2024

Nan Shan Life Sustainability Report

Nan Shan Life

The Leader in Sustainable Health

Nan Shan Life

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Cover Story

Ensuring Everyone is Prepared for the Future

Amid the tides of our time, guided by our vision of "We Build Better Future," Nan Shan continues to earn trust through professionalism and empathy. Whether safeguarding lives through insurance or promoting sustainable well-being, Nan Shan is your dependable partner.

As the world enters a pivotal era focused on sustainable development, we recognize the inextricable link between health and the environment. Nan Shan remains at the forefront in responsible investment, environmental stewardship, and health promotion. Like a marathon runner forging ahead from verdant mountains toward a bright future, every step we take reflects our perseverance and unwavering commitment to the future.

We invite you to journey with us, becoming each other's driving force on the path toward sustainability and a brighter tomorrow. We not only protect the present but also plan for a future worth anticipating. Together, we stride toward new milestones of sustainable development and healthy living.

Nan Shan aims to be a source of support for both others and ourselves, and to **ensure everyone is prepared for the future.**

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About the Report

Nan Shan Life Insurance Co., Ltd. (hereinafter referred to as "Nan Shan Life") has long been deeply rooted in Taiwan's insurance market, offering comprehensive and innovative products and services that create long-term value for clients, employees, business partners, and shareholders. Beyond its core business, the Company is also committed to advancing corporate sustainability, actively participating in community engagement and public welfare initiatives through the dedication of its employees and business partners.

Since 2014, Nan Shan Life has published an annual Corporate Social Responsibility (CSR) Report. Starting in 2020, this publication was renamed the Sustainability Report, now in its 12th edition. Through this report, Nan Shan Life seeks to transparently communicate to the public and its stakeholders the Company's efforts and achievements across business operations, as well as in economic, social, and environmental dimensions. All past editions of Nan Shan Life's Sustainability Reports are available for viewing and download on the Company's official website, under the Sustainability section.

Nan Shan Life Corporate Sustainability Section

Reporting Period and Scope

This Report covers Nan Shan Life's fiscal year 2024 (January 1 to December 31, 2024). To ensure the completeness of issue coverage and the integrity of performance disclosures and performance indicators, certain projects and outcomes are also retrospectively included from 2023, or prospectively extended to the first quarter of 2025.

Unless otherwise specified, financial information follows the scope of the consolidated financial statements, which cover all relevant entities, while all other disclosures are presented within the reporting boundary of Nan Shan Life Insurance Co., Ltd. and Nan Shan General Insurance Co., Ltd., abbreviated as NSGI (collectively referred to as "Nan Shan"). Information and data related to social welfare activities also include the Nan Shan Life Charity Foundation. Any deviations in scope will be explicitly stated within the Report.

Reporting Standards and Guidelines Adopted

Nan Shan's sustainability report for 2024 was prepared in accordance with the following standards:

1. The 2021 Universal Standards, along with applicable Sector Standards and Topic Standards issued by the Global Reporting Initiative (GRI)
2. U.S. Sustainability Accounting Standards Board (SASB) Insurance Sector Standard (2023-12)
3. The IIRC's Integrated Reporting Framework
4. The Regulations on the Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, the Sustainability Disclosure Indicators - Financial and Insurance Industry, and the Climate-related Information of TWSE/TPEx-Listed Companies issued by Taiwan Stock Exchange
5. The Financial Disclosure Guidelines for Climate-related Risks in the Insurance Industry issued by the FSC

Internal Management

This report was compiled under the coordination of the Sustainable Innovation and Development Department, with content jointly prepared by relevant departments, Nan Shan Life Charity Foundation, and Nan Shan General Insurance. To ensure the accuracy of the report and alignment with stakeholder expectations, the Report was compiled in accordance with internal control procedures. All content was reviewed and confirmed by responsible department heads, approved by the President, and subsequently submitted to the Corporate Sustainability Committee and the Board of Directors for final approval.

Third-Party Verification

This Report has undergone limited assurance conducted by KPMG Taiwan in accordance with TWSAE No. 3000, "Assurance Engagements Other than Audits or Reviews of Historical Financial Information," issued by the Accounting Research and Development Foundation (ARDF), which refers to the International Standard on Assurance Engagements (ISAE 3000). Additionally, SGS Taiwan performed a Type 2 assurance with a moderate level of assurance in accordance with AA1000 (2018). These processes ensure the report meets the requirements of the aforementioned standards and frameworks. (The Limited Assurance Report and the Independent Assurance Statement can be found in Appendix 13 and Appendix 14 of this Report.)

Date of Release

Release cycle: Annual

Previous release date: August 2024

Next expected release date: August 2026

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Message from the Chairman

In recent years, the world has faced escalating challenges from extreme climate events and increasingly complex geopolitical dynamics. These changes have made it clear: building a stable, resilient, and sustainable society is essential. As the largest independent insurance company in Taiwan, Nan Shan Life is committed to continuously advancing our management practices and operational efficiency. By strategically leveraging both internal capabilities and external partnerships, we are actively driving our sustainability agenda, with a strong focus on making meaningful contributions to health and social inclusion.

Responding to Taiwan's national sustainability agenda, including the establishment of the National Climate Change Committee and the Healthy Taiwan Promotion Committee, Nan Shan Life has developed a "Sustainable Health" strategy, based on our industry expertise and long-term advantages. This strategy is built upon three core pillars: environmental health, personal health, and social health. It addresses key areas such as physical, mental, and financial well-being, responsible investment, environmental protection, diversity and inclusion, and public welfare initiatives. Through public-private partnerships, resource integration, and cross-sector collaboration, Nan Shan Life strives to advance the vision of sustainable health and reinforce Taiwan's collective health capital.

On the global stage, Nan Shan Life once again took part in the World Climate Summit (WCS), a major side event at COP29 in 2024. With a keynote theme of "Climate Resilience and Health – Financing Strategies for a Healthier Future," Nan Shan Life showcased its efforts to advance sustainable health through its core business operations and public welfare advocacy, further highlighting the role and contribution of Taiwanese enterprises in the international community.

In 2024, while maintaining stable operations, Nan Shan Life achieved several key milestones in its sustainability journey. We completed the Science Based Targets initiative (SBTi) validation, established a Carbon Management Task Force, and received the Net Zero "Green Level" certification from the Taiwan Alliance for Net Zero Emission (TANZE). In addition, Nan Shan Life earned numerous important domestic and international accolades, including being named among the "Taiwan Top 100 Sustainability Model Enterprise" at the 17th Taiwan Corporate Sustainability Awards (TCSA 2024), and winning the "Life Insurance Company of the Year" at the Asia Insurance Industry Awards (AIIA), among a total of 67 prestigious awards earned in 2024. These achievements further validate Nan Shan Life's commitment to becoming a "Leader in Sustainable Health."

Through this 12th Sustainability Report, Nan Shan Life continues to align with the United Nations Sustainable Development Goals (SDGs), respond to domestic and international sustainability trends and standards. Guided by its "Sustainable Health" strategy, the Company transparently and comprehensively discloses its ESG efforts and progress to stakeholders who care about the Company's sustainable development.

As Taiwan enters a super-aged society, Nan Shan Life fully recognizes the financial risks and care needs that come with aging. In 2025, we will call on the public to proactively prepare across five dimensions—personal, lifestyle, corporate, social, and environmental—to holistically invest in health. Life is like an ultra-marathon, and Nan Shan Life aspires to be the most trusted pacing coach for its clients, guiding them not only through post-event claims but also by promoting proactive health management. We continue to provide innovative, practical insurance solutions designed to empower clients to confidently navigate a wide range of risks and challenges. Over the years, Nan Shan Life remains a steadfast companion in the life journeys of our clients. While contributing to a better society, we ensure that everyone is **"prepared for the future"**.

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Key Sustainability Highlights for 2024

Environmental Health

- Successfully obtained Science Based Targets initiative (SBTi) validation; committed to reduce absolute Scope 1 and Scope 2 **GHG emissions 42%** by 2030 from a 2022 base year.
- Achieved approximately **over 103.3%** of the annual Scope 1 and Scope 2 carbon reduction target.
- As of 2024, approximately **31.9%** of the investment portfolio covered under SBTi-aligned targets.
- Received the Net Zero Green Mark certification from the Taiwan **Alliance for Net Zero Emission (TANZE)**.
- Subsidiary Nan Shan General Insurance recorded an **over eightfold increase** year-on-year in green insurance underwriting cases.

Personal Health

- Published the inaugural **"National Lifestyle Trends Survey,"** providing the first in-depth analysis of Taiwanese health and lifestyle habits by the insurance sector.
- The Board of Directors approved the **"Inclusive Finance Policy"** in November, reinforcing efforts to enhance financial accessibility.
- Maintained leadership in new spillover insurance policies for six consecutive years, **with a market share of 48.9%**.
- Expanded the Fire Inconvenience Expenses Microinsurance to **two additional municipal governments**.
- Established an Anti-Fraud Task Force and signed an MOU **with the Criminal Investigation Bureau, Ministry of the Interior**.
- **Ranked in the top 25%** for the FSC Treating Customers Fairly (TCF) Evaluation for consecutive years.

Social Health

- Nan Shan Financial Center obtained **UL Healthy Building Verification**.
- Successfully hosted the **2024 Nan Shan Open Tournament**.
- Served as the title sponsor of the **"2024 Nan Shan Life Taipei City Creative Road Race (NS RUN),"** marking Nan Shan Life's first road race title sponsorship.
- Contributed an estimated **NT$196 million** in total public welfare value.
- The Nan Shan Life Charity Foundation's Medical Care Program and Microinsurance services served a total of **over 350,000** instances of care and protection.

Governance and Innovation

- Achieved a **record-breaking 92%** year-on-year growth in net income after tax.
- Became the first Taiwanese insurer to receive the **"Awards for Innovation and Excellence"** from **The Open Group**.
- Launched the "Compliance AI Smart Assistant," winning **five awards at the Legal-Tech Hackathon**.
- **Integrated sustainability metrics into** senior management performance evaluations.
- Received the **"Information Security Leadership Award"** at the 2024 Taiwan Corporate Sustainability Awards **(TCSA)**.
- Achieved **100% voting participation** at domestic shareholder meetings of investee companies.

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Special Feature on Sustainable Health 1

Starting from the H.E.A.R.T—Becoming a Pioneer in Sustainable Health

Global climate change is not only impacting human health but also undermining economic development, placing significant strain on public health and healthcare systems worldwide.

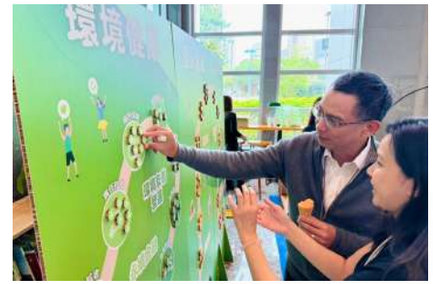
In 2024, the global average temperature exceeded 1.5°C above pre-industrial levels for the first time, reaching 1.6°C[1]. Taiwan also recorded its highest-ever annual average temperature at 24.97°C[2]. This warming trend is leading to more frequent extreme heat events, posing severe threats to elderly health, with heat-related mortality among seniors having increased by 167%[3] over the past three decades.

According to the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report, extreme heat not only poses direct threats to human health but is also projected to increase the frequency of moderate to severe typhoons, while intensifying their wind speeds and rainfall. Whether through the thermal stress imposed on the human body or the catastrophic impacts triggered by extreme weather events, these impacts are posing increasingly severe challenges to human health and the well-being of life on Earth.

Nan Shan Life, guided by the insurance industry's principles of risk-sharing and protection, proactively addresses health-related impacts of climate change, population aging, low birthrates, and financial inclusion for underserved groups through its "Sustainable Health" corporate strategy. Nan Shan Life's strategy integrates Environmental (E), Social (S), and Governance (G) considerations, with a focus on three core pillars: environmental health, personal health, and social health. The Company actively addresses key areas including climate resilience, health protection, inclusive finance, workplace well-being, and charitable initiatives. Guided by its vision to become a "Leader in Sustainable Health and Strengthening Taiwan's Health Capital," Nan Shan Life advances its sustainable health strategy to create long-term social and environmental value.

In addition to exerting external influence, Nan Shan Life is also committed to deepening internal sustainability awareness. In November 2024, Nan Shan Life hosted the "Foothill Sustainable Health Market" and the "Sustainable Health Exchange Hub," offering employees interactive activities, marketplaces, and seminars in an engaging setting that fosters a deeper understanding of sustainability concepts. These initiatives aim to embed the DNA of sustainable health into the hearts and minds of all Nan Shan employees.

Upholding its dual focus on governance and innovation, Nan Shan Life, as Taiwan's largest independent insurer, will continue to collaborate across sectors, leading the way toward a new era of inclusive and sustainable health.



Note 1: Copernicus Climate Change Service (C3S), Met Office UK.
Note 2: Central Weather Administration, Taiwan.
Note 3: Lancet Countdown 2024 Report.

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Special Feature on Sustainable Health 2

Leading Sustainable Health: Advocating Globally for a Healthier Future

Climate change poses not only significant challenges to the global environment but also profound threats to human health. As a leading brand in Taiwan's insurance industry, Nan Shan Life recognizes the urgency and importance of this issue and is committed to integrating insurance services with sustainable health, advancing Taiwan's influence in the global climate action agenda.

In 2024, Nan Shan Life once again stepped onto the stage of the United Nations Climate Change Conference (COP), becoming the only Taiwanese independent insurance company to participate in the World Climate Summit (WCS) for two consecutive years. At the summit, Chairman Chung-Yao Yin delivered a keynote address titled "Climate Resilience and Health – Financing Strategies for a Healthier Future," highlighting the pivotal role the insurance industry plays in addressing climate change and health challenges. Nan Shan Life believes that insurers, as professional risk managers, should not only offer financial products to mitigate climate risks but also actively engage in advocacy and action to help societies and individuals build greater resilience against future challenges.

Safeguarding Health through Insurance Products: Mitigating the Impacts of Climate Change

Climate change has intensified the frequency of natural disasters and accelerated the spread of infectious diseases. Nan Shan Life leverages its insurance products and financial services to enhance public awareness and capabilities in health risk prevention. The Company is dedicated to providing clients with comprehensive health protection—not only focusing on illness treatment but also emphasizing health management and disease prevention to reduce future risks. Through the development of its "Health Protection Circle" platform, Nan Shan has supported over 1.17 million participants in enhancing their awareness of health risks, thereby strengthening society's overall resilience to climate change.

Enhancing Health Protection for Vulnerable Groups

The health impacts of climate change are particularly severe for vulnerable groups, including women, children, the elderly, and economically disadvantaged populations. Nan Shan Life actively addresses these issues through the Nan Shan Life Charity Foundation, offering microinsurance products to vulnerable communities and providing timely assistance in the event of natural disasters. In addition, the Company launched the "Care for Remote Indigenous Villages Program" targeting remote communities, helping local residents access urgently needed medical resources while promoting health management and fraud prevention awareness, thereby reducing the adverse health impacts of climate change on these communities.

Leveraging Insurance Industry Influence to Strengthen Climate Resilience

The insurance industry holds a unique advantage in addressing both climate change and health risks. Nan Shan Life not only actively incorporates climate risk considerations into its financial services but also places emphasis on helping individuals anticipate and mitigate health risks. This reflects not only the intrinsic value of insurance but also Nan Shan Life's responsibility as a "Leader in Sustainable Health." Looking ahead, as the world navigates climate change and sustainable transformation, Nan Shan Life will continue to support the Taiwanese public and society at large by innovating products and optimizing services—empowering them to meet the challenges of climate change and progress toward a more sustainable and healthier future.

Expanding Cross-Sector Collaboration for a More Sustainable and Healthy Future

At the summit, Chairman Chung-Yao Yin emphasized that protecting the planet is a responsibility shared by all generations. Nan Shan Life, with its brand commitment of "being prepared for the future," aspires to join hands with more like-minded partners. Facing the global challenge of climate change, the Company will continue to leverage the insurance industry's expertise in risk management, providing greater support for the environment, individuals, and society—contributing to a healthier future for all.

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Special Feature on Sustainable Health 3

2024 National Lifestyle Trends Survey

Widening Health Capital Gap and Rising Risks Among Younger Generations

In recent years, the leading causes of death in Taiwan have shifted from acute illnesses to lifestyle-related diseases such as cancer, cardiovascular disease, and diabetes. Nan Shan Life has published the 2024 National Lifestyle Trends Survey, marking the first in-depth report by Taiwan's insurance industry focusing on the nation's health and lifestyle behaviors.

- Only 10% of Taiwanese are free of unhealthy lifestyle habits, classifying them as "health capital elites."
- The young (under-30) demographic has the highest prevalence of unhealthy habits and the lowest perceived sense of health security.
- While individuals estimate future medical needs to reach NT$3.28 million, their actual financial preparation averages NT$2.18 million, reflecting a NT$1.1 million gap.

Finding 1: Widening Health Capital Gap and Elevated Risks Among Younger Generations

The survey identified five major unhealthy lifestyle habits: insufficient exercise, prolonged sitting, late-night snacking, high sugar intake, and staying up late. It found that 20% of respondents exhibit four or more of these unhealthy habits, with the highest prevalence among younger generations, classifying them as "individuals with low health capital."

Finding 2: Lifestyle Habits Significantly Impact Health Outcomes—High BMI Prevalence

In Taiwan, one in two adults is overweight or obese, with a clear correlation between the number of unhealthy habits and higher BMI levels.

Among those with all five unhealthy habits, 46% are overweight or obese, underscoring the close relationship between lifestyle choices and health status.

Finding 3: Insufficient Exercise and Long Working Hours—A Culture of Sacrificing Sleep for Personal Time

- 13% of respondents work more than 10 hours per day, while 25% have less than 2 hours of personal time after work, making late nights and sleep deprivation a common lifestyle pattern. 17% of respondents sleep less than 5 hours per day.
- Nearly half fail to achieve even half of the UN-recommended weekly exercise time, averaging just one hour per week.

Finding 4: Inadequate Insurance Preparedness—Patients with Critical Illness Still Need to Work

Amid widespread concerns over future medical expenses, 26% of respondents indicated they would still need to work even after being diagnosed with a critical illness, while 14% have no medical insurance planning at all. Among those considering insurance, 80% prioritize reimbursement medical insurance, followed by critical illness insurance, hospitalization daily allowance, cancer insurance, and long-term care insurance.

Nan Shan Life's "1 Don't, 3 Do's" Healthy Living Principles

1 Don't	Avoid high-sugar diets to prevent elevated triglycerides, obesity, and cardiovascular diseases.
3 Do's	Exercise with both quality and quantity in mind—combine strength and aerobic training to effectively prevent disease. Prioritize mental well-being—seek healthy stress-relief methods and professional support to reduce the risk of cardiovascular diseases. Ensure adequate insurance planning—secure appropriate coverage to access high-quality medical care with financial peace of mind.

To strengthen Taiwan's health capital, Nan Shan Life continues to offer comprehensive insurance products, while collaborating with partners in its "Health Protection Circle" to expand value-added services in health promotion and medical care, helping people build healthier lifestyles and enhance health protection, preparing for the future super-aged society.

2024 National Lifestyle Trends Survey

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Special Feature on Sustainable Health 4

Certified by SBTi and UL Healthy Building—Leading Taiwan's Sustainable Health Transition

Nan Shan Life actively responds to the challenges of climate change. In 2024, we obtained SBTi validation, committing to a 42% reduction in carbon emissions by 2030 compared to 2022 levels. To achieve these targets, we have implemented measures such as installing solar photovoltaic power generation systems and purchasing renewable energy. In addition, Nan Shan Life is advancing healthy building initiatives. For new developments, the Company not only adopts green building standards but also aligns its planning with international sustainable building benchmarks. By pursuing carbon reduction and sustainable architecture in parallel, we underscores our commitment to achieving net-zero emissions.

Diversified Carbon Reduction Strategies Demonstrate Net Zero Commitment

To meet our SBT targets for Scope 1 and Scope 2 emissions, we are pursuing a dual-track approach of installing on-site solar photovoltaic power generation systems and purchasing renewable energy to increase our use of renewable energy. Following the installation of a rooftop solar photovoltaic power generation system at the Nan Shan Education & Training Center in Taichung, the rooftop solar system at the Tainan Sinshi Science Park Office Building was officially connected to the grid in July 2024. The combined installed capacity of both facilities exceeds 1,300 kW, with an estimated annual generation of 1.68 million kWh, equivalent to reducing approximately 829.9 metric tons of carbon emissions annually. Nan Shan Life is also introducing renewable energy across its operating sites and has plans to continue expanding its energy transition footprint. In 2024, total renewable energy consumption reached 5 million kWh, and it has set ambitious targets to achieve 50% renewable energy usage by 2030 and 100% by 2040, underscoring its concrete commitment to net zero emissions.

The rooftop solar installation at the Nan Shan Education & Training Center was recognized with the 2024 11th Top Solar Awards by the Energy Administration, Ministry of Economic Affairs.

Proactive Response to Environmental Sustainability—SBTi Carbon Reduction Targets Validated

Nan Shan Life actively responds to the environmental impacts of global climate change. In August 2024, we officially obtained verification from the Science Based Targets initiative (SBTi), committing to reducing the Company's direct (Scope 1) and indirect (Scope 2) emissions by 42% by 2030. Through the implementation of multiple energy-saving and emission-reduction strategies, we achieved over 103.3% of our 2024 carbon reduction target.

SCIENCE BASED TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Taiwan's First UL Verified Healthy Building Certification —Fulfilling the Role of a Sustainable Health Asset Manager

As a real estate asset manager, Nan Shan Life continues to transform its products and services to meet the evolving demands of employees, tenants, and investors for healthier building environments. In 2024, the Nan Shan Financial Center became the first building in Taiwan to receive UL Healthy Building Verification, with assessments covering indoor air quality, water quality, hygiene and sanitation, lighting, and noise impact. Nan Shan Life remains committed to providing healthy, high-quality spaces for employees and tenants—using healthy buildings to illuminate the vision of a sustainable and healthy city.

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Important achievements

Awarded "2024 Life Insurance Company of the Year" at the **Asia Insurance Industry Awards (AIIA)**

Honored with four accolades at the Taiwan Corporate Sustainability Awards (TCSA), including recognition as one of the **Top 100 Sustainability Model Enterprise**

In 2024, Nan Shan Life achieved the second highest net income on record in profitability with **NT$42.5 billion** in net income after tax, representing a **92%** year-on-year increase, and an **Earnings Per Share (EPS) of NT$2.89**

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1.1 Purpose-Driven and Service-Oriented

1.1.1 Nan Shan's Milestones

Founded in July 1963, Nan Shan Life is the largest independent life insurance company in Taiwan, known for its professional management and robust financial strength. Nan Shan Life consistently leads the industry across multiple dimensions, including partner training, technological innovation, product development, and customer service, earning widespread recognition from the public.

Nan Shan Life upholds its sustainable commitment to clients and society, proactively adapting to changing societal needs by launching two core transformation strategies: "Service Empowerment" and "Digital Empowerment". Through Service Empowerment, Nan Shan Life integrates products with resources from its Health Protection Circle partnership network, offering clients comprehensive value-added services. Simultaneously, Digital Empowerment strengthens data analytics and applies insurance technology to leverage segmentation and deliver personalized products and digital experiences, reinforcing the transformation of insurance value and establishing Nan Shan Life as a trusted pillar for Taiwanese families.

Development History

2017 Assumed the entire business operations of Chaoyang Life Insurance, excluding reserved assets and liabilities, supporting the government's efforts to stabilize the insurance market

2016 Acquired 100% equity in AIG Taiwan Insurance Co., Ltd; rebranded as Nan Shan General Insurance, becoming a wholly owned subsidiary of Nan Shan Life

2012 Approved by the competent authority as a publicly listed company

2011 Ruen Chen Investment Holding Co., Ltd. became the largest shareholder, deepening local market presence

1970 Company restructuring; operations transferred to AIG

1963 Established and commenced operations

When life presents uncertainties, every Nan Shan Life insurance policy serves as a shield, bringing reassurance and protection to clients. For over 60 years, Nan Shan Life has delivered care and warmth to the people of Taiwan, embodying the core value of insurance as social service through concrete actions. Guided by its brand commitment of "Prepared for Whatever the Future Holds," Nan Shan Life strives to be the most trusted life insurance company for its clients, employees, and business partners, standing as a benchmark of stability in the hearts of the Taiwanese people.

Integrity and Service First

Insurance is the greatest form of entrustment. We never cease to consider the nature of commitment through clients' perspectives.

Original Intention of Altruism

Putting people first with compassion. We consolidate resources and expand our influence to help others overcome their fears and achieve success.

Thoughtful Professionalism

We treat people like ourselves, focus on every detail, and work together to make the impossible possible, while creating happiness and inspiration.

Pioneering Courage

We refuses to settle. We continually set new milestones, becoming industry pioneers, and build a healthy and stable society.

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Embedding the DNA of Sustainable Health—Starting from H.E.A.R.T.

In recent years, the world has been profoundly impacted by climate change, with record-breaking temperatures and increasingly concentrated rainfall leading to more frequent extreme weather events. At the same time, Taiwan will officially enter a super-aged society by 2025, becoming the fastest-aging country in the world. These trends have made "sustainable development" and "physical and mental well-being" the two most pressing social concerns in Taiwan today.

With the philosophy of "wholehearted commitment and proactive protection", Nan Shan Life has been deeply rooted in Taiwan for over six decades. Beyond pursuing excellence in its core insurance business, the Company also fosters a diverse and inclusive care service network, helping to build a comprehensive risk protection shield for Taiwan. In response to the rapidly changing environment and evolving societal needs, Nan Shan Life launched its first-generation corporate sustainability strategy, "H.E.A.R.T," in 2021. Building on this foundation, in 2024, Nan Shan Life introduced its Sustainable Health Strategy Blueprint, anchored on three core pillars: Environmental Health, Personal Health, and Social Health, while placing equal emphasis on Sustainable Governance and Innovation. By extending the spirit of its H.E.A.R.T. corporate sustainability strategy and aligning with both industry characteristics and global development trends, Nan Shan Life aims to collaborate with stakeholders from all sectors to strengthen Taiwan's health capital. For detailed information on Nan Shan Life's Sustainable Health Strategy, please refer to Section "2.1: Advancing Sustainable Health" and Strengthening Taiwan's Health Capital" of this report.

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1.1.2 Championing Public Welfare and Service

Nan Shan Life is committed to promoting holistic health, responding to diverse societal issues such as population aging, the high prevalence of cancer and chronic diseases, the phenomenon of unhealthy life expectancy, the rising health consciousness, and the growing trend of digital healthcare. From the perspectives of health promotion and medical care, Nan Shan Life has collaborated with cross-industry partners to create the "Health Protection Circle," advocating for service-empowered insurance. This approach transforms the traditional claims-centric industry model by extending insurance value from post-event compensation to pre-event prevention, while also expanding continuous support beyond claims services. Through this innovative and comprehensive protection model, Nan Shan Life positions itself as a healthcare partner for its clients, focusing on developing insurance products and health services that meet client needs across all stages—before, during, and after risk events.

In recent years, in line with regulatory policies, Nan Shan Life has actively incorporated spillover incentive mechanisms into product design, linking to key health indicators to encourage clients to cultivate healthy habits over the long term. By shifting from compensation to prevention, the Company enhances the value of its products beyond claims, driving behavioral change and encouraging clients to lead healthier lives. Furthermore, through its commitment to inclusive finance, Nan Shan Life offers affordable microinsurance products to the elderly and vulnerable groups, while continuously strengthening its protection-oriented and aging-friendly product lines, as well as comprehensive elder-friendly services, reinforcing its role as a key pillar of Taiwan's social safety net.

Starting from its core insurance business, Nan Shan Life actively engages with international sustainable finance initiatives, having voluntarily endorsed the UN Principles for Sustainable Insurance (PSI) and the UN Principles for Responsible Investment (PRI). We internalize ESG risks and opportunities into all aspects of our operations and strategic decision-making to exert a positive influence on sustainability through provision of insurance products / services and investment activities.

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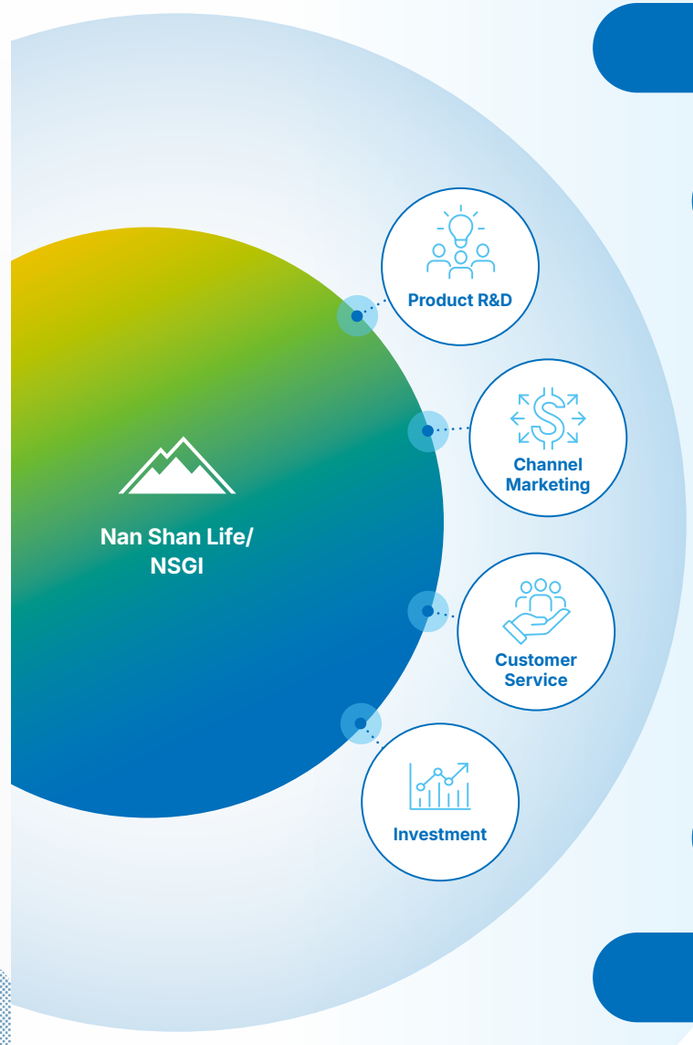
1.1.3 Nan Shan's Value Chain



General Public and Other Stakeholders
- Strengthening the social safety net and enhancing society's overall risk resilience to support a sustainable society
- Corresponding Chapters: 1.2 Nan Shan's Influence, 3.3.2 Environmental Education and Charity, 5.4 Philanthropy & Cultural Revitalization

Agents
- Building stable partnerships, empowering agents, and providing more immediate and in-deep services throughout Taiwan
- Corresponding Chapter: 5.3 Partnership for Shared Prosperity

Employees
- Establishing robust career development mechanisms and fostering a friendly, fulfilling, and growth-oriented workplace to enhance sustainable competitiveness
- Corresponding Chapters: 5.1 People-Centric and Human Rights Protection, 5.2 Workplace Health and Well-being

Investment Targets
- Creating stable returns through investments while driving industry low-carbon transformation and fostering sustainable societal development
- Corresponding Chapter: 6.6 Sustainable Finance

Individual and Corporate Clients
- Nan Shan Life: Offering personal insurance services that meet clents' needs at every stage of life
- NSGI: Providing property insurance services to mitigate operational risks for enterprise clients and support changes in personal household behavior and consumption patterns, ultimately reducing overall societal risk
- Corresponding Chapter: 3.1.3 Climate Finance Products and Services; 4 Personal Health; 6.6 Sustainable Finance

Investors **Regulatory Authorities**
- Complying with regulatory oversight and requirements regarding responsible investment, sustainable insurance, information disclosure, and other sustainability issues relevant to the financial and insurance industries
- Corresponding Chapter: 6 Governance and Innovation

Suppliers
- Strengthening Long-Term Partnerships to Build a Sustainable Value Chain
- Corresponding Chapter: 3.3.4 Sustainable Supply Chain Management

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1.2 Nan Shan's Influence

Nan Shan maintains close engagement with influential industry associations, trade organizations, government agencies, and academic institutions, aiming to enhance the competitiveness and sustainable development of Taiwan's financial and insurance sectors. In 2024, Nan Shan Life invested over NT$6.87 million in participating in industry-related external associations, and contributed more than NT$39.44 million in long-term sponsorships to academia, sustainability organizations, and public welfare groups—demonstrating its ongoing commitment to advancing key social and sustainability topics.

Upholding a forward-looking management approach, Nan Shan Life actively responds to and participates in domestic and international sustainability initiatives, academic conferences and training programs, as well as engagement with international, national, and professional organizations. Through diverse stakeholder interaction and dialogue, the Company cultivates its employees' professionalism, technical skills, service capabilities, strategic vision, and global outlook.

In 2024, Nan Shan Life once again participated in the 29th Conference of the Parties (COP29) to the United Nations Framework Convention on Climate Change (UNFCCC). At the World Climate Summit (WCS), Chairman Chung-Yao Yin delivered a keynote speech on "Climate Resilience and Health—Financing Strategies for a Healthier Future," sharing Taiwan's and Nan Shan Life's experiences in enhancing climate resilience at both societal and corporate levels. Recognizing the insurance industry's close connection to health and environmental risks, Nan Shan Life continues to deepen its insight into and proactive management of such risks, striving to mitigate climate impacts on Taiwanese society and fulfilling the mission of a leading company in the health sustainability.

Table 1: Expenditure on Public Affairs and Policy Engagement Unit: New Taiwan Dollars

Category	Investment Amount
Political lobbying and interest groups	-
Political campaigns/ parties/candidates	-
Industry/trade associations[2]	8,356,540
Others (e.g., referendums)	-

Data coverage rate	100%	Total	8,356,540

Note 1: The above consolidated data includes Nan Shan Life and NSGI.
Note 2: The principal amount includes only administrative expenses such as membership fees for organizational participation and does not include sponsorship amounts.

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1.2.1 Participation in Sustainability Organizations and Advocacy

Nan Shan Life actively participates in ESG forums, seminars, and industry exchanges, collaborating with sustainability experts and enterprises to share practical experiences and promote corporate sustainability development in Taiwan. In 2024, Nan Shan Life's sponsorships to support sustainability initiatives totaled over NT$5.1 million.

Topic	Name	Role	Influence and Impact on Organization
Climate Change	World Climate Foundation (WCF)	Member	• Participated in the World Climate Summit organized by WCF; Chairman Yin served as a forum speaker, sharing Nan Shan and Taiwan's climate resilience strategies—showcasing Taiwan's public-private-academic efforts on the global stage. • Participated in COP29 meetings and exhibitions.
	Taiwan Net Zero Emissions Association (TNZEA)	Premium Member	• Leveraged the association's influence to align with national net-zero transformation goals and co-advance climate action efforts.
Sustainable Finance	Business Council for Sustainable Development Taiwan (BCSD Taiwan)	• Permanent Member • Sponsored Taiwan Sustainable Finance Platform 2.0	• Engaged in related meetings; • Supported ESG training for dedicated personnel • Hosted internal workshops on various sustainability themes.
	Sustainable Fintech Alliance (SFTA)	Distinguished Member	• Engaged in academia-industry exchanges • Served as speaker on digitalization, cybersecurity, and talent development topics during annual SFTA events; expanded influence through experience-sharing.
Corporate Sustainable Development	Taiwan Center for Corporate Sustainability (TCCS)	Member	• Participated in sustainability salons; • Participated in board meetings.
	Common Wealth Sustainability (CWS)	Member	• Participated in workshops and forums.
	Global Views ESG Alliance (GVESGA)	Member	• Participated in workshops and forums; • served as speaker for podcasts and member conferences, sharing Nan Shan's experiences and expanding influence.
	CSRone Sustainability Platform	Sponsored the "Taiwan and APAC Sustainability Trends Report" launch event;	• fostered internal awareness and alignment on sustainability through cross-industry exchanges and knowledge sharing.
	Unity Sustainability Services	Member	• Sponsored the Sustainability iLab Program, inviting relevant internal departments to participate in quarterly sustainability reading groups and training programs, enhancing cross-industry knowledge sharing and collaboration

1.2.2 Other Organizational Participation and Advocacy Engagement

Organization	Organization Type	Contribution (NT$)
The Life Insurance Association of the Republic of China	Industry / trade associations	1,524,000
Institute of Financial Law and Crime Prevention	Industry / trade associations	480,000
Healthy Living and Smart Medical Care Alliance, Industrial Technology Research Institute	Industry / trade associations	300,000

Advocacy Topic	Primary Participation Methods	Contribution (NT$)
Industry and Trade Development	As a member of the Life Insurance Association of the Republic of China and the Taiwan Financial Services Roundtable, Nan Shan Life actively participates in organizational affairs, appointing senior executives (AVP level and above) as task force leaders to contribute policy proposals and recommendations, supporting the development of the financial services industry, industrial growth, financial risk management, and improvements to policies and regulations.	1,774,000

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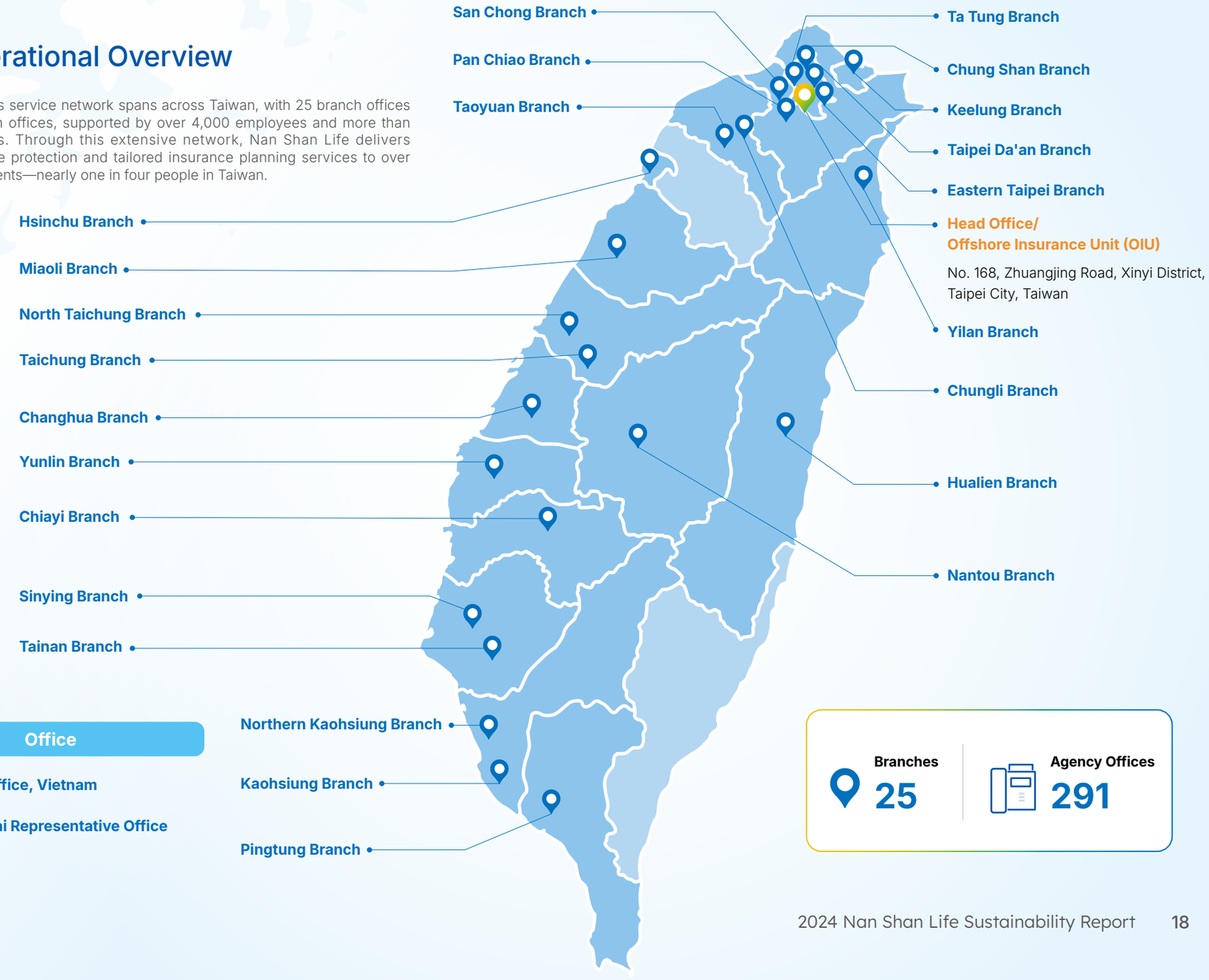
1.3 Operational Overview

Nan Shan Life's service network spans across Taiwan, with 25 branch offices and 291 liaison offices, supported by over 4,000 employees and more than 30,000 agents. Through this extensive network, Nan Shan Life delivers comprehensive protection and tailored insurance planning services to over 6.66 million clients—nearly one in four people in Taiwan.



Office

- Hanoi Office, Vietnam
- Shanghai Representative Office

Branches	Agency Offices
25	291

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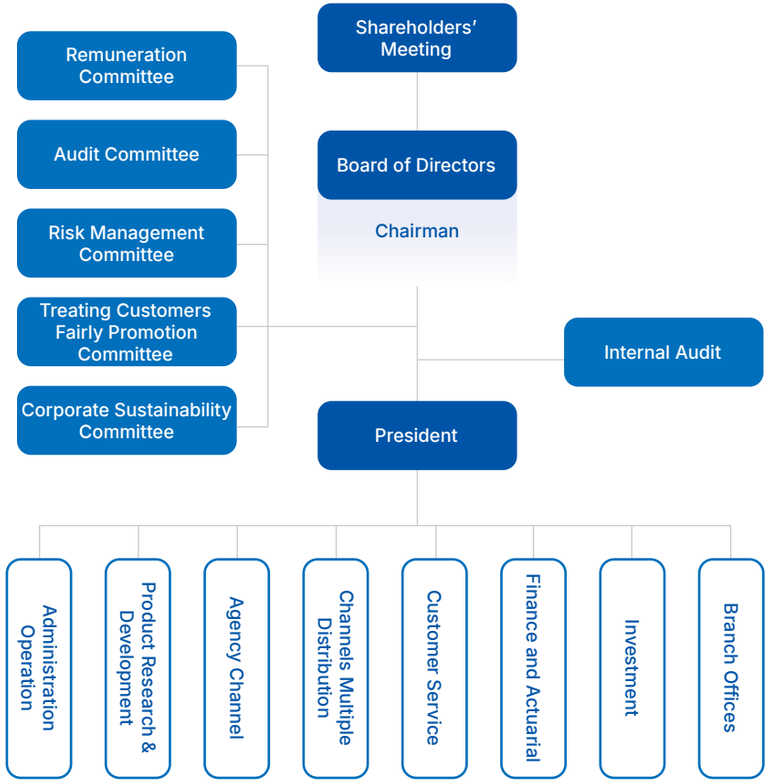
Organizational Structure

Nan Shan Life has established a comprehensive service and operations network that provides a solid foundation for the Company's growth. In addition to fostering an environment where employees can achieve personal growth and amplifying the synergy of teamwork, Nan Shan Life, under its culture of warmth and attentive service, continues to deliver more convenient, personalized, and professional services to its clients.



Nan Shan Life 2024 Annual Report

Insurance Industry Public Information Observatory Table of Department Functions and Responsible Personnel

2024 Business Performance

Under the leadership of the management team and the concerted efforts of employees and agents, Nan Shan Life remained committed to its principle of prudent management in 2024, adopting flexible strategies in response to market conditions and sustaining strong profitability. In 2024, Nan Shan Life maintained its position among the top three in the industry in terms of new business premium income, total premium income, and net income after tax. The Company reported consolidated operating revenue of NT$491.4 billion, consolidated total assets of approximately NT$5.62 trillion, consolidated net worth of NT$356.3 billion, and consolidated net income after tax of NT$42.5 billion, with a net worth ratio of 6.64%. As of the end of 2024, Nan Shan Life had over 11.798 million in-force policies, while Nan Shan General Insurance had more than 2.1 million in-force policies, including 38 inward reinsurance contracts. Looking ahead, Nan Shan Life will continue to strengthen its corporate foundation and advance its corporate sustainability agenda, creating social good and economic value for stakeholders and society. For detailed financial and business performance in 2024, please refer to "Table 2: Direct Economic Value Table".

Table 2: Direct Economic Value Table

		2022	2023	2024
Economic Value Generated				
Operating revenue (NT$100 million)		4,788	4,676	4,914
Consolidated total premium income (NT$100 million)		3,021	2,783	2,995
Economic Value Distributed				
Payments to government (by country) (NT$100 million)		80	34	54
Employee compensation and benefits (NT$100 million)		78	79	88
Operating costs (NT$100 million)		4,173	4,207	4,244
Payments to shareholders (NT$100 million)		61.5	-	87.7
Community investments (NT$100 million)		1.8	1.96	1.96
Community investments as % of revenue (‰)		0.4	0.4	0.3
Economic Value Retained				
Net income after tax (NT$ 100 million)		316	221	425
Total Assets and Employees				
Total assets (NT$ trillion)		5.28	5.39	5.62
Total number of employees	Nan Shan Life	4,092	4,190	4,297
	NSGI	760	722	812

Note 1: Payments to shareholders are calculated based on the stock price at the date of stock dividend distribution.
Note 2: The total amount of community investments is calculated in accordance with the methodology applied in Table 48: Total Philanthropy Investment Statistics Table.
Note 3: In 2024, the Company received government subsidies totaling over NT$3.584 million for energy-saving improvement projects; no such subsidies were received for talent development programs or related initiatives.

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1.4 Honors and Recognitions

International Recognition

Ranked among the **2024 Brand Finance Insurance 100**

Awarded Life Insurance Company of the Year at the **Asia Insurance Industry Awards 2024**

Awarded at the **Asia Responsible Enterprise Awards**
- Health Promotion
- Corporate Sustainability Reporting

Named **Taiwan's Best Life Insurance Company** by the Global Banking & Finance Review for **11 consecutive years**

Awarded **7 times** as **Taiwan's Best Life Insurance Company** by International Finance Magazine

Received **The Open Group India Awards for Innovation and Excellence** from The Open Group

Awarded at The International Business Awards (Stevie® Awards):
- Gold Award – White paper on super-aged society and health care services
- Silver Award –MOMMY CARE
- Bronze Award – LOHAS village and long-term care service website

Won **the Best Insurance Brand, Taiwan 2024** from Global Brands Magazine

NSGI awarded at Country Awards by Insurance Asia News with:
- Most Impactful CSR Initiative
- Outstanding Claims Management

NSGI awarded by Insurance Asia Awards as **Insurance Inclusion Initiative of the Year**

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Domestic Recognition

Awarded by the Energy Administration, Ministry of Economic Affairs in **the 11th Top Solar Awards**

- Excellent Rooftop System Award

Awarded the **Taiwan Corporate Sustainability Awards (TCSA)**

- Taiwan's Top 100 Sustainable Companies Award
- Corporate Sustainability Report-Finance and Insurance-Platinum Award
- Information Security Leadership Award
- Transparency and Integrity Leadership Award

Awarded **2024 Taiwan iSports Certification** by Sports Administration

Ranked **No. 1 among non-financial holding insurance companies in Taiwan** in Common Wealth Magazine's top 2000 Companies in Taiwan

Awarded in the **2024 20th Global Views ESG Corporate Sustainability Awards**

Model Award in Outstanding Program Category: "Golden 60 Happiness Guide" – Nanshan's Commitment to a Dementia-Friendly Future in Taiwan

Both Nan Shan Life and NSGI ranked among the **Top 25%** in the FSC's **Treating Customers Fairly Principles by Financial Institutions**.

NSGI awarded the **Good Health and Well-being Bronze Award** at the **Taiwan Sustainability Action Awards**

Awarded **2024 Corporate Health Responsibility Award** (CHR) by Common Health Magazine

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FSC's 2024 Insurance Competition - Microinsurance

Nan Shan Life
- Outstanding Performance Company
- Disability Caring Company

NSGI
- Pilot Program Award 1st Place in Pilot Program Award

The Faith, Hope & Love Award

Nan Shan Life
- Best Insurance Education Contribution Award
- Best Insurance Professional Award (Life Insurance)
- Best Product Innovation Award (Life Insurance) for "Mommy Care"

NSGI
- Excellence Award for Fire Inconvenience Expenses Microinsurance, Best Product Innovation Award (Property and Casualty)
- Excellence Award, Best Insurance Professional Award (Property and Casualty)
- Excellence Award , Best Social Responsibility Award (Property and Casualty)
- First Place, Most Popular Product Award

National Brand Yushan Award
- Outstanding Enterprise (NSGI)
- Best Product (2 awards for Nan Shan Life, 2 awards for NSGI)
- Best Popular Brand (2 awards for Nan Shan Life, 1 award for NSGI)

Dragon and Phoenix Award for Insurance:

Nan Shan Life Insurance
- The most desirable life insurance company for graduates of insurance and finance related departments (Agent and Staff)

NSGI
- Achieved the Excellence Award for Property Insurance Companies seven consecutive times

2024 Taiwan Financial Award (Wealth Magazine)
- Sustainable Financial Award (Non-Financial Holdings Category) Exellence
- Intelligent Innovation Application Award (Insurance Category) Exellence

2024 The Best insurer survey

Nan Shan Life
- Insurance Company with the Best Agents for 28 consecutive years
- The Best Claim Service
- The Best Insurance Company
- The Most Renowned Insurance Company

NSGI
- Best Image
- Best After-Sales Service
- Best Professional Award
- Most Recommended Award

Commercial Times Digital Finance Service Award
- Digital Inclusive Financing-Golden Award
- Digital Treating Customers Fairly-Excellent Award
- Digital Service Award-Excellent Award

Both Nan Shan Life and NSGI awarded Reader's Digest **Trusted Brand Gold Award**

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2.4 Material Sustainability Topic Management

Important achievements

Nan Shan actively responds to 13 United Nations Sustainable Development Goals (UN SDGs) closely aligned with its core business operations. Anchored in its Sustainable Health strategy, the Company focuses on three key domains—Environmental Health (Earth), Personal Health (Personal), and Social Health (Society)—integrating corporate resources to maximize synergy while closely aligning with its core competencies. Through this, Nan Shan expands its influence and collaborates with stakeholders across sectors to strengthen Taiwan's health capital.

Following the GRI 3: Material Topics 2021 guidance, Nan Shan conducted a materiality assessment from the perspectives of the Company's external economic, environmental, and social impacts, identifying 6 material topics, 6 general topics, and 4 foundational topics in 2024. These topics form the foundation of the Company's sustainability focus areas and serve as the basis for disclosures in this report.

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2.1 Advancing Sustainable Health, Building Taiwan's Health Capital

2.1.1 Nan Shan Life's Sustainable Development Strategy

At its core, the insurance industry's greatest responsibility is to assist diverse clients in transferring risk. Nan Shan Life embraces the vision of becoming a "Leader in Sustainable Health", leveraging its core insurance business to enhance the resilience of clients and stakeholders. Recognizing industry-specific strengths and stakeholder insights, Nan Shan Life set "Sustainable Health" as its strategic goal in 2024, advancing the strategy through three strategic pillars: Environmental Health, Personal Health, and Social Health. This strategy aligns with SDG 1, 3, 4, 5, 6, 7, 8, 10, 11, 13, 14, 15, and 17, incorporating the perspectives and needs of diverse stakeholder groups to shape the Company's sustainability roadmap, fulfilling its responsibilities as a corporate global citizen.

Strategic Pillar	Environmental Health		Personal Health		Social Health	
Dimension	Climate Resilience	Green Operations	Health Protection	Inclusive Finance	Happy Workplace	Social Co-Prosperity
Long-Term Targets	• 2028 Low-Carbon Investment Target • Accelerating Sustainable Transformation Through Finance • Marine Conservation Leadership	• Operational Carbon Reduction & Sustainable Buildings • Sustainable Supply Chain	• Best Health Partner • Empowering Through Insurance	• Enhancing Inclusive Finance • Promoting Financial Accessibility & Friendliness	• Empathetic & Supportive Workplace Culture • Holistic Career Development	• Deepening Medical Charity Impact, Mitigating Healthcare Inequality • Community Engagement & Vitality
SDGs	SDG4 SDG6 SDG7 SDG11 SDG13 SDG14 SDG15		SDG3 SDG5 SDG8 SDG10 SDG17		SDG1 SDG3 SDG4 SDG5 SDG8 SDG10 SDG17	
Corresponding Chapters	3.1 Climate Resilience 3.2 Nature Co-Prosperity DNA	3.3 Green Operations	4.1 Health Protection	4.2 Financial Inclusion 4.3 Customer Relationships & Rights	5.1 People-Centric and Human Rights Protection 5.2 Workplace Health and Well-being	5.4 Philanthropy & Cultural Revitalization
Key Sustainability Topics	• Climate Strategies • Sustainable Products & Services • Responsible Investment	• Green Operations • Sustainable Supply Chain Management	• Sustainable Products & Services	• Sustainable Products & Services • Client Relationship & Service Quality Management	• Talent Attraction & Development • Human Rights Commitment & Safeguarding • Employee Diversity & Equal Opportunities • Employee Rights & Well-being	• Social Engagement

For detailed goals and progress under the three strategic pillars, please refer to this Report's Environmental Health Capital Account, Personal Health Capital Account, and Social Health Capital Account.

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2.1.2 Sustainable Value Management

Nan Shan Life follows the Integrated Reporting Framework (IRF), and through in-depth discussions by the various task forces under the Corporate Sustainability Committee, systematically measures its capital inputs and the sustainable value created. To ensure continuity in performance measurement, the output indicators for capital reflect three consecutive years of data, providing stakeholders with a clear view of the changes in the Company's capital value trajectory.

Capital Type	Description of Rationale for Capital Input	Capital Input (NT$ 100 million)	Sustainability Strategic Pillar	Strategy/Key Objective		Capital Outputs	Key Capita Output Figures		
				Short-term	Mid- and Long-term		2022	2023	2024
Financial Capital	• Manage financial risks and opportunities, ensure business continuity, protect client assets, and maximize shareholder value.	238.6	Governance and Innovation	• Maintain stable premium income and sustainable investments, safeguard clients' assets, and generate shareholder value to strengthen the Company's sustainable growth momentum.	• Strengthen organizational resilience and profitability to create value for clients, employees, clients, society, and shareholders, advancing toward becoming the leading insurance company.	Operating revenue (NT$100 million)	4,788	4,676	4,914
						Total assets (NT$ trillion)	5.28	5.39	5.62
Manufacturing Capital	• Ensure information system security and minimize business disruption risks.	0.8	Governance and Innovation	• Adopt international standards to safeguard the confidentiality, integrity, and availability of information assets. • Participate in the Life Insurance Association's information security information sharing. • Strengthen supply chain security and information security management. • Establish response procedures for emerging technology risks and conduct disaster recovery drills.	• Gradually expand the scope of ISO27001 implementation and certification. • Quantify Nan Shan's information security practices to precisely identify and address vulnerabilities. • Research and continuously strengthen AI-related information security risk management. • Implement Zero Trust architecture in accordance with regulatory requirements.	Average information security training hours per employee (hours)	3	3	3
						Annual Cybersecurity Expenditure as a Percentage of Total IT Budget (%)	6	9	8
Intellectual Capital	• Strengthen client service mechanisms and tools, address emerging social issues, and ensure that professional services meet evolving client needs, thereby continuously reinforcing market competitiveness.	1.0	Personal Health	• Partner with ≥ 40 selected premium Health Protection Circle partners. • Introduce themed services targeting young families, healthy living, cancer care, long-term care, and hospital channels.	• Partner with ≥ 60 selected premium Health Protection Circle partners. • Introduce two new themed service series, including partners with ESG-aligned concepts.	Number of premium Health Protection Circle partners (companies)	43	58	52
						Cumulative clients served through caring services (persons)	10,550	12,064	13,927
						Cumulative visits to the Health Protection Circle platform (10,000 visits)	21	117	187
	• Through obtaining patents and trademarks from the relevant intellectual property authorities, Nan Shan continues to create and safeguard intellectual property that strengthens its future competitive advantage.	0.007	Governance and Innovation	• Continuously acquire, protect, maintain, and utilize intellectual property.	• Actively manage and protect IP through search mechanisms as well as education & training; ensure respect for the intellectual property rights of others.	Patents granted (Taiwan, cases)[1]	9	2	2
						Trademarks registered (Taiwan, cases)	1	0	30

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Capital Type	Description of Rationale for Capital Input	Capital Input (NT$ 100 million)	Sustainability Strategic Pillar	Strategy/Key Objective		Capital Outputs	Key Capita Output Figures		
				Short-term	Mid- and Long-term		2022	2023	2024
Human Capital	• Provide comprehensive benefits to ensure employees' physical and mental well-being, • While enhancing professional skills and fostering diverse development capabilities.	88	Social Health	• Continuously review and enhance the competitiveness of compensation and benefits. • Strengthen internal and external training mechanisms, improve the talent development system, and enhance employees' professional competencies.	• Adjust compensation and benefits mechanisms as needed to maintain strategic flexibility and ensure talent competitiveness. • Support employees skill improvement and digital transformation to cultivate well-rounded Nan Shan talent.	Total employee compensation and benefits (NT$ 100 million)	78	79	88
						Average training hours per employee (hours)	77.2	75.2	63.5
						Total fitness center visits (persons)	2,574	4,314	4,287
						Employee health check-up rate (%)	90	92	94
Social Capital	• Deepen engagement in charitable initiatives to promote social good and enhance public well-being. • Leverage our core insurance expertise to actively promote and participate in public welfare activities, strengthening internal solidarity and employee engagement.	1.96	Social Health	• Leverage our core capabilities by operating the Nan Shan Life Charity Foundation as a core platform for social inclusion and public welfare. • Establish volunteer teams to extend care and compassion across communities. • Provide a quality entrepreneurial platform for agents. • Enhance the client experience with personalized services.	• Build a public welfare platform that integrates corporate resources and expands social impact. • Fulfill long-term care commitments through volunteer services. • Systematically conduct comprehensive training for insurance business talent to build a robust sales force competency model. • Continuously enhance the client experience and services, meeting the evolving needs of an aging society.	Total foundation expenditure (NT$ ten thousand)	7,885.6	7,742.7	9,118.9
						Total beneficiaries served (persons)	350,269	364,886	613,278
						Volunteer service participants (10,000 persons)	0.9	1.3	1.3
						Partner hospitals (hospitals)	210	210	210
						Number of recipients of medical assistance for the underprivileged	2,184	2,213	2,825
						Microinsurance donation recipients (10,000 persons)	11.2	19.5	28.6
Natural Capital	• Implement a comprehensive environmental management system to enhance operational environmental management efficiency across sites. • Reduce energy and resource consumption of large buildings, improving energy efficiency and enhancing workplace comfort and quality.	1.4	Environmental Health	• Fully establish environmental management procedures to strengthen workplace sustainability practices and promote environmental awareness among employees and agents.	• Uphold the commitment as an environmentally friendly enterprise, actively advancing various software and hardware energy-saving and carbon reduction measures, promoting environmental sustainability actions, and advocating for eco-friendly practices to support environmental sustainability development.	Paper saved through e-statements and e-policy services (10,000 sheets)	3,519	4,591	5,056
						Green procurement amount (NT$ 10 million)	2.56	14.8	13.9
						General waste generated (kg)	299,109	269,330	271,236

Note 1: Includes data from NSGI.

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2.2 Nan Shan Sustainable Development Framework

Nan Shan Life's Corporate Sustainability Committee is a functional committee under the Board of Directors, chaired by the Chairman, with independent directors serving as committee members providing oversight. The committee's primary responsibilities include executing ESG-related decision-making and approving annual sustainability targets. To enhance the committee's effectiveness, starting in 2024, the committee convenes quarterly and reports sustainability performance directly to the Board of Directors.

To continuously uphold stakeholder rights and interests, the Committee places strong emphasis on incorporating ESG factors into the Company's management policies and operational activities, ensuring a balance between sustainable operations and profitability. Under the Corporate Sustainability Committee, Nan Shan Life has established seven ESG Execution Teams, each led by the President, and structured according to ESG issue areas: Responsible Investment Team, Corporate Governance Team, Client Care Team, Employee Welfare Team, Community Participation Team, Environmental Conservation Team, and Agent Relationship Team. These teams are responsible for focusing on, planning, executing, and monitoring ESG-related topics within their respective areas in accordance with the principle of materiality. The Company actively engages stakeholders through its corporate website and multiple communication channels to understand their reasonable expectations and needs, and ensures timely and appropriate responses to material sustainability issues of concern. Progress and outcomes are reported quarterly to the Corporate Sustainability Committee. Furthermore, Nan Shan Life actively incorporates international sustainability assessment benchmarks and voluntarily aligns its strategy with the S&P Corporate Sustainability Assessment (CSA) questionnaire to strengthen its sustainability management framework.

To foster a company-wide sustainability culture and consensus, Nan Shan Life has circulated the "ESG in Action" internal e-newsletter for all employees on a monthly basis since May 2022. In 2024, the Company also organized sustainability education and training sessions for the Board of Directors and senior management, inviting external experts to deliver lectures on global climate change developments, climate-related financial disclosures, and emerging trends in sustainability reporting. All Board members and more than 79 department heads and executives at the Vice President level and above participated.

Each organizational unit incorporates the development of sustainability-related products and services, or the promotion of sustainability initiatives, into their annual Key Performance Indicators (KPIs). In 2024, a total of 80 annual corporate sustainability performance indicators were established across various functions and departments, covering topics such as responsible investment, supplier management, cybersecurity governance, climate-related financial disclosures, treating customers fairly, channel development and service quality, health promotion for clients and employees, and talent development. These KPIs are subject to quarterly tracking and annual review, serving as a basis for managerial performance evaluations, guiding the Company toward its 2030 sustainability vision. Going forward, the Company will adopt diversified incentive mechanisms to further strengthen the linkage between sustainability performance and the performance appraisal of senior executives and employees, thereby promoting the internalization of sustainability across the organization.

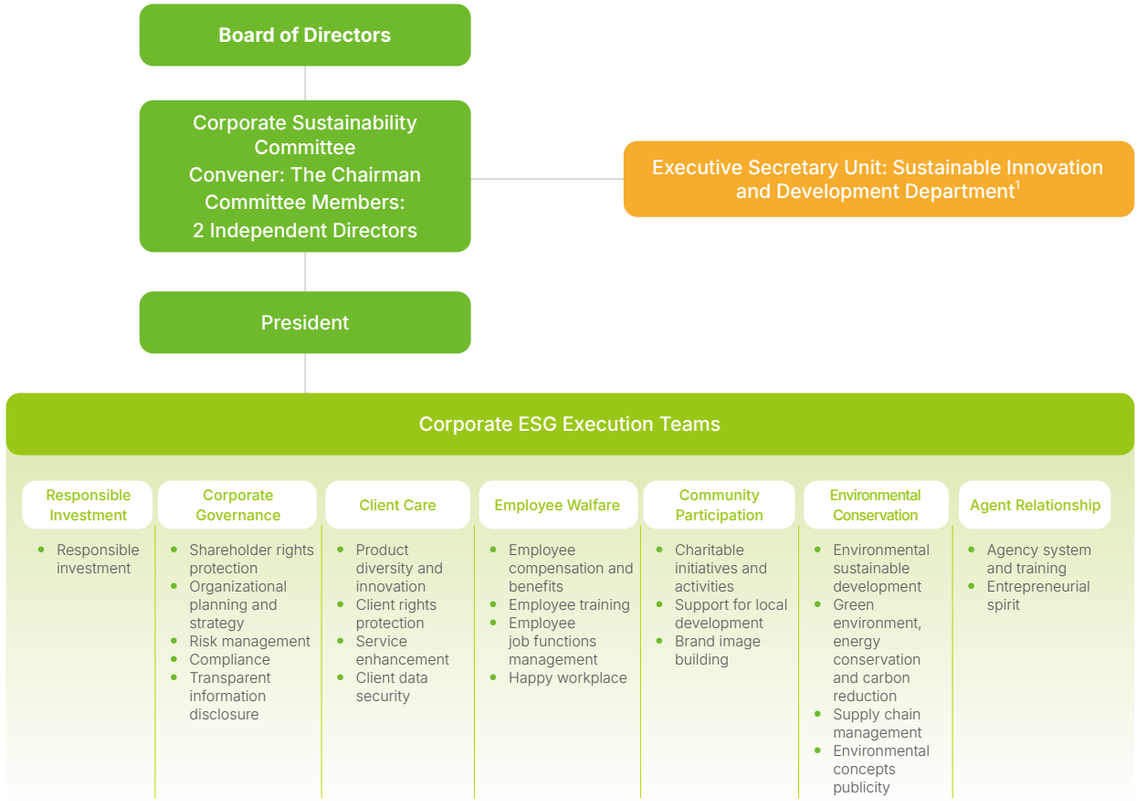
For Nan Shan Life's management approach to positive and negative ESG impacts, as well as its stakeholder engagement and feedback mechanisms, please refer to Section 2.3 Stakeholder Identification and Communication and Section 2.4 Management of Material Topics – Impact Boundary Table.

2024 Key Resolutions of the Corporate Sustainability Committee

New Policies:
Inclusive Finance Policy, Anti-Greenwashing Policy

Policy Revisions:
Sustainable Development Practices Policy, Corporate Sustainability Committee Charter

Other Resolutions:
Material sustainability topics assessment results, 2023 Sustainability Report, climate-related opportunities and response measures



Note 1: Renamed from the Strategy Planning Department on April 30, 2024

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2.3 Stakeholder Identification and Communication

Nan Shan Life actively engages in communication and dialogue with stakeholders. To gain deeper insights into the concerns of both internal and external stakeholders and ensure timely and appropriate responses, the Company has adopted the AA1000 Stakeholder Engagement Standard (SES) V.2018, applying its five core principles, Nan Shan Life identifies eight key stakeholder groups most relevant to its operations.

We continue to utilize diverse communication channels, such as client feedback surveys and consultation visits, to understand and actively respond to stakeholder demands and expectations. Additionally, we assess stakeholder satisfaction with information disclosure as a foundation for continuously improving our sustainability practices and business operations.

Category	Communication Strategy	Key Issues of Concern	Communication Channels	2024 Achievements
Investors	Actively engage with investors, transparently disclose Nan Shan Life's development strategies and material operational changes to maintain investor confidence	1. Operational performance 2. Corporate governance and ethical corporate management 3. Risk management	• Shareholders' Meeting • Survey responses • Regular face-to-face meetings • Corporate website/shareholder services, investor relations, financial operations and other related information disclosures • Annual Report of the Shareholders' Meeting	• Held 1 annual shareholders' meeting
Individual and Enterprise Clients	Uphold Treating Customers Fairly (TCF) principles and provide diversified financial products and services	1. Client relationship and service quality management 2. Protection of client rights 3. Digital finance and innovation	• Client satisfaction surveys • Hold marketing campaigns • Publications for client	• Elderly service hotline satisfaction rate: 99% • Customer service counter satisfaction rate: 99.8% • Claims service satisfaction rate: 98.9% • Published 6 issues of Nanshan Life Bimonthly magazine
Employees	Establish multiple communication platforms and channels to facilitate employees' feedback, suggestions, or complaints, and enhance cohesion and sense of identity	1. Employee diversity and equal opportunities 2. Employee rights & well-being 3. Negative impacts on human rights	• Internal publications and activities • Education and training • Intranet website communication • Business knowledge sharing platforms • Feedback and suggestion area • Grievance / care hotline • Real-time important announcements section • Health promotion series of activities • Volunteer services activities • Nan Shan e-Academy - Digital Learning Platform	• 23 inquiries from employees, 100% responses • The average number of training hours per employee is 63.5
Agents	Provide systematic, targeted training for agents based on their career development stages and needs, equipping them with necessary knowledge, attitude, and skills	1. Talent attraction & development 2. Human rights negative impacts	• Publications • Business-related courses and interactive meetings • Nan Shan News video program • Publication of Nan Shan Monthly • Website for agents • Agents training programs • Nan Shan e-Academy - Digital Learning Platform and app • Nan Shan Partner Zone / e-Consultation Counter	• Average training hours per agent: 32.5 hours • 102,142 inquiries or suggestions received via the e-Consultation Counter, with 81% responded within 3 days

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Category	Communication Strategy	Key Issues of Concern	Communication Channels	2024 Achievements
Government and Regulatory Authorities	Actively respond to regulatory policies and guidelines, maintaining two-way communication	1. Corporate governance and business ethics 2. Social engagement 3. Stewardship and responsible investment by institutional investors	• Participation in meetings, courses, and seminars as needed • Sponsorship of forums organized by the Taiwan Insurance Institute	• Sponsored seminars organized by the Taiwan Insurance Institute, with 2 major forums held in the year • Participated in the Life Insurance Association's 2024 World Earth Day nationwide beach cleanup campaign • Participated in 1 sustainable finance-related exchange meeting organized by the Financial Supervisory Commission
Local Communities and NGOs	Integrate resources and collaborate with community partners and NGOs to jointly address social issues	1. Social engagement 2. Others: Corporate image and reputation	• Charitable sponsorship activities • Medical care initiatives • Community engagement events	• Donated over NT$34.36 million to 210 hospitals • Invested over NT$2.11 million to support long-term volunteer services and medical care programs in 40 hospitals • Organized 40 dementia-friendly community health care activities, investing approximately NT$1.35 million • Launched the Nan Shan Care for Remote Indigenous Villages Program, investing about NT$5 million, partnering with 10 hospitals and local volunteers to provide medical outreach, check-ups, and health promotion in 10 remote indigenous communities, supported a year-long remote health promotion program for elders at community centers in these villages; concurrently promoted financial fraud prevention and home disaster preparedness awareness to enhance risk awareness among indigenous residents, embodying the spirit of treating customers fairly (TCF) and ESG principles • More than NT$7.9 million in scholarships and activity funding was awarded to outstanding undergraduate and graduate students • Invested approximately NT$4.8 million to organize 10 beach cleanup events, attracting more than 5,000 participants
Media	Actively engaged with media outlets to communicate the Company's positions on major issues and sustainability, and to establish a positive brand image	1. Corporate governance and business ethics 2. Protection of client rights 3. Others: Industry development trends, corporate image, information transparency	• Press conferences • Press releases • Joined Common Wealth Sustainability (CWS) and Global Views ESG Alliance • Collaborated with media ESG platforms to set up dedicated sections	• Organized 10 media events and face-to-face luncheons • Published 562 ESG-related news articles, media interviews, and topic plans (including reposts) • Produced ESG-related video: One Earth, One Shared Future – Traditional Beach Seine Fishing Showcases Community Collaboration, with over 130,000 cumulative views
Suppliers	• Required suppliers to sign the "Supplier / Contractor Pledge" • Hold supplier conferences	1. Environmental impact from operations 2. Human rights negative impacts 3. Others: Price competitiveness	• Tender meetings • Management regulations	• Signing of the "Supplier / Contractor Pledge" in scheduled batches • Held the supplier conference in August 2024

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2.4 Material Sustainability Topic Management

Nan Shan Life conducts an annual review and identification of material sustainability topics closely related to the insurance industry. Following the guidance under GRI 3: Material Topics 2021, the Company assessed materiality from the perspectives of economic, environmental, social, and stakeholder impacts related to Nan Shan.

In 2024, Nan Shan Life identified a total of 6 material topics, 6 general topics, and 4 foundational topics, which serve as the focus areas for sustainability promotion and the basis for disclosure in this year's report.

Materiality Identification Process

01 Understand Organizational Context and Stakeholders

- Reviewed Nan Shan's types of operational activities, locations, products and services offered, markets served, and business relationships in the value chain directly connected to Nan Shan's business operations, products, or services to understand its sustainability context. Confirmed that the Company's operational context in 2024 showed no significant changes compared with 2023.
- Adopted the AA 1000 SES (Stakeholder Engagement Standard, SES) five principles to identify 8 key stakeholder groups for Nan Shan Life, and continued to use diverse communication channels to understand stakeholder expectations and concerns. The identification results remained consistent with previous years.

02 Identify Actual and Potential Impacts

- In 2023, Nan Shan cross-referenced the GRI Standards, the SASB Standards for the insurance industry, equivalent international sustainability standards, topics of concern among domestic and international peers, as well as domestic and international initiatives, guidelines, and regulatory requirements. Through this process, the Company identified a list of actual and potential positive and negative impacts, ensuring that it fully reflected Nan Shan Life's operational context and the views of its stakeholders.
- In 2024, Nan Shan further consulted external experts in the field of sustainability and leveraged diverse and objective internal due diligence and grievance mechanisms — including legal reviews, client feedback surveys, and employee grievance procedures — to gain insights into stakeholder expectations and identify Nan Shan's actual and potential impacts on external parties. The results from the previous year were also reviewed and adjusted accordingly.

03 Assess and Prioritize Impact Materiality

- Based on the results of the 2024 internal due diligence processes and grievance mechanisms, Nan Shan assessed the materiality of the identified impacts using two dimensions: impact severity and likelihood of occurrence.
- For impact severity, the assessment considered the specific points along the value chain where the impacts occur, as well as the significance of those impacts. Additionally, if an impact was determined to be catastrophic or involved human rights issues that were difficult to remediate, it was prioritized accordingly.
- For likelihood of occurrence, the assessment used data collected from various internal due diligence processes, grievance channels — including legal reviews, client feedback surveys, and employee grievance mechanisms — incorporating stakeholder inputs and objective metrics such as fines and client satisfaction scores.

04 Confirm Material Topics

- Representatives of the Corporate Sustainability Execution Team jointly reviewed and discussed the materiality matrix, which was subsequently reported to the Board of Directors for confirmation of Nan Shan Life's material topics for 2024.

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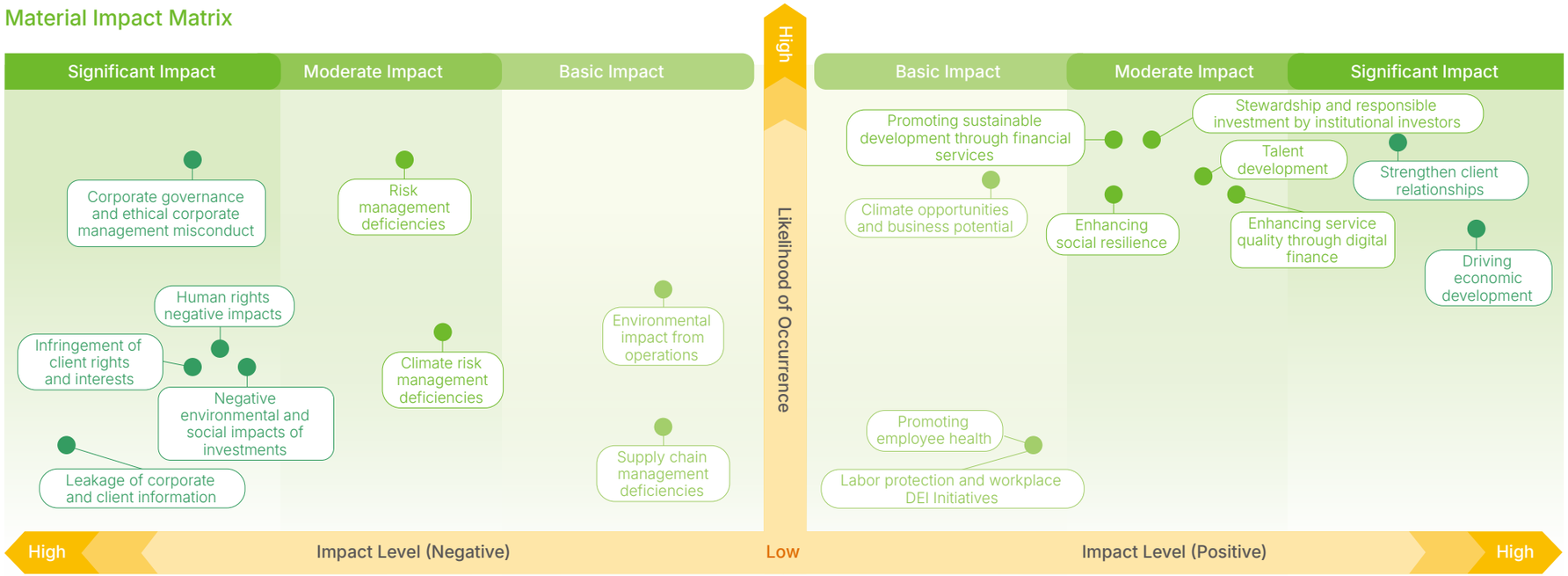
Material Impact Matrix



List of Material Topics

Category	Topic	Impact		Description	Impact Materiality Evaluation Indicators[1]
Material Topic	Client relationship and service quality management	Positive	Strengthen client relationships	By adhering to the principle of treating customers fairly, continuously optimizing processes and client experience, and maintaining positive relationships. Prioritize the rights and interests of vulnerable groups such as the elderly, persons with disabilities, and new immigrants, providing accessible and friendly services. Additionally, promptly activate services during major social incidents, offering immediate support to affected clients and communities.	Frequency of Treating Customers Fairly Promotion Committee meetings; treating customers fairly (TCF) rankings; effectiveness of control measures; and performance against the 19 annual key projects.
		Negative	Infringement of client rights and interests	Non-transparent communication or improper marketing promotion may infringe client rights and interests, leading to loss of trust in the insurance industry and reducing clients' willingness to purchase insurance products, which would have a negative impact on the overall industry development.	Number and amount of penalties for infringement of client rights due to non-transparent communication or improper marketing; TCF evaluation results; number of cases where underwriting errors were attributed in dispute resolution; complaint and dispute rates announced by the complaint mediation center; claims satisfaction survey; contract performance assessment rate
	Operational performance	Positive	Driving economic development	Stable and sustained growth drives social and economic development, creating more employment opportunities and income for agents.	Business channel performance; various operational indicators (operating income/premium income/net profit after tax/EPS); number of commissioned business managers; number of new recruits
	Corporate governance and ethical corporate management	Negative	Corporate governance and ethical corporate management misconduct	Non-compliance with laws, unethical behavior, and other governance issues may damage the rights and interests of shareholders, clients, employees, or other stakeholders.	Number and amount of penalties for poor corporate governance or business integrity; number of whistleblowing cases; occurrence of significant deficiencies in shareholder/board/audit committee meetings based on external audit comments; operation of functional committees; number of sessions on intellectual property protection training

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Category	Topic	Impact		Description	Impact Materiality Evaluation Indicators[1]
Material Topic	Information security and privacy protection	Negative	Leakage of corporate and client information	Deficiencies in information security and privacy protection mechanisms may cause leaks of client personal data or corporate sensitive information, leading to financial loss and undermining the stability and security of financial services, reducing public trust in Nan Shan and the overall industry, and negatively impacting the economy.	Number and amount of penalties due to deficiencies in information security or privacy protection; number of major personal data breach cases.
	Human rights commitment & safeguarding	Negative	Human rights negative impacts	Failure to establish policies or management actions on issues such as diversity and inclusion, labor conditions, occupational injuries, freedom of assembly and association, discrimination, and harassment may lead to human rights violations.	Number of penalties from labor inspections; number of employee complaints; number of sexual harassment complaints; workplace risk assessment results; effectiveness of communication course and training.
	Responsible investment	Positive	Stewardship and responsible investment by institutional investors	Established exclusion policies to eliminate investment targets inconsistent with sustainability principles, directing capital into targets with environmental and social benefits. Practicing stewardship by actively engaging with investee companies to drive the economy toward sustainability and low-carbon transition. Additionally, analyzing shareholder meeting proposals of investee companies and providing recommendations through engagement actions to protect shareholder rights and interests.	Implementation of the "Stewardship Principles for Institutional Investors"; performance in the "Stewardship Information Disclosure" evaluation; domestic shareholder meeting attendance and voting rates.
		Negative	Negative environmental and social impacts of investments	Failure to sufficiently assess and manage ESG risks in investment activities, resulting in providing financial support to companies with poor ESG performance, causing potential economic, environmental, and social impacts.	Proportion of existing/new stock and bond positions evaluated under ESG; proportion of new counterparties and intermediaries assessed under ESG; shareholder meeting proposal evaluations; voting stances on low-carbon proposals; ESG improvement recommendations made through engagement mechanisms, ensuring implementation of stewardship.
General Topics	Digital finance and innovation	Positive	Enhancing service quality through digital finance	Promoting digital transformation and fintech to provide more efficient and precise services, offering clients innovative insurance products and services, driving overall insurance industry progress. Developing various digital tools to accelerate paperless operations and reduce environmental impact.	Launch of mobile digital tools; corporate website revamp and launch; innovative technology application projects; use of data analytics for decision support; usage rates of digital insurance purchasing and claims platforms; electronic policy usage rate; use rate of Claims Alliance Chain; proportion of RPA scripts designed by employees; number of NS Agent Pro downloads; NS Agent Pro average daily users.
	Talent attraction & development	Positive	Talent development	Establish a fair and comprehensive talent development and training system, including training programs, performance evaluation, and more. Enhance the professionalism of agents through training systems, optimizing the overall industry ecosystem.	Number of courses and completions on Nan Shan e-Academy; number of digital support courses; number of participants in premium talent training programs; number of participants in agile training; average training hours per employee.
	Sustainable insurance products & services	Positive	Promoting sustainable development through financial services	Provide products and services that positively impact ESG issues or mitigate negative impacts, including spillover policies, the Health Protection Circle, microinsurance, insurance for low-carbon equipment, and other insurance solutions with environmental and social benefits.	Number of new spillover policies; cumulative microinsurance premium donations; number of partner municipal governments and social welfare organizations; cumulative number of beneficiaries of donations; number of clients engaged in targeted health care programs for specific groups.
	Social Engagement	Positive	Enhancing social resilience	Participate in corporate charity and philanthropy programs, community care activities, disaster relief, and initiatives for social risk protection to enhance overall social resilience and economic development.	Number of microinsurance premium donation cases; number of Community Service Awards for branches; total number of volunteers (including agents); number of charitable projects.
	Risk management	Negative	Risk management deficiencies	Failure to implement monitoring and management of traditional risks (including financial and operational) and emerging risks (including social, technological, geopolitical), resulting in negative impacts on the economy, environment, and people.	Implementation of traditional and emerging risk monitoring and management; operation status of the Risk Management Committee.
	Climate strategies	Positive	Climate opportunities and business potential	By capturing climate-related opportunities, direct investments or services into activities that support climate mitigation or adaptation, thereby enhancing climate resilience in the economy and society.	Implementation of sustainable thematic investments; investment amount in sustainable development bonds; insurance products recognized by the Taiwan Insurance Institute as green insurance; sales of renewable energy-related or climate change mitigation insurance or underwriting projects.
		Negative	Climate risk management deficiencies	Failure to implement climate risk management across value chain segments such as operations, products, procurement, and investments may exacerbate the negative impacts of climate change on the economy, environment, and people.	Whether the identification results of climate-related opportunities and risks are reviewed by the Sustainability Committee or the Risk Management Committee; proportion of existing and new stock and bond positions included in ESG assessments; whether high-carbon industry targets have proposed carbon reduction plans; distribution of physical climate risks in real estate.

