints described above: <ul style="list-style-type: none"> Institutional: Continued to implement the "Anti-Discrimination and Anti-Harassment Statement," "Employee Complaint and Handling Guidelines," "Plan to Prevent Unlawful Harassment in the Workplace," and "Guidelines for Investigating Sexual Harassment Complaints and Disciplining Offenders". Guidance: Strengthened awareness among employees of sexual harassment prevention concepts. Penalties/Remedies: Disciplined individuals based on the "Personnel Reward and Punishment Guidelines".
Harassment (including sexual harassment and non-sexual harassment)	All employees, non-employees (temporary workers)	No. of sexual harassment complaints that become formal cases	0.03% (5/20,250) Note 3	Medium	<ul style="list-style-type: none"> An "Anti-Discrimination and Anti-Harassment Statement" has been established and preventive, corrective, and disciplinary measures have been adopted to address sexual harassment and non-sexual harassment in the workplace. Sexual harassment prevention training courses are held on a regular basis and are considered compulsory for all employees. In 2024, training courses were completed 52,540 times. 	

(Continue)

Salient Issues	Vulnerable Groups	Percentage at Risk Calculation Method	Percentage at Risk	Risk Level	Management Approaches	
					Mitigation Measures	Remedial Measures
Protection of Women	Female employees who are pregnant or have given birth in the past year	Female employees who are pregnant or have given birth in the past year; people in the relatively high Tier 2 and Tier 3 risk levels	0.01% (1/19,234) Note 1	Medium	<ul style="list-style-type: none"> Professional nurses employed by each company keep track of the health of female employees during pregnancies and in the first year after they give birth by phone and questionnaires and provide advice and any health information the women need. Eight days of paid prenatal checkup leave provided, one day more than the seven required by law. Ten weeks of paid maternity leave provided, two more than the eight weeks required by law. 	To give pregnant employees peace of mind, the Company allows them to take tocolysis leave with half pay during their pregnancies.
Child Labor	Interns	No. of interns who have yet to reach 16 years of age	0%	None	Review candidates' resumes or their ID when they report for work.	-
Freedom of Association	All employees	No. of people held back from joining a union	0%	None	The Company has a free and open attitude toward employees applying to join a union. In the training program for new hires, the new employees are advised that it is up to them whether they want to join a union or not.	-
Overall Risk			8.37%	-	-	-

Note 1: Based on fixed-term contract workers being mostly hired for the short-term depending on the year's business needs, the special nature of the jobs of Fubon Life's outside sales agents, and the office locations of personnel employed overseas at Taipei Fubon Bank's overseas branches and Fubon Bank (Hong Kong) not being subject to Taiwanese laws, those groups are not included in the table above, resulting in a denominator for the categories of 19,234.

Note 2: Excessive work hours defined as applying for more than 40 hours of overtime in a single month.

Note 3: Fixed-term contract workers and non-employees (temporary workers) are included among the groups receiving gender equality and anti-harassment workplace protections. Thus, unlike in Note 1, included within the scope of "percentage at risk" level calculations are fixed-term contract workers and non-employees, resulting in a denominator of 20,250 people.

To forge a workplace environment free of discrimination and harassment, Fubon Financial Holdings has publicly issued a "Human Rights Policy" and an "Anti-Discrimination and Anti-Harassment Statement." Internally, it has also established "Employee Complaint and Handling Guidelines" and a "Plan to Prevent Unlawful Harassment in the Workplace." Employees and non-employees (temporary workers) who are harassed in the workplace or who are interfered with as they do their jobs, affecting their personal disposition and freedom, dignity, physical and mental health, or safety, may file a complaint. Company rules clearly lay out the complaint process and handling procedures. For employees who may face human rights risk issues, Fubon provides corresponding mitigation and remedial measures.

When handling an incident, if human resources personnel, professional nurses on staff or occupational safety and health personnel discover that hazard prevention or control measures are or may be inadequate, they can immediately adjust implementation methods or priorities based on Fubon's "Plan to Prevent Unlawful Harassment in the Workplace." They shall continue to conduct inspections and adopt corrective measures in a timely manner. Different types of workplace violence analyses and assessments shall be discussed on annual basis and feedback and recommendations for improvement on prevention policies within the organization shall be provided.

To ensure that individuals in Fubon workplaces are free from sexual harassment, the "Guidelines for Investigating Sexual Harassment Complaints and Disciplining Offenders" established by the Company are applied to all employees and non-employees (temporary workers, job applicants). A sexual harassment committee has been created that coordinates the handling of all sexual harassment complaints. Half of the committee's members must be women. It shall be led by the head of human resources, with the president appointing other members with the appropriate knowledge, experience or position. An outside expert with specialized knowledge can also be consulted if necessary, to ensure that the complaint mechanism remains effective. Within seven days of a formal complaint being filed, the committee head shall appoint a special task force of three or more members, including committee members and related responsible personnel (including external professionals) to investigate the matter. The task force shall prepare an investigation report for the committee for review, and cases are to be brought to a conclusion within two months.



Human Rights Policy and Human Rights Management Framework

For more on the "Human Rights Policy" and "Human Rights Management Framework," please see the "Sustainability" section of [Fubon Financial Holdings' website](#).

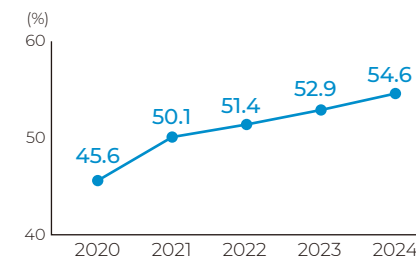
5.2 Promoting Labor-Management Communication

Communicating with its employees has always been among Fubon's top priorities. Quarterly labor-management meetings are held to solidify labor relations, and union representatives have seats on Occupational Health and Safety Committees to discuss health and safety issues at committee meetings. Any organizational adjustments or operational changes made that may have a major impact on employees must be announced in a timely way on the Company's intranet system to facilitate employee consultations. Fubon executives may also communicate such changes directly to the entire workforce if necessary. Fubon holds an open attitude toward employees joining a union, and encourages new hires at their orientation sessions to join a union. As of the end of 2024, 20,599 employees had joined a Fubon union, or 54.6% of the Company's workforce.

Pushing for Collective Bargaining Agreements

In 2015, Fubon Financial Holdings became the first private financial holding company to sign a collective bargaining agreement and received a commendation from the Ministry of Labor for the move. Since then, Fubon companies have negotiated and signed new agreements with their unions every three years, discussing issues related to employment, working conditions, and employee benefits in good faith during the process. The agreements have resulted in working conditions and benefits that exceed legal requirements, such as 10 weeks of paid maternity leave and 12 days of paid funeral leave, clear examples of tangible actions taken to protect the rights and interests of all Fubon employees. In 2024, 86.2% of employees were covered by collective bargaining agreements, and Fubon Life signed an agreement with its union during the year to join Taipei Fubon Bank, Fubon Securities, Fubon Futures, and Fubon Insurance among subsidiaries with such deals. That gave Fubon the most subsidiaries with collective bargaining agreements of any of Taiwan's financial holding companies. Efforts to work with unions will continue in 2025 in pursuit of a work environment characterized by labor-management harmony.

▶ Rate of Union Participation by Employees in Recent Years



5.3 Talent Development and Retention

5.3.1 Talent Development

Employee Development Programs

Fubon Financial Holdings plans training programs based on the skills needed at each level of the organization. To ensure that the instruction is effective, each training course has minimum learning-hour requirements, and the Kirkpatrick ^{Note 1} framework is used to review the indicators and evaluation methods of each program and quantify training performance, making it possible to measure learning outcomes and the benefits of investing in human capital.

Note 1: The Kirkpatrick Model is a training evaluation model proposed by Donald L. Kirkpatrick in 1959. It is currently the most widely used training evaluation model in the business world.

Note 2: Because of differences in the training requirements and system of Fubon Bank (Hong Kong), it is not included in the statistical scope of this section.

2024 Training Results



Average satisfaction with classes
4.8 (out of 5)

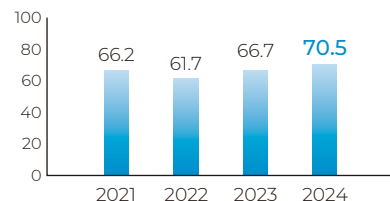


No. of training classes held:
3,573 classes

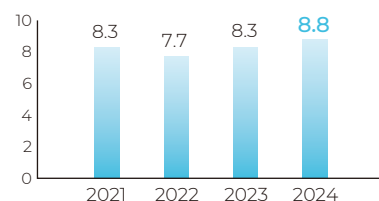


Total training hours:
2,703,752 hours

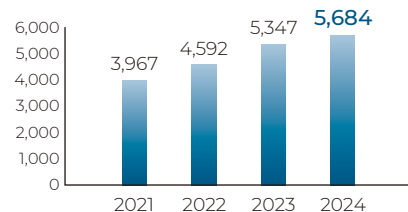
Average training hours per person (hours)



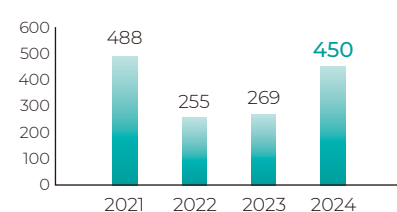
Average training days per person (days)



Average training costs per person (NT\$)



Human Capital Return on Investment^{Note} (%)



Note: ROI = (Annual total revenue - (operating costs - personnel costs)) ÷ (personnel costs).

Description	2024		
	Average Hours	Share (%)	
Gender	Male	71.7	50.7
	Female	69.8	49.3
Type of Training	Job expertise	36.3	51.5
	Organizational management	4.9	7.0
	Compliance	27.1	38.4
	Digital information	1.8	2.5
	Other	0.4	0.6
Age	Under 30	97.4	43.4
	30~50	65.2	29.1
	Over 50	61.8	27.5
Position	Top managers	29.8	18.2
	Junior managers	58.9	36.1
	Regular staff	74.5	45.7

Fubon Employee Development and Training Scorecard

Level	Description	Performance Indicators (KPI)
L5	ROI	Human capital return on investment Full-year net income
L4	Result	Learners' actual contributions to the organization's operations, such as reducing operating costs, increasing capacity Turnover rate; employee engagement and "intention to stay" in employee surveys; retention rate of top talent; practical application of concepts learned in training; number of digital services
L3	Behavior	Changes in learners' on-the-job behavior Improvement in management skills and recognition received; training provided by internal instructors
L2	Learning	Learners' skills, knowledge and attitude Training completion rate; rate at which training course tests passed; action plans; reports on learning results
L1	Reaction	Learners' satisfaction with the learning process Level of satisfaction

2024 Key Employee Development Programs

Leadership Development Program for Managers	
People Trained	Managers at all levels; a total of 8,513 people received training (or 100% of all management positions and 22.2% of total workforce).
Operating Benefits	The financial holding company and its subsidiaries plan leadership training programs for their managers based on organizational strategies and directions and the skills needed at each management level. The programs help managers maintain a positive attitude and the ability to think about issues from many angles and also improve their decision-making and risk management skills, which supports operational growth and the achievement of goals.
Training Description	<ul style="list-style-type: none"> Organizational management-related. Training program for new junior managers: A three-year program of required courses has been devised to help employees who have been promoted to junior management positions get quickly familiarized with their management responsibilities and develop their management skills. National Taiwan University Leadership Program: Every year since 2017, Fubon and NTU have co-organized an "NTU-Fubon Advanced Management Practices Workshop" tailored to middle managers. The workshop uses case studies to get managers from different subsidiaries to exchange ideas and broaden their thinking and perspectives. To date, around 270 middle managers have been trained in the program at a cost of NT\$16.26 million. Management trainee program: Supervisors recommend the best candidates, who then go through a rigorous evaluation process to ensure they have management qualifications in preparation for the next stage of their management careers. There have been more than 1,007 people who have completed the management trainee program to date.

2024 net income was **NT\$150.82 billion**,
tops among financial holding companies.



New junior managers

self-assess their management abilities before and after taking part in training courses.

Their scores after the training were higher than before the training.



95.7%
Top talent retention



60.9%
Of employees identified as talented and having potential have been promoted to managerial positions

Quantitative Indicators



Application of concepts learned:

As of the end of 2024, there had been **53 projects** applied to work-related tasks, including:

- Fubon Financial Holdings:** Tech Scorecard - Tracks the relationship between the adoption of emerging AI and internal productivity
- Fubon Life:** Projects include "Life Insurance Applications of Generative AI" and "Using Insurance and Financial Technology - Creating a Financial Services and Insurance Ecosystem"
- Taipei Fubon Bank:** Projects include "Customer-oriented Smart Banking with AI - Strengthening Branch Financial Advisors' Support for Wealth Management Customers," "Mortgage Holder Prosperity - Digital Customer Guidance on New Products," and "Capitalizing on Digitization Trends - Creating a Personal Loan Process Tailored to the Customer Journey"
- Fubon Insurance:** Raise customers' risk awareness and get them to update their thinking through game-type mechanisms
- Fubon Securities:** Use existing writings on current affairs to gain insights into market trends

Digital Talent Development Program	
People Trained	For managers and related salespeople: 29,420 people received training, or 76.7% of the workforce.
Operating Benefits	The program has strengthened the support among managers and other employees for digital transformation, and provided the skills and knowledge necessary for them to handle digital products and push for the development of innovative digital services and apps, provide more efficient service, improve customer satisfaction, and support business and revenue growth.
Training Description	All types of digital information classes, covering such topics as big data, artificial intelligence, and fintech.
Quantitative Indicators	<ul style="list-style-type: none"> Made financial services more efficient; customer satisfaction reached 94%. Achieved more than 100% of ESG targets under the "digitization" strategy. <p>See the section titled Innovative Fintech Services in ▶ 4. Digitalization: Providing the Best Financial Services.</p>



Made financial services more efficient; customer satisfaction reached **94%**.



Achieved more than **100%** of ESG targets under the "digitization" strategy.

- Fubon Life:** Applications for e-notifications –achieved **112%** of target.
- Taipei Fubon Bank:** Active customers on digital platform – achieved **255%** of target.
- Fubon Insurance:** Application rate for e-policies and electronic compulsory auto liability insurance certificates – achieved **111%** of target.
- Fubon Securities:** Share of active accounts held by natural persons using domestic securities e-trading accounts – achieved **102%** of target.

See the section titled Innovative Fintech Services in [▶ 4. Digitalization: Providing the Best Financial Services](#).

ESG Training Program

People Trained	For all employees: 37,261 people (97.1% of the total workforce) took part in the program.
Operating Benefits	A series of ESG classes aligned with the Company's sustainability strategy have been promoted. They have raised awareness of ESG concepts among employees and helped build ESG-related support and specialized knowledge among them, which has helped forge a consensus on ESG in the workforce and fostered teamwork to achieve sustainability goals. That, in turn, has smoothed the way for the development of ESG initiatives, such as helping value chains with sustainable transformations, providing customers innovative products and outstanding financial services, fostering a happy, healthy, and friendly workplace, and serving as a positive force in promoting public welfare.
Training Description	<ul style="list-style-type: none"> For all employees: Used a Taiwan Academy of Banking and Finance series of e-courses on "Knowing ESG and Sustainable Finance" and digital courses on DEI to help employees understand unconscious bias, learn about the importance of mutual respect, and forge and enhance the sense of feeling safe in the workplace to build team chemistry. For new managers: As part of the continued training of new managers, had them take part in the "Fubon Financial Holdings ESG Visioning Project," and provided digital courses on inclusive leadership, helping managers lead their teams in achieving goals together. For sustainability-related personnel: In response to the growing sustainability trend, Fubon Financial Holdings created the "Fubon ESG Club" to more effectively promote its sustainability-related initiatives. The club plans classes on such topics as net-zero emissions, biodiversity, and social influence, and invites outside experts to share the latest knowledge in the field. It also harnesses group resources by bringing together people with Fubon Financial Holdings and its subsidiaries and affiliates involved in the ESG field to share their experiences and results in promoting ESG. To encourage employees to strengthen their ESG expertise, Fubon in 2024 began including basic and advanced sustainable finance specialist certifications and carbon net-zero emission planning manager and greenhouse gas professional certifications in its professional certificate incentive and subsidy program.



Green finance investment and loans totaled **NT\$2.50 trillion**. Premiums from climate and sustainability-related insurance products totaled about **NT\$7.81 billion**



Continued to receive ESG honors at home and abroad, including being selected to the **Dow Jones Sustainability Indices World Index**



Workforce spent **138,939 hours** on ESG training



Employee engagement survey found that **82%** of employees recognized Fubon's efforts on ESG

Other Key Training Programs and Results

Key Training Programs	Description	2024 Results
Management Associate (MA) Program	<ul style="list-style-type: none"> Since 2005, Fubon Financial Holdings has used the annual MA program to identify outstanding talent. Candidates in the program must overcome many hurdles to be offered a management associate position and then undergo two years of training that encompasses project involvement, overseas internships, and a mentoring mechanism. Recruited MA candidates in 29 fields in 2024, making it the broadest MA recruiting campaign with the most openings of any financial holding company in Taiwan. 	The program has been run for 20 years. As of the end of 2024, 510 management associates had been hired since the program began, with an overall retention rate of 51.8%.
MIT International Talent Cultivation Program	Every year, Fubon Financial Holdings selects outstanding employees to take part in a comprehensive one-year advanced management program at MIT's Sloan School of Management, hoping to bring more of an international perspective to the Company's management vision. During their year abroad, participants continue to be paid their salaries, their tuition is fully covered, and they receive subsidies for round-trip flight tickets (family members included) and living expenses.	13 people have been sent to MIT since the program began.
Internal Instructor Certification Program	This program effectively lowers outside training costs, and its impact on learning is extended through digital courses, helping forge a good learning environment.	Nearly 1,140 instructors had been certified as of the end of 2024, and they designed 290 digital courses during the year.
Internship Program	Fubon Financial Holdings provides interns (on fixed-term contracts) career exploration and learning opportunities through industry-academia partnerships. These help interns gradually become familiar with the industry and the organization while also cultivating the skills and knowledge they will need in the workplace in the future. At the end of the program, the best interns get priority consideration for full-time employment opportunities.	33.6% of interns became full-time employees; that percentage has risen steadily in the past three years, helping stabilize Fubon's manpower needs and making its recruiting efforts more efficient.

A Diverse, Self-learning Environment

Fubon Financial Holdings has established "Regulations on Rotating and Transferring Personnel," "Regulations on Subsidies for Advanced Studies and Foreign Language Learning," and "Employee Certification Management and Incentive Guidelines" to create a system that provides employees opportunities for professional growth. In 2024, 86.7% of job vacancies posted were filled internally, and 2,310 people received subsidies and incentives to obtain language certification and professional licenses, with Fubon investing NT\$24.47 million in the program.

Fubon Financial Holdings has also promoted mobile digital learning through the Fubon Academy App, which offers instruction on specialized financial topics, languages, management skills, compliance, and other areas of knowledge. In 2024, the platform was used more than 820,000 times, mainly because subsidiaries Taipei Fubon Bank, Fubon Life, Fubon Securities, and Fubon Insurance provided workforce training through the app on age-friendly practices, financial-friendly education, financial consumers' right and interests, and ESG. The online learning system is rich in resources, offering more than 880 digital courses. The platform is continuously optimized and new resources are added every year depending on employee needs, ultimately creating a diverse learning environment that empowers people to learn on their own without time or location constraints.

Vacancies Filled Internally

Year	2023		2024	
	No. of People	Vacancies Filled Internally (%)	No. of People	Vacancies Filled Internally (%)
Male	879	35.8	1,122	37.6
Female	1,576	64.2	1,865	62.4
Under 30	289	11.8	370	12.4
30-50	1,704	69.4	2,144	71.8
Over 50	462	18.8	473	15.8

Item	2021		2022		2023		2024	
	No. of People	Vacancies Filled Internally (%)	No. of People	Vacancies Filled Internally (%)	No. of People	Vacancies Filled Internally (%)	No. of People	Vacancies Filled Internally (%)
Vacancies Filled Internally	2,060	82.4	2,604	87.5	2,455	90.8	2,987	86.7

Note: 1. Vacancies filled internally = (People hired through internal recruitment + no. of promotions in a year) ÷ (No. of vacancies opened internally + no. of promotions in a year).

2. Fubon Life's outside sales agents and people at Taipei Fubon Bank's overseas branches and Fubon Bank (Hong Kong) are not included in this table.

5.3.2 Talent Retention

Wages and Competitiveness

Fubon Financial Holdings' employee compensation is divided into fixed and variable (including performance bonuses) compensation. According to Fubon's "Work Rules," the Company reviews and adjusts employee salaries on an annual basis after considering the Consumer Price Index, the Company's profitability, and industry and market pay levels to maintain a competitive compensation structure capable of attracting and retaining talent. Annual bonuses are also determined based on the Company's overall operating results and each individual's performance evaluation. In 2024, Fubon Financial Holdings' average fixed salary per employee was 360% higher than Taiwan's basic living expense per person announced by the Ministry of Finance, while its starting base salary was about 52% higher than Taiwan's minimum wage, helping Fubon maintain its position as a constituent of the Taiwan High Compensation 100 Index selected by the Taiwan Stock Exchange (TWSE).

Compensation for Full-time Employees in Non-supervisory Positions

	2021	2022	2023	2024	Annual increase (%)
Number of Employees	14,344	14,422	16,938	16,873	-0.38
Average Compensation (NT\$1,000)	1,494	1,363	1,442	1,624	12.62
Median Compensation (NT\$1,000)	1,173	1,099	1,164	1,293	11.08

Note: Reporting based on the Taiwan Stock Exchange's "Data on Salaries of Full-time Employees in Non-managerial Positions"; scope of coverage includes Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank, Fubon Insurance and Fubon Securities.

Female: Male Compensation Ratio

Employee Level		2022	2023	2024
Executive Level	Base salary only	100 : 100	95 : 100	90 : 100
	Base salary + other cash incentives	94 : 100	90 : 100	83 : 100
Management Level (not including vice-presidents or above)	Base salary only	100 : 100	99 : 100	98 : 100
	Base salary + other cash incentives	104 : 100	102 : 100	102 : 100
Non-management Level	Base salary only	92 : 100	92 : 100	93 : 100
	Base salary + other cash incentives	94 : 100	94 : 100	97 : 100

Note: 1. The compensation ratios may be slightly skewed by such factors as the number of people in each category, their positions, and individual performance.
2. Because of the special nature of the jobs of Fubon Life's outside sales agent and because fixed-term contract workers are mostly hired for the short-term depending on the annual needs of the business, neither category of worker was included in the figures above. Also, Fubon Financial Holdings' operating locations are concentrated in Taiwan and more than 95% of its employees are Taiwanese nationals; the figures above do not include overseas workers employed at Taipei Fubon Bank's overseas branches and Fubon Bank (Hong Kong).

Employee Evaluations

Fubon Financial Holdings has a "Performance Evaluation Policy" that requires all employees to undergo annual performance evaluations. The evaluation process begins with employees and their supervisors forging a consensus on the year's performance goals based on the Company's development strategy and expectations. Internal control, risk, and sustainability indicators are also considered. Mid-year interviews are then conducted that focus on progress made in achieving the goals that have been set, and the process culminates in year-end performance evaluations. Each employee's final performance rating, based on how their performance ranked within their unit, figures into their year-end bonus (depending on the Company's profitability that year) and informs salary adjustments, promotions, and professional development opportunities. It is a system that provides incentives to employees to do well and helps retain talent.

Fubon Financial Holdings has devised several types of evaluations to incentivize and develop talent as summarized below:

Types of Evaluations	Frequency	Targeted Individuals	System Description
Management by objectives	Annually	All employees of Fubon Financial Holdings and its subsidiaries	Fubon Financial Holdings has a "Performance Evaluation Policy" that requires managers at the two levels above an employee to evaluate annually that employee's target achievement rate. The results of these performance evaluations figure into employees' year-end bonus (depending on the Company's profitability that year). Employees whose performance evaluations are poor (ranking in the bottom 5%) must engage in a performance improvement plan within three months.
Multidimensional performance appraisal	Monthly/ Quarterly	Salespeople	A multidimensional performance evaluation system has been established that evaluates each individual through the eyes of supervisors, colleagues, and customers based on criteria that includes whether goals have been met, quality of service, training participation, overall quality of work, and self-discipline. The results of the evaluation affect performance-based bonuses.
Team-based performance appraisal	Annually	Departments of Fubon Financial Holdings and Fubon Securities	To ensure the quality of service provided by the Fubon Financial Holdings team, each subsidiary evaluates related financial holding company departments and those departments evaluate each other on an annual basis. The evaluations cover professionalism, timeliness, service attitude and overall service. The results are incorporated into annual checks of how well employees achieved their goals, and are taken into account in their compensation. At the same time, each unit makes internal improvement plans based on the results to continue to promote cooperation between departments.
Agile conversations	Weekly/Un-scheduled	Employees	Managers and employees discuss and review progress in achieving business objectives through dialogue and ongoing feedback at regular or unscheduled meetings, through which employees are given appropriate guidance and assistance.

