

Table of Contents

Message from the Chairman and President

Awards and Recognition

Key Sustainability Achievements

Featured Column on Sustainability

1. Sustainable Shin Kong

**Low Carbon** 2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

**Innovation** 4. Nurturing Diverse Talents

5. Excellent Customer Experience

**Common Good** 6. Realizing Sustainability Governance

7. Unleashing the Importance of Sustainable Finance

8. Creating a Society of Mutual Prosperity

Appendix



# COMMON GOOD



## CORE VALUES

- Actively engage in communication and interaction with stakeholders to deepen mutual trust and confidence
- Commit to being a creator of social value.

## KEY SUSTAINABILITY ACHIEVEMENTS

- ✓ The amount of ESG-themed investment exceeded **NT\$548 billion**, of which investment in sustainable development bonds reached **NT\$45 billion**, with an annual growth of **3%** compared to the previous year.
- ✓ The Sustainable Insurance Charity Program realizes a circular economy, and is expected to provide microinsurance coverage to **1,375** underprivileged families.
- ✓ The Remote Health Promotion for Rural Areas charity program can create a **SROI of NT\$9.57** in social value for every NT\$1 invested.



## 6. Realizing Sustainability Governance

Shin Kong Life understands that only by treating each other with sincerity and establishing a complete mechanism for corporate governance, risk management, and information security can it operate in a stable manner, provide protection for many families, and protect each and every policyholder in a solid manner.

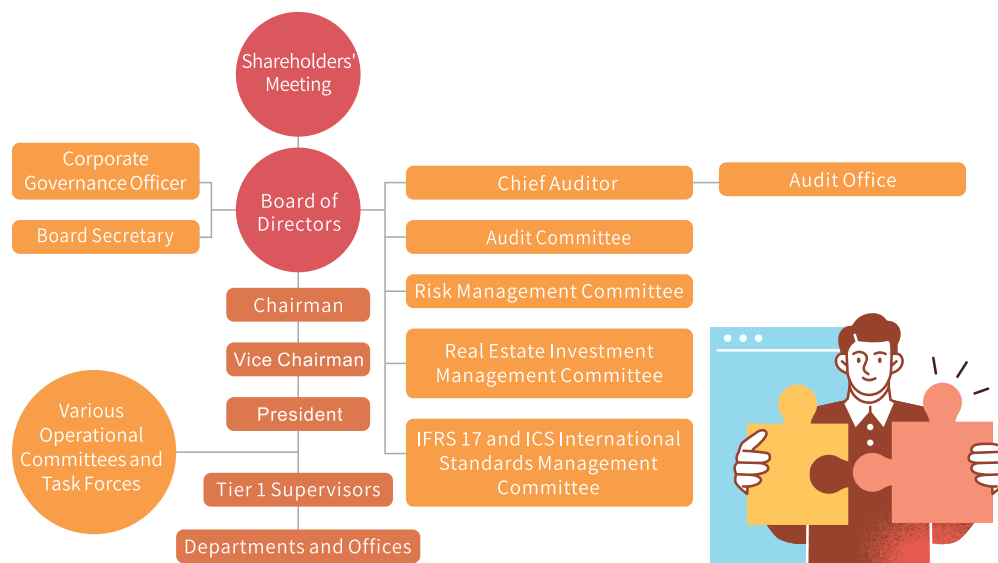
### 6.1 Corporate Governance and Ethical Management

GRI 2-9、2-11

Shin Kong Life is committed to the business philosophy of "stability and prudent", and continues to strengthen its corporate governance and safeguard the rights and interests of shareholders and stakeholders through such mechanisms as "strengthening the functions of the Board of Directors", "promoting ethical management", "strengthening the anti-money laundering mechanism", "improving the internal control system" and "implementing information disclosure".

We have a Code of Corporate Governance signed by the Board of Directors and continue to use corporate governance as a basis for strengthening the foundation for sustainable business operation. Please refer to SKL information disclosures. [↗](#)

#### Organizational Chart of the Board of Directors



Note: The Company voluntarily established an Audit Committee on June 30, 2017 to strengthen the corporate governance and audit oversight mechanism.

### 6.1.1 Board of Directors and Functional Committees

GRI 2-10、2-11、2-12、2-15、405、2-17、2-18、205-2

SKL is a subsidiary of Shin Kong Financial Holdings Co., Ltd. (SKFH), who owns 100% of its shares, and has established the overall structure and authority of the Board of Directors in accordance with the Company Act, the Insurance Act, the Securities and Exchange Act, and other relevant laws and regulations. The 21st Board of Directors was re-elected on June 29, 2023. There are 15 directors (including 3 independent directors) who are responsible for the Company's operational policies, oversee and manage the results of ESG initiatives at all levels, and safeguard the rights and interests of all shareholders.

As the insurance industry is an industry that is highly supervised by the competent authorities, we attach great importance to the regulation and governance mechanism of the members of the Board of Directors, establish the rules of procedure of the Board of Directors in accordance with the "Regulations Governing Procedure for Board of Directors Meetings of Public Companies", and actively invite credible and professional independent directors to participate in corporate governance and safeguard the rights and interests of all shareholders. In 2023, the Real Estate Investment Management Committee and the IFRS 17 and ICS International Standards Management Committee were established under the Board of Directors to strengthen the supervision of the Board of Directors. For the implementation status of the Board of Directors and functional committees, please refer to the Market Observation Post System for the Insurance Industry - Corporate Governance. [↗](#)

Note 1: Since the Company is a subsidiary of the parent company, SKFH, which holds all of the issued shares, in accordance with the provisions of the Company Act, the Financial Holding Company Act, and the Regulations Governing Appointment of Independent Directors and Compliance Matters for Public Companies, the members of the Board of Directors are all appointed by SKFH after qualification review and approval by the Chairman of SKFH, and the Chairman does not concurrently hold other duties in the management team.

Note 2: The information of the Board members is disclosed based on the 21st Directors who were re-elected on June 29, 2023. For information on the directors' term of office and professional background, please refer to the Market Observation Post System for the Insurance Industry. [↗](#)

#### Board of Directors' Members Information

Unit: Person

Age/Type	Male	Female	Directors	Independent Directors	Directors who concurrently serve as managers of the Company	Number of seats that are related to each other
< 30	0	0	0	0	0	0
30 - 50	1	0	1	0	0	0
> 50	13	1	11	3	1	0
Total	14	1	12	3	1	0

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

### A. Board Diversity Policy

In order to ensure the diversity of directors, as well as the ability to review and discuss ESG issues, the parent company, SKFH, follows all the regulations in appointing members of the Board of Directors of the Company, taking into account their professional background. At present, the members of the Board of Directors of SKL specialize in the fields including insurance, finance, business, information technology and accounting. Please refer to SKL's information disclosures website [or](#) the 2023 SKL Annual Report (P.19~P.21). [or](#)

### B. Strengthening the Competencies of the Board of Directors

In order to enhance the Board of Directors' knowledge and capabilities on responsible management, economic, environmental and social issues, courses like "Risk-oriented Audit System and Climate Change Risk Control", "Insurance Capital Standard (ICS) Overview", "Implementation of Ethical Corporate Management, Fair Treatment of Customers, and Financial Inclusion; and the AML/CFT Supervision Trends", "IFRS17 Management Issues and Case Study" were conducted in 2023. The total number of training hours for directors was 201 hours, and the average training hours was about 13 hours. Furthermore, content of the statement on the AML/CFT internal control system has been regularly reported to the Board of Directors; the communication on anti-corruption policies and procedures with the entire Board of Directors has been completed. For details, please see SKL's information disclosures website. [or](#)

### C. Remuneration Scheme for Directors and Executives

The Code of Conduct for Board of Directors specifically stipulates that those who have an interest in themselves or the legal entity they represent should explain the important contents of their interest at the current board meeting, and if there is a risk of harming the company's interests, they are not allowed to join in the discussion and vote, and should recuse themselves from the board meeting, and are not allowed to act as a proxy for other directors in the exercise of their voting rights, for details, please refer to the 2023 Shin Kong Life Insurance Annual Report (P.49~P53). [or](#)

## 6.1.2 Performance Evaluation of the Board of Directors and Functional Committees

In order to improve the operational effectiveness of the Board of Directors, the performance evaluation of the Board of Directors is conducted in accordance with the Rules for Evaluating Board of Directors and Functional Committee Performance. The evaluation content includes the performance of the entire Board of Directors, individual directors and functional committees. The evaluation method, frequency and results are described as follows:

Evaluation method	Evaluation frequency	Evaluation aspects	Results of the most recent evaluation
Internal performance evaluation	Once a year	<ul style="list-style-type: none"> <li>The board performance evaluation includes 5 major aspects: degree of participation in company operations, improvement of board decision-making quality, board composition and structure, director election and continuing training, and internal control.</li> <li>he board member performance evaluation items include 6 major aspects: mastery of company's goals and tasks, awareness of directors' responsibilities, degree of participation in company operations, internal relationship management and communication, directors' professionalism and continuing education, and internal control.</li> <li>The functional committee performance evaluation includes 5 major aspects: degree of participation in company operations, awareness of functional committee responsibilities, improvement of functional committee decision-making quality, composition and election of functional committee members, and internal control.</li> </ul>	In 2023, the average score of each evaluation aspect of SKL's Board of Directors was between 4.9 points; the average score of each evaluation aspect of the performance evaluation of individual directors was between 4.8 points; and the average score of self-evaluation of the functional committee's performance was 4.8 points. All evaluation results were "excellent" (scores from 5 to 4.6 are considered "excellent", with the highest score being 5).
External performance evaluation	Once every three years	<p>Four aspects of board performance evaluation:</p> <ol style="list-style-type: none"> <li>Board professionalism: diversity of board composition, directors' continuing education status, utilization of external resources, etc.</li> <li>Board decision: degree of directors' participation in meetings, the board's understanding of company's operation status, directors' management of company's risks, the adequacy of information on which the directors make decisions, etc.</li> <li>Board of Directors' attention to and supervision of internal control: formulation and implementation of code of conduct for employee, supervision of internal audits, smooth communication and reporting channels, disclosure and avoidance of conflicts of interests, etc.</li> <li>Board of Directors' attitude towards sustainable operation: disclosure of ESG information, planning of talent cultivation and succession plans, actions for sustainable operation, etc.</li> </ol>	In 2023, the "Taiwan Institute of Ethical Business" was appointed to carry out the external performance evaluation of the Board of Directors. In the questionnaire, the Board of Directors' effectiveness was evaluated based on four major aspects. The evaluation result was 4.47 points (the highest score is 5 points). In addition, based on the objective suggestions of the directors interviewed by the external evaluation agency through open-ended questions, the Company will discuss and implement refined measures to continue improving the effectiveness of the Board of Directors and strengthening the corporate governance mechanism.

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
  
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

### 6.1.3 Remuneration Scheme for Directors and Executives GRI 2-20、2-21

In order to create long-term value for shareholders, the Company has established the "Rules for Evaluating Board of Directors and Functional Committee Performance", the "Guidelines for the Remuneration of Directors" and the "Measures for the Implementation of Stock Ownership Trust for Senior Executives". Directors' remuneration is authorized to be determined by the Board of Directors based on their participation in the company's operations and the value of their contributions, and is agreed upon at the industry standard. In addition, the remuneration of independent directors is fixed by the Board of Directors' meeting and is excluded from the distribution of SKL's earnings. Please refer to the 2023 SKL Annual Report. To create long-term value for the company, shareholders, and employees, senior managers established a bonus policy that is aligned with the Company's sustainable operation and development according to the "Regulations Governing the Distribution of Annual Performance Bonuses", "Regulations Governing the Distribution of Long-term Incentives", and "Measures for the Implementation of Stock Ownership Trust", encouraging and linking bonuses to the company's long-term performance and value creation for shareholders. In 2023, the Company's highest-paid individual's annual total remuneration was 15.8 times the median of the annual total remuneration of other employees in the organization (excluding the highest-paid individual); the percentage increase in the annual total remuneration of the highest-paid individual was 10 times the median of the average annual total remuneration increase percentage of other employees in the organization (excluding the highest-paid individual). The Company has separately established the "Regulations Governing Senior Manager Performance Management" to effectively evaluate the performance of senior managers and improve business performance.

#### Link between Directors' Remuneration and Organizational ESG Performance

All directors (except independent directors) are awarded the Chinese New Year bonus based on their monthly fixed remuneration and the base amount of the overall employee performance bonus for the year, while considering the individual performance evaluation results of directors. Furthermore, in addition to receiving fixed monthly remuneration, the Chairman and Vice Chairman can subscribe for stocks in accordance with the Measures for the Implementation of Stock Ownership Trust for Senior Executives; performance bonuses are also determined by the Board of Directors based on the annual performance of senior executives (as below, the 2023 overall key performance indicators, including the sustainable operation core value items).

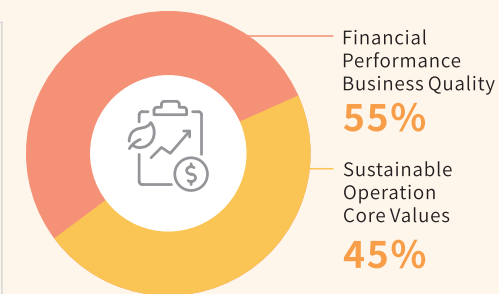
#### Link between Executives' Remuneration and Organizational ESG Performance

The compensation standards are based on the responsibilities (including ESG matters) of the executives and are set according to a duty-oriented grading system, and the Chairman is authorized its approval within the scope of authorization. The annual performance bonus is based on the Company's overall operating performance and individual performance (including ESG matters) for the year, for the purpose of linking performance with rewards, and to encourage executives to pursue excellent performance.

In addition to the financial indicators, the corporate sustainable development philosophy and the Fair Treatment of Customers shall also have been included in the formulation of the Company's overall key performance indicators (KPIs) in 2023 to shape the culture of corporate responsibility.

#### 2023 Overall Key Performance Indicators

Item	Indicator Description
Sustainable Operation Core Values	Including corporate sustainable operation performance (including major ESG issues such as DJSI evaluation, joining SBTi, inclusive financial products and services, and retention of outstanding talents), fair treatment of customers, legal compliance, digital financial services, and information security
Financial Performance Business Quality	Including financial and business aspects (such as: profitability, risk control, business quality / promotion)
Bonus items	Group synergy



#### Review in 2023

Periodically (every month) report material issues to the Board of Directors, issues for communication include: corporate governance, ethical corporate management, financial performance, risk management, compliance, AML/CFT, corporate sustainability, and treating customers fairly.

- (1). Evaluation of the appropriateness of the overall risk management mechanism with respect to four major aspects: risk management culture, risk management policies and systems, risk management execution and review, and the effectiveness of internal audits.
- (2). Amended the internal control system, Corporate Governance Code of Conduct, securities investment policy and procedures, and Procedures for Investing in Special Projects for Public Utilities and Social Welfare Enterprises.
- (3). Report on the implementation status and annual goals of corporate sustainability, report on implementation results of corporate sustainability and implementation status of ethical corporate management, report on the implementation of principles for treating customers fairly, performance report on investing in special projects for public utilities and social welfare enterprises, compliance report, AML/CFT report, project report on financial friendly services and measures, SBTi project progress and reduction target report, and report on GHG inventory and verification planning.

## 6.2 Ethical Management GRI 205-1、205-3

We established the "Ethical Corporate Management Policy and Best Practice Principles" and the "Ethical Corporate Management Operating Procedures and Code of Conduct" to implement ethical corporate management and provide training to all employees each year. All employees completed the ethical corporate management training in 2023. For education and training on ethical corporate management for directors and senior management, lecturers from the Taiwan Academy of Banking and Finance were invited this year to conduct training on topics such as "implementation of ethical corporate management, fair treatment of customers, and financial inclusion".

Furthermore, companywide risk of unethical conduct is assessed regularly each year, in order to effectively determine the distribution and control of risk of unethical conduct. We completed an assessment of the risk of unethical conduct at all company locations in 2022; a total of 11 risks were assessed, including bribes, inappropriate sponsorship, unfair competition, and accepting improper gains; overall risk of unethical conduct was assessed to be low.

