

2020 Nan Shan Life Sustainability Report



About the Report

Nan Shan Life Insurance Co., Ltd. (Nan Shan Life) has been a key player in Taiwan's insurance industry. In addition to offering a comprehensive selection of innovative products and services, we create sustained value for our policyholders, shareholders, employees, and agents. Moreover, we have been deeply committed to fulfilling corporate social responsibility. Through the combined efforts and care of our entire personnel and agents, we actively engage local communities and participate in various charity events.

Nan Shan Life has regularly published Sustainability Report every year since 2014.

This marks the eighth Sustainability Report. Through this report, we hope to not only display our endeavors and achievements in business activities, but also their economic, social, and environmental dimensions to the general public and relevant stakeholders.

This report can be viewed and downloaded in PDF format from the CSR section of our official website.

Corporate social Responsibility



Period and Scope of the Report

This report covers the 2020 fiscal year of Nan Shan Life (Jan 1, 2020 to Dec 31, 2020), as well as information on the composition of human resources and some products and services of Nan Shan General Insurance Company. In addition, to comprehensively present CSR-related agendas and performances, the content and outcomes of some projects also include data and information from 2018 to 2020 as well as those in the first quarter of 2021.

Reporting Guidelines

- The core option of the Global Reporting Initiative (GRI) Standards 2016.
- The International Integrated Reporting <IR> Framework issued by the International Integrated Reporting Council (IIRC).
- The insurance principle of the Sustainability Accounting Standards Board (SASB).
- Account Ability's AA1000 Assurance Standard 2008 (Type 2, moderate level of assurance).
- This report has been certified by SGS-Taiwan as fully compliant with the requirements of the guidelines and standards stated above (Please reference page 137 to 138 for details).

Time of Issue

The previous issue of this report was published in August 2020; the next issue is scheduled for June 2022. The Sustainability Report is issued annually.

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Nan Shan Life Website



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Letter from the Chairman

In 2020, the COVID-19 pandemic and low interest rate environment severely impacted the global financial market. In the face of upcoming challenges, Nan Shan Life Insurance Company (“Nan Shan Life”) continues with its practice of prudent management. In adherence to the United Nations Sustainable Development Goals (SDGs), it constantly provides customers with warm, caring services as well as diverse, innovative insurance products, aiming to build a comprehensive risk protection mechanism. With over half a century of establishment in Taiwan, Nan Shan Life has become one of the most influential financial institutions. In addition, with ceaseless efforts in upholding the beliefs of “trust,” “caring,” and “integrity,” Nan Shan Life strives to create a blueprint for sustainable development, stay true to its stakeholders’ trust and make contributions as a member of the social safety net, and, in doing so, promote social inclusion.

Trustworthiness, Governance, Sustainable Drive

Nan Shan Life achieved an outstanding operational performance in 2020, with a consolidated total asset exceeding NT\$ 5.1 trillion and a consolidated gross profit of NT\$37.4 billion. The profit grew over 10% compared to the previous year, reaching a historic high. When pursuing steady profit growth, the Company also focus on sustainable corporate development. To build a comprehensive sustainable management mechanism, Nan Shan Life has reorganized its “Corporate Sustainability Committee” to be a functional committee directly reporting to the Board of Directors, and set up “Corporate Sustainability Execution Teams” under the Committee to implement sustainable corporate development.

The efforts of the management team and overall staff and agents were highly recognized by professional agencies both locally and abroad. It received a total of 46 awards in 2020, including four important awards from the Financial Supervisory Commission’s Insurance Competition: (1) Outstanding Performance Award and (2) Sustainable Caring Award in the micro-insurance competition, a campaign held to promote insurance policies offering to economically disadvantaged groups with lower coverage and lower premiums; (3) “Aging Friendly Award” for actively promoting “small amount whole life insurance” (an insurance product designed for the elderly at affordable price); and (4) Investment Group

Award of New Venture Public Construction Long Term Care Investment Project. Furthermore, the Company has been awarded the insurance industry gold medal in the Taiwan Corporate Sustainability Awards, as well as “Taiwan’s Best Life Insurance Company” from the UK’s professional media Global Banking & Finance Review for seven consecutive years. Nan Shan Life also received the 10th Asia Responsible Enterprise Awards—Green Leadership Category for being the first insurance company in the world to obtain the Carbon Footprint Label, which is one of Nan Shan Life’s important achievements of prudent management, professional innovation, and sustainability.

Creating a Good Environment by Low-Carbon Implementation

Nan Shan Life spares no effort in promoting environmental sustainability. In response to the impacts of climate change, the Company not only actively introduced a climate risk assessment and management mechanism, but also became the first insurance company in Asia to obtain certification from the Task Force on Climate-related Financial Disclosure (TCFD) by acquiring the verification of an independent third-party compliance verifier. To pursue the goal of “zero emission,” the Company continues to enhance its environmental protection action by obtaining the carbon footprint label ahead of the industry. It also integrates the “financial inclusion” and “carbon neutral” concepts by applying the Specification for the Demonstration of Carbon Neutrality, PAS 2060 to nearly 10,000 micro-insurance policies, while ensuring the micro-insurance policies achieve carbon neutrality (zero-carbon microinsurance) through independent third-party verification. On the other hand, Nan Shan Life has long been an advocate for coastal erosion and marine pollution prevention. In addition to implementing the Nan Shan Marine Protection Project for nine years, the Company further introduced the ISO 20121 Event sustainability management systems certification in 2020, and launched the first sustainable beach-cleaning, tree-planting event in Taiwan. This series of environmental sustainability actions continue to demonstrate Nan Shan Life’s determination to practice green finance and become a pioneer in low-carbon insurance.

Bringing Happiness to Customers with Extensive Warm Service

Nan Shan Life has been focusing on the insurance industry while constantly develops insurance products and services that are innovative and meet social demands. It also leads the industry by adopting numerous corporate sustainability actions, including implementation of Fair Dealing and Financial Inclusion strategies. In response to the Financial Supervisory Commission's policies, Nan Shan Life continuously expands the coverage and eligibility of the insured parties for its micro-insurance and has thus become the sole provider of micro-insurance to all offshore islands in Taiwan. In addition to providing the insurance protection to economically disadvantaged groups, the Company also thought about the well-beings of people with disabilities by improving the accessibility of over-the-counter services. By establishing disabled-accessible and friendly service environments in the physical service centers and designing special disabled-friendly areas on the official website, the Company makes great efforts in providing comfortable and extensive services to all customers regardless of their physical conditions.

In view of the reduction of charity donations to local social welfare organizations due to COVID-19 pandemic, nearly 5,000 agents from Nan Shan Life took a charitable LOHAS trip to contribute corporate resources and express concerns for people who need social attention in rural areas. Nan Shan Life wishes the pragmatic actions it took could draw attention of the community and bring more happiness to the whole society.

Health Care and Support from Nan Shan

The year 2020 was the first year of "Nan Shan LOHAS Year (Lifestyles of Health and Sustainability)." Nan Shan Life is dedicated to becoming a domestic health partner. It combines insurance and health concepts based on customers' demand for health promotion and medical care. In addition to building the "Nan Shan Health Circle" (a holistic service combining insurance, medical care and technology to satisfy the health demands at each stage of one's life), the Company also selected young and talented agents to build up the "Nan Shan Youth Squad for Health Protection" in Taiwan. With solid training and

certification by the Taipei Medical University, along with enhanced service empowerment, the Squad assists the Company in offering more comprehensive value-added services to customers in order to create values of the new insurance era. The Company is not only committed to building comprehensive health, medical, and all-around care services, but also advocates a shift in insurance from "passive post-incident compensation" to "active pre-incident prevention" to fully promote public health and welfare.

In the next decade, the world will encounter challenging issues like climate change, super-aged society, illness, and health welfare. As one of the pioneers in the insurance industry, Nan Shan Life will put greater emphasis on the core values of the insurance industry by going back to the foundation of protection and fulfilling its promises to policyholders. To implement its motto of "serving the public interest", the Company will take more social caring actions. In adherence to the trends and issues of sustainable development, Nan Shan Life will exert its influences through engagement with its business partners, and close cooperation with customers, employees, agents, and shareholders toward the vision of sustainability, and deliver positive influence on the sustainable development in the society, and country, and overall economy.



Chung-Yao Yin

Chairman, Corporate Sustainability Committee

2020 Sustainable Performance

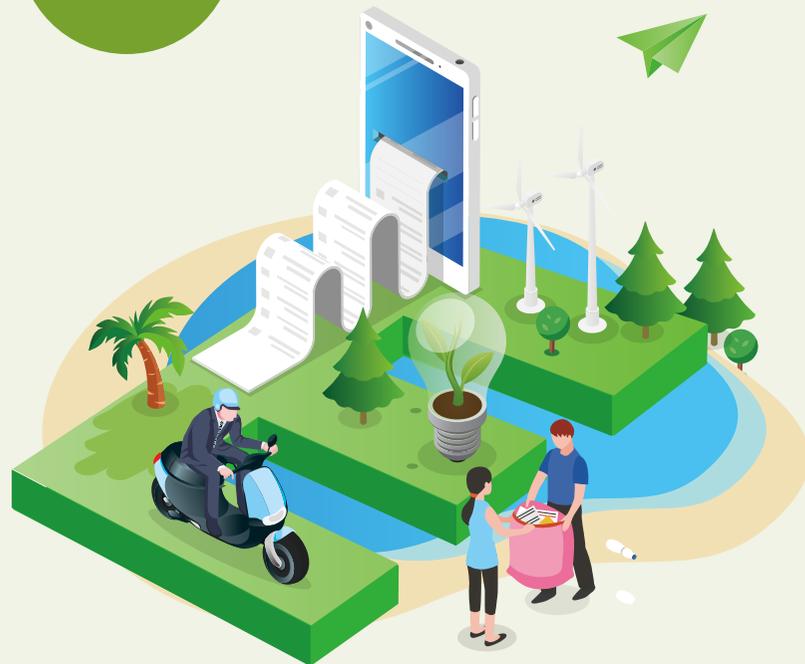


Social

- Nan Shan Life Charity Foundation Medical Care Project donated to **204** hospitals.
- The amount of social participation exceeds **NT\$80 million**.
- Over **30,000** hours of corporate volunteer service.
- Over **500** of Nan Shan Life employees obtained Fellow of Life Management Institute (FLMI) certification.



Environmental



- Nan Shan Life introduced three major environment sustainable system (ISO 14064-1, ISO 14001 and ISO 50001).
- Nan Shan Life saves for over **29 million pieces** of A4 paper each year because of the customers' adoption of electronic billing.
- Nan Shan Life saves for over **3.07 million pieces** of A4 paper each year because of used video conferencing.
- Over **9 kilometers** of coastal beach cleaning, calling for more than **5,000** volunteers.
- Nan Shan Life launched the **first** sustainable beach-cleaning, tree-planting event in Taiwan.
- Realizing “zero-carbon micro-insurance policy.”

- Nan Shan Life employees average training hours was **60**.
- The average monthly salary of Full-time employees increased by **3.4%** compared with 2019.
- Over **40,000** people assisted by micro-insurance



Governance

- Total assets also continued to grow, exceeding **NT\$ 5.1** trillion.
- The boards of directors are average score of the evaluation was **96**, receiving an “excellent” rating.
- Nan Shan Life Insurance and Nan Shan General Insurance have collectively been selected as “**Taiwan's best insurance brand**” by *Global Brands Magazine* for **3** consecutive years.
- Insurance premiums for new long-term care insurance contracts are **No.1** in Insurance industry.
- For **7** consecutive years, Nan Shan has been awarded the “**Corporate Sustainability Report Award**” in the Taiwan Corporate Sustainability Awards.
- Received the FSC’s Micro-insurance Competition four awards.



01

About Nan Shan Life

- Public welfare service
- Operational bases
- Business performance for 2020
- Honor and recognition



Founded in July 1963, Nan Shan Life is one of Taiwan's oldest insurance companies. Known for its professional operations and financial soundness, Nan Shan serves as a trusted industry leader with its professional sales agents, educational training programs, technological applications, and innovative products and insurance services.

Our service network spans across Taiwan, including 25 branches and 316 agency offices. Nan Shan has more than 4,000 employees and 30,000 agents dispersed across every corner of Taiwan, providing professional insurance services for nearly 6.34 million policyholders and covering more than one-quarter of Taiwan's total population.

Nan Shan Life will continue to be deeply rooted in Taiwan and committed to fulfilling customers' needs and providing attentive service and innovative products that exceed their expectations. Nan Shan aims to be the top insurance company in Taiwan and a leading insurance company in Asia.

Steady increase in the profit

In terms of consolidated operating revenue, Nan Shan Life reached NT \$581.1 billion. Net profit after tax was about NT \$37.4 billion, an increase of more than 10% over the same period last year, setting a new record for the company.

Service network spans across Taiwan

Nan Shan Life service network spans across Taiwan, including 25 branches and 316 agency offices. Nan Shan Life has more than 4,000 employees and 30,000 agents dispersed across every corner of Taiwan, providing professional insurance services for nearly 6.34 million policyholders.

Promote long-term care insurance

According to statistics from the Life Insurance Association, in 2020, the new business premium of long-term care insurance products totaled about NT \$2.86 billion. Nan Shan Life accounted for about 73% of the total, solid No. 1 and leading brand in Taiwan's insurance market.

Building a safety protection network

In 2020, a total of 7,067 personal micro-insurance policies were underwritten, averaging about NT\$475,000 sum assured per policy. In the same year, a total of 38,215 group micro-insurance policies were purchased with an average sum assured of NT\$300,000 per policyholder. These micro-insurance policies provide basic protection for the economically disadvantaged and/or individuals with specific status.

Core values

Every step that Nan Shan takes originates from the core values of “Trust”, “Care” and “Integrity”, while serving every customer with sincerity. Nan Shan is committed to helping more people pursue their dreams, serving as a benchmark enterprise not only for its policyholders, employees, and agents, but for all of Taiwan.

Company Vision

Become the first choice of insurance companies for customers



Insurance is a business rooted in the value of social benefits. Nan Shan Life is committed to creating a high-quality corporate culture and becoming the customers' first choice insurance company through delivery the value of integrity and happiness

Become the top-performing insurance company in asset management



Nan Shan Life relies on a macro-prudential approach to actively invest globally and become the best insurance company for asset management, while sharing the outcomes of investments with policyholders.

Become an insurance company that employees take pride in, and job seekers and entrepreneurs consider their top choice.



Nan Shan Life has established a platform that allows employees to show their talents, while fully supporting employees in their pursuit for personal growth. This has helped establish Nan Shan Life as the first choice for talented job seekers, and a company that all its employees can take pride in.

Company Culture

Through an attentive level of care and service, Nan Shan Life demonstrates the core value and spirit of the insurance industry, serving as the spokesperson for policyholders' “happiness”.

Passion for service

Elevate service to improve service quality.

Caring Spirit

Deliver sincere attentiveness and care to every corner of society.

Honesty, sincerity, and humble

Maintain a sincere and modest attitude, work hard, and demonstrate professionalism.

Commitment and alignment with company philosophy

We are fully committed, invested, and proud to be a member of Nan Shan.

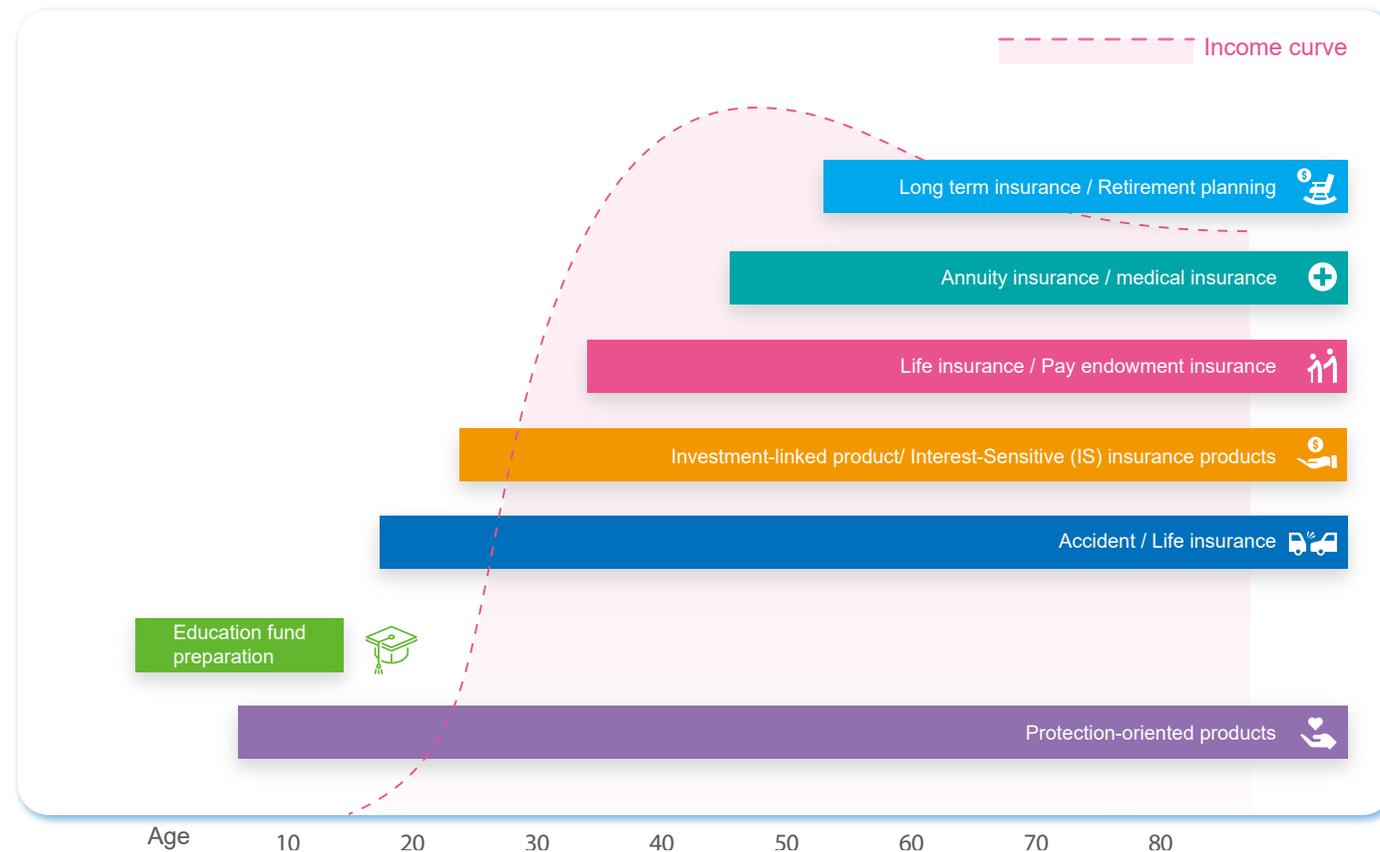
Public Service Industry

When risks emerge in life, every insurance policy can reassure people and protect the insured. Nan Shan Life has been providing care and warmth for the people of Taiwan for more than 50 years, practicing insurance as the core value of the public service industry through action.

With more than 30,000 agents and collaborating with more than 100 banks, securities, and other channels, Nan Shan Life provides localized insurance services all over Taiwan. With the mission of providing a total solution for customers' financial management needs, Nan Shan Life delivers high-quality products and services to every corner of Taiwan.

To fulfill customer needs, Nan Shan Life consistently observes and develops along with social trends to innovate products that meet the needs of customers at all stages of life.

Insurance products to meet the needs life stages



Note:

Insurance is a kind of economic compensation system with a mutually-beneficial social function. The insurance company collects an insurance premium from the policyholder, and gives economic compensation and payment to the insured for losses incurred by specific risk events or agreed upon conditions. There is no substantial supply chain system, and the procurement of products and services is limited to the procurement of finance, labor, and administration needed to maintain operations.

Innovative products and services	Characteristics
Nan Shan Life Stage 4 Solid Cancer Immuno Therapy Provision	The insureds with stage 4 solid cancer receiving immuno Therapy in the hospital can be compensated a lump sum payment directly, covering the protection gap with new methods of cancer treatment and reducing their financial burden from medical expenses.
Nan Shan Life Gu De Kang Hu Short Term Care Plan-Type A Insurance \ Nan Shan Life You Le Kang Hu Short Term Care Plan-Type B Insurance	Provides short-term care needs for members of small families, allowing insureds to obtain better medical quality and professional care.
Nan Shan Life Chang Qing Shu Surgical Operation and Long Term Care Insurance	With AI prediction models and big data, the coverage gaps of the existing policyholders are analyzed, exclusive policies making up needs for surgeries and long term care are designed, and simplified insurance sign-up services, such as brief-notification and exemption of physical examination, are offered to selected policyholders.
Nan Shan Life “Wu Xiao Fu” product series (Nan Shan Life Ri Yi Xing Fu 1-Year Hospitalization Indemnity \ Nan Shan Life Shi Xian Xing Fu 1-Year HS with Copayment \ Nan Shan Life Shou Wo Xing Fu 1-Year Surgical Indemnity Rider \ Nan Shan Life Zhao Liang Xing Fu 1-Year Long Term Care \ Nan Shan Life Ka Man Yi Xing Fu 1-Year Catastrophic Illness Certificate Rider)	Allows the policyholder to tailor exclusive insurance items according to their needs and coverage gaps; provides a comprehensive coverage at a lower price; and establishes cash rebate mechanism for spillover effect. For example, based on the outcome of the current year’s health examination, the insured is eligible for a cash rebate of up to 10% of the annual insurance premium.
Nan Shan Life Yi Qi Xing Fu Insurance	Provides the dual functions of whole life insurance and moderate-to-severe dementia insurance. In addition to life insurance protection, it also provides a lump sum payment to people with moderate to severe dementia. The policy allows policyholders to prepare with peace in mind for advanced medical and professional care, and improves their home environment and quality of life.



Long-Term Insurance, Health & Sustainability

An aged society is an urgent issue for Taiwan. In response to policies set by the Financial Supervisory Commission, Nan Shan Life Insurance actively promotes long-term care insurance and educates the public on what “long-term care” truly means.

According to statistics from the Life Insurance Association, in 2020, the new business premium of long-term care insurance products in the Life industry totaled about NT \$2.86 billion. Nan Shan Life Insurance accounted for about 73% of the total, solid No. 1 and leading brand in Taiwan’s insurance market.

➤ Nan Shan Life Long-Term Care Insurance Products Features

01 According to the standard provisions promulgated by the Financial Supervisory Commission, Nan Shan Life long-term care insurance products are evaluated by the Barthel Index, Clinical Dementia Rating Scale, or other accredited measures.

02 The maximum insured age is up to 70 years old.

03 Nan Shan Life is the first in the industry to provide coverage for a lump sum and installment payments for an insured that is completely disabled.

04 Launched in 2018, Nan Shan Life Qing Nian Hu Zhao Term Long Term Care Insurance product provides young generation with the most economical way to plan long-term protections in advance.

05 Nan Shan Life Zhao Liang Xing Fu 1-Year Long Term Care Insurance product launched in 2020, provides dual protection of both long-term care and life insurance. The policy’s innovative health promotion reward feature reinforces customers’ self-health management, effectively reducing or delaying the occurrence of long-term care.

➤ Build on the core advantages of insurance to protect customers’ golden years

As a longtime observer of social trends, Nan Shan Life noted that a lot of people is lack of awareness about the risks and impacts of long-term care and dementia. To this end, Nan Shan Life has set up a “Dementia Care Zone” on its “Golden Years Supporter” website to improve public awareness of dementia by answering related questions and providing easy-to-understand information.

By the end of 2020, “Dementia Care Zone” accumulated nearly 300,000 visitors. It has effectively elevated understanding and friendly advocacy for dementia patients among the Taiwanese public, and helped people to prepare as early as possible.

➤ Promote inclusive financing & Building a safety protection network

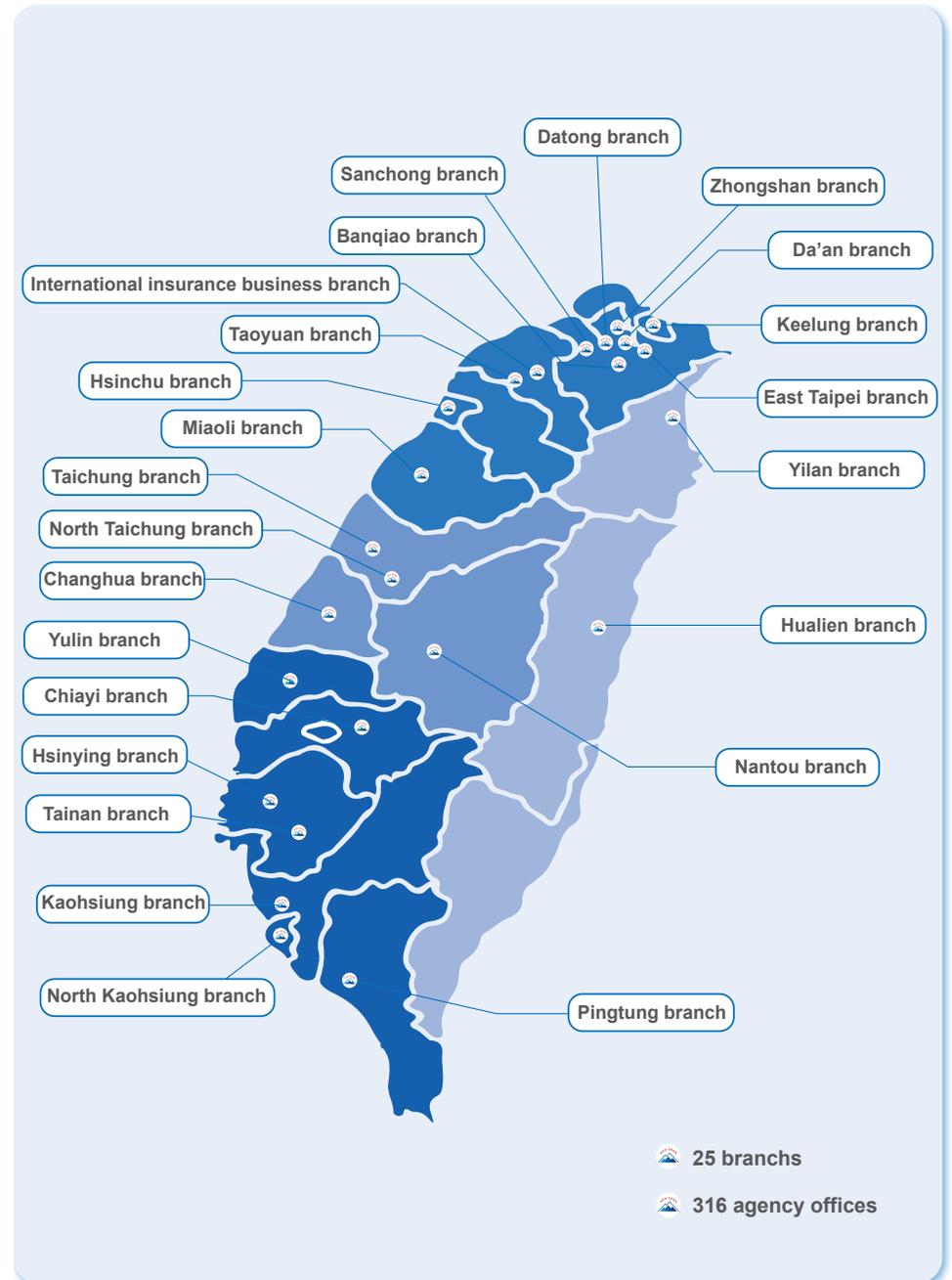
In 2020, a total of 7,067 personal micro-insurance policies were underwritten, averaging about NT\$475,000 sum assured per policy. In the same year, a total of 38,215 group micro-insurance policies were purchased with an average sum assured of NT\$300,000 per policyholder. These micro-insurance policies provide basic protection for the economically disadvantaged and/or individuals with specific status.

In addition, through cooperation with social welfare institutions, county and municipal governments, township and district offices, and village offices, Nan Shan Life and Nan Shan Life Charity Foundation donated more than NT \$8.4 million in micro-insurance premiums in 2020, helping 41,049 economically disadvantaged people purchase micro-insurance.

Distribution of operation locations

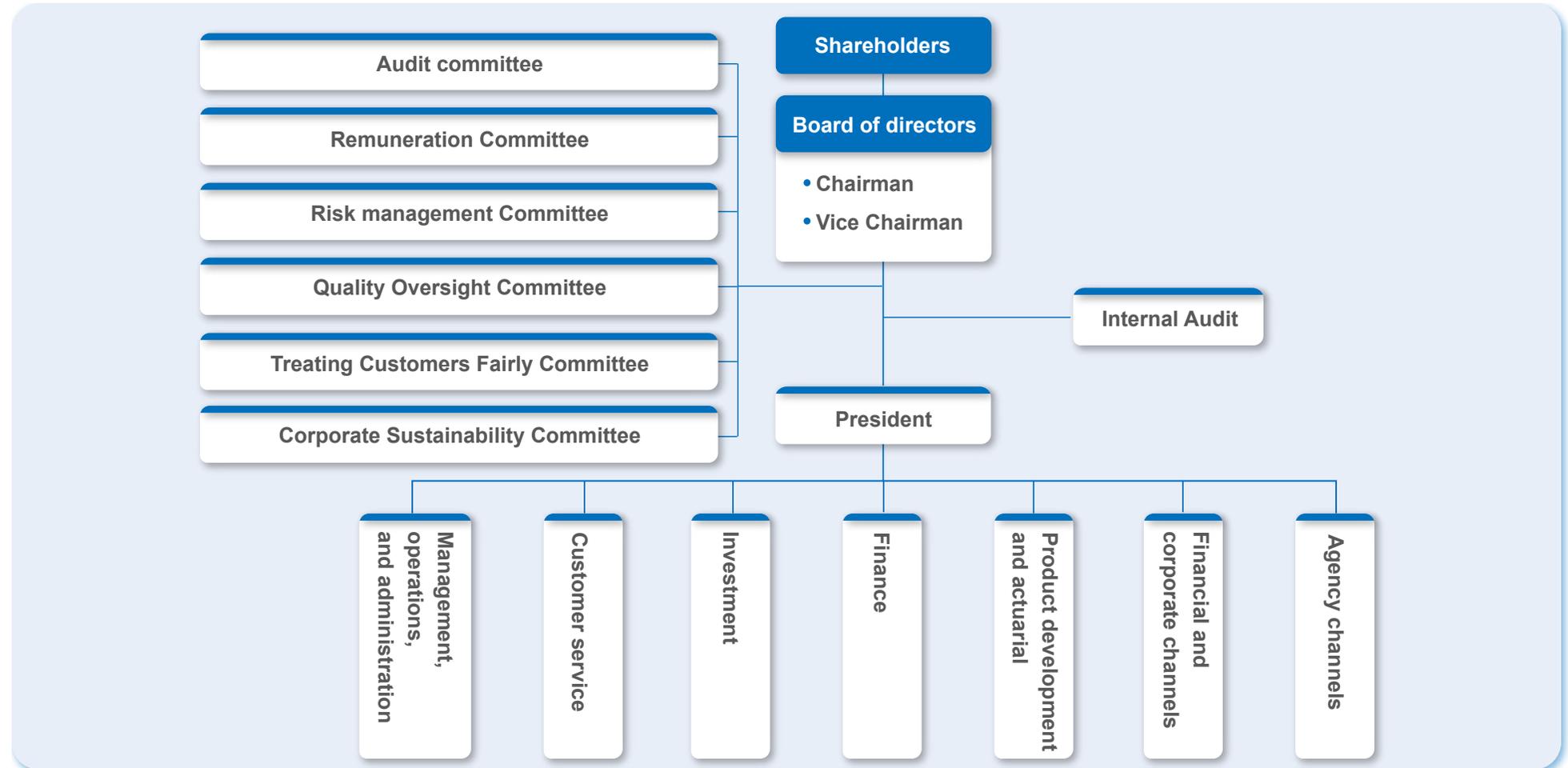
Operating in the life insurance industry, Nan Shan Life's business scope is mainly and deeply engaged in the local communities across Taiwan. We have 25 branches and 316 agency offices to provide professional services for the general public and enterprises across Taiwan. This means Nan Shan Life not only creates many local employment/job opportunities, but also makes good use of its vast network to fulfill its corporate social responsibility and giving back to the community.

Even in more limited-access areas like Taiwan's east coast and rural communities, Nan Shan Life has set up agency offices to serve policyholders. In 1981, we set up its first self-owned building in Hualien--a year before it built its Taipei headquarters. This demonstrates Nan Shan Life's commitment to build deep connections with remote and regional communities.



Organizational Structure

Nan Shan Life constructed a complete service and operation system. In addition to letting employees settle in and become fully engaged in their professions, this structure is intended to maximize the synergy of team cooperation and encourage a customer-centric and innovative culture, ultimately providing more convenient, customized, and professional services for policyholders.



Job descriptions of each unit, Page 5



Nan Shan Life ownership structure, Page 15

2020 Business Performance

Under the leadership of the management team, as well as the concerted efforts of the in-house staff and agents, Nan Shan Life delivered a brilliant performance report in 2020, with a combined net worth of NT \$507.3 billion, a substantial increase of more than NT \$139.2 billion over the same period last year, and a net worth ratio of 10%. In 2020, Nan Shan Life's new business premium income revenues reached NT \$102.9 billion, ranking third in the industry.

In terms of consolidated operating revenue, Nan Shan Life reached NT \$581.1 billion. Net profit after tax was about NT \$37.4 billion, an increase of more than 10% over the same period last year, setting a new record for the company.

Due to the substantial growth of premium income, the value of total assets also continued to grow, exceeding NT \$5.1 trillion, up 6.5% over the same period last year. Shareholders' equity was NT \$507.3 billion. Looking toward the future, Nan Shan Life will continue to strengthen its corporate composition and create value for customers, employees, agents, shareholders, and society.