Multifaceted Talent Retention Plan

Fubon Talent Retention Incentive System

Incentive	Eligibility	Program	No. of People Affected (Share)	Annual Amount
Stock Ownership Trust	Employees who have been with the company for three months can put money into the stock ownership plan.	Employees who participate in the stock ownership trust can invest a certain amount in Fubon stock depending on their position and get matching contributions from the Company. The higher an employee's position, the more they can receive in matching contributions. Starting in 2025, the number of matching contribution tiers and the monthly matching contribution per tier will be increased, with self-contributions and matching contributions ranging between NT\$2,000 and NT\$8,000, depending on an employee's position. This policy is designed to encourage talent to work toward achieving operating goals so that the Company's stock price will continue to rise and to strengthen employee engagement. <ul style="list-style-type: none"> Amount invested by employees: Participants invest a fixed amount in the trust every month to buy shares, with the amount dependent on their position. Matching contribution: The Company matches each employee's investment as an incentive. Employees who are with Fubon for at least two years can collect 75% of the contributions while those with at least four years of service can collect 100% of the contributions. 	Total of 22,750 employees participated in the program, or 88.3% of those eligible	Allotted more than NT\$480 million in matching contributions in 2024
Deferred Bonus Policy	People defined as key personnel who are very important to the organization's operations and development.	To ensure that the bonuses of key personnel are tied to shareholders' long-term interests, the policy clearly stipulates to whom deferred bonuses apply, the share of the bonus that can be deferred, the maximum number of years of deferral, deferral methods, and mechanisms to recover unvested bonuses. A total of 30% or more of key personnel's variable bonuses are deferred through "phantom stocks," with the number of "phantom stock" units based on the closing price of the Company's common stock. The settlement of the bonus can be deferred for up to three years.	-	-
Awards for Long-tenured Employees	Employees who have been with Fubon for 10 years or multiples of 10 years.	Fubon rewards employees who stay with the company for a long time based on its "Rules on Incentives for Long-tenured Employees"; they can receive up to seven days of leave depending on the number of years served and a reward of up to NT\$100,000.	2,241 people received awards in 2024, about 5.9% of the total workforce	Distributed over NT\$44.12 million in awards

Note: Figures on the stock ownership trust and awards for long-tenured employees in the above table do not include personnel employed overseas at Taipei Fubon Bank's overseas branches or Fubon Bank (Hong Kong).

Also, Fubon Financial Holdings may, based on its "Employee Retirement Policy" and "Guidelines for Hiring Retired Managers as Consultants," extend the retirement age for individuals depending on the needs of its business and the employee's wishes to facilitate the handing down of institutional knowledge and generational cooperation.

Employee Engagement Survey and Employee Turnover Rate

Employee engagement and turnover rate are two important indicators of corporate development and workplace diversity, and Fubon conducts an employee engagement survey once every two years to better identify important internal issues and gauge employee engagement (including whether they are engaged, enabled, and energized). The survey covers broad topics such as work experience, organization functioning and strategic priorities across 20 issues that include purpose, job satisfaction, happiness, and stress, and also includes an open-ended question to gather more tangible and varied feedback to inform future improvements.

Aspects of Engagement & Question

Engaged/Purpose	Enabled/Job Satisfaction	Energized/Happiness and Stress
<ul style="list-style-type: none"> I believe strongly in the goals and objectives of this organization. I would recommend this company as a good place to work. I work beyond what is required to help this organization succeed. 	<ul style="list-style-type: none"> The people I work with cooperate to get the job done. There are no substantial obstacles at work to doing my job well. I have the equipment/tools/resources I need to do my job effectively. 	<ul style="list-style-type: none"> My job provides me with a sense of personal accomplishment. I am able to sustain the level of energy I need throughout the work day. The people I work with are willing to help each other, even if it means doing something outside their usual activities.

In 2024, there were more than 16,500 people who participated in the survey, resulting in a record participation rate of 94%. The survey found that 68% of employees remained engaged and identified with the company. To continue to improve employees' company identification, each Fubon company has proposed follow-up action plans based on the survey's results.

Employee Engagement Survey

Year	2015~2017	2018~2019	2020~2021	2022~2023	2023~2024	
Participation Rate (%)	75	70	82	88	94	
Overall	77	75	75	70	68	
Gender	Male	79 (+2*)	77 (+2*)	78 (+3*)	74 (+4*)	70 (+2*)
	Female	75 (-2*)	74 (-1*)	73 (-2*)	68 (-2*)	67 (-1*)
Age	24 and under	75 (-2*)	76 (+1)	72 (-3)	64 (-6*)	62 (-6*)
	25~29	72 (-5*)	71 (-4*)	72 (-3*)	64 (-6*)	62 (-6*)
	30~39	73 (-4*)	71 (-4*)	71 (-4*)	64 (-6*)	64 (-4*)
	40~49	79 (+2*)	76 (+1)	75 (0)	71 (+1)	67 (-1)
	50~59	84 (+7*)	82 (+7*)	82 (+7*)	78 (+8*)	74 (+6*)
	60 and above	91 (+14*)	90 (+15*)	87 (+12*)	83 (+13*)	82 (+14*)
Position	Junior managers	81 (+4*)	81 (+6*)	81 (+6*)	82 (+12*)	77 (+9*)
	Top managers	87 (+10*)	86 (+11*)	89 (+14*)	89 (+19*)	86 (+18*)
	Non-managers	76 (-1*)	74 (-1*)	74 (-1*)	68 (-2*)	66 (-2*)

Note: 1. The table above shows the results of Fubon Financial Holdings' employee engagement surveys broken down by employee gender, age and position compared with the overall engagement score. Statistically significant findings are marked with an asterisk (*).
2. The survey used a 5-point scale (agree, somewhat agree, no opinion, somewhat disagree, disagree). The engagement score of 68 showed that of all respondents, 68% chose one of the first two multiple choice answers (agree, somewhat agree) and that it was a generally positive review.
3. The employee engagement survey was targeted at Fubon Financial Holdings and its subsidiaries. It did not include fixed-term contract workers, Fubon Life outside sales agents, personnel employed overseas, Fubon Sports & Entertainment, and Fubon Stadium Co.

Turnover Rate Distribution

Categories	2021		2022		2023		2024		
	No. of Leavers	Turnover Rate (%)	No. of Leavers	Turnover Rate (%)	No. of Leavers	Turnover Rate (%)	No. of Leavers	Turnover Rate (%)	
Overall Turnover	1,465	9.5	1,846	11.7	2,357	12.5	3,037	14.8	
Voluntary Turnover	1,209	7.8	1,625	10.3	2,109	11.2	2,525	12.3	
Gender	Male	638	4.1	828	5.3	1,052	5.6	1,210	5.9
	Female	827	5.3	1,018	6.4	1,305	6.9	1,827	8.9
Age	Under 30	446	2.9	613	3.9	709	3.8	745	3.6
	30~50	757	4.9	1,013	6.4	1,217	6.4	1,633	8.0
	Over 50	262	1.7	220	1.4	431	2.3	659	3.2
Position	Top managers	15	0.1	19	0.1	22	0.1	22	0.1
	Junior managers	95	0.6	86	0.5	87	0.5	172	0.8
	Non-managers	1,355	8.8	1,741	11.1	2,248	11.9	2,843	13.9

Note: Because of the special nature of the jobs of Fubon Life's outside sales agent and because fixed-term contract workers are mostly hired for the short-term depending on the annual needs of the business, neither category of worker was included in the figures above; in 2024, the denominator for the turnover rate was 20,539 people.

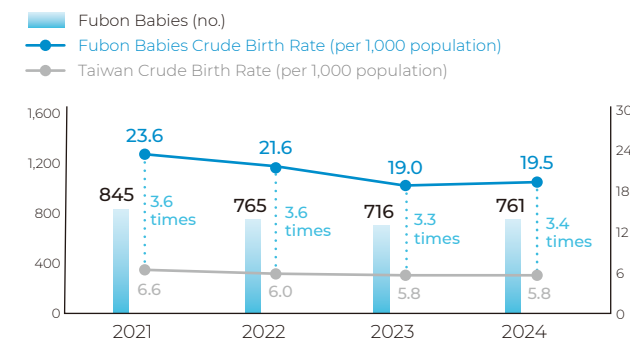
5.4 Friendly Care and Health-Facilitating Activities

5.4.1 Friendly Care

Fubon Financial Holdings has increased its employee food allowance two years in a row (since 2023) because of rising inflation. It has also continued to give employees bonuses for Taiwan's three main festivals; special subsidies (such as for getting married, having a child or when a death occurs in the family; recreation and leisure activities; the education of an employee's children; birthday celebrations, or social welfare events); labor, health and group insurance; pensions; occupational hazard compensation and benefits for the families of employees who die; and other preferential treatment. In overseas locations, separate benefit systems are created based on local conditions.

Comprehensive Employee Care

Fubon Financial Holdings is dedicated to promoting employee health and well-being by providing comprehensive care. Employees are given resources and support at various phases of their lives – from when they are single to when they get married, have children, raise children and care for their older relatives.



Seeing that low birth rates have become a global issue and that Taiwan's birth rate is continuing to fall, Fubon has taken action to ease the financial pressure faced by employees when having and raising children. In 2024, the Company continued to provide employees a subsidy of NT\$100,000 for having a child and increased the annual subsidy for raising a child aged 6 or under to NT\$24,000. In all, it distributed 4,800 childbirth and child care subsidies to employees totaling NT\$172 million during the year. A total of 761 "Fubon babies" were born, translating to a crude birth rate of 19.5 per 1,000 people, roughly 3.4 times as high as the birth rate for Taiwan as a whole. In 2025, Fubon Financial Holdings will further improve its leave policies, with a funeral leave plan exceeding statutory requirements. If an employee or his or her spouse has a parent, stepparent or foster parent die, the employee will receive 12 days of paid funeral leave.

Employee Support Programs and Benefits at Each Stage of Life

Flexible Working Hours

Based on the Company's "Attendance Management Rules," employees normally have access to a flexible work schedule consisting of four different shifts (8 a.m.-5 p.m., 8:30 a.m.-5:30 p.m., 9 a.m.-6 p.m., 9:30 a.m.-6:30 p.m.). If a department has specific operational needs, it can set different employee work hours and implement a rotating shift schedule based on the nature of the department's business as long as those conditions comply with the Labor Standards Act and other regulations.

Working from Home Arrangements

- Companies will furnish employees who request to work at home with the necessary equipment so they can handle their responsibilities from home seamlessly and remain productive.
- Managers can be provided with an electronic signature system so that administrative and management processes remain smooth and efficient.

Paid Leave Benefits and Measures

- Funeral leave:** Employees can get **12 days of paid funeral leave, well above the 8 days required by law**, for the death of a parent, foster parent or stepparent or a spouse's parent, foster parent or stepparent.
- Health check leave:** To encourage employees to pay attention to their health, people who meet the standard for being treated at a hospital can arrange for **1 day of paid leave** to get a hospital checkup.
- Volunteer leave:** Every employee can apply for **2 days of paid volunteer leave** per year based on actual hours of public welfare service.

Annual Leave

Provisions in the Company's "Work Rules" stipulate the number of days allowed and rules on paying salary for various types of leaves that can be taken during the year, including annual leave and regular sick leave. To ensure that employees can fully use their paid annual leave, the "Work Rules" clearly encourage them to pre-schedule at least half of their vacation days for the year. Fubon shall also remind employees at the end of the year to check whether they have any leave days remaining and choose whether they want to turn those days into salary or defer them to the following year. In 2024, the annual leave usage rate was 69%.



On the Job

Marriage Subsidies and Marriage Leave

Marriage subsidies are given to Fubon employees and their children. If both the husband and wife work for Fubon, they can receive a subsidy of up to **NT\$12,000**. Employees can arrange to take marriage leave any time within one year from the date their marriage is registered.

Prenatal Checkup Leave

To ensure that female employees who are pregnant focus on their health, Fubon Financial Holdings provides **8 days of paid prenatal checkup leave, more than the 7 days required by law**.

Tocolysis Leave

To give pregnant employees peace of mind, the Company gives them the option of taking tocolysis leave during their pregnancies.

Maternal Health Plan

Nurses employed by the Company keep track of the health of female employees during their pregnancies and in the year after they give birth by phone and through questionnaires, and provide advice and any health information they need.

Free Company Uniforms for Pregnant Woman

Special maternity versions of Fubon uniforms are provided free of charge to pregnant employees, eliminating the hassle and expense they would otherwise face in dressing for work during their pregnancies.

Pregnancy Gifts

Taipei Fubon Bank provides necessities for newborns.

Marriage Pregnancy

Paid Maternity Leave and Child Care Leave

The leave given to people having a child includes **10 weeks of paid maternity leave, which exceeds the statutory requirement**, and 26 weeks of job-protected parental leave paid at 80% of the employee's salary used to register for labor insurance, for a total of 36 weeks of leave. In 2024, there were 655 applications for maternity leave.

Paid Parental and Child Care Leave for the Non-primary Caregiver

For male workers, paternity leave and child care leave include up to **8 days of paid paternity leave** and 26 weeks of job-protected parental leave paid at 80% of the employee's salary used to register for labor insurance, for a total of 27 weeks of leave.

Childbirth Subsidies

A subsidy of **NT\$100,000** given for each child born; in 2024, 761 "Fubon babies" were born.

Breastfeeding Rooms

Every Fubon office building is equipped with breastfeeding rooms for use by employees during working hours based on their needs. The rooms are managed by designated personnel, and the spaces and equipment provided have been continuously optimized and certified as "Good Breastfeeding Rooms" by the government multiple times.

Child Care Subsidies

Provides employees an **annual child care subsidy of NT\$24,000 for each child of pre-school age, 6 years old or under**.

Childbirth Child Care

Child Education and Scholarship Subsidies

Fubon provides education subsidies and scholarships for children from elementary school all the way to college and even post-graduate studies based on each subsidiary's program.

Preferential Child Care Programs

Fubon continues to collaborate with high-quality, licensed child care institutions, offering employee discounts on day care fees to help reduce the cost of raising children.

Flexible Working Hours

Employees with children under 3 years of age can apply to work an hour less per day based on their personal situation.

Job-protected Unpaid Parental Leave

Fubon has strengthened the job-protected parental leave mechanism. When employees take job-protected unpaid parental leave, they are given priority to return to their original positions, or another suitable position is arranged via the internal referral system.

Preferential Group Insurance for Unlimited Number of Children

Aside from registering all employees in the labor insurance and national health insurance programs as required by law, the Company also has group insurance that includes life insurance, catastrophic illness insurance, accident insurance and medical insurance. Employees are automatically included in the program at the Company's expense. They can also insure their children through the program and are charged premiums for only one child no matter how many children an employee has, with Fubon covering 70% of the premiums.



Retirement Plans and Related Benefits

- Fubon Financial Holdings has established retirement mechanisms and pension payment standards based on the "Labor Standards Act," "Labor Pension Act," and Fubon's "Work Rules," summarized as follows:

- Pension contributions plan:

A retirement policy was established based on the Labor Pension Act. For individuals who qualify for benefits under the Labor Pension Act, the Company contributes 6% of their monthly salary every month into their Bureau of Labor Insurance personal pension account based on the "Monthly Contribution Classification Table for Labor Pensions." Workers can then collect the funds in one lump-sum or as a monthly annuity after they retire at the age of 60 or above. In 2023 and 2024, the Company and its subsidiaries made contributions of NT\$1.56 billion and NT\$1.78 billion, respectively, to the pension accounts.

- Benefits plan:

A retirement policy was also established based on the Labor Standards Act. For individuals whose pension is based on provisions in the Labor Standards Act, their pensions are based on a formula that considers their pay level and the number of years worked. Two "base periods" are given for each full year of service rendered, but for years worked over 15 years, only one "base period" is given per full year of service rendered. The maximum number of base periods is 45. The Company and most of its subsidiaries have established a "Labor Retirement Reserves Supervisory Committee" to regularly check changes in the reserve fund held for employee pensions, oversee the company's monthly contributions to the reserve fund, and ensure employee accounts have been set up and maintained and payments are up to date. As of the end of 2023 and 2024, the fair value of the assets of the Company and its subsidiaries in their retirement benefits funds totaled NT\$10.47 billion and NT\$11.80 billion, respectively.

- Other related benefits:

- Fubon's retirement policy stipulates that when managers retire, those with outstanding records of performance can receive up to an additional 10 retirement "base periods" of performance bonuses.
- Retired personnel can also, based on their personal situations, continue to participate in some employee benefit programs (such as participating in group discounted health checks at their own expense).
- Personnel also have access to digital courses on active retirements, which offer employees planning to retire a range of information on such topics as understanding the retirement system and retirement wealth management strategies.
- Based on their own career plans, if Fubon Life's outside sales agents opt to become part-time "contractors" after retiring, Fubon Life will provide the necessary learning programs for them in their new roles. The agents will also have the chance to learn more about their business lines and receive support through the "On-the-Job Training Learning Network," "Mobile Office," and "Support Hotline" tools that help retired personnel adapt to their new work roles.

Retirement



Home Care

Preferential Care Program for Women

Fubon Financial Holdings added a "Women's Care" category to the employee benefits section on its internal website with the needs of female employees in mind. It provides special offers on supplements, health care items and cosmetics for women.

Full Range of Well-being Talks

In 2024, Fubon Financial Holdings continued to arrange talks on health and well-being focusing on topics of interest to employees, such as dementia prevention, anti-virus tips, exercise and good health, egg-freezing, and family communications. The talks contributed to shaping a workplace environment that is supportive of good health, child care, gender equality, environmental protection, and the middle-aged and elderly.

Long-term Care Subsidies

Fubon Financial Holdings and Taipei Fubon Bank offer a benefits program that enables employees to use annual subsidies to buy long-term care medical products or hire caregivers, providing the elderly with the care they need and reducing the financial burden and mental stress of employees who take care of older relatives.

Illness and Death

Benefits for Non-work-related Deaths

When an employee dies because of an accident or illness that is not work-related, it is handled based on guidelines established by Fubon Financial Holdings that go beyond retirement benefit standards laid out in the Labor Standards Act. The payments can be as high as 40 months of average salary and are supplemented by a payment of five months of average salary for funeral expenses.

▶ Number of Times Fubon Employees Took Marriage, Reproductive, and Child Care-Related Leave

Type of Leave	2021	2022	2023	2024
Menstrual Leave	1,998	2,242	2,957	5,304
Prenatal Checkup Leave	1,215	1,543	1,803	1,521
Pregnancy Checkup Accompaniment and Paternity Leave	375	483	536	680
Family Care Leave	2,051	2,482	3,289	3,962
Volunteer Leave	172	166	325	528

Note: Fubon Life outside sales agents and Fubon Bank (Hong Kong) employees are not included in this table.

▶ Statistics on Employees Taking Unpaid Parental Leave

Category		Male	Female	Total
2024	Number of people eligible for job-protected unpaid parental leave	1,347	2,290	3,637
	No. of people who applied for unpaid parental leave	32	177	209
	No. of people expected back from parental leave (A)	44	175	219
	No. of people who returned to work (B)	26	137	163
	No. of people who returned to work (C)	20	108	128
2023	No. of people who remained at work for over a year in 2023 who had returned from parental leave (D)	8	85	93
	Return-to-work rate (B÷A)	59.1	78.3	74.4
	Retention rate (D÷C)	40.0	78.7	72.7

Note: 1. The number of people who did return to work (C) includes those who returned to work earlier than expected.

2. The return-to-work rate = the number of people who returned to work ÷ the number of people expected back.

The retention rate = the number of people who remained at work for over a year following their return ÷ the number of people who did return to work.

3. Fubon Life outside sales agents are not included in this table, nor are personnel employed overseas at Taipei Fubon Bank overseas branches of Fubon Bank (Hong Kong).

5.4.2 Workplace Health and Energy

Occupational Safety and Health Management

Fubon Life and Taipei Fubon Bank have established "Occupational Safety and Health Committees" in compliance with pertinent laws and regulations. The committees consist of senior department managers, occupational safety and health specialists, medical personnel specialized in labor health services, and labor representatives. Labor representatives must account for at least one-third of the committee members. The committees meet quarterly to discuss occupational safety and health risks and issues, such as the continued promotion of four primary safety plans, health checkups for all employees, regular occupational health training, regular maintenance of workplace safety and health systems, and workplace environment inspections. Fubon Life obtained ISO 45001 certification in 2023, demonstrating its commitment to good occupational health and safety management practices. This mechanism has helped Fubon Life effectively manage occupational health and safety risks and elevate the organization's operational efficiency.

To ensure that its occupational health and safety initiatives are carried out effectively, Fubon Financial Holdings has included those initiatives' goals among the indicators in the performance evaluations of related personnel, the results of which are linked to individual bonuses as stipulated in Fubon's

"Performance Evaluation Policy." One of the goals for senior managers on the "Employee Care Team" under the Human Resources Division is to have "employees participate in wellness and health-related activities 110,000 times by 2025 and an average of 7.2 times per employee." Through a top-down approach, the team encourages group classes in and individual use of Fubon's fitness centers as well as employee participation in Family Day and hiking activities, a Fubon Group basketball tournament, and wellness and health seminars, and tracks the results on a quarterly basis. The team reports on progress in achieving its goals twice a year to the "Corporate Governance and Sustainability Committee" and the board of directors. If there are special circumstances, it can report to the board on a quarterly basis.

Committed to protecting all people in the workplace, Fubon Financial Holdings has developed a questionnaire to effectively assess occupational safety and health risks. The questionnaire is structured around Fubon's Occupational Safety and Health Management Rules and Occupational Safety and Health Management Plan as well as the plan-do-check-act (PDCA) framework and incorporates provisions from four legally mandated safety plans and outside assessment indicators. Every year, professional nurses on staff and occupational safety managers assess, based on actual occurrences, the likelihood of each issue raised on the questionnaire occurring and its potential impact on work, and their analysis is used to plot a health risk matrix covering Fubon work spaces and also to identify, evaluate and control the work environment or work hazards.

To prevent occupational hazards and safeguard employee safety, the "Occupational Safety and Health Management Plan" established by Fubon lays out emergency response guidelines such as procedures for investigating and handling work-related injuries, health hazards, illnesses, and accidents. When an accident occurs, the employees involved and the unit's supervisor must file a report on the matter depending on the seriousness of the issue. The Company will not impose unfavorable penalties on those doing the reporting, and will investigate and analyze the accident's cause and how it happened and recommend preventive and corrective measures. It shall also cooperate with labor inspection teams to keep the issue from escalating or reoccurring. Meanwhile, the "Work Rules" clearly stipulate that when an employee may be in imminent danger in the workplace, the supervisor shall immediately halt work, and the employee shall cooperate in evacuating to a safe place.

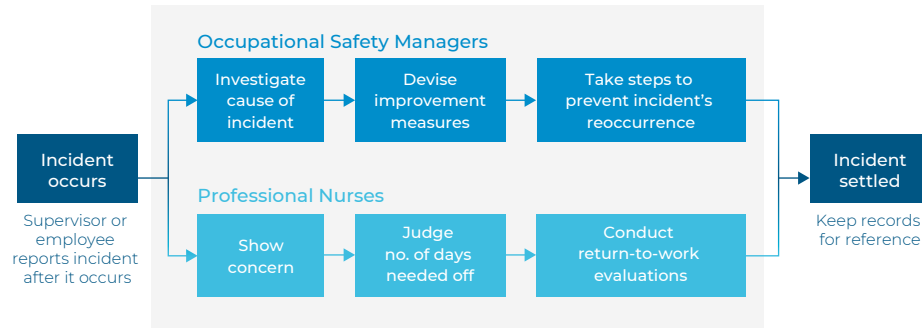
The 2024 occupational safety and health risk assessment identified occupational hazards (including traffic accidents), ergonomic hazards, high blood pressure, high blood sugar and high cholesterol, infectious diseases, mental stress and unlawful harassment as medium- and high-risk factors among Fubon employees that were more serious than the average risks they faced. Given those results, each company conducted thorough investigations of the injuries and illnesses identified and developed mitigation plans and overall goals. For 2024, an employee suffering an occupational injury when items fell during a strong earthquake and smashed into the individual will serve as an example of how the process works.