### SKL Code of Integrity and Ethical Values

"Ethical Management Policy and Code"
"Ethical Management Procedures and Behavior Guidelines"
"Code of Ethical Conduct"
"Personnel Management Rules"
"Regulations for Handling Employee Complaints"
"Regulations for Handling Reported Cases"



### A. Living up to the financial professional ethics

#### (1) Code of Ethical Conduct

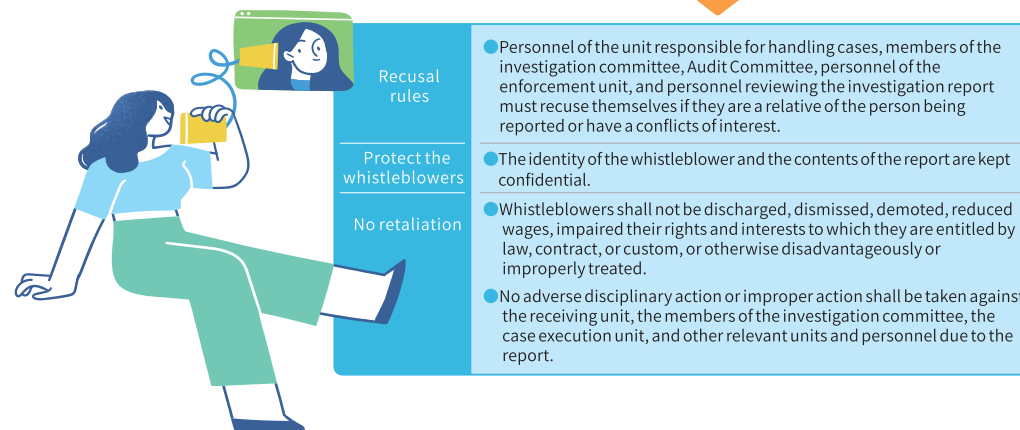
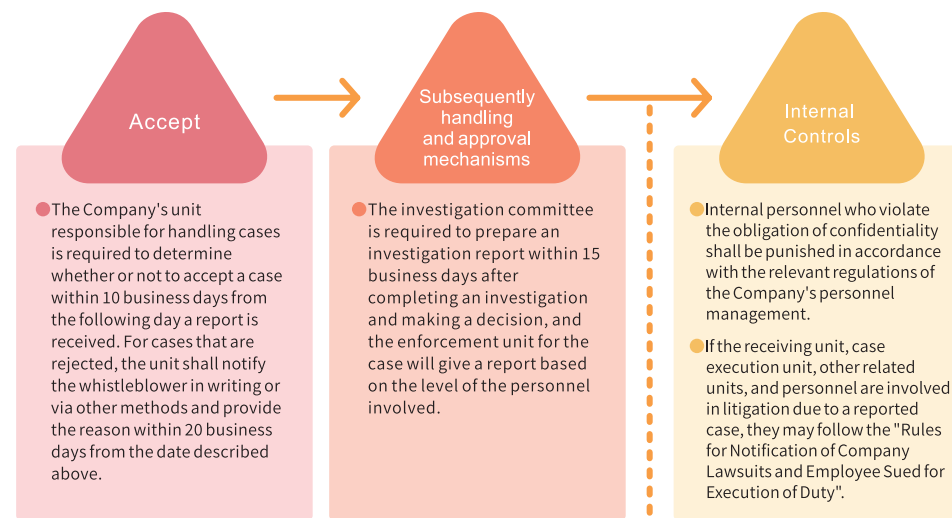
Directors and managers are required to exercise due diligence in the carrying out their duties, to treat all shareholders fairly, and not to compromise the interests of the Company for the benefit of individuals or particular groups.

#### (2) Employee Code of Conduct

We attach great importance to the ethical conduct of our insurance employees and have established the "Personnel Management Rules" and "Rules for Rewards and Punishment of Salespersons" to protect the rights and interests of our policyholders and the Company. There was no incident of acceptance of bribery in 2023.

### B. Regulations for Handling Reported Cases

The Company has established a reporting mechanism, with the Compliance Department being the handling unit. Anyone who discovers that the Company's or its subsidiary's personnel are committing crimes, fraud, or violating laws and regulations can report to the Company in writing or by email (whistleblower@skl.com.tw), and if the case is determined, upon investigated to be true, the relevant personnel will be rewarded and punished in accordance with internal regulations. In 2023, one case was accepted from the reporting channel, and after investigation, it was transferred to the responsible unit for consideration. We will continue to review the reasonableness and effectiveness of the "Regulations for Handling Reported Cases" in order to improve the reporting channels and strengthen the protection mechanism for whistleblowers. The confidentiality and protection system for whistleblowers includes:



- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

## 6.2.1 Strengthen Anti-money Laundering Mechanisms GRI 205-2

### A. AML risk management measures

In order to ensure the establishment and implementation of the anti-money laundering system, an independent and dedicated unit is set up, with the Board of Directors designating an executive as the dedicated director, who will report to the Board of Directors and the Audit Committee at least half-yearly, and to immediately report to the Board of Directors and the Audit Committee in accordance with the regulations in the event of a material breach of laws and regulations. An enterprise-wide risk assessment of money-laundering and terrorism financing risk is conducted each year. If control measures are assessed to be insufficient, a risk improvement plan must be formulated and submitted to the Board of Directors and Audit Committee, and a dedicated unit shall track the improvement plan until it is completed. In 2023, the money-laundering and terrorism financing risk assessment report had been completed, and no significant risks occurred.

### B. 100% anti-money laundering education and training

In order to fully communicate the company's internal anti-money laundering policy and mechanism, and to establish a corporate culture that places emphasis on anti-money laundering and combating the financing of terrorism, various anti-money laundering training courses are held for the Board of Directors, general employees, and key departments handling anti-money laundering business. In 2022, the Board of Directors receiving anti-money laundering training was 100%, and specialized supervisors, specialized staff, and the supervisors of the domestic business units receiving the required training was also 100%.

### C. Perfection of the internal AML regulations.

The Company has established internal regulations such as "Regulations for AML / CFT Authority and Responsibility", "Regulations for Identity Confirmation for AML / CFT", and "Regulations for Situation Management of AML / CFT Transaction Monitoring" to complete the internal control system to prevent money laundering. In addition, for external insurance brokers, agents, and business partners, the "Regulations for Cooperation Channel Management for AML / CFT" have been established, which clearly stipulate that when selecting a cooperation channel, its AML / CFT implementation shall be reviewed, and the content of the contract shall specify the rights and obligations of both parties in preventing money laundering, ensuring that external partners and the Company adopt consistent AML standards.

## 6.2.2 Establishment of legal compliance culture and internal audit system GRI 2-27

### A. Implementation of legal compliance

The Company has long been paying attention to changes in financial policies and laws implemented by supervisory authorities, and while expanding our business, we strictly abide by relevant laws and regulations. The legal compliance plan is also regularly submitted to the Board of Directors. Starting from 2022, we started planning the "Legal Compliance Business Management System" to incorporate legal compliance self-assessment and legal compliance evaluation into systematic operations. We also provide suggestions on relevant control points for violation cases, while tracking follow-up improvements and striving to ensure the compliance of all operations. The goal is to cultivate legal compliance awareness among all employees for them to abide by laws and various business regulations, uphold integrity and discipline, and implement the Company's business philosophy of "ethical corporate management".

Implementation	Results in 2023
Legal compliance self-assessment	Each year, we conduct sampling self-assessment in the first half of the year and written examination in the second half of the year. The Compliance Department reviews whether each unit's business operations comply with laws and regulations and supervises their improvements.
Regular submission of legal compliance plan to the Board of Directors	The 2024 legal compliance plan was submitted to the Board of Directors and the Audit Committee in December so that governance units and senior management can fully understand the implementation status of legal compliance matters.
Notifications and management of regulatory changes	Starting from July, through the newly established legal compliance business management system, information from the Financial Supervisory Commission website, Lawbank, Laws & Regulations Database of The Republic of China and other websites has been automatically collected on a daily basis, in which the latest laws and regulations (including interpretations) and peer administrative sanction cases related to the Company and its subsidiaries' industries are included. Such information will then be sent to the head of each unit and the Chief Compliance Officer by email so that the units can review the current relevant internal regulations and operation methods for legal compliance promotion.
Internal compliance review	Through the intelligent application of legal compliance business management system, we completed the comparison between internal and external regulations, improved the efficiency of determining and tracking the adjustment of internal control measures by relevant units, and effectively confirmed that all operations and management regulations are timely updated in compliance with relevant laws and regulations.
New product compliance assessment	For applications for new products and new services, the top executive of the legal compliance department shall sign the "New Product / New Service Legal Compliance Opinion" to confirm that they are in compliance with the laws and internal standards.
Assessment of legal compliance implementation	Legal compliance assessments were conducted on all departments and offices of the Company to facilitate their strengthening of related operations' handling and improvement.
Legal compliance education training and online testing	<ol style="list-style-type: none"> <li>We handled 15 hours of in-service education training and legal compliance business promotion for the unit's Chief Compliance Officer and 6 hours of seminar on AML/CFT and legal compliance practices.</li> <li>The teaching materials and courses of the "2023 Legal Compliance Promotion Week" had been reviewed and adjusted, including anti-money laundering and countering terrorism financing, sustainable corporate development, insurance sales agent management rules, mechanism for insurance sales agents to assist people with disabilities to apply for insurance, employee confidentiality, attendance management regulations, promotion of sexual harassment prevention and protection of the rights and interests of persons with disabilities - CRPD, core values and corporate culture, ethical corporate management, financial consumer protection and fair customer treatment principles in the financial services industry, promotion of the whistle-blowing system, FATCA regulations and related form instructions, insurance industry friendly financial services, information security, personal data protection, CRS - financial institutions' implementation of common reporting and due diligence operations, and occupational safety and health. The total number of education training hours was 14.27 hours.</li> </ol>

Table of Contents

Message from the Chairman and President

Awards and Recognition

Key Sustainability Achievements

Featured Column on Sustainability

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

4. Nurturing Diverse Talents

5. Excellent Customer Experience

6. Realizing Sustainability Governance

6.1 Corporate Governance

6.2 Ethical Corporate Management

6.3 Risk Management

6.4 Information Security and Personal Data Protection

7. Unleashing the Importance of Sustainable Finance

7.1 Promote Sustainable Finance

7.2 Sustainable Supply Chain

8. Creating a Society of Mutual Prosperity

8.1 Community Engagement Strategies and Investments

8.2 Corporate Volunteer

Appendix

## Perfection of the legal compliance system

- ◆ In response to the inspection method of the supervisory authority, it has gradually been upgraded to SupTech, that is, financial supervision with technology. By establishing a legal compliance business management system and introducing a legal database and AI automatic monitoring mechanism, we integrate legal compliance technology with supervision technology to promote the digital transformation of the organization's legal compliance process, so as to effectively respond to supervision trends in the future, keep abreast with changes in laws and interpretations in real time, avoid non-compliance with laws and regulations and other violations, and protect the rights and interests of policyholders in an all-round way.
- ◆ The legal compliance business management system also systematizes, intelligitizes and automates the work of legal changes, interfaces with external professional legal and regulatory information providers, and automatically collects and simultaneously updates domestic laws, regulations and interpretations on a daily basis, improving the efficiency of each business department in responding to legal changes.

## B. Internal audit system

The third line of defense, the internal audit unit, is affiliated with the Board of Directors. It performs audit work in an independent and detached spirit, assists the Board of Directors and senior management in checking and evaluating whether the risk management and internal control systems are operating effectively, and provides improvement suggestions in a timely manner to reasonably ensure the continued and effective implementation of the internal control system and serve as a basis for review and revision of the internal control system.

## C. Implementation of internal audit operations

According to the "Regulations Governing Implementation of Internal Control and Auditing System of Insurance Enterprises", routine audits on finance, business, information and other management units shall be conducted at least once a year, and special audits shall be conducted as needed. The internal auditors prepare an audit plan for the next year at the end of each year, submit it to the Audit Committee for discussion, and after approval by the Board of Directors, report it to the competent authority.

We continue to track and review the inspection opinions or deficiencies raised by the competent authorities, accountants, internal audit units (including the internal audit unit of the parent company, SKFH) and self-inspections. The chief auditor reports the audit work to the Audit Committee and the Board of Directors on a quarterly basis.

## D. Material sanctions and improvement measures

In 2023, there were a total of 5 penalty cases (3 related to marketing communication and 2 related to environmental protection), with a total fine of NT\$3.702 million. There was no single case of major fines exceeding 3 million, and all of them have been improved. Among them, the maximum fine amount for a single case was NT\$1.2 million, which was for a missing item related to the suitability assessment of the company's investment insurance products for the elderly. The company has completed the revision of underwriting regulations and issued an announcement regarding the insurance of investment-type flexible payment products for the elderly, as well as the insurance patterns of high-risk disputed targets in underwriting practice. In addition, a horizontal communication mechanism of phone calls has been added to provide feedback to underwriters on abnormal situations to strengthen the assessment of product suitability for policyholders.

Please refer to Market Observation Post System for the Insurance Industry [🔗](#) and website of the Ministry of Environment. [🔗](#)

## Internal Audit Operations



### ● STEP.1 Formulation

- Principles for consideration in the annual audit plan:
- Key points of supervision by competent authorities
  - Matters sanctioned by competent authorities
  - Major deficiencies in internal and external audits
  - Risk assessment results of each subject of audit

### ● STEP.2 Approval

- The annual audit plan is submitted to the Audit Committee and the Board of Directors for review
- After approval, report it to the competent authority

### ● STEP.3 Implementation

- Routine audit
- Special audit
- Regularly review internal and external audit opinions until improved
- Self-assessment review

### ● STEP.4 Report

- Report audit engagements to the Audit Committee and Board of Directors on a quarterly basis
- Annual symposiums are held with members of the Audit Committee to discuss internal control deficiencies and the formulation of the annual audit plan; records are made and submitted to the Board of Directors for discussion.

### Digital Audit

Use computer software tools and develop external monitoring reports to provide auditors with reference for selecting subjects to be inspected and inspection sampling.

## 6.3 Risk Management GRI 2-23、2-24

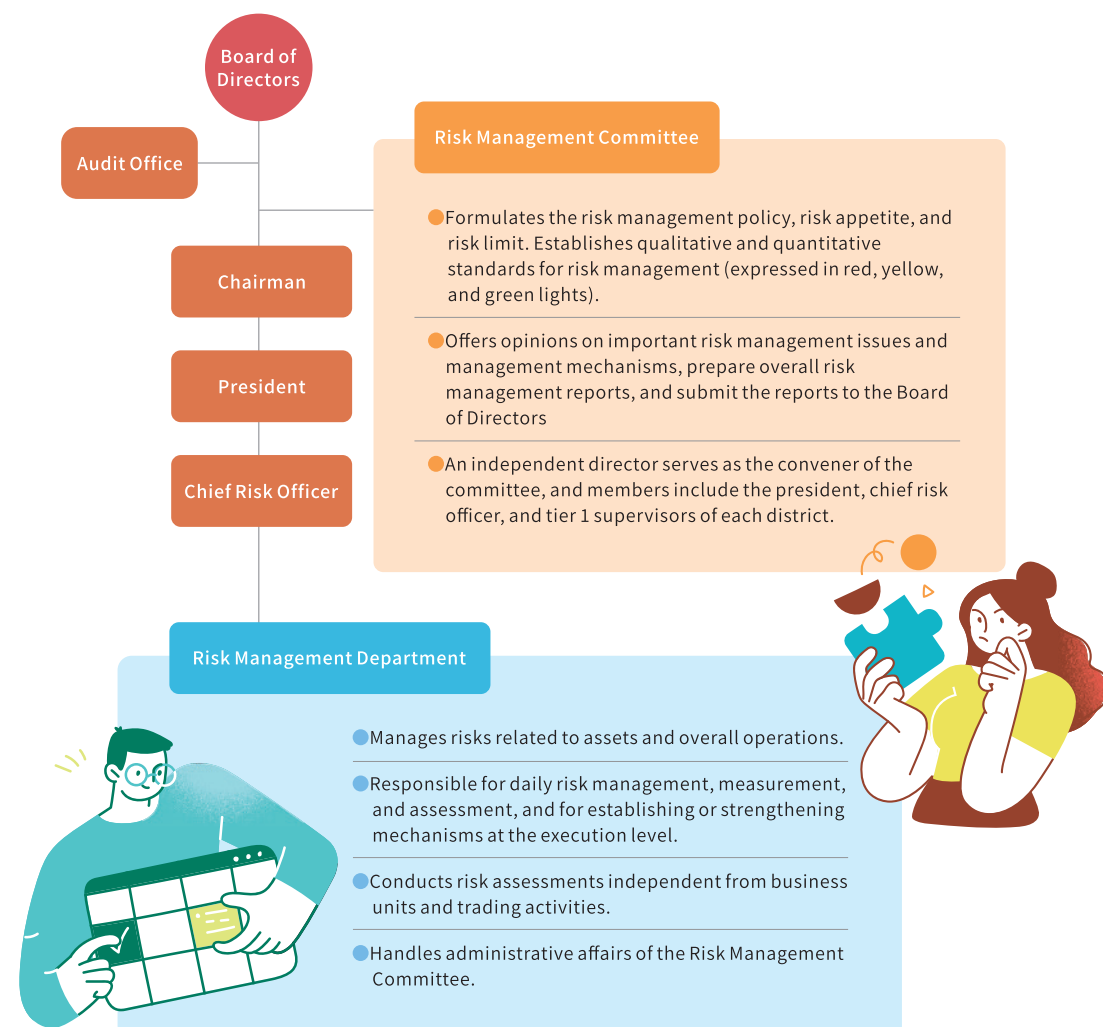
Undertaking risks and safeguarding the rights and interests of the policyholders is an important key to maintaining stable operations. In order to ensure the rights and interests of the vast number of policyholders and shareholders, in addition to financial aspects, we will also keep pace with the times and incorporate issues such as climate change risks, emerging risks and ESG into risk management, so as to build a solid and efficient risk management mechanism for all risks that may be faced by the overall operation and to continue creating value for our shareholders and policyholders.

### 6.3.1 Risk management organizational structure and system

To effectively plan, supervise, and implement risk management, and also establish an effective risk management organizational structure, a three-line-of-defense structure has been adopted for internal control, with the Board of Directors serves as the highest supervision and decision-making unit for risk management. The Risk Management Committee was established under the Board of Directors. An independent director serves as the convener of the committee, and members meet once a quarter in principle, elevating risk management to a strategic position to show our determination to implement risk management. For the main risks faced by business operations, relevant risk indicators are formulated, included in the overall risk management report of the Risk Management Committee, and reported to the Board of Directors on a quarterly basis. The implementation of risk management has also been reflected to the Board of Directors to makes necessary improvement suggestions.

Line of defense	Description
First line of defense	Responsible for and continuously manage the relevant risks arising from operating activities; implement risk management procedures and maintain effective internal controls.
Second line of defense	Formulate overall policies and establish management systems for each major risk category to assist and supervise the first line of defense in risk management and self-assessment implementation. Establish an independent and effective risk management mechanism to assess and supervise the overall risk-taking capacity, the current status of risk exposure, determine risk response strategies and compliance with risk management procedures. The risk management results are regularly reported to senior management.
Third line of defense	Assist the Board of Directors and senior management to check and evaluate whether the risk management and internal control systems are operating effectively, which includes evaluating the effectiveness of risk monitoring implemented by the first and second lines of defense, and timely provide suggestions for improvement.