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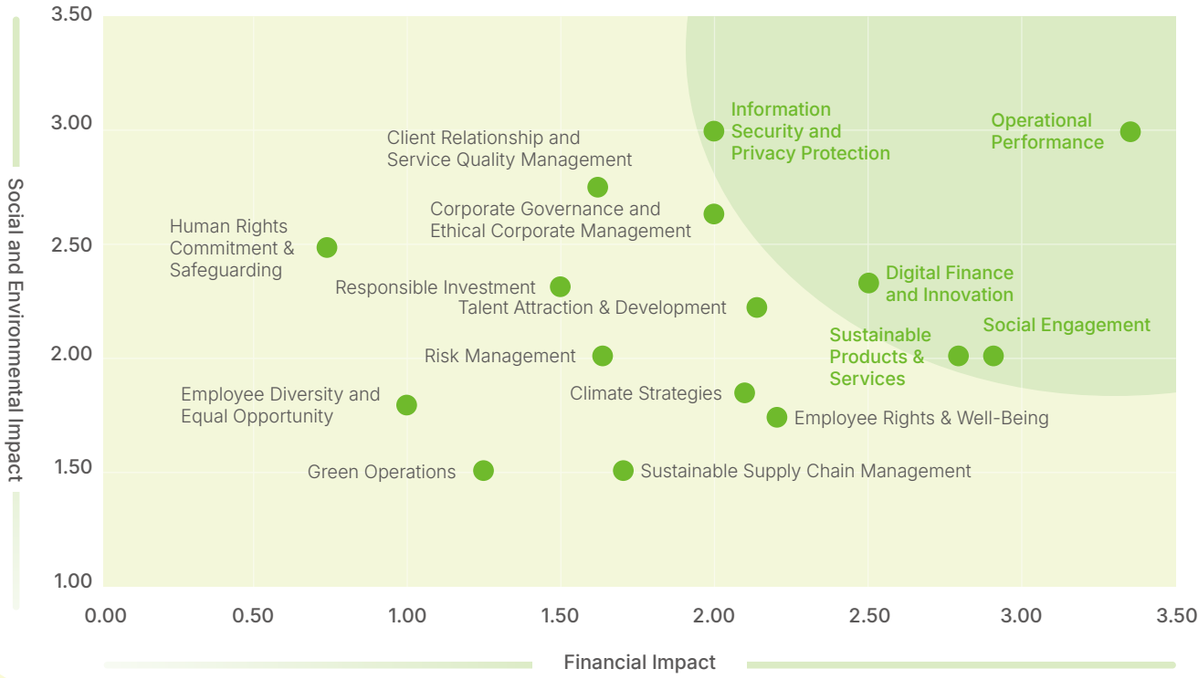
Category	Topic	Impact		Description	Impact Materiality Evaluation Indicators[1]
Basic Topics	Employee rights & well-being	Positive	Promoting employee health	Value employee health and workplace safety, offering above-market salaries and benefits (including regular health checkups, company outings, and group insurance).	Number of employee communications related to strategy (internal strategy meetings); employee health checkup rate; group insurance coverage amount; number of occupational health and safety training sessions; on-site services; rate of labor inspection penalties for workplace health and safety; achievement rate of health promotion and guidance
	Employee diversity and equal opportunities	Positive	Labor protection and workplace DEI initiatives	Create a diverse and inclusive workplace, prohibiting discrimination, ensuring no differential treatment in hiring, training, benefits, and promotion decisions.	Gender ratio (pay, training, employment, promotion, etc.); cases of discriminatory treatment in contests and awards
	Green operations	Negative	Environmental impact from operations	Due to operational needs, consumption of energy and resources, greenhouse gas emissions, and waste generation lead to environmental impacts.	Oversight and management of carbon-related issues by the Sustainability Committee and the Board of Directors; Company operational electricity consumption
	Sustainable supply chain management	Negative	Supply chain management deficiencies	Due to deficiencies in ESG risk management of suppliers, issues such as governance and ethical management failures, environmental pollution, and labor rights violations may arise, thereby impacting the entire value chain.	Supplier/Contractor Commitment Letter signing rate or annual supplier evaluation coverage rate

Note 1: The significance of the impact was assessed by collecting stakeholder opinions and objectively evaluating the indicator values through various internal management mechanisms and grievance channels.

Compared to 2023, in 2024, the term "Key Topics" was revised to "Material Topics," and "Material Topics" was revised to "General Topics." Considering the industry characteristics of Nan Shan Life and stakeholders' level of concern for the issues, "Responsible Investment" was upgraded from "General" to "Material." In addition, "Sustainable Supply Chain Management" was added as a basic topic to align with the spirit of GRI and to fully incorporate the management of external impacts across the value chain.

Double Materiality Analysis

In addition to assessing the impact of material topics on the external economy, environment, and people, Nan Shan Life began incorporating the assessment of the impact of material topics on the organization's operations this year by introducing double materiality analysis. Each department evaluated the potential impact of the identified material topics on the organization's operations in terms of costs, revenue, reputation, and risk, through a "financial materiality" assessment. By integrating the "materiality of impact on external environment and people" with the "materiality of financial impact on the company," a double materiality matrix was developed to identify topics that have significant impacts both internally and externally.



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Material Topics Impact Boundary

Importance	Nan Shan Life's Key Material Topics	GRI Material Topics	Impact Dimensions			Stakeholders Involved in Impact Management						Corresponding Chapters
			Economy	Environment	People	Nan Shan	Agents	Suppliers	Clients	Investment Targets	Local Communities	
Material Topic	Client relationship and service quality management	417: Marketing and Labeling	●		●	●	●		●			4.3 Customer Relationships & Rights
	Operational Performance	201: Economic Performance	●		●	●	●					1.3 Operational Overview
	Corporate Governance and Ethical Corporate Management	205: Anti-corruption 405: Diversity and Equal Opportunity	●		●	●	●	●				3.3.4 Sustainable Supply Chain Management 6.1 Corporate Governance 6.2 Ethical Corporate Management
	Human Rights Commitment & Safeguarding	402: Labor/Management Relations 403: Occupational Health and Safety 406: Non-discrimination 409: Forced or Compulsory Labor			●	●	●	●	●	●		5.1 People-Centric and Human Rights Protection 5.2 Workplace Health and Well-being
	Information Security and Privacy Protection	418: Customer Privacy	●		●	●	●		●			6.5 Information Security and Privacy Protection
	Responsible Investment	N/A (Customized Material Topic)	●	●	●	●				●		6.6 Sustainable Finance
General Topics	Digital finance and innovation	N/A (Customized Material Topic)	●	●	●	●	●		●			6.7 Financial Innovation Technology
	Talent Attraction & Development	401: Employment 404: Training and Education			●	●	●					5.2.2 Talent Cultivation and Development 5.2.3 Talent Attraction and Retention
	Sustainable Products & Services	203: Indirect Economic Impacts	●	●	●	●	●					4.1 Health Protection 4.2 Financial Inclusion
	Social Engagement	203: Indirect Economic Impacts	●		●	●	●		●		●	5.4 Philanthropy & Cultural Revitalization
	Risk Management	N/A (Customized Material Topic)	●	●	●	●						6.4 Risk Management
	Climate Strategies	201: Economic Performance	●	●		●	●	●	●	●		3.1 Climate Resilience 3.3 Green Operations
Basic Topics	Employee rights & well-being	201: Economic Performance 202: Market Presence 401: Employment			●	●						5.2.3 Talent Attraction and Retention 5.2.4 Fostering a Diverse and Inclusive Workplace 5.2.5 Healthy and Safe Workplace Care
	Employee Diversity and Equal Opportunity	405: Diversity and Equal Opportunity			●	●						5.2.1 Organizational Workforce Structure
	Green Operations	302: Energy 305: Emissions		●		●	●	●				3.3 Green Operations
	Sustainable Supply Chain Management	308: Supplier Environmental Assessment 414: Supplier Social Assessment		●		●		●				3.3.4 Sustainable Supply Chain Management

Note 1: Nan Shan Life has established corresponding management approaches for each material topic. For detailed information, please refer to the corresponding chapters.
Note 2: For a comprehensive cross-reference of the GRI 2021 Standards disclosures and the corresponding report content, please refer to Appendix 2.

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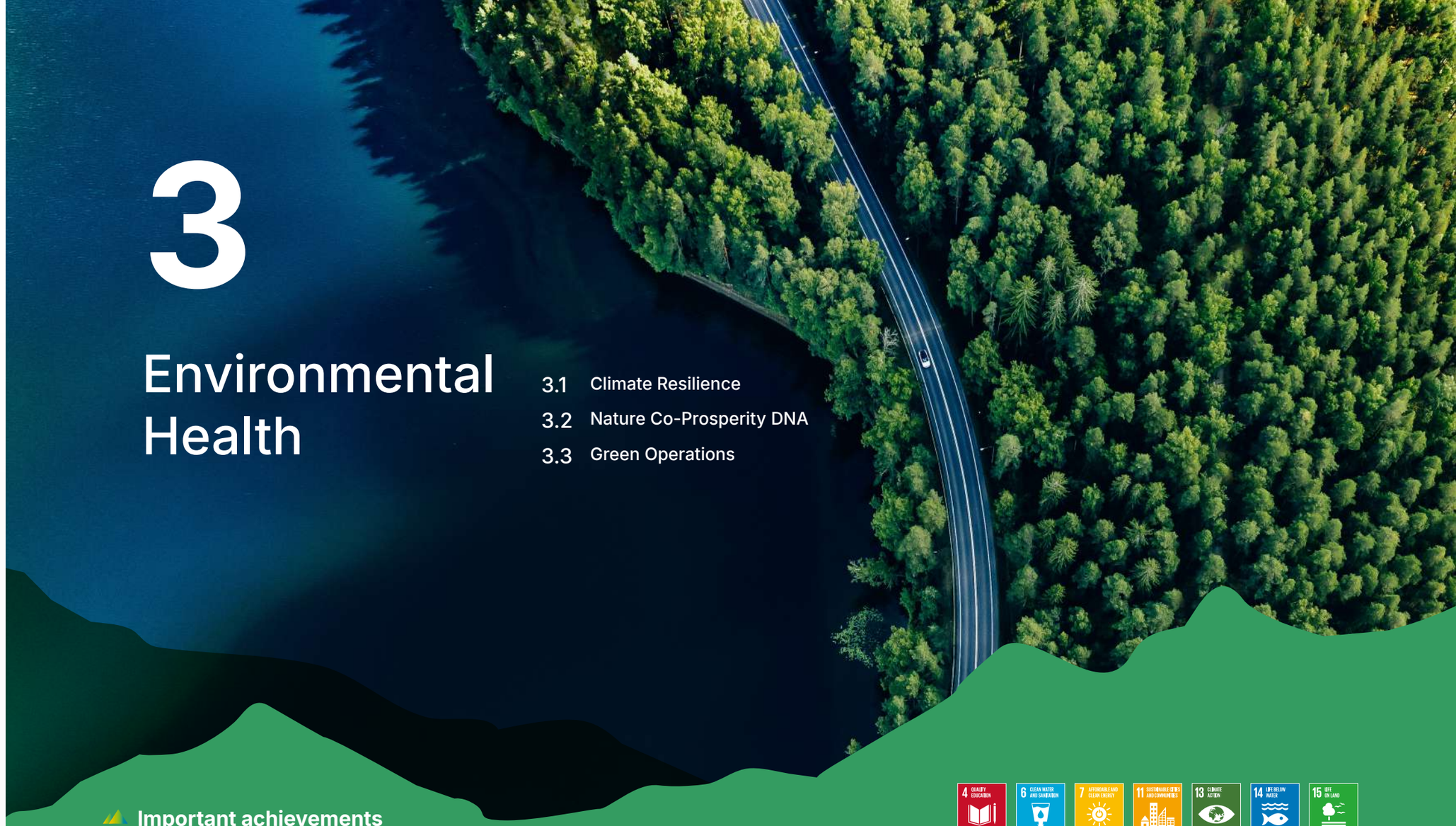
3.3 Green Operations



Important achievements

Verified for **science-based emissions reduction targets (SBT)**

Awarded the **Net-Zero Green Label** by the Taiwan Alliance for Net Zero Emission

The rooftop solar PV system at the Nan Shan Education & Training Center in Wuri, Taichung, received the **11th (2024) Top Solar Awards**

Nan Shan Life

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Environmental Health Capital

Environmental Resilience

Action Plans	2024 Implementation Results	2024 Target Achievement Status	2025 Short-Term Goals	2030 Mid- to Long-Term Goals	Key ESG Topic
Target 1 Low-Carbon Investment					
Establish effective ESG assessment and stewardship mechanisms for investee companies. Exert Nan Shan's capital and social influence to drive the low-carbon transition in the industry and promote sustainable development in society	• Conducted case-by-case analyses on the proposals presented by investee companies with a 100% attendance rate at their shareholders' meetings. • Initiated four new engagement cases and completed following up six engagement cases from 2023, maintaining a total of ten engagement cases on an ongoing basis. • Achieved the annual target for SBTi Target Set coverage of investment positions. • Progressively advocated to issuers or guarantors of invested underlyings that have not yet set the SBTi target.	Achieved	• Attend the shareholders' meeting and conduct the ESG assessment on proposals presented by investee companies. • Proactively engage with the investee companies and provide them ESG improvement recommendations, maintaining at least ten engagement cases per year. • Continue to increase the SBTi Target Set coverage of investment positions. • Continue to advocate to issuers or guarantors of those invested underlyings that have not yet set the SBTi target.	• The SBTi Target Set coverage of investment positions reaches at least 50.2% by 2028.	• Responsible Investment • Climate Strategy
Target 2 Accelerate Transition through Finance, in Response to National Sustainable Insurance Policy					
Assist corporate and institutional clients in reducing operational risks and insurance costs, strengthen resilience and recovery from environmental disasters, and enhance urban resilience	• 25 risk prevention services conducted with written recommendations provided • Conducted two corporate safety seminars • 75 infrared safety inspection services carried out • Identified 58 risk points requiring follow-up or immediate improvement for clients	Partially Achieved	• Establish the "NSGI Sustainable Underwriting Guidelines" • Growth in customized risk assessment, risk surveys, risk prevention reports, corporate safety training, and infrared (IR) thermal imaging inspections	• Zero underwriting for thermal coal industry[1] • Zero underwriting for unconventional oil and gas industry[1] • Growth in customized risk assessment, risk surveys, risk prevention reports, corporate safety training, and infrared (IR) thermal imaging inspections Note 1: Entities with transition plans are not subject to this exclusion	• Climate Strategy • Sustainable Products and Services
Promote behavioral change among clients in daily energy conservation and disaster preparedness, helping reduce overall societal risk	• New policy count for green insurance products, as defined by the Non-Life Insurance Association, grew over 8 times year-on-year • The cumulative number of insured individuals under the "Fire Inconvenience Expense Insurance" product continued to grow, in partnership with seven local governments, providing coverage for over 160,000 disadvantaged individuals	Achieved	• Growth in green, low-carbon, and climate-resilient insurance product policy count • Ongoing collaboration with local governments on micro fire inconvenience insurance	• Growth in green, low-carbon, and climate-resilient insurance product policy count • Cumulative number of insured individuals under micro fire inconvenience insurance increased	• Climate Strategy • Sustainable Products and Services
Target 3 Marine Conservation Leadership					
Leverage the strength of the volunteer network to expand marine protection actions and amplify ecological conservation impact	• 10 coastal cleanup events held across Taiwan, with over 4,600 participants. More than 78 kilometers of coastline cleaned, totaling over 76 metric tons of waste • Partnered with Jinshan Exploring to host a century-old fishing industry experience event certified under ISO 20121 Event Sustainability Management Systems • 4 new marine debris upcycled art walls installed • Collaborated with media to promote marine protection videos, garnering 54,000 views	Achieved	• Launch of 1 new marine conservation project • Marine protection campaign reaches over 80,000 people • Cumulative coastal cleanup distance exceeds 84 kilometers	• Promote long-term initiatives in support of the Ocean Conservation Administration's ESG strategy and develop long-term initiatives • Marine protection campaign reaches over 100,000 people • Cumulative coastal cleanup distance exceeds 100 kilometers	-

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Green Operations

Action Plans	2024 Implementation Results	2024 Target Achievement Status	2025 Short-Term Goals	2030 Mid- to Long-Term Goals	Key ESG Topic
Target 1 Operational Carbon Reduction & Sustainable Buildings					
Through a comprehensive audit plan, identify energy hotspots, replace outdated equipment in owned buildings, and expand the use of renewable energy to promote carbon reduction and energy transition, realizing green operations	• The rooftop solar PV system at the Nan Shan Education & Training Center in Wuri, Taichung, received the 11th (2024) Top Solar Awards • Achieved the annual target for the adoption of renewable electricity supply • Commenced construction of the photovoltaic system at the Neihu warehouse • Completed the lighting equipment replacement project at Nan Shan Financial Center • Launched the sewage pipeline connection project at the Wuquan Building in Taichung	Achieved	• Reduce combined Scope 1 and Scope 2 emissions by 15.75% compared to the 2022 baseline year • Complete seven equipment renewal projects • Initiate renewable energy system construction for six buildings • Begin construction of the septic tank connection project for Taichung Building to the sewer system	• Reduce combined Scope 1 and Scope 2 emissions by 42% compared to the 2022 baseline year • Replace 64% of outdated air conditioning units in owned and investment buildings • Complete solar panel installations for six buildings • Complete the septic tank connection projects for the Taichung and Kaohsiung buildings to the municipal sewage system	• Green Operations
Enhance the sustainability standards of investment properties by introducing energy-saving and carbon-reduction technologies along with smart management systems, aiming to create environmentally friendly and value-enhancing properties, and build a low-carbon, sustainable, and long-term value green building portfolio	• Launched four green building certification projects	Partially Achieved	• Obtain two WELL certifications, two LEED certifications, one Green Building Label, and one Building Energy Efficiency Label • Assess two self-owned buildings for certification application	• Complete green building certification for five buildings	• Green Operations
Target 2 Sustainable Supply Chain					
Increase the proportion of green and social procurement, implement ESG-based supplier tiered management, and collaborate with key supply chain partners to create a sustainable value network	• Collected supplier/contractor commitment letters from 48% of cooperating vendors for the year • Held the annual supplier conference • Green procurement accounted for over 3.26%	Partially Achieved	• Distributed ESG self-assessment questionnaires to at least 60 suppliers, with a target recovery rate of 90% • Hold at least one supplier conference • Complete third-party review support for ESG self-assessments	• ESG self-assessment questionnaire recovery rate reaches 90% • Hold at least one supplier conference each year • Conduct annual third-party review support for ESG self-assessments • Green procurement reaches 8% of total procurement by 2027	• Sustainable Supply Chain Management

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3.1 Climate Resilience

3.1.1 Climate-Related Risk Management and Response

In 2024, extreme weather events continued to impact regions around the world. Incidents such as wildfires, heatwaves, storms, floods, droughts, and unusually high temperatures have become more frequent and severe. According to the Global Risks Report 2025 released by the World Economic Forum, the top four global risks over the next decade—consistent with the 2024 findings—are all environmental. Extreme weather has ranked as the number one risk for two consecutive years. The world remains under the ongoing threat of severe weather, highlighting the need for more proactive global efforts to address climate change, including strengthening climate adaptation and reducing greenhouse gas emissions.

Nan Shan follows “Taiwan's Pathway to Net-Zero Emissions in 2050” and aligns with the disclosure recommendations of the Financial Stability Board’s Task Force on Climate-related Financial Disclosures (TCFD). Nan Shan has established sound governance and strategic practices to manage climate-related issues, identify material climate risks and opportunities within operations, and set corresponding metrics and targets. Performance is tracked regularly to enhance organizational climate resilience.

In 2023, Nan Shan Life committed to the Science Based Targets Initiative (SBTi), completed its carbon reduction target setting, and in August 2024 became the first life insurer in Taiwan to receive official SBTi validation. That same year, Nan Shan joined the Taiwan Net Zero Emissions Association, pledging to achieve RE50 by 2030 and RE100 by 2040. In August 2024, Nan Shan also received the Net-Zero Certification (Green Label) from the Taiwan Alliance for Net Zero Emission, reaffirming its commitment to reach net-zero emissions across all operations by 2050.

In the future, apart from continuing to reduce carbon emissions in the business operation aspect, the Company will continue monitoring the exposure of the investment positions in high carbon emission industries and the carbon emissions from investment/financing activities. Based on the “Principle of Responsible Investment”, we will increase investment in sustainable topics continuously to make a contribution to the global transformation toward low-carbon economy.

Climate Governance

Board Oversight

The Board of Directors is the highest supervisory body for climate-related issues at Nan Shan Life. It is responsible for approving climate-related risk management policies and the climate risk appetite statement. Under the Board, the Risk Management Committee and the Corporate Sustainability Committee are tasked with regularly overseeing the implementation of climate-related risk and opportunity management, including the execution of relevant metrics and targets. Climate-related risks and opportunities are integrated into both operational and investment management frameworks. To ensure that directors have a clear understanding of climate risks and opportunities, the Company arranges climate-related education and training for Board members. In 2024, one hour of director training on climate topics was completed.

To effectively manage the potential impacts of future physical and transition risks, Nan Shan Life has established a Climate Risk Appetite Statement (CRAS) aligned with Taiwan's Pathway to Net-Zero Emissions in 2050 and the Company’s SBTi commitment. The Company will continue assessing the impact of these risks on both assets and liabilities to further strengthen its climate risk management capabilities. In addition, peer benchmarking on climate performance-linked mechanisms is used to promote climate governance and foster a sustainability-oriented corporate culture.

Senior Management

Under the supervision of the President, the Climate-Related Financial Disclosure Team (TCFD Team) and the Corporate ESG Execution Teams (under the Corporate Sustainability Committee) are designated to plan and implement the annual management of climate-related risks and opportunities. Each year, these teams identify potential risks and opportunities arising from climate change, assess the impact of climate risks on various business operations, and develop corresponding response measures. At least once per year, the Risk Management Department consolidates and reports the execution status of climate risk management by the TCFD Team to the President, the Risk Management Committee, and the Board of Directors. Similarly, the Sustainable Innovation and Development Department consolidates and reports the execution status of climate opportunity management by the Corporate ESG Execution Teams to the President, the Corporate Sustainability Committee, and the Board of Directors.

To continuously strengthen the climate risk management capabilities of senior executives, the TCFD Team, and departmental risk management heads, two training sessions were completed in 2024: one on climate and nature-related risk governance in the insurance industry for senior executives, and one on climate risk management for risk management supervisors.

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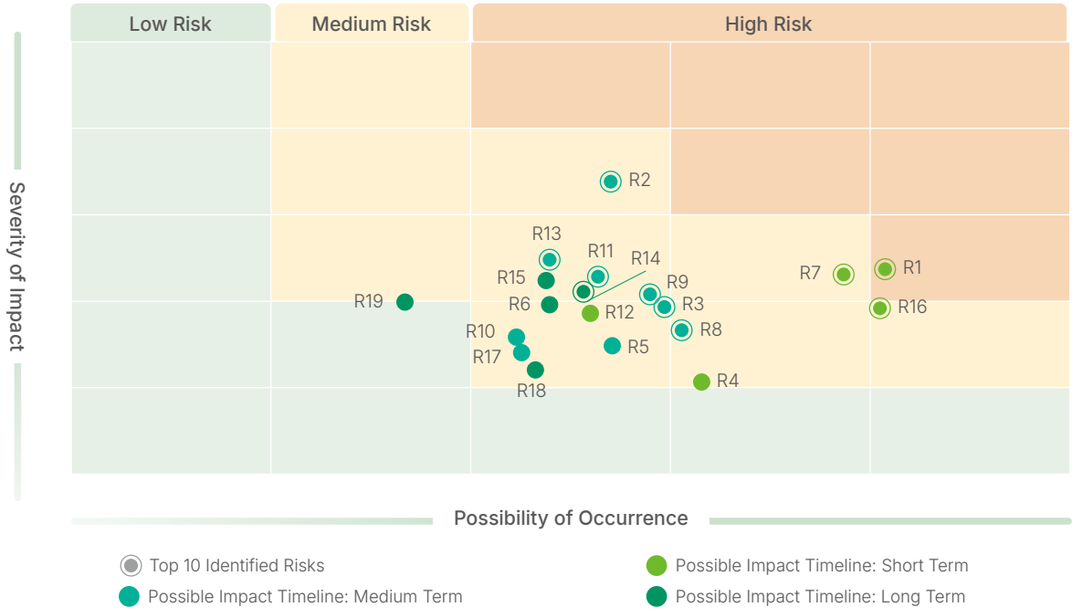
Identified Climate-Related Risks

The TCFD team of the Company referenced domestic and international research reports' climate related issues and taking into account the nature of its business, the Company identified and summarized 19 potential climate-related risks—including physical and transition risks, that the Company may face in the future. These risks were assessed based on their possibility of occurrence, degree of impact, and potential timeline (short, medium, and long term), followed by a materiality ranking. In 2024, the top ten most material climate-related risks were identified, comprising four physical risks and six transition risks. Corresponding mitigation measures were developed.

Table 3. Climate-Related Risk Identification Items

No.	Risk Description
R1	Policy requirements to increase the share of renewable energy
R2	Policy requirements to increase the proportion of green buildings
R7	Current products and services at the risk of being replaced by low carbon alternatives may require additional company costs
R16	To respond to the rising mean temperatures, the transformation of the electricity structure may lead to an increase in the Company's operating costs
R9	Investment losses due to carbon-intensive investment targets being impacted by climate change, environmental degradation, or resource scarcity, compounded by market and client uncertainty
R11	Increased insurance claims from insured targets suffering from climate-related damages
R3	Transition-related legal risks may have financial impacts on the carbon-intensive industry investment portfolios
R13	Suspension of operations due to climate disasters, leading to reduced or halted production capacity
R14	Damages to insured subjects or clients caused by sea level rise
R8	Changes in client behavior
R15	Losses to operational sites or real estate investments due to sea level rise
R12	Asset losses caused by climate-related disasters
R6	Rising costs of low-carbon technology transition for investment targets in carbon-intensive industries may increase operational risk and impact returns
R5	Uncertainty in underwriting thresholds for carbon-intensive clients
R4	Increased costs related to greenhouse gas emissions
R10	Growing concern and negative feedback from stakeholders
R17	Greater risk of heat-related illnesses among personnel due to rising temperatures
R19	Increased likelihood of litigation related to environmental issues
R18	Loss of biodiversity and environmental degradation caused by climate change



Risk Factors Considered

Risk Type	Risk
Transition Risk	Emerging and existing policies and regulations, technology, market dynamics, and reputation concerns
Physical Risk	Include acute and chronic risks

Timeframe Consideration

Timeframe	Definition
Short term	May occur within 3 years (inclusive)
Medium term	May occur in more than 3 years and up to 10 years (inclusive)
Long term	May occur in more than 10 years

Value Chain Scope Considerations

1. **Upstream procurement** — All suppliers
2. **Own operations** — All operating sites and related activities
3. **Downstream asset position** — All investees and clients

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The climate-related risks identified in 2024 are ranked by materiality from highest to lowest as follows

Rank	Risk Code	Risk Type	Time of Occurrence	Risk Issue	Risk Description	Corresponding Inherent Risk	Impact Aspect	Potential Business or Financial Impact	Response Measures / Adaptation Actions
1	R1	Transition Risk: Policy and Legal	Short term	Policy requirements to increase the proportion of renewable energy	In response to regulations, client expectations, and international initiatives, the Company must increase its use of renewable energy. These changes will lead to higher operating costs.	Operational Risk	Own operations	• Increase in operating costs	• Continue evaluating the feasibility and benefits of installing photovoltaic systems in company-owned buildings. (1) In 2025, six additional buildings are expected to be equipped with solar systems, with an estimated annual power generation of 930,000 kWh, reducing approximately 459 metric tons of carbon emissions annually. • Long-term planning includes sourcing renewable energy through both self-generation and long-term green power contracts to mitigate future price volatility. As of September 2024, the Company has prioritized transitioning to externally purchased green electricity at its own sites and plans to gradually increase its renewable energy usage annually.
2	R2	Transition Risk: Policy and Legal	Medium term	Policy requirements to increase the proportion of green buildings	The Company needs to increase the proportion of green buildings in response to related regulations and tenant expectations. These changes will increase operating costs.	Operational Risk	Own operations Investment and financing	• Increase in operating costs • Decrease in rental income	• Continue increasing the proportion of self-owned and investment properties that meet green building standards. New development projects will incorporate green design elements: (1) the Tamsui Shalun surface rights project will be developed into two zones (cultural and parking) and is expected to obtain EEWH certification in 2026 and 2027, and both zones are planned to acquire LEED and WELL certifications by 2027. (2) The A26 and A21 projects are expected to receive EEWH, LEED, and WELL certifications in 2028 and 2029, respectively. (3) These actions are included in the GRESB assessment. • For existing facilities, repairs and upgrades will prioritize green building materials and energy-efficient products.
3	R7	Transition Risk: Technology	Short term	Current products and services at the risk of being replaced by low carbon alternatives may require additional company costs	The gradual low carbon transition may result in a smaller demand for current products and services. The Company may gradually adopt a low-carbon approach to reduce carbon emissions from business operations, such as the replacement of hardcopy insurance policies by electronic copies. This may increase the Company's Information Technology (IT) service costs (including system upgrade and storage expansion).	Operational Risk	Own operations	• Increase in operating costs • Increased technology/system investment	• Continue developing low-carbon insurance services and promote digital and mobile insurance platforms to reduce paper usage and related material costs. • Continue promoting the digital transformation of agents and encourage adoption of paperless processes to promote sustainable, low-carbon business practices.
4	R16	Physical Risk: Chronic	Short term	To respond to the rising mean temperatures, the transformation of the electricity structure may lead to an increase in the Company's operating costs	In recent years, extreme temperatures has increased, and the average temperature will continue to rise in the future. Due to the transformation of Taiwan's electricity structure, it is estimated that electricity prices will gradually increase in the future, and the government will continue to promote the transformation of renewable energy. It will be necessary to purchase green electricity or renewable energy certificates to reduce the Company's carbon emissions, which will increase the Company's operating costs.	Operational Risk	Own operations	• Increase in operating costs	• Continue evaluating and improving the energy efficiency of air conditioning systems in self-owned properties. Replace high energy-consuming equipment with energy-saving models such as low-power or inverter-based systems to reduce energy consumption. • Planned green electricity procurement and execution of long-term contracts to mitigate the risk of future price increases

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Rank	Risk Code	Risk Type	Time of Occurrence	Risk Topic	Risk Description	Corresponding Existing Risk	Impact Scope	Potential Business or Financial Impact	Response Measures / Adaptation Actions
5	R9	Transition Risk: Market	Medium term	Investment losses due to carbon-intensive investment targets being impacted by climate change, environmental degradation, or resource scarcity, compounded by market and client uncertainty	Given Nan Shan's substantial investment holdings, rising environmental sustainability awareness—along with the impact of climate change, environmental degradation, and resource scarcity—may directly affect the market value of investment targets, leading to asset impairments and investment losses.	Market Risk Credit Risk	Investment and financing	• Targets on the carbon-intensive industry list may experience decreased revenue, cash flow, and asset value due to climate-related risks, leading to declines in market value, asset impairments, and a higher likelihood of credit rating downgrades. • These risks may also result in the impairment of investment properties.	• Regularly assess the impact of the Company's investment portfolios in carbon-intensive industries on overall capital deployment, and implement investment management mechanisms for climate-related risks. • When acquiring or purchasing real estate, or during the architectural design phase of new real estate investment projects, incorporate climate-related risk factors into consideration. • Regularly review the adequacy of adaptation measures for real estate assets exposed to high levels of physical climate risk.
6	R11	Physical Risk: Acute	Medium term	Increased insurance claims from insured targets suffering from climate-related damages	The Company's insured targets in high physical risk locations may be damaged by climate disasters, such as personnel or property damages from typhoons or heavy rainfalls. This increases both the frequency and cost of insurance claims.	Operational Risk Insurance Risk	Own operations Insurance Products	• Increase in claims costs • An increase in claims frequency may lead to higher premium rates for group and property insurance, potentially reducing market competitiveness and resulting in a decline in premium income	• NSGI incorporates climate-related risk factors into the underwriting and pricing processes for property insurance: (1) To avoid short-term losses from underwriting targets located in high physical risk areas, the underwriting team conducts risk assessments of the insured subject during case reviews and seeks to minimize the underwriting of such high-risk assets. (2) Claims cost increases are taken into account during product pricing. For claims related to climate disasters, the Company is exploring ways to streamline the claims application process and accelerate claims settlement. • Client claims data are regularly reviewed to evaluate the overall impact on group insurance claims, thereby reinforcing the group insurance risk management mechanism. • As the impact of climate disasters, such as typhoons, floods, and landslides, on life insurance claims remains inconclusive, the Company will continue to monitor and collect available data on natural disasters resulting from climate change.
7	R3	Transition Risk: Policy and Legal	Medium term	Transition-related legal risks may have financial impacts on the carbon-intensive industry investment portfolios	As the net-zero carbon emission policies become more stringent around the world, the environmental performance indicators of the investment portfolios may become poorer (such as high carbon emissions of carbon-intensive industries), which may affect the valuation of the investment portfolios, leading to the Company's investment losses and financial health deterioration.	Market Risk Credit Risk	Investment and financing	• Investment targets listed under carbon-intensive industries are subject to transition risks. Due to their poor environmental performance indicators, these targets may experience a decline in market value, resulting in asset impairment and a heightened risk of credit rating downgrades.	• Regularly assess the impact of the Company's investment exposure to carbon-intensive industries on overall capital deployment, and implement investment management mechanisms for climate-related risks.

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Rank	Risk Code	Risk Type	Time of Occurrence	Risk Topic	Risk Description	Corresponding Existing Risk	Impact Scope	Potential Business or Financial Impact	Response Measures / Adaptation Actions
8	R13	Physical Risk: Acute	Medium term	Suspension of operations due to climate disasters, leading to reduced or halted production capacity	Under the impact of climate change, the increasing frequency and severity of losses caused by typhoons and torrential rain may expose operational sites located in high or medium-high physical risk areas to natural disasters. This could result in damage to property such as facilities, IT equipment, and transportation assets, leading to increased maintenance costs, reduced or disrupted production capacity, and even operational shutdowns or casualties.	Operational Risk	Own operations	• Increase in operating costs • May result in early retirement of existing assets.	• Based on external physical risk databases, if the climate risk value of the region where the Company's real estate is located exceeds 1%, the Company will formulate physical risk adaptation and mitigation measures related to climate and include them in a watchlist for ongoing tracking and implementation. • In accordance with the Company's business continuity management and disaster recovery mechanisms, appropriate emergency response measures will be executed to reduce the likelihood and severity of operational disruptions.
9	R14	Physical Risk: Chronic	Long term	Damages to insured subjects or clients caused by sea level rise	If the Company's insured parties or assets are located in areas of high physical risk (e.g., coastal or low-lying regions), the likelihood of incidents or damage may increase due to rising sea levels, thereby leading to higher claims expenditures.	Insurance Risk	Own operations Insurance Products	• Increase in claims costs • An increase in claims frequency may lead to higher premium rates for group and property insurance, potentially reducing market competitiveness and resulting in a decline in premium income	• NSGI incorporates climate-related risk factors into the underwriting and pricing processes for property insurance: (1) To avoid long-term losses from underwriting assets located in low-lying or flood-prone areas, the Company adopts facultative reinsurance for such cases. If reinsurance cannot be successfully arranged, the Company will decline coverage or reduce the underwriting share to minimize retained claims risk as much as possible. (2) Claims cost increases are taken into account during product pricing. For claims related to climate disasters, the Company is exploring ways to streamline the claims application process and accelerate claims settlement. • Client claims data are regularly reviewed to evaluate the overall impact on group insurance claims, thereby reinforcing the group insurance risk management mechanism.
10	R8	Transition Risk: Market	Medium term	Changes in client behavior	Amid the global net-zero transition and growing public awareness of sustainability issues, if the Company fails to proactively promote low-carbon initiatives and offer insurance products and services that support climate change mitigation, it may fall behind in the climate-related opportunity market. This could lead to a loss of business and clients, resulting in a decline in revenue.	Operational Risk Reputational Risk	Insurance products Own operations	• Decline in operating revenue • Loss of market share	• The Company continues to collaborate with partners in the healthcare industry to promote the "Health Protection Circle" initiative, proactively investing resources to raise public awareness of health risks. • Nan Shan is developing proactive, preventive insurance products (e.g., spillover policies) to encourage clients to adopt more proactive approaches to managing their health, enhancing risk awareness, and reducing the incidence of climate-related illnesses and insurance claims. • The Company remains focused on sustainability issues and continues to promote low-carbon practices and offer climate-resilient insurance products and services. • NSGI provides risk prevention services to corporate clients. Through customized assessments conducted by inspection engineers, tailored risk mitigation recommendations are offered. With the use of infrared thermal imaging technology, insured parties are empowered to conduct predictive maintenance and proactively prevent potential incidents, thereby supporting business continuity and creating a win-win outcome. • NSGI also continues to develop insurance products related to carbon reduction and green behavior (e.g., green energy riders and electric vehicle policies), encouraging clients to adopt energy-efficient and environmentally friendly lifestyles in housing and transportation. This drives the Company's proactive and diversified transition toward sustainable product offerings.

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Climate-related Opportunities Identification Results

Following the completion of internal questionnaires and discussions by relevant departments, Nan Shan identified nine climate-related opportunities. A report was submitted to the Corporate Sustainability Committee and, upon approval, the Company selected eight key opportunity areas as strategic focal points. These serve as the foundation for developing detailed initiatives and action plans, enabling the Company to actively engage in climate action, stay ahead of market trends, and link sustainability efforts with business opportunities.

Type of Opportunity	Time of Occurrence	Opportunity Topic	Opportunity Description	Potential Financial Impact	Actions Taken
Products and Services	Short term	Development and innovation of new products and services	In line with government policies and market trends, the Company offers underwriting services related to electric vehicles and renewable energy projects; provides loss prevention services to corporate clients along with disaster prevention training, thereby reducing claim ratios.	Increase in revenue due to rising demand for products and services	• In response to the electric vehicle market trend, NSGI has successively launched Comprehensive Charging Pile Insurance and Exclusive Electric Vehicle Insurance. The Company also continues to underwriting renewable energy projects (e.g., offshore wind farms, energy storage equipment, solar PV systems) and implements loss prevention services for large corporate clients.
Products and Services	Short term	Increasing insurance products that support low carbon and climate change mitigation	As market demand grows for products that support low carbon and climate change response, the Company integrates concepts such as environmental protection, energy saving, support for renewable energy development, low-carbon transformation in transportation, and the promotion of environmentally friendly materials into its offerings (e.g., underwriting for renewable energy projects, UBI insurance for electric scooter owners, Exclusive Electric Vehicle Insurance, Residential Green Energy Upgrade Rider). In addition, the Company offers proactive prevention products (e.g., spillover policies) and insurance products that enhance protection against the impacts of climate change. These products leverage the risk management mechanisms and extended functions of insurance to support environmental protection or improve clients' health, thereby reducing the likelihood of illness and claims associated with climate change. The development and sale of low-carbon and climate change adaptation insurance products can also lead to increased premium income in line with market demand.	Increase in revenue due to rising demand for products and services	• Develop proactive prevention products (e.g., spillover policies) to encourage clients to pay closer attention to their health and adopt more proactive health management habits, thereby preventing or mitigating illness and raising risk awareness. • Through the "Health Protection Circle," Nan Shan Life partners with major health industry players to deliver value-added health promotion and medical care services across the full spectrum of health, supporting clients in improving their well-being. • NSGI has launched a series of green insurance products, including Exclusive Electric Vehicle Insurance, Comprehensive Charging Pile Insurance, Mini Electric Two-Wheeler Third-Party Liability Insurance, Electric Motorcycle Mileage Billing Insurance, Residential Green Energy Upgrade Rider, and excess typhoon and flood riders to strengthen adaptation to extreme weather. Premium income continues to grow as a result.
Products and Services	Short term	Digital Services	With the advent of the digital age, clients use mobile/digital low-carbon insurance services to reduce in-person visits and paper-based processes, improving service efficiency. Optimized interfaces for purchasing and selecting policies also increase policy counts and revenue while reducing the carbon footprint of products/services.	Reduction in indirect (operational) costs	• In 2022, Nan Shan Life passed ISO 14067 certification, defining the scope of carbon footprint for "personal insurance services" to establish a scientific and complete calculation process. After obtaining permission to use the EPA carbon label, the Company implemented low-carbon operations by significantly reducing paper output and adopting manpower reallocation, achieving a carbon footprint reduction of more than 3% within five years and qualifying to use the carbon reduction label. • The subsidiary, NSGI, has responded to the FSC's policy promoting electronic insurance policies, achieving an overall usage rate of 65%. Over 70% of individual insurance policies have adopted electronic formats, and electronic policies have also been introduced for corporate insurance products. In 2022, NSGI conducted a carbon footprint assessment for electronic insurance policies, becoming the first non-life insurance company in Taiwan to pass carbon footprint verification for electronic policies.

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Type of Opportunity	Time of Occurrence	Opportunity Topic	Opportunity Description	Potential Financial Impact	Actions Taken
Resource Efficiency	Short term	Improving energy and resource efficiency	The Company is replacing low energy-efficiency equipment at its operational sites to enhance energy use efficiency, reduce internal water and electricity consumption, and lower operational costs.	Reduction in indirect (operational) costs	• Through equipment replacement and enhanced energy efficiency, the Company has reduced operational costs. • ISO 14046 Water Footprint Certification obtained. • In line with its SBT target commitment, the Company aims to reduce Scope 1 and Scope 2 emissions by 42% cumulatively by 2030. • For self-owned and self-used buildings, Scope 1 and Scope 2 emissions are reduced by 1% annually compared to the 2020 baseline year.
Resource Efficiency	Medium term	Green buildings	Newly constructed buildings (including both investment and self-use properties), or branch construction projects, use green building materials and assess the installation of solar photovoltaic systems or procurement of new energy-saving equipment at operational sites to enhance energy use efficiency, promote environmental performance, and achieve energy-saving and carbon reduction goals.	Increase in fixed asset value	• Building equipment is updated to meet energy efficiency labeling standards, and interior renovations use green building materials. • By developing solar energy for self-use and purchasing green electricity, the Company aims to reduce carbon emissions. • New buildings meet green building standards and acquire relevant green building certifications.
Market	Short term	Green finance and thematic sustainable investments	• The Company continues to evaluate investments in thematic areas such as human health and well-being, green energy, low-carbon technologies, green energy technologies, new agriculture, and circular economy. • Attention is paid to the resilience of the overall investment position against climate change risks: assessing the impact of investments in the high carbon-emitting industries list on overall capital deployment.	Diversification of financial assets	• Increase in thematic investments: Evaluating/investing in green and sustainable-themed investment products • Enhancing SBTi coverage ratio.
Operational Resilience	Short term	Green procurement	Priority is given to procuring low environmental impact products, such as energy-saving, power-saving, and water-saving equipment with eco-label certifications, to reduce energy waste at operational sites and lower operational costs.	Reduction in indirect (operational) costs	• Supplier conferences are held to communicate sustainability issues with vendors. • Procurement prioritizes products with eco-labels as defined by the Ministry of Environment. The green procurement amount for 2024 reached NT$135,648,315. • The Company has begun studying internal carbon pricing mechanisms to raise carbon cost awareness in equipment procurement and improve resource allocation efficiency.
Energy Source	Medium term	Renewable energy and green leasing	• The Company is increasing the use of renewable energy annually, in combination with various energy-saving measures, to achieve substantial emission reduction. • In response to the Ministry of Economic Affairs' "Green Leasing 2.0" initiative, the Company supports office buildings and similar collective-use venues in acquiring green electricity and renewable energy certificates through power supply transfer models, thereby enhancing property value or attracting tenants.	Reduction in indirect (operational) costs	• Benefit evaluations for solar installations are conducted, and plans are in place to install solar systems at self-owned buildings. • Green electricity procurement is planned in line with SBTi emission reduction targets to increase the share of renewable energy. • In support of "Green Leasing 2.0," Nan Shan Plaza in Taipei has introduced renewable energy and advocates for tenants to use green electricity.

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Scenario Analysis

Scenario analysis is a neutral simulation and estimation tool used to explore different climate scenarios, with the results applied to various management objectives. Nan Shan uses climate scenarios to understand the impacts of climate-related risks and opportunities. For physical risks, we considered the two scenarios of RCP 2.6 and RCP 8.5 simulated in the Intergovernmental Panel on Climate Change (IPCC) Fifth Assessment Report. As for transition risks, the two scenarios of NDCs and Net Zero 2050 in the Central Banks and Supervisors Network for Greening the Financial System (NGFS) were used to measure the impact on the investment position and built a forward-looking scenario analysis model to measure the financial impact and strategic resilience of climate change.

Physical Risk Analysis

Using the RCP 2.6 and RCP 8.5 scenario parameters, Nan Shan analyzed the climate Value at Risk (VaR) and Failure Probability (FP) due to physical climate risks faced by its owned operational sites and investment properties from 2024 to 2100.

- **XDI Climate Risk Value**

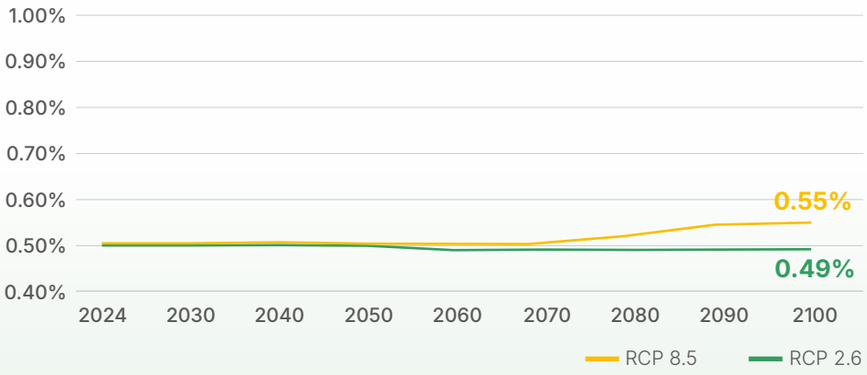
By assessing multiple quantified climate risk indicators such as surface flooding, surface slippage caused by drought, river flooding, coastal inundation, forest wildfires, and extreme wind events, the physical risk and potential financial impact on buildings were calculated. Nan Shan adopted the XDI climate risk model database to conduct physical risk assessments on owned operational sites and investment properties. The climate sensitivity levels are categorized into five grades: low, lower-medium, medium, higher-medium, and high. The results of the climate risk rating analysis show that, under both RCP 2.6 and RCP 8.5 scenarios, no operational sites are located in high-risk areas. One owned operational site in northern Taiwan falls under the higher-medium risk level, mainly due to river flooding and surface slippage caused by drought. Three investment properties are in high-risk areas—one each in the northern, central, and southern regions—mainly due to surface flooding. No investment properties are classified under the higher-medium risk level.

According to the positions at the end of 2024, in the RCP2.6 scenario, the average VaR in 2100 was 0.49%; in the RCP8.5 scenario, the average VaR in 2100 was 0.55%.

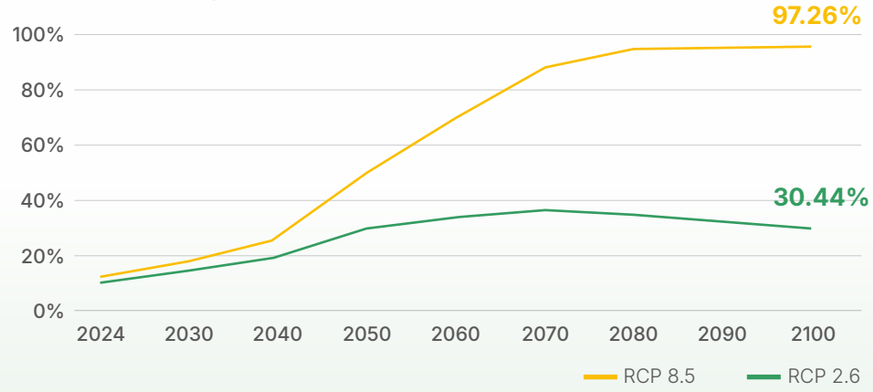
- **Probability of Business Disruption**

The probability of business disruption refers to the likelihood that, within a given year, buildings in a particular region may be rendered inoperable due to climate-related disasters. For instance, operations may be suspended if flooding occurs or if air conditioning systems fail due to temperatures exceeding 45°C. According to the analysis, under both the RCP 2.6 and RCP 8.5 scenarios, extreme heat is the primary factor contributing to business disruption. According to the positions at the end of 2024, in the RCP2.6 scenario, the average probability of business disruption by the year 2100 is projected to be 30.44%; in the RCP8.5 scenario, the probability of business interruption in 2100 reached 97.26%.

Value at Risk (VaR)



Failure Probability (FP)



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Transition Risk Analysis

To address the impacts of climate change, governments worldwide are implementing dual-track policies involving both carbon emission regulations and carbon pricing mechanisms. These policy developments necessitate assessing whether investment targets may be exposed to climate-related financial risks under the global net-zero transition, potentially leading to investment losses. Consequently, it is imperative to incorporate climate risk factors into quantitative models to evaluate the resilience of investment strategies.

According to the guidance issued by the European Insurance and Occupational Pensions Authority (EIOPA) on the application of climate change risks in Own Risk and Solvency Assessment (ORSA), companies are expected to analyze at least two long-term climate scenarios:

- Scenario 1: A long-term climate scenario in which global temperature rise is kept below 2°C.
- Scenario 2: A long-term climate scenario in which global temperature rise equals or exceeds 2°C.

The following outlines Nan Shan's scenario analysis conducted using the NGFS Phase III GCAM 5.3 model under the NDCs and Net Zero 2050 scenarios. The analysis incorporates parameters such as carbon pricing and CO_2 emissions to apply stress to investment positions, building quantitative models to assess changes in investment target ratings and their associated financial impacts. The scenario analysis results are then applied to credit risk and market risk calculations for stress testing purposes.

NGFS Scenarios	NDCs (Hot house world)	Net Zero 2050 (Orderly)
Scenario Assumptions	Includes nationally pledged policies aimed at limiting global warming through GHG reduction targets.	Assumes aggressive GHG reduction goals, implemented through stringent climate policies and technological innovation.
Projected Global Temperature Rise by 2100	2.6˚C	1.4˚C
Scenario Parameters	Price | Carbon (US$2010 / tCO_2) Emissions| CO_2 (Mt CO_2 / year)	Price | Carbon (US$2010 / tCO_2) Emissions| CO_2 (Mt CO_2 / year)
Expected Timeframe	2024-2050	2024-2050

After examining the investments in the bonds and stocks in industries with high carbon emissions, we used publicly available financial disclosures from benchmark companies within high-exposure positions to calculate climate change risk transmission pathways and produced scenario analysis results projected through 2050. The analysis pays particular attention to high-emission industries such as power generation, multi-utility services, metal mining, and oil, gas, and consumable fuels. Among these, the multi-utility services industry showed the most significant downgrade in credit ratings under both the NDCs and Net Zero 2050 scenarios.

Through subsequent stress testing, the Company assesses the potential impacts of transition and physical risk scenarios on expected credit losses (ECL), expected market losses, and expected operational losses. Results indicate that these risks remain within controllable levels. The Company continues to monitor and track these risks on an annual basis.

Climate Risk Management

Climate Risk Management Framework

Nan Shan has established a management mechanism for climate-related risks and opportunities in line with the TCFD recommendations and Taiwan's Guidelines for Financial Disclosures of Climate-Related Risks in the Insurance Industry. We regularly identify climate-related risks and opportunities, continuously assess their potential impacts on business and finance, and develop corresponding response strategies. We have also integrated climate-related risks into the existing risk management framework and divided responsibilities based on the three lines of defense of internal control to ensure that climate-related risks can be properly controlled.

Risk Identification and Assessment	Nan Shan reviews international and domestic research and benchmarking reports and, by considering the characteristics of its own business operations, identifies potential climate-related risk issues the Company may face in the future. It assesses these risks based on probability of occurrence, severity of impact, and estimated time of occurrence (short, medium, or long term), followed by a materiality assessment and prioritization.
Scenario Analysis	For physical risk, simulations were conducted using the RCP 2.6 and RCP 8.5 scenarios from the IPCC. For transition risk, Nan Shan used the NGFS Phase III GCAM 5.3 model under the NDCs and Net Zero 2050 scenarios to assess potential impacts on its investment position. A forward-looking scenario analysis model was constructed to quantify the financial impacts of climate-related risks and evaluate strategic resilience.
Stress Testing	Using NGFS scenario parameters, quantitative models were developed to generate changes in credit ratings of investee companies and to assess associated financial impacts. These results were incorporated into credit and market risk calculations for the purpose of conducting stress tests. The expected potential losses of operational risk are estimated under RCP2.6 and RCP8.5 climate scenarios.
Adaptation and Response Plans	The TCFD team, in collaboration with relevant business units, developed mitigation or adaptation plans in response to identified climate risks. These plans were reported to the President, Risk Management Committee, and the Board of Directors.

Nan Shan Life's Climate-Related Risk Management Policy as approved by the board has defined the responsibilities of the board and senior management, formulated a supervision and management mechanism for climate-related risks and opportunities and a climate-related risk appetite statement. This policy is further supplemented by the Climate-Related Risk Management Guidelines, which define the roles, responsibilities, and reporting processes of designated units under the governance framework in relation to climate-related matters. Nan Shan Life has also revised its investment and real estate-related risk management processes to incorporate climate risk considerations and improve overall climate-related risk governance.

For physical risk analysis related to self-owned operational premises, Nan Shan Life has implemented a business continuity plan. For investment properties, Nan Shan Life has established an internal operational procedure for domestic real estate investments, and takes appropriate actions or adjustments when a site is assessed to be geologically sensitive or near coastal areas.

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Financed Emissions from Investment Portfolios

To contribute to global efforts in addressing climate change and to demonstrate its commitment to sustainable development as an investor, Nan Shan has aligned itself with the principles of the Partnership for Carbon Accounting Financials (PCAF). The Company calculates financed emissions based on the PCAF methodology, leveraging it as a tool for manage and access climate-related risks in its investment portfolio. Nan Shan currently applies GHG inventory data and data quality scores provided by the ESG IR Platform of the Taiwan Depository & Clearing Corporation (TDCC) in its financed emissions calculations.

In 2024, Nan Shan's financed emissions from its investment portfolio (sovereign bonds excluding LULUCF) totaled 13,129.61 $ktCO_2e$, with the coverage rate of inventoried assets representing approximately 75.25% of total invested and financed assets. Notably, total financed emissions from equities and sovereign bonds (excluding LULUCF) have decreased compared to the previous year.

Within the investment portfolio, the emission share from the oil & gas and electricity supply sectors increased compared to 2023, while the share from the metals and steel sector decreased. Data quality for equities has improved since 2023, whereas data quality for bonds has slightly declined.

Table 4. Financed Emissions from Investment Portfolios for 2024

Scope 3 Investment Asset Class	Carbon Emission[1] ($ktCO_2e$)	Emission Intensity[5]	Data Quality[6]
Equities	483.18	1.46	1.12
Bonds	3,327.27	1.33	1.73
Sovereign Bonds excluding LULUCF[2]	9,310.27	8.46	2.00
Sovereign Bonds including LULUCF[3]	9536.89	8.66	3.73
Commercial Real Estate Investments[4]	6.33	0.06	4.00
Mortgage Loans	2.55	0.27	4.00
Subtotal 1 (Equities + Bonds + Sovereign Bonds excluding LULUCF + Commercial Real Estate Investments)	13,127.05	-	-
Subtotal 2 (Equities + Bonds + Sovereign Bonds including LULUCF + Commercial Real Estate Investments)	13,353.67	-	-
Subtotal 3 (Equities + Bonds + Sovereign Bonds excluding LULUCF + Commercial Real Estate Investments + Mortgage Loans)	13,129.61	-	-
Subtotal 4 (Equities + Bonds + Sovereign Bonds including LULUCF + Commercial Real Estate Investments + Mortgage Loans)	13,356.22	-	-

Note 1: The scope of the investment portfolio reviewed by Nan Shan Life and its subsidiaries for Scope 3 includes equities, bonds (including corporate and financial bonds), sovereign bonds (excluding LULUCF), and commercial real estate investments. In 2024, mortgage loans and sovereign bonds including Land Use, Land Use Change and Forestry (LULUCF) were added to the assessment.
Note 2: The data sources for sovereign bond calculations include national carbon emissions and GDP based on purchasing power parity from the European Commission, International Monetary Fund (IMF), Taiwan's Climate Change Administration under the Ministry of Environment (MOENV), and the Global Carbon Project. Due to data update lags, carbon emission figures for sovereign bonds are based on 2022 data.
Note 3: For international sovereign bonds, emissions data related to LULUCF is unavailable for 19 countries and is therefore treated as null.
Note 4: As outlined in the second edition of the PCAF methodology released in 2023, only commercial real estate investments without operational control are included in the scope.
Note 5: Economic emissions intensity: For investment positions, expressed in tCO_2e per NT$ million invested; for commercial real estate investments, expressed in tCO_2e per square meter of floor area; for mortgage loans, expressed in tCO_2e per NT$ million outstanding balance.
Note 6: Data quality is rated on a scale from 1 (highest quality) to 5 (lowest quality).
Note 7: Some assets are excluded due to unavailable underlying asset data or the absence of an applicable PCAF methodology.

Table 5. Industry Sector Distribution of Portfolio Emissions[1]

2024			
Industry	Carbon Emission Ratio (%)	Investment Portfolio Ratio (%)	Economic Emission Intensity[2]
Oil and Gas	49.89	7.67	8.74
Chemicals / Chemical Materials / Construction Materials	6.61	0.55	16.18
Metals / Steel	6.10	0.84	9.78
Industrial Machinery	0.19	0.19	1.37
Air Transportation	0.30	0.12	3.46
Automotive Manufacturing	0.02	0.07	0.38
Electricity Supply	19.51	3.58	7.33
Non-carbon-intensive Industries	17.38	86.98	0.27
Total	100%	100%	1.34

Note 1: Industry sector distribution covers equities and bonds (including corporate and financial bonds).
Note 2: Emission intensity is defined as the amount of CO_2 equivalent (in metric tons) per NT$1 million of investment.

Table 6. Distribution of Portfolio Emissions by Country[1]

Country/Region	Excluding LULUCF		Including LULUCF	
	Carbon Emission Ratio (%)	Emission Intensity[2]	Carbon Emission Ratio (%)	Emission Intensity[2]
Americas	47.78	3.03	48.04	3.10
Asia-Pacific	26.21	5.34	28.06	5.82
Taiwan	13.96	3.76	13.23	3.62
Europe	6.87	1.31	5.48	1.07
Africa	4.17	18.22	4.21	18.74
Others	1.02	7.57	0.98	7.41
Total	100	3.33	100	3.39

Note 1: Country distribution covers equities, bonds (including corporate and financial bonds), and sovereign bonds.
Note 2: Emission intensity is defined as the amount of CO_2 equivalent (in metric tons) per NT$ million of investment.

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Climate Metrics and Targets

To monitor the management of climate-related risks, Nan Shan actively promotes the implementation of three major environmental sustainability systems across its self-owned and self-operated buildings: the ISO 14001 Environmental Management System, ISO 14064-1 Greenhouse Gas Inventory, and ISO 50001 Energy Management System. Through comprehensive inventories, the Company effectively monitors its operational carbon emissions and energy usage efficiency. In addition, Nan Shan signed the Science Based Targets Initiative (SBTi) commitment in 2023, completed the formulation of its emissions reduction targets, and officially obtained SBTi validation for its science-based targets in August 2024. Nan Shan's climate management indicators and targets are as follows:

Table 7. Summary of Climate Indicators and Targets

Category	Low-carbon operations		Low-carbon economy
Indicator	**Green procurement**	**Greenhouse gas emissions**	**SBT Portfolio coverage**
Indicator description	Ratio of green procurement spending on office and business equipment to total procurement amount	Reduction in Scope 1 and 2 greenhouse gas emissions from company operating sites	Proportion of Scope 3 investment positions (including listed equities, bonds, ETFs, mutual funds, and REITs) with approved SBT targets[1]
Unit	%	tCO_2e	%
Base year	2023	2022	2022
Base value	3%	21,679.30 tCO_2e	25.3%
Target	Achieve 5% by 2030	In line with committed SBT targets	
		42% reduction of Scope 1 and 2 emissions by 2030 compared to the base year	The proportion of Scope 3 investment positions with approved SBT targets must reach 50.2% by 2028.
2024 Results	3.26%	10.84% reduction	31.9%
Actions or Plans	Continue promoting internal awareness of prioritizing green products and tracking progress annually, with rolling adjustments as needed.	Please refer to Section 3.1.2 SBT Carbon Reduction Pathway and Performance for the Year	

Note 1: According to the SBTi methodology, Nan Shan adopts the Portfolio Coverage (PC) approach for to set Scope 3 targets across its investment positions.

3.1.2 SBT Carbon Reduction Pathway and Performance for the Year

Science-based targets (SBTs) are corporate carbon reduction targets established in accordance with climate science to ensure that greenhouse gas reduction efforts align with the Paris Agreement, aiming to limit global temperature rise to 1.5°C or well below 2°C. These targets cover Scope 1, 2, and 3 emissions and are verified by the Science Based Targets Initiative (SBTi). SBTs help enhance corporate competitiveness, reduce climate risks, and align with ESG investment trends. Through energy transition and technological innovation, companies can not only reduce their carbon footprint but also optimize operational efficiency, ensuring sustainable development. Adopting SBTs is a key step toward building a green supply chain and a low-carbon economy.

Nan Shan has put its carbon reduction commitment into practice by signing the SBTi commitment in 2023 and completing target validation in 2024. Using 2022 as the base year, the Company has pledged to reduce Scope 1 and 2 emissions by 42% by 2030 and to ensure that 50.2% of its investment portfolio meets SBT targets by 2028.

SCIENCE BASED TARGETS
DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

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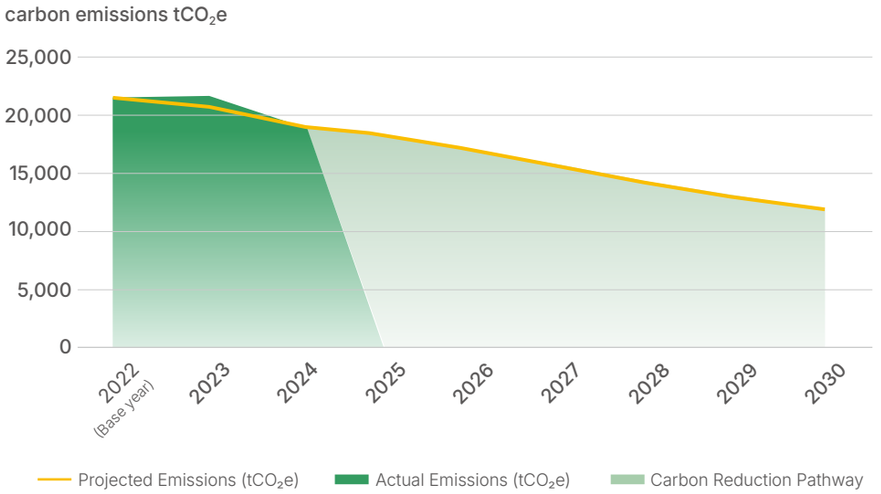
Scope 1 and 2 Emissions

To actively achieve the SBT carbon reduction targets, Nan Shan has implemented an energy transition roadmap to achieve a 42% reduction by 2030. This includes installing solar photovoltaic systems on owned and newly constructed buildings, purchasing green electricity, and implementing energy-saving measures. Through these dual strategies, the Company is increasing its use of renewable energy and maximizing emission reduction effectiveness, thus advancing corporate energy transition. In 2024, Nan Shan's total Scope 1 and 2 emissions amounted to 19,328.79 tCO_2e, representing a 10.84% reduction compared to the base year, achieving its annual carbon reduction goal.

Nan Shan's SBT Carbon Reduction Pathway (Scope 1 and 2)



Scope 3 Emissions (Investment Portfolio)[1]

For financial and insurance companies, the majority of carbon emissions come from Scope 3 investment activities. In 2023, Nan Shan Life incorporated climate-related risk management mechanisms into its "Investment Policy Guidelines" and took concrete actions to support net-zero emissions, including the establishment of investment rules for carbon-intensive industries and enhancement of mechanisms for exercising shareholder activism. This enabled the Company to better assess the potential risks and opportunities posed by climate change when making investment decisions. In the meantime, Nan Shan Life continued to exert its financial influence as a professional institutional investor by engaging with or advocating to counterparties and intermediaries about the importance of the SBT-based carbon reduction. The Company has also set the SBTi target for its investment portfolio:

Using 2022 as the base year, the SBTi target Set coverage of investment positions reaches at least 50.2%[1] by 2028.

Note 1: Include listed equities, bonds, ETFs, mutual funds, and real estate investment trusts (REITs).

As of 2024, the SBTi Target Set coverage of Nan Shan Life's investment positions has reached 31.9%, calculated using the book value. Through active advocacy and proactive engagement with investee companies, Nan Shan Life continues to make steady progress toward its 2028 target.

3.1.3 Climate Finance Products and Services

Promoting National Sustainability Transition Strategy Through Products and Services

In alignment with the Principles for Sustainable Insurance (PSI) promoted by the United Nations, Nan Shan continues to launch insurance products with indirect environmental benefits, offering a wide range of coverage for individuals and businesses. In support of the global 2050 net-zero emissions goal, Nan Shan promotes the adoption of electric vehicles—including electric cars and scooters—through its products and services. As part of the energy transition pathway, NSGI participates in the underwriting of large offshore wind farms and helps transfer development and operational risks for renewable energy operators, jointly supporting the national energy transition goals. NSGI views enhancing clients' risk resilience as a core responsibility of insurers. It offers customized risk management services and monitors the performance of related products through its Corporate Sustainability Committee, with annual targets reported to the Corporate Sustainability Committee of Nan Shan Life Insurance. By providing products and services with environmental benefits, Nan Shan aims to strengthen clients' sustainability resilience and collaborate with stakeholders to promote the nation's sustainable transformation.

Table 8. Performance of Green Property and Casualty Insurance[1]

Product Category	Number of New Policies Underwritten (Annual)			Premium Income (NT$)		
Year	2022	2023	2024	2022	2023	2024
Exclusive Electric Vehicle Insurance[2]	-	-	18,558	-	-	42,561,041
Comprehensive Charging Pile Insurance[3]	-	28	146	-	25,216	126,882
Mini Electric Two-Wheeler Third-Party Liability Insurance[4]	-	699	2,739	-	1,130,964	4,095,244
Electric Motorcycle Mileage Billing Insurance	1,318	1,320	877	1,472,392	1,475,063	1,068,609
Residential Green Energy Upgrade Rider	1,009	1,080	6,040	200,814	216,037	1,217,913
Total	2,327	3,127	28,360	1,673,206	2,847,280	49,069,689

Note 1: All of the above are green insurance products certified by the Taiwan Insurance Institute.
Note 2: Exclusive Electric Vehicle Insurance was launched in July 2024.
Note 3: Comprehensive Charging Pile Insurance was launched in June 2023.
Note 4: Mini Electric Two-Wheeler Third-Party Liability Insurance was launched in March 2023.

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Exclusive Electric Vehicle Insurance

In response to global carbon reduction and energy transition goals, the energy source for transportation is gradually shifting from gasoline and diesel to electricity, with electric vehicles (EVs) becoming one of the primary modes of modern transportation. Given that EVs differ from traditional vehicles in terms of structure, power systems, and maintenance technologies, their risk profiles also vary accordingly. NSGI, in accordance with the Financial Supervisory Commission's approved "Exclusive Electric Vehicle Insurance Reference Clauses" and related riders, became one of the first insurers in Taiwan to launch Exclusive Electric Vehicle Insurance in 2024. In addition to conventional coverages such as vehicle damage insurance, third-party liability insurance, theft loss insurance, and personal accident insurance, the policy also includes three riders specifically designed for EVs: a rider for third-party liability insurance during charging periods, a rider for vehicle damage insurance during charging periods, and a rider for vehicle damage insurance covering battery self-ignition. These riders provide compensation for third-party injury, death, or property damage resulting from charging-related incidents, as well as for damage or loss to the insured vehicle itself during the charging process. This enhanced coverage offers EV owners greater protection and peace of mind.

Comprehensive Charging Pile Insurance

With the rapid growth of the electric vehicle (EV) market, demand for insurance coverage for related equipment has also increased. However, this development brings with it new risks—such as damage to charging piles caused by external impacts, fires, lightning strikes, explosions, thrown or falling objects, or accidents during use that may result in bodily injury or property loss to third parties. To address these risks, NSGI launched its Comprehensive Charging Pile Insurance, offering EV owners vital protection for this key source of energy replenishment.

Mini Electric Two-Wheeler Third-Party Liability Insurance

In line with government policies requiring registration and compulsory insurance for micro electric two-wheelers, NSGI offers coverage including third-party liability insurance and an excess liability rider. These products provide compensation in cases where the clients, due to ownership, use, or management of a micro electric two-wheeler, causes bodily injury or property damage to a third party. Additional coverages include a Condolence Expense Insurance, which compensates clients for expenses incurred when visiting or expressing sympathy to a third party who is hospitalized due to an accident, and a Criminal Defense Legal Expense Rider, which covers legal fees should the accident result in criminal liability.

Electric Motorcycle Mileage Billing Insurance

Driven by the evolution of financial technology, NSGI, in collaboration with Gogoro, launched Taiwan's first telematics-based Usage-Based Insurance (UBI) product: Electric Motorcycle Mileage Billing Insurance. This innovative offering calculates premiums not solely based on static factors like age, gender, or driving history, but dynamically adjusts rates based on actual riding behavior, aligning more closely with user habits and needs. To support government efforts in promoting green finance and fintech innovation, clients can easily purchase this insurance through the partner company's mobile application, enhancing convenience and enabling a fully paperless process.

Residential Green Energy Upgrade Rider

With global warming and climate change becoming increasingly severe, the government has prioritized energy conservation and carbon reduction as key policy objectives. To encourage clients to adopt green building materials and energy-efficient equipment, NSGI introduced the Residential Green Energy Upgrade Rider. In the event of damage to insured property caused by a covered incident, clients may choose to repair or rebuild using green materials or opt for a cash payout—without deductions for depreciation. By offering incentives through enhanced coverage limits, this rider encourages environmentally responsible actions and supports clients in fostering a sustainable, low-carbon lifestyle.

Renewable Energy Underwriting Business

In support of Taiwan's low-carbon energy transition and the government's 2050 net-zero emissions goal, NSGI has actively participated in co-insurance projects for large-scale renewable energy engineering in 2024, including offshore wind power, energy storage systems, and solar photovoltaic installations. A total of 134 policies were underwritten, with accumulated premiums exceeding NT$130 million and total insured amounts surpassing NT$19 billion.

Double Indemnity for Public Transportation Accidents

Nan Shan Life aims not only to provide protection for its clients but also to contribute to environmental sustainability. For certain interest-sensitive life insurance or accident insurance products, Nan Shan Life offers special benefits such as "double indemnity" in the event of accidental death while using public transportation. As of the end of 2024, 3.86 million clients were entitled to this added protection. This initiative encourages the use of walking, physical activity, and public transportation, which helps reduce carbon emissions, alleviates air pollution, and benefits public health—ultimately contributing to Taiwan's 2050 net-zero target.

Enhancing Client Resilience Through Insurance

Excess Typhoon and Flood Insurance Rider

With global warming intensifying typhoon frequency and rising sea levels, the existing typhoon and flood coverage in standard residential fire insurance policies may no longer be sufficient. NSGI offers additional natural disaster risk protection through riders to its residential fire insurance policies, allowing clients to transfer risks and mitigate property losses in the event of covered incidents.

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3.2 Nature Co-Prosperity DNA

3.2.1 Nature and Biodiversity Information Disclosure

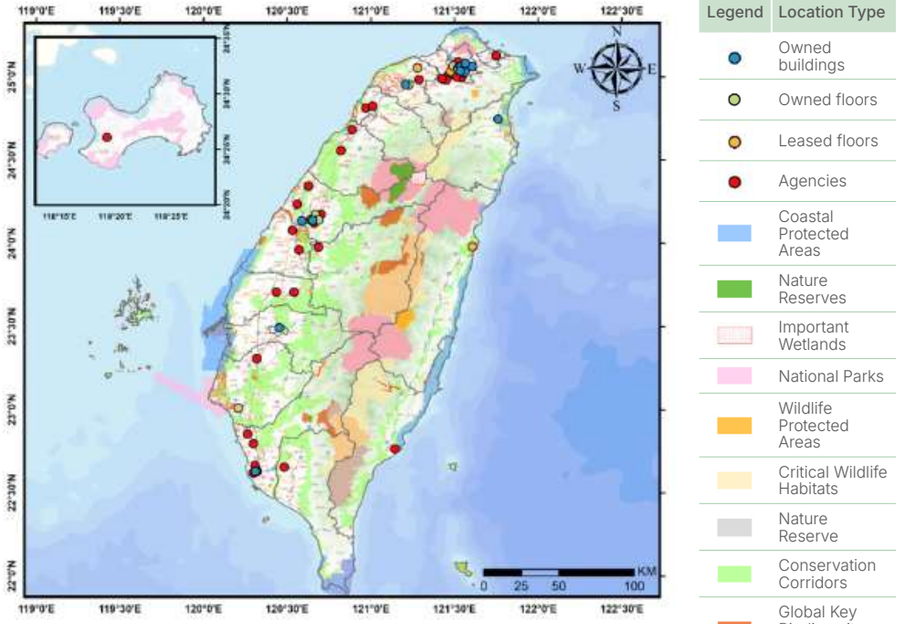
At the 2020 UN Biodiversity Conference, the Kunming-Montreal Global Biodiversity Framework was adopted, emphasizing the critical role of capital markets in biodiversity conservation and sustainable development. To understand the impact of its value chain on nature and biodiversity, Nan Shan Life adopted the LEAP approach recommended by the Taskforce on Nature-related Financial Disclosures (TNFD) and conducted biodiversity impact assessments across 82 global operational sites. These were further analyzed as Taiwan-based and global sites. This analysis defined a buffer zone around each operational site to represent its potential impact area, which was then overlaid with local protected area mapping to further identify and summarize the potential impacts of site operations on biodiversity.

Biodiversity Impact Analysis

Nan Shan Life reviewed the distribution of its global operational sites and conducted an impact assessment based on relevant ecological conservation regulations in Taiwan, protected area boundaries designated by non-governmental organizations, and global protected area data compiled by the International Union for Conservation of Nature (IUCN). The analysis considered the purpose and conservation targets of each protected area.

The results of the biodiversity impact assessment revealed that 15 operational sites intersect with areas regulated by law or included in the IUCN's global protected area database. In addition, 23 sites intersect with conservation corridors not covered by formal regulations. The operational sites in Shanghai and Vietnam were not located within any protected area boundaries. Please refer to the map below for the overlay analysis of domestic site distribution and protected areas:

Nan Shan Life Insurance – Taiwan Locations



Legend	Location Type
	Owned buildings
	Owned floors
	Leased floors
	Agencies
	Coastal Protected Areas
	Nature Reserves
	Important Wetlands
	National Parks
	Wildlife Protected Areas
	Critical Wildlife Habitats
	Nature Reserve
	Conservation Corridors
	Global Key Biodiversity Areas (KBA)

To further evaluate the impact of global operations on endangered species, Nan Shan Life referred to the IUCN Red List of Threatened Species (also known as the Red List), first published in 1964, to assess the global conservation status of affected species. According to the analysis, three operational sites—each with more than 100 threatened species indicators—are located in Taiwan. When evaluating the proportion of critically endangered species among those affected at each location, the top three biodiversity hotspots were found in Vietnam, Chiayi, and Kaohsiung.

Cultural and Natural Conservation Area Analysis

Cultural and natural conservation areas embody both ecological and cultural value, playing a crucial role in biodiversity preservation, cultural heritage protection, and the harmonious coexistence of humanity and nature. Ecologically, such areas provide essential habitats that sustain ecosystem stability and mitigate climate change. Culturally, they preserve historical traditions and serve as powerful tools for education and inspiration. Nan Shan Life conducted an assessment of its global operations in relation to Key Biodiversity Areas (KBAs), Ramsar Wetlands, UNESCO World Cultural Heritage Sites, and the Man and the Biosphere Programme to evaluate the distribution of its business activities. The analysis found that seven sites in Taiwan fall within KBAs, while one overseas location lies within a designated World Cultural Heritage Site.

Nature Dependency and Impact Analysis

Nan Shan Life employed a self-assessment questionnaire to evaluate the degree of dependency and impact its operating locations have on natural capital. This approach identified the level of exposure and risk associated with each ecosystem, where exposure refers to the degree of vulnerability to a given issue, and risk indicates the potential impact on the Company. These assessments enable the Company to identify nature-related risks more effectively and inform the development of environmental sustainability strategies.

Nan Shan Life continues to monitor and assess the ecological impact of its operational sites using a structured information analysis process, and progressively expands the scope of investigation and disclosure. By collecting environmental spatial data, implementing active monitoring systems, and analyzing data trends, the Company aims to anticipate environmental changes and formulate effective adaptation and mitigation measures. Through long-term strategic planning and the implementation of sustainability initiatives, Nan Shan Life seeks to ensure the balanced development of business operations and the natural environment. This reflects its commitment to the LEAP framework (Locate, Evaluate, Assess, Prepare), strengthening its capacity to manage natural capital and integrating ecological conservation into its long-term business strategy.

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3.2.2 Environmental Education and Charity

Monster Alert! Blending the Real and Virtual to Inspire People to Venture into the Forest and Connect with Nature

Taiwan is home to a rich and diverse ecological environment, ranging from high mountain forests to urban green spaces, all teeming with a wide variety of flora and fauna. In an effort to protect biodiversity and deepen public appreciation for the beauty of nature, Nan Shan Life collaborated with the Society of Wilderness and viWave ULife to develop the "Monster Alert" ecological trail treasure hunt app. Through digital innovation and gamified design, the app encourages the public to explore the outdoors, learn about ecosystems, and take action to protect them.

Digital Innovation Makes Hiking More Engaging

The Monster Alert app features 30 specially selected ecological trails across Taiwan, offering information on geography, cultural history, and ecological highlights. Gamified elements such as badge collection and integration with personal health data enhance the experience, making the learning journey both educational and fun, while also promoting physical well-being. This project is not only part of a broader ecological conservation effort but also reflects Nan Shan Life's strong commitment to environmental sustainability. Since 2023, Nan Shan Life has invested over NT$6.5 million to support the Society of Wilderness's conservation work and the development and promotion of the Monster Alert app, introducing this innovative blend of technology and environmental advocacy to more people.

Discovering the Beauty of Nature Through the Lens

To raise public awareness about Taiwan's natural environment, Nan Shan Life partnered with the Taipei Photographic Society to organize "A Fantastic Journey with Monsters," a nature photography competition encouraging participants to capture the beauty of ecology through the lens. The competition featured four main themes: "Traces of Creatures," capturing wildlife; "Adventures in Fantasy," showcasing Taiwan's landscapes; "Playful Wandering," depicting parent-child interactions with nature; and "Fairy Tale Moments," a special category for children under 12. The goal was to use photography to inspire widespread awareness of the natural world. During the event period, a total of 2,200 entries were submitted, with approximately 450 participants including photography enthusiasts, families, and outdoor explorers. The "Fairy Tale Moments" category received particular attention, as it encouraged children to actively engage with nature and provided parents with opportunities to learn about coexisting harmoniously with the environment, further enhancing environmental education.

Participants Shared

The competition allowed them to rediscover the beauty of nature in their daily surroundings and gain a deeper understanding of the importance of ecological conservation.

Guided Nature Tours: Exploring Taiwan's Trails in Depth

In addition to the Monster Alert app and photography competition, Nan Shan Life also partnered with the Society of Wilderness to host three guided ecological tours. These were organized in collaboration with Nan Shan Life's running and hiking clubs, bringing together around 90 participants to explore selected "There's a Monster!" trails. Led by professional guides, participants learned about local endemic species and how to interact with nature in a respectful and eco-friendly manner, enhancing their awareness of environmental protection.

As of the end of February 2025, the Monster Alert app had been downloaded 13,372 times, with over 4,000 registered members. Its fun and family-friendly design has generated high public interest.

Nan Shan Life hopes the app will become a part of everyday life for families, making ecological exploration a regular activity. By inspiring more people to connect with nature, the Company aims to cultivate ecological awareness among the next generation and work together toward a sustainable future.