1. Employees or the unit's supervisor reports the incident to the human resources unit after it occurs
2. Occupational safety and health managers look into the incident to determine its cause
3. Corrective measures developed based on the results of the investigation
4. Follow-up environmental project improvements carried out with general administration units and earthquake safety publicity strengthened to build employee awareness that heavy objects should be kept low to the ground
5. Occupational safety managers check the improvements on-site to effectively prevent injuries caused by similar disasters.

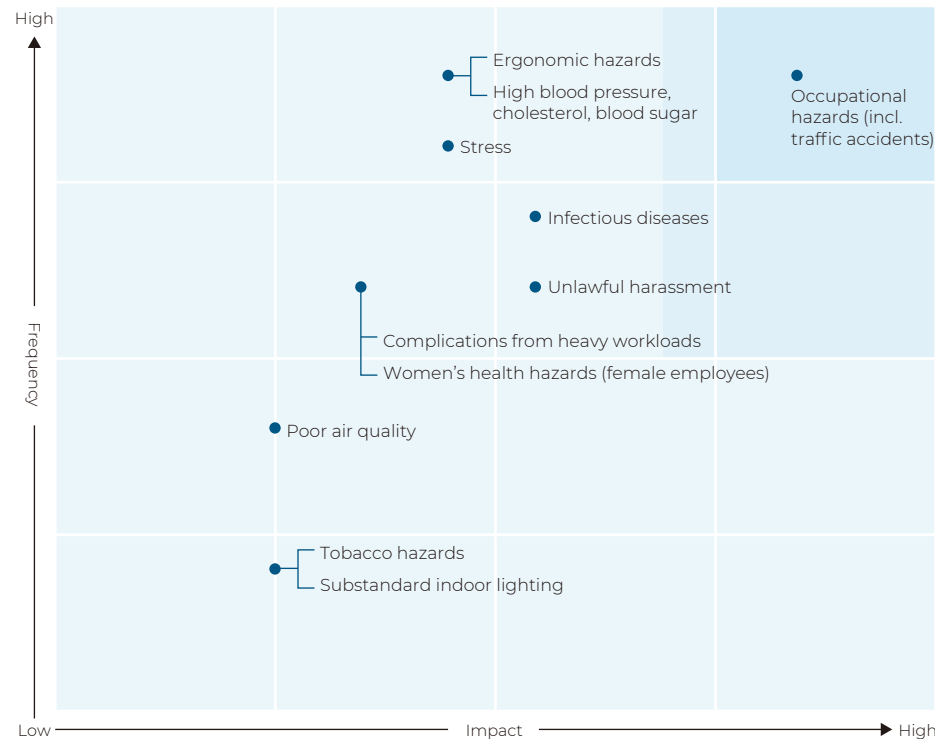
At the same time, professional nurses on staff will follow-up with employees affected and determine how many days they need off based on a doctor's diagnosis. Doctors will also evaluate employees' readiness to return to work to safeguard their physical and mental health.

► Accident investigation procedures, hazard assessment, and prevention tips

Occupational Accident Analysis/Occupational Safety Committee Report



► 2024 Health Risk Roadmap



Note: Frequency x Impact = Risk Level; risk levels of 1-2 are considered low risk, of 3-4 are considered medium risk, and of 5 and above are considered high risk.




► Health Risk Issues and Management/Mitigation Measures and Their Impact

	Risk Issue	Control/Mitigation Measures	2024 Results	2025 Plans and Goals
High Risk	Occupational hazards	<ul style="list-style-type: none"> Strengthened communications on traffic safety do's and don'ts to employees and promoted earthquake safety (putting heavy objects lower to the ground); provided occupational hazard compensation and financial aid as per the "Work Rules". Helped employees assess when to return to work; special care given when they resumed their job. Provided basic labor safety and health training on a regular basis. 	<ul style="list-style-type: none"> 0 occupational hazard deaths. 73 occupational injuries. 	Occupational safety training; goal is 100% completion rate.
	Ergonomic hazards	"Ergonomic hazard" self-assessments conducted regularly to check for whether employees "feel musculoskeletal issues".	If there are people who feel they have musculoskeletal issues, their supervisor looks more closely at the work environment and makes appropriate adjustments. Professional nurses also provide information on preventing such problems.	
Medium Risk	High blood pressure, cholesterol, blood sugar	<ul style="list-style-type: none"> Employees given physical checkups more frequently than required by law. Full-time nurses plan and carry out health promotion activities based on checkup results, including lectures, on-site services, and group classes in the fitness center. Continued to run fitness centers and massage stations and organized Family Day and hiking activities, healthy walks, and club activities. 	<ul style="list-style-type: none"> Hospitals partnering with the Company notified workers of problem areas and provided follow-up care. Fubon employees participated in health promotion activities more than 155,000 times, averaging about 8.1 activities per person. Organized more than 650 on-site visits by medical professionals to provide clinical services. Continued to promote 25 social clubs and organized more than 1,000 club activities. Organized 175 group exercise classes. Fubon employees used the massage stations 58,000 times. 	Employees participate in wellness and health-related activities 110,000 times. Each employee takes part in wellness and health-related activities an average of 7.2 times.
	Infectious diseases	<ul style="list-style-type: none"> Office spaces are cleaned and disinfected on a regular basis. Special offers provided for flu shots. 	Taipei Fubon Bank provides employees and their dependents measles, flu, and pneumonia vaccines at local hospitals.	
	Stress	The Company has collaborated with the Taiwan Institute of Psychotherapy to provide employees free mental health counseling to safeguard their mental health and give them a channel through which they can release stress.	Employees had 1,300 face-to-face counseling sessions.	
	Unlawful harassment	Implemented programs to prevent unlawful harassment in the workplace and adopted zero-tolerance principles for physical violence and mental and verbal abuse; assessed hazards and their handling and mitigation based on related guidelines.	No medium- or high-risk cases.	
	Outside Honors	Fubon Life and Taipei Fubon Bank Again Received Health Promotion Shield Certification. Fubon Financial Holding and Subsidiaries Again Received Taiwan Sports Enterprise Certification.		

Note 1: To safeguard employee privacy, people who carry out return-to-work assessments or ergonomic hazard programs must properly preserve relevant records according to the rules.

Note 2: This statistical table does not include Fubon Life outside sales agents and personnel employed overseas at Taipei Fubon Bank overseas branches and Fubon Bank (Hong Kong).

Wellness and Health-related Activities

		Unit: people			
Type	Description	2021	2022	2023	2024
 Health-Facilitating Activities	Sustainable Ecosystem Activities				
	Fitness Center				
	Family Day	11,193	31,970	46,031	36,780
	Hiking				
	Group Table Tennis Tournament Securities Table Tennis Tournament				
 Stress Management Measures	Stress management tests (Full physicals and psychiatric counseling)				
	Legal Counseling Services				
	Massage Stations	41,844	83,945	94,861	98,461
	Wellness and Health Seminars				
Club Activities					
 Others	Medical Services	13,640	12,522	20,930	19,917
	Fubon EDU Program				
Total no. of times employees participated in activities		66,677	128,437	161,822	155,158

Note: 1. Aside from internal management mechanisms, Fubon Financial Holdings uses reputable third parties to conduct safety and health certifications. The Company and its subsidiaries continue to receive Taiwan iSports enterprise certification from Taiwan's Sports Administration every three years.
2. This statistical table does not include Fubon Life outside sales agents and personnel employed overseas at Taipei Fubon Bank overseas branches and Fubon Bank (Hong Kong).

Absentee Rate

Category		2021	2022	2023	2024
Absence Days	Total	21,350	23,721	35,157	38,186
	Male	6,018	6,481	10,089	12,475
	Female	15,332	17,240	25,068	25,711
Absentee Rate (%)	Total	0.55	0.60	0.75	0.79
	Male	0.41	0.43	0.57	0.68
	Female	0.65	0.71	0.86	0.86

Note: 1. Absentee rate = (No. of lost days + sick leave days) ÷ (total workdays x no. of employees).

2. This statistical table does not include fixed-term contract workers, Fubon Life outside sales agents, and personnel employed overseas at Taipei Fubon Bank overseas branches and Fubon Bank (Hong Kong).

Occupational Hazards

Item		2021	2022	2023	2024
No. of People Injured from Occupational Hazards	Male	18	12	17	19
	Female	32	40	27	54
No. of Occupational Deaths	Male	0	1	0	0
	Female	0	0	0	0
No. of Lost Days	Male	1,250	6,039	273	277
	Female	1,038	491	726	668
Disabling Injury Frequency Rate	Male	1.52	1.08	1.17	1.28
	Female	1.69	2.07	1.14	2.25
Disabling Injury Severity Rate	Male	105	500	19	19
	Female	55	25	31	28
Percentage of All Employees Who Suffered Occupational Injuries (%)		0.32	0.34	0.23	0.38
Total Man-hours Worked		30,828,192	31,379,976	38,093,016	38,904,000

Note: 1. This statistical table does not include Fubon Life outside sales agents, and personnel employed overseas at Taipei Fubon Bank overseas branches and Fubon Bank (Hong Kong). Also, due to personal information protection restrictions (medical records are considered to be special personal information), the Company does not collect information on occupational injuries of non-employees.

2. Disabling injury frequency rate = (No. of occupational injuries x 10⁵ ÷ total man-hours worked = (Injuries + deaths) x 10⁶ ÷ (employees x days worked x 8 hours) (calculated to two decimal places without rounding).

3. Disabling injury severity rate = (No. of days lost to occupational injuries x 10⁶) ÷ total man-hours worked (calculated to a non-rounded integer).

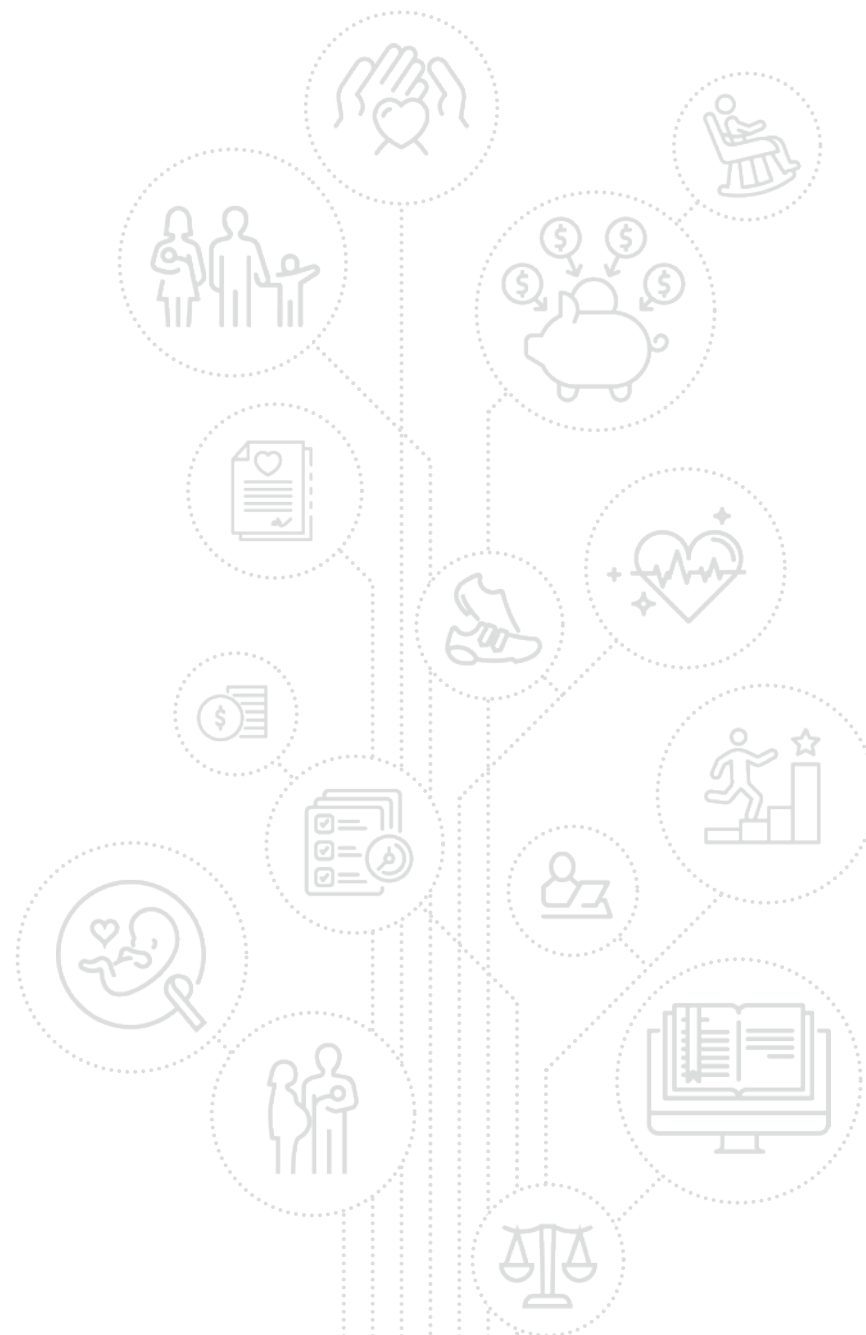
4. Total workforce hours worked = Total number of working days in the year x hours worked per day x employed people at the end of year.

5. The statistics in the table are calculated based on the number of casualties, days lost, disabling injury frequency or severity rates resulting from occupational accidents and total man-hours worked as defined by the Ministry of Labor's Occupational Safety and Health Administration.

6. The main type of occupational injury suffered by employees were injuries sustained in traffic accidents on their way to and from work and from traffic accidents that occurred while they were out on company business.

7. The Company did not have any occupational illnesses or serious occupational injuries occur in 2024, nor did it have any fires at its facilities.

8. The Company's death rate caused by occupational injuries rate in 2024 was 0 (No. of deaths caused by occupational injuries x 10⁶) ÷ total man-hours worked.





6

Connection

Linking Society's Positive Forces

2024 Highlights

- Mobilized group resources in support of domestic cultural and art groups and activities, injecting more than **NT\$26 million** into the promotion of cultural equity and development. Please see ▶ [6.2.3 Empowerment and Promotion](#)
- Fubon Life continued to promote **surveys to investigate the waste in Taiwan's rivers** in collaboration with the Society of Wilderness and completed surveys of the Houjin River in Kaohsiung and the Beigang River in Yunlin County, a re-check of the Wu River in Taichung, and an annual check of the Tamsui River. Please see ▶ [6.4.2 Community Well-being](#)
- Taipei Fubon Bank has joined with the Criminal Investigation Bureau and 36 other domestic banks to forge an **"Eagle Eye Anti-Fraud Alliance"** and create a fraud prevention social safety net. Please see ▶ [6.2.2 Fraud Prevention and Education](#)
- Taipei Fubon Bank collaborated with the nonprofit One-Forty on a "Migrant Worker Financial Literacy & Behavior Survey" and promoted a **"Migrant Worker Financial Inclusion Campaign"** to help forge a diverse, inclusive, harmonious society. Please see ▶ [6.1.1 Accessible Financial Products and Services](#)
- Fubon Financial Holdings and its subsidiaries received **11 Sports Activist Awards from the Sports Administration**. They invest **NT\$500 million** a year in the development of Taiwan's sports environment.
- Fubon Financial Holdings' Run for Green™ campaign was honored by the **Taiwan Institute for Sustainable Energy Research (TAISE)** with a **"Creativity in Communication"** award for a third year in a row.

2025 Priorities

- Strive to expand financial inclusion, so that everybody can have access to outstanding financial services.
- Provide a wide range of financial education opportunities to engender more widespread financial awareness and knowledge.
- Continue to expand localized financial and community services, and play the role of connecting social resources.






6.1 Financial Inclusion


6.1.1 Accessible Financial Products and Services

Fubon Financial Holdings harnesses its financial competencies to roll out microinsurance plans, charitable trusts and other innovative financial products and services to deal with social change, an issue it has long shown concern for. The Company also helps the government in promoting policy-driven loans to eliminate poverty and contribute to a stable society.

Financial Inclusion Products and Services


Product	Targeted Clients ^{Note}	Description	Active Accounts as of End 2024	No. Underwritten in 2024
 Loans	Students	Taipei Fubon Bank offers student loans so that students do not have to worry about paying for tuition when they are in school. The loans are often offered in conjunction with preferential interest rates offered by the government to help students.	118,521 accounts	39,119 loans
 Savings Accounts	<ul style="list-style-type: none"> Seniors (aged 65 and over) People with disabilities, low-income households NGOs representing people with disabilities 	People who open these special "low-income, disabled and elderly care" savings accounts earn 0.825% interest, higher than the standard 0.695% paid on regular savings accounts.	Around 38,518 accounts	Around 395 accounts
 Microinsurance	20 categories of people classified as economically disadvantaged, including low- to middle-income households, people with disabilities, people with Indigenous, farmer or fisherman IDs, people helped by NGOs or their family members.	Fubon Life provides insurance products offering basic coverage against specific risks to people who are economically disadvantaged, including coverage for death and disability caused by illnesses or accidental injuries, protecting the insured from economic difficulties triggered by an accident; these products feature basic coverage amounts, low premiums and easy-to-understand conditions.	People Insured 55,938	Policies 5,079
	Low-income Households	As a corporate citizen committed to fulfilling its social responsibility, Fubon provides insurance policies offering basic coverage against specific risks to people who are economically disadvantaged or have specific vulnerabilities. Taipei Fubon Bank serves as a sales agent for Fubon Life in selling "One-year Term Life Microinsurance" to those who are eligible.		

Note: Includes microbusinesses, low-income households, people living in remote areas, relatively vulnerable women (including female entrepreneurs), people with disabilities, young people, overseas migrant workers, the elderly, people who have not received an education, and forcibly displaced people (such as refugees, asylum seekers, and others who need international protection).

Services	Targeted Clients	Description
 Barrier-free Services	People with disabilities	Fubon Life Joined with the Taiwanese Association of Sign Language Interpreters to offer sign language interpretation services at its 10 customer service locations in Taiwan. Depending on a customer's needs, a member of the service team can arrange for an interpreter to provide service via video conference. Customers can also arrange in advance to have an interpreter available at a branch location at a specific time to help with communications. Related information is posted on the "Friendly Finance" section of the Fubon Life website so that customers can clearly understand service messages.
		Taipei Fubon Bank Has set up an accessible website for financial services, which has received "Accessibility 2.1" certification from the National Communications Commission (NCC) and earned the highest possible "AAA" accessibility rating. The bank's online bank and online ATM, which support screen reading software for customers with visual impairments to optimize their service experience, both received "A" accessibility ratings. In 2024, online banking services catering to the visually impaired were used 10,874 times. To protect the rights and interests of customers with hearing impairments, Taipei Fubon Bank started introducing sign language interpretation services at its branches in 2021, and in March 2024, it launched a real-time transcription service, helping meet the diverse communication needs of people with hearing impairments. That same year, the bank introduced easy-to-read documents on basic banking transactions for people with mental disabilities or those who have trouble reading to help them understand financial services and transaction procedures.
		Fubon Insurance Teamed up with the Taiwanese Association of Sign Language Interpreters to provide sign language interpretation services. Customers can make appointments to have an interpreter with the association provide assistance via video conference on their smartphones, meaning that the service is not affected by location or computer equipment restrictions.
	Migrant workers	Fubon Securities <ul style="list-style-type: none"> Has set up a special section on accessible financial services on its website that meets National Communications Commission "Accessibility 2.0" certification standards. The site enables people with visual or hearing impairments to find out whether a service location meets their needs before going there. Fubon Securities has also teamed up with the Taiwanese Association of Sign Language Interpreters to offer sign language interpretation services, and by the end of 2024, the service had become available at its 54 branches, making Fubon Securities the first company in the securities sector to provide this option. Aside from providing the service on-site or by video conference, sign language classes are among the annual compulsory courses for employees, helping the company provide more attentive service to people with hearing impairments. Fubon Securities collaborated with the Taiwan Foundation for the Blind in 2024 to provide signature guides for visually impaired customers who need to deal with documents at a branch, helping make the company's services more accessible.
		Fubon Life With the number of overseas migrant workers in Taiwan on the rise, Fubon Life has installed translation machines at its 10 customer service locations around Taiwan to provide help with translations in real time, providing these policyholders from abroad important services in their mother tongue. The service enables barrier-free communication between the office staff and customers, leaving these overseas workers with a more positive impression of their experience.
		Fubon Insurance All Fubon Insurance locations have at least one person who can communicate in English. Also, for Thai or Vietnamese customers, the company has employees who speak both languages and can link up by video conference to help those customers with communications, ensuring that their rights are protected.


(Continue)



Services	Targeted Clients	Description
 Barrier-free Services	Elderly groups, people with disabilities, individuals living in remote areas	Fubon Insurance
		<ul style="list-style-type: none"> Offers a "Next2U Remote Video Conferencing Authentication" feature, allowing customers to use their mobile phone or another mobile device to get insurance via video conference with a sales agent, eliminating any inconvenience a face-to-face meeting might create for the elderly, people with disabilities, and individuals living in remote areas. In 2023, Fubon Insurance expanded the function's scope by opening access to minor children and insured persons other than the policyholder. The trial run of this feature was completed in March 2024, and it was given the green light by the Insurance Bureau in May 2024. Fubon Insurance adopted Taiwan-CA Inc.'s (TWCA) mobile identification services to forge a completely new electronic document signature model; when using the EZ-Insurance service to get a personal insurance product, customers can use a smartphone to read the policy, and once TWCA and the telecom company confirm that there are no mistakes in the person's personal information, and the credit card has received authorization, the process to sign the proposal online can be completed. Only mobile devices are needed, the process is paperless, and the signed policy can be returned at any time around the clock. Also, the policy's beneficiary can use the EZ-Insurance service to complete online claims applications, providing greater convenience to people living in more remote areas or who lack mobility. Has set up a "Friendly Finance" section on its website, earning it NCC "Accessibility 2.0" certification and the highest AAA rating. The section provides people with disabilities descriptions of products, service channels, accessibility measures, and other related information. When customers with disabilities want to file a claim, they can call in advance to make an appointment at a service location, and Fubon Insurance will arrange an appropriate customer service representative to handle the request or even send a representative to the customer's location to handle the claims application in the same way it would be processed at a Fubon Insurance office.

Note: Includes microbusinesses, low-income households, people living in remote areas, relatively vulnerable women (including female entrepreneurs), people with disabilities, young people, overseas migrant workers, the elderly, people who have not received an education, and forcibly displaced people (such as refugees, asylum seekers, and others who need international protection).