### Shin Kong Life Insurance Risk Management Committee



(For more details on risk management mechanisms, please refer to SKL's Annual Report and SKL information disclosure ).







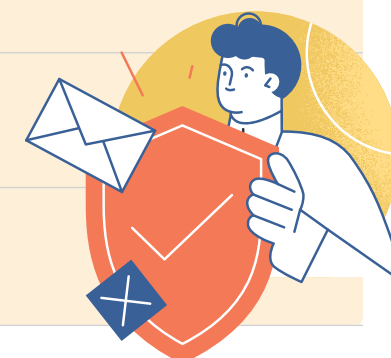
- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

## 6.3.2 Main risk management measures

Shin Kong Life Insurance established its risk management policy as the highest guiding principles for the Company's implementation of risk management. The policy is aligned with the Company's business goals, has clear implementation guidelines, and emphasizes operational risk management. The four pillars of risk management were established on this basis, and operational risks are managed in response to changes in external regulations or the environment. Furthermore, Shin Kong Life Insurance periodically prepares Own Risk and Solvency Assessment (ORSA) reports, and assesses its current risk management and solvency. We defined material and relevant risks based on the nature, scale, and complexity of risks related to our business, and carried out risk identification, quantified assessment, supervision and management, and results reporting.

### A. Four pillars of risk management

	<b>Pillar I: Risk Management Culture</b>	<ul style="list-style-type: none"> <li>Establish a bottom up risks management culture, and instill every employee with the concept of accountability in risk management.</li> </ul>
	<b>Pillar II: Risk Management Mechanism</b>	<ul style="list-style-type: none"> <li>Management mechanisms can be divided into three levels from the top down, specifically the risk management policy, management guidelines for various risks, and standard operating procedures or standards for various risks. Emergency event reporting mechanisms, crisis management procedures, and business continuity management mechanisms are also established to immediately handle incidents and reduce losses.</li> </ul>
	<b>Pillar III: Risk Measurement Tools</b>	<ul style="list-style-type: none"> <li>Establish or improve models for measuring market risk, credit risk, operational risk, and climate change risk</li> <li>Evaluate the impact of abnormal and material events through stress tests</li> </ul>
	<b>Pillar IV: Risk Performance System</b>	<ul style="list-style-type: none"> <li>Establish evaluation indicators by incorporating risk management into performance appraisal based on the spirit of the risk-adjusted performance measure (RAPM) to balance risk and return</li> </ul>



### B. Main risk management methods and implementation status


Main risk type	Management method	Implementation status
 Market risk	<p>Establish appropriate market risk management mechanism in response to the risk of asset losses arising from changes in market prices over a certain period of time.</p> <ol style="list-style-type: none"> <li>Integrated risk management - total value at risk: For financial assets that affect the company's net worth, the total risk value of various assets is regularly calculated and managed according to the set risk limits.</li> <li>Risk management of various types of assets: Management factors include: quantitative indicators such as investment amount, stop loss warning, concentration and liquidity.</li> </ol>	<ol style="list-style-type: none"> <li>Formulated market risk indicators and set up signal management standards to continuously implement market risk limit management, proportion of stocks in net worth, single-day exchange losses and single-month accumulated losses, etc. The Company has also formulated management standards for foreign exchange price change reserves and foreign exchange risk limit management.</li> <li>Continue to improve various models for calculating the market value at risk of the ALGO system and strengthen personnel training; in addition, in response to the expansion of asset scale and changes in demand, an ALGO system upgrade project has been carried out to strengthen the Company's market risk assessment and management capabilities.</li> <li>In 2023, the risk management mechanism for domestic and foreign stocks and mutual funds had been strengthened and the frequency of regular reviews of exceptional quotas had been increased; in addition, in conjunction with the revision of "Guideline Governing Reserves for Change on Foreign Exchange Price by Life Insurance Enterprises", the method of managing the balance of foreign exchange price change reserves has been modified to continue to improve quota-related management.</li> </ol>

Table of Contents

Message from the Chairman and President

Awards and Recognition

Key Sustainability Achievements

Featured Column on Sustainability

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

4. Nurturing Diverse Talents

5. Excellent Customer Experience

6. Realizing Sustainability Governance

6.1 Corporate Governance

6.2 Ethical Corporate Management

6.3 Risk Management

6.4 Information Security and Personal Data Protection

7. Unleashing the Importance of Sustainable Finance

7.1 Promote Sustainable Finance

7.2 Sustainable Supply Chain

8. Creating a Society of Mutual Prosperity

8.1 Community Engagement Strategies and Investments

8.2 Corporate Volunteer

Appendix

Main risk type	Management method	Implementation status
 Credit risk	<p>Establish an appropriate credit risk management mechanism in response to the risk of the debtor's credit being downgraded or unable to repay, or the counterparty being unable or refusing to perform its obligations.</p> <ol style="list-style-type: none"> <li>The overall credit risk management system uses the expected credit loss (ECL) model for credit risk management. In addition, in accordance with IFRS9 regulations, expected credit losses are calculated monthly and recorded in the accounts.</li> <li>The Company has established the "Risk Limit Management Measures for the Same Counterparty", setting limits for all transaction exposures with the same counterparty to avoid the risk of over-concentration of investment in a single company, and to regularly track and manage its limits.</li> <li>Credit risk indicators for individual assets:               <ol style="list-style-type: none"> <li>When screening targets before investment, they must meet the set minimum credit rating threshold, and the standards of qualitative and quantitative indicators related to the operation or finance of the investment targets will also be taken into consideration, such as finance-related capital adequacy ratio, CDS, debt ratio, interest protection multiples and other financial information.</li> <li>After investment, according to the risk management measures of that asset, management will also continue to be implemented.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Formulated credit risk-related indicators, set signal control standards, and continue to monitor and implement management of the credit risk of the overall investment portfolio, individual assets and loans.</li> <li>In addition, in response to the competent authorities' increased attention to high-risk industries in recent years, the Company also increased investment limits and related management mechanisms for high-risk industries in 2023.</li> <li>In view of the financial market turmoil in 2023, the collapse of SVB Bank in the United States, and Credit Suisse AT1 bond write-down incident, etc., the Company has strengthened its differentiated limit management based on the order of claims for bonds issued overseas and in China according to Basel III capital requirements and has increased limits for relevant management mechanisms such as TLAC.</li> </ol>
 Liquidity risk	<p>Liquidity risk management measures have been formulated and the management mechanism for capital liquidity risk and market liquidity risk has been implemented in accordance with such measures.</p> <ol style="list-style-type: none"> <li>Capital liquidity risk management: estimating future cash flow and managing total short-term funds</li> <li>Market liquidity risk management: managing liquidity risks based on market characteristics and setting upper limits on the cumulative investment amount or number of units.</li> </ol>	<ol style="list-style-type: none"> <li>Formulated liquidity risk-related indicators and set signal management standards to continuously monitor and implement the management of capital liquidity and market liquidity risks.</li> <li>If there is an abnormality in short-term funds, relevant contingency plans will be put forward and reported to the Risk Management Committee.</li> </ol>
 Operational risk	<p>Establish an appropriate operational risk management mechanism in response to the risk of direct or indirect losses of the company caused by improper operations or errors in the company's internal operating procedures, staff, or systems, or external events.</p> <ol style="list-style-type: none"> <li>The Company has complete business authority and responsibilities and internal control system. Each unit conducts regular or project-based internal self-inspections and self-assessments of legal compliance matters for each business handled in accordance with regulations. Accountants are appointed to conduct annual audits of the internal control system in accordance with the law. In addition, possible operational risks are managed and controlled through the monitoring of the risk management unit and the legal compliance promotion of the Chief Compliance Officer.</li> <li>The Company has comprehensively established key risk indicators (KRI) and set operational risk limits to effectively identify, evaluate, monitor and control possible operational risks.</li> <li>In terms of response to major emergencies, we formulate business crisis response measures and emergency event notification regulations, hoping to achieve a risk warning effect; in addition, a business continuity management system (BCMS) has been established to handle emergencies promptly and effectively and take appropriate countermeasures to reduce the company's losses, protect policyholders' rights and interests, and ensure the company's normal operations.</li> </ol>	<ol style="list-style-type: none"> <li>Formulated operational risk-related indicators and set signal management standards to continuously monitor and implement operational risk limit management and key risk indicator management.</li> <li>In order to strengthen the risk management of ethical corporate management, we have established quantified assessment mechanism for the risk of unethical conduct, assessed operating activities within the scope of business with relatively high risk of unethical conduct on a regular basis, and formulated relevant offset plans and tracked implementation results.</li> <li>For BCM, we continue to expand the scope of certification, and also newly identified the threat of "IT room fire" and incorporated it into the annual business continuity drill scenario.</li> </ol>

Table of Contents

Message from the Chairman and President

Awards and Recognition

Key Sustainability Achievements

Featured Column on Sustainability

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

4. Nurturing Diverse Talents

5. Excellent Customer Experience

6. Realizing Sustainability Governance

6.1 Corporate Governance

6.2 Ethical Corporate Management

6.3 Risk Management

6.4 Information Security and Personal Data Protection

7. Unleashing the Importance of Sustainable Finance

7.1 Promote Sustainable Finance

7.2 Sustainable Supply Chain

8. Creating a Society of Mutual Prosperity

8.1 Community Engagement Strategies and Investments

8.2 Corporate Volunteer

Appendix

Main risk type	Management method	Implementation status
 <b>Insurance risk</b>	<p>For the product design and pricing, underwriting, reinsurance, catastrophe, claims and reserve-related risks involved in insurance risks, establish appropriate management mechanisms as follows:</p> <ol style="list-style-type: none"> <li>Product design and pricing risks: According to the risk characteristics of each product, and based on appropriate actuarial assumptions, measure the rationality of the product structure and the adequacy, reasonableness and fairness of the rate with profit analysis, sensitivity testing or cash flow testing. After the product is sold, conduct experience loss rate analysis, review asset allocation plans and risk transfer plans, etc. on a regular basis, so as to test or adjust product content and rate determination.</li> <li>Underwriting risk: Establish internal underwriting processing systems and procedures, formulate underwriting assessment manual and acceptance regulations for each product, and set a number of underwriting risk management indicators.</li> <li>Reinsurance risk: Based on the risk characteristics of the product, select a proper reinsurance company with a good credit rating and arrange reinsurance ceding.</li> <li>Catastrophe risk: Catastrophic events that may cause heavy losses to the company are assessed, and when the company's retention limit is exceeded, catastrophe reinsurance will be arranged to transfer the risk.</li> <li>Claims risk: Formulate claims processing systems and procedures, claims payment management regulations, and standard operating procedures, and train and develop professional claims personnel to reduce risks caused by negligence in claims processing.</li> <li>Reserve-related risk: Regularly conduct adequacy analysis of reserves to assess the adequacy of reserves.</li> </ol>	<ol style="list-style-type: none"> <li>Formulate insurance risk-related indicators and set signal management standards to continuously monitor risks related to product design and pricing, underwriting, reinsurance, catastrophes, claims and reserves, and implement their management operations.</li> <li>Before insurance products are submitted to the competent authority for review, items such as laws and regulations, pricing, design, reserve deposits, and system administration must be deliberated; when selling insurance products, the product information disclosure, actuarial data posting and verification, risk management mechanism and reinsurance arrangements, information system setup and testing, marketing document printing and education and training, etc. must be reviewed before the product can be sold.</li> <li>In order to have a more substantial effect on underwriting quality management, set the number of deficiencies for underwriting quality sampling inspection</li> <li>For reinsurance arrangements for new products, complete reinsurance evaluation arrangements before the products are sold; identify, measure and manage catastrophic events that may cause heavy losses to the company based on product characteristics. In addition, changes in reinsurers' credit ratings are regularly reviewed and if any abnormal information is found, it will be reported.</li> <li>The claims management unit regularly produces various claims business reports, analyzes abnormal parts, and evaluates whether to initiate subsequent improvement projects in accordance with internal procedures.</li> <li>Regularly review items such as the legality and correctness of various reserve fund set aside, the adequacy of the provision processing procedures, and the consistency between the version of the reserve fund settlement program and the version of the demand order modification.</li> </ol>
 <b>Asset-liability matching risk</b>	<p>Consider the main factors that affect the inconsistent changes in the value of assets and liabilities, and establish an appropriate management mechanism to evaluate and measure the asset-liability matching risk with reference to methods such as ROI and debt cost rate, duration, cash flow, and scenario analysis. Conduct regular asset-liability matching risk inspections and timely adjust the portfolio of assets and liabilities to achieve the goal of asset and liability management.</p>	<p>Develop relevant indicators for asset-liability matching risks, set signal management standards, and conduct regular asset-liability matching risk inspections (including analysis of the difference between ROI and debt cost rate, cash flow management, duration analysis and random scenario analysis); if any inspection results do not meet the warning standards, relevant departments will be gathered to discuss countermeasures and report them to the relevant committees.</p>
 <b>Climate change risk</b>	<p>Consider climate change risks that may affect the Company's operations and business based on four major aspects: governance, strategy, risk management, and indicators and goals.</p> <ol style="list-style-type: none"> <li>Identify possible risks (including physical risks and transition risks) and opportunities, and prioritize them according to materiality criteria.</li> <li>Through qualitative and quantitative methods (for example: greenhouse gas inventory and scenario analysis method), assess the impact of climate change risks on the company</li> <li>Take appropriate responses to the climate change risks faced by the company (for example: incorporating climate change risk factors into investment and financing assessment processes)</li> <li>Establish indicators and targets for climate change risks and track their changes.</li> </ol>	<ol style="list-style-type: none"> <li>Implemented climate change risk management and included the management of climate-related risks and opportunities in the sustainability report and taskforce on climate related financial disclosure (TCFD) report.</li> <li>Regularly implement greenhouse gas inventory operations and carbon intensive sub-industries' management.</li> <li>In 2023, the TCFD content was verified by SGS-level disclosure and won the 2023 16th "TCSA Taiwan Corporate Sustainability Awards' " Single Sustainability Performance - Climate Leadership Award.</li> </ol>
 <b>Country risk</b>	<p>Country risk refers to the uncertainty and possibility of crisis faced by a country in the political, economic and social aspects. The Company considers national geopolitical and economic risks and other factors, establishes appropriate management mechanisms to assess national risk, and monitors them regularly to control the national risk of asset positions.</p> <p>The Company formulates "Concentration Risk and Country Risk Control Measures" to set investment limits and regularly manage them based on each country's sovereign rating, each region's investment characteristics, and each industry's characteristics.</p>	<ol style="list-style-type: none"> <li>Formulated country risk-related indicators and set signal management standards to continuously monitor and implement country risk management.</li> <li>In 2023, country risk scores were included in country risk management to differentiate the investment quota management of each country.</li> </ol>
 <b>Information security risk</b>	<p>The Company is risk-oriented and develops Key Risk Indicators (KRI) for information security risks, and regularly performs information asset risk assessment operations. For projects that exceed acceptable risk levels, it develops risk treatment plans, uses appropriate control measures to achieve information security goals, so as to ensure the confidentiality, integrity and availability of information assets (See 6.4 Information Security and Personal Data Protection for details)</p>	<ol style="list-style-type: none"> <li>Developed information security risk-related indicators and set signal management standards to continuously monitor and implement information security risk management.</li> <li>Established an information security incident reporting mechanism to ensure that emergency response measures can be taken quickly when an incident occurs, and analyzed and tracked the effectiveness of improvement measures; in 2023, there were no emergencies such as hacker attacks on information security or leakage of personal data.</li> <li>Established a personal data risk assessment mechanism to calculate the risks of personal data files in a systematic way, and used the calculated risk levels to implement risk reduction or risk transfer and other response measures for high-risk matters; in the 2023, the personal data assessment results were still within the acceptable risk value, and there were no high-risk matters.</li> </ol>

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

4. Nurturing Diverse Talents

5. Excellent Customer Experience

6. Realizing Sustainability Governance

- 6.1 Corporate Governance
- 6.2 Ethical Corporate Management
- 6.3 Risk Management
- 6.4 Information Security and Personal Data Protection

7. Unleashing the Importance of Sustainable Finance

- 7.1 Promote Sustainable Finance
- 7.2 Sustainable Supply Chain

8. Creating a Society of Mutual Prosperity




- 8.1 Community Engagement Strategies and Investments
- 8.2 Corporate Volunteer

Appendix

### 6.3.3 Emerging risk management

In the face of rapid changes in the future political and economic environment and technological development, emerging risks may also arise, which may have a significant impact on the company's operations. Therefore, in order to capture and strengthen the response management of such risks, the Company refers to the "Global Risks Report" issued by the World Economic Forum and follows the six review principles (for example: potential impacts are long-term, risk externalities, and risks and impacts are specific to the company) to identify possible emerging risks and formulate response and mitigation plans.