Monster Alert App

App Store

Google Play

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Ocean Protection Action

The ocean is deeply intertwined with human development—not only does it influence the health of our planet, but also the wellbeing of humankind and the balance of ecosystems. “One Earth, One Shared Responsibility” reflects Nan Shan's commitment to the environment.

Through cross-sector collaboration with government agencies, academia, social organizations, and other enterprises, the Ocean Protection Action hosts a variety of annual events that respond to key social, environmental, and industry-related issues. These efforts are designed to spark interest and a sense of responsibility toward environmental protection among employees, clients, and the broader public, while increasing awareness and understanding of marine concerns.

For 13 consecutive years, Nan Shan has carried out its Ocean Protection Action initiative to protect Taiwan’s coastline—from sand dune stabilization and coastal reforestation to nationwide beach cleanups—and expanded its focus to include marine debris and sustainable fisheries. By aligning corporate resources with multi-stakeholder cooperation and concrete action, the Company continues to defend marine ecosystems.

In 2024, Nan Shan invested approximately NT$4.8 million in initiatives aligned with concerns over declining fishery resources. For the first time, the Company introduced fish fry release activities, conducted at carefully evaluated times and locations to ensure ecological relevance. These efforts aim to heighten public awareness of fishery ecosystems. In addition, Nan Shan hosted local revitalization events that offered participants hands-on experiences with sustainable fishing practices, fostering a deeper understanding of how these methods coexist with nature. These programs also support coastal fishing communities whose livelihoods are affected by the depletion of marine resources.

In the aftermath of a typhoon, massive amounts of debris accumulated along Taiwan’s coastlines. In response, Nan Shan’s volunteer force mobilized to the shores of Feicui Bay, removing 1,470 kilograms of marine waste in a hands-on effort that demonstrated the Company’s ongoing commitment to ocean conservation.

Now in its 13th year, the Ocean Protection Action has expanded in 2024 to include, for the first time, a fish fry release. On October 5, 68,000 juvenile silver pomfret were released into the sea to support marine biodiversity and mitigate the impact of overfishing.

Results and Achievements

1. 10 coastal cleanup events were held across Taiwan, drawing over **4,600 participants**. To date, these efforts have covered a cumulative distance of **78 kilometers** and removed over **76 metric tons** of marine debris.
2. In collaboration with Jinshan Exploring, Nan Shan organized a century-old fishing industry experience event certified under **ISO 20121 Event Sustainability Management Systems**.
3. Four new marine debris upcycling art walls were installed in Kinmen, Matsu, Yunlin, and Miaoli, with active participation from local schools. Over the years, more than **20** such art walls have been created, engaging approximately **4,000 participants**.
4. In partnership with the Hualien Overcomers Learning and Growth Association, families of children with disabilities, and students from the Tzu Chi University Department of Social Work, Nan Shan organized a **collaborative beach cleanup** at Qixingtan, uniting the efforts of corporate, academic, and nonprofit sectors.
5. In partnership with media outlets, Nan Shan promoted its ocean conservation initiative through a dedicated film campaign, garnering **54,000 views** and raising public awareness.
6. Nan Shan launched an ocean-themed sustainable pen made from recycled nylon derived from discarded Taiwanese fishing nets, reducing carbon emissions by **89%** compared to conventional production methods.

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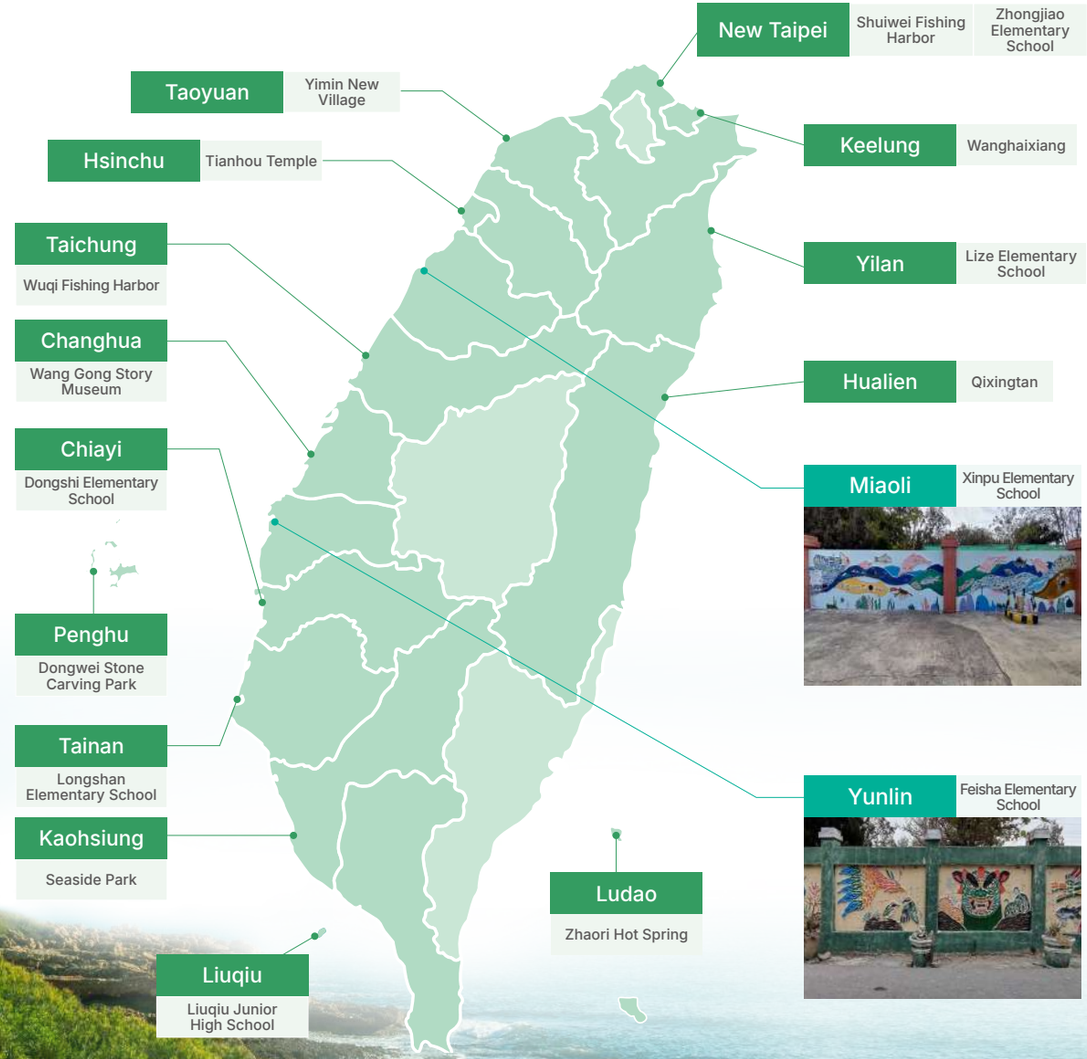
Nan Shan's employees and their family and friends formed a dedicated volunteer team, serving as Ocean Guardians. Together, they conducted coastal cleanup activities across Taiwan—including Gongliao and Wanli in New Taipei, Houlong in Miaoli, Shengang in Changhua, Cijin in Kaohsiung, and various locations in Tainan—collecting nearly 7,069 kilograms of marine debris. Beyond ongoing efforts to maintain clean coastlines, Nan Shan shifted its 2024 focus toward marine biodiversity, addressing the issue of overfishing and its impact on endangered fish species. In response, the Company released 68,000 juvenile Trachinotus blochii (golden pomfret) into the ocean, helping to mitigate the ecological impact of intensive fishing practices.

Incorporating elements of local revitalization, the 2024 initiative also invited volunteers to experience the traditional and eco-friendly "pole-and-line fire fishing" method. This heritage practice, using trawling nets and sustainable sulfur light techniques, demonstrates how fishing activities can coexist harmoniously with the environment. Through a combination of environmental education, beach cleanups, local cuisine, and century-old fishing culture experiences, Nan Shan enabled participants to gain a deeper understanding of traditional livelihoods and economic activities that align with nature.

Moreover, Ocean Guardians repurposed collected marine debris to create ocean-themed upcycled art walls, transforming waste into visually compelling works of art that celebrate the unique maritime character of each region. In 2024 alone, four new marine debris upcycled art walls were completed across Miaoli, Yunlin, Kinmen, and Lienchiang Counties. To date, the project has brought life to 20 locations across Taiwan, each adorned with marine waste transformed into vibrant expressions of sustainability!

Distribution of Nan Shan's Marine Debris Upcycled Ocean Art Walls



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3.3 Green Operations

3.3.1 Energy and GHG Management

Greenhouse Gas Management

Since 2016, Nan Shan Life and NSGI have successively adopted the ISO 14064-1 standard for greenhouse gas (GHG) inventories, conducting regular assessments of carbon emissions generated from annual operations. In 2024, Nan Shan Life formally passed the specific emission reduction target as announced by the Science Based Targets Initiative (SBTi). To effectively control the main sources and patterns of carbon emissions, we established a carbon management team in the same year to actively develop reduction strategies and accelerate progress toward a low-carbon operation model. Emissions from Nan Shan's operations are primarily attributed to purchased electricity. The Company achieved 100% inventory coverage for 2023 and 100% verification coverage for 2024.

Table 9. GHG Emissions from Operations

Item	Unit	2022	2023	2024		
				Nan Shan Life	NSGI	Total
Direct Emissions (Scope 1)	tCO_2e	1,797.22	2,231.43	2,296.81	41.55	2,338.35
Indirect Emissions: Energy (Scope 2)		19,882.08	19,857.68	15,888.34	1,102.09	16,990.43
Total Emissions (Scope 1 + 2)		21,679.30	22,089.11	18,185.15	1,143.64	19,328.79
Inventory Coverage Rate	%	100%	100%	100%		
Site Verification Coverage	%	100%	100%	100%		
Emissions Intensity (Scope 1 + 2)	tCO_2e/ping	0.26	0.27	0.22	0.26	0.22
	tCO_2e/ NT$million	0.05	0.05	0.04	0.14	0.04
Indirect Emissions: Transportation (Scope 3)	tCO_2e	63.38	287.82	162.39	132.77	293.98

Note 1: The Company adopts ISO 14064: 2018 for GHG inventory and disclosure. Scope 1 corresponds to direct emissions, Scope 2 to indirect emissions from energy use, and Scope 3–6 to other indirect emissions.
Note 2: The 2024 inventory covers all Nan Shan Life-owned buildings, owned or leased floors, and all branch offices—87 locations in total; NSGI's inventory covers 29 locations.
Note 3: The greenhouse gases inventoried include seven types: carbon dioxide (CO_2), methane (CH_4), nitrous oxide (N_2O), hydrofluorocarbons (HFCs), perfluorocarbons (PFCs), sulfur hexafluoride (SF_6), and nitrogen trifluoride (NF_3). Nan Shan conducts its greenhouse gas inventory in accordance with the operational control approach defined by ISO 14064-1.
Note 4: Scope 2 greenhouse gas emissions are derived from electricity consumption, with an emission factor of 0.494 kg CO_2e per kilowatt-hour (2023).
Note 5: Global Warming Potential (GWP) values are based on the Sixth Assessment Report published by the Intergovernmental Panel on Climate Change (IPCC, 2021).
Note 6: In 2024, Nan Shan Life reported an operating revenue exceeding NT$483.59 billion with a floor area of approximately 83,000 ping; NSGI recorded an operating revenue exceeding NT$7.97 billion with a floor area of approximately 4,400 ping. The combined operating revenue in 2024 reached nearly NT$491.39 billion with a total floor area exceeding 87,000 ping.

Environmental and Energy Management

Nan Shan Life has long been committed to environmental sustainability and energy conservation initiatives, ensuring full compliance with environmental and energy-related regulations and obligations. The Company has comprehensively implemented three major sustainability management systems: ISO 14064-1, ISO 14001, and ISO 50001[1]. To enhance energy efficiency and reduce the energy consumption of its operations, Nan Shan Life has introduced an Energy Management System (EMS) at eight key locations. Through these efforts, the Company promotes organization-wide participation in action plans to achieve concrete energy-saving results and advance its sustainability goals across both environmental and economic dimensions.

Given the nature of its business, Nan Shan Life's operational activities do not generate significant environmental impacts or pollution. Nevertheless, for real estate development project sites, the Company has strengthened the management of air pollution, wastewater, and waste disposal. It strictly complies with local regulations on waste and water treatment to minimize the impact on surrounding environments and ecosystems. Nan Shan has also established a target to limit annual fossil fuel consumption increases to no more than 1% of the baseline usage in 2024.

Note 1: The operational coverage rate for ISO 14064-1 is 100%, while ISO 14001 and ISO 50001 each have a coverage rate of 78%.

Table 10. Energy Use

Energy Category		2022	2023	2024		
Scope		Nan Shan Life	Nan Shan Life	Nan Shan Life	NSGI	Total
Non Renewable Energy	Purchased electricity (MWh)	36,593.2	37,854.0	32,159.5	2,231.0	34,390.5
	Fuel (L)[2]	19,599.2	22,516.5	48,407.1	0	48,407.1
Renewable Energy (MWh)	On-site Generation	212.8	415.4	669.8	0	669.8
	Purchased Renewable Energy	0	0	4,344.5	209.0	4,553.5
Total	MWh	36,729.8	38,058.3	32,689.4	2,440.0	35,129.4
	GJ	132,227.3	137,009.7	117,681.7	8,783.9	126,465.6
Total Office Headcount		28,812	28,400	28,890	812	29,702
Energy Intensity (MJ/person)		4,589.3	4,824.3	4,073.4	10,817.6	4,257.8

Note 1: 1 MWh= 3.6 GJ
Note 2: Due to industry characteristics, fossil fuels—diesel are used only for emergency generators, and gasoline is used for company vehicles.

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Renewable Energy Use

As the world pays increasing attention to environmental protection issues, Nan Shan Life makes green energy a key component of the power supply for the business operations. In 2024, 4.34 million kWh green electricity was purchased. To improve energy self-sufficiency, solar power generation systems were installed at the Nan Shan Education & Training Center, the office building in Tainan Science Park, and the warehouse in Neihu. The annual power generation is estimated to be 1.749 million kWh, accounting for about 4.7% of the Company's electricity consumption.

By the end of 2024, Nan Shan Life's total renewable energy generation reached 2.041 million kWh, equivalent to the annual power consumption of approximately 567 households [1].

Note 1: The average monthly household electricity consumption in Taiwan in 2024 was 300 kWh, according to p.13 of the 2023 Household Electricity Information Encyclopedia published by ITRI in July 2024.

Operational Carbon Reduction Initiatives

To advance its SBT-aligned carbon reduction targets and minimize its environmental footprint, Nan Shan Life and NSGI have established short-, mid-, and long-term goals for various environmental sustainability programs. These include office energy-saving measures, renewable energy development, employee energy-saving campaigns, and paperless policies and services, all aimed at reducing greenhouse gas emissions generated by core operations and fulfilling Nan Shan's environmental protection commitment through tangible actions.

Equipment-Based Carbon Reduction Measures

In 2024, Nan Shan invested over NT$20.81 million in energy-efficient operational equipment, resulting in a carbon emission reduction of approximately 313.7 tCO_2e.

Table 11. Equipment Energy-Saving Projects and Results

Implementing Entity	Energy-Saving Project	Investment (NT$)	Electricity Saved[1] (kWh)	Carbon Reduction[2] (tCO_2e)	Annual Energy Cost Savings[3] (NT$)	Payback Period (Years)
Nan Shan Life	Replacement of all office lighting with LED at Nan Shan Financial Center	2,373,885	231,552	114.39	806,426	2.94
	Office lighting fixture upgrade at Dunnan Building	327,000	42,260	22.4	147,179	2.22
	A/C system upgrades at RICH19 Building	9,100,000	98,700	48.86	343,742	26.48
	Replacement of chillers and related equipment at Minsheng Building	7,290,000	217,066	107.48	755,976	9.64
NSGI	LED lighting upgrade at 2024 Head Office	1,720,000	41,640	20.57	145,020	11.86
Total		20,810,885	631,218	313.70	2,198,343	-

Note 1: Electricity savings = (Power difference between new and old equipment in watts) × 250 working days × 8 hours/day ÷ 1,000.
Note 2: Carbon reduction = Electricity saved × 2023 Taipower emission factor (0.494 $kgCO_2e$/kWh).
Note 3: Based on Taipower's 2024 average rate of NT$3.4827/kWh × electricity saved

Data Center Energy Efficiency Project

As part of its internal carbon reduction efforts, Nan Shan Life actively promotes data center energy efficiency through the following measures:

- Continual optimization of cold aisle airflow management by cleaning and adjusting outlet direction to prevent leakage.
- In 2024, 59 servers and storage devices (including test equipment) were added, and 28 units were decommissioned. By procuring energy-efficient systems and improving cooling performance, the overall Power Usage Effectiveness (PUE) remained at an average value of 1.85, consistent with 2023.

Others-Based Carbon Reduction Measures

Promotion of Video Conferencing

Nan Shan Life has expanded the deployment of its video conferencing system, significantly reducing travel time and fuel consumption associated with in-person meetings. This initiative also enhances operational resilience in response to disruptions such as pandemics. In 2024, the Company hosted a total of 15,937 video conferencing sessions, of which approximately 2,026 sessions lasted more than ten minutes and had 30 or more participants. These online meetings contributed to an estimated reduction of 35.58 tCO_2e[1] in carbon emissions from avoided travel.

Note 1: The emission reduction was estimated based on the number of participants in 2024 large-scale online meetings, such as training sessions, webinars, and briefings.

Paperless Meetings

Nan Shan Life has promoted a paperless meeting system, encouraging employees to upload presentation materials and documents to a cloud platform, accessible via tablets and multimedia equipment in meeting rooms. This initiative not only conserves energy and reduces paper usage but also enhances the control of confidential documents through identity authentication and permission settings, thereby reducing the risk of data leakage.

In 2024, approximately 577 meetings were held using the paperless system[1], resulting in a reduction of more than 1,797,600 sheets of paper, equivalent to a carbon emissions reduction of approximately 12.94 tCO_2e[2].

Note 1: An increase of 75 meetings compared to 2023, indicating positive promotion outcomes.
Note 2: Based on the carbon footprint of virgin pulp copy paper—3.6 $kgCO_2e$ per 500-sheet pack—as published by the Industrial Technology Research Institute (ITRI) Product Carbon Footprint Database.

Paperless Insurance Policies and Services

Nan Shan Life has developed a mobile insurance platform, enabling clients to complete applications by signing on a tablet, thus reducing paper consumption. In addition, the Company actively promotes electronic documents and e-policies, replacing traditional hard copy mailings. Multiple types of forms, notices, and insurance policies are now sent digitally, demonstrating the Company's commitment to sustainability. For detailed results of paperless policies and services, please refer to Section 3.3.2 "Product Carbon Footprint Management" (page 58) of this report.

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Internal Energy-Saving Initiatives for Work and Daily Life

Beyond routine office energy-saving measures, Nan Shan also encourages employees to incorporate environmentally friendly practices into their daily work and commute routines.

Take the Stairs & Stay Healthy	Promote walking up and down to three floors instead of taking the elevator for short distances—benefiting both energy conservation and employee health.
Elevator Optimization by Off-Peak Scheduling	Adjust the number of elevators in operation based on peak and off-peak hours during workdays and holidays to reduce electricity usage.
Lights Off When Not in Use	Departments are assigned designated contacts to ensure lights are turned off during lunch breaks. Employees are also reminded to switch off lights when leaving their workstations.
Power Down After Work	Employees are encouraged to shut down computers, office equipment, and air purifiers at the end of the workday.
Adjusting Lighting Modes in Common Areas	At the Company's headquarters, LED lighting in elevator lobbies on each floor has been adjusted to operate in workday start/end modes. Sensor-activated LED lights were installed in pantry areas to reduce electricity consumption.
Reducing Paper Towel Usage	In common areas, paper towels were replaced with environmentally friendly recycled paper, and pull-type dispensers were installed. The replenishment schedule was adjusted to a fixed frequency of twice daily (morning and afternoon) to reduce overall consumption.

One Hour Lights-Off for a Greener Earth

In response to the growing challenges of climate change and global warming, Nan Shan Life has supported the "Earth Hour" campaign launched by the World Wide Fund for Nature (WWF) since 2018. In 2024, the initiative extended to 27 Nan Shan-owned buildings, including Taipei Nan Shan Plaza, where exterior lighting was turned off for one hour. This symbolic action aimed to reduce greenhouse gas emissions and promote energy conservation awareness, encouraging employees and agents to recognize the collective impact of joint carbon reduction efforts. This event saved approximately 4,485 kWh of electricity, equivalent to a reduction of approximately 2.216 tCO_2e[1].

Note 1: Scope 2 greenhouse gas emissions are based on electricity usage, with an emission factor of 0.494 kg CO_2e/kWh (2023).

Green Investment Property Management

Green Building Certification

Nan Shan Life integrates green building standards in future real estate developments, applying the GRESB framework to boost transparency and stakeholder trust. Two investment projects (A26 and A21) under construction aim for certifications including Seismic Resistance, EEWH, Intelligent Building, BERS, LEED, and WELL. The owner-occupied Tamsui Shalun project, divided into cultural/creative and parking zones, targets similar certifications with added seismic labeling for parking. Additionally, Nan Shan Life enhances existing buildings' sustainability, pursuing LEED and WELL certifications for Taipei Nan Shan Plaza and LEED for Taipei Minsheng Building.

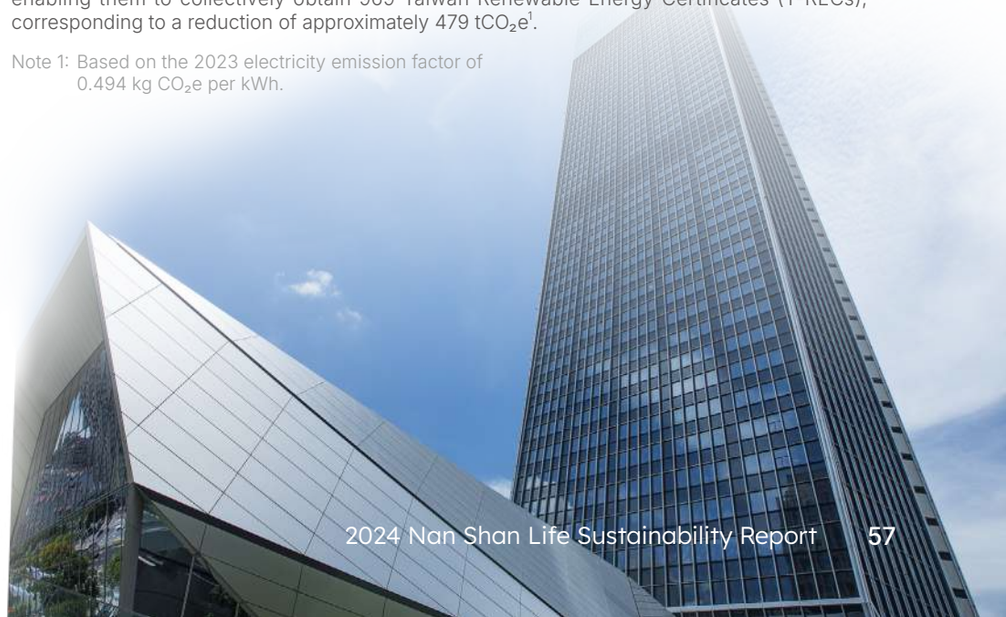
Green Leasing 2.0

The electricity account for Taipei Nan Shan Plaza is registered under Nan Shan Life. As the building transitions to green power through third-party contracts, the cost structure and electricity billing will change, affecting leasing terms between the property owner and tenants. If tenants individually sign power purchase agreements (PPAs) with different electricity retailers, it would create challenges in allocating renewable energy due to varying procurement models.

To address this, Nan Shan Life consolidated the renewable electricity demand of multiple tenants, increasing bargaining power in green energy negotiations while resolving technical limitations of physical power transmission. This initiative substantially reduced barriers for tenants to access green energy, offering them more favorable prices and greater service flexibility.

In 2024, a total of approximately 969,000 kWh of renewable energy was supplied to tenants, enabling them to collectively obtain 969 Taiwan Renewable Energy Certificates (T-RECs), corresponding to a reduction of approximately 479 tCO_2e[1].

Note 1: Based on the 2023 electricity emission factor of 0.494 kg CO_2e per kWh.



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3.3.2 Product Carbon Footprint Management

Compared to other industries, financial and insurance products typically have minimal direct negative environmental impact. Nonetheless, Nan Shan positions itself as a pioneer in low-carbon insurance by proactively reducing the carbon footprint of its operations and services. The Company also strives to develop insurance products that generate positive environmental spillover benefits, providing clients with eco-friendly solutions and driving the low-carbon transition across business operations, customer services, and product design.

Status of Progress on Product Carbon Footprint Initiatives

2023

Nan Shan Life significantly reduced the use of printed marketing materials, promoted the adoption of electronic documents and e-policies, and implemented a workforce streamlining model. These efforts enabled the Company to meet the Ministry of Environment's criteria for a carbon footprint reduction of more than 3% within five years and obtain approval to use the **Carbon Reduction Label**.

2022

Nan Shan Life's "life insurance services" **obtained ISO 14067 certification** and the **Carbon Label** issued by the Ministry of Environment. The scope of the carbon inventory was scientifically defined and standardized, forming a basis for concrete, traceable low-carbon transformation.

NSGI completed the carbon footprint inventory for electronic insurance policies and obtained the **Carbon Footprint Label**, becoming the **first property insurance company in Taiwan** to receive official verification for the carbon footprint of e-policies. It also became the first financial and insurance institution in Taiwan to obtain **both** the "Property Insurance Service Carbon Label" and the "Electronic Policy Carbon Label."

2021

NSGI adopted ISO 14067 and completed the carbon footprint calculation for property insurance services, receiving validation from SGS and a **Carbon Footprint Label** from the EPA[1].

2019

Nan Shan Life became the **first insurer globally** to receive dual carbon footprint certifications from SGS Taiwan and the Environmental Protection Administration (EPA)[1], **obtaining the Carbon Footprint Label** for its life insurance services.

2018

Nan Shan Life adopted ISO 14067 to conduct a carbon footprint inventory for life insurance services.

Note 1: Now the Ministry of Environment.

In addition, NSGI supported the Financial Supervisory Commission's policy promoting electronic insurance policies by launching services such as digital compulsory insurance certificates and policy delivery via SMS. The Company actively encouraged clients to adopt e-policies, which not only reduced paper consumption but also improved accessibility and ease of storage. Thanks to coordinated efforts from customer service and sales teams, by the end of 2024, the e-policy adoption rate for NSGI's personal insurance products had surpassed 70%, with corporate insurance products also newly adopting e-policies. In the same year, the proportion of new individual policies using e-policies at Nan Shan Life reached approximately 38%, while NSGI's overall e-policy usage rate exceeded 65%.

According to the latest carbon footprint inventory, the carbon footprint of Nan Shan Life's "personal insurance services" has been reduced by more than 64.8% compared to the initial assessment conducted in 2019 (8.05 $kgCO_2e$ per policy). Detailed results of Nan Shan's insurance product and service carbon footprint inventory are provided below:

Carbon Footprint and Carbon Reduction Labels for Nan Shan Life "Personal Insurance Services"

Carbon Footprint Label	Carbon Reduction Label

Latest Carbon Footprint per Policy (Unit: $kgCO_2e$ per personal insurance service)	
2019	8.05
2021	3.4
2022	3.16[1]
2023	2.83[2]

Note 1: In 2022, carbon emissions decreased by 5% compared to 2021, qualifying for the Carbon Reduction Label, valid until February 15, 2028.
Note 2: The 2023 data is based on internal inventory; the 2024 assessment was suspended due to regulatory amendments.

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Carbon Footprint Labels for NSGI's "Property Insurance Services" and "Electronic Policies"

Latest Carbon Footprint per Policy (Unit: $kgCO_2e$ per property insurance service)

Property Insurance	Electronic Policy
2021	2023
1.3	0.95[1]

Note 1: Inventory covers electronic policy scope only.

Carbon Reduction Results of Nan Shan's Insurance Products

With the growing adoption of email and smart devices, the number of clients opting for electronic services has increased year over year. As of the end of 2024, the results are as follows:

Table 12. Paper Savings through Digitalization

Category		Number of Policies[1] (million)	Estimated A4 Paper Saved[2] (million)
Electronic Policy	Personal Insurance	0.188	10.34
	Travel Insurance	0.192	1.92
	Property and Casualty	1.659	13.27
Administrative Documents	Life Insurance	1.959	41.15
Total			66.67

Note 1: Rounded to the nearest thousand.
Note 2: Estimated based on the number of cases multiplied by the average paper saved per policy/service.

Estimated Paper Savings in 2024:
Approximately 66.67 million A4 sheets saved, equivalent to a reduction of approximately 480 tCO_2e[1]

Policy Data Assumptions

The calculations are based on the use of A4-sized printed paper. Each personal insurance policy is estimated to consume an average of 55 sheets; travel insurance policies use approximately 10 sheets; and property insurance policies use around 8 sheets per policy.

Administrative Documents

For each personal insurance policy, administrative documents are sent seven times per year. Each mailing is estimated to contain three A4 sheets, including the envelope.

Note 1: According to the "Product Carbon Footprint Information Platform" of the Ministry of Environment (as of February 12, 2025), and based on the emission factors published in the IPCC Fifth Assessment Report, a pack of 500 sheets of virgin pulp A4 copy paper generates approximately 3.6 $kgCO_2e$ in carbon emissions.

Through concrete action, Nan Shan is committed to implementing low-carbon operations. We strive to lead by example in reshaping environmental sustainability awareness, promoting a greener, lower-carbon lifestyle, and doing our part for the planet—to leave behind a better world for the next generation.

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3.3.3 Water Resource and Waste Management

Nan Shan Life continues to promote various waste reduction and water conservation initiatives, encouraging employees to practice environmentally responsible behavior in the workplace. The Company upholds the 3R principles—Reduce, Reuse, and Recycle—in its office waste sorting and recycling efforts, aiming to minimize its operational environmental footprint. In 2024, Nan Shan Life's water consumption across its self-owned buildings totaled 90,932 cubic meters, representing a 4.7% decrease from 2023. The volume of general industrial waste generated amounted to 644,700 kilograms, marking an 11.8% decrease compared to the previous year. To further enhance water resource management, Nan Shan Life obtained ISO 46001 Water Efficiency Management Systems certification in December 2023, covering 57% of its operational footprint. The 2024 target was to reduce the per capita water consumption in self-owned buildings by 1% compared to 2023; however, a slight 0.5% increase was observed. The Company remains committed to its long-term goal of achieving a 5% reduction in per capita water usage in self-owned buildings by 2030, using 2024 as the baseline year.

Measures adopted for managing office and domestic waste include:

- Printing and fax paper: The Company encourages the use of digital files and emails, centralized file storage on shared servers, paperless presentations, and double-sided printing. Reuse zones are designated for general documentation purposes. Color printing control: Daily use of color printing is regulated, with black-and-white and double-sided settings as the default. Overall, employees are encouraged to reduce paper use and maximize reuse to minimize both energy consumption and paper waste.
- For recycling efforts, 299.9 metric tons of waste paper and 70.9 metric tons of aluminum cans, PET bottles, plastics, and batteries were recycled in 2024. Nan Shan aims to reduce the per capita waste volume in self-owned buildings by 5% by 2030, using 2024 as the baseline year.

Table 13. Water Resource Management

Category		2022	2023	2024		
		Nan Shan Life	Nan Shan Life	Nan Shan Life	NSGI	Total
Water withdrawal (million liters)						
From public tap water	Freshwater	95.682	95.419	90.932	11.992	102.924
Water discharge (million liters)						
Discharge amount by end-of-pipe metering	Discharge to public sewage system	95.682	95.419	90.932	11.992	102.924
By freshwater and other water types	Freshwater	95.682	95.419	90.932	11.992	102.924
Discharge by treatment level	Untreated	95.682	95.419	90.932	11.992	102.924
Other water resource statistics						
Water meter reading from Taiwan Water Corporation		95,682	95,419	90,932	11,992	102,924
Inventory Coverage Rate		26%	25%	25%	100%	
Total Office Headcount		10,334	9,333	8,853	812	9,665
Per capita water usage (million liters/person)		0.00926	0.01022	0.01027	0.01477	0.01065

Note: Due to the nature of the financial and insurance industry, water withdrawal equals water discharge.

Table 14. Waste Management Statistical Graph

Disposal Method	General Industrial Waste (Unit)	Disposal Method	2022	2023	2024	
			Nan Shan Life	Nan Shan Life	Nan Shan Life	NSGI
Incineration	General domestic waste (kg)[1]	Off-site	299,109	269,330	271,236	16,316
Recycled/Repurposed – IT assets, lamps, gas, etc.	Retired IT assets (units)[2]	Off-site	2,680	2,123	2,600	81
	Archived paper document recycling (kg)	Off-site	200,190	183,955	199,020	Note 3
	Document bin paper recycling (kg)	Off-site	195,120	198,660	100,922	Note 4
	Other recycling (aluminum cans, PET bottles, etc.) (kg)	Off-site	81,016	77,054	70,922	Note 4
Total (kg)			778,255[5]	731,357	644,770	16,397
Total Office Headcount			10,334	9,333	9,700	812
Per Capita Waste (kg/person)			75.31	78.36	66.46	20.19

Note 1: General domestic waste and recycling include 13 self-owned buildings and 17 self-owned floors of Nan Shan Life, covering 26% of operational locations.
Note 2: Average weight per IT asset is calculated as 1 kg.
Note 3: Due to current building waste collection practices, this data is under review for future inclusion.
Note 4: Statistics will be available starting in 2025.
Note 5: The total figure for 2022 in the 2023 report was misstated and has been corrected in this report.

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3.3.4 Sustainable Supply Chain Management

Nan Shan takes ethical management, environmental protection, and sustainable development as key supply chain management factors. We aim to leverage our influence and promote the concept of sustainability. We work with suppliers to fulfill corporate social responsibility and build a highly resilient supply chain to move toward a more sustainable and brighter future.

Nan Shan Life's Sustainable Procurement Declaration

Nan Shan Life is dedicated to being a model enterprise by implementing ESG and sustainable management strategies. In response to climate change and environmental protection challenges, the Company is committed to enhancing the implementation of sustainable procurement. By prioritizing energy-saving, carbon-reducing, waste-reducing, and recyclable procurement products, we aim to minimize environmental impact and contribute meaningfully to environmental protection.

The Company adopted the ISO 20400 Sustainable Procurement Guidance in 2023 to review and integrate the key sustainability factors in procurement practices and implement sustainable procurement to fulfill corporate responsibility for a sustainable supply chain. Through sustainable procurement, we can not only enhance the Company's competitiveness in the market but also have a greater impact on society. This is a collective journey, and we invite all stakeholders to join us in creating a more sustainable and responsible future.

Supply Chain Management

Nan Shan Life adopts the ISO 20400 Sustainable Procurement Guidance, develops risk control methods through assessment of supplier sustainability risks and analysis of material sustainability issues, and revises sustainable procurement policies through education and training and revision of related documents to reduce the risks of the procurement process and implement the concept of sustainable procurement and supplier engagement, including the requirement of suppliers to sign the sustainability commitment. Supplier management is implemented through strict review and management procedures. These include the following particulars:

- Before transactions with suppliers, we will investigate their backgrounds, financial position, and operating status and inspect their stakeholders, conduct counter-terrorism financing and sanctions list checks to ensure compliance with Nan Shan's legal compliance regulations and avoid business transaction risks.
- In accordance with the supplier evaluation rules set out in Nan Shan's Purchase Requisition Guidelines, we have a complete review system in place, in which we should evaluate suppliers through a fair, impartial, and open review system and select the best suppliers.
- Before adding qualified suppliers, we will review their implementation of sustainable practices.
- Suppliers and contractors are required to sign related Sustainable Supply Chain Commitment Letters, pledging adherence to principles of ethical business practices, labor and human rights, and environmental sustainability as part of their corporate social responsibility obligations. For details on implementation, please refer to Table 15: Status of Sustainability Commitment Letters.
- Before property is leased, the Company assesses whether it has energy-saving facilities/equipment or whether the facilities/equipment is old. The priority is given to the property that has energy-saving facility/equipment or the lessor is willing to upgrade with new energy-efficient equipment.

Table 15. Implementation Status of Sustainable Supply Chain Commitment Letters[1]

Scope	Nan Shan Life[2]	NSGI[2]	Total
Number of suppliers/contractors with transactions in 2024 (A)	960[3]	272[4]	1,232
Number of suppliers/contractors who have signed the commitment (B)	458	60	518
Signing ratio (B/A)	48%	22%	42%

Note 1: Includes Nan Shan Life's "Supplier/Contractor Commitment Letter" and NSGI's "Supplier Corporate Social Responsibility Commitment Letter."
Note 2: Nan Shan Life's investigation covers items under the"Purchase Requisition Guidelines", while NSGI's covers those under the "General Procurement Operation Guidelines".
Note 3: Refers to the total number of suppliers approved by the Nan Shan Life Insurance Procurement Department with actual procurement activities in 2024.
Note 4: Refers to the number of suppliers approved for procurement by the responsible departments of NSGI in 2024.

Supplier Composition

Nan Shan Life classifies its procurement into six major categories: Technology, Printing, Events, Office Supplies, mechanical and electrical (M&E), and Construction & Renovation.

Table 16. Supplier Composition of Nan Shan Life

Supplier Category	Proportion of Procurement Value (%)	Proportion of Supplier Count (%)
Technology	40.0%	23.0%
Printing	2.1%	7.3%
Events	19.6%	21.5%
Office Supplies	1.6%	5.7%
M&E	25.7%	9.0%
Construction & Renovation	6.2%	9.8%
Local Procurement	4.8%	23.7%
Total	100%	100%

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Supplier Evaluation

Nan Shan Life conducts periodic evaluations of suppliers with transactional activity during the review period. Evaluation criteria include operational performance, product/service quality, and contract fulfillment.

Table 17. Supplier Evaluation Results of Nan Shan Life

Total Suppliers Evaluated 219

Qualified 217

Unqualified 2

Nan Shan Life will conduct further investigation on non-compliant suppliers, and if deficiencies or irregularities are confirmed, such suppliers will be removed from the list of approved vendors.

NSGI evaluates suppliers based on financial health, corporate structure, product/service quality, and verifies that suppliers are not listed in anti-money laundering watch systems. Suppliers meeting these criteria are deemed "qualified." If suppliers also offer green products/services aligned with energy conservation and carbon reduction, they are given priority for selection. In 2024, a total of 163 suppliers were classified as qualified.

Green Procurement

Nan Shan actively promotes green procurement, prioritizing environmentally friendly products. We believe that by sourcing low-carbon, energy-saving, recyclable, or environmentally certified products, we can reduce resource consumption and environmental impact while enhancing supply chain sustainability.

Table 18. Green Procurement and Local Procurement Performance

Service/ Product Source	Percentage of Suppliers Based in Taiwan (%)		Green Procurement Amount (NT$ ten thousands)	
	Nan Shan Life	NSGI	Nan Shan Life	NSGI
	94.52%	98.53%	13,564.8	851.1

Note 1: A supplier is considered "local" if its registered domicile is located within Taiwan.
Note 2: Green procurement items are defined in accordance with the Ministry of Environment's "List of Designated Procurement Items."

Green Procurement for ICT Equipment

ICT equipment constitutes a major category of operational tools in the insurance sector. To manage the carbon footprint throughout the product lifecycle, Nan Shan has adopted three key principles for green ICT procurement:

1. Equipment must be certified under EPEAT green verification;
2. Equipment must feature energy-saving functions;
3. Suppliers are evaluated based on the strength of their ESG practices.

In 2024, the amount of procurement meeting the "Green ICT Procurement" criteria totaled approximately NT$6.59 million.

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Important achievements

In 2024, approximately 580,000 new spillover-effect insurance policies were sold, **securing the number one position in new contract volume** for six consecutive years

Both Nan Shan Life and NSGI have been named among the top 25 financial institutions in the Financial Supervisory Commission's **Treating Customers Fairly (TCF) assessment** for three consecutive years

Nan Shan Life signed **an anti-fraud MOU** with the Criminal Investigation Bureau, strengthening cross-sectoral collaboration to enhance financial protection network

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Personal Health Capital Account

Health Protection

Action Plans	2024 Implementation Results	2024 Target Achievement Status	2025 Short-Term Goals	2030 Mid- to Long-Term Goals	Sustainability Themes
Target 1 The Best Health Companion					
Fulfilling the insurance industry's social mission to support holistic health needs and build a comprehensive health support network	• Launched 4 major categories of Heartwarming Care Service Packages featured with 8 new services • Provided 3 new themed services: "Health Check-up Navigator," "Cancer Can Help," and "K.O. Bad Habits" • The Health Protection Circle has partnered with 52 carefully selected premium partners; web traffic reached 1.87 million, representing an approximate 60% increase compared to the previous year • Health Service Ambassadors held 181 local events, reaching 14,259 participants • Since launch, Heartwarming Services have been used by 36,541 clients • Hosted the NS RUN event. • Annual BAM steps totaled over 70.5 billion • Trained 6,410 Health Youth Corps members; conducted 152,007 outreach services.	Achieved	• More than 30 promotional activities have been held to approach the insureds • Holding 3 sport-themed activities or major A&H product promotional events • Introduce new Heartwarming Care Service Packages featuring a total of 10 distinct services for clients • Introduce new Heartwarming Care Service Packages featuring a total of 3 distinct services for employees • Extend the "Lifestyle Disease" project with 1 innovative solution focused on elderly long-term care/dementia support • Launch 2 new themed health services • Strengthen internal and external promotion of the Health Protection Circle to convey health promotion strategy	• Align product and service offerings with specific health needs of target groups • Drive awareness through innovative themes to help clients prioritize their health • Promote long-term care preparedness and disseminate health knowledge to strengthen the sustainable health brand	• Sustainable Products and Services
Target 2 Empowering Through Insurance					
Develop a diverse range of insurance products tailored to the needs and characteristics of specific demographic groups, expanding the product portfolio to provide clients with broader choices for protection and health promotion.	• Launch four innovative and segmented products targeting distinct client groups • Achieved a 48.9% market share in spillover-effect insurance products • Ranked No. 1 nationwide in annual new contracts of spillover-effect insurance policies	Achieved	• Launch four innovative and segmented products targeting distinct client groups	• Address the insurance needs of elderly, youth, and underprivileged groups • Continue to adapt to market dynamics and evolving societal needs, reinforcing long-term brand value	• Sustainable Products and Services

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Financial Inclusion

Action Plans	2024 Implementation Results	2024 Target Achievement Status	2025 Short-Term Goals	2030 Mid- to Long-Term Goals	Sustainability Themes
Target 1 Enhancing Inclusive Finance					
Actively promoted microinsurance and preferential insurance programs for disadvantaged groups to ensure basic personal and financial protection for individuals facing social and economic vulnerabilities, demonstrating our commitment to inclusive finance and transparency.	**Microinsurance – Personal Life Insurance** • As of the end of 2024, there were 1,108 active policies covering over 1,099 individuals **Microinsurance – Group Life Insurance** • As of the end of 2024, there were 27 active policies covering over 112,502 individuals **Microinsurance – Property Insurance** • In collaboration with seven local governments, provided micro fire inconvenience coverage to more than 160,000 disadvantaged individuals	Achieved	• Expand partnerships with local governments and community organizations	• Continue to grow the umbrella of insurance protection through a diverse array of microinsurance offerings, enhancing coverage for underserved populations	• Financial Inclusion
Target 2 Financial Accessibility Initiative					
Upholding the principle of treating customers fairly, we are committed to establishing effective communication and complaint channels while leveraging digital transformation to enhance service efficiency and fairness.	• Rank in the top 25% for the FSC Treating Customers Fairly (TCF) Evaluation • Trained a total of 70 bilingual service representatives at customer service counters • Trained 112 sign language interpreters • Equipped all service counters nationwide with multilingual translation devices to support native-language services for diverse client groups	Achieved	• Rank in the top 25% for the FSC Treating Customers Fairly (TCF) Evaluation • Increase the number of bilingual customer service representatives by 20% • Achieve a smart customer service satisfaction score of 4.0 or higher • Achieve an rNPS score of -16.8 or higher	• Ensure that calls from elderly and disabled clients to the 0800 service line are directly routed to dedicated representatives for priority handling, with a call answer rate of at least 98% • Continue to offer basic and advanced courses to enhance employees' sign language capabilities • Total number of trained bilingual staff at branch counters reach 120 • Smart customer service usage exceeds 200,000 interactions • Achieved a smart customer service satisfaction score of 4.2 or higher	• Client relationship and service quality management

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4.1 Health Protection

As Taiwan approaches a super-aged society, rapidly aging demographics are intensifying demands for chronic disease management and medical care. Integrating healthcare with innovative technologies has become an inevitable trend. Nan Shan Life remains grounded in the core value of insurance by providing comprehensive protection and promoting health-conscious living. Through digital tools enabled by InsurTech, we are actively developing innovative insurance products with health spillover-effect features and collaborating with healthcare service providers to establish a Health Protection Circle that plans and offers professional and innovative health insurance products. This initiative delivers professional and innovative health insurance services, empowering clients to embrace healthier lifestyles and elevating both health and coverage levels—contributing to the well-being of the entire population.

K.O. Bad Habits

Modern chronic diseases such as hypertension, heart disease, diabetes, cancer, and dementia are closely linked to lifestyle habits and are no longer confined to the elderly. The earlier one develops unhealthy habits, the earlier these diseases may occur.

In light of the increasing health risks posed by poor habits, Nan Shan Life became the first in the industry to conduct a large-scale online survey to better understand the public's lifestyle and health conditions. With over 18,000 valid responses collected, Nan Shan Life led the industry in publishing the results in the 2024 Taiwan Lifestyle Trend Survey, aiming to raise awareness about personal health risks. For more information, please refer to the Special Feature on Sustainable Health: 2024 National Lifestyle Trends Survey in this report.

Key Survey Findings

- The average gap between personal healthcare needs and insurance coverage exceeds NT$**1.1 million**.
- Those who do not undergo health checkups tend to have a higher rate of unhealthy habits.
- **26%** of Taiwanese people said they would keep working even when seriously ill.

Nan Shan Life
K.O. Bad Habits

Cross-Generational Wellbeing White Paper

As Taiwan approaches a super-aged society, the demographic shift is increasingly bringing challenges across all age groups. Longevity presents unprecedented issues, particularly in long-term care and health management. In 2023, Nan Shan Life published the Survey Report on Intergenerational Needs and Pain Points in a Super-Aged Society, focusing on the challenges and needs across health, daily life, and financial domains faced by different generations in preparing for old age.

According to the findings, the younger generation showed the lowest confidence in coping with the arrival of a super-aged society, with nearly 90% of respondents expressing concern that health issues would negatively impact their quality of life in old age. The survey also revealed that, beyond concerns about long-term care funding, 37% of respondents believe they would need over NT$10 million to prepare for other aspects of senior life.

From a health perspective, 54% of the population worry most about developing dementia in old age, followed closely by cancer (53%) and cardiovascular diseases (51%). Dementia has surpassed cancer as the most feared condition among respondents. In terms of daily life, the survey highlighted that nearly half of respondents have caregiving experience, and that most caregivers face significant time and financial pressures.

In response to these pressing challenges, Nan Shan Life aims to raise public awareness of health and aging risks through data insights. Partnering with the Industrial Technology Research Institute, the Company conducted research on relevant policies and best practices from domestic and international public-private sectors. The resulting Cross-Generational Wellbeing White Paper advocates for solutions grounded in insurance expertise—expanding product offerings, enhancing the Health Protection Circle, and learning from global experiences—to help everyone age with greater health, confidence, and vitality on the path to living a vibrant life to 100.

Nan Shan Accompanies You Toward a 100-Year Life!

- In partnership with the Industrial Technology Research Institute (ITRI), Nan Shan Life has analyzed international policies and industry trends while drawing inspiration from leading long-term care enterprises at home and abroad. Together, we proposed an advocacy initiative titled "Intergenerational Harmony", focusing on the four pillars of co-living, co-creating, co-learning, and co-enjoying, with the aim of enhancing intergenerational interaction and social inclusion.
- Our teams also conducted on-site visits to long-term care facilities in Japan, drawing lessons from this longevity-leading nation - including dementia prevention beginning in the early stages of health, care technology to enhance long-term care efficiency, senior social participation, and the integration of spillover-effect insurance with health services.
- We launched the all-new "Map of LOHAS", covering three major aspects: disease care, lifestyle support, and wellness. It features 12 dedicated service zones and over 40 service programs.
- We have also exclusively introduced the "Brain Age Assessment," developed by Japan's Research Institute of Brain Activation, offering clients a free experience.

As of 2024, the dedicated website titled "How to Embrace a 100-Year Life" has accumulated
691,000 page views

Nan Shan Life
How to Embrace
a 100-Year Life

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4.1.1 Becoming Healthy with Nan Shan

To fully realize the insurance industry's mission of public service and health promotion, Nan Shan Life established the Health Protection Circle in 2020. This initiative offers clients a wide range of health services across two major areas: Wellness and Healthcare. The Wellness services target healthy and sub-healthy individuals, with a primary goal of maintaining overall public health, supporting the development of a healthy life journey, and delaying the onset of illness. The Healthcare services focus on individuals with illnesses or disabilities, providing a comprehensive medical care system to support their recovery.

Through the Health Protection Circle, we have moved beyond the traditional role of financial compensation (i.e., claims payouts) to deliver comprehensive services that combine “pre-event prevention” and “post-event compensation.” By addressing client pain points, we aim to empower insurance with value added services - ultimately enhancing the health and well-being of both clients and society at large.

Four Dimensions of Holistic Health Protection

Fitness and Exercise

We offer exercise-related services that provide accurate knowledge and methods, helping clients develop consistent fitness habits to stay youthful and strengthen immunity.

Diet and Nutrition

By promoting sound dietary concepts, collaborating with registered dietitians, and offering professional health education, we provide personalized nutritional advice.

Medical and Healthcare

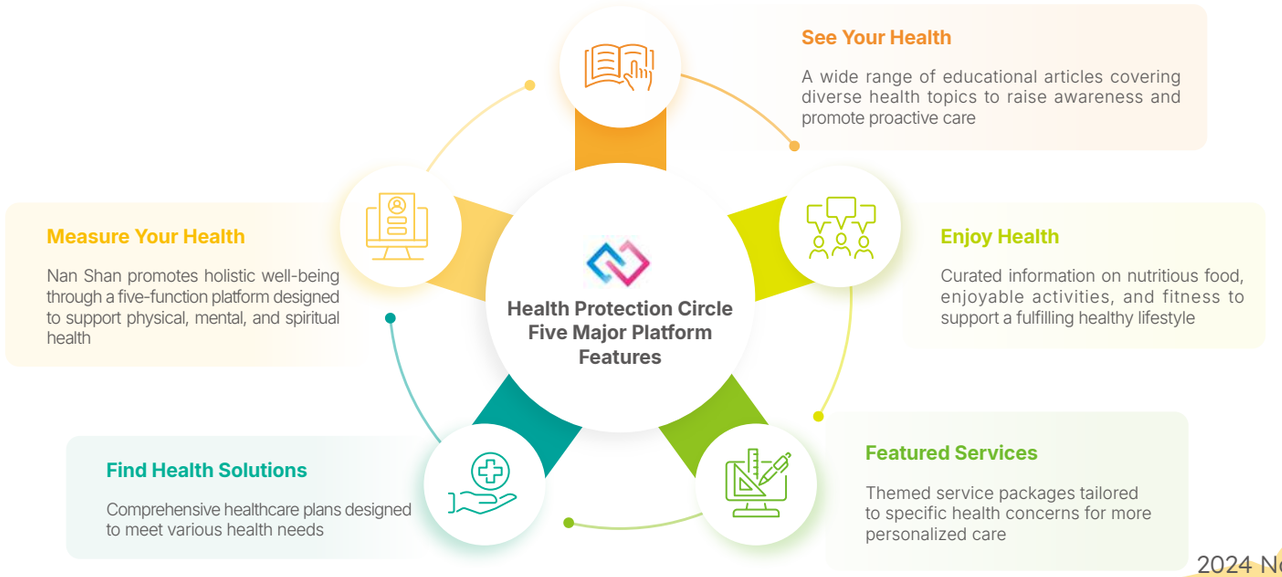
In partnership with professional healthcare institutions, we assist clients in accessing quality medical care and disease management resources, helping ease the burden on patients and their families.

Mental Well-being

We support the balance of mind and body by working with social organizations to provide services that offer emotional support and stress relief for our clients.

Health Protection Circle Platform

In July 2022, Nan Shan Life officially launched the online Health Protection Circle Platform, featuring a simple and intuitive interface designed to present rich content and provide one-stop access to a wide range of health and care information - meeting clients' needs. The platform has continued to show steady growth in traffic, with 210,000 visits recorded in the first six months of 2022. This number rose to 1.17 million in 2023 and further increased to 1.87 million in 2024, representing an approximate year-on-year growth of 60%.



Nan Shan Life Health Protection Circle

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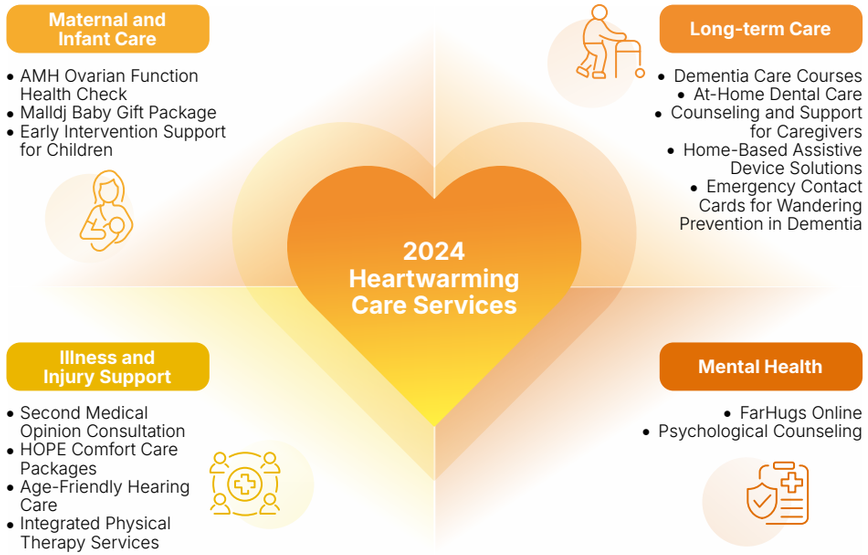
2024 Heartwarming Care Service Packages

Nan Shan Life actively identifies and addresses client needs throughout their health journey. In 2024, we introduced 13 Heartwarming Care Services across four key areas: maternity and infant care, long-term care, injury and illness support, and mental health. These services aim to support clients not only through claims but also with compassionate care during critical life stages and health challenges.

Exclusively available to Nan Shan clients, eligible individuals may receive complimentary wellness or medical care services provided by Health Protection Circle partners. Since the program's launch and through the end of 2024, the themed webpage recorded 37,821 visits. During the year, 13,927 clients used the service, with a cumulative beneficiary count reaching 36,541.



Nan Shan Life Heartwarming Care Services

I "Can" Help - Cancer Care Support

In recent years, the cancer incidence rate in Taiwan has remained high. However, with ongoing advances in medical science, cancer is no longer considered an incurable disease, with both cure and survival rates showing significant improvement. Cancer prevention begins with daily health management—developing healthy lifestyle habits and staying alert to bodily changes for early detection and timely treatment. After treatment, attention should shift toward both physical and psychological recovery, enhancing quality of life and overall well-being.

Nan Shan's Health Protection Circle has long championed cancer care support. In September 2024, we launched a new themed webpage titled as I "Can" Help, designed to reduce the distance between individuals and cancer resources. From cancer prevention and active treatment support to post-treatment recovery, the platform offering corresponding health care solutions for cancer prevention, active treatment, and post-treatment recovery.

3 Key Service Dimensions of I "Can" Help

1. **Precision prevention to unlock the keys to cancer resistance**
   By promoting healthy daily habits and offering access to professional screening, the program helps reduce cancer risk and facilitates early detection.
2. **Comprehensive support throughout the treatment journey**
   From pre-treatment consultations with medical professionals to post-surgical daily care, full-spectrum assistance is provided to ease the physical and emotional burden of cancer treatment.
3. **Restoring health after cancer**
   Through rehabilitation, functional recovery, and psychological support, the program helps patients return to a healthy life and confidently say no to cancer recurrence.

Heartwarming Care Services for Clients Diagnosed with Cancer

- **Second Medical Opinion Consultation**
  Nan Shan Life offers dedicated care services for clients facing a cancer diagnosis. In collaboration with partner hospitals, we provide a Second Medical Opinion Consultation service, enabling clients to receive one-on-one consultations with medical specialists prior to initiating treatment. These expert consultations help inform treatment decisions during the critical early window of care.
- **HOPE Comfort Care Packages**
  Additionally, in partnership with the HOPE Foundation for Cancer Care, we offer the HOPE Comfort Care Package, thoughtfully curated to support cancer patients and their families as they confront the challenges of cancer and move toward recovery with strength and reassurance.

Nan Shan Life's cancer care support services are designed to provide compassionate protection at every key stage of the client's health journey. As of the end of 2024, the services were used 4,604 times during the year, with a cumulative total of 8,620 uses across multiple years. In 2024, 12,451 Nan Shan clients accessed Heartwarming Care Services free of charge, with the cumulative number of beneficiaries reaching 33,425. Since its launch in September 2024, the I Can Help with Cancer Care themed webpage has recorded over 20,000 pageviews by year-end.

Nan Shan Life I "Can" Help

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Maternity and Infant Care – Mommy's Fertility Assist Program

In modern society, the trend toward late marriage and delayed childbearing has become increasingly prevalent, posing challenges for many women in planning for pregnancy. In response, Nan Shan's Health Protection Circle launched a comprehensive maternity and fertility care program to provide full-spectrum support, from preconception preparation to postpartum and early childhood.

The program offers services tailored to the needs of three key stages:	
Early adulthood	For women without immediate pregnancy plans, the program offers ovarian health screening and recommendations. Regular testing helps assess optimal ovarian reserve, enabling women to decide whether to pursue egg or embryo freezing during the prime reproductive window between ages 25 and 35.
Preconception and pregnancy phase	In partnership with designated service providers, the program offers services including the BAM App for exercise tracking and pregnancy nutrition guidance. These include cord blood banking and genetic testing to support mothers and protect their baby throughout pregnancy.
Postpartum and early parenting phase	Support is provided to help postpartum women recover quickly through health education platforms and a comprehensive one-stop maternity and baby care shopping platform, enabling mothers to conveniently access all parenting essentials.

Free Heartwarming Care Services for eligible clients

- AMH ovarian function screening: Helps female clients understand their fertility status.
- Nestlé 1,000-Day Nutrition Program: Assists new mothers in managing their baby's nutrition during the first 1,000 days of life.
- Newborn gift set: A curated box of infant care items to celebrate the arrival of a new baby with the clients.
- Early intervention support services: Offers assistance for addressing developmental delays.

The "Mommy's Fertility Assist Program" has been well received by tens of thousands of clients. As of the end of 2024, the themed webpage had recorded 17,001 views. Related services were used 17,517 times during the year, with a cumulative total of 74,698 uses. In 2024, 1,212 clients received free Heartwarming Care Services, with the cumulative number of beneficiaries reaching 2,267 across multiple years.

Through the Mommy's Fertility Assist Program, the Health Protection Circle walks with women as they courageously face fertility challenges, providing comprehensive health management and protection to ensure every woman can embrace the future with confidence. Together, we support joyful beginnings.

Nan Shan Life's Ma Mi Bao Mommy Care Term Life Insurance received multiple honors

26th Faith, Hope & Love Awards of Insurance - "Best Product Innovation Award-Life Insurance Category"

21st National Brand Yushan Awards - Best Product

Nan Shan Life Mommy's Fertility Assist Program

BAM App

With a strong commitment to advocate for regular exercise habits and promoting better health management, Nan Shan Life launched the BAM App in late 2019. The app tracks five key health indicators (daily step count, BMI, active calories, sleep duration, and resting heart rate) to calculate a user's daily "biological age reduction result." The platform presents data through an intuitive physiological age interface, gamified map-based tasks, and a reward mechanism, all designed to help users record their health data, improve personal health, develop exercise habits, and amplify their wellness influence via in-app social features.

In 2024, the BAM App introduced new daily wellness missions, including power walking, breathing exercises, sleep tracking, and health education articles. It also regularly hosted themed challenges to encourage users to actively manage their health and activities. In addition to promoting individual health, the app also integrated public welfare into its challenge campaigns, donating NT$800,000 to four remote elementary schools to support athletic development and nutrition. For details, please refer to Section 5.4.3 – Community Engagement & Vitality.

In 2024, Nan Shan Life invested over NT$29.18 million in operations and promotional efforts. Together with Health Protection Circle partners, we launched diverse initiatives and activities, including marathons, beach cleanups, student arts workshop tour and wellness promotion, embedding physical activity into daily life, thus creating a health and wellness lifestyle with stronger community bonds. The program not only supports personal well-being but also contributes to broader social good.

By the end of 2024, the app has recruited 23,000 new users, bringing the total number of users to over 130,000. The app logged 70.5 billion steps in 2024 alone, with a cumulative total exceeding 187.2 billion steps. As part of the app's reward program, Nan Shan issued nearly 220 million BAM points, equivalent to more than NT$20 million e-coupons, which users could redeem across multiple channels. Redemption options include sporting goods, convenience stores, department stores, restaurants, pharmacies, coffee chains, consumer electronics, and food delivery platforms—empowering users to lead better lives through active living.

BAM App – Awards and Recognition

- 2023 Commercial Times Digital Finance Awards – Digital Innovation (Quality Award)
- Asia-Pacific Stevie Awards – Innovation in Products and Services (Bronze)
- 2023 Want Want China Times Financial Product & Service Evaluation Awards – Insurance Innovation Platform Award
- International Finance Insurance Awards: Most Innovative Insurance Mobile Application – Taiwan 2022
- 2022 Garmin Health Awards: The Most Innovative Solution-Insurance - 1st Prize
- FinTech Taipei Awards 2022 – Finalist, Business Model Innovation
- 2021 Faith, Hope & Love Awards of Insurance – Excellence in Integrated Communication
- 2021 Garmin Health Awards-The Most Innovative Solutions(In Insurance) – TOP3

As of 2024

Total registered users: 130,000+

Cumulative steps: 187.2 billion

BAM App

App Store

Google Play

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The Map of LOHAS – Elderly Service Zone

Nan Shan Life published the Survey Report on Intergenerational Needs and Pain Points in a Super-Aged Society, which not only identified mismatches between the supply and demand of long-term care services but also revealed a lack of confidence among younger generations regarding their own aging. The findings showed that 54% of Taiwanese are most concerned about dementia in old age, and over 30% are unfamiliar with available long-term care policies and benefits. This highlights significant knowledge gaps and uncertainty surrounding aging-related issues across all age groups.

In a super-aged society, attention must be paid not only to physical and mental health but also to well-being and quality of life for the elderly. In response, Nan Shan Life's Health Protection Circle developed the Map of LOHAS, inspired by the concept of a "Nan Shan LOHAS Village." This digital platform integrates resources from our partner ecosystem to provide a one-stop service directory for "villagers" (elderly clients and caregivers). Users can explore the site from a first-person perspective in a role-playing simulation interface, making health navigation more engaging and intuitive. Within the LOHAS Village, users can access essential services and professional care information via features such as the Map of LOHAS, Village Service Center, and Village Library. The Village includes 12 service zones covering three core areas: disease care, lifestyle support, and wellness promotion. Partnering vendors provide over 40 service packages to help villagers develop and implement personalized health goals and improve their overall quality of life.

In addition to providing professional disease care, the Village also emphasizes daily health management, supporting villagers in maintaining wellness through physical activity, nutrition, and mental health. Whether it's tracking vital signs, receiving health advice, or navigating daily wellness challenges, villagers can easily monitor their health and receive expert guidance and support. Moreover, the platform encourages social engagement and interaction by offering a community support environment, giving users motivation and encouragement as they pursue their health goals.

Nan Shan Life
LOHAS Village

Remote Health Management Service – Innovative Wellness Program

According to statistics from Taiwan's Ministry of Health and Welfare, there are more than 2 million people living with diabetes, with an annual increase of approximately 25,000. The prevalence of hypertension also rises with age, affecting over 26% of adults aged 18 and above, and reaching 38% among those over 40, creating significant long-term medical burdens. These figures underscore the urgency of improving chronic disease and sub-health management in Taiwan.

To address these challenges, Nan Shan Life's Health Protection Circle partnered with the insurance, technology, and healthcare sectors to launch the Remote Health Management Service, which delivers innovative wellness solutions featuring easy-to-use physiological monitoring systems and dedicated one-on-one care from professional health management teams.

Users can conveniently measure blood pressure, blood sugar, total cholesterol, uric acid, and ECG at home using the monitoring system. All data is automatically recorded and uploaded to the cloud via a mobile app, enabling real-time tracking of health trends anytime, anywhere. The Remote Health Management Team actively monitors users' health data. Health managers review abnormal readings on a monthly basis and provide users with health management reports, physician advice, caring follow-ups, and educational information. In addition, personalized video consultation services with doctors are available for individuals and families to support ongoing medical communication and wellness planning.

Since the COVID-19 pandemic, telemedicine has emerged as a vital solution for reducing infection risk and alleviating the burden on healthcare institutions. Nan Shan Life's Remote Health Management Service not only aligns with current healthcare trends but also helps individuals develop the habit of self-monitoring, reducing the need for routine follow-up visits and lowering time and transportation costs. With professional health managers monitoring the uploaded data and providing timely recommendations, this service actively contributes to improving health outcomes, especially for individuals in sub-health conditions.

The Remote Health Management Service allows clients to stay at home while receiving professional support in managing their health concerns. As of the end of 2024, the themed webpage recorded 7,217 pageviews, with 662 uses of the service during the year and a cumulative total of 836 uses over multiple years.

Nan Shan Life
Remote Health
Management Services

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4.1.2 Excellent Insurance with Nan Shan

Nan Shan Life is dedicated to building a comprehensive insurance protection framework while promoting healthy behaviors and concepts. We aim to shift insurance from "post-incident compensation" to "pre-incident prevention," developing more innovative health and life insurance products with spillover effects through the integration of digital tools. We further analyze big data to identify client profiles and protection gaps. Through market segmentation and targeted development, we create diverse protection-oriented products tailored to the needs of different client groups.

By combining insurance with spillover-effect mechanisms, we are advancing a "new style of healthy living"!

Nan Shan Life's spillover-effect health and medical insurance now covers a wide range of areas, including hospitalization indemnity, hospital and surgical reimbursement, surgeries, dread diseases, specific illnesses, cancer, long-term care, dental coverage, and sub- optimal health. We have also extended the concept of health promotion into life insurance products. By incorporating reward systems, that encourage regular screenings and health management, empowering clients to enjoy not only incurance coverage but also continuous health improvement. Nan Shan Life has steadily increased the number of spillover-effect insurance products and continues to earn strong support from clients. In 2024, approximately 580,000 new spillover-effect insurance policies were sold, securing the number one position in new contract volume for six consecutive years.

Table 19. Performance of Spillover-effect Insurance

	2022	2023	2024
Number of Spillover-effect Insurance Products (Currently sold)	38	42	44
New Spillover-effect Policies Issued (in 10,000s)	67.1	60.0	58.4
Market Share (%)	54.6	53.1	48.9

As of the end of 2024, the number of in-force spillover policies reached 1.92 million.

Spillover-effect health insurance products account for over 67% of all health insurance offerings.

Nan Shan Life 1- Year Cancer Particle Therapy Additional Clause (1CPT) won

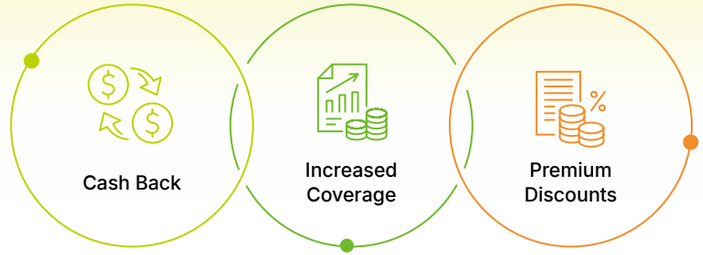
26th Faith, Hope & Love Awards of Insurance - "Best Product Innovation Award- Life Insurance Category" – Excellence

21st National Brand Yushan Awards - Best Product

Nan Shan Life Spillover-effect Insurance

Spillover-effect insurance policies are designed with health promotion reward mechanisms (such as meeting health check standards, waking designated vaccinations, and cancer screenings) to integrate the concept of self-managed wellness into insurance products. These policies encourage insureds to engage in regular physical activity, maintain healthy diets, and proactively manage their health status. The approach reduces disease incidence, enhances early detection, lowers medical costs, and generates triple-win outcomes for clients, insurers, and society.

Nan Shan Life Health Management Reward Mechanisms



Among these, cash back rewards are the most popular with clients. In 2024, nearly 60% of spillover-effect policy sales were cashback-reward models. Clients can apply for rewards easily through the Nan Shan Life Client Portal App by uploading documents such as health check reports, vaccination records, or cancer screening results—offering a fast and convenient digital experience.

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Innovative Diverse Protection Products with Segmentation and Targeting

Nan Shan Life is committed to delivering comprehensive protection through innovative insurance products and integrated health mechanisms to help clients maintain good health, achieve a high-quality, long life, and proactively respond to future health challenges. In 2024, Nan Shan Life launched five new spillover-effect insurance products, resulting in over 18,800 new contracts issued.

Senior-Focused Medical Policy: Nan Shan Life Chang Qing An Yi Senior Health Hospitalization Indemnity (SHI)

Nan Shan Life introduced the Chang Qing An Yi Senior Health Hospitalization Indemnity (SHI) to provide coverage for hospitalization and age-related joint replacement procedures, etc. Clients who remain healthy and are not hospitalized may receive a 2% Health Incentive Benefit based on total annual premiums each year. The product features a spillover reward mechanism that incorporates five metabolic syndrome indicators, 11 designated vaccinations, and 4 designated cancer screenings, offering up to 12% of total annual premiums in combined health promotion and preventive care cash rewards, encouraging proactive health management and prevention. The policy also includes the industry's first lump-sum hospice care benefit, payable regardless of whether palliative care is provided in hospice units, general hospital wards, the client's home, or long-term care facilities—enhancing the quality of end-of-life care in both body and spirit.

Lifestyle Disease-Focused Policy: Nan Shan Life Xin Xin Xiang Xi Health Promotion Lifestyle Disease Health Insurance (HLD)

In response to health risks caused by poor lifestyle habits among the general public, HLD integrates protection for major cardiovascular illnesses and related conditions, offering lump-sum payouts as well as coverage for various cardiovascular surgeries, treatments, and medical devices. The policy includes a health promotion spillover mechanism under which clients who undergo a health screening in the second policy year and meet designated health benchmarks will receive enhanced coverage starting from the third policy year—encouraging clients to achieve and maintain better health standards.

High-Value Policy for Young Adults: Nan Shan Life Jing Cai Shuang Bao 35-Year Term Extraordinary Disease Insurance (TED35)

Designed for younger clients, TED35 addresses both protection against illness and injury and financial planning needs. It offers coverage for 41 conditions, including cancer and cardiovascular diseases. Upon completion of the 35-year policy term, clients are eligible to receive a maturity benefit, which can serve as retirement savings or a reserve for future medical needs. The policy also includes a health promotion mechanism. Clients who complete a health screening in the second policy year and meet health criteria will receive enhanced coverage beginning in the third policy year, encouraging young clients to maintain a healthy lifestyle.

Long-Term Care Insurance to Offset Inflation Pressure: Nan Shan Life Yi Lu Xiang Shou 2 Health Promotion Return of Premium Long Term Care Insurance (HRLTC2)

This policy offers both lump-sum payments and installment benefits, helping clients manage long-term care expenses and unexpected medical costs. It features a design in which benefit payouts increase annually, effectively mitigating the impact of future inflation. The policy also includes life insurance coverage, supporting more comprehensive financial planning. Through a health promotion spillover mechanism, clients who complete a health screening in the second policy year and meet the required health criteria will receive enhanced coverage starting from the third policy year, encouraging long-term wellness and proactive care.

Comprehensive Long-Term and Short-Term Care Coverage: Nan Shan Life Zhao De Zhu Health Promotion Short Term and Long Term Care Insurance (HSLTC2)

In addition to providing installment benefits for long-term care needs, this policy also addresses the need for professional care during hospitalization. It offers daily hospitalization-based benefits to help cover short-term care expenses. The product incorporates a health promotion spillover mechanism, under which clients who undergo a health screening in the second policy year and meet health criteria will receive enhanced coverage starting from the third policy year.

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Diversified Long-Term Care Insurance

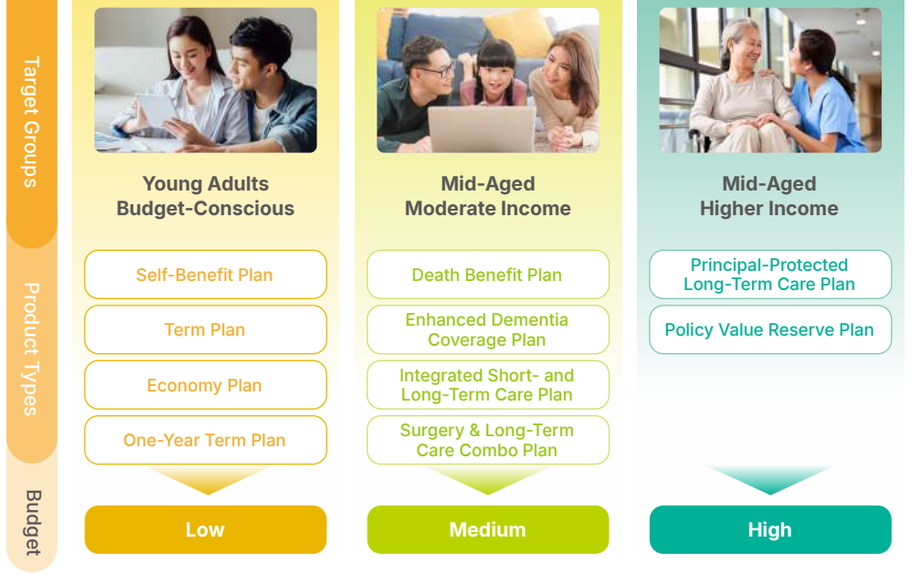
To meet the growing needs of Taiwan's aging population and rising demand for long-term care, Nan Shan Life has introduced a diverse portfolio of long-term care insurance products, enabling individuals from different segments to select plans based on protection needs and budget considerations. These products emphasize self-directed health management and preventive awareness, helping to reduce the burden of long-term care on families and society.

Nan Shan Life's long-term care insurance offerings include one-year, term, and whole-life policy types, with a wide range of benefit structures—from affordable premium plans to those with extensive coverage options. This allows clients to select the plan best suited to their personal finances and coverage needs, effectively bridging out-of-pocket gaps in Taiwan's Long-Term Care 2.0 system.

To accommodate diverse needs, certain products combine long-term care protection with death benefits, medical coverage, or life insurance cash value features. To enhance prevention, Nan Shan Life pioneered the industry's first dementia-enhanced long-term care insurance, extending protection to include mild dementia. These products also incorporate spillover incentive mechanisms, encouraging clients to engage in proactive health management and reduce their future long-term care risks.

In 2024, Nan Shan Life introduced revised versions of HRLTC2 and HSLTC2, both incorporating spillover-based coverage increase mechanisms. The Company also launched the PILTC, a lump-sum long-term care policy integrated with interest-sensitive life insurance, and expanded distribution channels by introducing the ELTC, a one-year term long-term care product available through online platforms, improving accessibility for clients.

Nan Shan Life Long-term Care Insurance



Nan Shan Life E-Commerce iLike Xiang Shou Long Term Care Insurance (ELTC)

Sold exclusively through online platforms, ELTC is a one-year term long-term care insurance policy designed to lower the barrier to entry for clients. With simplified application and short-term coverage structure, the product enables more people to access both lump-sum and installment long-term care benefits with ease. This approach aims to improve the overall accessibility and penetration of long-term care protection among the general public.

Nan Shan Life Zeng Xin Pei Ban Partial Interest Sensitivity Long Term Care Insurance (Lump-Sum Benefit) (PILTC)

PILTC is the first long-term care insurance product in the industry to integrate interest-sensitive life insurance features. If the client meets the criteria for long-term care or total disability, they will receive a one-time lump-sum payout, which can be used to renovate living spaces or purchase assistive equipment. Additionally, the policy includes a benefit enhancement mechanism tied to interest-sensitive dividends, allowing the long-term care benefit amount to increase over time. This policy is designed not only to address future long-term care risks but also to support wealth transfer and estate planning, protecting the financial well-being of both clients and their families.

Over the past ten years, Nan Shan Life has paid out approximately NT$1.6 billion in long-term care benefits, easing the financial burden on countless families and helping to significantly reduce social long-term care costs, demonstrating the Company's deep commitment to social responsibility and client well-being.

Post-Pandemic Travel Rebound: Enhanced Peace of Mind with Travel Insurance

With international travel rebounding in the post-pandemic era, many individuals are choosing to go abroad for vacations or business trips. However, travelers must also be aware of the potential risks of accidents and unexpected illnesses while overseas. To provide clients with more comprehensive and reassuring protection, Nan Shan Life has introduced two premium overseas travel insurance products—Nan Shan Life An Xin High Wan Overseas Travel Assurance (AOTA) and Nan Shan Life Pei Tong High Wan Advanced Kids Overseas Medical Reimbursement and Hospital & Surgical (AKMS). These plans may also be flexibly supplemented with the Nan Shan Life Xiang High Wan Air Ambulance Transport (AAT). Whether traveling solo or with children, clients can choose coverage tailored to their specific needs, ensuring greater protection throughout their journeys.

Nan Shan Life Travel Safety Insurance

Nan Shan Life An Xin High Wan Advanced Overseas Travel Accident Insurance (AOTA)
Nan Shan Life Pei Tong High Wan Advanced Kids Overseas Medical Reimbursement and Hospital & Surgical (AKMS)

In addition to providing coverage for accidental death/disability and unexpected illnesses while abroad, the plans also offer new benefits, including accidental death/disability benefits for land, sea, and air public transportation, as well as benefits for severe third-degree burns. Nan Shan Life is also the first in the life insurance industry to include statutory infectious diseases in its coverage scope and has adjusted regional benefit limits based on the travel preferences of Taiwanese travelers.

Nan Shan Life Xiang High Wan Air Ambulance Transport (AAT)

In the event of a critical medical emergency abroad, this product covers transportation back to Taiwan via international medical aircraft, providing full protection throughout the duration of international travel or business trips.

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4.2 Financial Inclusion

4.2.1 Nan Shan's Inclusive Finance Policy and Strategy

To fulfill the insurance industry's public welfare mission, Nan Shan Life actively promotes inclusive finance by integrating digital innovation to provide convenient, comprehensive, and accessible insurance products to underserved groups such as the economically disadvantaged, elderly, and persons with disabilities. The goal is to deliver accessible, affordable, and high-quality financial services for all segments of Taiwanese society.

In order to advance financial inclusion and equity, Nan Shan Life's Board of Directors formally approved and issued the "Inclusive Finance Policy." This policy aims to enhance financial protection for target groups (including, but not limited to, individuals or legal entities who have never accessed or have insufficient access to financial products or services) ensuring fair and equal access for all. This policy helps bridge social protection gaps and contributes to the achievement of the United Nations Sustainable Development Goals (SDGs).

Nan Shan Life's Inclusive Finance Policy is guided by seven core principles

1. Innovate and expand the scope of financial services for underserved groups based on market research and client feedback
2. Deliver financial services through accessible channels tailored to the needs and preferences of target populations
3. Provide non-financial support to enhance the financial well-being of disadvantaged groups
4. Establish mechanisms to prevent excessive financial burden on these target groups
5. Establish easily accessible grievance mechanisms
6. Offer appropriate Treating Customers Fairly (TCF) education and training
7. Actively integrate internal and external resources to collaborate with other organizations, amplifying the impact of inclusive finance initiatives

Through the implementation of this policy, Nan Shan Life aims to expand social protection coverage, foster a more inclusive insurance industry, empower more people to improve their quality of life, mitigate risks, and contribute to building a more equitable and resilient society.

Nan Shan Life Financial Inclusion Policy

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4.2.2 Inclusive Financial Products and Services

Nan Shan Life is committed to the core values of inclusive finance and actively addresses Taiwan's protection gap by developing a diverse and inclusive portfolio of user-friendly insurance products and services. Through innovative product design and customer-centric service mechanisms, Nan Shan ensures that people from all walks of life, particularly the elderly and economically disadvantaged, can access appropriate financial protection and secure their futures. This reflects the Company's deep commitment to social responsibility and inclusive principles.

Nan Shan Life Charity Foundation
Over 770,000 Beneficiaries of Donated Microinsurance Policies

Nan Shan Life – Microinsurance for Personal Insurance

Nan Shan Life was the first in the industry to launch personal accident microinsurance policies and has continued to promote a range of microinsurance products to broaden coverage and fulfill its corporate social responsibility in inclusive finance.

Target Groups	Elderly people, poor or low-income individuals, and persons with disabilities
Cumulative Number of Insured Individuals	210,891 people
2024.12.31 Valid Policies[1]	1,135 (Number of insured individuals: 113,601)

Note 1: The above figures are based on valid policies and active insured individuals as of December 31, 2024.

Nan Shan Life is committed to enhancing insurance coverage for Taiwanese citizens and actively promotes microinsurance. Due to its outstanding performance in 2024, 3 products in 2025 were allowed to be applicable for use-and-file procedure instead of prior-approval procedure, continuing its efforts in product innovation. In the 2024 Microinsurance Competition, Nan Shan Life was honored with both the "Sales Excellence Award" and the "Disability Care Award," recognizing its excellence in operations and commitment to serving disadvantaged groups.