Financial Inclusion Non-financial Support

Non-financial Support	Target Clients ^{Note 1}	Description	Results	
 Financial or Digital Literacy Training	Social welfare groups	Taipei Fubon Bank	<ul style="list-style-type: none"> Organize various financial education and trust seminars that use case studies to promote trust concepts with social welfare groups. 	
	People with disabilities	Taipei Fubon Bank	<p>In 2024, Taipei Fubon Bank's Budding Tycoon Money Management Camp program collaborated with the Deaf and Hard of Hearing Welfare Promotion Association R.O.C. to hold two special sessions for students with hearing impairments. The instruction was conducted in small class sizes, and sign language interpreters were in attendance to help answer students' questions on the spot, helping the students learn financial and money management concepts.</p> <p>Taipei Fubon Bank and the Special Needs Section of the Taipei Municipal Songshan High School of Commerce have partnered since 2021 on a "Wings Branch" financial cultivation program that provides workplace training and internship opportunities for special needs students to help them explore different career possibilities.</p>	<ul style="list-style-type: none"> Organized 2 Budding Tycoon Money Management Camps dedicated to students with hearing impairments; a total of 32 students attended.
		Taipei Fubon Bank	<p>Taipei Fubon Bank holds Budding Tycoon Management Camp for Taipei high school and vocational school students with disabilities, providing special needs students financial knowledge and a learning experience that is different than what they would be exposed to in school.</p>	<ul style="list-style-type: none"> In 2024, a total of 13 special needs students were given training and opportunities to intern.
	The elderly	Fubon Insurance	<p>Taipei Fubon Bank and Mackay Memorial Hospital teamed up to design a board game called "Abundant Life" that conveys financial knowledge and information on common financial scam tactics. A dementia cognitive test is also embedded in the game that can be used to observe the cognitive abilities of the players. The bank also worked with the hospital, the Cardinal Shan Foundation, the Hondao Senior Citizen's Welfare Foundation, and the Precision Care Foundation to extend the reach of the board game and create an even friendlier financial environment.</p> <p>Partnered with the Federation for the Welfare of Taiwan's Seniors to organize training courses for the "Grandparents as Storytellers" campaign. Beyond training seniors as promoters of risk education for children, a special "Financial Fraud Publicity" class was included to expose various financial fraud tactics, nurture students' ability to identify and respond to fraud schemes, and help the elderly learn about fraud and promote risk education and intergenerational learning themselves.</p> <p>Because the elderly tend to be less able to absorb information, identify fraud, and use digital devices, they are seen as a financially vulnerable group in today's rapidly digitizing financial environment. These classes make use of the communication advantages and social influence of senior citizens to not only strengthen their own ability to protect themselves but also accentuate the educational benefits of financial risk and fraud prevention instruction through school participation and community promotion. The campaign has highlighted the active role insurance companies can play in spreading financial inclusion and intergenerational inclusion.</p>	<ul style="list-style-type: none"> 6 Budding Tycoon Money Management Camps were held for special education high school and vocational school students, attended by 60 students. Collaborated with hospitals and foundations on activities to extend the reach of the board game into local communities; a total of 22 activities were held, with 1,084 people participating. Organized an Abundant Cup national board game competition in an academia, industry, and government collaboration that also included the Hondao Senior Citizen's Welfare Foundation, the Social and Family Affairs Administration under the Ministry of Health, and 11 colleges and universities. A total of 71 board game activities were organized, and 585 students and 1,012 seniors participated. A total of 24 branches organized UVP (unique value proposition) activities to promote financial education and raise awareness of fraud prevention. The events mainly consisted of talks on trusts catering to the elderly, "Prosperous Life" board game activities, and fraud prevention awareness publicity. A combined 234 customers took part in the events. <p>Organized 3 "Grandparents as Storytellers" sessions. A combined 81 middle-aged and elderly individuals took part (average age was 65, oldest person was 83).</p>

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Non-financial Support	Target Clients ^{Note 1}	Description		Results
Financial or Digital Literacy Training	Migrant workers	Taipei Fubon Bank	Collaborated with the nonprofit group One-Forty on a "Migrant Worker Financial Literacy & Behavior Survey" and, based on the results, created a "Anti-Fraud Essential Guide" in four Southeast Asian languages (Indonesian, Filipino, Vietnamese, and Thai).	Printed 8,000 copies of the "Anti-Fraud Essential Guide" and placed them in branches around Taiwan for migrant worker customers to take for free.
Technical Support	Microbusinesses ^{Note 2}	Taipei Fubon Bank	Offers business customers an online banking platform – Fubon emerging Business Online (febo) – that they can use to check and manage their accounts whenever they want to. These platforms help businesses keep track of their cash flows and mitigate payment risks. Customers can also arrange a variety of transactions whenever necessary, giving them maximum cash flow flexibility across different regions.	In 2024, the FeBO platform had 9,582 accounts and handled around 630,000 transactions, up about 8.5%, 8.6% from the previous year, respectively.
Barrier-free Services	People with disabilities	Taipei Fubon Bank	The Suang-Lien Foundation for the Visually Impaired, and Fon-Star International Technology collaborated on a "Signature Guide and Reading Assistive Tools," which is available at all of the bank's branches. The bank also designed "Brand Identification Stickers" with rough surfaces that helps people with visual impairments know they are using a Fubon credit card or passbook based on feel. These stickers are provided to customers who need them.	<ul style="list-style-type: none"> As 2024, 895 Signature and Assistive Reading Devices had been installed in bank branches, and another 1,000 had been donated to 1 group that care for people with disabilities. Provided 5,000 "Signature Guide and Reading Assistive Tools" to Fubon Bank (Hong Kong), which donated them to people with visual impairments in Hong Kong to use; helped promote Fubon's friendly financial services.
		Fubon Insurance	If visually impaired customers need to read or sign a document while being helped at a branch and could benefit from an assistive device, bank tellers will provide a Signature and Assistive Reading Device made by and help customers use it.	In 2024, the counters at Fubon Insurance's 72 service locations around Taiwan carried a total of 1,000 Signature and Assistive Reading Devices.

Note 1: Includes microbusinesses, low-income households, people living in remote areas, relatively vulnerable women (including female entrepreneurs), people with disabilities, young people, overseas migrant workers, the elderly, people who have not received an education, and forcibly displaced people (such as refugees, asylum seekers, and others who need international protection).

Note 2: Businesses with 10 or fewer workers, less than US\$100,000 in assets, and less than US\$100,000 in annual revenues.

6.1.2 Services and Products for the Elderly

Fubon has developed several protective coverage products to meet increasing demand from an aging population for long-term care, coverage for out-of-pocket medical supplies and treatments, and lifetime reimbursement of medical fees and also to solve the problem of vulnerable groups often being denied insurance coverage. With this group of disadvantaged customers in mind, we include spillover benefits in some insurance policies to encourage policyholders to control blood sugar levels, using reduced premiums as incentives. The approach strengthens policyholders' health consciousness while reducing the risk of claims.

With Taiwan increasingly becoming an aging society characterized by a low birth rate, Taipei Fubon Bank has actively promoted elder care trusts, using big data analytics to develop the right services, more effectively assist clients with asset trusts, and build a client base. Meanwhile, leveraging the influence of its local branches across Taiwan, the bank has teamed up with social welfare groups to hold various presentations on trusts to reach out to untapped customer bases. Through casual interactions and easy-to-comprehend case studies, potential customers can learn about the purposes and advantages of trusts.

Products for the Elderly

Fubon Life makes it its business to care about people's health and meet the growing needs of Taiwan's rapidly aging society, and it continues to offer elder care trusts and health-oriented insurance products. In 2024, there were 228,738 Fubon Life insurance policies providing medical coverage for the elderly in circulation, generating premium income of around NT\$7 billion.

Category	Product Name (Based on the actual product name in use as of the end of 2024)	Features	2024 Policies/Income	
			Number of valid policies	Premium income (NT\$ million)
Hospitalization Insurance for Seniors	<ul style="list-style-type: none"> Hospitalization Whole-life Insurance Rider One year Hospitalization Health Insurance Rider 	Given the rising life expectancies of people in Taiwan and increasing out-of-pocket medical costs, Fubon introduced a new hospitalization insurance that covers the actual costs of medical expenses while hospitalized, in-patient surgeries, outpatient surgeries and specific treatments and that guarantees renewal until 80 years old.	29,905	238.46



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Category	Product Name (Based on the actual product name in use as of the end of 2024)	Features	2024 Policies/Income	
			Number of valid policies	Premium income (NT\$ million)
Products for Seniors - Long-term Care Insurance	<ul style="list-style-type: none"> Long-term Care Whole-life Insurance Full-Care Whole-life Health Insurance Long-term Care Term Health Insurance Long-term Care Whole Life Insurance Fubon Life Long-term Care Whole Life Health Insurance Rider Full Satisfaction Long-term Care Whole Life Insurance* Full Satisfaction Long-term Care Whole Life Health Insurance* Full Satisfaction Long-term Care Fixed Term Health Insurance* 	Offers policyholders a variety of options by diversifying long-term care products, including long-term care insurance that covers physiological disabilities, cognitive disabilities, and specific diseases that require long-term care.	49,110	1,850.93
Coverage for Special Medical Devices and Whole-life Medical Insurance	<ul style="list-style-type: none"> Senior Wellness Whole-life Health Insurance Whole-life Medical Insurance LOHAS Whole-life Health Insurance Regular Health Insurance Rider Golden Health Insurance Rider 	Developed account-based medical insurance that provides outpatient medical protection tailored to the needs of older customers; in 2024, created a policy covering the most medical supplies (including cardiovascular medical materials/artificial joints/artificial lenses) of any policy in the industry; provides term health insurance that matures at age 74 to strengthen coverage of medical materials/devices not covered by the national health insurance system.	4,054	91.64
Deductible Pay-As-You-Go	<ul style="list-style-type: none"> Hospitalization Term Insurance Rider Hospitalization One-year Term Insurance Rider (A) Practical Hospitalization Term Insurance Rider Hospitalization One-year Term Insurance Rider (B)* One-year Cancer Prevention Health Insurance Rider* 	Given the rise in self-paid medical expenses, Fubon introduced a deductible pay-as-you-go medical insurance addendum. Policyholders can choose to top up the amount of coverage to include the daily cost of a hospital room, the costs of hospitalization, and inpatient and outpatient surgeries. Fubon also offers policyholders a variety of plans from which to choose. Because many cancer treatments are precision therapies that no longer require hospitalization, the company launched a high-deductible insurance covering cancer outpatient treatment and hospitalization.	134,768	791.16
Cancer-prevention Health Insurance	Cancer Prevention Fixed Term Health Insurance	Designed for people aged 55 to 80, this insurance provides health coverage for retirement and includes a one-time cancer benefit payment that can help with a sudden huge medical bill or cope with a loss in income.	1,846	38.60
Organ Degeneration Insurance	New Term Health Insurance*	Launched this insurance covering surgery on specific organs targeted at covering organs particularly vulnerable to degeneration (eyes, ears, hips and knees) to help middle-aged and older people mitigate future risks; this product is designed to cover people aged 30 to 70, and can protect the insured until they reach 80 years old. Insured parties who meet the required terms and conditions can receive a no-claim bonus payout as a health reward, providing a little boost to the insured's retirement fund.	126	4.43
Retirement Return-of Premium Whole Life Insurance	<ul style="list-style-type: none"> Enjoy Wealth Return of Premium Whole-life Insurance Foreign Currency Variable Interest Rate Pension Insurance Foreign Currency Variable Interest Whole-life Insurance Annual Dividend Pension Insurance* Foreign Currency Dividend Whole Life Insurance* Retirement Dividend Whole Life Insurance* LOHAS Life Insurance* LOHAS Foreign Currency Whole Life Insurance* 	To maintain the national income replacement ratio among retirees, Fubon introduced return of premium lifetime insurance policies with different premium plans and different maturities. Under these plans, policyholders can start claiming money back at a pre-designated age, given them a steady cash flow, while also being covered by life insurance. Also developed fixed interest retirement planning products in Taiwan dollars and foreign currencies that give policyholders options for better retirements. At the age of 65, they can convert some of their life insurance coverage into "survival" payments to provide a supplemental fixed income source in retirement.	8,925	3,961.11
Three-fund Retirement Plans	<ul style="list-style-type: none"> Fubon Life Variable Interest Rate Immediate Annuity Insurance (Type B)* Fubon Life Foreign Currency Variable Interest Rate Immediate Annuity Insurance (Type B)* Fubon Life Hospitalization Medical Whole Life Health Insurance* Fubon Life Long-term Care Whole Life Health Insurance* Fubon Life Jin-Chen-Ai Whole Life Insurance* 	The three most fundamental needs in retirement are a monthly annuity, medical expense protection and long-term care expense protection. Fubon Life satisfies those retirement needs through its "Three-fund Retirement Plans." There are immediate annuities denominated in Taiwan dollars and foreign currencies that can provide monthly retirement benefits; account-based medical expense insurance that can serve as a second medical reserve fund, extending expense protection for life; and advance payment long-term care insurance, paid through installments that can serve as a long-term care fund. Each of or any combination of the three plans can then be combined with simple, lump-sum whole life insurance policies that provide customers comprehensive protection plans after retirement.	4	12.14

Note: ** denotes that the product was offered for the first time in 2024.

Health Management Products

Fubon Life has introduced impaired-risk insurance for diabetes sufferers that offers them comprehensive coverage. Unlike traditional insurance policies that provide a benefit after something happens, “spillover” policies, such as impaired-risk policies for diabetes, are proactive, providing discounts on premiums to policyholders who effectively manage their own health. An app from Health2Sync was used to encourage policyholders to manage their health and support the policy, which was the first to offer discounts on premiums based on blood sugar data. The lower a user’s glycated hemoglobin (HbA1c), the steeper the discount, up to a maximum of 40%, an incentive that stresses prevention to keep people healthy. Different from other spillover policies, Fubon Life and Taipei Fubon Bank teamed up in 2023 to offer Taiwan’s first blood donation spillover policy, which provides whole life insurance coverage while encouraging people to donate blood and get a health management premium discount for the health benefits of blood donation. The policy protects against risk while promoting health management. In 2024, Fubon Life had 233,877 active “spillover” policies in circulation, which generated NT\$7.9 billion in premiums.

Category	Features	Product Name (Based on the actual product name in use as of the end of 2024)	2024 Policies/Income		
			Number of valid policies	Premium income (NT\$ million)	Health Promotion Policy Impact
 Impaired-risk Insurance for People with Diabetes	Offers medical coverage to people with diabetes while giving them an incentive to manage their health; through this approach, health promotion concepts spill over into the policy.	Smart Term Health Insurance	790	17.46	595
 Walking Spillover Policies	Aside from providing basic insurance coverage, the policy also incorporates health management concepts through the use of a wearable fitness device. Customers who walk a certain number of steps can get a discount on their premiums or health management rebates.	<ul style="list-style-type: none"> • Walker Term Health Insurance • E-Term Life Insurance • GO Term Health Insurance for Critical Illness • Better Life Cancer Prevention Term Health Insurance* • E-Term Health Insurance 	4,134	56.21	244
 Cancer Checkup Spillover Policies	Aside from providing basic insurance coverage, these policies also provide policyholders with next-generation circulating tumor cell testing and tumor marker testing. Policyholders can use these insurance products to better manage their health and get a discount on their premiums.	<ul style="list-style-type: none"> • Fuyi Foreign Currency Variable Interest Rate Type Whole Life Insurance • Hsinmei Foreign Currency Variable Interest Rate Type Whole Life Insurance • Huafu Meiyi Foreign Currency Variable Interest Rate Whole Life Insurance • Fuyi Heritage Variable Interest Rate Whole Life Insurance • Yihsin Hsiangfu Variable Interest Rate Whole Life Insurance • Fukang Variable Interest Rate Whole Life Insurance for Seniors • Huafu Manyi Variable Interest Rate Whole Life Insurance • Increased Value Health and Critical Illness Life Insurance • Cancer Prevention Fixed Term Insurance • Fugui Variable Interest Rate Whole Life Insurance 	27,316	3,839.06	3,062
 Standard Physical Checkup Spillover Policy	Aside from providing basic insurance coverage, the policy also provides physical checkup services. The physicals provided include: standard health checks, long-term care disease checks, cardiovascular disease checks, and cancer checks. The product’s main goal is to encourage policyholders to manage their own health and detect diseases at early stages.	<ul style="list-style-type: none"> • Health (In-kind benefits type) Insurance • Major Injury/Illness Whole Life Health Insurance • New Term Health Insurance* 	53,422	830.66	1,458
 Designated Vaccination and Checkup Spillover Policy	Regular physical checkups can help detect potential diseases or risk factors at an early stage, leading to early treatment. Getting vaccinated can reduce the risk of getting sick, getting seriously ill, or dying.	<ul style="list-style-type: none"> • Medical Treasure Major Injury/Illness Term Health Insurance (V1) • Yiyanghe Major Injury/Illness Term Health Insurance • Gold Protection Whole Life Health Insurance • Medical Reassurance Major Injury/Illness Insurance • Blood Donation Variable Interest Rate Whole Life Insurance • Major Illness and Injury Insurance* • Major Illness and Injury Whole Life Health Insurance* • Full Satisfaction Long-term Care Whole Life Health Insurance* • Full Satisfaction Long-term Care Fixed Term Health Insurance* • Yiyang Major Illness and Injury Term Health Insurance* • Full Satisfaction Long-term Care Whole Life Insurance* • Term Life Insurance Rider* • Jinan Guardian Lifetime Health Insurance* • Medical Card Foreign Currency Major Injury and Illness Insurance* 	147,946	3,172.21	2,879

Note: ** denotes that the product was offered for the first time in 2024.



Services for Seniors

Fubon actively takes steps to protect the rights and interests of older customers and assess their risk profiles to foster comfortable and secure lives for customers in retirement.

2024 Action Plan

Subsidiaries and Action		Outcomes/Benefits
Fubon Life	Wristbands for People with Confirmed Diagnoses	Continued a partnership with the Federation for the Welfare of the Elderly on a hospital coordination program through which dementia patients are given a dementia wristband after a doctor confirms the diagnosis; a total of 1,810 wristbands were distributed in 2024, bringing the cumulative total to nearly 19,000 over nine years. Individuals who have worn the wristbands and went missing have been found at a 100% rate.
	Care for Seniors with Dementia	<ul style="list-style-type: none"> Also collaborated with the Federation for the Welfare of the Elderly on a "Loneliness Prescription" campaign, caring for elderly people who live alone more than 4,000 times in 2024 alone; surveys before and after the visits found that the level of depression among the visited seniors living alone fell by as much as half. The two sides also partnered on a "Careful Protection Love Chain" seminar to promote dementia awareness and the importance of preventing people from going missing and searching for them. Teamed up with the United Daily News to organize the "2024 International Forum on the Future of Sustainable Dementia Care," which invited Japanese expert Masahiko Saito to speak by video conference and Fubon lawyers. A total of 320 people attended in person, and the event's content was viewed more than 8.8 million times.
	Medical Service Accessibility Project for Senior Citizens in Remote Areas	<ul style="list-style-type: none"> Has partnered with the Formosa Cancer Foundation to promote this project, which provides NT\$8,000 in transportation subsidies to elderly cancer patients living in remote parts of Taiwan to help them get to doctors' appointments, giving them more incentive to get treatment. More than 2,500 elderly cancer patients have been helped per year for the past seven years in a row. Publicity videos showing the stories of these cancer patients continued to raise awareness of the access issues they face and helped the foundation raise small-sum donations, totaling more than NT\$10 million from 2017 to 2024.
Taipei Fubon Bank	Elder Care Trusts	<ul style="list-style-type: none"> Elder care trusts had assets of NT\$13.2 billion as of the end of the year, up more than 108% from a year earlier, because of branch training and seminars for customers held during the year introducing the concept behind elder care trusts. In 2024, Taipei Fubon Bank handled 390 new asset trusts to care for the elderly and people with disabilities, benefiting 1,169 people. Was honored with an "Employed Benefits Trust Award" at the Trust 2.0 Phase 3 Award Ceremony, a "Domestic Bank Innovative Trust Services Award" in the Wealth Management category and an "Impact Trust Service Excellence Award" in the Finance category from Wealth Magazine, and a "Best Trust Innovation Award" in Business Today's Wealth Management Evaluation of Banks and Securities Firms; also received multiple innovation awards from the Commercial Times, including a "Best Care Trust Innovation Award – Excellence Award," "Best Securities Innovation Award – Gold Award," "Best Technological Innovation Trust Award – Gold Award," "Best Trust Marketing Excellence Award – Gold Award," "Best Employee Benefits Trust Innovation Award – Excellence Award," and "Best Service-type Trust Award – Excellence Award."
	Elderly Care and Protections	<ul style="list-style-type: none"> All branches have service areas dedicated exclusively to older customers equipped with reading glasses, wheelchairs and easy-to-understand charts explaining banking procedures. There is also a display in big, easy-to-read letters showing how to open a savings account. In 2024, joined with MacKay Memorial Hospital to hold workshops that gave branch staffers tips on how to identify and communicate with people who have dementia; 179 branch employees participated. Fraud prevention videos in both Mandarin and Taiwanese posted in the special section for seniors on the Fubon website. Produced an "Anti-fraud Communication Picture Card Book" and a "Anti-Fraud DM" and put them in every branch in Taiwan.
Fubon Insurance	Taiwanese Customer Service Hotline for Seniors	Introduced a customer service hotline for seniors using Taiwanese (0809-006880), creating a new way to access service for older customers who feel more comfortable speaking Taiwanese than Mandarin; the hotline's recordings provide information in Taiwanese using terms and explanations easy for seniors to understand. When a call comes in, it is transferred to a highly experienced customer service assistant fluent in Taiwanese, who first confirms that the caller is a Taiwanese speaker 65 or over before offering assistance. The service exemplifies financial inclusion through a spirit of Treating Customers Fairly.
Fubon Securities	Risk Profile Assessments for Elderly Customers	Appropriate risk profile assessments conducted for elderly customers, with controls imposed based on each customer's risk level, including issuing a risk notification before every transaction.
	Super-easy Service Initiatives for Seniors	<ul style="list-style-type: none"> Fubon Securities has adopted several measures to help older customers, including voice-assisted functions when they use the e-trading app to buy or sell stocks. Customers can use voice commands for everything from checking a stock to placing a trade order. Provides a toll-free hotline for older customers that does not require them to navigate a phone menu; they are put through directly to experienced customer service associates who can speak both Mandarin and Taiwanese – attentive service that embodies Treating Customers Fairly principles. Business card-sized magnifiers given out for all branches for elderly customers to use, enabling them to handle securities-related transactions more easily.
Fubon Asset Management	Retirement Fund Management and ETF Investment Study	<ul style="list-style-type: none"> Every year since 2017, Fubon Asset Management has commissioned the Chung-Hua Institution for Economic Research to do a survey-based study on Taiwanese citizens' financial needs for retirement and ETF investments, and to also analyze the retirement planning practices of different age groups. Based on the latest study's findings, the company has continued to issue ETFs that reflect future long-term trends and hold forums on retirement finance to help local residents plan their retirements. The company has held three forums from 2022 to 2024 on ways to deal with Taiwan's aging society and the development of local wealth management products for retirement. A total of more than 2,000 people have attended the forums in person and 70,000 have followed them online.
Taipei Fubon Bank Charity Foundation	Senior Care Active Aging Program	Organized several activities for seniors to promote healthy aging, including the "Fubon Jiazi Singing Competition," "Happy Train Program" outings, a "Give Family Caregivers a Breather" initiative for caregivers, a music therapy initiative, an elderly support "No Barriers Program," and a "Homecoming Dream Project." A total of 342 events were held, benefiting 7,398 people.

6.2 Promoting Education

6.2.1 Financial Education

Leveraging its core competencies as a financial institution, Fubon promotes education through three primary projects – the “Budding Tycoon Money Management Camp,” “Future Tycoon Outreach Program,” and “Talent Cultivating Program.” The projects, held mainly at schools, provide a diverse range of financial education opportunities to elementary school students, underserved schools, and college students.

Organizer	Projects	Issues Addressed	Impacts	2024 Outcomes/Benefits	
Taipei Fubon Bank	<ul style="list-style-type: none"> Budding Tycoon Money Management Camp Future Tycoon Outreach Program 	<ul style="list-style-type: none"> Provide equitable and high-quality financial education Help children develop financial literacy at an early age 	<ul style="list-style-type: none"> Establish a healthy attitude toward money and financial knowledge Become familiar with and get into the habit of sustainable consumption 	sessions held at branches	40
				participants	562
Fubon Insurance	Promotion of Child Risk Education	Offers free online risk education and organizes related offline activities	<ul style="list-style-type: none"> Spreads knowledge about life risks Improves children's cognizance of risk Lowers the probability of accidents occurring 	Online teaching materials viewed (times)	57,641
				people took part in offline activities	4,021
Fubon Securities	Financial Literacy Education Promotion	Bring financial knowledge and wealth management concepts to disadvantaged groups (including children and people with disabilities) Instill in children proper attitudes toward money in daily life	<ul style="list-style-type: none"> Boosts the financial knowledge of students in underserved areas Expands the impact of financial education Widens the reach of ESG education Promotes financial literacy education for children in English 	events held	31
				Benefited students and teachers	1,389
Fubon Asset Management	Asset Management Talent Cultivation Programs	Nurture asset management talent	<ul style="list-style-type: none"> Convey risk management concepts and the professional ethics needed in the asset management field Help students gain familiarity with ESG investment concepts and practices 	participants in special lectures	217
				applicants to attend classes	128
Fubon Cultural and Educational Foundation	<ul style="list-style-type: none"> Future Tycoon Outreach Program Fubon Financial Literacy Online Learning School 	Reduce the urban-rural disparity in financial literacy education	Nearly 80% of the elementary school students in the program said it made them feel smarter about financial topics	people attended classes	113
				participating schools	5
Fubon Cultural and Educational Foundation	<ul style="list-style-type: none"> Future Tycoon Outreach Program Fubon Financial Literacy Online Learning School 	Reduce the urban-rural disparity in financial literacy education	Nearly 80% of the elementary school students in the program said it made them feel smarter about financial topics	schools visited	68
				students and teachers benefited	8,235



Budding Tycoon Money Management Camps have been held by Taipei Fubon Bank since 1998, and entered their 26th year in 2024. The program has nurtured more than 7,600 “budding tycoons” by imparting accurate financial concepts.