Unit: New Taiwan Dollars

	Total assets (trillion)	Business Revenue (billion)	Total premium income (billion)	Net profit After tax (billion)	Income tax payment (billion)	Remuneration expenses (billion)	Total number of employees	Community investment total amount (billion)
2018	4.3	639.8	505.6	26.5	6.9	6.7	3,952	0.15
2019	4.85	624.7	469.8	33.9	2.6	7.5	4,074	0.12
2020	5.1	581.1	394.8	37.4	3.7	7.1	4,145	0.08

Note 1: Nan Shan Life merged with Chartis Taiwan Insurance Co., Ltd. in 2016. Therefore, the financial performance including revenue and net profit is the disclosure of consolidated information.

Note 2: Nan Shan life community investment total amount/operating revenue ratio is 0.02%(2018),0.02%(2019),0.01%(2020).

Honor and recognition

International Recognition of Business Performance

- For seven consecutive years, Nan Shan Life was awarded the title of “Taiwan’s best life insurance company” by British professional finance website **Global Banking & Finance Review**.
- Nan Shan Life has been awarded “Taiwan’s best life insurance company” by **International Finance Magazine** four times.
- Nan Shan Life and Nan Shan General Insurance have collectively been selected as “Taiwan’s best insurance brand” by **Global Brands Magazine** for three consecutive years.
- Brand Finance, a British brand consultancy, ranked Nan Shan Life 81st among the world's top 100 most valuable insurance brands.

Fulfillment of Corporate Social Responsibility

- For seven consecutive years, Nan Shan Life has been awarded the “Corporate Sustainability Report Award” as well as the insurance industry gold medal in the Taiwan Corporate Sustainability Awards.
- Nan Shan Life won the Asian Chamber of Commerce’s “Green Leadership Award” in the 2020 Asian Corporate Social Responsibility Awards.
- Nan Shan Life was awarded the “Annual Sustainable Elite Award” in the SGS CSR Awards.
- **Global Business Outlook** named Nan Shan Life “Taiwan’s Best Insurance Company for Corporate Social Responsibility”.

Brand reputation and insurance specialty

- Won 8 national awards, including “Yushan National Brand Award”, “Best Product” and “Best Popular Brand”.
- Received the FSC’s Micro-insurance Competition “Outstanding Performance Award” and “Sustainable Care Award”; the “Micro life Insurance - Friendly Aging Award” and the “Investment Group Award of New Venture Public Construction Long Term Care Investment Project”.
- Nan Shan General Insurance was awarded a prize for “Compulsory Automobile Liability Insurance Electronic Insurance Certificate Promotion Activity - Short Film Selection Activity” from the General Insurance Association of the Republic of China.
- “Insurance Quality Awards” of RMIM Inc awarded Nan Shan Life “Best agents”, “Best Claim Service”, “Most Recommendable” and “Most Well-Known”. Nan Shan has won “Best agents” 25 times.
- “Insurance Quality Awards” of RMIM Inc awarded Nan Shan General Insurance “Best Image”, “Most Professional”, “Best After-Sales Service” and “Most Recommendable”.
- For nine consecutive years, Nan Shan Life has won the “Insurance Dragon and Phoenix Award” and the title of “Insurance, Finance, and Economics Graduates’ Preferred Life Insurance Company”.
- Nan Shan Life was awarded the titles of “Best Life Insurance Service” and “Best Life Insurance Image” in the “Consumer Financial Brand Awards” published by Wealth Magazine Biweekly.



02

Stakeholder Engagement

- Stakeholder identification and communication
- Materiality analysis
- Participation in external organizations



Nan Shan Life's key stakeholders include investors, policyholders, employees and agents, government units, local communities, NGOs, schools, etc. We actively communicate with stakeholders to understand issues they care about, and respond with timely and appropriate actions.

In addition, through the stakeholder communication mechanism (such as questionnaire surveys, visits, etc.), to understand the satisfaction of the external stakeholders with information disclosure, as the basis for the development, implementation, and evaluation of various action plans of Nan Shan Life in the future, and implementation of continuous improvement.

Stakeholder Identification

To better understand the stakeholders of Nan Shan Life, we have adopted the six major principles of the AA1000 Stakeholder Engagement Standard (SES) (V.2018) to identify Nan Shan Life's key stakeholders.

Material Issues Matrix

Through the questionnaire surveys, and meeting discussion methods to rank the "Nan Shan Life operational impact" and "stakeholders' attention" of each issue (threshold value is 2.6 points), and confirm the 2020 Nan Shan Life's "Material Issues Matrix".

ESG impact of the value chain

The impact of the value chain into consideration and comprehensively consider material Issues, financial industry indicators and domestic financial service industry topic, according to aspects of economic, social and environmental to identify each topic at the organizational boundary. The degree of internal and external impact.

Participation in external organizations

In 2020, Nan Shan invested over NT\$60 million in the industry as well as related associations and societies, and long-term sponsorship of related organizations. Through practical actions, Nan Shan Life offers full support for the development of industry, charity and related public issues.

Stakeholder Identification and Communication

To better understand the stakeholders of Nan Shan Life, we have adopted the six major principles of the AA1000 Stakeholder Engagement Standard (SES) (V.2018) to identify them based on their influence, closeness, dependency, representativeness, and policy implications, and subsequently confirm and respond to their issues of interest.

Stakeholder Type	Object	Issue of Concern	Communication Channel	2020 Performance and Frequency
 Investors	<ul style="list-style-type: none"> ▶ General shareholders ▶ Corporate shareholders ▶ Rating agencies 	<ol style="list-style-type: none"> ① Profitability ② Corporate governance and risk management ③ Implementation of CSR Stock value ④ Information disclosure and ⑤ transparency 	<ul style="list-style-type: none"> • Shareholder meetings • Questionnaire surveys • Periodical face-to-face communications • Corporate website/Shareholder services • Annual report 	<ul style="list-style-type: none"> • Hold the annual shareholder meeting (once)
 Policyholders	<ul style="list-style-type: none"> ▶ Existing policyholders ▶ Potential policyholders 	<ol style="list-style-type: none"> ① Value and quality of products/services ② Transparency of products, services, and marketing information ③ Integrity management 	<ul style="list-style-type: none"> • Policyholder satisfaction survey • Organizing marketing campaigns • Publishing policyholder publications 	<ul style="list-style-type: none"> • Conduct telephone and questionnaire surveys on policy satisfaction levels • Release 6 issues of the bimonthly magazine, Nan Shan FUN Life, for policyholders
 Employees	<ul style="list-style-type: none"> ▶ Management ▶ General staff ▶ Dispatched workers 	<ol style="list-style-type: none"> ① Remunerations, and benefits ② Career development ③ Healthy working environment ④ Balance between work and life ⑤ Learning and growth 	<ul style="list-style-type: none"> • Internal communication channels and activities • Education and training activities 	<ul style="list-style-type: none"> • Internal publications • Internal website communication • Knowledge base for sharing business information of various functions • Feedback area • Grievance/care hotline • Immediate important announcement bulletin • Series of events in health promotion and healthy workplace • Public welfare service volunteer leave • Nan Shan e-academy digital learning platform • Internal staff training

Stakeholder Type	Object	Issue of Concern	Communication Channel	2020 Performance and Frequency
 Government agencies	<ul style="list-style-type: none"> ▶ FSC ▶ MOI ▶ All levels of governments 	<ol style="list-style-type: none"> ① Legal compliance ② Participation in public policy implementation ③ Giving back to local communities 	<ul style="list-style-type: none"> • Participation in conferences, courses, or seminars • Event sponsorship 	<ul style="list-style-type: none"> • Participate in conferences, courses, and seminars from time to time • Sponsor seminars organized by the Insurance Career Development Center
 Local communities, NGOs, NPOs, and schools	<ul style="list-style-type: none"> ▶ Local community residents ▶ Local NGOs ▶ local societies Groups ▶ Schools 	<ol style="list-style-type: none"> ① Charitable efforts and donations ② Corporate image ③ Corporate volunteers ④ Students 	<ul style="list-style-type: none"> • Charity sponsorship • Health promotion activities • Community charity events 	<ul style="list-style-type: none"> • Nan Shan Life Charity Foundation Medical Care Project donated to 204 hospitals • Medical care activities and services • Participated in 40 local charity events • Undergraduate /graduate student scholarship • Beach cleaning and tree planting activities across Taiwan
 Media	<ul style="list-style-type: none"> ▶ Print media, ▶ Electronic media, ▶ Digital/social media, newspaper, and commercial magazine 	<ol style="list-style-type: none"> ① Management and development trends of the industry ② Corporate image ③ Product/Service information ④ Information transparency 	<ul style="list-style-type: none"> • Press conference • Press release 	<ul style="list-style-type: none"> • Hold press conferences on corporate images, product release, or charity events • Issue press releases
 Agents	<ul style="list-style-type: none"> ▶ Agents 	<ol style="list-style-type: none"> ① Performance-based compensation ② Career development ③ Learning and growth 	<ul style="list-style-type: none"> • Activities and courses • Videos • Publications 	<ul style="list-style-type: none"> • Hold business related courses and interactive meetings • Broadcast Nan Shan News videos daily • Issue Nan Shan Monthly per month • Communicate via the corporate internal salesperson website from time to time • Business partner education and training programs, the digital learning website and app platforms of Nan Shan E-Academy
 Suppliers	<ul style="list-style-type: none"> ▶ Equipment suppliers, ▶ Construction contractors, ▶ Cleaning service providers, ▶ Waste management companies 	<ol style="list-style-type: none"> ① Price competitiveness ② Working condition management in the supply chain ③ Education and training 	<ul style="list-style-type: none"> • Pre-bid meetings • Management regulations 	<ul style="list-style-type: none"> • Hold public pre-bid meetings • Understand supplier quality and defective records

Materiality Analysis

Nan Shan Life follows the disclosure of ESG information and indicators in accordance with the core options defined in the Global Reporting Initiative (GRI) Standards. In the process of determining of material issue, we considered the External news media information; Issues of concern to industry peers; Principles of GRI Standards; Topics of interest of stakeholders; and Requirements of government regulatory authorities. After collecting and analyzing various pieces of information, representatives of the corporate sustainability execution team proceeded to identify the impacts of these material issue.

Nan Shan Life summarize 14 sustainable material issue, the corporate sustainability executive team used the information mentioned above along with questionnaire surveys, and meeting discussion to rank the “Nan Shan Life operational impact” and “stakeholders’ attention” of each issue (threshold value is 2.6 points) and confirm the 2020 Nan Shan Life “Material Issue Matrix”, the area in the upper right corner of the matrix have 9 issues are defined as the material Issue and serve as the basis for the disclosure in this annual report.

Material Issue identification process

01 Identification stakeholders



- We have adopted the AA 1000 Stakeholder Engagement Standard (SES) (V.2018) to identify 8 category whom are closely related to Nan Shan Life, and collect and view the issues they care about.

02 Identification and ranking of material Issue



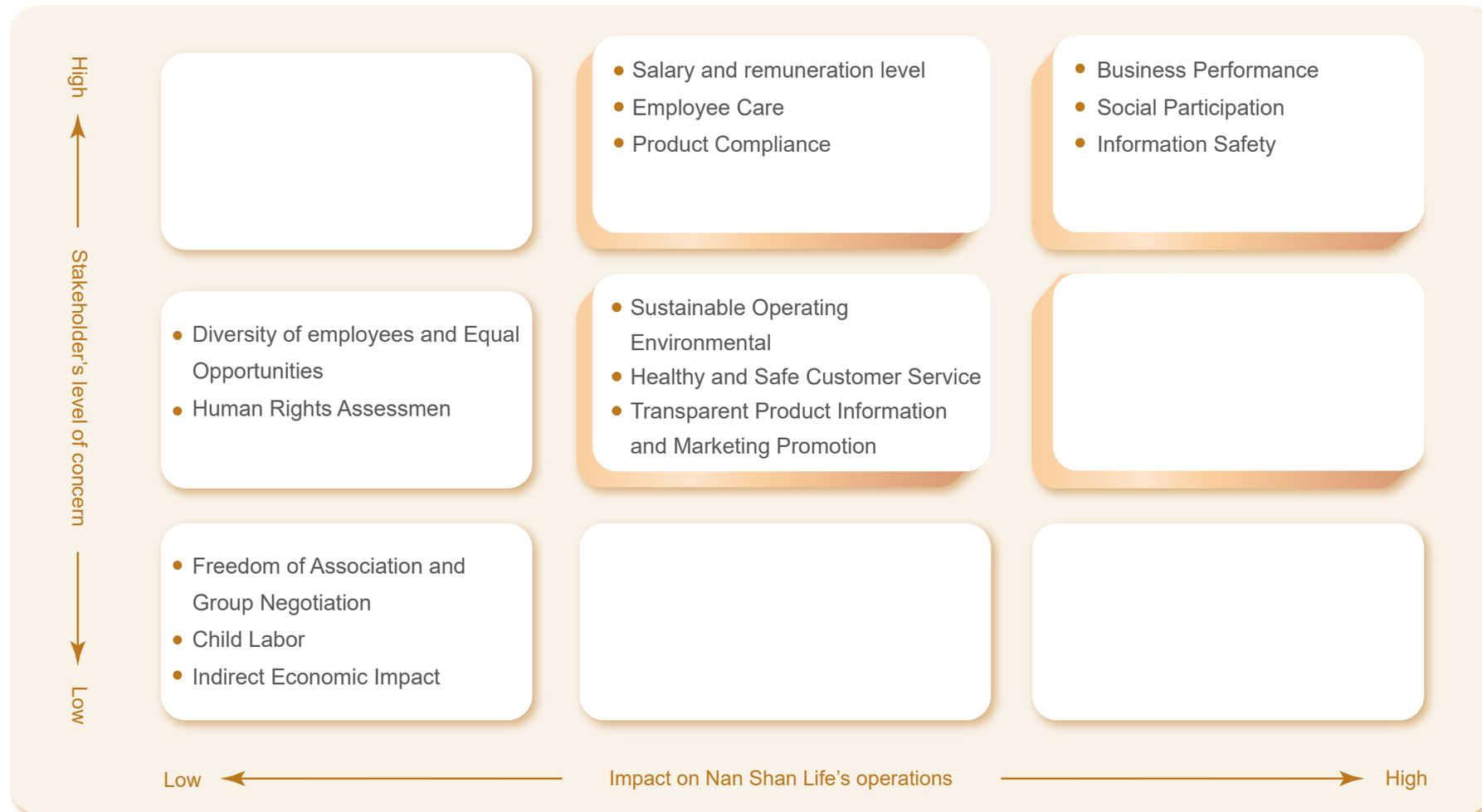
- Nanshan Life summarize 14 sustainable material issue, we considered the Issues of concern to industry peers; issue of interest of stakeholders; and Requirements of government regulatory authorities. We also create a list of material issues.
- Analyze the impact of various topics on sustainable development and stakeholders. After comprehensive evaluation, the ranking of Nan Shan Life material issue will be adjusted based on the analysis results.

03 Confirm material Issue



- The corporate sustainability executive team review and discuss the rationality of the material issue matrix, and confirm 9 material issues for 2020.

➤ Nan Shan Life Material issue Matrix



In addition to analyzing the impact boundaries of Nan Shan Life, the 2020 report also takes the impact of the value chain into consideration, comprehensively considering material issue, financial industry indicators, and domestic financial service industry issues. According to economic, social, and environmental aspects, our report determines the impact each issue carries, both within and outside the organizational boundaries.

Material Issue Boundaries

Dimension	Nan Shan Life Material issues	GRI Standards	Scope of Impact					Chapter
			Internal	External				
			Nan Shan Life	Agent	Bancas-surance	Administration & general affairs; computer equipment distributors	General public and policyholders	
Economic	Business Performance	Economic Performance (201) Anti-corruption (205)	●	●				Responsible and Honest Governance
	Salary and Remuneration Level	Market Presence (202)	●	●				Creating a Friendly and Happiness Workplace
	Social Participate	Economic Performance (201)	●	●				Innovation and Digital Transformation/ Social Inclusion and Co-enrichment
	Information Safety	Customer Privacy (418)	●	●	●		●	Responsible and Honest Governance
	Transparent Product Information and Marketing Promotion	Marketing and Labeling (417)	●	●	●	●	●	Responsible and Honest Governance
	Product Compliance	Socioeconomic compliance (419)	●	●	●			Responsible and Honest Governance
Environment	Sustainable Operation environmen	Environmental Compliance (307)	●			●	●	Pioneer of low-carbon insurance
Social	Employee Care	Employment (401) \ Labor Management relations (402) \ Non-discrimination (406) \ Forced or Compulsory Labor (409)	●					Creating a Friendly and Happiness Workplace
	Healthy and Safe customer Service	Customer Health and Safety (416)	●	●			●	Innovation and Digital Transformation

Note 1: ● : Indicates direct impact; ● : Indicates indirect impact; ● : Indicates impact due to business relationship.

Note 2: Except for internal impact in Nan Shan Life, external impact are identified by their “relevance to the industry”.

Note 3: Nan Shan Life has formulated corresponding management policies, detailed information, and corresponding management policy chapters for major issue.

Participation in external organizations

To enhance the competitiveness and sustainable development of the financial and insurance industry, Nan Shan Life has maintained positive interactions with influential industry associations, societies, government agencies, academic institutions, and other such organizations. In 2020, Nan Shan Life invested over NT\$20 million in the industry as well as related associations and societies, and long-term sponsorship of related organizations exceeded NT\$30 million. External sponsorships totaled over NT\$10 million. Through practical actions, Nan Shan Life offers full support for the development of industry, charity and related public issues.

Furthermore, upholding a forward-looking spirit, Nan Shan Life actively advocates and engages in diverse sustainability initiatives and academic workshops both locally and abroad. We have also participated in various related international and national professional organizations. Through interactions and communication with diversified stakeholder groups, we are able to enhance the professionalism, skills, and services of our employees, while further expanding their vision and outlook.

➤ Organizations of which Nan San Serves as a Member

Organization Name	Position	Influence on the Organization
The Life Insurance Association of R.O.C	1. Membership representative 2. Representatives of various research groups/committees	Participate in the general membership meetings, serve in research groups/committees, and sponsorship activities
Taiwan Financial Services Roundtable	Member Representative	Participate in the general membership meetings
Financial Ombudsman Institution	Member	Participate in meetings
Institute of Financial Law and Crime Prevention	Member	Participate in meetings
The Actuarial Institute of Chinese Taipei	Director/Supervisor	Serve as member and sponsor general membership meetings
Insurance Society of R.O.C	Member	Perform the rights and obligations of members
Pension Fund Association of R.O.C	Member	Perform the rights and obligations of members
Cross-Strait CEO Summit	Corporate member	Serve as member
Risk and Insurance Research Center, College of Commerce, NCCU	Member of the Professional Advisory Committee	Participate in seminars held by the center, serve as the keynote speaker

Organization Name	Position	Influence on the Organization
Life Insurance Management Institute of R.O.C	1. Director 2. Chair of the Education Committee 3. Member	Participate in meetings, membership meetings, and be responsible for planning and handling life insurance management personnel as well as the examination of underwriting, and claims personnel
Taiwan Business Council for Sustainable Development	Member	Participate in meetings
Accounting Research and Development Foundation	Member	Participate in meetings
Taiwan Risk and Insurance Association	Main presenter of Nan Shan Forum	Sponsor society and participate in forum activities
Industrial Technology Research Institute	Member	Fulfill member rights and obligations
Financial Planning Association of Taiwan	Member	Participate in membership meetings and related courses
Life Office Management Association	Member	Participate in courses and certification exams



➤ Organizations Receiving Long-term sponsorship from Nan Shan Life

Organization Name	Position	Influence on the Organization
Taiwan Insurance Institute	Participate in courses	Participate in courses and sponsor related activities for the institute
National Taiwan University	Academic sponsorship	Academic sponsorship and fund lectures from Nan Shan Distinguished Young Scholars
FinTech Research Center, NCCU	Sponsorship	Participate in courses held by the center
Research Center on the Sustainable Development of Insurance Industries, NCCU	Sponsorship	Academic exchange
Soochow University	Academic sponsorship	Academic sponsorship
Undergraduate/graduate student scholarship	Donations	Long-term donation scholarship
204 hospitals working with Nan Shan Charity Foundation (e.g. Keelung Hospital, MOHW)	Donations	Offer medical assistance funds for economically disadvantaged patients
Microinsurance agents (e.g. the Keelung city government)	Donations	The Keelung city government and other units help economically disadvantaged groups and other specific groups to purchase basic accident insurance policies
Taiwan Association for Marine Environmental Education and other such groups	Sponsorship	Environmental issues initiative

03

Accountability and integrity governance

- Sustainable governance
- Risk management
- Information security
- Sustainable finance



Nan Shan Life believes that an insurance company should not only be a profit-generating business, but also shoulder the responsibility of helping people achieve personal and family security as well as establishing social stability. As a result, a sustainable corporation must be able to balance sustainable development among business, industry, and society. These are the core concepts and principles that guide Nan Shan Life's actions in Environment, Social, and Governance (ESG). To this end, we build on the core functions of the enterprise, starting from the concepts of innovation and sustainability, and taking "innovation-driven, sustainable, and inclusive" as the guiding principles. Besides constantly pursuing innovation and improvement in our professional capabilities and service, we also seek to deepen engagement and enhance performance in ESG issues through sustainable inclusiveness, so that all of our key stakeholders can enjoy the added value and shared benefits of sustainability.

Sustainability Committee

In 2014, in response to strengthen the governance connection between sustainability and its board of directors, Nan Shan Life established a CSR committee. In 2020, the committee was officially renamed as "Sustainability Committee" and became a functional committee under the board of directors. As the convener, the vice chairman invited independent directors to serve as members.

Performance evaluation of boards of directors

In response to the policy from regulators promoting performance evaluation of boards of directors in the insurance industry, Nan Shan Life conducted a self-evaluation and peer evaluation of its board of directors in 2020. All 13 directors participated in the evaluation. The overall average score of the evaluation was 96, receiving an "excellent" rating.

Responsible Investment

In order to continuously reinforce responsible investment, in 2020, Nan Shan Life continued moving forward with the "Five Major Aspects" initiative to implement a sustainable financial policy, with the hope of becoming a role model for the financial and insurance industry.

Business continuity management

In addition, in line with government policies, Nan Shan launched the project of introducing international business continuity management (BCM) standards at the end of 2020. The project follows ISO 22301 standards and involves developing operational impact analysis, identifying risks and evaluating the possibility and impact of business interruption caused by risk events.

Sustainable Governance

To ensure sustainable operations, Nan Shan Life established a corporate governance framework to safeguard the long-term interests of the company and its shareholders. This framework is built on the principles of protecting shareholders' rights and interests, strengthening the functions of the board of directors, enhancing transparency, emphasizing management discipline and communication, maintaining solvency, protecting the rights and interests of the policyholders, and respecting the rights and interests of stakeholders.

In 2020, Nan Shan Life amended the "Rules of Procedures for Board Meetings" according to the "Regulations Governing Procedures for Board of Directors Meetings of Public Companies" amended and promulgated by the Financial Supervisory Commission. Taking into consideration the "Sample Template for Co., Ltd. Audit Committee Charter" announced by the Taiwan Stock Exchange Corporation and the provisions of the internal control system of Nan Shan Life Insurance Company, Nan Shan Life also revised its "Audit Committee Charter", and continuously updated the relevant internal norms of corporate governance to create a solid foundation for the company to enhance its governance.

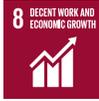
Sustainability Strategy

The insurance industry in which Nan Shan Life operates can serve as a risk protection mechanism that helps realize the sustainable development goals of the United Nations through both direct and indirect means. We believe that the insurance industry is closely related to five of the U.N.'s 17 Sustainable Development Goals. Through the fulfillment of corporate social responsibility, we can achieve these global sustainable development goals.

The inclusive insurance pursued by Nan Shan Life mainly aims to reduce the risks (including life and health risks) of stakeholders and mitigate the impacts of extreme climate on personal safety through insurance products, services, and social responsibility initiatives. Our actions will help us to achieve the goal of sustainable development, and enable stakeholders to achieve comprehensive risk protection through insurance.

SDGs targets	Insurance Industry Contribution	Nan Shan's actions and achievements	Mid- and long-term goals (Above 3 years)	Chapter
	End poverty in all its forms everywhere	<ul style="list-style-type: none"> • Observe social trends and develop innovative products that meet citizens' needs • Nan Shan life insurance / medical insurance products and services 	<ul style="list-style-type: none"> • Launch various products based on customer demand, including protection products, health medical products and retirement planning products. • Be flexible and adjust the product mix of Taiwan dollar and foreign currencies in response to environmental changes. 	About Nan Shan Life

SDGs targets	Insurance Industry Contribution	Nan Shan's actions and achievements	Mid- and long-term goals (Above 3 years)	Chapter
			<ul style="list-style-type: none"> • Launch long-term care, dementia care, or elderly medical products that meet the needs of middle-aged and elderly people. • Design and market products precisely for targeting groups based on age, wealth and risk of customers. • Integrate with new medical science and technologies, continuously and comprehensively update cancer protection products with new therapies. • Enhance the added value of products and services and strengthen product innovation; promote the combination of insurance protection and health enhancement, and provide services and products with spillover benefits. • In line with government policies and IFRS17, return to the sale of insurance and aging products that are protection in nature. • Through spillover product cashback reducing the insurance premium of healthy people and design exclusive products to handle special groups such as the physically and mentally handicapped and the weak. 	About Nan Shan Life
	<p>Ensure healthy lives and promote well being for all at all ages</p>	<ul style="list-style-type: none"> • Nan Shan life micro-insurance 	<ul style="list-style-type: none"> • Continue collaborating with city and county governments in providing insurance protection to local economically disadvantaged groups , medium-low income, or physical and mental disabilities in the form of group micro-insurance. 	Social Inclusion and Co-enrichment

SDGs targets	Insurance Industry Contribution	Nan Shan's actions and achievements	Mid- and long-term goals (Above 3 years)	Chapter
	<p>Achieve gender equality and empower all women and girls</p>	<ul style="list-style-type: none"> • Medical/protection products specifically for women • Long-term care insurance 	<ul style="list-style-type: none"> • Launch women-specific medical/protection products, continue to develop products and services for female-specific diseases, and provide women with all-round protection and exclusive services. • In response to the changes in social and family structure, including population aging and fewer children, launch long-term care, dementia care, or elderly medical products that meet the needs of middle-aged and elderly people. 	<p>About Nan Shan Life</p>
	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	<ul style="list-style-type: none"> • Combine general insurance and financial management to provide comprehensive services • Nan Shan General Insurance provides natural disaster insurance 	<ul style="list-style-type: none"> • The development and pricing of UBI (Usage-Based Insurance) auto insurance products, in addition to mileage factor, will include driver behavior factors in the calculation of premiums in the next stage. At that time, Nan Shan General will use big data to analyze driving time and behavior. In other words, innovation and customization will be applied in the development, pricing, sales, and service of UBI auto insurance products. These measures are intended to provide more efficient and better quality financial services for consumers. 	<p>Pioneer of low-carbon insurance</p>

SDGs targets	Insurance Industry Contribution	Nan Shan's actions and achievements	Mid- and long-term goals (Above 3 years)	Chapter
	<p>Take urgent action to combat climate change and its impacts</p>	<ul style="list-style-type: none"> • Sign TCFD initiative • Obtain the first “TCFD performance evaluation - practitioner” Certificate in Asia • Annual beach cleaning, tree planting and sand consolidation • The world's first life insurance company to calculate the carbon footprint of insurance policies 	<ul style="list-style-type: none"> • Introduced climate change-related risk and opportunity management frameworks in response to the impacts of global climate change. • Promoting “Nan Shan Life’s Protection of the Ocean Campaign” and safeguarding the natural ecosystem on Taiwan’s coastline through fencing, sand consolidation, tree-planting, and beach cleanup. • Introduced carbon neutrality standards, implement zero-carbon micro-insurance policies, provide low-carbon insurance services. 	<p>Pioneer of low-carbon insurance</p>



Sustainable Value Management

In accordance with the International Integrated Reporting Framework, Corporate sustainability executive teams at Nan Shan Life hold discussions and calculate capital investment made by Nan Shan Life as well as the resulting sustainable values created. In addition, to ensure the continuity of performance, the capital output indicator system shows the performance data for three consecutive years to show a clearer picture to stakeholders regarding the growth curve and status of our capital value.

Unit: NT\$

Capital Category	Description of the Necessity of Capital Investment	Capital Investment (billion)	Capital Investment - Strategies/Key Objectives		Capital Output	Key Capital Output Data (Year)		
			Short Term	Mid-Long Term		2020	2019	2018
 Financial Capital	<ul style="list-style-type: none"> Monitor the risks and opportunities of corporate financial operations to ensure sustainable corporate operations, protect policyholder assets and maximize the interest of shareholders. 	657.1	<ul style="list-style-type: none"> Continue with quality and quantity of premium growth and steady investment to protect policyholder assets, maximize shareholders' interests, and cultivate the corporate momentum for sustainable growth. 	<ul style="list-style-type: none"> Strengthen corporate operations and profitability, to create value for policyholders, employees, agents, shareholders and the society, towards the goal of becoming the best insurance company in the Asia-Pacific region. 	Business income (billion)	581.1	624.7	639.8
					Total assets (trillion)	5.1	4.85	4.30
 Manufacturing Capital	<ul style="list-style-type: none"> Maintain information system security to reduce the risk of operational interruptions caused by security breaches. Assist business partners with sales, provide excellent services to policyholders. 	14.2	<ul style="list-style-type: none"> Introduce e-system to implement paperless operations, shortening operational time while reducing paper waste. 	<ul style="list-style-type: none"> Continue maintenance of information system security to minimize the risks of operational interruptions. Improve information tools and systems to strengthen the productivity of agents. 	Digital course training (hours)	990,133	808,059	776,928
					Reduction of paper mail delivery ratio (% compared to 2011)	8.607	25.57	13.99

Capital Category	Description of the Necessity of Capital Investment	Capital Investment (billion)	Capital Investment - Strategies/Key Objectives		Capital Output	Key Capital Output Data (Year)		
			Short Term	Mid-Long Term		2020	2019	2018
 Smart Capital	<ul style="list-style-type: none"> Strengthen the service mechanisms and tools for policyholders, keep up with social issues to ensure our professionalism and services satisfy the needs of policyholders, continuously upgrading our market competitiveness in the industry. 	14.4	<ul style="list-style-type: none"> Integrate governmental and private resources in senior care. Create a "Senior Citizens Support" special section, to strengthen resource provision and professional assistance for seniors. 	<ul style="list-style-type: none"> Create diverse and innovative products to provide protection for the lives and health of policyholders, ensuring up-to-date service and protection value. 	Senior concept promotional sessions (Session number)	27	15	7
					Number of collaborating non-profit organizations/NGOs (No. of agencies)	42	34	6
					Cumulative website visits	304,403	211,580	193,648
 Human Capital	<ul style="list-style-type: none"> Provide comprehensive company benefits to ensure the physical and mental health of the employees. Strengthen employee professional skills and diverse development capabilities. 	7.2	<ul style="list-style-type: none"> Continue to review and enhance salary competitiveness, to enhance employee wage levels and benefits. Strengthen the internal and external training mechanism for employees by developing a comprehensive training system and strengthening employee professional competitiveness. 	<ul style="list-style-type: none"> Adjust the remuneration and benefits system in a timely manner while maintaining strategic flexibility, to ensure a competitive advantage for talent recruitment /retention. Cultivate well-rounded Nan Shan talents by assisting employees with professional transformation and upgrade, and help them with learning to use smart tools. 	Employee salary /benefit cost total (billion)	7.1	7.5	6.7
					Average training hours of internal employees (hours)	72.2	53.7	60
					Total number of people using the fitness center in a year	4,000	2,500	2,500
					Ratio of employee taking health exams (%)	90	87	84

Capital Category	Description of the Necessity of Capital Investment	Capital Investment (billion)	Capital Investment - Strategies/Key Objectives		Capital Output	Key Capital Output Data (Year)		
			Short Term	Mid-Long Term		2020	2019	2018
 Social Capital	<ul style="list-style-type: none"> Engage in public welfare and charity issues, promote the circulation of social goodness and enhance the happiness of the public. Integrate the core capability of insurance, actively promote and participate in various public welfare activities, to effectively encourage employee loyalty. 	0.62	<ul style="list-style-type: none"> Utilize corporate resources to establish "Nan Shan Life Charity Foundation" and enhance social cohesion. Establish a volunteer organization to spread love and caring around Taiwan. Provide a quality entrepreneurial platform for agents. Provide policyholders with quality services. 	<ul style="list-style-type: none"> Create a public benefits platform to integrate corporate resources and maximize support for public benefits. Offer volunteer services to fulfill the promise of long-term and continuous care for the society. Conduct comprehensive training systematically for agents, to establish comprehensive "sales capability". Continue to strengthen policyholder experience and services to satisfy the needs of an aging society. 	Total foundation expenditure (NT\$'000)	36,518	81,945	100,910
					Total number of beneficiaries	140,475	176,000	173,000
					Foundation volunteer service (No. of People)	8,470	12,482	12,627
					Hospitals collaborating with the Charity Fund (No. of hospitals)	204	204	198
					No. of disadvantaged people receiving medical subsidies	2,173	6,664	7,659
					No. of micro-insurance beneficiaries	41,049	7,710	9,214
					Average educational hours (hour) of agents	29	24	22

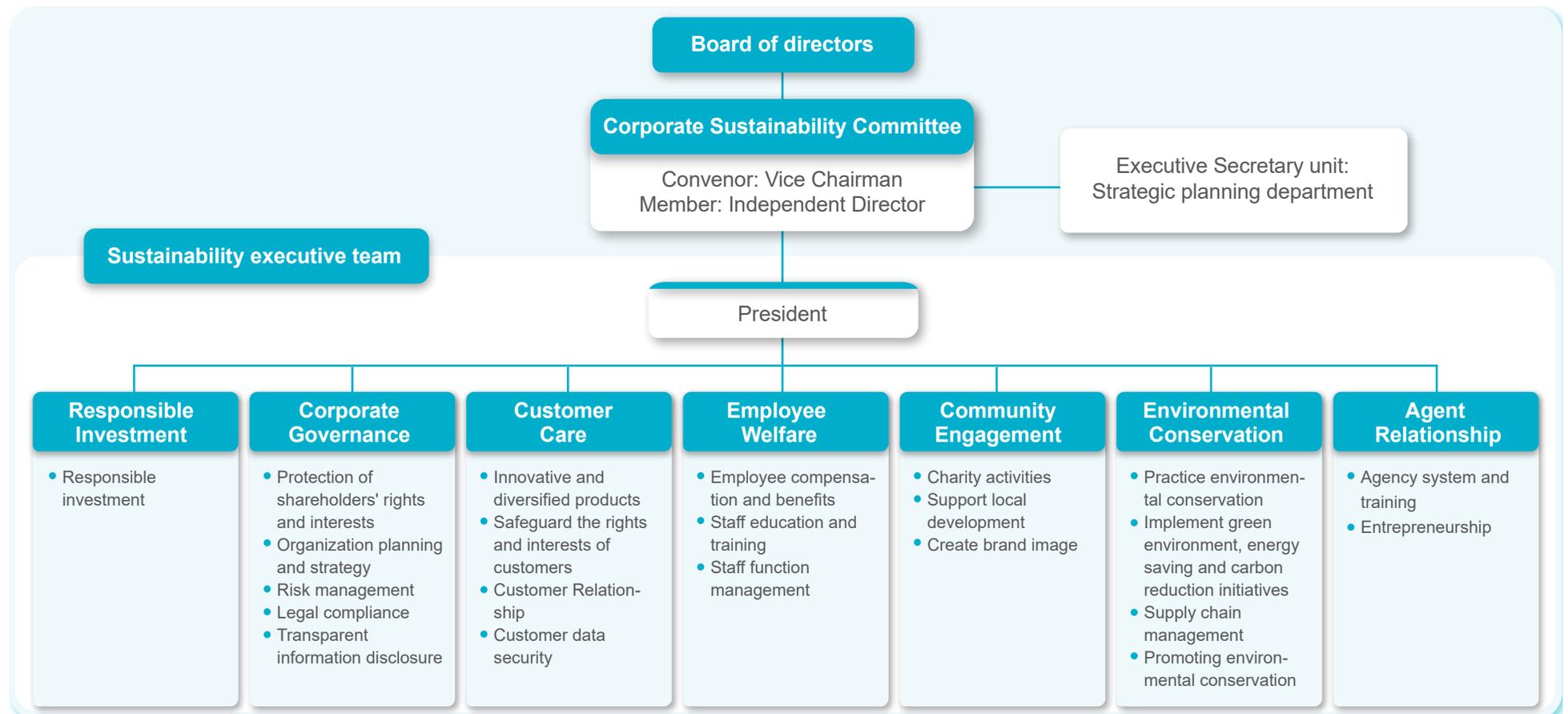
Capital Category	Description of the Necessity of Capital Investment	Capital Investment (billion)	Capital Investment - Strategies/Key Objectives		Capital Output	Key Capital Output Data (Year)		
			Short Term	Mid-Long Term		2020	2019	2018
 Nature Capital	<ul style="list-style-type: none"> • Introduce and implement systematic environmental management procedures, to help enhance the environmental management efficiency of branch offices. • Reduce the resource and energy consumption of giant buildings, effectively enhancing energy efficiency while improving the comfort level and quality of the working environment for employees. 	0.2	<ul style="list-style-type: none"> • Formulate comprehensive environmental management operational procedures to strengthen sustainable management of the workplace environment, enhancing the environmental awareness of internal employees and agents. 	<ul style="list-style-type: none"> • Commit to becoming an environmentally friendly company, actively promote various software and hardware energy-saving and carbon-reduction measures, to promote environmental sustainable actions, advocating environmental protection actions to help the development of environmental sustainability. 	No. of sheets of paper saved with e-documents (1,000 sheets)	29,240	51,580	24,108
					Environmental expenditure (NT\$ million)	9	1	47
					Reduction of domestic waste (kg)	229,043	109,735	100,920
					Reduction of policy mailing (% compared to 2011)	8.607	25.57	13.99

Corporate Sustainability Committee

In 2014, in response to international ESG sustainability trends and the need to strengthen the governance connection between sustainability and its board of directors, Nan Shan Life established a CSR committee. In 2020, the committee was officially renamed as “Corporate Sustainability Committee” and became a functional Committee under the board of directors. As the convener, the vice chairman invited independent directors to serve as members.

