

Reporting Standards

Message from the Chairman and President

Key Sustainability Achievements

Awards and Recognition

1. Sustainable Shin Kong

2. Strengthening Climate Resilience

3. Building a New Net-Zero Lifestyle

4. Nurturing Diverse Talent

5. Excellent Customer Experience

6. Realizing Sustainability Governance

7. Unleashing the Importance of Sustainable Finance

8. Creating a Society of Mutual Prosperity

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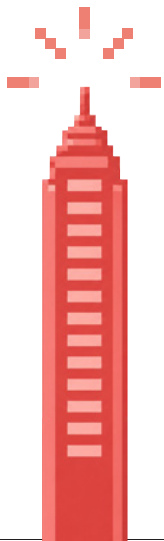


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GRI 2-2、2-3、2-4

This report is the 2025 Sustainability Report (the "Report") of Shin Kong Life Insurance Co., Ltd. ("SKL"). It is SKL's 14th Sustainability Report, and all previous sustainability reports are available for download from the "Sustainability Database" on the SKL Corporate Sustainability website. Through the publication of this Report, SKL aims to create shared corporate sustainability value with its stakeholders while fulfilling its corporate social responsibility.

Report Scope and Boundary

This Report covers the period from January 1 to December 31, 2025, and discloses SKL's management approach, key issue performance, and achievements across the environmental, social, and governance ("ESG") aspects. The scope of disclosure primarily covers SKL, with the exception of Chapter 2, "Strengthening Climate Resilience," which only includes information from Taishin Life Insurance. In response to regulatory requirements on greenhouse gas emissions, the Report additionally includes disclosures for the SKL's subsidiaries, Shin-Kong Life Real Estate Service Co., Ltd., Shin Kong Vietnam Co., Ltd., and Shin Kong Life Singapore Pte. Ltd. There are no material differences in the reporting scope compared with the previous edition. Where measurement methodologies differ from those used in the previous report, the changes are specifically noted in the relevant sections. Certain performance data have also been restated to include information dating back to 2023, providing a comprehensive presentation of SKL's progress toward sustainable development.

Basis for Preparation

Issuing Unit	Reference Item
Global Reporting Initiative (GRI)	2021 GRI Standards - G4 Financial Services Sector Supplement
Sustainability Accounting Standards Board (SASB)	Standards for the insurance industry
Financial Stability Board (FSB)	Taskforce on Climate Related Financial Disclosure (TCFD)
The United Nations	- Sustainable Development Goals (SDGs) - Principles for Sustainable Insurance (PSI) - Principles for Responsible Investment (PRI) - The Global Compact's Ten Principles
Taiwan Stock Exchange (TWSE)	Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies
International Sustainability Standards Board (ISSB)	- IFRS S1 General Provisions for Disclosure of Sustainability-Related Financial Information - IFRS S2 Climate-related disclosures

Issuance Information

SKL regularly publishes the Corporate Sustainability Report each year. Readers may also download the electronic version of the report from the "Sustainability Database" on the SKL Corporate Sustainability website.

- Current edition: August 2026
- Previous version: August 2025
- Next version: August 2027

Information Quality

Category	Compliance Standard	Certification Institution
Sustainability	2021 GRI Standards Reference Option (AA 1000 TYPE II Moderate Assurance Level)	SGS Taiwan
	SASB Insurance Industry Standards	
	Taskforce on Climate Related Financial Disclosure (TCFD) disclosure level	
	Assurance Standard No. 3000 issued by the Accounting Research and Development Foundation of the Republic of China (formulated with reference to the International Assurance Standard ISAE3000)	KPMG
Finance	Annual Financial Report	EY
Risk Management	ISO 22301 Business Continuity Management System	British Standards Institution (BSI)
Information Security	ISO 27001 Information Security Management System	British Standards Institution (BSI)
	BS 10012 Personal Information Management System	British Standards Institution (BSI)
Environmental	ISO 14046 : 2014 Water Footprint	British Standards Institution (BSI)
	ISO 14064-1 : 2018 GHG Inventory	Det Norske Veritas (DNV)
	ISO 50001 : 2018 Energy management system	SGS Taiwan
	ISO 14067 Carbon footprint verification	British Standards Institution (BSI)
Customer Service	Royal Mystery shopper (RMS)	British Standards Institution (BSI)
	ISO 10002 : 2018 Customer Satisfaction Management System	British Standards Institution (BSI)
	ISO 10004 : 2018 Customer satisfaction Management System	Det Norske Veritas (DNV)
Occupational Safety	ISO 45001 Occupational health and safety management system	ARES
	TOSHMS Occupational Safety and Health Management	ARES

Third-Party Verification of the Report

SGS Taiwan has certified that the contents of the Report comply with the AA1000 AS v3 Type 2 Moderate Assurance Level. The Report is certified to meet the requirements of the SASB Insurance Industry Standards and the 2021 GRI Standards Reference Option. It also includes an assurance of the disclosure level regarding TCFD. The independent assurance statement is included in the appendix of the Report.

Additionally, in accordance with the "Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies", the Company has commissioned KPMG to conduct an independent limited assurance of the relevant sustainability performance in accordance with Assurance Standard No. 3000 Assurance Engagement of Examinations or Audits of Non-Historical Financial Information issued by the Accounting Research and Development Foundation of the Republic of China. The limited assurance report is also included in the appendix of the Report.

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SKL corporate sustainability website: <https://esg.skl.com.tw/>

SKL Chairman

Mark Wei



Message from the Chairman and President

Looking back on 2025, it was a milestone year in which we deepened our commitment to sustainability while undergoing a significant transformation. Despite fluctuations in the global political and economic landscape and the escalating challenges posed by climate change, we remained steadfast in upholding the spirit of “Earnestness, Innovation, and Sustainability” throughout the merger process between our parent company, Taishin Financial Holding Co., Ltd. and Shin Kong Financial Holding Co., Ltd. By embedding ESG principles into our organizational DNA, we delivered tangible results across aspects of environment, society, and governance.

Environmental (E): Driving the Low-Carbon Transition and Implementing Green Operations

To actively support the global ambition of achieving net-zero emissions by 2050, we not only fortified our TCFD management framework, but also adopted the TNFD recommendations and integrated the IFRS Sustainability Disclosure Standards. In terms of green operations, our first self-consumption solar power system officially commenced operation, laying the foundation for expanding renewable energy deployment in the years ahead, while mandating that all new developments achieve at least Silver-level Green Building Certification.

In 2025, our commitment to driving a sustainable supply chain was recognized with the 'Taipei City Climate Action Award' alongside multiple sustainable procurement accolades. Concurrently, by leveraging digital tools and expanding electronic insurance policies, we accelerated paperless operations, empowering every policyholder to participate in our low-carbon transition.

Social (S): Implementing Financial Inclusion and Expanding Our Positive Social Impact

We are committed to implementing financial inclusion by providing accessible and inclusive services to diverse groups, including older adults, youth, persons with disabilities, and new immigrants. In 2025, we established a KPI of 3.7 volunteer service hours per employee, encouraging our employees to actively engage with local communities. By combining our financial expertise with public welfare resources, we continued to invest in areas such as children's education, care for disadvantaged groups, and environmental sustainability. Through these efforts, we implemented the principle of “giving back to society what we have gained from society” and fostered a resilient framework that thrives in harmony with society.

Governance (G): Strengthening Operational Resilience and Advancing Sustainable Finance

In response to an increasingly dynamic operating environment, we continued to enhance our risk management framework and maintained international certifications, including ISO 22301, ISO 27001, and BS 10012, ensuring that information security and personal data protection met the highest standards. In the area of sustainable investment, we strategically allocated capital to ESG-related themes and industries aligned with the government's “12 Key Strategic” Industries, with investments totaling NT\$14.1 billion. Through our engagement efforts, we also worked closely with our partners to advance sustainable development goals.

Future Prospects: Committing to Sustainability and Becoming a Trusted Smart Partner

Insurance is a long-term commitment, and sustainability is a marathon without a finish line. In 2026, SKL will build upon the strengths and excellence of the merged organization, integrating group resources and driving transformation through digital innovation. With a broader perspective, we will continue to address emerging challenges and strive to become our customers' most trusted “smart partner”, helping build a secure, prosperous, and sustainable future for this land.

SKL President

Min-Yi Huang



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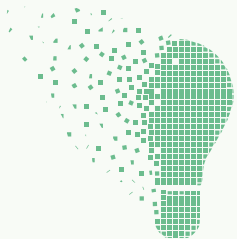
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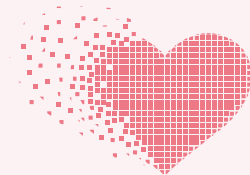
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Key Sustainability Achievements



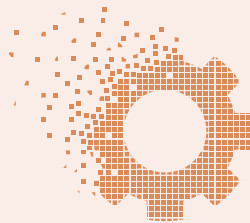
Environmental

- Scope 1 and Scope 2 GHG emissions decreased by **34.8%** compared to the baseline year, and annual emission intensity per person decreased to **0.87 tCO₂e**.
- Completed the construction of Wanfang's solar power plant and generated **16,604 kWh** of electricity, equivalent to reducing **7.87 tCO₂e**.
- Six major locations voluntarily participated in Taipower's demand bidding activities, with a total of **115** participations, saving 3,046 kWh of electricity.
- In addition to implementing digital offices to reduce administrative paper consumption, we also promoted electronic insurance services to save approximately **20.031 million** sheets of paper and approximately equivalent to **120.2 tCO₂e**.
- Investments in the renewable energy industry reached NT\$6.53 billion, with an estimated annual power generation capacity of **1.95017 billion kWh**, which can prevent **924,383 tCO₂e** of carbon emissions each year.



Social

- Total number of corporate volunteer participants exceeded **2,681**, totaling over **42,000** service hours.
- Organized food and agriculture education, food and fishery education, and expand to marine education to create an impact on environmental sustainability.
- First life insurance company to obtain "ISO 10004 Customer Satisfaction Management System" certification.
- Provided **11** friendly services to financially disadvantaged groups.
- Organized **1,663** fraud prevention campaigns to strengthen the financial literacy of all people.
- Committed to the development of employee sustainability capabilities, achieving a training completion rate of **100%** for all employees.



Governance

- Assist the holding company to be ranked in the top **20%** in the Corporate Governance Evaluation.
- The total amount of ESG-themed investments reached **NT\$593 billion**, up **2%** compared to the previous year.
- The percentage of investment and financing portfolios that passed SBTs reached **32.40%**.
- Acquisition of international certifications related to business continuity and information security, including ISO 22301, ISO 27001, and BS 10012.
- Completed information security insurance and strengthened information security protection.



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Environmental

Taiwan Sustainability Action Awards

Corporate Category - Silver (SDG13 Climate Action)

Corporate Ocean Sustainability Contribution Award

Buying Power

Excellence Leadership Award
Special Award - Sustainable Development Group

Best Green Contribution Award

"Walkii" Sustainable Health Promotion Program

Taipei City Climate Action Awards

Golden Safety Award for Outstanding Engineering from the Ministry of Labor
Outstanding in the private engineering category

Recognition for Excellence in the NCCU Center for Corporate Sustainability TCFD Report Evaluation



Social

Insurance Quality Award

Excellence Award in Most Well-Known Insurer, Outstanding Awards in Best Sales Representative, Best Claim Services, and Most Recommended Insurer Categories

Reader's Digest

Trusted Brand Gold Award

Faith, Hope, and Love Awards of Insurance

Best Integrated Communication Award
Best Insurance Professional Award
Best Channel Strategy Award
Best Product Creativity Award,
Best Insurance Education
Contribution Award
Best Social Responsibility Award
Best Communication Division Award

Insurance Excellence Award

Gold Award in the "Micro Insurance Promotion Excellence Award", Silver Award in "Excellence in Charity Care", and Silver Award in "Policyholder Service Project Planning Excellence"



Excellence and Best Rating Survey

Excellent Claims Service Award
Excellent Digital Finance Award
Excellent Service Quality Award

National Brand Yushan Award

Best Product Award - National First Prize
Best Popular Brand Award

Wealth Magazine Financial Award

Smart Innovation and Application Award - Gold Award

Taipei Golden Eagle Micro Movie Awards - Bronze Award

Taiwan Corporate Sustainability Awards:

Platinum Award in Corporate Sustainability Report
Taiwan Sustainable Enterprise Excellence Award

Global Corporate Sustainability Awards

Corporate Sustainability Report Silver Award

Asia Insurance Industry Award

Best Insurance Technology of the Year

IIA International Innovation Award

Service & Solution Category

Sports Enterprise Certification

Governance

Awards Ceremony for Insurance Sector Supporting National Policies

Outstanding Business Performance and Disability Care Awards in the Microinsurance Competition, alongside Financial Investment and Project Investment Awards in Six Core Strategic Industries and Public Infrastructure.

Golden Quality Governance Award

Recognition from the Financial Service Evaluation Award

Digital Finance Award

Recognition from the Financial Service Evaluation Award

Companies with excellent performance in the Treating Customers Fairly Evaluation

Top 25% in the life insurance industry

List of Companies with Better Institutional Investor Stewardship Disclosure



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Sustainable Shin Kong



Vision

Aim to become a benchmark company for sustainable operation and a trusted financial partner.

Commitment

Provide financial products that are friendly to the global environment, all corners of society and all stages of life, and promote sustainable financial development together with our stakeholders.

Core Values

Integrity
 Commitment
 Innovation
 Collaboration

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Sustainable Shin Kong

1.1 About SKL

1.1.1 Corporate Overview | GRI 2-1、2-6、2-7 |

A. Basic Information

Company Name	Shin Kong Life Insurance Co., Ltd.
Date of Incorporation	July 27, 1963
Headquarters	Taipei City, Taiwan
Number of Employees	11,437 full-time employees and 4,326 unofficial employees
Total Capital	NT\$90 billion
Scope of Products	Savings insurance, protection insurance, investment-linked insurance, medical injury insurance, group accident insurance, etc.
Scope of Services	Payments, claims, living benefits, modifications of insurance contracts, policy loans, online transactions, etc.

B. Core Values



For more than 60 years, SKL has been deeply rooted in Taiwan, placing great importance on the value of "human life." Guided by our aspiration to benefit society and our mission of "Insurance for Everyone, Protection for Every Family," SKL is committed to providing secure, reliable, and trustworthy protection services. Upholding our core values of "integrity, commitment, innovation, and collaboration," SKL adopts a customer-centric approach in both product planning and service delivery, ensuring that customers receive comprehensive and diversified insurance and financial services at every stage of life.

Guided by our commitment to sustainable development and corporate citizenship, we actively deepen our ESG initiatives. Moving forward, we strive to be our clients' trusted, intelligent partner, establishing ourselves as a highly trusted life insurance brand characterized by robust financial performance and unwavering reliability.

C. Operations



Region	Branches	Regional Sales Offices and Branch Offices	Service Centers
Regions with Low Population Density (Note 1)	2	13	2
Offshore Islands (Note 2)	1	2	0
Total (main island and offshore islands)	23	283	27

Note 1: According to the area of administrative districts and the population at the end of December 2025, these regions are administrative districts in municipalities, counties, and cities with a population density of fewer than 100 persons/square kilometer, including Hualien County and Taitung County.

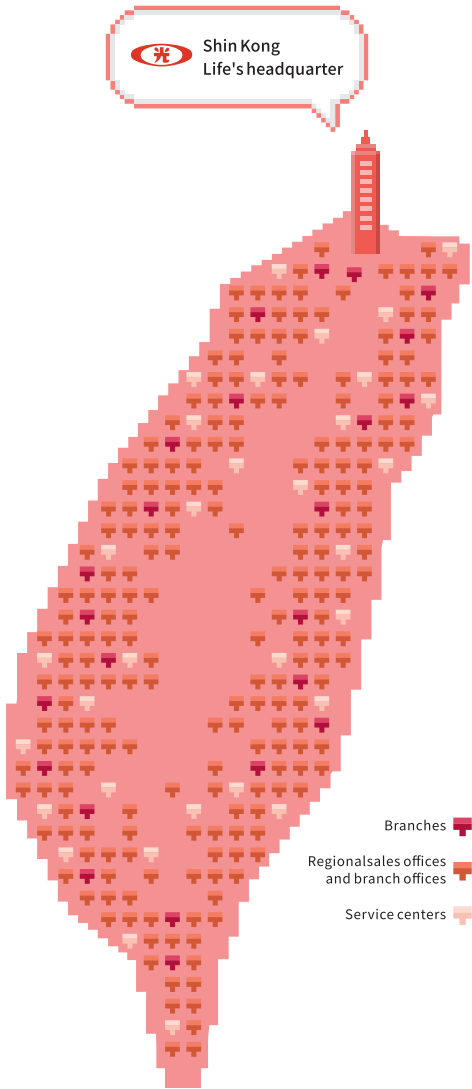
Note 2: Offshore islands refer to Kinmen County, Penghu County, and Lambai Island.

Note 3: For the latest information, visit the [customer service counters on the company website](#).



Overseas Operations

Country	Explanation	Number of Operations
Myanmar	In 2015, SKL set up Yang representative office, the first Taiwanese life insurance company which set up a representative office in Myanmar.	1
Vietnam	In 2006, SKL set up Hanoi representative office in Vietnam to collect information and maintain the relationship between industry, government, and academia.	1



1.1.2 Economic Performance | GRI 2-2、3-3、201-1 |

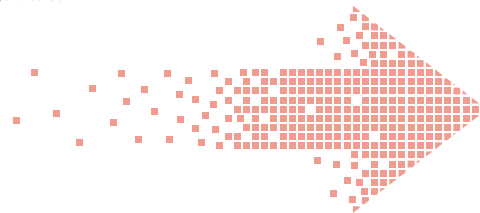
In 2025, geopolitical developments and significant volatility in the global economic environment, together with sharp fluctuations in the capital markets and the rapid appreciation of the New Taiwan dollar, resulted in rising hedging costs and caused the Company to record a full-year loss. Nevertheless, in preparation for the adoption of International Financial Reporting Standard 17 (IFRS 17) in 2026, the Company continued to refine its product strategy by focusing on the sale of high-value insurance products to accumulate the Contractual Service Margin (CSM) and establish a stable source of future earnings.

Following the adoption of IFRS 17 and the Taiwan Insurance Capital Standard (TW-ICS), SKL expects its net worth to improve significantly through adjustments to its capital structure and to meet the regulatory requirements of the competent authority. At the same time, SKL expects to return to profitability by steadily accumulating the Contractual Service Margin (CSM). SKL's business strategy focuses on optimizing the product portfolios and accelerating digital transformation. Rather than pursuing premium growth alone, we are concentrating on health protection products with higher CSM while actively advancing digital transformation to respond to the rapid development of financial technology and enhance customer satisfaction.

Marketing Channels

Marketing Channels			Unit: NT\$ million
2025	Premium Income	Percentage	
Sales Representatives	36,813	62.1%	
Banks	17,445	29.4%	
Insurance Brokers and Others ^{Note2}	5,028	8.5%	
Total	59,286	100.0%	

Note 1: Premium Income is the first year premium (FYP) of each marketing channels in 2025.
Note 2: Others include direct marketing and others.



SKL's Financial Performance in the Past Three Years

		2023	2024	2025
 Operating Ability	Total assets	3,587,524	3,699,006	3,683,672
	First year premium income	38,859	64,164	59,286
	Total premium income	167,513	190,408	187,538
	Operating revenue	259,430	318,665	215,642
 Profitability	Net profit after tax	-17,193	10,157	-26,428
	Retained earnings	74,828	87,665	62,473
	Earnings per share (NT\$)	-2.33	1.29	-3.13
	Return on Assets (ROA) (%)	-0.45	0.32	-0.67
	Return on Stockholders' Equity (%)	-11.58	5.87	-14.43
 Economic Value	Payments to the government	1,234	1,346	1,339
	Operating Costs ^{Note 3}	269,505	295,782	230,525
	Employee wages	9,393	11,430	11,645
	Employee benefits	1,273	1,735	1,539
	Community Investment ^{Note 2}	73	35	47
	Economic value retained ^{Note 4}	-22,048	8,337	-29,453
	Dividends for shareholders ^{Note 5}	0	0	0

Note 1: The data above come from 2025 Individual Financial Statements and the 2025 annual reports to shareholders.

Note 2: Community investments were compiled by SKL ([refer to the Creating a Society of Mutual Prosperity section](#)).

Note 3: Operating costs refer to operating expenses excluding employee salaries and benefits that are recognized as part of operating costs.

Note 4: Economic value retained = "Direct economic value generated" - "Economic value distributed". Direct economic value generated refers to revenue; economic value distributed includes operating costs, employee wages and benefits, payments to providers of capital, payments to the government by country, and community investments.

Note 5: The Company adopts a stable and balanced dividend policy for the distribution of dividends and bonuses. The distribution of dividends may be adjusted appropriately depending on the needs of business operations and funds, approval of competent authorities, and major amendments to laws and regulations. To reinforce our capital structure in preparation for the adoption of IFRS 17, the Company has planned no cash dividend distribution for this period.

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1.2 Corporate Sustainability Committee | GRI 2-9、2-12、2-13、2-14 |

SKL's sustainability policies and governance framework are aligned with the management framework established by the parent company, TS Holdings. TS Holdings has established a functional Corporate Sustainability Committee to oversee the implementation of sustainable development across TS Holdings and its subsidiaries. The Committee comprises four members, including two independent directors. In 2025, the Committee convened four meetings, with a 100% attendance rate. During the same year, TS Holdings established the "Guidelines for the Establishment of Corporate Sustainability Executive Committee and ESG Team," under which the presidents of its subsidiaries serve as committee members. The guidelines clearly define the responsibilities of each functional team, which are responsible for planning and promoting corporate sustainability initiatives, consolidating and discussing issues raised by the functional teams, and reporting regularly to the Corporate Sustainability Committee.

In accordance with the "Sustainable Development Best Practice Principles" established by TS Holdings, SKL participates in the TS Holdings' sustainability meetings to communicate the parent company's sustainability strategies and emerging trends to its internal "Corporate Sustainability Committee" and its seven functional groups.

In 2025, SKL continued to strengthen the operation of its Corporate Sustainability Committee by tracking ESG performance and the progress of each functional group quarterly. The Committee convened three meetings during the year to review and approve the Sustainability Report and TCFD Report, confirm material sustainability topics, formulate annual strategies and targets, and review the implementation of sustainability initiatives. SKL also reports its sustainability objectives and implementation progress to the board of directors on a regular basis, enabling the board and senior management to oversee the advancement of the Company's sustainable development efforts.

Strengthening the Management of Sustainability Information

In 2024, the Company established the Guidelines for Sustainability Information Management. In 2025, the Company further introduced requirements for units responsible for providing sustainability information, emphasizing that all reported sustainability information must be supported by appropriate evidence, comply with the "Reference Guidelines for Financial Institutions on Anti-Greenwashing," and accurately reflect actual implementation. In addition, all sustainability information must be approved by the responsible supervisor of the relevant reporting unit prior to external disclosure. The Company also incorporated internal control procedures for sustainability information into its self-assessment program to ensure the reasonableness and accuracy of sustainability disclosures.

Advancing the Adoption of IFRS Sustainability Disclosure Standards S1 and S2

In 2024, the Company's parent company established a dedicated project team to lead the implementation of the IFRS Sustainability Disclosure Standards, with the implementation timeline and plan submitted to the board of directors for approval. In 2025, in response to Article 8-1 of the "Regulations Governing Public Disclosure of Information by Life Insurance Enterprises," the Company planned sustainability-related financial disclosure training and conducted a gap analysis. The Company expects to incorporate the requirements of the IFRS Sustainability Disclosure Standards into its 2026 Annual Report, which will be published in 2027. The detailed implementation timeline is provided in the [Appendix](#).

Organizational Chart of Shin Kong Life Corporate Sustainability Committee

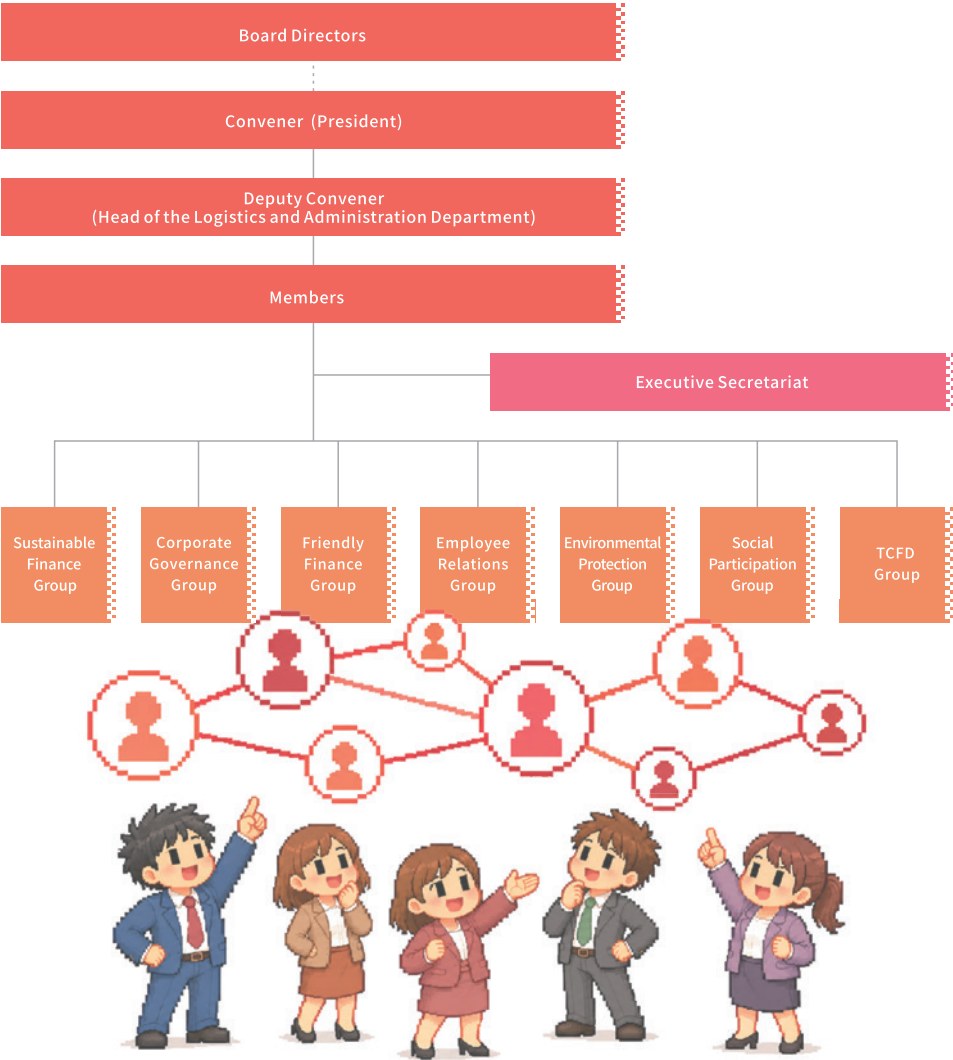


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1.3 Sustainability Strategy and Target

SKL actively leverages its core competencies and financial influence to comprehensively promote and implement diverse sustainability and ESG initiatives. Simultaneously, in active alignment with the United Nations Sustainable Development Goals (SDGs), the company has established its corporate sustainability vision, strategic direction, and mid-to-long-term targets. By collaborating closely with various stakeholders, we strive together toward our shared vision of corporate sustainable development.

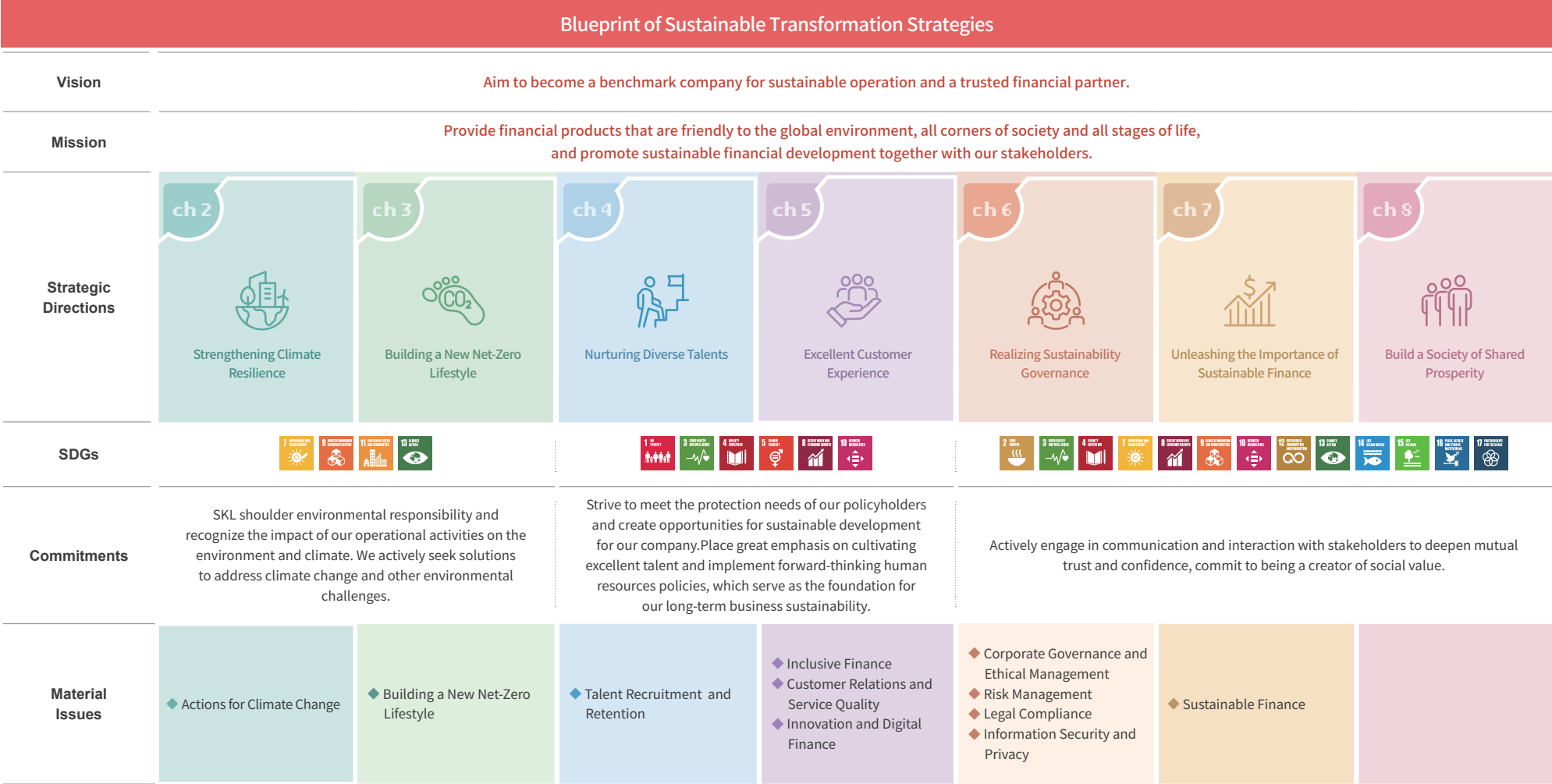


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1.4 Material Issues Assessment

GRI 2-12、2-14、3-3

The identification of material topics serves as an important foundation for SKL's stakeholder engagement, sustainability reporting, and sustainability strategy development. In accordance with the material topic identification process set out in GRI 3: Material Topics 2021, the Company conducted a questionnaire-based assessment to evaluate the potential positive and negative impacts of sustainability topics across the economic, environmental, people, and social aspects. The results were used to determine the Company's material topics and were subsequently reported to the Corporate Sustainability Committee and the board of directors. For each material topic, the Company has established short-, medium-, and long-term objectives, management approaches, and implementation achievements, and has disclosed them in accordance with the GRI Standards to help stakeholders better understand the Company's overall sustainability performance.