FCS's 2024 Microinsurance Competition

Outstanding Performance Award
Disability Care Award

Moreover, Nan Shan Life, in collaboration with the Nan Shan Life Charity Foundation, local government agencies, and social welfare organizations, supports low- and middle-income individuals and persons with disabilities in accessing microinsurance. These efforts help build a financial safety net for vulnerable households and reinforce the role of insurance in fostering social stability. In 2024, the Foundation donated approximately NT$24.47 million in premiums, providing accidental insurance coverage for over 118,000 individuals, with an average insured amount of NT$300,000 per person. From 2014 through December 2024, the Nan Shan Life Charity Foundation donated a total of approximately NT$116 million in premiums, supporting more than 520,000 economically disadvantaged and disabled individuals.

Recent Donations by the Nan Shan Life Charity Foundation for Personal Microinsurance

	2021	2022	2023	2024
Donation Premiums (in NT$ ten thousands)[1]	1,265.8	2,346.3	2,293.9	2,446.7
Number of Beneficiaries (in ten thousands)[1]	6.2	11.3	11.6	11.8

Note 1: Figures rounded to the nearest first decimal place.

Nan Shan Life Microinsurance

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NSGI – Fire Inconvenience Expense Microinsurance

NSGI launched Taiwan's first property microinsurance policy—Fire Inconvenience Expense Microinsurance—specifically designed for low- and middle-income households. In the event of a fire damaging the insured's residence or belongings, a lump-sum benefit of NT$8,000 is paid to each insured individual to address their immediate post-disaster financial needs.

To alleviate the financial burden of insurance premiums on disadvantaged groups and enhance their living security, the Nan Shan Life Charity Foundation fully subsidizes the premiums for this program. By the end of the reporting year, the program had collaborated with governments in seven counties and cities, including Pingtung County, Hsinchu County, Penghu County, Keelung City, Nantou County, Tainan City, and Changhua County, to help vulnerable populations gain access to basic financial protection in the event of fire or other disasters. As of the end of 2024, the Nan Shan Life Charity Foundation had donated over NT$2.43 million in premiums, providing protection for more than 247,000 individuals.

Awards Received by Fire Inconvenience Expense Microinsurance:

- 2024 Financial Supervisory Commission Insurance Bureau Microinsurance Competition - "**Pilot Program Award**" and "**1st Place – Pilot Program Award**"
- 2024 TSAA Taiwan Sustainability Action Award – SDG 03 "**Good Health and Well-being,**" Bronze Award
- NSGI received the Excellence Award for "**Best Product Innovation**" and the "**Most Popular Product**" two awards at the 2024 Faith, Hope & Love Insurance Awards
- 2024 National Brand Yushan Awards - **Best Product - Yushan Award**

Target Groups	Low-income individuals (legally classified low- and middle-income households)
Cumulative Number of Insured Individuals	175,415 people
2024.12.31 Valid Policies[1]	161,245

Note 1: The above figures are based on valid policies and active insured individuals as of December 31, 2024.

Nan Shan Life Charity Foundation – Recent Donations for Microinsurance (Property Insurance)

	2023	2024
Donation Premiums (in NT$ ten thousands)[1]	79.3	163.7
Number of Beneficiaries (in ten thousands)[1]	7.9	16.8

Note 1: Figures rounded to the nearest first decimal place.

NSGI Microinsurance

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Micro-Whole-Life Insurance

In response to population aging and declining birth rates, Nan Shan launched a micro-whole-life insurance plan featuring low entry thresholds and affordable premiums. The product is designed to be simple and easy to understand, aiming to provide basic protection to meet the needs of the general public, particularly senior citizens.

Target Groups	Elderly people, poor or low-income individuals, and young people
Cumulative Number of Insured Individuals	160,044 people
2024.12.31 Valid Policies[1]	148,756

Note: The above figures are based on valid policies and active insured individuals as of December 31, 2024.

With the continuous promotion of micro-whole-life insurance, the number of effective contracts held by clients aged 55 and above exceeded 54,000 as of 2024. The total number of effective policies reached nearly 149,000, representing an increase of approximately 9,000 from the previous year. This demonstrates sustained efforts to strengthen the micro-whole-life insurance protection.

Nan Shan Life Micro-Whole-Life Insurance

Online Service

Nan Shan leverages digital services to overcome time and geographic constraints, enhancing the overall client experience across policy management, product design, and information access. For individuals with limited mobility and clients in remote areas—who may still rely on agents or government-assisted programs (e.g., microinsurance)—digital platforms serve as a supplementary channel to streamline application and post-sale service processes, improving information accessibility.Agents also benefit from mobile tools that enhance service efficiency and operational effectiveness, fostering a technology-driven business model. In parallel, e-policies and online processes help reduce paper consumption and carbon emissions, optimize administrative costs, and enable resource savings to be reflected in product pricing—thereby advancing a client-centric and sustainable development strategy.

Life Insurance Products

Nan Shan Life's online insurance offerings cover six product categories: travel accident insurance, life insurance, personal accident insurance, long-term care insurance, health and medical insurance, and annuity insurance.

Nan Shan Life Online Enrollment Center

Property and Casualty Insurance Products

Since 2017, NSGI has offered online insurance services through the launch of the "Nan Shan e-Insurance" platform, providing a wide variety of insurance products to meet the diverse needs of clients. More recently, NSGI further upgraded its digital capabilities by introducing the "Online Insurance Enrollment Center." By automatically integrating with the Trade-Van Network and the Motor Vehicle Supervision System, the Company has achieved automated online underwriting for motor insurance, greatly improving underwriting efficiency. Currently available product categories include travel insurance, electric scooter insurance, automobile insurance, and motorcycle insurance. The Company also plans to expand the range of products available for online enrollment in the future.

NSGI Online Enrollment Center

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4.2.3 Non-Financial Support for Inclusive Finance

Nan Shan Care for Remote Indigenous Villages Program

In 2023, Nan Shan Life and the Nan Shan Life Charity Foundation jointly launched the "Nan Shan Care for Remote Indigenous Villages Program", aimed at addressing the lack of medical resources in Taiwan's remote areas. Led by the Charity Foundation, the program collaborates with local healthcare teams to deliver medical assistance and health promotion services to rural and indigenous communities.

Through partnerships with local hospitals, health centers, and Indigenous Community Health Stations, the outreach program provides free clinics, health screenings, and health education. These efforts help residents detect health issues early and promote healthier lifestyles and health literacy.

In addition, Nan Shan Life and NSGI have actively promoted financial fraud prevention and household disaster preparedness in these communities. Using clear and accessible messaging, the program helps elderly residents understand basic safety concepts, such as remembering the anti-fraud hotline "165" and using household appliances and open flames safely, enhancing risk awareness and protecting personal safety and self-protection capabilities.

Nan Shan aims to bridge the healthcare resource gap between urban and rural areas through the Nan Shan Care for Remote Indigenous Villages Program, ensuring that geographical and resource limitations no longer hinder health equity. By addressing health disparities, the initiative strives to create a better future for residents in remote communities. For more information, please refer to Section 5.4.2 "Strengthening Community Health and Medical Resources – Bridging the Urban-Rural Divide" of this report.

Project Type	Financial or Digital Literacy Training
Target Groups	Individuals in hard-to-reach areas
Quantified Social Impact Key Performance Indicators (KPIs)	Conducted 10 educational sessions on disaster prevention and anti-fraud awareness, reaching approximately 1,100 Indigenous participants

Caring reminders for sub-health

For sub-health clients, Nan Shan Life provides information regarding physical examinations and reminds the clients that: Once the health of the clients improves, they may provide information on healthy status and ask for better terms for insurance.

Project Type	Technical Support
Target Groups	Individuals with health condition or impairments
Quantified Social Impact Key Performance Indicators (KPIs)	As of 2024, more than 29,886 policies had additional premiums applied or policy postponement.

Multilingual Services for New Immigrants

In alignment with our Treating Customers Fairly principle, Nan Shan Life offers friendly services tailored to new immigrants, bridging communication gaps and improving access to information.

Since April 2022, key client rights documents have been made available in eight languages. In March and December 2023, QR codes linking to multilingual information were added to provide important reminders on premium payment notices (NT$ version) and important notes section on policy details. The customized communication services allow Taiwanese new immigrants to clearly understand their rights and insurance details in their familiar native languages.

Beginning in 2024, claim form instructions ("Claim Filing Guidelines") for Nan Shan Life have been translated into eight languages (English, Japanese, Korean, Thai, Vietnamese, Indonesian, Burmese, and Malay), enabling new immigrant clients to better understand the claims process and their entitlements clearly.

Nan Shan Life also collaborates with the New Immigrant Family Growth and Development Association to provide on-demand multilingual interpretation services. Clients can submit interpretation requests through a designated booking website, enabling live video call via Webex between customer service representatives and interpreters on a computer or mobile device.

NSGI has launched a "Important Rights and Interests of Multilingual Car Insurance Clients" section on the official website. This section provides translations of key client rights documents in three languages (English, Vietnamese, and Indonesian) catering to the largest immigrant communities in Taiwan. Additionally, all branch counters are equipped with the Google Translate app to facilitate real-time, two-way multilingual communication with clients of other nationalities during in-person service. This ensures a better understanding of client needs and enables the delivery of appropriate and effective services.

Project Type	Technical Support
Target Groups	New Immigrants
Quantified Social Impact Key Performance Indicators (KPIs)	Cumulative as of 2024: • Views of the multilingual premium payment notice (TWD) reminder: 5,196 • Views of the "Important Notes" section in the multilingual policy summary: 2,272

Multilingual Explanation of Nan Shan Life Clients Rights

Nan Shan Life Multilingual Interpretation Services

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Attentive Insurance Application Service for Those with Disabilities

- Text-based communication, including written exchanges and on-screen typing display, is provided for hearing-impaired clients.
- Home visits for underwriting consultation and health assessments are available. Real-time sign language interpretation is offered via online video, with professional interpreters assisting remotely.

Project Type	Technical Support
Target Groups	Persons with Disabilities
Quantified Social Impact Key Performance Indicators (KPIs)	A total of 3,350 new insurance contracts for persons with disabilities were underwritten in 2024.

Senior-Friendly Client Service Hotline

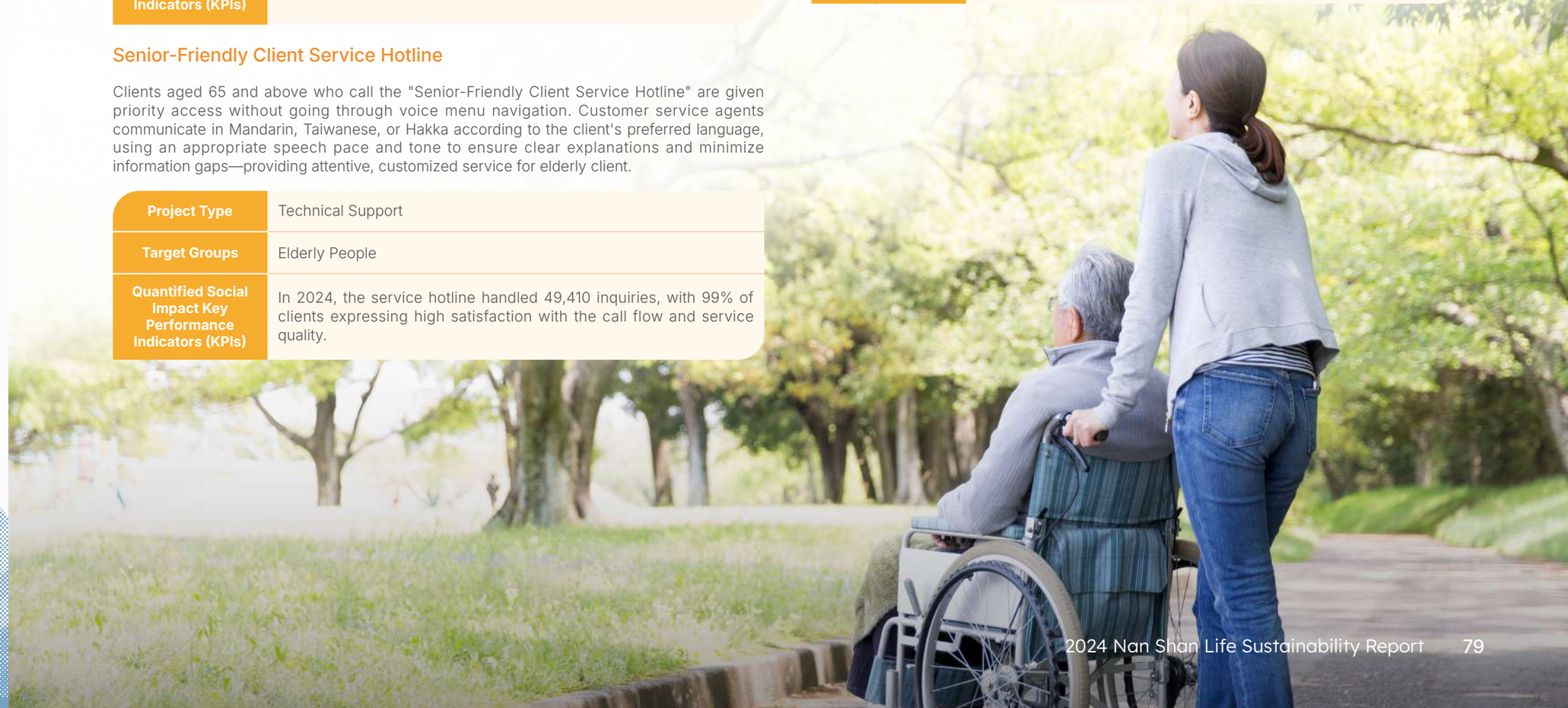
Clients aged 65 and above who call the "Senior-Friendly Client Service Hotline" are given priority access without going through voice menu navigation. Customer service agents communicate in Mandarin, Taiwanese, or Hakka according to the client's preferred language, using an appropriate speech pace and tone to ensure clear explanations and minimize information gaps—providing attentive, customized service for elderly client.

Project Type	Technical Support
Target Groups	Elderly People
Quantified Social Impact Key Performance Indicators (KPIs)	In 2024, the service hotline handled 49,410 inquiries, with 99% of clients expressing high satisfaction with the call flow and service quality.

Friendly Care Hotline

Clients with disabilities who call the “Friendly Care Hotline” are prioritized without going through voice menu navigation. Voice prompts and automated system messages proactively alert customer service staff to the caller’s registered disability status, allowing them to provide individualized services according to each client's specific needs.

Project Type	Technical Support
Target Groups	Persons with Disabilities
Quantified Social Impact Key Performance Indicators (KPIs)	Approximately 3,400 service cases handled in 2024.



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4.3 Customer Relationships & Rights

4.3.1 Treating Customers Fairly

Core Philosophy: "Treat Customers as We Treat Ourselves"

To strengthen consumer protection and implement the principle of treating customers fairly, Nan Shan Life has referred to the "Principle for Financial Service Industries to Treat Clients Fairly," the "Guidelines on Enhancing the Implementation of Treating Customers Fairly by Financial Institutions," and the "Evaluation Mechanism for the Principle of Treating Customers Fairly by Financial Service Providers." With approval from the Board of Directors, the Company has established a Treating Customers Fairly (TCF) policy and strategy. The Sustainable Innovation and Development Department serves as the dedicated unit responsible for planning and promoting TCF initiatives. Quarterly TCF Task Force meetings, supervised by the President, are held to monitor the implementation of TCF principles across departments and to coordinate financial inclusion initiatives. Related proposals are submitted to the TCF Promotion Committee convened each quarter and subsequently reported to the most recent Board meeting, reinforcing the Company's core value of "thinking from the client's perspective" and cultivating a corporate culture centered on treating customers fairly.

To proactively promote inclusive financial services, the Treating Customers Fairly strategy includes guidelines for financial inclusion. These guidelines ensure that the needs of vulnerable groups—such as the elderly and persons with disabilities—are considered at every stage, from product design to service delivery. The Company strives to embody fair treatment through its service behaviors, while also implementing monitoring and evaluation mechanisms to ensure that the financial products and services provided meet client needs. The effectiveness of processes and policies for fairly treating elderly clients and persons with disabilities is regularly reviewed.

To implement TCF practices, Nan Shan Life established a cross-functional Treating Customers Fairly Promotion Committee to oversee TCF-related matters. A dedicated "Treating Customers Fairly" section is featured on the Company's official website to enhance communication with consumers. The Committee also issues a monthly TCF Bulletin. In 2024, the Company held 15 training sessions, including 13 compulsory courses for employee and 2 expert-led sessions for directors and senior managers. The results of the annual internal TCF self-assessment are submitted to the regulatory authority. Both Nan Shan Life and NSGI were ranked among the top 25% in the Financial Supervisory Commission's (FSC) TCF assessment for the third consecutive year.

The Treating Customers Fairly Promotion Committee operates under the Board of Directors and consists of the Chairperson and two Independent Directors. It convenes quarterly to review implementation progress and regularly reports to the Board. To further enhance client experience and promote TCF culture, the Committee revised its organizational charter in 2023. These revisions included adjustments to the committee's organizational structure, roles and responsibilities, and operational procedures. In 2024, the Company introduced a cross-functional task force model, establishing dedicated groups to address specific focus areas, thereby facilitating integrated planning and cross-departmental collaboration for greater effectiveness. In alignment with the competent authority's anti-fraud policy, the "Anti-Fraud Task Force" was established in 2024. In response to observed customer service needs, the "FUN Insurance Purchase Task Force" was also formed to optimize policy-related documents and integrate information, making insurance services more accessible, comprehensible, and user-friendly for clients. In 2024, Nan Shan Life organized a total of 1,110 anti-fraud awareness events, equivalent to approximately 0.2 events per NT$1 billion in total assets, reaching over 170,000 individuals. In addition, 98% of Nan Shan Life's employees completed training courses related to financial inclusion or the TCF principles during the year.

Nan Shan Life signed an anti-fraud MOU with the Criminal Investigation Bureau, strengthening cross-sectoral collaboration to enhance financial protection network

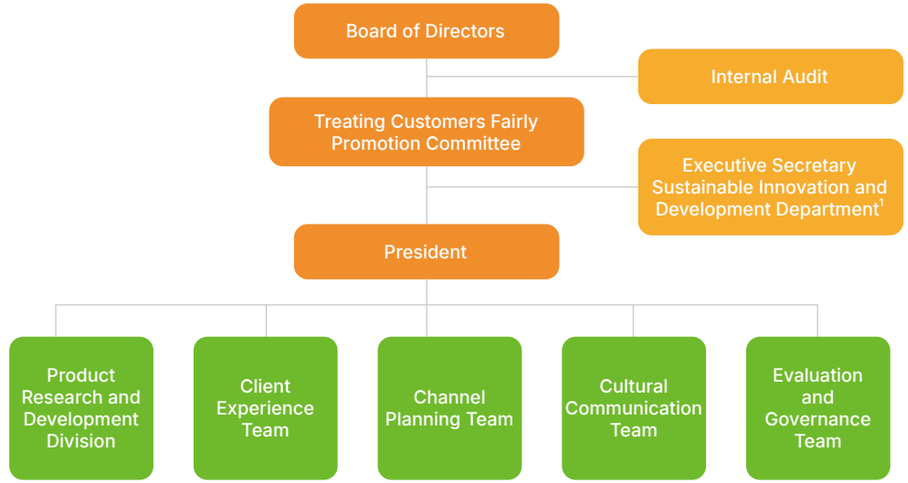
On September 18, 2024, Nan Shan Life signed a Memorandum of Understanding (MOU) with the Criminal Investigation Bureau of the National Police Agency under the Ministry of the Interior to cooperate in combating fraud. This public-private collaboration underscores a firm commitment to anti-fraud efforts, focusing on three core strategies: enhancing awareness, precise interception, and strengthening fraud identification capabilities.

Nan Shan Life promotes fraud prevention awareness in daily client interactions by broadcasting anti-fraud videos and displaying promotional materials at over 300 service locations across Taiwan. In collaboration with the Criminal Investigation Bureau, the Company shares intelligence to identify suspicious transactions in real time, improving the accuracy of fraud prevention efforts.

Additionally, Nan Shan Life has established an internal "Anti-Fraud Task Force" and invited the Criminal Investigation Bureau to assist in both internal and external training programs. These efforts aim to enhance the fraud identification skills of agents and frontline personnel, ensuring anti-fraud knowledge is fully implemented.

Operation of the Treating Customers Fairly (TCF) Promotion Committee

Nan Shan Life Treating Customers Fairly Promotion Committee – Organizational Structure



Note 1: Renamed from the Strategy Planning Department on April 30, 2024. Update image

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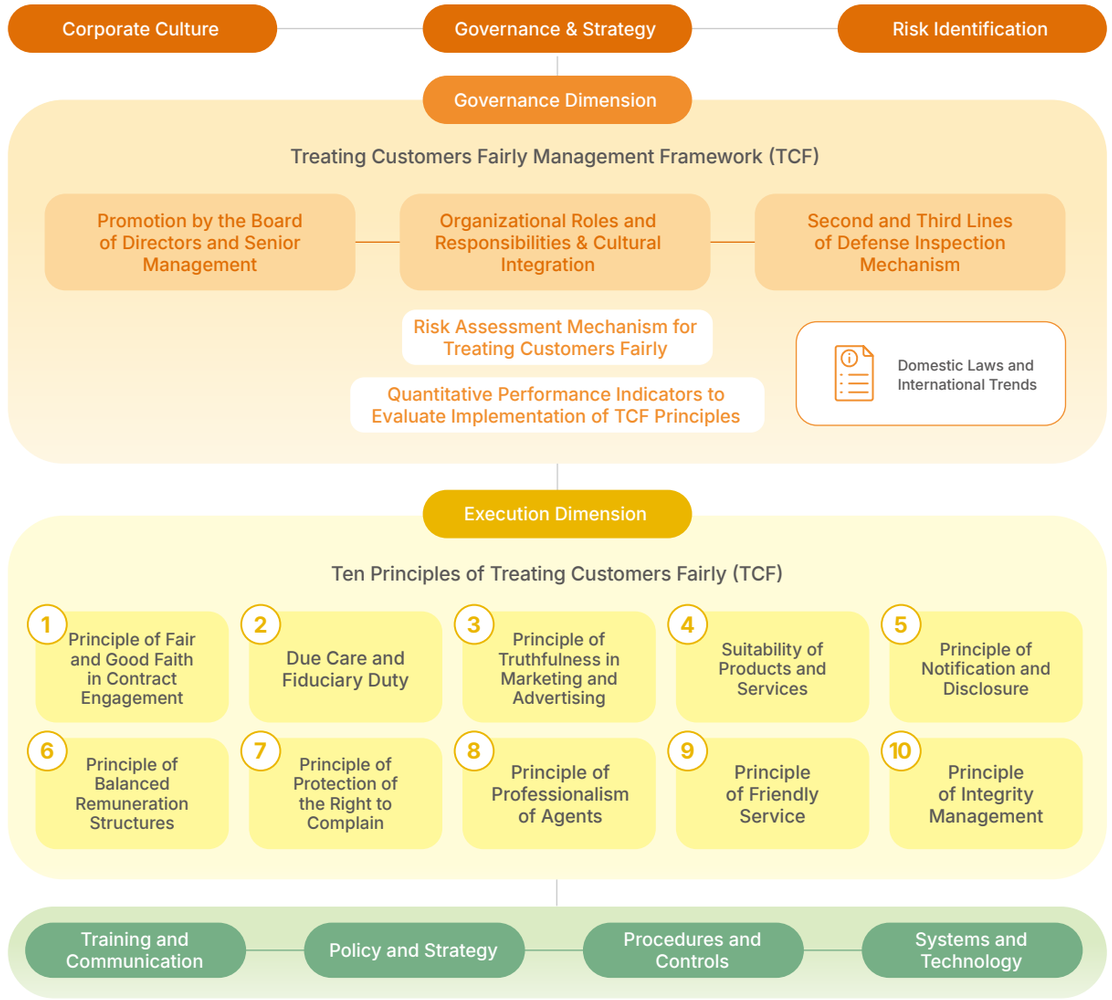
The operations of the working groups under the TCF Promotion Committee follow a cyclical goal management model (PDCA). After submitting their annual action plans to the Committee, each group dynamically adjusts strategies based on regulatory directives, corporate strategies, and best practices in the industry. Progress and outcomes are regularly reported to the Committee to ensure alignment with expected goals.

Since 2021, Committee members have conducted annual on-site inspections of frontline service units, such as customer service counters, regional sales centers, and call centers. In December 2024, the Committee held a board-level discussion session focused on the inclusion of new immigrants. Five new immigrant agents were invited to attend the meeting, where they personally shared with independent directors and the TCF task force the insurance needs and pain points faced by new immigrants. This initiative reflected the Company's commitment to listening to clients' real voices and advancing the fair treatment of clients. An issue-specific task force was subsequently formed to consolidate these insights and formulate action plans aimed at achieving the goals of inclusive finance.

In addition to complying with the Financial Supervisory Commission's "Principle for Financial Service Industries to Treat Clients Fairly," Nan Shan Life also referenced the "G20 High-Level Principles on Financial Consumer Protection" published by the OECD and other relevant consumer protection regulations. These principles have been integrated into the Company's internal control framework to establish a dedicated Treating Customers Fairly management structure.

- Incorporating corporate governance concepts:
  Nan Shan Life has developed management mechanisms covering the promotion of TCF by the Board and senior executives, clear delineation of organizational responsibilities, the establishment of a client-centric corporate culture, and second- and third-line audit mechanisms. The Company has also strengthened the frequency and effectiveness of cross-functional communication to embed TCF across its internal culture.
- Integrating risk assessment mechanisms:
  In line with a risk-based approach, Nan Shan Life conducts comprehensive assessments of risks related to TCF to ensure that services provided to clients fully consider potential risks. These assessment results also serve as one of the key references for decision-making and resource allocation.
- Aligning the client journey with TCF touchpoints:
  Nan Shan Life emphasizes a client-centric perspective that spans the entire client journey and insurance product lifecycle. Each department is required to review how TCF is being implemented at every stage—from product design through to post-sale services. Custom questionnaires are used to evaluate and quantify the effectiveness of controls related to TCF.

To ensure the objectives of TCF are embedded in the daily operations of all employee, since 2020, Nan Shan Life has developed Key Performance Indicators (KPIs) for each unit based on the degree of relevance to TCF. In line with directives from the Board of Directors, TCF priorities have been incorporated into both departmental and individual performance evaluations, and are linked to remuneration—ensuring the thorough implementation of TCF policies. In 2024, Nan Shan Life established 48 TCF-related Key Performance Indicators (KPIs) aligned with the Ten Principles of Treating Customers Fairly. Through performance indicator management, the Company aims to reinforce employees' awareness and commitment to the Treating Customers Fairly framework.



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Highlights of Nan Shan Life's Treating Customers Fairly Implementation

Developing Inclusive Services: Ensuring Equitable and Dignified Service for Financially Disadvantaged Groups

Nan Shan Life has progressively introduced enhancements across customer service counters nationwide. Comprehensive service counters have been established at the four major service centers in Taipei, Zhongli, Taichung, and Kaohsiung. These counters allow clients from vulnerable groups to conveniently access a full range of services in one location, including policy loans and repayments, contract changes, mortgage repayments, policy reinstatement, premium payments, travel insurance purchases, and claims applications.

Nan Shan Life is also the first in the industry to offer voice-recorded information accessible via QR code scanning and Braille booklets for clients with disabilities. By scanning a QR code using a mobile device or tablet, clients with visual impairments can listen to key policy information, ensuring they understand their rights even if reading printed material is difficult. To further enhance accessibility, the Company provides wheelchairs, video magnifiers, hearing amplifiers, electric wheelchair charging sockets, cane holders, signature pads, reading guides, handheld magnifying glasses, and posts signage welcoming guide dogs and hearing dogs. Service bells have also been installed, along with safety-enhancing features such as anti-slip flooring, bilingual signage, accessible restrooms, ramps, designated parking spaces, and signage welcoming guide dogs at service locations, creating a safe and inclusive environment for all. In addition, Nan Shan Life offers important policy information recordings in Taiwanese and Hakka dialects for documents such as policy loan contracts and policy termination applications. This enables clients to understand their policy rights in a language they are familiar with.

Moreover, Nan Shan Life collaborated with the Taiwan Foundation for the Blind to host a "Visually Impaired-Friendly Service Workshop" for front-line staff. The training helps employees recognize different types of visual impairments and teaches assistive tools and techniques. Through hands-on experience and empathy-building simulations, participants are equipped to provide thoughtful and personalized service to visually impaired clients.

To help clients better understand insurance content and avoid overly complex jargon, Nan Shan Life launched the "Plain Language Initiative" in 2024. A dedicated "Getting Started" section was added to the official website to explain client rights and commonly used insurance terms using illustrations and easy-to-understand language. For example, when facing financial pressure, clients do not necessarily need to terminate their policies; instead, they can consider alternatives such as reducing the insured amount, converting the policy to paid-up insurance, or extended term insurance. Comparative information is provided to help clients assess and make informed decisions. To ensure that clients clearly understand the content of benefit notification letters, Nan Shan Life has added plain language QR codes to documents such as the policy data summary, reminder notices, maturity/benefit notices, and lapse/automatic premium loan notifications. These QR codes allow clients to scan and easily access simplified explanations.

For clients from diverse linguistic backgrounds, Nan Shan Life offers claims application guidance in eight different languages. Additionally, for elderly or senior clients, audio versions of the claims guidance in Taiwanese and Hakka are available to ensure that clients can access and understand important rights and information in their native or most familiar language. To further enhance financial inclusion, customer service and claims counters are equipped with reading guides and signature pads to support visually impaired individuals, those with low vision, or clients with other reading difficulties. These tools help facilitate reading and signing of policy amendments or claims documents with ease and dignity.

Enhancing Anti-Fraud Measures to Curb Financial Scams

To combat the growing threat of financial fraud, Nan Shan Life places high importance on fraud prevention and actively engages relevant departments in collaborative planning. Anti-fraud efforts are treated as a core focus within the Treating Customers Fairly (TCF) framework. In line with the Executive Yuan's New Generation Anti-Fraud Strategy Guidelines, Nan Shan Life evaluates internal processes through four key lenses: awareness, blocking, interception, and punishment. These measures aim to systematically reduce fraud incidents by leveraging both public and private sector resources to achieve the "Three Reductions" objective: fewer exposures, fewer deceptions, and fewer losses.

Drawing from the government's strategic guidelines and best practices from across the industry, Nan Shan Life has implemented a series of enhancements. These include hosting public forums and advocacy campaigns to raise fraud awareness, strengthening public communications, reviewing internal procedures, and reinforcing control mechanisms. Specific actions include tightened oversight of suspicious or inactive accounts and the adoption of stronger identity verification methods, such as SMS authentication and one-time passwords (OTPs). To protect clients from impersonation scams, Nan Shan Life has registered its official outbound call number 02-87588888 through Whoscall's Enterprise Verification Service. Incoming and outgoing calls now display the company's name, corporate slogan, and a verified green checkmark icon. This helps reduce the risk of missing important notifications due to uncertainty about potential scam calls, providing clients with a sense of security and ensuring that no important policy-related information is overlooked. If a call is missed, clients can use reverse lookup functions to verify the caller's identity, helping prevent impersonation and fraud, and ensuring a safer customer service experience.

To improve front-line anti-fraud capabilities, Nan Shan Life collaborated with external agencies such as the Executive Yuan's Anti-Fraud Office and the Criminal Investigation Bureau to hold three dedicated fraud prevention workshops in 2024. These workshops equipped employee with knowledge of evolving scam tactics and enhanced their professional readiness. Except for external collaboration, starting August 2024, Nan Shan Life introduced monthly fraud awareness topics for internal online and offline training, reinforcing employee awareness and responsiveness. Frontline counter service personnel are encouraged to ask proactive questions and express greater care when encountering suspicious situations. Monthly anti-fraud drills are conducted, incorporating real-world scam scenarios to strengthen customer service teams' immediate response capabilities and fulfill their duty as financial gatekeepers.

In response to rapid advancements in technology, Nan Shan Life established the Digital and Experience Governance & Design Center to collaborate with sales departments in developing AI- and data-driven transaction behavior models. These models help detect anomalous account activities and potential fraud cases in real time. In addition, Nan Shan Life signed a memorandum of understanding on anti-fraud cooperation with the Criminal Investigation Bureau of the National Police Agency, Ministry of the Interior, signaling a commitment to close collaboration in the future. Through intelligence sharing, training programs, and public awareness campaigns, both parties aim to combat fraud together and strengthen the financial security network through public-private cooperation. Nan Shan has also integrated prosecutorial and police resources by establishing a real-time contact channel with the Anti-Fraud Center of the Criminal Investigation Bureau to promptly share intelligence and enable timely fraud identification, prevention, and intervention.

New Anti-Fraud Initiatives in 2024:

1. Dedicated outbound number
2. Anti-fraud education and training
3. Anti-fraud simulation exercises
4. Signed MOU on anti-fraud collaboration with the Criminal Investigation Bureau

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Sign Language Anti-Fraud Awareness Videos

Upholding its client-centric philosophy, Nan Shan Life pioneered the launch of sign language anti-fraud awareness videos to enhance fraud prevention awareness among hearing-impaired clients and reduce their risk of victimization. Starting in October 2024, the customer service team proactively initiated and produced monthly themed sign language videos, which are played at service counters to help hearing-impaired clients easily understand common fraud tactics and prevention strategies.

Awareness Topics in Q4 2024

October	November	December
	"Three Don'ts" of Investment Scams	"3C Principles" when facing fraud: Calm, Check, Call

As of the end of 2024, three videos have been produced and aired. Based on estimated foot traffic and viewer engagement, approximately 33,000 clients have been reached with fraud prevention messaging. Nan Shan Life will continue advancing financial inclusion and fulfilling its corporate social responsibility by safeguarding the financial well-being of every client.

"Fraud Prevention Martial Arts" – Senior-Friendly Lectures

Demonstrating its care for the elderly population, Nan Shan Life partnered with the Chiayi and Yunlin County governments to co-host senior-friendly anti-fraud and wellness lectures under the theme "Fraud Prevention Martial Arts," aiming to raise awareness among older adults. The event invited participants aged 65 and above and incorporated the co-published Senior Self-Defense Against Fraud Handbook, developed by Nan Shan Life and National Taipei University. The sessions conveyed fraud prevention concepts in accessible language, incorporated light exercise routines, and offered basic health checks and consultations, providing comprehensive protection for seniors' financial and physical well-being.

Nan Shan Life invested NT$2 million to successfully hold 15 lectures, drawing a total attendance of 1,301 participants. A total of 37,275 copies of the Senior Self-Defense Against Fraud Handbook were distributed throughout the year to help enhance fraud awareness among seniors. Additionally, in collaboration with the Nan Shan Life Charity Foundation's Nan Shan Care for Remote Indigenous Villages Program, fraud prevention content was incorporated into 10 events to further extend outreach to rural communities. These efforts have effectively brought fraud prevention awareness into the daily lives of seniors, strengthening their financial literacy and health management capabilities.

Nan Shan Life remains committed to promoting financial inclusion and building a senior-friendly environment to ensure a secure and dignified life for the elderly.

Nan Shan Life Senior Self-Defense Against Fraud Handbook

NSGI: Embedding Treating Customers Fairly in Corporate Culture

Promoting Treating Customers Fairly and Strengthening Corporate Culture

To effectively implement the Treating Customers Fairly (TCF) principle, NSGI established the TCF Promotion Committee under its Board of Directors. The committee is chaired by an independent director selected from current board members and includes the president and all senior executives as ex officio members, who are responsible for actively planning and advancing TCF implementation.

A working group, chaired by the president, has been formed under the committee to hold monthly TCF working meetings, ensuring cross-departmental communication and vertical decision-making that embeds the TCF spirit and standards into daily operations. The Board of Directors also regularly receives project reports to ensure effective execution of TCF policies and to strengthen corporate culture from the client's perspective.

Anti-Fraud Measures and Consumer Personal Data Protection

NSGI actively participates in government-led anti-fraud initiatives while continually reinforcing the protection of financial consumers'personal data. In 2024, the company launched a dedicated SMS short code "68899", a first for the company. This innovative measure significantly enhances message recognition—clients can be assured that any SMS received from "68899" is an official communication from NSGI. The company also reinforces awareness by including reminders about this exclusive short code in all client notification documents to help prevent fraud attempts.

In addition to SMS short code implementation, NSGI established a dedicated anti-fraud section on its official website and has been actively promoting anti-fraud education through YouTube, Facebook, Instagram, and Line, significantly enhancing clients' awareness and vigilance against fraudulent schemes.

Driving Digital Transformation and E-Policy Adoption

In response to the FSC's policy of electronic insurance policies, NSGI has been actively promoting these products and encouraging clients to apply for them since 2020. This not only reduces the use of paper and other printed resources, but also presents many other advantages such as easy storage and easy access. In addition, NSGI takes measures such as electronic insurance certificates for compulsory insurance and mobile phone SMS policies. It expanded the scope of the electronic insurance policy application in 2024. In addition to personal insurance products, the Company has introduced electronic insurance policies for corporate clients, so that they can receive insurance policies through digital channels, which significantly reduces the complex process of document processing, not only conveying the information of the insurance more immediately, but also ensuring download and inquiry at any time. In this way, the content of protection can be efficiently understood without paper, and these are also reflected in the results of sustainable development and digital transformation.

NSGI launches the "Good Questions" smart customer service system for agents in 2024. The system is mainly designed to answer common questions and covers more than 200 Q&As covering different products, underwriting services, and claim issues. The system enables agents to search for relevant information and respond directly through their mobile phones, tablets, and computers, thereby improving their professionalism and providing clients with more precise and tailored services.

Reducing the Insurance Information Gap for Consumers

To address the insurance information gap, NSGI began a comprehensive review of frequently used client-facing documents in 2024, proactively revising wording to improve readability and understandability. The Company also participates in the "Insurance Industry Financial Friendly Easy Read Initiative" jointly launched by the Non-Life Insurance and Life Insurance Associations, collaborating with industry peers and the Taiwan Foundation for the Blind to co-develop easy-to-read insurance handbooks. These resources are published on the Company's official website under the Financial Friendly Zone, Popular Links, and Treating Customers Fairly section, ensuring equal access to information for all client groups.

Through these measures, NSGI not only elevates its service quality but also strengthens consumer protection and advances a fairer, more transparent insurance marketplace.

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4.3.2 Customer Relationships and Rights Protection

At Nan Shan Life, we firmly believe clients are the cornerstone of sustainable operations. We are committed to offering transparent, fair, and trustworthy insurance services that fully safeguard client rights. Our client-first philosophy drives us to continuously enhance policy terms and claims processes, while also accelerating digital service innovation to improve client experiences. We place strong emphasis on personal data protection and privacy management, adopting the most stringent safeguards to ensure information security. Through reinforced internal controls and regular reviews, we ensure that every client's needs are attentively addressed, realizing the sustainable value of our commitment to client care.

Proactively Providing Legal Assistance Resources—Caring Beyond the Policy

At the end of 2022, Taiwan's Supreme Court Grand Chamber issued a unified interpretation regarding the compulsory enforcement procedures related to the seizure of life insurance policies. As a result, enforcement courts began seizing clients' insurance policies, terminating them, and using the cash value to satisfy creditors' claims. Nan Shan Life recognized that many affected clients were unfamiliar with such legal procedures and often did not fully understand how the seizure of their policies might impact their insurance rights—let alone know how to proactively take steps to protect them.

In response, Nan Shan Life established a dedicated section on its official website in 2024 under Government Policy Announcements titled "Explanation on Court-Seized Insurance Policy Rights," providing the following resources: a Q&A Guide on Court-Seized Insurance Policy Rights, sample objection statement templates, and a directory of free legal consultation services. These materials help clients understand and navigate legal procedures in a timely manner, enabling them to take appropriate steps to preserve their policy rights.

Q&A Guide on Court-Seized Insurance Policy Rights

In light of the fact that most clients are unfamiliar with legal procedures and unaware of the impact that policy seizure may have on their rights, Nan Shan Life created a "Q&A Guide on Court-Seized Insurance Policy Rights", which is published on its official website. The guide addresses clients' questions in a clear Q&A format, covering topics such as the reasons for policy seizure, its impact on client rights, the actions clients can take to protect their rights, and the procedures to be followed by the court during enforcement. As of February 2025, the page has recorded 1,495 views and downloads.

Template for Statement of Objection

If a client disagrees with an enforcement order issued by an enforcement authority, or with the actions of enforcement personnel (such as judges, court clerks, or bailiffs), including the methods or procedures used in the enforcement process, or any other situation that may infringe upon their interests, they may file a statement of objection before the enforcement procedure is concluded. However, since such objections must be submitted in writing to the enforcement court, clients often face difficulties in drafting the required documents. To address this, Nan Shan Life has provided a template for the statement of objection in the dedicated section of its official website. Clients can refer to the template and modify it according to their individual policy circumstances in order to safeguard their rights. As of February 2025, the template has been viewed and downloaded 3,658 times.

Overview of Free Legal Consultation Resources

To help clients respond promptly to court-ordered policy enforcement procedures, Nan Shan Life compiled a list of free legal consultation resources and made it available in a dedicated section of its official website. This enables clients to search and access appropriate support, encouraging them to face debt issues proactively and understand their legal rights. The initiative helps prevent clients from losing policy entitlements due to unfamiliarity with the legal process; a risk that could have significant consequences. As of February 2025, the list has been viewed and downloaded 950 times.

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Diverse Heartwarming Services

Nan Shan Life actively listens and responds to the voices and needs of every client. Through a diverse set of mechanisms for collecting feedback, issuing timely responses, and conducting satisfaction surveys, the Company has established a solid foundation for delivering high-quality service—shifting from mindset to behavior to offer truly professional and efficient support.

Nan Shan Life has also established the Customer Interaction Consolidation Platform (CIC 360), which enables service personnel to provide comprehensive client care through a single interface. This system allows staff to accurately assess real-time needs, effectively resolve issues, and ultimately enhance the client experience and overall service efficiency.

Nan Shan's Multichannel Communication and Customer Services

Digital Services

Nan Shan Life App	Provides real-time and convenient mobile services for both the general public and Nan Shan Life clients, including policy inquiry, contract changes, loans and repayments, claims, premium payments, and more.
NSGI Official Line Account	As of the end of 2024, NSGI's LINE ac-count has more than 100,000 friends. Members who complete account binding receive personalized services including motor insurance policy inquiry, download of compulsory motor insurance certificates and e-policies, Basic Motor Insurance Policies data updates, Motor Insurance Renewal Notifications.
E-newsletter – Nan Shan Life Bimonthly	Shares the latest product offerings, services, and activity updates with clients.
Corporate Website	Offers information on products, services, events, and public disclosures.
Social Media	Facebook page; YouTube channel; Instagram

In-Person Services

Media Disclosures	Press conferences, press releases, interviews, and media coverage
Nan Shan Life Bimonthly (Nan Shan Fun Life)	Offers information on the latest products, services, and company activities.
Document Notifications	Available through both traditional mail and digital notifications.
Various Client Services	Occasional themed events such as Mother's Day, Father's Day, Dragon Boat Festival, and Mid-Autumn Festival celebrations at service counters in 2024. Meanwhile, the Zhongli and Kaohsiung service counters were renovated and hosted the "Health Protec-tion Circle" client experience events.
Product Brochures	Product brochures disclose features, coverage details, and sample cases, along with applicable legal regulations and risk warnings.

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Transparent Marketing and Promotion

To uphold the principle of Treating Customers Fairly, Nan Shan Life has established clear behavioral guidelines and strategies for sales and promotional activities. These are designed to implement the principles of Duty of Care and Loyalty, Truthfulness in Marketing and Advertising, Notification and Disclosure, Product or Service Suitability, Friendly Service, and Integrity Management. The Company ensures that all planning and execution of promotional activities are client-centric and tailored to accommodate the individual needs of clients with disabilities, senior citizens aged 65 and above, Indigenous peoples, and new immigrants, thereby providing appropriate and inclusive solicitation practices.

Transparent Marketing and Promotion Management Mechanism

Nan Shan Life has established the "Management Guidelines for the Management of Advertising, Solicitation Materials, Promotional Tools, and Training Materials for Sales and Marketing Activities" for all departments to follow. In addition, a "Self-Checklist for Product Brochure Disclosures" is provided, allowing each department to verify compliance with regulatory requirements during the preparation of product brochures. This ensures that all externally used marketing materials are free from exaggeration or deception, fully comply with regulatory requirements, and are supported by a robust client privacy management mechanism to provide transparent and secure product information to the public. Furthermore, Nan Shan Life requires agencies to comply with applicable laws and strongly encourages them to adhere to relevant operational protocols that reinforce proper practices. In the event of any violation, appropriate measures will be taken in accordance with laws, contracts, and applicable regulations to ensure the quality and integrity of solicitation by agencies. In 2024, Nan Shan Life did not incur any financial losses from lawsuits related to the promotion or communication of insurance product information to client[1].

Note 1: Financial losses arising from lawsuits related to the promotion or communication of insurance product information to clients are defined as cases in which the (1)client has filed a claim for which the Company is liable, or (2)a final court judgment has been rendered requiring the Company to compensate the client.

NSGI follows control procedures in compliance with external regulations and internal operating guidelines to ensure the accuracy and completeness of product content and marketing information, thereby safeguarding client rights. In addition, professional training is provided to agencies through both regular and ad hoc sessions, including licensing and product courses in property insurance, corporate insurance programs, and other specialized training. These efforts help ensure that agencies accurately convey product information and features.

For Clients	• Important disclosures in sales documents are marked with the date or source and include page numbers, allowing clients to verify receipt of complete information. • Product-related information is published on the Company's official website or platforms designated by the competent authority for client access.
For Agents	• Through regular or ad hoc briefings and training, agencies are provided with accurate product content and features. • The Company has established the "Management Guidelines for the Management of Advertising, Solicitation Materials, Promotional Tools, and Training Materials for Sales and Marketing Activities" as a reference for channel units when producing relevant marketing materials.

NSGI adopts a client-centric approach, using everyday life scenarios to replace complex policy terms, enabling clients to clearly understand their insurance rights and coverage.

Nan Shan Life Product Information Transparency Mechanism

Clear and Detailed Coverage Information

Product brochures are written in clear fonts and plain language to explain product features, insurance benefits, underwriting rules, and associated fees. This makes it easier for both agencies to explain products and for clients to retain and review the information.

Full Risk Disclosure

Key product considerations and risk warnings are disclosed in compliance with insurance regulations to remind clients of their rights and raise awareness of potential risks and product knowledge.

Clear and Transparent Example Cases

To help clients determine whether the products meet their needs, the Company offers various sample cases with visual illustrations, effec-tively enhancing understanding of insurance products.

Nan Shan Life Customer Rights Confirmation Form

To protect client rights, Nan Shan Life pioneered the industry-first "Customer Rights Confirmation Form" that reminds clients of key points at the time of application, ensuring they fully understand the coverage and their rights before making a decision. When reviewing insurance applications, Nan Shan Life examines the applicant's purpose, occupation, income, and financial status based on the submitted documents to assess the appropriateness of coverage and premium payments, thereby maximizing the value of insurance.

Real-Time Policy Health Check

To support agencies in serving clients, Nan Shan Life has developed an internal "Policy Health Check" system. This system not only reduces service costs for agencies but also provides more accurate information to clients, thereby increasing agents opportunities. Key features include:

- More Comprehensive Information: The system consolidates Nan Shan Life policies and those from other insurers that the client has purchased, enabling clients to quickly and conveniently understand their existing coverage and potential gaps.
- Intuitive Display of Three Aspects of Coverage: The system intuitively presents the client's lifelong coverage, helping them understand changes in protection over time. Agents can also use this tool to assess whether a client's coverage is adequate.
- Marketing Tools Linked to Address Coverage Gaps: In addition to compiling policy information, the system helps clients reassess whether their current coverage meets their needs, allowing for a more complete protection plan.
- Integration of Insurance and Technology: The system incorporates Optical Character Recognition (OCR) technology and artificial intelligence (AI). With just three simple steps—taking a photo and uploading it—agents can quickly and easily digitize policies from other insurers. This significantly reduces processing time compared to traditional methods and enhances service efficiency.

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4.3.3 Customer Satisfaction

Nan Shan Life and NSGI uphold the core principle of "Client First" and are committed to delivering prompt and efficient service experiences. We have established a comprehensive grievance system and continue improving our service processes through Root Cause Analysis (RCA) to ensure taking care of client's claims and solving problems in a timely manner. Additionally, Nan Shan has implemented the ISO 10002 Customer Complaint Management System to enhance the management and handling efficiency of complaint cases, demonstrating our strong commitment to the principle of fair customer treatment. We firmly believe that listening to our clients is the foundation of service quality enhancement, and we will continue to provide trustworthy and satisfying service with professionalism.

Prompt and Accurate Responses to Customer Concerns

Nan Shan Life has developed a sound complaint-handling system and procedures, offering clients timely and efficient processing and responses. Through regular reviews and Root Cause Analysis (RCA), we continuously enhance service quality. Thanks to this dedicated effort, Nan Shan Life has consistently received high praise from clients, maintaining strong policy persistency rate.

Table 20. Claims Complaints and Mediation Rate

Category	Nan Shan Life			NSGI		
	2022	2023	2024	2022	2023	2024
Claim Complaint Rate (‰)[1]	0.095	0.143	0.293	1.567	1.013	0.848
Claim Mediation Rate (‰)[2]	0.027	0.053	0.092	0.292	0.13	0.083

Note 1: The claim complaint rate is calculated based on the insurance sector indicator 270a.2 issued by the Sustainability Accounting Standards Board (SASB), using the formula: (Number of claim complaints / Total number of claim applications (individuals)) * 1,000, rounded to the third decimal point and presented as a per mille (‰).
Note 2: The claim mediation rate is calculated based on cases handled in 2024 by the Financial Ombudsman Institution established by the Financial Supervisory Commission (FSC), using the formula: (Number of mediation requests / Total number of signed policies (individu-als)) * 10,000, rounded to the third decimal point and presented as a per ten-thousand (‰).

Table 22. Policy Persistency Rate of Nan Shan Life

Category	2022	2023	2024
13-Month Persistency Rate	98%	97%	97%
25-Month Persistency Rate	97%	96%	95%
37-Month Persistency Rate	95%	95%	93%
49-Month Persistency Rate	93%	90%	88%
61-Month Persistency Rate	87%	85%	81%

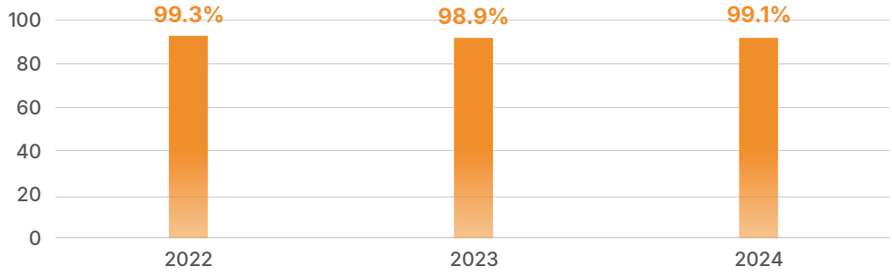
Note: The policy persistency rate is calculated based on annualized premium.

Table 21. Types of Mediation Cases of the Year

Type of Mediation Case	Number of Cases	
	Nan Shan Life	NSGI
Coverage Scope	35	5
Determination of Cause of Loss	88	2
Claim Amount Determination	33	8
Other Issues[1]	166	12
Total Cases	322	27

Note 1: For detailed classifications under "Other Issues," please refer to the Financial Ombudsman Institution's statistical classification of dispute types.

Table 23. Customer Retention Rate of Nan Shan Life



Note 1: 2024 Customer Retention Rate = (Total number of customers as of December 31, 2024 – New customers added in 2024) / (Total number of customers as of December 31, 2023 – Involuntarily terminated customers and lost customers under employer-sponsored plans in 2024)
Note 2: As general insurance contracts are mostly annual, this ratio is not applicable to NSGI.

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Pursuing High Levels of Customer Satisfaction

Since 2020, Nan Shan Life has expanded the scope of real-time feedback surveys via QR codes at service counters to cover every touchpoint in the customer service journey, including policy issuance, policy servicing, and claims services. These initiatives have been widely recognized by clients. Key client satisfaction questions are tailored for three service areas (service counters/policy servicing, claims services, and policy issuance) to evaluate the experience of clients handling transactions in person.

In 2023, NSGI implemented digital processes for its claims services and proactively collected client feedback through an electronic survey system. Continuous improvements were made to ensure the TCF principle was upheld while providing precise and empathetic service. In 2024, the average client satisfaction rate reached 94.1%, with a total of 5,448 valid responses.

NPS Customer Experience Management System

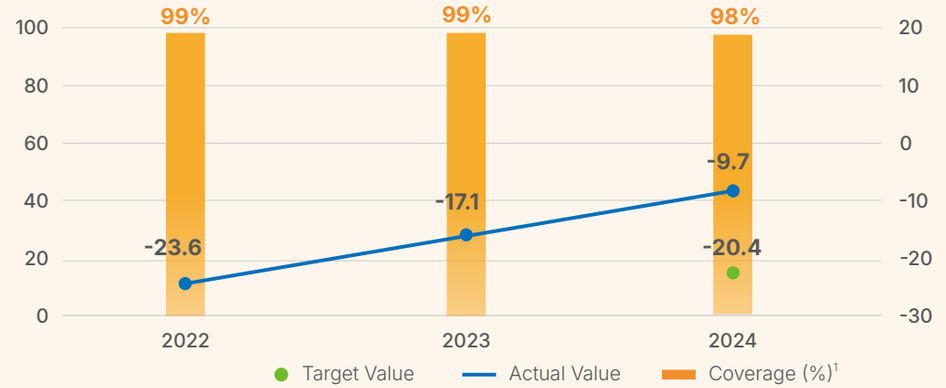
In 2023, Nan Shan Life launched the NPS (Net Promoter Score) Customer Experience Management System with the aim of enhancing overall service quality and experience through in-depth listening to client feedback. NPS, as a globally recognized client satisfaction metric, quantifies clients' willingness to recommend Nan Shan Life and helps the Company understand client needs and pain points to continually optimize service processes.

The core objective of implementing NPS is to foster a client-centric corporate culture. By analyzing data to identify key factors affecting client experience and acting on these insights in real time, the Company seeks to enhance client satisfaction and brand loyalty. The NPS mechanism also assists in optimizing internal processes, improving the efficiency of claims handling, customer service, and digital platforms, thus delivering smoother and more thoughtful service experiences. Through the implementation of NPS, Nan Shan Life aims to establish long-term trust-based relationships with its clients and become the most trusted insurance partner, offering tailored and meaningful financial protection services.

Table 24. Customer Satisfaction Survey on Counter, Claims, and Insurance Application Services

	Service Counters / Policy Servicing	Policy Issuance	Claims Services
Satisfaction	99.82%	99.68%	98.9%
Valid Samples	29,056	2,808	13,619

Table 25. Nan Shan Life rNPS Targets and Historical Scores



Note 1: The coverage ratio declined in 2024 due to the establishment of an overseas Special Purpose Vehicle (SPV), as calculated based on the proportion of operating revenue.
Note 2: rNPS (Relationship Net Promoter Score) is calculated by subtracting the percentage of detractors from the percentage of promoters.

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Important achievements

Implemented **human rights due diligence** across in-house operations (including employees and non-employee workers) and the supply chain, distributing surveys to stakeholders to gain insights into actual human rights management issues throughout the value chain.

Hosted the **Medical Social Worker Awards** for seven consecutive years, recognizing outstanding individuals and teams while allocating resources to improve job security and working conditions for medical social workers.

Contributed NT$**34.36 million** in medical donations, supporting **2,800 individuals** in relieving financial stress due to healthcare costs

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Social Health Capital Account

Happy Workplace

Action Plans	2024 Implementation Results	2024 Target Achievement Status	2025 Short-Term Goals	2030 Mid- to Long-Term Goals	Key ESG Topic
Target 1 Caring Workplace Culture					
Establish a workplace that up-holds equality and human rights, committed to employees' physical and mental well-being and safety, while offering outstanding benefits to foster a happy and harmonious corporate culture.	• The completion rate for anti-discrimination/ sexual harassment prevention training: 99% • Zero employment discrimination cases • The satisfaction rate for NS OPEN Sports Day: 87% • Established 9 new interest-based clubs • Implemented hazard identification and risk assessment management across all owned buildings with 100% completion rate • Employee survey score: 4.31[1]; positive employee experience: 66%	Partially Achieved	• The completion rate for sexual harassment prevention training: ≥99% • Zero employment discrimination cases • Complete ISO 45001 implementation and certification	• Zero case and zero tolerance for discrimination, sexual harassment, or illegal infringement in the workplace • Positive employee experience: 75%	• Human Rights Commitment & Safeguarding • Employee Rights & Well-being • Employee Diversity and Equal Opportunity
Target 2 Holistic Career Development					
Promote upskilling and digital capability enhancement plans, and build a diversified digital learning environment.	• More than 83 digital professionals have been trained • Key talent retention rate: 96.9% • Employee recommendation rate : 10.08% • Average training hours per employee: 63.5 hours	Partially Achieved	• Key talent retention rate ≥85% • Overall employee retention rate ≥90% • Employee recommendation rate ≥10% • Average training hours per employee: 60 hours	• Key talent retention rate is above 85% • Overall employee retention rate is above 90% • Average training hours per employee is more than 60 hours	• Talent Attraction & Development

Note 1: Overall satisfaction is measured using a six-point scale

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Social Co-Prosperity

Action Plans	2024 Implementation Results	2024 Target Achievement Status	2025 Short-Term Goals	2030 Mid- to Long-Term Goals	Key ESG Topic
Target 1 Deepening Medical Charity Impact, Mitigating Healthcare Inequality					
Actively advocate for the rights of medical social worker, allocate resources to enhance their protection, and host awards for medical social workers to honor their public service. In partnership with healthcare institutions, deepen outreach in rural and underserved communities, improve public health awareness and literacy, reduce health disparities, and promote long-term societal health.	• Over 50 philanthropic events held • Volunteer service hours increased by approximately 280 hours • NT$6.95 million invested in promoting medical social worker awards and mental health care and insurance programs, benefiting approximately 2,000 medical social workers • Contributed NT$34.36 million in medical donations, supporting 2,800 individuals in relieving financial stress due to healthcare costs	Achieved	• Hold at least 50 philanthropic events per year • Volunteer service hours to grow by ≥5% compared to base year • Annual investment of at least NT$6 million to promote medical social worker care and insurance, serving at least 2,000 medical social workers • Annual medical donations of NT$30 million, supporting 3,000 individuals in alleviating financial burdens from healthcare costs	• Continue hosting medical social worker awards in collaboration with the healthcare sector to improve working conditions and welfare for social workers • 80 philanthropic events per year • Volunteer service hours to grow 10% compared to the base year (2021) • Introduce professional training programs in volunteer knowledge and skills to improve professionalism • More than 3,000 underprivileged individuals assisted with medical subsidies annually	• Social Engagement
Target 2 Community Engagement & Vitality					
With a focus on local care, promote a culture of health through sports, and support arts and culture to enrich society, creating a healthier and more vibrant community for all.	• Provided over NT$19 million in emergency relief to disaster-stricken households • The "2024 Nan Shan – With All Our Hearts for You" campaign reached over 3,000 individuals, including bereaved children, disadvantaged families, and elderly citizens • In collaboration with B.DANCE, launched the "Nan Shan Dancing Train," bringing arts to rural communities across 4 counties and cities and 7 schools, with 8 performances involving over 630 teachers and students • The "Nan Shan Junior Champions Program" donated NT$800,000 to 4 elementary schools to support physical education and nutrition in remote areas	Partially Achieved	• Plan to hold 9 BAM Sustainable Health Challenge events in total, supporting 6 rural schools under Nan Shan Junior Athlete Program and 3 nonprofit organizations, with an estimated donation of NT$1 million • In 2025, Nan Shan Life will co-host 3 "Nan Shan Dance Together" sessions with B.DANCE at Weiwuying National Kaohsiung Center for the Arts, engaging 1,000 students	• Continue expanding community engagement initiatives • Uphold the spirit of sustainable health leadership, leveraging the influence of the insurance industry to encourage healthy habits and combat lifestyle diseases • Culture and the arts are the foundation of human civilization—by supporting artistic endeavors, Nan Shan helps nurture a culturally enriched and creative society	• Social Engagement

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5.1 People-Centric and Human Rights Protection

To fulfill its corporate sustainability responsibilities and uphold its commitment to human rights, Nan Shan Life established its Human Rights Policy in 2023. This policy was developed under the framework of domestic legal regulations and with reference to internationally recognized human rights standards and principles, including the Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, and the International Labour Organization (ILO) Conventions. The policy explicitly prohibits unlawful practices such as human trafficking, forced labor, child labor, and discrimination. It applies to all of Nan Shan Life's operations and extends to suppliers and business partners, clients, employees, and agents.

Nan Shan Life recognizes the human-centric nature of the life insurance industry and places high importance on human rights management. To assess human rights risks and strengthen practical management efforts, the Company commissioned a third party in 2024 to conduct its first Human Rights Due Diligence (HRDD). This due diligence framework was designed in accordance with international guidelines and sustainability standards, including the UN Global Compact, the International Bill of Human Rights, the UN Guiding Principles on Business and Human Rights, ILO declarations, and the EU Corporate Sustainability Due Diligence Directive. Through this initiative, Nan Shan Life aims to ensure that its operations and supply chain align with international human rights standards, thereby fulfilling its corporate social responsibilities and promoting sustainable development.

Scope and Subjects of the Assessment[1]	In-house Operations: All employees and non-employee workers[2] Supply Chain: Tier-1 key suppliers in 2024
Assessment Period	January 2024 to December 2024

Human Rights Risk Identification

- The study examined the industry context, business models, and management practices of the subjects under review. Based on international human rights standards, a tailored list of human rights issues was developed for different subject groups.

Human Rights Risk Assessment

- A questionnaire was designed based on the identified human rights topics.
- Respondents were asked to evaluate each topic based on "likelihood of occurrence" and "potential scope of impact", allowing for the prioritization of material human rights risks.

Risk Mitigation and Remedy

- For identified human rights risks, appropriate risk mitigation measures are established and implemented to minimize potential negative impacts on human rights.
- In the event of actual adverse human rights impacts, remedial measures were planned and executed accordingly.

Reporting and Disclosure

- Regularly review and disclose the results of human rights due diligence, while tracking the progress of risk mitigation for each potential issue.
- Related procedures and management practices are reviewed and continuously optimized to improve human rights risk management.

Note 1: The assessment coverage rate reached 98% for in-house operations and 100% for Tier-1 key suppliers. No major human rights risks were identified within the assessed scope.
Note 2: Non-employee workers include: cleaning staff, property management personnel, security guards, dispatched workers, on-site vendor representatives, and individual consultants. For a detailed breakdown, please refer to Table 28. Other Workforce Structure.

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Human Rights Risk Assessment Result

The human rights risk identification process recognized 22 potential adverse human rights issues, including diversity and inclusion, protection of persons with disabilities, maternal protection, freedom of speech and expression, equal pay, employment discrimination, freedom of association, bullying and harassment, physical and mental health, occupational safety, pollution and emissions, forced labor, talent development, wages and benefits, working hours, child labor and protection of minors, whistleblower protection, personal data privacy and information security, human trafficking, collective bargaining, financial inclusion, and ethical business conduct. Assessment questionnaires were designed based on relevant topics and tailored to different stakeholder groups. Stakeholders covered in this assessment include: employees, female employees, children and minors, non-employee workers, clients, suppliers, and the general public.

- Own Operations

According to assessments by Nan Shan Life's employees and non-employee workers, all 22 human rights topics fell within the low to medium risk range, indicating that the Company currently does not face any material human rights risks. To better manage human rights and distinguish risk levels by topic, this assessment employed a relative ranking methodology. The following outlines the top three key human rights risks in-house operations, along with the corresponding mitigation and remedy measures:

Assessed Group	Human Rights Topic	Affected Stakeholders	Risk Mitigation Measures	Mitigation Measures Implementation Rate	Risk Remedial Measures
Employees, non-employee workers	Talent Development and Training	All employees, job seekers	• Develop tailored training programs aligned with employee strengths and roles, covering onboarding, professional development courses, core competencies, leadership training, and license certification, to help employees enhance their skills and expand their career paths. • Through performance evaluations, project-based collaboration, and a 360-degree feedback mechanism, high-potential individuals are identified and nurtured to form a succession pipeline, strengthening both organizational growth and individual advancement.	100%	Training effectiveness is continuously monitored. If supervisors indicate the need to strengthen professional training, or if employees provide feedback regarding insufficient training content, the responsible unit will evaluate the identified needs and provide appropriate solutions accordingly.
	Physical and Mental Health	All employees	• Provide an Employee Assistance Program (EAP). • Maintain an HR complaint mailbox and hotline. • Conduct occupational disease prevention courses as needed. • Offer regular follow-up calls or onsite doctor visits for high-risk health screening cases.	100%	• Strengthen awareness among affected department heads and employees. • Provide fast-track group insurance claims if eligible. • Assign nurse practitioners to follow up with occupational injury cases.
	Freedom of Speech and Expression	All employees, suppliers, clients, general public	• Set up diverse and protected communication platforms for feedback, suggestions, or complaints. • Ensure confidentiality and proper follow-up, fostering a culture of respect, equality, and openness.	100%	Nan Shan Life has established the Guidelines for Handling Employee Grievances and the Whistleblower Case Handling Procedures to investigate incidents related to labor law violations. Based on the severity of the case, appropriate disciplinary actions are taken against the offenders, and legal assistance resources are provided to support the affected parties.

- Supply Chain

Suppliers and designated Nan Shan supplier contacts each completed a human rights risk assessment questionnaire. The majority of the 21 human rights issues identified among suppliers were assessed as low risk. To strengthen human rights management and better differentiate risk levels across topics, a relative ranking approach was adopted. The following outlines the top three key human rights risks within the supply chain, along with corresponding mitigation and remedy measures.

Assessed Group	Human Rights Topic	Affected Stakeholders	Risk Mitigation Measures	Mitigation Measures Implementation Rate	Risk Remedial Measures
Suppliers	Working Hours	All employees	Suppliers are required to comply with applicable local laws and specify working hours, rest periods, and overtime regulations in their management documents, and implement them accordingly.	100%	• Suppliers shall provide additional training and guidance to their employee and submit relevant supporting documentation. • Suppliers must compensate employees for underreported hours and provide evidence thereof.
	Physical and Mental Health	All employees	Suppliers are required to sign a Workplace Health and Safety Commitment and acknowledge Nan Shan Life's contractor guidelines on work environments and potential hazards.	100%	Suppliers must provide employees with enhanced occupational health and safety training and maintain proper records.
	Equal Pay for Equal Work	All employees, job seekers	Suppliers must comply with applicable legal provisions and must not engage in discriminatory practices based on gender or sexual orientation.	100%	Suppliers should assist employees in adjusting work responsibilities as needed and retain relevant documentation.

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5.2 Workplace Health and Well-being

5.2.1 Workforce Structure

Nan Shan Life firmly believes that talent is the cornerstone of corporate sustainability. Employees are regarded as dedicated partners who grow alongside the Company and serve with commitment. The Company is devoted to fostering a friendly, fulfilling, and growth-oriented work environment over the long term. We provide employees with market-competitive salaries and benefits that are above the median level of the financial and insurance industry and establish a comprehensive career development program to make the workplace a stage for every employee to grow and realize their dreams and work with Nan Shan Life to create a sustainable value and future.

In 2024, the workforce structure of Nan Shan's employee is summarized as follows:

Workforce Composition

- The total number of employees reached **5,109**, representing an increase of nearly **3%** compared to the same period last year. Of this total, Nan Shan Life accounted for approximately **84.1%**, while NSGI accounted for **15.9%**.

Gender-Based Perspective

- From a gender perspective, the overall gender ratio[1] stood at **57.8%**, with each gender constituting more than one-third of the total workforce.

From an average age perspective

Nan Shan Life	NSGI
42.8 years old	**40.5 years old**

From an average tenure perspective

Nan Shan Life	NSGI
14.2 years	**7.9 years**

From a contract type perspective

- The number of fixed-term contracts in 2024 nearly doubled compared to the previous two years, primarily due to the expanded internship program, with **19 more interns recruited than** the previous year.

Note 1: Gender ratio is calculated as: (Total number of male employees ÷ Total number of female employees) × 100%, rounded to one decimal place.

Table 26 Talent Structure

Year		2022		2023		2024																	
Scope		Combined Total		Combined Total		Nan Shan Life						NSGI						Combined Total					
Item		Total		Total		Male		Female		Total		Male		Female		Total		Male		Female		Total	
		Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%
Total number of employees		4,852	100	4,962	100	1,567	36.5	2,730	63.5	4,297	100	305	37.6	507	62.4	812	100	1,872	36.6	3,237	63.4	5,109	100
Job Grade	Managerial position	672	13.8	691	13.9	306	7.1	305	7.1	611	14.2	56	6.9	59	7.3	115	14.3	362	7.1	365	7.1	727	14.2
	Non-managerial position	4,180	86.2	4,271	86.1	1,261	29.3	2,425	56.4	3,686	85.8	249	30.6	448	55.2	697	85.7	1,510	29.6	2,872	56.2	4,382	85.8
Category	Indefinite-term employees	4,835	99.6	4,942	99.6	1,552	36.1	2,714	63.2	4,266	99.3	302	37.2	507	62.4	809	99.6	1,854	36.3	3,221	63.0	5,075	99.3
	Fixed-term employees	17	0.4	20	0.4	15	0.3	16	0.4	31	0.7	3	0.4	0	0	3	0.4	18	0.4	16	0.3	34	0.7

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Year		2022		2023		2024															
Scope		Combined		Combined		Nan Shan Life						NSGI						Combined			
Item		Total		Total		Male		Female		Total		Male		Female		Total		Male		Female		Total	
		Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%
Age	50 years old and above	1,206	24.9	1,388	28.0	492	11.4	844	19.6	1,336	31.1	82	10.1	74	9.1	156	19.2	574	11.2	918	18.0	1,492	29.2
	30 to 50 years old	2,849	58.7	2,766	55.7	817	19.0	1,437	33.4	2,254	52.4	184	22.7	345	42.5	529	65.2	1,001	19.6	1,782	34.9	2,783	54.5
	Less than 30 years old	797	16.4	808	16.3	258	6.0	449	10.4	707	16.4	39	4.8	88	10.8	127	15.6	297	5.8	537	10.5	834	16.3

Note 1: The proportion of each item is calculated as the number of individuals in that category divided by the total number of employees.
Note 2: "Managerial positions" refer to individuals responsible for supervising or managing units, such as section, department, division, or functional heads, including those at the Vice President level and above.
Note 3: Indefinite-term employees refer to full-time permanent employees; fixed-term employees refer to temporary or part-time workers (e.g., interns). Nan Shan Life does not employ non-guaranteed hours or part-time employees.
Note 4: In the 2022 and 2023 reports, Nan Shan Life's figures under "Non-managerial" and "Below 30 years of age" were incorrectly reported. These discrepancies have been corrected in this report. Please refer to this table for accurate data.

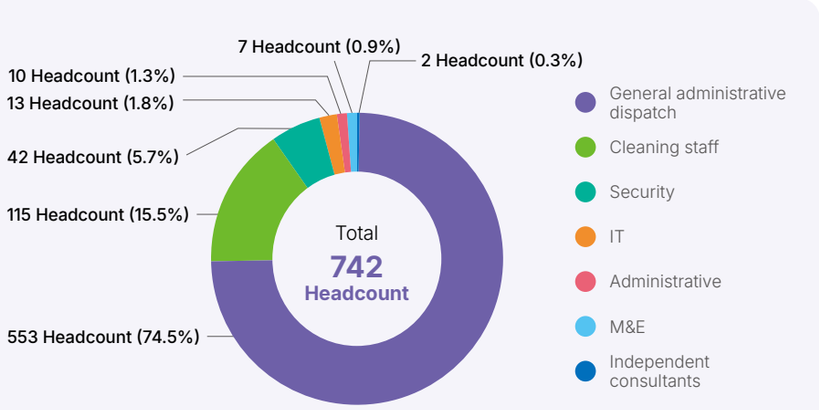
Table 27. Regional Distribution of Talent

Region	2022	2023	2024					
	Combined	Combined	Nan Shan Life		NSGI		Combined	
	%	%	Headcount	%	Headcount	%	Headcount	%
Total	100.0	100.0	4,297	100.0	812	100.0	5,109	100.0
North	73.7	74.2	3,213	74.8	583	71.8	3,796	74.3
Central	13.2	13.4	572	13.3	99	12.2	671	13.1
South	12.8	12.2	503	11.7	130	16.0	633	12.4
East	1.8	0.2	9	0.2	0	0	9	0.2

Note 1: Percentages are rounded to the nearest thousandth.
Note 2: This table includes all employee categories (indefinite-term + fixed-term).

Due to operational needs, Nan Shan Life also engages consulting teams and IT dispatch personnel to provide professional services. In addition, certain routine operations are outsourced to third-party labor service providers. The total number of these other workers is 742, with the majority engaged in professional consulting and information engineering, followed by cleaning, security, administrative support, and other service roles.

Table 28. Other Workforce Structure



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5.2.2 Talent Cultivation and Development

Next-Generation Talent Development

In response to the rise of fintech and big data, Nan Shan Life has developed a new generation talent recruitment program through internal and external recruitment platforms, campus recruitment, and university-industry collaboration. Based on the Company's business direction, the program strategically recruits talent to support key business development and enhance long-term corporate sustainability competitiveness.

In recent years, Nan Shan Life has also supported government initiatives to create employment opportunities for youth. In 2024, employees aged under 30 accounted for 59.1% of total new hires.

Internship Program

Nan Shan Life internship program is committed to discovering and cultivating young talents with strong potential, who identify with Company culture, and are passionate about the insurance industry. The program provides a comprehensive workplace experience through participation in real-world projects, one-on-one mentorship, and a variety of elective courses. Interns are trained in essential skills such as data analysis, communication, collaboration, and problem-solving. The program has individual and group presentation mechanisms to encourage learning and innovation, and expands professional horizons through the Nan Shan e-Academy. Since its launch in 2018, the program has successfully trained more than 500 promising students. In 2024, Nan Shan Life expanded its recruitment to 105 interns, which was carried out in three sessions (spring, autumn and summer), to further strengthen the insurance industry's mission promotion and talent reserves, and lay a solid foundation for future workplace professionals.

Industry-Academia Collaboration Program

Nan Shan Life's industry-academia cooperation program is committed to bridging the gap between academic learning and practical application. The company cooperates with various universities to offer professional courses, corporate visits, and campus recruitments, to allow students can get in touch with the industry while still in school and improve their employability. The long-standing "NTU Finance Program" has delivered insurance and fintech courses for 11 consecutive years. The NTU TCP Program invited over 10 business executives to teach six key topics, including brand and sustainability, distribution, customer service and user experience design, investment and actuarial science, digital transformation, and MA (Management Associate) . The program successfully recruited 16 outstanding students.

In terms of talent recruitment, the Regional Customer Service Talent Recruitment Plan partnered with 80 departments and held eight campus sessions, extending outreach to institutions such as Chinese Culture University, National Taichung University of Science and Technology, and National Kaohsiung University of Science and Technology. The "TA South Talent Program" targeted 97 departments and held multiple briefings and group interviews to actively recruit high-potential students.

Additionally, Nan Shan emphasizes corporate experience and workplace adaptation by arranging corporate visits, such as corporate visit with Shih Chien University, to offer students in-depth understanding of the company and corporate culture, thereby enhancing employer branding and attracting top talent to the insurance industry. Through these diverse partnerships, Nan Shan Life has successfully cultivated insurance professionals, providing students with seamless access to the workforce and establishing a strong talent base for future business development.

Since 2022, NSGI has collaborated with Tamkang University, Shih Chien University, Ming Chuan University, and Chihlee University of Technology to recruit students majoring in insurance and finance for internships. These programs expose students to practical operations in property insurance, and those who perform well are given priority for full-time employment upon graduation. Each intern is assigned a dedicated mentor to help them understand corporate culture and real-world insurance practices. Interns also work with supervisors and colleagues to jointly promote designated projects. As of 2024, the program has recruited 17 students, 14 of whom were offered full-time positions after completing their internships.

Table 29. Industry-Academia Collaboration Courses

Program Name	Course Name/Topic	Type	2024 Total Hours
NTU Finance Program	Seminar on Life Insurance Business Management (18 thematic modules & final project)	Semester course	Approx. 67 hours
NTU Finance Program	FinTech Course (2 applied research projects & semester report)	Semester course	Approx. 52 hours
NTU TCP Program	Innovation and Sustainable Business Strategies in the Digital Era (5 thematic courses and MA program sharing)	6-week corporate visits	Approx. 15 hours

Management Associate (MA) Program

To meet the Company's future sustainability goals and medium- to long-term leadership talent demands, Nan Shan Life continues to enhance its Management Associate (MA) program, focusing on cultivating next-generation talent to drive future growth, resilience, and innovation in insurance and digital services.

The MA program is centrally managed, with structured onboarding training covering four dimensions: coursework, professional certifications, project assignments, and task-based learning, laying a foundation for future multi-functional roles. Upon completion of initial training, assignments are tailored based on individual competencies and interests, enabling MAs to gain in-depth exposure across different departments, strengthen professional capabilities, understand business operations, and develop executive-level problem-solving and leadership skills.

Ongoing tracking, mentoring, and peer engagement activities are provided to ensure alignment with development goals and to foster a strong sense of organizational belonging. The program also incorporates systematic rotations and targeted training in areas such as digital capabilities and project decision-making, accelerating talent development and cross-functional integration. Since its launch in 2019, the MA program has trained 68 individuals—nearly 2% of total employees—with a retention rate approaching 100%.

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Performance Evaluation

Performance Evaluation System

In order to continuously enhance the Company's competitiveness, we have established a performance management system linked to rewards. Except for contract employees, all employees (including managerial and non-managerial personnel) are require to participate in and complete the annual performance appraisal with transparent and specific appraisal indicators. For senior manager and above, the 360-degree behavioral assessment is also used in assessment to encourage employees to embody and demonstrate the Company corporate culture in their daily behavior.

The performance evaluation results serves as the basis for promotion, career development, salary adjustment and performance bonus. For employees whose performance cannot meet the expectations, there is a performance coaching and improvement mechanism. In daily management, supervisors have interview with subordinates from time to time, to understand their situation and provide relevant assistance in a timely manner, while setting specific improvement targets to be achieved during the coaching and improvement period and regularly following up and checking up on them. At the end of the improvement period, supervisors and employees review the improvement results together and improve their performance.

The design of the compensation system is consistent with Company's strategies, business performance, and market compensation benchmarks. A differentiated reward system is implemented to reward employees based on departmental performance achievements and individual contribution. This approach fosters a high-performance culture, supports the development of a fair and transparent promotion system, and helps retain high-potential talent while building high-performing teams.

Performance Evaluation Forms

Form	Nan Shan Life				NSGI			
	Applicable Employees	Coverage Rate (%)[1]	Details	Execution Frequency	Applicable Employees	Coverage Rate (%)[1]	Details	Execution Frequency
Objectives Management	All employees	100%	Direct managers evaluate employee performance based on individual objectives.	Annually	All employees	100%	Line managers assess individual performance based on employee-specific targets.	Annually
Multi-Dimensional Evaluation (e.g.: 360-degree evaluation)	Senior manager and above	6.1%	The evaluations use multi-dimensional feedback system where supervisors, peers, and subordinates provide feedback based on work interactions, providing an objective basis for employee development and performance evaluation.	Annually	Department heads, division heads, and Assistant Vice Presidents and above	4.52%	Feedback is collected from relevant supervisors, peers, and subordinates based on work interaction experience, offering an objective basis for employee development and performance reviews.	Annually
Performance Ranking	All employees	100%	Employees are ranked based on their relative performance within the same functional category.	Annually	All employees	100%	Employees are ranked based on their relative performance within the same functional category.	Annually
Team Performance Evaluation	Major cross-unit project teams	Weighted according to each unit's contribution	Performance results of major cross-functional projects, such as the IFRS 17 Project, ALM Project, Health Protection Circle, Employee Ecosystem, Client Ecosystem, and Agent Ecosystem, are included annual performance goals shared by all departments and reflected in team and individual evaluations.	Annually				
Agile Communication	All employees	100 %	As part of daily management, supervisors interview with employees from time to time, to understand their situation and provide timely assistance, while setting specific improvement goals and follow up regularly during the coaching and improvement period.	Ad hoc	All employees	100%	As part of day-to-day management, supervisors have interview meetings with employees from time to time, to understand their situation and provide relevant assistance in a timely manner, while setting specific improvement targets and goals to be achieved during the coaching and improvement period and regularly following up and checking up on them.	Ad hoc

Note 1: The coverage rate refers to the number of individuals subject to the given evaluation form divided by the total number of full-time employees, then multiplied by 100%.
Note 2: Employees who have passed their probation period as of December 31, 2024, are included as performance evaluation subjects.