Risk name	Risk description	Potential operational impact and influence of the risk	Response / mitigation plan
<p>Political-economic risk</p>	 <p>Terrorism or tensions between two or more sovereignties due to geographical, political, economic, cultural and other factors can trigger financial weapons (such as monetary policy, investment review, economic sanctions, and tariffs) or armed conflicts, form a new world order of protection and sanctions, impede the global flow of capital or strategic resources / important raw materials, and extend restrictions on the flow of talents, information, and professional knowledge; violent conflicts or terrorist attacks can cause instability in financial markets, cause loss of life or various forms of serious injury, or disrupt the security and operations of physical infrastructure and trigger insurance claims.</p>	 <ul style="list-style-type: none"> <li>• Russia is the world's top three oil-producing countries and has the largest natural gas reserves in the world. After the outbreak of the Russo-Ukrainian war, an energy crisis was triggered. The prices of various fossil fuels increased at the same time, and electricity bills increased in many countries. High energy prices directly or indirectly led to high inflation.</li> <li>• High inflation further affected the central bank's monetary policy, resulting in a significant increase in financial risks, triggering various management measures of the company, affecting investment strategies, and damaging long-term investment interests, which will have a certain impact on the company's revenue performance.</li> <li>• Investment targets that are adversely affected by the political and economic situation will have their profitability and debt repayment capabilities weakened, which will trigger the impairment assessment mechanism and cause a greater impact.</li> </ul>	 <ul style="list-style-type: none"> <li>• Pay close attention to changes in the political and economic situation and continue to conduct situation analysis. For potential serious losses (abnormal fat-tail losses), formulate response plans, set limits, and track them regularly.</li> <li>• Establish country risk score levels and limits, and regularly review each country's credit rating, economic indicators and operational risk status to assess the appropriateness of country risk levels and avoid excessive concentration of assets.</li> <li>• According to the IFRS9 principles, calculate expected credit losses and make provision against losses.</li> <li>• For industries related to local government policies or highly subsidized based on policies, include them in the high-risk industry assessment and management mechanisms.</li> </ul>

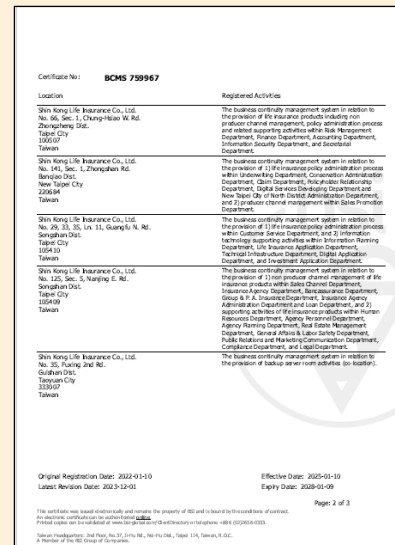
### 6.3.4 Business continuity management mechanism

We are committed to reviewing the possible impacts of changes in the internal and external environments to ensure business continuity. Regular drills are also conducted to make sure that business continuity plans are appropriate and effective and continuously enhanced.

When multiple major emergency events (such as: suspension of information services, large-scale epidemics, and earthquakes) occur, it may cause Shin Kong Life Insurance to suspend operations or prevent a portion of key services from operating. Shin Kong Life Insurance has a Business Crisis Response Team, crisis response measures, and emergency event reporting regulations to minimize the impact of accidents. The Company also established a business continuity management system (BCMS) to lower the probability of operations being suspended or reduce losses. The system strengthens the Company's ability to respond and rapidly recover from material events, allowing the Company to maintain sustainable operation, and thereby protect the interests of customers and all stakeholders.

The Company has formulated relevant regulations such as guiding principles for business continuity management and has obtained ISO 22301 BCMS certification from BSI. We continue to improve such mechanisms and expand the scope of certification, while maintaining the effectiveness of the certification after being certified by BSI in 2023. We identified key operating activities and determined the resources (such as personnel and equipment) required for recovery of the activities through operational impact and risk analysis, formulating a recovery strategy and business continuity plan (BCP) on this basis. Every year, we conduct business continuity drills and tests, increase the breadth and depth of drills, and increase the number of on-site drills; for the company's external partners / suppliers, we have strengthened the business continuity capability assessment to ensure that the business continuity plan meets the company's business continuity goals.

#### SKL's "ISO 22301 Business Continuity Management System (BCMS)" Certificate



### 6.3.5 IFRS17 and ICS compliance status

Taiwan life insurance industry will converge with IFRS 17 and ICS in 2026. In order to cope with the impact of the convergence in advance, SKL has set up a project team since 2018, integrating the teams of actuarial, accounting, risk management, investment, and information and administration to actively promote the establishment of actuarial, accounting, and information systems, and also to continue to implement autonomous management programs for the convergence of IFRS 17 and ICS, including commodity strategies, investment strategies, and asset liability management strategies. We also continue to implement various self-management programs in line with IFRS 17 and ICS, including commodity strategy, investment strategy and asset and liability management strategy. In addition, in order to assist the Board of Directors in reviewing the Company's IFRS 17 and ICS management decisions as well as financial and business plans, and to oversee their implementation to ensure compliance with relevant regulations and corporate governance, the IFRS 17 and ICS International Convergence Management Committee will be established under the Board of Directors starting from 2023. Prior to the formalization of the convergence, SKL will continue to review various action plans on a rolling basis, taking into account the company's operating conditions, changes in the market environment, and compliance with the regulations announced by the competent authorities, in order to achieve a smooth convergence with the international system.

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability

#### 1. Sustainable Shin Kong

- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future

#### 4. Nurturing Diverse Talents

#### 5. Excellent Customer Experience

#### 6. Realizing Sustainability Governance

- 6.1 Corporate Governance
- 6.2 Ethical Corporate Management
- 6.3 Risk Management
- 6.4 Information Security and Personal Data Protection

#### 7. Unleashing the Importance of Sustainable Finance

- 7.1 Promote Sustainable Finance
- 7.2 Sustainable Supply Chain

#### 8. Creating a Society of Mutual Prosperity

- 8.1 Community Engagement Strategies and Investments
- 8.2 Corporate Volunteer

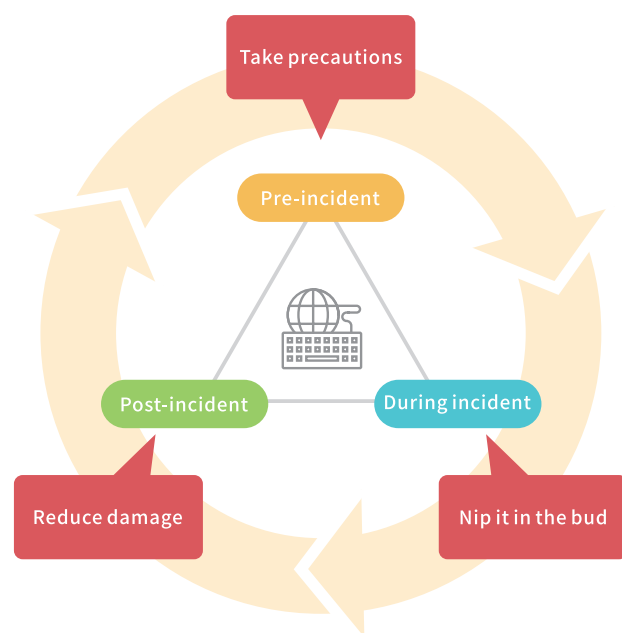
#### Appendix

## 6.4 Information Security and Personal Data Protection

### 6.4.1 Information security organization and policy

#### A. Information security strategy and resource investment

SKL is committed to promoting information security defense that keeps pace with the times, and develops information security strategies from three aspects: "pre-incident protection", "during incident response" and "post-incident recovery". In response to the development of FinTech and the rapid changes in insurance business models, SKL continues to invest in building a complete information infrastructure, implementing information security management, monitoring, protection and other related budgets. In 2023, the information budget was NT\$968.82 million, and the information security budget was NT\$99.23 million, accounting for 10.24% of the information security budget.



#### B. Information security organizational structure

An Information Security Department has been established since 2018, responsible for planning, monitoring and executing information security management operations, appropriate human resources have been allocated, with a total of 13 dedicated personnel; starting from 2021, a Chief Information Security Officer at the Vice President level has been established for the comprehensive management of information security policy promotion and resource allocation affairs. Furthermore, SKL has established the "Information Security Committee". The President serves as the convener, the Chief Information Security Officer serves as the deputy convener, and the top-level managers of each jurisdiction are the members, directly

supervising information security and personal data protection policies through management. SKL has also established the "Information Security and Personal Data Protection Division" task force, with the Chief Information Security Officer taking the lead in planning, coordinating, and promoting information security management strategies from top to bottom. Meetings are held once a quarter and may be held separately as needed. In 2023, a total of 4 Information Security Committee meetings and 4 Information Security and Personal Data Protection Division meetings were held to ensure effective communication and coordination on information security and personal data protection issues, and their implementation.

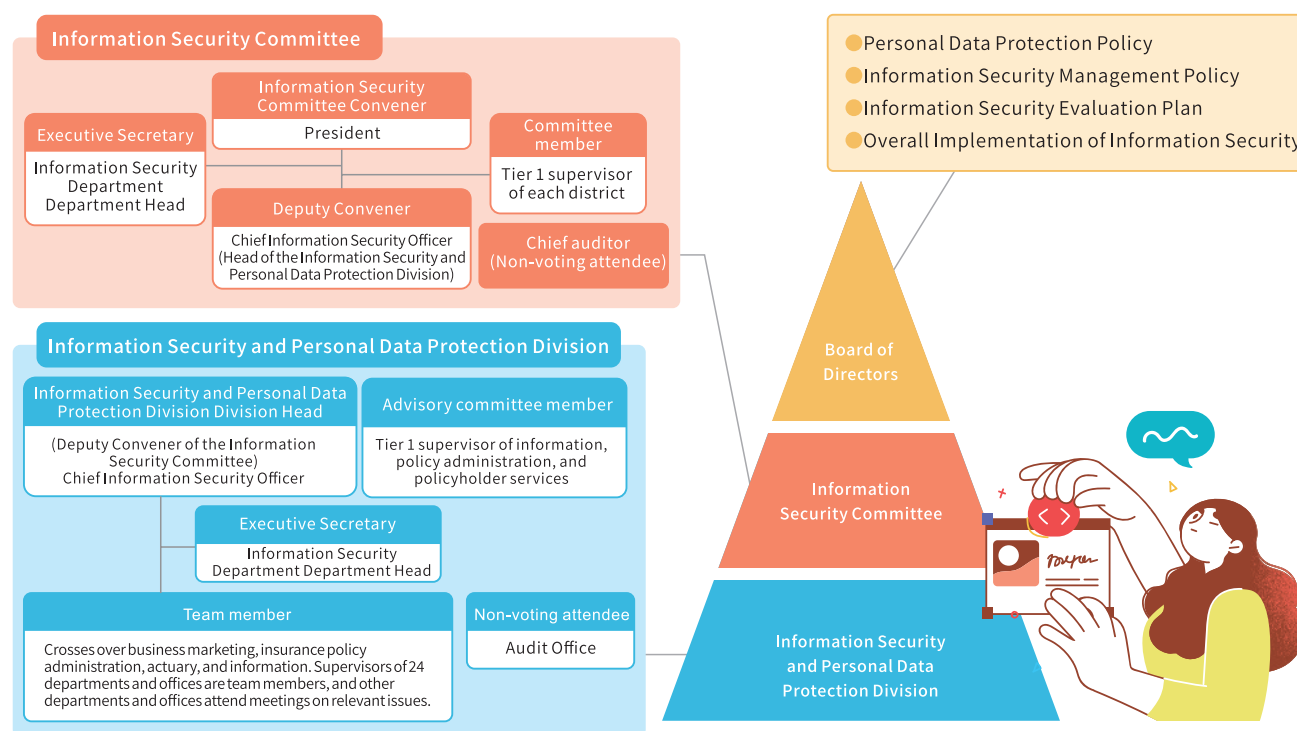


Table of Contents

Message from the Chairman and President

Awards and Recognition

Key Sustainability Achievements

Featured Column on Sustainability

1. Sustainable Shin Kong
2. Strengthening Climate Resilience
3. Advancing Towards a Net Zero Future
4. Nurturing Diverse Talents
5. Excellent Customer Experience
6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer

Appendix

## 6.4.2 Information security management mechanism GRI 2-27、418-1


### A. Information security action plan and results

Information security management solution		Specific results in 2023
 <b>Bolstering information security management</b>	<ul style="list-style-type: none"> <li>Information security courses for directors and senior executives are held every year to improve information security risk identification and supervision capabilities.</li> <li>Every year, the Chairman, President, Chief Auditor, and Chief Information Security Officer jointly issue an internal control statement on the overall implementation of information security in the previous year and submit it to the Board of Directors.</li> <li>Actively participate in relevant meetings or discussions of the competent authorities, pay attention to policy directions and maintain communication channels.</li> </ul>	<ul style="list-style-type: none"> <li>Completed a 3-hour course on FinTech and information security risks for directors and senior executives.</li> <li>Completed the overall information security implementation report.</li> <li>Participated in the joint meeting of chief information security officers held by the Insurance Bureau.</li> </ul>
 <b>Strengthening talent cultivation</b>	<ul style="list-style-type: none"> <li>According to the "Regulations Governing Implementation of Internal Control and Auditing System of Insurance Enterprises", information security personnel must receive at least 15 hours of professional information security training every year.</li> <li>Continue to cultivate the professional skills of information security personnel and encourage them to obtain international information security professional certificates.</li> </ul>	<ul style="list-style-type: none"> <li>Information security professionals have received a total of 798 hours of information security professional courses.</li> <li>There are 137 international information security certificates, including 45 for information security personnel and 92 for information personnel.</li> </ul>
 <b>Customer data protection</b>	<ul style="list-style-type: none"> <li>Establish a personal data management cycle in accordance with the international standards to ensure the adequacy and effectiveness of the operation of the system.</li> <li>Follow the "Self-Discipline Standards for Information Security Protection in the Insurance Industry" and appoint external professional organizations to perform comprehensive information security testing services.</li> <li>Follow the SWIFT Customer Security Programme (CSP) and PCI DSS Payment Card Industry Data Security Standard, and appoint external professional organizations to perform compliance assessments.</li> <li>Designate or sample new business services or emerging technologies and other related systems every year to try to identify potential vulnerabilities with a hacker's mentality, and verify and evaluate their security.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to pass ISO 27001 and BS 10012 international standard certification.</li> <li>The overall information security assessment results showed that there were no high-risk non-conformities, and the remaining risk items were patched according to the deadlines.</li> <li>The SWIFT CSP and PCIDSS evaluation results both met the requirements.</li> <li>The AI model management system was designated to conduct professional penetration testing, and no risk matters were found.</li> </ul>
 <b>Major scenario simulation drills</b>	<ul style="list-style-type: none"> <li>Conduct annual personal data breach drills to enhance employees' ability to respond to personal data leaks.</li> <li>An external professional organization is commissioned to simulate distributed denial-of-service (DDoS) attacks every year to enhance detection, notification and response maturity.</li> <li>Conduct social engineering drills every year to enhance employees' vigilance against phishing and deception.</li> <li>Information system disaster recovery drills are conducted twice a year to check the information system recovery and support capabilities in the face of regional disasters.</li> </ul>	<ul style="list-style-type: none"> <li>Completed a personal data scenario drill that simulated cross-organization partner systems being tampered with by malicious programs</li> <li>Completed the DDoS drill on the sales agents' website, during which the service was kept operating normally and the protection mechanism was effective.</li> <li>Conducted email social engineering drills, the total number of people tested was 12,820; the results showed more than 95% of colleagues were already highly alert.</li> <li>Completed 24 system disaster recovery drills, and the drill results were all in line with RTO objectives</li> </ul>
 <b>Information security monitoring and joint protection mechanism</b>	<ul style="list-style-type: none"> <li>Real-time management of information security incidents through the information security incident management system.</li> <li>Engage a professional information security provider for collaborative monitoring, providing 24 / 7 of uninterrupted incident analysis and monitoring management</li> <li>Actively participate in F-ISAC's joint information security defense of financial institutions and use external attack surface management (ASM) services to real-time monitor network boundary vulnerabilities, shorten threat response time, and detect signs of threats as early as possible.</li> <li>Use RSA AFCC's Anti-Fraud Services to help detect and shut down phishing websites, counterfeit mobile software, and international social media counterfeiting incidents in the name of SKL to protect the security of customers' transactions and the company's brand and assets.</li> <li>In conjunction with the policy promotion of the financial information security action plan, conduct information security governance maturity assessments and develop specific improvement measures.</li> </ul>	<ul style="list-style-type: none"> <li>ASM assessment score reached 98 points, continuously monitoring the information security risk status.</li> <li>Completed the removal of 12 suspected counterfeit websites and APPs to protect customer rights.</li> <li>The self-assessment met 100% of the requirements for the "Evolving" level of cybersecurity maturity, while aiming at meeting 100% of the "Intermediate" requirements as the mid- to long-term goal for continuous improvement.</li> </ul>

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

## B. Information security incident reporting and handling GRI 2-27、418-1

SKL has established the "Emergency Reporting Regulations", "Guidelines for Information Security Incident Reporting and Response Management", "Guidelines for Response to Personal Information Breaches", etc. In the event of a data security incident or personal information breach, the Company shall follow the relevant procedures for reporting. In addition, in order to ensure the complete protection of information systems and information security management, black box penetration testing, service interruption attack drills, etc. are conducted annually, and professional institutions are commissioned to conduct overall information security assessment to strengthen the information security level. There were no urgent incidents related to information security attacks or personal data breaches in 2023, and there were no complaints from the competent authorities or verified violations of customer privacy from external sources. Statistics on major information security incidents or customer privacy violations in the past three years are as follows:



	2021	2022	2023
Breach of information security or network security (number of incidents)	0	0	0
Data leakage (number of incidents)	0	0	0
Customers and employees affected by data leakage (number of persons)	0	0	0
Amount of fines imposed for information security or network security incidents or information operations management failures	0	0	0

### 6.4.3 Personal data protection

#### A. Continue to pass international standard certification

SKL continued to pass the international standard certification of "ISO 27001 Information Security Management System" and "BS10012 Personal Information Management System" in 2023, strictly requiring customer data security and privacy protection.