1.4.1 Material Topics Analysis and Ranking

GRI 3-1、3-2



A. Material Topics Identification Process



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B. Ranking of Material Topics

SKL synthesized the survey results on the "level of concern to stakeholders," "operational impact," and "sustainability impact," and ranked the material topics based on the short- and long-term strategic development priorities of the company. Through this process, 11 material topics were identified.

Material Topics	Level of Concern of Stakeholders	Degree of Impact on Operations	Degree of Impact on Sustainable Development	Short-term and Long-term Strategic Development Focus ^{Note}	Ranking
Business Performance	◆◆◆	◆◆◆	◆◆	◆◆	1
Corporate Governance and Ethical Management	◆◆	◆◆◆	◆◆	◆◆◆	2
Legal Compliance	◆◆	◆	◆◆◆	◆◆	3
Risk Management	◆◆	◆◆	◆◆	◆◆	3
Customer Relations and Service Quality	◆◆	◆◆	◆◆	◆	5
Innovation and Digital Finance	◆◆◆	◆	◆	◆◆◆	6
Information Security and Privacy	◆◆	◆◆	◆	◆	7
Talent Recruitment and Retention	◆◆	◆◆	◆	◆	8
Sustainable Finance	◆		◆◆	◆◆◆	9
Financial Inclusion	◆		◆◆	◆◆◆	10
Actions for Climate Change			◆◆	◆◆◆	11

Note: ◆ is marked for the topics with long-term strategic development focus; ◆◆ is marked for the topics with short-term strategic development focus; ◆◆◆ is marked for the topics with short-term and long-term development focus.

The 11 material topics were mapped out in a matrix based on the three dimensions of "level of concern of stakeholders", "degree of impact on operations", and "degree of impact on sustainable development" to highlight the impact and level of concern of each material topic.

Material Topics Matrix

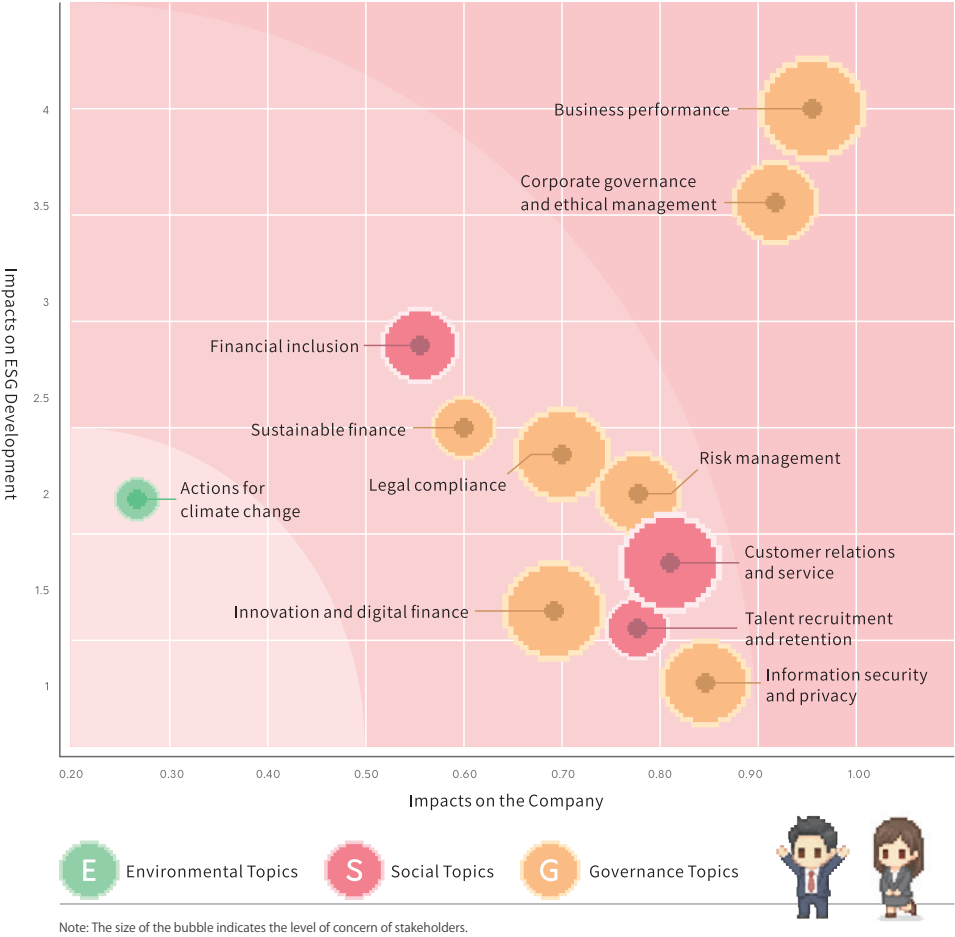


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C. Double Materiality

SKL adopts the principle of double materiality to identify topics with double materiality that have significant impacts on both the Company's operations and the external environment, i.e., taking both financial materiality and impact materiality into consideration. For financial materiality, we consider the impact of sustainability issues on the Company's revenue, costs, and risks; for impact materiality, we consider the positive and negative impacts of the organization's own operations and value chain on the external economy, environment, and people (including human rights).

Operational Impact (Financial Materiality)				Material Topics Note 1	Sustainable Development Impact (Impact Materiality) Note 2									
Revenue growth	Customer satisfaction	Employee cohesion	Operational risks		Development of the financial industry ⊕	Tax payment/Net profit after tax ⊕	Improvement in investor profitability ⊕	Industry transformation ⊕	Drive green industry development ⊕	Provide affordable products ⊕	Declining level of trust in the insurance industry ⊖	Inappropriate use of funds ⊖	Contribute to the development of high carbon emission industries ⊖	Improper use of data ⊖
			●	Legal Compliance	✓	✓					✓	✓		✓
●	●		●	Corporate Governance and Ethical Business			✓				✓	✓		✓
●	●	●	●	Business Performance		✓	✓				✓	✓		
●			●	Risk Management			✓				✓	✓		✓
	●			Innovation and Digital Finance	✓					✓				
				Sustainable Finance	✓	✓	✓	✓	✓	✓		✓	✓	
	●		●	Information Security and Privacy										✓
				Actions for Climate Change				✓	✓				✓	
●	●			Customer Relations and Service Quality	✓					✓	✓			✓
				Financial Inclusion	✓	✓				✓				
●		●		Talent Recruitment and Retention			✓							

Note 1: The material topics above are the 11 material topics identified by SKL.

Note 2: SKL defined 18 significant positive and negative impacts through an international methodology, and finally identified 10 impacts relevant to SKL after internal assessment by employees.(' ⊕ ' denotes positive impact; ' ⊖ ' denotes negative impact.)

Note 3: " ● " indicates that the material topics exert a substantial impact on organizational operations; " ✓ " indicates that the material topics exert a substantial impact on sustainable development.

1.4.2 Material Topics Impact Boundaries and Management Approaches | GRI 2-25 |

SKL establishes management approaches and action plans for material topics, develops relevant strategies, goals, and indicators, and tracks results on a regular basis.

Major Topics	Implications for and Impact on SKL	Value Chain Impact			GRI / SASB Standards	Corresponding Chapter of Management Approaches
		Upstream	Operations	Downstream		
Business Performance	SKL values the rights and interests of shareholders and stakeholders and develops meticulous operational strategies and directions to achieve long-term stability and profitability, bringing positive impacts to stakeholders and the financial market.	▲	●	●	GRI 201 : Economic Performance FN-IN-000.A	1.1.2 Operational Performance
Corporate Governance and Ethical Management	SKL places great emphasis on corporate governance and business integrity by conducting comprehensive training programs and upholding rigorous ethical standards. We have established robust corporate governance and risk management mechanisms to foster public trust and stakeholder confidence, ultimately driving positive economic value across our operations and commercial activities.	▲	●	●	GRI 2 : General Disclosures2021 (2-1 、2-9~2-21) GRI 205 : Anti-corruption	6.1 Corporate Governance 6.2 Ethical Business Practices
Legal Compliance	We have established a comprehensive regulatory compliance management and oversight framework to systematically evaluate department-level compliance. Through regular training and educational programs, we continually reinforce compliance awareness among all employees, mitigating operational risks and regulatory fine exposures to deliver positive economic value.		●	○	GRI 2 : General Disclosures 2021 (2-27Regulatory Compliance)	6.2 Ethical Business Practices
Risk Management	For the main risks faced in insurance industry, major global political and economic issues, environmental issues, and emerging risks, we have assessed the degree of impact of each risk and established relevant risk management regulations and guidelines. Through the implementation of Business Continuity Management Systems (BCMS), we have strengthened our ability to respond to and recover from major events, safeguarding the interests of customers and all stakeholders, which has a positive impact on the economy and society.		●	○	GRI 201 Economic Performance FN-IN-550a.1 FN-IN-550a.2 FN-IN-550a.3	6.3 Risk Management
Customer Relations and Service Quality	SKL practices ethical management and promotes a financial-friendly environment, ensuring that all customer services comply with laws and regulations in order to reduce operational and penalty risks. Through satisfaction, NPS surveys, and communication channels of all parties, we understand customer pain points and continuously improve the efficiency of customer relationship management. These efforts have a positive impact on the economy and society.		●	●	GRI 2 : General Disclosures 2021 (2-27 Regulatory Compliance) GRI 417 : Marketing and Labeling FN-IN-270a.1 FN-IN-270a.2 FN-IN-270a.3 FN-IN-270a.4 FN-IN-410b.2	5.1.1 Providing Reliable Protection 5.3 Fair Customer Treatment and Experience
Innovation and Digital Finance	SKL adopts a user-centric design approach. We continuously enhance our offerings in response to policyholder needs, societal changes, advancements in underwriting technology, and product development. We strive to provide a wide range of insurance services and digital technologies that cater to these factors. Moreover, we collaborate with government agencies, academic institutions, and social enterprises to deliver diverse digital services to the public, thereby making a positive impact on society and the economy.		●	○	GRI 203 : Indirect Economic Impacts	5.4 Digital Innovation Services
Information Security and Privacy	We commit to providing customers with a sense of security and continuously promote a culture of information security, mitigating the risks of improper data usage and privacy violations, to achieve positive impact on business operations and human right.	▲	●	●	GRI 418 : Customer Privacy	6.4 Information Security and Personal Data Protection
Talent Recruitment and Retention	SKL values talent recruitment to infuse new energy and vitality into the organization. We help employees develop clear career directions and achieve optimal utilization of human resources, ensuring a talent development strategy for the sustainable development of the organization. This has a positive impact on employees and social aspects, including human rights.		●		GRI 401 : Employment GRI 404 : Training and Education	4.1 Diverse Talent Recruitment 4.2 Talent Development 4.3 Friendly and Inclusive Workplace
Sustainable Finance	We enhance sustainable finance policies and regulations, and promote inclusive and sustainable economic growth. We assist in industry transformation towards sustainable development. By strengthening engagement with our investees, we exert a positive influence on environmental, social, and human rights aspects.		●		GRI 203 : Indirect Economic Impacts FN-IN-410a.2	7.1 Promoting Sustainable Finance
Financial Inclusion	We leverage on our professional competencies, expand financial coverage, and provide diverse friendly financial products and services to ensure that all groups enjoy basic, equal, and reasonably convenient financial services, thereby exerting a positive impact on the economy and society.		●	●	GRI 203 : Indirect Economic Impacts	5.2 Advancing Inclusive Finance
Actions for Climate Change	While climate change may cause an impact on corporate revenue, it also presents opportunities for industry transformation. We have implemented the TCFD framework, set carbon reduction targets and implemented measures to reduce our operational carbon footprint. Furthermore, we utilize our financial resources to facilitate low-carbon transformation of the industry. These efforts allow us to leverage our financial influence and contribute positively to both the environment and the economy.	▲	●	●	GRI 201 : Economic Performance GRI 305 : Emissions FN-IN-410c.1 FN-IN-410c.2 FN-IN-410c.3 FN-IN-410c.4 FN-IN-450a.1 FN-IN-450a.2 FN-IN-450a.3	2. Enhancing Climate Resilience

Note 1: Upstream value chain impacts include suppliers and contractors; operations include own operations and partners; downstream includes policyholders and consumers.

Note 2: ● indicates direct impacts; ○ represents indirect impacts; ▲ means impacts arising from a business relationship.

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1.5 Stakeholder Engagement | GRI 2-29 |

SKL regularly reviews key stakeholder concerns and follows the "AA1000 Stakeholder Engagement Standard" to identify seven stakeholder groups through questionnaires and the overall assessment of the financial industry: employees, customers, shareholders/investors, partners, suppliers, government agencies, and the general public. Through diverse communication channels, we can understand and listen to the voices and expectations of stakeholders. SKL not only provides timely responses, but also regards these opinions as the foundation for our continued growth.

Issues and Results of Communication with Stakeholders

Stakeholders	Importance to SKL	Material Topics of Concern	Channel and Frequency of Communication		Communication Results in 2025
 Employees	Employees are an important asset for the sustainable development of the Company. How to correctly convey SKL's people-oriented approach through employees and actively respond to employees' opinions is the key to long-term business viability.	• Business performance • Talent recruitment and retention	Feedback area on the Intranet E-newsletters (HR e-Newsletter & OHS Quarterly) Email and hotline for employee communication Labor-management meetings Employee engagement survey Occupational Safety and Health Committee On-site labor health services	Permanent As needed Permanent Quarterly Every two years Quarterly Twice a month	• Added 17 comments to the feedback area on the Intranet. • Issued 4 OHS Quarterly newsletters and 47 promotions related to pandemic prevention and OHS. • Convened 4 Occupational Safety Committee meetings. • Organized 748 sessions of on-site health services. • Received 1 employee complaint and 4 labor disputes. • Held 4 labor-management meetings.
 Shareholders / Investors	Robust financial performance and effective investment risk management are topics that shareholders and investors care about.	• Business performance • Sustainable finance • Corporate governance and ethical management • Risk management • Innovation and digital finance • Talent recruitment and retention	General Shareholders' Meeting Extraordinary General Meeting Investor Conference Company website Market Observation Post System	Annually As needed Quarterly Permanent Permanent	• Held the annual shareholders' meeting, and set up a shareholders' equity area on the company website to disclose matters such as corporate governance and shareholders' equity. • Held 8 institutional investors' conferences in both Chinese and English with parent company TS Holdings. • Set up an information disclosure area on the company website to regularly disclose information on the Company's finances, credit rating, corporate governance, and fulfillment of corporate social responsibility. • Posted financial statements, annual reports, and other information on the MOPS.
 Customers	Insurance is all about serving people. To ensure business sustainability, SKL timely responds to and meets the diverse policyholders' needs for products and communication and continuously enhances service.	• Business performance • Legal compliance • Customer relations and service quality • Innovation and digital finance	Customer service hotline (0800) Company website SKL app EDM Policyholder quarterly Service locations SKL Facebook fan page Satisfaction survey Insured care project Complaint/Reporting email	Permanent Permanent Permanent As needed Quarterly Permanent Permanent Permanent As needed Permanent	• Overall NPS: 91.4%. • The 0800 customer service hotline processed 400,000 calls with a 95% satisfaction rate and NPS of 91.4%. • Issued 4 publications of policyholder quarterly.

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2

Strengthening
Climate
Resilience

| GRI 3-3 |



Plan

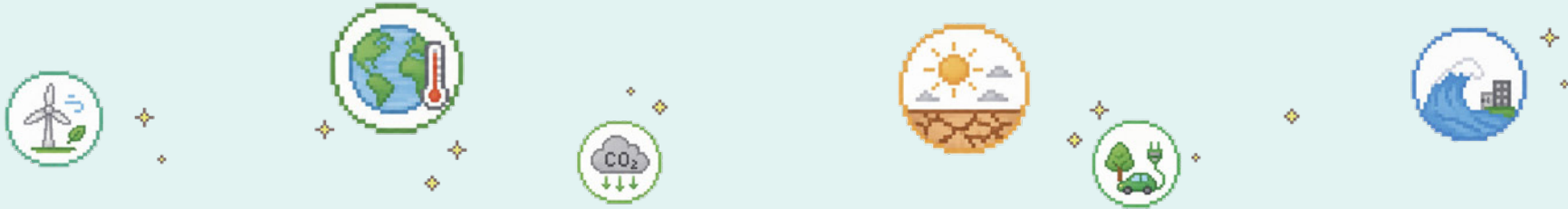
- Strengthen the Company's climate change-related financial disclosures

Commitment

In the face of the challenges posed by climate change, SKL is proactively responding to climate-related risks and opportunities by developing a low-carbon transformation strategy, planning climate mitigation and adaptation measures, and exploring new climate opportunities through investment and financing, as well as product development.



Material Topic	2025 Target	Status of Achievement	Major Performances in 2025	Short-term Target (2026)	Medium- to Long-term Target (2030 as the Target Year)
Actions for Climate Change	Optimize climate change risk and opportunity management mechanisms and assessments, and continue to improve the TCFD content.		Published the third TCFD Report, which was recognized by the TCFD Report Evaluation of the Center for Business Sustainability, NCCU.	Strengthen the management and assessment of climate change risks and opportunities, and continue to optimize the contents of TCFD reports	Comply with Green Finance 3.0, international disclosure trends, and sustainable development progress.





Strengthening Climate Resilience

According to the Global Risks Report 2026 published by the World Economic Forum (WEF) in January 2026, 'extreme weather events' and 'biodiversity loss and ecosystem collapse' rank as the top two global risks over the next decade. This stark reality underscores that climate change has become an existential risk for our planet, making proactive climate mitigation and adaptation strategies more critical than ever.

To strengthen its climate resilience, SKL aligns with TS Holdings' overarching strategy by adopting the TCFD framework to establish a robust climate governance mechanism across four core pillars: Governance, Strategy, Risk Management, and Metrics and Targets. Through this framework, we utilize scenario analysis to rigorously identify climate-related risks and opportunities, assessing their potential financial impacts to uncover strategic pathways for low-carbon transformation. For details on climate-related financial disclosures this year, please refer to the "SKL 2025 Task Force on Climate-related Financial Disclosures (TCFD) Report" (hereinafter referred to as the "TCFD Report"). The disclosure is summarized as follows:



Aspect	Disclosures	Implementation Status	TCFD Report Sections
Governance	Board supervision	The Board of Directors of TS Holdings has established a Corporate Sustainability Committee to oversee sustainable development and climate change initiatives across the Holding and its subsidiaries. This mandate encompasses green finance strategy, Greenhouse Gas (GHG) accounting, and carbon reduction targets. Fully aligned, SKL positions its Board of Directors as the highest governing body for climate management, systematically integrating climate change into business operations, risk management policies, and risk appetite. Furthermore, climate risk is fully integrated into the Own Risk and Solvency Assessment (ORSA) report, which is regularly submitted to the Risk Management Committee and the Board of Directors for review and approval.	1.1 Climate Governance Framework and Responsibilities 1.2 Implementation Status of the Board of Directors and Management
	Role and responsibilities of management team	- The Company established the Corporate Sustainability Committee, chaired by the President, with committee membership comprising senior executives and department heads from across various business units. Multiple working groups have been formed under the Committee to coordinate and oversee the Company's overall sustainability management efforts, driving sustainable development initiatives across the environmental, social, and corporate governance dimensions. - TCFD Group: The group is led by the Risk Management Department and includes representatives from the Secretariat Office, Investment Planning Department, Actuarial & Planning Department, and other relevant units. The group is responsible for implementing climate change risk management and continuously enhancing the assessment of climate-related risks, impacts, opportunities, and response mechanisms. Implementation progress is monitored through meetings of the Corporate Sustainability Committee and its working groups. The outcomes of TCFD-related initiatives are regularly reported to the board of directors to ensure effective oversight and governance of climate-related matters.	
	Climate performance compensation system	We adopt a responsibility-based grading structure, under which remuneration standards are determined based on senior executives' job responsibilities, including their ESG-related duties and performance. In 2025, we integrated our corporate sustainability philosophy and climate-related performance indicators into the Company's overall Key Performance Indicators (KPIs). By aligning these non-financial metrics with our business objectives, we aim to deeply foster a culture of corporate accountability and shared responsibility.	

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Aspect	Disclosures	Implementation Status	TCFD Report Sections
Strategy	Risk and opportunity identification	The Company comprehensively assesses factors including climate-related policy developments, industry trends, and operational conditions, with a scope covering investment and financing portfolios, the Company's own operations, upstream and downstream value chains, and suppliers. In addition, both climate transition risks and physical climate risks factors are taken into consideration. Using a climate risk and opportunity matrix, risks and opportunities are prioritized based on two dimensions: "likelihood of occurrence" and "degree of impact." The size of each bubble represents the Company's level of controllability, indicating its ability to manage and respond to the respective risk or opportunity. Through this assessment framework, we identify climate-related risk factors that may have significant short-, medium-, and long-term impacts, enabling us to conduct systematic risk assessment and management of material climate-related issues.	2.1 Climate Risks and Opportunities 2.2 Climate Strategy and Action 2.3 Climate Change Scenario Analysis and Resilience Assessment
	Impacts and countermeasures of material risks and opportunities	Based on the material climate-related risks and opportunities identified, and in alignment with the 2025 TS Holdings IFRS S2 implementation plan, we prioritized the assessment of impacts on financial position, financial performance, and cash flows when determining its material climate-related risks and opportunities. Consequently, our assessment identified two material climate risks, comprising a transition risk (tightening climate regulations) and a physical risk (the escalating frequency and severity of natural disasters), alongside a key transition opportunity in the expansion of green financial products and services. The potential financial impacts of these risks and opportunities were assessed, and corresponding response strategies were developed.	
	Scenario analysis	- Physical risks: Using climate scenarios from the Intergovernmental Panel on Climate Change (IPCC) Fifth and Sixth Assessment Reports (AR5 and AR6), together with data from the Financial Industry Climate Physical Risk Information Integration Platform, we analyze physical risk factors affecting its operating locations, investment properties, real estate collateral, operating sites of investment and financing counterparties, and suppliers. Then, we assess the potential financial impacts under different climate scenarios over the short, medium, and long term. - Transition risk: With reference to the "Operation Plan for Domestic Banks' Handling of Climate Change Scenario Analysis", we evaluate the impacts of various climate scenarios on the financial performance of our investment and financing counterparties. Based on these assessments, we further analyze the resulting market risks, credit risks, and financial impacts over the short, medium, and long term.	
Risk Management	Integrated risk management	- The Company has incorporated "climate change risk" into its Risk Management Policy and established climate change-related regulations and procedures. These cover organizational roles and responsibilities, as well as management mechanisms for the identification, assessment, response, and monitoring of climate change risks. - The Company has also issued a "Climate Change Risk Appetite Statement," which has been integrated into its overall risk appetite framework.	3.1 Climate Risk Management Framework 3.2 Scope of Climate Risk Management
	Risk management process	- The three lines of defense are utilized to define roles in climate change risk management and management mechanisms in order to maintain an adequate and effective internal control system. - Responsible units incorporate climate change risks into their review processes and decision-making mechanisms in accordance with their respective responsibilities. For example, ESG assessments (including evaluations of high-carbon-emitting industries) are conducted prior to investment decisions. Similarly, during credit approval processes, large borrowers are screened to determine whether they belong to high-carbon-emitting industries, and climate risk assessments are also initiated when applicable.	
Metrics and Targets	Tracking indicators	The Company is committed to advancing sustainable finance and supporting the national net-zero transition strategy. To this end, we have established climate-related metrics and targets, some of which have been incorporated into the performance evaluation indicators of senior management. These indicators cover areas such as carbon reduction goals aligned with Science Based Targets (SBT) and green operations, etc.	4.1 Achievement of Indicators and Targets 4.2 Data Related to Operational Transition Strategies 4.3 Net Zero Emissions Data from Banking Operation
	GHG emissions management	- The Company conducts regular greenhouse gas inventories covering Scope 1, Scope 2, and Scope 3 emissions. Through a range of initiatives, including energy conservation and carbon reduction measures, internal carbon pricing, management of high-carbon-emitting industries, the continued promotion of low-carbon investment and financing activities, and the development of green products, we are committed to achieving our Science Based Targets (SBTs). - Exposures in carbon-intensive industries in investment and financing positions are monitored regularly and reported to the Risk Management Committee and the board of directors.	

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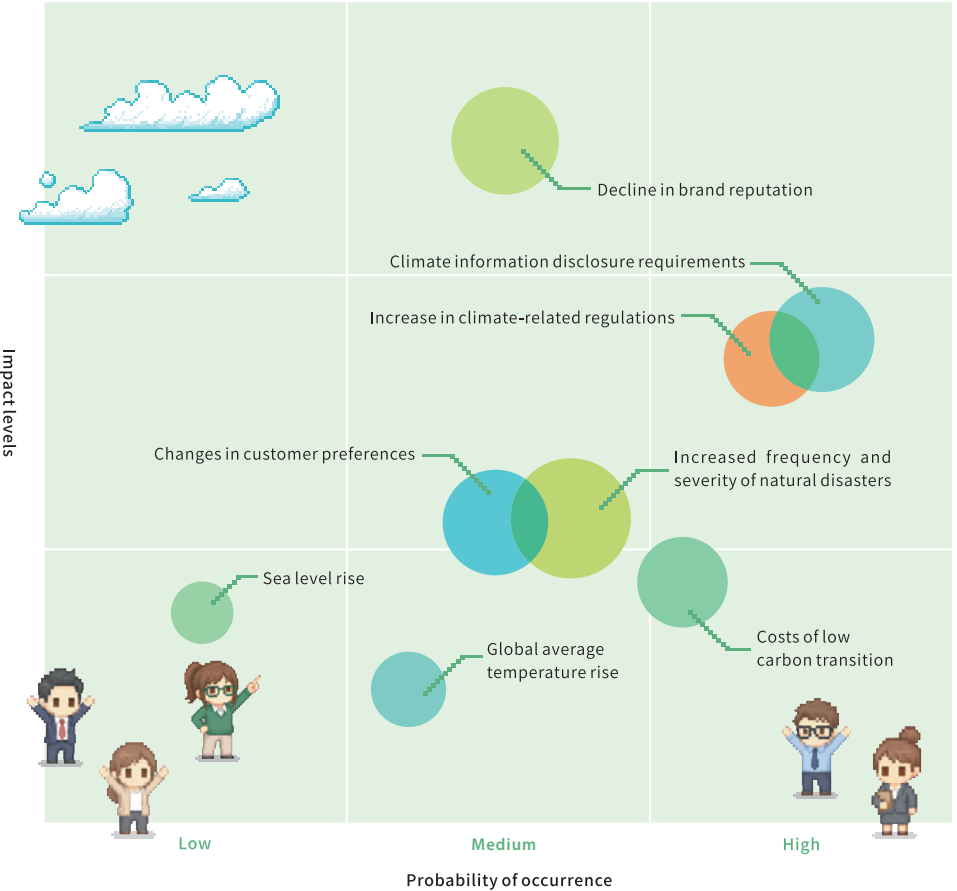
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2.1 Identification of Climate Risks and Opportunities

To understand the impacts of climate change on SKL, we consolidate domestic and international climate-related issues and industry trends, referencing the climate-related risk and opportunity categories recommended by the TCFD framework and considering the applicability of disclosure topics under IFRS S2. Based on the nature of our business activities, we identified eight climate-related risks and six climate-related opportunities, and assessed their impacts across the value chain, including suppliers, our own operations (including real estate), investments,

Climate Risk Matrix



collateral, and insured parties. The identification process prioritizes risks and opportunities based on two dimensions: "likelihood of occurrence" and "degree of impact." The size of each bubble represents the Company's level of controllability, indicating the ability to manage and respond to the respective risk or opportunity. The assessment further evaluates impacts across different time horizons, namely short term (within one year), medium term (within three years), and long term (more than three years), throughout the value chain.

Climate Opportunities Matrix

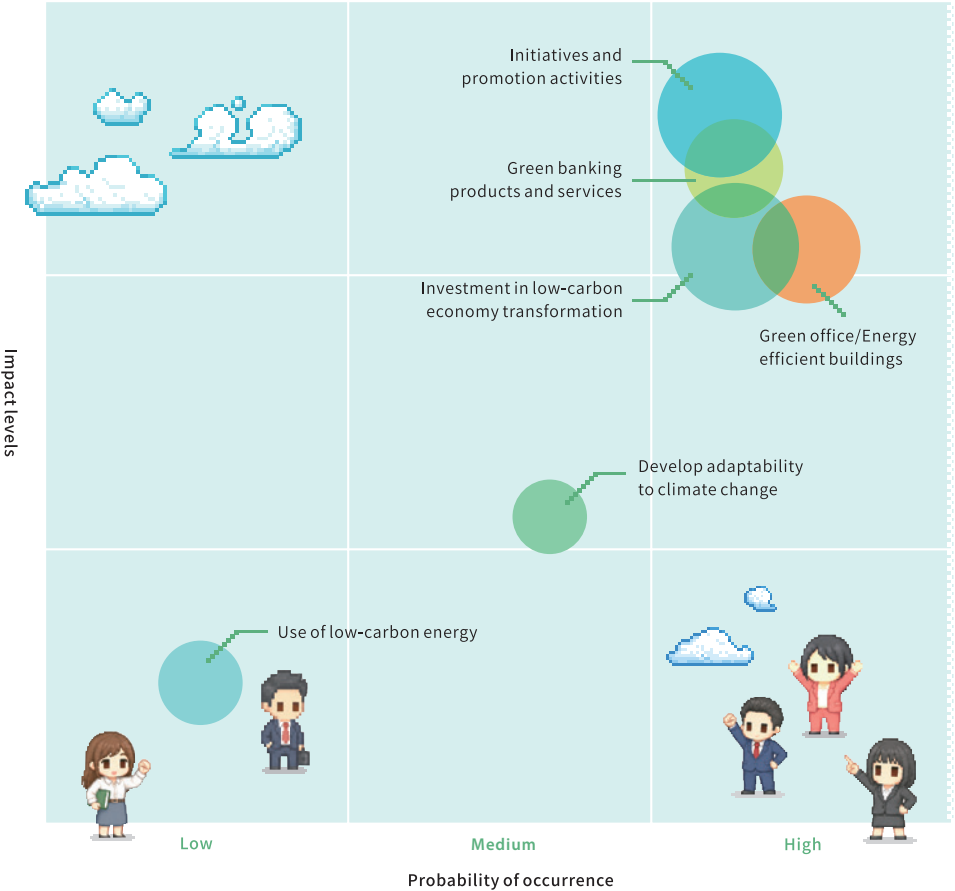


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Based on the results of the climate-related risk and opportunity assessment, and in alignment with the implementation plan of IFRS S2, we prioritized the impacts of climate-related risks and opportunities on our financial position, financial performance, and cash flows when determining material climate-related risks and opportunities.