The Future Tycoon Outreach Program has been touring elementary schools around Taiwan for 13 years, helping instill proper financial concepts in students.



Fubon Financial Literacy Online Learning School builds healthy attitudes toward money through instruction on five main topics: savings, consumption, income, investment, and sustainability.

6.2.2 Fraud Prevention and Education

Eagle Eye Anti-Fraud Alliance

Fubon Financial Holdings set a first in Taiwan in 2022 when it issued a "Digital Financial Security Blueprint." It followed that up at the end of 2023 with an "Eagle Eye Fraud Prevention Early Warning Model" that had patented AI detection technology and then forged the Eagle Eye Anti-Fraud Alliance with public and private institutions. Under the guidance of the Financial Supervisory Commission, the Ministry of Digital Affairs and the Criminal Investigation Bureau, 36 banks had joined the alliance as of the end of 2024, encompassing more than 4,600 operating locations, and they work together to block the flow of criminal funds.

Financial Anti-fraud Promotion

Financial fraud is currently one of the major social issues of concern in Taiwan. Fubon Financial Holdings has created an anti-fraud network with high coverage and penetration rates through its subsidiaries and their customer groups and communication channels. Fubon Life and the Federation for the Welfare of Taiwan's Seniors and the university social responsibility (USR) program collaborated on an anti-fraud campaign that brought students and the elderly together. Taipei Fubon Bank aggressively blocked fraud through its AI Eagle Eye fraud detection model and anti-money laundering Falcon System, reducing individuals' losses to financial scams. Fubon Insurance promoted a multilingual "Fraud Prevention Classroom" digital picture book and held "Grandparents as Storytellers" training courses that publicized actual cases of digital fraud tactics. Those who benefited included senior citizens, children, foreign nationals and new immigrants. In response to a Taiwan Stock Exchange activity, Fubon Securities produced a creative anti-fraud dance video and shared it on social media platforms to raise fraud awareness among the younger generation. Fubon Asset Management created a real-time notification mechanism that quickly removes social media posts by fake company accounts to reduce the likelihood of fraud cases.



Taipei Fubon Bank and National Taiwan University of Science and Technology teamed up to develop the fraud detection model adopted by the Eagle Eye Anti-Fraud Alliance. It received a Co-Creation Model Award at the 2024 Fintech Taipei Awards.



Taipei Fubon Bank formally launched the Falcon System, the first money laundering prevention system based on an AI intelligent model of any domestic bank. It can accurately detect suspicious transactions and quickly report and control them, effectively blocking the flow of criminal funds.



2024 Results and Benefits of Anti-fraud Actions

Subsidiaries	Results and Benefits of Anti-fraud Actions
Fubon Life	<ul style="list-style-type: none"> Teamed up with the Federation for the Welfare of Taiwan's Seniors on offline activities and stands at shows, helping more than 2,000 senior citizens develop financial fraud awareness. Joined with the <i>United Daily News</i> to organize the "2024 International Forum on the Future of Sustainable Dementia Care" and promote fraud prevention. A total of 320 people attended in person, and the event's content was viewed more than 8.8 million times. In collaboration with Ming Chuan University, held workshops led by outstanding employees on the concepts of risk and fraud at four locations: the Kinmen Senior Citizens Center, Jinshan High School, Sacred Heart High School for Girls, and San-Chung Commercial and Industrial Vocational High School. A total of 180 people attended the four events. Partnered with six schools and 163 volunteers through the USR program to hold 18 social welfare events to promote financial literacy education and produce fraud prevention videos, drawing more than 650 people combined. Cooperated with the CommonWealth Education Foundation on a "Hope to Read Passport" to expand risk education and fraud prevention knowledge. The passports were distributed to 200 elementary and junior high schools in relatively remote areas and reached 13,000 people. Joined with the Taiwan Financial Literacy Education Association to promote financial literacy courses for the 2024 school year, holding a total of six events in New Taipei and Taichung cities that benefited more than 1,700 people; a separate winter vacation session was held with nearly 30 people attending. Collaborated with the Hyundai Insurance Education Foundation to hold "New Generation Risk Management Education" forums at Tamkang University and Feng Chia University that drew around 150 people; also distributed teaching materials on financial and insurance education tailored to young people to more than 500 high schools and vocational high schools. Teamed up with the Taipei Fubon Braves basketball team on a series of anti-fraud promotional videos to raise anti-fraud awareness in society; the videos got more than 2.5 million views. Worked with digital media channel "OMGoose" on special videos to promote methods for preventing financial fraud and how to respond to it; videos reached more than 70,000 people. Produced two broadcast ads – "Exclusive 68999 SMS Service" and "Call the 165 Hotline to Report Fraud"; they were played on the radio show "Let's Talk about Media" and when customer service calls were on hold.
Taipei Fubon Bank	<ul style="list-style-type: none"> The AI Eagle Eye fraud detection model detected 985 accounts with abnormal transactions in 2024; those accounts had more than NT\$29 million in funds. Activated the AI money laundering prevention "Falcon System"; the first money laundering prevention system based on an AI intelligent model of any domestic bank, the system reviewed and scanned the bank's roughly 1 million daily transactions to look for abnormalities. In 2024, 650 cases of fraud were successfully intercepted at Taipei Fubon Bank branch service counters; the blocked amount was NT\$718 million (statistics go until Jan. 17, 2025, the date of a police release of financial fraud figures). Held six (online) Fubon AML Lectures and financial forums, drawing nearly 10,000 views. Promoted anti-fraud publicity through social media, exhibition participation, and the promotion of online anti-fraud board games that was seen more than 1.5 million times. Cooperated with the police in holding fraud prevention drills at seven branches to strengthen the bank's protective capabilities. Organized "Abundant Life" board game activities to reinforce the fraud prevention awareness of customers and society; the results of the activities are described in Section 6.1.1 Accessible Financial Products and Services.

(Continue)

Subsidiaries	Results and Benefits of Anti-fraud Actions
Fubon Insurance	<ul style="list-style-type: none"> • Fraud prevention section put in on the company's website; discloses Fubon Insurance's SMS short code, common financial fraud schemes, and other information, helping consumers recognize fraud tactics and avoid being scammed. • Reminder added to text notification of claim acceptance to not trust third parties who say they can process claims on behalf of an insurer. • Push notification images sent by Fubon's LINE account or social media platforms reminding customers to be aware of five major fraud prevention principles. • Anti-fraud text and graphics embedded in personal insurance e-policies, reminding customers not to randomly disclose personal information or click on suspicious web pages • Issued a "Fraud Prevention Classroom" digital picture book in 2024 in English, Chinese, and Vietnamese, raising awareness of insurance "scalpers"; the book, which can be downloaded from Fubon Insurance's website, extends the target readership to foreign nationals and new immigrants. • Organized three "Grandparents as Storytellers" sessions that covered several cases of how digital tools are used to commit fraud; a total of 81 middle-aged and elderly individuals in Taipei and Kaohsiung took part.
Fubon Securities	<ul style="list-style-type: none"> • Established a dedicated anti-fraud unit and set up an anti-fraud section on its website; helped customers handle cases in which they were being scammed, successfully preventing them from remitting more than NT\$56.66 million to fraudsters. • Collaborated with domestic and overseas information security organizations, and signed a cooperative memorandum of understanding with the Criminal Investigation Bureau on Oct. 11, 2024 to combat fraud; Fubon Securities also launched a series of partnerships with local police stations and is working with the First Precinct of the Tainan Police Department on local anti-fraud activities. • Created a fraud prevention system to provide special care for customers 65 and over or disadvantaged groups; the system took special care of 1,726 older customers, and an anti-fraud activity was organized for the elderly to stress the importance of preventing fraud. • Organized anti-fraud training for the company's entire workforce on a rotational basis; 25 sessions held, with employees attending 12,405 times; Treating Customers Fairly and anti-fraud flash questionnaires given employees on a regular basis, with 10 given in 2024 to 9,875 people. Anti-fraud promotional videos also shown at customer presentations and seminars to strengthen customers' awareness of financial fraud. • Various events used to promote "investment fraud prevention" activities, including holding a Family Day anti-fraud activity at the GIPOP Pop Music Festival and an anti-fraud sports day as part of the company's table tennis tournament. • Responded to the Taiwan Stock Exchange Corp.'s "5D Anti-Fraud Initiative" by shooting eye-catching and creative anti-fraud dance videos and share 5D fraud prevention information on the company's social media platforms to raise fraud prevention awareness and expand the anti-fraud protection network.
Fubon Asset Management	<ul style="list-style-type: none"> • Set up a dedicated anti-fraud section on the company's website and carried out an anti-fraud education publicity campaign; also issued a message on the website's home page reminding investors to beware of fraud and be more risk conscious. • Remains continuously on the lookout for fake accounts and notifies social media platforms (such as Facebook and LINE) in real time to remove the accounts of companies with fake IDs to reduce the risk of fraud occurring.

6.2.3 Empowerment and Promotion

Cultural Empowerment

In 2024, the Fubon Life Art Museum Foundation and the Fubon Art Foundation both took full advantage of their expertise, promoting cultural empowerment through museum operations, art education, talent cultivation and cultural equality. This approach allowed art to transcend the boundaries of exhibition halls and reach different groups of people, have a wider social impact, and become a more widely accepted cultural force.

The Fubon Life Art Museum Foundation's main operational focus is the Fubon Art Museum. Formally opened in May 2024, it curated four international-standard exhibitions and drew nearly 300,000 visitors in 2024. It has also put a priority on art education promotion, using different types of activities to deepen participants' appreciation for art. Some 160,000 people took part in these activities during the year. To nurture artistic talent, the foundation supported 20 interns from colleges and universities, giving them valuable museum administration experience. At the same time, it trained 90 Fubon Group volunteers to encourage more company participation. Meanwhile, to celebrate Taiwan's WBSC Premier 12 title in November, the museum offered free admission for two weeks, drawing more than 90,000 visits.

Dedicated to "bringing art closer to life and life closer to art," the Fubon Art Foundation continued to strengthen art's bonds with local communities in 2024, inviting 14 artists to exhibit works at the 2024 Very Fun Park and putting up eight art installations by five artists at the Fubon A25 site, which drew more than 1.37 million visits. In October, it launched a museum visit program for students from remote parts of Taiwan, inviting 103 students to visit the museum admission free. The initiative has lowered the threshold for accessing art and promoted cultural equality.

The Fubon Cultural & Educational Foundation is dedicated to preserving and digitally restoring films and similar cultural assets. It spent NT\$2 million in 2024 to support the "Film Collectors Museum," which highlights the importance of film maintenance through research on collections, event guides, and restoration workshops.

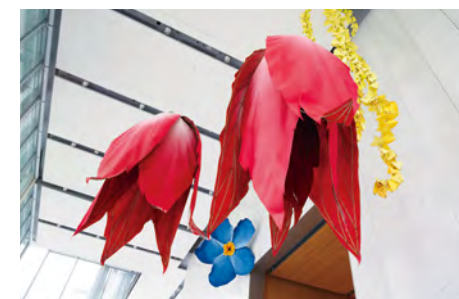
In 2024, Fubon Financial Holdings harnessed group resources to support domestic cultural and art groups and activities, investing NT\$26 million to sponsor six classic musical concerts, one pop music concert, two movies, one exhibition, and two stage productions.



The Fubon Art Museum formally opened to the public on May 4, 2024, hoping to use art as a bridge to open a dialogue with the world.



Education is the most important function of a museum. Different types of content can stimulate children's artistic imagination and promote cultural literacy.



The theme of the 2024 Very Fun Park was "AWAKE," sparking a profound journey of art and the soul.

These events, such as the “Fubon Presents: Vienna Philharmonic Orchestra” and the “Fubon Presents: Lang Lang Piano Recital,” brought world-class musical performances to Taiwan’s music aficionados. The Company also supported the National Kaohsiung Center for the Arts’ Weiwuying Inclusive Project – “Eyes and Ears” – dedicated to making the center’s facilities more accessible, and the center’s Weiwuying Children’s Festival, sponsorships that promoted cultural equality and encouraged cultural empowerment.

Projects	Impacts	2024 Benefits/Outcomes
Art Exhibitions	<ul style="list-style-type: none"> Bring in major international exhibitions, stimulating art exchanges and innovation. Shape the cultural images of cities, increase international visibility. Draw domestic and overseas visitors, helping drive the development of the tourism and cultural sectors. 	<ul style="list-style-type: none"> Collaborated with two international art museums Held four international-standard exhibitions Exhibited 199 works of 29 artists Attendance totaled 289,525
Art Education Promotion	<ul style="list-style-type: none"> Enhances art appreciation and an understanding of the context and foundation of art culture. Injects the power of art into daily life, creating greater appreciation for culture. Stimulates creativity and thought, improving aesthetic and critical thinking. 	<ul style="list-style-type: none"> 35 groups of instructors, cross-sector scholars and teams 24 on-site activities held (lectures, forums, and parent-child workshops) Nurtured 118 artists Served 164,875 people (online tours 100,937, offline tours 13,694, international forums 1,366, lectures and workshops 1,242, guidebooks distributed to adults and children 47,636)
Artistic items	<ul style="list-style-type: none"> Extend the impact of exhibitions, deepen the public’s cultural memory. Strengthen the museum’s brand image, enhance cultural recognition and influence. Drive the development of the art sector’s value chain. 	545 items developed in house and marketed
Museum without Walls (Very Fun Park/Public Art Installations)	<ul style="list-style-type: none"> Strengthens community identification, facilitates daily engagement in art. Enhances art and cultural literacy. 	<ul style="list-style-type: none"> 19 individual or groups of domestic or foreign artists took part, creating 22 art installations Organized five on-site activities, with a reach of 1.37 million people
Remote Area Education	Encourages social engagement and inclusion.	103 students from two schools visited the museum
Film Collectors Museum	<ul style="list-style-type: none"> Preserves the film industry and cultural assets. Passes down film industry knowledge and technology. 	Organized 11 activities, researched 1,343 collected items



Fubon sponsored the Weiwuying Children’s Festival for a fourth straight year, supporting the cultural development of children in southern Taiwan.



The Fubon Art Museum invited model Lin Chi-ling to record the Chinese audio tour for the “Van Gogh: Journey of Light” exhibition, bringing the show closer to audiences.

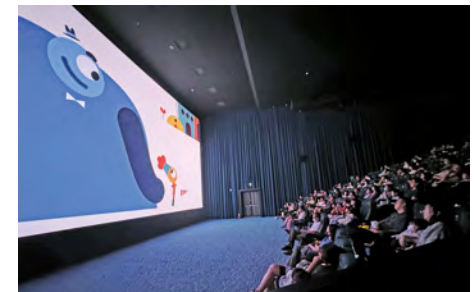
Children and Youth Empowerment

Dedicated to passing on knowledge and cultivating talent, Fubon has put a premium on empowering children and youth by creating a diverse range of learning environments and platforms in sports, film education, the arts, and other areas. The Fubon Cultural and Educational Foundation has engaged with children and teenagers for more than 30 years. Its “Young Voice” platform offers courses through the “Young Voice Academy” and the “National Rolling Film School,” and the foundation has also promoted the “momo mini Family Theater” and “momo mini incubation program” to help media education take root among young children and teenagers. Another focus was to invest in an initiative to produce programming for children and support talent development programs, leading to the rollout of several outstanding works. In 2024, some of those works received awards at the Munich International Children’s Film Festival (Prix Jeunesse) and the Golden Bell Awards.

The Fubon Charity Foundation is dedicated to helping underprivileged children stay in school and keep them healthy. In 2002, it launched a “Making Friends with Love” campaign to help students from poor and disadvantaged families continue their education. In 2024, the campaign extended to after-school tutoring in remote areas and providing supplies to disadvantaged families, helping create a more comprehensive support system to keep vulnerable children in school and enable them to pursue their dreams.



“Having Fun in the Mountains,” a production of the “Fubon momo mini incubation program,” earned the first ever award for Taiwan in the Munich International Children’s Film Festival’s Prix Jeunesse.



The “momo mini Family Theater” collaborated with major social education venues and media platforms to screen films, opening new horizons for and stimulating the imagination of Taiwanese youth.

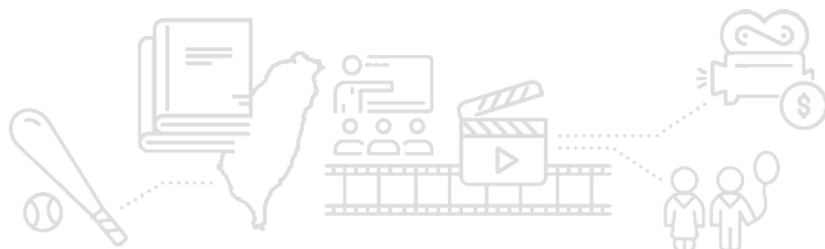


The Fubon Cultural and Education Foundation invited children and teenagers to a film festival; the discussions with their peers and the stimulation they experienced trained them to think and express their own opinions.



The nutritional supplement program is aimed at bringing food education to remote areas, and allowing children in those areas to learn by doing and acquire skills that will stick with them.

Four Themes	Projects	Impacts	2024 Benefits/Outcomes
Grassroots Baseball	Baseball team & competition sponsorships	Supports grassroots baseball and gives young players the chance to interact and compete against each other	<ul style="list-style-type: none"> Has supported the "Fubon Bulls," the baseball team of National Taiwan University of Sport, since 1993. Sponsored the New Taipei City International U-18 Baseball Invitational Tournament, the New Taipei City National U-15 Baseball Invitational Tournament, and the New Taipei City National U-12 Baseball Invitational Tournament. A total of 12,168 people participated.
Education for the Disadvantaged	<ul style="list-style-type: none"> "Making Friends with Love" Campaign Education in Indigenous Townships 	<ul style="list-style-type: none"> Helps ease the financial burdens of disadvantaged students Supports the mental and physical health of students in remote areas Reduces the urban-rural gap 	<ul style="list-style-type: none"> Mobilized 9,581 donors who gave over NT\$100 million in financial aid, helping 177,915 disadvantaged students continue their studies (NT\$600 in financial aid every month). Worked with seven tutorial programs in 2024 to provide tutoring and after-school care to students in remote areas 71,258 times. The nutritional program for students in remote areas subsidized 65,400 students; held 22 mobile kitchen events and nine farming education outings, attended by 1,859 students in all. Ran nine local afterschool counseling and vocational training classes in Indigenous townships, drawing 400 participants.
Competencies	<ul style="list-style-type: none"> Young Voice Website Young Voice Program 	Enhances the ability of young people to think critically and express themselves on a diverse range of issues	<ul style="list-style-type: none"> Website browsed 79,658 times; Facebook fan page reached 803,034 people. Teenage beneficiaries and physical exhibitions reached 51,574 people. Young Voice Program workshops generated 191 works and related videos by young people. Invested more than NT\$7 million in the program.
Film Education	<ul style="list-style-type: none"> National Rolling Film School Film Education for Children 	Establishes competencies in film education	<ul style="list-style-type: none"> People benefited more than 810,000 times. Attracted cooperation from 58 schools, social welfare groups and media. Total of 62 groups submitted applications for the production talent incubation project, and several of their programs were nominated for or received more than 20 domestic and overseas film festival honors. More than NT\$60 million invested in the program.



6.3 Facilitating Health

Promoting Good Health for All

Fubon Financial Holdings organizes or serves as the title sponsor of several major competitions in sports in which there is a high degree of participation in Taiwan: baseball, basketball, golf and running. To realize its sustainability vision, Fubon has its title sponsor events commit to carbon emission reduction and adopt circular economy principles to foster a low-plastic, low-carbon event environment. Fubon Financial Holdings has supported the Taipei Marathon for 16 straight years, and has long backed the New Taipei City Wan Jin Shi, Kaohsiung Fubon, and Changhua Tianzhong marathons, making it the only financial institution to sponsor what are considered to be Taiwan's four major marathons. A brand asset survey in 2024 found that 29.5 percent of respondents knew that Fubon participated in the Taipei Marathon. Through Fubon's advocacy, the marathons it sponsors have gradually reduced their carbon generation, and the "Run For Green™" campaign has encouraged the planting of trees in eight cities and counties based on distances run in those marathons, with more than 98,000 trees planted as of the end of 2024. The "Fubon National Online Run" activity held online increased the participation of the public in running and carbon reduction activities, and the related program to plant trees was a tangible example of Fubon's social influence.

Fubon sponsors a Division A amateur baseball team (Fubon Bulls) and runs a top-level professional basketball team (Taipei Fubon Braves in the P. League+), and a professional baseball team (Fubon Guardians in the CPBL).

Fubon Life has been the title sponsor of the "University Basketball Association (UBA)" for nine years in a row. In the 2024 school year, it continued to innovate based on the spirit of Treating Customers Fairly and the company's responsibility to act sustainably, staging the finals of all three divisions – Division I, Division II, and the Open Division – at Taipei Arena and holding an exhibition wheelchair basketball tournament. For the first time, seats were reserved at the tournament finals for individuals helped by charity organizations, and players on the Nan'ao Elementary School basketball team from a remote part of Taiwan were encouraged to pursue their basketball dream, providing a greater opening for sports equality and giving more players and people with disabilities reason for hope. At the same time, fans at the tournament finals were encouraged to take eco-friendly actions, not only by bringing their PET bottles to a recycling area but also launching a fan-supported general item recycling area and issued a Forest Stewardship Council-certified game report. Fubon a Financial Supervisory Commission-certified environmental game report. Fubon Also pulled together various sponsorships to diversify the tournament's broadcasting channels, spanning television, MOD, and online platforms, driving heightened interest around Taiwan in UBA games.






The Fubon Life-sponsored UBA has held a wheelchair charity tournament for several years. In 2024, Fubon Life-sponsored Taiwanese Deaflympics hurdler Hsu Le Throw up the ceremonial opening tipoff.



The Kaohsiung Fubon Marathon continued to upgrade the vision-impaired and wheelchair divisions in the competition.