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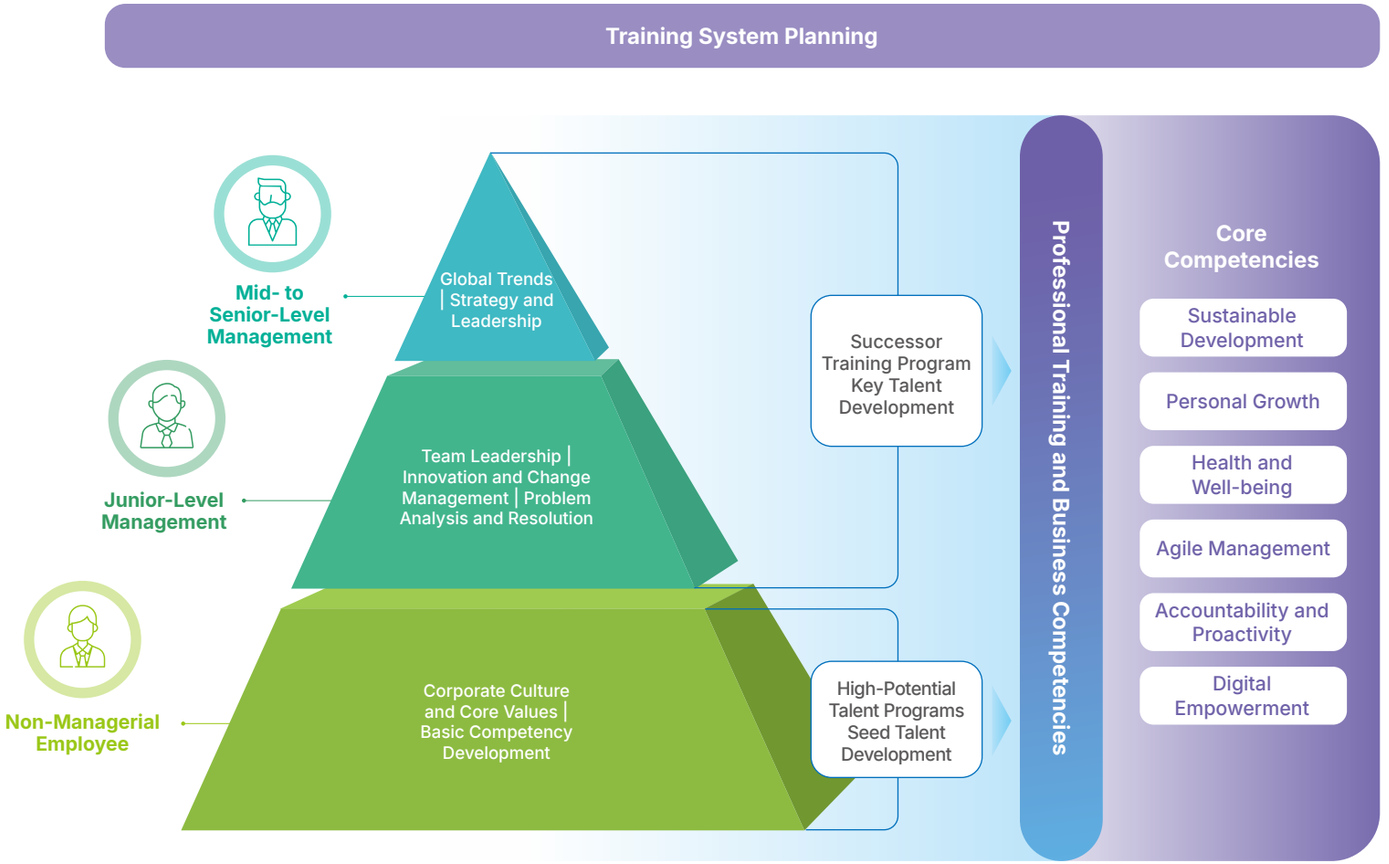
Talent Empowerment

Nan Shan Life is deeply committed to the cultivation and development of its talent. By integrating both internal and external training resources, the Company has established a comprehensive employee training and development system aimed at enhancing workforce competitiveness and building a foundation for sustainable competitive advantage.

We continue to take "thinking from the client's perspective" and “becoming a wise Nan Shan" as our core values, continuously enhance employees' digital awareness and capabilities, and cultivate versatile talents endowed with broad vision, global outlook, and the courage to take on responsibilities—advancing together toward our shared vision and creating value for clients, employees, and Nan Shan.

Versatile Talent Development

To meet the development needs of employees at all levels, in all divisions, and responsible for different jobs, Nan Shan Life continues providing a complete and sound training framework and planning talent training programs that are tailored to the needs of the individuals, including new employees orientation , professional training courses for finance and insurance, generic functional training, leadership development training, and professional certification training , to assist them with their long-term career growth and train all-round insurance talents.



Nan Shan Life Training Achievements in 2024

- A total of **999 digital classes** were offered, with a total of **195,326 participants**
- A total of **7,373 hours** of distance and physical courses were offered, with a total of **2,166 participants** (excluding each unit’s professional training)
- A total of **169 classes** were offered by external professional training institutions, with a total of **1,239 participants**
- Each employee received an **average of 63.5 hours** of training

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Table 30. Annual Training Statistics of Employees

Scope		Nan Shan Life							NSGI				
Job Grade	Item	2022		2023		2024			2022	2023	2024		
		Male	Female	Male	Female	Male	Female	Total			Male	Female	Total
Specialist and below	Total training hours	78,115	185,584	79,125	184,662	65,151	160,713	225,864	Total training hours		7,030	16,497	23,527
	Average training hours per person	67	79	65	80	52	66	61	25,375	26,534	42	44	43
Supervisor to Manager level	Total training hours	18,004	24,222	17,425	23,189	16,119	21,837	37,956			6,389	5,626	12,014
	Average training hours per person	89	103	85	95	76	85	81	Average training hours per person		50	44	47
Assistant Vice President level and above	Total training hours	5,786	3,144	6,408	3,166	6,132	2,995	9,127	31	26	406	337	743
	Average training hours per person	69	65	71	65	66	61	64			41	67	50

Note 1: Data are as of December 31, 2024, with training hours rounded to the nearest whole number.
Note 2: This table includes training courses from specific projects and therefore reflects a broader scope of training coverage compared to the training expense statistics reported in the financial statements.

Table 31. Training Resource Investment Statistics

Item	Nan Shan Life	NSGI
Average Number of Employees for the Year[1]	4,250	792
Total Training Cost (NT$)[3]	28,314,228	3,304,319
Average Training Cost per Employee (NT$)	6,662	4,172

Note 1: Average number of employees = (Headcount on January 1, 2024 + Headcount on December 31, 2024) ÷ 2.
Note 2: This table includes all employees (both indefinite-term and fixed-term employees).
Note 3: Total training cost includes education and training programs covered under certain special projects.

Table 32. Distribution of Training Hours by Category

Year	2022		2023		2024	
Course	Nan Shan Life	NSGI	Nan Shan Life	NSGI	Nan Shan Life	NSGI
Common Competencies	6,440	-	13,527	552	7,373	4,465
Professional Training	119,048	14,419	101,784	8,186	67,261	14,567
Online Courses	181,143	9,884	187,087	17,049	189,564	15,867
External Training	8,224	1,072	11,577	748	8,750	1,385
Total Training Hours	314,855	25,375	313,975	26,534	272,947	36,284

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Training Performance Evaluation and Feedback

Human capital is an indispensable asset in sustaining Nan Shan Life's competitiveness and organizational performance. To achieve the intended outcomes of training and ensure its effectiveness and value, we continuously optimize our education and training programs. Adopting the Kirkpatrick Model, we regularly track relevant data to quantify and concretely measure training performance and the benefits of human capital investment.

Level	Evaluation Focus	Evaluation Method	Key Program	2024 Evaluation Results
L1: Reaction	Participant feedback	Get feedback through questionnaire	Core Competency Training Program	Satisfaction rate is **91%**
L2: Learning	Participant comprehension of course	Through post-training quizzes, the program evaluates participants' comprehension and retention of course content	The objective is to increase employee understanding and awareness of the Code of Conduct, regulatory compliance, risk management, fair treatment of customers, and information security.	**100%** pass rate
L3: Behavior	Application of learning to work	Action plans and multi-dimensional performance reviews	Key Talent Development Program	Key talent retention rate is **96.9%**
L4: Results	Contribution to organization	Actual performance output	Leadership and management training	611 supervisors were trained, with total **47,083 training hours**.
Return on Training Investment	We evaluate overall training effectiveness through Human Capital Return on Investment (HCROI)	Human Capital Return on Investment (HCROI)	-	HCROI in 2024: **3.24%**

Note 1: Key talent retention rate = (Key Talent Headcount – Number of Key Talent Resignations) / Key Talent Headcount

Note 2: HCROI = Benefit – [Operating expenses – (salary costs + benefit costs)] / (salary costs + benefit costs)

"Nan Shan Reads" Lectures: Cultivating Cultural Literacy

In partnership with Ink Literary Monthly Publishing, Nan Shan Life launched the "Nan Shan Audiobook" knowledge-sharing initiative to elevate employee literacy through literature, strengthen corporate culture, and convey brand values. With a total investment of NT$950,000, the program invited renowned authors and speakers to share stories and creative experiences, broadening employees' worldviews and deepening their understanding of diverse cultures, values, and lifestyles while fostering innovation and social awareness.

The project hosted four internal knowledge lectures at headquarters, featuring prominent authors on-site. Additionally, one session was held in both the central and southern regions. The events drew a total of 397 participants, with an impressive average satisfaction rating of 98.7%. To further encourage in-depth reading, three book sharing sessions were also organized, offering opportunities for interactive discussions and inspiration from different viewpoints.

Beyond internal activities, the "Nan Shan Reads" project actively leveraged external platforms to amplify brand impact. Advertisements were placed in the September, October, and December issues of Ink Literary Monthly, using the publication's broad readership to communicate Nan Shan Life's commitment to marine conservation and social responsibility. This also showcased the Company's dedication to cultural literacy and its deep-rooted presence in Taiwan.

The "Nan Shan Reads" initiative not only elevated employees' personal literacy but also reinforced their identification with corporate values. It empowered them to internalize Nan Shan's core philosophy of "caring for society and cultivating deeply in Taiwan," ensuring that the Company's spirit is expressed not only through action but also deeply instilled in every colleague.

Sustainable Transition and Talent Development

Nan Shan Life strengthens the ESG-related competencies of its Board of Directors, senior executives, and all employees through systematic training programs, ensuring the Company remains forward-looking when addressing global sustainability challenges and evolving financial regulatory trends. Sustainability values are embedded into the Company's core business operations.

To align high-level decision-making with corporate sustainability strategies, Nan Shan Life, in accordance with regulatory requirements, arranges sustainability education programs for directors and senior executives. These courses cover the historical development of sustainability concepts, financial consumer protection, and the principle of treating customers fairly. Particular emphasis is placed on issues related to financial inclusion for persons with disabilities. Training content also includes sustainable finance standards and international frameworks (such as TNFD and IFRS S1/S2), aiming to enhance the Board's understanding of emerging regulatory trends in sustainable finance. For senior executives, Nan Shan Life introduced a 2024 training program titled "Insurance Governance in the Context of Climate and Nature Risks, " helping leadership address escalating challenges posed by climate change and environmental risks.

Beyond senior leadership, all employees play a vital role in driving the Company's sustainable transformation. In 2024, Nan Shan Life organized monthly sustainability-related training sessions covering a wide range of topics, including international climate summits, ESG fundamentals, sustainability-related financial disclosures, peer benchmarking and best practices, as well as trends in sustainability reporting in Taiwan and across Asia. These efforts ensured employees remained informed of the latest global developments. The Company also emphasized internal implementation. Through the "Nan Shan Sustainable Health Advocacy" course, it promoted internal corporate sustainability and wellness policies. Additional themes included supply chain net zero actions, post-COP28 global net zero trends, and the Taskforce on Nature-related Financial Disclosures (TNFD), encouraging employees to incorporate sustainability concepts into their daily operations. Nan Shan Life further encouraged employees to pursue diverse learning opportunities by participating in external courses and seminars related to sustainability transformation. With approval from both their department heads and the Human Resources Department, employees could receive subsidies to attend such programs or obtain relevant certifications. In support of regulatory policies, Nan Shan Life's Department of Sustainable Development ensured that in 2024, all personnel obtained basic sustainability finance certifications. In total, employees earned eight basic and one advanced certification in sustainable finance. To continue this momentum, the Company has established incentive programs for 2025 to encourage employees in sustainability-related roles to complete ESG finance courses and obtain relevant certifications, thereby enhancing their ability to lead sustainable transformation initiatives.

In 2024, Nan Shan Life provided a total of 19 hours of sustainability transformation training to all employees, with over 16,652 completions of online sustainability courses. The annual investment in the employee sustainability transformation program exceeded NT$20 million. The ratio of expenses allocated to ESG-related underwriting and investment training or education to the total annual training expenditure reached 896.2%.

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Empower the Company Through Digital Transformation: Advancing with Agile Thinking, Standardized Process Language, and Digital Skillsets

Nan Shan Life is embracing the new era of insurance by accelerating digital transformation through innovative technologies that enhance service efficiency and client experience. The Company has launched an enterprise-wide internal transformation initiative to engage all employees in this journey. This initiative adopts the "Dandelion Seed – Influence Diffusion Model," integrating agile thinking, standardized business process modeling (BPMN), and digital tools such as Robotic Process Automation (RPA) to accelerate internal digital upgrades and establish a foundation for a full-scale transformation by 2025.

During the 2024 pilot phase, 127 digital influencers were trained and several cross-departmental process optimization projects were launched, providing crucial momentum for future transformation. These talents are positioned as key drivers of digital transformation, expanding their influence through hands-on collaboration, thereby enhancing business resilience and competitiveness. They also an important part of the Company's high-potential talent pool, helping bridge mid-to-long-term digital strategies and ensuring Nan Shan Life maintains its competitive edge in a rapidly evolving market. Nan Shan Life remains committed to strengthening its digital culture by deepening agile thinking, breaking down departmental silos, and offering tailored learning programs that enhance internal efficiency and foster innovation—ultimately maximizing both business value and social impact.

RPA Training Program

To accelerate digital transformation, Nan Shan Life actively promotes the application of Robotic Process Automation (RPA) through a dedicated RPA training program. This program focuses on seed talent training and cross-departmental collaboration, enabling employees to learn RPA technology and develop automation scripts to streamline business processes and improve service efficiency and client satisfaction.

In 2024, a total of 162 employees from 19 departments participated in the training. The Company successfully trained 78 RPA specialists. Collectively, participants developed 43 automation scripts independently and co-developed 8 additional scripts, resulting in 51 RPA scripts that provide a solid foundation for the Company's digital transformation. Comprehensive software and hardware resources have been provided to support this initiative, including the Control Room RPA management platform, the Intelligent Control Platform (ICP), and multiple automation robots with full licensing—ensuring process optimization and execution efficiency.

To further advance its digital journey, Nan Shan Life established "Beyond Lab," an innovation hub that brings together digital teams and business units to promote the continuous development and application of digital tools. Through partnerships with internal instructors and external technical consultants, the program not only enhances RPA skills but also expedites the automation process—delivering concrete results in digital transformation.

Business Process Analysis - Business Process Model and Notation (BPMN) Promotion Plan

In the insurance industry, process clarity and standardization are essential. Accurate business process analysis and modeling not only improve operational efficiency but also ensure seamless communication cross-departments, reduce information gaps and human error, and strengthen internal management and service quality. By using standardized process modeling languages such as BPMN, the Company can visualize workflows, making them easier for employees to understand and follow. This also facilitates the continuous optimization of process and the implementation of digital transformation.

To realize these goals, Nan Shan Life launched the Business Process Analysis and Modeling Language Promotion Plan, aimed at creating consistent and maintainable business process standards. In the first phase in 2024, the Company trained 84 internal seed members—representing nearly 2% of the workforce—through systematic courses to enhance their process mapping capabilities and promote workflow improvement. The program yielded substantial results, generating 66 standardized process diagrams that now serve as a robust foundation for future process management and digital transformation. The initiative not only improved internal operational efficiency but also ensured that business processes can be sustained and further developed, supporting Nan Shan Life's continued innovation and growth.

Agile Talent Development Program

In 2024, Nan Shan Life initiated an agile transformation journey by establishing cross-functional agile teams. The Company formed innovation squads within core departments such as underwriting and claims, adopted the Scrum framework, and cultivated Product Owners (POs) and Scrum Masters to enhance self-management and innovation capabilities.

To promote an agile culture, Nan Shan launched the Agile Talent Development Program, engaging 30 project leads and high-potential talents from 16 departments through 12 course modules. A total of 339 employees participated, with a satisfaction rate of 99%. An internal agile certification mechanism was also launched, with nine employees obtaining international certifications (PSM, PSPO, CSM). In addition, a 360-degree evaluation system was introduced to assess 14 agile behavior indicators, promote team peer evaluation and enhancing agile practice outcomes.

Nan Shan Life has cooperated with professional agile consulting company to provide hands-on team coaching, establish an agile knowledge base, and share learning materials and case studies to encourage self-directed learning. Looking ahead to 2025, we will continue to deepen agile development by optimizing seed training models and incorporating courses in AI, Excel VBA, and Python. These efforts will enhance digital application capabilities and RPA integration while implementing the "Seed Talent Sprout Program" to cultivate internal instructors and further strengthen organizational agility and competitiveness.

Nan Shan Life is reshaping its organizational culture to be more innovative and efficient through its agile culture, digital tools, and talent development programs, By establishing knowledge-sharing platforms to preserve and extend digital achievements, Nan Shan Life is actively positioning itself as a fintech leader in the future insurance sector.

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5.2.3 Talent Attraction and Retention

Table 33. New Employee Statistics

Year	2022		2023		2024											
Category	Combined Total		Combined Total		Nan Shan Life				NSGI				Combined Total			
					Male		Female		Male		Female		Male		Female	
	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%	Headcount	%
50 years old and above	17	2.8	34	4.6	10	2.0	11	2.2	5	2.9	3	1.8	15	2.2	14	2.1
30 to 50 years old	270	44.6	331	44.9	62	12.1	126	24.7	29	17.1	73	42.9	91	13.4	199	29.2
Less than 30 years old	318	52.6	373	50.5	108	21.1	194	38.0	23	13.5	37	21.8	131	19.2	231	33.9
Total	605	100	738	100	180	35.2	331	64.8	57	33.5	113	66.5	237	34.8	444	65.2

Note 1: As most fixed-term employment contracts are limited to one year, the scope of calculation in this table primarily covers indefinite-term employees.
Note 2: Percentages are rounded to the nearest thousandth; therefore, the sum of category percentages may not equal the total percentage.
Note 3: The percentage for each category is calculated by dividing the number of new hires in that category by the total number of new hires under non-fixed-term contracts (Nan Shan Life: 511; NSGI: 170; Total: 681).

Table 34. Vacancy Internal Fill Rate

Scope	2021	2022	2023	2024	
	Nan Shan Life	Nan Shan Life	Nan Shan Life	Nan Shan Life	NSGI
Headcount	602	629	654	620	22
Internal Fill Rate (%)	63.2	54.9	54.9	55.1	4.6

Note 1: Rates are rounded to the nearest thousandth.
Note 2: Internal fill rate = (Number of internal transfers + Number of promotions) ÷ (Total number of openings throughout the year + Number of promotions) × 100%.

Table 35. Average Recruitment Cost

Scope	2021	2022	2023	2024	
	Nan Shan Life	Nan Shan Life	Nan Shan Life	Nan Shan Life	NSGI
Amount (NT$/person)	82,214	40,353	41,558	40,892	15,986

Note: Recruitment cost includes the total annual salaries of HR recruitment personnel and all other associated recruitment expenses.

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Table 36. Employee Turnover Statistics

Year	2022	2023		2024					
Scope	Combined Total	Combined Total		Nan Shan Life		NSGI		Combined Total	
Voluntary Turnover (headcount)	559	566		400		118		518	
Voluntary Turnover Rate (%)[5]	11.5	11.5		9.6		14.9		10.4	
Total Turnover (headcount)	588	624		423		122		545	
Total Turnover Rate (%)[6]	12.1	12.7		10.0		15.4		11.0	
Age		**Headcount**	**%**	**Headcount**	**%**	**Headcount**	**%**	**Headcount**	**%**
50 years old and above		84	13.5	92	21.7	13	10.7	105	19.3
30 to 50 years old		315	50.5	162	38.3	80	65.6	242	44.4
Less than 29 years old		225	36.1	169	40.0	29	23.8	198	36.3
Gender		**Headcount**	**%**	**Headcount**	**%**	**Headcount**	**%**	**Headcount**	**%**
Male		223	35.7	149	35.2	48	39.3	197	36.1
Female		401	64.3	274	64.8	74	60.7	348	63.9
Job Grade		**Headcount**	**%**	**Headcount**	**%**	**Headcount**	**%**	**Headcount**	**%**
Assistant Vice President level and above		8	1.3	13	3.1	2	1.6	15	2.8
Manager		16	2.6	16	3.8	6	4.9	22	4.0
Supervisor / Assistant Manager level		23	3.7	6	1.4	12	9.8	18	3.3
Specialist and below		577	92.5	388	91.7	102	83.6	490	89.9

Note 1: Headcounts are rounded to the nearest whole number.
Note 2: In the 2023 report, the number of employees aged 29 and below at NSGI was incorrectly reported as 665. The actual number was 65. This has been corrected in the current report.
Note 3: Percentage by category = (Number of employees who left in the category ÷ Total number of employees who left) × 100%.
Note 4: Turnover statistics cover employees with indefinite-term contracts and include those who resigned or retired during the year, but exclude employees on unpaid leave.
Note 5: Voluntary turnover rate = (Number of resignations and retirements – Number of involuntary departures) ÷ Average number of employees over 12 months × 100%, rounded to the nearest thousandth.
Note 6: Total turnover rate = Number of resignations and retirements ÷ Average number of employees over 12 months × 100%, rounded to the nearest thousandth.

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Remuneration System

Nan Shan Life benchmarks its overall compensation against the median and above of the financial and insurance industry salary surveys. The Company closely monitors market trends and maintains strategic flexibility for key talent to ensure competitive advantage in attracting and retaining talent.

In alignment with government policy to increase salaries for young employees, Nan Shan Life reviews entry-level salary standards annually based on market conditions. In 2024, the starting monthly salary for university graduates is NT$34,000, and NT$36,000 for master's degree holders. Salaries for specific roles or specialized talents may be flexibly adjusted according to job responsibilities, and all are higher than the statutory minimum wage in Taiwan.

Table 37. Salary Level Comparison

Category	Financial & Insurance Industry	Nan Shan Life	NSGI
The average regular salary	1	1.06×	0.99×
Total average regular salary plus non-regular salary	1	1.12×	0.96×
Average monthly salary for entry-level employees	-	+4.0% (vs. 2023)	+1.03% (vs. 2023)
Starting salary for recent male and female university graduates	-	>1.24× (vs. minimum wage)	>1.16× (vs. minimum wage)

Note 1: Comparative values for the average regular salary and total average regular salary plus non-regular salary are based on the 2024 statistics for the financial and insurance, and property insurance sectors published by the Directorate-General of Budget, Accounting and Statistics, Executive Yuan.
Note 2: Data for average monthly salary of entry-level employee is based on internal analysis by Nan Shan Life and NSGI.
Note 3: Nan Shan issues performance bonuses annually based on company performance, department results, and individual contributions.
Note 4: The statutory minimum monthly wage in Taiwan for 2024 is NT$27,470.
Note 5: The starting salary for recent male and female university graduates is equal; there is no gender-based differentiation.

Table 38. Non-Managerial Full-time Employee Salaries

Scope		Nan Shan Life			NSGI		
Item		2023	2024	Vs. last year (%)	2023	2024	Vs. last year (%)
Non-Managerial Full-time Office Employee	Headcount	3,879	3,971	+2.4	672	633	-17.4
	Average Salary (NT$ thousands)	1,323	1,417	+7.1	683	726	+6.3
	Median Salary (NT$ thousands)	1,173	1,257	+7.2	615	673	+9.4

Note 1: The number of full-time employees refers to employees who have completed at least six months of service within the reporting year and do not hold managerial positions.
Note 2: The number of full-time non-managerial employees at NSGI for 2023 was incorrectly reported in the previous year's report and has been corrected in this edition.

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Employee Benefits

Comprehensive Insurance and Care for Employees

Nan Shan Life is committed to fostering a happy and supportive workplace. In addition to complying with all labor laws regarding labor insurance, national health insurance, and retirement fund contributions, the Company leverages its core insurance expertise to offer comprehensive group insurance benefits to all employees. These benefits are designed to eliminate personal concerns and enable employees to fully focus on their professional development and career advancement. In addition to providing life, medical, and accident insurance benefits for the employees, the Company is the first in the industry to provide employees with "long-term care insurance" for protection of their family economy. We provide employees with preferential group insurance schemes covering their spouses, children, and parents to take care of their family members in a comprehensive way.

Nan Shan Life provides a full range of employee welfare and care measures, supporting employees from starting a family to caregiving responsibilities. Various subsidies are offered, including wedding gifts, childbirth allowances, and funeral condolence payments. The Company also enhances prenatal and postpartum support through health follow-ups and phone consultations conducted by registered nurse practitioners. When needed, on-site consultations with occupational physicians are arranged. These health guidance services achieved a 100% completion rate.

Insurance Benefits

Term Life Insurance	• Coverage up to 36 times the employee's salary, with a minimum of NT$2 million and a maximum of NT$13 million. This is well above the market median of 28 times. • Additionally, the maximum limit for each accident under the accidental injury medical insurance is NT$10,000.
Accidental Injury Insurance	
Outpatient Subsidy[1]	Maximum daily outpatient reimbursement: NT$500; limited to 20 days per policy year.
Hospitalization Medical Insurance[2]	Actual expense reimbursement varies by job grade and includes hospitalization costs, miscellaneous hospital fees, surgical fees, consultation fees, and per diem payments.
Cancer Medical Insurance	Covers hospitalization, surgical treatment, and post-discharge recuperation; reimbursement amount varies by job grade.
Long-Term Care Insurance	As a pioneer in the industry, since 2015 the Nan Shan Life has fully paid for long-term care insurance for employees. Coverage includes lump-sum and installment payments for complete disability or long-term care, easing employees' financial burdens.

Employee Care and Health Support

Health Checkup Program	Annual health checkups for all employees, offering services beyond statutory requirements. Starting March 1, 2024, an extra day of health leave is granted for checkups. For employees aged 40 and above, the Company increased subsidies for biennial low-dose CT lung screenings from two-thirds of actual expenses to a fixed NT$3,000.
Parental Benefits	In addition to legally mandated childcare leave and support, a childbirth subsidy of NT$30,000 to NT$200,000 is offered based on the number of births to encourage parenthood.
Childcare Support	Nan Shan Life collaborates with major kindergarten chains to offer exclusive discounts for its employees, helping them balance childcare responsibilities and work with peace of mind.
Service Awards and Retirement Benefits	Bonuses and retirement fund contributions are provided based on years of service. Eligible retirees also receive term life insurance and retirement gifts as a token of appreciation. Retirees are also invited to key company events to maintain connection.

Note 1: Applicable only to employees of Nan Shan Life.
Note 2: Spouses and children may join at their own expense, with 2/3 of premiums covered by the Company; parents may also join at their own expense, with premiums fully paid by the employee.

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Heartwarming and Diverse Employee Benefits

In addition to insurance, retirement, employee care, and health support for employees, Nan Shan offers a diverse range of human-centric benefits. These include various employee club activities, monetary gifts for weddings, funerals, and holidays, as well as preferential loan programs.

Employee Care	
Accessible Parking Spaces[1]	Dedicated "Accessible Parking Spaces" are designated at Company-owned buildings for use by employees who are mobility-impaired or pregnant. In 2024, 20 employees applied for access.
Leaves	
Annual Leaves	Granted based on years of service (up to a maximum of 30 days)
Fully Paid Sick Leave	12 days/year (for employees with less than 1 year of service) 24 days/year (for employees with more than 1 year of service)
Employee Activities	
Employee Clubs[1]	A total of 31 sports and interest-based clubs and sub-clubs have been established to promote cross-departmental interaction among employees, fostering health and camaraderie
Festive and Event Monetary Gifts	
Dragon Boat Festival / Mid-Autumn Festival	NT$3,500[2]
Marriage (employee)	NT$6,000
Childbirth (Employee or Spouse)	NT$30,000–200,000
Funeral of Employee/Spouse/ Parents/Children	NT$21,000/10,000/5,000
Hospitalization Due to Work Injury	NT$1,000
Retirement Cash Gift (Employee)	NT$10,000–NT$100,000, based on years of service and position
Service Anniversary Reward	NT$2,500–48,000 based on years of service[3]. Nan Shan Life additionally awards 1–4 gold commemorative pins (each 3.75g) for every 10 years of service
Preferential Loan Programs	
Interest-Free Emergency Loans	Eligible employees may apply for emergency loans of NT$100,000 to NT$400,000 depending on the situation

Note 1: Applicable only to employees of Nan Shan Life.
Note 2: NSGI provides holiday bonuses based on the Welfare Committee's budget; no fixed amount is set.
Note 3: For NSGI, service anniversary rewards range from NT$6,500 to NT$48,000.

Parental Leave Without Pay

In 2024, a total of 170 employees at Nan Shan Life were eligible to apply for parental leave without pay. Of these, 15 employees submitted applications, and 25 employees returned to work during the same year, resulting in a reinstatement rate of 64.1%. In 2024, at NSGI, 37 employees were eligible, 6 submitted applications, and 10 returned to work, with a reinstatement rate of 83.3%.

Table 39. Parental Leave Statistics

Item	Nan Shan Life			NSGI			Combined Total		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
(A) Number of employees eligible to apply for parental leave in 2024[1]	50	120	170	16	21	37	66	141	207
(B) Number of employees who actually applied for parental leave in 2024	0	15	15	0	6	6	0	21	21
(C) Expected number of employees to return from parental leave in 2024	5	34	39	1	11	12	6	45	51
(D) Number of employees who returned from parental leave in 2024[2]	3	22	25	1	9	10	4	31	35
(E) Number of employees who returned from parental leave in 2023	3	22	25	2	4	6	5	26	21
(F) Number of employees who remained employed for at least one year after reinstatement in 2023	2	19	21	2	3	5	4	22	26
(B)/(A) Parental leave application rate for 2024	0.0%	12.5%	8.8%	0.0%	28.6%	16.2%	0.0%	14.9%	10.1%
(D)/(C) Reinstatement rate for 2024	60.0%	64.7%	64.1%	100.0%	81.8%	83.3%	66.7%	68.9%	68.6%
(F)/(E) Retention rate for 2023	66.7%	86.4%	84.0%	100.0%	75.0%	83.3%	80.0%	84.6%	83.9%

Note 1: "Number of employees eligible to apply for parental leave in 2024" is defined as the number of employees who took maternity or paternity leave within the past 3 years and were still employed as of December 31, 2024.
Note 2: "Number of employees who returned from parental leave in 2024" includes those who applied in 2022, 2023, or 2024 and resumed work in 2024.
Note 3: In 2024, a total of 57 newborns were born to employees at Nan Shan Life and 16 at NSGI.

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5.2.4 Creating a Diverse and Inclusive Workplace

The Company actively complies with international human rights regulations, and is committed to promoting the spirit of "diversity, respect, and inclusion" of human rights and creating a friendly and inclusive working environment. The Company upholds the principle of fair treatment of all employees, respects for different backgrounds, genders, ethnic groups and cultures, and encourages the exchange of diverse perspectives to promote innovation and corporate sustainable development. Through various human rights policies and practices—such as equal employment opportunities, a non-discriminatory workplace culture, training on diversity and equality, and Employee Assistance Programs (EAPs)[1], Nan Shan is committed to building a workplace where all talents can develop with safety and peace, and grow together in diverse and inclusive workplace. For more information on Nan Shan's human rights management efforts, please refer to Section 5.1 "People-Centric and Human Rights Protection".

Table 40. Employee Diversity Indicators[1]

Indicator		Nan Shan Life		NSGI		Combined Total	
		Headcount	%	Headcount	%	Headcount	%
Employees with disabilities[2]		33	0.77	5	0.62	38	0.74
Age Diversity	Aged - <30 years old	707	16.45	127	15.64	834	16.32
	Aged - 30-49 years old	2,254	52.46	529	65.15	2,783	54.47
	Aged - ≥50 years old	1,336	31.09	156	19.21	1,492	29.20
Ethnic and National Diversity	Asian – Indigenous Taiwanese	15	0.35	2	0.25	17	0.33
	Asian – Taiwanese	4,290	99.84	812	100	5,102	99.86
	Asian – Hong Kong	1	0.02	0	0	1	0.02
	Asian – Malaysian	5	0.12	0	0	5	0.10
	European – British	1	0.02	0	0	1	0.02
Gender Diversity	Total female employees	2,730	63.53	507	62.44	3,237	63.36
	Total female supervisors	305	7.10	59	7.27	364	7.12
	Female entry-level supervisors[3]	256	5.96	54	6.65	310	6.07
	Female ratio among entry-level supervisors (%)[4]	54.6		52.4		54.3	
	Female mid- and senior-level supervisors (%)[5]	49	1.14	5	0.62	54	1.06
	Female ratio among mid- and senior-level supervisors(%)[6]	34.5		35.7		34.8	
	Non-managerial female employees (%)[7]	2,409	56.06	448	55.17	2,857	55.92
	New female employees	331	7.70	113	13.92	444	8.69
	Female employees in profit-generating departments (%)[8]	2,123	49.41	341	42.00	2,464	48.23
	Female employees in STEM departments (%)[9]	308	7.17	110	13.55	418	8.18

Note 1: Data in this table includes both regular and fixed-term contract employees.
Note 2: After weighting, the number of employees with disabilities totaled 40 at Nan Shan Life and 5 at NSGI.
Note 3: Entry-level supervisors refer to positions at the supervisor, assistant manager, and manager levels.
Note 4: Female ratio among entry-level supervisors = Number of female entry-level supervisors ÷ Total number of entry-level supervisors.
Note 5: Mid- and senior-level supervisors refer to positions at the assistant vice president level and above.
Note 6: Female ratio among mid- and senior-level supervisors = Number of female mid- and senior-level supervisors ÷ Total number of mid- and senior-level supervisors. At Nan Shan Life, there were 12 female executives at the vice president level or above, accounting for approximately 28.57% of all senior executives.
Note 7: Supervisory positions are defined as those responsible for overseeing and managing a unit, i.e., supervisor level and above.
Note 8: Profit-generating departments at Nan Shan Life include Product Development, Sales Channels, Multi-Channel Distribution, Customer Service, and Investment functions. At NSGI, these departments include the Agency Channel Department, Bancassurance and Institution Department, Policy Owner Service Department, and Claims Services Department.
Note 9: STEM departments at Nan Shan Life include Investment, Technology Applications, Data Analytics Center, Technology R&D Center, Digital Ecosystem Center, Digital Technology Center, Information Security Department, Information Technology Department, Product Department, Investment Product Department, and Actuarial Department. At NSGI, these include the Technology & Application Department, Consumer Insurance Department, Commercial Insurance Department, and Product Development & Actuarial Department.

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Table 41. Gender Pay Ratio

Employee Category			Base Salary + Year-end Bonus	Total Annual Salary
Managerial Position	Executive Level (Vice President and above)	Nan Shan Life	1.16	1.04
		NSGI	1.2	1.27
	Management Level (Assistant Vice President and below)	Nan Shan Life	1.12	1.13
		NSGI	1.14	1.16
Non-Management Level		Nan Shan Life	1.11	1.13
		NSGI	0.61	0.61

Note 1: Total annual salary includes base salary, year-end bonus, and performance bonus for the year.
Note 2: Gender pay ratio is calculated as the value for male employees divided by the value for female employees.

Zero Tolerance Policy and Grievance Mechanism

To foster a healthy workplace free from discrimination and harassment, Nan Shan Life publicly announced its "Zero Tolerance Statement on Sexual Harassment, Unlawful Infringement, and Bullying" in Q1 2025. This statement reaffirms the Company's zero-tolerance stance on workplace discrimination, sexual harassment, unlawful conduct, and bullying, and its commitment to building an inclusive and equitable work environment. Nan Shan Life strictly prohibits discrimination based on gender, age, ethnicity, and other personal characteristics. The Company adopts firm measures against harassment and unlawful behavior, providing comprehensive grievance channels and support mechanisms. In addition, regular human rights training is conducted internally. Investigations and responses to relevant incidents are carried out to ensure the mental and physical well-being and safety of all employees and agents. In 2024, four complaints[1] were filed and formally processed within the same year, including appropriate protective measures for victims and disciplinary action for offenders.

The Company has established the "Guidelines for Prevention, Reporting and Disciplinary Measures of Sexual Harassment in the Workplace" and set up an employee complaint section on the intranet. Communication channels are provided to employees through a hotline, fax number, and mailbox. The Company designates dedicated personnel to handle the complaints and requires that all employees must take online courses and pass the test in the hope of creating a friendly working environment.

Each year, Nan Shan Life organizes a mandatory training course covering "Employee Code of Conduct, Key Points of Amendments to the Gender Equality in Employment Act, Prevention of Illegal Infringement Hazards, and Guidelines on Making Statements to Media."

Note 1: No related incidents occurred in 2023.

In 2024, 4,275 employees completed the training at a completion rate of 99%

Nan Shan Life Zero Tolerance Statement on Sexual Harassment, Unlawful Infringement, and Bullying

Employee Experience Survey

Nan Shan Life is committed to enhancing organizational performance and employee engagement, striving to create a more competitive workplace. Through regular surveys, the Company gains insight into employee feedback on work environment, management systems, career development, and corporate culture, identifying key factors affecting retention, motivation, and productivity. By leveraging data-driven decision-making, Nan Shan optimizes talent management and organizational development to ensure long-term business success. In 2024, the Nan Shan Life Employee Experience Survey explored several dimensions, including team dynamics and management style, work value, mental and physical well-being (happiness and stress levels), growth and development, diversity, inclusion, and sense of belonging, workplace environment, and digital technology utilization. The survey used a six-point scale to measure overall employee satisfaction for the year.

In 2024, the average score reached 4.31[1], with 66% of employees reporting a positive experience

Note 1: Overall satisfaction is measured using a six-point scale.

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5.2.5 Healthy and Safe Workplace Care

Nan Shan takes a holistic approach to caring for employees' physical, mental, and spiritual well-being. We firmly believe that only happy employees can convey on the power of happiness to our clients. With a people-centered mindset, we have built a comprehensive care system to foster a workplace that promotes happiness. In addition to full-time employees, Nan Shan's workforce also includes dispatched personnel and property management center workers (e.g., such as security guards, cleaning personnel and property management personnel). Nan Shan has established a comprehensive occupational safety and health (OSH) management system for these groups. Even for our agents whose work and workplaces are not directly managed by Nan Shan, we are committed to providing a healthy and safe working environment.

Occupational Safety and Health (OSH) Policy and Guidelines

To effectively prevent occupational accidents and promote employee safety and health, Nan Shan Life has formulated an OSH management plan tailored to our operational risks and the nature of our work. This plan covers all employees, dispatched personnel, and property management center workers (including security guards, cleaning staff, and property management personnel). The OSH management plan is developed in accordance with Taiwan's "Occupational Safety and Health Management Regulations" and is implemented following review by the OSH Committee and approval by the President. To build a safe and healthy workplace, the plan includes Nan Shan's OSH policy: "Employee participation, rigorous implementation of autonomous inspection systems, compliance with workplace codes of conduct, safety and health education and training, health management, and comprehensive implementation of OSH systems."

The Company considers education and training the first priority in reducing occupational hazards. The occupational safety and health management program is applicable to dispatched workers, security guards, cleaning personnel, and property management personnel. The purpose is to provide workers with necessary safety and health knowledge and maintain the safety of the workplace together.

Occupational Safety and Health Risk Management

Nan Shan Life has established an Occupational Safety and Health Committee consisting of eight members, with labor representatives accounting for 37.5% of the membership. The committee meets quarterly to review, coordinate, and make recommendations on safety, health, and employee wellness initiatives, which are then submitted to the President for approval and implementation. Each year, OSH personnel and committee members conduct hazard identification and risk assessments for office operations and other higher-risk tasks, with continuous improvement measures implemented accordingly.

Currently, Nan Shan utilizes the risk assessment tools provided by the Occupational Safety and Health Administration (OSHA) of the Ministry of Labor to evaluate occupational hazards. Assessment results indicate that the highest-risk activities include traffic accidents during commuting and slips or falls while moving within office environments. For traffic accidents during the daily commute and office jobs with higher risk of incident, we have further raised employees' awareness through safety and health journals and employee training. The "Guidelines for Hazard Identification and Risk Assessment Management" established in 2024 encourage employees to report anomalies in real time via communication platforms during routine or non-routine tasks to help prevent accidents.

In 2024, Nan Shan Life recorded only one occupational injury involving an employee, which occurred during participation in a Company-organized event (NS OPEN). In response to this incident, the Company provided telephone check-ins, timely support, and relevant health education. Follow-up care was also conducted to monitor the employee's physical and mental condition, ensuring a safe and full recovery before returning to work. In the past three years, Nan Shan Life did not have any work-related occupational disease cases that have been confirmed by an occupational medicine specialist

During occupational safety and health training for new employees, Nan Shan Life emphasizes that if an employee identifies an imminent danger while performing their duties, they are permitted to stop work and retreat to a safe location—provided it does not endanger others—and report immediately to their line manager, without facing any disciplinary action.

For employees, health protection and promotion measures, such as prevention of musculoskeletal disorders and maternal health protection, are conducted by on-site physicians and nurses, who provide health guidance, consultations, and care. In 2024, a total of 3,526 employees completed the musculoskeletal disorder risk assessment questionnaire. Nurses identified 65 individuals with suspected symptoms and provided them with case management, follow-up care, and health promotion education. For maternal protection, female employees during pregnancy and up to one year postpartum received telephone health check-ins from nurses, and, where needed, face-to-face consultations with occupational physicians. In 2024, written assessments were conducted for 2,667 female employees, including 49 who were pregnant or within one year postpartum; all 49 received health education guidance, achieving a 100% completion rate.

Labor representatives comprise over 37.5% of the OSH Committee

No occupational diseases case in the past 3 years

Full coverage of prenatal and postnatal education for pregnant employees

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Table 42. Absenteeism Rate[1]

Year		2021		2022		2023		2024	
Scope		Nan Shan Life	NSGI	Nan Shan Life	NSGI	Nan Shan Life	NSGI	Nan Shan Life	NSGI
Coverage Rate (%)[2]		99.7	99.3	99.8	99.5	99.7	99.3	99.4	99.4
		99.6		99.8		99.6		99.4	
Absenteeism Rate[3]		0.9	1.0	1.2	2.3	1.4	1.9	1.4	1.6
		1.0		2.1		1.5		1.4	
Occupational Injury Fatality Rate (%)[4]		0		0		0		0	
Serious Occupational Injury Rate (%) (excluding fatalities)[5]		0		0		0		0.10[8]	
Total Recordable Incidents	Male	0	0	0	0	0	0	1	0
	Female	1	0	1	0	1	0	0	0
	By company	1	0	1	0	1	0	1	0
	Combined Total	1		1		1		1	
Total Recordable Incident Rate (%)[6]	Male	0	0	0	0	0	0	0.33	0
	Female	0.19	0	0.19	0	0.19	0	0	0
	By company	0.12	0	0.12	0	0.12	0	0.12	0
	Combined Total	0.12		0.10		0.10		0.10	

Note 1: This survey primarily covers non-regular contract employees.
Note 2: Coverage Rate = Number of non-regular contract employees ÷ Average total number of employees as of end-January and end-December.
Note 3: Absenteeism Rate = Total hours of absence ÷ Total scheduled working hours × 100%.
Note 4: Occupational Injury Fatality Rate = Number of deaths due to occupational injuries ÷ Total scheduled working hours × 1,000,000.
Note 5: Serious Occupational Injury Rate = Number of serious occupational injuries (excluding deaths) ÷ Total scheduled working hours × 1,000,000.
Note 6: Number of recordable occupational injury incidents ÷ Total scheduled working hours × 1,000,000.
Note 7: The Company does not arrange any commuting transport; therefore, commuting incidents are excluded from these statistics.
Note 8: In 2024, there was only one serious occupational injury involving a male employee at Nan Shan Life. The serious occupational injury rate for Nan Shan Life (standalone) was 0.10

Occupational Safety Audits and Training

In 2024, Nan Shan Life conducted 58 occupational safety and health training sessions (including fire drills), with a total of 4,026 participants. Additionally, 358 workplace inspections were carried out (including locations used by non-employee), achieving 100% coverage. For high-risk units, secondary inspections were added to ensure continuous improvement. There were 130 improvement suggestions, with an improvement rate of 100%. For dispatched personnel, Nan Shan Life requires participation in the Occupational Safety and Health Administration's online training platform and the signing of a training declaration.

In 2024, internal audits were conducted by 27 qualified safety and health personnel stationed at the head office and 24 branch offices, executing self-inspections at various workplaces. Externally, the labor inspection agency carried out 3 labor inspections and issued 1 non-compliance item.

Emergency Response and Incident Investigation Procedures

In the event that an employee is injured or killed while performing their duties due to a general incident or a major occupational accident, appropriate measures must be taken immediately based on the situation, and the incident must be reported to the unit supervisor. The incident must also be promptly reported via instant messaging platform to the relevant senior management and the OHS notification group. In the case of a major occupational accident, the responsible unit must immediately implement necessary rescue measures. Except for essential emergency response and rescue efforts, the accident scene must not be altered or disturbed without the approval of judicial or inspection authorities. A post-incident investigation and review must be conducted, with records submitted to the local occupational safety and health personnel and the dedicated Occupational Safety and Health Department at the head office. The responsible occupational safety and health personnel must also report the incident to the regional labor inspection authority within 8 hours through the designated hotline published on the Ministry of Labor's Occupational Safety and Health Administration website.

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Health Promotion and Wellness Initiatives

To enhance employees' physical, mental, and spiritual well-being, Nan Shan designs a wide array of diverse health promotion programs and activities each year. These initiatives aim to cultivate an engaged and vibrant workforce, encouraging employees to stay active and mindful of their health.

Annual Employee Health Checkups

In 2024, Nan Shan Life increased its budget for employee health examinations by over NT$500,000. Annual checkup subsidies are allocated based on job grade as follows:

General employees	Managerial level	Assistant Vice President level
NT$3,000	NT$5,000	NT$10,000

Additionally, all employees are newly offered abdominal ultrasound and insulin blood tests, with a range of packages available based on personal health needs.

Eligible Participants	2024 Featured Examination Items
All employees	Newly offered abdominal ultrasound and insulin blood tests Basic Cardio-Cerebral Package: Carotid artery ultrasound, cardiac function blood tests Basic Cancer Screening Package: Choice of one from thyroid ultrasound or tumor marker screening
For managerial level and above:	Advanced Cardio-Cerebral Package: Cardiac ultrasound Advanced Cancer Screening Package: Electrocardiogram (ECG), fundus photography Pelvic Ultrasound (Female) Prostate Ultrasound Package (Male)

In 2024, the health checkup participation rate for employees at Nan Shan Life reached 94%. In addition to annual checkups, Nan Shan Life also conducts irregular health screening events focused on the "Three Highs" (high blood sugar, high blood lipids, and high blood pressure) to encourage employees to monitor these indicators regularly and raise awareness of personal health.

NSGI also provides annual health checkups for employees. General employees are eligible for enhanced checkup options, including ECG, thyroid, upper abdomen, breast, gynecological, or prostate ultrasound (select two out of five), and tumor marker testing. For senior management, additional tests include cardiac function markers (C-reactive protein, CPK), HbA1c, and heart rate variability (HRV). Employees aged 40 and above continue to receive subsidies for low-dose computed tomography (LDCT) lung scans.

Cancer Screening

To improve employee health and support the government's cancer prevention policies, Nan Shan actively collaborates with external partners to promote various cancer screening programs. These services aim to detect cancer early and improve treatment outcomes. Nan Shan Life continues to offer four major cancer screenings, including subsidies for LDCT lung adenocarcinoma screening for employees aged 40 and above.

In 2024, a total of **355** screening sessions were recorded.

CPR and AED Training Session

Nan Shan Life, in cooperation with relevant organizations, conducted training sessions on cardiopulmonary resuscitation (CPR) and automated external defibrillators (AED), equipping employees with essential first-aid knowledge and hands-on experience.

In 2024, 5 sessions were held, with **183 participants** in total.

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Lung Adenocarcinoma Screening

Caring for employee health, Nan Shan proactively promotes subsidies for lung adenocarcinoma screening to improve early detection and reduce health risks. Lung adenocarcinoma is the most common form of lung cancer in Taiwan, particularly affecting non-smokers and women. Risk factors include air pollution, occupational exposure, and genetic predisposition. By subsidizing low-dose computed tomography (LDCT), Nan Shan aims to facilitate early diagnosis and timely treatment, ultimately improving survival rates and fostering a healthier workplace. This also demonstrates the Company's care and responsibility toward its employees in creating a safe and sustainable work environment.

In 2024, a total of **670 employees** from Nan Shan Life and NSGI participated in cancer screenings.

Establishment of Health Service Stations and One-on-One Consultation

Following annual health checkups, professional physicians offer one-on-one consultations to employees, providing accurate knowledge on disease prevention and health maintenance. In 2024, Nan Shan Life and NSGI jointly held 54 on-site health service sessions, with a total of 448 employee participants. Nan Shan Life also established a dedicated "Health Service Station" at the Nan Shan Financial Center, staffed with full-time occupational health nurses and contracted specialists in occupational medicine and labor health services to provide comprehensive on-site care.

In 2024, Nan Shan Life and NSGI jointly held 54 on-site health service sessions, with a total of 448 employee participants.

Workplace Health Seminars

Topics included maternal protection, infectious disease prevention, traditional Chinese medicine for chronic fatigue, cardiovascular dietary therapy, metabolic syndrome prevention, and nutrition for managing the "Three Highs." A total of 7 seminars were held across Nan Shan Life and NSGI.

A total of 7 seminars were held across Nan Shan Life and NSGI, reaching 1,051 cumulative participants.

On-Site Fitness Center

Nan Shan Life's fitness center is equipped with advanced workout equipment to help employees develop healthy exercise habits.

In 2024, the facility recorded 4,287 total visits.

Seasonal Influenza Vaccinations

To address seasonal flu outbreaks, flu vaccination services are made available to employees. In 2024, Nan Shan Life and NSGI jointly organized eight vaccination events, with 437 total participants.

Nan Shan Life and NSGI jointly organized eight vaccination events, with 437 total participants.

Health Knowledge Outreach – Diverse and Informative eDMs

Nan Shan Life occasionally shares health-related eDMs (electronic direct mail) with employees, offering accurate guidance on disease prevention and treatment. In 2024, a total of 68 health information bulletins were distributed, covering a broad range of topics including major illnesses and wellness practices.

NSGI - Healthy Workplace Certification

NSGI continues to promote employee well-being in alignment with the Health Promotion Administration's standards under the Ministry of Health and Welfare. The company received the Healthy Workplace Certification in 2022, valid from early 2023 through the end of 2025.

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Diverse Employee Clubs

Nan Shan Life encourages employees to cultivate diverse interests and relieve stress through engaging and health-oriented club activities. As of 2024, Nan Shan Life hosts 31 interest-based clubs, most of which are sports-related, ranging from running, yoga, and hiking to various ball games. The Sustainable Living Club, voluntarily formed by Nan Shan Life employees, promotes sustainability through diverse initiatives encompassing food, clothing, housing, transportation, education, and recreation—transforming ideals into everyday action.

Nan Shan Running Club

The Nan Shan Running Club is dedicated to promoting running culture and team spirit, attracting over a hundred members. Biweekly group training sessions are held, with national-level coaches providing guidance to improve performance. Members actively participate in major races such as the Chang Ming Ultra Marathon Cup, Supau Cup, NS Run!, and the Taipei Marathon, embracing the challenge to push beyond their limits.

In July 2023, the club took part in the "Love to the Summit" charity relay race—completing a 178-kilometer team relay and a one-day summit of Xueshan within three days. The event raised NT$2.3 million in donations and supplies, which were contributed to seven rural and tribal schools, making running a channel for love and support.

The club values mentorship and camaraderie. Veteran runners guide beginners, helping them progress from 3K and 10K to half and full marathons. Even in the face of setbacks, peer support provides the motivation to keep moving forward. More than a series of races, this is a journey of self-discovery—an experience where each member meets a better version of themselves through challenge and perseverance.

Sustainable Living Club

From Experience to Action: Practicing Corporate Sustainability

The Sustainable Living Club at Nan Shan Life is a sustainability-focused initiative voluntarily established by employees. Its mission is to enhance employees' understanding of sustainability issues and to encourage the integration of sustainable practices into both daily life and the workplace. Club activities cover themes such as food, clothing, housing, transportation, education, and recreation, guiding colleagues to explore the deeper meaning of sustainability from diverse perspectives.

In 2024, the club hosted a total of 11 events, each aligned with one or more of the United Nations Sustainable Development Goals (SDGs), inspiring employees to connect global sustainability goals with personal actions.

Another highlight was the Taipei Water History Tour, which took employees on a guided visit of the Datun Mountain and Grass Mountain aqueduct system. Led by volunteers from Taipei Water Department, the tour offered in-depth insights into Taiwan's water resource management and its relation to SDG 6: Clean Water and Sanitation. Through field observation and expert guidance, participants gained a deeper appreciation for water conservation and were motivated to adopt water-saving habits in their everyday lives.

The Sustainable Living Club is more than just a platform for learning and exchange; it serves as a living lab for Nan Shan Life's internal sustainability efforts. Through a variety of engaging activities, the club continues to promote a corporate culture of sustainability from within.

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"NS FUN City Amusement Park" – Nan Shan Family Day

In November 2024, Nan Shan Life held its "NS FUN City Amusement Park" Family Day, a large-scale event designed to foster solidarity, create a family-friendly atmosphere, and reinforce Nan Shan's core values. This year's event was inspired by employee feedback and featured a cheerful amusement park theme, from decor to activity planning. Highlights included luxury picnic tents, popular photo zones, live music performances, and a convenient location near a metro station, drawing enthusiastic participation from employees and their families.

The event offered a diverse array of experiences, including DIY crafts, fitness workshops, team competitions, and a kids' activity zone. These features encouraged healthy movement while strengthening bonds among employees and loved ones. This year, Nan Shan Life specially invited elementary school dance troupes and long-distance running teams to perform, underscoring the company's commitment to health and fitness. In addition, Nan Shan Life served as the title sponsor for the 2024 Nan Shan Life Taipei Creative City Run for the first time. The event drew participation from over ten thousand employees, clients, and members of the public. Runners were invited to continue the celebration at the Family Day event, creating a lively atmosphere filled with both athletic energy and festive joy.

On the day of the event, approximately 6,000 agents and employees, along with their families and friends, gathered at the Bo'ai Campus of the University of Taipei. They enjoyed a variety of activities, including a carousel, gourmet market, DIY crafts, and massage therapy provided by visually impaired professionals. The event also featured a group aerobic session led by Mr. Hsu Tung-Ying, a key advocate of slow jogging in Taiwan, promoting a healthy lifestyle. The beloved animated character "Robocar POLI" was also present, delighting children and creating timeless and heartwarming moments for families.

Nan Shan Life has long been committed to the health and well-being of both its employees and clients. Through initiatives such as Family Day, sports events, and health seminars, the Company actively promotes its "Five Dimensions of Health" philosophy—supporting physical, mental, social, financial, and workplace well-being. These efforts help foster a happy workplace and reflect Nan Shan Life's dedication to the United Nations Sustainable Development Goals (SDGs), reinforcing its commitment to sustainable health development for both the business and society.

#2024 NS OPEN Nan Shan Open Tournament

To promote employee health, foster a culture of corporate sports, and enhance team solidarity, Nan Shan Life hosted its first large-scale athletic event, the NS Open, in 2024. This event featured basketball, badminton, and softball competitions held across 20 locations throughout Taiwan, attracting over 2,400 participants including employees and agents. More than NT$7.2 million was invested into the event. Spanning three months, the intense competitions ignited a company-wide enthusiasm for sports, bridging departments and generations, and strengthening teamwork and camaraderie.

The event atmosphere was electric, particularly during the basketball and badminton finals, as well as the softball championship held at Taichung International Softball Complex. Athletes gave their all, showcasing remarkable skills and strong team spirit. More than just a test of physical strength, the competitions embodied Nan Shan Life's corporate values of warmth and vitality. To boost engagement, the event also included an all-around athletic challenge, gourmet food trucks, and cheerleading performances, creating a festive atmosphere for employees and their families. According to post-event surveys, overall satisfaction reached 87 percent, with many employees expressing a strong desire to see the games continue in the future.

As a leading brand in the insurance industry, Nan Shan Life remains committed to promoting a culture of health in the workplace. In addition to encouraging physical activity through the NS OPEN, the Company has established various employee sports clubs and organizes health seminars, wellness screenings, and the "Healthy One Hour" program. Nan Shan Life also actively embraces the concept of sustainable health. The Company served as the title sponsor of the "2024 NS Run" and continues to expand its wellness initiatives for clients by offering comprehensive health promotion programs. These efforts reflect Nan Shan Life's commitment to building a sustainable health-focused enterprise and generating a positive impact on both employees and society at large.

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Employee Assistance Program (EAP)

Nan Shan Life collaborates with the external professional counseling organization, Hsinchu Lifeline Association, to implement the "Mind Care Room" Employee Assistance Program (EAP). Leveraging the partner's extensive support system, service locations throughout Taiwan, and a network of hundreds of professional consultants, the program provides employees with 24-hour toll-free hotline access (0800) and individual counseling services. Employees may apply for counseling sessions based on their personal needs, enabling them to relieve stress from both work and personal life, strengthen their psychological resilience, understand underlying issues, and explore appropriate solutions at their own discretion.

In addition, we invited consultants from various fields to offer online health seminars to proactively promote EAP services and safeguard employee well-being. Since the program's inception in 2016, the employees has used EAP services a total of 544 employee visits. Participation in the "Health Care Lecture Series" has totaled 309 attendees, and achieved an average satisfaction score of 5.7 out of 6 in 2024.

Toll-Free Hotline (0800)

A service provided by licensed psychologists offering initial support for employees dealing with life or work-related stress, as well as legal consultation. Since 2016, the hotline has been used a total of **332 times**.

Employee Counseling Services

Hsinchu Lifeline Association provides the physical counseling space and arranges qualified professionals in psychology and management to conduct one-on-one sessions with employees. Where necessary, family counseling services may also be arranged to include employees and their family members. From 2016 to 2024, the service has been used a total of **212 times**.

Compassionate Listening Channels

To listen to and address employee concerns, Nan Shan Life has established multiple communication platforms to collect employee feedback, suggestions, or complaints. All submissions are handled with strict confidentiality and responded to respectfully, cultivating a workplace environment based on mutual respect, equality, and open communication. These efforts strengthen employee engagement and sense of belonging.

Diverse Communication Channels

Feedback and Suggestions Section	Employees may submit questions or suggestions online and receive responses from relevant departments. This helps employees address workplace challenges and enhances problem resolution.
Employee Communication Mailboxes	Nan Shan Life: NS-HumanResources-Communication@nanshan.com.tw NSGI: NSGI-HR-Communication@nsgeneral.com.tw
Employee Grievance Hotlines	Nan Shan Life: 02-8758-8336; NSGI: 02-7726-8633. These hotlines are answered by designated supervisors who handle employee complaints anonymously, ensuring a secure and confidential channel for grievances.
Employee Care Hotlines	Nan Shan Life: 886-2-8758-8330. Calls are automatically redirected to employees in the Human Resources Department to respond to inquiries from employees. NSGI Sexual Harassment Reporting Hotline: 02-7726-8633
Special Bulletins and eDMs	The Company regularly issues special bulletins, eDMs, letters, or announcements at various intervals—weekly, biweekly, or monthly—to help employees stay updated on the latest developments.
Communication Windows by Department/ Unit	The Human Resources Department maintains an internal contact network composed of department heads and secretaries to facilitate timely communication of important messages and event updates. Beyond managerial and administrative contacts, HR employees also regularly check in with team members to assess the dissemination of major policies and gather feedback.
Employee Engagement and Development Surveys	Employee surveys are conducted periodically to gauge employees' sentiment and workplace conditions. The feedback collected is used to formulate improvement plans.
Employee Engagement Luncheons	To strengthen employee care and promote two-way communication, Nan Shan Life held a series of "Engagement Dialogues" in 2024 across branch offices throughout Taiwan. A total of 10 employee engagement luncheons and snack-sharing sessions were held in locations including Keelung, Chiayi, Miaoli, Changhua, North Taichung, Yilan, Tainan, Kaohsiung, and the Kaohsiung Telephone Customer Service Center. These face-to-face exchanges allowed the Company to gather employee feedback as valuable reference for optimizing internal processes, fostering a friendlier work environment, enhancing employee solidarity, reducing stress, and laying a solid foundation for sustainable operations.

2024 Nan Shan Life Employee Feedback Summary

Employee Feedback	(%)	Response from Nan Shan Life
Employee Benefits	13%	Inquiries directly related to employee benefits and the office environment were responded to by the responsible departments. For environmental matters, personnel were dispatched to conduct on-site inspections, and improvements were made or practical suggestions were provided to help resolve the issues raised by employees.
Working Environment	65%	
System/ Website	17%	Ongoing enhancements have been made to internal office systems, including intranet platforms, while the development and rollout of AI-powered tools continue to advance.
Others	5%	Based on employee feedback, Nan Shan proactively sought to understand and address the issues raised, providing timely responses and appropriate solutions to employee concerns.
Total	100%	All feedback was addressed

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5.3 Partnership for Shared Prosperity

Nan Shan Life has over 30,000 agents who, through their strong professionalism and quality service, deliver product responsibility, passion, and care to clients. At the same time, professional training programs and a diverse array of incentive schemes empower agents to build their own careers in life insurance.

The Nan Shan Life agents operates under a unique commission-based contracting system, tailored to the cultural characteristics of different regions in Taiwan. This approach supports the development of localized training programs and service networks and fosters cultural inheritance through sharing and exchange, cultivating a partnership that is both competitive and collaborative.

Through a wide variety of training courses, we help agents enhance their professional skills. In line with the evolving needs of talent transformation, we integrate training with large-scale competitions and adopt blended learning approaches to expand their learning horizons.

A High-Density and Robust Agent Structure

Table 43. Agent Structure

Scope		Nan Shan Life[1]		NSGI	
Category		Headcount	%	Headcount	%
Total		33,466	100	23,384	100
Gender	Male	13,541	40.5	9,002	38.5
	Female	19,925	59.5	14,382	61.5
Nationality	Taiwanese	33,461	100	23,384	100
	Foreigners[2]	5	0.0	0	0.0
Age	50 years old and above	15,091	45.1	10,827	46.3
	30 to 50 years old	12,849	38.4	9,856	42.1
	Less than 30 years old	5,526	16.5	2,701	11.6

Note 1: The scope of this table includes agents registered with the Life Insurance Association and who have signed agency contracts with the Company as of December 31, 2024.
Note 2: "Foreigner Nationality" includes individuals from China, Malaysia, Indonesia.

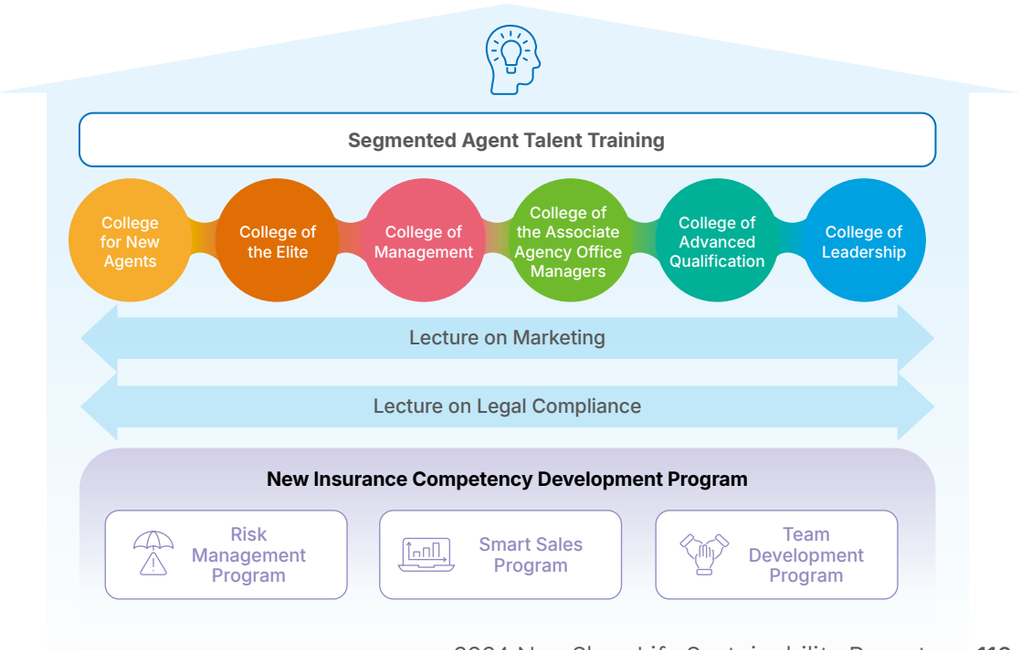
Implementing Client-Centric Insurance Professional Training

To support the education and training of agents, Nan Shan Life has established six academies, two forums, and three curriculum clusters to cultivate talent. Based on career stage and development needs, we offer systematic and targeted training that equips agents with the knowledge, mindset, and skills needed for the profession—nurturing well-rounded insurance professionals.

Table 44. Agents Training Results

Category	Item	Nan Shan Life	NSGI
Agent leader	Total training hours	348,937	301,615
	Average training hours per person	32.4	32.0
Agent	Total Training Hours	739,814	444,228
	Average training hours per person	32.6	31.8
Overall	Total training hours	1,088,751	745,843
	Average training hours per person	32.5	31.9
Training cost (in NT$ ten thousands)		12,711	133
Average training cost per person (in NT$)		3,798	57

Note: Hours rounded to the nearest tenth; amounts rounded to the nearest integer.



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"College for New Agent" cultivates new talents of agents with solid foundations and protection-oriented mindsets

To proactively nurture high-value health risk management professionals, the "Quality Talent Training Program" offers a year-long, four-stage training process to develop new recruits with a strong foundation and protection-first sales mindset, becoming guardians of clients' health and well-being.

In 2024, 57% of new agents joined the "Quality Talent Training Program." Among them, the proportion of recruits from national universities increased from 25% in 2023 to 27%. In 2024, a total of **2,224 recruits participated** in the program. The one-year retention rate of trainees reached 73% (34% higher than general new recruits who did not participate in the program), while the one-year appointment rate was 46% (42% higher than non-participants). Graduates had an average monthly income of NT$60,000 in their first year, helping young people overcome low-income challenges, create brighter futures, and jointly deliver the best protection and service for clients with professionalism.

Phase 1 (Months 1–3)

Training Hours
96 hours

Start from client needs to become the first-choice life insurance advisor

Beginning with the meaning and function of insurance, trainees build a protection-first mindset and product knowledge framework. Through needs analysis, they offer suitable protection plans for clients.

Phase 2 (Months 4–6)

Training Hours
36 hours

Advanced professional development to strengthen clients segment-based protection planning capabilities

Building on the foundational course, this phase develops advanced skills in segmented needs analysis, issue-based marketing, and health-oriented sales, going beyond policy sales to supporting clients' joyful and healthy lives.

Phase 3 (Months 7–9)

Training Hours
36 hours

Enhancing service capabilities and establishing value-based marketing skills

Focused on developing client acquisition and refined service management capabilities. With resources like the Health Protection Circle, digital sales tools, and foundational training in finance and taxation, trainees are equipped with diverse professional competencies.

Phase 4 (Months 10–12)

Training Hours
36 hours

Integrated life and general insurance marketing to cultivate well-rounded risk management professionals

To expand customer service capabilities, the program integrates life and general insurance marketing training, offering clients holistic protection and financial planning services, enabling trainees to become well-rounded risk management professionals.

"College of the Elite" develops top talents across all career stage

The “Elite Program” is tailor-made for elite agents, enabling them to learn, exchange, and compete among peers, strengthening core competencies in sales, service, and organizational development. It also aligns with company strategy to promote sales transformation, service empowerment, and digital enablement. It also aligns with company strategy to promote sales transformation, service empowerment, and digital enablement.

From 2015 to the end of 2024, a total of **885 trainees** (including current elites and those in training) have completed the program.

"College of Management" builds elite teams for success

Agent supervisors are influential leaders in team development. To ensure newly appointed managers are equipped with essential skills, Nan Shan has designed a dedicated course series to help them quickly reach phased goals and build high-performing teams.

In 2024, a total of **1,245** agent supervisors completed training.

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"College of Reserve Office Manager" cultivates the next generation of promising branch leaders

The "Reserve Office Manager Training Program" is led by senior executives as class mentors, supported by a strong faculty. Participants are district managers with outstanding performance in sales and service. The program includes a preparatory course systematically developing a managerial mindset aligned with the demands of modern office managers. From 2012 to the end of 2024, a total of **424** district managers completed training, resulting in the establishment of **67** offices.

In terms of leadership development, we also promote the "Successor Training Program," aiming to equip future office heads with the essential competencies needed upon assuming their roles. As of the end of 2024, **91** district managers had participated in the Successor Training Program, and **41** of them successfully established branch offices.

"College of Advanced Qualification" drives transformation toward becoming comprehensive risk planners, with value-based marketing at the core to protect clients' quality of life

Nan Shan Life is actively cultivating highly qualified and professional international insurance talent. In 2024, the Company continued its collaboration with the Taiwan Academy of Banking and Finance to offer Associate Financial Planner / Certified Financial Planner (AFP / CFP) certification coaching programs. These programs encourage agents to obtain **international CFP certification** and become all-around financial planning consultants.

"College of Leadership" strengthens the managerial mindset

To enhance the management and transformational leadership capabilities of branch managers in response to the challenges posed by IFRS 17 and external environmental changes, Nan Shan Life has launched innovative sales transformation initiatives and is building high-performing teams.

Since 2020, Nan Shan Life has partnered with National Taiwan University to launch a mini-EMBA program. This exclusive curriculum is tailored for directors and branch managers, drawing from core business management and leadership courses of NTU's EMBA program to enhance their leadership and management skills. Since its launch in 2020, the program has held **four sessions**, with a total of **354 completions** (as some participants joined multiple sessions, this figure reflects training completions).

Two Major Forums: Fostering a Professional, Trusted Agents Force

Nan Shan Life has developed two major forums—Marketing and Compliance—to help all agents stay aligned with corporate strategy, stay abreast of market trends, and ensure regulatory compliance, collectively progressing toward shared goals. In 2024, the two forums recorded a combined total of nearly **840,000** training completions.

1	**Marketing Forum**	Designed based on market conditions, social trends, and company strategies, offering advanced and professional marketing training.
2	**Compliance Forum**	Continuously builds a mindset and capabilities for fair customer treatment through both regulatory compliance and high-quality service.

Three Major Programs: Developing Top Talent

Nan Shan Life has distilled the core competencies required of outstanding insurance professionals into three structured programs—Risk Management, Smart Sales, and Team Development—and incorporated them into the six academies and two major forums. These programs systematically guide agents toward becoming "Smart Insurance Professionals." In 2024, the three programs recorded over **170,000** training completions.

1 Risk Management Program	2 Smart Sales Program	3 Team Development Program
Focused on comprehensive professional knowledge, enabling agents to identify client pain points, uncover hidden needs, and integrate health protection services into the sales process to enhance household risk coverage.	Strategic Sales Program: Trains agents to use data analytics to understand client profiles and protection gaps, providing complete protection planning and exemplifying the spirit of fair customer treatment.	Helps expand teams through high-quality recruitment systems and smart technologies, while strengthening the core competencies required at each leadership stage through structured training courses.

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Investing in Learning and Connecting with the World – Deepening Talent Development and Enhancing Professional and Service Value

Nan Shan Life is committed to enhancing the professional competencies of life insurance professionals and actively encourages its agents to qualify as members of the Million Dollar Round Table (MDRT). Since 2020, the Company has promoted international excellence by inviting global top producers to serve as mentors, sharing successful practices in sales and team management to support partner transformation and growth. Additionally, the Company has designed exclusive MDRT scholarship and recognition uniforms to motivate agents to meet performance goals and earn MDRT qualification. Through extensive incentives and investment in training resources, Nan Shan has achieved outstanding international talent development results. Since 2021, over 1,000 Nan Shan agents have qualified as MDRT members annually. In 2023, Nan Shan Life became the insurance company with the largest number of MDRT members in Taiwan for the first time. In August of the same year, Chairman Chung-Yao Yin led over 400 elite Nan Shan agents to attend the MDRT Global Conference in Singapore. In 2024, 1,523 agents joined the MDRT ranks, placing Nan Shan Life 11th globally among all companies in MDRT member count—its best ranking in history. Among these, 101 achieved Court of the Table (COT) status (three times the MDRT qualification), ranking 21st globally. In June of the same year, nearly 300 Nan Shan MDRT members attended the international annual meeting in Vancouver, Canada, proudly embodying the spirit: "Let the world see Nan Shan, let Nan Shan contribute to the world."

Volunteer Culture and Service Contribution — Sharing Nan Shan's Wisdom and Legacy with the World

Since 2020, Nan Shan Life has invited 42 MDRT members to serve as Nan Shan MDRT Promotion Volunteers, contributing through service and encouraging agents to join MDRT and participate in conferences. From 2021 to 2024, Nan Shan trained 33 elite MDRT members to become volunteer instructors, sharing their knowledge on international stages, extending Nan Shan's spirit of wisdom, sharing, and legacy to the world. Through participation in global learning and knowledge-sharing, Nan Shan continues to support its agents in "doing the right thing" (MDRT, Must Do the Right Thing), fostering balanced growth across seven dimensions: spirit, education, health, career, finance, family, and service. Together, they promote the concept of holistic living and strive to become internationally minded role models with high service standards.

Table 45. Nan Shan Life MDRT Membership Numbers Over the Years

	2021	2022	2023	2024
Members	1,620	1,097	1,108	1,523
Taiwan ranking	2	2	1	2
World ranking	13	18	18	11

Nan Shan Life has invited top international MDRT speakers for five consecutive years

Time	Event	Top International MDRT Speaker
Oct 2024	Nan Shan Online MDRT Parlor	Li Wenping, AIA China
Apr 2024 – 2 sessions	Nan Shan Online MDRT Parlor	Xie Fang, AIA China
Every two months in 2023 – 4 sessions	Nan Shan TOT Master Forum	Dr. Mary Chen Ming Li, AIA Singapore
Aug 2022 – 5 sessions	Nan Shan "Seeing the Heart's Worth" Lecture Tour	Dr. Mary Chen Ming Li, AIA Singapore
Apr 2022	Nan Shan Online MDRT Parlor	Dr. Qi Bin, AIA China
Feb 2022	Nan Shan Online MDRT Parlor	Tsai Shu-Chih, CEO, Insurance Adviser NZ
Nov 2021	Nan Shan Online Learning Camp	Jacqueline, AIA Singapore
Sep 2020	Nan Shan MDRT Day	Chow Wing Kai, AIA Hong Kong

Table 46. MDRT Volunteer Trainers Over the Years

Event Type	2022	2023	2024
MDRT Annual Meeting	2	-	3
MDRT Global Conference	3	1	-
Taiwan MDRT Day	8	10	6
Total Number of Instructors per Year	9	11	8

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Digital Tools, Smart Services

Nan Shan Life leverages scenario-based digital training tools to assist agents in daily business and client services. With the 24/7 support capabilities of digital tools, service processes are optimized, operational efficiency is improved, and clients receive more personalized and refined intelligent services.

Training Program	Training Focus	2024 Results
Smart Insurance Sales Process	Build a mindset of intelligent insurance and enhance smart sales capabilities.	10,087 training completions
Activity Management Course	Combine digital tools such as calendars, client management, opportunity tracking, sales activities, and performance forecasts to understand the benefits of activity-based sales management.	3,322 training completions
Insurance Needs Planning (Three Aspects and Nine Protections)	Use the Financial Needs Analysis System to swiftly and accurately identify coverage needs and gaps, offering clients comprehensive insurance planning.	2,568 training completions
Leveraging the Client Portal to Drive Performance	Guide clients in activating their Nan Shan Life client portal, helping them understand existing coverage, identify and fill protection gaps, and enhance engagement and communication.	2,224 training completions
Smart Recruitment and Selection	Starting with the concept of organizational development, this course walks learners through every step of the recruitment process, teaching core techniques and use of recruitment management tools to improve effectiveness.	950 agent supervisors completed training

NSGI, in accordance with the requirements of the competent authorities, supports property insurance agents in completing their "Annual Property Insurance Training." Annual topics include:

- Financial Inclusion: Principle for Financial Service Industries to Treat Clients Fairly, Friendly Financial Services Guidelines for the Insurance Industry, and Education on Protecting the Insurance Rights of Senior Clients, etc.
- Information Security: Personal Data Protection Act training, Information Security training, Anti-Money Laundering and Counter-Terrorism Financing training
- Regulatory Compliance: Regulations Governing the Supervision of Insurance Solicitors, Six-hour Compliance Courses

NSGI also organizes regular and ad hoc "Property Insurance Professional Training" through both physical and digital channels, aligned with product promotion strategies. Topics include product knowledge and marketing skills. Agents can choose in-person or online courses according to their training needs to enhance their expertise and skills in property insurance.

Category	Training Content	Property Insurance Professional Training
Personal Insurance	Training on vehicle and residential fire insurance related to personal protection	Courses include: Compulsory Insurance You Must Have, Introduction to Automobile Third-Party Liability Insurance, Understanding Theft Risk: A Digital Course, Basic Residential Fire and Earthquake Insurance, Introduction to Auto Insurance, Products and Claims Practices, etc.
Corporate Insurance	Training on corporate liability protection, transport insurance, and commercial fire insurance	Courses include: Introduction to Commercial Fire Insurance, Employer's Liability, Mandatory Insurance for Public Venues, Public Liability Insurance for Events, Product Liability Insurance, Cargo Transport Insurance, Introduction to Engineering Insurance, Introduction to Corporate Insurance, Products and Claims Practices, etc.
Legal Concepts	Key regulatory guidelines and concepts	Courses include: Education on Financial Friendly Measures for Persons with Disabilities, On-the-Job Education for Occupational Health and Safety, Sexual Harassment Prevention Act, etc.

In addition, NSGI continues to utilize convenient digital tools to support agents in enhancing their property insurance knowledge and skills. For example, through the NSGI Agent Portal, agents can access property insurance marketing resources at any time or immediately complete property insurance training via the Property Insurance e-Academy. Integration with the official NSGI Line@ for Agent account (once identity verification via Line@ is completed) allows agents to receive the latest product updates, new information, and personalized notifications without the need to download additional apps. This enables them to easily engage clients with property insurance topics and provide more professional and timely services.

Proprietary and Patented Training System for Agents

NSGI's "Agents Training System" on its official Line@ platform was awarded a technology patent in 2020. This system offers online training resources that enable agents to continuously enhance their knowledge of general insurance at their own pace and convenience.

Line / Property Insurance e-Academy (Agents Education and Training System) – Mobile-enabled property insurance training

In the era of digital learning, agents can complete identity verification via Line@ and quickly access the "Property Insurance e-Academy" to fulfill training requirements and receive official training hour certification, saving valuable time in acquiring property insurance knowledge. In 2024, approximately 96% of property insurance agents completed Line@ identity verification and qualification binding.

1

NSGI Agents access Line@ and tap the bottom-left "Property Insurance e-Academy."

2

After entering "Property Insurance e-Academy," agents can select courses, complete reading requirements, and receive certified training hours.

Line / Marketing Resources — Digital Training and Promotion Tools for On-the-Go, Eco-Friendly Agents Engagement

- In support of environmental sustainability, NSGI provides training and marketing services via Line@ / marketing resources, minimizing the use of traditional printed promotional materials.
- During marketing promotions, agents can use the Line@ / marketing materials section to quickly access information and continuously learn and stay updated with property insurance knowledge, saving time on information retrieval.
- For example, in the "Auto Insurance Marketing Training," the traditional training model was transformed by directly using Line@ and eDM to promote training. This helps agents learn and utilize the "Property Insurance Line@ + Online Notification (Referral) Function + Electronic Policies + Line@ Good Questions smart customer service system," shortening communication time with clients, enhancing service quality, and projecting a professional image.

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5.4 Philanthropy & Cultural Revitalization

Nan Shan Life believes that "the power of happiness is the beginning of life-changing impact." We aspire to continually assist those in need, fostering a virtuous cycle in society to enhance the general well-being of the public.

With care as our core value and leveraging the core competencies of the insurance industry, we actively promote and participate in a variety of philanthropic initiatives. Through a service network spanning across Taiwan, we engage deeply with local communities to identify their needs and provide resources and support, ensuring more people receive adequate care and enhanced protection in their lives.

5.4.1 Social Engagement Strategy

To fulfill our commitment to public service and social engagement, Nan Shan Life draws upon its core insurance expertise to develop three key areas of social participation: financial inclusion, community healthcare, and local care. These initiatives aim to provide comprehensive insurance protection services for underserved groups and uphold the spirit of treating customers fairly. The Nan Shan Life Charity Foundation serves as the platform through which we collaborate with hospitals across Taiwan to offer medical care and support. By mobilizing corporate resources, along with the efforts of all employees and agents, we safeguard the health of communities. In addition, we actively collaborate with external organizations and leverage the Company's resources to amplify our social impact and promote local care efforts. Starting in 2024, our social engagement results are reported to the Corporate Sustainability Committee via the Social Charity Team and presented quarterly, with regular updates on initiatives and outcomes.

Fostering a Culture of Volunteering and Fulfilling the Core Values of Public Service

Establish volunteering as a core corporate value and culture, and to honor a long-term commitment to care and support. Nan Shan Life employees up to two days of paid volunteer leave annually. Since 2008, we have hosted Volunteer Appreciation Programs to publicly recognize and reward employees and agents who actively engage in volunteer activities, cultivating a corporate culture centered on community service. In 2024, a total of 52 volunteer branches and 152 individual volunteers were selected and honored locally with commemorative banners and certificates in recognition of their dedication and compassion. Moreover, to encourage agents to embody the core values of the public service industry while offering comprehensive insurance planning to clients, we launched the "Nan Shan Life Community Service Award" in 2016. Branches must meet criteria including "Accident and Health Insurance Activity Rates", "Total Volunteer Service Points", and "Participation in Two or More Volunteer Activities". Outstanding branches receive monetary awards, trophies, and honorary plaques, and are recognized publicly at the annual convention.