In 2025, SKL identified a total of three material climate-related risks and opportunities. Details are presented in the table below:

Material Climate Risk

Risk Type	Climate Risk	Financial Impact	Event Time	Response Measures	Existing Financial Risks	Value Chain
Transition Risk	Increase in climate-related regulations	- As climate-related policies and regulations continue to evolve domestically and internationally (such as the implementation of carbon fees and carbon taxes) companies may incur additional compliance costs associated with climate-related regulatory requirements. - External consulting expenses for conducting climate transition risk scenario analyses on investment portfolios (such as assessments of increasingly stringent carbon regulations and climate policies). - Costs associated with conducting financed emissions inventories for financial assets, including the purchase of public reports and internal personnel expenses required for implementation.	Short- and medium-term	- Conduct climate scenario analyses for lending and investment portfolios, identify industry carbon emission intensity and concentration risks, and assess the climate resilience of investment and financing portfolios. - Perform ESG risk due diligence on high-carbon-emitting industries as a basis for investment decision-making, differentiated management, and engagement, while allocating resources to climate transition risk training programs. - Adjust procurement targets or investment strategies accordingly for companies that show no improvement.	Market risk Credit risk	Investment Lending
Physical Risks	Increased frequency and severity of natural disasters	- The increasing frequency and severity of natural disasters (such as extreme rainfall and drought-induced water shortages) may lead to operational disruptions affecting suppliers and the Company's own operations, interruptions to the business activities of investment and financing customers, and damage to collateral assets. - Maintain the business continuity management framework, including backup system environment maintenance and natural disaster response drills, and conduct inspections and maintenance of electromechanical equipment and data center facilities. - Implement climate resilience management measures, including outsourced consulting services for scenario analysis, property appraisal costs for loan applications, and periodic reappraisal costs for approved loan cases.	Medium- and long-term	- Implement the business continuity management policy. - Conduct physical risk scenario analyses for the Company's operating locations, supplier sites, and the operating locations of investment and financing counterparties.	Operational risk Credit risk Insurance risk	Suppliers Operations Investment Lending Collateral Policyholders

Material Climate Opportunities

Risk Type	Climate Opportunities	Financial Impact	Event Time	Response Measures	Value Chain
Market	Green banking products and services	- In response to international and market trends, we actively expand our portfolio of green financial products and services, including green lending, the underwriting of low-carbon assets, and green bond issuances, to drive revenue growth and enhance our overall performance in sustainable finance. - Invest in renewable energy power generation projects, such as solar photovoltaic power plants. - Invest in green bonds and the green energy and renewable energy sector under the six core strategic industries initiative, including equity and bond investments.	Short-term	- SKL actively develops digital financial services and continues to promote digital account opening, electronic trading, and account processing services to reduce the use of paper and energy and lower operating costs. - In terms of investment, SKL allocates capital to renewable energy funds, power generation projects, and green energy strategic industries. We also participate in green bond investments, support green buildings and leasing initiatives, and deploy dedicated personnel and consulting resources to enhance our capacity in evaluating and managing climate-related investments and financing.	Operations Investment Lending Policyholders

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2.2 Scenario Analysis

To identify the impacts of climate change risks on SKL, we conduct climate scenario analysis for both physical risks and transition risks to assess the potential financial impacts under different climate scenarios. The methodology and scenarios adopted are summarized as follows:

2.2.1 Physical Risks

- ◆ **Scenarios:** RCP2.6、RCP8.5、SSP1-2.6、SSP2-4.5、SSP3-7.0 及 SSP5-8.5
- ◆ **Methodology:** Adopted the Climate Value-at-Risk and flooding data from the Financial Industry Climate Physical Risk Information Integration Platform (hereinafter "the Platform").
- ◆ **Analysis Results:**



Analysis Target	Scope of Target	Analyze Results
Real Estate	Operating locations and investment properties (Post-merger)	- As of 2025, SKL owned a total of 198 real estate assets across Taiwan. Under the RCP 2.6 and RCP 8.5 scenarios, the estimated financial impact during the period from 2030 to 2050 is approximately NT\$300 million to NT\$500 million. Among the physical risks assessed, land subsidence caused by drought is expected to have the most significant impact on asset values. By 2100, six to seven operating locations are projected to face relatively high climate change risks (with a maximum Climate Value-at-Risk exceeding 1%) and are therefore classified as high climate risk areas. - Based on flooding data from the Platform, the ratio of expected losses to the total asset value of operating locations in 2050 is estimated to range from 0.25% to 0.55% under the four SSP scenarios. For investment properties, the ratio is estimated to range from 0.20% to 0.55%.
Supplier	Suppliers that comply with the "Regulations Governing Internal Operating Systems and Procedures for the Outsourcing of Insurance Enterprise Operation"	Based on flooding data from the Platform, and under the four SSP scenarios for 2050, the number of high-risk suppliers is estimated to range from one to two, representing 0% of total procurement expenditure. The number of medium-high-risk suppliers is estimated to range from six to eight, representing approximately 50% to 70% of total procurement expenditure.
Real Estate Collateral	Corporate and personal real estate collateral (Post-merger)	- Corporate real estate collateral: - Under the RCP 2.6 and RCP 8.5 scenarios, the majority of collateral assets fall within the medium climate risk category (Climate Value-at-Risk between 0.2% and 1%). Under the most severe scenario, RCP 8.5, only two collateral assets are projected to be classified as high climate risk areas (Climate Value-at-Risk exceeding 1%) by 2100. - Based on flooding data from the Platform, and under the four SSP scenarios for 2050, the number of high-risk collateral assets is estimated to range from zero to one, representing approximately 0% to 1% of the total outstanding collateral balance. The number of medium-high-risk collateral assets is estimated to range from 8 to 17, representing approximately 19% to 54% of the total outstanding collateral balance. - Personal real estate collateral: Under the RCP 2.6 and RCP 8.5 scenarios projected for 2050, the vast majority of personal real estate collateral assets are categorized as medium risk.
Investment and Financing	Operating locations of domestic stock, bond, and financing investment targets (Post-merger)	- Under the RCP 2.6 and RCP 8.5 scenarios, the majority of operating locations of domestic investment targets fall within the medium climate risk category (Climate Value-at-Risk between 0.2% and 1%). - Based on flooding data from the Platform: - For the operating locations of domestic stock investment targets in 2050, under the four SSP scenarios, the number of high-risk locations is estimated to range from two to six, representing approximately 0% to 1% of the total carrying value of holdings. The number of medium-high-risk locations is estimated to range from 15 to 40, representing approximately 7% to 60% of the total carrying value of holdings. - For the operating locations of domestic bond investment targets in 2050, under the four SSP scenarios, the number of high-risk locations is estimated to range from one to three, representing approximately 0% to 1.5% of the total carrying value of holdings. The number of medium-high-risk locations is estimated to range from five to twenty, representing approximately 15% to 50% of the total carrying value of holdings. - For the operating locations of domestic financing targets in 2050, under the four SSP scenarios, the number of high-risk locations is estimated to range from 0 to 1, representing approximately 0% to 1.5% of the total carrying value of holdings. The number of medium-high-risk locations is estimated to range from 2 to 3, representing approximately 8.5% to 9.5% of the total carrying value of holdings.
Thermal Injury Claims	Personal insurance thermal injury claims expenses	Under the four SSP scenarios, warming will increase the Company's estimated personal insurance thermal injury claims expenses by no more than NT\$10 million, and the financial impact on insurance claims was not material.

Note: The term "(Post-merger)" in the "Scope of Assessment" column indicates that the assessment was conducted based on the 2025 post-merger information of Shin Kong Life, covering both the former Shin Kong Life Insurance Co., Ltd. and the former Taishin Life Insurance Co., Ltd.

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2.2.2 Transition Risk

1. Methodology:

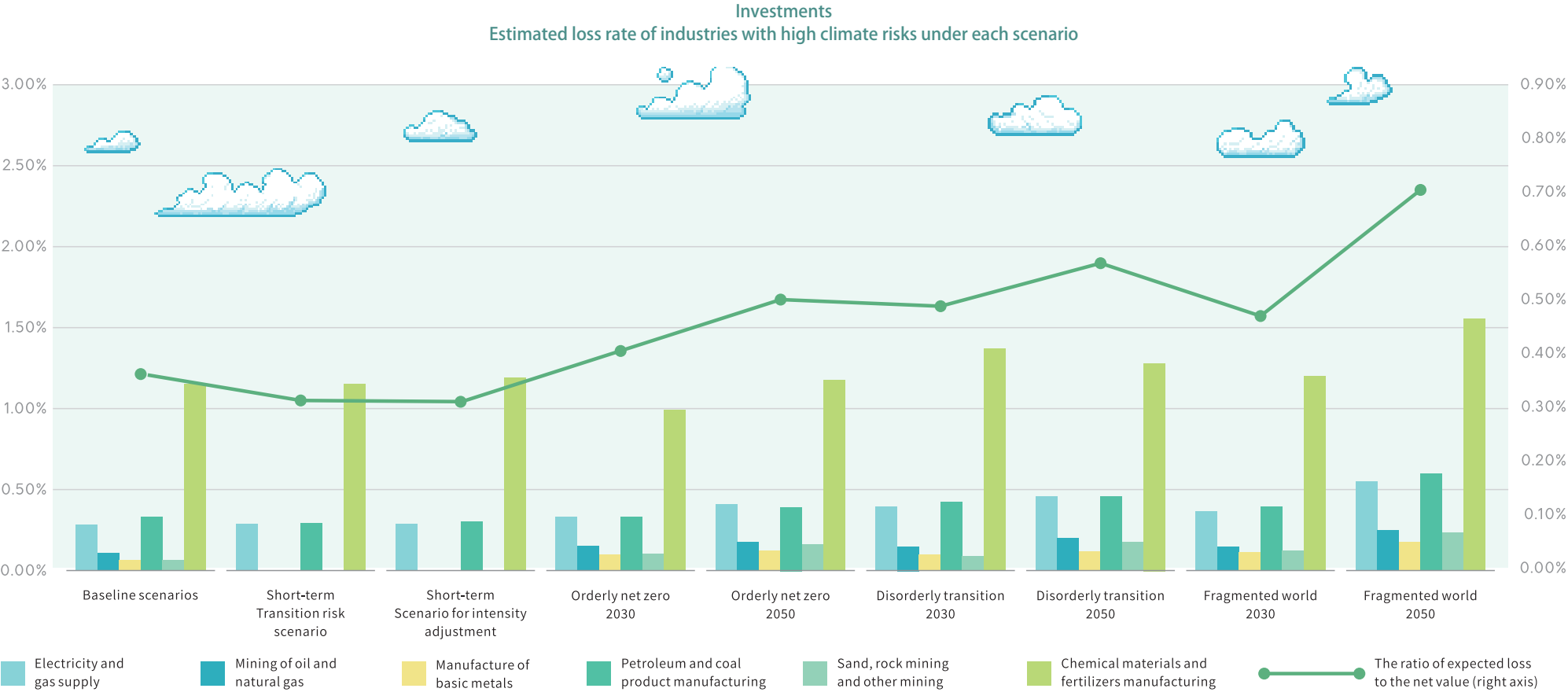
Referred to the "Operation Plan for Domestic Banks' Handling of Climate Change Scenario Analysis"
- ◆ Scenarios:

Short-term Scenario- Transition Risk (Domestic Carbon Fee Assessment) and Physical Risk (Re-occurrence of Typhoon Morakot with Adjusted Intensity) ; Long-term Scenario-Orderly Net-Zero Scenario (global warming limited to below 1.5°C by the end of the century), Disorderly Transition Scenario (SSP1-2.6), and Fragmented World Scenario (SSP2-4.5).
- ◆ Industry:

Electricity and Gas Supply; Manufacture of Chemical Materials and Fertilizers; Basic Metal Manufacturing; Petroleum and Natural Gas; Manufacture of Petroleum and Coal Products; and Sand, Stone, and Other Mining Industries.
- ◆ Analysis Results:

Under the short-term scenario, the average loss rates under the two climate scenarios

remained broadly in line with the baseline scenario. Under the long-term scenario, observe the mid-term outlook by 2030, the government's aggressive implementation of carbon-related policies is expected to have a significant impact on the overall economy. As a result, the Disorderly Transition Scenario produces the most significant expected losses among the three scenarios, with an increase of approximately 55 basis points compared with the baseline scenario. Under the long-term scenario, observe the mid-term outlook by 2030, the Fragmented World Scenario generates the greatest impact, with expected losses increasing by approximately 138 basis points compared with the baseline scenario. In addition, for high climate risk industries, regardless of whether the assessment is conducted under the short-term scenario, the Orderly Net-Zero Scenario, the Disorderly Transition Scenario, or the Fragmented World Scenario, the ratio of expected losses to net worth remains below 1%. The overall financial impact on the Company is therefore limited, indicating that the current portfolio of high climate risk industries demonstrates climate resilience.



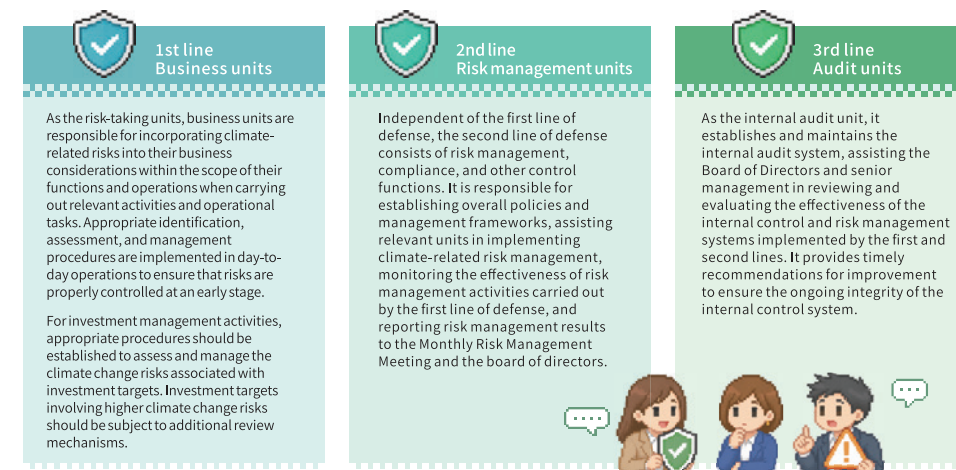


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2.4 Climate Indicators and Goals

Sustainability Issues	Observation Indicators	Short-term Target	Execution Status in 2025	Medium- to Long-term Target
Actions for Climate Change ^{Note 1}	Scopes 1 and 2 reduction	Reduce S1+S2 emissions by 14.7% compared to the baseline year (2022).	S1+S2 emissions reduced by 34.8% compared to the baseline year (2022).	Reduce S1+S2 emissions by 42% in 2030 compared to the baseline year (2022).
	Decarbonization of investment and financing portfolios (engagement method)	Achieve a 30% validation rate for Science Based Targets (SBT) among listed equity and bond investments.	Achieved a 32.4% validation rate for Science Based Targets (SBT) among listed equity and bond investments.	In 2027, the proportion of listed/OTC-traded stocks and bonds passing the SBT targets will reach 50.3%
Green Operations	- Reduction in non-renewable electricity consumption - Obtain green building certification for new construction projects	- Progressive reduction in non-renewable electricity consumption - Obtain green building certification	- Non-renewable energy electricity consumption decreased by 17.19% compared to last year - Obtained 6 green building certificates, 4 green building candidate certificates, and 1 low-carbon building candidate certificate	- Replace all lighting fixtures in all locations nationwide by 2030 to improve the energy efficiency of AC equipment - Obtain green building certificate labels (silver and above) for all new projects in future

Note 1: A material sustainability issue of SKL, with the baseline year of 2022.

Note 2: The information presented in the table above is based on Shin Kong Life's pre-merger data as of 2025.

Since 2021, the Company has calculated and disclosed the Scope 3 carbon emissions of our investment and financing portfolios, in accordance with the standards and methodologies published by the FSB, SBTi, and PCAF.



Carbon Emissions of Investment Portfolios - Asset Category

Asset	Exposure (in million NT\$)	Carbon Emissions (in MT CO ₂ e)	Carbon Footprint (MT / M\$)	Carbon Emission CoverageRate (%)
TWSE/TPEx-listed and Private Equity Investment	259,258.46	164,698.86	0.64	1.49%
TWSE/TPEx-listed and Private Corporate Bond Investment	2,179,462.95	6,060,626.33	2.78	54.98%
Commercial Real Estate Investment and Financing	3,533.20	3,186.46	0.90	0.03%
Commercial Loans	18,079.79	243.40	0.01	0.00%
Real Estate Investment Trusts (REITs)	849.57	450.60	0.53	0.00%
Mortgages	14,553.17	1,146.21	0.08	0.01%
Sovereign Bonds (excluding LULUCF)	679,449.90	4,793,950.26	7.06	43.49%
Total	3,155,187.02	11,024,302.11	3.49	100.00%

Note 1: Investment and financing exposure figures are based on the post-merger portfolio of Shin Kong Life in 2025, covering both the former Shin Kong Life Insurance Co., Ltd. and the former Taishin Life Insurance Co., Ltd.

Note 2: Sovereign bonds are calculated using relevant data including LULUCF: (1) Carbon emissions: approximately 5,011,024 metric tons CO₂e; (2) Carbon footprint: 7.38 metric tons CO₂e per NT\$1 million invested.

Note 3: Carbon emissions data were verified by DNV (for the former Shin Kong Life) and BSI (for the former Taishin Life) in accordance with ISO 14064-3:2006, and were confirmed to comply with the ISO 14064-1: 2018 standards.

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Carbon Emissions of Investment Portfolios - Industry Category

Industry ^{Note 1}	Carbon Emissions (in MT CO ₂ e)	Carbon Footprint (MT / M\$)	Carbon Emission Coverage Rate (%)
Petrochemical Related Industries	233,816.14	13.63	2.12%
Mining of Oil and Natural Gas	557,208.17	7.97	5.05%
Textile Industry	20,684.09	3.02	0.19%
Manufacture of Basic Metals	145,497.15	2.58	1.32%
Electricity and Gas Supply	4,040,767.91	50.60	36.65%
Cement Industry	234,271.41	78.09	2.13%
Pulp, Paper and Paper Product Manufacturing	-	-	0.00%
Other ^{Note 2}	5,792,057.25	1.98	52.54%
Total	11,024,302.11	3.49	100.00%

Note 1: The industries presented are classified as high-carbon-emitting in accordance with the High-Carbon-Emitting Industry List of TS Holdings, which is established based on BICS and the DGBAS industry classifications.
 Note 2: "Others" includes sovereign bonds not classified by industry sector, residential mortgage loans, and real estate investment trusts (REITs).



The Company follows the TS Holdings Sustainable Finance Policy and relevant management regulations governing high-carbon-emitting industries to prudently assess the adverse impacts of climate change associated with counterparties in high-carbon-emitting sectors. Transaction evaluations are conducted based on the counterparties' industry classification and carbon emissions profile. The Company has also established an "Investment Exposure Limit Management for High-Carbon-Emitting Sub-Industries" indicator, which is monitored on a monthly basis. In addition, exposure to sensitive industries and compliance with exposure limits for high-carbon-emitting sub-industries are reported quarterly to the Risk Management Committee and the board of directors.

Disclosure of Risk Exposure by Asset Class and Industry Category

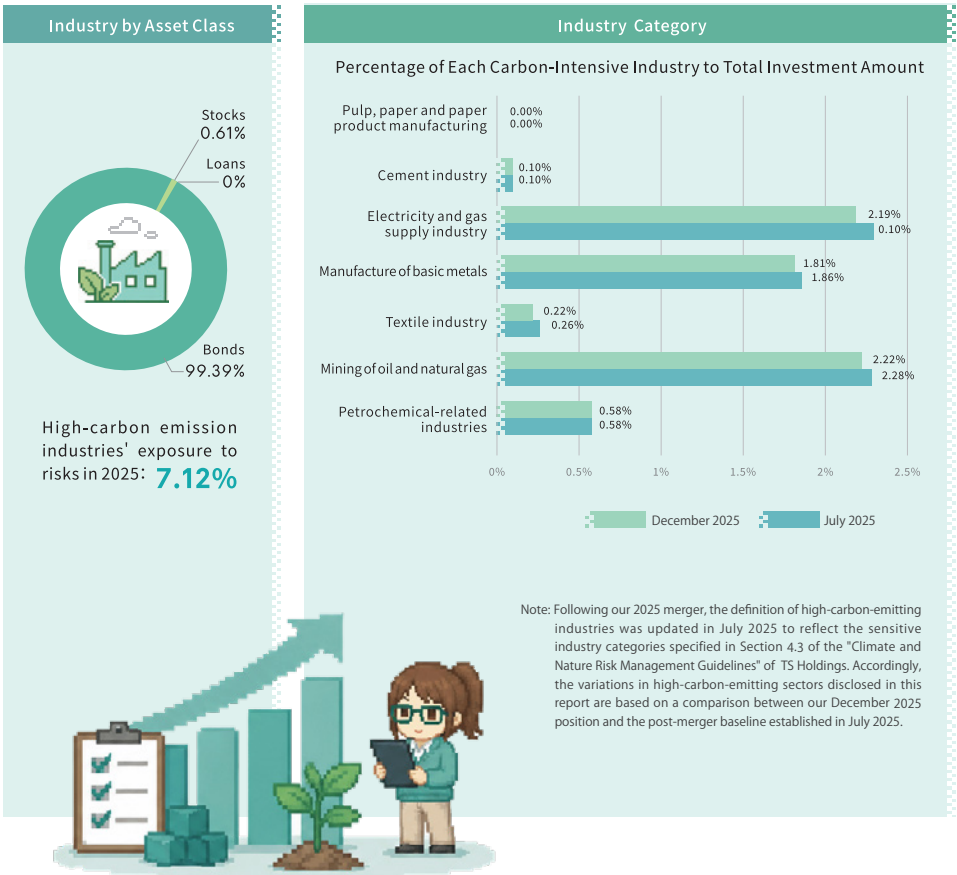


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2.5 TNFD

According to the Global Risk Report 2026 published by the World Economic Forum (WEF) in January 2026, the top two of the top 10 global risks in the next decade are "extreme weather events" and " biodiversity loss and ecosystem collapse." This highlights the increasingly significant impact that the degradation of ecosystem services may have on industries.

The Company has referenced the Taskforce on Nature-related Financial Disclosures (TNFD) framework and its published LEAP approach to identify nature-related risks and opportunities, assess biodiversity impacts, and analyze dependencies and impacts within our investment and financing portfolios. For further details on this year's nature-related disclosures, please refer to the "[2025 Shin Kong Life TCFD Report](#)."

2.5.1 Identifying Nature-Related Risks and Opportunities

According to the "Business and Biodiversity Assessment Report 2026" published by the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), most industrial activities both depend heavily on and have significant impacts on natural resources. These impacts are often transmitted through value chains to the financial system. A failure to effectively identify and manage our dependencies and impacts on nature may lead to operational disruptions, rising financial costs, and regulatory compliance risks. With reference to the definitions of nature-related risk factors provided by the TNFD, SKL conducted a preliminary identification of its nature-related risks and opportunities, while also describing the affected value chain components and relevant time horizons associated with these risks and opportunities.

In 2025, SKL identified a total of nature-related risks and four nature-related opportunities. Details are presented in the table below:

Nature-Related Risk

Risk Type	Natural Risks	Risk Impact	Addressing Existing Risks	Event Time	Value Chain
Physical - Acute	Natural disaster	Operations and customers Acute physical hazards and nature-related events, such as typhoons, extreme temperatures, severe storms, landslides, earthquakes, wildfires, and pest infestations, can cause asset damage, casualties, and business interruptions. These disruptions may impact not only the Company's operating locations but also those of our investees, borrowers, and policyholders. Consequently, TS Holdings faces risks of declining revenues and weakened debt-servicing capacities; under extreme stress scenarios, this could escalate to operational suspensions, spikes in credit default rates, and substantial financial losses.	Operational Risk Credit Risk Market Risk	Short-term Mid-term Long-term	Suppliers Operations Investment Lending Collateral Policyholders
Transition - Reputation	Compromised Corporate Image	Operations Sustainability-related assessments, including Sustainable Finance Evaluation, CDP, and DJBIC, are placing increasing emphasis on biodiversity-related criteria. As a result, the Company's corporate reputation may be affected by the growing expectations and pressures associated with these assessments.	Credit Risk	Short-term Mid-term Long-term	Operations
Transition - Regulations and Policies	Increasingly Stringent Environmental Protection Regulations	Customers Increasingly stringent environmental regulations impose greater restrictions on customers with respect to resource acquisition, waste management, and land use. Failure to adjust business operations timely may result in regulatory penalties, higher operating costs, and legal litigation risks. These impacts may increase the operating costs of investment and financing customers, thereby reducing the returns of financial institutions.	Credit Risk	Mid-term	Investment Lending
Transition - Regulations and Policies	Nature-related Disclosure Requirements	Operations To comply with biodiversity-related requirements under the TNFD, the proposed IFRS S3 Biodiversity Disclosure Standard, and the Reference Guidelines for the Classification of Sustainable Economic Activities, the future mandatory implementation of these requirements by regulatory authorities may increase the Company's operating costs.	Operational Risk	Mid-term	Operations
Physical Risk - Long-Term	Shortage of Natural Resources	Customers and Suppliers Industries that are highly dependent on natural resources may experience operational disruptions when ecosystem services deteriorate, which could in turn affect the operating revenue of TS Holdings.	Operational Risk Credit Risk Market Risk	Long-term	Suppliers Investment Lending

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Nature-Related Opportunity

Opportunity Category	Natural Opportunity	Opportunity Impact	Event Time	Value Chain
Products and Services	Sustainability-related financial products and services	Customers Driven by changes in consumer behavior and evolving government regulations, TS Holdings should proactively identify promising future investment and financing opportunities, assist customers in implementing nature-related solutions, and develop nature-positive products and services, such as the issuance, underwriting, and investment of nature-related and green bonds.	Short-term	Investment Lending Policyholders
Resource Efficiency	Green and resilient supply chain	Suppliers Screen and monitor suppliers based on their management capabilities in areas such as renewable resources, the circular economy, carbon emissions and management, and biodiversity, and encourage suppliers to prioritize green practices through the procurement process.	Short-term	Suppliers
Reputation Capital	Advocacy and engagement actions	Operations TS Holdings supports nature-related advocacy and engagement actions through its policies. These include continued participation in and updates to the Business Council for Sustainable Development (BCSD) initiative targets, as well as alignment with the target set out in the Kunming-Montreal Global Biodiversity Framework to "halt and reverse biodiversity loss by 2030." The Company may also further strengthen collaboration with government agencies or non-governmental organizations, such as national parks and conservation associations, by signing MOUs or establishing cooperative partnerships to promote Other Effective Area-Based Conservation Measures (OECMs). While leveraging its financial influence to support the natural environment, the Company may also obtain OECM certification and related government incentives, thereby enhancing its corporate reputation.	Mid-term	Operations
Capital Flows and Financing	Increase Investments in Nature Conservation	Customers For investment and lending customers, the Company assesses their nature-related dependencies and impacts, and increases investment and financing for nature conservation projects to reduce nature-related risks and enhance resilience to physical and transition risks	Short-term Mid-term	Investment Lending

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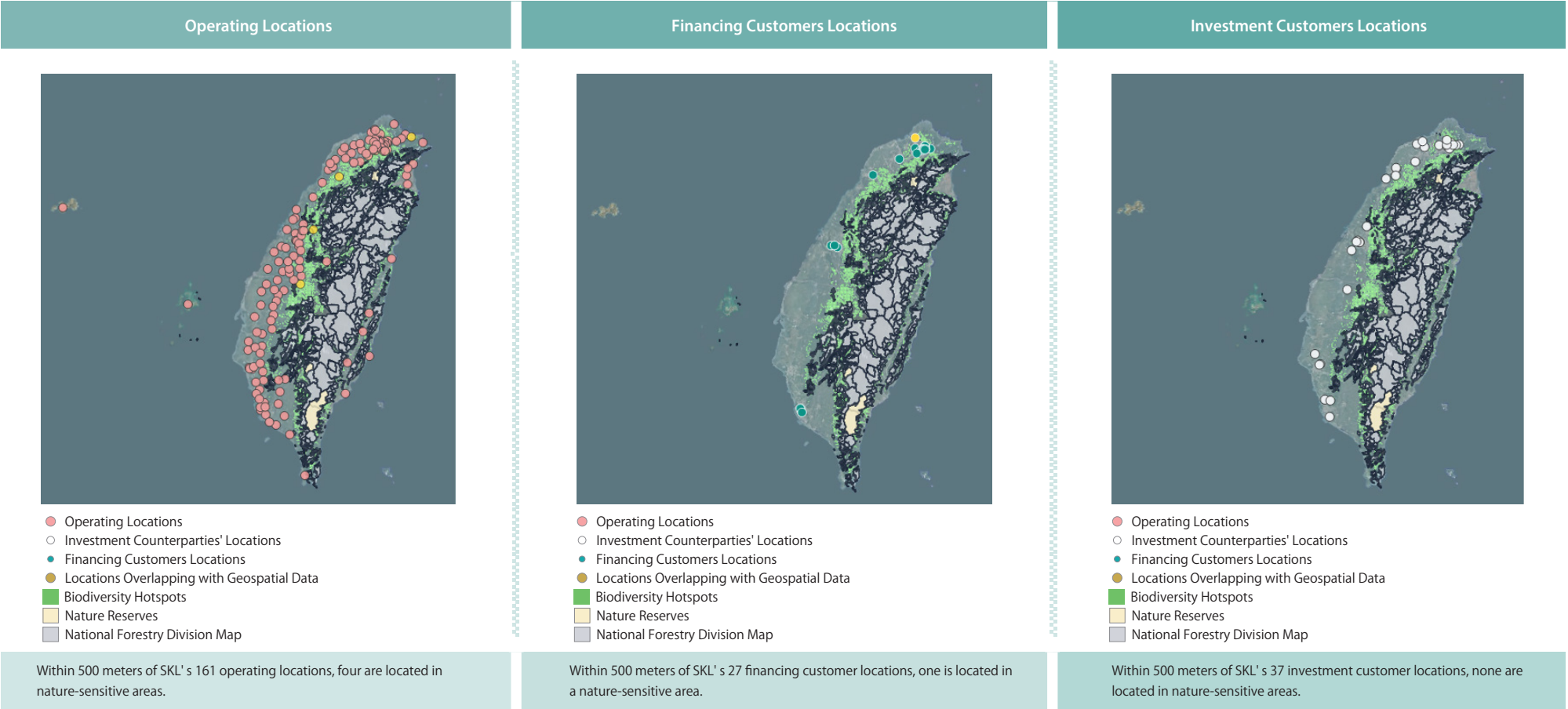
2.5.2 Biodiversity Impact Analysis

With reference to the LEAP approach published by the TNFD, in the "Locate" phase, SKL selected its company-owned operating locations in Taiwan and the operating locations of investment and lending customers in nature-sensitive industries as the assessment scope and assessed whether areas within a 500-meter radius of these operating locations overlap with areas of high biodiversity sensitivity or conservation priority, providing the basis for subsequent assessments of nature-related risks and opportunities.