The main task of the Nan Shan Life Corporate Sustainability Committee is to implement ESG decisions and approve the company’s annual sustainability objectives. It holds meetings biannually and delivers sustainability performance results to the board of directors every year.

To implement ESG actions, the Nan Shan Life Corporate Sustainability Committee has established corporate sustainability executive teams include the Responsible Investment, the Corporate Governance, the Customer Care, the Employee Welfare, the Community Engagement, the Environmental Conservation, and the Agent Relationship, led by the General Manager. These teams are responsible for the planning and implementation of all aspects and issues of ESG, and report the results to the Corporate Sustainability Committee on a quarterly basis.



➤ Achievements of the Corporate Sustainability Committee in 2020

- Held two Corporate Sustainability Committee meetings: With reference to the international standard Dow Jones Sustainability Index (DJSI), the company held a strategic conference and educational training in June to strengthen core consensus and enhance sustainable management ability. Attended by nearly one hundred executives, who pledged to integrate Nan Shan Life with international ESG standards, the program conducted a comprehensive review of Nan Shan ESG promotion and implementation towards the fulfillment of sustainable operations.
- At the end of December 2020, directors unanimously approved the decision to donate NT \$45 million to the Nan Shan Charity Foundation to demonstrate the goodwill and strength of Nan Shan and its employees and agents, take action on its core value of “public service industry”, and implement corporate social responsibility.



Board Governance

To optimize the supervisory function of the board of directors, Nan Shan has six functional committees under the board of directors; namely, the audit committee, the remuneration committee, the quality supervision committee, the treating customers fairly promotion committee, the risk management committee, and the corporate sustainability committee.

Audit Committee



12 meetings
97.9% attendance rate

- Consists of four independent directors
- Relevant important decision-making proposals are submitted to the Audit Committee for pre-examination and discussion before being submitted to the board of directors for resolution

Remuneration Committee



3 meetings
100% attendance rate

- Composed of three independent directors.
- Charters of the Remuneration Committee has been well established.
- Regularly reviews the performance evaluation and remuneration of directors and managers.
- Regularly evaluates the remuneration of directors, president and vice presidents.

Quality Supervision Committee



12 meetings
88.3% attendance rate

- Consists of four independent directors and one external director.
- The purpose of this committee is to assist the company board of directors to supervise the improvement plan and implementation of Envision Project, ensure the stability and safety of the Envision Project, and regularly report to the board of directors on the supervision status and issues needing attention.

Treating Customers Fairly Promotion Committee



13 meetings
94.8% attendance rate

- The chairman or vice chairman of the board of directors shall act as the convener of the committee, with two independent directors as members.
- This committee is appointed by the board of directors to supervise and direct, on behalf of the board of directors, the implementation of Nan Shan's "treating customers fairly principles" by all departments. The committee regularly reports to the board of directors on status updates and important issues related to the treating customers fairly principles.

Risk Management Committee



5 meetings
87.3% attendance rate

- Consists of seven to ten directors and functional heads.
- Ensures effective risk management, capital adequacy, and company solvency.

Corporate Sustainability Committee



Established in
December 2020, first
meeting held in
March 2021

- The vice chairman of the board of directors is the convener of the committee, with two independent directors as members.
- This committee is appointed by the company's board of directors to supervise the implementation of corporate social responsibility initiatives and the sustainable operation of departments on behalf of the company board of directors. The committee regularly reports to the board of directors on status updates and issues needing attention.

In response to the policy from regulators promoting performance evaluation of boards of directors in the insurance industry, Nan Shan Life conducted a self-evaluation and peer evaluation of its board of directors in 2020. All 13 directors participated in the evaluation. The overall average score of the evaluation was 96, receiving an “excellent” rating.

To improve corporate governance and facilitate shareholders to exercise their voting rights, the Financial Supervisory Commission has expanded the scope of electronic voting in accordance with the authorization of Paragraph 1 of Article 177-1 of the Company Act. Starting from January 1, 2018, the standard is that when a listed (OTC) company holds a shareholders’ meeting, electronic transmission should be listed as one of the methods for exercising the voting power.

Although Nan Shan Life is not yet a listed (OTC) company, to strengthen corporate governance, it took the initiative to provide electronic voting as one of shareholders’ available channels to exercise their voting rights in the 2018 shareholders’ meeting. In 2020, committed to empowering and engaging shareholders, Nan Shan Life continued providing the option for shareholders to exercise their voting rights electronically.

To enhance the diversity of the board of directors, in addition to reviewing board members’ practical experience and professional backgrounds, one of Nan Shan’s corporate shareholders re-appointed Ms. Mon-Chieh Tsai as the representative in 2019 to provide new ideas and enhance women’s participation in operational decision-making.

Composition of the Board of Directors

Age		
Under 30	0	0
30 to 50	1	1
Over 50	11	0
Total	12	1

Note 1: For experience and expertise of Nan Shan Life Insurance’s external directors and independent directors, please refer to P.7 ~ P.13 of the 2020 annual report

Note 2: For the operations of the board of directors in 2020, please refer to P.37 ~ P.39 of the 2020 annual report

Interest avoidance

In accordance with the Rules and Procedures of Board Meetings, Nan Shan Life Insurance board members shall state the important details of their interests to the board of directors at the meeting. When the relationship is likely to prejudice the interests of the company, the director may not participate in discussion or vote on that agenda item, and shall enter recusal during discussion and voting on that item and may not act as another director’s proxy to exercise voting rights on that matter.

Investor information disclosure channel

In addition to the spokesperson, acting spokesperson, and securities service personnel, Nan Shan will accept the opinions of shareholders and investors at any time and respond appropriately. In addition, Nan Shan has established an investor relations page on the official website to provide investors with timely information and services. Shareholders can also respond or make suggestions through Nan Shan’s securities agent.

Transparent disclosure channel

- Holding shareholders' meetings in accordance with the law to protect shareholders' rights and interests.
- Set up "investor relations" and "shareholder services" pages on the company's official website to provide real-time query enquiry channels for investors and shareholders.
- Disclose all important information in the Market Observation Post System of TSE and public information disclosure website of insurance industry according to legal requirements.



Nan Shan Life
Charity Foundation



Nan Shan Life
Corporate social
responsibility



Nan Shan Life
Information for
Stakeholders

Note 1: Directors of Nan Shan Life also hold positions in Nan Shan Life and other companies; please refer to Nan Shan Life 2020 Annual Report P.7~P.13 for details. For the execution of the director's entering recusal during discussion and voting on interest relationship motions, please refer to Nan Shan Life 2020 Annual Report P.38~P.39.

Note 2: For the expertise of directors and independent directors of Nan Shan Life, please refer to Nan Shan Life 2020 Annual Report P.7~P.13.

Note 3: For the operations of the board of directors in 2020, please refer to Nan Shan Life 2020 Annual Report P.37~P.39.

Note 4: For the operations of the audit committee in 2020, please refer to Nan Shan Life 2020 Annual Report P.39~P.42.

Management with integrity

In order to ensure the company can operate with integrity, in addition to formulating relevant policies and norms in accordance with the laws and regulations, Nan Shan Life's board of directors takes the lead to urge the management team to educate and promote a corporate culture of integrity operations, and to minimize integrity risk through rigorous management and control mechanisms.

Code of conduct for employee

Nan Shan Life stipulated the "Code of Conduct for Employees". This document standardizes the responsibilities and obligations of employees and defines the standards of acts and regulations and internal policies to be observed in the work, enabling employees to reflect Nan Shan Life's core value of "public service industry".

The standard items of the employee code of conduct include customer relationship and rights protection; fair transaction; respect for and protection of intellectual property rights; money laundering prevention; equal opportunity and prohibition of discrimination; workplace environment maintenance; employee health and safety; confidentiality; company reputation maintenance; legal compliance; donation, bribery or improper interests; reporting of illegal or prohibited actions; prevention of conflicts of interest; and other key issues of employee compliance.

To ensure employees understand and comply with the code of conduct, we also implemented training programs for employees. In 2020, 4,014 employees participated in the training. The training course was 0.5 hours long.

Nan Shan Life's "directors' code of conduct" also clearly standardizes the interest avoidance system for the board of directors, preventing conflict of interests and ensuring the company is operated with the highest professional and ethical standards.

Emphasize workplace ethics

In order to establish a common frame of reference for all employees to determine proper professional service and workplace behavior, Nan Shan Life Insurance created a complete standard for employees' morality and workplace ethics, and established a honest and transparent corporate culture through annual training and advocacy.

Anti-Money laundering and counter terrorism financing

Nan Shan Life is committed to assisting in the prevention and control of money laundering and the financing of terrorism and arms expansion. To this end, Nan Shan Life has established a designated money laundering prevention unit and formulated relevant management policies and internal operating standards to actively promote, supervise and monitor the status of relevant operations.

Antitrust and monopoly

Nan Shan has antitrust provisions in the code of conduct for employees. In the case of a suspected violation of Taiwan's Fair Trade Act or other countries' antitrust laws and regulations, or in such case as it is investigated by the relevant authority, it will be report to the immediate supervisor, head office Chief Compliance Officer and President and immediate responsive or remedial action will be taken.

Legal compliance training

In order to effectively and continuously promote the compliance and ethics concept to agents, Nan Shan life actively promotes the law compliance training of all agents through the channels of face-to-face courses, digital courses and e-broadcast programs.

In addition, to ensure that employees are well-trained and informed about the management integrity concept and legal knowledge on the job, we provide comprehensive and continuous legal compliance training through both online and face-to-face methods. In 2020, Nan Shan launched specific legal compliance courses for employees and agents, with a total of 23,230 employees and 149,818 agents completing the training.



➤ Unimpeded legal compliance and reporting mechanism

1. Nan Shan Life abides by laws and regulations, and has developed strict internal audit internal control and management measures to ensure compliance. Anyone who finds that an internal staff member, manager, or director has committed crime, fraud, or any violation of laws and regulations or codes of conduct during the performance of his or her work duties can report through the following channels:

- Suggestions & Complaints Email: NS-Whistleblowing@nanshan.com.tw
- Hotline: (02) 87588877
- Fax: (02) 27582136
- Address: No.168, Zhuangjing Road, Xinyi District, Taipei city

2. Whistleblower protection measures:

- Nan Shan Life's investigators and auditors shall keep strict confidentiality about informants' identities, case details, and follow-up procedures.
- If a member of Nan Shan Life's internal staff or management submits a report in accordance with the procedures prescribed in the "Measures for Handling Complaints & Reports" guidelines and without any improper intent, the Company shall not remove, transfer, demote, reduce salary, record a demerit, or take any other unfavorable disposition to the whistleblower.
- Employees and managers of the Company are not allow to willfully retaliate against or obstruct the investigation of the truth. It is prohibited to engage in any conduct that is detrimental to the whistleblower's work, or to use insults, physical/psychological intimidation, coercion against the whistleblower and/or any person assisting in the investigation of the case.

3. In 2020, 6 cases were reported, 2 cases were accepted, 1 case was rejected, and 3 cases were transferred to relevant units for handling.

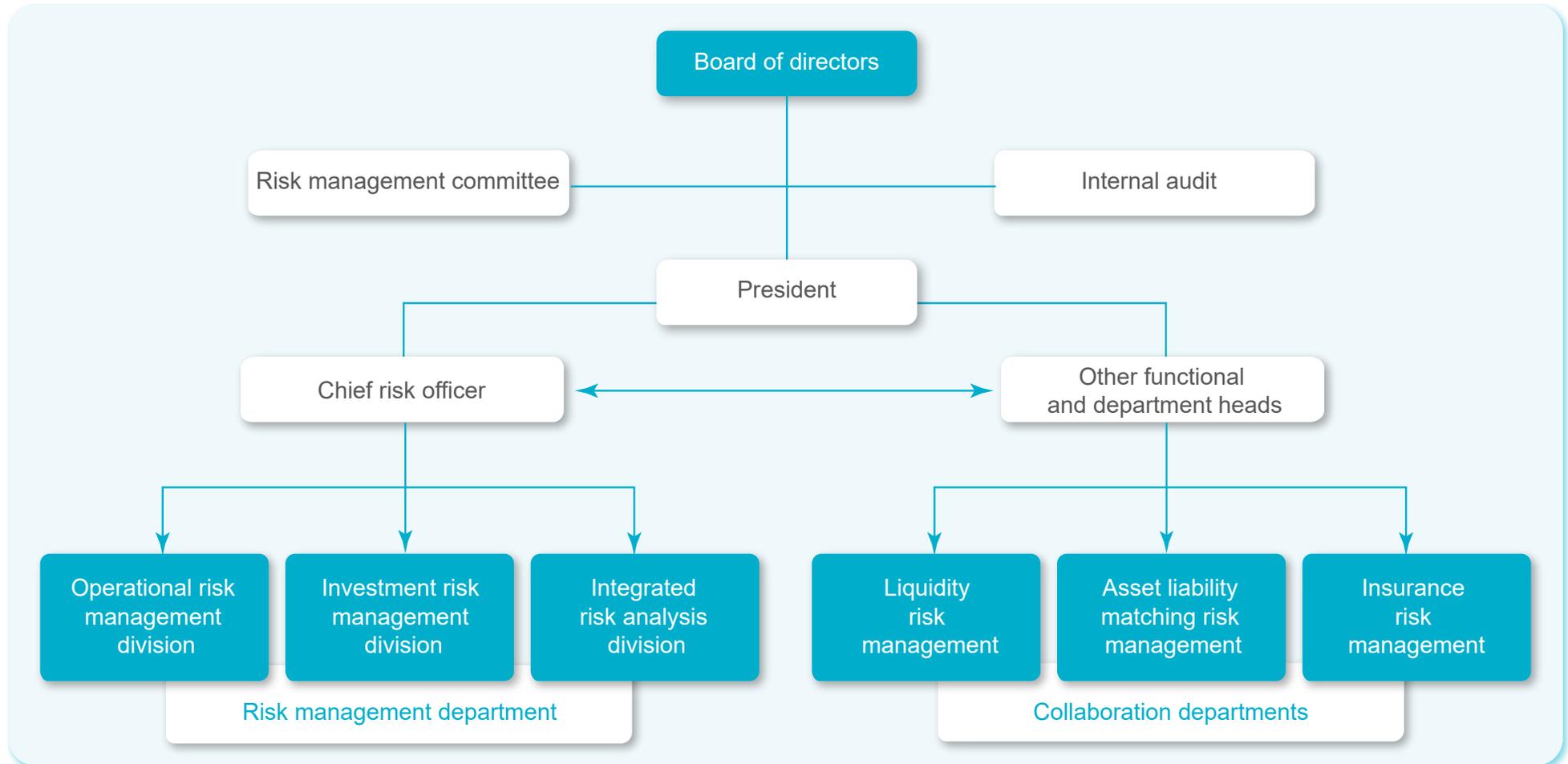


Risk Management

To ensure capital adequacy and solvency, and to improve the company's development and daily operation, Nan Shan Life has constructed a comprehensive risk management organizational framework. In addition to risk management mechanisms, Nan Shan Life has created a culture of risk management within its systematic operations to protect the rights and interests of all customers.

Based on the foundation of financial stability, Nan Shan Life will continue to promote awareness of efficient risk control and create value for shareholders and customers.

► Nan Shan Life Risk Management Structure



Risk management mechanism

Nan Shan Life's board of directors is the company's highest unit of risk management supervision and decision-making, which has established a dedicated risk management committee. An independent director acts as the convenor to coordinate risk management matters, and a dedicated unit is set up to monitor and manage risk across departments and functions.

According to the risk appetite set by the board of directors and the risk limits approved by the risk management committee, the risk management department regularly reviews the use of risk limits, uses risk management tools to monitor the changing trends of key risks (including the investigation of climate change related risks), and reports findings to management and the risk management committee for review and response.

The insurance business faces with inherent risks, including market risk, credit risk, operational risk, insurance risk, liquidity risk, asset-liability risk, etc. Nan Shan Life identifies, measures, supervises and communicates risks through various risk management tools such as risk and control self-assessment (RCSA), key risk indicators (KRI), and market and credit risk measurement systems (Algo), then establishes relevant risk control mechanisms and refines internal risk quantification models to ensure effective risk management implementation.

Market risk management

Nan Shan Life's market risk management is based on Value-at-Risk, supplemented by sensitivity analysis and stress test. Nan Shan Life regularly reviews the risk profile of the company's financial commodity investments with market risk factors (interest rates, exchange rates and share prices).

In addition, Nan Shan Life inspects its capital tolerance to market risk, using important indicators such as capital adequacy indicators, market risk indicators, Value-at-Risk limits, and foreign exchange risk monitoring indicators. The results of limit used are regularly inspected, and market changes are continuously monitored.

Credit risk management

Nan Shan Life's credit risk management system establishes mechanisms to identify, measure, and monitor credit risk in real time. This effectively improves the asset quality of the company's investment portfolio, ensures the stable operation of the company, and complies with Nan Shan Life's principle of optimal credit risk management.

The cultural mission of risk with the principle of social sustainable development

Nan Shan Life regularly obtains future risk trends through various channels, analyzes potential risk situations and events, studies and determines the possible impact on the company, and issues an early warning to enable proper planning and adjustment. This helps the sustainable development of the company and the insurance industry .

To establish a comprehensive risk management culture and enhance employees' risk awareness, in addition to providing monthly risk reports, monthly credit risk reports, and quarterly operational risk management reports to relevant supervisors regularly, Nan Shan Life offers online risk management education and training courses to all staff every year, with a 100% completion rate. Nan Shan also conducts quarterly face-to-face risk management education and training courses for risk management supervisors and staff in operational units. New employees will also be required to complete 100% of the online risk management training courses.

Adhere to the company's business core of “treat customers as yourself” and implement operational risk management related to Treating Customers Fairly

Based on the principle of Treating Customers Fairly, Nan Shan Life developed methodologies and mechanisms for Treating Customers Fairly risk assessment, as well as quantitative monitoring indicators in conjunction with its operational risk management mechanism. Treating Customers Fairly risk assessment results are reported to senior management on a regular basis, enabling management and operational units to monitor risk indicator trends. In addition to understanding the implementation of the control measures, managers can also identify the sign of relevant risk as soon as possible and deal with them promptly, defending the interests of customers in a more effective way.



Promote the implementation of Business Continuity Management

As a large domestic financial and insurance institution, Nan Shan Life also bears the responsibility of maintaining domestic financial stability. In addition to comply with government policies, we have formulated a set of “business crisis emergency measures” to deal with situations such as the abnormal termination of insurance policies, massive cash outflow, or serious lack of liquidity that may seriously damage solvency. These preparations ensure sustainable business management.

To cope with major incidents, Nan Shan Life formulated a set of guidelines for handling major incidents, which categorizes different types of incidents (such as emergency event, man-made or natural disasters, etc.) to ensure that they can be properly handled without endangering the normal business operations or disrupting the financial order of society.

In order to ensure uninterrupted operation during epidemic, Nan Shan Life established a response team. Supervised and coordinated by the General Manager, the epidemic response team was responsible for initiating epidemic prevention measures at any time as needed, including care of policyholders, buildings entry and exit management, communication and notification mechanisms, attendance management, epidemic prevention measures for agents. Nan Shan Life was able to continue operating normally during the epidemic, and to continue providing services to policyholders and agents. At the same time, Nan Shan undertook a number of information security protection and monitoring measures to maintain operational information security during the epidemic, including off-site back-up, off-site offices, and work-from-home operations.

In addition, in line with government policies, Nan Shan Life launched the project of introducing international business continuity management (BCM) standards at the end of 2020. The project follows ISO 22301 standards and involves developing operational impact analysis, identifying risks and evaluating the possibility and impact of business interruption caused by risk events. The development of business continuity management planning, training, and verification processes for essential core business activities is expected to be completed by the end of 2021.

🔗 Nan Shan General - business continuity management service

Nan Shan General Insurance provides damage prevention services for large domestic enterprises to ensure their continuous operation. For large enterprise customers, Nan Shan General's damage prevention engineers can provide advice on damage prevention inspection to enhance operational safety. Through preventive measures and enhancement of equipment reliability and industrial safety, Nan Shan General helps enterprises to effectively manage operational risks.

This damage prevention and control service is an important tool to reduce the frequency of enterprise losses or reduce the severity of losses after they occur. In the event of an accident, the service can also enable the enterprise to respond properly and quickly resume operation by following a comprehensive emergency response plan. In 2020, Nan Shan General provided infrared safety detection service 64 times, effectively reducing customers' operational risk.

Service	Description
Damage prevention proposal	The Engineer provides professional damage prevention proposal after risk inspection.
Enterprise risk workshop	Provide customized risk training courses according to customer needs.
Enterprise fire safety / fire rescue / earthquake safety workshop	Provide annual fire safety lectures and fire- or earthquake-related courses in accordance with fire control regulations.
Infrared (IR) thermal image detection service	Test all kinds of high- and low-voltage power distribution equipment in accordance with NETA, CNS and electrical regulations.

Risk management and internal control system

Nan Shan Life implements risk management through a sound internal control system with a tri-level defense mechanism to effectively control operational risks.

1 First line of Defense Business unit

Each business unit is assigned a risk management supervisor to effectively assist each business unit in implementing risk management operations. All employees, new directors, supervisors, and senior executives are required to participate in risk management related education and training courses.

2 Second line of Defense Risk management unit

- Assist in the formulation and implementation of the risk management policies and risk appetite as approved by the board of directors, as well as the risk limits approved by the risk management committee. At the same time, applying the risk information provided by each unit, coordinate and communicate with each unit to implement policies and limits; regularly monitor the implementation of risk management in each business unit; cooperate with the first line of defense to inspect and improve the overall risk control gap.
- Assist in risk management system planning, evaluation, suggestion and supervision; communicate with information security and compliance departments about the second line of defense; and control all aspects of risk identification, implementation, and monitoring.

3 The third line of Defense Internal Audit

Check the risk management implementation of each company unit according to the current relevant laws and regulations; communicate with relevant units of the second line of defense to control all aspects of risk identification and implementation monitoring; check the compliance and implementation of various rules and mechanisms; and assist in the inspection of overall risk control and correction of gaps.

Emerging risks and mitigation measures

Risk factors	Risk description	Damage or impact on operation	Mitigation measures/response policies
<p>Information security risk of fintech applications</p>	<p>In the information network environment, there are many threats, such as targeted hacker attacks, phishing emails, ransomware, distributed denial of service (DDoS) attacks, and data leakage.</p>	<p>In light of the fact that information systems are Nan Shan's operation center, increasingly advanced hacker technologies, sophisticated online crime methods, and diversified attack modes pose a major threat. Information security incident will affect the company's goodwill, performance, customer complains and claims, serious incident may cause disruption to company operations.</p>	<ul style="list-style-type: none"> • Use Defense in Depth framework to distinguish multiple security areas, and firewall is established for each security area. • Build intrusion prevention system (IPS), web application firewall (WAF) and other security tools to prevent hacker attacks. • Deploy anti-virus systems, data leakage prevention (DLP) functions, e-mail security gateways, web proxy security systems, and network behavior monitoring systems, and set up a security operations center (SOC) to maintain round-the-clock security monitoring. • Regularly conduct core information system disaster backup drills, DDoS drills, computer system information security assessments, external website penetration tests, and company-wide social engineering drills; implement information infrastructure security and network security protection to protect corporate sensitive data and personal data. • Information security threats are constantly changing, so information security protection measures must keep pace. In 2020, the company's main measures to strengthen information security included: establishing endpoint detection and response system (EDR); strengthening the breadth and depth of security information and event management system (SIEM), which is the core of our information security monitoring and analysis; speeding up detection of suspicious information security incidents; conducting regular Red Team Assessments; and working with professional information security consultants to simulate hacker attacks against the company's network, identifying potential information security risks for improvement.
<p>Climate change</p>	<p>Extreme climate events caused by climate change, or stricter environmental protection laws and regulations, can have subsequent impacts on enterprise operation.</p>	<ul style="list-style-type: none"> • A climate disaster could interrupt the company's operations, such as operation systems and mainframe, causing service interruption. • Natural disasters caused by climate change increase the possibility of customers' lives or property being endangered. 	<ul style="list-style-type: none"> • In the latter half of 2020, Nan Shan Life completed its governance framework for introducing risks and opportunities related to climate change in accordance with the TCFD proposal. For risk mitigation management measures, please refer to the section "Pioneer of low-carbon insurance" of this report.

Information Security

Nan Shan Life values customers' personal data privacy. As early as 2012, it had established a personal data file security maintenance management team and a systematic personal data management mechanism.

Every year, Nan Shan Life prepares an annual self-assessment report on personal data protection and management to conduct an overall review of respective operations, ensuring that customers' personal data are strictly and comprehensively protected.

Personal information protection and management

In 2017, Nan Shan Life obtained the BS10012: 2009 Personal Information Management Certificate issued by SGS-Taiwan. In 2019, Nan Shan Life completed the conversion and verification program and obtained BS10012: 2017 Personal Information Management Certificate.

We have a comprehensive control system to fulfill our commitment to rigorous management of customers' personal data. With a management team working under a strict management framework, no major personal data or information security incidents were identified in 2020. (Note)

In order to confirm the effectiveness of the personal data management cycle, in 2020, we carried out personal data inventory, risk assessment and self-evaluation of personal data protection procedures. The results indicate that Nan Shan Life Insurance is in compliance with the relevant provisions of personal data protection.

In addition, we listed personal data safety courses as mandatory training for Nan Shan employees, and continued to advocate for and provide personal data protection training. Besides engaging professional lecturers to hold face-to-face trainings in regions, we also used online training programs to strengthen employees awareness of personal data protection risk.

Note: A major personal data accidents is defined as a personal data leakage exceeding 5000 personal data.

Nan Shan General Insurance improved personal information management mechanisms

In order to protect customers' rights and maintain service quality, Nan Shan General Insurance adopt both system approach and management approach to enhance security of consumers' personal data.



System approach

1. Obtain the international standard certification "ISO 27001" for information security management systems.
2. Pass SGS annual re-inspection in 2020, which ensures system information security effectiveness.
3. Adopting technology to support information security policies; construct multi-level information security defenses; and strengthen efficiency and capability of early warning, prevention, and identification.



Management approach

1. Annual inventory of personal data: all units are required to identify the personal data in each operation process and conduct an inventory of personal data on a regular basis.
2. Annual self-assessment report on personal data protection and management: submit annual self-assessment reports on relevant data.
3. Education and training
 - Conduct personal data protection education and training courses for all employees every year.
 - Conduct annual information security education and training for all employees, as well as training for information security personnel.
4. Internal control operation procedures: in response to updates to relevant personal information laws and regulations, all units shall revise relevant internal specifications and internal control operation procedures.

Sales information management

Nan Shan Life values customers' data safety. Both before and after purchase, policyholder receives detailed product descriptions and complete disclosure of risk to ensure a fair transaction. The content of respective product is examined with a focus on legality, confirming correctness and compliance item-by-item. Customer privacy management mechanisms are established and improved constantly to ensure information security.

In order to accurately convey product information, Nan Shan Life Insurance created a transparent and open information transmission channel providing easy-to-understand product introductions, online product information, and clear insurance examples, while also ensuring that advertising content is not overstated or misleading.

◉ Nan Shan Life Insurance product information transparency mechanisms

Product introduction is easy to understand

Product introduction is written in plain language with a clear font, detailing product characteristics, insurance payment, insurance regulations, related premiums, and other information. This makes it easier for the agent to deliver the sales illustration, and also facilitates easy information retention and inspection by customers.

Full risk disclosure and warning

Precautions and risk warning for insurance purchase are disclosed following the related laws and regulations. Remind customers to be mindful of their rights and interests, and enhance customers' risk awareness and product-related knowledge

Clear and transparent insurance examples

To enable customers to confirm whether insurance products meet their personal needs, specific insurance examples are designed and presented in the form of illustrations, facilitating enhanced understanding of each insurance product.

To ensure that the product promotion information is transparent and clear, and to comply with relevant laws and regulations, Nan Shan Life established a set of management procedures for advertising, sales solicitation and promotion materials, auxiliary marketing tools, and training materials, which all units are to follow. We created a self-examination form for information to be disclosed in the product illustration. This document enables all units to check the relevant laws and regulations when creating the product illustration, ensuring that all of Nan Shan's promotional materials for all kinds of products comply with relevant requirements, laws, and regulations.

In addition, Nan Shan Life also developed standard operation procedures and specifications for the sales and services activities by agents. If agents violate laws and regulations, they should be dealt with in accordance with laws, contracts and relevant rules and regulations, enhancing the quality of agent solicitation.

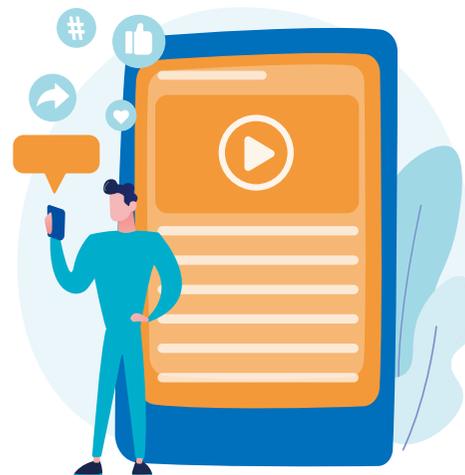
The content of coverages is clear and detailed

To enable customers to fully understand the insurance products and related coverage information, each product illustration is presented in clear and legible font, with a detailed description of the product features, insurance payment, insurance provisions, relevant premiums, etc. In addition to facilitating an easier sales process for agents, this also enhances customers' retention of information and inspection.

Confirmation of policyholder rights

Nan Shan Life is the industry leader in creating a Confirmation of Policyholder Rights, which reminds the customer of important precautions when purchasing insurance. This enables customers to make application decisions only after fully understanding the details of their protections, rights, and interests.

To protect customers' rights and interests, when underwriting insurance applications, Nan Shan Life Insurance analyzes the customers' insurance objectives, income, and financial status through relevant insurance documents, assessing the reasonableness of the insured amount and premium amount, and maximizing the value of insurance policies.