Item	Action Plans	Implementation	Impacts	2024 Benefits/Outcomes
 Baseball	Promoting Baseball	<ul style="list-style-type: none"> Sport supported at the local level Sport promoted at schools Baseball stadium equipment up-graded 	Boosts the popularity of baseball and improves the spectator experience	<ul style="list-style-type: none"> The Fubon Guardians have played 90% of their home games at Xinzhuang Stadium for seven straight years, and efforts continue to deepen the team's roots in the local community. Guardian players and mascots visited four schools in New Taipei City to promote baseball. The 2024 brand asset survey found that 31.8 percent of respondents knew that Fubon owned the Fubon Guardians.
	Promoting Public Welfare	Equipment donated to be reused	Extends the life cycle of sports equipment	<ul style="list-style-type: none"> Donated more than 2,000 used baseballs to grassroots baseball teams to use in training sessions. Collected discarded player uniforms, broken bats, and damaged helmets and cleats, certified them as genuine, and provided them to fans as collectibles or turned them into eco-friendly products, giving them new life.
	Lowering Carbon Emissions	<ul style="list-style-type: none"> Lower stadium consumption of electricity Promote concept of reusing eating utensils 	Gets fans to join together in reducing carbon emissions	<ul style="list-style-type: none"> Eco-friendly LED lighting replaced traditional high-power consumption halogen lamps, dramatically reducing the amount of power used for lighting at Xinzhuang Stadium. Used "Guardian recyclable cups" at food and drink stands inside Xinzhuang Stadium, making in-stadium beverage sales more eco-friendly; a points reward system made fans more willing to use the eco-friendly cups.
	Green Technology Stadium	Exclusive Team App	Gradually transforming ballpark into a smart, digital, green stadium	<ul style="list-style-type: none"> The App used to disseminate digital information and reduce the use of paper game programs, advertising leaflets or other marketing materials seen in the past; e-seal collection activity optimized use of marketing resources. App includes a digital ticketing function, eliminating ticket pickup fees and making ticketing more convenient, helping improve the overall experience.
 Basketball	Basketball Charity	<ul style="list-style-type: none"> Industry-academia cooperation Engagement in student basketball activities Fubon Sports and Entertainment holds exhibition games with college and university teams and shares experiences Goodwill basketball clinics 	Introduces career paths in the sports industry to athletes	<ul style="list-style-type: none"> A total of 25 athletes from the Taipei Grassroots Competitive Sports Training Center visited Fubon and discussed career development issues. Members of the Taipei Fubon Braves pro basketball team attended the CBL invitational tournament at National Taiwan University and provided nice gifts to fans in the crowd. After the P.LEAGUE+ 2023-24 season, the Fubon Braves played an exhibition game against National Chengchi University, passing along their experience to student athletes. Members of the Taipei Fubon Braves participated in the Charity Basketball Clinic organized by the Fubon Charity Foundation and the Elementary School Sports Association, taking action to care for disadvantaged children; the activity encouraged children to follow their dreams.
	Promoting Basketball	<ul style="list-style-type: none"> Taipei Heping Basketball Gymnasium used as team's home arena Promoted Taipei Fubon Braves through marketing campaigns Provided tickets to students from junior high and elementary schools to home games 	<ul style="list-style-type: none"> Spurs the development of professional basketball in Taiwan Drums up public interest in basketball 	<ul style="list-style-type: none"> Taipei Fubon Braves had 20 home games during the 2023-2024 P.LEAGUE+ season with total attendance of 114,809. Provided 2,000 home game tickets to students from junior high and elementary schools. The highest number of views online for a Braves' game was more than 210,000 views, which was also the highest for any PLG game in this season; the streams of all Braves games on YouTube drew a total of 5.73 million views.
	Grassroots Basketball	Assisted with organizing college basketball tournaments	Cultivates basketball talent	Title sponsor of the Fubon Life University Basketball Association (UBA) Tournament; in 2024, it drew the participation of over 80% of universities and over 4,000 students. The tournament drew more than 6.8 million views online and around 100,000 fans to the games in person.
	International Exchanges	Arranging exhibition games with overseas teams	<ul style="list-style-type: none"> Promotes international basketball exchanges and basketball diplomacy Gives Taiwanese players the chance to gain international competition experience and become more competitive 	After the P.LEAGUE+ 2023-24 season, held exhibition games against the University of the Philippines and the Korean Basketball League's Anyang Jung Kwan Jang Red Boosters, Goyang Sono Skygunners, and Changwon LG Sakers. Aside from having the chance to learn from others, the games also gave players to hone their skills during the offseason.
 Marathon	International Marathons	Sponsored marathons	<ul style="list-style-type: none"> Promotes sports nationally Launches green initiatives for sports competitions 	<ul style="list-style-type: none"> In 2024, the Taipei Marathon attracted 4,433 runners from 55 countries, with a combined 28,240 participants in runs of all distances. The New Taipei City Wan Jin Shi Marathon in 2024 received certification from the Council for Responsible Sport, and completed an ISO 14067 carbon footprint inventory. It drew 11,357 runners. The Kaohsiung Fubon Marathon embraced the concept of equity in sports by continuing to upgrade the vision-impaired and wheelchair competitions, and set up a sustainability division in which runners are invited not to collect race jerseys out of concern for the environment. At the same time, elite local runners were given an incentive to perform their best with offers of cash bonuses for breaking national records. The marathon event featured some fun races and special routes. It was again held in January 2025 after drawing 13,000 people in 2024. The Tianzhong Marathon had both road and "Virtual Run" races. Using an app, runners in Taiwan and overseas who were not in Changhua could still run simultaneously and have their run uploaded and recorded through an app. The online marathon drew 2,118 participants, while 16,674 people ran in Changhua. Through participation in the four marathons sponsored by Fubon and other designated runs (including annual Iron Man triathlons, the Garmin Run, and the Garmin Virtual Run), runners were able to have 96,802 trees planted in their names, with 79,464 trees actually claimed.
Golf/Others	Sponsorship of Professional Golfers and Tournaments	<ul style="list-style-type: none"> Talent cultivation Sponsorship of golf 	<ul style="list-style-type: none"> Cultivates grassroots golf talent and helps pass the game on to young players Provides stages for professional competitions 	<ul style="list-style-type: none"> Fubon sponsored 14 elite Taiwanese athletes, the Fubon Bulls amateur baseball team, and the baseball team of Neichung Junior High and Elementary School to cultivate young athletes who show potential. Sponsored and recommended 2 amateur players to compete in the AJGA C.T. Pan Junior Championship in the United States, reflecting the basic spirit of sports sponsorship, which is to pass the game on to the next generation. Held the 2024 Fubon Senior Open and Junior Golf Clinic, giving older pros a stage on which to perform and the chance for young golfers to learn from experienced players.

6.4 Caring for the Disadvantaged

6.4.1 Social Support

Hoping to give back to society, the Fubon Charity Foundation founded the Fubon Volunteer Association. Comprised of Fubon employees, the association actively reaches out to social welfare organizations or individuals in need. The foundation also supports individuals or families in the wake of emergencies by providing living expenses and medical and funeral subsidies through the "Emergency Relief Program," and it has also expanded collaborations between medical institutions and social welfare organizations. The Taipei Fubon Bank Charity Foundation, meanwhile, cares for and supports people with disabilities, having held the Fubon Taipei Fubon Bank Artistic Achievement Awards for the Disabled several times and provided long-term sponsorships to award winners to support exhibition, singing or dance tours around Taiwan. This and other initiatives have helped people with disabilities show their talent and develop their creative and performing careers.

Projects	Issues Addressed	Impacts	2024 Benefits/Outcomes
Fubon Volunteers Association	Make up for gaps in government and social welfare programs	<ul style="list-style-type: none"> Strengthens team cohesion Provides additional resources to social welfare organizations 	<ul style="list-style-type: none"> Volunteers donated 22,792 hours of their time 150 social welfare organizations benefited 116,256 beneficiaries
Emergency Relief Programs	Helps make up for the lack of social resources	<ul style="list-style-type: none"> Improves well-being Social resources distributed more effectively 	<p>Special projects include emergency financial assistance, medical accounts, education funds for children of victims of a major earthquake in southern Taiwan in 2016, a scholarship program for children who had a parent die helping others after Typhoon Morakot, microinsurance programs, the Genesis Social Foundation's New Year's banquet for the needy, and others. These benefited 138,021 people in 2024.</p>
Encouraging People with Disabilities to Reach Their Potential	Empower people with mental and physical disabilities and enhance their social status	<ul style="list-style-type: none"> Held talent contests as well as exhibitions and performances, increasing incomes and job opportunities Reduced living and employment inequalities by offering hearing screening and assistive device services 	<ul style="list-style-type: none"> 23,902 beneficiaries Held 244 performances, training sessions, and hearing screening sessions



The Taoyuan City Government held a press conference to encourage the private sector to donate refrigerators and freezers through a public-private partnership model. The Fubon Charity Foundation donated funds to do its part and join in the effort to achieve zero food waste.



Fubon Charity Foundation board director Cheng Chi-nan (left) and Cheng Wen-hui, Taipei City Department of Social Welfare deputy commissioner (second from left) bring gifts to one of the families served by the foundation.



Fubon Guardian players (left to right) Chen Shih-peng, Tai Pei-feng, Yeh Tzu-ting, Li Tsung-hsien, Wang Cheng-tang, and Wang Nian-hao appear at the "2024 Hope Charity Baseball Clinic."



6.4.2 Community Well-being

Encouraging Healthy Local Environments

Fubon Life initiated a project with the Society of Wilderness in 2021 to investigate the waste in Taiwan's rivers, opening a conservation campaign set to last for at least five years. In the first three years, the project surveyed the Wu River in Taichung, the Touqian River in the Hsinchu area, and the Tamsui River in the Greater Taipei area. In 2024 it completed surveys of the Houjin River in Kaohsiung and the Beigang River in Yunlin County, as well as a recheck of the Wu River in Taichung, and it promoted an annual check of the Tamsui River. These surveys have yielded valuable information documenting waste distribution hot spots and the types and quantities of waste, helping the Water Resources Agency's river management branches and local government units (such as city and county environmental and water resource departments) plan cleanups of waste hot spots, understand improvements made, and optimize river management policies. In 2024, two waste documentaries were made that combined animation and catchy theme songs, and they received around 720,000 views. These videos highlighted the importance of protecting the environment and inspired young groups and local communities to care for and invest their time in preserving Taiwan's rivers.

USR (University Social Responsibility) Campus Outreach

In support of the Ministry of Education's promotion of university social responsibility (USR), Fubon Life joined with six colleges and universities (National Taipei University, National Tsing Hua University, Tunghai University, Minghsin University of Science and Technology, National Kaohsiung University of Science and Technology, and Southern Taiwan University of Science and Technology) in focusing on river conservation and elderly care. A total of 194 community care activities were held, including health promotion activities, financial inclusion and fraud prevention activities, programs to deliver meals to seniors living alone or share meals with them, river patrols, river and beach cleanups, plastic reduction workshops, and environmental monitoring outings, which drew the participation of more than 1,500 company and student volunteers. These activities reached more than 6,000 people.



Fubon Life and the Society of Wilderness hold a press conference to announce the results of their surveys of waste in local rivers in 2024. They received the support of the 3rd, 5th and 10th river branches of the Water Resources Agency and the New Taipei Department of Environmental Protection.



Documentary featuring the 2023-2024 waste survey of the Houjin River in Kaohsiung



Fubon Life and National Tsing Hua University organized a seminar at Hsinchu Community College on managing money and preventing fraud, sharing experiences with senior citizens and giving them information on fighting fraud.



Fubon Life and National Taipei University held a class for people from younger and older generations on money management featuring a board game, promoting the importance of financial inclusion.



Fubon Life and Minghsin University of Science and Technology led older members of a community and students gain money management skills and knowledge by playing a board game together.



Documentary featuring the 2024 waste survey of the Beigang River in Yunlin County, the recheck of the Wu River in Taichung and the annual check of the Tamsui River in Greater Taipei



7.1 Sustainability Report Index Comparison Table

7.1.1 GRI Sustainability Reporting Standards Content Index

Statement of use	Fubon Financial Holdings Co., Ltd. follows GRI to publish this report. The report covers performance in economic, social and environmental aspects in 2024 (from January 1 to December 31, 2024)
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	G4 Financial Services Sector Supplement Guidelines Integrated reporting

GRI Universal Standards 2021	Disclosures	Extent of Reporting and Explanatory Notes	Page	BSI Opinion Statement <input type="radio"/> KPMG Limited Assurance <input checked="" type="radio"/>
GRI 2: General Disclosures 2021	1 The organization and its reporting practices			
	2-1 Organizational details	About This Report	04	●
	2-2 Entities included in the organization's sustainability reporting	About This Report	04	●
	2-3 Reporting period, frequency and contact point	About This Report	04	●
	2-4 Restatements of information	See the charts and notes in each chapter	-	●
	2-5 External assurance	About This Report 7.5 Accountant's Independent Assurance Report	04 112	●
	2 Activities and workers			
	2-6 Activities, value chain, and other business relationships	2.1.1 About Fubon Financial Holdings 2.4.5 Supplier Management	21 42	●
	2-7 Employees	5.1.1 Employee Demographics and Workplace Equality	71	●
	2-8 Workers who are not employees	5.1.1 Employee Demographics and Workplace Equality	71	●
	3 Governance			
	2-9 Governance structure and composition	2.2 Putting Sustainable Governance into Practice	23	●
	2-10 Nomination and selection of the highest governance body	2.2 Putting Sustainable Governance into Practice ▶ Fubon Financial Holding Co., Ltd. 2024 Annual Report, pg. 29	23 -	●
	2-11 Chair of the highest governance body	2.2 Putting Sustainable Governance into Practice	23	●
	2-12 Role of the highest governance body in overseeing the management of impacts	1.2 Operating Sustainably 1.3.1 Materiality Analysis 2.4.2 ESG Risk Management	12 13 35	●
	2-13 Delegation of responsibility for managing impacts	1.2 Operating Sustainably 1.3.1 Materiality Analysis 2.4.2 ESG Risk Management	12 13 35	●
	2-14 Role of the highest governance body in sustainability reporting	About This Report 1.3.1 Materiality Analysis 2.2 Putting Sustainable Governance into Practice	04 13 23	●
	2-15 Conflicts of interest	2.2 Putting Sustainable Governance into Practice	23	●

(Continue)



GRI Universal Standards 2021	Disclosures	Extent of Reporting and Explanatory Notes	Page	BSI Opinion Statement ○ KPMG Limited Assurance ●	
2-16	Communication of critical concerns	1.3.1 Materiality Analysis	13	●	
		1.3.3 Stakeholder Communication 2.4.1 Risk Management Framework and Culture	17 29		
2-17	Collective knowledge of the highest governance body	2.2.1 Board of Director's Operations ▶ Fubon Financial Holding Co., Ltd. 2024 Annual Report, pg. 64~65	23 -	●	
2-18	Evaluation of the performance of the highest governance body	2.2.3 Performance Evaluation ▶ Fubon Financial Holding Co., Ltd. 2024 Annual Report, pg. 59~64	26 -	●	
2-19	Remuneration policies	2.2.3 Performance Evaluation	26	●	
		2.2.4 Sustainability and Compensation ▶ Fubon Financial Holding Co., Ltd. 2024 Annual Report, pg. 41~45	26 -		
2-20	Process to determine remuneration	2.2.3 Performance Evaluation	26	●	
		2.2.4 Sustainability and Compensation	26		
		5.3.2 Talent Retention	78		
2-21	Annual total compensation ratio	In 2024, the ratio of the Company's highest individual compensation to the median compensation of the organization's other employees was 75.3:1 (does not include Fubon Life outside agents).	-	●	
		In 2024, the ratio of the percentage increase in the compensation of the Company's highest paid individual to the median percentage increase in compensation of the organization's other employees was 11.6:1 (does not include Fubon Life outside agents).	-		
GRI 2: General Disclosures 2021	4 Strategy, policies and practices				
	2-22	Statement on sustainable development strategy	Chairman's Message	02	●
			1.1 ESG Visioning Blueprint	09	
	2-23	Policy commitments	1.3.3 Stakeholder Communication	17	●
			2.3 Ethical Management	27	
			2.4.5 Supplier Management	42	
			5.2.1 Human Rights Commitment and Management	73	
	2-24	Embedding policy commitments	2.3 Ethical Management	27	●
			2.4.5 Supplier Management	42	
			5.2.1 Human Rights Commitment and Management	73	
	2-25	Processes to remediate negative impacts	2.4.1 Risk Management Framework and Culture	29	●
			4.2.3 Customer Satisfaction and Complaints	67	
			5.2.1 Human Rights Commitment and Management	73	
	2-26	Mechanisms for seeking advice and raising concerns	2.3.2 Commitments and Mechanisms	28	●
2-27	Compliance with laws and regulations	2.4.1 Risk Management Framework and Culture	29	●	
2-28	Membership associations	1.3.4 Promoting Business Development and Public Welfare Engagement	19	●	
5 Stakeholder engagement					
2-29	Approach to stakeholder engagement	1.3.3 Stakeholder Communication	17	●	
2-30	Collective bargaining agreements	5.2.2 Promoting Labor-Management Communication	75	●	

GRI Universal Standards 2021	Disclosures	Extent of Reporting and Explanatory Notes	Page	BSI Opinion Statement ○ KPMG Limited Assurance ●
Disclosures on material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	1.3.1 Materiality Analysis	13	●
	3-2 List of material topics	1.3.1 Materiality Analysis	13	●
	3-3 Management of material topics	1.3.1 Materiality Analysis 1.3.2 Material Topic Management 1.3.3 Stakeholder Communication	13 17 17	●
Disclosures Topics				
GRI 200: Economic Series				
GRI 201*: Economic Performance	201-1 Direct economic value generated and distributed	2.1.2 Operating Performance	22	●
	201-2 Financial implications and other risks and opportunities due to climate change	2.4.3 Emerging and Climate Risk Management	38	●
	201-3 Defined benefit plan obligations and other retirement plans	5.4.1 Friendly Care	80	●
	201-4 Financial assistance received from government	Financial assistance applied to the Republic of China (Taiwan) government: In 2024, Fubon Financial Holdings and its subsidiaries applied for NT\$141.58 million tax credits on substantial investments under Article 23-3 of the Statute for Industrial Innovation. The actual amount of the tax credits will be determined by the National Taxation Bureau.	-	●
GRI 203*: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	3.2.2 Responsible Finance Performance 6.1 Financial Inclusion	48 87	●
	203-2 Significant indirect economic impacts	3.2.2 Responsible Finance Performance 6.1 Financial Inclusion	48 87	●
GRI 205*: Anti-corruption	205-1 Operations assessed for risks related to corruption	2.3 Ethical Management	27	●
	205-2 Communication and training about anti-corruption policies and procedures	2.3.2 Commitments and Mechanisms 2.4.5 Supplier Management	28 42	●
	205-3 Confirmed incidents of corruption and actions taken	2.4.1 Risk Management Framework and Culture	29	●
GRI 206*: Anti-competitive Behavior	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	2.4.1 Risk Management Framework and Culture	29	●
GRI 300: Environmental Series				
GRI 302*: Energy	302-1 Energy consumption within the organization	3.3.2 Low-Carbon Operations	54	○●
	302-2 Energy consumption outside of the organization	The Company manages the impact on climate change of upstream and downstream activity in the value chain mainly from the perspective of GHG emissions. We have not calculated energy consumption outside of the organization.	-	●
	302-3 Energy intensity	3.3.2 Low-Carbon Operations	54	●

Disclosures Topics	Disclosures	Extent of Reporting and Explanatory Notes	Page	BSI Opinion Statement KPMG Limited Assurance
GRI 302*: Energy	302-4 Reduction of energy consumption	3.3.2 Low-Carbon Operations	54	
	302-5 Reductions in energy requirements of products and services	3.3.2 Low-Carbon Operations	54	
GRI 305*: Emissions	305-1 Direct (Scope 1) GHG emissions	3.3.1 Greenhouse Gas Reduction and Renewable Energy	51	
	305-2 Energy indirect (Scope 2) GHG emissions	3.3.1 Greenhouse Gas Reduction and Renewable Energy	51	
	305-3 Other indirect (Scope 3) GHG emissions	3.3.1 Greenhouse Gas Reduction and Renewable Energy	51	
	305-4 GHG emissions intensity	3.3.1 Greenhouse Gas Reduction and Renewable Energy	51	-
	305-5 Reduction of GHG emissions	3.3.1 Greenhouse Gas Reduction and Renewable Energy	51	-
GRI 400: Social Series				
GRI 403*: Occupational Health and Safety	403-1 Occupational health and safety management system	5.4.2 Workplace Health and Energy	82	
	403-2 Hazard identification, risk assessment, and incident investigation	5.2.1 Human Rights Commitment and Management	73	
		5.4.2 Workplace Health and Energy	82	
	403-3 Occupational health services	5.2.1 Human Rights Commitment and Management	73	
		5.4.1 Friendly Care 5.4.2 Workplace Health and Energy	80 82	
	403-4 Worker participation, consultation, and communication on occupational health and safety	5.2.1 Human Rights Commitment and Management	73	
		5.2.2 Promoting Labor-Management Communication 5.4.2 Workplace Health and Energy	75 82	
	403-5 Worker training on occupational health and safety	5.2.1 Human Rights Commitment and Management	73	
	403-6 Promotion of worker health	5.4.1 Friendly Care 5.4.2 Workplace Health and Energy	80 82	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	2.4.5 Supplier Management	42	
	403-8 Workers covered by an occupational health and safety management system	5.2.1 Human Rights Commitment and Management	73	
5.4.2 Workplace Health and Energy • Internal checks: In 2024, Fubon Financial Holdings and its subsidiaries conducted environmental inspections of all of its work spaces that included environmental monitoring, fire inspections, disinfection practices, and fire alarm testing, covering 100% of employees. • External checks: The Company uses reputable third parties to conduct safety and health certifications. A Taiwan iSports enterprise certification from Taiwan's Sports Administration has been received by the Company and its subsidiaries every three years, and Fubon Life Dunbei Building has received ISO 45001 certification (covering 930 workers or 2.4% of Fubon Financial Holdings' workforce).		82		

Disclosures Topics	Disclosures	Extent of Reporting and Explanatory Notes	Page	BSI Opinion Statement KPMG Limited Assurance
GRI 403*: Occupational Health and Safety	403-9 Work-related injuries	5.4.2 Workplace Health and Energy	82	
	403-10 Work-related ill health	5.4.2 Workplace Health and Energy	82	
GRI 405*: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	2.2.2 Board of Directors' Independence and Diversity 5.1.1 Employee Demographics and Workplace Equality	24 71	
	405-2 Ratio of basic salary and remuneration of women to men	5.3.2 Talent Retention	78	
GRI 406*: Nondiscrimination	406-1 Incidents of discrimination and corrective actions taken	5.2.1 Human Rights Commitment and Management	73	
GRI 407*: Freedom of Association and Collective Bargaining	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	2.4.5 Supplier Management	42	
		5.2 Human Rights and Communications	73	
GRI 409*: Forced or Compulsory Labor	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	2.4.5 Supplier Management	42	
		5.2.1 Human Rights Commitment and Management	73	
GRI 416*: Customer Health and Safety	416-1 Assessment of the health and safety impacts of product and service categories	Health and safety impact assessments of 100% of products and services have been conducted.	-	
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	The company did not have any major violations.	-	
GRI 417*: Marketing and Labeling	417-1 Requirements for product and service information and labeling	4.2.1 Treating Customers Fairly	65	
	417-2 Incidents of non-compliance concerning product and service information and labeling	4.2.1 Treating Customers Fairly	65	
	417-3 Incidents of non-compliance concerning marketing communications	4.2.1 Treating Customers Fairly	65	
GRI 418*: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	4.2.2 Personal Information Protection	67	

Note: *Indicates a material issue; items disclosed based on GRI.