2.5.3 Impact of Sensitive Industry Investment and Financing Portfolios

With reference to the LEAP approach published by the TNFD, in the "Evaluate" phase, SKL assessed the dependencies on and impacts on natural capital across different industries to identify key industries with elevated nature-related risks and opportunities. The assessment draws on the ENCORE database's mapping of industry dependencies on natural capital and incorporates the 16 categories of nature-related risks and opportunities recommended by the TNFD framework.

The analysis quantifies and classifies the degree of dependency and potential impact for different natural capital components, such as water resources, biodiversity, and climate regulation, into five levels: Very High, High, Medium, Low, and Very Low. The results are presented in a matrix, together with the proportion of the Company's investment and financing exposure to each industry.



Note: "Nature-sensitive areas" refer to areas identified through the spatial overlay of "Biodiversity Hotspots," "Nature Reserves," and "the National Forest Enterprise District Forest Land Analysis Map," representing areas with high biodiversity sensitivity or high conservation importance.

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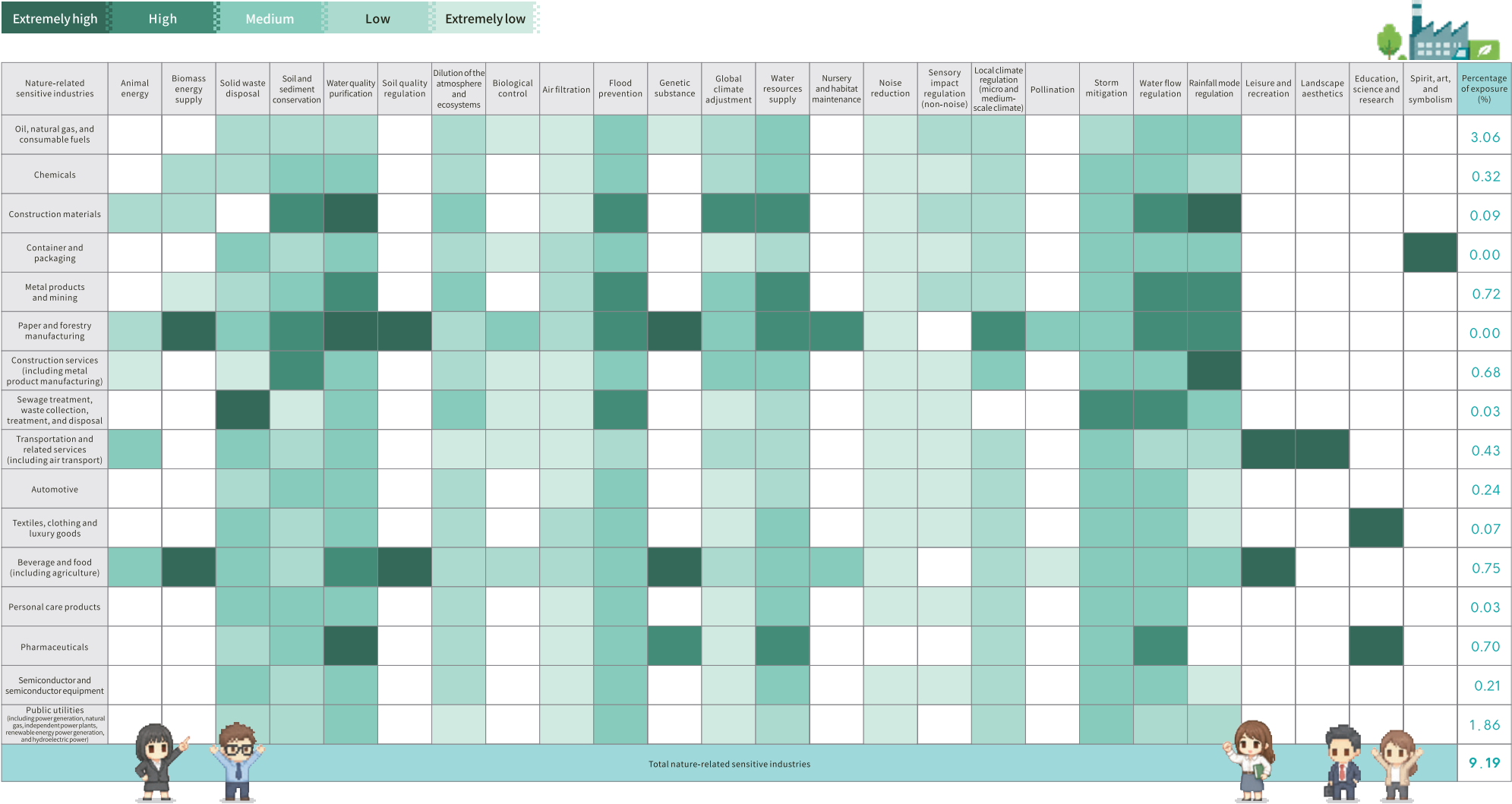
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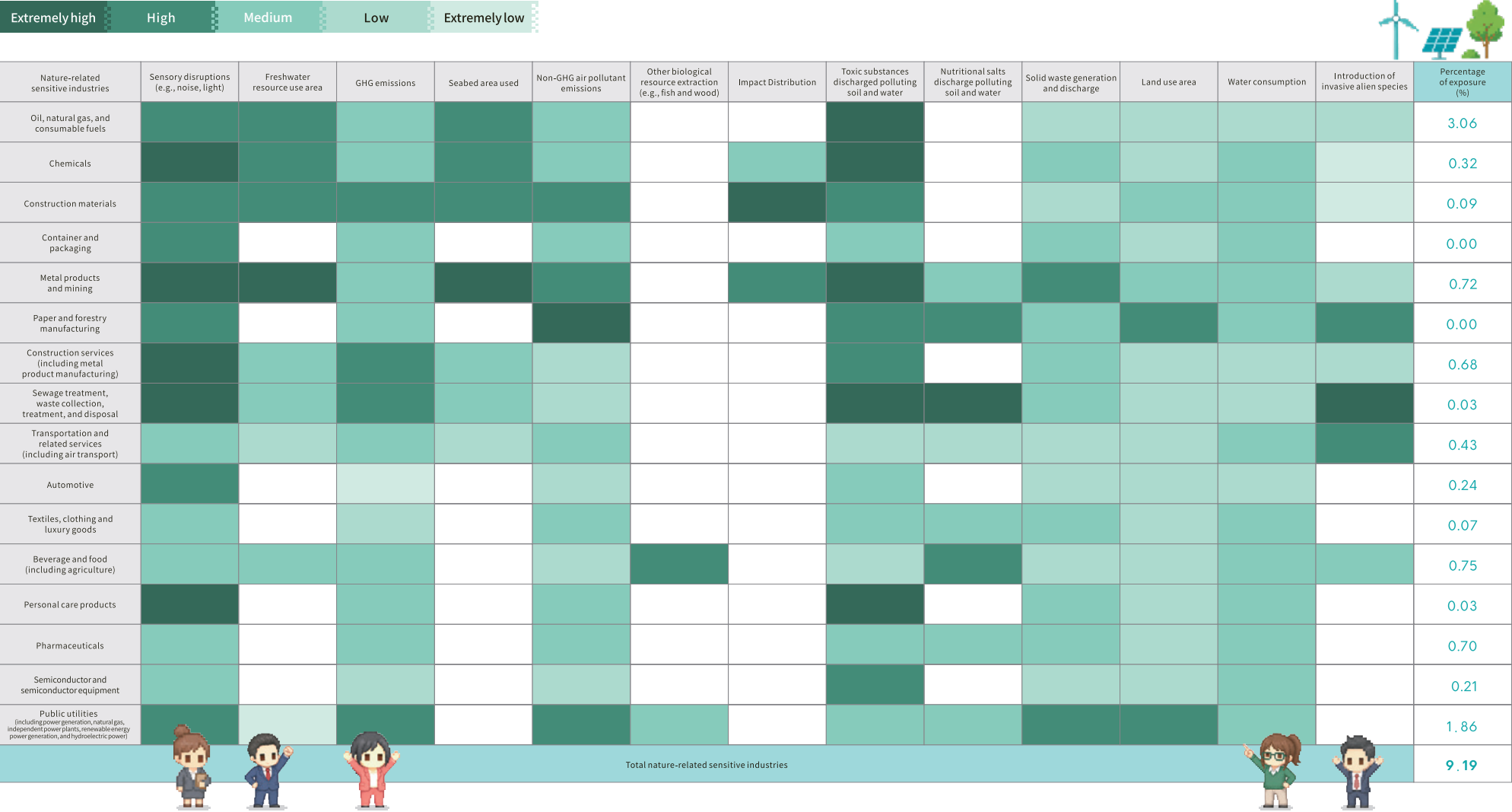
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Dependency Distribution



Impact Distribution



Note: ENCORE (Exploring Natural Capital Opportunities, Risks and Exposure) is a tool developed by GlobalCanopy, the United Nations Environment Programme Finance Initiative (UNEP FI), and the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), which is used by financial institutions to map their physical impacts and dependencies on nature.

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3

Building
a New Net-Zero
Lifestyle

| GRI 3-3 |



Plan

- Follow the SBTi carbon reduction pathway and establish Shin Kong carbon reduction guidelines.
- Establish self-generated renewable energy facilities for self-use.
- Construct green buildings.

Commitment

Shin Kong Life believes that net-zero emissions should be more than just a slogan, and that building a sustainable, low-carbon future should start from the ground up. Therefore, we have set a goal to move steadily toward net-zero through careful data inventory, reduction planning, and internalization of carbon reduction awareness.



Material Topic	2025 Target	Status of Achievement	Major Performances in 2025	Short-term Target (2026)	Medium- to Long-term Target (2030 as the Target Year)
Actions for Climate Change	Reduce S1+S2 emissions by 14.7% compared to the baseline year (2022).		S1+S2 emissions reduced by 34.8% compared to the baseline year (2022). Won the "2025 Taipei City Climate Action Awards".	Reduce S1+S2 emissions by 19.7% compared to the baseline year (2022).	Reduce S1+S2 emissions by 42% in 2030 compared to the baseline year (2022).
	Complete self-generated renewable energy facilities for self-use at 1 location.		Completed the construction of the Wanfang solar power facility.	Complete self-generated renewable energy facilities for self-use at 2 locations.	Complete self-generated renewable energy facilities for self-use at 3 locations.
	Obtain green building certificates (Silver-Level and above) for all new projects.		Obtained the "Silver-Level Green Building Candidate Certificate" and the "Level 1 Building Energy Efficiency Candidate Certificate" from the Nandong Building Urban Renewal and Reconstruction Project.	Obtain green building certificates (Silver-Level and above) for all new projects.	

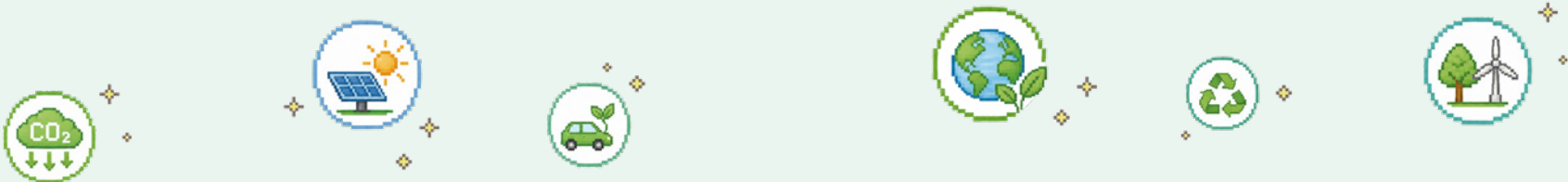


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Building a New Net-Zero Lifestyle

3.1 Low Carbon Operational Management | GRI2-27 |

SKL continues to minimize the impact of its financial services on the environment and has promulgated the "SKL Environmental Policy", which serves as the supreme basis for environmentally sustainable actions. In order to effectively promote environmental sustainability, the "Environmental Protection Group" has been established under the Corporate Sustainability Committee, which is responsible for the planning and implementation of environmental policies, strategic goals, and action plans. The Group regularly reports the results of various actions to the Committee. In particular, the annual greenhouse gas inventory is submitted to the board of directors on a quarterly basis for review and control. To fulfill our commitment to the Science Based Targets initiative (SBTi), we continue to improve the energy efficiency of our energy facilities and are gradually realizing the SDG 13 target.

In terms of actions, we are working with our employees and policyholders to implement environmentally friendly actions and responsibilities by improving energy efficiency, reducing the consumption of paper, waste and water, and strengthening the environmental awareness mechanism. There were no violations of environmental laws and regulations in 2025.

Through comprehensive environmental management measures and mechanisms, we reduce the consumption of energy and resources in our daily operations, lowering overall carbon emissions of the Company. Since 2014, SKL has introduced environmental management certification and continues to maintain the system; in 2025, we maintained the validity of our ISO 14046 Water Footprint Verification and ISO 50001 Energy Management System Certification. We also completed the ISO 14064-1: 2018 greenhouse gas inventory for all locations (including overseas), and obtained third-party verification certificates.

Environmental Management Certification

Certifications and Standards	Scope	Valid Through (YYYY/MM/DD)
ISO 14046:2014 Water Footprint Verification	Headquarters	2025/03/11~2027/01/14
ISO 50001:2018 Energy Management System	Headquarters, Songshan Financial Building	2024/11/23~2026/11/30
ISO 14067:2018 Carbon Footprint	SKL Customer Service Counter, New Taipei City	2023/10/11~2025/10/10
ISO 14064-1:2018 GHG Inventories	All locations (including overseas)	2026/04/28~2027/04/27

Although the life insurance industry does not directly cause any negative impact on the environment, SKL has integrated low-carbon concepts into its daily operations through its four "low-carbon operation" strategies.



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3.2 Low Carbon Strategy Actions

3.2.1 Implementing Greenhouse Gas Inventory

A. GHG emissions

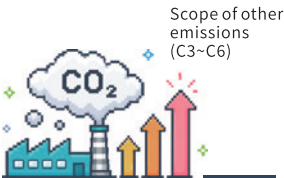
In alignment with our parent company's science-based targets, we set a long-term goal to reduce Scope 1 and Scope 2 greenhouse gas (GHG) emissions by 42% by 2030. SKL's specific target for 2025 was to achieve a 14.7% reduction against the 2022 baseline. In 2025, our actual Scope 1 and Scope 2 GHG emissions dropped to 9,986.15 tCO₂e, representing a significant 34.8% reduction from the baseline year, far exceeding our annual target. Given that our primary emissions stem from daily office operations, our emission intensity was evaluated at 0.87 tCO₂e per full-time employee. Beyond energy conservation, we are actively expanding our support for renewable energy. In 2025, we transitioned to green power by consuming approximately 610,000 kWh of renewable electricity. We will continue to scale up our green power usage in step with the Group's net-zero trajectory, actively contributing to global climate mitigation.

Scopes 1 & 2 GHG Emissions in Recent Years

Type of GHG Emissions	2022 (Baseline year of SBTi)	2023	2024	2025
Scope 1 (S1) Direct Emissions (tCO ₂ e)	1,553.66	1,463.21	1,322.90	1,307.76
Scope 2 (S2) Indirect Emissions (tCO ₂ e)	13,768.62	12,484.70	10,480.58	8,678.39
Total Controllable GHG Emissions (S1+S2) (tCO ₂ e)	15,322.28	13,947.92	11,803.48	9,986.15
Scopes 1 and 2 Emission Intensity (tCO ₂ e/person)	1.59	1.51	1.18	0.87
Scopes 1 and 2 Emission Intensity (tCO ₂ e/per million NTD)	0.0529	0.0538	0.0370	0.0463

S3 GHG Emissions in Recent Years

Type of GHG Emissions	2022	2023	2024	2025
Scope 3 (S3) Other Indirect Emissions (C3~C6) (tCO ₂ e)	2,683.39	2,789.30	2,727.79	10,322,001.26

	1.Travel 2.Insurance Application 3.Procurement of Indirect Energy GHG Emissions 4.Document Destruction	1.Travel 2.Insurance Application 3.Procurement of Indirect Energy GHG Emissions 4.Document Destruction	1.Travel 2.All Paper Procurement 3.Procurement of Indirect Energy GHG Emissions 4.Document Destruction	1.Indirect GHG emissions from purchased electricity 2.Photocopy paper 3.Refrigerant of company vehicles 4.Downstream leasing 5.Investment and financing
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B. GHG Emissions of Subsidiaries

In accordance with the requirements of Article 24-2 of the "Corporate Governance Best Practice Principles for Insurance Companies," SKL's subsidiaries, "Shin-Kong Life Real Estate Service Co., Ltd." and "Shin Kong Vietnam Co., Ltd.," both completed third-party verification of their greenhouse gas inventories in 2025. Their greenhouse gas emissions are presented in the table below. In addition, the subsidiary, "Shin Kong Life Singapore Pte. Ltd." recorded zero greenhouse gas emissions, as it does not have a physical office.

Subsidiary Name	Scope 1 Emissions (C1)	Scope 2 Emissions (C2)	Total GHG Emissions
Shin-Kong Life Real Estate Service Co., Ltd.	0	67.446	67.446
Shin Kong Vietnam Co., Ltd.	0	1.065	1.065

Notes to Implementing Greenhouse Gas Inventory

- Note 1: The baseline year of comparison is the year in which the parent company officially signed the SBTi commitment in 2022 to join the international decarbonization efforts. The data of the year was verified by SGS according to ISO14064-3:2006 and met the ISO14064-1: 2018 standards.
- Note 2: The data in recent three years were all verified by DNV according to ISO14064-3:2006 and met the ISO14064-1: 2018 standards.
- Note 3: For 2022–2024, emissions were calculated using the operational control approach. In 2025, the methodology was changed to the equity share approach. Scope 1 and Scope 2 emissions were calculated using the formula: "Annual Consumption (Activity Data) × Emission Factor × Global Warming Potential (GWP)." The emission factor in this table was selected from the "Summary of Factors from the Research of Greenhouse Gas Emissions Collected by the Ministry of the Environment, Executive Yuan - Emission Factor Management Table (Version 6.0.4)". The GWP value was based on the Sixth Assessment Report of Intergovernmental Panel on Climate Change (IPCC AR6, August 2024).
- Note 4: Scope 1 emissions (S1) refers to direct emissions from stationary combustion sources (emergency generator diesel, natural gas used in the staff canteen), mobile combustion sources (company car oil), and other anthropogenic system fugitives (air-conditioning refrigerants and septic tanks).
- Note 5: Scope 2 emissions (S2) refers to indirect electricity emissions, which are calculated using the latest electricity emission factor (0.494 kg CO₂-e/kWh for 2023, 0.474 kg CO₂-e/kWh for 2024, and 0.474 kg CO₂-e/kWh for 2025) provided by the Energy Administration, Ministry of Economic Affairs.
- Note 6: Other emissions (C3–C6) from Scope 3 (S3) are disclosed based on annual significance assessments, with S1 plus S2 used as the carbon emission intensity standard.
- Note 7: The number of full-time employees calculated for carbon emissions intensity was 9,632 in 2022, 9,238 in 2023, 9,992 in 2024, and 11,437 in 2025.
- Note 8: Inventory boundary: There were 168 buildings (including overseas) in 2022 (baseline year of SBTi), 167 buildings (including overseas) in 2023, 145 buildings (including overseas) in 2024, and 147 buildings (including overseas and subsidiaries) in 2025 used by the Company's permanent employees as locations of operations.

C. Internal Carbon Pricing Mechanism

SKL follows the internal carbon pricing policy of the parent company and has established an internal carbon pricing mechanism based on a shadow price approach. The pricing methodology is expected to be reviewed and adjusted annually based on actual implementation results and market trends. When evaluating upgrades to energy-efficient equipment, hidden carbon costs are incorporated into the assessment. This significantly improves the investment payback analysis of equipment upgrades and helps support capital investment decisions, thereby strengthening carbon risk management. Through the implementation of internal carbon pricing, we aim to respond to climate-related regulations, drive behavioral changes within the company, and improve energy efficiency. For energy and resource consumption that cannot be reduced, we will progressively replace them with renewable energy and environmentally friendly products, generating positive environmental sustainability outcomes.

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3.2.2 Improving Energy/Resource Efficiency

The primary electricity consumption used by the financial and insurance industry is air-conditioning, lighting and business equipment in office buildings. We aim to improve the efficiency of energy use of electrical equipment through planned upgrades, taking into account the concept of a circular economy, by upgrading old and high energy-consuming equipment, enhancing equipment maintenance and management, actively responding to energy-saving and carbon-reducing campaigns organized by the government or non-governmental organizations, and selecting environmentally friendly and energy-saving labeled equipment with a high degree of preference to achieve the goal of electricity saving.

SKL has set its own operational carbon reduction targets and implementation strategies. In 2025, we comprehensively reviewed the status of lighting usage, gradually replaced existing lighting with high-efficiency lamps with energy-saving labels, optimized the energy efficiency of air-conditioning systems and other energy-consuming equipment, installed regenerative power systems in elevators, and planned for an innovative approach of self-generated renewable energy wheeling to proactively reduce our reliance on energy resources.

SKL Energy Management Goals

Management Item	2025 Target	Medium- to Long-term Target (2026~2030)
Scopes 1 and 2 Carbon Emissions	Cumulative reduction of 14.7% compared to the baseline year (2022)	Reduce by 42% by 2030 compared to the baseline year (2022)
Electricity Consumption		
Water Consumption	≤191,840m ³	≤Average consumption per person in the past three years
Paper Consumption	≤21,740 packs	



A. Electricity Consumption

We have progressively replaced conventional electricity consumption with renewable energy through a dual-track energy transition strategy. This approach includes procuring bundled renewable electricity and renewable energy certificates through green power purchase agreements to ensure the renewable attributes of our electricity supply. In addition, we have installed solar photovoltaic systems on the rooftops of existing buildings, transforming our approach from passive energy conservation to proactive renewable energy generation and increasing our self-sufficiency in green electricity. In 2025, clean energy accounted for 3.2% of total energy consumption.

Electricity Consumption for the Past Years

Management Item	Unit	2022	2023	2024	2025
Total Electricity Consumption	kWh	27,050,327	25,791,472	22,648,464	18,914,314
Purchased Electricity - Conventional Power	kWh	27,050,327	25,269,472	22,108,464	18,307,712
Renewable Energy - Green Power (Consolidated Electricity Certificates)	kWh	0	522,000	540,000	589,998
Renewable Energy - Self-generated for Self-use	kWh	0	0	0	16,604
Number of Full-time Employees	Person	9,634	9,238	9,992	11,437
Electricity Consumption Intensity	kWh/person	2,808.38	2,791.89	2,266.66	1,653.78

1. Energy Saving Projects

In 2025, we continued to upgrade lighting systems, booster pumps, and air-conditioning equipment, while also installing regenerative power systems elevators. In addition, we participated in Taiwan Power Company's demand bidding programs, optimized office space utilization efficiency, and increased property occupancy rates. These initiatives are estimated to reduce electricity consumption by nearly 3.34 million kWh, equivalent to a reduction of approximately 1,583.2 tCO₂e in carbon emissions. Six major operating locations voluntarily participated in Taiwan Power Company's demand bidding programs, with a total of 115 participation instances during the year. By reducing electricity consumption during peak demand periods and returning the saved electricity capacity to Taiwan Power Company, we received electricity bill credits while unlocking additional energy-saving potential.

Energy Saving Projects in 2025

Main Projects Implemented	Annual Electricity Savings (kWh)	Annual Emission Reductions ((tCO ₂ e)
Upgrade of Lighting Fixtures and Booster Pumps	130,952	62.07
Upgrade of Air Conditioning	261,103	123.76
Installation of Regenerative Power Systems in Elevators	22,926	10.87
Optimization of Office Space Utilization Efficiency, and Increase of Property Occupancy Rates	2,922,045	1,385.05
Participation in Taiwan Power Company Demand Bidding Activity	3,046	1.44



2025 Taipei City Climate Action Awards

SKL regularly reviews the operational efficiency of equipment in its self-owned buildings across Taiwan. Among them, the Songshan Financial Building achieved the most outstanding energy-saving performance, with estimated annual electricity savings of 535,000 kWh, through the following measures:

1. Replacement of outdoor floodlights and indoor non-LED lighting fixtures with energy-efficient alternatives.
2. Optimization of elevator operations by reducing the number of elevators in service during nighttime and holidays and installing regenerative power systems.
3. Deploy variable-frequency air-conditioning systems, optimize central air-conditioning by raising the chilled water supply temperature, and reduce total operating hours.
4. Promote energy-saving practices to optimize the operational efficiency of electricity-consuming equipment.



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2. Installation of Self-generated Solar Power for Self-use

In support of the government's policy to promote solar photovoltaic renewable energy, SKL completed the installation of an 81.34 kWp solar photovoltaic system at the Wanfang Building in Taipei City. The electricity generated is prioritized for on-site consumption by the building itself. Annual electricity generation is estimated to exceed 70,000 kWh, of which approximately 18,000–20,000 kWh per year is expected to be consumed on-site, with the remaining electricity planned for transfer to Taiwan Power Company. From the commencement of operations in April 2025 through the end of December 2025, the solar system generated 16,604 kWh of electricity for on-site use, equivalent to a reduction of 7.87 tCO₂e in carbon emissions. Going forward, we will use the experience gained from this site to evaluate the expansion of self-use renewable energy installations at additional locations.



3. Energy Saving in Data Center

With energy saving and carbon reduction as the highest goal, SKL selects energy-saving equipment according to the annual business growth, and through virtual environment and resource integration, and continuously adjusts the power consumption of the server room, the power usage effectiveness (PUE) of the computer server room in SKL's Bade Building was maintained at a stable level of 1.52-1.64 in 2025, which was rated as a silver benchmark by the Green Grid Association's PUE evaluation standard.

Note: Green Grid's silver benchmark: PUE: 1.43~1.67

B. Water Consumption

Water consumption at SKL is driven primarily by corporate office activities and employee sanitary use, supplemented by minimal utilization from visiting customers. We are committed to reducing water waste through measures such as the installation of water-saving faucets and water-efficient toilets. We implement regular monitoring of water usage to promptly investigate and rectify any consumption anomalies. In 2025, total water consumption amounted to 178,569 m³, successfully remaining below our annual target of 191,840 m³, per capita water consumption was 15.61 cubic meters. Looking ahead, we will continue to develop more comprehensive water resource management polart of our green building initiatives, we plan to incorporate rainwater harvesting systems to collect and reuse rainwater for reduccicies. As png reliance on domestic water consumption.

Water Consumption for the Past Years

Indicator	2022	2023	2024	2025
Water Consumption in Buildings Across Taiwan* (Unit:m ³)	205,083	193,784	176,653	178,569
Average Consumption Per Person (Unit:m ³ /person)	21.29	20.98	17.68	15.61

Note 1: Water consumption in Shin Kong Life Tower was calculated based on water bills (kL).
Note 2: Water consumption in other buildings was estimated by dividing the water bill amount by the unit price of water; the unit price of water was estimated at NT\$14/kL for buildings in Taipei City and NT\$12/kL for buildings in other cities/ counties.



C. Waste Management

SKL's main source of waste is the domestic waste generated by its employees. SKL has gradually increased the total amount of recycled resources and reduced waste generation by formulating a long-term reduction strategy, encouraging employees to use environmentally friendly tableware, and actively promoting a system of waste reduction and recycling separation.

Waste Statistics for the Past Years

Item	Unit	2022	2023	2024	2025
Total Waste Quantity	Tons	2,094.9	1,422.3	1,426.8	1,569.6
Total Incineration	Tons	1,538.2	1,100.4	1,104.7	1,254.7
Total Recycled Waste	Tons	556.7	321.9	322.1	314.9
Resource Recycling Rate	%	26.6%	22.6%	22.6%	20.1%
Waste Intensity	Ton/person	0.21	0.15	0.14	0.14

Note 1: In 2025, total recycled waste was the estimate in the headquarters (Shin Kong Life Tower); total domestic waste incinerated was the estimate in five buildings (i.e., Shin Kong Life Tower, Songshan financial Building, Shin Kong Life Fuxing Building, Shin Kong Life Huiguo Building, and Shin Kong Life Zhongxing Building).



D. Energy Consumption in Transportation

To reduce transportation-related carbon emissions, company vehicles for senior executives were transitioned to leased hybrid models. These vehicles leverage advanced energy-recovery and regenerative braking technologies to optimize fuel efficiency. This transition effectively accommodates high-frequency customer visits while also achieving the goal of reducing pollution emissions.



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3.2.3 Shaping a Green Culture

SKL is actively integrating digital finance to reduce energy and resource consumption through the application of digital tools. SKL also actively promotes environmental education and low-carbon living so that employees, family members, and policyholders can work together to reduce energy consumption and reduce carbon emissions in their daily lives.