➤ Nan Shan General insurance's transparent and honest sales mechanism

In order to protect the customers' rights and interests, Nan Shan General Insurance ensures the integrity, completeness and transparency of product and sales information through the management of operational manuals and internal control procedures.

In addition, we also provide sales illustration control and training for agents, ensuring that agents correctly communicate product information and features, and reducing customer disputes caused by information asymmetry.



Internal operation manual

Formulate a set of administrative measures for the production and use of promotional materials to ensure that the production and use of promotional materials in advertising, sales solicitation, and promotion activities complies with relevant laws, regulations, and company regulations.



Internal control procedures

- Require Agency Channel department and Branding and Customer Relationship Development department to establish inspection protocols for online marketing advertisements
- Internal Audit has incorporated advertising materials review into the audit scope and sampling audit in the Annual Audit Report on the Monitoring and Management of Financial Consumer Protection.



Real-time policy coverages check

In order to help agents to serve customers more broadly, Nan Shan Life created an internal “Policy Coverages Check” system which not only helps agents to reduce service costs, but also increases sales opportunities and provides more accurate information to customers. Key functions include:

- Provide more diversified information: Using the Policy Coverages Check System to consolidate information about insurance policies that customers have already purchased from Nan Shan Life and other insurers, allowing customers quickly and conveniently understand their existing coverages and insurance gaps.
- Intuitive presentation of three aspects of coverages: Intuitive presentation of customer lifetime protection helps customers understand future changes in their protection. At the same time, it also enables agents to help customers determine whether their protection is adequate.
- A series of marketing tools to fill customer protection gaps: This not only helps customers to collect policy information, but can also help customers to double-check the adequacy of their current protection and plan more comprehensive protection.

Sustainable Finance

Nan Shan Life Insurance is committed to implementing sustainable finance strategies. To strengthen the sustainability of operational decisions and governance, we voluntarily responded to the Principles for Sustainable Insurance (PSI) and United Nations' Principles for Responsible Investment (PRI). In addition to effectively controlling ESG risks and opportunities and internalizing the corporate sustainability, the Board of Directors also passed Nan Shan Life's "Investment Policy" to incorporate ESG performance factors into the investment decision-making process. Hopefully by doing so will lead the corporation towards a better sustainable development and fulfill its vision of sustainable inclusion.

ESG Sustainable Investment

Since 2015, Nan Shan Life Insurance has been adopting the negative list screening method when making investment decisions, avoiding investments in gambling, pornography and weapons, which are inconsistent with the values of sustainability. This exclusion list of enterprises not suitable for investment is specified as an annex to the "Investment Policy" and is reviewed annually.

In order to continuously reinforce responsible investments, Nan Shan further took the "Five Major Aspects" initiative in 2020 to implement its sustainable financial policy, with the hope of becoming a role model in the financial and insurance industry.

◉ Nan Shan's Measures to Sustainable Finance

Aspect	Sustainable Finance Measures.
Organization	The dedicated Responsible Investment Team has been set up under the supervision of the Corporate Sustainability Committee.
Data	The investment analysis capacity has been expanded by incorporating methods of measuring ESG performance and risk.
Rules	The internal rules have been enhanced with the inclusion of ESG in investment decisions and procedures.
Operation	Investment targets with favored ESG traits have been sought with a prudent and pragmatic approach. Shareholder activism and engagement had also been implemented.
Talent	The latest trends are learned by participating in international conferences with the target of gradually internalizing ESG factors into the DNA of Nan Shan's investment team.

Pre-Investment Screening Mechanisms

- **Investment Targets:**

Updating the negative exclusion list annually.

- **Counterparties and Intermediaries:**

Gradually encouraging the signing or supporting of ESG principles from counterparties and intermediaries in order to increase their ESG awareness to create positive impact.

Investment Review Mechanisms

- **TWSE or OTC Market Targets:**

Gradually including ESG factors as one of investment assessment criteria.

- **Credit Limit:**

Including ESG-related risks during the credit limit assessment process.

- **Real Estate Investments:**

Including sustainability issues such as energy, water, waste and etc. when reviewing new project designs.

- **Thematic Investments:**

Evaluating the investment opportunities in industries that promote human health and well-being, green energy, low carbon, the “Five plus two” innovative industries, public infrastructure, and social welfare.

Post-Investment Control Mechanisms

- **Shareholder Activism:**

Attending domestic shareholders' meetings in order to promote a healthy interaction with invested companies. Motions involving major environmental, social, or corporate governance violations are disapproved.

- **The Responsible Investment Team:**

Led by the Chief Investment Officer and consists of investment-related units. ESG-related issues are discussed and reported to the Corporate Sustainability Committee.

2020 Responsible Investment Results

Nan Shan Life Insurance has been continuously improving and evolving on the path of responsible investment. Actions had been taken involving the construction of the ESG database, enhancement of ESG training courses, and better integration of ESG factor analysis with investment strategies.

Going forward, proposed resolutions at the shareholders' meeting of invested companies will be checked for major ESG violations. If the invested company falls in the observation list, appropriate measures will be taken through the active engagement with the invested company, making sure values of responsible investment are preserved.

Responsible Investment Action

2020 Result

Screen and exclude enterprises not suitable for investment according to the values of sustainability

- The number of targets consisting of the negative exclusion list in 2020 had increased by 19 as compared to the previous year.
- The negative exclusion list in 2020 is composed of 564 targets.
- The ESG evaluation method had been gradually incorporated into the investment review mechanisms.

Practice shareholder activism

- 100% attendance rate for the shareholders' meeting of domestic invested companies.
- Implemented evaluation mechanisms and monitored the sustainable development of the invested companies.
- When assessing capital injection proposals, extra attention will be paid to whether the funding purpose complies with ESG principles.

Real Estate Investments

- NTD18.4 billion has been budgeted with the goal of obtaining the official green building certification.
- More than NTD20 million has been invested in improving the energy saving efficiency and purchasing energy management equipment for existing buildings.

➤ Nan Shan General insurance - green insurance - new sustainable experience

In cooperation with Gogoro, one of the world's top 100 clean technology enterprises, Nan Shan General Insurance launched the UBI product "Nan Shan General electric vehicle mileage billing insurance", which is offered to Gogoro car owners. It is the first UBI vehicle insurance product riding mileage could be verified. It is also the only UBI product that can be directly insured on the Gogoro app without installing of any intra-vehicle devices.

Clients do not need to complete a written insurance application. After completing the application, an electronic insurance policy with terms and conditions will be delivered by email. This process is completely paperless, conserving more trees for our planet. Other than reducing paperwork, financial technology is also applied to create new service experiences for clients. When motorcycle owners change batteries, the mileage can be automatically recorded in calculating monthly mileage insurance premiums, which will be deducted at the beginning of the next month. Not only does this provide motorcycle owners with the fair and verifiable billing model of "pay as you ride," but it also encrypts data transmission by patented blockchain technology to enhance information security and ensure the integrity and inalterability of the data exchanged.

This innovative product helps to establish customers' concept of "risk prevention" and improve their safety awareness. By reducing the incidence of accidents, insurance company will also reduce its claims payment and pass the savings on to customers through lower premiums, effectively achieving a win-win situation between policyholders and insurance companies.



Principles for Sustainable Insurance

In response to international initiatives for the improvement of corporate efficiency, Nan Shan Life voluntarily follows the Principles for Sustainable Insurance (PSI) and commits to internalizing corporate sustainability to create a vision of common good. By fulfilling the principles of PSI, the Company effectively controls the ESG risks and opportunities and implements ESG concepts in the business activities to lead the enterprise toward the goal of sustainable development.

Items	Nan Shan Actions
<p>Principle 1 Incorporate ESG issues into the decision-making process of the insurance company.</p>	<ul style="list-style-type: none"> • The Company established a Corporate Sustainability Committee under the Board of Directors, representing the board to supervise the implementation of corporate social responsibility and sustainable operations at various departments. • ESG-related risks are identified regularly and reported regularly to the board of directors. Assist the board with management and monitoring of various ESG issues, integrating them into the decision-making process of business operations.
<p>Principle 2 Highlight ESG issues for customers and business partners, invite them to jointly manage the risks and formulate solutions.</p>	<ul style="list-style-type: none"> • Promote, educate and disclose ESG issues and information through diverse interfaces. Strengthen awareness of ESG issues among employees, agents and customers, and invite them to participate in the formulation of action plans. • Exert the impact of the financial insurance industry by advocating for the concept of sustainability. Work with suppliers to implement ESG to enhance the sustainability value of the supply chain. • Communicate regularly with insurers, reinsurers and brokerage agencies to promote and educate on ESG issues, enhancing their awareness and professional knowledge of ESG.
<p>Principle 3 Collaborate with the government, regulators and other major stakeholders to promote ESG issues, encouraging ESG actions in the society</p>	<ul style="list-style-type: none"> • Every year, Nan Shan Life supports, sponsors and participates in the promotion, education and risk control of policies and activities related to ESG. • Promote and share the implementation and experience of ESG at Nan Shan Life through diverse channels (such as conferences, seminars, and forums), to communicate with the competent authorities or NGOs in support of the sustainable development of the insurance industry. • Communicate with academic and scientific groups regarding research and promotion of educational programs focusing on insurance industry ESG issues. • Communicate with the public about ESG related issues via corporate websites, social media, and e-newsletters.
<p>Principle 4 Disclose the actual implementation results of PSI, taking responsibility for regular and honest disclosure</p>	<ul style="list-style-type: none"> • Release ESG reports regularly every year to communicate and negotiate with stakeholders, policyholders, financial supervisory units, and evaluating (reward) agencies, to disclose the ESG related performance and achievements at Nan Shan Life.

04

Innovation and Digital Transformation

- FinTech Innovations
- Intelligent Insurance: Health Protection
- Diverse Customer Services



Nan Shan Life has been invested in FinTech for years, drawing from the perspectives of policyholders to create various innovative financial services through the development of FinTech systems, establishing the best operating model among the insurance industry while providing diversified products for customers through exceptional services. The company aspires to incorporate advanced technologies into insurance services.

Nan Shan “Health Protection Circle”

Create “Nan Shan Health Protection Circle” by forming cross-sector partners. In addition, recruit “Nan Shan Youth Squad for Health Protection” across Taiwan and provide them with solid educational training as well as professional certification from medical schools, to strengthen their service capabilities, providing value-added comprehensive services to the customers.

Promotion of spillover product

Nan Shan Life launched the first spillover product promoting the public health in line with the government’s strategy in 2018.

By the end of 2020, Nan Shan Life had launched 13 spillover products with a market share of approx. 20% and was ranked the second in the insurance industry.

Compliant filing system

Nan Shan Life has established a compliant filing system with comprehensive procedures, providing real-time and rapid processing and responses for policyholders. Through continuous reviews and root cause analysis, the Company constantly improves its service quality. From 2012 to 2018 and 2020, Nanshan Life exhibited the lowest complaint rate among medium and large life insurance companies.

Joining the national relief team

Nan Shan Life proactively joined the National Relief Team, service centers in Taipei branch, Banqiao, Zhong-li, Taichung, Kaohsiung provide consultation on-site services related to pandemic relief policies, which are provided by volunteers of the Nan Shan National Relief Team.

FinTech Innovations

With the advancements in technological innovations, traditional business models adopted by insurance companies have been rapidly transforming into digital-finance models. In recent years, Nan Shan Life has committed itself to the innovative application of new technologies and big data analytics in its products, services, and workflow. With technological applications and user-friendly software design, the Company offers effective management tools for its agents, enabling them to provide quality services for policyholders at any time.

Nan Shan Life App



- With a professional, simple, and user-friendly interface, the app summarizes and presents information in an intuitive way. The app allows users to make policy change, make electronic payment, apply for/repay policy loans or file insurance claims, inquire policy information or coverage summary, and buy travel insurance online, which is convenient for policyholders.

Insurance purchase



- Online insurance service: The Company has established the “Nan Shan Life Online Policy Application Center” to build an innovative, convenient, and safe channel for insurance sign-ups. After becoming a member through registration and identify verification, customers can easily file insurance applications online.
Mobile insurance service: By connecting their iPad to the cloud system, the agents can assist policyholders to complete insurance applications on tablet computers easily.

Online policies services



- By visiting “Nan Shan Policyholder’s Portal” dedicated online service platform, policyholders can acquire a summary of current coverage, perform insurance coverage estimation and analysis as per their needs, check their policy status, make contract changes, apply for/repay policy loans, file claims, pay bills, and fund switching/redemption of investment-linked policies, enabling policyholders to obtain policy information instantly.

Mobile digital sales assistance

Nan Shan Life has integrated various sales assistance tools, such as product training, promotion, and the latest sales-assistance data. The Company has also established a knowledge database platform, which offers its agents a one-stop instant messaging service. The platform helps agents to provide policyholders with all the digital information they need in addition to greatly saving servicing time and operating costs.

Nan Shan Life continues to design the product eDM and policy coverage check system to assist policyholders with coverage inspection, thereby providing superior risk protection planning and recommendations for its customers.



Intelligent Insurance: Health Protection

Expected to become a super-aged society by 2026, Taiwan will witness expanded demands on chronic disease and health management. Incorporating health and medical care with innovative technologies has become a new trend. Accordingly, Nan Shan Life, by combining the concept of insurance with that of healthcare, has created the “Health Protection Circle” together with several healthcare providers. The circle facilitates the planning and provision of various health promotion services, demonstrating the Company’s pre-emptive attempt for meeting insurance needs in the future. Besides playing its traditional role of paying insurance claims, Nan Shan has extended its services to facilitate health protection and disease prevention, as well as provide comprehensive healthcare services for its customers after medical claims, creating new insurance products empowered by excellent services and responding to the government’s strategy of protecting the health and well-being of all citizens.



➤ Nan Shan Life Health Protection Circle



➤ Comprehensive healthcare services centered on overall personal wellness

Aspect	Health protection actions	Cross-industry partners	Products and services
Exercise and fitness	Develop exercise-related services and share correct exercise information and skills, helping customers make exercise a habit to stay young and strengthen their immune system.	<ul style="list-style-type: none"> ① SCOR Global Life ② Medicrowd Smarthealth Co.,Ltd. ③ Health2Sync ④ DEABUS Technology LLC. ⑤ ACT Genomics Co., Ltd. ⑥ GHS Advanced Inc. 	<ul style="list-style-type: none"> ① BAM App ② Med-Net.com: Dr. AI ③ Health2Sync: Diabetes care ④ LTPA Solution: Me-Taka App ⑤ ACT Genomics: Genetic testing for cancer risk ⑥ Home Angel:Care service provider
Diet and nutrition	Establish correct concepts of balanced diet and create personalized meal plans by integrating dietitians' suggestions with professional health education information.		
Healthcare	Collaborate with professional healthcare institutions to provide customers with appropriate disease care and healthcare information, thereby reducing patients' and their family's burden.		
Spiritual health	Assist customers to balance their physical, mental, and spiritual health and cooperate with NGOs to provide spiritual support and stress relief services.		

➤ Healthcare service feedback

District manager in Taipei: Using unique services to present the value of insurance: “We are no longer the same!”

After using the healthcare service, I looked at my physical exam results, and immediately became eager to recommend the service to our agents. The exam results reminded me that only by knowing your physical condition can you adjust the diet and exercise plans for better health. We can apply these concepts to insurance product planning and examine whether our products fit customer needs; this was the biggest benefit after using the healthcare service.

The healthcare service not only enables our agents to more frequently visit their customers but also increase their added value, facilitating the provision of insurance services prior to the stage of claim settlement. Therefore, the services allow the agents to provide one-stop services from loss prevention to post-incident follow-up.

I believe that Nan Shan Life has realized that we are different now during its business transformation; that is, we have become more proactive than we used to be. By collaborating with healthcare partners, integrating relevant resources, and connecting them to health insurance sales, we can be healthier together with our customers, increase the agents' value, and make insurance services more meaningful.

Agent: The new healthcare service facilitates better communication with clients

Mr. Hsu, one of the Nan Shan Life's agents, was most impressed by Dr. AI, a healthcare chatbot on Med-Net.com and Inbody, a body composition analysis service offered by YYsports after using all the healthcare services.

Dr. AI of med-net.com allows users to ask healthcare-related questions and offers real-time recommendations. Mr. Hsu highly recommends this chatbot to senior customers, who could seek assistance from Dr. AI when feeling minor sickness. By doing so, these customers can confirm their symptoms, know which hospital department they should visit, and feel less anxious when seeing the doctor. The health protection services offer a chance for the agents to make a conversation with, revisit, and get close to their customers, with the hope of increasing insurance sales in the future.

Spillover policies lead to Lifestyles of Health and Sustainability (LOHAS)

Nan Shan Life has developed InsurTech to help improve public health and launch innovative spillover policies centered on “Health and LOHAS”. The Company has repositioned its insurance services by developing professional and innovative healthcare products, assisting policyholders to embrace healthy and sustainable lifestyles with better protection.

To encourage the public to make exercise a habit, Nan Shan Life collaborated with ReMark, an insurance technology service provider, to develop the “BAM App”. This App—designed based on biological age modelling and big data analytics—allows users to understand biological aging changes and prompts them to develop self-health management habits.

◆ The effectiveness of Nan Shan Life's Spillover Policies



Diverse customer services

Nan Shan Life listens and actively responds to each policyholder's thoughts and needs by creating a system with diverse methods of opinion collection, response provision, and satisfaction survey. The Company, from its mindset to behavior, has gradually laid the foundations of quality, professional, and efficient services for its policyholders.

Nan Shan Life created a Customer Service Record Integration Platform (CIC 360), by which customer service personnel can provide comprehensive services using a single interface. Effectively understanding the immediate needs of customers and solving their problems accordingly, the personnel can improve customer experience and enhance service effectiveness.

Diverse service channels

Type	Channel	Description
Mobile service	Nan Shan Life App	Instant and convenient mobile services for the general public and Nan Shan policyholders, with various features including insurance application, policy inquiry, policy changes, policy loan application/repayment, claim settlement, and premium payment.
e-services	Official website	The Company's website (www.nanshanlife.com.tw) provides information on its products, services, events, and public information. 
	Social media	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Facebook Page</p> </div> <div style="text-align: center;">  <p>Official YouTube channel</p> </div> <div style="text-align: center;">  <p>Instagram</p> </div> </div>
	Newsletter: Policyholder e- Monthly Magazine	Providing news about latest products, services, and events.
Physical services	Media information disclosure	Press conferences, newsletter announcement, media interviews, news reports, and advertisements.
	Service center LCDs	Numerous LCDs are available at service centers in Taipei branch, Banqiao, Zhongli, Taichung, Kaohsiung, showing latest news on the Company's services and events with speed and efficiency.
	Events for policyholders	The Company hosts various events for its policyholders from time to time.
	Nan Shan Fun Life (bimonthly magazine)	Providing latest news and information on products, services, and events.
	Product catalog	The catalog provides comprehensive and detailed information such as product features, insurance coverage, examples with footnotes of relevant laws and regulations, and risk warnings.
	Notifications in various forms	Postal services and e-notifications.

Joining the national relief team to mitigate the impact of the COVID-19 pandemic

Responding to the impact of the COVID-19 pandemic, Nan Shan Life, demonstrating the spirit of “social service industry,” proactively joined the National Relief Team to help the Taiwanese government promote relevant relief measures, inform the public and businesses of available solutions, and helping them to reduce the impact caused by the pandemic.

Nan Shan actions	Description
Relief program promotion	<ul style="list-style-type: none"> Hosted relief program orientations through video conferences, webinars, and face-to-face seminar.
National relief volunteer team	<ul style="list-style-type: none"> Over 7,000 Nan Shan’s agents have been granted a training certificate. 679 Certified volunteers of the Nan Shan National Relief Team and are qualified for relief-related services.
Relief policy consultation services	<ul style="list-style-type: none"> The service centers in Taipei branch, Banqiao, Zhongli, Taichung, Kaohsiung provide consultation on-site services related to pandemic relief policies, which are provided by volunteers of the Nan Shan National Relief Team. The services were launched in May 2020; by June 12, 440 individuals have provided such consultation using on-site and at-home services.
Online resource integration over Taiwan	<ul style="list-style-type: none"> Used the service network across Taiwan to identify and provide useful resources for its customers, helping them overcome the pandemic. Cancelled the 30-day waiting period for cases of Notifiable Infectious Diseases by adding endorsements and other clauses to the Company’s 17 healthcare insurance products. Expanded the eligibility for deferred payment of premiums and policy-loan interests.
Attentive and caring services	<ul style="list-style-type: none"> Established a specialized contact window allowing policyholders to fax applications for relevant services. Allowed policyholders to defer payment 3 months, depending on the pandemic severity. In case of any community outbreaks, the Company will automatically grant premium deterrent for policyholders living in affected areas as per the government announcement without the need of individual application.
Considerate claims practices	<ul style="list-style-type: none"> All the healthcare products have covered the Notifiable Infectious Disease as stipulated by laws. Should any policyholders contract coronavirus, the Company will, in addition to covering healthcare expenses per contract terms, cover the cost of negative pressure room admission (if any) in accordance with the ICU coverage standards.

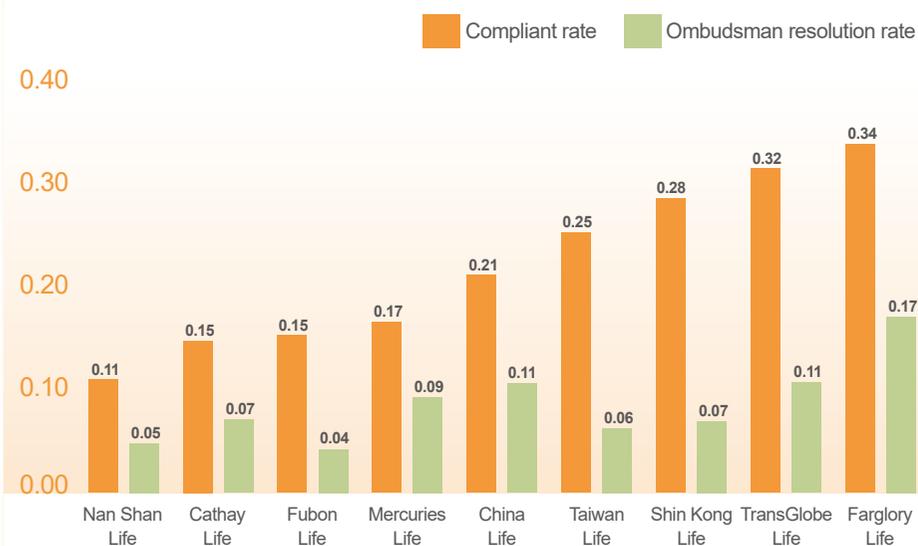
High responsiveness to policyholder appeals

Nan Shan Life has established a compliant filing system with comprehensive procedures, providing real-time and rapid processing and responses for policyholders. Through continuous reviews and root cause analysis, the Company constantly improves its service quality. Nan Shan Life's commitment to continuous improvement has resulted in very positive feedback from policyholders for consecutive years. The most credible insurance organization, the Financial Ombudsman Institution has considered customer complaint management a crucial indicator and regularly publishes reports on the performance in this aspect of insurance companies.

From 2012 to 2018 and 2020, Nanshan Life exhibited the lowest complaint rate among medium and large life insurance companies. (Note)

Note: Those having more than 5 million in-force contracts with policyholders.

Complaint/Ombudsman resolution rate in 2020



Source: Financial Ombudsman Institution

Policyholder satisfaction

Nan Shan Life values customers' comments, and continues to outsource satisfaction surveys regularly, of which the 2020 survey results are listed as follows:

Satisfaction item	2020
Claim service	94.8%
Call Center customer service	97.4%
Customer service counter	97.5%

Since 2020, Nan Shan Life has expanded the scope of QR code surveys on customer service counter; the added items comprehensively cover each aspect of customer service, including.

Satisfaction item	2020
Policy issue	99.5%
Claim service	99.5%
Service counter/policy services	99.7%

▶ Nan Shan General Insurance values customers' opinions

In 2019, Nan Shan General Insurance overturned the industry's claim settlement service model by launching a simplified claims application procedure with "claim process commences upon one phone call and proactive update of claims settlement progress". The Company always provides services from customers' perspectives and conduct quarterly surveys on customer satisfaction.

Satisfaction of three service aspects—service attitude, proficiency, and overall satisfaction—have been maintained at 97%. Additionally, satisfaction of contact efficiency increased from 94% in 2019 to 96% in 2020 thanks to the introduction of three patented technologies, namely "Automatic Case Assignment System for Auto Claims", "Claim Settlement app: Car Accident Claim System", and "Automatic Notification System for Claim Handling" with excellent effectiveness.

By using InsurTech, Nan Shan General Insurance offers comprehensive protection for its customers with high efficiency. In 2020, the Company had obtained 6 claim-service-related patents and will strive to foster innovation to become consumers' first choice as a general insurance provider.

▶ Customer satisfaction survey: Nan Shan General Insurance

Satisfaction item	2019	2020
Service attitude	97%	97%
Proficiency	96%	97%
Contact efficiency	94%	96%
Overall satisfaction	97%	97%



05

Pioneer of Low-carbon Insurance

- Low-carbon Insurance Service
- Risk Management Related to Climate Change
- Energy Resource Efficiency Management
- Carbon Reduction Actions And Results
- Pioneer of Sustainable Activities



Although major damage or pollution to the environment caused by the finance and insurance industry is unlikely, Nan Shan Life has established its position as a pioneer of low-carbon insurance. Complying with all environmental regulations, it puts forward various low-carbon sustainability schemes at each stage of its operations and services to minimize its impact on environmental sustainability and enhance environmental inclusiveness.

TCFD compliance and certified

Nan Shan Life introduced a management mechanism incorporating climate-change-related risks and passed SGS Taiwan's verification of compliance and certified as a management-practitioner in its global performance appraisal for TCFD.

Energy and resource efficiency management

Nan Shan Life introduced the ISO 14064-1 greenhouse gas management system and completed the greenhouse gas inventory of 23 self-owned buildings in Taiwan.

Implementation of electronic billing

The number of customers applying for electronic billing has been increasing. By the end of 2020, electronic billing has been used for about 1.393 million insurance policies and estimated that more than 29 million sheets of paper can be saved each year.

Sustainable activity

In 2020, the company organized the first sustainable beach clean-up and planting event in Taiwan at Laomei Beach in Shimen District, New Taipei City with the incorporation of ISO 20121 event sustainability management system certified by the SGS-Taiwan.

Low-carbon Insurance Services

In the face of global climate change, Nan Shan Life takes on the responsibility for environmental protection, and, acting on its promise of becoming a green business, is now providing low-carbon insurance services. To minimize its impact on the environment, Nan Shan Life has been expanding its green impact in the life insurance industry since 2018, promoting a series of sustainable and low-carbon actions as a pioneer of low-carbon insurance. Apart from signing up to support the Task Force on Climate-related Financial Disclosures (TCFD), Nan Shan Life analyzes the carbon footprint of its life insurance services in accordance with ISO 14067, a standard related to the carbon footprint of products. It is granted the Certificate for the Use of Product Carbon-Footprint Label by both SGS-Taiwan and Taiwan's Environmental Protection Administration, making it the first insurance business worldwide to receive dual verification for the certificate.

In 2020, Nan Shan Life integrates the concepts of financial inclusion and carbon neutral, introducing PAS 2060 (the Specification for the demonstration of carbon neutrality) into nearly 10,000 micro-insurance policies it donated in 2019.

In addition to implementing various carbon-reduction measures in the different stages of the insurance policy life cycle, Nan Shan Life has bought 35 t of carbon credits from the Zhanggong Wind Power plant in Taiwan for a carbon offset. As verified by a trusted third party, SGS-Taiwan, carbon neutrality is achieved in its provision of micro-insurance services. Namely, Nan Shan Life achieves zero carbon emissions in its micro-insurance policies, realizing "zero-carbon micro-insurance policy."

Nan Shan Life offers basic insurance coverage to the economically disadvantaged and people that meet specific criteria to actively keep itself in line with the government's promotion of micro-insurance. Furthermore, it has paid constant attention to issues related to the global climate change and, since 2020, adopted the carbon neutrality standard. With the spirit of low carbon and financial inclusion, Nan Shan Life endeavors to reinvent itself into a sustainable, low-carbon business together with its large base of stakeholders.

From the carbon footprint of insurance policies to the carbon neutrality of micro-insurance, Nan Shan Life takes real action to fulfil low-carbon and financially inclusive operations in the hopes that by taking the initiative, we can raise

awareness of environmental sustainability, guide people to lead a green and carbon-reduced life, do our part for the planet earth, and bequeath a better planet to future generations.

Low-carbon Insurance Products

The risk of natural disasters caused by the extreme climate has increased over the recent years. To safeguard the assets of our customers, we encourage customers to use green-energy building materials and equipment. Nan Shan General Insurance introduced the Residential Green Energy Upgrade Rider, where policyholders may, with an additional premium, add the rider to their current policies of basic residential fire and earthquake insurance or comprehensive residential insurance issued by Nan Shan General Insurance.

The rider specifies that Nan Shan General Insurance shall repair or rebuild the damaged residential property with green-energy materials or equipment or pay in cash for the cost of the repair or rebuilding with green-energy materials or equipment. The inclusion of this rider demonstrates Nan Shan General Insurance's environmental sustainability mindset in the enhancement of customer asset protection.

The annual sales of the insurance product have been growing since its introduction in 2016 and reached 813 in 2020; the constant growth of sales indicates the increasing recognition of this product by consumers.

Note: The "green-energy materials and equipment" specified in the additional rider refers to materials and equipment certified by government agencies for the Green Building Material Label, Green Mark, and Energy Label or products certified for the use of the Green Mark upon application by the manufacturers.

Risk Management Related to Climate Change

Nan Shan Life has been keeping itself well informed on global sustainability issues to respond to the possible impact of climate change on the industry and society. In 2018, it became one of the first two Taiwanese insurance companies being the TCFD signatory. Support for TCFD was disclosed in its 2019 annual corporate social responsibility report. In the first half of 2020, it held in-person training courses for risk management executives and specialists in all first-line business units as well as online risk-management training courses through an e-learning platform for all staff members of the company. In the second half of 2020, training courses on risks related to climate change were provided to the top management to enhance their knowledge on climate-change-related risks specified by the TCFD to better prepare the company for its plan of establishing a climate-change-related risk management mechanism.

Following the TCFD recommendations report, the company has completed a management framework that incorporates climate-changed-related risks and opportunities in the second half of 2020. The board of directors serves as the top-level unit monitoring risks and opportunities related to climate change. The functional units of the board, namely, risk management committee, and corporate sustainability committee, conduct regular monitoring over the company's progress in handling said risks and opportunities respectively.

Nan Shan Life has established a TCFD task force comprised of members from related functional units; introduced a management mechanism incorporating climate-change-related risks and opportunities based on the four core areas—governance, strategy, risk management, and metrics and targets—specified in the TCFD recommendations report; and passed SGS Taiwan's verification of compliance and certified as a management-practitioner in its global performance appraisal for TCFD.

Under the management mechanism for risks and opportunities associated with climate change, matters that concern the risks and opportunities are delegated respectively to the Risk Management and Strategic Planning Departments.

- Regarding risks associated with climate change, the Risk Management Department has convened a TCFD team and, as per the TCFD guidelines (Table 1: Examples of climate-related risks and their financial impact), to identify relevant risks with potential impact on the company's business and finances. The identified risks and countermeasures developed against them are reported to the Risk Management Committee for discussion and approval and then report to the board of directors.
- For opportunities associated with climate change, the Strategic Planning Department has established a TCFD team and, as per the TCFD guidelines (Table 2: Examples of climate-related opportunities and their financial impact), to identify opportunities with potential impact on the company's business and finances. The identified opportunities are reported to the Corporate Sustainability Committee for discussion and approval and then report to the board of directors.



Energy and resource efficiency management

Energy management

In 2016, Nan Shan Life introduced the ISO 14064-1 greenhouse gas management system to alleviate the impact of greenhouse gas emissions on global warming through effective management.

Relevant energy-saving and carbon-reduction practices include adjusting the duration when exterior sign lights and elevators are on or in service; replacing the lights in conference rooms and common areas with energy-saving ones; maintaining the air-conditioning at 26 °C as per legal regulations; regularly reminding the staff to close window curtains before leaving the office to reduce the load on air-conditioning systems the next morning; and implementing measures that encourage staff members to take the stairs, or turn lights and business machines off whenever they are no longer needed.

Electricity Consumption in 2020

Buildings owned by Nan Shan Life	Power Consumption (kWh)	Carbon Emissions (t-CO ₂ e)	GJ	Energy Intensity (kWh/person)	Emission Intensity (t-CO ₂ e/person)
Nan Shan Building	6,863,884	3,493.72	24,709.98	12,877.83	6.55
Nan Shan Financial Center	5,129,598	2,610.97	18,466.55	3,005.04	1.53
Xihu Building	734,937	374.08	2,645.77	4,481.32	2.28
Neihu Warehouse	22,444	11.42	80.80	22,443.90	11.42
Daan Building	429,719	218.73	1,546.99	1,609.44	0.82
Zhongli Building	992,800	505.34	3,574.08	2,352.61	1.20
Taichung Building	1,359,900	692.19	4,895.64	3,055.96	1.56
Nan Shan Education & Training Center	717,209	365.06	2,581.95	79,689.89	40.56
Chiayi Building	911,280	463.84	3,280.61	2,496.66	1.27
Tainan Building	1,173,200	597.16	4,223.52	2,323.17	1.18

Buildings owned by Nan Shan Life	Power Consumption (kWh)	Carbon Emissions (t-CO ₂ e)	GJ	Energy Intensity (kWh/person)	Emission Intensity (t-CO ₂ e/person)
Kaohsiung Building	1,673,860	851.99	6,025.90	3,341.04	1.70
Yilan Building	507,361	258.25	1,826.50	1,297.60	0.66
Hualien Building	162,567	82.75	585.24	2,390.69	1.22
Baofu Office Building in Taipei (5F)	148,287	75.48	533.83	1,348.06	0.69
Minhua Building in Taipei (8F)	134,934	68.68	485.76	1,133.90	0.58
Minde Building in Taipei (11F)	53,792	27.38	193.65	493.51	0.25
Zhongrong Building in Taipei (4F, 5F)	270,624	137.75	974.25	1,132.32	0.58
Daxin Building in Taipei (10F, 11F)	236,171	120.21	850.21	1,124.62	0.57
Nanjingianxia Building (8F, 9F, 10F)	296,695	151.02	1,068.10	1,241.40	0.63
Zuanshi Financial Building in Sanchong (11F, 12F)	130,397	66.37	469.43	600.91	0.31
Junguo Building in Taichung (4F)	1,766	0.90	6.36	-	-
Huaerjie Building in Taichung (19F)	47,722	24.29	171.80	917.73	0.47
Yongxin Building in Kaohsiung (9F, 10F, 11F)	156,085	79.45	561.91	1,381.28	0.70
Total	22,155,233	11,277.01	79,758.84	150,738.87	1.66

Note 1: Emission factor for electricity consumption (Scope 2) is 0.509 (2019) kg CO₂e/kWh.