In addition to continuing to integrate and optimize ISMS and PIMS processes, we have also expanded internal personal data implementation inspections across northern, central and southern counties and cities.

Completed 30 personal data implementation checks in 2023

## B. Policy promulgation and regulatory compliance

SKL established the "Information Security Policy" and "Personal Information Management Policy" approved by the Board of Directors as the highest guiding principles for information security and personal data protection. The Information Security Committee conducts regular reviews and evaluations every year, or when there are major changes, and publishes the privacy protection statement on the official website.

In 2023, 29 information security and personal data management regulations were reviewed and revised, and 57 information security control measure documents were reviewed and approved.

High-level key performance indicators (KPIs) are included in key information security and personal data items, and the assessment results in 2023 all reached 100%.

## C. Raise awareness of data security protection

In addition to the legally required 3 hours of basic information security awareness training for employees every year, through the virtual-physical integration and diversified methods, SKL focuses on personal data protection and adds themed case studies; in 2023, a total of 45 themed activities were completed, with a training completion rate of 100%.



Item No.	Course / activity title	Number of sessions / hours	Participants	Execution status in 2023
1	Course on Information Security and Personal Data Protection Awareness	4 hours	All employees	100%
2	Shin Kong Rising Star Camp	2 sessions	New employees	100%
3	Online Morning Meeting	18 sessions	Insurance agents	100%
4	Information Security E-Newsletter	6 issues	All employees	100%
5	Personal Data Incident Notification Case Study	19 sessions	All employees	100%
6	Course on Personal Information Management System (PIMS)	40 hours	Responsible personnel	100% Obtained 11 licenses
7	Course on Information Security Management System (ISMS)	40 hours	Responsible personnel	100% Obtained 25 licenses



- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

# 7. Unleashing the Importance of Sustainable Finance

G4 Financial Services Sector Supplement : FS1、FS3、FS5、FS8 SDG12.6

We promise to utilize our core investment expertise to implement the spirit of "responsible finance," and to continue investing in sustainable development industries, shaping a sustainable management environment for the investment chain, and contributing to the sustainable development of society.

## 7.1 Promote Sustainable Finance




GRI 2-23、2-24

As an insurance company and asset owner, Shin Kong Life Insurance utilizes its own funds and various reserves for investment. By establishing a sustainable investment system, ESG strategies and concepts are integrated into financial operations such as investment, lending, and insurance. We collaborate with customers, business partners (including suppliers) and other stakeholders to promote responsible financial products and services. In the future, we will continue to keep pace with the trend of sustainable development, gradually increase the proportion of responsible investment, and keep up with global sustainable progress and opportunities.



### 7.1.1 Sustainable Finance Mechanism

SKL adheres to the United Nations Principles for Responsible Investment (PRI) and the Principles for Sustainable Insurance (PSI), and SKFH Sustainable Finance Policy, incorporating ESG risk factors into our financial operations, including investments, financing, and life insurance. Before making decisions, we evaluate the ESG sustainability performance of counterparties based on asset-specific guidelines. With the exception of some assets (such as cash and foreign exchange hedging) where responsible investment is not feasible, all new investments are 100% compliant with responsible investment principles.

SKFH - Asset-specific Guidelines		
 <b>Investment</b>	 <b>Financing</b>	 <b>Life Insurance</b>
<p>In accordance with Principles for Responsible Investment, ESG risk assessments and evaluations are conducted for different asset types and counterparties. For listed companies, domestic or foreign, refer to their international ESG ratings or domestic corporate governance evaluation ratings. If the rating falls below the threshold, evaluate cautiously or refrain from adding investments. For real estate projects, consider the environmental and social sustainability of the target, prioritize those promoting local community welfare and economic development, using sustainable building materials, or awarded green building certifications. If trading partners exhibit ESG risk violations and show no improvement plans despite engagements, gradually reduce investment positions. ( Please refer to Appendix for implementation status of PRI )</p>	<p>SKFH and its subsidiaries should follow PRB and EPs, and carefully evaluate the ESG risks of borrower companies. If the lending is used to promote sustainable development goals, preferential loan terms may be offered. For borrower companies in controversial or high carbon industries, prioritize engagements to guide improvement. Results of engagements should be incorporated into overall credit assessment. If borrower companies fail to improve or the situation worsens, reduce credit or terminate credit relationships if necessary.</p>	<p>SKFH and its subsidiaries follow PSI and incorporate ESG factors into daily operations such as life insurance decision-making, claims management, risk management, product and service development, sales and promotion, and underwriting policies. It is also important to increase awareness among customers and business partners regarding ESG issues, risk management, and solution development. The Company will work with the government, insurance regulators, and stakeholders to promote ESG practices and regularly disclose compliance progress in PSI to ensure transparency.</p>

#### A. Responsible Investment

To implement the concept of sustainable finance, we have established the "Policy and Procedures for Sustainable Investing in Securities," integrating Environmental, Social, and Governance (ESG) factors and incorporating information from independent third-party rating agencies into our investment analysis process. Before making any investment, we conduct an assessment of the investment targets, and no new investment should be made in those included in the exclusion list or the list of non-investable targets; Before investing, we verify whether the potential investment aligns with our industry-specific guidelines and conduct an ESG assessment to determine whether to proceed with transactions. Compliance with the guidelines and passing the ESG assessment is a prerequisite for any business dealings.

In addition to establishing a responsible investment evaluation mechanism, we also actively search for sustainable investment targets, grasp ESG opportunities, and invest in industries that promote sustainable development. After investing, we conduct post-investment stewardship, regularly track the operational and financial performance of the investee companies (or portfolios), and continue to pay attention to their sustainable performance and ESG-related risks to mitigate sustainability-related risks and enhance post-investment ESG management, thereby exerting a positive impact on sustainability.

Table of Contents

Message from the Chairman and President

Awards and Recognition

Key Sustainability Achievements

Featured Column on Sustainability

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

4. Nurturing Diverse Talents

5. Excellent Customer Experience

6. Realizing Sustainability Governance

6.1 Corporate Governance

6.2 Ethical Corporate Management

6.3 Risk Management

6.4 Information Security and Personal Data Protection

7. Unleashing the Importance of Sustainable Finance

7.1 Promote Sustainable Finance

7.2 Sustainable Supply Chain

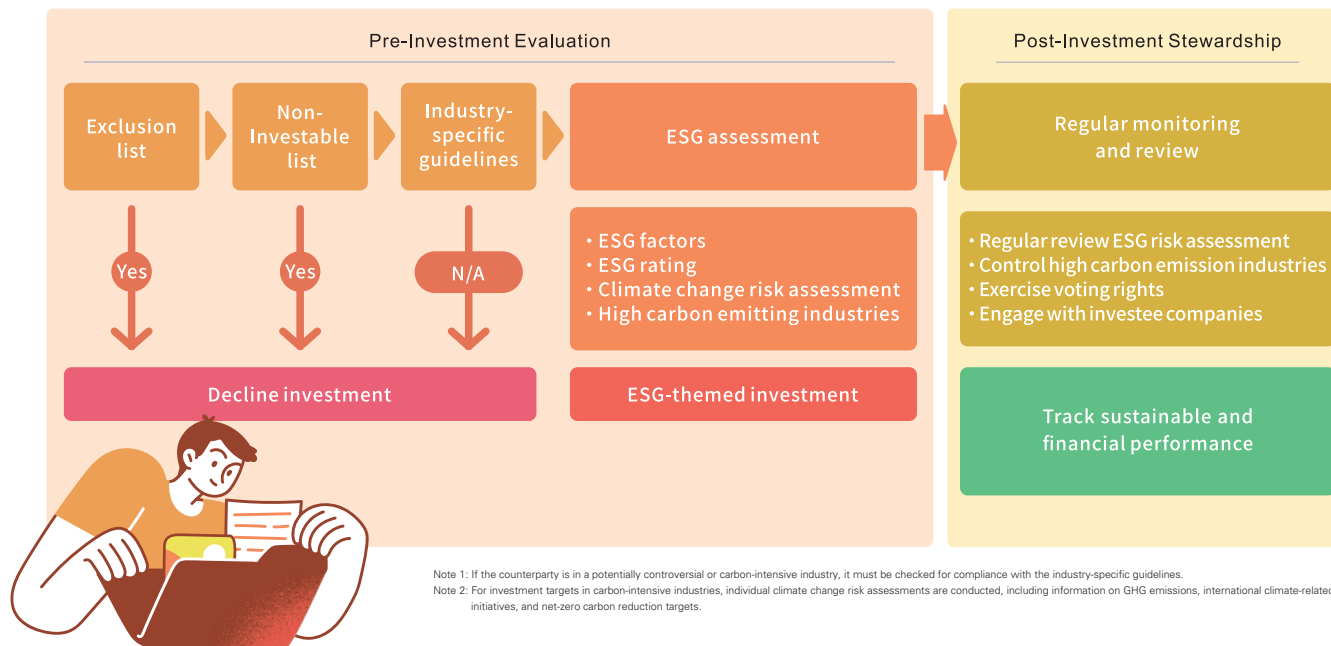
8. Creating a Society of Mutual Prosperity

8.1 Community Engagement Strategies and Investments

8.2 Corporate Volunteer

Appendix

## Responsible Investment Procedure



Exclusion list, non-investable list	Industry-specific Guidelines	ESG assessment
<p>SKFH and its subsidiaries have established an exclusion lists for industries or countries with high ESG risks. Counterparties that meet the exclusion criteria should not be traded with.</p> <ul style="list-style-type: none"> <li>Pornography industries</li> <li>Drug industries</li> <li>Armament industry</li> <li>The list of countries or regions announced by the government, which have serious deficiencies in anti-money laundering and financing terrorists</li> </ul>	<p>The Company has established guidelines for potentially controversial industries, including</p> <ul style="list-style-type: none"> <li>Tobacco</li> <li>Gambling</li> <li>Fur trading</li> <li>Tropical rainforest logging</li> <li>Coal and atypical oil and gas</li> </ul>	<ul style="list-style-type: none"> <li>Integrating ESG factors and referencing information from third-party independent rating agencies (such as MSCI, Sustainalytics, and S&amp;P ESG ratings, and corporate governance evaluations) into the investment analysis process; conducting regular ESG reviews on established investment positions to comprehensively assess and minimize greenwashing, using these assessments as one of the bases for investment decisions, including reducing or increasing investments.</li> <li>Monitoring updated amendments to the "Guidelines for the Determination of Sustainable Economic Activities" and encouraging related industries to increase transparency.</li> <li>After the transaction, continuously reviewing the ESG and climate performance of each investment target, actively engaging in dialogue with relevant companies, and facilitating industries in achieving zero-carbon transition.</li> </ul>

## B. Responsible lending

SKL has incorporated ESG factors into the credit investigation process, credit approval process, and post-loan management. In the process of financing review, the borrowers are evaluated for environmental protection, corporate integrity, social responsibility, and compliance with Taiwan's "Guidelines for the Determination of Sustainable Economic Activities." Key factors to be reviewed in corporate loan applications include checking if the applicant belongs to a controversial industry, assessing the appropriation status of labor pension reserve, and ensuring there are no significant environmental violations or major labor disputes. We also use sustainability reports as reference documents in loan applications. If there are major labor issues, the borrower must provide explanations. Severe cases may result in loan denial or conditional approval requiring the borrower to address labor or environmental issues within a specified time frame. Subsequent reviews shall be conducted in accordance with the Credit Review Regulations, and the borrower's improvement status shall be tracked every six months. If improvement is not made within the time frame, default conditions shall be established to ensure the quality of credit and the safety of debts.

In 2021, SKL included an ESG section in credit report formats. By 2022, corporate ESG performance was incorporated into credit interest rate reduction evaluations. Companies with positive ESG impacts or contributions to the SDGs are offered favorable financing assistance and conditions, encouraging their use of funds for projects that generate positive environmental or social benefits. This initiative aims to drive companies towards carbon reduction and sustainable development.

In 2023, 20 loan applications were processed, with 9 eligible enterprises qualifying for interest rate reductions. The approved loan amount for these applications totaled around NT\$10.75 billion.

## 7.1.2 Expanding the influence of sustainable finance GRI 203-1

### A. Institutional Investor Due Diligence and Stewardship

Institutional investor stewardship is integral to responsible investment, ensuring the overall interests and long-term value of fund providers (including shareholders and customers), reducing sustainability-related risks, and seizing opportunities. SKL actively monitors the operational conditions and sustainability performance of investee companies. Through engagement, shareholder actions, and initiatives, we endeavor to exert positive financial influence.

**Main issues of concern (including but not limited to)**  
 Environmental (E): Climate change, biodiversity, environmental pollutions  
 Social (S): Human rights, gender equality  
 Governance (G): Ethical corporate management, board performance

#### 1. Engagement actions

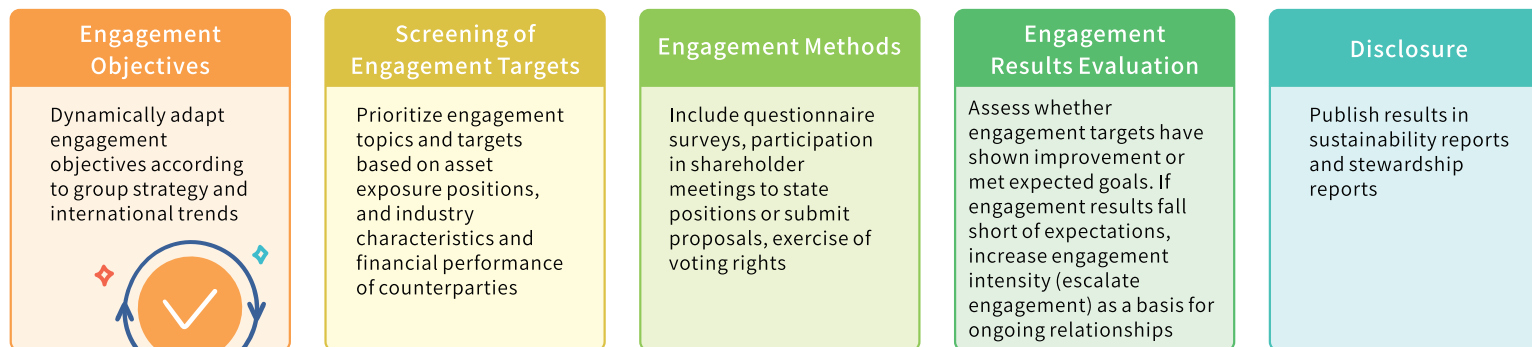
To fulfill our duty of sustainable stewardship and effectively manage and mitigate ESG risks of investee companies, we adhere to the engagement policies set by SKFH, our parent company. We establish guidelines for engagement, conduct sustainability-related risk research and assessment for counterparties in investment and financing activities, and subsequently initiate engagement actions. Based on engagement outcomes, we assess whether escalation measures are necessary and formulate subsequent transaction decisions.

In 2023, SKL participated in a total of 38 forums, conducted 350 investor conferences/telephone interviews, and visited 118 companies.

#### Engagement Action Framework

The Company prioritizes engagement topics aligned with SKFH's engagement policy and international sustainability trends. We select engagement targets based on the phase goals, the significance of asset exposure positions, and the specific ESG issues and financial performance associated with counterparties in different industries. We regularly review our engagement list, communicate directly with engagement targets, collaborate on improvements, and engage with other public, private, financial institutions, and domestic and international advocacy organizations. Following engagement actions, we evaluate the actual improvement of engagement targets; if expectations are not met, we increase engagement intensity based on SKFH's sustainable values, operational needs, and risk management. The results of escalated engagement efforts serve as the basis for decisions regarding ongoing relationships, reduction of investments, or withdrawal.

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix



Note: The primary engagement objectives in the first phase focus on topics such as carbon emission reduction, climate adaptation mitigation, and net-zero transition for investee companies.

After engagement actions, subsequent decisions may be made based on the engagement results.



- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

4. Nurturing Diverse Talents

5. Excellent Customer Experience

6. Realizing Sustainability Governance

- 6.1 Corporate Governance
- 6.2 Ethical Corporate Management
- 6.3 Risk Management
- 6.4 Information Security and Personal Data Protection

7. Unleashing the Importance of Sustainable Finance

- 7.1 Promote Sustainable Finance
- 7.2 Sustainable Supply Chain

8. Creating a Society of Mutual Prosperity

- 8.1 Community Engagement Strategies and Investments
- 8.2 Corporate Volunteer

Appendix

**Actual results in engagement communication**

In 2023, the Company took proactive steps to engage with investee companies on carbon reduction initiatives and climate change adaptation, following the Group's engagement principles. The focus was on objectives such as "reducing carbon emissions," "setting GHG reduction goals," and "mitigating climate change impacts." We screened 169 domestic and international investee companies based on their investment positions, environmental impact, potential climate change risks, and actions related to carbon reduction and environmental efforts, using ESG ratings from the corporate governance evaluations and by institutions such as S&P and MSCI. We distributed engagement surveys to these companies, primarily in manufacturing, and mining and quarrying industries, receiving responses from 85 companies. Among these, 15% had successfully closed their engagement cases, and 47% were progressing positively.

The action provided insights into the investee companies' awareness of sustainable development, disclosure of net-zero and GHG information, and specific environmental actions such as their transition plans or measures to mitigate and adapt to climate change and biodiversity loss, climate change mitigation and adaptation, as well as their concrete actions on human rights and corporate governance. Through the survey, we aim to convey our company's commitment to the importance of sustainable development. Moving forward, SKL plans to continue engaging with companies that have not responded to the survey, and collaborate with other major life insurance companies to jointly visit the management executives of specific investee companies, for the purpose of promoting their understanding of climate-related issues and encouraging them to embark on a low-carbon transition for sustainable development.