Nan Shan Life's Three Pillars of Social Engagement

Financial Inclusion

Nan Shan Life actively leverages its core insurance capabilities to promote inclusive financial services. Through microinsurance for both life and non-life policies, we provide a protective safety net for disadvantaged groups. In partnership with the Nan Shan Life Charity Foundation, local governments, and social welfare organizations, we offer basic accident insurance coverage to economically disadvantaged and disabled individuals. To date, donations total NT$110 million, benefitting over 770,000 people.

For life insurance, the Nan Shan Life Charity Foundation serves as the platform to donate group and collective-type micro accident insurance. In 2024 alone, we donated over NT$24.47 million in premiums, providing up to NT$300,000 in accident protection to 118,000 vulnerable individuals. Our efforts earned us two honors in the 2024 Insurance Excellence Awards hosted by the Financial Supervisory Commission: the "Outstanding Agents Performance Award in Microinsurance" and the "Disability Care Award." We continue to demonstrate the power of insurance in safeguarding a super-aged Taiwan and building a better future.

For non-life insurance, NSGI introduced the "Fire Inconvenience Expenses Microinsurance." Through the Nan Shan Life Charity Foundation, NT$1.637 million in premiums were donated in 2024, helping nearly 170,000 low- and middle-income households receive timely support in the event of residential fires. Through diversified insurance services, Nan Shan Life is committed to creating a more inclusive financial environment to protect every individual in need.

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Community Healthcare

In alignment with SDG 3 "Ensure healthy lives and promote well-being for all at all ages," Nan Shan has promoted the Medical Care Program under the Nan Shan Life Charity Foundation since 2013. In collaboration with 210 hospitals across 21 counties and cities, we have established a nationwide support network for disadvantaged patients, striving to improve healthcare accessibility and build a more friendly medical environment.

In 2024, Nan Shan donated NT$34.36 million in medical relief funds, assisting 2,800 underprivileged patients in accessing appropriate medical resources. We also supported 54 hospitals in running long-term volunteer services and community health outreach programs, contributing over NT$3.46 million and serving nearly 270,000 people. Additionally, the Nan Shan Care for Remote Indigenous Villages Program partnered with rural medical teams to visit 10 indigenous communities, offering free consultations, health checkups, wellness activities, and promoting financial fraud prevention and disaster awareness. These efforts reached 34,000 Indigenous individuals, with investments totaling approximately NT$5 million.

To encourage medical social workers to exercise professional influence, Nan Shan Life has hosted the Medical Social Work Awards for seven consecutive years. In 2024, NT$4.06 million was invested to recognize outstanding teams and individuals. Another NT$6.95 million was dedicated to supporting medical social work awards, mental wellness initiatives, and insurance plans, benefitting over 2,000 medical social workers. Nan Shan Life continues to safeguard healthcare rights through concrete actions, narrowing medical resource disparities and delivering more resilient healthcare services to communities and remote areas.

Local Care

In line with SDG 10 "Reduced Inequalities" and SDG 11 "Sustainable Cities and Communities," Nan Shan Life is committed to integrating corporate resources and social forces to establish a charitable platform that amplifies social impact. The Company strives to narrow resource gaps and empower marginalized groups.

In terms of disaster relief and community support, in the wake of the magnitude 7.2 earthquake that struck Hualien in 2024, Nan Shan Life swiftly mobilized internal and external resources to offer immediate aid to those affected—regardless of their insurance status. We provided condolence payments and home rebuilding subsidies, offering over NT$19 million in aid to support bereaved and injured families in reconstructing their homes and restoring their lives.

In addition, Nan Shan Life actively engages in local initiatives by partnering with charitable organizations to host 138 care activities across Taiwan. These efforts supported underprivileged families, people with disabilities, indigenous elders, and children. We also donated rice to Chiayi Christian Hospital's Elderly Dining Hall, supplying over 22,000 nutritious meals for seniors. To support the self-reliance of people with disabilities, we procured 30,000 masks made by disability organizations and promoted organ donation and cancer screening awareness.

Leveraging our nationwide service network, Nan Shan Life collaborates with 210 medical institutions and numerous social welfare organizations to promote healthy lifestyles, dementia care, and environmental protection. In 2024 alone, our volunteer workforce engaged in 13,000 participations, reaching over 320,000 individuals, thereby advancing social inclusion and building resilient, livable communities.

Annual Philanthropic Contributions

Guided by the principle of "wholehearted dedication, protecting through action," Nan Shan Life channels the core strengths of the insurance industry and its extensive community networks to become a guardian of public health and safety. In 2024, Nan Shan Life's total charitable investment amounted to approximately NT$196 million.

Table 47. Total Philanthropy Investment

Category	Unit	2021	2022	2023	2024
Cash donations	NT$ thousands	73,860	110,280	125,040	115,700
Volunteer service hours	Hours	39,396	38,128	51,940	52,220
Time contribution (monetized value of employee volunteer hours)	NT$ thousands	11,031	10,943	15,322	15,770
In-kind donations	NT$ thousands	1,545	5,909	688	341
Administrative costs	NT$ thousands	36,492	50,659	54,488	64,607

Note 1: All charitable activities are organized by Nan Shan Life. The Company provides relevant supplies to its agents and offers up to two days of paid volunteer leave per year for employees.
Note 2: "Administrative costs" refer to personnel and administrative expenses incurred in the execution of charitable activities, including staff costs for the Nan Shan Life Charity Foundation and the Branding Communication and Corporate Affairs Department.

Annual Social Engagement Results

In 2024, Nan Shan mobilized over 13,000 participants in charitable events, collaborating with nonprofit and non-governmental organizations—such as community health stations and medical associations—to expand social impact. Through the Nan Shan Life Charity Foundation's Medical Care Program and microinsurance services, we served over 353,000 underprivileged individuals throughout the year. Beneficiaries included low- to middle-income households, the elderly, and persons with disabilities. These initiatives reflect our strong commitment to corporate social responsibility by providing enhanced protection and support to vulnerable groups.

In 2024, Nan Shan Life's total charitable investment amounted to approximately NT$196 million mobilized over 13,000 participants in charitable events served over 353,000 underprivileged individuals

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5.4.2 Strengthening Community Health and Medical Resources – Bridging the Urban-Rural Divide

Since launching the Nan Shan Life Charity Foundation Medical Care Program in 2013, Nan Shan Life has actively partnered with hospitals across Taiwan to proactively provide essential medical support to disadvantaged populations. Each year, we expand our hospital partnerships and geographic coverage to reach more communities and groups in need. By working alongside community-based Nan Shan volunteers and social workers, we offer financial assistance for medical expenses and healthcare support services, standing as a steadfast ally for those in need while empowering social transformation through sustained action.

As of 2024, Nan Shan Life has cumulatively donated approximately NT$600 million, with major initiatives including:

- Medical subsidies for underprivileged individuals: Cumulative donations of over NT$530 million.
- Medical resource improvement and long-term volunteer programs: Cumulative donations for medical resource improvements and long-term volunteer service programs (including the Nan Shan Care for Remote Indigenous Villages Program) amounted to approximately NT$59 million, supporting over 300 hospitals with medical equipment and community care programs.
- Support for community healthcare services and activities: Nan Shan Life organized community-based health outreach programs focused on cancer prevention, dementia-friendly awareness, and healthy living. Total expenditures for these initiatives amounted to nearly NT$11 million.

Nan Shan Care for Remote Indigenous Villages Program

Nan Shan Life has long been committed to supporting disadvantaged individuals through medical aid and community health care. In collaboration with 210 partner hospitals across Taiwan, the Company provides medical subsidies to vulnerable patients, ensuring access to quality healthcare. In 2023, marking the 10th anniversary of the Nan Shan Life Charity Foundation's Medical Care Program, we relaunched the "Nan Shan Care for Remote Indigenous Villages Program" in partnership with hospital-based rural medical teams. This initiative extends care into remote indigenous communities, aiming to reduce healthcare disparities and address the challenges of limited medical resources and access to treatment.

Enhancing Healthcare Accessibility

- Providing transportation subsidies for indigenous residents to reduce the burden of medical travel
- Assisting with home visits and the maintenance of medical stations to improve basic healthcare services
- Supporting free clinics and health screenings to facilitate early disease detection and timely treatment

Reducing Health Inequities

- Organizing health promotion events focusing on sarcopenia and chronic disease prevention
- Strengthening health literacy campaigns to improve disease prevention among indigenous populations
- Introducing interactive education on home safety and fraud prevention to raise risk awareness

In 2024, the Nan Shan Care for Remote Indigenous Villages Program allocated approximately NT$5 million, with 220 volunteer participations, serving around 34,000 individuals. The initiative also supported 10 partner hospitals with mobile medical equipment, supplies, and transportation subsidies. Additionally, in collaboration with the Digital Humanitarian Association, Nan Shan Life introduced remote health promotion courses at 10 indigenous cultural health stations, enhancing health management capabilities for 230 participants.

Nan Shan Life further promoted the program's mission through media platforms such as Business Today, Common Wealth Magazine, and the Stories in Healthcare series, calling on the government and public to join forces in addressing rural healthcare challenges and building a healthier, more secure living environment.

Embracing a Super-Aged Society: Nan Shan Life Safeguards Taiwan's Dementia-Friendly Future

Taiwan has formally entered the "super-aged society." No one is outside the game in the face of this challenge. Since 2023, Nan Shan Life has launched comprehensive actions, from individuals to organizations, to respond to the needs of an aging population. In 2024, these efforts expanded across three key dimensions to amplify the impact of dementia-friendly initiatives:

1 Real-Life Documentary: Building Dementia-Friendly Communities Together

Since 2023, Nan Shan Life has built the largest dementia-friendly protection network in Taiwan by gathering 28,000 dementia-friendly friends, composed of employees and field agents to help 109 branch locations in Taiwan work with dementia-friendly organizations and encourage them to care for the elderly in the communities and build a dementia-friendly society.

We continue to support the Taiwan Catholic Foundation of Alzheimer's Disease and Related Dementia in their nationwide tour of the documentary "Aunt, Go to School ! Disclose the Capability of the People with Dementia", which tells the true stories of two individuals living with dementia and their families. Despite cognitive decline and memory loss, the film highlights how these seniors still aspire to contribute through the skills they've mastered and remain active within their communities. Examples include serving as instructors for handmade beading classes or taking part-time jobs at pizzerias. With the support of dementia-friendly businesses and enterprises in the community, elderly individuals are empowered to maintain a life of dignity and independence. Ongoing social interaction also offers the opportunity to slow down the progression of functional decline.

Impact Created

- The documentary "Aunt, Go to School ! Disclose the Capability of the People with Dementia" was screened in cinemas across Taiwan, generating over NT$1.1 million in box office revenue. In collaboration with local health authorities across 21 counties and cities, 50 special screenings of the documentary were held, attracting a total of 5,308 participants.
- Joint advocacy by the Taiwan Catholic Foundation of Alzheimer's Disease and Related Dementia, Nan Shan Life's Chairman and President generated over 2.5 million media impressions to raise awareness of dementia-friendly issues.

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2 Cross-Sector Collaboration: Art Empowerment Brings Color to Fading Memories

While today's medical advances are significant, pharmaceutical or medical interventions remain limited in treating dementia. Nan Shan Life partnered with the Taiwan Catholic Foundation of Alzheimer's Disease and Related Dementia to organize the "Painting Moments Before They Fade" art exhibition, bringing together 37 Nan Shan volunteers, 3 celebrities, and 8 seniors with dementia to co-create 16 compelling works of art. The month-long exhibition was held in September in honor of World Alzheimer's Month to help these elders preserve precious memories.

Through the art creation process, we guide the elders to start from their past experiences and use pastels, acrylics and other media to create freely on drawing papers. Seniors were guided by professional art therapists, with Nan Shan volunteers offering companionship and encouragement. This creative outlet helped reduce negative emotions and supported dementia prevention and delay of cognitive decline.

The project also featured Eelin Entertainment artists Cherry Hsia, Angelia Tsai, and Arlena Chang, who participated in the co-creation sessions. Touched by the warmth of the elderly participants, they shared that the experience reminded them of their own grandparents, and they found the process personally healing. The entertainers created works together with the elders and inscribed their respective birth years on the paintings. The joint efforts of the young and elderly created the outstanding results.

Impact Created

- Art therapy is a widely recognized non-pharmaceutical intervention that helps delay the progression of dementia in the elderly. Under the guidance of art therapist Tsai Wen-Fang, Nan Shan volunteers and three celebrities created paintings with 8 elderly individuals with dementia using acrylics and other media, preserving precious memories.
- The program "Painting Moments Before They Fade" brought together 37 Nan Shan volunteers and three celebrities— Cherry Hsia, Angelia Tsai, and Arlena Chang— producing 22 paintings through four sessions. The artworks were exhibited at Nan Shan's Taipei Customer Service Center during World Alzheimer's Month.

3 Eat Smart, Stay Sharp! Tackling the Super-aged Society, Starting with Dementia Prevention

According to Nan Shan Life's 2023 long-term care claims data, the top three causes of claims were dementia, stroke, and Parkinson's disease. Caring for individuals with dementia is particularly challenging due to the complexity of care and the typically longer life expectancy, making it one of the most difficult long-term illnesses to manage. As more people in our communities face the risk of dementia, Nan Shan Life advocates for a shift from being merely dementia-friendly to proactively preventing dementia. We encourage the public to develop early awareness of disease prevention and work together to build a healthier future.

To this end, Nan Shan Life partnered with the innovative startup Silver Gate for Elders to develop healthy meal boxes. By focusing on daily dietary choices and promoting healthy eating habits, we aim to help individuals maintain better brain health. We created MIND Diet pocket cards to promote brain-friendly meal planning and raise awareness about cognitive health through nutrition.

In addition, delivery personnel from Silver Gate, our partner in this initiative, not only deliver meals but also serve as a vital point of connection. Through a "Care Journal" feature in the app, they observe and log signs of potential cognitive decline among older adults. These updates are regularly shared with social workers and family members, extending dementia-friendly care all the way to the last mile.

Impact Created

- The "Silver Gate" app introduced an interactive dementia-friendly care questionnaire, generating 1,400 care records.
- Preventive messages were disseminated through Silver Gate's owned media platforms. The initiative reached over 30,000 impressions through social media, media outlets, and e-newsletters.
- Two MIND diet meal box options were developed in collaboration with dementia-friendly restaurants and made available on the Silver Gate ordering platform for public purchase.

A total investment of approximately NT$ 3.1 million was allocated

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5.4.3 Community Engagement & Vitality

Culture, the arts, and local development are the cornerstones of a civilized society, while a people-centered spirit remains at the core of Nan Shan Life's values. Since its founding, Nan Shan has been committed to philanthropy, such as strengthening its service network, embedding care into local communities, and actively promoting cultural, artistic, and sports initiatives to enhance the mental and physical well-being of society. Promoting sports not only improves physical health but also unites communities, fosters teamwork, and nurtures a positive, forward-looking attitude. Nan Shan believes that the interweaving of culture, sports, and local development drives the harmonious coexistence of society, the economy, and the environment. Nan Shan Life firmly believes that only by being rooted in culture, grounded in local communities, and using sports as a bridge can we achieve a truly sustainable future and bring about long-lasting, positive change for society.

Community Engagement

Disaster Relief: Nan Shan Delivers Warmth and Compassion

Target beneficiaries	Affected households

On April 3, a magnitude 7.2 earthquake struck Hualien, the strongest to hit Taiwan in the past 25 years. The tremors were felt island-wide, causing severe damage to buildings and roads in Hualien, along with casualties and displacement. In response, hospitals including Hualien Tzu Chi Hospital, Mennonite Christian Hospital, Hualien Armed Forces General Hospital, and the Ministry of Health and Welfare Hualien Hospital immediately activated emergency protocols for mass casualties. Nan Shan Life promptly launched a care response, mobilizing cross-functional teams from employees, NSGI, and the Nan Shan Life Charity Foundation. A total of 54 employees were deployed to the disaster zone to provide first-line support to injured families, bereaved households, and displaced victims—regardless of client status—offering timely comfort and tangible aid. A total of 57 injured individuals and bereaved family members received condolences, while 350 households received resettlement and condolence compensation. In total, over NT$19 million in aid was provided.

"Joyful Blood Donation, Spreading Love" Charitable Campaign

Target beneficiaries	Patients urgently in need of blood

To help alleviate the blood shortage, Nan Shan Life collaborated with E.SUN Bank and PX Mart to organize the "Donate Blood with Joy and Love" public welfare campaign. The initiative raised approximately NT$600,000 in donations from corporate partners and held 35 blood drives across Taiwan, collecting around 6,000 bags of blood to support the national medical system through concrete action.

"2024 Nan Shan – With All Our Hearts for You" Series

Target beneficiaries	Underprivileged children, underprivileged families, and senior citizens

In 2024, Nan Shan continued to implement its head office-led public welfare program through the principle of "local care." Employees were invited to serve as volunteers in four events, supporting over 3,000 recipients including bereaved children, vulnerable households, and elderly individuals.

1. At the beginning of the year, Nan Shan volunteers accompanied bereaved children on a farm adventure, such as picking tomatoes and making DIY strawberry jam, bringing joy and warmth to both children and adults.
2. In Q2, efforts shifted to environmental care, including collecting and donating toys, and hands-on volunteering at the New Taipei Toy Bank, where volunteers helped organize second-hand toys to give them new life.
3. Over 600 food boxes were donated to the Chinese Christian Relief Association, with volunteers assisting in packing the boxes, helping families reduce expenses and allocate more resources to their children's education.
4. For several consecutive years, Nan Shan volunteers have accompanied seniors from Bali Catholic Elders' Home on their most anticipated outing of the year—December shopping trips. Volunteers share meals and conversations with residents, creating a joyful weekend afternoon.

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Cultural Revitalization

Collaboration with B. DANCE: Bringing Arts to Remote Communities with the "Nan Shan Dance Together" Program

Committed to corporate social responsibility, Nan Shan Life has long supported local arts and culture, striving to illuminate hearts with the power of art. In autumn 2023, Nan Shan rallied 60 agents and clients to present the public charity performance Floating Flowers, successfully raising over NT$1 million in donations. This fund not only symbolized goodwill but also planted seeds of hope for the future of Taiwanese arts.

To expand this influence, Nan Shan once again partnered with the internationally acclaimed Taiwanese contemporary dance company, B. DANCE, directing the raised funds to the 2024 "Nan Shan Dance Together" program. Focused on promoting art accessibility, the program targeted elementary and junior high students served by the "Nan Shan Care for Remote Indigenous Villages Program" and "Nan Shan Junior Athlete Program," offering children in remote areas an opportunity to experience professional performances.

Nan Shan organized eight touring performances across four cities & seven remote schools of Alice, a literary adaptation in dance, reaching over 630 students and teachers. These performances offered not only visual and emotional impact but also transformed art from an abstract dream into a tangible classroom experience.

Nan Shan Life believes that through these efforts, more young people will be inspired to embrace arts with passion and dedication, ultimately cultivating a new generation of outstanding talents. This is not only an artistic enlightenment for today's students, but also a far-reaching investment in the cultural development of Taiwan.

Promotion of Sports

Nan Shan Junior Athlete Program

Since its launch in 2020, the Nan Shan Junior Athlete Program has been dedicated to supporting sports and health development among schoolchildren in rural areas, while also encouraging BAM app users to cultivate healthy lifestyles. What makes this program unique is its integration of personal wellness with social care—every step taken by participants contributes to positive change for underprivileged communities.

For five consecutive years, Nan Shan Life has organized the "BAM App Team Challenge," motivating BAM users to reach step goals. Once the goal is achieved, Nan Shan Life donates funds to promote physical education and nutrition in rural schools. From 2020 to 2024, the program made 16 donations to 14 elementary schools, with a total contribution of NT$3.2 million.

Nan'ao Elementary School, Yilan County

In addition to financial support, the program emphasizes holistic development. Donations fund activities such as basketball, volleyball, archery, and track and field. Through professional coaching, students improve athletic skills, develop teamwork, and adopt healthier lifestyles. Take Nan'ao Elementary School in Yilan County for example, students won double championships at the 2024 Delfin Basketball Tournament in Finland, one of the brilliant outcomes of the program.

In 2024, BAM users walked 3.338 billion steps in the team challenge. As a result, Nan Shan Life donated NT$800,000 to support four rural schools: Nan'ao Elementary School in Yilan County, Pingdeng Elementary School in Taichung City, Taixing Elementary School in Miaoli County, and Tongfu Elementary School in Nantou County, benefitting more students.

The success of the Nan Shan Junior Athlete Program demonstrates the powerful role corporations can play in promoting health and social care. It not only gives meaning to every step taken by participants but also delivers much-needed support and resources to rural students facing difficult circumstances—laying a stronger foundation for their future.

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Important achievements

Actively advanced dual transformation by promoting enterprise architecture through open standards and methodologies, earning **the 2024 Innovation Excellence Award from The Open Group**.

Strengthened and implemented robust information security practices, receiving the 2024 TCSA **Information Security Leadership Award**.

The Compliance AI Assistant enhanced regulatory compliance efficiency and effectiveness, winning the Gold Award and multiple Special Awards at the 2024 Legal-Tech Hackathon.

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6.1 Corporate Governance

Nan Shan Life believes that an insurance company is not merely a profit-driven business entity but must also shoulder responsibilities for individual and family protection, social stability, and environmental stewardship. Sustainable corporate operations require a balanced approach to the long-term development of the company, the environment, and society—this is the core philosophy and guiding principle behind Nan Shan Life's promotion of ESG. To this end, we have transformed decades of commitment to sustainability into a concrete strategic focus: Sustainable Wellness. With dedication and action, we strive to protect and care for the people we serve. Beyond continuous innovation in professional services, we emphasize inclusive sustainability to ensure that all stakeholders of Nan Shan Life can access and share the value of sustainability.

To safeguard sustainable operations, Nan Shan Life is committed to protecting shareholder rights, strengthening Board functions, enhancing transparency, upholding management discipline and communication, maintaining solvency, ensuring client protection, and respecting stakeholder rights. These principles underpin the Company's governance framework and its commitment to long-term value for both the Company and its shareholders. In 2024, Nan Shan Life continued to update and refine its internal governance regulations, establishing a solid foundation for ongoing improvements in corporate governance. By aligning with the latest regulatory amendments and reviewing internal operational needs, the Company revised its "Articles of Incorporation", "Rules of Procedure for Board Meetings", and "Audit Committee Charter", among other internal policies, demonstrating its unwavering commitment to continuous improvement in governance and sustainable development.

6.1.1 Governance Practices

Board of Directors Structure

The Board of Directors is the highest governance body at Nan Shan Life and is responsible for overseeing overall management and operational performance. The 41st Board comprises 14 seats[1], including 5 independent directors. As of March 31, 2025, there are 13 directors in office, with independent directors accounting for approximately 31% of the Board[2]. To ensure that independent directors exercise their duties objectively and maintain independence, none of the currently appointed independent directors have served for more than nine consecutive years[3].

Note 1: The Chairman and the President are separate individuals, and the Chairman does not hold any executive role at Nan Shan Life.
Note 2: According to Article 14-2, Paragraph 1 of the Securities and Exchange Act, the number of independent directors shall not be fewer than two and shall not be less than one-fifth of the total number of directors. Following the resignation of Mr. Fang-Shu Chan on January 12, 2025, the Company currently has 13 directors, including 4 independent directors.
Note 3: For details regarding board operations in 2024, please refer to the "Corporate Governance Practices" section of Nan Shan Life's 2024 Annual Report.

Board Diversity Indicators

Nan Shan Life promotes and respects board diversity. Members of the Board bring a wide range of backgrounds in terms of age, gender, industry experience, and professional expertise and capabilities. The 41st Board is composed of individuals with extensive experience and expertise across diverse fields, including finance and banking, insurance, real estate development, manufacturing and supply, information technology, media and communications, retail, healthcare and biotechnology, commerce, accounting, law, financial services/insurance, and risk management. This diversity fosters complementary capabilities and equips the Board with a well-rounded skillset in business judgment, management, leadership, and crisis response The Company adopts a candidate nomination system for the election of independent directors. All candidates for independent directorships are nominated by the Board and submitted to the shareholders' meeting for approval. Nan Shan Life's board election procedures are conducted in accordance with the "Taiwan Company Act", the Company's "Articles of Incorporation", and the "Rules for Election of Directors".

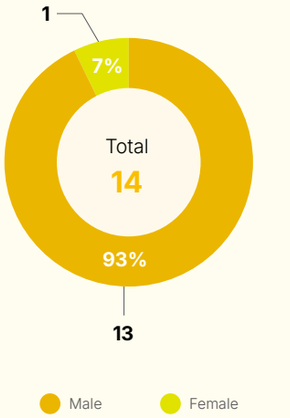
Nan Shan Life Articles of Incorporation

Nan Shan Life Rules for Election of Directors

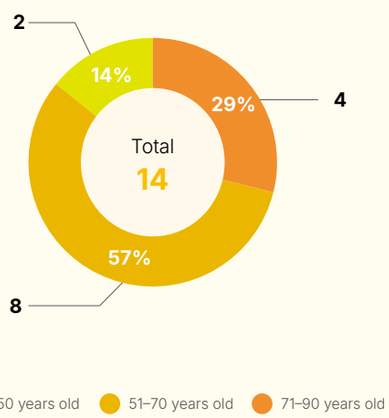
Article 22 of the Company's "Corporate Governance Principles" outlines Nan Shan Life's board diversity policy. It states that the Company's board composition should reflect its operational scale and shareholder structure while taking into account practical needs. The makeup of the Board should be diverse, referencing appropriate criteria across relevant dimensions.

Table 48. The 41st Board Diversity Indicators

Gender



Age



Note: Percentages are rounded to the nearest whole number.

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The professional expertise of the 41st Board members are as follows:

Core Diversity Quality / Title Name	Nationality	Basic Component							GICS Level 1 Industry Experience								
		Gender	Age			Term of office of independent director			Consumer Staples	Consumer Discretionary	Utilities	Materials	Financials	Health Care	Industrials	Information Technology	Real Estate
			31-50 years old	51-70 years old	71-90 years old	Less than 3 years	3 to 9 years	More than 9 years									
Chairman Chung-Yao Yin	Republic of China	Male	✓							✓		✓	✓	✓	✓	✓	✓
Director Samuel Yin	Republic of China	Male			✓					✓		✓	✓	✓	✓		✓
Director Yue-Ming Ho	Republic of China	Male		✓						✓			✓		✓	✓	
Director Han-Fei Lin	Republic of China	Male		✓						✓			✓	✓	✓		
Director Chi-Chuan Chen	Republic of China	Male		✓						✓		✓	✓	✓	✓	✓	✓
Director Hsiu-Yen Chang	Republic of China	Female		✓								✓			✓		✓
Director Tamon Tseng	Republic of China	Male		✓					✓	✓		✓	✓	✓	✓	✓	✓
Director Stan Shih	Republic of China	Male			✓					✓	✓		✓	✓	✓	✓	
Director Walter H.C. Chang	Republic of China	Male			✓				✓	✓			✓		✓		
Independent director Hsin-Chun Wang	Republic of China	Male		✓		✓							✓				
Independent director Ming-Chin Chen	Republic of China	Male		✓		✓						✓	✓	✓	✓		
Independent director Rung-Syou Tsen	Republic of China	Male			✓	✓							✓				
Independent director Ting-Chieh Lu	Republic of China	Male		✓		✓							✓			✓	

Note 1: The 41st Board of Directors has no executive directors.
Note 2: For the latest information on the 42nd Board of Directors, please refer to the ESG section on Nan Shan Life's official website.

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Director Training and Performance Evaluation

To enhance the sustainable governance function of the Board, members of the Board continuously participate in external professional courses and seminars. In 2024, the total number of director training hours reached 197 hours, with an average of 14 hours per director. Training topics covered risk management, corporate governance, sustainable business development, sustainable finance, anti-money laundering and counter-terrorism financing, the impact of IFRS 17 on insurance operations, fair treatment of customers, gender equality obligations, and more. All 14 directors received training and communication on ethical corporate management, achieving a 100% completion rate.

In alignment with the competent authority's policy to promote board performance evaluations within the insurance industry, and in accordance with Article 40-1 of the "Corporate Governance Best Practice Principles for the Insurance Industry," Nan Shan Life conducts annual self-assessments and peer evaluations for its Board members. Evaluation criteria include participation in guiding and supervising the Company's operational strategies, material matters, risk management, and legal compliance. In 2024, all 13 directors participated in the evaluation process. The number of evaluation items rated "Excellent" was 14. The average score of the self-evaluations was 97, and the average overall evaluation score was 97. The evaluation results were all rated "Excellent" and have been submitted to the Board for review.

Recusal and Conflict of Interest Management

According to the "Rules of Procedure for Board Meetings," any director who has a conflict of interest in any agenda item shall disclose the material aspects of the interest at the Board meeting. If the matter may be detrimental to the interests of Nan Shan Life, the director must not participate in the discussion or voting and must recuse themselves. Furthermore, the director may not act as a proxy for another director in voting on the matter. No members of the Board are spouses or relatives within the second degree of kinship to more than half of the other directors, in compliance with relevant requirements under the Securities and Exchange Act. Details regarding recusal and conflict of interest management, as well as directors holding concurrent positions at Nan Shan Life and other companies, are disclosed in the 2024 Nan Shan Life Annual Report under the Directors and Supervisors Information section[1].

Note 1: For details on directors concurrently holding positions at Nan Shan Life and other companies, please refer to the 2024 Annual Report, "Information on Directors, Supervisors, President, Vice Presidents, Assistant Vice Presidents, Department and Branch Heads." For information on recusal of directors from matters involving conflicts of interest, please refer to "Status of Corporate Governance Practices."

Director and Executive Remuneration Policy

To implement sound corporate governance and establish a robust remuneration system for directors and managers, the Company has established a Remuneration Committee. This Committee assists the Board in evaluating and supervising the Company's overall compensation policies and in reviewing and approving remuneration packages for directors and executives[2]. Where necessary, the Remuneration Committee may, by resolution, engage legal counsel, accountants, or other independent professionals to conduct audits or provide consultation on matters within its authority. All related expenses are borne by the Company.

Note 2: For details on the remuneration paid to directors and executives in 2024, please refer to the 2024 Nan Shan Life Annual Report, "Remuneration Paid to Directors, Supervisors, President, and Vice Presidents in the Most Recent Fiscal Year."

Board Members

The remuneration payment principle for the Company's directors (including independent directors) is handled in accordance with Article 16-2 of the Articles of Incorporation. The Board of Directors is authorized to determine directors' remuneration and business execution expenses by considering their level of participation and contribution to Company operations, with reference to industry standards. Travel allowances and other stipends may also be granted. Pursuant to this, the Company, upon approval by the Remuneration Committee and the Board of Directors, has established the "Remuneration Standards for Directors, Independent Directors, and Functional Committees," under which compensation is administered.

President and Vice Presidents

The remuneration of the President and Vice Presidents includes an annual base salary, year-end bonus, and performance bonus. The Company's remuneration policy and standards are determined with reference to industry norms and are linked to individual performance, disciplinary records, the Company's operating results (such as net profit after tax), sustainability performance, and the rational correlation with potential future risks. Following review by the Remuneration Committee, proposals are submitted to the Board of Directors for resolution. All remuneration is determined with consideration for future business risks and their alignment with operating performance, to strike a balance between sustainable growth and effective risk control. In 2024, the total compensation of the highest-paid individual at Nan Shan Life was 37.9 times the median total compensation of all other employees. The year-over-year increase in total compensation for the highest-paid individual was 1.6 times the median increase rate of total compensation for other employees between 2023 and 2024[3].

Note 3: This ratio is calculated by dividing the year-over-year increase in total remuneration for the highest-paid individual (2024 vs. 2023) by the median rate of increase in total remuneration for other employees (excluding the highest-paid individual).

Additionally, performance bonuses for senior executives are subject to a deferral mechanism. For Vice Presidents and above or functional heads, when annual performance bonuses exceed a designated threshold, a portion of the bonus is retained as deferred remuneration, to be distributed over a maximum period of three years. By tying remuneration to tenure and corporate performance, this system encourages executives to focus on long-term value creation.

Linking the President's Performance to Sustainability Indicators

Nan Shan Life links the President's performance to sustainability indicators with the aim of embedding ESG core values into corporate governance and decision-making. This approach guides the Company in pursuing financial growth while ensuring the achievement of sustainability objectives. It reinforces senior management's commitment to environmental responsibility, social impact, and sound governance, encourages proactive engagement with critical issues such as climate change, resource management, and inclusive growth, and enhances internal risk management and operational resilience. Through a performance evaluation mechanism, senior management is guided to systematically integrate sustainability strategies into daily operations, fostering long-term stability and creating shared value for stakeholders.

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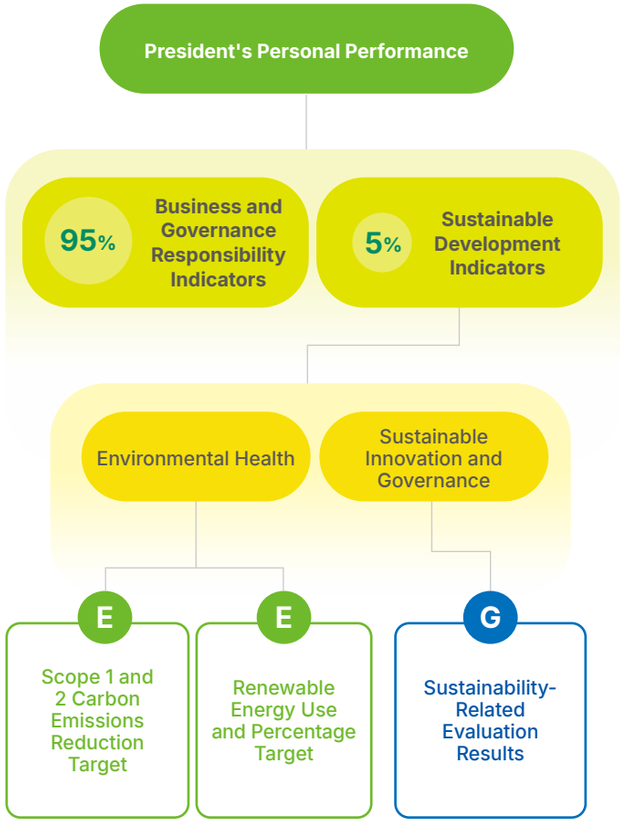
In 2024, Nan Shan Life aligned the President's performance with sustainability metrics including "Scope 1 and 2 carbon emissions reduction targets," "renewable energy usage ratio targets," and "results of sustainability-related assessments." These efforts reinforce environmental management and corporate governance, bolstering long-term resilience and competitiveness.

Nan Shan Life also plans to broaden the scope of executives whose remuneration is linked to sustainability performance, implementing this strategy through concrete actions to strengthen Taiwan's health capital.



6.1.2 Functional Committees

To strengthen the supervisory function of the Board of Directors, Nan Shan Life has established five functional committees under the Board: the Audit Committee, Remuneration Committee, Treating Customers Fairly Promotion Committee, Risk Management Committee, and Corporate Sustainability Committee.

Audit Committee[1]	In 2024, the Audit Committee convened 14 times, with an average attendance rate of **100%**	• The Audit Committee is composed entirely of independent directors, with a total of five members. • All major proposals are subject to prior review and discussion by the Audit Committee before being submitted to the Board of Directors for resolution. Note 1: For details on the 2024 operation of the Audit Committee, please refer to Nan Shan Life's 2024 Annual Report "Status of Corporate Governance Practices".
Remuneration Committee	In 2024, the Remuneration Committee convened 4 times, with an average attendance rate of **100%**	• The Remuneration Committee is composed of two independent directors and one external expert. • The Company has established the Remuneration Committee Charter. • The Committee regularly reviews the performance evaluations and remuneration of directors and managerial officers. • It also periodically assesses the remuneration of directors, the President, and Vice Presidents.
Treating Customers Fairly Promotion Committee	In 2024, the TCF Promotion Committee convened 4 times, with an average attendance rate of **100%**	• The TCF Promotion Committee is chaired by the Chairman of the Board and joined by two independent directors. • The Committee supervises and provides guidance to all departments to ensure the effective implementation of Treating Customers Fairly (TCF) principles, and regularly reports the outcomes to the Board of Directors.
Risk Management Committee	In 2024, the Risk Management Committee convened 6 times, with an average attendance rate of **94%**	• The Risk Management Committee is composed of 7 to 10 directors and functional heads. • It ensures the effectiveness of the Company's risk management practices and the adequacy of capital and solvency.
Corporate Sustainability Committee	In 2024, the Corporate Sustainability Committee convened 4 times, with an average attendance rate of **100%**	• The Corporate Sustainability Committee is chaired by the Chairman of the Board and joined by two independent directors. • The Corporate Sustainability Committee oversees the implementation of corporate social responsibility and sustainable operations across all departments. It reports the execution outcomes to the Board of Directors on a regular basis.

In response to the Financial Supervisory Commission's 2018 policy expanding the scope of mandatory electronic voting to all TWSE/TPEx-listed companies, listed companies began fully adopting electronic voting as one of the methods for shareholders to cast their votes at annual shareholders' meetings. Although Nan Shan Life is not subject to this regulatory requirement, it has voluntarily adopted electronic voting as one of the means for exercising voting rights at shareholders' meetings since 2018, in an effort to strengthen the practice of shareholder activism.

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6.1.3 Investor Relations Management

Nan Shan Life has designated spokespersons, deputy spokespersons, and shareholder services personnel to promptly receive and appropriately respond to feedback and inquiries from shareholders and investors. Additionally, an Investor Relations section is available on the Company's official website to provide real-time services and access to relevant information. Shareholders may also raise suggestions or concerns through Nan Shan Life's agent for stock affairs.

Nan Shan Life Information Disclosure

1. Nan Shan Life holds shareholders' meetings in accordance with applicable laws to safeguard shareholders' rights and interests.
2. A dedicated Investor Relations section is available on the Company's official website to provide real-time inquiry channels for investors.
3. Important information is also disclosed on the Market Observation Post System (MOPS) of the Taiwan Stock Exchange and the Insurance Industry Information Disclosure Platform.

Nan Shan Life Investor Relations Section

ESG Section on Nan Shan Life's Official Website

Nan Shan Life Charity Foundation Website

Shareholding Structure

Nan Shan Life is a publicly listed company that is not family-founded and has no government agency holding shares. For details, please refer to the table below:

Table 49. Shareholding Structure

Shareholder Category	Percentage
Government Agencies	0.00%
Financial Institutions	0.00%
Other Juridical Persons	93.50%
Individuals	6.46%
Foreign Legal Entities and Individuals	0.04%

Information on Shareholding Structure and Shareholders' Equity

6.2 Ethical Corporate Management

To fulfill its corporate social responsibility and uphold ethical business practices while safeguarding the interests of all stakeholders, Nan Shan Life has established a set of policies and commitments for responsible business conduct. These serve as a solid foundation for corporate governance and are continually updated in accordance with the evolving regulatory landscape, both domestic and international. In compliance with the "Regulations Governing Implementation of Internal Control and Auditing Systems of Insurance Enterprises," Nan Shan Life also formulates an annual regulatory compliance plan, which is approved by the Board of Directors prior to implementation. The Company supervises all units to periodically conduct the self-evaluation of regulatory compliance matters and the compliance risk assessment, and timely conduct special compliance evaluations according to the changes in the regulations and the business environment, to continuously strengthen the Company's compliance with the law and internal control and implement its ethical corporate management.

Beyond establishing policies required by law, the Board of Directors leads by example in promoting a culture of integrity throughout Nan Shan Life. Through the "Code of Conduct for Directors" and a robust internal management and control system, the Company minimizes ethical risks.

Upholding "integrity" as a core value, Nan Shan Life is committed to protecting the rights and interests of shareholders, clients, and all stakeholders. The Company has built a sound corporate governance structure and was recognized with the "Transparency and Integrity Leadership Award" at the 17th TCSA Taiwan Corporate Sustainability Awards—the only financial institution to receive this honor.

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Sustainable Development Commitment

To actively promote corporate sustainability, Nan Shan Life has referenced the United Nations Sustainable Development Goals (SDGs) and the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies." Taking into account the nature of its business and overall operations, the Company formulated a "Sustainable Development Declaration," which was approved by the Board of Directors. This declaration affirms the Company's commitment to mitigating environmental, social, and governance (ESG) risks while achieving a win-win-win outcome for the environment, society, and the economy.

Sustainable Development Practices Policy

To fulfill corporate social responsibilities and foster progress in the economy, environment, and society toward the goal of sustainable development, the Company, referencing the "Sustainable Development Best Practice Principles for TWSE/TPEx Listed Companies.," established a "Sustainable Development Practices Policy" approved by the Board of Directors. This policy guides the promotion and oversight of sustainable development initiatives to ensure the continuity of the Company's sustainable operations.

Human Rights Policy

To fulfill our corporate sustainability responsibility and our responsibility to protect human rights, within the framework of Taiwan's laws and regulations, we support the Universal Declaration of Human Rights, the United Nations Global Compact, the United Nations Guiding Principles on Business and Human Rights, and the ILO Conventions, among other internationally recognized human rights norms and principles. The "Human Rights Policy," approved by the Board of Directors, is intended to guide the Company in upholding these standards.

Ethical Corporate Management Policy

To cultivate a corporate culture of integrity, establish sound business operations, and implement effective risk control mechanisms, Nan Shan Life adopted this policy based on the "Ethical Corporate Management Best Practice Principles for TWSE/GTSM Listed Companies." The policy was approved by the Board of Directors and is overseen by the Corporate Sustainability Committee. All directors and senior executives must submit declarations of compliance with this policy. All employees, mandataries, and persons having substantial control over the company should also comply with the policy. Prior to establishing business relationships, partners are informed of the Company's Ethical Business Policy and are subject to evaluations regarding their own ethical practices. In 2024, the Company held four related training sessions, including two mandatory courses for employees, one session led by an external expert sharing practical experiences, and one training course for members of the Board of Directors.

Financial Inclusion Policy

To realize the spirit of financial inclusion, Nan Shan Life is dedicated to offering a wide range of financial products and services that meet the needs of diverse communities, ensuring fair and reasonable access to financial services. In line with the World Bank's Financial Inclusion Development Strategy, the Company formulated a "Financial Inclusion Policy," approved by the Board of Directors, to actively expand access to financial services and fulfill its mission of treating insurance as a form of public service.

Anti-Money Laundering (AML), Counter-Terrorism Financing (CFT), and Counter-Proliferation Financing (CPF) Policy[1]

To ensure the effective implementation of AML, CFT, and counter-proliferation financing efforts, Nan Shan Life developed this policy based on the "Money Laundering Control Act," "Counter-Terrorism Financing Act," "Regulations Governing Anti-Money Laundering of Financial Institutions," "Regulations Governing Implementation of Internal Control and Audit System for Anti-Money Laundering and Countering Terrorism Financing of Insurance Companies, Post Offices Engaging in Simple Life Insurance Business and Other Financial Institutions Designated by the Financial Supervisory Commission," the "Guidelines for Life Insurance Enterprises on Anti-Money Laundering, Counter-Terrorism Financing, and Counter-Proliferation Financing Compliance," and the "Guidelines for Insurance Enterprises on Risk Assessment and Plan Formulation for AML and CFT." This policy has been approved by the Board of Directors.

Anti-Greenwashing Policy

This policy is intended to ensure the authenticity and transparency of all sustainability-related claims in financial products and services, thereby preventing consumer misinformation. All sustainability statements must be supported by sufficient evidence and presented in simple, clear language, avoiding exaggeration or ambiguity. Nan Shan Life emphasizes the integrity and balance of all statements to empower consumers to make informed decisions. To ensure policy implementation, Nan Shan Life has established an internal review mechanism and requires that all sustainability claims undergo internal audit or third-party verification. Nan Shan Life also conducts annual training for senior management to ensure effective execution of the policy. Through these measures, Nan Shan Life aims to enhance transparency in the financial market and reinforce consumer trust in its sustainability commitments.

Key Points on Sustainability Information Management[1]

To strengthen the collection, preparation, and disclosure of environmental, social, and governance (ESG) data and ensure information quality and transparency. In accordance with relevant regulations and international standards, Nan Shan Life ensures that all information disclosed in its sustainability reports is not only compliant but also accurately reflects the Company's implementation and performance across all ESG domains. By establishing clear functional responsibilities and utilizing impartial, conflict-free third-party information sources, Nan Shan Life ensures the credibility and reliability of its sustainability disclosures. Moreover, the Company's robust internal control and audit mechanisms help maintain consistency and compliance in information management, thereby enhancing the quality of communication with stakeholders.

Note 1: Internal management documents and are not publicly disclosed.

Nan Shan Life ESG Policies and Documents

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6.2.1 A High-Standard Culture of Corporate Integrity

Anti-Trust and Anti-Competitive Practices

Nan Shan Life has included provisions on anti-trust and anti-competitive behavior in its Code of Conduct for Employees. In the event of any rumor or investigation by competent authorities regarding potential violations of the Fair Trade Act or other relevant laws, the Company will immediately report the matter to the line manager, the Chief Compliance Officer at headquarters, and the President, and take prompt responsive or remedial actions. In 2024, Nan Shan Life recorded no incidents involving violations of the Fair Trade Act or other relevant regulations.

Anti-Money Laundering (AML), Counter-Terrorism Financing (CFT), and Counter-Proliferation Financing (CPF)

Nan Shan Life is committed to assisting in the prevention of money laundering, terrorism financing, and proliferation financing (hereinafter referred to as "AML and CFT). The Company has established a dedicated AML unit and formulated relevant management policies and internal operational guidelines to effectively promote, supervise, and monitor its AML and CFT efforts.

The Chief Compliance Officer of the head office serves as the designated AML/CFT compliance officer. Additionally, a dedicated "Anti-Money Laundering Office" is established under the Compliance Department to manage AML and CFT matters. The Chairman, President, Chief Auditor, and designated AML/CFT officer jointly issue an Internal Control Statement for AML and CFT annually. All employees are required to comply with the policy. To ensure client access to relevant regulations and information, Nan Shan Life promotes AML and CFT awareness through a dedicated section on its official website.

In response to money laundering, terrorism financing, and proliferation financing risks, and in alignment with the 2021 National Risk Assessment (NRA) report, the Company further refined its risk assessment methodology in 2022. This included incorporating proliferation financing risk dimensions and enhancing analysis of quantitative data to better grasp the AML/CFT/CPF risks faced by Nan Shan Life. According to the results of Nan Shan Life's "2024 Comprehensive Risk Assessment on Money Laundering, Terrorism Financing, and Proliferation Financing," the overall residual risk level for 2024 was assessed as low, and did not exceed the Company's defined risk appetite.

To enhance the monitoring effectiveness of suspected money laundering or terrorism financing transactions, Nan Shan Life has adopted the following measures:

Leveraging Digital Technology

1. The Company has integrated 38 red flag indicators for suspicious transactions into its system. Through system settings, transactions are monitored in real time and on an ongoing basis to fulfill the institution's AML obligations.
2. In March 2023, the Company updated its name screening system by enhancing fuzzy matching capabilities, expanding the scope of system automation, and adding case management features. These upgrades significantly improved the accuracy of high-risk list screening and enhanced the efficiency of client due diligence and suspicious transaction monitoring.

Enhanced Audit Mechanism

1. In accordance with internal control regulations, the Audit Office incorporates AML and CFT compliance and implementation procedures into internal audit plans. A special audit on AML operations is conducted annually to assess the execution of control procedures in each unit.
2. The Compliance Department conducts biannual self-assessments on regulatory compliance and at least one special review annually. These reviews pay particular attention to how units execute monitoring procedures for suspected money laundering transactions, ensuring compliance and quality of monitoring practices.

Employee Training

1. To enhance employees' depth and breadth of professional knowledge and foster a strong AML and CFT culture, the Company provides annual training tailored to the roles and responsibilities of board directors, the President, compliance personnel, internal auditors, agents, and others involved in AML and CFT operations. The aim is to ensure they understand their AML/CFT responsibilities and possess the required knowledge and competency. In 2024, the Company held nine training sessions for employees and board members (five of which featured expert-led practical case sharing). One mandatory 2-hour course was conducted for agents, with AML/CFT content also included in six tiered training programs across contract levels.
2. Since 2019, to strengthen frontline employees' ability to monitor suspicious transactions, the Compliance Department has collaborated with operational units to provide targeted training. On average, around 700 frontline employees participate annually. Training includes case analysis, scenario discussions, and drills to continuously improve operational quality.

Intellectual Property Protection and Management

Nan Shan Life has adopted the Intellectual Property Management Regulations based on the Corporate Governance Best-Practice Principles for TWSE/TPEx Listed Companies and the Industrial Development Bureau's Taiwan Intellectual Property Management System (TIPS). These regulations cover comprehensive measures for acquiring, protecting, maintaining, and utilizing intellectual property such as patents, trademarks, copyrights, and trade secrets. The implementation of these regulations is also incorporated into the internal audit process to ensure that the Company can effectively create, protect, and manage intellectual property while driving digital financial innovation, thereby enhancing its competitiveness in the financial market.

Since 2022, Nan Shan Life has conducted employee training sessions on intellectual property rights to promote awareness, protect corporate intellectual property, and encourage respect for the intellectual property of others. In 2024, two such training sessions were held.

	Nan Shan Life's Management Practices	2024 Performance
Patents	• Nan Shan Life proactively applies for patents with competent authorities for inventions, utility models, or design creations to strengthen its digital financial technologies and performance.	• As of the end of 2024, a total of 80 patents have been granted in Taiwan.
Trademarks	• To uphold the quality of financial products and services, Nan Shan Life actively applies for trademark registration with competent authorities for distinctive marks.	• As of the end of 2024, Nan Shan Life has obtained 53 registered trademarks in Taiwan.
Copyrights	• Contracts between Nan Shan Life and its employees, as well as external contracts involving the creation or use of copyrighted materials, include relevant copyright clauses to protect and maintain the Company's intellectual property rights. • Employee awareness of copyright protection is strengthened through training, and employees are reminded to avoid infringing on third-party copyrights during business operations.	• On April 15, 2024, the Company held a training session titled "Introduction to Trademark and Copyright and Common Disputes," covering concepts of copyright, acquisition, the rights conferred, how to check if marketing materials infringe on copyrights, and common types of infringement. This helped reinforce employees' awareness of copyright protection, ensuring the Company's copyrights are safeguarded and third-party rights are respected.
Trade Secrets	• Appropriate confidentiality measures are adopted to protect trade secrets. Employees are strictly prohibited from misappropriating trade secrets and are required to maintain confidentiality over company operations, plans, documents, client data, and business information. Employees are also prohibited from accessing information outside their responsibilities without authorization. • Through educational training, employee awareness of trade secret protection is enhanced. During business operations, employees must ensure that agents comply with confidentiality obligations and avoid infringing on others' trade secrets.	• In 2024, a mandatory online course titled "Introduction to the Trade Secrets Act" was offered through the Company's internal learning platform, Nan Shan e-Academy (Internal e-Learning Platform), for all employees. • The course covered the definition of trade secrets, essential elements, ownership rights, and relevant civil and criminal liabilities, helping employees identify which aspects of their work involve trade secrets and thus build a strong understanding of trade secret protection.

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6.2.2 Employee Code of Conduct

Nan Shan Life has established an Employee Code of Conduct that defines responsibilities and obligations, and sets standards for compliance with applicable laws, regulations, and internal policies in the course of work. The Code covers the following areas: client relations and rights protection, fair trade, respect for and protection of intellectual property rights, anti-money laundering, equal employment and anti-discrimination, maintaining a safe and healthy workplace, confidentiality obligations, corporate reputation management, legal compliance, prohibition of gifts, bribery, or improper benefits, encouragement of whistleblowing, and prevention of conflicts of interest.

To actively prevent unethical behavior, Nan Shan Life has also formulated the Procedures for Ethical Management and Guidelines for Conduct. The Corporate Governance Group under the Corporate Sustainability Committee is designated as the responsible unit, tasked with analyzing and assessing risks related to unethical conduct within the business scope each year and formulating corresponding preventive measures. Furthermore, the Nan Shan Life has established clear and effective reward, punishment, and grievance mechanisms to encourage the reporting of unethical conduct, and disciplinary action is taken for such behavior.

To ensure employees understand and implement the Code of Conduct, Nan Shan Life provides annual training for all administrative employees. In 2024, a total of 4,275 administrative employees completed the training course on the Code of Conduct, accounting for approximately 99% of all employees. No incidents of corruption were reported during the year.

Table 50. Statistical Data on Violations of Nan Shan Life Employee Code of Conduct

1	2	3	4	5
Corruption or Bribery	Discrimination or Harassment	Client Privacy Violation	Conflict of Interest	Money Laundering or Insider Trading
0	4	0	0	0

6.2.3 Compliance

To ensure that administrative employees and agents fully understand and internalize the Company's principles of ethical business conduct and legal knowledge, Nan Shan Life continues to provide comprehensive and enriched compliance training through both physical and digital channels. In 2024, legal compliance courses were offered separately for administrative employees and agents. Course topics included: basic training on personal data protection; anti-money laundering; basic training on counter-terrorism financing and counter-proliferation financing, including procedures for handling whistleblower cases; advanced AML and CFT training; principles of treating customers fairly; anti-corruption advocacy; seminars for compliance officers across departments; and educational sessions for personnel involved in domestic equity product investment transactions. In terms of participation, a total of 49,174 course completions were recorded for employees, and 40,738 for agents.

In addition to mandatory compliance training, Nan Shan Life actively applied generative AI technology in 2024 to develop the "GenAI-enabled Sanctions Investigation System." Leveraging the Retrieval-Augmented Generation (RAG) framework and natural language processing techniques, the system significantly enhanced the efficiency and accuracy of compliance work. It quickly retrieves and assesses the relevance of penalty cases and automatically generates summary reports, ensuring completeness and precision of the results. For further details, please refer to Section 6.7.2 "AI Innovation and Governance" of this report.

Table 51. Compliance Training Statistics

No.	Course Category	Course Content	Target Participants	Completions
1	Mandatory Courses for Employees	Courses on personal data protection, treating customers fairly, AML, ethical business practices	Employees	41,975
2	Regulatory Compliance for Sales-Related Operations	Courses on contract performance evaluation, investigation of fraud cases, and the Ten Commandments for Agents	Employees	2,313
3	Training for Compliance Officers/ Personnel	On-the-job training, financial consumer protection, anti-corruption advocacy	Employees	1,244
4	AML and CFT Training	Anti-Money Laundering (AML) training courses for frontline employees and designated supervisors/personnel.	Employees	1,543
5	General and Other Courses	Advanced personal data protection, updates on regulatory changes	Employees	2,026
6	Advocacy Courses for Domestic Equity Investment Personnel	Regulatory compliance for personal investment transactions	Employees	73
7	Legal Advocacy Courses for Agents	AML and Treating Customers Fairly compliance courses	Agents	40,738

In 2024, Nan Shan Life had no material sanctions[1], violations of environmental regulations, or penalties, warnings, or voluntary violations related to product or service labeling. The Company paid a total of NT$13.33 million in fines across 91 cases during the year. Of these, NT$13.124 million across 88 cases were penalties issued in 2024, while NT$206,000 across 3 cases were related to penalties from the previous year. NSGI paid a total of NT$2.4 million in fines across 3 cases, all issued in 2024.

Note 1: Nan Shan Life defines "material sanctions" in accordance with "Regulations Governing Public Disclosure by the Financial Supervisory Commission of Material Enforcement Actions for Violations of Financial Legislation."

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6.2.4 Ethical Corporate Management Mechanism

Nan Shan Life strictly complies with applicable laws and regulations and has implemented robust internal audit and control systems as well as related management measures. The Company's "Regulations on Handling of Whistleblowing Cases" clearly define the processes for case acceptance, internal reporting, and investigation. Any person who discovers potential criminal acts, fraud, or legal violations committed by administrative employees, managers, or directors in the course of their duties may report such incidents to the Compliance Department through the following channels:

Whistleblowing Email	NS-Whistleblowing@nanshan.com.tw
Hotline	+886-2-8758-8877
Fax	+886-2-2758-2136
Mailing Address	Compliance Department, No. 168, Zhuangjing Road, Xinyi District, Taipei City

If the content of a whistleblower report is specific, clearly stated, and supported by sufficient evidence, the case may be accepted for investigation even if the report is submitted anonymously. If the receiving unit deems the report admissible, an Investigation Team will be responsible for conducting the investigation, while the Disciplinary Review Committee will review the investigation report. If the subject of the report is a director or a senior executive at the level of Vice President or above, the case must undergo further review by the Audit Committee. If the report falls outside the scope of whistleblower matters, the receiving unit shall assess whether other appropriate procedures should be taken and refer the case to the responsible unit for handling.

In 2024, the Company received a total of 7 whistleblower reports. Six of these cases involved matters such as agent ethics, unauthorized policy applications by bank financial consultants, and disputes between clients and agents. These were not within the scope of whistleblower matters as defined in Article 2 of the Company's Regulations on Handling of Whistleblowing Cases, and were accordingly referred to the relevant responsible units. One case involved a suspected conflict of interest. The case was investigated by the Investigation Team and reviewed by the Disciplinary Review Committee. As the subject of the report was a senior executive at the Vice President level or above, the case was further reviewed by the Audit Committee. The final determination concluded that no conflict of interest had occurred.

The Company strictly safeguards the confidentiality of the whistleblower's identity, case details, and procedural matters. Whistleblowers who file a report in good faith are protected from dismissal, reassignment, demotion, salary reduction, disciplinary action, or any other adverse treatment as a result of their report. Furthermore, no retaliatory acts such as inappropriate work arrangements, physical or psychological abuse, or coercion may be imposed on the whistleblower or any individual assisting in the investigation.

Investigation Team

Responsibilities	The Investigation Team is responsible for verifying the facts of the reported matter and submitting an investigation report and recommendations for handling to the Disciplinary Review Committee.
Members	The Investigation Team may comprise department heads or their designated representatives from the following units: 1. Internal Audit Office (serves as the team lead) 2. Legal Department 3. Compliance Department 4. Human Resources Department 5. Others

Disciplinary Review Committee

Responsibilities	The Disciplinary Review Committee is responsible for guiding and reviewing the investigation report submitted by the Investigation Team.
Members	1. President (serves as Chair of the Committee) 2. Lead of the Investigation Team 3. Chief Legal Officer 4. Head of the Compliance Department 5. Head of the Human Resources Department

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6.3 Tax Governance Practices

Tax Governance Policy

In response to international trends in tax governance, to fulfill its corporate citizenship responsibilities, to manage its tax risks and to comply with tax regulations, Nan Shan Life has established the "Tax Governance Policy". The Board of Directors serves as the highest decision-making and oversight body for tax risk management mechanisms. The Accounting Department under the Finance and Actuarial Division is the designated unit responsible for all tax-related matters across the Company. The Chief Financial Officer (CFO) is tasked with supervising tax operations and tax risk management, and reports the status of tax-related implementation to the Board of Directors annually to ensure the effective functioning of the tax governance mechanism. Nan Shan Life's adheres to principles of integrity and prudence in its approach to tax governance. To ensure compliance with tax laws in all operating regions and to address the impacts of regulatory changes, the Company follows the tax governance principles and code of conduct below:

Nan Shan Life Tax Governance Policy

Regulatory Compliance	The Company is committed to complying with tax laws in all jurisdictions where it operates, and to adhering to international tax standards. Taxes shall be accurately calculated and declared within the statutory deadlines to fulfill tax obligations.
Transparency of Information	Tax information shall be disclosed through public channels on a regular basis to ensure it is transparent and open.
Honest Communication	The Company maintains open, honest, and trustworthy communication with tax authorities in all jurisdictions. The Company is willing to offer industry perspectives and professional opinions on tax matters and also support improvements in tax systems and policies.
Risk Management	When formulating and executing tax-related decisions, the Company should not only evaluate associated risks in the context of the current legal environment and international developments, but also consider its overall optimized tax burden. The Company should prudently assesses tax risks and response measures for all major business decisions, and adopt appropriate mitigation and adjustment strategies.
Economic Substance	The Company does not adopt tax structures intended to evade taxation, nor does it engage in business activities that deliberately shift profits to low-tax jurisdictions or use tax havens to conduct tax avoidance transactions.
Arm's-Length Transactions	Transactions with related parties must comply with the arm's length principle and follow transfer pricing regulations to ensure tax compliance and the fulfillment of tax obligations.
Compliant Tax Filing	The Company shall enjoy tax incentives only when justified by reasonable commercial purposes and supported by economic substance, in accordance with relevant tax laws and treaties. Abuse of tax treaties in violation of their legislative spirit is not permitted.
Talent Development	Through ongoing educational training and cultivating talents, the Company will enhance its tax-related profession in the organizational competencies to be capable of managing tax risks effectively.

Tax Jurisdiction Information

Nan Shan Life is committed to complying with the tax regulations in all jurisdictions where it operates, in alignment with international tax standards. The Company ensures accurate tax calculation and fulfills its tax obligations by completing filings within statutory deadlines. Nan Shan Life primarily operates in Taiwan. The table below provides relevant information regarding taxation and principal operating activities by jurisdiction.

Table 52. Tax Status by Country

NT$ (in millions)

Fiscal Year: 2024-01-01 to 2024-12-31					
Tax Jurisdiction	Number of employees	Revenue	Profit (Loss) before tax	Income tax accrued	Income tax paid
Taiwan	5,109	491,573	43,638	650	4,496
Singapore	0	333	(51)	0	0

Entity Name	Country	Primary activities
Nan Shan Life	Taiwan	Life insurance
NSGI	Taiwan	Property and casualty insurance
Nanshan Life Pte. Ltd.	Singapore	Offshore financing and investment

Income Tax Information

In 2024, Nan Shan Life's effective tax rate was 1.27%, a decrease of 7.88% compared to 9.05% in 2023. The decline was mainly due to a higher amount of tax-exempt income under statutory provisions and adjustments for overestimated income tax from prior years, resulting in lower income tax expenses. Additionally, an increase in profit before tax contributed to the decrease in the effective tax rate.

Table 53. Multi-Year Income Tax Information

NT$ (in millions)

	2024	2023	Average
Earnings before tax	43,106	24,400	33,753
Income tax expense	650	2,291	1,471
Effective tax rate (%)	1.51	9.39	4.36
Cash taxes paid	4,496	2,551	3,524
Cash tax rate (%)	10.43	10.45	10.44

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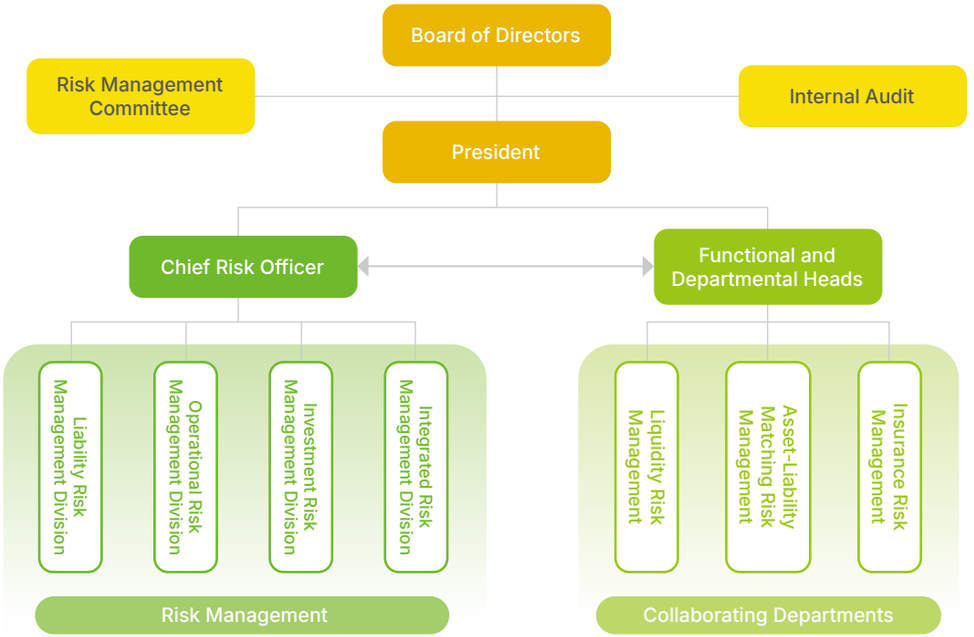
6.4 Risk Management

Nan Shan Life, as one of Taiwan's major financial and insurance institutions, plays a vital role in supporting financial stability. To ensure capital adequacy and solvency, and to maintain sound business operations and development, Nan Shan Life has established a robust risk management organizational structure, mechanisms, and culture. Through a systematic risk management process, Nan Shan Life identifies, assesses, monitors, responds to, and reports all material and foreseeable risks arising from its operations. These efforts are designed to safeguard the Company's assets and protect client interests.

Based on its strong financial foundation, Nan Shan Life remains committed to a high-efficiency risk control model to create value for both shareholders and clients.

6.4.1 Risk Management Organizational Structure



The Board of Directors of Nan Shan Life serves as the highest supervisory and decision-making authority for risk management, bearing ultimate responsibility for the Company's overall risk oversight. A Risk Management Committee, reporting to the Board and chaired by an independent director, has been established to implement the Board's risk-related resolutions and regularly review the overall effectiveness of the Company's risk management framework. In addition, the Company has appointed a Chief Risk Officer and established an independent Risk Management Department to assist in formulating and executing risk management initiatives approved by the Board, and to carry out cross-departmental and cross-functional risk monitoring and control.

Nan Shan Life's Risk Management Policy, approved by the Board, provides the foundation for the Company's risk governance. Specific management procedures have been developed for each material risk, ensuring that while the Company pursues business growth and operational performance, effective risk control remains a core principle. The Risk Management Department, in accordance with the policy, regularly monitors the Company's overall risk profile and submits quarterly reports on risk management implementation to both the Risk Management Committee and the Board of Directors. To further strengthen internal controls and embed a culture of risk management, Nan Shan Life adopts a Three Lines of Defense risk management mechanism. Internally, the Internal Audit Department conducts at least one audit annually of each unit's risk management practices in accordance with applicable regulations. Externally, the regulatory authorities conduct financial inspections every two years or on an ad-hoc basis to assess the Company's compliance with risk management frameworks.

Three Lines of Defense	Details
First Line of Defense Business Units	• Each business unit, based on its function and scope of operations, assumes responsibility for the risks arising from its day-to-day activities. As the first line of defense, it is tasked with identifying and managing risks by designing and executing effective internal control procedures that cover all relevant operational activities. • Each business unit designates a risk management officer to ensure compliance with risk-related regulations in day-to-day operations and to implement operational risk control practices.
Second Line of Defense Risk Management, Compliance, and Information Security Units	• These units are independent of the first line of defense but are not part of the third line. They assist in and oversee the first line's risk identification and management based on their respective characteristics. • The independent Risk Management Department is responsible for implementing the risk management policies, risk appetite, and risk limits approved by the Board of Directors. It supervises the overall risk-bearing capacity and current exposure, reporting the status to the Board and senior management. It also reviews and adjusts the framework annually as needed. • The Risk Management Department, Information Security Department, and Compliance Department maintain horizontal communication within the second line to ensure comprehensive risk identification and effective oversight.
Third Line of Defense Audit Unit	• The internal audit function constitutes the third line of defense. It conducts at least one audit annually on each unit's risk management implementation and compliance with legal and procedural requirements. • It assists the Board of Directors and senior management in auditing and assessing the effectiveness of the risk management and internal control systems, including evaluating how well the first and second lines monitor risks. It provides timely recommendations to ensure continuous effectiveness of internal controls and serves as a reference for reviewing and improving internal control systems. • It maintains horizontal communication with second-line units to ensure comprehensive risk identification and monitoring.

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6.4.2 Risk Identification and Management

Nan Shan Life takes a rigorous approach to identifying, assessing, monitoring, responding to, and communicating all reasonably foreseeable and relevant risks in its operations. These include, but are not limited to, market risk, credit risk, operational risk, insurance risk, liquidity risk, and asset-liability matching risk. Risk control mechanisms are established through various tools such as Risk and Control Self-Assessments (RCSA), Key Risk Indicators (KRI), market risk measurement systems (e.g., Algo), and operational risk event reporting. Internal models are continually optimized.

Market Risk

Based on value at risk (VaR) models, limits are set for relevant risk factors. Stress testing and sensitivity analyses are also used to measure and monitor market risk. Risk factors are identified, disclosed, and monitored effectively. Limits are imposed on high ESG-risk industries, and analysis is conducted for investments in foreign and mainland Chinese markets, as well as for industries receiving significant government subsidies or linked to national policies. Findings are regularly reported to management to assist in monitoring positions.

Liquidity Risk

1. Funding Liquidity Risk Management: A funding management unit independent of trading operations is in place. In accordance with the Liquidity Risk Management Guidelines, mechanisms are established or updated to manage liquidity risks. A cash flow model is employed to oversee daily and ongoing cash flows, while monitoring changes in medium- to long-term cash flow liabilities of the Company.
2. Market Liquidity Risk Management: Taking into account the proportionality between market trading volumes and held positions, the Company addresses funding needs arising from abnormal or emergency situations through the activation of a Business Contingency Task Force, as stipulated in the Regulations Governing Business Contingency Measures.
3. Business Contingency Management: In the event of abnormal policy surrenders, substantial capital outflows, or severe liquidity shortfalls that may significantly impact solvency, the Regulations Governing Business Contingency Measures are enacted to safeguard financial stability and ensure the Company's sustainability.

Operational Risk

Operational risk is regularly monitored and reported through the following tools:
1. Each quarter, the Company conducts Risk and Control Self-Assessments (RCSA), whereby business units identify and evaluate all reasonably foreseeable and material risks in daily operations, assess the effectiveness of control measures, and report risk exposure. This assessment covers areas such as organizational changes, operational processes, information systems, and external events.
2. Key Risk Indicators (KRI) are monitored monthly, and results are reported to the Risk Management Department. If the risk level reaches medium or above, appropriate risk response measures must be taken and reported to the respective department head and the Risk Management Department.
3. In addition, the Company has established the "Operational Risk Event Reporting Guidelines." In the event of a loss event, business units must report to their department heads and notify the Risk Management Department. Root cause analysis is conducted, and relevant controls are reviewed and reinforced where appropriate.

Credit Risk

Guided by a principle of "tiered management and limit control," limits are set for countries, industries, currencies, subordinated bonds, counterparties, issuers, and guarantors. Pre- and post-trade controls are applied. Credit risk conditions, events, and indicators are assessed regularly, and credit limits are adjusted in response to market developments or significant risk changes. Systematic methods and reporting frameworks are used to identify, measure, and monitor credit risk, thereby improving risk management quality and reducing exposure.

Insurance Risk

This includes risks related to underwriting, claims, catastrophes, reinsurance, product design and pricing, and reserves:
1. Underwriting and Claims Risk Management: In compliance with the Insurance Act, Regulations Governing Business Solicitation, Policy Underwriting and Claim Adjusting of Insurance Enterprises, and other relevant laws, the Company establishes internal rules and implements procedures and controls to manage underwriting and claims risks. These are tracked through management reports to protect client interests and prevent losses.
2. Catastrophe Risk Management: The Company assesses potential losses based on Taiwan's historical catastrophe data and the scale of business, simulating extreme event scenarios to estimate maximum potential losses. Catastrophe reinsurance is arranged to mitigate these risks.
3. Reinsurance Risk Management: A reinsurance risk management plan is established, including retention limits and reinsurance arrangements. Procedures are also in place for excess-of-loss and non-traditional reinsurance. Reinsurers are regularly monitored to mitigate credit risk.
4. Product Design and Pricing Risk Management: In addition to establishing cross-functional committees—the Insurance Product Review Committee and the Insurance Product Management Committee—to oversee product submission and sales readiness, the Company also adheres to relevant regulations by implementing risk control measures based on the characteristics of each product during the design and pricing stages. After a product is launched, the Company conducts periodic experience reviews and enforces tracking and management mechanisms to monitor and manage risks, thereby confirming the appropriateness and reasonableness of product design and pricing.
5. Reserve Risk Management: Reserve setting complies with the Regulations Governing the Setting Aside of Various Reserves by Insurance Enterprises and relevant laws, and follows actuarial principles and standards. In addition, the Company has established relevant operating procedures to ensure the accuracy and completeness of reserve calculations. The annual actuarial certification report also adopts the cash flow testing method to conduct related assessments and sensitivity analyses, in order to evaluate the adequacy of the reserves.

Asset-Liability Matching Risk

Asset-liability matching risk is assessed based on duration gaps, short- and long-term cash flows, and available cash balances. The Asset-Liability Management Committee meets regularly to monitor and report on risk status.

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To strengthen the identification and impact assessment of major risks in business operations, in addition to quarterly Risk and Control Self-Assessments (RCSA) conducted by all departments to identify, measure, and manage relevant risks, functional heads also complete annual questionnaires from a company-wide perspective. These assessments consider the nature of each unit's operations to identify key risk issues and evaluate their potential impacts, leading to the review or enhancement of related control measures. For the current year, two risk issues have been identified as high-risk:

Risk Category	Risk Description	Impact Description	Risk Response Measures
Market Risk	The value of the Company's assets may be affected by fluctuations in interest rates, exchange rates, equity prices, and derivative product prices, potentially leading to significant market volatility and substantial financial losses.	• Interest rate risk may cause adverse changes in the market value of investment targets, resulting in losses that negatively impact profit and loss, other comprehensive income, and net worth, and may also lead to breaches of relevant risk limits. • Fluctuations in interest rates or spreads may result in a decline in reinvestment yields, negatively affecting recurring income and overall profitability. • Volatility in exchange rates and derivative product prices may result in significant adverse movements, causing investment losses and negatively impacting profit and loss, other comprehensive income, net worth, foreign exchange revaluation reserves, and capital adequacy ratios, potentially breaching established risk thresholds. • Sharp declines in stock prices may lead to substantial investment losses, the need to recognize disposal losses or impairments, and adverse impacts on profit and loss, other comprehensive income, net worth, and capital adequacy ratios, also resulting in breaches of risk-related limits. • Broader market changes—such as U.S. policy shifts—may increase market uncertainty and trigger inflation risk.	• To manage investment processes and control risks, Nan Shan has established an Investment Review Committee responsible for approving major investment projects and reviewing investment positions. Additionally, both the Risk Management Committee and the Asset-Liability Management Committee strictly oversee investment risk exposures and asset-liability coordination. Specific monitoring mechanisms, implementation procedures, and reporting frameworks are in place for market risk oversight. • The Risk Management Department measures market risk using a Value-at-Risk (VaR) approach. VaR limits are established based on the Company's risk appetite, with corresponding thresholds and early warning indicators for each relevant risk factor. Assessment results are regularly reported to senior management to facilitate timely awareness of position changes and risk status. • The Company also closely monitors U.S. tariff policies, trade tensions, and their implications for U.S. inflation and Federal Reserve interest rate decisions. Risk controls include country and industry exposure limits, issuer credit limits, and VaR thresholds. Daily and monthly analyses of market conditions are provided to inform investment teams and decision-makers. In response to market developments such as new U.S. policies that may affect key risk factors—including equity, exchange rates, interest rates, spreads, and credit—the investment function is alerted to adjust related positions accordingly.
Asset-Liability Matching Risk	This refers to the risk arising from mismatches between the value changes of assets and liabilities.	• Such mismatches may cause the net worth ratio or solvency levels to fall below the Company's risk appetite or statutory thresholds. • Risks include the failure to align the annualized investment return on assets with the overall funding cost of liabilities, • As well as mismatches in currency, duration, or the direction of price changes between assets and liabilities.	• To manage this risk, the Company convenes quarterly Asset-Liability Management Committee meetings to review market risk, liquidity risk, solvency, and insurance risk. These meetings include reviews of asset-liability cash flows, effective durations, and the relationship between investment returns and funding costs. The objective is to monitor changes in asset-liability matching risk and discuss appropriate and feasible response measures. Summarized findings are reported to the Risk Management Committee to ensure that senior management maintains oversight of asset-liability management.

Business Continuity Management

Nan Shan Life has established a business continuity management mechanism in alignment with international standards. The Board of Directors serves as the highest supervisory authority for the Company's business continuity efforts. The Company has formulated a Business Continuity Management Policy and developed corresponding strategies and solutions to safeguard the safety of personnel, maintain operational continuity, and ensure the availability of IT systems in the event of incidents, disasters, or unforeseen events. This mechanism aims to protect client rights and critical business operations from internal and external threats—intentional or accidental—while minimizing the likelihood and impact of disruptions. The Company conducts annual drills, including fire evacuation, offsite backup operations, and IT disaster recovery exercises, to ensure that core functions can be restored to the minimum acceptable service level within the recovery time objective during a disruption. Through the implementation of the Plan-Do-Check-Act (PDCA) cycle, the Company continuously improves its business continuity framework, thereby enhancing operational resilience. In 2024, the Company completed the renewal of its ISO 22301:2019 Business Continuity Management System certification, ensuring uninterrupted customer service.

6.4.3 Building a Risk Management Culture

To reinforce effective risk management and internal controls, Nan Shan Life actively cultivates risk awareness among all employees and continues to strengthen incident reporting and internal control mechanisms, embedding risk management into daily operations.

	Nan Shan's 2024 Initiatives
Employee-Driven Risk Identification, Reporting, and Feedback Mechanism	The Company has established the "Operational Risk Event Reporting Guidelines." When a risk event occurs or is identified, employees must immediately report it to their department head and the Risk Management Department. Root cause analysis is then conducted to review control gaps and strengthen preventive measures.
Performance Evaluation Incorporates Risk Management Indicators	Effectiveness in internal control and legal compliance has been incorporated into performance evaluations for managers and all employees to ensure the effective functioning of the risk management framework.
Risk Management Training	• To foster a comprehensive risk culture and enhance awareness, Nan Shan provides regular market risk, credit risk, and operational risk reports to relevant supervisors. A wide range of training courses is offered annually, covering traditional operational risk, outsourced operations, unethical conduct, business continuity management, and climate-related disclosures. This approach helps employees internalize and adopt a holistic risk mindset. • All newly hired employees must complete foundational risk management training to understand the core concepts of Nan Shan's risk framework. • For in-service employees and risk management supervisors, the Company continues to provide annual training on risk management. In 2024, Nan Shan Life conducted one company-wide online risk management course, five training sessions on business continuity management, one climate-related risk management course for board members, and one additional session for senior executives, the TCFD Task Force, and risk management supervisors.

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6.4.4 Emerging Risk Management

Facing the increasingly complex global financial business environment, Nan Shan Life's emerging risks working group collects emerging risk information from external organizations each year and refers to the Global Risks Reports published by the World Economic Forum to identify the emerging risk issues in the environment, society, economy, geopolitics, and technology that the Company may face in the future, assess the likelihood of occurrence, potential impact, and possible time scale of impact, identify emerging risks of concern, and develop relevant adaptation measures and countermeasures and report the results of the annual new risk identification, countermeasures, and regular review of the new risk management implementation to the Risk Management Committee and the Board of Directors. The emerging risks identified for 2024 are detailed as follows:

Risk Type	Emerging Risk Issues	Risk Description	Potential Impact on Operations	Adaptation Measures
Technology	Misinformation and disinformation	• The rapid development of emerging network and GenAI technologies and the popular application of social media, the increasing severity of deliberate or malicious misstatement (incorrect information) or fake news (intentionally fabricated, distorted, tampered, or false information) may mislead the markets, companies, or the general public, causing panic or wrong actions, and thereby negatively affect the Company's reputation and operations or client rights and interests.	• Distribution of incorrect or false information distribution to the Company or managerial officers or the information security incidents (such as phishing emails) caused by such information may result in sensitive data leakage or file encryption and access failure, or the failure to handle such incidents in a timely manner, which may result in significant financial losses, causing client to lose their trust or affecting the Company's normal operations. • The verification, clarification, or introduction of anti-duplicating tools for incorrect or false information may increase the operating cost of the Company. • Frauds that intend to obtain improper benefits through incorrect or false information may lead to client complaints or increase in claims. • The incorrect and intentionally misleading information may lead to social conflicts and increase the possibility of terrorism or hacker attacks. These will affect the stability of the national order or the financial market, and thus the overall investment performance of the Company will be adversely affected.	• Strengthen the Company's information monitoring and analysis mechanism. • With emergency response mechanisms in place, such as the public relations and media crisis management, when an incident occurs, fact checks are completed as quickly as possible and information is clarified to the public to slow the spread of negative information. • Establish a defense mechanism with the related units of the government to share and provide timely information, and set up an anti-fraud publicity section on the official website and carry out anti-fraud dissemination. • Strengthen employee education, training and promotion, increase the identification of incorrect and false information by employees, and improve their ability to respond quickly; implement social engineering drills in different scenarios from time to time to improve the information security protection capabilities of the employees
Technology	Cyber insecurity	The main threats of network security issues are as follows: • The threats of cyber attacks, such as Distributed Denial-of-Service (DDoS), phishing of corporate network, and password brute force, are gradually deepening, and the targets of attacks are gradually expanding, which will lead to the services of the target being interrupted. • As the use of the API is increasing, more and more attacks will target the weakness of the Company's website or the unamended loopholes of the API (such as SQL Injection, Cross-Station Script attacks (XSS), unauthorized access to the API). This weakness may be used by the attackers to operate the system in illegal manner.	• If the company's IT infrastructure, such as servers and operating systems, is invaded or attacked by viruses, it may cause damage or paralysis of the information system, resulting in operational interruptions or input of a large amount of resources to restore the system and repair vulnerabilities. • When a large amount of sensitive information is leaked, in addition to the possibility of bearing relevant legal responsibilities or being fined by the competent authorities, this may lead to a decrease in clients' trust in the security of the Company's system, affect the company's market competitiveness, and damage the brand reputation. • When the Company's website or API vulnerabilities are attacked, in addition to the possible loss of the Company's sensitive information and the impact on business secrets or user privacy, attackers may take this opportunity to conduct unauthorized activities, tamper with or delete sensitive data, thereby affecting the normal operation of the company's business.	• Preventing network attacks: 1. Deploy information security protection systems. 2. Regularly update devices and application patches 3. Enhance employees' awareness of social engineering attacks through education and training. 4. Analyze the information security logics of the system and information security equipment, issue alerts, and keep track of the network attacks in a timely manner. 5. Regularly execute information security incident drills. • Preventing attacks on websites or API vulnerabilities: 1. Regularly conduct safety scan and penetration test. 2. Implement the management and access control for API security. 3. Regularly check the website's black box and white box scanning inspection to confirm there is no vulnerabilities that have not been patched.