GRI G4 Indicators of Financial Service Sector

GRI	Content Index	Related Sustainability Report Section
G4-FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector.	► Fubon Financial Holding Co., Ltd. 2024 Annual Report, pg. 194
G4-FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose.	6.1 Financial Inclusion
G4-FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose.	3.2.2 Responsible Finance Performance
G4-FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues.	2.4.2 ESG Risk Management 3.2.2 Responsible Finance Performance
G4-FS11	Percentage of assets subject to positive and negative environmental or social screening.	2.4.2 ESG Risk Management 3.2.2 Responsible Finance Performance

7.1.2 Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies (Amended on May 5, 2025)

	Content	Related Sustainability Report Section
Article 2	A listed company shall prepare and file a sustainability report in Chinese according to provisions in the Rules, and have it approved by a resolution of the board of directors.	About This Report
Article 3	A listed company which meets the requirements under Article 2 of the Rules shall prepare an annual sustainability report for the preceding year by referring to the Universal Standards, Sector Standards, and Topic Standards published by the Global Reporting Initiatives (GRI). In the report, the company shall disclose its identified material economic, environmental and social topics and impacts, topic-specific disclosure, and its reporting requirements. The sustainability report mentioned in the preceding paragraph shall include relevant environmental, social and corporate governance risk assessments and lay out the performance indicators to manage the material topics identified. In the sustainability report, a listed company shall disclose what Content Index of the GRI Standards corresponds to the contents of the report and specify in the report whether the topic-specific disclosures have been assured or verified by a third party. The topic-specific disclosure referred to in Paragraph 1 shall be evaluated and disclosed by adopting the standards in compliance with the rules of the competent authorities. If the competent authorities have not promulgated the applicable standards, the company shall adopt the approach of evaluation commonly used in practice or the universally applicable international approach.	7.1.1 GRI Sustainability Reporting Standards Content Index 7.5 Accountant's Independent Assurance Report
Article 4	Listed companies that meet either of the conditions listed below shall strengthen their disclosure indicators based on industry classification (Appendices 1-1 to 1-3): (1) As of the end of the most recent fiscal year, the company was classified as being in the food industry, chemical industry, or financial and insurance industry in accordance with the Company's "Key Points for Classifying and Adjusting Categories of Industries of Listed Companies". (2) Financial statements submitted in accordance with Article 36 of the Securities and Exchange Act for the most recent fiscal year show that over 50% of the company's operating revenue is from the food and beverage sector. The listed companies mentioned in the preceding paragraph shall obtain a letter of opinion issued by a certified public accountant in accordance with the standards promulgated by the Accounting Research and Development Foundation for the disclosure of sustainability metrics for their industries in accordance with Appendices 1-1 to 1-3. Appendix 1-3: Sustainability Disclosure Indicators – Financial and Insurance Industry (1) Number of data breaches, percentage involving personally identifiable information, and number of account holders affected. (2) Number and amount of loans outstanding qualified to programs designed to promote development of small business and communities. (3) Number of participants in financial literacy initiatives provided to the disadvantaged without adequate banking services. (4) Products and services designed by individual operating units to create benefits for the environment or society.	(1) 2.4.4 Information Security Management 4.2.2 Personal Information Protection • No. of information leaks: 4 • % of all information leaks related to personal information: 100% • No. of customers affected by information leaks: 4 (2) 6.1 Financial Inclusion 7.2.2 SASB Commercial Bank Indicators (3) 6.2.1 Financial Education (4) 3.2.2 Responsible Finance Performance 6.1 Financial Inclusion
Article 4-1	Listed companies shall dedicate a chapter of their sustainability reports to disclosures of climate-related information. (1) Describe the board of directors' and management's oversight and governance of climate-related risks and opportunities. (2) Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term). (3) Describe the financial impact of extreme weather events and transitional actions. (4) Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system. (5) If scenario analysis is used to assess resilience to climate change risks, the scenarios, parameters, assumptions, analysis factors and major financial impacts used should be described. (6) If there is a transition plan for managing climate-related risks, describe the content of the plan, and the indicators and targets used to identify and manage physical risks and transition risks. (7) If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated. (8) If climate-related targets have been set, the activities covered, the scope of greenhouse gas emissions, the planning horizon, and the progress achieved each year should be specified. If carbon credits or renewable energy certificates (RECs) are used to achieve relevant targets, the source and quantity of carbon credits or RECs to be offset should be specified. (9) Disclose GHG inventories and assurance, reduction goals, strategies, and actions.	(1) 2.4.3 Emerging and Climate Risk Management (2) 2.4.3 Emerging and Climate Risk Management (3) 2.4.3 Emerging and Climate Risk Management (4) 2.4.3 Emerging and Climate Risk Management (5) 2.4.3 Emerging and Climate Risk Management (6) 2.4.3 Emerging and Climate Risk Management (7) 3.3.1 Greenhouse Gas Reduction and Renewable Energy (8) 3.1 Net-zero Targets (9) 3.1 Net-zero Targets 3.3.1 Greenhouse Gas Reduction and Renewable Energy ▶ Third-party Opinion Statements found on the Company's website ▶ Financial Holding Co., Ltd. 2024 Annual Report, pgs. 131-132

	Content	Related Sustainability Report Section
Article 4-2	The sustainability reports of domestic listed companies shall disclose the average and median salaries of full-time employees who are not in management positions, as well as the changes in the two figures from the previous year. This information can be disclosed through the search function of the information reporting website designated by the company.	5.3.2 Talent Retention
Article 5	CPAs handling verification of sustainability metrics under Article 4, Paragraph 2, and the CPA firms to which they belong, and the personnel handling GHG verification under Article 4-1, Paragraph 3, and the bodies to which they belong, shall all comply with the relevant provisions of the Directions for the Management of Verification Bodies of Sustainability Reports of TWSE and TPEx Listed Companies, which shall be applicable from 2024. The listed company shall disclose the sustainability report and the link to the file of that report posted on the company's website on the internet information reporting system designated by TWSE by August 31 every year. A listed company shall establish operational procedures for preparation and validation of the sustainability report, and include this procedure in its internal control system.	About This Report 1.2 Operating Sustainably 2.2.1 Board of Director's Operations

GHG inventories and assurance in the last two years:

1. GHG inventories information

	Year	2023		2024	
		Total Emissions (metric tons)	Intensity (metric tons/million-dollar revenue)	Total Emissions (metric tons)	Intensity (metric tons/million-dollar revenue)
	Scope 1	8,949	0.012	4,026	0.004
	Scope 2	50,091	0.065	41,568	0.042
Scope 3	Purchase of Products and Services	56	-	55	-
	Capital Goods	35	-	35	-
	Fuel-and-Energy-Related Activities	9,639	-	7,940	-
	Waste and Wastewater Generated in Operations	297	-	263	-
	Business Travel	400	-	585	-
	Employee Commuting	23,881	-	24,147	-
	Use of Sold Products	4	-	4	-
	Scope 3 Total	34,312	-	33,029	-

Note 1. Scope of Coverage:

(1) Companies already included in the inventory and the inventory's boundaries:

(A) Companies included in or before 2023: Fubon Financial Holdings, Fubon Life, Taipei Fubon Bank, Fubon Securities, Fubon Insurance, Fubon Bank (Hong Kong), Fubon Asset Management, Fubon Bank (China), Fubon Futures, Fubon Sports & Entertainment, Fubon Stadium, TFP Capital, Fubon Securities Investment Services, Fubon Private Equity, and Fubon Property & Casualty Insurance (Xiamen).

(B) Companies newly added in 2024: Fubon Financial Holding Venture Capital, Fubon AMC, Fubon Insurance Agency, Fubon Hyundai Life Insurance, and Fubon Fund Management (Hong Kong).

(C) For 2024, the companies mentioned above accounted for 99.2% of all of the Scope 1 and Scope 2 emissions generated by Fubon and its subsidiaries.

(2) Other companies:

(A) Fubon Insurance Vietnam Co., Fubon Insurance Broker (Thailand), Fubon Insurance Broker (Philippines), Fubon Reinsurance Labuan Co., Ltd., Fubon Life Insurance (Vietnam), Fubon Life Insurance (Hong Kong), Fubon Securities (Hong Kong), Fubon Green Power, Li Tong Management Consulting, Fubon Digital Music Asset Management, Fubon Securities Venture Capital, Fubon Mintou Venture Capital, Carter Lane (Guernsey), Bow Bells House (Jersey), Fubon MTL Property (Jersey), Fubon Ellipse (Belgium), Fubon Eurotower (Luxembourg), and Fubon Digital Music GP.

(B) The Scope 1 and Scope 2 emissions of the companies in point A under "Other companies" above are estimated based on the average per person emissions of all the companies listed in part (1) of Note A. They accounted for about 0.8% of overall emissions.

2. The total emissions of the companies listed in part (1) of Note A and the 2023 emissions of the companies listed in part (1)(A) of Note A are based on the ISO 14064-1: 2018 standard, the Greenhouse Gas Protocol – A Corporate Accounting and Reporting Standard, the GHG Emissions Registry Guidelines, and IPCC AR6 GWP values, and were verified by assurance institutions such as the British Standards Institution (BSI). The 2023 emissions for the companies listed in Part (1)(B) of Note A were calculated retroactively based on per person emissions data.

2. Greenhouse gas assurance

- **2023:** Data was verified by BSI, SGS-CSTC Standards Technical Services Co., Ltd. (SGS) , and the Hong Kong Quality Assurance Agency (HKQAA) according to ISO 14064-3 standards. Assurance opinions and levels of assurance are as follows:
 - a. Scopes 1 and 2: The quality of inventory data conforms with ISO 14064-1: 2018 standards and has been awarded reasonable assurance.
 - b. Scope 3: The quality of inventories data conforms with ISO 14064-1: 2018 standards; Fubon Bank (HK), Fubon Bank (China), and Fubon Property and Casualty Insurance (Xiamen) obtained reasonable assurance, while the remaining entities adopted agreed-upon procedures (AUP).
- **2024:** Data was verified by BSI, SGS-CSTC Standards Technical Services Co., Ltd. (SGS), the Hong Kong Quality Assurance Agency (HKQAA), Korea Management Registrar(KMR), and Riskory Consultancy Limited according to ISO 14064-3 standards. Assurance opinions and levels of assurance are as follows:
 - a. Scopes 1 and 2: The quality of inventories data conforms with ISO 14064-1: 2018 standards and all companies were awarded reasonable assurance verification, except for Fubon Fund Management (Hong Kong), which received limited assurance verification.
 - b. Scope 3: The quality of inventory data conforms with ISO 14064-1: 2018 standards; Fubon Bank (HK), Fubon Bank (China), and Fubon Property and Casualty Insurance (Xiamen) obtained reasonable assurance verification, while Fubon Hyundai Life Insurance received limited assurance verification. The other companies adopted agreed-upon procedures (AUP).

3. GHG reduction targets, strategies, and action plans

- **GHG reduction targets:** The Company's carbon reduction targets (hereinafter referred to as Target A) are for a 16.9% reduction in 2024, a 42% reduction in 2030, and a 92.3% reduction in 2040 compared to the 2020 Scope 1 and Scope 2 emissions baseline of 64,747 metric tons. If the comparison is made against a baseline of Scope 1 and Scope 2 emissions of 60,191 metric tons (hereinafter referred to as Target B) set in 2022 when the Company completed its consolidated financial statement inventory year early, emissions should be reduced by 10.5% in 2024, by 37.7% in 2030, and by 91.4% by 2040.
- **Strategies and action plans:** Fubon Financial Holdings and its subsidiaries have continued to purchase renewable energy, install energy-saving lights and electrical equipment, implement energy conservation management, and promote energy awareness. Scope 1 emissions fell to 45,594 metric tons in 2024, representing a 29.6% carbon reduction for Target A and 24.3% carbon reduction for Target B.

7.1.3 Sustainable Development Best Practice Principles for TWSE/ TPEX Listed Companies (Amended on Dec. 23, 2022)

Content		Related Sustainability Report Section
Chapter 1	General Principles Disclosed the purpose of the principles, to whom they apply, and implementation principles.	1 Fubon's Sustainability Commitment
Chapter 2	Implementation of Corporate Governance Set guidelines for implementing and promoting corporate governance.	2 Sustainability Governance
Chapter 3	Fostering a Sustainable Environment Set guidelines for responding international sustainability trends and bringing about a sustainable environment, through Fubon's own operations and its businesses.	3 Decarbonization: Helping Customers Go Sustainable
Chapter 4	Protecting Human Rights and Promoting Public Welfare Set guidelines for protecting stakeholders' human rights and promoting public welfare.	2.4.5 Supplier Management 5 Empowerment: Fostering a Friendly, Healthy Workplace 6 Connection: Linking Society's Positive Forces
Chapter 5	Enhancing Disclosure of Sustainability-related Information Set guidelines for strengthening the disclosure of sustainability-related information.	1 Fubon's Sustainability Commitment
Chapter 6	Supplemental Provisions Set guidelines for continuing to improve the Company's sustainability mechanisms and practices.	1 Fubon's Sustainability Commitment

7.1.4 Ten Principles of the UN Global Compact

Content	Related Sustainability Report Section
Human Rights 1. Businesses should support and respect the protection of internationally proclaimed human rights. Businesses should make sure that they are not complicit in human rights abuses.	2.4.5 Supplier Management 5 Empowerment: Fostering a Friendly, Healthy Workplace
Labor 2. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining 3. The elimination of all forms of forced and compulsory labor 4. The effective abolition of child labor 5. The elimination of discrimination in respect of employment and occupation	3 Decarbonization: Helping Customers Go Sustainable
Environment 6. Businesses should support a precautionary approach to environmental challenges 7. Undertake initiatives to promote greater environmental responsibility 8. Encourage the development and diffusion of environmentally friendly technologies	3 Decarbonization: Helping Customers Go Sustainable 4 Digitalization: Providing the Best Financial Services
Anti-Corruption 9. Businesses should work against corruption in all its forms, including extortion and bribery	2 Sustainability Governance

7.1.5 Core Subjects and Issues of Social Responsibility Addressed in ISO 26000

Content	Related Sustainability Report Section
Human Rights Due diligence, Avoidance of complicity, Employee Overview, Civil and political rights, Economic, social and cultural rights, Fundamental principles and rights at work Human rights risk situations Resolving grievances	5 Empowerment: Fostering a Friendly, Healthy Workplace 2.4.5 Supplier Management 5 Empowerment: Fostering a Friendly, Healthy Workplace 4.2.3 Customer Satisfaction and Complaints 5 Empowerment: Fostering a Friendly, Healthy Workplace
Labor Practices Employment and employment relationships, Conditions of work and social protection, Health and safety at work, Human resources development and training Social dialogue	5 Empowerment: Fostering a Friendly, Healthy Workplace 1 Fubon's Sustainability Commitment 5 Empowerment: Fostering a Friendly, Healthy Workplace
The Environment Prevention of pollution, Sustainable resource use, Protection of the environment, biodiversity and restoration of natural habitats Climate change mitigation and adaptation	3 Decarbonization: Helping Customers Go Sustainable 3 Decarbonization: Helping Customers Go Sustainable
Fair Operating Practices Anti-corruption, Fair competition Responsible political involvement Promoting social responsibility in the value chain, Respect for property rights	2 Sustainability Governance N/A 4 Digitalization: Providing the Best Financial Services
Consumer Issues Fair marketing, factual and unbiased information and fair contractual practices, Protecting consumers' health and safety Sustainable consumption, Consumer service, support, and complaint and dispute resolution, Consumer data protection and privacy, Access to essential services, Education and awareness	4.2 Customer Relationship Management
Community Involvement and Development Community involvement, Education and culture, Employment creation and skills development, Wealth and income creation Health, Social investment Technology development and access	6 Connection: Linking Society's Positive Forces 4.1 Innovative Technologies

7.1.6 WEF Stakeholder Capitalism Metrics

Please refer to the ▶ Fubon website section on "World Economic Forum Stakeholder Capitalism Metrics."

7.2 SASB Standards Index

7.2.1 SASB–Insurance

Topic	Code and Accounting Metric	Corresponding Information																																																																																			
Transparent Information & Fair Advice for Customers	FN-IN-270a.1 Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers.	<ul style="list-style-type: none"> Fubon Life – Customers filed 1,988 complaints in 2024, of which 775 (or 39.0%) involved business- or sales-related issues; none of those complaints were about financial losses that triggered litigation. Fubon Insurance – Customers filed 1,665 complaints in 2024 of which 77 (4.62%) involved business- or sales-related issues involving policy sales problems; none of those complaints were about financial losses that triggered litigation. 																																																																																			
	FN-IN-270a.2 Complaints-to-claims ratio (‰). Note: Based on Financial Ombudsman Institution calculation methods (‰), FOI claims cases/Total contracts filed with FOI.	<ul style="list-style-type: none"> Fubon Life – Taiwan: 0.082 (‰) Fubon Insurance – Taiwan: 0.530 (‰) 																																																																																			
	FN-IN-270a.3 Customer retention rate.	<ul style="list-style-type: none"> Fubon Life – Persistency rate in the 13th month: 97.1%; Persistency rate in the 25th month: 95.5%. Note: Persistency rate calculated based on "Plan to Improve the Quality of Life Insurance Enterprises' Service and Solicitation Process" and is posted on the Fubon Life website and the Insurance Market Observation Post System as stipulated by the "Regulations Governing Public Disclosure of Information by Life Insurance Enterprises." Fubon Insurance (customer renewal rate used as the metric) Personal insurance: 78.9%, Corporate insurance: 84.4%. Note: (Customer renewal rate = no. of policies renewed/no. of policies that expire) 																																																																																			
	FN-IN-270a.4 Description of approach to informing customers about products.	<p>4.1 Innovative Technologies, 4.2 Customer Relationship Management</p> <ul style="list-style-type: none"> Fubon Life 2024 Sustainability Report, 4.2 Customer Relationship Maintenance, 4.3 ESG Product Services and Promotion. Fubon Insurance 2024 Sustainability Report, 4.2 Customer Relationship Management. 																																																																																			
Incorporation of Environmental, Social, and Governance Factors in Investment Management	FN-IN-410a.2 Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment management processes and strategies.	<p>2.4.2 ESG Risk Management, 7.3.1 Principles for Responsible Investment</p> <ul style="list-style-type: none"> Fubon Life 2024 Sustainability Report, 6.2 Strengthening Responsible Investment. Fubon Insurance 2024 Sustainability Report, 3.1 Climate Management and Action, 3.2 Sustainable Finance "Responsible Investment". 																																																																																			
Policies Designed to Incentivize Responsible Behavior	FN-IN-410b.1 Net premiums written related to energy efficiency and low carbon technology.	<p>3.2.2 Responsible Finance Performance</p> <p>This indicator falls within the scope of non-life insurance and does not apply to Fubon Life.</p> <ul style="list-style-type: none"> Fubon Insurance 2024 Sustainability Report, 3.2 Sustainable Finance "Sustainable Insurance Products". 																																																																																			
	FN-IN-410b.2 Discussion of products and/or product features that incentivize health, safety, and/or environmentally responsible actions and/or behaviors.	<p>3.2 Low-carbon Finance, 6.1.1 Accessible Financial Products and Services, 6.1.2 Services and Products for the Elderly.</p> <ul style="list-style-type: none"> Fubon Life 2024 Sustainability Report, 4.3 ESG Product Services and Promotion. Fubon Insurance 2024 Sustainability Report, 3.2 Sustainable Finance "Sustainable Insurance Products", 6.2 Financial Inclusion. 																																																																																			
Financed Emissions	FN-IN-410c.1 Disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3.	<p>Used Partnership for Carbon Accounting Financials (PCAF) methodology and the financed emissions handbooks for the domestic insurance and banking sectors to calculate financed emissions of Fubon Life and Fubon Insurance: Units: tCO₂e; NT\$ million</p> <table border="1"> <thead> <tr> <th rowspan="2">Industry</th> <th rowspan="2">Asset Class</th> <th colspan="2">Bond Investments</th> <th colspan="2">Equity Investments</th> <th colspan="2">Loan Positions</th> <th colspan="2">Other</th> </tr> <tr> <th>Financed Emissions</th> <th>Investment Balance</th> <th>Financed Emissions</th> <th>Investment Balance</th> <th>Financed Emissions</th> <th>Loan Balance</th> <th>Financed Emissions</th> <th>Investment Balance</th> </tr> </thead> <tbody> <tr> <td rowspan="6">Agriculture, Forestry, Fishery, Animal Husbandry</td> <td></td> <td>75,867</td> <td>5,272</td> <td>13,183</td> <td>297</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Mining and Quarrying</td> <td>1,665,562</td> <td>187,541</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Electricity and Gas Supply</td> <td>2,285,651</td> <td>182,988</td> <td>1,618</td> <td>4,436</td> <td>162,337</td> <td>7,806</td> <td>-</td> <td>-</td> </tr> <tr> <td>Water Supply and Remediation</td> <td>55,697</td> <td>11,022</td> <td>7,258</td> <td>1,927</td> <td>-</td> <td>-</td> <td>-</td> <td>-</td> </tr> <tr> <td>Transportation and Storage</td> <td>263,989</td> <td>69,983</td> <td>7,254</td> <td>280</td> <td>45,576</td> <td>2,781</td> <td>-</td> <td>-</td> </tr> <tr> <td>Other</td> <td>1,373,883</td> <td>2,150,034</td> <td>331,530</td> <td>609,848</td> <td>78,977</td> <td>150,875</td> <td>4,307,966</td> <td>578,926</td> </tr> <tr> <td>Total</td> <td></td> <td>5,720,649</td> <td>2,606,840</td> <td>360,843</td> <td>616,788</td> <td>286,890</td> <td>161,462</td> <td>4,307,966</td> <td>578,926</td> </tr> </tbody> </table> <p>Financed emission positions as a percentage of total investment/loan positions: 80%</p>	Industry	Asset Class	Bond Investments		Equity Investments		Loan Positions		Other		Financed Emissions	Investment Balance	Financed Emissions	Investment Balance	Financed Emissions	Loan Balance	Financed Emissions	Investment Balance	Agriculture, Forestry, Fishery, Animal Husbandry		75,867	5,272	13,183	297	-	-	-	-	Mining and Quarrying	1,665,562	187,541	-	-	-	-	-	-	Electricity and Gas Supply	2,285,651	182,988	1,618	4,436	162,337	7,806	-	-	Water Supply and Remediation	55,697	11,022	7,258	1,927	-	-	-	-	Transportation and Storage	263,989	69,983	7,254	280	45,576	2,781	-	-	Other	1,373,883	2,150,034	331,530	609,848	78,977	150,875	4,307,966	578,926	Total		5,720,649	2,606,840	360,843	616,788	286,890	161,462	4,307,966	578,926
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FN-IN-410c.2 Gross exposure for each industry by asset class.																																																																																					
FN-IN-410c.3 Percentage of gross exposure included in the financed emissions calculation.																																																																																					
FN-IN-410c.4 Description of the methodology used to calculate financed emissions.		<p>Note: 1. The asset category "other" includes investments in sovereign debt and commercial real estate. 2. Because of the lack of available data, we used Scope 1 and Scope 2 emissions to calculate financed emissions for all companies invested in and credit clients. 3. The asset classes (such as derivatives, loan securitization products) for which the PCAF has yet to provide a method for calculating financed emissions have not been included in the above calculation.</p>																																																																																			

Topic	Code and Accounting Metric	Corresponding Information
Physical Risk Exposure	FN-IN-450a.1 Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes.	<ul style="list-style-type: none"> Fubon Life: This indicator falls within the scope of non-life insurance and does not apply to Fubon Life. Fubon Insurance: The PML amount is sensitive information to the Company and has not been disclosed in this Report.
	FN-IN-450a.2 Total amount of monetary losses attributable to insurance pay-outs from (1) modelled natural catastrophes and (2) non-modelled natural catastrophes, by type of event and geographical segment (net and gross of reinsurance).	<ul style="list-style-type: none"> Fubon Life: This indicator falls within the scope of non-life insurance and does not apply to Fubon Life. Fubon Insurance: The PML amount is sensitive information to the Company and has not been disclosed in this Report.
	FN-IN-450a.3 Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of entity-level risks and capital adequacy.	<p>2.4 Risk Management, 7.3.2 Principles for Sustainable Insurance</p> <ul style="list-style-type: none"> Fubon Life 2024 Sustainability Report, 6.1 Climate Change Response. Fubon Insurance 2024 Sustainability Report, 3.1 Climate Management and Action. For Fubon Life risk management information, please see: https://ins-info.ib.gov.tw/customer/Info4-16.aspx?UID=27935073 For Fubon Insurance risk management information, please see: https://ins-info.ib.gov.tw/customer/Info4-16.aspx?UID=70826461
Systemic Risk Management	FN-IN-550a.1 Exposure to derivative instruments by category: (1) Total potential exposure to non-centrally cleared derivatives. (2) Total fair value of acceptable collateral posted with the Central Clearinghouse. (3) Total potential exposure to centrally cleared derivatives.	<ul style="list-style-type: none"> Fubon Life financial statements with Independent Auditors' Report for 2023 and 2024; (2) Financial assets and liabilities measured at fair value through profit or loss (pg. 34); (4) Financial instruments used for hedging (pg. 37). <p>Fubon Insurance currently only has potential exposure to non-centrally cleared derivatives. It does not have potential exposure to centrally cleared derivatives and does not have acceptable collateral posted with the central clearinghouse.</p> <ul style="list-style-type: none"> Fubon Insurance parent company-only financial statements and Independent Auditors' Report for 2023 and 2024; (1) non-hedging derivatives (pg. 36).
	FN-IN-550a.2 Total fair value of securities lending collateral assets.	<ul style="list-style-type: none"> In 2024, Fubon Life was not engaged in any securities lending. In 2024, Fubon Insurance transferred financial assets (securities lending). The book value and fair value of the transferred stocks, which are only disclosed in financial statements, was NT\$195.6 million.
	FN-IN-550a.3 Description of approach to managing capital and liquidity-related risks associated with systemic non-insurance activities.	<ul style="list-style-type: none"> Fubon Life financial statements with Independent Auditors' Report for 2023 and 2024; (2) Liquidity risk (pg. 90); and (3) Liquidity risk analysis (pg. 110). Fubon Life 2024 Sustainability Report, 2.4 Corporate Risk Management and Underwriting. Fubon Insurance Co., Ltd. parent company-only financial statements and Independent Auditors' Report for 2023 and 2024; (2) Liquidity risk (pgs. 93-95).
Activity Metric	FN-IN-000.A Number of policies in force, by segment: (1) property and casualty, (2) life, (3) assumed reinsurance.	<ul style="list-style-type: none"> Fubon Life premium income and insurance benefits paid by type of insurance: https://ins-info.ib.gov.tw/customer/life3-2.aspx?UID=27935073 Fubon Insurance reinsurance distribution by type of insurance: https://ins-info.ib.gov.tw/customer/property3-2.aspx?UID=70826461 No. of Fubon Life active policies: 23,797,033; No. of Fubon Life reinsurance policies: Not applicable No. of Fubon Insurance active policies: 14,788,054 (including personal and corporate insurance policies); No. of Fubon Insurance reinsurance policies: 15

7.2.2 SASB Commercial Bank Indicators

Topic	Code and Accounting Metric	Corresponding Information
Data Security	FN-CB-230a.1 (1) Number of data breaches (2) Percentage that are personal data breaches (3) Number of account holders affected	<p>Taipei Fubon Bank reported one operational risk case in 2024. It was related to personal information and involved only 13 customers. The case did not affect any customer's rights and interests, and no penalty was incurred. Improvements made:</p> <ol style="list-style-type: none"> Adjusted transaction controls and the email notification program, and corrected the email address. Organized internal training classes to help those in charge understand the root of the problem and things to pay attention to when writing programs. Added planned content or screens involving the display of personal information to the "Required Documents Checklist" for business units and stipulated that it had to comply with Taipei Fubon Bank's minimum principles for the masking of personal information and be submitted for approval to the Risk Management Department. Revised the topics of the draft of the self-check work report and conducted additional checks. Notified affected customers; no other customer complaints surfaced.