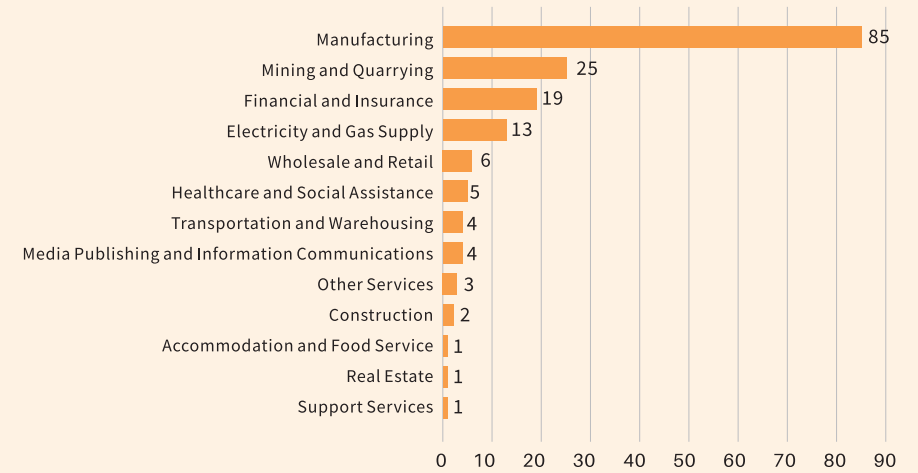
- ◆ In 2023, the SKL questionnaire survey indicated that over 60% of the investee companies had closed their cases or were progressing positively.
- ◆ Three cases involving engagement actions on ESG critical issues met their predetermined objectives.

**Engagement Case**

F Company 2023/5	
Engagement issues	Evaluate the merger of F Company and its positive impacts or challenges on environmental protection and various sustainability issues
Description of the current situation	SKL is a significant shareholder of F Company. Through various assessments, particularly during the annual shareholders' meeting, we raised questions and engaged in discussions with the senior management of F Company to understand the impact of the merger on investee F Company's ESG practices. This information serves as a critical reference for future investment decisions.
Description of engagement	F Company has indicated that following the merger, their first step will involve network integration, decommissioning over 5,000 base stations, and accelerating the sunset of 3G networks. It is expected to save 20,000 to 30,000 tons of carbon emissions. In addition, the merger aims to enhance network coverage, effectively improving user experience in remote rural areas, deep indoor locations, and public transportation, thereby expanding support for more vulnerable populations.
Follow-up assessment	<ul style="list-style-type: none"> <li>■ Set goals achieved, initial expectations maintained</li> </ul> The investee company ranks in the top 5% of corporate governance evaluations. It has successfully met ESG goals such as energy conservation, carbon reduction, and social inclusion through the merger, thus not impacting future investment decisions. Continued monitoring of post-merger financial, operational, and sustainability performance will be conducted.

TP Company 2023/4	
Engagement issues	Inquiry about low-carbon transition plans and green energy supply, and financial improvement
Description of the current situation	The Company has committed to gradually divesting from the coal-fired power generation industry. However, TP Company operates in a carbon-intensive sector, with business items impacting Taiwan's net-zero carbon emission goals, and its financial reports have indicated a weakening financial condition, with a decline in net worth leading to a reduction in investment capacity for the Company. To encourage TP Company to improve its financial and sustainability performance, SKL sent an email to TP Company's management expressing the Company's emphasis on their transition plans and the desire for TP Company to enhance its financial resilience (such as through capital increases.)
Description of engagement	TP Company has stated that its emission factor has already decreased, and it continues to develop renewable energy for energy transition. In the future, it plans to further strengthen its financial structure to ensure sustainable financial development and uphold environmental responsibilities.
Follow-up assessment	<ul style="list-style-type: none"> <li>■ Set goals achieved, initial expectations maintained</li> </ul> Initial goals set by the Company are still being met. However, to meet group expectations, ongoing monitoring and attention will be directed towards TP Company's future financials and its progress in low carbon transition and sustainability.

Distribution of surveyed engagement targets by industry



- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer

## 2. Voting actions

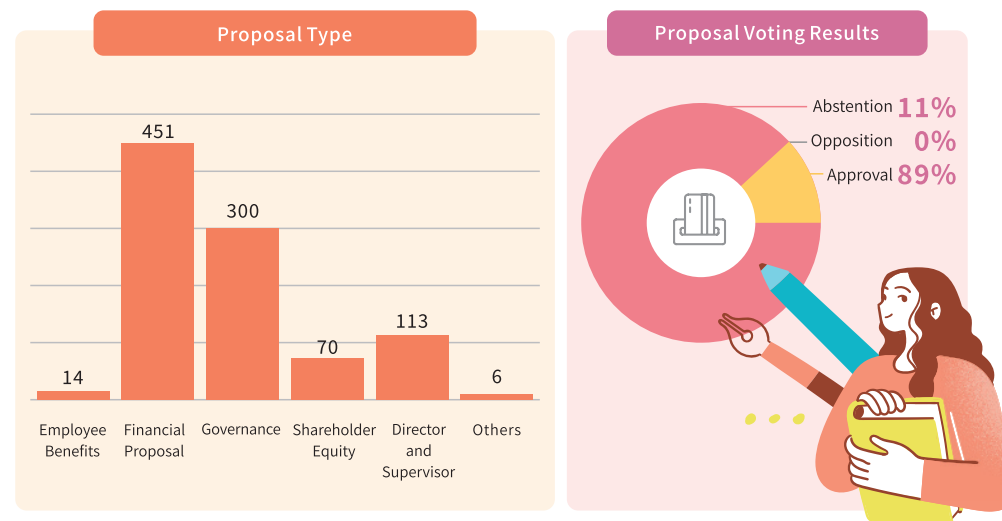
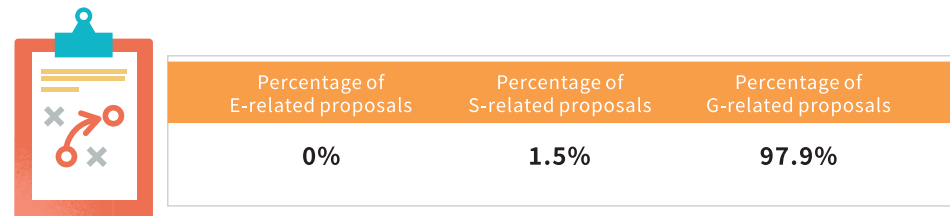
Following domestic and international initiatives and regulations, SKL actively engages with its investee companies by participating in investor conferences, attending shareholder meetings, and conducting regular visits (including on-site visits and phone calls) to maintain ongoing interaction with their management. This engagement helps inform investment decisions, which are then presented to the Board of Directors for deliberation.

In addition, in compliance with the "Insurance Act", relevant legal interpretations, SKFH Sustainable Finance Policy, and the Company's voting principles, before attending the shareholders' meetings of investee companies, we carefully evaluate the contents of all proposals at shareholder meetings, especially those related to significant environmental, social, and governance (ESG) issues, controversial events, or long-term shareholder interests. If necessary, SKL will communicate with the investee company's management prior to the meeting.

Voting Rights Exercise Procedure (Including ESG Proposal Voting)	
1. Vote Screening	<ul style="list-style-type: none"> <li>• Thresholds for voting rights exercise</li> <li>• Exercise of voting rights required after evaluation by the investment department</li> </ul>
2. Proposal Evaluation	<ul style="list-style-type: none"> <li>• Compliance with external regulations and internal voting policies</li> <li>• Evaluation and analysis of investee companies</li> </ul>
3. Two-way Communication	<ul style="list-style-type: none"> <li>• Communicate with the management of the investee company before voting on a proposal if necessary</li> </ul>
4. Voting	<ul style="list-style-type: none"> <li>• After screening, analysis, and communication, cast votes (electronically or by appointing a representative) following the relevant regulations and voting thresholds</li> </ul>
5. Board Reporting	<ul style="list-style-type: none"> <li>• Compile and report the voting results to the Board of Directors</li> </ul>

## Results of the Exercise of Voting Rights in 2023

In 2023, we attended the shareholder meetings of 164 publicly listed companies in Taiwan, voting on a total of 954 proposals. The proportion of ESG-related issues among these proposals was disclosed, noting that there were no environment-related shareholder proposals in 2023.



Note 1: According to Articles 146-1, Paragraph 3 of the Insurance Act, the Company may not vote in director and supervisor elections of the investee companies, hence the abstention votes for proposals to the appointment of directors and supervisors.

Note 2: In the 2023 shareholder meetings of the investee companies, the Company expressed opposition to 1 proposals, demonstrating that the Company does not unconditionally support the proposals of the investee companies' shareholder meetings, but makes important decisions after considering the long-term shared interests of customers, shareholders, and investee companies.

Note 3: In line with Taiwan Depository & Clearing Corporation policies, electronic voting is prioritized if provided by the investee company.

Table of Contents

Message from the Chairman and President

Awards and Recognition

Key Sustainability Achievements

Featured Column on Sustainability

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

4. Nurturing Diverse Talents

5. Excellent Customer Experience

6. Realizing Sustainability Governance

6.1 Corporate Governance

6.2 Ethical Corporate Management

6.3 Risk Management

6.4 Information Security and Personal Data Protection

7. Unleashing the Importance of Sustainable Finance

7.1 Promote Sustainable Finance

7.2 Sustainable Supply Chain

8. Creating a Society of Mutual Prosperity

8.1 Community Engagement Strategies and Investments

8.2 Corporate Volunteer

Appendix

## B. ESG-themed investment

Shin Kong Life Insurance has not only established a comprehensive ESG investment evaluation mechanism, but also actively responds to the United Nations Sustainable Development Goals (UN SDGs) in investment actions. By researching domestic and foreign sustainable investment trends, we have extended ESG-themed investments to support sustainable development industries that address specific social and environmental issues with practical actions. We continue to monitor sustainable and development industries at home and abroad, and strengthen the investment performance of sustainable investment targets so as to fulfill our core financial competencies, and pursue the maximization of stable returns for investors while contributing to sustainable development for a sustainable future. In 2023, SKL's total investment amount in ESG-themed investments exceeded NT\$548 billion, with an investment amount of NT\$45 billion for sustainable development bonds (sustainable development bonds, social responsibility bonds, green bonds), representing a growth of 3% compared to the previous year.

Unit: NT\$100 million

Sustainable Value	Corresponding SDGs	Category	Investment Amount in 2023 (NT\$100 million)	
			2022	2023
Low Carbon	7. Affordable and Clean Energy, 12. Responsible Consumption and Production, 13. Climate Action	Green bonds	234	247
		Project-based investments in renewable energy	18	21
		Six core strategies - green energy and renewable energy industries	83	71
Innovation	3. Good Health and Well-being, 11. Sustainable Cities and Communities, 9. Industry, Innovation and Infrastructure	Health education industry	770	777
		Public and social welfare industries	914	735
Common Good	1. No Poverty, 2. Zero Hunger, 3. Good Health and Well-being, 4. Quality Education, 5. Gender Equality, 6. Clean Water and Sanitation, 7. Affordable and Clean Energy, 8. Decent Work and Economic Growth, 9. Industry, Innovation and Infrastructure, 10. Reduced Inequalities, 11. Sustainable Cities and Communities, 12. Responsible Consumption and Production, 13. Climate Action, 14. Life Below Water, 15. Life on Land, 16. Peace, Justice and Strong Institutions, 17. Partnerships for Goal	Social responsibility bonds	5	3
		Sustainability/Sustainable development bonds	197	199
		Companies with excellent ESG performance	3,607	3,426
<b>Total</b>			<b>5,829</b>	<b>5,480</b>

Note 1: The 2022 Sustainability Report originally included ESG-themed investment data that only accounted for domestic investment positions. In the 2023 Sustainability Report, the basis for ESG-themed investment statistics has been adjusted to include both equity and debt investments, along with related definitions. Therefore, the 2022 data has been restated accordingly.

Note 2: In 2023, the total amount invested in sustainable development bonds was NT\$45 billion, of which NT\$18.4 billion was invested in sustainable development bonds approved by Taipei Exchange.

Note 3: The investment amounts listed in the table above for the government's six core strategic industries have excluded the investments made in ESG sustainability benchmark companies in the same positions.

Note 4: SKL's definition of green investments includes green bonds, project-based investments in renewable energy plants, and green energy and renewable energy industries as defined in the six core strategic industries.

Note 5: The health education industry includes Taiwan's precision health industry and categories related to health products and services, as well as facility suppliers.

Note 6: Public and social welfare undertakings are conducted in accordance with the "Regulations Governing Use of Insurer's funds in Special Projects, Public Utilities and Social Welfare Enterprises."

Note 7: Companies with excellent ESG performance include constituents of the following indices: TWSE RAFI® Taiwan High Compensation 100 Index, TWSE Corporate Governance 100 Index, and FTSE4Good TIP Taiwan ESG Index

## 1. Six Core Strategic Industries

SKL actively supports the government's efforts to promote industrial transformation. Through our project investment unit, we are responsible for investments in domestic projects, including the six major core strategic industries and public infrastructure to help more key emerging and innovative industries in securing operational capital. As of the end of 2023, the total investment amount in the six major core strategic industries reached NT\$144.7 billion. Investments in the green energy, renewable energy, and precision health industries exceeded NT\$7.7 billion, demonstrating our commitment to becoming a significant contributor to Taiwan's real economy development and fostering mutual benefits with innovative economy industries.

Industry Category	Investment Amount in 2023 (NT\$100 million)	Proportion
Information and Digital Industries	1,187	82%
Strategic Stockpile Industries	136	9%
Green Energy and Renewable Energy Industries	75	5%
National Defense and Strategic Industries	34	2%
Cybersecurity Industry	13	1%
Precision Health Industry	2	0%
<b>Total</b>	<b>1,447</b>	<b>100%</b>

## 2. Green investment - supporting the renewable energy industry

To address climate change, enhance climate resilience, and promote green finance to achieve the 2050 net zero carbon emissions target, SKL is actively investing in the renewable energy sector. In addition to investing in green bonds, we have established a dedicated unit to develop green energy investment plans. By investing in power plant construction and operation enterprises, as well as planning the development of large-scale solar power stations, we are eager to foster the growth of green energy in Taiwan and support industries' transition to clean energy.

In 2023, the investment in project-based renewable energy industries increased by NT\$320 million, generating approximately 7.903 GWh of electricity, enough to supply about 26,000 households for a month, saving around 3,911.8 tCO<sub>2</sub>e

Table of Contents

Message from the Chairman and President

Awards and Recognition

Key Sustainability Achievements

Featured Column on Sustainability

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

Innovation 4. Nurturing Diverse Talents

5. Excellent Customer Experience

Common Good 6. Realizing Sustainability Governance

6.1 Corporate Governance

6.2 Ethical Corporate Management

6.3 Risk Management

6.4 Information Security and Personal Data Protection

7. Unleashing the Importance of Sustainable Finance

7.1 Promote Sustainable Finance

7.2 Sustainable Supply Chain

8. Creating a Society of Mutual Prosperity

8.1 Community Engagement Strategies and Investments

8.2 Corporate Volunteer

Appendix

In 2023, SKL invested NT\$7.8 billion in the renewable energy sector. This investment is expected to generate an annual electricity output of 2,811.43 GWh, which can avoid 139,166 tCO<sub>2</sub>e each year. These efforts are anticipated to yield positive environmental benefits, aligning with the industrial goal of achieving net zero emissions.

### Renewable Energy Investments and Environmental Benefits

		2021	2022	2023
Investment amount	Green bonds - renewable energy category(NT\$100 million)	40	57	57
	Project-based renewable energy power plants(NT\$100 million)	15	18	21
Total investment amount (NT\$100 million)		55	75	78
Estimated annual electricity generation (10,000 kWh)		49,794	277,008	281,143
Estimated carbon reduction (tCO <sub>2</sub> e)		24,996	140,997	139,166



Note 1 The annual power generation was calculated based on the average monthly household electricity consumption of Taipower.  
Note 2 The annual amount of carbon emissions reduced was calculated based on the carbon emissions coefficient for electricity provided by the Bureau of Energy, Ministry of Economic Affairs.

### 3. Project-based investment - Public and social welfare industries: Taipei Bioinnovation Park

In support of the government's efforts to develop the biotechnology industry and to foster the agglomeration effects of biotech industry clusters, SKL has partnered with a development company to construct and operate the first biotech-focused development project in Taiwan: the Taipei Bioinnovation Park. This BOT project aims to provide office space for biotechnology companies and affiliated institutions, offering favorable rental rates to nurture startups. The park features modern office facilities and multifunctional spaces designed to meet the exhibition and interaction needs of biotech enterprises. Located adjacent to the Nankang Software Park, the Taipei Bioinnovation Park benefits from strategic advantages in terms of location, transportation, and industry clustering. The park is expected to facilitate the integration of the biotech industry, stimulate the regional economy, and create over 3,000 employment opportunities, ultimately generating an annual output value of NT\$50 billion, and further fostering the prosperity and development of the industry. This initiative supports government plans for industrial innovation, talent cultivation, and international alignment, making SKL a pivotal force in Taiwan's industrial transformation.

The total investment amount exceeds NT\$600 million. Since its official operation in March 2023, the occupancy rate has exceeded 80%.

## 7.2 Sustainable Supply Chain GRI 2-6、2-23、2-24

SKL offers a diverse range of insurance products and services to the public. Product design and services are primarily carried out by in-house professionals, while procurement items mainly consist of the items related to labor, goods, and equipment resulting from administrative affairs, as well as real estate construction operations. Although there is no apparent upstream, midstream, and downstream supply chain system compared to traditional or technological industries due to different industry attributes, SKL understands that the procurement business still has a significant impact. Therefore, we actively construct a sustainable supplier management mechanism and connect the supply chain through local procurement, green procurement, and other means to establish sustainable value.