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Risk Type	Emerging Risk Issues	Risk Description	Potential Impact on Operations	Adaptation Measures
Technology	Data privacy and data ethics	• The rapid development of digital transformation and AI technology has increased the demand for more data in the process of innovation, decision-making or better customer service. • The legal, regulatory and ethical environment of data privacy and data use is becoming more diverse and complex. It is increasingly important to protect the privacy of individuals while improving technology. This is a major challenge in the development of technology.	• If the Company fails to properly protect or use clients' data, it may lead to the loss of consumer trust and market competitiveness, and increase the risk of litigation or penalties. In addition to the increase in legal and regulatory costs, it will damage the Company's reputation and damage consumer trust, which will affect the Company's market competitiveness. • As the competent authorities or client value the protection of data privacy, the Company needs to invest more resources to strengthen the protection measures for data security, including encryption technology and data monitoring and loopholes repair, and increase the operating cost of the Company.	• Strengthening data governance: 1. Use data privacy protection tools (such as DLP) to prevent client data leakage. 2. Improve data access control and regularly perform checks on conflicts between authority and function to prevent unauthorized use or misuse of client data. 3. Implement the data minimization principle 4. De-identify sensitive data. 5. Enhance employees' awareness of client data protection through education and training.
Geopolitics	Legal and regulatory complexity	• In response to the increasingly complex political, economic, and social environment, and the increasing number of new laws and supervision requirements related to sustainability, digital governance, artificial intelligence, or ever-changing technology developments, the complexity of laws and supervision and the increasing market uncertainty have made the Company face challenges in terms of compliance and operations. If the Company fails to follow the rhythm of changes in laws and regulations, the risk of punishment or litigation may be the result.	• The new laws and regulations, supervision requirements, and clients' expectations of financial institutions are making the business environment more complicated, and this may cause the Company to invest a lot of resources to understand and comply with these regulations (such as hiring professional consultants to adopt relevant compliance measures, or strengthening relevant control mechanisms), and increase the Company's operating costs. • For the Company's global investment, the increase in geopolitical risks and the complexity of laws and regulatory supervisions in different regions and sectors and the increase in market uncertainty may have a negative impact on the overall investment performance of the Company, and thus erode the Company's profits.	• Strengthen the monitoring of regulatory changes, understand and keep track of supervision trends, ensure compliance, and evaluate and respond to the impact on the business through understanding the supervision environment and potential changes in short and medium term. • Use technology (such as AI and big data) to improve compliance efficiency. • Gain a deeper understanding of the target market and establish a compliance inspection list, and purchase appropriate databases to keep abreast of the latest national regulations and compliance information.
Social	Impact of advanced medical technology	• The rapid development of medical technology has brought significant progress in the prediction, prevention, diagnosis and treatment of diseases to improve human health and extending lives. However, this may lead to an increase in the number of patients with chronic diseases, old-age diseases and rare diseases, and changes in the insurance claim structure; in addition, the information is not balanced between the insurance company and the insured, resulting in an increase in claim risks.	• The development of new high-end medical technologies and high-end medical services has led to an increase in medical expenses. In addition, the advancement of medical technology has led to a gap between the current medical needs and early insurance terms, causing a dispute over claim payments, and the Company's claim costs have increased. • The popularization of preventive medical testing such as early disease screening will help develop accurate and personalized treatment. This will challenge insurance companies to adjust product design in a timely manner. If failing to cover new treatment methods and diagnosis tools, the Company may have a decline in sales and a loss of market competitiveness.	• The Company encourages clients to pay attention to their health through product design and the provision of incentives, advocating more active voluntary health management to prevent diseases or mitigate their impact. In addition, the Company may reduce high expenses for major diseases through early screening, disease prevention and effective treatment of preventive medicine, though this may increase initial claims. • Continue to develop innovative products in line with the medical technology development trend. • Transfer risks appropriately through reinsurance arrangement. • Work with medical institutions to promote a health protection circle and encourage preventive medicine.

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6.5 Information Security and Privacy Protection

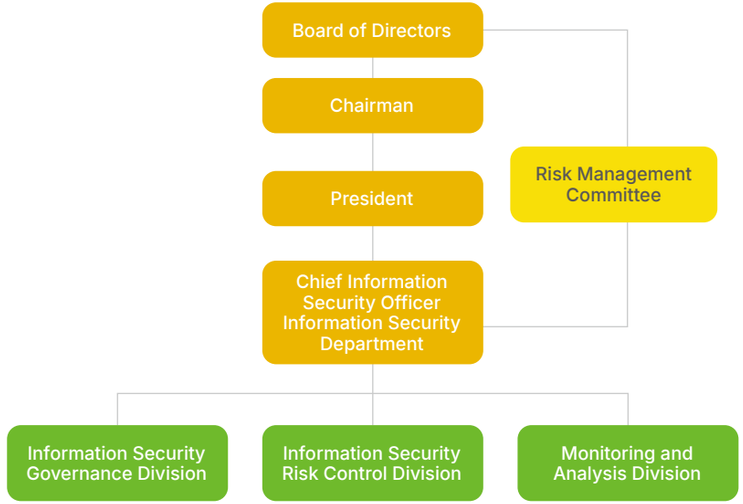
6.5.1 Information Security Governance

Nan Shan Life has appointed a Vice President-level senior executive with practical experience in information and cybersecurity to serve as the Chief Information Security Officer (CISO), who is responsible for overseeing the promotion of information security policies and resource coordination. At the same time, a dedicated department, the Information Security Department, has been established to plan, monitor, and execute information security management operations. To ensure information security while meeting regulatory compliance and business needs, the Company has established a cybersecurity risk management framework centered on NIST Cybersecurity Framework (NIST CSF 2.0), in combination with ISO 27001 international standards. This framework comprehensively covers strategy formulation, implementation and monitoring, as well as incident response, thereby safeguarding the confidentiality, integrity, and availability of information assets.

Under the ISO 27001 Information Security Management System, the Company has established an Information Security Implementation Task Force to coordinate information security operations among IT units and the second and third lines of defense. This task force holds quarterly information security meetings. An annual Information Security Management Review Meeting is convened, chaired by the CISO, with participants including members of the implementation task force and department heads within the scope of ISO 27001. This meeting conducts a management review of information security requirements to ensure the effectiveness of the system.

Nan Shan Life convened a total of 9 information security meetings in 2024

The CISO reports quarterly on the overall execution of information security to the Risk Management Committee under the Board of Directors, and compiles an annual report in the first quarter of each year summarizing the previous year's performance. This report is jointly reviewed by the Chairman, President, Chief Auditor, CISO, and Compliance Officer and issued as a Statement on the Internal Control System, which is then submitted to the Board of Directors for approval.



6.5.2 Information Security Management

Nan Shan Life has established its Information Security Policy, which was approved at the Board level. The policy is based on international standards such as ISO 27001 and incorporates internal business needs and regulatory requirements to ensure the confidentiality, integrity, and availability of information assets. The policy is implemented in the "Plan-Do-Check-Act" (PDCA) mode to ensure continuous improvement of the management efficiency. The core of the policy covers access control, risk assessment and management, communication security and system security encryption, compliance audits on supply chain information security, and information security education and training. The policy applies to all employees and external partners to ensure the information security of each operating process.

In terms of information security system management, Nan Shan Life began implementing the ISO 27001 Information Security Management System in 2014[1] and successfully passed the ISO 27001:2022 version transition audit in December 2024 with no deficiencies. In alignment with its digital transformation initiative, the Company will expand the scope of certification in 2025 expanding beyond the existing coverage to include information units associated with digital transformation. NSGI has actively enhanced its information security framework, attained ISO 27001:2013 certification, and continues to improve related governance structures and operational practices. Nan Shan Life continues to strengthen the communication with the business and information divisions on the requirements of information security operations and relevant education and training. We conduct social engineering drill for all employees and 3-hour information security education and training to improve the information security management mechanism and enhance the security awareness among the employees. NSGI also continues to reinforce its information security practices by providing all employees with training on basic cybersecurity knowledge and social engineering prevention, totaling three hours. These efforts are complemented by social engineering simulation drills to improve employees' awareness and practical response capabilities.

In 2024, information security expenditures accounted for approximately 8% of Nan Shan Life's total IT expenditures. Considering the information security policy and objectives, the Company provides resources for planning, monitoring, implementation and improvement of information security management and takes into account the information security protection needs when conduction information planning and design. The information security budget has increased annually over the past three years. Through resource investment and strategic precision deployment, the Company can ensure effective management of information security risks, support business stability, and maintain client trust for a long time. In the future, the Company will combine business needs with international standards to optimize our information security system and respond to ever-changing security challenges. In addition, the Company conducted a maturity evaluation of information security in 2022. To ensure that cybersecurity protection and management measures remain up to date, the Company plans to conduct another maturity assessment in 2025. This initiative aims to continuously strengthen its cybersecurity strategies, management practices, and technical capabilities. Furthermore, the Company intends to engage a cybersecurity advisory consultant to the Board of Directors to enhance corporate decision-making capabilities in information security.

Note: The scope of certification covers approved e-commerce and related services, information application systems and associated databases, disaster recovery centers for data centers, and relevant infrastructure

Nan Shan Life received the **"Information Security Leadership Award" at the 2024 Taiwan Corporate Sustainability Awards (TCSA).**

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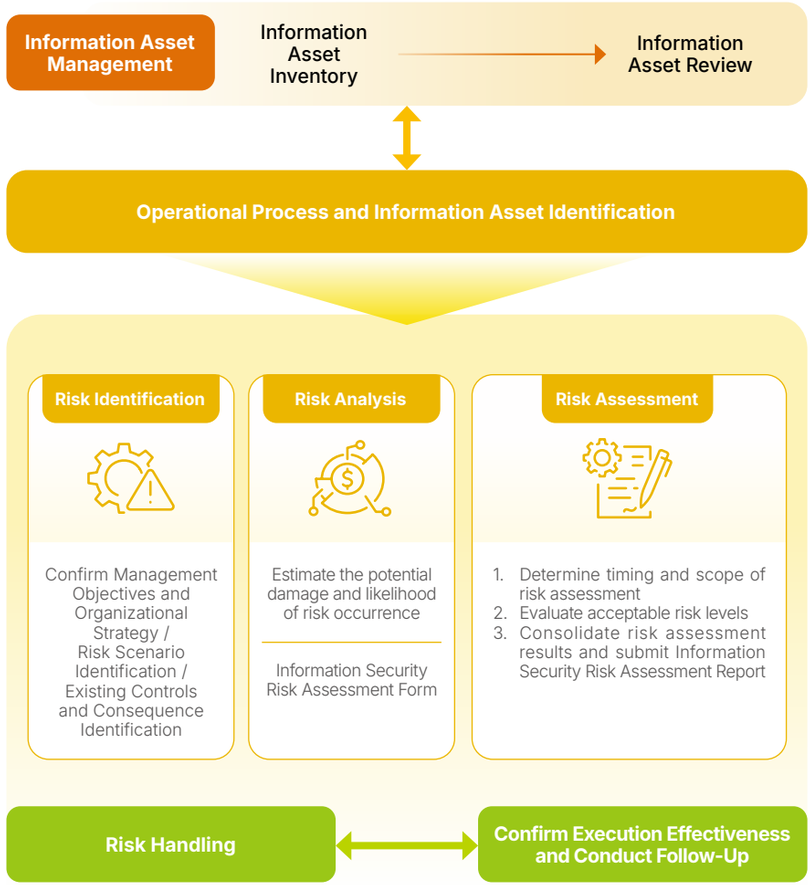
Nan Shan Life has established an Information Security Management System (ISMS) to structure its organizational information security management. By implementing comprehensive planning across prevention, monitoring, and incident response, the Company continuously strengthens its information security practices and ensures the effectiveness of its risk management. A complete methodology for risk analysis, assessment, and treatment is applied to categorize information assets, determine their value and importance, analyze vulnerabilities and threats, and integrate risk management into the Company's information security framework. This systematic risk assessment process supports robust cybersecurity risk management.



To safeguard business continuity and the security, integrity, and availability of its information systems, Nan Shan Life conducts multiple cybersecurity drills annually. These exercises simulate cyber threat scenarios to enhance employees' capabilities in incident reporting and emergency response, while reinforcing the security of IT infrastructure and cyber defense measures.

Nan Shan's 2024 Cybersecurity Drill Implementation Overview

Item	Details
Core Information System Disaster Recovery Drill	In accordance with its Business Continuity Management (BCM) plan, Nan Shan conducts annual disaster recovery drills for its core information systems. In 2024, external service providers were invited to participate to ensure operational continuity. The scope of offsite recovery exercises also included publicly accessible services such as the official website and the client portal.
DDoS Attack and Incident Escalation Drill	A cybersecurity incident response playbook for DDoS attacks was completed and validated through a dedicated DDoS drill. Also, given the increasing scale of such attacks, the simulated attack volume for this year's exercise was intensified to verify the Company's ability to effectively withstand large-scale DDoS threats.
Company-Wide Social Engineering Drill	A social engineering simulation targeting all employees was carried out in 2024. The overall click-through rate on rule-violating emails was approximately 7.27% for Nan Shan Life and 0.56% for NSGI. Targeted cybersecurity awareness training was subsequently provided to personnel who triggered the phishing attempt.
Information Security Assessment of Computer Systems	Security assessments were conducted on Category 1 computer systems. Vulnerabilities were identified in some external-facing systems, all of which were remediated and passed re-assessment within the evaluation period.

In addition, in order to enhance the information security awareness of all employees from the Board of Directors to regular employees, the Company plans to engage professional cybersecurity consultants to deliver targeted security training to the Board of Directors in 2025. At least 3 hours of information security awareness training is conducted for all employees every year. The personnel of both information security team and information security technology team provide more than 15 hours of advanced professional training. Customized training programs are provided for information security personnel based on their job-specific responsibilities and are structured into general, basic, and advanced levels. These programs include topics such as threat intelligence analysis, vulnerability management, and incident response, ensuring that every team member possesses both forward-looking insight and practical cybersecurity capabilities. Through regular participation in international certification and information security conferences, the Company's information security personnel are able to catch up with the latest global technology trends and provide solid support for the overall information security strategy.

In 2024, Nan Shan Life employees obtained a total of 83 cybersecurity certifications

Deployment of Active Directory Domain Directory Security Monitoring System

To enhance its cybersecurity defenses, Nan Shan Life has invested NT$3 million annually since 2023 to implement and maintain an Active Directory (AD) domain directory security monitoring system. As Microsoft AD serves as the core identity authentication platform for the Company's information systems—and is often a primary target for cyberattacks—enhancing its threat detection capabilities is critical. This system identifies configuration vulnerabilities and latent security risks in real time and provides detailed analyses of AD-based attacks, enabling the Company to detect and mitigate potential threats.

Through this system, Nan Shan Life continuously conducts AD security monitoring, detects anomalous behavior, and tracks all AD changes, helping Nan Shan Life identify and respond to cybersecurity incidents at an early stage. Beyond improved visibility into AD infrastructure security, the system strengthens the cybersecurity team's threat hunting and incident response capabilities, thereby securing the Company's information systems. Through cross-departmental collaboration, Nan Shan Life continues to patch vulnerabilities within its AD infrastructure, reducing the risk and potential impact of cyber intrusions and building a more robust cybersecurity defense.

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Deployment of External Website Cybersecurity Monitoring and Analysis System

With the increasing complexity of corporate web services, public-facing websites have become major targets for cyberattacks. To fortify website security, Nan Shan Life began investing NT$1 million annually starting November 2023 to implement an External Website Cybersecurity Monitoring and Analysis System. This system enhances the monitoring capabilities of traditional network security equipment, such as Web Application Firewalls (WAF) and Intrusion Prevention Systems (IPS), and also performs in-depth analysis of internal server connection behavior to detect anomalies originating within host systems, reducing the risk of external breaches.

Currently, the system monitors 24 external websites, including the official site, agent portals, and client portals. It performs round-the-clock log analysis and monitoring, generating real-time alerts for abnormal connections and promptly detecting structured query language (SQL) injection, command injection, and path traversal attacks. A connection behavior dashboard helps cybersecurity personnel quickly identify abnormalities. In 2024, the system generated approximately 25,000 security alerts based on historical and real-time events, enabling the team to promptly address vulnerabilities and reduce the risk of client data leakage, further strengthening the security of company websites.

External Digital Asset Cybersecurity Monitoring Services

To reinforce the protection of its external digital assets, Nan Shan Life implemented Digital Risk Protection (DRP) services in October 2021. This service complies with the "Self-Regulatory Guidelines on Information Security for Insurance Enterprises" and exceeds current regulatory requirements regarding counterfeit application detection. With an annual investment of NT$6 million, the DRP service covers certificate security, email security, server host protection, counterfeit website and app monitoring, as well as employee and client account/password leakage detection, ensuring comprehensive digital asset protection.

The system enables Nan Shan Life to conduct real-time identification and respond to external cybersecurity threats, supports precise digital asset inventory, and facilitates in-depth investigation and forensics in collaboration with external security vendors. As of 2024, over 1,000 external cybersecurity incidents have been successfully addressed, significantly reducing risk. The service also integrates various threat intelligence sources—including vulnerability intelligence, malware intelligence, and attacker profiling—helping cybersecurity personnel stay informed of emerging threats and respond efficiently. As a result, Nan Shan Life's cybersecurity risk rating has consistently remained at the highest level: Grade A. This initiative not only safeguards client information but also strengthens trust and satisfaction in the Company's services.

As of the past year, Nan Shan Life has consistently maintained a top-tier cybersecurity risk rating—Grade A—under its Digital Risk Protection (DRP) system.

Cybersecurity Risk Rating System

To enhance cybersecurity governance, NSGI implemented the Bitsight cybersecurity risk rating system. This solution enables quantitative monitoring and real-time analysis to manage supply chain and partner cybersecurity risks and ensure business continuity and data protection. Since its launch in 2022, the Company has consistently invested substantial annual resources to ensure the system's effective operation. The implementation complies with and surpasses the requirements set forth in the "Self-Regulatory Guidelines on Information Security for Insurance Enterprises," optimizing the overall cybersecurity management framework.

By leveraging big data analysis, the system evaluates key indicators such as website certificate safety, email security, digital asset protection, external web service monitoring, and data communication security. The Compromised Systems indicator enables the Company to detect malware attacks and potential vulnerabilities within the supply chain in real time, allowing for rapid response and containment of risks. The Organizational Diligence indicator ensures that vendors maintain strong cybersecurity management and compliance, ensuring that business partners meet required security standards. The User Behaviors indicator monitors digital behavior across internal and external users, helping to prevent human error–induced security incidents. In addition, the system integrates public Disclosures data to provide historical cybersecurity incident records of vendors, serving as a reference for supply chain management and decision-making.

Database Activity Monitoring System

With the rapid development of digital operations, there is a growing need to ensure the security of client personal information and transactional data. To ensure the confidentiality and regulatory compliance of sensitive data, NSGI has implemented a Database Activity Monitoring (DAM) system focused on overseeing online insurance member data, credit card information, and transaction records. By enabling real-time monitoring, abnormal behavior detection, and prevention of unauthorized access, the system strengthens both internal and external data security governance.

The DAM system tracks data access behavior, detects anomalies, and issues automated alerts, assisting the cybersecurity team in responding to potential threats promptly and reducing the risk of data breaches. It also includes automated audit reporting functions in compliance with international standards such as GDPR, ISO 27001, and ISO 27701, thereby enhancing transparency and regulatory efficiency in data security governance.

Additionally, NSGI conducts annual personal data incident simulation drills, simulating scenarios involving potential data leakage and unauthorized access incidents to verify detection capabilities and reinforce the response efficiency of the cybersecurity team. These hands-on exercises not only enhance the precision of risk management but also raise cybersecurity awareness and incident response capabilities among all employees. By combining technical innovation with compliance management, the Company effectively mitigates data security risks.

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6.5.3 Personal Data Protection

Nan Shan Life places great importance on the protection of clients' personal data and privacy. To this end, the Company has established the Personal Data File Security Maintenance Plan and Post-Termination Personal Data Handling Guidelines, and formed a Personal Data Protection Management Committee, with the President serving as the Chief Personal Data Protection Officer. This committee is responsible for overseeing the planning and implementation of the Company's personal data protection management system. Under its purview, a Personal Data Security Maintenance Task Force has been established to drive the execution of data security initiatives. Meetings are held at least quarterly to ensure that data protection and management policies are effectively implemented.

BS 10012:2017 Compliance and Enhanced Data Protection Network

To verify the effectiveness of its personal data management cycle, Nan Shan conducts annual activities including personal data inventory, personal data risk assessments, and self-evaluations of data protection operations. Nan Shan compiles and prepares an Annual Self-Assessment Report on Personal Data Protection Management based on the results. The 2024 risk assessment results indicated that Nan Shan Life and NSGI both comply with applicable personal data protection laws and management standards.

Both Nan Shan Life and NSGI have also obtained international certification under the BS 10012:2017 Personal Information Management System standard, demonstrating their commitment to rigorous personal data management. This commitment is further validated through third-party audits and the adoption of the PDCA (Plan–Do–Check–Act) cycle to ensure continuous improvement and implementation of data protection measures.

Additionally, Nan Shan Life has established the "Directions for the Reporting of Financial and Operational Matters by Subsidiaries", which require subsidiaries to report specific incidents to Nan Shan Life. Events such as system anomalies, information security incidents, or IT operational events that may impair client interests, impact the Company's reputation, or endanger normal operations are categorized as material reporting matters. Subsidiaries must report such incidents to the designated unit at Nan Shan Life and concurrently notify the supervisory unit overseeing subsidiaries, which is responsible for tracking the handling of such incidents to ensure a timely and appropriate response.

Outsourced Personal Data Management

When outsourcing the collection, processing, or use of personal data to third parties, Nan Shan Life imposes strict requirements on the commissioned parties to comply with relevant laws and confidentiality agreements concerning personal data. Regular supervision and management are conducted to protect the rights of data subjects and to fulfill the Company's responsibility for data protection.

To further safeguard clients' personal data and privacy, Nan Shan Life exercises caution in managing client information and proactively informs clients of their rights, obligations, and the purposes of data usage. For detailed information, please refer to the Company's Privacy Policy Statement and Client Data Sharing and Privacy Policy. In 2024, no incidents at Nan Shan were identified as material personal data breaches or information security events[1].

Note 1: Nan Shan Life defines a material personal data breach as the leakage of 2,000 or more personal data records; for NSGI, the threshold is 5,000 records.

Nan Shan Life Personal Data Protection Notification Statement

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Personal Data Protection Training and Annual Management Overview

Nan Shan is committed to embedding the principles of personal data protection into its corporate culture and daily operations. Personal data protection has been designated a mandatory training topic for all employees at Nan Shan Life. Through our e-learning platform and online video courses, we continuously promote awareness and education on data protection. In 2024, Nan Shan conducted a series of training programs, including Basic Personal Data Protection Training, Advanced Personal Data Protection Training, Personal Data Inventory Training, and Personal Information Management System (PIMS) Certification Training, to strengthen employees' awareness of personal data protection risks.

Table 54. Personal Data Protection Training Execution Status

Nan Shan Life							
1 Basic Personal Data Protection Training		2 Advanced Personal Data Protection Training		3 Personal Data Inventory Training		4 Personal Information Management System Certification Training	
Hours	0.5	Hours	3	Hours	1	Hours	1
Completions	4,209	Completions	262	Completions	483	Completions	313

NSGI	
Basic Personal Data Protection Training	
Hours	1
Completions	858

In 2024, Nan Shan Life recorded a total of 36 information leakage incidents, all of which were related to personal data, affecting 55 clients. Investigations revealed that most of these incidents were due to operational errors by agents, followed by administrative mistakes by employees and postal service errors, such as mail delivery losses or misdeliveries. None of the cases involved material data breaches or infringements on client privacy, nor did they constitute any serious violations. For incidents involving operational errors by agents or back-office personnel, Nan Shan Life not only requires the responsible departments to conduct root cause analyses and formulate specific corrective actions, but also strengthens employee education and awareness campaigns. Educational videos are produced and made available on the Company's internal platforms or displayed in elevators to ensure the message reaches all agents and employees—not just those directly involved in the incidents. In cases involving delivery errors by postal services, Nan Shan Life has reported the issues to the responsible branches and the central postal authority, urging them to reinforce proper mail handling practices. The postal authority has pledged to enhance oversight and improve delivery procedures, and the Company continues to monitor the effectiveness of these improvements. For incidents in which clients mistakenly receive others' personal data, Nan Shan Life not only contacts the affected data subjects in an appropriate manner but also proactively reaches out to the unintended recipients to retrieve or destroy the misdelivered documents. All such cases have been properly handled.

In addition to the above responses, Nan Shan Life includes a report on personal data incident notifications in every quarterly meeting of the Personal Data Security Maintenance Team to track remediation and ensure proper handling. Where appropriate, sensitive data in client notifications is masked to minimize potential impact. Furthermore, disciplinary actions may be taken in cases involving employee errors, when deemed necessary.

Nan Shan Life complies strictly with the Personal Data Protection Act and relevant regulatory requirements. In the event of personal data being stolen, tampered with, damaged, destroyed, lost, leaked, or otherwise infringed, the Company handles such incidents in accordance with the Personal Data Breach Notification and Response Procedure, implementing contingency responses, internal notifications, and corrective/preventive measures. In addition, pursuant to the Key Points for Reporting Operational Risk Events, any personal data breach must be initially reported to the Risk Management Department within two working days of the incident's occurrence or discovery. Subsequent steps include evaluating the event's impact and conducting mitigation measures. In cases where Nan Shan Life employees or agents violate the Personal Data Protection Act, disciplinary actions are taken based on the severity of the infraction. Employees are disciplined according to the Company's Key Points for Employee Rewards and Penalties, while agents are dealt with in accordance with the Regulations Governing the Supervision of Insurance Solicitors issued by the Financial Supervisory Commission.

Table 55. Data Breach Incident Statistics

Source of Report		Number of Cases	Response Measures
Complaint cases	Internal (e.g., official website, complaint channels, customer service center)	11	The responsible units have completed personal data incident notifications in accordance with regulations and properly informed clients about follow-up procedures.
	External units (e.g., the Financial Ombudsman Institution)	0	
	Competent authorities	1	
Other non-complaint cases		24	

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6.6 Sustainable Finance

As one of Taiwan's major financial and insurance institutions, Nan Shan recognizes its responsibility to help lead the market toward sustainable development. The Company actively practices sustainable finance strategies, offering sustainable financial products and services to clients, employees, society, and shareholders. Starting from the core insurance business, Nan Shan Life is engaged with international sustainable finance initiatives, supports PSI (Principles for Sustainable Insurance, or PSI) and PRI (Principles for Responsible Investment) voluntarily, and internalizes ESG risks and opportunities into our operations and decision-making processes to exert a positive influence on sustainability through provision of insurance products/services and investment activities.

6.6.1 Sustainable Insurance

To fulfill the vision of sustainable insurance, Nan Shan Life voluntarily adopts the PSI. From internal strategic management, business decisions, and product development to external stakeholder engagement and transparency, the Company is committed to embedding ESG principles across its operations, aspiring to be the most trusted sustainable insurer in Taiwan.

For a detailed overview of Nan Shan Life's implementation of the PSI principles, please refer to Appendix 10. NSGI incorporates various ESG considerations into its underwriting process. The Company excludes coverage for insured entities that are directly involved in the production or sale of controversial weapons, profit from the defense industry, operate within sectors defined by domestic regulations as illegal adult entertainment, or are located in or associated with high-risk countries or regions identified as having significant deficiencies in anti-money laundering (AML) or counter-terrorism financing (CFT) mechanisms. In addition, the Company engages in appropriate stewardship actions for industries related to thermal coal and unconventional oil and gas. For ESG-aligned industries — such as solar energy, wind power, and energy storage systems — NSGI has established dedicated underwriting guidelines to support the insurance needs of these sectors.

Nan Shan Life takes a "sustainable health" approach, grounded in its mission as a public service-oriented enterprise and its vision to meet clients' holistic health needs across wellness and healthcare. To this end, the Company has established the "Health Protection Circle" platform and offers a variety of insurance solutions with sustainable features. By enhancing transparency and convenience throughout the sales, underwriting, and claims processes, Nan Shan Life continues to advance its commitment to sustainable insurance.

Sustainable Insurance Solutions

Spillover-Effect Insurance

Health spillover-effect insurance operate through incentive mechanisms such as cash rebates, additional coverage, and premium discounts, encouraging clients to engage in proactive health management behaviors—such as regular exercise, healthy eating, health checkups, designated vaccinations, and cancer screenings. These actions help lower the risk of illness, achieve preventive outcomes, reduce healthcare costs, and ultimately create a win-win-win spillover effect for individuals, insurers, and society.

For further details, please refer to 4.1.2 Excellent Insurance with Nan Shan.

Property Insurance Products Promoting Energy Conservation and Carbon Reduction

With the continued rise in atmospheric greenhouse gas concentrations contributing to global warming and more frequent extreme weather events, NSGI has continued to promote insurance products that help reduce carbon emissions or generate other environmental benefits (e.g., reduced energy use) in support of climate change mitigation.

For further details, please refer to 3.1.3 Climate Finance Products and Services.

- Exclusive Electric Vehicle Insurance
- Comprehensive Charging Pile Insurance
- Mini Electric Two-Wheeler Third-Party Liability Insurance
- Electric Motorcycle Mileage Billing Insurance
- Residential Green Energy Upgrade Rider

Microinsurance and Insurance for Disadvantaged Groups

Through group micro accident insurance, collective micro accident insurance, and micro fire inconvenience expense insurance, Nan Shan helps economically disadvantaged and persons with disabilities obtain basic coverage, including accidental death, accidental disability, and fire-related compensation.

For further details, please refer to 4.1.2 Excellent Insurance with Nan Shan and 4.2.2 Inclusive Finance Financial Products and Services.

In addition, Nan Shan Life actively engages in both internal and external engagement to promote sustainable insurance thinking among employees and agents, while communicating sustainability-related insurance topics with clients, regulatory authorities, and other external stakeholders. Internally, the Company conducted a total of 226 hours of ESG-related training courses for employees in 2024. Nan Shan Life actively supports key national sustainability policies such as "Corporate Governance 3.0 – Sustainable Development Roadmap for TWSE-Listed Companies" and the "Green Finance Action Plan 3.0." It has also voluntarily adopted the Principles for Sustainable Insurance (PSI), integrating ESG concepts into its core insurance operations and regularly publishing sustainability reports to communicate ESG progress and outcomes to external stakeholders.

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6.6.2 Responsible Investment

To fulfill the spirit of the Principles for Responsible Investment (PRI), Nan Shan Life has, since 2015, gradually integrated ESG considerations into its investment decision-making processes. Nan Shan Life has incorporated the principles of responsible investment into its "Comprehensive Investment Policy," establishing a solid foundation for the compliance and practical implementation of responsible investment. In addition, Nan Shan Life has declared compliance with the Stewardship Principles for Institutional Investors issued by the Corporate Governance Center of the Taiwan Stock Exchange. The Company seeks to leverage the positive influence of Nan Shan's capital to collaborate with investee companies in building sustainable and stable returns. For details on Nan Shan Life's specific actions related to the Principles for Responsible Investment (PRI), please refer to Appendix 9. Principles for Responsible Investment (PRI) Index Table.

Nan Shan Life has established the "Responsible Investment Team" under the Corporate Sustainability Committee, charged with formulating responsible investment strategies and supervising implementation effectiveness. The Responsible Investment Team convenes quarterly meetings to monitor the sustainability performance of counterparties and intermediaries and to assess their ESG risks. Through the positive influence of its capital, Nan Shan prioritizes environmental protection, social justice, and responsible business practices.

Statement on Compliance with Stewardship Principles for Institutional Investors

Responsible Investment

System	Implementation Description
ESG-Integrated Investment Principles	• Responsible investment principles are embedded in Nan Shan Life's "Comprehensive Investment Policy," serving as the foundation for compliance and the practical implementation of responsible investment. • ESG factors are incorporated throughout the investment assessment and decision-making process: 100% of existing equity and bond holdings undergo ESG evaluation; 100% of new counterparties and intermediaries are assessed for ESG risks; and 100% of new equity investments and bond investment quotas require ESG reviews, with supporting evidence to demonstrate the organization's commitment to sustainable development.
Investment Guidelines for Specific Asset Class	• ESG assessment and screening mechanisms are applied across various asset classes, including bonds, equities, and funds. Evaluations are tailored to the characteristics of each asset class and include a review of the sustainability practices of issuers, managers, or guarantors. ESG risk indicators are regularly monitored to identify any significant deterioration in ESG risks, or to review if the fund investment strategy involves major violations of ESG principles.
Screening and Exclusion Policy	• Investments in industries deemed inconsistent with sustainability—such as gambling, pornography, national defense, and arms—are excluded. The Company's Board-approved "Comprehensive Investment Policy" mandates annual reviews of the exclusion list and requires reassessment of existing holdings to ensure they are not associated with excluded entities. As of 2024, a total of 696 companies were excluded for engaging in gambling, pornography, national defense, or arms-related activities, marking an increase of 23 companies compared to 2023. • Nan Shan Life also utilizes international ESG databases to identify positive factors in potential investments and encourages investee companies to align with ESG principles. These measures have been formally incorporated into the Board-approved "Comprehensive Investment Policy." ESG performance data from the Taiwan Depository & Clearing Corporation's ESG Investor Relations Platform is also referenced as part of the evaluation process.
Advocacy Initiatives	• Nan Shan Life has established an advocacy mechanism with its investment agents—such as counterparties and intermediaries—to proactively promote ESG topics. For those who have not yet signed or responded to international ESG standards, advocacy letters are sent and their responsiveness is incorporated into evaluation criteria. All execution results and status updates are reported quarterly to the Responsible Investment Team for timely review and adjustment. • In 2024, Nan Shan Life reviewed the ESG responsiveness of its investment agents and issued advocacy letters to those not in compliance. These actions were integrated into performance evaluations, achieving a 100% execution rate.
Engagement Principles	• Nan Shan Life remains attentive to ESG developments among investee companies and actively engages in dialogue and communication. In 2024, engagement activities were conducted with investee companies, covering topics such as enhanced corporate governance and the fulfillment of environmental and social responsibilities. All follow-up responses resulted in either positive feedback or concrete actions. For details, please refer to the engagement activities outlined in this chapter.

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System	Implementation Description
Voting Policy	• Nan Shan Life evaluates each resolution proposed at shareholders' meetings of its investee companies on a case-by-case basis and participates via electronic voting. In 2024, Nan Shan achieved a 100% attendance and voting rate for domestic investee company shareholders' meetings. All proposals were thoroughly analyzed. Nan Shan opposed 100% of resolutions that involved major ESG violations, posed material climate-related risks, or material resolutions[1] that were detrimental to shareholder rights or the sustainable operations of the investee company. Conversely, Nan Shan supported resolutions related to low-carbon transition plans. Note 1: Material resolutions include those regarding approval of business reports and financial statements, allocation of earnings or coverage of losses, and corporate actions such as dissolution, merger, acquisition, share conversion, or spin-off.
Investment Management Mechanism for Climate-Related Risks	In 2023, Nan Shan Life incorporated a climate-related risk management mechanism into its "Investment Policy Guidelines" to support net-zero emissions through concrete actions: • When evaluating new investment targets, Nan Shan Life evaluates whether the targets fall under the carbon-intensive industry list. For such targets, a carbon reduction plan must be in place; otherwise, the investment will not proceed. • Each year, existing holdings are reviewed to assess whether they fall under the carbon-intensive industry list (e.g., oil and gas, petrochemicals, chemical materials, construction materials, metals, steel, industrial machinery, air transport, vehicle manufacturing, electricity supply, etc.). If the investee companies lack a carbon reduction plan, no new investments will be made. If a domestic listed and OTC stock falls under the carbon-intensive industry list and has not proposed a carbon reduction plan, Nan Shan Life initiates engagement with the company and advocates for the implementation of emission reduction measures. • Prior to attending shareholders' meetings, Nan Shan Life assesses whether any proposals involve material climate-related risks. If a proposal pertains to a low-carbon transition plan, Nan Shan Life expresses support. To further enhance the investment management mechanism for climate-related risks, Nan Shan Life formulated a plan in 2024 to strengthen its screening and control mechanisms. The "Investment Policy Guidelines" were revised in the first quarter of 2025 to reinforce the management of investments with higher climate transition risks: • When evaluating new investment targets, if a target is assessed to have significant climate transition risks, Nan Shan Life verifies whether it has committed to net zero or carbon neutrality. If such a commitment is absent, the investment will not proceed. This requirement does not apply to targets acquired through passive allocation. • Annually, Nan Shan Life reviews existing investment holdings with significant climate transition risks to evaluate whether they have committed to net zero or carbon neutrality. Targets lacking such commitments are added to a high climate transition risk list and becomes subject to advocacy efforts. In addition, Nan Shan Life periodically evaluates changes in climate-related risks associated with its investment targets. 2024 Results of Climate-Related Risk Management: • All new investment targets in 2024 that fell under the carbon-intensive industry list were confirmed to have proposed carbon reduction plans. Compared to 2023, the number of existing investment targets classified as carbon-intensive industries decreased, and all such targets have submitted carbon reduction plans. Nan Shan continues to align with the SBTi carbon reduction pathway and undertakes advocacy actions in a timely manner to support the goal of net-zero emissions. • In 2024, no shareholders' meeting proposals involved material adverse climate-related risks. A total of 53 proposals related to low-carbon transition plans were evaluated and supported, covering topics such as carbon reduction strategies and measures, energy transition investments, participation in advocacy and international standards, and the setting of emission reduction targets. Nan Shan Life expressed 100% support for all proposals involving low-carbon transition plans.

Leveraging the Influence of Green Finance

Nan Shan Life actively expands its investments in sustainable themes through concrete actions and strategies. Among the "12 Key Strategies" industries, the Company has invested in four: wind and solar power, power systems and energy storage, energy conservation, and the electrification and decarbonization of transportation. These investments span both equity and bond asset classes. As of 2024, Nan Shan Life held a total of NT$9.524 billion in sustainable development bonds—including green bonds and sustainability bonds—recognized by the Taipei Exchange (TPEx). The proportion of these investments qualifying under the Reference Guidelines for the Recognition of Sustainable Economic Activities issued by the Financial Supervisory Commission (FSC) stood at 2.017%. For portfolio companies in which Nan Shan Life holds a significant stake but which do not yet comply with the aforementioned guidelines, the Company conducts targeted advocacy. These efforts aim to encourage such companies to assess their major economic activities or projects against the criteria of the guidelines, gradually align their operations with the defined guidelines for sustainable economic activities, and disclose the extent to which they are "applicable to" or "compliant with" the guidelines, thereby contributing to the shared goals of sustainable development and a low-carbon transition. Furthermore, Nan Shan Life continues to strengthen its responsible investment practices through the ongoing development of ESG-related databases, enhancement of internal ESG talent training, and reinforced engagement and dialogue with investee companies. By systematically integrating ESG factors into its investment strategy, Nan Shan Life aims to maximize the positive impact of its investments.

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Three Major Responsible Investment Mechanisms

Pre-investment Screening Mechanism

- **Evaluation of New Investment Targets:**
  (1) Prior to making new investments, Nan Shan excludes companies operating in sectors contrary to sustainable principles, such as gambling, pornography, defense, and weapons. Depending on the asset type, the Company prioritizes internationally recognized ESG data providers to objectively assess environmental, social, and corporate governance performance. The issuing organizations are also evaluated for ESG practices, with supporting evidence required to demonstrate their commitment to sustainability.
  (2) The Company examines whether a new investment target falls under the carbon-intensive industry list. If so, the existence of a carbon reduction plan must be confirmed. To strengthen climate-related investment risk management, new targets are assessed for significant climate transition risks. Those identified must demonstrate a commitment to net zero or carbon neutrality.
- **Counterparties and Intermediaries:** ESG performance is incorporated into the evaluation of business relationships and quarterly assessments. Nan Shan Life also undertakes advocacy efforts to encourage these entities to endorse ESG-related principles.

Investment Review Mechanism

- **Exchange and OTC Investments:** ESG metrics are incorporated into the evaluation of investment targets.
- **Credit Limits:** ESG-related risks are taken into consideration when assessing credit limits.
- **Thematic Investments:** The Company evaluates investments in thematic industries focused on promoting public health and well-being, green energy, low-carbon development, the 5+2 Innovative Industries Plan, public infrastructure, and social welfare.

Post-investment Control Mechanism

- **Shareholder Activism:** Actively participate in domestic shareholders' meetings and assess each proposal on a case-by-case basis to determine whether it constitutes a material violation of ESG principles, poses significant climate-related risks, or could materially harm shareholder rights or the investee company's sustainable operations. In such cases, support shall be withheld. Conversely, proposals related to low-carbon transition plans shall be supported.
- **Engagement:** Leverage opportunities to communicate and engage with investee companies to discuss ESG improvement and monitor progress.
- **Periodic Review:**
  (1) Regularly review the exclusion list of companies deemed unsuitable for investment.
  (2) Monitor existing investment targets for signs of deteriorating ESG risk or significant ESG-related incidents. Where such issues arise, appropriate remedial measures shall be proposed and reviewed by the Responsible Investment Team to enable timely response and action.
  (3) Periodically assess whether holdings fall under the carbon-intensive industry list, and, where applicable, confirm whether a carbon reduction plan has been established. Also, regularly review whether investee companies with significant climate transition risks have committed to net zero or carbon neutrality, and assess changes in climate-related risks associated with the investment portfolio.
- **Responsible Investment Team Meetings:** The team, led by the Chief Investment Officer and composed of relevant investment units, meets quarterly to discuss ESG-related topics and monitor implementation progress.

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Engagement Activities

Engagement Policy and Assessment

The Company initiates engagement activities primarily through ad hoc in-person visits, teleconferences, and participation in shareholders' meetings. In addition, proposals are analyzed on a case-by-case basis during shareholders' meetings to facilitate the exchange of views with investee companies. Upon gaining deeper insight into the investee companies' ESG policy direction and content, the Company proactively raises concerns regarding environmental, social, corporate governance, and shareholder rights issues, and provides appropriate ESG improvement suggestions. When it is determined that an investee company has room for improvement in areas such as environmental protection, social responsibility, and corporate governance, the Company actively engages with the investee, offering constructive feedback in the hope of eliciting a positive response or concrete actions that contribute to a virtuous cycle of improvement. The Company also monitors the investee's response to the feedback provided and reports the status to the Responsible Investment Team. To jointly advance the goal of sustainable development, the Company adheres to its Stewardship Policy when conducting engagement.

Recognizing that corporate sustainability strategies positively impact long-term business operations, the Nan Shan Life investment team believes that encouraging collective industry participation is essential to creating a positive feedback cycle across the industry and broader society. We are committed to encouraging investee companies to pursue sustainability alongside profitability, thereby contributing to a shared vision of a sustainable future.

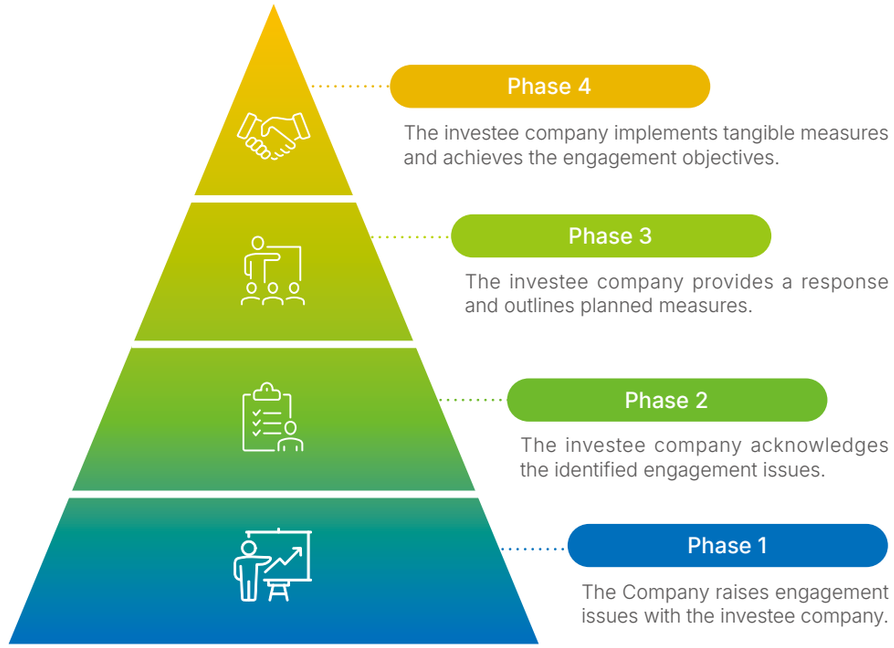
Engagement Activities and Disclosures

In 2024, Nan Shan Life engaged with 15 companies through phone interviews and email communications. A summary of the types of engagement is outlined below:

Engagement Theme	Engagement Topics	Topic Distribution	Reason for Engagement	Engagement Outcomes
Environment & Social	Implementation of environmental and social responsibility practices	50%	Encouraged investee companies to reduce carbon emissions, strengthen pollution control, and improve workplace safety management, with the aim of fostering a mutually beneficial, sustainable environment that upholds altruism and collective well-being.	All investee companies provided positive responses or took concrete actions.
Governance	Enhancing corporate governance practices	50%	Urged investee companies to protect shareholder interests while balancing the needs of other stakeholders. Provided actionable recommendations to enhance corporate governance. Examples include: reviewing joint action practices, establishing safeguards against dominant shareholder interference, and increasing the proportion of independent directors.	All investee companies provided positive responses or took concrete actions.

Engagement Progress and Milestones

To effectively track engagement progress with investee companies, the Company has defined four engagement phases, each with specific milestones, aligned with its stewardship principles:



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Follow-up Actions and Impact on Investee Companies

Nan Shan continuously monitors the ESG performance of its investee companies and undertakes timely engagement actions to fulfill and implement its stewardship policy.

Through interactions facilitated by the investment research team, the Company communicates with spokespersons or senior executives responsible for operations, finance, or technology, to exchange views on sustainability topics and provide ESG-related suggestions. The Company also incorporates data from ESG rating agencies—accessed via Taiwan Depository & Clearing Corporation's ESG IR Platform—into its domestic equity research reports. Based on engagement practices in 2024, the Company engaged in appropriate dialogues with investee companies on ESG matters. Engagement targets were reviewed quarterly to assess progress, with continued engagement until investee companies proposed improvement measures. Through follow-up actions, investee companies demonstrated either a positive responses or took concrete actions, further enhancing their ESG performance. These efforts reflect Nan Shan's commitment to its stewardship policy and aim to transform accumulated experience into a driving force, establishing engagement as a key cycle within responsible investment.

For unresolved 2023 engagement cases, the Company reviewed progress in 2024 to determine whether to close the cases or continue follow-up, while launching new engagements on emerging ESG issues as appropriate.

Engagement Cases

Engagement Type	Environmental Protection	Corporate Governance
Asset Class	Equity	Equity
Reason(s) for Engagement	With the European Union's Carbon Border Adjustment Mechanism (CBAM) set to be officially implemented in 2026, the case company will bear the risk of high carbon tariffs. Nan Shan Life recommended the case company to adopt the low-carbon steel production processes—such as the incorporation of the direct reduced iron (DRI) in blast furnaces and injection of hydrogen-rich gas, to reduce its carbon emissions and enhance competitiveness among peers.	Corporate governance aims to strengthen the management efficiency and supervise company managers from undermining the value of the company, thus protecting the rights and interests of capital providers and stakeholders. More specifically, independent directors play a key role in strengthening the self-supervision function of the Board of Directors. In view of this, we've referenced the industry average and found that the proportion of independent directors on the Board generally exceeds 50%. However, only 38% of the case company's Board is comprised of independent directors. This ratio is also relatively lower than that of international peers. Therefore, we recommended the case company to consider increasing the proportion of independent directors on the Board to improve its corporate governance structure.
Content of Engagement	The case company responded due to Taiwan's heavy reliance on the import of primary energy and the lack of economies of scale on the liquid hydrogen transport, it is difficult to secure a stable, large-scale, and cost-effective supply of green hydrogen. As a long-term carbon reduction strategy, the case company plans to adopt the hydrogen metallurgy (DRI + EAF) technology and expects to implement it from 2030 to 2050.	The case company responded that it would relay Nan Shan Life's recommendation to relevant internal departments for further review and discussion. Based on the outcome of the discussion, the case company will formulate specific improvement measures to implement the corporate governance mechanisms more effectively and strengthen the management efficiency and self-supervision function of the Board, thereby safeguarding the long-term interests of the company and its stakeholders.
Follow-Up Action(s)	The case company aims to reduce 25% of carbon emissions by 2030 as compared to 2018, which is consistent with Nan Shan Life's engagement expectation for the case company, through initiatives such as adding the direct reduced iron (DRI) to blast furnaces, injecting hydrogen to replace coal in blast furnaces, adopting the steel-chemical co-production, and increasing the use of scrap steel. For the follow-up actions, Nan Shan Life will continue to monitor whether the case company can implement the hydrogen metallurgy (DRI + EAF) technology before the EU's Carbon Border Adjustment Mechanism (CBAM) takes effect in 2026 and pay close attention to the case company's sustainability report, hoping the case company will be able to improves its production processes and support the environmental sustainability.	After the engagement, the case company held its shareholders' meeting and conducted a re-election on its Board of Directors. As the result, the proportion of independent directors increased to 50%, a significant improvement from 38% before the engagement. This development is deemed to strengthen the independence and oversight function of the Board, further enhancing the company's overall governance quality.

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Commitment to Shareholder Activism

Nan Shan Life adheres to the Stewardship Principles for Institutional Investors by actively exercising its voting rights, participating the shareholders' meeting, and engaging with the investee company for various ESG topics. The Company also discloses the progress and outcome of each engagement event annually, thereby upholding the principles of shareholder activism.

Shareholders' Meeting Voting and Engagement Record

Voting Policy

To fulfill its fiduciary duties as a prudent manager of insurance funds, Nan Shan strictly abides by the Insurance Act and internal guidelines when participating the shareholders' meeting of the investee company. The Company does not involve in equity swaps or the exchange of benefits with the investee companies or third parties through trusts, delegation contracts, mutual agreements, or any other means. Without prejudice to the interests of clients, insured parties, or beneficiaries, the Company prudently makes the voting decision and ensures the exercise of its voting rights aligns with the maximum interests of its clients and shareholders.

Nan Shan Life fully expresses its opinions on the proposals presented by the investee company and votes via the electronic voting platform. Prior to each shareholders' meeting, the Company conducts a thorough evaluation on all proposals to determine whether they may undermine the interests of shareholders or have a significant adverse impact on the environment, society, or corporate governance. The Company assesses each proposal individually and generates the corresponding assessment report. As the result, the proxy research or proxy voting services are not used. Apart from those proposals that Nan Shan is prohibited to vote on, the Company maintains a 100% voting rate to fulfill its stewardship responsibilities.

Voting Evaluation and Communication with Management

Proposal Assessment

The Company assesses the proposals presented by the investee company and exercise its voting rights as the shareholder. According to the related internal guidelines on voting, the Company is required to analyze all proposals, case by case, to identify if they present significant negative ESG implications. Proposals suspected of violating the corporate governance issues or adversely impacting the environment or society are taken into consideration when making the voting decision. The proposals are also assessed for their potential impact on the interests of shareholders.

Communication and Engagement

The Company maintains communication with the investee company from time to time on the various topics of sustainable development, either through the telephone interviews or direct dialogues.

Types of Voting Decisions: Support, Oppose, or Abstain

The Company prudently evaluates the proposals based on its professionalism and investment expertise. Each proposal is reviewed to determine whether it is in conflict with the interests of shareholders or causes a significant impact on the environment, society, or corporate governance. All voting decisions are made without prejudice to the interests of clients, insured parties, or beneficiaries, ensuring the exercise of Nan Shan's voting rights aligns with the maximum interests of its clients and shareholders. The Company does not always support all proposals presented by the investee company.

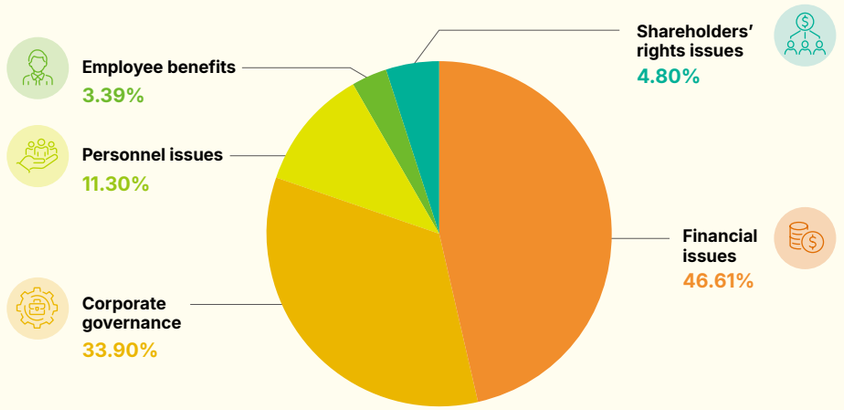
- Support: Proposals that involve the low-carbon transition plans are supported.
- Oppose: Proposals that significantly violate the ESG principles, increase the climate risks, undermine the interests of shareholders and sustainable development of the investee company are opposed.
- Abstain: In accordance with Article 146-1 of the Insurance Act, proposals that involve the election of Directors and Supervisors of the investee company are abstained.

Voting Results

Nan Shan Life attended the shareholders' meetings of 90 domestic investee companies in 2024 with a 100% attendance rate. The voting was all conducted electronically with a 100% voting rate. A total of 314 proposals were voted, excluding those related to the election of Directors and Supervisors[1], among which 99.04% were supported, 0.96% were opposed, and none were abstained. Each proposal was reviewed to determine whether it posed any material ESG risk. The Company casted the oppose ballot to all proposals that might have a material adverse impact on the ESG.

Note 1: Pursuant to Article 146-1, Paragraph 3, Subparagraph 2 of the Insurance Act, insurance companies are prohibited from exercising voting rights in the election of Directors and Supervisors of the invested company.

Table 56. Voting Issues that Nan Shan Life Participatied in 2024



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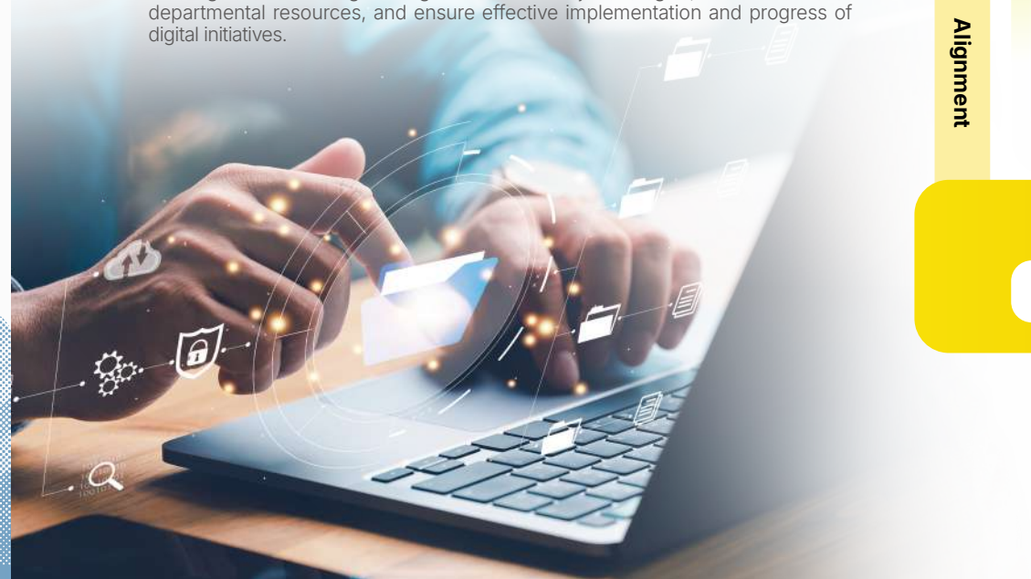
In today's rapidly evolving digital landscape, the financial industry is facing unprecedented transformation and challenges. In 2023, Nan Shan Life further advanced its "Digital Empowerment" strategy, accelerating its comprehensive digital transformation efforts to enhance service efficiency and client experience. Nan Shan Life actively adopted the international framework standard TOGAF® (The Open Group Architecture Framework) to establish a robust digital architecture across strategic, business, application, data, technology, and information security domains. Regarding digital technology applications, Nan Shan Life not only integrated artificial intelligence, machine learning, and automation technologies to improve operational efficiency but also emphasized enhancing of employees' digital literacy—embedding digital transformation into the Company's organizational culture. These initiatives have enabled Nan Shan Life to maintain a leading position in digital finance amid intense market competition, while making solid progress toward its dual transformation goals.

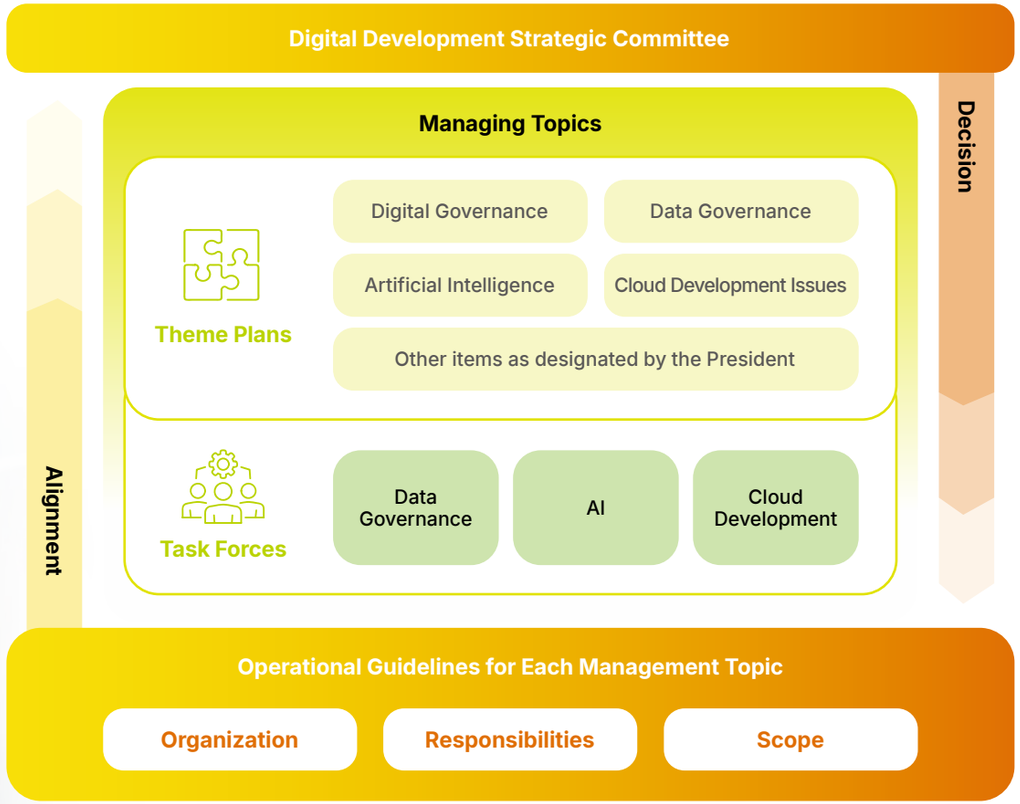
Digital Governance

Nan Shan Life has incorporated the internationally recognized IT4IT planning principles, strategy mapping theories and methodologies recommended by management consulting firms to develop a unique digital strategy and governance framework tailored to the Company's needs. This framework ensures full alignment with digital strategies evolved from any digital touchpoint or domain, adopting both bottom-up and top-down approaches:

- Bottom-up: Building consensus and ideas for digital strategies, integrating digital project requirements, standardizing project proposal procedures, and aligning initiatives with strategic goals.
- Top-down: Leveraging digital project performance tracking and enterprise-wide digital maturity assessments to embed digital innovation deeply within the Company's overall strategy, ensuring the steady advancement of transformation.

To strengthen leadership and decision-making in digital development, Nan Shan Life established the Digital Development Strategy Committee (DDSC), chaired by the President and including the Chief Strategy Officer, Chief Digital Officer, Chief Information Officer, Chief Information Security Officer, the Head of the Experience Governance and Design Center, and other department heads. Quarterly meetings are held to align on digital vision and major strategies, coordinate cross-departmental resources, and ensure effective implementation and progress of digital initiatives.





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Digital Development Strategy

Nan Shan Life consolidated recent IT projects and business plans across departments, referencing international standards such as TOGAF® and digital transformation frameworks from globally recognized consulting firms including BCG (Boston Consulting Group) and EY (Ernst & Young Advisory Services Inc.). These efforts resulted in the formulation of 14 action plans (NSXX-14), encompassing digital product innovation, data monetization, digital compliance, digital talent development, and intelligent module augmentation. Through this strategy, Nan Shan Life seeks to drive comprehensive and holistic enterprise development during the digital transformation journey, focusing on key areas such as digital innovation, technological applications, and sustainable development.

Furthermore, Nan Shan Life established a Digital Maturity Assessment Mechanism, conducting annual self-assessments across departments to evaluate the status and needs in areas such as digital development, business processes, and technology application. A Digital Governance Dashboard is generated based directly on the assessment results to support visualized project management, enabling comprehensive performance tracking and ensuring rational allocation of resources. Through this mechanism, Nan Shan Life effectively monitors the Company's overall digitalization progress and enhances the outcomes of digital transformation. It serves as a guiding reference for refining future strategies and adjusting development directions to support the advancement of the Company's digital blueprint.

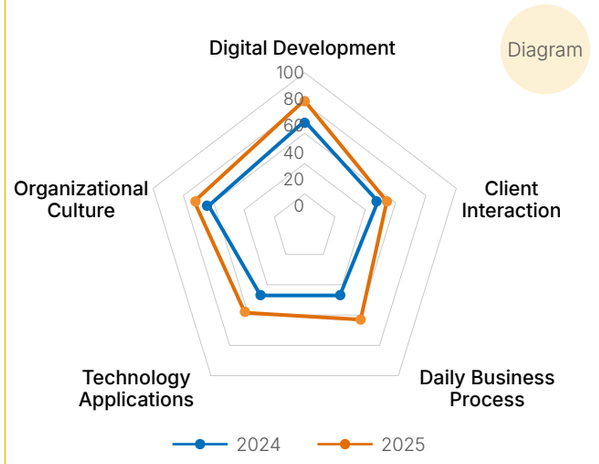
Digital Strategy Alignment Method

Digital Development and Strategy Alignment

Note: 1 For information system proposals

Project Level: Alignment of Projects and Strategy NSXX-14

Digital Transformation Maturity Self-Assessment



Department Level: Departmental Self-Assessment

To elevate the level and effectiveness of digital transformation, Nan Shan Life established a corporate digital culture transformation task force—Beyond Lab. Inspired by the Hyperautomation concept proposed by international consulting firm Gartner, the task force assists internal departments in identifying process improvement opportunities through operational analysis, process mining, process review, and modeling. These efforts enable the design of optimized solutions aligned with front-line needs, while expanding the applications of Robotic Process Automation (RPA) and Artificial Intelligence (AI).

Nan Shan Life has also launched a series of digital capability development programs that not only emphasize the construction of digital strategies and architecture but also promote digital culture and cultivate emerging and new talents. Initiatives include digital application courses, technology innovation seminars, and RPA training sessions, aiming to strengthen employees' digital literacy while fostering cross-departmental collaboration.

Additionally, Nan Shan Life rolled out the "Dandelion Project" to widely plant the seeds of digital empowerment across the organization. Through regular meetings and interdepartmental cooperation, the initiative fosters the internalization of an innovation-driven culture and enhances collaborative models, thereby improving the execution of digital projects. Overall, Nan Shan Life's digital transformation is not only reflected in tool and process innovation but also deeply rooted in building a strong digital culture. The Company continues to drive a dual transformation strategy, laying a solid foundation to meet future challenges.

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6.7.1 Digital Empowerment and Mobile Sales Support

To help clients clearly understand their rights and interests, Nan Shan Life has shifted from a traditional product-centric design approach to a client-centric model. The Company provides flexible and diverse digital services unrestricted by time or location, addressing the needs of diverse client segments and agents through three key dimensions: policy services, product design, and information accessibility. These efforts aim to serve all client segments and agents, ensuring that wherever clients go, Nan Shan Life's services follow—eliminating travel time, long waits and accessibility barriers for seniors and individuals with disabilities, while equipping agents with high-performance management tools. This approach creates an industry-leading model of operational efficiency in insurance services and contributes to reduced carbon emissions, reaffirming the Company's commitment to advancing insurance services through cutting-edge technology.

In recent years, Nan Shan Life has actively driven innovation through the adoption of new technologies and big data across insurance products, services, and operational processes. The Company pioneered industry-first services such as QR code audio file access and Braille policy documents, enabling persons with disabilities to obtain insurance protection in a more convenient and accessible manner. By leveraging AI-powered Optical Character Recognition (OCR) and Natural Language Processing (NLP) to replace manual decision-making processes, and integrating external resources, Nan Shan Life has applied blockchain technology in areas such as e-policies, blockchain consortiums for policy service and claims, the Medical e-Service Claim System, and a direct claims deduction service for medical expenses. To effectively evaluate the direction of digital financial services and optimize platform applications, Nan Shan regularly reviews customer service interaction data, including app download increases following version updates, service usage metrics, and client satisfaction feedback. These insights guide the phased implementation of intelligent customer service systems, informing interface design and content delivery, and providing strategic reference for long-term FinTech development and resource investment.

Nan Shan Life App

The redesigned Nan Shan Life App features a professional, sleek, and friendly visual interface that offers intuitive and streamlined access to information. It provides a wide range of policy services, including coverage overview, policy changes, premium payment, and claims application. The app is accessible on various mobile devices, allowing clients to manage their insurance with greater convenience.

App Store

Google Play

Nan Shan Life Online Enrollment Center

Nan Shan Life is committed to creating a digital insurance application platform that is innovative, convenient, and secure. Clients can complete identity verification and register as members to apply for insurance coverage entirely online. By integrating mobile devices with cloud technology, agents can use tablet devices to assist clients in completing application procedures anytime, improving service efficiency and enhancing the overall client experience.

Nan Shan Life Online Enrollment Center

Nan Shan Life Online Policy Services

Clients can access comprehensive online services through Nan Shan Life's exclusive Client Portal. Services include online policy application, policy inquiry, contract changes, policy loans and repayments, claims applications, premium payments, and switching or redeeming investment-linked policies. This one-stop platform allows clients to stay informed and manage their policies with ease and flexibility.

Nan Shan Life Online Policy Service Center

Claims Alliance Chain and Medical e-Service Claim System Identity Verification

To enhance the claims application experience, Nan Shan Life developed the Medical e-Service Claim System, a mobile claims tool that incorporates Mobile Identity (MID) verification technology. With this feature, insured parties or beneficiaries can verify their identity directly via mobile phone during the claims process, eliminating the need for signatures on tablets or submission of paper consent forms. This significantly simplifies the claims application procedure and enhances mobile-friendly real-name authentication experience.

The Medical e-Service Claim System is also integrated with the technology application joint platform for insurance industry and core backend systems, optimizing the digital service experience for both clients and agents, while significantly enhancing the convenience and efficiency of the claims process. Through this tool, Nan Shan Life continues to advance the paperless claims services, contributing to its carbon reduction goals while strengthening financial technology applications and demonstrating the company's capabilities in digital innovation.

Nan Shan Life Medical e-Service Claim System

Smart Claims Services for Auto Insurance

NSGI, adhering to the client-first philosophy, actively applies financial and insurance technologies to enhance claims efficiency. In 2019, the Company became the first in the industry to introduce a "one-call claims acceptance and proactive status notification service" for automobile insurance claims. When involved in a car accident, clients can simply make a single call to immediately receive assistance, significantly improving both convenience and efficiency.

To ensure the smoothness and efficiency of claims services, NSGI has successively developed and obtained a series of InsurTech patents, including a proactive client notification system for claims acceptance, an automated claim assignment system for auto insurance, a claims app for traffic accident notification, an on-site transport assistance service for traffic accidents, a cross-regional automated dispatch system, an auto insurance claim progress notification system, and an auto insurance claim consultation system. These innovations reflect the Company's commitment to smart claims processing and the continuous enhancement of service quality through technology.

In addition, NSGI has established high standards for service performance indicators and conducts regular satisfaction surveys to ensure clients truly experience the convenience brought by these innovative services. According to the 2024 client satisfaction survey results, the auto insurance claims service of NSGI received an impressive satisfaction rating of 94.3%, along with over 1,000 pieces of positive client feedback.

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Nan Shan Life – Online Application for Health Management Bonus via Mobile App

To provide clients with a more convenient channel for applying for the health management bonus, Nan Shan Life introduced a dedicated "Bonus Application" section in its official mobile app. Clients simply need to enter their account details and upload supporting documents by taking photos. With just three simple steps, the application can be completed entirely online—eliminating the need for physical document submission and significantly enhancing convenience and efficiency.

This online application service not only simplifies the client's application process but also notably improves internal operational efficiency. Whereas traditional paper-based applications require approximately 10 minutes, the mobile app reduces the time to under 3 minutes, delivering a quicker and more seamless experience. Moreover, back-office employees no longer need to handle the receipt, processing, scanning, and archiving of paper documents—saving an average of 2 minutes per case.

This digital solution also advances supports Nan Shan's sustainability goals by promoting paperless operations and reducing the use of physical forms. In 2024, a total of 8,998 health management bonus applications were submitted through the mobile app, demonstrating the high efficiency and broad adoption of digital services, and further underscoring Nan Shan Life's innovation and development in the fintech sector.

Mobile Digital Sales Enablement

Nan Shan Life has consolidated a variety of sales enablement tools, including product training, promotional materials, and the latest sales-related data, into a centralized knowledge base platform, offering agents a one-stop real-time information service. This integration not only significantly reduces labor hours and operational costs, but also effectively meets clients' growing demand for digital information. To better serve elderly clients, Nan Shan Life has implemented a call-routing and recognition system designed specifically for senior callers. By adjusting speech pace and language style, the system offers a more elder-friendly communication experience. This measure has reduced waiting times for elderly clients by nearly half and earned a 99% satisfaction rating. In parallel, Nan Shan Life continues to expand its digital outreach initiatives, including product eDMs and an enhanced policy check-up system—helping clients better assess their protection needs and receive more tailored and high-quality risk management recommendations.

NS Agent Pro – The Premier Mobile Digital Assistant for Agents

To enhance agent productivity and service quality, Nan Shan Life launched the development of the NS Agent Pro mobile app project in 2022. Built in collaboration with external consultants and developed in phases by the internal technology team, this digital solution was custom-designed to meet the practical needs of insurance agents in the field. The project accumulated over 3,000 man-days in development effort and officially launched in August 2023. Continuously evolving through 2024, it has become an indispensable mobile office for agents, enabling them to manage their business and serve clients more efficiently.

During development, Nan Shan Life conducted multiple interviews, workshops, and usability tests to ensure that NS Agent Pro was aligned with real-world use cases. Core functions of the app include real-time push notifications, rapid online inquiry response, client and policy data retrieval, and payment information query and sharing—enabling agents to stay informed and deliver immediate support anywhere, anytime.

In 2024, the app's capabilities were further expanded to include proposal creation, upcoming premium reminders, policy loan and repayment queries, recent client engagement opportunities, and targeted campaign lead lists. These enhancements empower agents to send timely premium reminders, identify coverage gaps, and provide proactive solutions—improving the client experience and ensuring more comprehensive protection. A notable upgrade launched in May 2024 was the "Product Quotation" feature, which allows agents to create and share proposals directly from their smartphones—eliminating the need for tablets or office systems and dramatically increasing marketing efficiency.

Upcoming in September, new features including "Campaign Lists," "Upcoming Premium Due," and "Recent Contact Opportunities" will further assist agents in identifying business opportunities and optimizing their marketing and client engagement efforts. By leveraging these intelligent digital tools, NS Agent Pro not only enables agents to respond swiftly to client needs, but also reinforces Nan Shan Life's overall service quality and market competitiveness. To date, the app has achieved a satisfaction rate exceeding 98%, underscoring its outstanding value in empowering agents in the digital era. As of now, NS Agent Pro has achieved a satisfaction rate of over 98%, underscoring its exceptional value in empowering agents and supporting their transition into a more efficient, digitalized future.

Streamlining Submission Processes with OCR-Based Image Management System

To further enhance agent efficiency in servicing clients, NSGI revamped its submission procedures by replacing traditional email and fax with a document image upload system. Through this system, agents can upload images of documents, which are then processed using Optical Character Recognition (OCR) to verify document numbers. The system automatically schedules and assigns the case based on preset parameters. Cloud-based service representatives can conduct underwriting directly by reviewing the uploaded images and request additional documents as needed. This innovative service model, an industry first, received a utility model patent from the Intellectual Property Office of the Ministry of Economic Affairs in February 2024. It significantly improves service efficiency and client satisfaction by enabling uninterrupted customer service through image-based underwriting.

Previously, email or fax submissions required manual printing, sorting, and binding—labor-intensive tasks that have now been eliminated. The image upload system promotes paperless operations (saving an estimated 4.5 million A4 pages annually, based on an average of four pages per submission) and streamlines administrative processes, reducing the turnaround time for policy issuance and enhancing overall service quality.

Launch of intelligent Chatbot "Good Questions" for Real-Time Agent Support

NSGI has introduced the intelligent chatbot "Good Question" via its Line@ for Agent official account and integrated sales platform (Agent Portal), offering agents a real-time service tool. Developed from the agent's perspective, this feature compiles a knowledge base of over 200 frequently asked questions across product, underwriting, and claims processes. Agents can conveniently access information using their smartphones, tablets, or computers to respond to clients immediately, providing real-time, professional support to clients. This feature has also effectively reduced call volume to agent support hotlines, improving call connection rates and reducing manpower needs while boosting overall service efficiency.

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6.7.2 AI Innovation Application and Governance

Nan Shan Life is actively advancing digital transformation by applying AI technology to optimize business processes. The Company has adopted global open standards such as TOGAF® to build a comprehensive enterprise architecture framework that enhances both service efficiency and client experience. By implementing AI and hyperautomation technologies, the Company has rolled out innovative services including intelligent customer service, smart claims processing, and AI-powered assistants—establishing a highly digitalized operational model. To ensure the effectiveness of its AI initiatives, Nan Shan Life employs BPMN 2.0 (Business Process Model and Notation) to model processes, and gradually promotes its enterprise architecture through the "Dandelion Strategy," which strengthens internal collaboration and ensures that technology applications align precisely with business needs. The self-developed Nanshan Enterprise Architecture Framework (NEAF) integrates business, data, application, and technology architectures, laying a robust foundation for the Company's digital transformation journey.

In terms of AI technology applications, Nan Shan Life's innovative practices include intelligent customer service, a smart claims processing platform, and an AI-powered compliance assistant. The successful implementation of these initiatives has not only improved internal operational efficiency but also enhanced the client interaction experience. To further strengthen cross-functional collaboration, Nan Shan Life integrates AI technologies with the Nanshan Enterprise Architecture Framework, fostering closer cooperation between IT and business units. This enables more precise process modeling and a clearer business architecture—significantly improving overall operational performance. These forward-looking investments earned Nan Shan Life the Innovation Excellence Awards from The Open Group, making it the first insurance company in Taiwan to receive this international recognition. The award affirms Nan Shan Life's leadership in AI adoption and digital transformation.

Through its systematic AI application and digital transformation strategies, Nan Shan Life continues to drive service innovation. These efforts not only streamline key business processes and enhance service quality, but also lay a strong foundation for future technological development—ensuring the Company's sustained competitive advantage in the market.

Dandelion Project – Deepening Digital Transformation

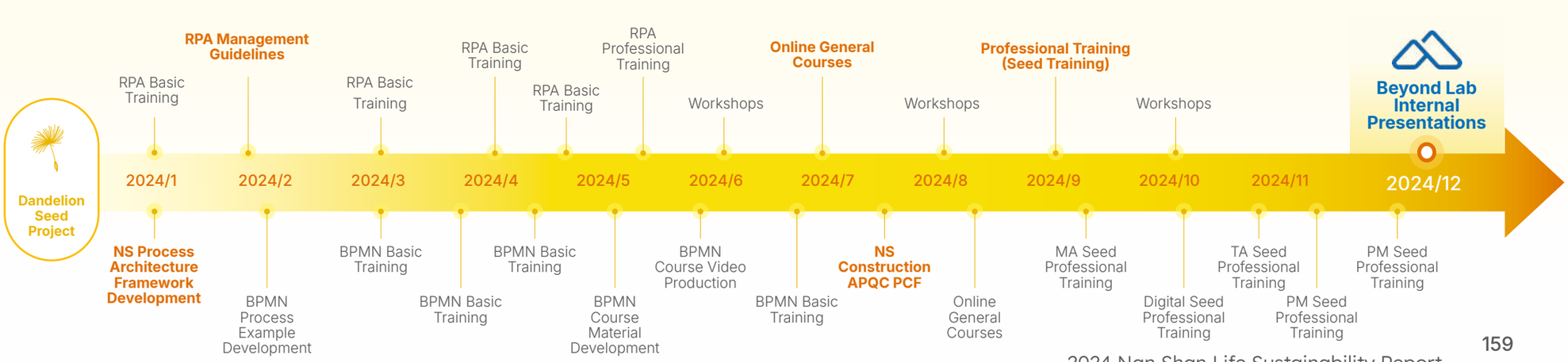
To spearhead digital transformation and process optimization, Nan Shan Life established Beyond Lab as its core driver. The Lab promotes digitalization by adopting BPMN for business process modeling and implementing AI and RPA (Robotic Process Automation) technologies to significantly boost operational efficiency and intelligent automation levels. Beyond Lab operates through in-house development and cross-department collaboration, creating exemplary applications while offering consulting support and professional training. It assists departments in reviewing core business processes, identifying opportunities for optimization, and implementing AI and RPA-based automation.

Training and Internal Empowerment

		Online General Courses	Professional Training	Basic Training
RPA	Number of Trainees Completed	1,141	43	99
	Course Satisfaction Rate	90%	90%	98%
BPMN	Number of Trainees Completed	70	66	30
	Course Satisfaction Rate	97%	97%	98%

Strategy Implementation and Effectiveness

	Cross-Departmental Collaborative Development	BU Self-Development
RPA Number of Scripts	8	43
Business Architecture BPMN Modeling	25	66



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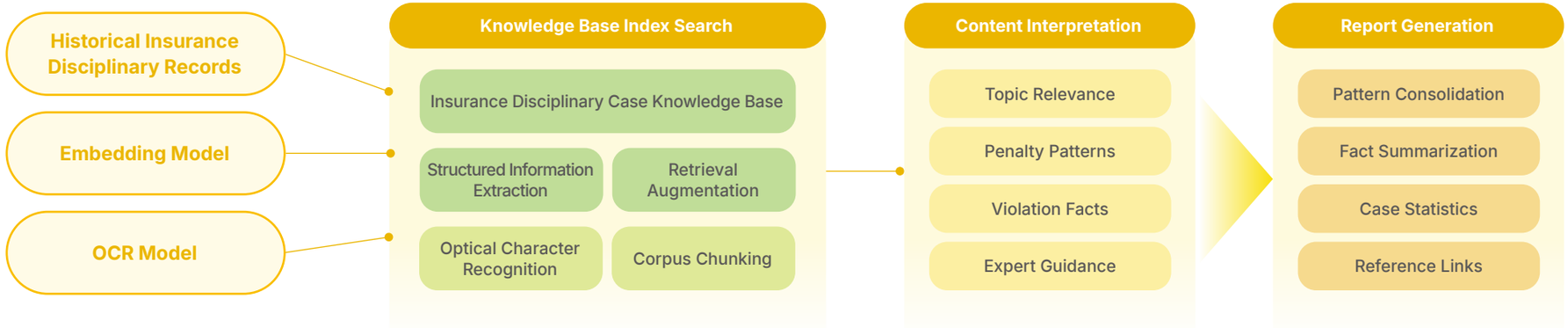
As part of the Dandelion Project, Nan Shan Life promotes BPMN and RPA seed personnel training. Departments independently select talents for training, who then identify internal automation opportunities. These efforts are carried out by cross-functional teams performing process reviews and developing RPA applications. Beyond Lab provides technical tools, expert consultation, and establishes an incentive system to foster and spread a culture of AI-driven automation within the organization. In 2024, the program engaged eight departments and trained 166 employees in BPMN process modeling, resulting in 91 business architecture documents. Simultaneously, cross-departmental teams developed 51 RPA scripts through automation training, targeting high-frequency operations such as underwriting and claims. Notably, over 30% of daily claims cases are now processed by RPA, significantly improving automation efficiency. By the end of 2024, Beyond Lab held an internal showcase event involving 19 departments, which independently developed 43 RPA scripts—effectively replacing substantial manual workloads and optimizing workforce allocation.