(Continue)

Topic	Code and Accounting Metric		Corresponding Information																																					
Data Security	FN-CB-230a.2	Description of approach to identifying and addressing data security risks.	2.4.4 Information Security Management ▶ Taipei Fubon Bank 2024 Sustainability Report, 1.4 Information Security.																																					
Financial Inclusion and Capacity Building	FN-CB-240a.1	Number and amount of loans outstanding that qualify for programs designed to promote small business and community development.	Taipei Fubon Bank supports the development of small and medium-sized enterprises in several ways, including contributing to the government's SME Credit Guarantee Fund. It also actively supports the government's urban renewal program to rebuild old buildings, joining with integrated urban renewal service companies, community organizations and other units to develop this business and spur community renovation. <table border="1"> <thead> <tr> <th>Description</th> <th>Spurring Small Business ^{Note 1} Development</th> <th>Spurring Community Development ^{Note 2}</th> </tr> </thead> <tbody> <tr> <td>No. of loans (accounts)</td> <td>9,709</td> <td>119</td> </tr> <tr> <td>Outstanding loan balance (including call loans) (NT\$)</td> <td>106,791,525,312</td> <td>54,305,826,357</td> </tr> <tr> <td>No. of non-performing loans and overdue receivables accounts (accounts)</td> <td>523</td> <td>0</td> </tr> <tr> <td>Total value of non-performing loans and overdue receivables (NT\$)</td> <td>324,336,687</td> <td>0</td> </tr> </tbody> </table> Note 1: Small business – Must meet the Ministry of Economic Affairs' definition of a small and medium-sized enterprise and the Financial Supervisory Commission's definition of a small or startup small and medium-sized enterprise found in its credit reporting information form. Note 2: Community development loans – Loan figures for projects that fall under the "Urban Renewal Act" and "Statute for Expediting Reconstruction of Urban Unsafe and Old Buildings."	Description	Spurring Small Business ^{Note 1} Development	Spurring Community Development ^{Note 2}	No. of loans (accounts)	9,709	119	Outstanding loan balance (including call loans) (NT\$)	106,791,525,312	54,305,826,357	No. of non-performing loans and overdue receivables accounts (accounts)	523	0	Total value of non-performing loans and overdue receivables (NT\$)	324,336,687	0																						
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FN-CB-240a.2	Number and amount of past due and non-accrual loans or loans subject to forbearance that qualify for programs designed to promote small business and community development.																																							
FN-CB-240a.3	Number of no-cost retail checking accounts provided to previously unbanked or underbanked customers.	Taipei Fubon Bank provides friendly services and products for foreign residents to give them a better financial experience and create a more welcoming financial services environment for them. Salaried foreign migrant workers, for example, can apply for a debit card if they open a salary transfer account at Taipei Fubon Bank, satisfying their need to make small payments. As of the end of 2024, Taipei Fubon Bank had 15,630 migrant worker salary transfer accounts, with 5,343 of these accounts added and 3,033 canceled during the year. Migrant workers also had 10,502 valid debit cards.																																						
FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers.	In 2024, Taipei Fubon Bank held several financial literacy activities for unbanked, underbanked or underserved customers, as follows: <table border="1"> <thead> <tr> <th>Initiative</th> <th>Who Participated</th> <th>No. of Events</th> <th>No. of Participants</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Budding Tycoon Money Management Camp</td> <td>Elementary school students with hearing impairments</td> <td>2</td> <td>32</td> </tr> <tr> <td>Elementary school students in remote/rural areas</td> <td>3</td> <td>54</td> </tr> <tr> <td>Elementary school students from economically disadvantaged families</td> <td>1</td> <td>12</td> </tr> <tr> <td>New immigrant families (including parents and children)</td> <td>1</td> <td>17</td> </tr> <tr> <td rowspan="3">Strengthening the Elderly's Financial Knowledge: Promoting "Prosperous Life" Board Game</td> <td>Special needs and vocational students</td> <td>6</td> <td>60</td> </tr> <tr> <td>Elderly customers (Branch UVP activities)</td> <td>24</td> <td>234</td> </tr> <tr> <td>Senior citizens (community promotion)</td> <td>19</td> <td>1,015</td> </tr> <tr> <td rowspan="2">Trust Seminars</td> <td>Senior Citizens (Fubon Cup, board game competitions)</td> <td>60</td> <td>1,012</td> </tr> <tr> <td>Beiyi Community Development Foundation, First Social Welfare Foundation, Precision Care Foundation, You Fu Long-term Care Station, persons cared for by the Taipei Parents' Association for Persons with Intellectual Disabilities, Hondao Senior Citizen's Welfare Foundation, Cardinal Shan Foundation, Tzu Chi Luzhou Jingsi Hall, beneficiaries and the public.</td> <td>8</td> <td>134</td> </tr> <tr> <td>Total</td> <td></td> <td>124</td> <td>2,570</td> </tr> </tbody> </table>	Initiative	Who Participated	No. of Events	No. of Participants	Budding Tycoon Money Management Camp	Elementary school students with hearing impairments	2	32	Elementary school students in remote/rural areas	3	54	Elementary school students from economically disadvantaged families	1	12	New immigrant families (including parents and children)	1	17	Strengthening the Elderly's Financial Knowledge: Promoting "Prosperous Life" Board Game	Special needs and vocational students	6	60	Elderly customers (Branch UVP activities)	24	234	Senior citizens (community promotion)	19	1,015	Trust Seminars	Senior Citizens (Fubon Cup, board game competitions)	60	1,012	Beiyi Community Development Foundation, First Social Welfare Foundation, Precision Care Foundation, You Fu Long-term Care Station, persons cared for by the Taipei Parents' Association for Persons with Intellectual Disabilities, Hondao Senior Citizen's Welfare Foundation, Cardinal Shan Foundation, Tzu Chi Luzhou Jingsi Hall, beneficiaries and the public.	8	134	Total		124	2,570
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Factors in Credit Analysis Incorporation of Environmental, Social, and Governance	FN-CB-410a.2	Description of approach to incorporation of environmental, social and governance (ESG) factors in credit analysis.	2.4.2 ESG Risk Management ▶ Taipei Fubon Bank 2024 Sustainability Report, 2.2 Responsible Lending.																																					

(Continue)

Topic	Code and Accounting Metric	Corresponding Information
Financed Emissions	FN-CB-410b.1	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3.
	FN-CB-410b.2	Gross exposure for each industry by asset class.
	FN-CB-410b.3	Percentage of gross exposure included in the financed emissions calculation.
	FN-CB-410b.4	Description of the methodology used to calculate financed emissions.
Business Ethics	FN-CB-510a.1	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anticompetitive behavior, market manipulation, inappropriate behavior, or other related financial industry laws or regulations.
	FN-CB-510a.2	Description of whistleblower policies and procedures.
Systemic Risk Management	FN-CB-550a.1	Global Systemically Important Bank (GSIB) score, by category.
	FN-CB-550a.2	Description of approach to integrate results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities.
Activity Metrics	FN-CB-000.A	Number and value of checking and savings accounts by segment: (a) personal and (b) small business.
	FN-CB-000.B	Number and value of loans by segment: (a) personal, (b) small business, and (c) corporate.

Used Partnership for Carbon Accounting Financials (PCAF) methodology and the Financed Emissions Handbook for the Domestic Banking Sectors to calculate financed emissions of Taipei Fubon Bank: Units: tCO ₂ e; NT\$ million									
Industry	Asset Class	Bond Investments		Equity Investments		Loan Positions		Other	
		Financed Emissions	Investment Balance	Financed Emissions	Investment Balance	Financed Emissions	Loan Balance	Financed Emissions	Investment Balance
Agriculture, Forestry, Fishery, Animal Husbandry		-	-	-	-	55,462	1,429	-	-
Mining and Quarrying		13,184	3,527	-	-	187,268	1,643	-	-
Electricity and Gas Supply		1,024,115	33,554	96	2	1,702,961	61,501	-	-
Water Supply and Remediation		10,583	2,729	-	-	88,732	5,808	-	-
Transportation and Storage		29,269	7,390	16,104	1,379	176,799	29,508	-	-
Other		378,675	545,573	43,223	32,614	2,501,311	1,729,573	2,569,914	271,269
Total		1,455,826	592,773	59,423	33,995	4,712,533	1,829,462	2,569,914	271,269
Financed emission positions as a percentage of total investment/loan positions								68%	

Note 1: The asset category "other" includes investments in sovereign debt and commercial real estate.
 2: Because of the lack of available data, we used Scope 1 and Scope 2 emissions to calculate financed emissions for all companies invested in and credit clients.
 3: The asset classes (such as derivatives and personal loans) for which the PCAF has yet to provide a method for calculating financed emissions have not been included in the above calculation.

Description	Personal	Small Business ^{Note 1}
No. of checking accounts (Accounts)	107,600	754
Value of checking accounts (NT\$)	1,052,889,918	103,235,996
Savings accounts (Accounts)	6,742,818	10,222
Value of savings accounts (NT\$)	992,532,317,896	9,095,222,062






Note 1: Small business accounts are those that meet the Ministry of Economic Affairs' definition for SMEs or meet the definition for small and startup SMEs as per the Financial Supervisory Commission's credit reporting information form.
 2: Only Taiwan-dollar denominated accounts and savings balances were calculated in the above table.

Description	Personal Accounts ^{Note 1}	Small Business Accounts ^{Note 2}	Regular Enterprise Accounts ^{Note 3}
No. of loans (Accounts)	250,558	9,709	13,947
Loan balance (incl. non-performing loans and overdue receivables) (NT\$)	109,133,707,271	106,791,525,312	693,855,386,583

Notes 1: The scope of personal loans includes regular personal loans, worker relief loans, overseas study loans, and student loans; they do not include home mortgages and revolving loans.
 Notes 2: Small business accounts are those that meet the Ministry of Economic Affairs definition for SMEs or meet the definition for small and startup SMEs as per the Financial Supervisory Commission's credit reporting information form.
 Notes 3: Regular enterprise accounts are based on industry categories; they do not include government institutions and personal accounts.

7.3 Sustainable Finance Principles

7.3.1 Principles for Responsible Investment (PRI)

Six PRI Principles	Implementation Results
<p>Incorporate ESG issues into investment analysis and decision-making processes</p>	<ul style="list-style-type: none"> Established the "Fubon Financial Holding Co. and Subsidiaries Sustainable Finance Policy" and guidelines for ESG-sensitive industries. Incorporated ESG principles into investment policies; ESG investment risk indicators used to assess all investment targets before an investment is made. All stocks in the asset pool required to meet ESG guidelines. Actively pursued thematic investments. Created a "blacklist/exclusion list" of high-risk countries and companies. Regularly checked and updated the blacklist/exclusion list. Conducted annual checks on domestic and overseas bond-issuing companies in which investments were made. Complied with science-based targets validated by SBTi; continued to modify standards for allowing investment in or pulling investment out of climate-sensitive industries. Calculated the carbon footprint of investment portfolios. <p>Note: See 3.1 Net-zero Targets, 3.2 Low-carbon Finance.</p>
<p>Integrate ESG issues into all ownership policies and practices</p>	<ul style="list-style-type: none"> All major subsidiaries have signed on to the Stewardship Principles for Institutional Investors. Fubon Life and Fubon Insurance have established regulations prohibiting certain actions by personnel involved in domestic equity investments and outlined related reporting requirements to prevent conflicts of interest between personal investment behavior and the Company. In 2024, Fubon Life, Taipei Fubon Bank, Fubon Insurance, Fubon Securities, and Fubon Asset Management had attendance rates of 100% at shareholder meetings of securities in which they had investments. All of Fubon's main subsidiaries have issued Stewardship Reports in which they disclosed their stewardship practices. Fubon Life, Fubon Insurance, Fubon Securities, and Fubon Asset Management were selected to the Taiwan Stock Exchange's "List of companies with better institutional investor stewardship disclosure" in 2024. Established the Engagement Guideline and Voting Guideline. <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Fubon Life</p> </div> <div style="text-align: center;">  <p>Taipei Fubon Bank</p> </div> <div style="text-align: center;">  <p>Fubon Insurance</p> </div> <div style="text-align: center;">  <p>Fubon Securities</p> </div> <div style="text-align: center;">  <p>Fubon Asset Management</p> </div> </div>
<p>Seek appropriate disclosure on ESG issues by the entities in which we invest</p>	<ul style="list-style-type: none"> Collected and reviewed the sustainability reports of domestic companies in which investments have been made. If a specific stock has violated ESG standards and the Principles of Sustainable Insurance, that company is put on the blacklist/exclusion list and no new investments in that company can be made.
<p>Promote acceptance and implementation of the Principles for Responsible Investment in the investment sector</p>	<ul style="list-style-type: none"> Issuers of foreign funds and ETFs in which investments have been made checked annually. ESG practices of the domestic issuers of bonds and ETFs in which investments have been made reviewed annually. Requested all discretionary investment institutions to provide a summary of their ESG activities; they must also comply with Fubon's blacklists.
<p>Work with others to enhance our effectiveness in implementing the Principles for Responsible Investment</p>	<ul style="list-style-type: none"> Participated in several public project meetings held by government agencies. Participated in ESG forums held by outside organizations. Communicated with environmental groups to explain Fubon's responsible investment initiative and actions taken. Has joined the FAIRR Initiative to use the financial sector's influence to address material topics and hidden ESG risks in the livestock industry. Organized a 2024 Fubon Financial Trends Seminar and offered insight into ESG investment trends. Shared Fubon's experience on sustainable finance and responsible investment at the invitation of outside institutions. Joined international sustainability organizations and took part in related meetings. Became Climate Action 100+ members, participated in domestic and overseas corporate engagement groups. Joined international sustainability organizations and took part in related meetings, such as the Asia Investor Group on Climate Change (AIGCC), the AIGCC's Energy Transition Working Group and the Asset Owners Working Group, the Partnership for Carbon Accounting Financials (PCAF), and the Taskforce on Nature-related Financial Disclosures (TNFD). Organized a "Science-based Targets Engagement Workshop".
<p>Report on our activities and progress toward implementing the Principles for Responsible Investment</p>	<ul style="list-style-type: none"> Reported regularly on the implementation of the responsible investment strategy to the ESG Task Force. Publicly conveyed Fubon Financial Holdings' emphasis on responsible investment through the annual Sustainability Report.

7.3.2 Principles for Sustainable Insurance (PSI)


Pillars	Fubon Insurance's Main Approaches
Embedding ESG issues into corporate decision-making and building internal ESG capacity	<ul style="list-style-type: none"> Set up a "Sustainability Strategy Task Force" led by senior executives to take stock of and devise development plans for Fubon Insurance's key sustainability businesses. Identifies emerging risks, climate risks, and catastrophe risks concerning ESG issues, and conducts situational stress tests on a regular basis. Has developed ESG-related job-specific training, designed to help employees integrate ESG principles into customer service as they gain knowledge and put their expertise into practice. Underwriting management: Fubon Insurance has put in place the Underwriting Committee to monitor risks. The committee includes the top commercial insurance manager, the chief risk officer, and other managers of related commercial insurance product departments. ESG due diligence: Used to identify ESG-related risks (environmental protection, social responsibility and corporate governance) and incorporate them into underwriting processes. Insurance product coverage amounts: Adjusted according to such factors as a business' ESG-related risk level, the items covered, and the scope of the coverage; the level of authorization is determined by the coverage amount for different types of insurance. Claims management: Fubon Insurance provides multiple claims channels, including through its website claims services page, intelligent customer service solution, and customer service hotline. Investment management: Fubon Insurance has established an ESG-integrated investment management mechanism based on the PRI principles.
Providing sustainable products and services and raising clients' ESG awareness	<ul style="list-style-type: none"> Reviews ESG risks and opportunities with all of its customers and offers sustainability-related insurance that includes natural disaster, agriculture, green energy, and liability insurance. To engage with brokers on ESG related risks and opportunities, Fubon Insurance organizes courses for insurance brokers and reinsurance companies as needed; the courses cover topics such as sustainable insurance products and information security risk and convey our ESG philosophy to our partners to ensure that when they sell policies, they will have a basic understanding of ESG risks and opportunities. Thanks to loss control technologies, Fubon Insurance can help clients quickly rebuild their businesses and reduce capital expenditures, limiting potential risks and damage when accidents occur. Assists companies in managing renewable energy risks, providing risk consulting services to clients that invest in solar power and energy storage projects. Offers loss control consulting services to the solar power, offshore wind power and energy storage sectors to make the green energy sector more resilient in the face of major disasters; in 2024, Fubon Insurance conducted 40 renewable energy risk assessments, while providing loss prevention training to clients. It also organized ESG-themed risk seminars and auto insurance loss prevention and agriculture insurance publicity campaigns.
Working together with industry, the public sector and academia to promote sustainability	<p>Public sector</p> <p>Fubon Insurance has teamed up with the Council of Agriculture to develop agriculture insurance and supports the development of Taiwan's green energy industry in line with national energy policy.</p>
	<p>Academic and research institutions</p> <p>Fubon Insurance has developed sustained partnerships with academic and research institutions and national associations. It engages in in-depth technical cooperation and exchanges with these institutions through contractual or technical cooperation arrangements to improve the professional skills of loss control engineers and develop quantitative assessment systems.</p>
	<p>Industry Associations</p> <p>Fubon Insurance has continued to invest aggressively in research on emerging green energy industries, while digging into potential ESG-related risks across industries and communicating with their respective associations.</p>
Disclosing publicly our progress on a regular basis	<p>Since 2019, Fubon Insurance has disclosed its progress on implementing the Sustainable Insurance Principles annually in the Sustainability Report section on its website and has also issued Fubon Insurance Sustainability Reports that disclose efforts to assess, measure and monitor ESG initiatives.</p>


7.4 Taskforce on Climate Related Financial Disclosures (TCFD)

Thematic Area	Guidance for All Sectors	Respective Section
Governance	a) Describe the board's oversight of climate-related risks and opportunities.	2.4.3 Emerging and Climate Risk Management - Climate Risk Management
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	
Strategy	a) Describe the climate-related risks and opportunities the organization has identified over the short, medium, and long term.	
	b) Describe the impact of climate-related risks and opportunities on the organization's businesses, strategy, and financial planning.	
	c) Describe the resilience of the organization's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks.	
	b) Describe the organization's processes for managing climate-related risks.	
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	
	b) Disclose Scope 1, Scope 2, and, if appropriate, Scope 3 greenhouse gas (GHG) emissions, and the related risks.	
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	



7.5 Accountant's Independent Assurance Report




KPMG
 台北市110615信義路5段7樓68樓(台北101大樓)
 68F., TAIPEI 101 TOWER, No. 7, Sec. 5,
 Xinyi Road, Taipei City 110615, Taiwan (R.O.C.)

電話 Tel +886 2 8101 8666
 傳真 Fax +886 2 8101 8667
 網址 Web kpmg.com.tw

Independent Limited Assurance Report

To Fubon Financial Holding Co., Ltd.:

We were engaged by Fubon Financial Holding Co., Ltd. ("Fubon Financial Holding") to provide limited assurance over the selected information ("the Subject Matter Information") on the 2024 Sustainability Report of Fubon Financial Holding ("the Report") for the year ended December 31, 2024.

Applicable criteria of the Subject Matter Information

Fubon Financial Holding shall prepare the Subject Matter Information in accordance with the sustainability metrics for Financial and Insurance required by Article 4 of Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies ("the Regulation"), the Global Reporting Initiative Standards ("GRI Standards") issued by Global Sustainability Standards Board ("GSSB") and the Sustainability Accounting Standards for Insurance and Commercial Banks issued by Sustainability Accounting Standards Board ("SASB").

Management's Responsibilities


Fubon Financial Holding is responsible for determining its objectives with respect to sustainable development performance and reporting, including the identification of stakeholders and material aspects, and using the applicable criteria to fairly prepare and present the Subject Matter Information. Fubon Financial Holding is also responsible for establishing and maintaining internal controls relevant to the preparation and presentation of the Subject Matter Information that is free from material misstatement, whether due to fraud or error.

Our Responsibilities

We performed our work in accordance with the Standard on Assurance Engagements TWSAE3000 "Assurance Engagements Other than Audits or Reviews of Historical Financial Information" issued by the Accounting Research and Development Foundation in Taiwan and to issue a limited assurance conclusion on whether the Subject Matter Information is free from material misstatement. Also, we have considered appropriate limited assurance procedures according to the understanding of relevant internal controls in the circumstances, but not for the purposes of expressing a conclusion as to the effectiveness of the internal control over the design or implementation of the Report.

The disclosure of information on greenhouse gas emission (scope 1, scope 2 and scope 3) in the Report has been verified by other third-party verification organization. Thus, we did not provide any assurance on whether the aforementioned disclosure is in compliance with applicable criteria.

1



Independence and Standards on Quality Management

We have complied with the independence and other ethical requirements of the Code of Professional Ethics for Certified Public Accountant in the Republic of China, which is founded on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior. In addition, we applied Standards on Quality Management. Accordingly, we maintained a comprehensive system of quality management, including documented policies and procedures regarding compliance with ethical requirements and professional standards as well as applicable legal and regulatory requirements.

Summary of Work Performed

As stated in applicable criteria of the Subject Matter Information paragraph, our main work on the selected information included:

- Reading the Report of Fubon Financial Holding;
- Inquiries with responsible management level and non-management level personnel to understand the operational processes and information systems used to collect and process the Subject Matter Information.
- On the basis of the understanding obtained mentioned above, perform analytical procedures on the Subject Matter Information and if necessary, inspect related documents to gather sufficient and appropriate evidence in a limited assurance engagement.

The work described above is based on professional judgment and consideration of the level of assurance and our assessment of the risk of material misstatement of the Subject Matter Information, whether due to fraud or error. We believe that the work performed and evidence we have obtained are sufficient and appropriate to provide a basis of our conclusion. However, the work performed in a limited assurance engagement varies in nature and timing from, and is less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained has a reasonable assurance engagement been performed.

Inherent limitations

The Report for the year ended December 31, 2024 includes the disclosures of non-financial information that involved significant judgments, assumptions and interpretations by the management of Fubon Financial Holding. Therefore, the different stakeholders may have different interpretations of such information.


Emphasis of Matter

Subject Matter Information includes and covers materiality assessment process, as well as the economic, environmental, and social KPIs within the scope of this report.

Conclusion

Based on the work we have performed and the evidence we have obtained, as described above, nothing has come to our attention that causes us to believe that the Subject Matter Information has not been properly prepared, in all material aspects, in accordance with the applicable criteria.

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Other Matters

We Shall not be responsible for conducting any further assurance work for any change of the subject matter information or the criteria applied after the issuance date of this report.

The engagement partner on the assurance resulting in this independent auditors' report is LEE, FENG HUI.

KPMG
Taipei, Taiwan (Republic of China)
Jun 30, 2025

Notes to readers

The limited assurance report and the accompanying selected information are the English translation of the Chinese version prepared and used in the Republic of China. If there is any conflict between, or any difference in the interpretation of, the English and Chinese language limited assurance report and the selected information, the Chinese version shall prevail.

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