In 2023, there were 169 suppliers in total, with 108 in the services category, 55 in the financial category, and 6 in the engineering category.

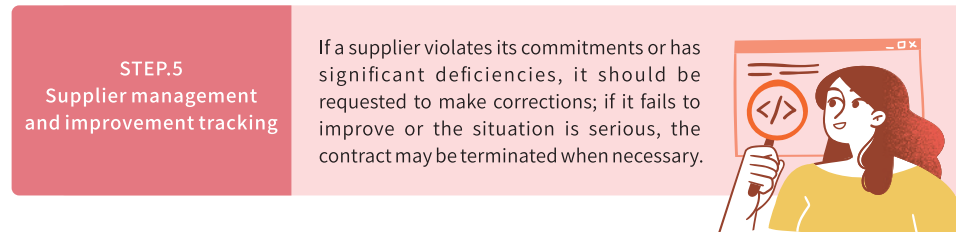
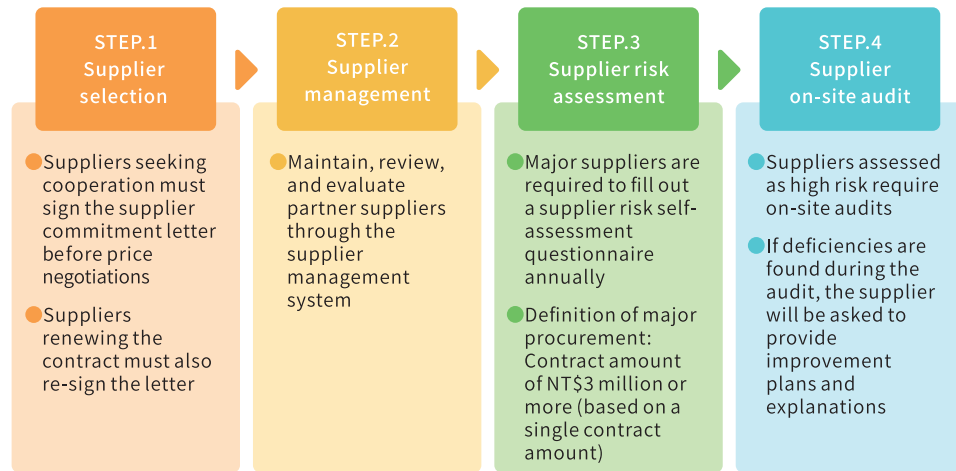
### A. Managing Supply Chain Sustainability SDG12.6

In terms of procurement policy, SKL has stipulated supplier management principles and regulations in accordance with the supplier management standards established by the parent company SKFH. Risk assessments and on-site audits of partner suppliers are conducted to encourage them to emphasize sustainable development, eliminate any dishonest behavior, and jointly assume responsibility for employees, society, and the environment to create a better living environment for future generations. Specific actions are described as follows:

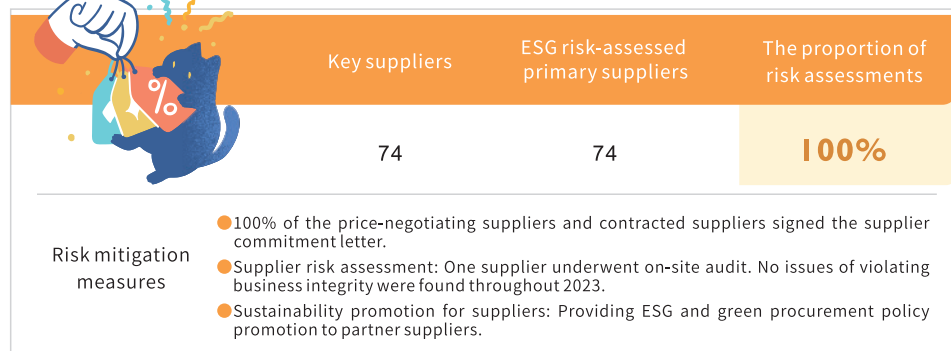
- ◆ Requiring partner suppliers to comply with our ESG policies: SKL requires partner suppliers to sign a supplier commitment letter, pledging to abide by corporate ethics, focus on employee rights and human rights, and protect the environment. If any violation of relevant regulations is found during the cooperation process and is not corrected immediately, SKL has the right to terminate the cooperation relationship. In 2023, the signatories of the supplier commitment letter were extended from partner suppliers to bargaining suppliers, in the hopes of conveying the company's sustainable business philosophy to more potential partners.
- ◆ Establishing a supplier management system: To better manage suppliers in a systematic way, SKL has established a supplier management system that helps register, review and evaluate information about partner suppliers.
- ◆ Risk assessment and on-site audits: SKL performs regular supplier risk assessments on key suppliers every year, and conducts on-site audits based on the assessment results. Depending on the situation, guidance or training will be provided to help suppliers improve or mitigate related risks, and move towards sustainability goals.

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

### SKL Supplier Management Procedure

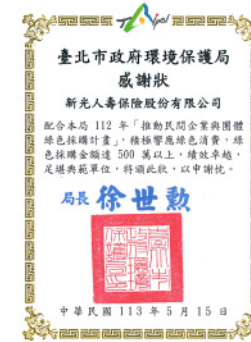


### The Results of Supplier Management in 2023



### B. Implementing Local and Green Procurement GRI : 204-01

SKL helps promote sustainable development in society and the environment through our selection of procurement projects. When purchasing office supplies, information products, air conditioning equipment replacement, and building materials, we prioritize products that have obtained green environmental certification. Since 2016, we have won the "Green Procurement Performance Unit for Private Enterprises and Organizations" from the Department of Environmental Protection, Taipei City Government for eight consecutive years. We also support social innovation enterprises and won the First Prize of Buying Power -Social Innovation Products and Services Procurement Award in 2023.



Item	Summary
Initiatives	<ul style="list-style-type: none"> <li>Announce the green procurement policy and encourage all units to prioritize products with environmental certifications when applying for equipment or services procurement</li> <li>Actively select products with environmental and energy-saving labels for overall office and administrative equipment, gradually increasing the proportion of environmentally friendly and energy-saving products in procurement.</li> <li>Encourage units to collaborate more with innovative social enterprises, or encourage partner units to join relevant matchmaking platforms.</li> </ul>
Results in 2023	<ul style="list-style-type: none"> <li>Local procurement: We prioritized Taiwanese local manufacturers to ensure supply stability and localization, accounting for <b>94%</b> of the total procurement</li> <li>Green Procurement: The amount of green procurement for office and administrative equipment reached <b>NT\$75.25 million</b>, accounting for <b>43%</b> of the total green procurement items.</li> <li>Social innovation procurement: The amount of social innovation product and service procurement reached <b>NT\$12 million</b></li> </ul>





## 8. Creating a Society of Mutual Prosperity

Shin Kong Life values the importance of connecting and interacting with local residents, establishes three major public welfare axes, utilizes its abundant corporate talent resources, and promotes the "corporate volunteer" service program, to actively develop community engagement.

### 8.1 Community Engagement Strategies and Investments

GRI 203-1

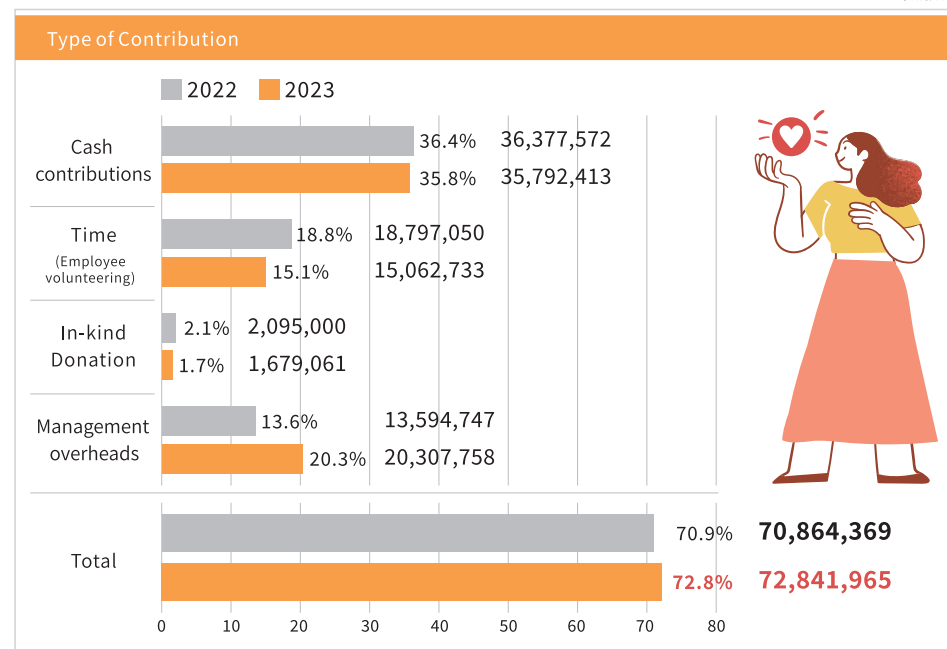
Shin Kong Life's community involvement activities are based on the three corporate philanthropic pillars of "All-round Development, Health promotion, and Environmental sustainability". By utilizing our offices throughout Taiwan and combining the strengths of the Shin Kong Life Foundation, we are able to focus on issues such as children's education, ageing health, ecological environment, and animal conservation through more flexible and creative communication methods. At the same time, we encourage both internal and external colleagues to join us in volunteering, extending SKL's services to the corners of society and fulfilling our corporate motto of "what we take from society, we give to society." In 2023, thanks to the enthusiasm of our employees, SKL's total social participation amounted to NT\$72.84 million, with a total of 760,000 people benefiting from SKL's social service programs, and we have supported the co-prosperity and development of the community through our actions and investment of resources. With these actions and resources, SKL supports the co-prosperity and development of the community.

#### Major themes in social welfare and SDGs

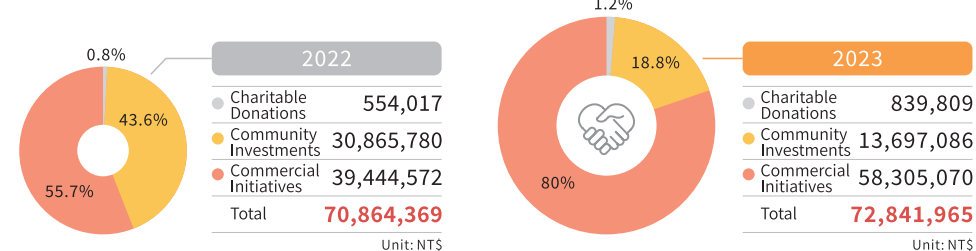


#### Social investments in 2022-2023

Unit: NT\$



#### Social welfare Activities in 2022-2023



Note: Investment expenses consist of activity expenses (including administrative and personnel expenses), in-kind donations, and sponsorships.

Note 2: Some examples of activities/events:

Charitable donations: Wild Bird Society of Taipei, Mid-Autumn Gift Box Volunteers - Down Syndrome Foundation, Atayal Traditional Dance Flash Mob at Si Ji Elementary School, and Nan Shan Elementary School in Yilan County.  
Community investment: Shin Kong Spreads Love End-of-the-Year Fundraising Activity, welfare project for elders in rural communities with Digital Humanitarian Association, Penghu International Fireworks Festival, Happy Dining Table with an Acre of Land.  
Commercial initiatives: The Pen Pal Program 2.0, Taichung High School Financial Literacy Education Promotion Project, 2023 Shin Kong Nationwide Charity Hiking, Old Clothes, New Life: Light up the World, "Shin Kong Kitchen" Workshops.

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

## 8.1.1 All-round Development

SKL is committed to enhancing the knowledge and abilities of people in all aspects of life by awarding outstanding young students, stimulating artistic creativity, encouraging the new generation to explore diverse fields, and organizing various leisure and sports events to provide opportunities for talents in various fields to showcase their abilities and cultivate positive and healthy leisure and entertainment. At the same time, resources are brought into remote areas to reduce the urban-rural gap, enhance international vision, and create a sustainable and better life together.

### Major Youth Programs

#### 1 The Shin Kong National Painting Competition

19th Shin Kong National Painting Competition is titled "Cherish Food, Create a Happy Life" through the observations and creations of all ages artists, Taiwan's towns and villages will no longer just be maps in textbooks, but transforming into places that we can connect with and cherish, and to foster love for nature, and build the concepts of healthy eating and food conservation through the selection of earth-friendly food ingredients. This year marks Shin Kong Life's 60th anniversary, and in response to the SDGs 2 Zero Hunger Goal, Shin Kong have launched a special "You Draw, We Give Back" initiative, in which Shin Kong will give back \$10 per entry to sponsor nutritious lunches at rural schools, creating a happy meal for children in rural areas.



#### 2 The Shin Kong Rubik's Cube Competition

The Rubik's Cube is regarded as one of the world's top three intellectual games, it is an educational sport that is deeply rooted in the minds of all people, greatly benefiting logical thinking and brain development. The contestants range from 6 to 48 years old, demonstrate that there is no age limit to enter the world of Rubik's Cube. 2023 Shin Kong Cup Rubik's Cube Tournament coincides with SKL's 60th anniversary, and in addition to expanding the event and increasing the number of contestants to 550, the largest number of contestants in the history of Taiwan's Rubik's Cube, the event has also introduced the WCA international certification for the first time, whereby the results of each contestant can be included in the rankings of all the world's WCA tournaments, providing Rubik's Cube players with a platform for mental stimulation and healthy competition. SKL will continue to venture into rural areas to conduct Rubik's Cube workshops, hoping to let children experience the charm of the Rubik's Cube and gradually unleash their intelligence and potential, thereby transforming rural education and opening up new opportunities for growth.



#### 3 The Shin Kong Street Dance Competition

As the Shin Kong Cup enters its 20th anniversary in 2023, with the new era of AI Generation, This year's Street Dance Contest embraced the technological trend by utilizing artificial intelligence to generate technology to create a 20th anniversary commemorative single and music video, lively melody coupled with energetic lyrics represents the spirit of the Shin Kong Cup encouraging young people to bravely pursue their dreams and dance splendidly, event continued the Olympic-style competition, the BREAKING BATTLE 1 ON 1 and Group Dance Competition. The event attracted 8 teams of online dance auditions, 118 teams of group dance, and 132 individuals for break dance, totaling 1,350 participants. To celebrate the 20th anniversary of the Shin Kong Cup, five rural street dance promotional activities were held.

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability

1. Sustainable Shin Kong

- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future

4. Nurturing Diverse Talents

5. Excellent Customer Experience

6. Realizing Sustainability Governance

- 6.1 Corporate Governance
- 6.2 Ethical Corporate Management
- 6.3 Risk Management
- 6.4 Information Security and Personal Data Protection


7. Unleashing the Importance of Sustainable Finance

- 7.1 Promote Sustainable Finance
- 7.2 Sustainable Supply Chain

8. Creating a Society of Mutual Prosperity

- 8.1 Community Engagement Strategies and Investments
- 8.2 Corporate Volunteer

Appendix

Events	Summary	Highlight
The Pen Pal Program 2.0	<ul style="list-style-type: none"> <li>"Companionship is the Warmest Sharing", based on the i-Mentor model developed by a New York City-based organization, this program is designed via cross-border collaboration based on three elements, namely "Children, Aborigines, and Education", to create a golden triangle of guardianship for school children, with hopes of bringing the light of warmth to more disadvantaged children.</li> <li>Enterprises and groups are cordially invited to become big pen pals under this program. By matching small pen pals from among rural and disadvantaged children with life mentors, this program helps small pen pals explore a variety of aspects in the society and a diverse range of career choices. In 2023, "The Pen Pal Program 2.0—A Pen Pal Project: 30 Dream Jobs Forum" was held in the zoo, featuring inspiring speakers including Academician Huey-Kang Sytwu, Director of the National Health Research Institutes; Dr. Yu-An Chen, a zoo veterinarian; and Cheng Yu-Xuan, a panda conservationist. During the forum, they shared their valuable work experiences as doctors/scientists, veterinarians, and conservationists, offering unique insights into their professions.</li> </ul>	Participation of 144 big pen pals as life mentors and matched them with 174 small pen pals using heartfelt words, in an effort to help these small pen pals not only discover a variety of areas in the society, but also sow the seeds of dreams. On the whole, a total of 708 people benefited from this program throughout the year.
Scholarships 	<ul style="list-style-type: none"> <li>Shin Kong Life Scholarship is the only scholarship in the life insurance industry that intended both policyholders and non-policyholders.</li> <li>Since 2017, Shin Kong Life Scholarship has been introduced to help primary and secondary school students who are from poor families or whose families have suffered sudden changes and are in urgent need of help, so that they can go to school free from financial deprivation and with peace of mind.</li> </ul>	A total of 20,351 students applied for scholarships and 2,707 students from high school to university (graduate school) were awarded scholarships to encourage students to develop their qualities. Over the past 51 years, more than 130,000 students have been awarded scholarships, with a cumulative amount of more than \$300 million.
Their Distance from Hunger (Andrew Food Bank)	<ul style="list-style-type: none"> <li>Shin Kong Life and Chang Hwa Bank jointly collaborated on this campaign, and during the campaign period, Shin Kong Life donated an additional NT\$200 from the operating expenses of the in-force policies to the "Andrew Charity Association" as a public welfare resource. They are a group of children who have to recognize separation/sickness/accident and then grow up. Andrew Charity Association has been caring for children from disadvantaged families for a long time, and according to the situation of each case, it will provide immediate and appropriate resources to help the sound physical and mental development of the sponsored children.</li> </ul>	The additional donation will be used through Andrew Food Bank to support the monthly food box service program, helping provide food for children under 15 years old from disadvantaged families. In 2023, about 532 children benefited from this event, with a donation of NT\$106,400.
The Shin Kong Esport Event	<ul style="list-style-type: none"> <li>The theme for 2023 was "Pokémon Grand Gathering," aimed at promoting mutual entertainment, sharing, and prosperity between parents and children. The event featured six gym leaders who used Pokémon storylines to guide participants through various challenges and competitions, combining gaming with the diverse cultures of our global community to broaden children's perspectives. This year's event was particularly inclusive, inviting foreign families, Taiwanese indigenous people, and new immigrants to participate. Moreover, upholding a spirit of diversity, sustainability, and social care, we also aimed to enhance cultural integration through this renowned IP of Shin Kong e-Sports Camp to promote e-sports strength in Taiwan.</li> </ul>	<p>A total of 260 people signed up for the two events, and there were more than 560 people in attendance on-site. The online live stream had a total of 54,128 views, allowing everyone to transform into a Pokemon trainer through virtual reality experience.</p> 



- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

## 8.1.2 Health Promotion

In response to the United Nations Sustainable Development Goals (SDGs) 3, SKL has organized National blood donation campaigns and Health Promotion seminars to encourage people to care about their own health and to raise health awareness among the general public. In addition, SKL also organizes telemedicine to provide health information to the elderly and eliminate the disparity in healthcare resources between urban and rural areas, in order to build a stable and seamless healthcare protection network.