Note 2: 1 kWh of electricity = 0.0036 GJ.

Note 3: Energy intensity = electricity consumption/number of staff members in the building owned by Nan Shan Life in March 2021.

Note 4: Emission intensity = amount of emissions/ number of staff members in the building owned by Nan Shan Life in March 2021.

Greenhouse Gas Emissions

Scope	Unit	2018	2019	2020
Amount of direct greenhouse gas emissions (Scope1)	t-CO ₂ e	477.72	769.49	895.35
Amount of indirect greenhouse gas emissions (Scope2)		8324.13	9,211.68	11,227.01
Total amount of emissions		8,801.85	9,981.17	12,172.36
Floor area (m ²)	Ping	18,516.61	25,878.82	42,750.87
Greenhouse gas emission intensity	t-CO ₂ e/ping	0.48	0.39	0.28

Note 1: Greenhouse gasses include CO₂, CH₄, N₂O, and HFCs, PFCs, SF₆, and NF₃. Nan Shan Life carries out the greenhouse inspection in accordance with the operational control approach specified in ISO 14064-1.

Note 2: Scope 3 emissions are recognized but not calculated.

Note 3: Emission factor for electricity consumption (Scope 2) is 0.509 (2019) kg CO₂e/kWh.

Note 4: Source of global warming potential (GWP): cited from the GWP values specified in the Second Assessment Report of International Panel on Climate Change (IPCC) in 1995.

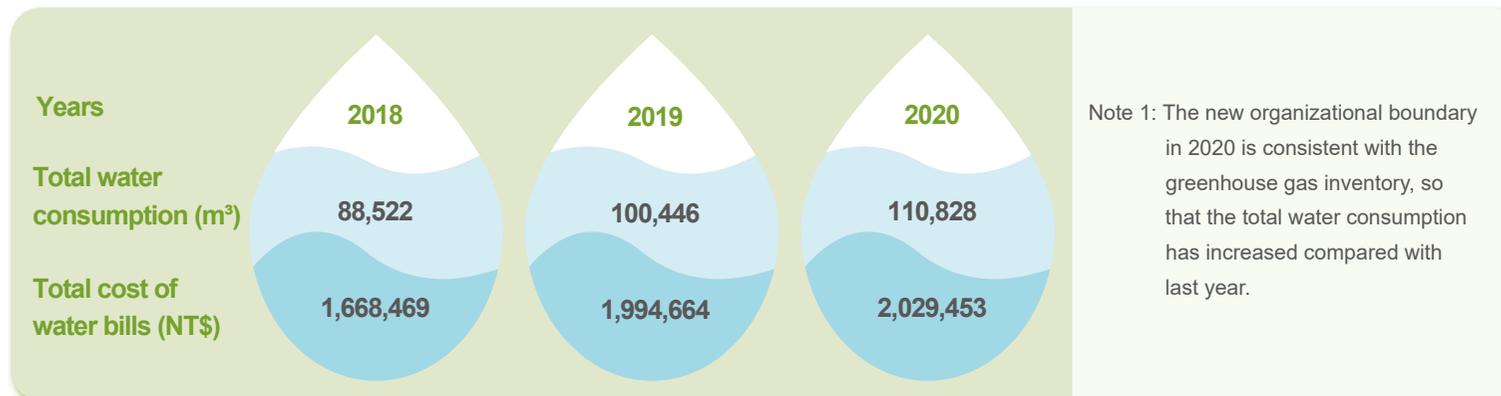
Note 5: In 2018, the organizational boundaries were expanded to include Yilan and Zhongli Buildings in the greenhouse emission inspection, which thus contribute to the rise of the total emissions.

Note 6: In 2019, the organizational boundaries were expanded to include the Nan Shan Education & Training Center in Taichung and Chiayi Building in the greenhouse emission inspection, which thus contribute to the rise of the total emissions.

Note 7: In 2020, the organizational boundaries were further expanded to include 13 other offices in the greenhouse emission inspection: Neihu Warehouse, Nan Shan Education & Training Center, Hualien Building, Baofu Office Building, Minhua Building, Minda Building, Zhongrong Building, Daxin Building, Zuanshi Financial Center, Nanjingtienxia Building, Junguo Building, Huaerjie Building, and Yongxin Building. The boundary expansion thus contribute to the increase of the total emissions.

Water Resource and Waste Management

Statistics of Water Resource Consumption



Note 1: The new organizational boundary in 2020 is consistent with the greenhouse gas inventory, so that the total water consumption has increased compared with last year.

Results of Nan Shan Life's Resource Processing, Recycling, and Reuse Efforts

Category	General Industrial Waste (Unit Of Measurement)	Amount in 2018	Amount in 2019	Amount in 2020
Incineration	Daily waste (kg)	100,920	109,735	389,201
Recycling or reuse (building materials, light tubes, devices powered by water, electricity or gas, refuse, and recycling)	Computer write-off	1,096	1,916	2,358
	Recycling of waste paper from document files (kg)	225,988	337,112	213,870
	Recycling of waste paper from the file cabinet (kg)	198,405	202,705	198,050
	Reuse of furniture and equipment (piece/kg)	-	527	334
	Resource recycling, such as cans, PET bottles, and plastics (kg)	24,566	18,557.5	75,751

Note 1: For the calculation of daily waste and resource recycling, the new organizational boundary in 2020 is consistent with the greenhouse gas inventory, so that the total weight of the two has increased compared with last year.



Carbon Reduction Action and Results

Energy-Saving Actions

Nan Shan Life has continuously promoted energy-saving methods in its buildings across Taiwan and will continue doing so to reduce energy consumption.

Measures	Description
Better health with more stairs	Encourage staff members to take the stairs in place of the elevators if it is within three floors. This enhances the company's collective effort in energy saving and carbon reduction for the planet and improve staff health.
Reducing elevators in service during off-peak times	Arrange appropriate number of elevators in service during peak and off-peak times to reduce electricity consumption.
Promote and encourage staff to turn off lights whenever they are not needed	Announce to each department that lights must be kept off throughout the lunch break and that executive members must keep their office lights off whenever they are not in it.
Turn off work-related machines before leaving the office	Remind staff members to turn off their personal computers, work-related machines, and air purifiers before leaving the office.
Illuminance in the elevator hall	Maintain the average illuminance at 210 lux (light tubes are removed in accordance with the illuminance).
Review the number of halogen lamps used or replace them with LED lights	<ol style="list-style-type: none"> 1. Review the number of halogen lamps used in meeting rooms and replace them all with LED lights (with some light tubes removed). 2. Turn off all picture lights in the common areas. 3. Replace all halogen lamps used in the elevators with LED lights. 4. Replace all halogen lamps used in the restrooms with LED lights.
Review the illuminance in the office hallways and printer areas	Maintain the average illuminance at 550–600 lux (with excess light tubes removed).
Adjust the off time of the exterior sign lights	<ol style="list-style-type: none"> 1. Adjust the off time of the lighting, with the on-time reduced by half an hour per day in the summer and winter. 2. Apply the same on time for the sign lights of all buildings; the lights are on 17:30–21:00 for the winter and 18:00–21:00 for the summer.
Set the garden watering system to the manual mode	According to the different amounts of rainfall in each season, the garden watering system is set to the manual mode to avoid unnecessary watering.
Set the air conditioning temperature to 26 °C	Change the office air-conditioning setting from 23–24°C to 26 °C.
Control parking lot lighting	The lighting is controlled according to the flow of cars and office hours; the lights are all turned on during 08:00–09:00 and 17:00–18:00 and are set to the night mode for the rest of the time.

➤ Turn Off Lights for One Hour; Reduce Carbon Emissions for the Planet

Nan Shan Life cares about the issue of global warming, a result of climate change. To keep itself in line with the Earth Hour campaign initiated by the World Wildlife Fund in 2020, we turn off the exterior lights in all 14 buildings owned by Nan Shan Life including the second highest building of Taipei City, Taipei Nan Shan Plaza, showing our dedication to cooling the planet. During the 1-hour lights-off period, the buildings saved approximately 4,950 kWh of electricity and reduced about 2.522 t-CO₂e of carbon emissions. Through practical actions, such as encouraging its staff members to always remember to turn off lights and reminding them of the importance of energy saving, Nan Shan Life is on the path toward environmentally sustainable development as a green business.

Note: Emission factor for electricity consumption (Scope 2) is 0.509 (2019) kg CO₂e/kWh.

Regarding renewable energy, we plan to construct a solar power generation system on the rooftop of the Nan Shan Education & Training Center in Wuri District, Taichung, in 2021. Through the government's surplus power sale scheme, we plan to acquire the Renewable Energy Certificate issued by the National Renewable Energy Certification Center, Bureau of Standards, Metrology and Inspection, Ministry of Economic Affairs, taking steps toward sustainable buildings.

➤ Energy-Saving Programs and Results in 2020

Energy-Saving Programs	Amount of electricity saved (kWh)	Amount of carbon reduced (t-CO ₂ e)
An air-cooled chiller 150RT is installed in the Tainan Building to replace the old one.	3,322	1.72
All lights in the Hualien Building are replaced with LED lights.	4,165	2.12

Low-Carbon Operational Services

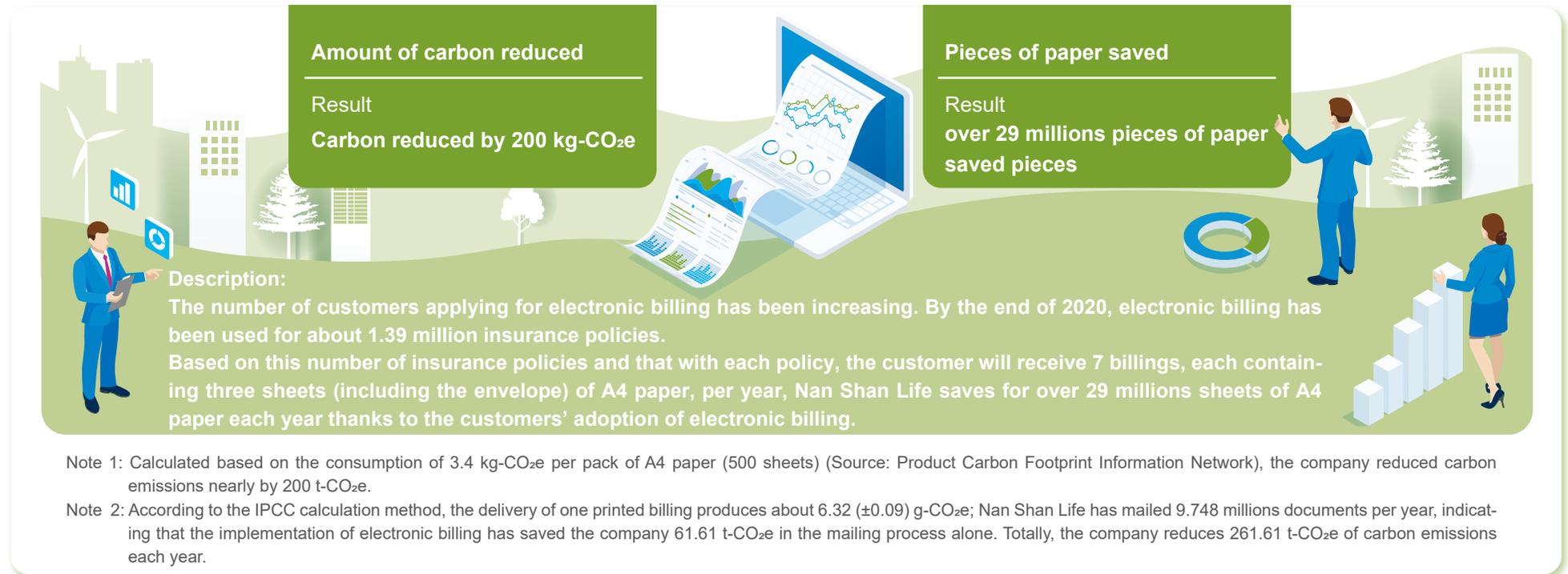
Nan Shan Life has developed Mobile Insurance Application Platform; with this platform, customers can buy insurance by signing on a tablet, through which to save paper use. At the same time, we are promoting the use of electronic billings as a replacement of paper billings sent by mail. With various types of billings and notices now sent in electronic form to our customers, we are taking practical steps toward the goal of becoming a sustainable green business.

➤ Digitalization of Administrative Procedures

Through the introduction and improvement of information systems, we have been working hard toward paperless, digital operations. Specifically, applications for the stationary, printed matter, and others are now made through electronic application forms to make the entire process more environmentally friendly.

- 2016: 6,133 applications, with 6,133 pieces of paper saved;
- 2017: 6,015 applications, with 6,015 pieces of paper saved;
- 2018: 6,019 applications [number of electronic applications], with 6,019 pieces of paper saved;
- 2019: 4,482 applications [number of electronic applications], with 4,482 pieces of paper saved;
- 2020: 4,677 applications [number of electronic applications] and 6,159 [number of SAP applications] with 10,836 pieces of paper saved.

➤ Promote Electronic Billing Service



➤ Reduction of Document Delivery by Mail

In addition to electronic billing, Nan Shan Life has been working hard on reducing the number of physical mails it sends. Integrating envelopes of different sizes and mail in form of letter sheets, the company, despite the expansion of its customer base, has not seen a corresponding rise in the number of mail.

Note 1: The benchmarking years denotes a year where no mail-reduction actions have been taken.

Note 2: Except for Nan Shan Financial Center, the number of new branches will be added in 2020.

- 2011: 36,855,758 pieces of mail (benchmarking year)
- 2015: 31,359,641 pieces of mail, reduced by 14.91% compared with 2011
- 2016: 30,179,580 pieces of mail, reduced by 18.11% compared with 2011
- 2017: 31,226,650 pieces of mail, reduced by 15.27% compared with 2011
- 2018: 31,699,053 pieces of mail, reduced by 13.99% compared with 2011
- 2019: 27,428,596 pieces of mail, reduced by 25.57% compared with 2011
- 2020: 34,587,072 pieces of mail, reduced by 8.607% compared with 2011

➤ Paperless Meetings

Nan Shan Life has established the Paperless Meeting System, which in addition to its energy-saving and paper-use-reduction advantages, facilitates greater control over sensitive data and thus reduces the risk of data leakage.

By centralizing the management of all meeting data and incorporating a mechanism that verifies user identity and establishes access control according to users' authority levels, this system keeps track of all access to meeting data, enhancing control over and preventing the leakage of sensitive data. The system also allows users to set a time for certain sensitive data to be deleted automatically after a pre-determined period following the meeting. This secures the company's confidential data, making the system a win-win measure for the company's efforts in environmental protection and information security. In 2020, 641 meetings were held; with the system, 3,076,800 pieces of paper were saved, and carbon emissions were reduced by 17.23 t.



Environmental Protection Actions in the Office

Nan Shan Life has been implementing various energy-saving and carbon-reduction measures, including waste sorting, food waste recycling, reuse of inter-office envelopes, double-sided printing, taking stairs instead of elevators, and encouraging our staff to keep environmental protection in mind for the planet.

Nan Shan Life encourages and urges the staff members to act environmentally friendly in the work environment. Relevant actions have also been taken in line with the 3R principles—reduce, reuse, and recycle—such as the promotion of environmental protection concepts, recycling, and waste sorting, establishing of the no-smoking policy, management of drinking water, electronic billing, video conferencing, and office greening.

Additionally, we rent 12 hybrid cars as company cars to reduce the fuel consumption, hoping that our efforts in reducing resource use can serve as a role model for families and communities and encourage them to follow suit. The resource-reduction efforts include:

- Photocopy and fax paper: Increase the adoption of electronic files and emails, store documents on public servers, deliver paperless presentations, print double-sided, and establish a used paper area where the paper can be reused for general documents purposes.
- Recycling of cans, PET bottles, plastics, waste batteries, and waste paper: reduce the generation of waste. In 2020, we recycled 411,920 kg of waste paper as well as 46,690.4 kg of cans, PET bottles, plastics, and waste batteries combined.

Supplier Management

In the implementation of sustainable corporate management, Nan Shan Life Insurance focuses on “integrity management,” “environmental protection,” and “sustainable development” as the key factors in supply chain management.

In the hope of exerting the influence of the financial insurance industry and promoting the concept of sustainability, Nan Shan Life works with its suppliers to fulfill corporate social responsibility together. It also establishes resilient supply chains in marching toward a sustainable, mutually beneficial future.

Nan Shan Life reviews and manages supplier requirements with the following key points:

- Before trading with suppliers, it is mandatory to conduct stakeholder inspection, counter terrorism financing and sanction list inspections in addition to gaining a clear understanding of their background, financial status, and operational condition. Business transaction risks can be avoided by ensuring compliance with the Company’s policies and relevant regulations.
- A comprehensive verification system has been constructed in accordance with the supplier evaluation regulations outlined in the Company’s “Guidelines for Procurement Operations.” Suppliers must be reviewed through a fair, just, and open system before the best fit supplier is selected.



Pioneer of sustainable activities

As the first Taiwanese business cares about coastal erosion in Taiwan, Nan Shan Life has implemented the Protection of the Ocean Campaign in 2012 and has been protecting the ecosystem along the Taiwanese coastline through planned dune fencing, dune stabilization, tree planting, and beach clean-ups over the past 9 years. In 2020, the company organized the first sustainable beach clean-up and planting event at Laomei Beach in Shimen District, New Taipei City. with the incorporation of ISO 20121 event sustainability management system certified by the SGS-Taiwan, became the first sustainable beach clean-up and planting event, expanding Nan Shan Life's practice of corporate social responsibility.

In addition, we have organized forums on marine environment protection in schools and communities to promote marine environment education and shared two short documentary videos online, namely Chaojing Sea Turtle Finding Its Way Home and Styrofoam on Offshore Islands, to promote marine environment protection by letting more people realizing how much marine debris has damaged the ecosystem and environment.

📌 Nan Shan General Insurance's "e-Insurance Policy & Tree Planting" event

As an environmental effort and to keep itself in line with the government policy that encourages the adoption of the electronic insurance card for the compulsory automobile liability insurance, Nan Shan General Insurance held three rounds of the e-Insurance Policy & Tree Planting event in northern, central, and southern Taiwan in September 2020. In this charity tree-planting event, Nan Shan General Insurance invited 300 customers, agents, and staff members to plant 300 tree seedlings, as part of its efforts in protecting marine ecological resources along the Taiwanese coastline.

Forests are an essential part of Taiwan and key to slowing global warming. The 300 tree seedlings planted in this event can remove 3,600 kg of CO₂ emissions per year. Nan Shan General Insurance will continue its dedication to charity tree-planting events, doing its part to protect the environment.



➤ Nan Shan Life's Protection of the Ocean Campaign

Item	benefit
Sustainability management system	Incorporate the ISO 20121 event sustainability management system.
Participant	The 13 beach clean-up and planting events welcomed over 5,000 attendees.
Tree planning for dune stabilization and protection from wind erosion	The Company adopted Laomei Beach in Shimen District, New Taipei City, where 3,000 windbreak tree seedlings have been planted and bamboo fencing installed for dune stabilization. This will be able to protect the soil and stabilize the sand dunes, and protect the Taiwanese coastline.
Cleaning marine plastics	We clean away 11 t of marine debris in total, from the beach. The waste including daily waste (such as disposable utensils, plastic bags, straws); medical/ personal hygiene; smoking-related waste and fishery and leisure waste. We reported the data to Taiwan Ocean Cleanup Alliance to keep ourselves in line with the international efforts in monitoring marine waste.
Marine sustainability education	We have held 5 marine environmental protection forum & beach clean-up events for local communities, in which we, together with local residents, cleaned away marine debris for their homeland. Through the company's internal and external training platforms and YouTube channel, where the content reached over 13,000 views combined, we hope to keep the public informed of environmental issues and encourage them to take ocean-friendly actions.
Engaging local groups	Work closely with environmental bodies to address issues in the local marine environment. These environmental bodies include Forestry Bureau of the Council of Agriculture, North Coast & Guanyinshan National Scenic Area Administration of Tourism Bureau under the Ministry of Transportation and Communications, Department of Environmental Protection of New Taipei City Government, Department of Environmental Protection of Taoyuan City Government, Environmental Protection Bureau of Changhua County, Environmental Protection Bureau of Tainan City Government, Environmental Protection Bureau of Kaohsiung City Government, Taiwan Association for Marine Environmental Protection, Haiyong Studio, Lohas Taiwan Association, and Yongshengliu Company.
Partners to participate	Demonstrating corporate influence, business partners joining the events include Nan Shan General Insurance, Taiwan IBM, Taiwan HP, and Lion Travel and South East Travel to join.

06

Creating a Friendly and Happiness Workplace

- Comprehensive Epidemic Prevention Measures Ensuring Employee Safety
- Emphasis on Gender Equality
- Salary and Remuneration
- Comprehensive Employee Benefit Measures
- Diverse Cultivation Mechanism
- Open labor-management communication channels
- Healthy and Safe Workplace
- Creating a Win-Win with Agency



Nan Shan Life Insurance has been long committed to creating a diverse, equal, and healthy work environment. Employees are compensated at market-competitive levels above the financial insurance industry median. The Company has also formulated comprehensive programs for the personal development of employees, employee benefit mechanisms, and opportunities for learning and growth.

In 2020, the total number of internal staff at Nan Shan Life was 4,145, with 65.3% of them between the age of 30 and 50 at an average age of 41.4 years and average length of service of 12.5 years.

In terms of diversity, the Company hired 33 employees with physical/mental disadvantages. In addition, there were 516 atypical contract staff at Nan Shan Life (comprising about 12.4% of all internal staff).

Comprehensive Epidemic Prevention

To ensure employee health and continuous operations in response to the outbreak of COVID-19 pandemic, the president of Nan Shan Life has been serving as the chief of the epidemic prevention taskforce to coordinate business operations and promote various epidemic prevention measures.

Health Examination Benefits Superior to Regulation Requirements

Nan Shan Life provides internal staff health examination programs that are superior to the requirements of the law. Every year, employees enjoy the benefit of one health examination program, more than required by law.

Talent cultivation and retention

Individualized development programs (IDP) have been created, resulting in an outstanding 98% retention rate for key talents.

Industry Leader in Professional Certification

Nan Shan Life's dedication to education and training has won recognition from Life Office Management Association (LOMA), which presented the Company with 19 educational achievement awards and 3 education excellence awards.

Comprehensive Epidemic Prevention Measures Ensuring Employee Safety

To ensure employee health and continuous operations in response to the outbreak of COVID-19 pandemic, the president of Nan Shan Life has been serving as the chief of the epidemic prevention taskforce to coordinate business operations and promote various epidemic prevention measures.

We have formulated the “Epidemic Prevention Manual for Severe Infectious Diseases” to specify measures to be taken by each department during an epidemic in accordance with the three major goals of “ensuring employee safety, providing uninterrupted service to customers, and maintaining sustainable corporate operations”. These include:

1. Enhance the cleaning and disinfection operations of the office building environment, and ensure adequate epidemic prevention resources. (Medical masks, alcohol, infrared thermometer, etc.)
2. Depending on the epidemic severity, activate remote backup mechanisms, especially for operations that cannot be interrupted. Arrange for key business operational staff to be stationed in the remote office first. Furthermore, physical contact between employees of different office buildings is prohibited.
3. In response to governmental policies, employees undergoing home-isolation or quarantine are provided with “paid epidemic prevention care leave”, which provide more than the minimum as required by law. In 2020, a total of 20 employees filed relevant applications totaling 536 hours.
4. In adherence to the government’s recommendation on epidemic prevention, all visitors must sign the “Health Declaration Statement” and cooperate with measures, such as body temperature checking, alcohol disinfection, and mask wearing.



◉ Epidemic Prevention Leave Superior to the Legal Requirements

Current Nan Shan Life Regulations	VS	Government Laws and Regulations
Infection (outside of work)		
 <p>Type of Leave of Absence: Quarantine leave</p> <hr/> <p>Wage: Full Salary</p>		<p>Type of Leave of Absence: Ordinary sickness, special, or personal leave</p> <hr/> <p>Wage: Wage payment is calculated in accordance with the Wages and Holiday Regulations in the Labor Standards Act.</p>
Non-infectious (Government required home isolation/quarantine)		
 <p>Type of Leave of Absence: Quarantine leave</p> <hr/> <p>Wage: Full Salary</p>		<p>Quarantine leave: The employer shall grant the leave request without regarding it as absenteeism, personal leave, or any other type of absence. The employer shall not withhold the employee’s full-attendance rewards, or dismiss the employee, or penalize the employee in any way.</p> <hr/> <p>Wage: Employers are not compelled to pay wages but if employees without pay may apply for government compensation.</p>

Note: If someone who go abroad for personal reasons, and need to be isolated/quarantined for 14 days after returning to country, may be given leave without payment in accordance with laws and regulations.

Emphasis on Gender Equality

Nan Shan Life’s employee female to male ratio is 18:10, and female account for about 50% of Management positions. The Company has implemented its gender equal rights policy in all aspects of operations including recruitment, hiring, training and promotion.

To strengthen the protection of the rights and interests of female employees, the Company has formulated the “Workplace Sexual Harassment Prevention Measures, Appeals and Disciplinary Guidelines”. An employee complaint section has been set up on the Company internal website with a dedicated hotline, fax, and mailbox all managed by designated personnel. All employees are required to undergo online training courses and exams regarding the establishment of a friendly workplace free of sexual harassment.

Composition of Female Managers

Particular	2018	2019	2020
Female employees (%)	65.6	64.4	64.3
Overall female in management (%)	49.2	49.1	49.9
Female in Junior management (%)	54.1	53.8	55.2
Female in middle and senior management (%)	34.9	34.4	33.1
Overall female in non-management (%)	68.0	66.7	66.5
New female employees (%)	53.8	60.5	57.3



Note 1: Junior management means supervisor, assistant manager, manager. Middle and senior management means assistant vice president and above.
 Note 2: Management position refers to personnel tasked with the responsible for the supervisory management of a unit.

Nan Shan Life provides childcare benefits superior to the legal requirements. Employees who miscarry in the first two months of pregnancy are eligible for a five-day full-pay maternity leave, and pregnant female employees may choose to take maternity leave up to four-weeks before the expected day of delivery. Such flexibility allows employees to make proper arrangements for childbirth and childcare in advance.

To offer comprehensive employee benefits and provide incentives to boost Taiwan's fertility rate, the Company started a provision in January 2021, employees are given a gift of NT\$10,000 per child when they or their spouse give birth. For example, those who give birth to twins are eligible for a subsidy of NT\$20,000.

The Company provides a comprehensive parental leave mechanism in accordance with the law. In 2020, a total of 250 employees were eligible to apply for parental leave, and the actual number of applicants was 25. In 2020, the number of post-parental-leave reinstatements was 21 with a reinstatement rate of 45.7%

► Status of Parental Leave Applications

	Male	Female	Total
Employees eligible for unpaid parental leave in 2020 (A)	70	180	250
Employees who actual applied for unpaid parental leave in 2020 (B)	2	23	25
Estimated employees who applied for reinstatement in 2020 after parental leave (C)	2	44	46
Employees returned to work after unpaid parental leave in 2020 (D)	1	20	21
Employees returned to work after unpaid parental leave in 2019 (E)	2	26	28
Employees who returned to work after unpaid parental leave in 2019 and completed one year of service in 2020 (F)	2	24	26
Parental leave application rate (B) / (A) (%)	2.9	12.8	10.0
Return-to-work rate (D)/(C) (%)	50.0	45.5	45.7
Retention rate (F) / (E) (%)	100	92.3	92.9

Note 1: Employees eligible for unpaid parental leave in 2020: The number of employees who had taken maternity or paternity leave in the past 3 years.

Note 2: Employees returned to work after unpaid parental leave in 2020: Employees reinstated in 2020 who had applied in 2018, 2019, and 2020.

Note 3: Parental leave application rate means Employees who actual applied for unpaid parental leave in 2020 (B) / Employees eligible for unpaid parental leave in 2020 (A).

Note 4: Return-to-work rate means employees returned to work after unpaid parental leave in 2020 (D) / Estimated employees who applied for reinstatement in 2020 after parental leave (C).

Note 5: Retention rate means Employees who returned to work after unpaid parental leave in 2019 and completed one year of service in 2020 (F) / Employees returned to work after unpaid parental leave in 2019 (E).

Salary and Remuneration

Nan Shan Life's overall salary positioning is kept above the median based on financial and insurance industry surveys and in alignment with market trends. For key talents, a flexible strategy is maintained to ensure a competitive advantage.

In response to the government's policy to increase the wage levels of younger generations, starting in June 2019, Nan Shan Life adjusted the monthly starting salary to NT\$32,000 per month for new college graduates and NT\$35,000 for new master's programs graduates. A flexible salary strategy is also available for designated positions and talented prospects to offer above the minimum wage. According to the 2020 Willis Towers Watson financial industry employee benefits survey analysis report, most of Nan Shan Life's benefit measures are superior to the top 50% of the financial industry. In particular, Nan Shan Life leads the industry in employee group insurance coverage.

► Nan Shan Life 2020 Salary Levels

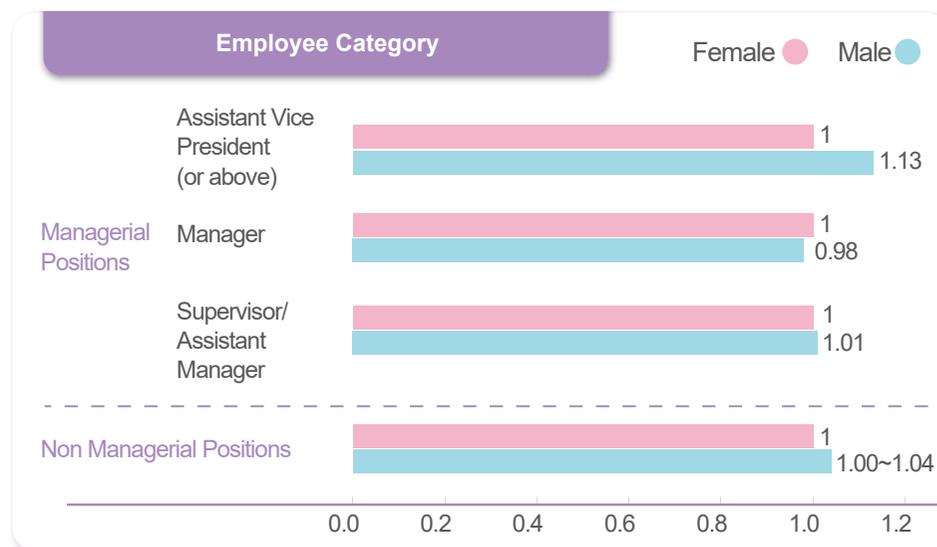
Particular	Life insurance industry	Nan Shan Life
the average regular salary	1	1.06 times
Total recurring plus non-recurring salary	1	1.3 times
Average monthly salary of entry-level employees	-	+3.4% (In comparison to 2019)
Starting salaries for recent college graduates	-	>1.34 times or more (Compared with basic wage)

Note 1: The recurring average salary and the Total recurring non-recurring salary of Nan Shan Life Insurance are compared with those of the entire life insurance industry, as disclosed by the Directorate-General of Budget, Accounting and Statistics, Executive Yuan.

Note 2: Average monthly salary of entry-level employees is computed based on the internal data comparison by Nan Shan Life.

Note 3: Nan Shan Life pays the performance bonus which is provided annually according to the Company's operational performance, and departmental/personal achievements.

► 2020 Female/Male Salary Ratio



Note: Calculations are made using the average salary of positions at each level.

► Salary for full-time employees in non-managerial positions

Category	Unit	2019	2020	Comparison with the year before
Full-time employees	persons	3,819	3,932	3.0%
Average Salary	(NT\$1,000)	1,233	1,237	0.3%
Median Salary		1,102	1,091	-1.0%

Note: Full-time employees refers to employees who are not in supervisory positions who have been employed for 6 months in the current year.

Diversified Performance Appraisal System

Nan Shan Life relies on transparent and concrete “performance indicators” to conduct appraisals to continuously improve enterprise competitiveness. In addition, senior managers and above are evaluated by the 360-degree “behavioral indicators”, encouraging employees to demonstrate corporate culture in daily routines. (Based on employees working on September 30, 2020, the employee evaluation rate 100%) was.

The results of performance reviews are used as a basis for decisions regarding employee promotions, career development, salary adjustments, and performance bonuses. For underperforming employees, a support scheme is offered to enhance their performance. Under this scheme, the supervisor holds irregular meetings with the underperforming employee as a day-to-day management practice to understand the employee’s work conditions and provide timely assistance accordingly. The employee must then improve the specified aspects of their performance and meet established goals for improvement within the designated period of time; regular monitoring, support, and care are provided to the employee. When the period ends, the supervisor and employee will jointly review the progress of improvement and find ways to further enhance the employee’s competencies.



Comprehensive Employee Benefit Measures

In addition to employee labor and national health insurance contributions and Labor Pension Fund allocation in compliance with the labor Acts and regulations, we also provide comprehensive employee group insurance and various benefits, such as cash gifts for weddings, funerals, and major festivals, enabling employees to focus their efforts on professional development without worrying about their living situation.