A. Implementing Digital Office

1. E-administration

SKL has introduced technology applications to take stock of paper-consuming operations and evaluate the feasibility of e-operations. In addition to the long-term implementation of electronic official documents and administrative forms, the Company has adjusted legal compliance, audit administration, suppliers and procurement, board of directors and audit committee meetings to electronic and systematic operations, in order to significantly improve administrative efficiency and reduce paper consumption. The administrative paper consumption target for 2025 was achieved, reducing 4,795 packs and carbon emissions by 14.4 tCO₂e compared to the estimated consumption.

2. E-insurance Services

SKL is committed to providing various digital services and disseminating the concept of digital sustainability, encouraging policyholders to use e-policies and e-documents, recommending customers to join online memberships, and using digital tools instead of paper. On the other hand, we actively empower sales representatives with digital capabilities by launching the "e-agent digital sales representative service certification mechanism" to observe various digital service transaction indicators, and familiarize sales representatives with e-business tools through project promotion and specialized training. We also established digital-related incentive measures to accelerate the digital transformation of business marketing.

Since the launch of the e-reissue service in July 2024, sales representatives have been able to obtain supplementary application information in real time through tablets and deliver supplementary documents electronically. In 2025, usage increased significantly, with the average utilization rate rising from 34.7% to 57.2%, increasing by 22.5%. Adoption was particularly notable in remote areas such as Kinmen, Magong, Pingtung, Baihe, and Xinyi, where utilization rates reached 75%–80%. In addition to reducing paper printing, the service shortens mailing time and accelerates the new policy application process, providing customers with a high-quality, low-carbon financial service experience.

In 2025, approximately 20.031 million sheets of paper and approximately 120.2 tCO₂e were saved through e-insurance services.

Note 1: Number of paper consumed/500 (500 sheets in a pack) = Number of paper consumed (pack)
Note 2: Carbon emissions per pack of A4 paper (70g/sheet) total 3 kg CO₂e.
Note 3: Amount of paper consumed (pack) x 3 kg CO₂e/1,000 (unit conversion) = Carbon emissions (tCO₂e) saved.



E-insurance Tool		Usage Rate (%)
E-insurance policies		30.1% ^{Note 1} (710,141 new contract policies)
Mobile Business App	E-notices	81.9%
	Mobile E-insurance ^{Note 3}	94.5%
	E-claims	91.0%
	E-policyholder service	67.6%
	E-benefit payment	81.0%
	E-reissue	57.2%



Note 1: The usage rate of e-policies is calculated based on the number of new policy contracts.
Note 2: The scope of Mobile Business app is limited to SKL channels.
Note 3: Mobile e-Insurance includes statistics for life insurance and accident insurance policies.

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B. Promoting Low Carbon Green Living

To support the Ministry of Environment's Green Office policy, we have fully implemented the use of online meetings and virtual training programs in place of in-person activities, effectively reducing carbon emissions associated with commuting and business travel. We have also digitized meeting materials to minimize paper consumption. At the same time, employees are encouraged to walk or use low-carbon transportation options, such as bicycles, when visiting policyholders who live nearby. These measures help reduce transportation-related emissions while also promoting employee health.

Also, we prominently display green office signage and motivational slogans throughout the workplace to cultivate low-carbon habits among employees. The initiatives include establishing indoor greenery, installing window shading systems, configuring office equipment for automatic sleep mode, implementing a 'shutdown after work' policy for computers, and encouraging stair use for transit within three floors. During the summer, we implement the 'Cool Biz' apparel initiative, encouraging a professional yet tie-free, short-sleeved dress code to reduce cooling energy demand. We also maintain indoor air-conditioning temperatures within the 26 °C to 28 °C range recommended by the Energy Administration of the Ministry of Economic Affairs, demonstrating our commitment to environmental protection, energy conservation, and carbon reduction through practical actions.

C. Net Zero Initiative and Action

In line with the National 2050 Net Zero Emission Path and Strategy, SKL, together with its parent company TS holding, has joined the Taiwan.

Alliance for Net Zero Action (TAISE), which responds to and promotes the "Taiwan Net Zero Emission Initiative Net Zero 2030/2050," and has also formulated SKL's midterm goals for net-zero carbon reduction and its implementation strategy. By 2030, SKL will replace all lighting with LEDs, gradually improve the efficiency of air-conditioning equipment, establish self-generated renewable energy facilities for self-use, and replace general electricity consumption with green electricity. SKL will also continue to conduct training on environmental sustainability to encourage employees to change their habits of using energy resources.

1. New Life for Old Clothes, Light up the World - Heart and Light Tour

SKL integrates issues encompassing low carbon living, circular economy, and support for disadvantaged groups through cross-sector collaboration and partnerships to initiate an innovative solution - New Life for Old Clothes, Light up the World. This initiative creates employment opportunities for disadvantaged groups by upcycling used jeans collected through charity events. The reproduced products are used for public welfare fundraising, helping disadvantaged families to obtain microinsurance risk protection. Building on the innovative business model established in 2024, SKL once again joined forces with key partners in 2025 to amplify our social and environmental impact through the 'New Life for Old Clothes, Light up the World' initiative. In collaboration with the social enterprise Story Wear and a dedicated team of local street tailors, the project upcycled recycled fabrics and discarded bed linens into 640 premium, zero-waste fashion accessories. We also renewed our charitable partnership with the Syin-Lu Social Welfare Foundation, receiving support from 249 donors through monetary contributions. SKL joined hands with partners to exert our influence. The funds raised will be utilized to help 455 people with disabilities obtain basic risk protection. The Syin-Lu Social Welfare Foundation will provide employment counseling and support, so that the disadvantaged can move forward to a sustainable and self-reliant life. To document the achievements of this initiative, we produced a short film titled "New Life for Old Clothes, Light up the World", which received the Bronze Golden Eagle Award at the 9th Golden Eagle Micro Movie Festival.



2. Shin Kong Fun Run-Run for Earth

To encourage the public to maintain a healthy lifestyle through exercise, SKL has organized the Nationwide Charity Hiking activities for 19 consecutive years since 2006, inviting policyholders and employees nationwide to enjoy outdoor activities. In 2025, the event was officially transformed into a fun run format under the theme "Shin Kong Fun Run - Run For Earth." We partnered with the "WildOne Taiwan Wildlife Conservation Association," "Carbon Reduction Market," "Tea Offering Action" (providing waste-free water stations), and "GreenHope Personal Carbon Wallet" initiatives to promote tangible green actions. The event also incorporated financial literacy challenge activities and was held at three locations across Taiwan: Kaohsiung (Kaohsiung Museum of Fine Arts Ecological Park), Taichung (Taichung Central Park), and Taipei (Machangding Memorial Park). The event drew more than 1,700 participants, including employees, policyholders, and the general public. In alignment with our plastic-free and low-carbon commitments, the venue eliminated all single-use containers and actively encouraged participants to bring their own reusable utensils. Through these collective efforts, we successfully fostered sustainable habits and inspired the community to embrace a healthy, low-carbon lifestyle.



3. Joining the Beautiful City Platform - Promoting the Personal Carbon Passbook Project

In response to the international trend of Net Zero emission by 2050, SKL joined the "Beautiful City" platform launched by GreenHope on LINE to promote the "Personal Carbon Wallet Project". Combined with SKL's online insurance enrollment business and Shin Kong Fun Run-Run, a low-carbon task reward event was launched to encourage the public to implement low carbon practices in exchange for low-carbon action rewards provided by SKL. In 2025, a total of 2,040 people participated, transforming sustainable efforts into tangible "green gold."

4. "Walkii" Sustainable Health Promotion Program

Since September 2024, SKL has been implementing the two-year "Walkii" Sustainable Health Promotion Program, centered on walking as its core activity to foster proactive health management and a long-term exercise culture among employees. In 2025, senior management actively led and participated in the program, resulting in 4,799 participant engagements and a cumulative total of 1.9 billion steps, equivalent to an estimated 260,000 kilograms of carbon emissions reduced. Through collaboration with the "Walkii Healthy Forest" initiative, participants' steps were converted into tree-planting actions. Following the successful redemption and planting of 47 saplings in 2024, SKL joined the New Taipei City Government's "Plant a Tree for the Earth - One Million People, One Million Trees" campaign in 2025. Through the "Walk and Go into a New Green Life" walking challenge launched by SKL, a total of 151 saplings were earned. Together with policyholders and the Kaohsiung Tree Conservation Association, Shin Kong Life planted native Taiwanese tree species at the Qiding Wetlands in Kaohsiung on January 31, 2026. Species planted included agarwood, Indian almond, seaside clerodendrum, common myoporum, five-stamens china laurel, and sea lettuce, contributing directly to ecological restoration efforts. Going forward, we will continue to deepen our dual-focus strategy of "Health × Environment", encouraging more employees and policyholders to participate in environmental conservation initiatives and creating shared value through both health promotion and environmental stewardship.



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3.2.4 Constructing Green Buildings

SKL is constantly adjusting its thoughts on buildings, aiming to construct buildings with post-disaster resilience and sustainability in line with SDG 11 Sustainable Cities and Communities, improve the energy efficiency of existing buildings, and get certified to Green Building Labels. We expect to create an energy efficient, eco-friendly lifestyle and reduce the environmental impact of our business operations.

A. SKL's Commitment to Eco-friendly Buildings

- Plan for future investment and development of new buildings to comply with the Green Building Label at the silver level or above/ or with green building design to enhance the environmental sustainability of buildings.
- Regenerate old buildings and facilities with various energy-saving measures, cut energy consumption, and improve the energy efficiency of existing buildings to be a responsible citizen for the environment.

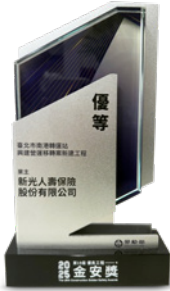
B. Sustainable Green Building Achievements

As part of our commitment to eco-friendly buildings, SKL has been constructing energy-efficient and sustainable buildings that will benefit people living there and the environment in perpetuity.

In 2025, the Nandong Building Urban Renewal and Reconstruction Project obtained both the "Silver-Level Green Building Candidate Certificate" and

the "Level 1 Building Energy Efficiency Candidate Certificate." Moreover, all four projects currently under construction or in the planning stage have been designed with the objective of obtaining green building certification. As of 2025, SKL has applied for green building certification for a cumulative total of 10 buildings, including six Green Building Certificates, four Green Building Candidate Certificates, one Building Energy Efficiency Candidate Certificate, one Low-Carbon Building Candidate Certificate, and one LEED Certification in the US.

For the "Taipei Nangang Bus Station Build-Operate-Transfer (BOT) New Construction Project," special emphasis was placed during the design phase on evaluating the safety and stability of construction methods. Despite a higher upfront capital investment, the top-down construction method was deployed for its superior safety profile. This approach significantly reinforced structural safety during substructure works, mitigated disruption to local traffic and the surrounding environment, and directly advanced our sustainable development objectives. As a result, the project received the "Excellence Award" in the Private Sector Engineering Category at the Construction Golden Safety Award for Outstanding Engineering Projects presented by the Ministry of Labor.



The Company aims to improve the aesthetic and construction quality of buildings, and further supports carbon reduction, circular economy, innovation, smart, and local cultural features to create an environment for LOHAS where "nature and culture co-exist and ecology and sustainability mutually prosper."

C. Green Leasing Achievements

In support of the "Renewable Energy Certification Single Meter Number Multi-User Transaction Demonstration Program," SKL has purchased renewable electricity to replace a portion of its conventional electricity consumption. We have also assisted in matching suppliers with building tenants, enabling them to successfully obtain renewable electricity and renewable energy certifications. To date, tenants of the Shin Kong Life Tower, Xinyi Financial Tower, and Tainan Canal Tower have successfully adopted renewable electricity through these efforts.

SKL has also promoted the "Green Leasing 2.0" program, under which the Company, as the building owner, serves as the contracting party for renewable electricity procurement. Through this initiative, approximately 1.169 million kWh of renewable electricity per year has been secured and allocated for use by tenants of the Shin Kong Life Tower, Nanjing Technology Building, and Xinyi Financial Tower. Going forward, we will continue assisting more tenants in introducing renewable energy solutions, increasing the use of green electricity and reducing environmental impacts.

Green Buildings for the Past Three Years					
Building	Results	Investment Amount	Green Benefit		
			Amount of CO ₂ Absorbed	Soil Water Content (Greenery Design)	Capacity of Rainwater Storage (Recycling and Reuse)
Superficies in Qianjin District, Kaohsiung City	Obtained the Silver-Level Green Building Candidate Certificate in 2023	2.649 billion	0.65536t	3.56m ³	-
Nangang Bus Station BOT	Obtained the Gold-Level Green Building Candidate Certificate in 2023 Obtained the Diamond-Level Low Carbon Building Candidate Certificate in 2024	5.89 billion	Amount of CO ₂ absorbed:1.03849t Amount of carbon reduction: 48,979 tCO ₂ /60yr	15.87m ³	587.72m ³
Nandong Building Urban Renewal and Reconstruction Project	Obtained the Silver-Level Green Building Candidate Certificate in 2025 2025 Level 1 Building Energy Efficiency Candidate Certificate	4.03 billion	0.62t	-	188.36 m ³

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Nurturing Diverse Talent

GRI 3-3

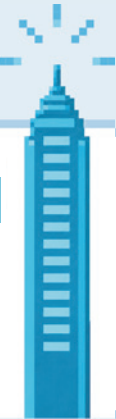


Plan

- Encourage diverse experiences.
- Listen to the employees' opinions.
- Competency-oriented training.
- Diversity and equality measures.
- Improve sustainable health of employees.

Commitment

SKL regards talent as a core asset for sustainable operations and hires purely on merit. We not only strive to be a benchmark company providing top-tier protection to our policyholders, but also aim to be a reassuring employer, dedicated to building an inclusive and fulfilling workplace.



Material Topic	2025 Target	Status of Achievement	Major Performances in 2025	Short-term Target (2026)	Medium- to Long-term Target (2030 as the Target Year)
Talent Recruitment and Retention	Retention rate for top talent maintained above 90%		Retention rate of outstanding talent: 96.5%	Retention rate of outstanding talent >85%	Retention rate of outstanding talent >85%
	Employee engagement survey score reached 70%		Employee engagement survey score reached 73% in 2025 Coverage ratio 84%	Employee engagement survey will reach 70%	Employee commitment will reach 75%
	Average employee training hours were 80 hours for office staff;100 hours for field personnel		Average employee training hours were 87 hours for office staff;153 hours for field personnel	Average employee training hours were 85 hours for office staff;100 hours for field personnel	Average training hours per employee will reach 100 hours
	Cultivating talent of sustainability		100% completion of sustainability courses	The number of sustainability certificates issued reaches 100; organize training programs for sustainability professionals and assist in enhancing sustainability finance assessments	Continue to cultivate talent of sustainability
	Female representation in executive roles reached 27%		Percentage of females in senior management positions: 26.2% ^{Note}	Percentage of females in senior management positions will reach 27%	Percentage of females in senior management positions will reach 30%
	The ratio of fixed salary for professional positions by gender reached 89%		The ratio of fixed salary for professional positions by gender reached 89%	The ratio of fixed salary for professional positions by gender will reach 89%	Improve the gender pay ratio

^{*Note:} This was due to the retirement of a senior female executive at the end of the year.

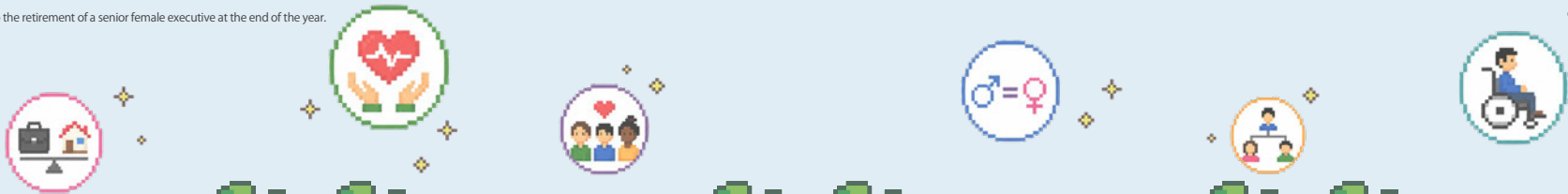


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Nurturing Diverse Talent

4.1 Diverse Recruitment

GRI 3-3

Adhering to the spirit of "Endless Heritage, Unlimited Innovation", we strengthen the human capital strategy of function building and ensuring the sustainable development of the organization's talents. We adopt the Balanced Scorecard development and operation plan, together with a performance development system that integrates functions, to plan and promote the overall human capital development of the "Selection, Employment, Nurturing, and Retention" program.

4.1.1 Building Inclusive Workplace

GRI 2-7、2-8、401-1

A. Employee Structure

We emphasize local talent and diversity. SKL's workforce consists mainly of local Taiwanese employees, with 100% of senior executives being Taiwanese nationals. In 2025, the total number of regular employees are 11,437 (excluding unofficial salespersons), with 2,503 in-house employees and 8,934 in the field, with 28% of them being male and 72% being femaleMale supervisors accounted for 46% and female supervisors accounted for 54% of the total.

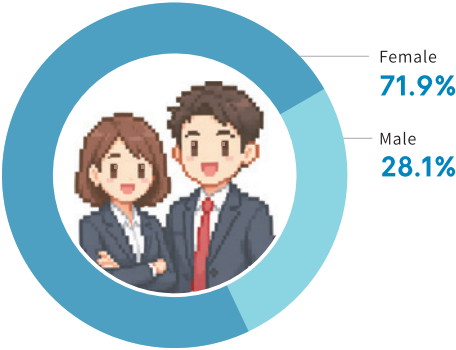


2025 Full-time Employee Structure

Unit: Number of Employees

Number of People	
Office Staff	2,503
Insurance Agents	8,934
Full-time	11,437

	Number of People	Percentage
Female	8,218	71.9%
Male	3,219	28.1%



Category		Internal Staff			Insurance Agent			Total
		Taiwan	Overseas	Subtotal	Taiwan	Overseas	Subtotal	
Male	Full-time	907	5	912	2,307	-	2,307	3,219
	Contingent	22	-	22	894	-	894	916
	Subtotal	929	5	934	3,201	-	3,201	4,135
Female	Full-time	1591	-	1,591	6,627	-	6,627	8,218
	Contingent	31	-	31	3,379	-	3,379	3,410
	Subtotal	1,622	-	1,622	10,006	-	10,006	11,628
Total	Full-time	2,498	5	2,503	8,934	-	8,934	11,437
	Contingent	53	-	53	4,273	-	4,273	4,326
	Subtotal	2,551	5	2,556	13,207	-	13,207	15,763

Note 1: Official employees refer to full-time employees.

Note 2: Non-official office employees include dispatched workers, part-time student workers, interns, and massage therapists. Non-official field employees refer to sales representatives who have signed contract agreements with the company. Together, non-official employees account for nearly 30% of the total workforce.

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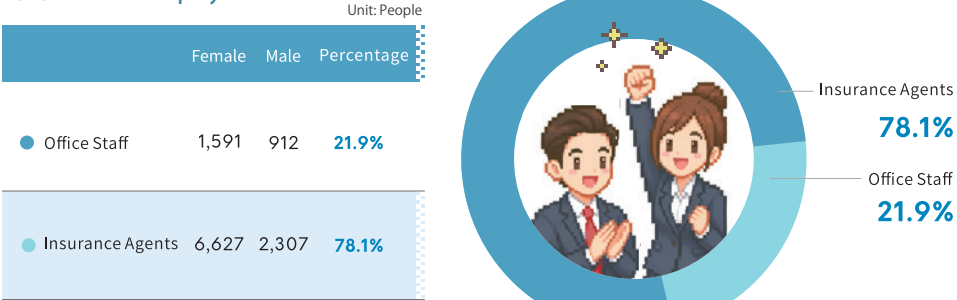
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2025Full-time Employee Structure



Gender	Management Levels	Back-Office Staff	Field Staff	Subtotal	Proportion of Each Category Note 2
Male	Senior-level managers	48	-	48	0.4%
	Mid-level managers	136	-	136	1.2%
	Junior-level managers	68	440	508	4.4%
	General employees	660	1,867	2,527	22.1%
Female	Senior-level managers	17	-	17	0.1%
	Mid-level managers	80	-	80	0.7%
	Junior-level managers	37	692	729	6.4%
	General employees	1,457	5,935	7,392	64.6%

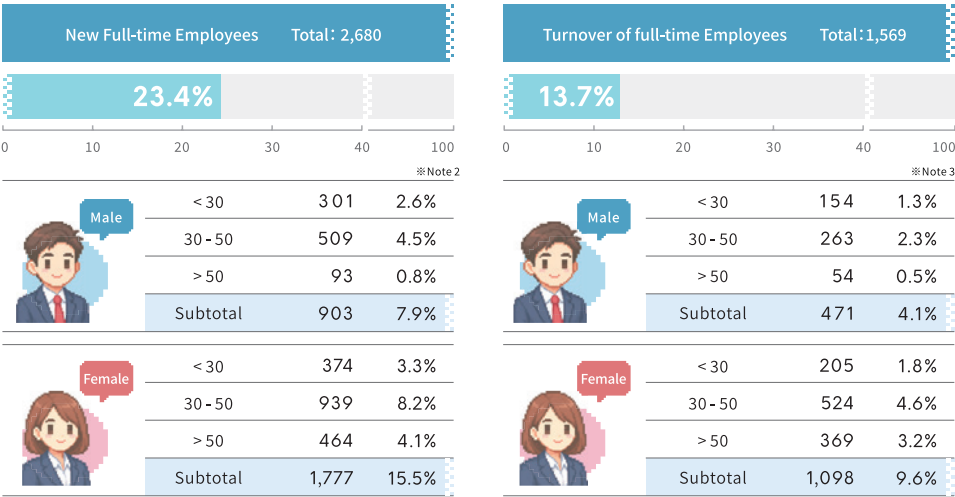
Note 1: Senior-level manager refer to the president, department heads and above; Mid-level manager refer to deputy heads of department, section managers, and the managers of regional sales divisions; Junior-level managers refer to project managers, sales office supervisors, and sales managers.

Note 2: Proportion of each Category (%) = (Number of full-time employees by category/Number of all full-time employees).

Gender	Age	Back-Office Staff	Field Staff	Subtotal	Age group Proportion Note
Male	< 30	133	474	607	5.3%
	30 - 50	513	1,499	2,012	17.6%
	> 50	266	334	600	5.2%
	Subtotal	912	2,307	3,219	28.1%
Female	< 30	225	609	834	7.3%
	30 - 50	987	2,716	3,703	32.4%
	> 50	379	3,302	3,681	32.2%
	Subtotal	1,591	6,627	8,218	71.9%

Note : Proportion of each Age group (%) = (Number of full-time employees by age/Number of all full-time employees).

New Full-time Employees and Turnover of full-time Employees in 2025



Note 1: Turnover refers to the number of employees who leave an organization voluntarily or as a result of layoff, retirement, illness, or death at work, excluding secondment.

Note 2: Newcomer rate of full-time employees =(Number of new full-time office staff and field personnel / Total number of full-time office staff and field personnel)..

Note 3: Turnover rate = (Number of full-time employees left office/Total number of full-time employees).

B. Equal employment

We are committed to building a corporate culture that respects diversity and gender equality. By hiring employees from different ethnic groups, we are able to gain more diverse perspectives and insights, and bring more innovation and vitality to the company.

1. Respect for the rights and interests of the physically and mentally challenged and indigenous communities at work

We strictly uphold the workplace rights and interests of persons with disabilities and indigenous peoples. Our key initiatives include:

- Expanded employment of persons with disabilities in accordance with statutory quotas, employing a total of 171 employees with disabilities in 2025.
- Indigenous employees returning to their home communities for traditional annual ceremonies are granted one additional day of special leave and a one-time travel allowance of NT\$6,000. In 2025, a total of 19 employees benefited from this initiative, receiving NT\$114,000 in combined subsidies.

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Diversity in Employment

Group of Employees		2022	2023	2024	2025
Indigenous Employees	Number of employees	165	153	216	219
	Percentage	1.7%	1.7%	2.2%	1.9%
Employees with Disabilities	Number of employees	125	125	140	171
	Percentage	1.30%	1.35%	1.40%	1.5%

Note: In accordance with the People with Disabilities Rights Protection Act, private-sector companies are required to employ persons with disabilities who are capable of working at a level of not less than 1% of their total workforce, and in no case fewer than one employee.

2. Gender Equality

SKL actively champions gender equality, ensuring equal opportunity regardless of gender or sexual orientation while actively fostering female career progression. Beyond gender balance, we recognize that female talent brings diverse perspectives ,enriching company decision-making. In 2025, among the 934 employees recognized for top performance, 585 were female, representing 62.6% (compared to 349 male employees). This outcome reflects the success of SKL's inclusive workplace framework in enabling women to thrive.



Statistics of Female Managers in 2025

	Number of People	Percentage
Senior-level Managers	17	26.2%
Mid-level Managers	80	37.0%
Junior-level Managers	37	35.2%
Sales Department Managers	692	61.1%

Note 1: Senior-level manager refer to the president, department heads and above; Mid-level manager refer to deputy heads of department, section managers, and the managers of regional sales divisions; Junior-level managers refer to project managers, sales office supervisors, and sales managers.
Note 2: Sale Department managers refer to heads of revenue-generating business units, regardless of rank.

4.1.2 Recruiting New Generation Talent

A. Sales Representative Recruitment Program

To continually expand our talent acquisition efforts, we not only sustained recruitment across diverse demographics but also deployed targeted recruitment programs to bolster our team's commercial capabilities. Key business recruitment initiatives implemented in 2025 include:

- Elite Program:** Continuing the spirit of the Young Program, cultivating the next generation of reserve business executives, and accelerating the rejuvenation of junior business executives.
- Honor Program:** Actively recruiting retired military personnel holding employment referral cards issued by the Veterans Affairs Council, and providing training and retention incentives to cultivate a diverse talent pool for our business operations.
- New Talent Program + Talent Recruitment Initiative:** To attract younger generations, providing funding for large-scale recruitment events and themed seminars organized by sales units, expanding recruitment efforts and strengthening talent acquisition.
- Campus Internship Recruitment Program:** We provide interns with licensing support and retention incentives, aligning with business agency onboarding programs and industry-academia partnerships to strategically deepen our campus presence and talent pipeline.
- Sales Leadership Development Program:** Recruiting ambitious sales personnel and providing a one-year structured development program to help them build a strong foundation in the sales profession and prepare for future career advancement.
- Digital Recruitment:** Collaborating with well-known Key Opinion Leaders (KOLs) to recruit through videos disseminated on social media and digital platforms, expanding the brand presence of SKL online.



B. Industry-Academia Collaboration Program

- Providing opportunities for students to visit companies and learn about the Company's philosophy and profile.
- In 2025, we collaborated with domestic universities and colleges to organize industry-academia internships. A total of 164 students from 53 schools and 82 departments up to 25 business units have participated in the program, with an investment of approximately NT\$1.92 million.



C. Internship

We continue to promote student corporate internships, summer internships, insurance practical courses, and corporate visits, etc., to help students understand themselves and plan their future by sharing their knowledge and experience through a variety of courses and interesting activities. 2025 internship program invested about \$5.75 million to recruit 13 summer interns, 32 industry-academia cooperation interns, and 15 information technology interns, of which 8 interns worked at SKL after graduation.

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4.2 Nurturing Talent | GRI 3-3 |

4.2.1 Training Strategies and Programs | GRI 404-2 |

The retention rate of top performers reached 96.5% in 2025.

In accordance with the Company's annual strategy of "Driving Transformation and Co-creating a New Future", an annual training program was established to achieve the Company's operational strategy performance.

Note: Retention rate of top performers = number of employees retained above the median (excluding the median) of office staff performance ratings/target number of employees



Digital Learning Platform and Flexible Training Methods

- **We Introduced An Online Education and Training Platform, "hahow for business":** With an annual training budget of NT\$3.34 million, which allows employees to learn and utilize the platform regardless of geographic location and strengthens their all-round abilities. Encourage employees to learn on-line and promote a study leave system, whereby any employee who reads on the online platform for eight hours can apply for one day of study leave, with a limit of two days per year. In 2025, more than 2,577 employees reached the goal of study leave, and the total number of hours spent on the platform amounted to 105,616 hours of study.
- **Promote the Digital Learning Platform "Common Wealth Leader Campus" (CWLC)** to encourage employees to utilize their spare time for independent learning and to strengthen their competitive edge in their career. In 2025, the usage per capita and attendance outperformed the life insurance industry and the platform as a whole, with a total of 10,382 learning hours on the platform.



Digital Transformation and AI Applications

- **Digital Finance Seminar:** During the year, the Company conducted seven AI Applications for Novices courses, enabling nearly 400 employees to gain an understanding of mainstream AI tools and multimodal AI applications currently available in the market, laying the groundwork for the subsequent adoption of AI tools across the Company. The Company also held four AI Applications Intermediate courses, with nearly 150 employees participating. By learning to collaborate with AI through applications such as Excel and Canva, employees improved their work efficiency, and nearly one-third of participants were able to significantly reduce the time spent on administrative tasks.
- **Assign Employees to Attend Fin & Tech and Bellwether on a Regular Basis:** Sent to train 118 people in 84 sessions with a total of 1,031 hours of training for POC (Proof-of-experimentation) Training Program on Technology in Financial Applications, Financial Digital Transformation WORKSHOP, Financial Information Security Series, Fin&Tech Collision Salon, AI Series program, and Financial Information Security Executive Reserve Program (CISE). This accumulated 1,031 training hours, representing an increase of nearly 70% compared with the previous year, when 67 employees completed 645 training hours.
- **Continuous Digital Learning Courses:** During the year, the Company continued its collaboration with EY Advisory on a series of initiatives and delivered five Trusted AI practical training courses, with more than 1,200 employees completing the program, accumulating 3,600 training hours. Through the "hahow for business" online learning platform, the Company also launched a dedicated AI Learning Hub, attracting 1,355 participants and accumulating 9,654 training hours. In addition, all employees participated in AI learning through AI training videos developed by the Holding Company.
- **Develop Tech / Social Media / Big Data Talent:** Promote financial digital literacy certification and implement cloud-based marketing training resources. Utilize iPad to integrate business opportunity system and provide diversified and convenient e-services to business colleagues. Provided seminars on new knowledge trends to help colleagues understand the application and development of the Internet of Things and big data in the insurance industry.
- **Big Data Process Transformation:** Combining technology, social media and big data analysis to transform processes and actively cultivate FinTech professionals.
- **Organize Workshops on Leading Change to Replicate Success Quickly:** Carried out new product development training through workshops.
- **Digital Sales Representative Program:** By integrating digital tools into practical sales processes, from customer management and relationship building to policy planning, sales closing, and after-sales service, the Company enables seamless integration of sales and customer service. In 2025, the Company continued to promote digital learning for its sales force by reviewing and consolidating existing digital tool training materials and establishing the "i Learning | Digital Learning Hub" within its Training and Development System. The Company also introduced Digital Learning Courses for Job Grade Assessment to evaluate learning outcomes. The number of employees successfully completing the assessments increased quarter by quarter throughout the year. Going forward, the Company will further promote the adoption of digital tools to enhance overall sales effectiveness.