With hyperautomation as its ultimate goal, Beyond Lab standardizes BPMN-based process reviews to increase transparency, build shared interdepartmental process models, reduce communication costs, and strengthen digital collaboration. These efforts are propelling Nan Shan Life toward a future of high efficiency, intelligence, and automation.

GenAI-Enabled Sanctions Investigation System

In the increasingly complex landscape of regulatory compliance in the insurance industry, retrieving sanction cases has traditionally required significant manual effort — which is both time-consuming and prone to error. To improve search efficiency and accuracy, Nan Shan Life leveraged generative AI technology to develop the GenAI-enabled Sanctions Investigation System, an innovative system that effectively addresses many of the challenges associated with manual case retrieval.



Built on a Retrieval-Augmented Generation (RAG) architecture and enhanced with natural language processing capabilities, the GenAI-enabled Sanctions Investigation System enables compliance officers to search for relevant sanction cases through simple Q&A-style interactions. The system accurately determines the relevance of cases and automatically generates summary reports, significantly improving retrieval precision and efficiency.

In 2024, Nan Shan Life's GenAI-enabled Sanctions Investigation System garnered significant recognition at the "LegalTech and RegTech Hackathon," winning a total of five awards, including the Gold Award, Judicial Yuan Rule of Law Education Award, AIGC Special Award, Deloitte Special Award, and the Compliance and Corporate Governance Special Award—making it a highlight of the competition. The GenAI-enabled Sanctions Investigation System not only improves the efficiency of internal compliance operations at Nan Shan Life but also strengthens compliance processes and mitigates potential regulatory risks.

Driven by its core digital strategy, Nan Shan seamlessly integrates innovation and technology into every service and process. Through intelligent technologies, Nan Shan has not only enhanced client experience but also significantly optimized internal operational efficiency. As artificial intelligence continues its rapid emergence, digital finance is emerging as a key growth engine and strategic partner for enterprise growth, enabling the insurance business to become more agile and personalized. It is redefining the boundaries of traditional services, allowing clients to enjoy seamless financial experiences anytime, anywhere. Nan Shan Life is committed to a dual transformation of digitalization and sustainability, collaborating with stakeholders to advance toward a smarter financial future.

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Statement of Use	Nan Shan Life Insurance Co., Ltd. has reported the information for the period from January 1 to December 31, 2024, in accordance with the GRI Standards.
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	2-2 Entities included in the organization's sustainability reporting	About the Report 1.3 Operational Overview	4 18	
	2-3 Reporting period, frequency, and contact point	About the Report	4	
	2-4 Restatements of information	3. Environmental Health 4. Personal Health 5. Social Health	60 95 103 104	Please refer to footnotes in each chapter
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Topic	Disclosure Item	Corresponding Chapter	Page	Remarks/Reason for Omission
GRI 2: General Disclosures	2-21 Annual total compensation ratio	6.1.1 Governance Practices	128	
	2-22 Statement on sustainable development strategy	Message from the Chairman	5	
	2-23 Policy commitments	6.2 Ethical Corporate Management	132	
	2-24 Embedding policy commitments	6.2 Ethical Corporate Management	132	
	2-25 Processes to remediate negative impacts	2.3 Stakeholder Identification and Communication 2.4 Material Sustainability Topic Management 4.3.2 Customer Relationships and Rights Protection 4.3.3 Customer Satisfaction 5.2.5 Healthy and Safe Workplace Care 6.2 Ethical Corporate Management	28 30 84 87 109 132	
	2-26 Mechanisms for seeking advice and raising concerns	6.2 Ethical Corporate Management	132	
	2-27 Compliance with laws and regulations	6.2 Ethical Corporate Management	132	
	2-28 Membership associations	1.2 Nan Shan's Influence	16	
	2-29 Approach to stakeholder engagement	2.3 Stakeholder Identification and Communication	28	
	2-30 Collective bargaining agreements			Nan Shan has not entered into any collective bargaining agreements with our employees, nor is it subject to any collective agreements concluded by other organizations that determine working conditions and terms of employment

Topic	Disclosure Item	Corresponding Chapter	Page	Remarks/Reason for Omission
GRI 3: Material Topics	3-1 Process to determine material topics	2.4 Material Sustainability Topic Management	30	
	3-2 List of material topics	2.4 Material Sustainability Topic Management	30	
	3-3 Management of material topics	2.1 Advancing Sustainable Health, Building Taiwan's Health Capital 2.4 Material Sustainability Topic Management	24 30	
Material Topic: Customer Relationships and Service Quality Management				
Management Approach		4.3 Customer Relationships & Rights	80	
GRI 417: Marketing and Labeling	417-1 Requirements for product and service information and labeling	4.3.2 Customer Relationships and Rights Protection	84	
	417-2 Incidents of non-compliance concerning product and service information and labeling	6.2.3 Compliance with Law and Regulations	135	
	417-3 Incidents of non-compliance concerning marketing communications	6.2.3 Compliance with Law and Regulations	135	
Material Topic: Operational Performance				
Management Approach		1.3 Operational Overview 6.1 Corporate Governance	18 128	
201: Economic Performance	201-1 Direct economic value generated and distributed	1.3 Operational Overview	18	
	201-4 Financial assistance received from government	1.3 Operational Overview	18	

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Material Topic: Corporate Governance and Ethical Corporate Management				
Management Approach		6.2 Ethical Corporate Management	132	
205: Anti-Corruption	205-2 Communication and training about anti-corruption policies and procedures	3.3.4 Sustainable Supply Chain Management 6.2.2 Employee Code of Conduct	61 135	
	205-3 Confirmed incidents of corruption and actions taken	6.2.2 Employee Code of Conduct	135	
405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	5.2.1 Organizational Workforce Structure 6.1.1 Governance Practices	94 135	
Material Topic: Information Security and Privacy Protection				
Management Approach		6.5 Information Security and Privacy Protection	143	
418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	6.5.3 Personal Data Protection	146	
Material Topic: Human Rights Commitment & Safeguarding				
Management Approach		5.1 People-Centric and Human Rights Protection	92	
402: Labor/Management Relations	402-1 Minimum notice periods regarding operational changes	-	-	Handled in accordance with Taiwan's Labor Standards Act
403: Occupational Health and Safety	403-1 Occupational health and safety management system	5.2.5 Healthy and Safe Workplace Care	109	
	403-2 Hazard identification, risk assessment, and incident investigation	5.2.5 Healthy and Safe Workplace Care	109	
	403-3 Occupational health services	5.2.5 Healthy and Safe Workplace Care	109	
	403-4 Worker participation, consultation, and communication on occupational health and safety	5.2.5 Healthy and Safe Workplace Care	109	
	403-5 Worker training on occupational health and safety	5.2.5 Healthy and Safe Workplace Care	109	
	403-6 Promotion of worker health	5.2.5 Healthy and Safe Workplace Care	109	
	407-7 Preventing and mitigating occupational health and safety impacts directly linked to business relationships	5.2.5 Healthy and Safe Workplace Care	109	
	403-8 Workers covered by an occupational health and safety management system	5.2.5 Healthy and Safe Workplace Care	109	
	403-9 Work-related injuries	5.2.5 Healthy and Safe Workplace Care	109	
	403-10 Work-related ill health	5.2.5 Healthy and Safe Workplace Care	109	
406: Non-discrimination	406-1 Incidents of discrimination and corrective actions taken	5.2.4 Fostering a Diverse and Inclusive Workplace	107	No incidents of discrimination occurred in 2024
Material Topic: Responsible Investment				
Management Approach		Environmental Health Capital 3.1.2 SBT Carbon Reduction Pathway and Performance for the Year 6.6 Sustainable Finance	36 48 148	
General Topic: Digital Finance and Innovation				
Management Approach		6.7 Financial Innovation Technology	155	

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General Topic: Talent Attraction & Development				
Management Approach		5.2.2 Talent Cultivation and Development	96	
401: Employment	401-1 New employee hires and employee turnover	5.2.2 Talent Cultivation and Development	96	
404: Training and Education	404-1 Average hours of training per employee per year	5.2.2 Talent Cultivation and Development	96	
	404-2 Programs for upgrading employee skills and transition assistance programs	5.2.2 Talent Cultivation and Development	96	
	404-3 Percentage of employees receiving regular performance and career development reviews	5.2.2 Talent Cultivation and Development	96	
General Topic: Sustainable Insurance Products & Services				
Management Approach		4.1 Health Protection	66	
203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	3.1.3 Climate Finance Products and Services 4.1.2 Excellent Insurance with Nan Shan	49 71	
	203-2 Significant indirect economic impacts	3.1.3 Climate Finance Products and Services 4.1.2 Excellent Insurance with Nan Shan	49 71	
General Topic: Social Engagement				
103: Management Approach		5.4.1 Social Engagement Strategy	121	
203: Indirect Economic Impacts	203-1 The development and impact of infrastructure investments and support services	5.4.1 Social Engagement Strategy	121	
	203-2 Significant indirect economic impacts	5.4 Philanthropy & Cultural Revitalization	121	
General Topic: Risk Management				
Management Approach		6.4 Risk Management	138	
General Topic: Climate Strategies				
Management Approach		3.1.1 Climate-Related Risk Management and Response (TCFD)	38	
201: Economic Performance	201-2 Financial implications and other risks and opportunities due to climate change	3.1.1 Climate-Related Risk Management and Response (TCFD)	38	
Basic Topic: Employee Rights and Well-being				
201: Economic Performance	201-3 Defined benefit plan obligations and other retirement plans	5.2.3 Talent Attraction and Retention	102	
202: Market Presence	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	5.2.3 Talent Attraction and Retention	102	
401: Employment	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	5.2.3 Talent Attraction and Retention	102	
	401-3 Parental leave	5.2.3 Talent Attraction and Retention	102	
Basic Topic: Employee Diversity and Equal Opportunity				
405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	5.2.1 Organizational Workforce Structure 6.1.1 Governance Practices	94 128	
	405-2 Ratio of basic salary and remuneration of women to men	5.2.3 Talent Attraction and Retention	102	

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Basic Topic: Green Operations				
302: Energy	302-1 Energy consumption within the organization	3.3.1 Energy and GHG Management	55	
	302-3 Energy intensity	3.3.1 Energy and GHG Management	55	
	302-4 Reduction of energy consumption	3.3.1 Energy and GHG Management	55	
	302-5 Reductions in energy requirements of products and services	3.3.1 Energy and GHG Management	55	
305: Emissions	305-1 Direct (Scope 1) GHG emissions	3.3.1 Energy and GHG Management	55	
	305-2 Energy indirect (Scope 2) GHG emissions	3.3.1 Energy and GHG Management	55	
	305-3 Other indirect (Scope 3) GHG emissions	3.3.1 Energy and GHG Management	55	
	305-4 GHG emissions intensity	3.3.1 Energy and GHG Management	55	
	305-5 Reduction of GHG emissions	3.3.1 Energy and GHG Management	55	
Basic Topic: Sustainable Supply Chain Management				
308: Supplier Environmental Assessment	308-1 New suppliers that were screened using environmental criteria	3.3.4 Sustainable Supply Chain Management	61	
414: Supplier Social Assessment	414-1 New suppliers that were screened using social criteria	3.3.4 Sustainable Supply Chain Management	61	

Note: Based on the definitions provided in the GRI Standards, the coverage of GRI 401 (Employment), 402 (Labor/Management Relations), 403 (Occupational Health and Safety), 404 (Training and Education), and 405 (Diversity and Equal Opportunity) primarily pertains to the Company's employees.

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Appendix 3. Material Topics Changes Table

Category	2023	2024	Change
Material Topic	Customer relationship and service quality management	Customer relationship and service quality management	
	Operational Performance	Operational Performance	
	Corporate Governance and Ethical Corporate Management	Information Security and Privacy Protection	
	Human Rights Commitment & Safeguarding	Corporate Governance and Ethical Corporate Management	
	Information Security and Privacy Protection	Human Rights Commitment & Safeguarding	
General Topics	Digital Finance and Innovation	Responsible Investment	Upgraded
	Talent Attraction & Development	Digital Finance and Innovation	Downgraded
	Responsible Investment	Talent Attraction & Development	Downgraded
	Sustainable Products & Services	Sustainable Products & Services	
	Social Engagement	Social Engagement	
	Risk management	Risk management	
	Climate Strategies	Climate Strategies	
Basic Topics	Employee Rights & Well-Being	Employee Rights & Well-Being	
	Employee Diversity and Equal Opportunity	Employee Diversity and Equal Opportunity	
	Green Operations	Green Operations	
	-	Sustainable Supply Chain Management	Added

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Appendix 4. SASB Index Table

Disclosure Topic	Indicator	Corresponding Chapter	Additional Notes	Page
Transparent Information and 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 existing customers	4.3.2 Customer Relationships and Rights Protection	Nan Shan incurred no monetary losses in 2024 due to litigation related to the marketing or communication of insurance products to clients.	86
	FN-IN-270a.2 Complaints-to-claims ratio	4.3.3 Customer Satisfaction	Nan Shan Life: 0.293 ‰ / NSGI: 0.848 ‰	87
	FN-IN-270a.3 Customer retention rate	4.3.3 Customer Satisfaction	Nan Shan Life's customer retention rate in 2024: 99.1% For details, refer to Table 23	87
	FN-IN-270a.4 Description of approach to informing customers about products	4.3.2 Customer Relationships and Rights Protection		86
Integrating Environmental, Social, and Governance Factors into Investment Management	FN-IN-410a.2 Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment management processes and strategies	6.6.2 Responsible Investment		151
Designing Policies to Incentive Responsible Behavior	FN-IN-410b.1 Net premiums written related to energy efficiency and low carbon technology	3.1.3 Climate Finance Products and Services		49
	FN-IN-410b.2 Discussion of products and/or product features that incentivize health, safety, and/ or environmentally responsible actions and/or behaviors	3.1.3 Climate Finance Products and Services 4.1 Health Protection		49 66
Financed Emissions	FN-IN-410.c.1 Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3 (tCO_2e)	3.1.1 Climate-Related Risk Management and Response (TCFD) 3.3.1 Energy and GHG Management	Scope 1: 2,338.35 / Scope 2: 16,990.43 / Scope 3 (business travel): 293.98 / Scope 3 (financed emissions): page 47	47 55
	FN-IN-410.c.2 Gross exposure for each industry by asset class	3.1.1 Climate-Related Risk Management and Response (TCFD)	This year, Nan Shan has taken the initial step to disclose the proportion of investments by industry sector, and will explore appropriate disclosure formats in subsequent years.	47
	FN-IN-410.c.3 Percentage of gross exposure included in the financed emissions calculation	3.1.1 Climate-Related Risk Management and Response (TCFD)		47
	FN-IN-410.c.4 Description of methodology used to calculate financed emissions	3.1.1 Climate-Related Risk Management and Response (TCFD)		47
Physical Risk Exposure	FN-IN-450a.1 Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes	-	Relevant information is planned to be further disclosed around 2026.	-
	FN-IN-450a.2 Total amount of monetary losses attributable to insurance pay-outs from (1) modelled natural catastrophes (2) non-modelled natural catastrophes, by type of event and geographical seg	-	Relevant information is planned to be further disclosed around 2026.	-
	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	6.6.1 Sustainable Insurance		148

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Disclosure Topic	Indicator	Corresponding Chapter	Additional Notes			Page
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	-	No centrally cleared derivative transactions were conducted by the Company in 2024. For further information on exposure details, please refer to page 39 of Nan Shan Life's 2024 Consolidated Financial Report.			-
	FN-IN-550a.2 Total fair value of securities lending collateral assets	-	Nan Shan does not engage in securities lending. This indicator is not applicable.			-
	FN-IN-550a.3 Description of approach to managing capital and liquidity-related risks associated with systemic non-insurance activities	6.4.2 Risk Identification and Management				139
Business Operations Metrics	FN-IN-000.A Number of policies in force, by segment: (1) Property and casualty (2) Life (3) Assumed reinsurance	1.3 Operational Overview	Life Insurance	Property and Casualty	Reinsurance	19
			11.798 million	2.1 million	38	

Appendix 5. UN Global Compact (UNGC) Reference Table

Topic	Indicator	Corresponding Chapter	Page
Human	Businesses should support and respect the protection of internationally proclaimed human rights	CH 5.1 People-Centric and Human Rights Protection	92
	Businesses should make sure that they are not complicit in human rights abuses	CH 5.1 People-Centric and Human Rights Protection	92
Labour Standards	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	CH 5.1 People-Centric and Human Rights Protection	92
	The elimination of all forms of forced and compulsory labour	CH 5.1 People-Centric and Human Rights Protection	92
	Effective abolition of child labor	CH 5.1 People-Centric and Human Rights Protection	92
	Elimination of discrimination in respect of employment and occupation	CH 5.1 People-Centric and Human Rights Protection	92
Environment	Businesses should support a precautionary approach to environmental challenges	CH 3 Environmental Health	35
	Undertake initiatives to promote greater environmental responsibility	CH 3 Environmental Health	35
	Encourage the development and diffusion of environmentally friendly technologies	CH 3 Environmental Health	35
Anti-Corruption	Businesses should work against corruption in all its forms, including extortion and bribery	CH 6.2 Ethical Corporate Management	132

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Appendix 6. Preparation and Filing of Sustainability Reports by TWSE Listed Companies Reference Table

Sustainability Disclosure Indicators – Financial Insurance Industry			
No.	**Indicator**	**Corresponding Chapter**	**Page**
1	Number of data breach incidents, the proportion involving of data breaches related to personal data, and number of clients affected by data breaches	6.5.3 Personal Data Protection	147
2	Number and outstanding balance of loans provided for the promotion of small business and community development	Not Applicable	-
3	Number of disadvantaged participants without access to banking services who participated in financial education programs	Not Applicable	-
4	Products and services developed by each business line to generate environmental or social benefits	3.1.3 Climate Finance Products and Services 4.1 Health Protection	49 66

Appendix 7. Climate-Related Information of TWSE/TPEx Listed Companies Reference Table

Climate-Related Information of TWSE/TPEx Listed Companies			
No.	**Indicator**	**Corresponding Chapter**	**Page**
1	Describe the board's and management's oversight and governance of climate-related risks and opportunities	3.1.1 Climate-Related Risk Management and Response (TCFD)	38
2	Describe how the identified climate risks and opportunities affect the business, strategy, and finances of the business (short, medium, and long term)	3.1.1 Climate-Related Risk Management and Response (TCFD)	39
3	Describe the financial impact of extreme weather events and transformative actions	3.1.1 Climate-Related Risk Management and Response (TCFD)	40
4	Describe how climate risk identification, assessment, and management processes are integrated into the overall risk management system	3.1.1 Climate-Related Risk Management and Response (TCFD)	46
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	3.1.1 Climate-Related Risk Management and Response (TCFD)	45
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	3.1.1 Climate-Related Risk Management and Response (TCFD)	40
7	If internal carbon pricing is used as a planning tool, the basis for setting the price should be stated	Related systems are being planned	-
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.	3.1.2 SBT Carbon Reduction Pathway and Performance for the Year 3.1.1 Climate-Related Risk Management and Response (TCFD) 3.3.1 Energy and GHG Management	48 49 55
9	GHG Inventory and Assurance Status	3.3.1 Energy and GHG Management Appendix 11. ISO Management System Certification	55 178

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Appendix 8. Guidelines on Climate-Related Financial Disclosures of Insurance Companies Reference Table

Guidelines on Climate-Related Financial Disclosures of Insurance Companies			
Disclosure Content		Corresponding Chapter in this Report	Page
Governance Mechanism	(I) The Board of Directors and senior management shall ensure that identified climate-related risks are considered in risk appetite, strategy, and business planning, and continue to oversee the management and disclosure of climate-related risks	3.1.1 Climate-Related Risk Management and Response (TCFD)	38
	(II) A committee under the Board of Directors may be established, and the responsibilities between the Board or its committees and senior management shall be clearly defined	3.1.1 Climate-Related Risk Management and Response (TCFD)	38
Strategy	(I) Identify the financial impacts of climate-related risks and opportunities on finance, business, products, and investments	3.1.1 Climate-Related Risk Management and Response (TCFD)	39
	(II) Prioritize climate-related risks based on materiality standards	3.1.1 Climate-Related Risk Management and Response (TCFD)	39
	(III) Incorporate the impacts of climate-related risks and opportunities into the formulation of annual business targets, product, investment, and business strategies	3.1.1 Climate-Related Risk Management and Response (TCFD)	40
	(IV) Review and adjust climate-related risk management policies based on scenario analysis and stress test results	3.1.1 Climate-Related Risk Management and Response (TCFD)	45
Risk Management Mechanism	(I) Risk management and monitoring	3.1.1 Climate-Related Risk Management and Response (TCFD)	46
	(II) Scenario analysis and stress testing	3.1.1 Climate-Related Risk Management and Response (TCFD)	45
	(III) Investment management	3.1.1 Climate-Related Risk Management and Response (TCFD)	47
Metrics and Targets	(I) Set metrics for assessing and managing climate-related risks	3.1.1 Climate-Related Risk Management and Response (TCFD) 3.1.2 SBT Carbon Reduction Pathway and Performance for the Year 6.1.1 Governance Practices	48
	(II) Set targets for managing climate-related risks		48
	(III) Establish criteria for prioritizing climate-related risks based on materiality		48
	(IV) Consider incorporating climate-related risk management into performance metrics		130

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Appendix 9. Principles for Responsible Investment (PRI) Index Table

Principle	Nan Shan Life's Implementation Practices	Corresponding Chapter
Principle 1: **Incorporate ESG issues into investment analysis and decision-making processes**	Integrate ESG issues comprehensively into pre-investment analysis, investment decision-making, and post-investment management processes: • Pre-investment analysis and decision-making: Firstly, apply the exclusion list. When adding new investment targets, objectively evaluate their performance in three aspects of ESG, using internally recognized databases. Secondly, determine whether new investment targets belong to carbon-intensive industry list and check if they have decarbonization plans; review them if available. Lastly, to strengthen the management of climate related risks, for those new investment targets that are exposed to high climate transition risks, their commitment on net zero or carbon neutrality goals should also be verified. • Post-investment management: Firstly, periodically monitor invested companies for any significant deterioration of ESG risks and occurrence of ESG risk incidents. After analyzing the cause for the elevated ESG risks, if invested companies are found to violate ESG principles and in conflict with the Company's responsible investment principles, the Responsible Investment Team will evaluate and conduct follow-up actions to ensure the timely risk management. Secondly, periodically examine whether invested companies have been classified under the carbon-intensive industry list and check if they have decarbonization plans; review these plans if available. Furthermore, regularly assess invested companies that are exposed to high climate transition risks for their commitments on net zero or carbon neutrality goals. Lastly, closely monitor the changes in invested companies' exposure to climate related risks.	6.6.2 Responsible Investment
Principle 2: **Being active owners and incorporating ESG issues into ownership policies and practices**	• Participate in shareholders' meetings of invested companies to exercise shareholder activism. • Analyze proposals from invested companies case by case to identify those presenting significant adverse ESG and climate risks. Support proposals related to low-carbon transition plans, and use such proposals as opportunities to communicate and promote responsible investment principles to invested compamies.	
Principle 3: **Seeking appropriate disclosure on ESG issues by the entities invested**	• Fully leverage engagement opportunities with invested companies, encouraging them, at appropriate times, to disclose ESG information, including the publication and publication of sustainability reports.	
Principle 4: **Promoting acceptance and implementation of the Principles within the investment industry**	• The Responsible Investment Team proactively promotes the importance of responsible investment principles to business partners, including counterparties and intermediaries. Nan Shan's sustainability plans and implementation have been well recognized by foreign counterparties, facilitating potential future collaborations in ESG investment projects. Deliver advocacy letters to counterparties and intermediaries who have not yet signed or responded to international ESG standards, encouraging them to join Nan Shan Life in practicing responsible investment. Maintain ongoing communication and engagement to monitor their commitment and progress in implementing responsible investment principles.	
Principles 5: **Working together to enhance effectiveness in implementing the Principles**	• Engage with database providers and procure databases based on practical needs, covering fundamental rating analysis, ESG risk indicators, and risk incident analysis for three ESG pillars.	
Principle 6: **Reporting on activities and progress towards implementing the Principles**	• Publish the sustainability report annually and publicly discloses the implementation status of the Stewardship Principles for Institutional Investors.	

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Appendix 10. Principles for Sustainable Insurance (PSI) Index Table

Principle	Nan Shan Life's Implementation Practices	Corresponding Chapter
Principle 1: Integrating ESG issues into insurance company decision-making processes	**Corporate Strategy** ● Hold quarterly Sustainability Committee meetings, where each corporate sustainability execution team reports on their sustainability promotion progress, and submit relevant proposals for Board approval, ensuring the Board's governance and oversight functions are fulfilled. ● Nan Shan Life adopts "Sustainable Health" as its core strategy, advancing sustainability development from the three aspects of environmental health, personal health, and social health.	1.1.1 Nan Shan's Major Milestones 2.1 Advancing Sustainable Health, Building Taiwan's Health Capital 2.2 Nan Shan Sustainable Development Framework
	Risk Management and Underwriting ● Integrate ESG issues into pre-investment analysis, investment decision-making, and post-investment management processes. ● Establish related risk control mechanisms by leveraging various risk management tools, including Risk and Control Self-Assessment (RCSA), Key Risk Indicators (KRI), and the market and credit risk measurement system (Algo), while actively enhancing internal quantitative risk models to ensure the effectiveness of risk management. ● NSGI integrates ESG considerations into its underwriting processes. For high-pollution industries, such as coal mining, coal-fired power generation, and unconventional oil and gas, the company conducts further reviews of their transition plans and implements appropriate engagement measures for those without such plans. Additionally, tailored underwriting guidelines have been established for ESG-related industries, including solar energy, wind power, and energy storage systems, to facilitate suitable insurance arrangements for these sectors.	3.1.1 Climate-Related Risk Management and Response (TCFD) 6.6 Sustainable Finance
	Products & Services **"Nan Shan Life Health Protection Circle":** ● Collaborate with cross-industry partners to create an insurance product and service platform integrating wellness promotion and healthcare, effectively preventing disease and disability risks, meeting health and medical needs, and creating new insurance that empowers services and promotes health. **Health Spillover-Effect Products:** ● The health spillover-effect products operate through mechanisms such as "cash-back rewards," "increased coverage," and "premium discounts," incorporating the concept of the proactive health management to insurance products through the reward mechanism to encourage clients exercising regularly and eating healthily, thereby reducing disease incidence, achieving preventive effects in advance, lowering healthcare costs, and creating a win-win-win spillover effect. **Loss Prevention, Epidemic Insurance, and Other Social Function Insurance:** ● NSGI offers loss prevention services for corporate clients to ensure business continuity. Its loss prevention engineers provide infrared survey recommendations to enhance operational safety. **Microinsurance and Other Insurance for Disadvantaged Groups:** ● Through group insurance arrangements by clients, assist economically disadvantaged individuals to obtain basic accidental death and disability coverage. In 2024, we donated microinsurance premiums of over NT$26 million, cumulatively assisting approximately 286,000 disadvantaged individuals to obtain basic protection through microinsurance.	4.1.1 Becoming Healthy with Nan Shan 4.1.2 Excellent Insurance with Nan Shan 4.2 Financial Inclusion
	Claims Management ● For claims submitted with complete documentation and not requiring investigation (Clean Case), the average processing time in 2024 was 2.6 days per case. ● Collected customer feedback and satisfaction data, achieving an overall claims service satisfaction rate of 98.9% in 2024. ● Continued to streamline the claims application process by promoting services such as direct offset of medical expenses with claim benefits, Mobile Claim and Claims Alliance Chain. ● Promoted the digitalization of claims documents, sending payment notifications via SMS or email to reduce paper printing and mailing, contributing to energy conservation and carbon reduction. ● Proactively reminded clients to submit applications before the deadline for health promotion cashback under spillover-effect policies and pandemic prevention health care cashback, encouraging them to maintain healthy habits and improve personal health management. ● For clients applying for long-term care insurance benefits for the first time, proactive outreach by dedicated claims specialists is arranged to explain their coverage entitlements and provide timely and caring claims support services.	4.3.3 Customer Satisfaction

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Principle	Nan Shan Life's Implementation Practices	Corresponding Chapter
Principle 1: Integrating ESG issues into insurance company decision-making processes	**Sales and Promotion** • In 2024, we conducted digital training on the "Treating Customers Fairly (TCF) Policy and Strategy," with 4,214 employees completing the course, covering 98% of employees. Pre- and post-course assessments were conducted to enhance employees' understanding of the course content. • We provided multiple channels, including video conferencing, in-person sessions, and digital platforms, to strengthen agents' understanding of TCF, using real-world case studies to foster appropriate behavior patterns across agents.	4.3.2 Customer Relationships and Rights Protection
	Investment Management • In adherence to the Principles for Responsible Investment (PRI), we will continue to optimize responsible investment practices through strategies and actions, including expanding sustainable themes and sectors, enhancing ESG database capabilities, strengthening internal ESG talent development, and increasing engagement with investee companies. We aim to further integrate ESG factors into Nan Shan's investment strategies.	6.6.2 Responsible Investment
Principle 2: Raising awareness of ESG among clients and business Partners, managing risks, and developing solutions	**Clients and Suppliers** • Clients: We promote the concept of health promotion by integrating innovative insurance technology (InsurTech) and developing innovative insurance products featuring health spillover attributes. We have also established the "Health Protection Circle," which offers professional and innovative health and medical insurance products. • Suppliers: We require suppliers to sign the Supplier/Contractor Commitment and the Nan Shan Life Partner Commitment to ensure they comply with legal, ethical, and ESG-related requirements set by Nan Shan Life.	3.3.4 Sustainable Supply Chain Management 4.1 Health Protection
	Insurers, Reinsurers, Intermediaries, and Brokers • We engage with insurers, reinsurers, and intermediaries to communicate, promote, and educate on ESG-related topics, enhancing their awareness and professional knowledge of ESG issues.	5.3 Partnership for Shared Prosperity
Principle 3: Collaborate with governments, regulators, and other stakeholders to promote ESG-related actions	**Government Agencies, Regulators, and Policymakers** • We actively support the competent authorities' sustainable development initiatives, including Corporate Governance 3.0 and the Green Finance Action Plan 3.0. Based on these, we have established our sustainable strategy framework and corresponding action plans and targets. • We participated in the development of the Life Insurance Association's Scope 3 financed emissions practical manual to strengthen related inventory and disclosure processes. • We have committed to the Science Based Targets initiative (SBTi) to achieve the Paris Agreement goals and are actively advancing and implementing related low-carbon action plans.	3.1.2 SBT Carbon Reduction Pathway and Performance for the Year
	Other Key Stakeholders • Nan Shan Life proactively addresses the growing demand for long-term care in Taiwan. For the third consecutive year, we conducted research in the long-term care sector, publishing the Intergenerational Well-being White Paper. This report explores pain points in elderly care needs across different generations and analyzes industry trends from the perspective of long-term care institutions. Collaborating with the Industrial Technology Research Institute (ITRI), we also reviewed global policies and industry developments, learning from best practices of benchmark enterprises at home and abroad. We focused on four core aspects—co-living, co-creation, co-learning, and co-enjoyment—to promote intergenerational interaction and inclusiveness. Based on these insights, we put forward the Intergenerational Well-being Initiatives and Recommendations, aiming to help everyone face aging with greater health and confidence. • KO Lifestyle Diseases Modern chronic diseases such as hypertension, heart disease, diabetes, cancer, and dementia are closely linked to lifestyle habits and are no longer confined to the elderly. The earlier unhealthy habits develop, the sooner these diseases can arise. Recognizing the rising risks from unhealthy lifestyles, Nan Shan Life took the lead in launching a large-scale online survey, gathering over 18,000 valid responses to gain deeper insights into the public's lifestyle habits and health status. We became the first in the industry to publish the 2024 Taiwan Lifestyle Habits Trend Survey, raising public awareness of the health risks associated with lifestyle habits. Detailed findings can be found in the Special Feature on Sustainable Health of this publication.	4.1 Health Protection
Principle 4: Transparent disclosure of the implementation of the Principles for Sustainable Insurance (PSI), recognizing regular and honest disclosure as a responsibility	• Since 2014, Nan Shan Life has voluntarily published its annual sustainability report, verified by an independent third party. The 2023 report follows the GRI Standards, SASB Insurance Sustainability Accounting Standards, IIRC's Integrated Reporting Framework, and complies with the Taiwan Stock Exchange's Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies, as well as the Sustainability Disclosure Indicators for the Financial and Insurance Industry and Climate-Related Disclosures for TWSE and TPEx Listed Companies, ensuring comprehensive sustainability information disclosure. • We have established a corporate sustainability website and update the Sustainability Progress page within three months after year-end to further enhance disclosure quality. • Additionally, we participate in stewardship evaluations for institutional investors, disclosing Nan Shan's progress in advancing sustainability.	About the Report Appendices

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Appendix 11. Management System Certifications

ISO 10002 Customer Complaint Handling Management System

Certificate TW23/00000988

SGS

The management system of

Nan Shan Life Insurance Co. Ltd.

2F., No. 144, Sec. 2, Minquan E. Rd., Zhongshan Dist., Taipei City 104470, Taiwan (R.O.C.)

has been assessed and certified as meeting the requirements of

ISO 10002:2018

For the following activities

Insurance Customer Relationship and Complaint Management.

This certificate is valid from 11 December 2023 until 11 December 2026 and remains valid subject to satisfactory surveillance audits.

Issue 1. Certified since 11 December 2023

Authorised by

Stephen Pan

Deputy Director

SGS Taiwan Ltd.

No. 136-1, Wu Kung Road, New Taipei Industrial Park, Wu Ku District, New Taipei City 24803, Taiwan

t +886 (02) 2299 3939 - www.sgs.com.tw

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Certificate TW23/00000989

SGS

The management system of

Nan Shan General Insurance Co., Ltd.

17F., No.6, Sec. 1, Jhongsiao W. Rd., Jhongheng Dist., Taipei City 100405, Taiwan (R.O.C.)

has been assessed and certified as meeting the requirements of

ISO 10002:2018

For the following activities

Customer Relationship Development (Complaint Management)

This certificate is valid from 11 December 2023 until 11 December 2026 and remains valid subject to satisfactory surveillance audits.

Issue 1. Certified since 11 December 2023

Authorised by

Stephen Pan

Deputy Director

SGS Taiwan Ltd.

No. 136-1, Wu Kung Road, New Taipei Industrial Park, Wu Ku District, New Taipei City 24803, Taiwan

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ISO 14001 Environmental Management System

此為證書 TW16/00893 譚本

SGS

下述組織

南山人壽保險股份有限公司

台北市信義區莊敬路 168 號

的管理系統已經過審核，並證實符合下述要求

ISO 14001:2015

所涵蓋的活動範圍

提供人身保險服務

此證書的有效期自 2022 年 10 月 18 日至 2025 年 10 月 18 日，其有效性應繫於持續符合的定期稽核

版次 7，原始註冊日期 2016 年 10 月 18 日

其它地區/司法實體之驗證活動於補充頁上列出

簽署

Jonathan Hall

Global Head - Certification Services

SGS United Kingdom Ltd

Rossmore Business Park, Ellesmere Port, Cheshire, CH65 3EN, UK

t +44 (0)151 350 6666 - www.sgs.com

IAF

本文件為電子版證書，僅供客戶用於其商業用途。此電子證書包含共同認可系統適用標誌與副本。本文件由本公司依照可取得之 Terms and Conditions | SGS 中之 SGS 驗證服務條款授權。敬請注意以防本公司客戶的責任範圍、賠償和司法管轄事項。本文件受為確保獲得、使用人或持有者的資訊文件的可能公司權作出規定。偽造或更改本證書屬違法。

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ISO 14046 Water Footprint Verification Statement

意見書編號 TW25/00035WFP

SGS

水足跡查證聲明書

查證標的

組織水足跡

以上之計算由

南山人壽保險股份有限公司

台北市信義區莊敬路 168 號

本公司確認以生命週期評估數據為基礎

完成查證並符合下列標準要求

ISO 14046:2014

生命週期評估範疇

企業對企業

簽署人

鮑柏宇

管理與保證事業群副總裁

版次:1

意見書發證日期：2025年02月12日

意見書有效日期：2027年02月11日

TGP58-15-3 2501

台灣檢驗科技股份有限公司

248016 新北市新北產業園區五工路 136-1 號

t(02)22993279 f(02)22999453

http://www.sgs.com.tw

本查證意見書不可單獨使用，須與完整範圍一併參考，並與該證書頁面所使用者版本

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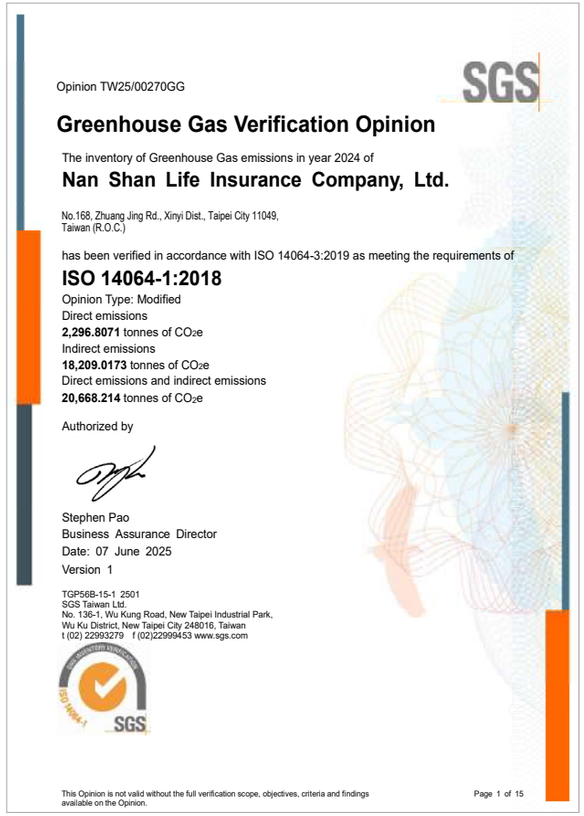
ISO 14064-1 Greenhouse Gas Verification



Opinion TW25/00270GG

SGS

Greenhouse Gas Verification Opinion

The inventory of Greenhouse Gas emissions in year 2024 of

Nan Shan Life Insurance Company, Ltd.

No.168, Zhuang Jing Rd., Xinyi Dist., Taipei City 11049,
Taiwan (R.O.C.)

has been verified in accordance with ISO 14064-3:2019 as meeting the requirements of

ISO 14064-1:2018

Opinion Type: Modified
Direct emissions
2,296.8071 tonnes of CO_2e
Indirect emissions
18,209.0173 tonnes of CO_2e
Direct emissions and indirect emissions
20,668.214 tonnes of CO_2e

Authorized by

Stephen Pao
Business Assurance Director
Date: 07 June 2025
Version 1

TGP56B-15-1 2501
SGS Taiwan Ltd.
No. 136-1, Wu Kung Road, New Taipei Industrial Park,
Wu Ku District, New Taipei City 248016, Taiwan
t (02) 22993279 f (02)22999453 www.sgs.com

This Opinion is not valid without the full verification scope, objectives, criteria and findings available on the Opinion.

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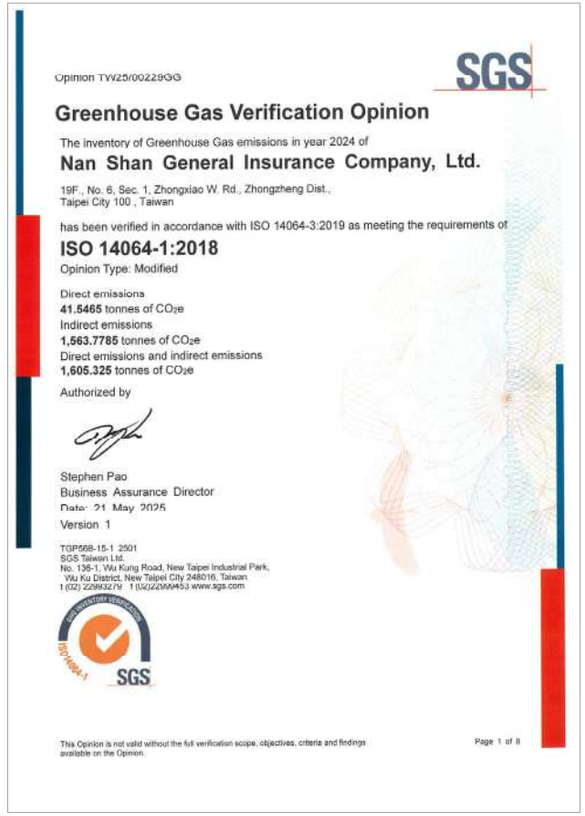

Opinion TW25/00229GG

SGS

Greenhouse Gas Verification Opinion

The inventory of Greenhouse Gas emissions in year 2024 of

Nan Shan General Insurance Company, Ltd.

19F., No. 6, Sec. 1, Zhongxiao W. Rd., Zhongzheng Dist.,
Taipei City 100 , Taiwan

has been verified in accordance with ISO 14064-3:2019 as meeting the requirements of

ISO 14064-1:2018

Opinion Type: Modified

Direct emissions
41.5465 tonnes of CO_2e
Indirect emissions
1,563.7785 tonnes of CO_2e
Direct emissions and indirect emissions
1,605.325 tonnes of CO_2e

Authorized by

Stephen Pao
Business Assurance Director
Date: 21 May 2025
Version 1

TGP56B-15-1 2501
SGS Taiwan Ltd.
No. 136-1, Wu Kung Road, New Taipei Industrial Park,
Wu Ku District, New Taipei City 248016, Taiwan
t (02) 22993279 f (02)22999453 www.sgs.com

This Opinion is not valid without the full verification scope, objectives, criteria and findings available on the Opinion.

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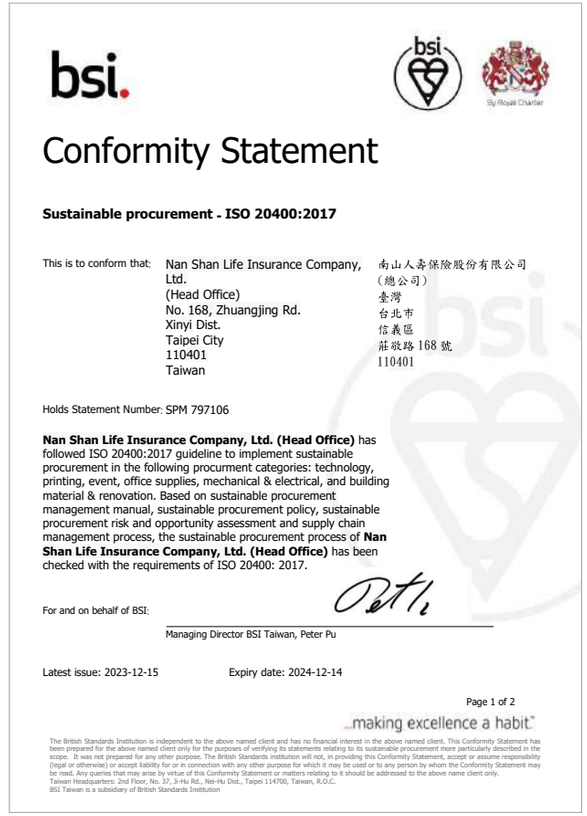
ISO 20400 Sustainable Procurement Guidance



bsi.

Conformity Statement

Sustainable procurement - ISO 20400:2017

This is to conform that:

Nan Shan Life Insurance Company, Ltd.
(Head Office)
No. 168, Zhuangjing Rd.
Xinyi Dist.
Taipei City
110401
Taiwan

南山人壽保險股份有限公司
（總公司）
臺灣
台北市
信義區
莊敬路 168 號
110401

Holds Statement Number: SPM 797106

Nan Shan Life Insurance Company, Ltd. (Head Office) has followed ISO 20400:2017 guideline to implement sustainable procurement in the following procurment categories: technology, printing, event, office supplies, mechanical & electrical, and building material & renovation. Based on sustainable procurement management manual, sustainable procurement policy, sustainable procurement risk and opportunity assessment and supply chain management process, the sustainable procurement process of **Nan Shan Life Insurance Company, Ltd. (Head Office)** has been checked with the requirements of ISO 20400: 2017.

For and on behalf of BSI:

Managing Director BSI Taiwan, Peter Pu

Latest issue: 2023-12-15 Expiry date: 2024-12-14

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..making excellence a habit.

The British Standards Institution is independent to the above named client and has no financial interest in the above named client. This Conformity Statement has been prepared for the above named client only for the purposes of verifying its statements relating to its sustainable procurement more particularly described in the scope. It was not prepared for any other purpose. The British Standards institution will not, in providing this Conformity Statement, accept or assume responsibility (legal or otherwise) or accept liability for or in connection with any other purpose for which it may be used or to any person by whom the Conformity Statement may be read. Any queries that may arise by virtue of this Conformity Statement or matters relating to it should be addressed to the above name client only.
Taiwan Headquarters: 2nd Floor, No. 37, Ji-Hu Rd., Nei-Hu Dist., Taipei 114700, Taiwan, R.O.C.
BSI Taiwan is a subsidiary of British Standards Institution

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ISO 22301 Business Continuity Management System

bsi.

Certificate of Registration

BUSINESS CONTINUITY MANAGEMENT SYSTEM - ISO 22301:2019

This is to certify that: Nan Shan Life Insurance Co., Ltd.
No. 158, Zhuangjing Rd.
Xinyi Dist.
Taipei City
110401
Taiwan

Holds Certificate No: **BCMS 761441**

and operates a Business Continuity Management System which complies with the requirements of ISO 22301:2019 for the following scope:

The provision of life insurance customer services including claim, policy owner service, customer consultation and complaint management, underwriting, premium collection and related supporting activities.

For and on behalf of BSI:

Michael Lam, Senior Vice President, APAC Assurance

Original Registration Date: 2022-02-16
Effective Date: 2025-02-16
Latest Revision Date: 2025-02-09
Expiry Date: 2028-02-15

Page: 1 of 3

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Printed copies can be validated at www.bsi-global.com/ClientDirectory or telephone +886 (07)656-0333.

Taiwan Headquarters: 2nd Floor, No.37, Jihu Rd., Neihu Dist., Taipei 114, Taiwan, R.O.C.
A Member of the BSI Group of Companies.

ISO 27001 Information Security Management System

此為證書 TW14/11003 譯本

下述組織

南山人壽保險股份有限公司

11049 台北市信義區莊敬路 168 號

的管理系統已經過審核，並被證明符合下述要求

ISO/IEC 27001:2013

所涵蓋的活動範圍

依據適用性聲明書版本 2.0，提供下列資訊安全相關管理活動

- 核可之電子商務及相關服務；
- 資訊應用系統及相關資料庫；
- 資料中心、災難復原中心及相關基礎設施；
- 網路。

此證書的有效期自 2023 年 12 月 09 日 至 2025 年 10 月 31 日 且其有效性須繫於特許符合的定期稽核

原次 7. 原始註冊日期 2014 年 12 月 09 日

其它場所/角落實體之驗證活動於後續頁上列出

Jonathan Hall
Global Head - Certification Services

SGS United Kingdom Ltd
Rosemore Business Park, Ellesmere Port, Cheshire, CH65 3EN, UK
t +44 (0)151 350-6866 - www.sgs.com

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Certificate TW17/00530

The management system of

Nan Shan General Insurance Co., Ltd.

18F., No.6, Sec. 1, Zhongxiao W. Rd., Zhongzheng Dist., Taipei City 10041, Taiwan (R.O.C.)

has been assessed and certified as meeting the requirements of

ISO/IEC 27001:2013

For the following activities

The provision of information security management activities that covers computer server room, data communication network, and the development and maintenance of online-insurance platform via Technology & Application Department in accordance with Statement of Applicability V1.2.

This certificate is valid from 03 June 2023 until 31 October 2025 and remains valid subject to satisfactory surveillance audits.

Issue 3. Certified since 03 June 2017

Authorised by
Jonathan Hall
Global Head - Certification Services

SGS United Kingdom Ltd
Rosemore Business Park, Ellesmere Port, Cheshire, CH65 3EN, UK
t +44 (0)151 350-6666 - www.sgs.com

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ISO 46001 Water Efficiency Management System

Certificate TW23/00000834

SGS

The management system of

Nan Shan Life Insurance Company, Ltd.

No. 168, Zhuang Jing Rd., Xinyi Dist., Taipei City 110, Taiwan (R.O.C.)

has been assessed and certified as meeting the requirements of

ISO 46001:2019

For the following activities

Provision of insurance Service.

This certificate is valid from 26 December 2023 until 26 December 2026 and remains valid subject to satisfactory surveillance a

Issue 1Certified since 26 December 2023

Certified activities performed by additional sites are listed on subsequent pages.

Authorised by

Stephen Pao

Deputy Director

SGS Taiwan Ltd.

No. 134, Wu Kung Road, New Taipei Industrial Park, Wu Ku District, New Taipei City 24803, Taiwan

t +886 (0)2 2299 3939 www.sgs.com.tw

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ISO 50001 Energy Management System

此為證書 TW16/01015 譯本

SGS

下述組織

南山人壽保險股份有限公司

110 台北市信義區新敦路 168 號

的管理系統已經過審核，並被證明符合下述要求

ISO 50001:2018

所涵蓋的活動範圍

提供人身保險服務。

此證書的有效期間為 2022 年 11 月 16 日 至 2025 年 11 月 15 日，且於有效性獲得持續符合的審核後

簽發之 原始證照日期 2018 年 11 月 16 日

其它場所的法資體之關連活動於後續頁上列出

蔣君

Stephen Pao

Deputy Director

台灣檢驗科技股份有限公司

24803 新北市五股區新北產業園區五工路 136-1 號

t +886 (0)2 2299 3939 www.sgs.com.tw

SGS TAF IAF

Management System Certification M5001

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BS 10012 PIMS Personal Information Management System

Certificate TW20/00031 / 證書 TW20/00031

The management system of / 下述組織

NAN SHAN LIFE INSURANCE CO., LTD.
南山人壽保險股份有限公司

No. 168, Zhuangjing Rd., Xinyi Dist., Taipei City 110401, Taiwan (R.O.C.)
110401 台北市信義區莊敬路 168 號

has been assessed and certified as meeting the requirements of
的管理系統已經過審核，並被證明符合下述要求

BS10012:2017

For the following activities / 所涵蓋的活動範圍

The Scope of Registration appears on page 2 of this certificate
註冊範圍載示在本證書的第二頁

This certificate is valid from 21 January 2025 until 19 February 2026 and remains valid subject to satisfactory surveillance audits.
此證書的有效期自 2025 年 01 月 21 日至 2026 年 02 月 19 日 且其有效性應繫於持續符合約定期稽核

Issue 5. Certified since 19 February 2020
版次 5. 原始註冊日期 2020 年 02 月 19 日

Certified activities performed by additional sites are listed on subsequent pages.
其它額外合法實體之驗證活動於後續頁上列出

Authorised by / 授權
Stephen Pao
Director

SGS Taiwan Limited

Page 1 / 6 / 頁 1 / 6

Certificate TW20/00031, continued / 證書 TW20/00031, 續

NAN SHAN LIFE INSURANCE CO., LTD.
南山人壽保險股份有限公司

BS10012:2017

Issue 5 / 版次 5

Provision of personal information management activities which cover the business processes of collecting, processing, and using personal data within below functions and departments:
- Headquarters: Internal audit, Compliance Department, Department of Branding Communication & Corporate Affairs, Personal Data Protection Task Force, the function of Shared Service (include the Department of Human Resources, Risk Management, Information Security, Purchasing & Facility Planning, Technology Service, Information Application System, Information Technology Integration, Information Security Technology, Digital Technology Center), the function of Customer Service (include the Department of Underwriting, Claims, Policy Owner Service, Customer Relationship, Call Center, Customer Service System, Customer Service – Taipei, Premium Collection), the function of Finance & Actuarial (include the Department of Accounting, Finance), the function of Multiple Distribution Channels (include the Department of Financial Institution Management, Regional Insurance Service, Partnership Channels Operational Support, Corporate Insurance & eCommerce, Fin Inst. Prod Mkt &Training), the function of Agency Channel (include the Department of Sales & Opportunity Promotion, Product Marketing & Promotion), the function of Investment (include the Department of Investment Services), the function of Product Research & Development, (include the Department of Investment-Linked Product, Product, Wellness & Healthcare Planning).
- Branch offices: Pan Chiao, Ta Tung, Chung Shan, Chungli, Taichung, Kaohsiung, Tainan.
- The related departments for eCommerce businesses as follows:
1. Online insurance services: Department of Product Marketing & Promotion, Policy Owner Service, Claims, Wellness & Healthcare Planning.
2. Online insurance business: Department of Corporate Insurance & eCommerce, Underwriting, Call Center, Premium Collection, Product, Wellness & Healthcare Planning, Customer Service - Taipei, Taichung branch

個人資訊管理活動涵蓋下列單位之個人資料蒐集、處理與利用之業務流程：
- 總公司單位：稽核室、法令遵循部、品牌溝通及公共事務部、個資安全小組、「營運銀行政(人力資源部、風險管理部、資訊安全部、採購暨環境規劃部、科技服務部、資訊應用系統部、資訊技術整合部、資安技術部、數位科技中心)」、「客戶服務(核保部、理賠部、保戶服務部、客戶關係管理部、電話客服中心、客服系統部、客戶服務台北分部、收費管理部)」、「財務精算(會計部、財務部)」、「客戶體驗與通路管理部、金融機構商務暨行銷訓練部)」、「業務通路(業務暨商機推廣部、商品行銷推廣部)」、「投資(投資服務部)」、「商品研發(投資型商品部、商品部、健康照護企劃部)」：
- 分公司：板橋、大同、中山、竹蓮、台中、高雄、台南；
- 聯屬電子商務之有關單位：
1. 網路保險服務：底品行銷推廣部、保戶服務部、理賠部、健康照護企劃部。
2. 網路投保業務：法人暨電子商務通路部、核保部、電話客服中心、收費管理部、商品部、健康照護企劃部、客戶服務台北分部、台中分公司。

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NAN SHAN LIFE INSURANCE CO., LTD.
南山人壽保險股份有限公司

BS10012:2017

Issue 5 / 版次 5

Sites / 場區

NAN SHAN LIFE INSURANCE CO., LTD.
南山人壽保險股份有限公司
No. 168, Zhuangjing Rd., Xinyi Dist., Taipei City 110401, Taiwan (R.O.C.)
110401 台北市信義區莊敬路 168 號

Provision of personal information management activities which cover the business processes of collecting, processing, and using personal data within below functions and departments:
- Headquarters: Internal audit, Compliance Department, Department of Branding Communication & Corporate Affairs, Personal Data Protection Task Force, the function of Shared Service (include the Department of Human Resources, Risk Management, Purchasing & Facility Planning, Information Application System, Information Technology Integration, Digital Technology Center), the function of Customer Service (include the Department of Underwriting, Claims, Policy Owner Service, Customer Relationship, Customer Service System), the function of Finance & Actuarial (include the Department of Accounting, Finance), the function of Multiple Distribution Channels (include the Department of Financial Institution Management, Partnership Channels Operational Support, Corporate Insurance & eCommerce, Fin Inst. Prod Mkt &Training), the function of Agency Channel (include the Department of Sales & Opportunity Promotion, Product Marketing & Promotion), the function of Investment (include the Department of Investment Services), the function of Product Research & Development, (include the Department of Investment-Linked Product, Product, Wellness & Healthcare Planning).
- The related departments for eCommerce businesses as follows:
1. Online insurance services: Department of Product Marketing & Promotion, Policy Owner Service, Claims, Wellness & Healthcare Planning.
2. Online insurance business: Department of Corporate Insurance & eCommerce, Underwriting, Product, Wellness & Healthcare Planning

個人資訊管理活動涵蓋下列單位之個人資料蒐集、處理與利用之業務流程：
- 總公司單位：稽核室、法令遵循部、品牌溝通及公共事務部、個資安全小組、「營運銀行政(人力資源部、風險管理部、採購暨環境規劃部、資訊應用系統部、資訊技術整合部、數位科技中心)」、「客戶服務(核保部、理賠部、保戶服務部、客戶關係管理部、電話客服中心、客服系統部、金融機構商務暨行銷訓練部)」、「財務精算(會計部、財務部)」、「客戶體驗與通路管理部、金融機構商務暨行銷訓練部)」、「業務通路(業務暨商機推廣部、商品行銷推廣部)」、「投資(投資服務部)」、「商品研發(投資型商品部、商品部、健康照護企劃部)」：
- 聯屬電子商務之有關單位：
1. 網路保險服務：底品行銷推廣部、保戶服務部、理賠部、健康照護企劃部。
2. 網路投保業務：法人暨電子商務通路部、核保部、商品部、健康照護企劃部。

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BS 10012 PIMS Personal Information Management System

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SGS
BS10012:2017
Issue 5 / 版次 5
Sites / 場區
NAN SHAN LIFE INSURANCE CO., LTD. Nan Shan Life Insurance building
NAN SHAN LIFE INSURANCE CO., LTD. Xinyu building
NAN SHAN LIFE INSURANCE CO., LTD. Pan Chiao Branch

Certificate TW20/00031, continued / 證書 TW20/00031, 續
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Sites / 場區
NAN SHAN LIFE INSURANCE CO., LTD. Ta Tung Branch
NAN SHAN LIFE INSURANCE CO., LTD. Ta Tung Branch
NAN SHAN LIFE INSURANCE CO., LTD. Chung Shan Branch
NAN SHAN LIFE INSURANCE CO., LTD. Chungli Branch

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NAN SHAN LIFE INSURANCE CO., LTD. Taichung Branch
NAN SHAN LIFE INSURANCE CO., LTD. Kaohsiung Branch
NAN SHAN LIFE INSURANCE CO., LTD. Tainan Branch

Certificate TW22/00000109
The management system of
Nan Shan General Insurance Co., Ltd.
SGS
has been assessed and certified as meeting the requirements of
BS10012:2017
For the following activities
Provision of personal data protection management of online insurance business, compulsory insurance 2.0, Insurance Alliance Blockchain and line@ which covering relevant e-commerce operations of Bancassurance & Institution Department, Policy Owner Service Department, Compliance & Legal Department, Risk Management Department and Technology, Claims Department, Personal Insurance Department and Agents Channel Department and Application Department within headquarters.
This certificate is valid from 24 June 2024 until 03 May 2025 and remains valid subject to satisfactory surveillance audits.
Issue 3. Certified since 03 May 2022
Authorised by
Stephen Pan
Director
SGS Taiwan Ltd.

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Appendix 12. IFRS S1 and S2 Implementation Roadmap

Nan Shan Life has voluntarily adopted the Roadmap for Taiwan Listed Companies to Align with IFRS Sustainability Disclosure Standards published by the Financial Supervisory Commission of Taiwan. We plan to publish our first annual report in accordance with these standards in the first quarter of 2027. In preparation, the Company launched an internal IFRS S1 & S2 implementation project in September 2024, including internal training and planning activities. The following roadmap outlines the phased approach:

Phase	Tasks	Estimated Timeline
Phase 1: Analysis and Planning	• Preliminary identification of reporting entities • Drafting of the implementation plan	Completed
	• Preliminary assessment of potential impacts on daily operations across departments • Preliminary evaluation of required resources and budget for IFRS sustainability disclosures	Q2 2025
Phase 2: Design and Execution	• Review and adjust the implementation plan as needed	Q2 2025
	• Identify sustainability-related risks and opportunities and assess their financial impacts; evaluate material sustainability-related financial information	Q3 2025
	• Identify and collect necessary data • Propose solutions for the impacts of adopting IFRS sustainability disclosure standards on Company operations • Revise and adjust Company processes, including financial and non-financial reporting, information systems, supply chain management, internal controls, and daily operations of various departments	Q4 2025
	• Conduct testing to identify and adjust necessary processes or systems • Develop the Company's own IFRS sustainability information templates	Q2 2026
Phase 3: Implementation	• Pilot the preparation of the sustainability information section of the annual report • Analyze the process and identify improvement opportunities based on the pilot experience • Conduct preliminary performance evaluations	Q3 2026
	• Continuously update the internal control manuals related to IFRS sustainability disclosures and conduct internal training	Q4 2026
Phase 4: Adjustment and Enhancement	• Officially disclose the sustainability information section in the annual report • Reassess performance evaluation • Continue process analysis and improvements related to IFRS sustainability information • Assess the impact of IFRS sustainability disclosure standards based on feedback from investors, lenders, and creditors	Q1 2027

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Appendix 13. Limited Assurance Report by CPA

KPMG
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網 址 Web kpmg.com/tw

Independent Limited Assurance Report

To Nan Shan Life Insurance Co., Ltd.:

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

Applicable Criteria of the Subject Matter Information

Nan Shan Life shall prepare the Subject Matter Information in accordance with applicable criteria required by Article 4 of Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies ("the Rules") and Global Reporting Initiative Standards ("GRI Standards") issued by Global Sustainability Standards Board as set forth in Appendix I.

Management's Responsibilities

Nan Shan Life 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. Nan Shan Life 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.

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.

KPMG, a Taiwan partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

KPMG

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 Nan Shan Life;
- 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 had 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 Nan Shan Life. Therefore, the different stakeholders may have different interpretations of such information.

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.

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 Huang, Yu-Ting.

KPMG

Taipei, Taiwan (Republic of China)
Aug 8, 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.

KPMG

Appendix I：Summary of the Subject Matter Information

No.	Corresponding Section	Subject Matter Information	Applicable Criteria
1	6.5.3 Personal Data Protection	■ In 2024, no incidents at Nan Shan were identified as material personal data breaches or information security events[1]. Note 1: Nan Shan Life defines a material personal data breach as the leakage of 2,000 or more personal data records; for NSGI, the threshold is 5,000 records. ■ In 2024, Nan Shan Life recorded a total of 36 information leakage incidents, all of which were related to personal data, affecting 55 clients. Investigations revealed that most of these incidents were due to operational errors by agents, followed by administrative mistakes by employees and postal service errors, such as mail delivery losses or misdeliveries. None of the cases involved material data breaches or infringements on client privacy, nor did they constitute any serious violations. For incidents involving operational errors by agents or back-office personnel, Nan Shan Life not only requires the responsible departments to conduct root cause analyses and formulate specific corrective actions, but also strengthens employee education and awareness campaigns. Educational videos are produced and made available on the Company's internal platforms or displayed in elevators to ensure the message reaches all agents and employees—not just those directly involved in the incidents. In cases involving delivery errors by postal services, Nan Shan Life has reported the issues to the responsible branches and the central postal authority, urging them to reinforce proper mail handling practices. The postal authority has pledged to enhance oversight and improve delivery procedures, and the Company continues to monitor the effectiveness of these improvements. For incidents in which clients mistakenly receive others' personal data, Nan Shan Life not only contacts the affected data subjects in an appropriate manner but also proactively reaches out to the unintended recipients to retrieve or destroy the misdelivered documents. All such cases have been properly handled. ■ In addition to the above responses, Nan Shan Life includes a report on personal data incident notifications in every quarterly meeting of the Personal Data Security Maintenance Team to track remediation and ensure proper handling. Where appropriate, sensitive data in client notifications is masked to minimize potential impact. Furthermore, disciplinary actions may be taken in cases involving employee errors, when deemed necessary.	The Rules Appendix 1-3 No.1 Number of data breaches, percentage involving personally identifiable information, and number of account holders affected.
2	3.1.3 Climate Finance Products and Services	■ Performance of Green Property and Casualty Insurance[1]	The Rules Appendix 1-3 No.4 Products and services designed by individual operating units to create benefits for the environment or society.

Product Category	Number of New Policies Underwritten (Annual)	Premium Income (NTS)
Year	**2024**	**2024**
Exclusive Electric Vehicle Insurance[2]	18,558	42,561,041
Comprehensive Charging Pile Insurance[3]	146	126,882
Mini Electric Two-Wheeler Third-Party Liability Insurance[4]	2,739	4,095,244
Electric Motorcycle Mileage Billing Insurance	877	1,068,609
Residential Green Energy Upgrade Rider	6,040	1,217,913
Total	28,360	49,069,689

Note 1: All of the above are green insurance products certified by the Taiwan Insurance Institute.
Note 2: Exclusive Electric Vehicle Insurance was launched in July 2024.
Note 3: Comprehensive Charging Pile Insurance was launched in June 2023.
Note 4: Mini Electric Two-Wheeler Third-Party Liability Insurance was launched in March 2023.

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No.	Corresponding Section	Subject Matter Information	Applicable Criteria
2	4.1.1 Becoming Healthy with Nan Shan	■ 2024 Heartwarming Care Service Packages – Nan Shan Life actively identifies and addresses client needs throughout their health journey. In 2024, we introduced 13 Heartwarming Care Services across four key areas: maternity and infant care, long-term care, injury and illness support, and mental health. These services aim to support clients not only through claims but also with compassionate care during critical life stages and health challenges. – Exclusively available to Nan Shan clients, eligible individuals may receive complimentary wellness or medical care services provided by Health Protection Circle partners. Since the program's launch and through the end of 2024, the themed webpage recorded 37,821 visits. During the year, 13,927 clients used the service, with a cumulative beneficiary count reaching 36,541. ■ I "Can" Help - Cancer Care Support – Nan Shan's Health Protection Circle has long championed cancer care support. In September 2024, we launched a new themed webpage titled as I "Can" Help, designed to reduce the distance between individuals and cancer resources. From cancer prevention and active treatment support to posttreatment recovery, the platform offering corresponding health care solutions for cancer prevention, active treatment, and post-treatment recovery. – Nan Shan Life's cancer care support services are designed to provide compassionate protection at every key stage of the client's health journey. As of the end of 2024, the services were used 4,604 times during the year, with a cumulative total of 8,620 uses across multiple years. In 2024, 12,451 Nan Shan clients accessed Heartwarming Care Services free of charge, with the cumulative number of beneficiaries reaching 33,425. Since its launch in September 2024, the I Can Help with Cancer Care themed webpage has recorded over 20,000 pageviews by year-end. ■ Maternity and Infant Care – Mommy's Fertility Assist Program – The "Mommy's Fertility Assist Program" has been well received by tens of thousands of clients. As of the end of 2024, the themed webpage had recorded 17,001 views. Related services were used 17,517 times during the year, with a cumulative total of 74,698 uses. In 2024, 1,212 clients received free Heartwarming Care Services, with the cumulative number of beneficiaries reaching 2,267 across multiple years. – Nan Shan Life's Ma Mi Bao Mommy Care Term Life Insurance received multiple honors ●26th Faith, Hope & Love Awards of Insurance - "Best Product Innovation Award-Life Insurance Category" ●21st National Brand Yushan Awards - Best Product ■ BAM APP – In 2024, the BAM App introduced new daily wellness missions, including power walking, breathing exercises, sleep tracking, and health education articles. It also regularly hosted themed challenges to encourage users to actively manage their health and activities. In addition to promoting individual health, the app also integrated public welfare into its challenge campaigns, donating NT$800,000 to four remote elementary schools. – By the end of 2024, the app has recruited 23,000 new users, bringing the total number of users to over 130,000. The app logged 70.5 billion steps in 2024 alone, with a cumulative total exceeding 187.2 billion steps.	The Rules Appendix 1-3 No.4 Products and services designed by individual operating units to create benefits for the environment or society.

No.	Corresponding Section	Subject Matter Information	Applicable Criteria
		■ Remote Health Management Service – Innovative Wellness Program – The Remote Health Management Service allows clients to stay at home while receiving professional support in managing their health concerns. As of the end of 2024, the themed webpage recorded 7,217 pageviews, with 662 uses of the service during the year and a cumulative total of 836 uses over multiple years.	
2	4.1.2 Excellent Insurance with Nan Shan	■ Performance of Spillover-effect Insurance in 2024 – Number of Spillover-effect Insurance Products (Currently sold) : 44 – New Spillover-effect Policies Issued (in 10,000s) : 58.4 – Market Share (%) : 48.9 ■ In 2024, nearly 60% of spillover-effect policy sales were cashback-reward models. ■ In 2024, Nan Shan Life launched five new spillover-effect insurance products, resulting in over 18,800 new contracts issued.	The Rules Appendix 1-3 No.4 Products and services designed by individual operating units to create benefits for the environment or society.
	4.2.2 Inclusive Financial Products and Services	■ Nan Shan Life – Microinsurance for Personal Insurance Nan Shan Life was the first in the industry to launch personal accident microinsurance policies and has continued to promote a range of microinsurance products to broaden coverage and fulfill its corporate social responsibility in inclusive finance. Target Groups: Elderly people, poor or low-income individuals, and persons with disabilities Cumulative Number of Insured Individuals: 210,891 people 2024.12.31 Valid Policies[1]: 1,135 (Number of insured individuals: 113,601) Note 1: The above figures are based on valid policies and active insured individuals as of December 31, 2024. ■ Micro-Whole-Life Insurance In response to population aging and declining birth rates, Nan Shan launched a micro-whole-life insurance plan featuring low entry thresholds and affordable premiums. The product is designed to be simple and easy to understand, aiming to provide basic protection to meet the needs of the general public, particularly senior citizens. Target Groups: Elderly people, poor or low-income individuals, and young people Cumulative Number of Insured Individuals: 160,044 people 2024.12.31 Valid Policies[1]: 148,756 Note 1: The above figures are based on valid policies and active insured individuals as of December 31, 2024. With the continuous promotion of micro-whole-life insurance, the number of effective contracts held by clients aged 55 and above exceeded 54,000 as of 2024. The total number of effective policies reached nearly 149,000, representing an increase of approximately 9,000 from the previous year. This demonstrates sustained efforts to strengthen the micro-whole-life insurance protection.	
3	6.2.3 Compliance	■ In 2024, Nan Shan Life had no material sanctions[1], violations of environmental regulations, or penalties, warnings, or voluntary violations related to product or service labeling. The Company paid a total of NT$13.33 million in fines across 91 cases during the year. Of these, NT$13.124 million across 88 cases were penalties issued in 2024, while NT$206,000 across 3 cases were related to penalties from the previous year. NSGI paid a total of NT$2.4 million in fines across 3 cases, all issued in 2024.	GRI Standards 2-27 Compliance with laws and regulations

No.	Corresponding Section	Subject Matter Information	Applicable Criteria
		Note 1: Nan Shan Life defines "material sanctions" in accordance with "Regulations Governing Public Disclosure by the Financial Supervisory Commission of Material Enforcement Actions for Violations of Financial Legislation."	
4	3.3.4 Sustainable Supply Chain Management	■ Suppliers and contractors are required to sign related Sustainable Supply Chain Commitment Letters, pledging adherence to principles of ethical business practices, labor and human rights, and environmental sustainability as part of their corporate social responsibility obligations. ■ Implementation Status of Sustainable Supply Chain Commitment Letters[1] Scope / Nan Shan Life[2] / NSGI[2] / Total Number of suppliers/contractors with transactions in 2024 (A): 960[3] / 272[4] / 1,232 Number of suppliers/contractors who have signed the commitment (B): 458 / 60 / 518 Signing ratio (B/A): 48% / 22% / 42% Note 1: Includes Nan Shan Life's "Supplier/Contractor Commitment Letter" and NSGI's "Supplier Corporate Social Responsibility Commitment Letter." Note 2: Nan Shan Life's investigation covers items under the "Purchase Requisition Guidelines", while NSGI's covers those under the "General Procurement Operation Guidelines". Note 3: Refers to the total number of suppliers approved by the Nan Shan Life Insurance Procurement Department with actual procurement activities in 2024. Note 4: Refers to the number of suppliers approved for procurement by the responsible departments of NSGI in 2024.	GRI Standards 205-2 Communication and training about anti-corruption policies and procedures
	6.1.1 Governance Practices	■ In 2024, all 14 directors received training and communication on ethical corporate management, achieving a 100% completion rate.	
	6.2.2 Employee Code of Conduct	■ Nan Shan Life has established an Employee Code of Conduct that defines responsibilities and obligations, and sets standards for compliance with applicable laws, regulations, and internal policies in the course of work. The Code covers the following areas: client relations and rights protection, fair trade, respect for and protection of intellectual property rights, anti-money laundering, equal employment and anti-discrimination, maintaining a safe and healthy workplace, confidentiality obligations, corporate reputation management, legal compliance, prohibition of gifts, bribery, or improper benefits, encouragement of whistleblowing, and prevention of conflicts of interest. ■ In 2024, a total of 4,275 administrative employees completed the training course on the Code of Conduct, accounting for approximately 99% of all employees.	
5	3.1.2 SBT Carbon Reduction Pathway and Performance for the Year	■ Nan Shan has put its carbon reduction commitment into practice by signing the SBTi commitment in 2023 and completing target validation in 2024. Using 2022 as the base year, the Company has pledged to reduce Scope 1 and 2 emissions by 42% by 2030. ■ In 2024, Nan Shan's total Scope 1 and 2 emissions amounted to 19,328.79 tCO2e, representing a 10.84% reduction compared to the base year, achieving its annual carbon reduction goal.	Custom Indicator Achievement status of Scope 1 and Scope 2 carbon reduction targets for 2024

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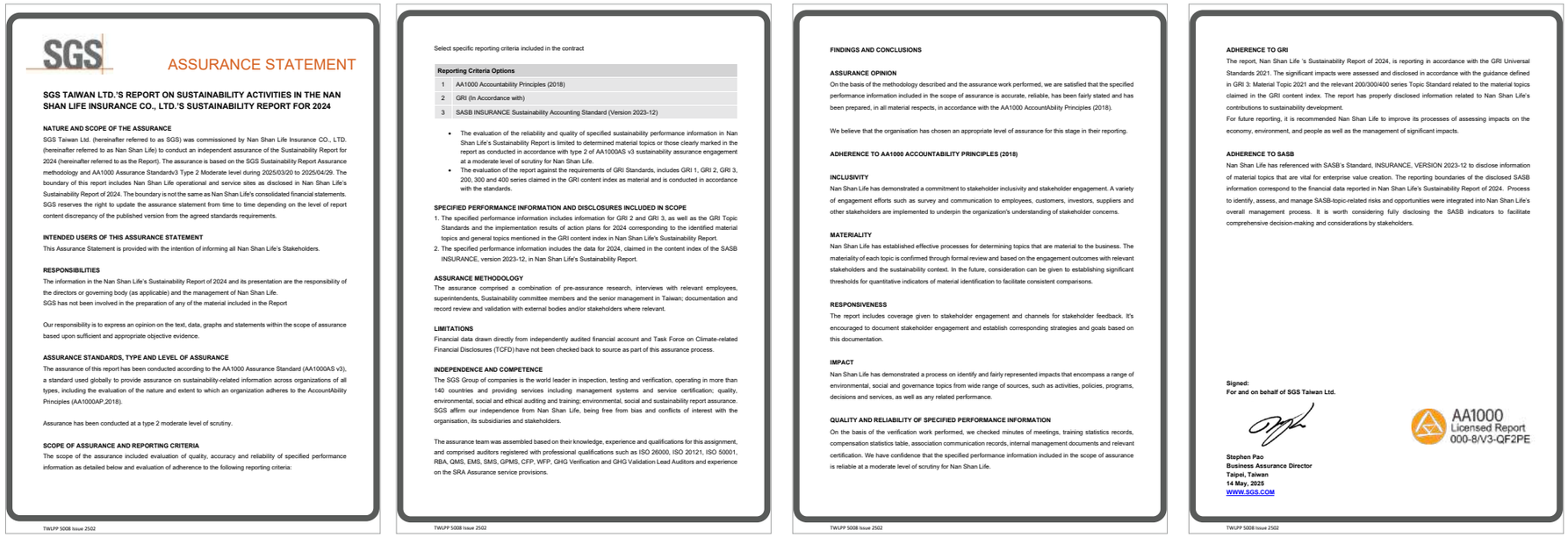
Appendix 14. Independent Assurance Statement



SGS

ASSURANCE STATEMENT

SGS TAIWAN LTD.'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE NAN SHAN LIFE INSURANCE CO., LTD.'S SUSTAINABILITY REPORT FOR 2024

NATURE AND SCOPE OF THE ASSURANCE

SGS Taiwan Ltd. (hereinafter referred to as SGS) was commissioned by Nan Shan Life Insurance CO., LTD. (hereinafter referred to as Nan Shan Life) to conduct an independent assurance of the Sustainability Report for 2024 (hereinafter referred to as the Report). The assurance is based on the SGS Sustainability Report Assurance methodology and AA1000 Assurance Standardv3 Type 2 Moderate level during 2025/03/20 to 2025/04/29. The boundary of this report includes Nan Shan Life operational and service sites as disclosed in Nan Shan Life's Sustainability Report of 2024. The boundary is not the same as Nan Shan Life's consolidated financial statements. SGS reserves the right to update the assurance statement from time to time depending on the level of report content discrepancy of the published version from the agreed standards requirements.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all Nan Shan Life's Stakeholders.

RESPONSIBILITIES

The information in the Nan Shan Life's Sustainability Report of 2024 and its presentation are the responsibility of the directors or governing body (as applicable) and the management of Nan Shan Life.
SGS has not been involved in the preparation of any of the material included in the Report

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance based upon sufficient and appropriate objective evidence.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The assurance of this report has been conducted according to the AA1000 Assurance Standard (AA1000AS v3), a standard used globally to provide assurance on sustainability-related information across organizations of all types, including the evaluation of the nature and extent to which an organization adheres to the AccountAbility Principles (AA1000AP_2018).

Assurance has been conducted at a type 2 moderate level of scrutiny.

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

TWLPP 5008 Issue 2502

Select specific reporting criteria included in the contract

Reporting Criteria Options	
1	AA1000 Accountability Principles (2018)
2	GRI (In Accordance with)
3	SASB INSURANCE Sustainability Accounting Standard (Version 2023-12)

- The evaluation of the reliability and quality of specified sustainability performance information in Nan Shan Life's Sustainability Report is limited to determined material topics or those clearly marked in the report as conducted in accordance with type 2 of AA1000AS v3 sustainability assurance engagement at a moderate level of scrutiny for Nan Shan Life.
- The evaluation of the report against the requirements of GRI Standards, includes GRI 1, GRI 2, GRI 3, 200, 300 and 400 series claimed in the GRI content index as material and is conducted in accordance with the standards.

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

1. The specified performance information includes information for GRI 2 and GRI 3, as well as the GRI Topic Standards and the implementation results of action plans for 2024 corresponding to the identified material topics and general topics mentioned in the GRI content index in Nan Shan Life's Sustainability Report.
2. The specified performance information includes the data for 2024, claimed in the content index of the SASB INSURANCE, version 2023-12, in Nan Shan Life's Sustainability Report.

ASSURANCE METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees, superintendents, Sustainability committee members and the senior management in Taiwan; documentation and record review and validation with external bodies and/or stakeholders where relevant.

LIMITATIONS

Financial data drawn directly from independently audited financial account and Task Force on Climate-related Financial Disclosures (TCFD) have not been checked back to source as part of this assurance process.

INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from Nan Shan Life, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with professional qualifications such as ISO 26000, ISO 20121, ISO 50001, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance service provisions.

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FINDINGS AND CONCLUSIONS

ASSURANCE OPINION

On the basis of the methodology described and the assurance work performed, we are satisfied that the specified performance information included in the scope of assurance is accurate, reliable, has been fairly stated and has been prepared, in all material respects, in accordance with the AA1000 AccountAbility Principles (2018).

We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting.

ADHERENCE TO AA1000 ACCOUNTABILITY PRINCIPLES (2018)

INCLUSIVITY

Nan Shan Life has demonstrated a commitment to stakeholder inclusivity and stakeholder engagement. A variety of engagement efforts such as survey and communication to employees, customers, investors, suppliers and other stakeholders are implemented to underpin the organization's understanding of stakeholder concerns.

MATERIALITY

Nan Shan Life has established effective processes for determining topics that are material to the business. The materiality of each topic is confirmed through formal review and based on the engagement outcomes with relevant stakeholders and the sustainability context. In the future, consideration can be given to establishing significant thresholds for quantitative indicators of material identification to facilitate consistent comparisons.

RESPONSIVENESS

The report includes coverage given to stakeholder engagement and channels for stakeholder feedback. It's encouraged to document stakeholder engagement and establish corresponding strategies and goals based on this documentation.

IMPACT

Nan Shan Life has demonstrated a process on identify and fairly represented impacts that encompass a range of environmental, social and governance topics from wide range of sources, such as activities, policies, programs, decisions and services, as well as any related performance.

QUALITY AND RELIABILITY OF SPECIFIED PERFORMANCE INFORMATION

On the basis of the verification work performed, we checked minutes of meetings, training statistics records, compensation statistics table, association communication records, internal management documents and relevant certification. We have confidence that the specified performance information included in the scope of assurance is reliable at a moderate level of scrutiny for Nan Shan Life.

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ADHERENCE TO GRI

The report, Nan Shan Life 's Sustainability Report of 2024, is reporting in accordance with the GRI Universal Standards 2021. The significant impacts were assessed and disclosed in accordance with the guidance defined in GRI 3: Material Topic 2021 and the relevant 200/300/400 series Topic Standard related to the material topics claimed in the GRI content index. The report has properly disclosed information related to Nan Shan Life's contributions to sustainability development.
For future reporting, it is recommended Nan Shan Life to improve its processes of assessing impacts on the economy, environment, and people as well as the management of significant impacts.

ADHERENCE TO SASB

Nan Shan Life has referenced with SASB's Standard, INSURANCE, VERSION 2023-12 to disclose information of material topics that are vital for enterprise value creation. The reporting boundaries of the disclosed SASB information correspond to the financial data reported in Nan Shan Life's Sustainability Report of 2024. Process to identify, assess, and manage SASB-topic-related risks and opportunities were integrated into Nan Shan Life's overall management process. It is worth considering fully disclosing the SASB indicators to facilitate comprehensive decision-making and considerations by stakeholders.

Signed:
For and on behalf of SGS Taiwan Ltd.

AA1000
Licensed Report
000-8/V3-QF2PE

Stephen Pao
Business Assurance Director
Taipei, Taiwan
14 May, 2025
WWW.SGS.COM

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Nan Shan Life