Industry’s First to Provide Employee Long-term Care Insurance Benefits

Nan Shan Life is ranked as P90 in the industry with comprehensive employee group insurance, by offering employee group term life insurance and accident insurance coverage that is 36 times the employee salary. For group medical insurance, in addition to inpatient medical insurance, the Company has extended coverage to include outpatient medical services. Moreover, the Company became the industry’s first to pay the full premium for employee “long-term care insurance” since 2015.

Category	Regulation Requirements	Insurance Industry Peers	Nan Shan Life Insurance
Terms of Protection	Labor Insurance Health Insurance	Labor Insurance Health Insurance Group Insurance • Term life insurance coverage P50 is about 28 times salary.	Labor Insurance Health Insurance Group Insurance • Term life insurance coverage P90 is about 36 times salary. • Long Term Care Insurance.

Employee Benefits Category	Content
Group insurance / healthcare	
● Term life insurance	Coverage of 36 times the salary
● Accident insurance	Coverage of 36 times the salary
● Outpatient subsidy	NT\$500 maximum each time, maximum 20 times/year
● Hospitalization insurance (Note)	<ul style="list-style-type: none"> ● Actual payment (in accordance with job level) <ul style="list-style-type: none"> ■ Hospitalization fee (daily): NT\$2k~3k ■ Miscellaneous hospital expenses (each time): NT\$40k~60k ■ Surgical operation fee (each time): NT\$60k~90k ■ Physician's consultation fee (daily): NT\$1k~1.5k ● Daily payment (daily) : NT\$2k~3k
● Accident medical insurance	Maximum of NT\$10k per incident
● Cancer medical insurance	Hospitalization (per day): NT\$2k~3k based on job level Surgeries (each time): NT\$6k~9k based on job level Post-operative care after discharge (per day): NT\$2k~3k based on job level
● Long term care insurance	Employees are provided with 24 times the insured amount for total disability care / long term care insurance one time payment, and 24 times the insured amount annually for total disability living support / long term care installment payments (up to 16 payments). The payments help to share the load of economic pressure for employee long-term care.
Time off	
● Annual Leave	Days granted based on length of service in the Company (up to 30 days)
● Full-pay sick leave	24 days / year (employees with length of service over 1 year)

Note : Spouses and children may obtain insurance coverage by paying 1/3 of the premium while the Company pays 2/3 of the premium. Parents may obtain insurance coverage where the employee is responsible for the full premium amount.

Employee Benefits Category	Content
Employee activities	
• Travel	NT\$3.5k / year
• Hiking activities	Retired employees are also invited
• Annual gathering	Retired employees are also invited
• Birthday celebrations	NT\$300 / person
• Social communities	Establishment of running club, badminton club, softball club and yoga club to promote cross-departmental exchange and communication, enhancing health and relationship. Total expenditure in 2020 was NT\$56,615.
Festival bonuses / gifts	
• Dragon Boat Festival	NT\$3,500
• Mid-Autumn Festival	NT\$3,500
• Employee marriage	NT\$2,400~NT\$6,000 based on years of service
• Employee's children marriage	NT\$2,000~NT\$3,000 based on years of service
• Childbirth (employee or spouse)	NT\$10k for each baby born
• Funeral (Employee / spouse / parents)	NT\$21,000 / NT\$10,000 / NT\$5,000
• Employee hospitalization due to injury on duty	NT\$1,000
• Employee retirement	A gift of NT\$10k ~ NT\$100k based on years of service / job level
Service anniversary reward	
	NT\$2k~NT\$ 48k bonus based on seniority and a badge of up to 15 grams of gold.
Concessional loan	
• Interest-free emergency loan	A loan of NT\$100k ~ NT\$400k may be provided based on specific need.

Health Examination Benefits Superior to Regulation Requirements

Nan Shan Life provides internal staff health examination programs that are superior to the requirements of the law. Every year, employees enjoy the benefit of one health examination program, which includes more categories than the 18 items required by law. Employees may also sign up for one-on-one health consultations with the physicians in Taiwan.

Health exam combinations	Health exam checklist	Health exam items
Employees	78 items	Including items required by law: blood routine / white blood cell classification and counting urine routine, fecal occult blood test (FOBT), glycosylated hemoglobin, gamma-glutamyl transferase (GGT), hepatitis C screening, liver and gallbladder function tests, kidney function tests, tumor markers test, high-sensitivity C-reactive protein test, abdomen ultrasound.
Managers or Assistant Vice President	82 items	Includes the following in addition to the employee checklist: fasting insulin level, tetraiodothyronine test, thyroid stimulating hormone test, electrocardiogram.
Vice president or above	about 106 items	In addition to the health exams list for VP, the employee may select one of the four types of health exam combinations.

Retirement Benefits System

Nan Shan Life has established an employee retirement system in accordance with the “Labor Standards Act”. A Labor Retirement Fund Supervisory Committee has been set up, responsible for allocating monthly pension contributions to the labor retirement fund account at the Trust Department of Bank of Taiwan. As of the end of 2020, the balance of the retirement fund was NT\$987 millions.

For employees eligible for the new labor pension system, a 6% monthly pension contribution is deposited into the personal pension account at the Bureau of Labor Insurance. Currently the ratio of employees eligible for the new vs. old pension system is 9.5:1. Appointed managers are paid a 6 to 10% of salary by the company according to the appointed-manager employee pension fund, and may choose to enroll in the new pension system, trust fund, or annuity insurance, etc.

Before the “Labor Standards Act” became applicable (April 1, 1998), Nan Shan Life had already set up a special fund account for employees in CTBC Bank, and contributed 5% to 10% of employee salaries based on their length of service as their retirement fund.

Nan Shan Life provides term life insurance for eligible retired employees, with a coverage equal to the original amount in the first year after retirement (36 times the employee’s basic salary), and ½ the amount in subsequent years, with all premiums paid by the Company. In addition, retired employees and the spouses of Assistant Vice President or above (employees must have been insured for five consecutive years before retirement for the spouse eligibility) are also provided with a discounted self-pay group medical insurance for hospitalization.

Furthermore, retired employees are invited to participate in major annual events organized by Nan Shan Life, such as annual gathering, hiking and charity activities.

Diverse Cultivation Mechanism

Nan Shan Life values the cultivation and development of talents. We have classified the employee knowledge and skills requirements into four major categories. The Company also integrates internal and external training resources for employee training to development of the training mechanism, to enhance staff competitiveness and establish a sustainable competitive advantage.

Based on the objectives of “Thinking from the customer’s perspective”, and becoming “Wise Nan Shan”, the Company endeavors to assist employees in transforming and upgrading their skills in learning smart tools and cultivate Nan Shan talents with the characteristics of “all-around knowledge, broader perspective, global outlook, and taking on responsibilities bravely”. The Company has long been committed to talent development and cultivation, promoting and training outstanding talents towards a common vision to creating values for customers, colleagues and Nan Shan Life.



Cultivating Versatile Professionals

Nan Shan Life has been actively building and improving its human capital cultivation system. Based on the professional talents by various units, job attributes and required capabilities and skills, Nan Shan Life has integrated relevant resources and basic professional knowledge to create a project cultivating suitable talents. The program assists employees to deepen their professional knowledge and strengthen their leadership skills so as to cultivate cross-functions talents for the organization in enhancing the Company competitiveness and professional capability.

To satisfy the development requirements of employees at all levels, we support the long-term career growth of employees and assist in their cultivation to become versatile insurance elites by providing various training opportunities including: professional training course, general skills training, leadership development training, courses to obtain professional licenses, and more.

In adherence to the vision of life-long learning, and actively responds to environmental impacts the Company provides digital training courses (totaling 180,969 training hours, averaging 43.7 hours per person) and also arrange online live streaming teaching during lunch hours “Lunch Fun” (A total of 15 classes, with 691 participants). Diversified learning channels allow employees to strengthen their knowledge and professional skills without the hindrance of space constraints or epidemic outbreaks.

Training Status of Internal Staff

Job level	Category	2019		2020	
		Male	Female	Male	Female
	Total headcount	1,178	2,362	1,204	2,394
General staff	Total training hours	56,025	127,101	77,044	178,734
	Average training hours	48	54	64	75
	Total headcount	186	217	187	230
Junior-level supervisors	Total training hours	12,844	15,713	14,741	20,088
	Average training hours	69	72	79	87
	Total headcount	86	45	87	43
Mid-Senior	Total training hours	4,796	2,309	6,190	2,288
	Average training hours	56	51	71	53

Note 1: General staff: Non-supervisor level.

Note 2: Junior-level supervisors: The level of executives such as supervisors, assistant managers, and managers.

Note 3: Mid-Senior executives: Assistant Vice President or above.

Statistics of internal staff training courses in the past 5 years

Category	Training Hours Subtotal	General skills	Professional training	Online courses	External training
2016	103,109.6	15,948.5	19,577.3	60,537.0	7,046.5
2017	133,744.0	4,989.0	45,181.1	76,148.5	7,425.5
2018	238,484.2	1,383.5	78,995.0	146,171.3	11,934.4
2019	218,788.0	2,149.0	98,778.0	107,954.0	9,907.0
2020	299,085.2	2,031.0	105,990.8	180,968.9	10,094.5



Training Performance Evaluation and Feedback

Nan Shan Life continuously organizes educational training sessions and tracks relevant data regularly. Professional talent is an indispensable element to elevate competitiveness and organizational performance. In order to effectively achieve training objectives and fulfill its effectiveness and value, Nan Shan Life has adopted the Kirkpatrick model to quantify and provide concrete measurement of training performance, demonstrating the benefits of learning results and investment in talent capital.

Level	Evaluation Target	Evaluation Method	Key Programs	2020 Evaluation Results
 Reaction (L1)	Examine learner's assessment of the course	Satisfaction survey	Core Capability Training Program	Satisfaction score 87%
 Learning (L2)	Examine learner's absorption of the training course	Exams	Legal Compliance Training Program Establish employees' knowledge and awareness regarding legal compliance, risk management, treating customers fairly, and cybersecurity.	100% test passing rate
 Behavior (L3)	Changes in learner's work behavior	Post-training action plan, individual development plan, multi-faceted performance appraisal	Key Talent Cultivation Program	<ul style="list-style-type: none"> ① The key talent retention rate is 98%. ② A total of 640 development objectives were established through the individual development plan, with an overall completion rate of 95%, and an individual objective completion rate of 92%. The self-assessment score average was 8.3 points (out of a total of 10 points)

Level	Evaluation Target	Evaluation Method	Key Programs	2020 Evaluation Results
 Result (L4)	Actual contribution from the learner to the operation of the organization	Actual Performance Output	Nan Shan Elite Program	<ul style="list-style-type: none"> ① Through the cultivation program to strengthen professional capabilities, focus on strengthening knowledge transformation and behavioral changes. ② Participated and won the first place during the internal innovation proposal team competition.
			Product Service Training Program	<ul style="list-style-type: none"> ① A total of 5,719 people participated in the training related to dementia and health promotion, obtaining the dementia-friendly workplace certificate in September 2020. ② Obtained 102,000 insurance policies and became number one in the market with 49.8% of all spillover insurance policies by number.
			Supervisor Leadership & Management Training Program	<ul style="list-style-type: none"> ① A total of 2,171 agency leaders participated in the training. ② Under the leadership of all agency leaders at various levels, the 2020 annual after-tax net profit was NT\$37.38 billion, an increase of 10% over 2019.

Cultivation of Successors

To establish a sustainable business operational foundation for the next century, we have created a leadership succession plan by identifying and selecting employees with leadership qualities through assessment of performance, potential and the 360-degree behavioral-indicators. Through communication with supervisors, Individualized development programs (IDP) have been created for training, activities, projects, mentoring, and job rotations for their development. Furthermore, the talent development progress is tracked regularly.

In 2020, a total of 144 supervisors were selected for the Individualized Development Program, resulting in an outstanding 98% retention rate for key talents.

Program title	Benefits to the corporation	Indicators	Participation
Key Talent Individualized Development Program	Integrate the organizational strategic direction and key talent development needs to implement the Individualized Development Program, enhancing the talent retention rate while establishing a tier of talents.	<ul style="list-style-type: none"> ① Retention rate 98% ② The 2020 after-tax operating net profit was NT\$37.38 billion, an increase of 10% over 2019 ③ Overall objectives completion rate was 95% ④ Individual objectives completion rate was 92% ⑤ Self-assessment score of 8.3 points (out of a total of 10 points) 	<ul style="list-style-type: none"> ① 144 training participants ② Ratio of 3.4%
MA Elite Program	Formulate training programs tailored to elite personnel in accordance with their professional fields. Actively cultivate the younger generation to create momentum for enterprise growth and cultivate the future leaders of the financial and insurance industry.	<ul style="list-style-type: none"> ① Retention rate of nearly 83% ② Through training and systematic job rotation programs, strengthen insurance expertise and cross-functions integration capabilities and provide accelerated development opportunities (For example: digital technology training, enhance the effectiveness and efficiency of decision-making in projects) 	<ul style="list-style-type: none"> ① 43 training participants ② Ratio of 1%

Industry Leader in Professional Certification

Nan Shan Life leads the industry in the gradual introduction of various professional certifications and examinations, rewarding and encouraging employees to obtain relevant professional certifications. The Company also leads the industry in cultivation of life insurance professionals. Nan Shan Life's dedication to education and training has won recognition from Life Office Management Association (LOMA), which presented the Company with 19 educational achievement awards and 3 education excellence awards.

In 2020, a total of 1,495 employees tested for three major certifications including Fellow Life Management Institute (FLMI), Associate Life and Health Claims (ALHC), and Associate Customer Service (ACS), with an overall passing rate of 89%.

As of the end of 2020, 508 of Nan Shan Life employees became insurance professionals certified by LOMA's Fellow, Life Management Institute (FLMI), which was 12% of all internal employees, fully demonstrating the Company's determination and efforts in cultivating professional talents.

A Solid Team of Actuaries

Nan Shan Life leads the industry in investment to cultivate actuaries, and encourages employees to obtain certifications. Currently, there are 10 fellow actuaries and 17 associate actuaries at Nan Shan Life, enabling the Company to continually provide policyholders with additional high-quality insurance products backed by the solid team of actuaries.

Insurance Professional Certification in Taiwan

Nan Shan Life has been promoting "Policyholder Service Certification" since 2011, resulting in 2,712 certified personnel by end of 2020. In 2020, 39% of the internal staff have obtained the Policyholder Service Certification issued by the Taiwan Insurance Institute, and up to 70% of the customer-service personnel have been certified.

Nan Shan e-College

To assist employees and agents become up-to-date with digital financing, Nan Shan Life has established the “Nan Shan e-College”, offering digital courses for employees and agents to study and check their learning progress at any time. The platform also allows employees and agents to exchange and share their professional knowledge, extending the effectiveness of training and learning. In 2020, Nan Shan Life offered 1,013 digital courses for employees, including basic-knowledge courses, annual training, management courses and departmental professional training courses. The course enrollment total was 190,676 people, providing a total of 180,969 hours of training. With a diverse and lively training model to enhance the training effectiveness, the e-College enables employees to upgrade their professional skills.

► e-learning platform for agents, breaking the constraints of time and space, initiate learning starting at the fingertips

For effective management of agents at all levels, and improvement of their professionalism and management capabilities, Nan Shan Life has launched a cloud-based learning platform, “Nan Shan e-College”. The platform offers agents the opportunity to learn on their own at any time through mobile devices.

In 2020, the total e-Learning courses usage hours was 734,445 hours. On average, each agent used the system for 22 hours for the year, effectively enhancing their digital professional capability.

Real-time Interactive Learning

Introduced real-time interactive learning mechanism, breaking the outdated “one-way learning” method, enabling employees to share and learn in real-time through the platform.

Social Media for Exchanges and Sharing

Introduced the concept of knowledge-sharing in the Jam social media, integrating functions similar to Facebook, enabling employees to interact and learn from each other through social media.

Integrated Training and Mentoring Model

- Discover gaps in capabilities, and enhance employees’ professional skills.
- Be up-to-date with group member’s learning progress, and provide real-time assistance to employees.
- A Blended learning models: Instructor-led training, e-learning, and social media learning are linked together to enhance training efficiency.

All Around e- Learning

Establish a lifelong learning mechanism to observe training gaps and become a self-motivated perpetual student.

Cultivation for Smart Financing Talents

The insurance industry has entered a new era of technology with the advent of FinTech. In 2020, Nan Shan Life expanded recruitment to attract 522 outstanding internal new hires, targeting local and overseas college/masters' graduates regardless of their majors to cultivate a new generation of smart financing elites starting with newcomers.

▶ Young employees (under age 30) account for nearly 60% of new recruits

Talents are the foundation of corporate development and growth. To support the business planning and requirements of various departments, Nan Shan Life has organized regular internship programs through industry-academia collaboration in recent years, to help young students gain practical experience and attract more outstanding talents into the insurance industry. The Company has been recruiting the most suitable and outstanding talents through various channels such as the talent cultivation program (Elite Program), as well as the Research and Development Substitute Services.

The COVID-19 epidemic in 2020 has greatly impacted the youth employment rate in Taiwan. In response to governmental policies, Nan Shan Life has been providing younger generations with job opportunities, with employees under age 30 accounting for 59% of the new hires in 2020. The addition of younger talent will help to maintain organizational vitality, stabilize the foundation of business operations and create the most innovative and dynamic life insurance company.

▶ Recruitment of the Elite

In view of the epidemic in 2020, Nan Shan Life took the initiative to promote, advertise as well as manage and cultivate existing resources, using diversified digital imaging transmission software and technical tools to continue talent recruitment, attracting outstanding innovative talents from various fields with international perspectives, who pursue excellence and courageously accept challenges in life.

As the COVID-19 outbreak gradually tapered in Taiwan in 2020, Nan Shan Life immediately headed to the campuses and organized five recruitment briefing sessions at the National Taiwan University, National Chengchi University, National Tsing Hua University, National Chiao Tung University, and National Cheng Kung University. The number of participants and attendance again reached new heights.

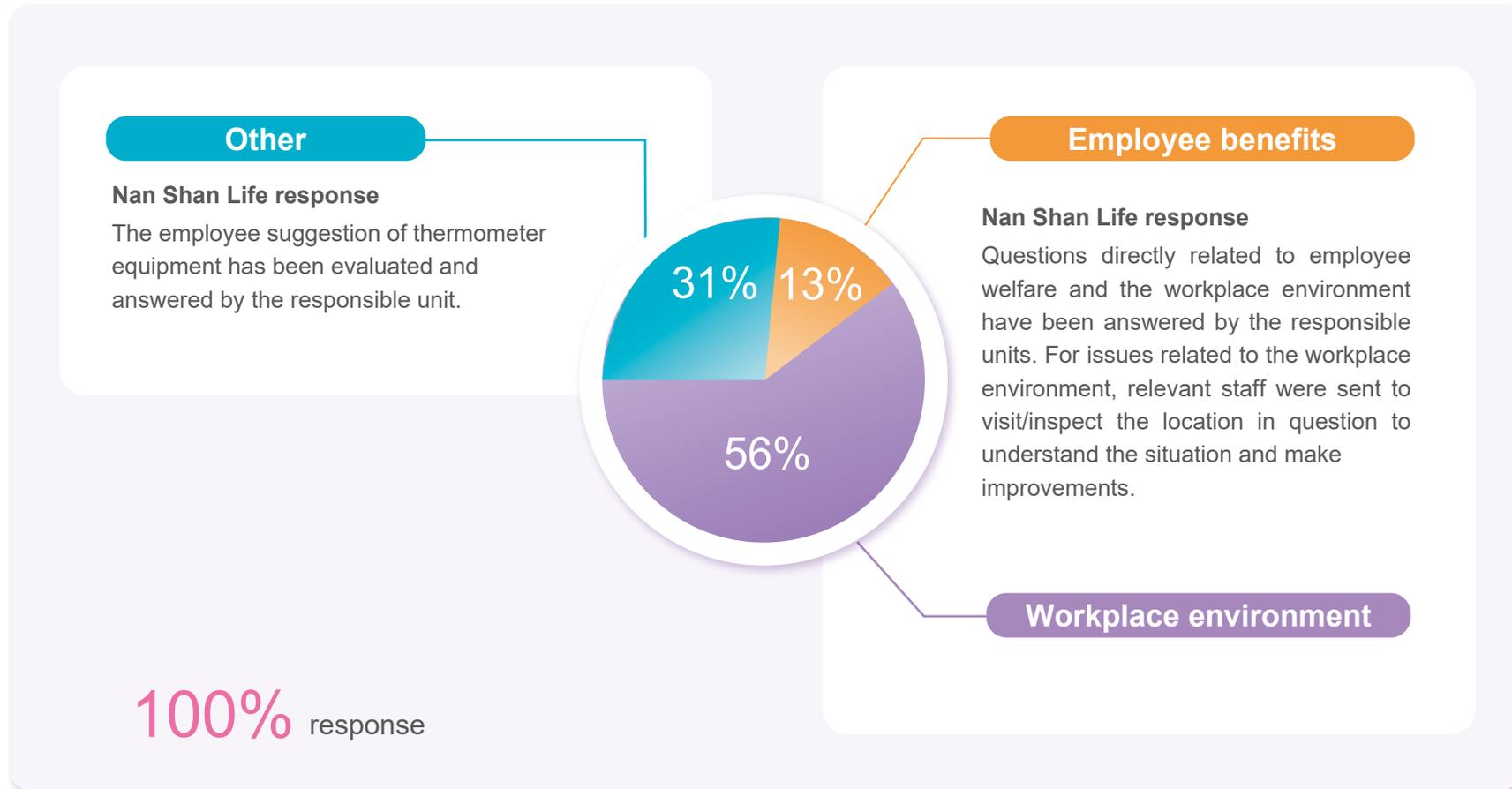
Open labor-management communication channels

To facilitate employee feedback and company response in a confidential and secured manner, Nan Shan Life has set up diverse communication platforms for employees to provide feedback, make recommendations, or file complaints. The process is conducted with respect, equality and an atmosphere of open communication, to enhance employee's sense of identification and cohesion with the Company. A total of 16 questions were raised by employees in 2020, and 100% has received company response.

► Diverse Communication Channels

Evaluation Target	Description
Website for internal staff	Provide internal staff with information such as corporate culture, company operational philosophy, the latest developments, and various professional knowledge.
Ideas & feedback section	Internal staff may go online to raise questions or offer recommendations, and receive a response from the relevant units to assist them resolve any problems they have encountered at the Company.
Dedicated human resource service contact person	To understand or predict the needs of employees, a dedicated human resource service contact window has been set up for each business function, to provide services closer to the needs of employees.
Employee communication email/ dedicated complaint hotline/ dedicated care hotline/ support program	<ul style="list-style-type: none"> ① Employee communication mailbox: NS-HumanResources-Communication@nanshan.com.tw ② Employee complaint hotline : 02-8758-8366 answered by a dedicated supervisor who confidentially handles employee complaint cases, providing them with a worry-free complaint channel. ③ Dedicated employee care hotline 02-8758-8330 for employee care automatically transferred calls to the human resource department personnel, who is responsible for answering employee questions. ④ Employee care cards: Employees who may require special care are provided with Employee Assistance Program (EAP) cards, to remind them to use such services as needed. ⑤ Employee assistance programs: In collaboration with professional organizations, provide employees with professional counseling and assistance (e.g. 24-hour over-the-phone consultation service for psychological counseling and more.)
Newsletter/Electronic Direct Mail (eDM)	Various newsletters/eDM/email/announcements are issued frequently, whether singularly, weekly, bi-weekly or monthly as needed, to help employees keep abreast of the latest company developments.
Departmental contact person	The human resource department has established a communication network with each department head and secretaries to communicate important company information and related activities in a timely manner. In addition, the human resource department checks on the staff at each unit, to understand whether employees have received important announcements and employee response.
Employee identification and development surveys	Conduct employee surveys from time to time to understand their opinions and situations, and implement corresponding improvement programs.
Important, timely announcements	Management or organizational changes are announced immediately on the internal website or via email.

2020 Major Feedback / Ideas from Employees



Review Issues Proactively and Make Improvements

Regarding previous labor regulation violations by and penalties on Nan Shan Life, they are mainly related to overtime work. After humbly reviewing the situation, Nan Shan Life has continuously made improvements to actively understand overtime situations and develop relevant resolutions. The Company has been gradually adding more manpower, which has improved the overtime situation significantly.

Furthermore, during the Company's annual routine health exams, an "employee overwork assessment" has been added. The workplace nursing staff also actively checks on employees working overtime, providing them with nighttime blood-pressure measuring service while reminding them to take care of their physical and mental health.

► Nan Shan Life Mechanism for Improving Issues with Overtime

Walking around in observance of labor/work arrangements

- ① Remind supervisors to be conscious of employee overtime situations under their jurisdiction, and implement support measures.
- ② Set up an employee overtime warning mechanism, reminding department heads to care for employees while examining the departmental operational process. In addition, provide additional manpower as needed.

Promotion of health knowledge

- ① Introduction of online seminars and health/ LOHAS activities.
- ② Organize one-on-one health consultations with physicians, to provide knowledge of preventive health care.

Attentive Care via the use of technology

- ① Every day at 6pm/7pm/9pm, the computer screen displays a message reminding employees working overtime to take appropriate breaks.
- ② To ensure labor safety and health, for employees working very long hours, actively provide care and blood pressure measurement at night.
- ③ An “Employee Overwork Assessment” has been added to the Company’s annual health exams, to remind employees to pay attention to their physical and mental health.
- ④ A series of activities were organized to care for employees and help them relax, such as hiking, LOHAS activities, health related lectures, health consultations, and more.

► Employees Average Work Hour Data

Year	Overtime hours	Available manpower for overtime	Average hours of overtime
2018	873,582	42,161	20.7
2019	993,661	42,371	23.5
2020	621,486	43,216	14.4



Healthy and Safe Workplace

Nan Shan Life takes care of the overall health of employees, including their physical, mental, and spiritual health. We firmly believe that only happy employees can convey the power of happiness to the policyholders. Therefore, we have established a comprehensive employee care mechanism from the perspective of human caring, to build a workplace with happiness.

Nan Shan Life has set up an Occupational Health and Safety Committee with seven members, 85.7% of whom are labor representatives. Meetings are held once every three months to review, coordinate, and recommend matters related to health and safety, as well as employee health promotions.

In 2020, Nan Shan Life employees had no occupational accidental deaths or occupational health-related issues. Among the 11 cases of minor occupational injuries, 9 were vehicular accidents during commute, and 2 were vehicular accidents during premium collection business trips.

Category	Internal Staff
Total work hours	10,241,360
Injuries due to severe occupational incidents	0
Severe occupational injury rate	0
Recordable number of occupational injuries	2
Recordable occupational injury rate	0.2

Note 1: Occupational injury death rate = (number of deaths due to occupational injury / total work hours) x 1,000,000

Note 2: Severe occupational injury rate = (number of severe occupational injuries / total work hours) x 1,000,000

Note 3: Recordable occupational injury rate = (number of recordable occupational injuries / total work hours) x 1,000,000

Note 4: Total work hours (total number of employees x daily work hours x actual days worked in a year).

Note 5: The statistics does not include accidents during commutes.

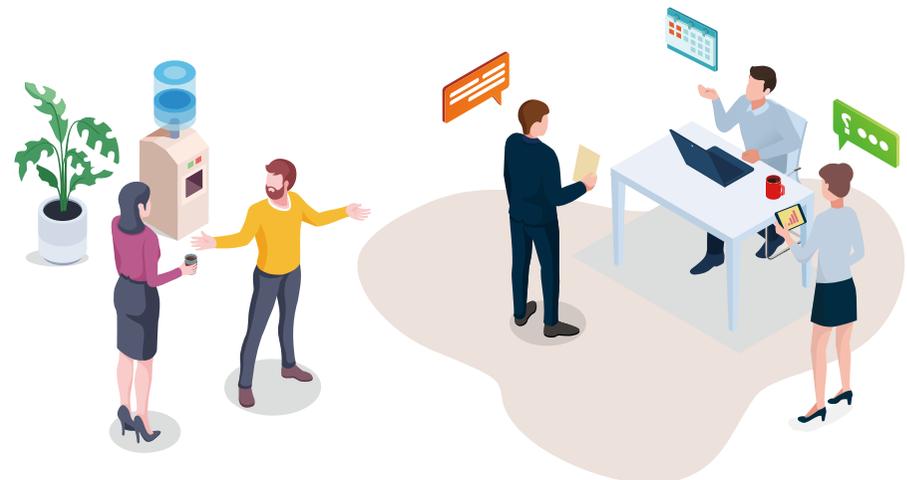
Internal Staff Injury Rate

Year			Total
2018	0.10	0.10	0.20
2019	0.30	0.10	0.40
2020	0.20	0.00	0.20

Note 1: Injury Rate (IR) = (total number of people injured or disabled / total work hours) x 1,000,000.

Note 2: The decrease of injury rate and number of days lost in 2020 was due to the decrease in the number of people and number of days impacted by occupational accidents.

Note 3: The number of occupational accidents in 2019 were 4 and 2018 were 2. (Not include commuting accidents)



Become full of vitality with health promotions

To enhance the physical, mental and spiritual health of employees, Nan Shan Life has been planning abundant and diverse health promotion mechanisms and activities annually, to convey the work hard and LOHAS mindset to employees, helping them to cultivate an exercise habit and pay attention to their own health.

Health Promotion Activities		2020 Results
 <p>Establish a fitness center The Nan Shan fitness center is equipped with the latest exercise equipment, to help employee develop a healthy habit of regular exercise.</p>	Used by 4,000 persons/times.	
 <p>Set up a health service station Nan Shan Life set up a “health service station” at the Nan Shan Life Financial Center, hiring full-time health service nurses. In addition, occupational medicine specialists and labor health service physicians were appointed to provide on-site health services.</p>	239 people participated in 37 sessions of on-site health service.	
 <p>CPR and AED educational training In collaboration with relevant units, provide CPR+AED training to educate employees first aid knowledge, including actual practice sessions</p>	233 people participated in the training.	
 <p>Health exams one-on-one consultation After the annual physical exams, professional doctors were on site for one-on-one consultation services, to provide employees with accurate health prevention and healthcare information.</p>	37 consulting sessions were held.	
 <p>Getting the “seasonal flu vaccine” In response to flu epidemics, provide seasonal flu vaccination services to the employees.</p>	204 people received the influenza vaccine during the three sessions of influenza vaccine health promotions.	
 <p>Workplace health lectures General first-aid and health knowledge, LOHAS nutrition seminar, “Burning Lung” health seminar, “Understanding the red texts in health exam reports”</p>	25 sessions held.	
 <p>Lectures on health Physicians, nutritionists, and fitness coaches are invited to share health and fitness information. Health related online courses and lectures are also available.</p>	39 lectures were held, with 5,655 people in attendance.	

Health Promotion Activities		2020 Results
	<p>Nan Shan LOHAS-employee recreational activities</p> <p>Through Nan Shan LOHAS activities, promote LOHAS while enhancing employee relations. Subsidies are provided to employees in a group of 20 or more participating in leisure and relaxing activities beneficial to the mind, body and soul.</p>	A total of NT\$673,417 of subsidies was distributed
	<p>“Nan Shan Be Young” series of activities</p> <p>Cultivate employees’ healthy and LOHAS lifestyles through the use of “BAM Vitality App”. Encourage employees to develop a group exercise habit to enhance group cohesiveness.</p>	A 7-day group walking activity attracted 786 participants totaling 99,595,299 steps. The daily average number of steps was 18k per person.
	<p>Red to green health campaign</p> <p>Employees with 3-high-indices (high blood pressure, hyperlipidemia, or high cholesterol) in their health exam reports were invited to participate in a 27-week care activities, where the employees’ health data were tracked and recorded.</p>	55 employees participated. After the event, the 3-high-indices (high blood pressure, hyperlipidemia, or high cholesterol) of 23 participants had returned to normal.
	<p>Nan Shan Slam Dunk</p> <p>Basketball shooting machines popular among the younger population were provided for employees’ use for free during breaks. Organized various individual and team competitions.</p>	Exciting sports exercises with everyone participating
	<p>Summer picnics</p> <p>Friday Happy Hour in the afternoon was set up, encouraging employees to go for a walk outdoors to boost their health.</p>	Participants included internal staff and agents
	<p>2020 Nan Shan YOUNG sports festival</p> <p>Outdoor sports competitions were held at the Taichung City Municipal Park. 30 basketball shooting machines and nearly 100 flywheel racing machines were set up at the park for the event. Other games included 3 on 3 basketball games, nine-square baseball throwing challenges, and a relay running contest.</p>	A total of 1,000 people enjoyed the event, including Nan Shan employees, agents and others on the scene.
	<p>Promotion of health information-rich and diverse Electronic Direct Mail (eDM)</p> <p>eDM is used from time to time to share information on healthy living or major diseases, to provide employees with accurate disease-prevention and treatment information.</p>	A total of 59 articles of health information has been shared.
	<p>Provision of health exams exceeding regulation requirements Cancer screening</p> <p>Free abdominal ultrasound is added to the Company’s annual employee physical exams.</p>	A total of 3,519 people participated in the employee health exam, accounting for 90% of eligible staff.

Employee Assistance Programs (EAP)

Nan Shan Life has set up a “Spiritual Meeting Room” Employee Assistance Programs (EAP) in collaboration with the Hsinchu Lifeline Association, a professional psychological counseling group. Employees are provided with a 24-hour 0800 toll free hotline and employee counselling service to help relieve work-related or other types of pressure and stress.

In addition to assisting employees with management of emotional issues, the Company also assists employees resolve other life issues (such as legal, parent-child relations, workplace communication, personal taxation, etc.) through the comprehensive support system of the consulting unit, covering all service locations in Taiwan and hundreds of professional consultants.

0800 toll-free hotline service

Professional psychologists are available to provide employees initial counseling service to help relieve stress in life and work. Legal consultation is also available for employees. Since its launch in 2016, 137 people have used the hotline.