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Leadership Development and Successor Program

- Domestic and Overseas Training:** In 2025, a total of 2,556 people participated in independent professional courses according to business attributes. Among them, a total of 76 people were assigned overseas for training. Through international seminars, overseas conferences, and on-site visits, we have expanded international mindset and enhanced diverse experiences.



Zurich Overseas Training Program

- Talent Exchange Program:** We provide a diversity of flexible talent exchange programs after confirming with employees about their career plans and willingness to participate. We provide talent in every function with opportunities to delve into their fields and even other financial sectors and take up management positions and even get promoted to executives.
- Connecting with International Financial Development:** In 2025, expenditure on English training fund will reach 1.47 million dollars. Use of the goFLUENT Language Learning Platform: The platform offers online courses and live instructor-led conversation sessions in 19 languages.



Sound Training System

- Comprehensive Training Plan and Career Development**
 - The training system is mainly divided into two major categories: the Business System and the Administrative System. Based on the training needs of core personnel, a diversified learning mechanism is planned to expand career development pathways.
 - In 2025, the Business System launched 723 training sessions, with a total of 15,186 completions.
- Leadership Team**
 - The leadership development program was launched in 2011. As of 2025, 711 office staff have been trained and 294 have been promoted, representing a promotion rate of 41.3%; 518 field personnel have been trained and 233 have been promoted, representing a promotion rate of 45%. In addition, in 2025, the Company integrated the Dragon Excellence Program and the Leadership Pipeline Program into the Leadership Excellence Pipeline Program to develop the management capabilities of sales managers prior to promotion. During the year, the program developed 40 prospective department managers and 79 prospective district managers, resulting in the promotion of 2 regional directors, 2 department managers, and 17 district managers.
 - Since 2021, we have been implementing the Key Talent (High Potential Talent) Nomination and Development Program with the financial holding company to regularly track, review and adjust candidates every year for the purpose of sustainable corporate development and ensuring the capabilities and value of management talent. A total of 186 office staff have been nominated and 57 have been promoted, representing a promotion rate of 31%.
- License Incentives**
 - To encourage employees to pursue self-directed learning and obtain professional certifications, the company provides subsidies for related learning and certification expenses.
 - Subsidies include: registration fees, annual fees, foreign language study support, EMBA and part-time master's programs (including in-service master's students).
 - Benefits include professional certification bonuses, ongoing incentive allowances, and study leave.
 - In 2025, a total of NT\$8.8 million was granted in professional certification incentive allowances and bonuses.



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Comprehensive Inclusion of Sustainable Development

SKL is committed to cultivating sustainable ESG talent and investing resources to organize sustainability-related education and training, so as to enable the concept of sustainable finance to be deeply embedded in the organization and corporate culture from top to bottom. The "Sustainability Journal" course was established in the co-broadcasting morning meetings of field personnel. A total of 4 sessions were broadcast in 2025 to promote the latest sustainability trends in a lifestyle-based manner. In addition to internal education and training, employees can also apply for external training courses based on their business needs. Two major online learning platforms, namely, Hahow/Bingotimes Digital have been provided with course resources. According to the data report, in 2025, 11,483 hours of sustainability-related training were provided, with nearly 16,000 participants. We promoted sustainability education and enhanced employees' awareness of and action on sustainability.

The Company is committed to actively promoting sustainability initiatives. Since 2012, we have established a dedicated unit for sustainability. In addition to obtaining professional sustainability certifications, including Certified Corporate Sustainability Manager and Certified Sustainable Finance Professional, 100% of the team members had obtained the Sustainable Finance Certification (Entry Level) by the end of 2025, while 50% had also earned the Sustainable Finance Certification (Advanced Level).

■ Sustainability Talent Development Program and Professional Certification Incentive Scheme

1. **Training Targets:** Covering directors and supervisors, senior management, and all employees, with the aim of comprehensively enhancing sustainability-related knowledge and capabilities.
2. **Course Planning:**

(1) **Mandatory Sustainability Courses:** A total of three hours of required training to ensure employees possess fundamental sustainability knowledge.

(2) **Sustainability Certification Courses:** Providing course subsidies, and encouraging employees to pursue relevant sustainability certifications.
3. **Subsidy Measures:**

(1) **Examination Subsidies:** Providing subsidies for registration fees for sustainability certification examinations.

(2) **Additional eligible expenses** are reimbursed in accordance with the Company's policies.
4. **Other Related Expenses:** The annual budget has been allocated based on the number of participants and the training plan to ensure the effective implementation of the program.

Number and Percentage of Employees Holding Sustainable Finance Certifications in 2025

Unit: People

Sustainable Finance Certification	Number of People Obtained	Number of Full-Time Employees	Percentage (%)
Entry and Advanced Levels	61	11,437	0.5%

Sustainable Finance Certification	Number of Sustainability Personnel and Managers Obtained Certifications	Total Number of Sustainability Personnel and Managers	Percentage (%)
Entry Level	6	6	100%
Advanced Level	3	6	50%

4.2.2 Training Input and Output | GRI 404-1 |

A. Employee Training Input

SKL considers employees as its most important asset. In addition to continuously promoting strategic products, SKL also focuses on recruiting young people and cultivating professionals through its business transformation plan, investing abundant education and training resources every year to enhance the productivity of its employees; and in terms of digital services, SKL continues to strengthen the training of digital financial talents in order to provide its policyholders with more diversified, convenient, and intelligent new experiences.

Employee Training Output in 2025

Unit: Hour

Employee Training Hours						
		Office Staff	Insurance Agents	Total Hours	Hours Per Capita	
 Male	Management	Senior-level	971	-	971	20
		Mid-level	2,304	-	2,304	17
		Junior-level	18,208	51,857	70,065	138
		Subtotal	21,484	51,857	73,341	106
	General Employees	74,749	279,300	354,049	140	
 Female	Management	Senior-level	200	-	200	12
		Mid-level	1,453	-	1,453	18
		Junior-level	11,248	76,408	87,656	120
		Subtotal	12,902	76,408	89,310	108
	General Employees	113,300	925,049	1,038,349	140	
Total		222,435	1,332,614	1,555,049	136	

Note 1: Training hours in this table included hours of internal training, external training, overseas training, online training, and orientation.

Note 2: Internal training refers to internal training organized by the Human Resources Department; external training refers to external training which departments assign employees (either internal staff or insurance agents) to attend; overseas training refers to training which the Company assigns employees (back-office staff and field staff) to attend overseas.

Note 3: Senior-level manager refers to the president, heads of department and above; Mid-level manager refer to deputy heads of department, section managers, and the managers of regional sales divisions; Junior-level managers refer to project managers, heads of sales offices, and the managers of sales offices.

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Unit: NTS

Employee Training Expenses						
		Office Staff	Insurance Agents	Total Expense	Expense Per Capita	
 Male	Management	Senior-level	373,892	-	373,892	48
		Mid-level	886,959	-	886,959	136
		Junior-level	7,009,367	2,155,891	9,165,258	508
		Subtotal	8,270,218	2,155,891	10,426,109	692
	General Employees	28,775,051	1,532,191	30,307,242	2,527	
 Female	Management	Senior-level	77,041	-	77,041	17
		Mid-level	559,471	-	559,471	80
		Junior-level	4,330,084	2,146,787	6,476,871	729
		Subtotal	4,966,596	2,146,787	7,113,383	826
	General Employees	43,615,481	4,545,979	48,161,460	7,392	
Total		85,627,346	10,380,848	96,008,194	11,437	

Note 1: Training hours in this table included hours of internal training, external training, overseas training, online training, and orientation.

Note 2: Internal training refers to internal training organized by the Human Resources Department; external training refers to external training which departments assign employees (either internal staff or insurance agents) to attend; overseas training refers to training which the Company assigns employees (either internal staff or insurance agents) to attend overseas.

Note 3: Senior executives refer to the General Manager and heads of departments or above; mid-level managers include Associate Vice Presidents, Section Heads, and Regional Managers; front-line managers include Project Managers, Division Managers, and Area Managers.



B. Sustainability Talent Development and Investment

SKL is dedicated to cultivating diverse and professional talents by actively investing resources in sustainability-related professional development and training. In 2025, the Company recorded approximately 304,000 training participations, with approximately 245,000 hours of sustainability-related training. This extensive training effort aims to empower employees to take a proactive role in the Company's sustainable transition, embedding the principles of sustainable finance deeply within the organization's culture and corporate ethos.



Unit: NTS

Sustainability-related Training Courses	Budget
Director Development Programs (including Sustainability, Ethical Management, and Gender Equality)	100,000
ESG and CSR Seminars	460,000
Sustainability Certification Training	185,000
Occupational Safety	1,032,000
Financial Inclusion	1,115,000
DEI, Gender Equality	440,000
Fair Treatment of Customers	300,000
Employee Relations	2,900,000
ESG Underwriting and Investment	700,000
Internal Audit, Internal Control, and Regulatory Compliance	2,496,870
Information Security	2,950,000
Total	12,678,870

Note: The total annual training budget for the sustainability-related training programs listed above was NT\$12,678,870, representing 11.0% of the Company's total annual training budget. Among this, the budget allocated to ESG Underwriting and Investment training accounted for 0.6% of the total annual training budget.

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4.2.3 Talent Development | GRI 404-2 、 404-3 |

A. Performance and Competence Evaluation

To offer employees clear career progression pathways, we establish competencies across all job levels aligned with our annual business strategy. Performance is evaluated through a dual components: business goals (70%) and core behavioral competencies (30%), conducted mid-year and year-end. In 2025, the coverage rate for both regular performance evaluations and professional development reviews reached 100%.

B. Job Rotation Program

To optimize human resource allocation and align corporate growth with individual career development, we conduct annual surveys on internal transfer preferences. Through structured job rotation, we adapt work environments and responsibilities, enhancing employee capabilities and operational efficiency, while achieving an internal rotation success rate of 93.3% in 2025.

Unit: People

Method	Description	2025
Job Rotation	For employees who have reached a specified tenure in their current department or specialized role, structured cross-departmental or cross-functional reassignments are implemented to reignite work engagement and align with organizational management needs.	478
Internal Recruitment	Job vacancies in each department are posted on the internal website in a timely manner, and employees can apply according to their personal interests and career planning needs.	512
Reservation for Transfer	Even when no immediate vacancy exists for a desired position, employees may submit an advance transfer application based on personal needs. This ensures they are prioritized for transfer once the position becomes available.	4

C. Re-employment of Retiring Field Personnel

To encourage retirees to continuously contribute to the insurance industry, SKL has established a "re-employment project," which re-employs retirees based on their ranks at the time of retirement. In 2025, 27 retirees were re-employed.

In response to the government's promotion of the Middle-aged and Elderly Employment Promotion Act, the Company has implemented a dedicated program encouraging retired personnel aged 65 and above to return as sales representatives under one-year fixed-term contracts. As of the end of 2025, a total of 412 individuals had signed fixed-term employment contracts. This mechanism not only enables returnees to contribute their years of experience, but also allows the seamless integration of business to create excellent results.

4.3 Friendly and Happy Workplace | GRI 3-3 |

4.3.1 Establishing a Culture of Diversity and Communication | GRI 2-25 、 2-26 |

A. Protecting Employees' Human Rights

In recruitment and compensation determination, SKL ensures strictly equal treatment regardless of gender, race, disability, religion, political affiliation, marital status, or trade union membership. We prohibit child labor (under age 16) and strictly eliminate all forms of forced or compulsory labor.

In the event of major operational changes, we adhere strictly to statutory advance notice requirements under Article 16 of the Labor Standards Act to safeguard employee rights. Furthermore, in line with internationally recognized fundamental labor conventions, we integrate human rights into our core HR policies—upholding the right to work, freedom of association, workplace dignity, and privacy. Concurrently, we collaborate annually with our parent company, SKFH, in conducting Human Rights Due Diligence (HRDD) to identify, mitigate, and prevent potential human rights risks.

Gender Equality Mechanisms

Item/Description	2025 Results
Policy/ Formulation of Shin Kong Life's policy statement on prevention of sexual harassment, complaint, investigation and handling mechanism	Continuing to organize publicity on prevention of sexual harassment and operation of the reporting mechanism.
Committee/ SKL has established the "Organizational Regulations for the Gender Equality Promotion Committee" to foster a respectful, inclusive, and supportive corporate culture. This framework supports employee development, strengthens workplace identity, and enhances overall corporate value. Furthermore, we are dedicated to advancing gender equality across inclusive financial services, financial literacy initiatives, and broader social support activities, leveraging gender equality to achieve our sustainable finance goals.	Conducted working group executive meetings and committee meetings according to the responsibilities of the Gender Equality Promotion Committee to track various work plans and implementation results, with the implementation rate of all work plans reaching 100% .
Training/ Sexual harassment and other unlawful infringement prevention courses in the workplace, and promotion of DEI courses.	Conducted 3.2 hours of training on the prevention of workplace sexual harassment and unlawful infringement.
Whistle-blowing/ shinkong113@skl.com.tw	One case reported.
Audit Review/ Annually Review internal systems and amend regulations as necessary.	100% of operational sites have completed the audit.



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B. Valuing the Voice of Employees

In order to improve labor-management communication, we have established a diversified and open platform, and the following communication mechanisms and results are used as the basis for the annual review and evaluation of employee rights.

Mechanism	Action	2025 Results
Labor-Management Meeting	Unions were formed in Taipei City, New Taipei City, Hsinchu City, Nantou County, Yunlin County, and Kaohsiung City, and no organization agreement has been signed.	Replace negotiation or mediation of labor-management confrontation with regular meetings. (quarterly) and friendly communication with unions.
Grievance	- Established the Employee Grievance Handling Team and the Major Labor Disputes Handling Team. - Established the "Shin Kong Life Insurance Company Employee Grievance Handling Regulations" to create a workplace communication environment that "replaces confrontation with communication".	- Received 0 employee grievances (including consultation and referral to business units for assistance). - Reported 4 labor disputes.
Employee Survey and Employee Symposium	- Regularly conduct "Employee Opinion Surveys" to understand the level of employee recognition and opinions about the company. - Survey results are referenced to external benchmarks to strengthen consensus and plan improvement actions.	Annual employee survey to be completed in 2025, The survey result was 73% with a coverage rate of 84%.
Internal Feedback Mailbox	- We have set up the "Employee's Opinion Mailbox", which is handled by a special person, and the opinions and voices of the employees are submitted to the top management. - Employee communication box:speaklouder@skl.com.tw ✉	0 employee feedback or proposal.
Intranet Opinion Forum	An area on the company's intranet is set up for posting opinions, with a dedicated unit responsible for responding to them, providing an immediate and convenient consultation platform for employees.	Continued use of the comments section for staff consultation.
Unlawful Infringement Handling Mechanism	- Established the "Prevention Plan for Duty-related Wrongful Acts of Violence" and posted the "Written Statement on Prohibition of Workplace Wrongful Acts of Violence" on the company's intranet site as a standard for all behavioral rules. - Established the "Workplace Violence Complaint and Punishment Regulations" and has set up a special investigation team to investigate workplace violence complaints involving physical/ verbal/ psychological/ harassment styles. - Specialized complaint mailbox:SKL1999@skl.com ✉	- A total of 5 complaints were accepted and investigated, of which 2 was classified as verbal violence and penalties were announced. - For cases that are substantiated through investigation, the Company not only imposes disciplinary actions in accordance with its policies, but also requires the workplace unlawful infringement team to strengthen management's conflict resolution capabilities to reinforce effective management practices and prevent similar incidents from recurring. The Company also continues to provide "Workplace Unlawful Infringement Case Studies and Communication Skills" training for relevant departments. - In response to the Ministry of Labor's revised "Guidelines for the Prevention of Illegal Infringement in the Performance of Duties," the Company conducts rolling reviews based on actual operational needs and updates its policies and practices as appropriate.

Violation of labor laws and regulations in the past two years:

Unit: NTS

Date of Penalty	Laws and Regulations Violated	Violation	Fine Amount
No violations of labor laws and regulations in 2025			
2024/06/24	Article 39 of the Labor Standards Act	Failure to pay for holidays or failure to pay for work on holidays in accordance with regulations.	50,000
2024/06/24	Article 36 of the Labor Standards Act	Failure to provide workers with regular leave.	50,000
2024/06/24	Article 24 of the Labor Standards Act	Failure to pay for overtime work in accordance with regulations.	50,000



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4.3.2 Establishment of An Employee Compensation and Welfare System | GRI 2-20、401-2、401-3

A. Employee Compensation System

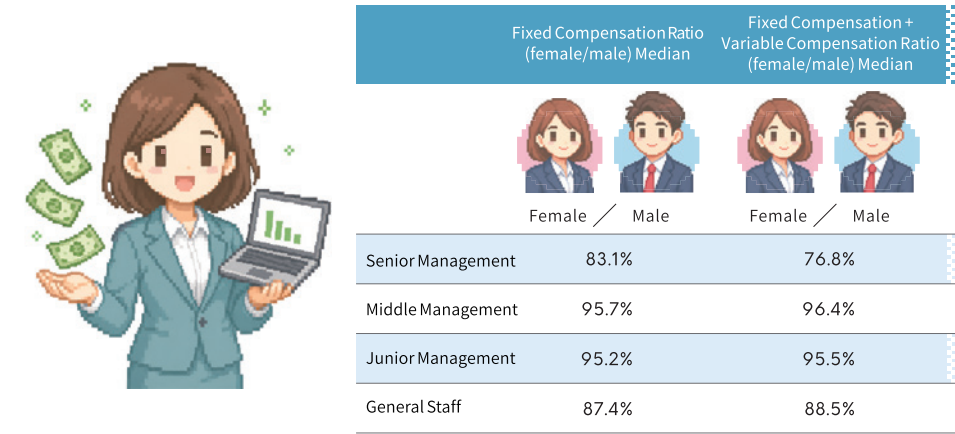
SKL's overall compensation strategy is based on position, performance, and capability, ensuring strictly gender-neutral pay equity. For insurance agents, our compensation system links pay directly to business results, rewarding higher productivity through tailored incentive programs to drive sustainable growth. For back-office employees, new hires are provided with a guaranteed salary adjustment program during their first three years, alongside professional incentive allowances and bonuses to enhance retention and expertise. To support sound governance, operational resilience, and market competitiveness, we retain professional consultants to optimize our compensation structure. Additionally, the Audit Committee, composed of independent directors, oversees compensation proposals to ensure effective supervisory governance.

Employee Compensation and Benefits

Category/Description	2025 Results
Performance Bonus/ With reference to the annual surplus and achievement status, performance bonuses will be granted to internal staff according to their annual performance demonstration and contribution to the organization; and in order to encourage the three-step salespersons and district managers to achieve business results, a special performance bonus scheme for field staff has also been formulated.	• Employees with Merits or Awards for Outstanding Performance: 23 • Approved Individual Bonus:\$141,000 • Outstanding Employees: 9 internal and 25 Insurance Agent. (Awarded plaques & gifts from the President and First-line Manage)
Expertise Bonus/ Professional and Technical Incentive Allowance and Bonus.	
Special Performance Bonus/ Special performance bonuses are tailored to the nature of each function and distributed based on business target achievement.	



Female-to-male Compensation Ratio in 2025



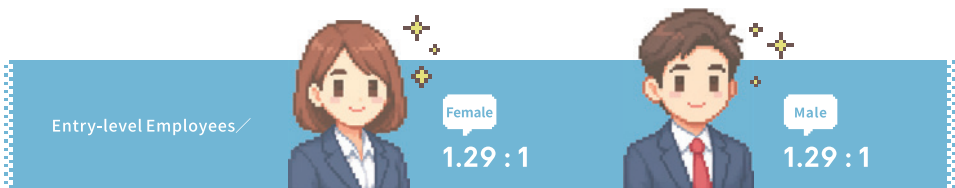
Note 1: Senior-level manager refer to the president, heads of department and above; Mid-level manager refer to vice heads of department, section directors, and the managers of regional sales divisions; Junior-level managers refer to project managers, heads of sales offices, and the managers of sales offices.

Note 2: The remuneration of insurance agents varies with individual business performance and is relatively unrelated to gender. Therefore, it is not disclosed here.

Note 3: Yearly remuneration refers to base salary, bonus, stock, etc.

Note 4: The fixed compensation ratio was calculated based on the fixed compensation in December 2025.

New Recruit Salary Range Compared with Local Minimum Wage



Note 1: Entry-level employees refer to new employees without work experience and they should hold a bachelor's degree (internal staff only; there is no difference in salaries between male and female insurance agents).

Note 2: The minimum wage refers to NT\$28,590 announced by the Ministry of Labor, which took effect on January 1, 2025.

Note 3: Compensation for entry-level employees is the minimum base salary (not including variable salary such as a year-end bonus) and may be adjusted according to work experience, education, and positions.

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B. Employee Benefits

Shin Kong Life places great emphasis on employee welfare, designing benefit packages tailored to different job categories to reasonably reflect the specific needs of each role. In accordance with the law, the "Employee Welfare Committee Foundation" has been established to plan and implement various employee welfare initiatives.

Benefits	Summary
Leave	- Including special leave, marriage leave, bereavement leave, official leave, public injury leave, paternity leave, maternity leave, sick leave, physiological leave, personal leave, family care leave, maternity leave, natural disaster leave, epidemic prevention leave, and pregnancy companion leave. - Among them, marriage leave, maternity leave, paternity leave and paternity leave are superior to the standards of labor laws.
Insurance	- Employees enrolled in the Group Term Life Insurance Plan are additionally provided with company-funded group insurance coverage, including NT\$1 million in group term life insurance, health insurance plan at tier 1000, and NT\$2 million in accident insurance. The premiums for the company-funded group insurance are paid in full by the Company. - To provide additional protection for contractors, new contractors can join the group insurance program at their own expense.
Retirement	- In accordance with the Labor Standards Law and the Labor Pension Act, the Company has an employee pension system and makes full contributions to ensure that employees have stable pension contributions and benefits. - Assists employees in building retirement plans, develops retirement-specific annuity products, and offers incentives for employees to enroll in the plan to encourage participation and early retirement planning.
Healthcare	- Provides regular health checkups, medical doctors to provide physical examination services and medical consultation, disaster hospitalization subsidies, hospitalization discounts, health lectures, CPR first aid training, and immunization care. - Encourages employees to promote their physical and mental health through sports. There are tennis, billiards, yoga, basketball, badminton, hiking, and tai chi clubs.
Marriage and Childbirth	- Provide dedicated lactation rooms, flexible hours for working parents, corporate childcare benefits, and a comprehensive unpaid parental leave policy to fully protect employees' career opportunities and work-life balance. - In 2025, about NT\$3.4 million in maternity grants were paid out, benefiting 170 people. - Parenting supplement is up to NT\$30,000/child (NT\$100,000/child at the age of one full year). In 2025, about NT\$4.13 million of parenting supplement will be paid, benefiting a total of 413 persons.
Maternal Healthcare	In order to ensure the physical and mental health of female workers during pregnancy, after childbirth, and during the nursing period, the "Maternal Health Protection Program for Female Workers" has been established. During the protected period, the nursing staff of the Workers' Clinical Health Service provides regular care to assess the status of work, family, and physical and mental adjustment, and to take care of the health, safety, and psychological aspects of the situation, as well as to provide rich gifts for mothers and babies during each of the three periods.
Welfare Benefit	- We offer a wide range of benefits, including subsidies for life events (marriages, funerals, and celebrations), preferential housing mortgage rates, auto and scooter loan subsidies, birthday and seasonal gifts, Dragon Boat and Mid-Autumn festival bonuses, laptop purchase allowances, travel and housing stipends for remote assignments, and on-site employee dining facilities. - Provided iPad purchase subsidy of NT\$3,600/person, with a total of 1,151 people subsidized for iPad in 2025.
Autonomous Learning Benefits	- To cultivate professional talent and elevate technical expertise, SKL established the "Incentive Regulations for Professional and Technical Personnel." We encourage continuous self-development by providing certification cash awards, ongoing monthly allowances, exam fee reimbursements, annual membership subsidies, and paid study leave. - A total of NT\$8.796 million was allocated for professional license incentive allowances and awards in 2025. (Applies to back-office staff only)
Employee Relations	Planning for staff promotion benefits such as year-end party lucky draw, subsidies for club activities, travel subsidies, and staff recognition.
Others	- Combining savings and investment management to support early retirement planning, SKL established the "LOHAS Winning Variable Annuity Insurance Plan" and the "Employee Stock Ownership Trust (ESOT)." Through matching corporate subsidies for equity and annuity purchases, we reinforce the third pillar of employees' long-term retirement security.. - In 2025, corporate subsidies disbursed for the LOHAS Winning Variable Annuity Insurance reached NT\$1.97 million, while matching contributions for the Employee Stock Ownership Trust (ESOT) totaled NT\$22.42 million.



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Unpaid Parental Leave in 2025

Unit: People

	Internal Staff		Insurance Agents		
					
	Male	Female	Male	Female	Total
Parental leave application rate = (B)/(A)	20%				
Reinstatement rate = (D)/(C)	75%				
Retention rate = (F)/(E)	78%				
Number of employees eligible for unpaid parental leave in 2025 (A)	84	152	126	516	878
Unpaid parental leave applicants in 2025 (B)	3	55	22	92	172
Parental leave application rate = (B)/(A)	4%	36%	17%	18%	20%
Employees who should be reinstated in 2025 (C)	2	29	23	90	144
Reinstated employee in 2025(D)	2	29	13	64	108
Reinstatement rate = (D)/(C)	100%	100%	57%	71%	75%
Reinstated employees in 2024 (E)	7	38	24	73	142
Retained for at least one year after returning to work in 2024(F)	5	32	19	55	111
Retention rate = (F)/(E)	71%	84%	79%	75%	78%

Note 1: "Number of employees eligible for unpaid parental leave in 2025" refers to number of employees who have taken maternity and paternity leave within four years (2021~2025).

Note 2: "Employees who should be reinstated in 2025" refers to number of employees who applied in 2023 and should be reinstated in 2025, who applied in 2024 and should be reinstated in 2025, and who applied in 2025 and should be reinstated in 2025.

Note 3: "Reinstated employees in 2025" refer to number of employees who applied in 2023 and reinstated in 2025, who applied in 2024 and reinstated in 2025, and who applied in 2025 and reinstated in 2025.

Note 4: Retention rate in 2025 = (Number of employees continuing to work for one year after reinstatement in 2024/Number of employees reinstated in 2024).

Note 5: Employees not reinstated included those who continued to apply for parental leave without pay.

4.4 Occupational Health and Safety

 "Health First, Sustainability Always: Building a Resilient Workplace"

The health and safety of employees are the foundation of SKL's sustainable development. We believe that a high-quality work environment is not only an intangible source of corporate influence but also a tangible driver of sustainable growth. SKL upholds the core philosophy of "Holistic, Comprehensive, and Full Protection," and have the Occupational Safety and Health Committee oversee the planning and implementation of workplace health and safety initiatives. Also, the Company's Workplace Health and Safety Policy, formally endorsed by senior management, demonstrates our unwavering commitment to protecting the value of human life.

Through the rigorous implementation of the ISO 45001 and Taiwan Occupational Safety and Health Management System (TOSHMS) management systems, combined with data-driven risk prevention and a wide range of health promotion initiatives,we take a comprehensive approach to safeguarding employees' physical and mental well-being while supporting work-life balance. SKL is committed to becoming a resilient company where employees experience a strong sense of happiness.

4.4.1 Strengthening Workplace Safety

A. Enhance Occupational Health and Safety Governance Structure

SKL has established the Occupational Safety and Health Committee, chaired by the President, demonstrating the Company's commitment to occupational safety and health through senior management leadership. The Committee consists of seven ex-officio members and six employee representatives, with employee representatives accounting for 43% of the Committee, exceeding the statutory requirement of 33%, thereby ensuring effective communication between management and employees. In 2025, the Committee convened its quarterly meetings as scheduled, reviewing 79 reports and various proposals. All agenda items were completed, achieving a 100% closure rate, ensuring that occupational safety and health issues were effectively tracked and addressed. Through proactive workplace health management, the Company also reduces its overall enterprise risks.

B. Industry-leading Management System Certification

Committed to building a comprehensive occupational health and safety protection framework, SKL became the first insurance company in Taiwan to obtain ISO 45001 certification in 2019.

1. **Dual system certification:** In 2023, the Company successfully achieved certification to both ISO 45001 and the Taiwan Occupational Safety and Health Management System (TOSHMS) with no major nonconformities identified. We also successfully passed the 2025 surveillance audit.
2. **100% coverage:** The scope of certification covers all operating locations nationwide, including administrative employees, sales personnel, and contractors, ensuring comprehensive occupational health and safety management across the Company.
3. **Beyond regulatory requirements:** Dedicated Occupational Safety and Health Managers and Health Managers are assigned to key office buildings nationwide to provide timely workplace health and safety support.

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C. Implementing Risk Identification and Resource Investment

The Company has established a rigorous "audit mechanism" and "corrective measure tracking system". In 2025, we have invested more than NT\$40 million in occupational health and safety initiatives to implement improvements addressing all identified intolerable risks.

Item	Challenges Identified in 2025 (Intolerable Risks)	Plan-Do-Check-Act (PDCA)	Improvement Results
Working At Height Safety	The rooftop access ladder at the Caotun Building was inadequately designed, posing a fall hazard.	Engineering: Installed a safety cage and redesigned the access ladder. Management: included the hazard in the annual hazard communication program and established a Standard Operating Procedure (SOP) for working at height.	Risk rating reduced from 4 to 2 (acceptable risk).
Machinery Safety	The rotating sheave in the elevator machine room was not fitted with a protective guard, creating an entanglement risk.	Engineering: Installed protective guards and warning signs throughout the facility. Management: Included the hazard in the annual hazard communication program and established an SOP for equipment shutdown and maintenance.	Risk rating reduced from 4 to 3 (continuous improvement in progress).