### Major Events for the Elderly

#### 1 Oral History

Since 2005, Elders Share the Arts (ESTA), a New York-based organization that focuses on the issues of silver hair and long-term care, has imported "Legacy Art" and "Revitalizing History" to Taiwan. Through the participation of seniors in creative aging activities, ESTA strives to bring awareness to the issue of long-term care and concern for the health of the elderly. Through the use of art as an intermediary of communication, Heritage Art helps the elderly to re-establish their social connections, while Revitalizing History is led by a professional and uses the element of drama, in which the elderly select the most understandable moments of their life experience for children to share, so that the younger generation can understand the value and meaning of "old age". By the end of 2023, more than 230,000 people will have benefited from the oral history program.



		2022		2023	
	Participant	Beneficiaries	Satisfaction	Beneficiaries	Satisfaction
<b>Legacy Art</b>	Senior citizens with dementia and disabilities	4,900	94.0%	7,300	98.0%
	Volunteers	3,771	98.1%	7,630	97.0%
	Guides	35	94.7%	35	95.0%
<b>Revitalizing History</b>	Senior citizens	2,319	98.67%	2,448	99.5%
	Students	1,467	98.5%	1,289	90.3%
	Guides and middle-aged people	1,580	98.0%	635	98.9%
	Audience	1,019	95.7%	2,342	94.0%

#### 2 "Shin Kong Kitchen" Healthy Kitchen Workshops

"Shin Kong Kitchen" healthy kitchen workshops were launched to promote women's health and spread awareness about nutrition and wellness. This delightful program featured engaging sessions with nutrition Ph.D. experts and award-winning chefs, who guided participants through interactive hands-on kitchen experiences. Amid the hustle and bustle of modern life, these sessions provided simple yet delicious recipes that highlight healthy ingredients and cooking techniques while fostering correct nutritional concepts. The "Shin Kong Kitchen" events were held across the northern, central, southern, and eastern Taiwan, benefited 74 participants and a total of 191 from 2022 to 2023, boasting a remarkable satisfaction rate of 97.8%.



Table of Contents

Message from the Chairman and President

Awards and Recognition

Key Sustainability Achievements

Featured Column on Sustainability

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Advancing Towards a Net Zero Future

4. Nurturing Diverse Talents

5. Excellent Customer Experience

6. Realizing Sustainability Governance

- 6.1 Corporate Governance
- 6.2 Ethical Corporate Management
- 6.3 Risk Management
- 6.4 Information Security and Personal Data Protection

7. Unleashing the Importance of Sustainable Finance

- 7.1 Promote Sustainable Finance
- 7.2 Sustainable Supply Chain

8. Creating a Society of Mutual Prosperity

- 8.1 Community Engagement Strategies and Investments
- 8.2 Corporate Volunteer

Appendix

3 Telemedicine

We have partnered with the Digital Humanitarian Association to launch the "Remote Health Promotion for Rural Communities" program, which utilizes digital tools to provide online health courses and professional medical consultations for elderly residents in rural areas. The program aims to help the elderly prevent diseases and delay disability, and has shown concrete results. In 2023, to further safeguard the health and wellbeing of rural seniors, we expanded our reach from the original four locations of Qimei in Penghu, Dabang in Chiayi, Liuxiang, and Liujiao Township to more areas. In addition to the center retained at Dabang in Chiayi, a total of six care centers were introduced at Wutai in Pingtung County, Fenglin in Hualien, Beinan in Taitung, Jianshi in Hsinchu, and Suan Tou in Chiayi. With on-site services through the help of corporate volunteers, we also spend time with the elderly to teach them origami, which helps to improve hand-eye coordination, enhance brain and organ activity, and delay degeneration. By strengthening connections with local communities, we endeavor to integrate our core expertise in insurance to promote inclusive financial education and scam prevention, safeguarding the economic security of the elderly. A total of 83 volunteers participated in the service, serving approximately 109 seniors. The SROI calculation shows that for every NT\$1 invested, a social value of NT\$9.57 was created.



Events	Summary	Highlight
The Shin Kong Nationwide Blood Donation Campaign	<ul style="list-style-type: none"> <li>In order to alleviate the problem of blood shortage and to help supply medical resource, in 2023, SKL have joined hands with Dajia Mazu to organize the Shin Kong National Blood Donation Campaign at 32 locations across the country, jointly encourage people to roll up their sleeves and donate blood in order to fulfill Dajia Mazu 's spirit of compassion, and to save more precious lives.</li> </ul>	<ul style="list-style-type: none"> <li>SKL successfully collected 4,509 bags (equivalent to 1,147,500 ml) of blood, contributing to reserve health care capacity and save more precious lives.</li> </ul>
Nationwide Charity Hiking	<ul style="list-style-type: none"> <li>We invite employees and policyholders to join us in embracing nature, reflecting our corporate commitment to sustainability. With the participation of corporate volunteers, we continue to address corporate sustainability issues through engaging activities. On our hiking routes, we emphasize environmental conservation by encouraging everyone to pick up trash along the way, embodying our "Low carbon, Innovation, and Common good" sustainability strategy. This initiative aims to foster a love for the planet, protect ecosystems, and promote ecological sustainability.</li> </ul>	<ul style="list-style-type: none"> <li>A total of 34 hiking routes, inviting more than 9,000 employees and national policyholders to bring their family members, relatives and friends to get closer to nature, and combining with nearly 3,000 corporate volunteers to continuously dedicating on the issue of corporate sustainability.</li> </ul>
"Always Remember You" Conference	<ul style="list-style-type: none"> <li>SKL and Taiwan Alzheimer' s Disease Association, jointly organized the "Always Remember You" Conference at the Shin Kong Life Tower. SKL endeavors to enhance awareness and understanding of long-term care issues through people with actual care experiences.</li> </ul>	<ul style="list-style-type: none"> <li>9 "Always Remember You" conferences were held and attended by 720 people.</li> </ul>
Community Care Blossom	<ul style="list-style-type: none"> <li>Through SKL branches throughout Taiwan, we accompany elderly people and school-age children in the spirit of local care, and through face-to-face and hand-to-hand lantern paper craft teaching, achieving positive and warm interactions between those who care and those who are cared for.</li> </ul>	<ul style="list-style-type: none"> <li>There were a total of 182 "Community Care Blossom Activities", involving a total of about 3,156 volunteers, and caring for about 4,437 elderly and 789 school children.</li> </ul>
The LIFE Lab. Seminar Series	<ul style="list-style-type: none"> <li>Each week, LIFE Lab. conducted seminars focus on four target groups, including: Career Freshmen, Junior supervisors, New-generation moms, and Happy retirees, to help them find common ground with the philosophy of LIFE Lab.</li> </ul>	<ul style="list-style-type: none"> <li>44 online seminars related to health promotion and financial education were held, attracting 15,913 viewers.</li> </ul>
Life's Journey Made Smoother with Shin Kong's Care	<ul style="list-style-type: none"> <li>We provide long-term care and case management services to over 55 individuals, accumulating up to 990 community service interactions. These include care centers, home visits, phone check-ins, health promotion initiatives, and disability care support.</li> </ul>	<ul style="list-style-type: none"> <li>Provided 11 seniors with healthy meals, including meals delivered to the elderly and shared meals at the center, so that the elderly can maintain a nutritious and good health, serving 2,798 people; served 2,112 people with day care and care center services, so that the family members can have a respite or take the opportunity to go out to work to maintain the family's financial well-being.</li> </ul>
Taiwan Portrait of Happiness	<ul style="list-style-type: none"> <li>Demonstrating its longstanding commitment to elderly care, and in celebration of its 40th anniversary, the Shin Kong Life Foundation organized a series of seven "Taiwan Portrait of Happiness" events across Taiwan. These events involved art-assisted therapeutic self-portrait sessions, where creativity flowed as seniors celebrated their birthdays through art. Such endeavors not only instilled confidence in seniors through artistic creation but also rekindled their social connections.</li> </ul>	<ul style="list-style-type: none"> <li>A total of 300 people benefited from the program, and 23 news articles were exposed in the media, which overturned the stereotypical image of the elderly in the society and attracted more people to participate in the program, so as to turn the "Creative Aging" into a social movement together.</li> </ul>
Lighting Up the Ribbon for Women's Health	<ul style="list-style-type: none"> <li>Shin Kong Life Foundation and Shin Kong Bank, in response to the annual October Breast Cancer Awareness Month, jointly arranged for a mammography van to be driven to Shin Kong Bank's headquarter building to provide free screening services to colleagues, so that busy working women could have breast cancer screenings and counseling outside of work without having to take time off from work or make a long commute.</li> <li>Through the promotion of two-color ribbons, all women are urged to undergo regular screening and prevention of breast cancer, and patients should be aware of the possibility of recurrence.</li> </ul>	<ul style="list-style-type: none"> <li>Two breast cancer education seminars were held in Keelung and Taichung, with a total of 77 participants.</li> <li>Free screening services and counseling for breast cancer, with a total of 36 screenings, of which 3 were found to be abnormal.</li> </ul>



## 8.1.3 Environmental Sustainability

In response to international concerns about biodiversity and environmental sustainability, SKL has linked corporate and social forces through activities such as the Shin Kong Sustainable Lifestyle - From Farm to Table, and Sustainable Seas to realize rural innovation and ecological preservation for the benefit of all three parties: the corporation, agriculture, and society. In addition, the company also organizes a Christmas charity bazaar to practice circular economy and achieve the goal of environmental friendliness, so as to enhance the sustainable thinking of its employees through public welfare.

- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

### Major Sustainability Activities

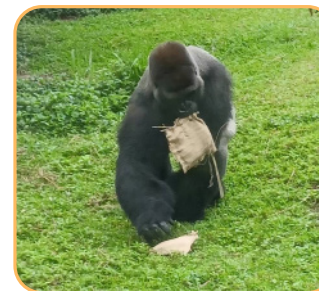
#### 1 Happy Dining Table with an Acre of Land

In our endeavor to construct a nationwide safety net, we have initiated the "From Farm to Table" green action, starting with the traceability of ingredients to reduce food transportation losses in Taiwan's agriculture. Through the establishment of the "Happy Dining Table with an Acre of Land" program, we provide venues and marketing resources free of charge, and have created the Shin Kong Smallholder Farmers' Market to stabilize farmers' income and revitalize rural areas by promoting organic farming practices. Simultaneously, we organize food and agriculture education through talks, workshops, and hands-on experiences such as assisting in farm work and harvest, to foster a farmer-friendly land and a sustainable food ecosystem where green consumption prevails, showcasing Shin Kong's core values of "low carbon, innovation, and common good" in sustainable management. A total of 76 Shin Kong Smallholder Farmers' Market events were held in 2023. The total sales amount was close to NT\$6 million (including Songshanjin Charity Market,) involving approximately 500 smallholder farmers in exhibitions and sales throughout the year. In 2023, this project received recognition at international levels, including the "Asia Responsible Entrepreneurship Awards," "National Brand Yushan Award," "Asia-Pacific and Taiwan Sustainability Action Awards (TSAA)," and "PwC Sustainability Impact Awards," underscoring Shin Kong's core values of "low carbon, innovation, and common good" in sustainable management.



#### 2 Ecological Conservation

With a long-term commitment to ecological conservation, SKL has been sponsoring Gorilla conservation activities for 26 years in a row as we aim to raise public awareness of the natural environment and implement the concept of wildlife conservation. In 2018, Taipei Zoo gorilla "Bao Bao" was sent to the Netherlands for an international breeding program, which not only helped Taiwan gain world recognition for its efforts in animal conservation, but also brought Taiwan closer to the international community. With concerted efforts from both SKL and Taipei Zoo, two Gorilla mothers imported from the Netherlands have given birth consecutively in 2020 and 2021, successfully passing on their genes of endangered species. In 2022, we collaborated with Taipei Zoo to make "behavior-enriching devices" for gorillas to promote ecological conservation and education with the participation of foundation employees and volunteers. In 2023, we continued to allocate funds to assist Taipei Zoo in participating in international conferences and exchanges, including the European Association of Zoos and Aquaria (EAZA) and the Southeast Asian Zoos and Aquariums Association (SEAZA), to align with international trends, update relevant knowledge, and enhance Taiwan's visibility in the international conservation community.



#### 3 Sustainable Oceans

In response to the deterioration of the marine ecosystem brought by climate change and man-made activities, the Taiwan Coral Industry Association (TCIA) has been working on two strategic directions, namely, "protecting corals" and "removing marine wastes", and is following the international trend of promoting the coral reef check program by conducting professional training, and a total of nine people have obtained the International Ecological Diver License. In conjunction with the National Museum of Marine Science and Technology conduct a Coral Watch program, produce 400 copies of the "International Coral Health Color Card," and deepen into Yehliu, Xiaoliuqi, and other elementary schools to train teachers in marine education; a total of 80 coral reef examiners have been trained since the start of the program, which will help create awareness of local residents and schoolchildren about marine conservation. Experienced divers with a certain level of experience will be invited to organize nine underwater cleanup activities from 2022 to 2023, with a total of 394 volunteer trips and 3,905 kilograms of marine debris removed.



- Table of Contents
- Message from the Chairman and President
- Awards and Recognition
- Key Sustainability Achievements
- Featured Column on Sustainability
- 1. Sustainable Shin Kong
- 2. Strengthening Climate Resilience
- 3. Advancing Towards a Net Zero Future
- 4. Nurturing Diverse Talents
- 5. Excellent Customer Experience
- 6. Realizing Sustainability Governance
  - 6.1 Corporate Governance
  - 6.2 Ethical Corporate Management
  - 6.3 Risk Management
  - 6.4 Information Security and Personal Data Protection
- 7. Unleashing the Importance of Sustainable Finance
  - 7.1 Promote Sustainable Finance
  - 7.2 Sustainable Supply Chain
- 8. Creating a Society of Mutual Prosperity
  - 8.1 Community Engagement Strategies and Investments
  - 8.2 Corporate Volunteer
- Appendix

## 8.2 Corporate Volunteers

### ► Shin Kong Life Volunteer Participation

Shin Kong Life Insurance Company has been actively promoting the "Corporate Volunteer" service program to encourage its employees to understand the needs of the community outside of work, so that Shin Kong Life Insurance Company can spread its love and care to more places in the community.

Through volunteer service, we enrich the lives of our employees beyond their work environment, fostering a sense of belonging within the company and experiencing the joy and warmth of helping others. In 2023, our corporate volunteers enthusiastically participated in nationwide hiking events, blood donation drives, Community Care Blossom events, telemedicine services for elderly in rural areas, agricultural experiences, and beach clean-up activities. These efforts contributed to society and earned positive recognition for our corporate social image. To enhance professional skills, we encourage employees to voluntarily participate in basic volunteer education and training courses.

In 2023, the average number of hours of participation by business volunteers was 3.42 hours in real terms, with more than 12,000 cumulative participants and 32,080 total service hours.



### ► Shin Kong Life Foundation

Shin Kong Volunteer Corps has been established for 14 years, and is the first corporate volunteer association to file a case with the Department of Social Welfare in Taipei. We encourage our employees, family members and policyholders to personally participate in volunteer services, and promotes the concept of corporate volunteering in collaboration with the government; SKL have also been invited by the government to go to various counties and cities to share the successful operation of the corporate volunteers, so that more companies can participate in the corporate volunteer. Along the way, SKL have become the strongest backing for the government and have been recognized by various sectors with many awards.

In 2023, Shin Kong Volunteer Corps not only assisted non-profit organizations in organizing various welfare events but also actively supported various government volunteer services. During the strong earthquake in Turkey, the Corps promptly mobilized 356 volunteers to join the national relief team, dedicating a total of 2,830 hours to assist in processing

donation information for the Ministry of Health and Welfare of the Republic of China to ensure timely assistance to Turkey. In 2023, as the Taiwan Lantern Festival returned to Taipei after a 23-year hiatus, the Corps rallied 751 volunteers to provide support, contributing a total of 3,183.5 volunteer hours. This alleviated the manpower shortage faced by the Taipei City Government in organizing this international event. Our volunteers were the sole representatives from the corporate sector to receive government recognition on the main stage. Through our active participation and contributions, we demonstrated our commitment to charitable endeavors and showcased the philanthropic aspect of Shin Kong to the public.

2,834 volunteers with a total of 15,309 hours was invested by the end of 2023.