Employee counseling service

Hsinchu Lifeline Association provides the space for counseling services, and arrange for appropriate psychological and management professionals to conduct one-on-one sessions with employees. Family counseling services for employees and their families may also be arranged if necessary. Since its launch in 2016, 114 people have used the service.

Employee caring cards

Employee Assistance Programs (EAP) cards are provided to employees requiring special care, to remind them of the services available when necessary.

Special care parking space

In consideration of employees with physical disadvantages or pregnancy, “special care parking spaces” have been set up since 2015 at each company-owned building.

Healthy lunch and fruit bar

At the first floor lobby of the Company headquarter building, the “Nan Shan healthy lunch and fruit bar” station has been established. Vendors providing fresh-cut fruits and quality lunch boxes that ensure food safety are invited to set up booths at the lobby. The measure reduces the need for employees to line up for lunch in crowded environments, and provide enough fruits and good nutrition for employees that eat out.

Shift rest area

A rest area with beds has been set up for shift employees, so they can take a proper rest as needed to briefly relieve physical discomfort at work.

Kindergarten discount

Nan Shan has signed a contract with a kindergarten chain to provide special discounts to Nan Shan employees, so they may send their young children to preschool without worry.

Creating a Win-Win with Agency

More than 30,000 agents of Nan Shan Life present product responsibility, enthusiasm and love to policyholders with their professionalism and excellent service quality. Through professional training courses and a multitude of incentive programs to support agents in creating their own life insurance business.

Structure of agents

Gender	Taiwanese (%)	Foreign (%)	Non-fixed term Contractors (%) (Note1)
Male	40.53	0.002	40.54
Female	59.45	0.018	59.46

Note 1: Non-fixed term contractors refers to agents whose contracts remain valid if contractual conditions are met.

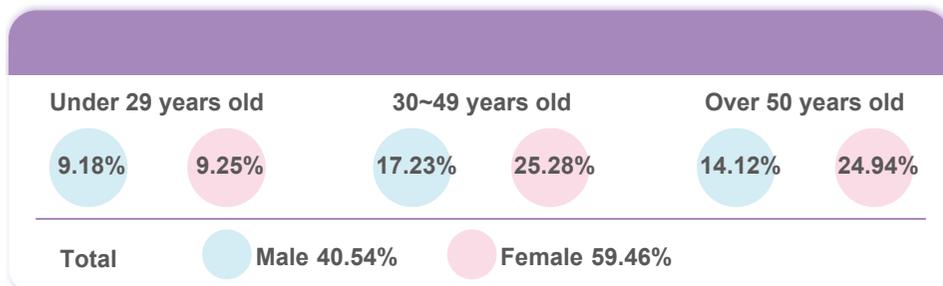
Note 2: The agents manpower statuses refers to the number of agents who have contracts with the Company as sales agents.

Note 3: Total number of agents in 2020 are 34,049.

Male / Female Ratio of Agency Leaders

Contract level	Male	Female
Agency supervisor level headcount (%)	40	60
Senior Agency Supervisor level or above headcount (%)	41	59
Unit manager level headcount (%)	50	50

Age Distribution of Agents



Co-prosperity and Growth

The agents at Nan Shan Life relies on its unique agency contract mechanism to develop appropriate training courses and service networks suitable to the local culture in regions across Taiwan. In addition, through cultural heritage sharing and exchange, agents have formed the best partnerships with both competitive and collaborative relationships.

Through diverse training courses, Nan Shan helps agents to enhance business skills. In addition, training sessions and large-scale competitive activities have been integrated to transform the learning model, opening the training horizons of agents. With the support of resources, the Company achieved excellent training results as the average training hours for both male and female employees in 2020 increased compared to 2019.

2020 Agents Training Results

Unit: hour

Level	Category	2019		2019	
		Male	Female	Male	Female
Agency Leaders	Total training hours	123,184	147,185	157,612	194,384
	Average training hours	22	21	30	28
Agents	Total training hours	223,188	314,503	269,457	368,680
	Average training hours	28	25	32	28
Overall	Total training hours	808,059		990,133	
	Average training hours	24		29	

Digital Tools and Smart Service

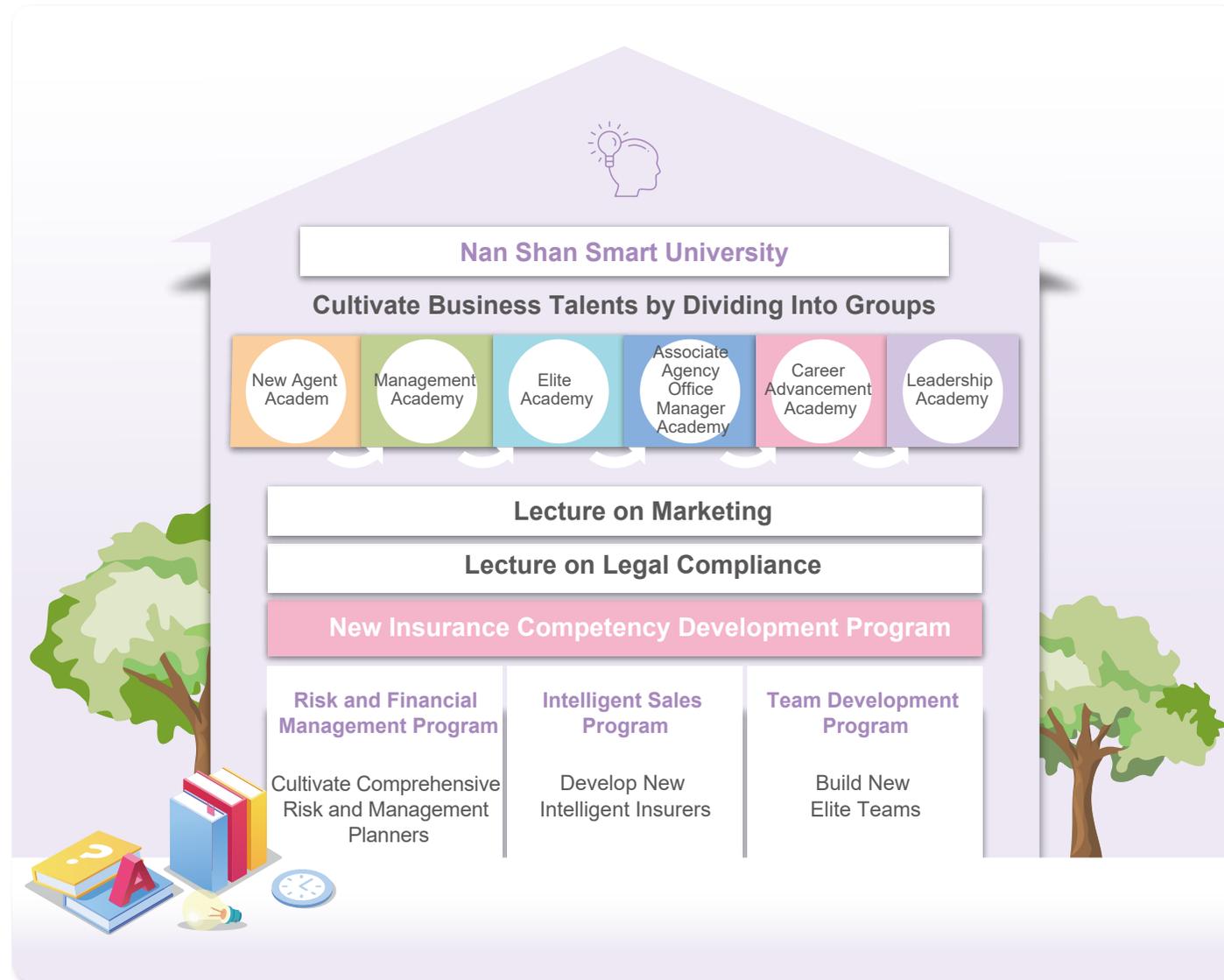
Through digital calculation and graphical presentations, Nan Shan Life's New Realm System can help agents to become more objective and understand customer needs clearly, and provide insurance recommendations.

Before the New Realm Achievement Program went online in 2018, to ensure smooth integration with the new system, Nan Shan Life had completed training on system operational capability in Agent Portal Nan Shan Staffs' Corner (AP) and the Customer Portal Nan Shan Policyholders' Corner (CP) for 116,178 employees and agents. Furthermore, we have been continuously and proactively cultivating the digital capability of agents, guiding their studies and proficiently use smart tools such as AP and CP, to provide customers with more personalized and dedicated smart services.

Training Course	Training Focus	Achievement in 2020	Achievement in 2019
Smart insurance sales process	Establish new concepts and ideas for smart insurance for agent and strengthen the smart sales capability of agent.	A total of 3,180 new agents completed training	A total of 2,785 new agents completed training
Activity Management of Selling	Combine operations on the Envision system, such as the calendar, customer management, sales opportunity management, sales activity volume, and sales performance predictions, to help agent understand the effectiveness of sales activity management.	A total of 2,621 new agents completed training	A total of 2,351 new agents completed training
Insurance Needs Planning (three aspects and nine guarantees)	Provide customers with comprehensive insurance planning by utilizing the financial requirement analysis system to rapidly and precisely customize the amount of insured amount requirement and gap.	A total of 9,531 new agents completed training	A total of 5,088 new agents completed training
Make good use of CP to achieve results	Guide the customers to complete account opening on the Nan Shan Life Customer Portal. Increase interaction and communication with policyholders by helping them to understand their existing policies and protection, as well as discover and make up for the gaps in protection.	A total of 2,621 new agents completed training	A total of 2,351 new agents completed training
Intelligent Recruitment and Selection	Starting from the establishment of organizational development concept, step by step guides the students to understand the core techniques of the recruitment process through recruitment management tools, and enhance recruitment effectiveness.	A total of 1,130 Agency Leaders completed training	A total of 1,063 Agency Leaders completed training

Comprehensive Agency Training Mechanism

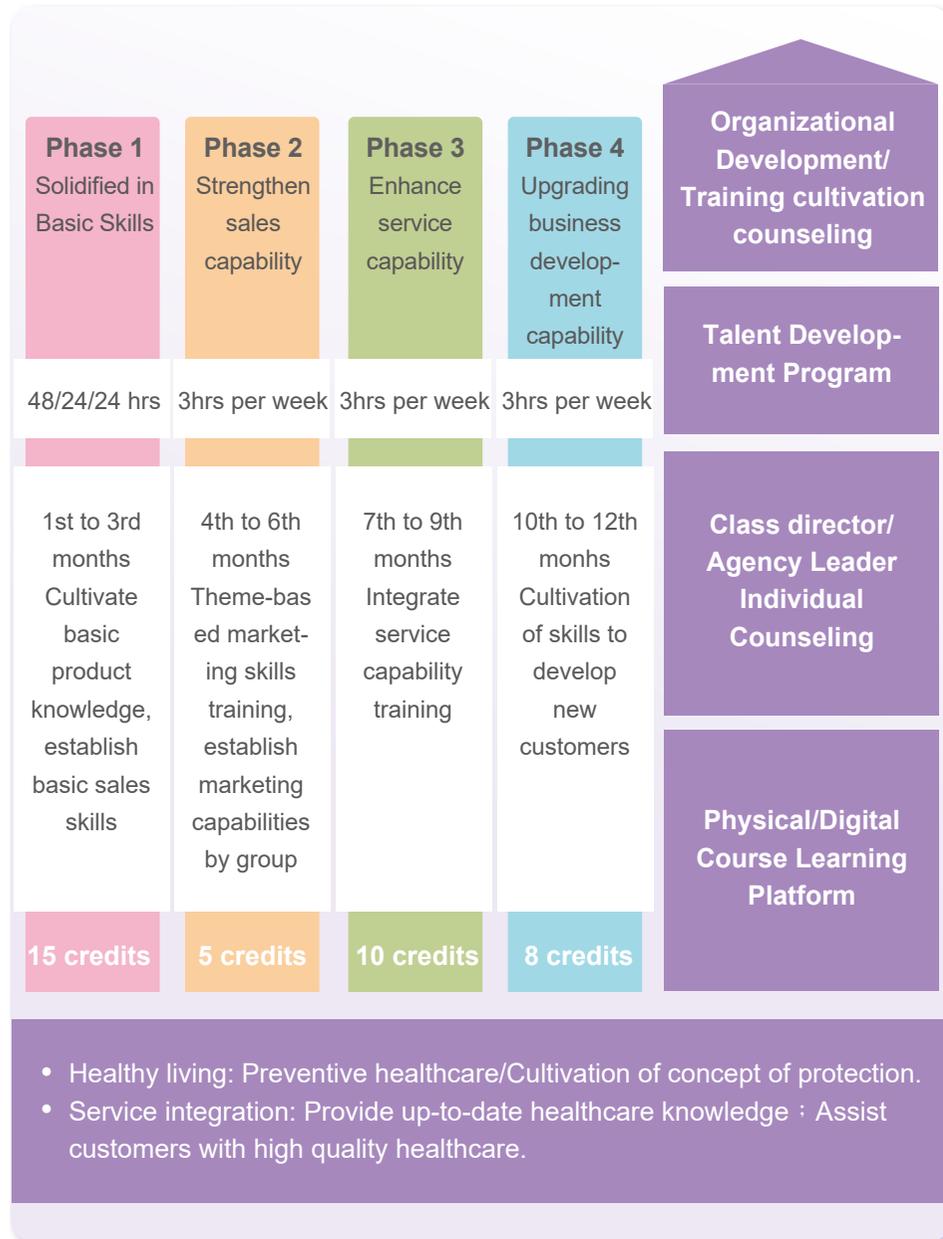
Nan Shan Life has designed six colleges, two major lectures and three academic programs to create the Nan Shan Smart University, providing precision training systematically for agents based on their career development and needs. To cultivate insurance professionals with versatile skills, the university provides agents with the knowledge, attitude, and skills needed in their business practices.



Nan Shan Life has set up a “Quality Talent Training Program” to actively cultivate highly value-added health risk management professionals. The year-long four-part course establishes a solid foundation for new recruits to become the guardian of customers’ happiness with a protection-based sales mindset, helping customers to live healthier and happier lives.

In 2020, the “Quality Talent Training Program” had a total of 2,621 students, and the one-year retention rate for participating students was 40% more than other new recruits. The one-year agency supervisor appointment rate was 48% more than other new recruits. Students who complete the program averaged about NT\$56,000 in monthly income for the first year. The program helps young people to achieve a higher income for a brighter future, which has made Nan Shan Life the leading platform for new generation of entrepreneurs, working together to provide the best insurance protection and professional services.

Quality Talent Training Program



❖ Nan Shan School of New Talents: Cultivating new talents advocating for health and LOHAS

Through professional training and the smart financial platform, new graduates may accumulate their professionalism, achievement and experience at Nan Shan Life to become a valuable professional in the era of healthy LOHAS.

Method

- Integrate innovative recruitment tools and various recruitment activities to find professionals with a background in healthcare.

Benefits

- New recruits with healthcare or sports wellness backgrounds have increased 3.6 times from 289 people in 2019 to 1,040 in 2020.
- The “Quality Talent Training Program” provides one year of professional training and program reward for new recruits, to create a new life insurance business blueprint through the transfer of practical experience.
- The one-year retention rate for participating students is 71%, and the one-year Agency supervisor appointment rate is 52%. Students who complete the program average about NT\$56,000 of monthly salary for the first year.

College of Management – Building a Successful Elite Team

The agency supervisors are the most influential leaders in organizational development. To equip agents with the necessary professional skills immediately after their agency supervisor appointment, the school has set up a series of courses tailored to agency supervisors to help them quickly achieve initial objectives in business development and the successful creation of an elite professional team. In 2020, a total of 1,441 agency supervisors completed the training.

College of the Elite – Development of top talents at all levels

The Elite Training Class was designed for top agents, strengthening their core professional skills in sales, service, and organizational development through peer learning, exchanges and competition.

A total of 1,779 elite agents have completed the training as of the end of 2020. In terms of performance, the average annual output per elite agents is 3.6 times that of ordinary agents. Elite agents also achieved 3 times that of ordinary agents in organizational development (in new recruits and ratio of recruitment activities).

Huang Pu College – Cultivating a new generation of potential agency office managers

Conducted by senior executives, “Huang Pu Training” has an exceptional faculty. The training participants are unit managers with the most outstanding sales, recruiting and service performance, so-called elite of the elite. Nan Shan Life’s innovative prerequisite course has been designed to systematically cultivate students with the proprietor mindset of managers of the new era. Since it’s launch in 2012 till the end of 2020, a total of 380 unit managers have completed the training and established 48 agency offices.

Nan Shan Life has established the “Successors Training Program” to cultivate leadership talents, to ensure that they are equipped with key professional skills of a manager when they set up an agency office. As of the end of 2020, 61 unit managers have participated in the successors’ program, and 21 of them have set up an agency office.

College of Top Talents: Promote the agents transformation into professional risk planners, becoming the health guardians of customers

Nan Shan Life has been proactively cultivating highly qualified professional international insurance talents. In 2020, the Company continued its collaboration with the Taiwan Academy of Banking and Finance to set up Associate Financial Planner/Certified Financial Planner (AFP/CFP) certification tutoring class. Agents are encouraged to obtain CFP internationally certified financing planners, becoming a professional financial planning consultant.

In 2020, 39 of Nan Shan Life agents passed the Certified Financial Planners (CFP) exam, and 99 agents passed the Associate Financial Planner (AFP) exam, which was 10% and 16% of the total number of the total exam takers who passed, respectively. The passing rate was better than the overall average. As of December 2020, there were 112 CFP certificate holders and 85 AFP certificate holders in Nan Shan.

College of Leadership - Strengthen the mindset of proprietor

Strengthen the agency office managers' management skills and reform leadership skills to respond to challenges brought by the external environment including IFRS17, leading agency offices to promote innovative sales transformations and build a team of excellent performance.

In 2020, Nan Shan Life collaborated with National Taiwan University to launch a small-scale EMBA course, selecting the essence of courses related to business management and leadership, and designed courses tailored to Nan Shan agency directors / agency office managers, to enhance their management and leadership abilities. A total 102 agency directors / agency office managers have completed the training.

Development of Three Academic Programs to Cultivate Top Talents

To systematically guide the agents to step by step become "smart new insurance talents", Nan Shan Life has assembled the key capabilities required of top insurance professionals and developed three academic programs, including Risk Management and Financial Management, Smart Sales Techniques, and Team Development.

- Risk Management and Financial Management Program: Provide comprehensive professional knowledge to create professional risk management planners, so that agents may plan the most comprehensive risk protection based on customers' needs.
- Smart Sales Program: Cultivate data analysis expertise to understand customer profiles and gap in insurance protection. Upholding the principle of treating customers fairly, provide them with comprehensive protection planning service.
- Team Development Program: Strengthen the core capabilities required by agency leaders at all stages of team development through systematic training courses. Apply smart technology to effectively expand the team through a new top quality recruitment system.

Sales Transformation and LOHAS Marketing

Nan Shan Life is dedicated to the mission of health promotion and improving the health of people in their future life. The Company cultivates agents to use the new health and LOHAS mindset during the process of sales and services, to assist customers establish a comprehensive risk-protection safety net, guiding them to lead healthier quality lives.

➤ First in Insurance Industry - Health Service Certification

In 2020, Nan Shan Life collaborated with the Taipei Medical University to create “Health Service Certification Courses” focusing on four major topics: Food safety for the severely ill, Medical care, Medical checkups for long-term care, and Immunity and cancer prevention. The courses help agents to enhance their health expertise, to better serve the customers with quality service and contribute to the health and well-being of the community with concrete actions.

For the current academic year, 80% of the training participants have obtained the certification.

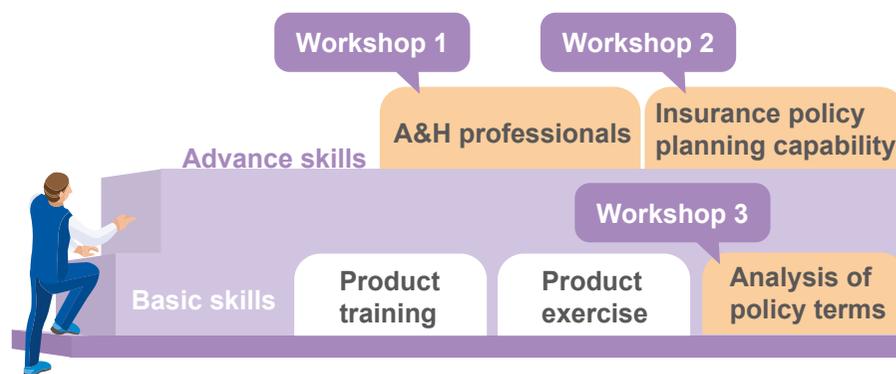
➤ LOHAS Ambassadors - Community Welfare Partners

To expand healthy LOHAS services in Taiwan, Nan Shan Life collaborated with the Health & Exercise Association ROC and the Taiwan Kids Sport Association in 2020 to cultivate LOHAS ambassadors in three major aspects (the elderly, parents & children, walking exercises). The program provides professional training to participants, bringing the agents to perform LOHAS services in communities / social groups/ workplace health / group public welfare, to give back to the community. A total of 24 training sessions were held in 2020. Out of the 1,110 internal staff and agents who completed the course, 970 obtained the instructor certification (Elders fitness exercise instructor certification / children’s sports and games instructor certification / physical fitness walking instructor certification).

➤ A&H Scenario Workshop to Establish Deep-rooted Talent Pool

In 2020, Nan Shan organized the A&H scenario workshop, which changed the traditional training model of unidirectional descriptive lectures. Instead, the workshop used case scenarios and coaching teaching methods to strengthen the basic skills of agents.

In 2020, a total of 12 seed lecturer trainings were held, cultivating 800 internal staff and agents as seed lecturers. In the future, the Company plans to expand the program to all agency offices in Taiwan by holding at least one A&H Scenario Workshop per quarter, to cultivate professional talents and insurance elite.



➤ Sales Competition Awards X Public Welfare Activities

Due to the severity of the COVID-19 pandemic in 2020, which greatly impacted charity donations in Taiwan, Nan Shan Life broke from the tradition of providing travel activities as the reward for sales competitions. Instead, charity events and donations were organized to help revitalize the local economy, and provided corporate resources to help the rural disadvantaged people.

Nan Shan Life hopes to apply the power of the agents to fulfill its corporate social responsibilities and help bridge the gap of charity donation impacted by the pandemic, calling on the public to pay attention to the issues of urban-rural gap, elders who live alone, and long-term care. Agents mobilized to send resources to long-term care facilities, medical institutions and schools in Yilan, Hualien, Taitung and Tainan regions, to light up love and hope.

Areas

Dong Yuan Junior High School, Dongshan District, Tainan City

Results

Donations and athletic competitions were organized to bridge the resource gap in rural areas, cultivate more outstanding sports talents.

Areas

Yilan, Tainan, etc.

Results

Agents served as food delivery personnel, to deliver meals to the elderly who live alone. Convey Nan Shan Life's care for the elders living alone, so that the elders no longer feel lonely in their hearts.

Areas

Taitung Christian Hospital

Results

A long-term care 2.0 service shuttle bus and a community care shuttle bus were donated to the Taitung Christian Hospital. They are used to take long-term care elders to day care center to study, eating together or socialize, let the elders go out of the house and delay aging.

➤ Dementia Friendly Course

The aging population in Taiwan has led to a significant increase in the number of people with dementia, but most of the public has only a limited understanding of the condition. As the leading brand of long-term care insurance, Nan Shan Life became the first in the industry to collaborate with the government in 2020 to launch the “Dementia Friendly Online Course”. The class enhances the dementia-related professional knowledge of internal staff and agents, and encourages them to work together to safeguard the health and happiness of customers by integrating the “Point collection for gift exchange”, and the “Dementia friendly agency office award”.

In 2020, a total of 12,286 internal staff and agents completed the “Dementia Friendly” digital training course, jointly protect the health of customers.

Value the Voice of Agents to Protect their Rights and Interests

In compliance with the “Regulations Governing the Supervision of Insurance Solicitors”, the Company has formulated the “Nan Shan Life Regulations Governing the Supervision of Agents”, and provide an entrepreneurial platform to agents in accordance with the contractual agency system. Agents may provide feedback or ideas regarding company policy through the following channels. Feedback that is related to the agency system would be incorporated as reference for agency system adjustments after internal evaluations, to protect the rights and interests of agents to express their opinions.



Written / Verbal Format

Provide written or verbal feedback to the branch office personnel or related internal staff. The Company shall examine the category of ideas or issues, and assign staff to communicate the issues with agents.



Electronic Format

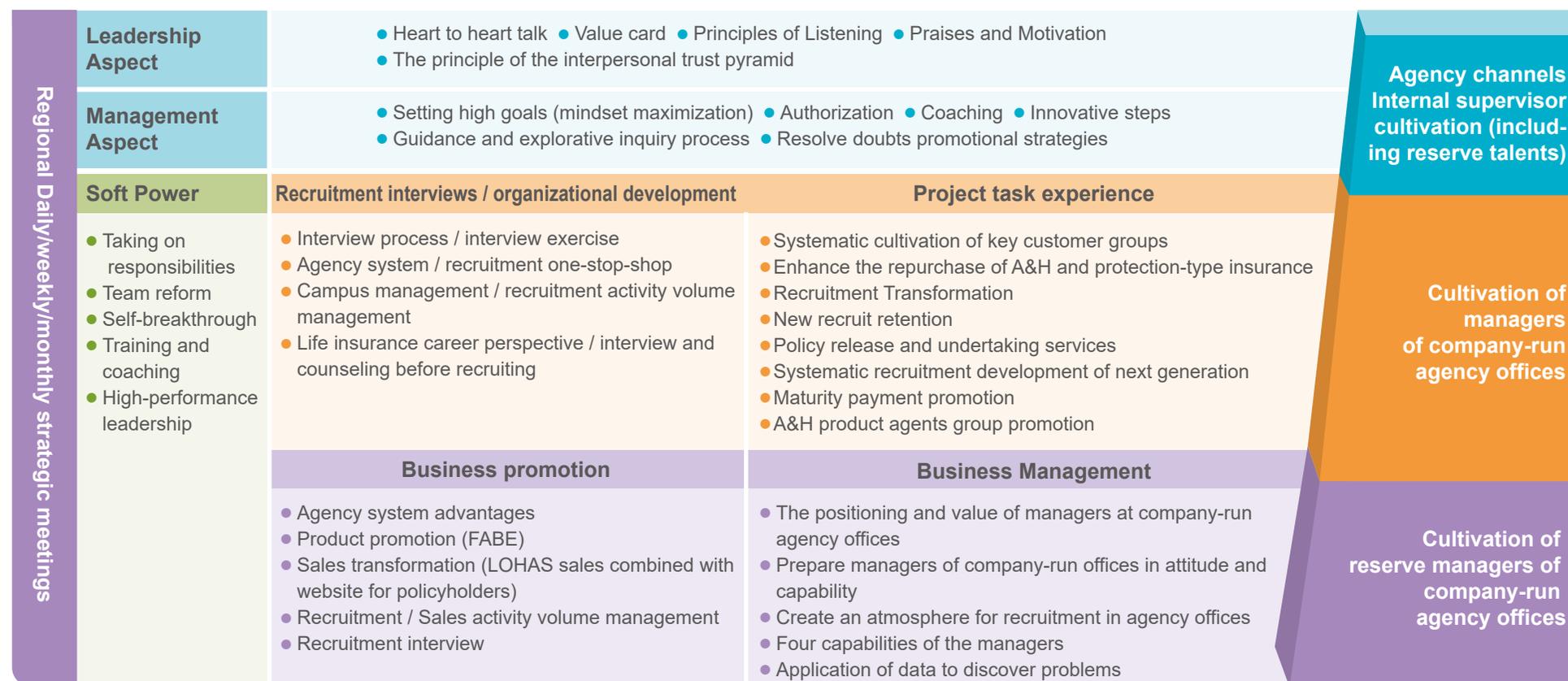
Agents may go online to the new Nan Shan Agent Portal e-Consultation Desk, and ask questions based on the category. The relevant department shall be notified and assign staff to communicate with the agents.

Cultivation of Business Development Management Talents

To cultivate business capabilities including leadership, management, accountability, team reform, and self-improvement, among internal staff supervisors, Nan Shan Life has created ribbon training courses, such as “Agency channel internal supervisor training (including reserve talents)”, and “Company-run agency office manager training (including reserve talents)”. In addition to collaborating with well-known corporate consulting companies, such as Carnegie, the Company also enhances leadership and management skills via post-training peer encouragement and frequent follow-up and coaching mechanisms.

From 2019 to 2020, a total of 115 agency channel internal staff supervisors and company-run agency office managers as well as 100 reserve talents have participated in the training. Among them, 18 have been appointed managerial positions in company-run agency offices, and four have become agency channel internal supervisors.

Talent development and training framework for Agency Channel internal supervisors



07

Social Inclusion and Co-enrichment

- Promote Financial Inclusion
- Cultivation of a Volunteer Culture and Deep commitment to Community Services
- Community Health and Medical Care
- Care for Education and Support Students to Go to School without Worry
- 2020 Nan Shan Sports Festival
- Protecting the Coastlines and Paying Attention to Marine Ecosystems



Nan Shan Life believes that the power of happiness begets life changes. By continuing to help more people in need, we hope to promote a positive cycle in society that increases people's general sense of happiness.

Care is our core value. We integrate our core competencies in insurance and leverage them to proactively promote and participate in various public welfare activities. Our service network across Taiwan allows us enter communities to discover local needs and provide care and assistance, enabling more people to receive adequate care and lead a more secure life.



Promote financial inclusion

From 2014 to December 2020, we donated premiums over NT\$30 million and assisted over 110,000 economically disadvantaged people and those with physical or mental disabilities, establishing a risk-prevention net for disadvantaged families and fully exercising the function of insurance in maintaining a stable society.



Care for local Activities

In 2020, Nan Shan Life organized more than 8,470 people to participate in 40 public welfare activities. Their collective compassion provided support for over 200 public welfare groups and hospitals, helping over 97,000 disadvantaged people.



Care for patients with dementia families

Extend care for patients with dementia to cover caregivers and family members. A total of 11 Nan Shan Happy Together Family Day activities were held across Taiwan. A total of 330 families with family members who have dementia were invited to make happy memories.



Nan Shan scholarship for outstanding students

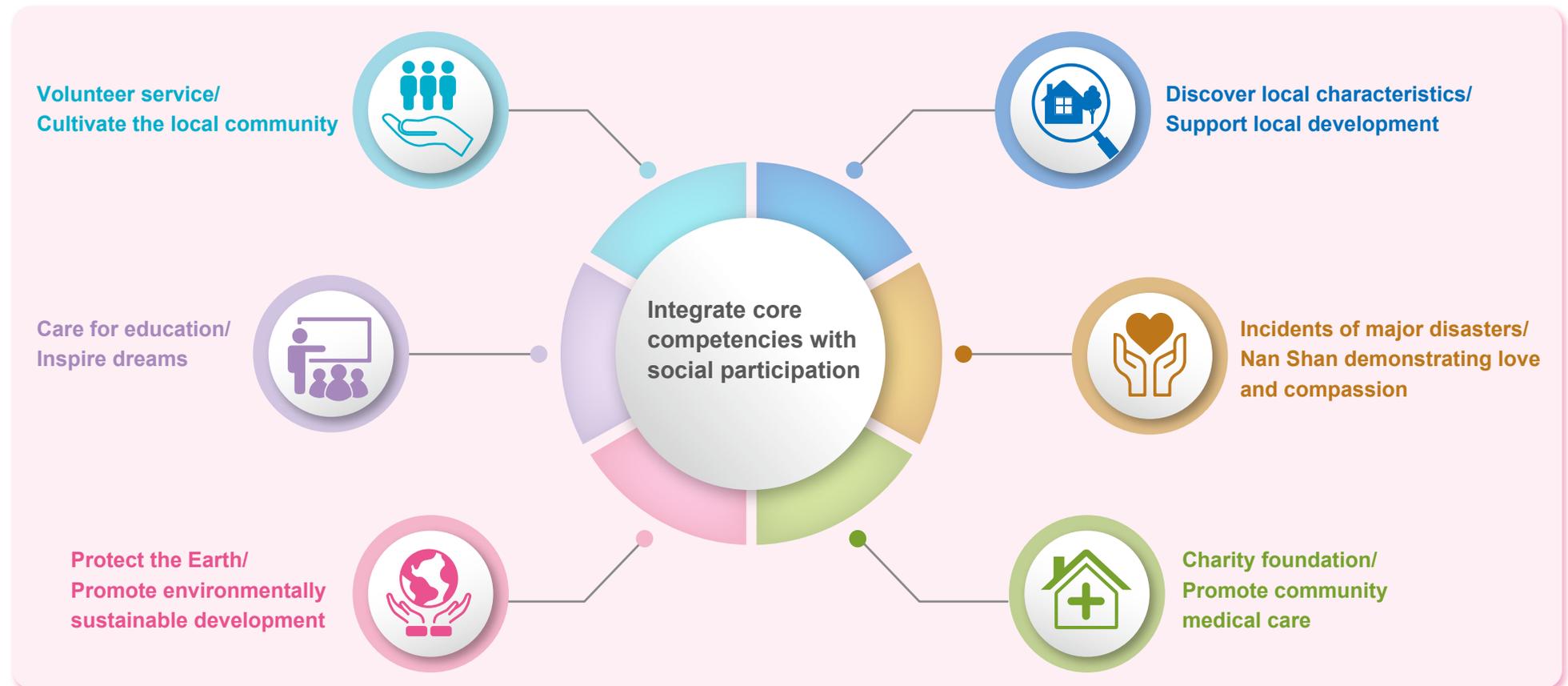
To support and encourage ongoing education for outstanding, hard-working students, Nan Shan Life cooperated with 189 colleges and universities and 17 graduate institutions to set up scholarship.

Core competencies

- Utilize our service network across Taiwan to proactively discover local needs and engage in community service.
- Generate a public welfare platform. Expand our influence in public welfare by integrating our corporate resources and the power of staff, agents, policyholders, and the general public.
- Establish corporate core values and a culture of offering volunteer services to realize our promise for long-term, continuous care.