D. Comprehensive Occupational Health and Safety Education and Training

- 1. Strengthening Professional Competencies:** To enhance the self-management capabilities of each business unit, the Company adopts standards that exceed regulatory requirements by sponsoring administrative and sales managers to participate in Class A Occupational Safety and Health Supervisor training and First Aid Personnel training. In 2025, the Company conducted:
- (1) **Class A occupational safety and health supervisor training:** 155 employees.
- (2) **First aid personnel training:** 151 employees.
- 2. Employee Safety Awareness and Protection:** To ensure all employees are equipped with emergency response capabilities, the Company completed the following training and drills in 2025:
- (1) **Education and training for new hires and current employees:** Achieved 100% completion of the legally required occupational safety and health training for both new hires (3 hours) and current employees (1 hour).
- (2) **Emergency Response Drills:** Every office location conducted at least one emergency evacuation and escape drill during the year to strengthen emergency response capabilities in the event of a disaster. In 2025, 100% of the Company's locations nationwide completed the required drills.

4.4.2 Creating a Healthy and Safe Workplace Environment

SKL provides comprehensive employee care, and has established a dedicated and all-round occupational safety and health team superior to statutory requirements: occupational health and safety management personnel, health managers, counseling psychologists. We formulate occupational health and safety management plans, labor health management plans, and mental health promotion plans every year to jointly promote various measures for the physical and mental health and safety of employees, and implement systematic management using the Plan-Do-Check-Act (PDCA) cycle. The Company conducts phased reviews and demand adjustments during the implementation of each plan, and reports the effectiveness of the review and improvement actions to senior management to ensure that the goals of each program are achieved and continuous improvement is made.

A. Occupational Safety and Health Risk Assessment and Control Measures

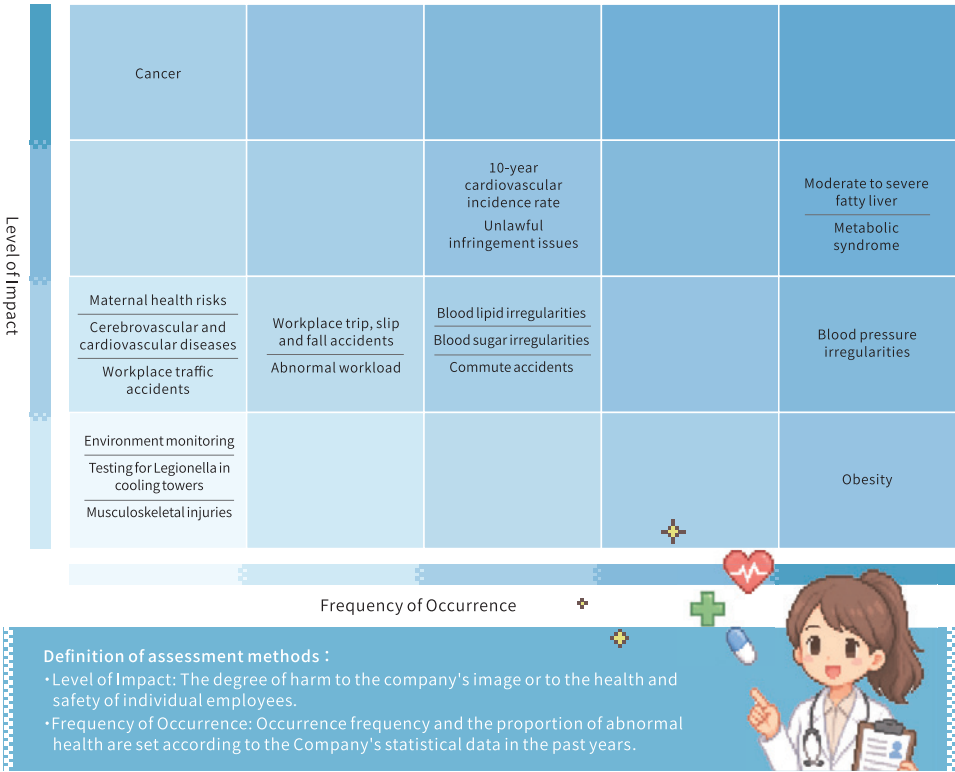


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Risk Issues	Risk Level	Control Measures	Effectiveness
Metabolic syndrome, moderate to severe fatty liver, obesity, prevention of the three highs, 10-year medium to high cardiovascular risk, cancer	High / Moderate risk	- Implement a health risk classification management system. - Organize national health promotion competitions and activities. - Conduct diverse health promotion seminars. - On-site health service provided by contracted occupational physicians and nurses. - Establish health measurement and blood pressure measuring stations. - Diverse club subsidies. - Establish a multifunctional fitness center. - Establish the "Shin Kong iHealth" health management system. - Publication of health education information.	- In 2025, 2,650 employees were included in the health risk management program. Occupational health nursing personnel provided care and health guidance, and arranged interviews with occupational physicians as needed, achieving 100% follow-up. - SKL organized the nationwide "Sen Tung" Sustainable Health Promotion Campaign, bringing together 4,799 participants who collectively logged over 1.9 billion steps. This collective effort achieved a total carbon reduction of more than 260,000 kg, equivalent to circumnavigating the Earth approximately 33 times. To foster continuous health management, a total of NT\$679,500 in rewards was granted to participating employees. - Organized 96 "Champion of Grip Strength" activities and sarcopenia awareness seminars for national business units, with a total of 2,460 participants. A total of 1,216 people participated in the activities (10% increase compared to 2024), with a total reward of NT\$84,000. - Organized a variety of health promotion activities/lectures (physical/psychological), with a total of 90 sessions and a total of 3,436 participants, including: cancer, prevention of the three highs, musculoskeletal prevention and health, fitness, and psychological stress relief, etc. - A total of 24 sessions of on-site health services were provided by contracted occupational physicians, serving 117 people. Provided on-site health services by contracted nurses in business units, with a total of 748 service sessions and 1,496 service hours. - Subsidized diverse sports clubs, such as: table tennis club, basketball club, yoga club, mountain climbing club, etc. - Established the "Lovely Fitness" and provided a variety of fitness equipment, allowing employees to apply for fitness-related training at their own expense after work, thereby improving employees' exercise habits and activating the use of the venue. - The "Shin Kong iHealth" system introduced personal health examination reports for inquiry and historical analysis. 12 monthly healthy tips, 12 health promotion materials for "Walkii," and 6 sports videos. 
Unlawful infringement issues	Moderate / Low risk	- Announced the "Written Statement on the Prohibition of Workplace Violence". - Implemented the "Workplace Behavior Self-Awareness Checklist" for supervisors to conduct periodic self-evaluations, enhancing management's sensitivity to potential workplace interpersonal conflicts. - Education and training on workplace unlawful infringement and communication. - Implemented the "Prevention of Unlawful Infringement at Work Plan" and "Regulations Governing Complaints and Disciplinary Actions for Unlawful Infringement at Work".	- Based on the results of supervisors' "Workplace Behavior Awareness Checklist," the Company provides employees with access to relevant Employee Assistance Program (EAP) resources. - A total of 6 sessions of "Workplace Unlawful Infringement Prevention Education Course" were held for supervisors, with 221 participants, with a training rate of 88.8%, and a satisfaction score of 4.65 (out of 5).
Commute accidents / Workplace traffic accidents	Moderate / Low risk	- Implement traffic safety awareness campaigns for specific units. - Conduct safety education training and awareness campaigns highlighting "early" departure, "slow" driving, and increased "safety". - Introduce flexible leave policies, allowing a minimum of half-hour increments and a ten-minute buffer time for arrival to reduce employees' stress regarding time constraints.	- Organized safety education and training courses based on the theme of "defensive driving" to strengthen employees' safety awareness while commuting. - Work-related commuting accidents (to work): Average of 31% over the past two years → 24% by 2025 (decreased by 7%). - Work-related commuting accidents (from work): Average of 13% over the past two years → 7% by 2025 (decreased by 6%). - Through systematic awareness promotion and training programs, the Company's work-related commuting accident rate has declined significantly. - These initiatives have effectively enhanced employees' traffic safety awareness and defensive commuting practices, demonstrating the direct impact of training on accident prevention.

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B. Five Major Health and Safety Prevention Programs

We conduct health examinations for supervisors and employees each year, which are superior to regulatory requirements. In 2025, 7,471 people received health examinations, achieving an examination rate of 80.7%. The amount of health examination subsidies reached NT\$26.36 million.

Through abnormalities analysis of health check-up results and feedback from questionnaires, we continuously provide healthcare for employees and implement a graded management system for high-risk employees.

We also attach great importance to mental health and stress management. We partnered with Metamorphosis Management Co., Ltd. to provide Employee Assistance Program (EAP) psychological counseling services, benefiting a total of 582 person-times in 2025. We provided articles on spiritual comfort every month and organized stress-relief activities. Furthermore, through professionally designed training programs, we enhance employees' mental health literacy and resilience, equipping them with positive thinking and effective coping strategies.

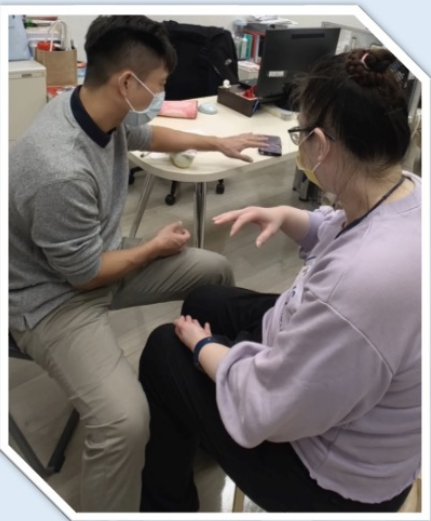
Program Title	Effectiveness in 2025
 Prevention Plan for Musculoskeletal Disorders Induced by Repetitive Operations	- Implementing the "Prevention Plan for Musculoskeletal Disorders Induced by Repetitive Operations" (4th Edition). 2024 improvement follow-up results: In 2025, the Company proactively followed up with and implemented improvement measures for 67 employees identified as high risk. Among them, three cases were determined to be work-related. Through health consultations, physical and occupational therapy services, and health promotion guidance, 59 employees reported improvements in their health status, resulting in an improvement rate of 94%. 2025 questionnaire assessment: Following the distribution of questionnaires under the program, 67 employees were identified as high risk. Among them, one case was determined to be work-related, and improvement measures are scheduled to be implemented in 2026. Revised the fourth version of the "Prevention Plan for Musculoskeletal Disorders Induced by Repetitive Operations".  Physical Therapy Referral & Treatment Prevention Plan for Musculoskeletal Disorders Induced by Repetitive Operations - Initial Assessment & Nursing Evaluation: An employee's Nordic Musculoskeletal Questionnaire (NMQ) self-assessment revealed discomfort scores of 3 for both shoulders and 4 for both the upper and lower back. Following a comprehensive evaluation by the occupational health nurse, the condition was determined to have low work-relatedness, with the primary cause identified as prolonged poor posture during work. - Physical Therapy Referral & Treatment: The employee was referred to a licensed physical therapist. The diagnostic assessment identified significant myofascial tension imbalance and generalized muscle weakness. The targeted treatment plan included manual therapy, passive joint mobilization, and personalized instruction on home-based therapeutic exercises and stretching techniques. - Measurable Recovery & Follow-Up: Subsequent evaluations confirmed significant clinical improvement: the employee's NMQ discomfort scores for both shoulders and the upper/lower back decreased to below 3, demonstrating effective symptom relief and successful ergonomic recovery."

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Program Title	Effectiveness in 2025
 Prevention Plan for Workplace Violence, Harassment, and Unlawful Infringement	• Policy Implementation: Fully executed the 5th edition of the "Workplace Unlawful Infringement Prevention Plan" to safeguard employee dignity and well-being. • Preventative Measures for Field Sales Safety: Recognizing that sales personnel face heightened risks of verbal or physical infringement during cold calls and client home visits, SKL designed specialized safety training programs to enhance personal safety mindfulness and rapid emergency response capabilities. • Behavioral Governance & Managerial Self-Awareness: Formally published the "Written Declaration on the Prohibition of Workplace Violence" endorsed by the President (CEO). In November 2025, SKL required all supervisors below the Vice President level to complete the "Workplace Behavior Self-Awareness Checklist." This tool enables managers to self-assess management behaviors—such as unequal treatment, disproportionate task allocation, or nitpicking—while offering Employee Assistance Program (EAP) resources for guidance. • Targeted Training & Conflict Management: Integrated infringement prevention into onboarding and annual employee training. Partnering with the Agency Human Resources Department, SKL conducted specialized prevention courses for 221 managers across regional sales divisions, branch offices, group sales centers, and telemarketing centers. Curriculum covered legal regulations, supervisory duties, internal grievance procedures, and conflict resolution techniques. • Transparent Grievance Mechanism & Case Disclosures: Established transparent reporting channels under the 3rd edition of the "Regulations for Handling Grievances and Discipline Related to Workplace Unlawful Infringement." An independent task force oversees all case investigations. Through proactive education, employees are empowered to report infractions. In 2025, a total of 8 grievance cases were received, of which 2 were substantiated following independent review and appropriate disciplinary actions were enforced.
 Abnormal Workload-Triggered Diseases Prevention Plan	• Revised the fourth version of the "Abnormal Workload-Triggered Diseases Prevention Plan". • In 2025, seven employees identified as high risk and requiring physician consultations received interviews, achieving a 100% consultation completion rate. Based on the consultation outcomes, these employees were enrolled in the Company's case management and follow-up program. • 2025 questionnaire assessment: Under the program, 26 high-risk employees completed the assessment questionnaire. Their risk levels were further evaluated using the Abnormal Workload Assessment Form, and corresponding improvement measures are scheduled to be implemented in 2026.
 Health and Safety Protection Plan for Middle-Aged and Elderly Employees	• Implemented the second version of the "Health and Safety Protection Plan for Middle-Aged and Elderly Employees". • Health management: A total of 4,568 middle-aged and senior employees underwent health examinations and questionnaire assessments. Based on the health risk classification results, 110 employees were enrolled in the Company's health management program. Occupational health nurses provided health consultations and education, achieving a 100% completion rate for follow-up care. • Health promotion: The Company organized 146 health promotion seminars and training sessions, with a cumulative attendance of 1,854 participants. • Environmental risk assessment and education and training: Managers conduct quarterly self-inspections to ensure the implementation of workplace unlawful infringement risk assessments, workplace hazard identification, and emergency response plans across all locations in Taiwan. The Company also provides occupational safety and health training, including three orientation sessions for new employees and ongoing training for current employees.
 Maternal Health Protection Plan for Female Employees	• The fifth version of the "Maternal Health Protection Plan for Female Employees" was revised and integrated with the human resources leave system for care management. • Health management: A total of 197 employees were enrolled in the health management program, with occupational health nurses providing health consultations and health education. • Environmental risk assessment: Occupational safety and health personnel regularly conducted workplace environmental hazard identification and assessment nationwide, with recommendations provided based on the assessment results, and relevant preventive education provided. • A total of 197 maternal gifts were distributed, with a satisfaction score of 4.9 points (5-point scale).

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C. Occupational Safety and Health Management and Incident Handling Mechanisms

The Company regards the health and safety of employees as the cornerstone of corporate sustainability. To ensure compliance with the Occupational Safety and Health Act and pursue the goal of zero occupational accidents and zero disabilities, we have established a proactive occupational safety and health management system that goes beyond regulatory requirements.

1. A Proactive Reporting Culture with All Employees

In collaboration with its Information Technology Department, the Company has developed a user-friendly Occupational Safety Incident Reporting System and established clear operating procedures with defined roles and responsibilities. We are committed to fostering a corporate culture of "company-wide reporting and early warning," encouraging employees to report any work-related health and safety incident or concern, regardless of its severity.

- (1) **Scope:** The reporting system covers not only workplace accidents occurring during work hours, but also contractor incidents, near misses, sudden illnesses, and workplace unlawful infringement.
- (2) **Immediate response:** Occupational safety and health personnel are equipped with mobile reporting devices, enabling them to receive notifications in real time and promptly initiate on-site investigations to ensure that incidents are addressed timely and appropriately.

2. Cross-team Professional Care Mechanism

To ensure that affected employees receive comprehensive support, incident reports are automatically referred to the appropriate professional teams based on the nature of the incident:

- (1) **Health managers:** Provide post-injury nursing guidance, on-site health consultations, and follow-up on employees' recovery progress.
- (2) **Counseling psychologist:** Where incidents involve workplace stress, psychological trauma, or workplace violence, professional psychological support and counseling services are provided.

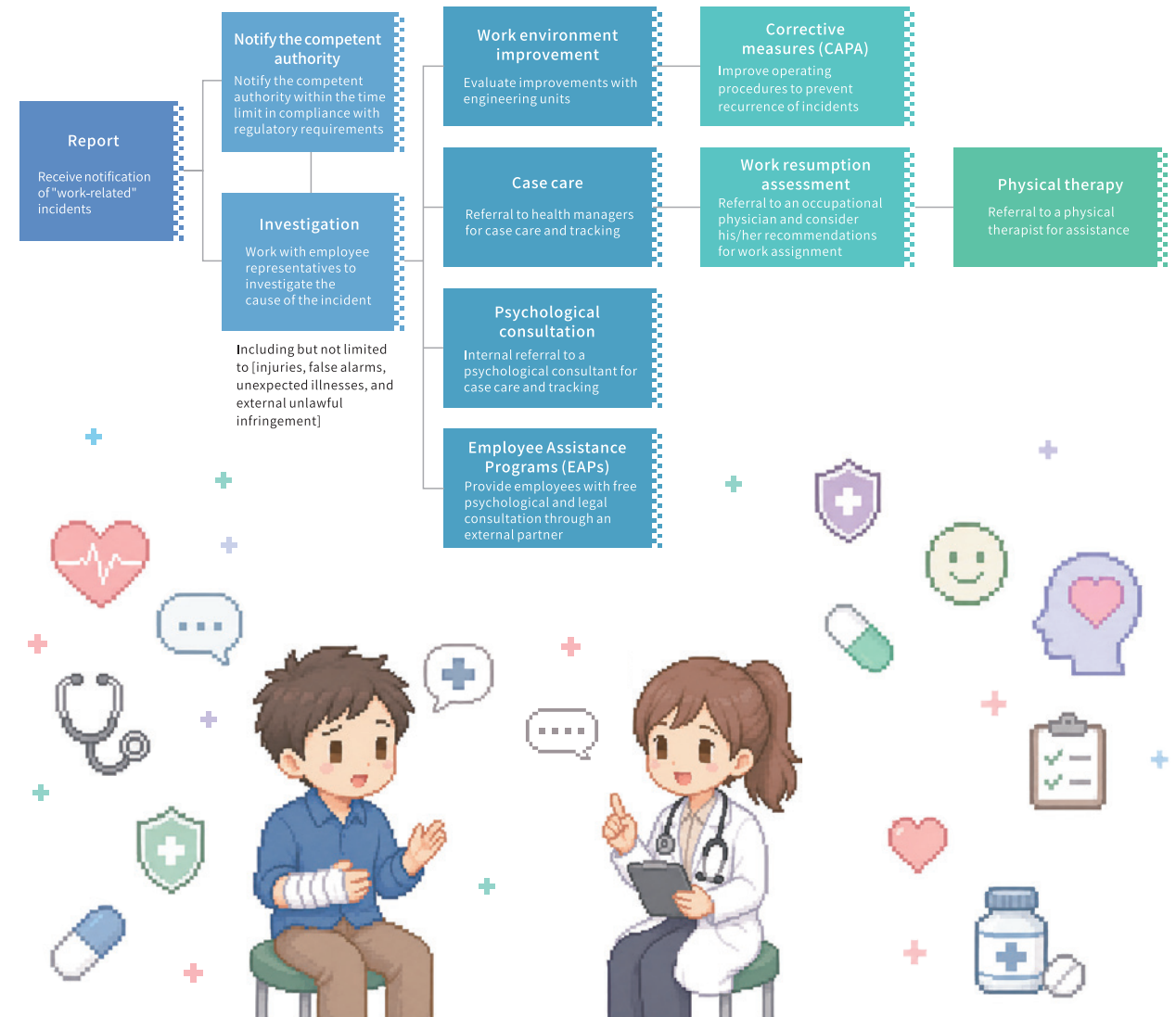


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2025 Occupational Disaster Response Performance Analysis

The Company's occupational safety and health performance in 2025 demonstrates that its proactive reporting mechanism enabled potential risks to be identified and addressed effectively before incidents escalated.

1. Occupational Safety Incident Statistics

Category	Description	2024 (43case)	2025 (44case)	Trends and Improvement Measures
False Alarms	No injuries occurred; only a close call or minor property damage.	15%	25%	 Positive trend: Reflects improved employee safety awareness and supports the early identification of potential workplace hazards.
Traffic Accidents	Traffic accidents occurring while performing work-related duties.	50%	21%	 Significant decrease: Attributed to the implementation of defensive driving awareness programs and improvements to business processes.
Trips, Slips, and Falls	Minor abrasions, contusions, or fractures.	25%	32%	 Increase: Anti-slip flooring and lighting improvements have been implemented, and workplace inspections will be further strengthened.
Sudden Illness	Medical emergencies occurring in the workplace.	5%	14%	 Increase: Strengthened health monitoring for middle-aged and senior employees, together with on-site occupational health consultations.
Cutting Injuries	Minor injuries caused by the work environment.	-	5%	 Increase: Strengthened safe work practices for office tools and strengthen protective awareness training.
Others	Including unlawful infringement in the workplace	5%	3%	 Continuous monitoring: Maintain legal consultation support.

2. Management Effectiveness: Prevention in Action, Losses Minimized

Although 44 work-related incidents were reported internally during 2025, the Company's commitment to early intervention and timely care ensured that the majority of cases were properly addressed at an early stage before escalating.

· Safety performance indicators: During the first half of 2025 (January to June), there were zero cases identified through cross-checking with Labor Insurance occupational injury benefit claims, indicating that no major occupational injuries or illnesses occurred. Both the Frequency Rate (FR) and Severity Rate (SR) of disabling injuries were zero. It demonstrates that the Company's strategy of "encouraging reporting and emphasizing early prevention" has been effective in interrupting the chain of risk and minimizing potential harm.

D. Responsible Supply Chain and Contractor Occupational Safety and Health Management

SKL recognizes that corporate responsibility extends throughout its supply chain. Through a robust supplier management framework, the Company works closely with its business partners to foster a safe and healthy working environment.

1. Commitment to and Implementation of a Responsible Supply Chain

In accordance with the supplier management policies established by the Holding Company, SKL requires all business partners to sign a Supplier Commitment Statement, ensuring compliance with the Company's standards on labor and human rights, occupational safety and health, and environmental sustainability.

- (1) **Signing results:** In 2025, 100% of the 193 suppliers that conducted business with the Company and the 331 vendors that participated in the procurement negotiation process signed the Supplier Commitment Statement.
- (2) **Creating shared value:** We actively support key business partners, such as Shin-Kong Life Real Estate Service in obtaining ISO 45001 and Taiwan Occupational Safety and Health Management System (TOSHMS) certifications. By sharing audit experience and best practices, we help strengthen occupational safety and health management across its supply chain.

2. Rigorous Contractor Selection and Procurement Mechanism

To prevent operational risks, we incorporate occupational safety and health performance as a key criterion in our procurement decision-making process.

- (1) **Enhanced contractor selection:** Priority is given to contractors that have received occupational safety and health awards, implemented certified occupational safety and health management systems, or maintained no major regulatory violations during the past three years.
- (2) **Dedicated safety budget allocation:** For construction projects with a contract value of NT\$1 million or more, contractors are required to separately budget for occupational safety and health expenses, ranging from 0.3% to 3% of the total contract value. These funds must be used exclusively for occupational safety and health purposes, ensuring that safety standards are not compromised by price competition.

3. Dynamic Site Access Control and High-Risk Work Management

The Company has established the Guidelines for Implementing Safety and Health of Contractor Work and Change Management to ensure effective safety control throughout the entire construction process.

- (1) **Site access registration:** Personnel entering the worksite are managed in accordance with the approved contractor personnel roster.
- (2) **High-risk work control:** For high-risk activities, such as exterior wall cleaning and working at height, contractors are required to provide professional certifications, training records, and health examination reports. Work may commence only after the required safety measures have been reviewed and confirmed through the coordination committee meeting.
- (3) **Audit and oversight:** In 2025, rigorous internal and external audits verified that all high-risk contracted work complied fully with the Company's required OSH inspection procedures. SKL ensures that safety standards are never compromised due to competitive bidding, explicitly requiring that dedicated safety funds be earmarked and utilized strictly for specified protection purposes.

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Excellent Customer Experience

| GRI 3-3 |

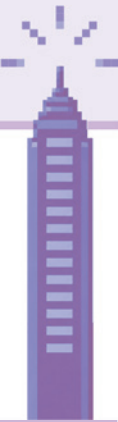


Plan

- Promote inclusive finance.
- Strengthen insurance knowledge.
- Expand financial accessibility.
- Enhance customer experience.
- Strengthen business digital capabilities.

Commitment

SKL is committed to creating a quality and comprehensive insurance journey for its customers through the development of innovative financial services, digital technology transformation, and the continuous fulfillment of its responsibility to improve fairness in customer treatment.



Material Topic	2025 Target	Status of Achievement	Major Performances in 2025	Short-term Target (2026)	Medium- to Long-term Target (2030 as the Target Year)
Financial Inclusion	Offer exclusive customer groups with at least 3 friendly services.		Offered 11 friendly services for people with disabilities, older adults, new immigrants, and financially vulnerable groups.	Expand the scope of services and launch at least three exclusive friendly services.	Expand inclusive groups and cooperate with different industries to enhance non-financial support.
	Develop at least one inclusive finance product or service project.		Developed one product and one service.	Develop at least two inclusive finance products or services.	
	Organize insurance knowledge and fraud prevention campaigns, reaching 1,000 people.		On-site campaigns reached more than 5,700 people.	Deepen financial literacy and fraud prevention knowledge by conducting at least 30 external educational campaigns on financial planning, insurance knowledge, and fraud prevention, and reach a total of 1,000 people, including both internal employees and external customers.	Widely adopt financial literacy and fraud prevention knowledge by continuing to conduct educational campaigns on financial planning, insurance knowledge, and fraud prevention, with cumulative in-person outreach reaching 10,000 people since 2024.
Customer Relations and Service Experience	Facilitate friendly finance and continue to maintain top-of-the-class fair customer treatment evaluation results.		Ranked in the top 25% among industry peers in the Treating Customers Fairly Evaluation.	Facilitate friendly finance and continue to maintain top-of-the-class fair customer treatment evaluation results.	Promote friendly financial services, and maintain top-of-the-class fair customer treatment evaluation results
	Expand digital customers and services to boost customer satisfaction to 82%. ^{note1}		91.4%.	Expand digital customers and services to boost customer satisfaction to 82%.	Each year, the Net Promoter Score (NPS) increases compared to the previous period, or the proportion of detractors (scoring 0-6) decreases.
Innovation and Digital Finance	Maintain the e-insured usage rate in our own channels at 95%.		Percentage of own channel e-insured usage rate reached 96.2%.	Maintain the e-insured usage rate in our own channels at 95%.	
	The number of online members reach 1.23 million.		The number of online members reached 1.25 million.	The number of online members reach 1.3 million.	The number of online members reach 1.55 million.

^{*Note 1:} The overall net promoter score includes survey results from the 0800 customer service hotline, branch counter staff, sales representatives, and the member portal.





Excellent Customer Experience

5.1 Implementing Sustainable Insurance | GRI 417-1 |

5.1.1 Providing a Sense of Security | GRI 2-27、3-3、417-2、417-3 |

SKL adheres to the Principles of Sustainable Insurance (PSI), incorporating ESG and sustainability issues into the company's decision-making. In response to trends in social structure changes and policyholder needs, we are committed to developing and providing insurance products that meet the life planning needs of citizens, ensuring that product designs and service processes are in compliance with regulations, and fully protecting consumers' rights and interests.

In 2025, there were no incidents involving discrepancies between product or service information and labeling, nor were there any violations related to marketing communications. We will continue to implement existing improvement plans and review mechanisms, strictly control the quality of insurance solicitation, ensure the legal compliance of marketing and communications activities, maintain a high level of compliance with laws and regulations, and continue to improve internal monitoring and management to provide customers and society with higher quality and more reliable services.



Insurance Product Lifecycle & Service Journey



Product Design

- Continuously monitor ESG trends and incorporate ESG issues into the product development process. Establish inclusive product measurement mechanisms and consistently provide insurance products that align with the public's life plans. Ensure fair treatment of customers and achieve financial inclusion.
- Adhere to relevant regulations governing insurance product design and development during the product development process. Conduct pre-sale "Insurance Product Management Committee" meetings and "Insurance Product Evaluation Team" meetings. Implement post-sale review mechanisms through the "Insurance Product Management Committee" to regularly assess sales conditions, ensuring sustainable operations and the protection of consumer rights.

SKL Product Development and Design Process

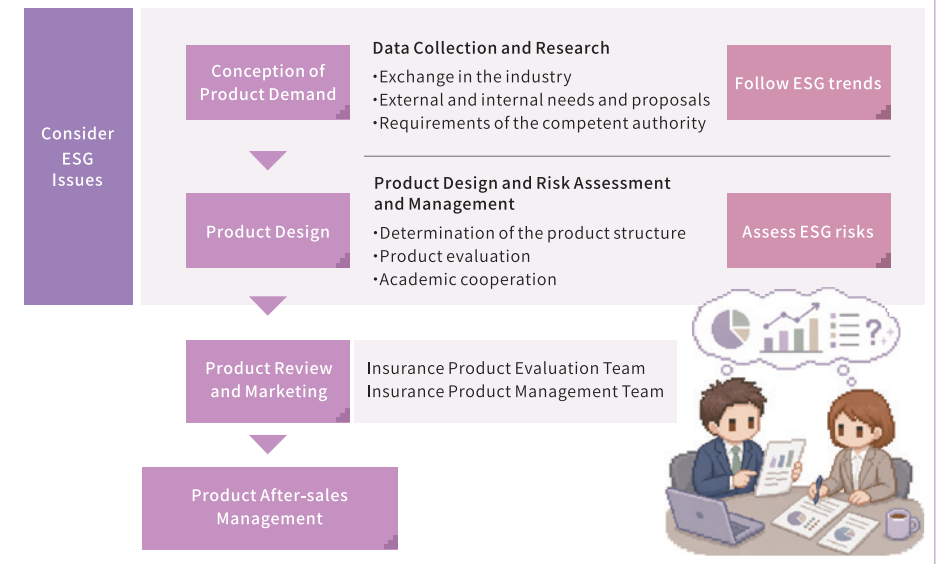


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Advertising



- Ensure product promotions comply with legal information disclosure requirements. Draft product terms and conditions in accordance with the demonstration clauses provided by the competent authority, and complete reviews according to legal procedures. Following the "Regulations Governing Public Disclosure of Information by Life Insurance Enterprises," we provide sample policy contract clauses in the information disclosure and product sections of our official website, allowing customers to understand the details of our products.
- With respect to the review and approval mechanisms of application documents, the Company has formulated the "Insurance Product Sales Operations" and "Advertising and Press Release Operations" in accordance with the "Regulations Governing Implementation of Internal Control and Auditing System of Insurance Enterprises" in the internal control system. In compliance with the "Self-Regulations for Solicitation Advertisement in the Insurance Industry", the Company has formulated the "Management Regulations on the Use of Promotion Materials for Product Sales" to specify that information on insurance products, advertisements, and business solicitation activities should be truthful and accurate, and the contents should be clear and precise with a warning message to protect the rights and interests of policyholders.
- For products or services labeled as "green" or "sustainable", it is required to check whether the relevant statements comply with the principles set forth in the "Reference Guidelines for Financial Institutions on Anti-Greenwashing" when they are disclosed in external press releases.