To fulfill our promise for public welfare care and social participation, we utilize the public welfare platform Nan Shan Life Charity Foundation to integrate our corporate power and efforts of all our staff and agents to put into practice our core values and mission in the insurance business. We care for and assist people in need to improve their lives, provide them with adequate healthcare, and offer them fair opportunities for education and development.

➤ Nan Shan Life's focuses on social participation



2020 Social Participation Outcomes

In 2020, Nan Shan Life organized more than 8,470 people to participate in public welfare activities. Their collective compassion provided support for over 200 public welfare groups and hospitals, helping over 97,000 disadvantaged people.

In addition to consolidating our stakeholder engagement principles, we conduct public welfare activities together with E. Sun Bank. When people use their Nan Shan Life–E. Sun cobranded credit card for purchases or insurance premiums payments, E. Sun Bank contributes a proportion of the amount to the Nan Shan Life Charity Foundation—Medical Care Project to fund medical support for disadvantaged people. In 2020, a total of NT\$5.1 million was donated.

London Benchmark Group Assessment Model

Nan Shan Life introduced the London Benchmark Group (LBG) framework to systematically manage the benefits of social participation. Through scientific assessments on the benefit of social investment, stakeholders can get a clear picture of Nan Shan Life’s resource allocation efficiency as a reference for ongoing and future improvements.

	Unit	2018	2019	2020
Cash donation	NT\$ 1,000	136,023	111,676	82,075
Time devoted by corporate volunteers	Hour	50,508	49,928	33,880

Note 1: In 2020, due to the impact of COVID-19, the time invested by corporate volunteers has decreased compared with previous years.

Note 2: The events are organized by Nan Shan Life and related event materials are provided to agents and volunteer leave is given to employees.



Promote financial inclusion

In recent years, financial inclusion has become a hot topic worldwide. As such, Nan Shan Life has listed financial inclusion as an action goal. Multiple measures have been adopted to offer more convenient financial services to older adults and disadvantaged groups.



Sustainable development topic

- Taiwan officially becoming an aging society in 2018.
- Low birth rate resulting in reduced tax income, with government also reducing expenditures on social welfare.
- Problems, such as long-term care and dementia, affecting national and industries development.



Nan Shan Life's effort

- “Support for Seniors” website. To help address the various problems caregivers may face, this website collects information on multiple care services from the government and civil groups to encourage the utilization of resources and to assist in alleviating burden of care.



Cooperated stakeholder

Nan Shan Life Charity Foundation Medical Care Project achievements:

- We have cooperated with 204 hospitals in Taiwan, providing disadvantaged patients with medical aid and giving them easy medical access.
- Input volunteers and we have cooperated with 39 hospitals in Taiwan to help them offer various care services, such as assisting elders going to the hospital; caring for elders with dementia, with disabilities, or living alone; and promoting health for elders in the community. In addition, we have expanded our care from patients with dementia to provide support to caregivers and families with the 11 Nan Shan “Happy Together” Family Day activities.
- With LOHAS as the theme, we have cooperated with hospitals and local communities to hold healthy LOHAS (health diet/exercise), chronic disease prevention (diabetes/cancer), dementia prevention, and stress relief activities. This gives Nan Shan staff, agents, policyholders, and the public a deeper understanding about local long-term care resources.



Proactively promote micro-insurance

The target users of micro-insurance are financially disadvantaged people. By paying a small amount of insurance premiums, disadvantaged persons who experience insurance incidents, such as death or disability, they and their families will not suddenly find themselves facing difficulties in life. Nan Shan Life has long been dedicated to financial inclusion. By promoting micro-insurance, we can provide disadvantaged groups with security, establishing a comprehensive social safety net. Integrating the resources of Nan Shan Life Charity Foundation, Nan Shan Life has donated funds to cover insurance premiums. In 2020, we collaborated with city and county governments in Keelung, Pingtung, Taichung, Taitung, and Kinmen. By offering group micro-insurance, we have helped provide micro-insurance to more than 36,000 people with low-income and mid-to-low-income, and those with physical or mental disabilities, even in remote areas and off-shore islands. Although the COVID-19 pandemic has created a sense of social distance, people can still feel the love and care of Taiwan.

To reinforce care for low-income and mid-to-low-income people, Nan Shan Life and Nan Shan Life Charity Foundation donated insurance premiums. By cooperating with city and county governments, township office, village office, and social welfare units, from 2014 to December 2020, we donated premiums over NT\$30 million and assisted over 110,000 economically disadvantaged people and those with physical or mental disabilities, establishing a risk-prevention net for disadvantaged families and fully exercising the function of insurance in maintaining a stable society.

Comprehensive friendly services

Nan Shan lists financial inclusion as an action goal to demonstrate the principle of treating customers fairly. At all of our service counters, we have gradually improved facilities to provide elders and disadvantaged groups with friendlier services.

We use our VIP room in our Taipei, Zhongli, Taichung, and Kaohsiung service centers to offer elders, women, children, and people with physical disabilities a comfortable waiting environment. We have designated personnel to provide them priority assistance with their insurance affairs. We also help these customers if they need us to call a taxi for them, and even keep a record of the taxi license number so that they can travel with complete peace of mind. If children accompanying our customers become unsettled, our customer service staff are more than happy to play the role of a temporary nanny, offering them small toys or candy to make it easier for our customers to go about their business.

Friendly service counters, proactive care

We offer comprehensive service counters, allowing our customers to receive a full range of services at one counter, including insurance policy loans applications/ repayments, policy changes, mortgage loan repayments, policy reinstatement, insurance premium payments, travel insurance, and claims filing. Our counters are designed as independent spaces that provide our customers privacy and comfort, allowing our customer service staff to deliver a convenient and accessible range of professional services.

Nan Shan Life's measures

Elders and disadvantaged people

- Establish friendly counters that offer a comfortable waiting environment for Elders, women, children, or people with disabilities. Designated personnel are assigned to give them priority assistance with their insurance affairs.
- Based on the actual conditions of each service center, we have established door anti-slip facilities, barrier-free bathrooms, barrier-free ramps, and parking spaces for people with disabilities to provide our clients with a friendly and safe environment.



People with physical or mental disabilities

- Nan Shan Life is the first in its industry to provide QR codes for our customers to scan to obtain audio information. We also provide braille books. Customers may just use their mobile devices, such as a cellphone or tablet, to scan a QR code and then listen to information on critical issues read to them anytime and anywhere. Customers with difficulties in reading can understand their own rights and enjoy peace of mind.



Age-friendly services

Outdoor services (transportation and passage)

barrier-free ramps, barrier-free elevators, special parking for physically and mentally disabled people, parking spaces (barrier-free signs), parking spaces (drop-off area), parking spaces (enlarged vehicle compartments), general parking spaces, and umbrellas.

Indoor services

elevator (handrails), elevator (wheelchair operation buttons), wheelchairs, cardiac defibrillator (AED), signs in Chinese and English at the lobby, washroom (offering feminine products and hair dryer), reading glasses, priority use of reception room (meeting room, VIP room).

Special services

service by appointment, home service.

Note : the aforementioned facilities are listed as a whole and may not be offered at every service center.



Happiness Store: Insurance policy coverage check consultants offer services on site to offer comprehensive insurance protection inspection

Taiwan's elder population is growing in the face of population aging. Due to the greater medical needs of elders, Taiwanese people preparing for retirement should also check if they have sufficient preparation for old-age medical care in addition to ensuring sufficient finances for daily living.

To assist people in achieving the healthiest retirement possible, Nan Shan Life launched the Happiness Store service. At customer service branches in Taipei, Da-an, Taichung, and Kaohsiung, we offer insurance policy coverage checks, assisting customers in understanding different situations they may face in their retirement and the risks they have are not covered for so they can plan ahead of time.



Diverse and innovative mechanisms

In 2020, Nan Shan Life continued to develop diverse, innovative, and caring service mechanisms to offer services to its broad range of insurance customers. Its unique, innovative services include:

Innovative item	Description
	<p>Customers grouping service</p> <p>We leverage AI and big data to offer simplified insurance application and underwriting procedures, enabling customers to easily obtain the right insurance policies for them.</p>
	<p>Friendly insurance experience for expectant mothers</p> <p>We have broken long-standing industry restrictions for expectant mothers to be insured. We do not require them to provide obstetrics checks or undergo a health check because of their age or stage of pregnancy. We provide mothers-to-be with a more friendly insurance experience.</p>
	<p>Home consultancy for people with physical or mental disabilities</p> <p>To help customers with physical or mental disabilities more easily obtain insurance, we offer home consultancy for underwriting and survival analysis.</p>
	<p>Warm reminders to physically weak customers</p> <ul style="list-style-type: none"> • We offer health check data to customers who are physically weak and actively remind them for health improvement. • If the customers' physical conditions are improved, they may provide relevant health information to obtain better conditions for insurance coverage.

Innovative item	Description
	<p>Easy on-site expense deduction and discharge</p> <ul style="list-style-type: none"> • We launched a service for paying medical expenses at hospital by deduction from claims settlement without the need of supporting documents, enabling policyholders to claim against their medical expenses upon discharge. • We have signed cooperation agreements with 29 hospitals, total payment amounted to more than NT\$51.1 million with an average deduction of NT\$55,000 per payment.
	<p>Global care overcoming geographical barriers</p> <ul style="list-style-type: none"> • A 24/7 International SOS Center was established to provide customers in foreign countries with tangible support, such as medical care, tourism, legal issues, international student, and emergency assistance. • In 2020, Nan Shan Life answered 886 phone calls for help worldwide and provided international assistance 17 times.
	<p>Proactively handle claims services</p> <ul style="list-style-type: none"> • In response to unexpected disasters incidents, designated personnel are assigned for ongoing follow-up and active customer service. Nan Shan Life accompanies family members through difficult times by providing a condolence payment, proactively handling the claims, and offering emotional support. • In 2020, Nan Shan Life proactively handled 43 accidents, served 19 customers, and settled more than NT\$61 million of claims. • In the past 5 years, Nan Shan Life has proactively cared for 293 customers, amounting to more than NT\$561 million of insurance claims.

Innovative item	Description
	<p>Mobile insurance</p> <ul style="list-style-type: none"> • Utilize iPad and cloud technology to offer insurance purchase services. • Implement an instant photo-uploading system to enable underwriters to immediately review applications and thus enhance processing efficiency. • We have created a payment platform based upon real-time cash flow for customers to immediately complete their first payment online. • We established a survival analysis platform so that analysis can be completed via a mobile device and then directly uploaded to the company's database. • We established an online service for people to acknowledge receipt of their insurance policy over the internet. This allows people to instantly sign online to confirm they have received it. • We offer electronic policies for customers who apply for travel insurance online. We also offer diverse policy options to our customers.
	<p>The experience of searching for people has become an industry standard</p> <ul style="list-style-type: none"> • Based on Nan Shan Life's experience of searching for people, the Life Insurance Association of the Republic of China proposed this model to the Insurance Bureau of the Financial Supervisory Commission, R.O.C., which was submitted to the Ministry of the Interior. In October 2018, the Ministry of the Interior officially sent a document to household offices, confirming that insurance companies may look up household register as stakeholders. • To fulfill our promise to our policyholders, when we cannot contact policyholders to make maturity or endowment payments, we will use their household register to locate them and to pay the insurance.

Insurance deduction for medical expenses

Nan Shan Life launched the “paying medical expenses at hospital by deduction from claims settlement without the need of supporting documents” service. So far, it cooperates with 29 medical institutions in Taiwan. Being connected with hospitals allows us to initiate claims services when policyholders are hospitalized. When the policyholders check out from the hospital, they can have their medical expenses directly deducted. After the patients are discharged, they do not need to go back to the hospital to collect medical diagnosis certificates or receipts. After the deduction, any remaining amount will be paid to the policyholder as soon as the day of discharge by either bank transfer or check.

Currently, to apply for this service, policyholders may contact our agent or directly apply using the Nan Shan Life APP, which can be downloaded using the cellphone or tablet hence substantially reduces the chance of going to the hospital during the COVID-19 pandemic.

Cultivation of a volunteer culture and deep commitment to community services

Nan Shan Life combined its employees, agents, and organizational resources to form a volunteer group in 2011. Each year, we call on over ten thousand volunteers to participate in social welfare services. To cultivate a volunteer culture, we have also established public welfare awards and praised outstanding volunteers. By systematically integrating corporate resources through the organization, we are able to support people in need in every part of society. We use the company’s existing administrative organizations and management system to establish charity volunteer organizations to conduct activities related to social and environmental sustainability development. We exercise our service spirit of having deep commitment to the community and delivering love and care in all parts of society.

In 2020, Nan Shan volunteers around Taiwan demonstrated care for the community through 40 local care activities that served over 7,000 people in need. Besides, more than 8,470 people volunteered and supported over 97,000 disadvantaged people.

Specifically, in the 2020 Taiwan beach cleaning activity series, Nan Shan employees and agents demonstrated their astounding capacity. We called for policyholders and corporate partners and had over 5,000 people participate in this public welfare event, contributing to environmental protection of the Earth and protecting Taiwan’s coastline.

In times of major disaster events, Nan Shan delivers love

In 2020, COVID-19 pandemic affected the entire world, having a severe impact on societies worldwide. Italy in particular was in dire need of pandemic prevention supplies and medical supplies such as medical masks, respirators, and protective clothing. Out of humane care, Nan Shan Life Charity Foundation responded to the call of Camillian Saint Mary’s Hospital Luodong and donated NT\$5 million. Through the support of the hospital, medical supplies for pandemic prevention were purchased for medical institutions in severe pandemic regions in Italy in this moment of crisis.

Affected by the pandemic, people did not have a high motivation to leave home to donate blood, resulting in a low inventory of all blood types in Taiwan. To relieve the blood shortage that this brought about, Nan Shan Life held 11 “Donate Blood to Pass on Love and Light up Hope” blood-donation events across Taiwan from March 30 to April 11, 2020. The zealous response by our staff, agents, policyholders, and the public resulted in 1,295 blood packs being donated to those in need of blood, providing a timely rescue for patients in need and helping save lives.



Community health and medical care

In 2013, Nan Shan Life launched the Nan Shan Life Charity Foundation Medical Care Project. As of 2020, we have cooperated with 204 hospitals across Taiwan, offering aid for medical expenses for disadvantaged people.

We strive to become a corporation that is proactively involved in providing medical aid for disadvantaged persons and for community medical care. Together, we have constructed a more wholesome medical care environment that helps more people in need. We are helping to establish an innovative paradigm of Taiwanese enterprise entering public welfare, making Taiwan a land with high social morale.

2020 Charity Foundation: Denser service scope. Integrate Nan Shan volunteers to enter hospitals and communities



Widespread of medical relief

Continue to increase the number of cooperating hospitals to form a holistic medical care service network

- The number of cooperating hospitals across Taiwan has reached 204, and the range of service has expanded to smaller hospitals on offshore islands and in remote areas.
- We expanded our support and funded the Relief Project for Major Medical Expense of 25 hospitals to help underprivileged patients to settle large and unexpected medical bills so they could get through difficult times.
- In 2020, over NT\$22 million was donated to cover the medical expenses of 2,173 financially disadvantaged patients and households that were in urgent need of medical treatment but could not afford the costs.



Broaden the range of application

Proactively commit to the community and serve more people in need

- Resources of Nan Shan Life, hospitals, and communities have been combined to extend the range and target groups of medical care to communities in an effort to secure the health of community residents.
- In terms of long-term hospital volunteers, 44 Nan Shan Life agency offices have participated in 39 long-term volunteer programs. Examples of such programs include 24 care services for elders with dementia, with disability, and living alone; medical assistance and health promotion services provided by 19 hospitals; patient care in 6 hospitals; and cancer screening, health checks, and community health promotion services offered by 5 hospitals. Offering patient care and services by taking action, these volunteers become a source of support for patients' families, helping them settle down both physically and mentally.
- Extend care for patients with dementia to cover caregivers and family members. A total of 11 Nan Shan Happy Together Family Day activities were held across Taiwan. A total of 330 families with family members who have dementia were invited to make happy memories.
- With health and LOHAS as the theme, 34 community health care activities were organized by 32 agency offices. The activities included 8 health and LOHAS (healthy diet/exercise), 10 chronic disease prevention (diabetes/cancer), 8 dementia prevention, and 8 pressure relief activities. These activities enable Nan Shan staff, agents, policyholders, and the public to have a deeper understanding about health and LOHAS, chronic disease prevention, and local long-term care resources.
- In 2020, more than 3,900 people volunteered and served over 86,000 people. We grounded our community care force in local communities.

Nan Shan Life Charity Foundation results (As of its activation on July 1, 2013 to December 31, 2020)



Accumulated donation
Over NT\$ 450 million.

- **Medical subsidies for the underprivileged**
a total of over NT\$420 million was donated.

- **Improvement and enhancement of medical resources**

Cumulative donations amounted to over NT\$30million. (A total of 34 donation programs were established, benefitting 26 hospitals. Medical equipment, such as 296 wheelchairs, 9 mobile clinics/ambulances/rehabilitation buses, and 10 remote care service scooters, were donated and 8 community medical care programs were supported).



➤ 2020 Nan Shan Medical Social Worker Award

Nan Shan Life Charity Foundation profoundly understands the work profession and hardship of medical social workers. In 2017, we introduced the Nan Shan Medical Social Worker Award, co-hosted with the Medical Social Work Association R.O.C. and with the Ministry of Health and Welfare acting as the advisor, we hope to discover and award medical social workers who quietly devote themselves in the first line. We would like to raise social awareness on medical social workers and the medical environment, thereby bringing more happiness to Taiwanese society.

This is the only award designated for medical social workers. Since 2017, it has received wide responses from medical institutions nationwide. Each year, we receive nearly 100 recommendations from hospitals. Through promotion by hospitals and the media, hospitals and public know more about the assistance medical social workers and Nan Shan Life Charity Foundation have provided. The idea of this project of caring for the underprivileged and caring for the community has been consolidated.

In 2020, during the COVID-19 pandemic, medical social workers comforted the affected people and assisted those who were hospitalized for treatment. They provided warm support not only for patients but also for doctors and nurses. We hope that the public will give medical social workers more attention and encouragement.

Affected by the pandemic, the third Nan Shan Medical Social Worker Award ceremony was rescheduled to October 2020. Despite the pandemic, awardees attended from around Taiwan, including people from Hualien, Penghu, and Kaohsiung. Under the lead of the hospital representatives such as hospital directors and deputy directors, they shared the glory of the medical social workers. This fully demonstrated the emphasis medical teams place on medical social workers. Hundreds of guests wore medical masks for pandemic prevention and attended the ceremony to share in the glory and the warm moment.



Care for education and support students to go to school without worry



College student creative proposal competition

To assist young students in exercising their creativity, expressing their thoughts and suggestions, and expanding their interests and knowledge on the insurance industry, Nan Shan Life held five “Happy BAM HOLAS + Creative Proposal Competition” events. Through the three major themes of Happy BAM, Happy Aging, and LOHAS, college students were encouraged to use various forms, including drama, story, cross talk, and presentation, to present their creativity. This gave them the opportunity to demonstrate their capacities in teamwork, communication, presentation, reaction, and leadership to propose novel ideas and suggestions. They also implemented the theories they learned in real practice, increasing their competitiveness for future employment. The social responsibility aspect of this competition is that it promotes the meaning and function of insurance.

In addition, Nan Shan Life arranged professional consultants for each team for counseling services. The care and timely coaching the students received enabled them to think outside traditional academic thought and familiarize themselves with concepts of general living and insurance, thereby shortening the gap between courses and practice. Students had contact with the industry, and their prospects for seeking employment in the future were bolstered. This activity attracted over 180 teams with a total of nearly 900 college students, and it received good reviews from both teachers and students. The activity cost NT\$520,000.

Winter and summer camps for college students

Talent is any company's greatest asset. To help young students determine their goals, Nan Shan Life launched the Nan Shan Elite Leadership Camp program in 2015. Since then, more than 10,000 students from various university and college departments across the country have participated in the camp. Over 60% of participants have majored in business management, with the rest majoring in STEM (science, technology, engineering, and mathematics), literature, and medicine and nursing.

In 2020, Nan Shan Elite Leadership Camp program organized a total of 22 camps, during which 2,381 students completed training. Celebrities from various fields were invited to each camp to share their career development process. Moreover, interesting and diverse curriculum plans were created to incorporate financial and insurance knowledge into experience activities. This taught young students the value and significance of insurance and helped them with ideas on identifying a clear career direction. The program cost a total of NT\$2.31 million.

Nan Shan scholarship for outstanding undergraduate and graduate students

To support and encourage ongoing education for outstanding, hard-working students, Nan Shan Life cooperated with 189 colleges and universities and 17 graduate institutions to set up scholarships, which are available for application to students who are highly committed to public welfare services, actively participate in club activities, and demonstrate excellent academic performance.

In 2020, the Nan Shan scholarship for University/College—Cooperate Department Award was awarded to 992 students (NT\$5,000 each). A total of 200 students were awarded the University/College—Nan Shan Activity Group Award (NT\$3,000 each). An additional 34 graduate students each received NT\$20,000.

In addition, to encourage competitiveness among students in preparation for future employment, Nan Shan Life organized five sessions of award ceremonies and lectures in Taipei, Zhongli, Taichung, and Kaohsiung in 2020. Celebrities from various fields were invited as speakers to share with students and parents their experiences and growth in life, expand the horizons of young students, and offer a promising vision for the future. The sessions attracted over a thousand students and parents to participate and cost a total of NT\$6.93 million.

2020 Nan Shan Sports Festival

Nan Shan Life Insurance is devoted to promoting the idea that prevention is better than making insurance claims in an attempt to boost public health. In December 2020, Nan Shan Life Insurance held an outdoor sports competition, 2020 Nan Shan Sports Festival, in Civic Park, Taichung City. The sports event attracted more than a thousand participants. Through this event, Nan Shan Life Insurance hopes that it can bring people together to work toward a healthier and younger life. Since its promotion of the age reduction practice in 2019, Nan Shan Life Insurance has furthered its efforts in public health promotion through a 2.0 upgrade of BAM APP in 2020. With this upgrade, users can invite their friends to join them for a walk at the touch of a button. In addition to raising public awareness of health, Nan Shan Life Insurance has also started a charity event where it promised to donate NT\$200 thousand to the baseball team of Yzu Yu Elementary School in Heping District of Taichung City if the event participants collectively reach 200 million steps within the event period. Expanding its business influence, Nan Shan Life Insurance invests resources in helping children pursue their passion in baseball, in charity, and in promoting greater public health.



Protecting the coastlines and paying attention to marine ecosystems

Supported by volunteers across Taiwan, Nan Shan Life proactively promotes various environmentally friendly activities each year, such as mountain cleaning, beach cleaning, recycling, and environmental education, thereby taking action to help protect our home.

In response to the International Coastal Cleanup for marine debris monitoring, in 2020, Nan Shan Life organized the Nan Shan Loves Ocean Initiative to conduct beach cleaning activities in the following 13 locations: Zhuanxikou in Yilan; Laomei in Shemen District, New Taipei City; Dingliao and Xialiao in Wanli District, Dingliao in Linkou District; Guanyin in Taoyuan; Shuiwei in Houlong; Miaoli, Xianxi in Changhua; Qigu in Tainan; Wengang in Chiayi; and Linyuan in Kaohsiung. In addition to Nan Shan Life employees, agents, relatives and friends, and policyholders, we also invited companies such as Nan Shan General Insurance, Taiwan IBM, Taiwan HP, Lion Travel, and South East Travel to participate. In total, over 5,000 volunteers were recruited to help clean up 9 km of the country's coastlines.

In addition to beach cleaning, in 2020, Nan Shan Life also supported tree planting for land consolidation. A total of 3,000 windbreak saplings were planted along Laomei Beach in Shemen, New Taipei City, that Nan Shan Life took on to protect. The saplings are expected to grow into a forest to protect the soil, prevent sand erosion, and prevent the impact of sandstorms and salt fog.



➤ An overview of the Nan Shan Loves Ocean Initiative



A Friendly, Happy Workplace - Appendix

Human Resource Structure at Nan Shan Life Insurance Company

Statistical Item	2019		2020	
	Male	Female	Male	Female
Full-Time-Non-Fixed Term Contract Employees (Full-Time Employees)	1,450	2,624	1,478	2,667
Non-Full-Time-Fixed-Term Contract Employees	18	20	12	17
Domestic Employees	1,443	2,621	1,472	2,665
Foreign Employees	7	3	6	2
Number of Employees with Disabilities	20	10	20	13
Number of Indigenous Employees	3	6	3	5

Note 1: The back office staff in this report refers to non-fixed term contract employees (full-time employees).

Note 2: The fixed-term contract employees refer to part-time (including work-study) interns. The job duties mainly include business project studies and assistance with task implementation.

Note 3: The number of employees with disabilities was 51 after weighted.

Ratio of New Employees at Nan Shan Life Insurance Company

Age	Male	%	Female	%
Below 29 years	94	2.3	148	3.6
30~50 years	72	1.7	82	2.0
Above 51 years	9	0.2	5	0.1
Total Number of New Employees			410	
Ratio of New Employees to Total Employees (%)			9.9	

Ratio of Resigned Employees at Nan Shan Life Insurance Company

Age	Male	%	Female	%
Below 29 years	46	1.1	64	1.5
30~50 years	83	2.0	104	2.5
Above 51 years	19	0.5	24	0.6
Total Number of Resigned Employees			340	
Ratio of Resigned Employees to Total Employees (%)			8.2	

Human Resource Structure at Nan Shan General Insurance Company

Statistical Item	2019		2019	
	Male	Female	Male	Female
Full-Time-Non-Fixed Term Contract Employees (Full-Time Employees)	272	461	271	449
Non-Full-Time-Fixed-Term Contract Employees	2	8	1	0
Part-Time (including workstudy) Employees	1	2	0	0
Domestic Employees	274	469	272	449
Number of Employees with Disabilities	4	1	5	1
Number of Indigenous Employees	1	1	0	0

Note 1: Fixed-term contract employees are contracted employees/interns.

Note 2: Part-time (including work-study) employees are interns.

Note 3: Nan Shan General Insurance Company did not hire any foreign employees.

Ratio of New Employees at Nan Shan General Insurance Company

Age	Male	%	Female	%
Below 29 years	13	1.8	27	3.8
30~50 years	25	3.5	40	5.6
Above 51 years	4	0.6	3	0.4
Total Number of New Employees			112	
Ratio of New Employees to Total Employees (%)			15.6	

Ratio of Resigned Employees at Nan Shan Life Insurance Company

Age	Male	%	Female	%
Below 29 years	11	1.5	32	4.4
30~50 years	27	3.8	56	7.8
Above 51 years	5	0.7	2	0.3
Total Number of Resigned Employees			133	
Ratio of Resigned Employees to Total Employees (%)			18.6	



ASSURANCE STATEMENT

SGS TAIWAN LTD.'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE NAN SHAN LIFE INSURANCE CO., LTD.'S CORPORATE SOCIAL RESPONSIBILITY REPORT FOR 2019

NATURE AND SCOPE OF THE ASSURANCE/VERIFICATION

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 Corporate Social Responsibility Report for 2019 (hereinafter referred to as CSR Report). The scope of the assurance, based on the SGS Sustainability Report Assurance methodology, included the sampled text, and data in accompanying tables, contained in the report presented during on-site verification. 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

The information in the Nan Shan Life's CSR Report of 2019 and its presentation are the responsibility of the management of Nan Shan Life. SGS has not been involved in the preparation of any of the material included in Nan Shan Life's CSR Report of 2019.

Our responsibility is to express an opinion on the report content within the scope of verification with the intention to inform all Nan Shan Life's stakeholders.

The SGS protocols are based upon internationally recognized guidance, including the Principles contained within the Global Reporting Initiative Sustainability Reporting Standards (GRI Standards) 101: Foundation 2016 for accuracy and reliability and the guidance on levels of assurance contained within the AA1000 series of standards and guidance for Assurance Providers.

This report has been assured using our protocols for:

- AA1000 Assurance Standard (2008) Type 1 evaluation of the report content and supporting management systems against the AA1000 Accountability Principles (2008) at a moderate level of scrutiny; and
- evaluation of the report against the requirements of Global Reporting Initiative Sustainability Reporting Standards (100, 200, 300 and 400 series) claimed in the GRI content index as material and in accordance with; and
- evaluation of the report against the IIRC International <IR> Framework (Chinese version 2015) requirements for content elements.

The assurance comprised a combination of pre-assurance research, interviews with relevant employees, superintendents, CSR committee members and the senior management in Taiwan; documentation and record review and validation with external bodies and/or stakeholders where relevant. Financial data drawn directly from independently audited financial accounts, and Task Force Climate-related Financial Disclosures has not been checked back to source as part of this assurance process.

STATEMENT OF 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 ISO 26000, ISO 20121, ISO 50001, SA8000, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance service provisions.

VERIFICATION/ ASSURANCE OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the information and data contained within Nan Shan Life's CSR Report of 2019 verified is accurate, reliable and provides a fair and balanced representation of Nan Shan Life sustainability activities in 01/01/2019 to 12/31/2019.

The assurance team is of the opinion that the Report can be used by the Reporting Organisation's Stakeholders. We believe that the organisation has chosen an appropriate level of assurance for this stage in their reporting. In our opinion, the contents of the report meet the requirements of GRI Standards in accordance with Core Option and AA1000 Assurance Standard (2008) Type 1, Moderate level assurance. The report also appropriately responds to the content elements requirements of The IIRC International <IR> Framework.

AA1000 ACCOUNTABILITY PRINCIPLES (2008) CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

Inclusivity

Nan Shan Life has demonstrated a good 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. For future reporting, Nan Shan Life may consider having more direct engagements with its stakeholders.

Materiality

Nan Shan Life has established processes for determining issues that are material to the business. Formal review has identified stakeholders and those issues that are material to each group and the report addresses these at an appropriate level to reflect their importance and priority to these stakeholders.

Responsiveness

The report includes coverage given to stakeholder engagement and channels for stakeholder feedback.

GLOBAL REPORTING INITIATIVE REPORTING STANDARDS CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

The report, Nan Shan Life's CSR Report of 2019, is adequately in line with the GRI Standards in accordance with Core Option. The material topics and their boundaries within and outside of the organization are properly defined in accordance with GRI's Reporting Principles for Defining Report Content. Disclosures of identified material topics and boundaries, and stakeholder engagement, GRI 102-40 to GRI 102-47, are correctly located in content index and report. For future reporting, it is recommended to have more descriptions of Nan Shan Life's involvement with the impacts for each material topic (103-1), and how efforts were given to mitigate the impacts. When reporting on goals and targets for each material topic, the expected results are suggested to be set, if applicable, with quantitative objectives.

Signed:

For and on behalf of SGS Taiwan Ltd.

David Huang
Senior Director
Taipei, Taiwan
10 July, 2020
WWW.SGS.COM



AA1000 ACCOUNTABILITY PRINCIPLES (2018) CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

Inclusivity

Nan Shan Life has demonstrated a good commitment to stakeholder inclusivity and stakeholder engagement. A variety of engagement efforts such as survey and communication to employees, customers, investors, suppliers, Sustainability experts, and other stakeholders are implemented to underpin the organization's understanding of stakeholder concerns. For future reporting, Nan Shan Life may proactively consider having more direct two-ways involvement of stakeholders during future engagement.

Materiality

Nan Shan Life has established effective processes for determining issues that are material to the business. Formal review has identified stakeholders and those issues that are material to each group and the report addresses these at an appropriate level to reflect their importance and priority to these stakeholders.

Responsiveness

The report includes coverage given to stakeholder engagement and channels for stakeholder feedback.

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 products and services, as well as any related performance. Measurement and evaluation of its impacts related to material topic were in place at target setting with combination of qualitative and quantitative measurements.

GLOBAL REPORTING INITIATIVE REPORTING STANDARDS CONCLUSIONS, FINDINGS AND RECOMMENDATIONS

The report, Nan Shan Life's Sustainability Report of 2020, is adequately in line with the GRI Standards in accordance with Core Option. The material topics and their boundaries within and outside of the organization are properly defined in accordance with GRI's Reporting Principles for Defining Report Content. Disclosures of identified material topics and boundaries, and stakeholder engagement, GRI 102-40 to GRI 102-47, are correctly located in content index and report. For future reporting, it is recommended to have more descriptions of Nan Shan Life's involvement with the impacts for each material topic (103-1), and how efforts were given to mitigate the impacts. When reporting on goals and targets for each material topic, the expected results are suggested to be set, if applicable, with quantitative objectives.

Signed:
For and on behalf of SGS Taiwan Ltd.



David Huang
Senior Director
Taipei, Taiwan
10 June, 2021
WWW.SGS.COM



TWLPP5008 Issue 2104

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GRI Standards

General Disclosure 2016

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GRI 302 Energy 2016 ©Not Nan Shan Life materiality but for which disclosure is provided.			
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GRI 403 Occupational Health and Safety 2018 ©Not Nan Shan Life materiality but for which disclosure is provided.			
103	Management Approach	Creating a Friendly and Happiness Workplace	106
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GRI 404 Occupational Health and Safety 2016 ©Not Nan Shan Life materiality but for which disclosure is provided.			
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GRI 406 Non-discrimination 2016 ©Not Nan Shan Life materiality but for which disclosure is provided.			
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GRI 409 Forced or Compulsory Labor 2016			
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409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labor	N/A	-
GRI 416 Customer Health and Safety 2016			
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416-1	Assessment of the health and safety impacts of product and service categories	Innovation and Digital Transformation	62-67
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	N/A	-
GRI 417 Marketing and Labeling 2016			
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417-1	Requirements for product and service information and labeling	Innovation and Digital Transformation	52-53
417-2	Incidents of non-compliance concerning product and service information and labeling	N/A	-
417-3	Incidents of non-compliance concerning marketing communications	N/A	-
GRI 418 Customer Privacy 2016 ©Not Nan Shan Life materiality but for which disclosure is provided.			
103	Management Approach	Accountability and Integrity Governance	42
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A	-
GRI 419 Socioeconomic Compliance 2016			
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Nan Shan Life