3

Insurance Solicitation and Policy Application



- Establish the "Business Solicitation Processing and Procedures System" to ensure that business units and insurance agents provide policyholders with sufficient, truthful and accurate information when engaging in advertising, business solicitation, and business promotion activities to protect the rights and interests of policyholders. Meanwhile, strengthen efforts to ensure that sales representatives fully understand that the insurance premiums paid by customers are used to purchase insurance products, understand the type of insurance applied for, the insured amount, and whether the premium expenditure is commensurate with the customer's actual needs, and understand the customer's ability to bear exchange rate risks, in order to ensure that the product and service are suitable for the customer.
- Establish the "Guidelines for the Implementation of the Fair Customer Treatment Principles," which require application documents to include questions designed to understand policyholders' current circumstances and product needs. Before entering into an insurance contract, sales representatives are required to interview policyholders based on these questions and conduct a product suitability analysis, including mechanisms such as classifying customers according to their risk tolerance based on the assessment results. When entering into a contract, sales representatives must explain the product features and coverage details item by item to ensure that customers have sufficient information to select the most suitable product.
- Launch the "Sales Representative Risk Analysis System" to identify risk alerts and prevent the misappropriation or embezzlement of policyholder funds through improper solicitation or service conduct by sales representatives.

4

Underwriting



- Establish "Risk Management Mechanisms" and "Insurance Product Sales Operations" in the internal control system to strictly control the underwriting of new contracts and relevant underwriting processes. Underwriting is conducted in accordance with the "Underwriting System and Procedures" and the "Offshore Insurance Units (OIU) Underwriting System and Procedures".
- Underwriting personnel all have the underwriting expertise required to evaluate the risk-bearing capacity of the company, to assess the basic information of the policyholder and the insured, motives for insurance, benefits of insurance, degrees of need, suitability, occupations, income, finance, sources of funds for insurance premiums, and health status, as well as to watch out for moral hazards or improper tax savings to ensure just and impartial underwriting services.
- Establish the Underwriting Risk-ranking Model and apply big data in underwriting risk management to combine past claims data and underwriting experience with data mining techniques for risk screening and for conducting random physical checks of high-risk customers.
- In accordance with the inclusive finance policy, ensure that no form of unfair treatment is tolerated in underwriting for insured parties with certain conditions or those with physical or mental disabilities. For elderly applicants, underwriters should proactively show care and conduct thorough evaluations during the underwriting process, ensuring the appropriateness of the insurance coverage and the applicant's ability to recognize any potential harm to their insurance interests. This helps protect elderly customers and prevent elder abuse, aligning with the nature of insurance products and the principle of fair treatment.

5

Claims



- For customers with disabilities and elderly customers, actively process general claims payments within three days. For new immigrants, provide claim application forms in eight languages, demonstrating our commitment to the principles of fair customer treatment.
- In compliance with regulatory requirements, we provide clear reasons and explanations, along with the applicable laws or contractual terms, in written notifications to policyholders regarding cases where claims have not been paid.
- Continuously improve compensation mechanisms and processes, establishing the advanced quick claim risk analysis system to divide operations: Low-risk cases are processed with the automatic compensation mechanism for the system to automatically adjust the payment amount for quick payments, shortening the time required for processing claims to within hours.
- Policyholders aged 18 or above who hold SKL policies can apply for mobile claims with the assistance of our sales representatives. Through the InsurTech Utilization Sharing Platform, they can enjoy synchronized claim processing across multiple insurers. Furthermore, integrating Mobile ID (MID) technology enables online digital identity verification, simplifying the application process and allowing policyholders to seamlessly complete their insurance claims online.

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5.1.2 Innovative Sustainable Products

SKL is committed to brand and product innovation, developing products that go in line with the market trends by strengthening inter-departmental cooperation in delving into the most authentic needs of customers. We believe that while creating more value for customers, SKL can also exert a positive impact on society and the environment.

Market Trend	Type of Product	Results
ESG Investment-linked Products Implement the ESG concept of environmental sustainability and combine environmental protection factors with insurance products and investment targets.	Investment-linked products connected to ESG-certified funds	In 2025, six new ESG-certified fund options were added to the range of funds available for investment-linked products. The cumulative number of ESG-certified fund options available for linkage reached 15, with total assets under management of approximately NT\$920 million.
Promoting Health Promote spillover-effect insurance product to encourage policyholders to improve their health management and reduce the risk of illness with premium discounts.	Spillover-effect Insurance Products	Encouraging Taiwanese people to manage their health, we have launched various innovative <u>spillover-effect insurance products</u> . Through the design of mechanisms such as effective step count, effective exercise, and healthy sleep, insurance can be extended from post-incident compensation to early prevention for health promotion of policyholders. Since the launch of the products, a total of 190,948 policies have been sold, with FYP reaching NT\$4.818 billion by 2025.

For more information on our insurance products, visit the [company website](#).

Awards and Honors of Innovative Sustainable Products

Risk Management, Insurance and Finance Foundation

Best Product Creativity award in the Insurance Faith, Hope, and Love Awards: Shin Kong Life Medical Materials Treasure One-Year Health Insurance Rider



Republic of China National Enterprise Competitiveness Development Association and the National Brand Yushan Award Selection Committee

National Brand Yushan Award "Best Product Award": Shin Kong Life Medical Materials Treasure One-Year Health Insurance Rider



SKL launched the "Wen Wan Li Foreign Currency Investment-Linked Annuity Insurance". The investment target is the 8-year social bond^{Note 2} issued by the BNP Paribas, linked to the M&G (Lux) Investment Funds 1-M&G (Lux) Global Sustain Paris Aligned Fund Options^{Note 3}. It is the first overseas structured product in the life insurance industry to be linked to social bonds. In addition to incorporating sustainable investment, the product also integrates ecological and social initiatives. During the subscription period, for every AUD 15,000 invested by a policyholder, the French reforestation company Reforest'Action planted one tree in Indonesia. Moreover, for every policy sold, SKL donated NT\$100 to the Mandarin Daily News to support the educational rights of children in remote areas or underprivileged groups. Together with policyholders, we transformed investment into acts of care, achieving the threefold value of "stable returns, ecological stewardship, and social engagement."

Featured Products "Wen Wan Li Phase 2"

After the subscription period ended, approximately 2,000 trees were planted, which are expected to store 300 metric tons of carbon dioxide and provide 6,000 habitats for wildlife.

At the same time, approximately NT\$50,000 was donated to the Mandarin Daily News to support newspaper reading programs for schools in remote areas, transforming policyholders' investment participation into a force for positive social change.

Note 1: The subscription period was from February 19, 2025, to March 25, 2025.
Note 2: The proceeds raised from the social bond issued by BNP Paribas were used to finance eligible social assets, including the right to employment, socio-economic advancement and empowerment (equal access to opportunities), affordable housing, the right to education, and access to humanitarian and social care, bringing positive social impacts.
Note 3: The M&G (Lux) Investment Funds 1-M&G (Lux) Global Sustain Paris Aligned Fund invests in companies that contribute to the climate change objectives of the "Paris Agreement." Through exclusion and positive selection, the fund identifies companies with sustainable business models and that meet ESG standards, focusing on high-quality value stocks across industries and selecting investments with the potential to generate excess returns.



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5.2 Realizing Financial Accessibility

SKL follows the "TS Holding Financial Inclusion Statement," the "Shin Kong Life Fair Customer Treatment Policy," and the "Shin Kong Life Fair Customer Treatment Strategy." SKL is committed to planning diverse and inclusive friendly insurance services to ensure all groups of people can enjoy equal financial services. Since establishing the Financial Inclusion Task Force in March 2022, as the responsible unit, the Insurance Department has served as the designated unit responsible for coordinating activities and convening regular meetings. SKL has focused on promoting key aspects and principles of friendly finance, conducted cross-departmental reviews to assess the measures on digital finance, insurance products, sales mechanisms, and caring programs through quarterly meetings, ensuring that the needs of different groups can be met. Moreover, we dynamically adjust related management mechanisms in response to regulatory changes and report these initiatives to the Board of Directors in order to strengthen the governance structure of financial inclusion.

In addition to deepening the accessibility of financial services, SKL also actively supports the development of domestic cultural activities, and entered into a MOU with the Taiwan Creative Content Agency (TAICCA) to promote "ESG for Culture" through cross-sector cooperation, thereby supporting the sustainable development of Taiwan's cultural industry with practical actions. We firmly believe that finance not only drives economic development, but also promotes social diversity and inclusion through cultural co-creation to facilitate the creation of a more humanistic financial ecosystem. In the future, SKL will continue to upgrade friendly insurance services in all channels, consider treating customers fairly and financial inclusion as the core value, and incorporate them into our corporate culture to respond to customers' diverse needs and practice financial inclusion.

5.2.1 Inclusive Financial Products

| GRI 203-2 |

SKL implements fair treatment of customers to achieve inclusive growth. We prioritize the diverse product needs of all groups by creating diverse and comprehensive products, aiming to realize our corporate mission of "making insurance available to all and providing security for every family".

Group	Type of Product	Description	Results
 Seniors and People with Disabilities	Long-term Care Insurance	Offered a diverse range of long-term care products, including lifelong, term, pure long-term care, long-term care with death benefit, installment payment, and lump-sum payment options, assisted policyholders in planning for long-term care risks and meeting their long-term care needs.	A total of 7,069 new insurance policies for long-term care insurance product series were sold throughout the year, with a total of 167,344 effective policies as of the end of 2025.
	Small-amount Whole Life Insurance	In response to an aging population and low birth rates, SKL promoted the "Song Ai Xin Small-amount Whole Life Insurance". Featuring simple and easy-to-understand coverage, affordable premiums, and a high eligible entry age, the product lowers barriers to insurance coverage and implements financial inclusion. It enables older adults and budget-conscious consumers are able to obtain lifelong basic protection at an affordable cost.	A total of 3,214 new insurance policies for small-amount whole life insurance product series were sold throughout the year, with a total of 29,659 effective policies as of the end of 2025.
	Reimbursement Insurance	Since Taiwan has officially entered a super-aged society, SKL has launched the "Shin Kong Life Comprehensive Medical Whole Life Health Insurance," a whole life medical reimbursement insurance product in 2024, and also launched the revised "Shin Kong Life Preferred Medical Whole Life Health Insurance" in 2025, providing coverage for medical reimbursement expenses for senior individuals. We also continued to offer medical reimbursement insurance products, including the "Shin Kong Life New Care Hospitalization Medical Health Insurance Rider" and the "Shin Kong Life Enhanced Care Deductible Hospitalization Medical Health Insurance Rider".	The whole life medical reimbursement insurance product was launched on December 25, 2024. As of the end of 2025, total sales of new policies reached 33,923.
	Annuity Insurance	To provide the public with more options for retirement planning, we continue to offer a range of annuity insurance products to help ensure greater financial security in retirement. These include a total of 16 products, such as the "SKL Wen Wan Li Foreign Currency Investment-linked Annuity Insurance," "Shin Kong Life EZ Cash Interest-Sensitive Annuity (Type B)," and "Shin Kong Life New Wealth Winner Variable Annuity Insurance".	A total of 2,213 new insurance policies for annuity insurance product series were sold throughout the year, with a total of 36,146 effective policies as of the end of 2025.
 Economically Vulnerable Groups	Retirement Preparation Platform	To promote the importance of adequate insurance protection, we partnered with the <u>Retirement Protection Insurance Platform</u> operated by FundRich, offering a range of products including term life insurance, critical illness health insurance, and microinsurance. The platform enables individuals to review their insurance needs at different life stages and build comprehensive insurance protection.	During the year, 20 new policies were sold through the platform. As of the end of 2025, there were 79 policies in force.
	Micro-Insurance	To support vulnerable groups, SKL provides basic insurance products, and continues to collaborate with institutions including county and city government departments of social welfare, charitable organizations, and farmers' associations to sponsor insurance for the economically disadvantaged, physically or mentally challenged, or groups with specific identities who are eligible for microinsurance, in order to assist them in obtaining more comprehensive coverage.	 Due to our full efforts in 2025, a total of NT\$14.95 million of commercial benefits were generated, benefiting 69,000 people and providing coverage of over NT\$18.42 billion. Received the "Outstanding Microinsurance Business Award" and the "Microinsurance Disability Care Award" from the Financial Supervisory Commission, and also awarded the "Gold Award for Excellence in Microinsurance Promotion" at the Taiwan Insurance Excellence Awards.
 Young People	Exclusive Insurance for Young People	We launched the "SKL Hao Shi Guang Insurance Plan" for young people, offering a small premium in exchange for great protection, and providing the most suitable insurance plans according to the needs of their career stages. The "Huoli series" features the five basic protections most needed by young people, with more affordable rates than traditional lifetime medical insurance, making it financially manageable for policyholders.	A total of 12,467 new insurance policies for "Huoli series" were sold throughout the year, with a total of 162,838 effective policies as of the end of 2025.

For more information on our insurance products, visit the [company website](#).

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5.2.2 Expanding Financial Services

SKL closely monitor the change in the external environment to better understand the service needs of diverse groups. We are dedicated to developing and providing convenient, accessible services, having provided more than 52,000 people with a warm and friendly financial experience in 2025.

Financial Inclusive Services		Results in 2025
Financially Disadvantaged Groups 	Claims Education Program To enhance policyholder and potential policyholders' ability to identify claims-related risks, we launched the "Claims Made Easy" Claims Education Program. To address gaps in insurance claims knowledge among four target groups: new immigrants, persons with disabilities, senior citizens, and newly eligible citizens aged 18 to 20, we developed claims education materials tailored to different topics, enabling important claims information to be communicated timely and helping customers better understand their rights and interests when submitting claims applications.	We produced four short animated videos explaining key basic claims-related terms and provided versions in eight languages to expand the reach of our claims services. 
	SKL 165 Anti-Fraud Initiative We have established the "Shin Kong 165 Anti-Fraud" website, which provides downloadable policyholder rights reminder documents in multiple languages and publishes various fraud-related information and anti-fraud videos. Through scenario-based simulations and key takeaways, the website helps the public enhance their fraud prevention knowledge. It also shares successful fraud prevention cases and provides links to multiple official anti-fraud platforms to strengthen public awareness of fraud schemes and reduce the risk of fraud.	The website recorded a total of 24,467 visits during the year.
	Fraud prevention network Through the CIS customer data integration system, we assist service personnel in accessing customer information in real time, significantly reducing inquiry time and enhancing their ability to identify customer needs. The system enables personnel to proactively identify potential obstacles customers may encounter and provide personalized care promptly. In 2024, we launched the "Care Alert Tag" and established the "Anti-Fraud Joint Prevention Operations" mechanism. Through online and offline collaboration, high-risk customers can be rapidly identified and anti-fraud measures can be activated promptly.	We enhance the customer experience and deliver peace of mind by comprehensively protecting customer assets through integrated online and offline anti-fraud efforts.
Financial Inclusive Services		Results in 2025
Hearing Impairments	Sign language video interpretation service We expanded our sign language video interpretation service to customer service locations across northern, central, and southern Taiwan, making it more convenient for customers with hearing and speech impairments to access services and communicate without barriers. This initiative was a first in the industry, and we hope to do our part to support customers with hearing or speech impairments.	Sign language video interpretation services have been implemented at all service locations across Taiwan. 
Visual Impairments	Accessible services for customers with the visual impairment To create an accessible in-person service experience for customers with visual impairments, all service locations across Taiwan are equipped with comprehensive accessibility facilities. On International Dog Day on August 26, 2025, we posted "Guide Dog Friendly stickers" at building entrances to create a welcoming environment for individuals with visual impairments and their guide dogs. In October of the same year, we installed "service bells" to provide immediate assistance from service personnel, helping visually impaired customers access various financial services.	Service bells have been installed near the entrances of all service locations nationwide, and Guide Dog Friendly stickers have been posted. 
	Shin Kong Life APP visually impaired-friendly optimization Current digital processes are primarily designed for visual users, which may create comprehension and accessibility challenges for users with visual impairments. To address these issues, we optimized the App based on actual user scenarios by adjusting voice prompt methods and the display order of fields, while incorporating basic guidance and operational support features. Improvements were made across four key areas to enable users to complete tasks without visual assistance. 	The App obtained dual-system accessibility certification for users with visual impairments (iOS and Android) from the Taipei Parents' Association for the Visually Impaired, becoming the first insurer to offer an integrated multifunctional App that passed accessibility testing on both systems. During the year, it reached more than 520,000 user visits.

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Individuals with Disabilities



The Middle-Aged and Elderly



New Immigrants



Financial Inclusive Services

Physical Disabilities

Accessible service facilities

We continued to enhance our accessible environment. In addition to accessible pathways, service bells, dedicated portable service bells, Braille labels on facility buttons, directional signage, and wheelchairs, we further installed cane holders in 2025. Through comprehensive accessibility facilities and assistive devices, we aim to create a safe and convenient service environment for customers with mobility impairments and elderly customers.

Intellectual Disabilities

Easy-to-read insurance service guidebook

In collaboration with the Kenner Foundation of Taiwan and the Chensenmei Center for Intellectual Disabilities, we transformed complex insurance information into a more easily understandable format and developed the "Guanganxin Guidebook." The guidebook is designed to ensure that financially vulnerable groups, including individuals with autism, individuals with intellectual disabilities, and elderly individuals, can clearly understand the information. The guidebook is available for customers who need it and for frontline staff, helping vulnerable groups better understand insurance and reducing service risks arising from knowledge gaps.

Results in 2025

All service locations are equipped with accessible pathways, service bells, dedicated portable service bells, Braille labels on facility buttons, and directional signage. Service counters are equipped with assistive devices such as cane holders and it is also accessible for wheelchairs.



Financial Inclusive Services

Family Contact Network

To provide senior-friendly services, we launched the family contact network service at the end of 2023, allowing policyholders to designate family members as contacts. In 2025, the service focused on fraud prevention. When a policyholder applies for policy surrender, partial withdrawal, policy loans exceeding a certain amount, or under other special circumstances, we proactively notify the designated family contact to strengthen fraud prevention efforts and help keep the peace of mind of policyholders and their families.

Accessible online insurance application platform

A fully redesigned version was launched in September 2025, built around the design principles of "warm, intuitive, and easy to understand." The platform also strengthened its accessibility features, establishing a new benchmark for accessible digital services.

Results in 2025

During the year, 347 policyholders enrolled in the service, representing an increase of 94.9% compared with 178 enrollments in 2024.

Received the AA Accessibility Certification from the National Communications Commission and was honored with the 2025 International Innovation Award (IIA) – International Innovation Award, Service & Solutions Category.



Financial Inclusive Services

Policyholders' important rights and interests

To strengthen communication with new immigrants and reduce information gaps, we collaborated with the New Immigrant Family Growth Association to translate the policyholders' important rights and interests into multiple languages, helping policyholders from new immigrant communities understand their insurance rights and interests in their native languages.



Results in 2025

We provided the policyholders' important rights and interests in nine languages: Vietnamese, Burmese, Indonesian, Korean, Thai, Filipino, Malay, Japanese, and English. It's also available on the [anti-fraud website](#) . A total of 304 downloads were recorded during the year.

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5.2.3 Strengthening Financial Literacy

SKL is committed to enhancing financial literacy across all segments of society. Through a variety of formats, including interactive board games, workshops, and seminars, we deepen public understanding of finance and insurance. At the same time, as fraud schemes continue to evolve, we actively support government anti-fraud initiatives by integrating online and offline channels to strengthen fraud awareness among the public and employees. In 2025, we conducted a total of 1,915 anti-fraud campaigns, leveraging our core insurance functions to advance financial inclusion and safeguard our policyholders' assets.



	Individuals With Disabilities	Indigenous Peoples	New Immigrants	Youth	The Elderly	Other	Total
Campaigns	4	4	6	23	259	1,619	1,915

Note: Other targets include the general public and employees.

Groups	Financial Literacy Project	Financial Knowledge	Fraud Prevention Promotion	Results in 2025
 Individuals with Disabilities	Easy-to-read insurance service guidebook – group engagement results presentation SKL recognizes the need for persons with disabilities to better understand financial and insurance knowledge. Following the completion of the "easy-to-read insurance service guidebook," we held a results presentation. Through discussion and feedback during the presentation, we helped individuals with autism, intellectual disabilities, and Down syndrome better understand financial and insurance knowledge as well as fraud prevention concepts, which help reduce the risk of information gaps. The event also helped employees develop more accessible language skills, demonstrating inclusiveness and respect in insurance services.	✓	✓	We held a group engagement results presentation at the Shin Kong Life Xin Ban Finance Building. The event was attended by Independent Director Min-Chiu Chien, representatives from the Kenner Foundation of Taiwan and the Chensenmei Center for Intellectual Disabilities, and employees from the Policy Administration and Policyholder Services Divisions. The gathering successfully brought together 5 individuals with disabilities, 4 foundation instructors, and 34 employees. 
	Guardians of Wealth - Happiness Children's Home We collaborated with the "Christian Joyce McMillan Social Welfare Foundation" and brought the "Guardians of Wealth" board game into the Happiness Children's Home. Through the fun interactions between participants with intellectual disabilities and volunteers, we transformed challenging anti-fraud knowledge into simple and interesting games. Guided by dice rolls and storybooks, participants learned how to safeguard their money, enhance their financial and insurance knowledge, and strengthen their fraud awareness. Volunteers provided support throughout the activities and adjusted the difficulty level of the games according to each participant's level of understanding, ensuring that everyone could participate comfortably and gain meaningful learning experiences.	✓	✓	A total of 3 sessions were held during the year, with 57 participants with disabilities in total. 
 Indigenous Peoples	Mt. Jade Program In partnership with Carnegie Training, we promoted the "Mt. Jade Program," which aims to strengthen the financial competitiveness of young students. By combining leadership communication skills with professional financial knowledge, the program helps participants from remote areas, indigenous communities, and youth with delinquency backgrounds establish sound financial management concepts and risk awareness. Through interactive guidance and case-based discussions, the program also promotes fraud prevention awareness and enhances financial literacy among young people.	✓	✓	A total of 4 workplace experience day events were held, benefiting 110 participants, with a satisfaction score of 4.33 out of 5. Among participants, 35.62% reported gaining a deeper understanding of insurance and developing an interest in the financial and insurance industry after the program. 

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Groups	Financial Literacy Project	Financial Knowledge	Fraud Prevention Promotion	Results in 2025
 New Immigrants	Financial Empowerment Workshop of TransAsia Sisters Association Taiwan In collaboration with the TransAsia Sisters Association Taiwan, we organized "Financial Anti-Fraud Workshops for New Immigrants" in Taipei, Taoyuan, Changhua, and Chiayi. Centered on the three themes of enhancing fraud identification, fraud verification capabilities, and fraud relief channels, the workshops improved participants' ability to identify fraudulent schemes and verify false information through instruction by new immigrant anti-fraud seed trainers, group games, and simulated scenario exercises.			We conducted 2 seed trainer training and assessment sessions, cultivating 9 new immigrant seed trainers. In addition, 4 cross-county anti-fraud workshops were held, with a total of 114 new immigrants and their family members participating. 
 Youth	Guardians of Wealth / Golden Shield Guardian Based on actual insurance cases, fraud incidents, and fundamental insurance concepts collected by the Company, we developed educational board games that bring real-life risk response scenarios into the classroom. We continue to promote these educational tools in schools at all levels, with the aim of cultivating insurance awareness from an early age. By transforming insurance concepts into engaging board games, we are committed to advancing financial inclusion through game-based learning and embedding risk and insurance awareness throughout society.			A total of 19 sessions were held, with 593 students participating. 
	Shin Kong 165 Anti-Fraud Campus Promotion We have developed dedicated anti-fraud awareness activities for students. Through interactive game-based activities, students were guided to learn about common fraud schemes in a relaxed environment, enhancing their ability to identify fraud and raising their awareness. During the activities, anti-fraud videos were shown to present various fraud cases through scenario-based explanations, enabling students to gain a more intuitive understanding of how fraud schemes operate and the potential consequences they may cause. By combining games and videos, the program not only strengthened students' understanding of fraud prevention and detection but also fostered greater awareness of proactive fraud prevention in their daily lives.			A total of 4 anti-fraud promotions were conducted, covering junior high school, senior high school, and university students, with 99 participants in total. 
 The Elderly	Shin Kong Remote Health and Active Aging Program for Remote Areas In partnership with the Digital Humanitarian Association, we not only used online remote services to promote health enhancement concepts to elderly residents in remote areas, but also encouraged employees to serve as corporate volunteers by supporting indigenous community service locations in remote regions. Through on-site visits, volunteers provided financial inclusion education and anti-fraud awareness programs, helping to establish basic risk protection networks and reduce gaps in financial information. (For details of the program, please refer to Section 8.1.2 Health Promotion .)			A total of 258 remote health classes were conducted at 6 remote service locations, benefiting 46,626 participants in total. 
	O. Roasted Café We collaborated with O. Roasted Café (long-term care site), the Banqiao District Health Center, and Far Eastern Memorial Hospital. Through seminars on dementia prevention and fraud prevention, combined with health promotion activities, the initiative aimed to establish a community support network while enhancing health literacy and fraud awareness among elderly individuals.			A total of 1 event was held, serving 17 participants, including 3 individuals aged 60-69, 6 individuals aged 70-79, and 8 individuals aged 80 and above, demonstrating the program's effectiveness in reaching the elderly population. 

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Groups	Financial Literacy Project	Financial Knowledge	Fraud Prevention Promotion	Results in 2025
 General Public	Promoting Intervention Rights and Advancing Financial Inclusion Education SKL places great importance on policyholders' rights and interests. In cases involving compulsory execution of insurance policies, in addition to sending a seizure notification letter and a post-surrender notification, we make every effort, where circumstances permit, to help policyholders retain their policies. Meanwhile, to ensure that policyholders' rights and interests are protected, in September 2025 we sent text message notifications to affected policyholders regarding the new legal remedy of intervention rights. In October, we issued notification letters explaining the procedures and details for exercising intervention rights. In December, we added information on intervention rights to the "Compulsory Execution of Insurance Policies" section of our official website. The content includes an explanation of intervention rights, application guidelines, consultation channels, and a frequently asked questions section, providing the public with additional information on compulsory execution of insurance policies.	✓		We became the first insurance company to establish a "Compulsory Execution of Insurance Policies" section, providing examples of various situations for customers as references. As of the end of December, more than 100 applications for intervention rights had been received. 
	SKL 165 Anti-Fraud Campaign Through game-based experiences, knowledge quizzes, and scenario simulations, we set up anti-fraud awareness booths at large-scale events and designed a variety of interactive activities to promote fraud prevention awareness among the public. In addition to improving their awareness and awareness of fraud methods through face-to-face exchanges with participants, we also promoted SKL's exclusive fraud prevention webpage to provide more complete information resources and help the public continue to strengthen their fraud prevention knowledge. Through an educational and engaging outreach approach, we deepened public awareness of fraud prevention and continued to safeguard financial security.		✓	A total of 14 anti-fraud awareness booths were held in the following events, the Shin Kong Street Dance Competition, Shin Kong Fun Run – Run For Earth, the Shin Kong Painting Competition Award Ceremony, and the 2025 Taipei International Financial Expo, reaching 4,622 participants in total. 
 Counter Service Personnel	Excellence Counter Service Drill Program To implement financial accessibility services and foster a strong culture of fair customer treatment, we encouraged the use of the excellence service drill program training materials and the regular conduct of drills. The program strengthened the sharing of service experience among employees, enhanced fraud identification skills, and improved personnel's familiarity with the care procedures for improving the quality of policyholder services at service counters.		✓	The training materials were comprehensively updated to strengthen the practical application of financial accessibility services, including the addition of scenarios involving sign language services and policy seizure cases, and the incorporation of the latest fraud cases to enhance employees' fraud identification skills and familiarity with care procedures at service counters. During the year, a total of 580 drills were conducted across 33 service locations. 
 Insurance Agents	Promotion of Digital Team throughout Taiwan The Digital Team, composed of dedicated personnel from the Digital Development Department, conducted nationwide outreach to educate sales representatives on technology-enabled fraud prevention. During morning meetings at offices across Taiwan, they shared knowledge and techniques related to fraud prevention, including the use of enterprise-exclusive short code messaging services and methods for helping customers identify fraud schemes. These efforts aimed to reduce the risk of phishing text messages and other fraud attempts, thus helping to prevent financial losses.		✓	A total of 486 sessions were conducted during the year, enhancing fraud identification capabilities and helping customers recognize fraudulent activities. 
	Morning Meetings Anti-fraud awareness videos were shown during business channel activities across Taiwan to strengthen employees' awareness of financial crimes.		✓	A total of 539 sessions were conducted during the year, helping employees better understand fraud schemes and enhancing their vigilance against fraud.

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5.3 Fair Treatment and Customer Experience

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SKL upholds the corporate core values of "integrity, commitment, innovation, and collaboration," and has embedded the Principle of Treating Customers Fairly into the code of conduct for all employees. We are committed to enhancing the accessibility and quality of financial services by proactively providing a wider range of in-person and digital support measures for diverse customer groups, including seniors, young people, persons with disabilities, new immigrants, indigenous people, and individuals affected by tariffs, thereby implementing financial inclusion. In recent years, as fraud cases have become increasingly severe, we have specifically incorporated additional anti-fraud measures into the Guidelines for the Implementation of the Principle of Treating Customers Fairly. These measures include requirements for identifying customers who may be vulnerable to fraud and recognizing unusual insurance application or transaction scenarios, with the aim of strengthening customer protection and demonstrating our commitment to safeguarding policyholders' interests.

5.3.1 Realizing Fair Treatment of Customers

A. Treating Customers Fairly Committee

SKL maintains a 'Policy for the Fair Treatment of Customers' and a corresponding 'Strategy for the Fair Treatment of Customers,' with the Compliance Department serving as the dedicated unit. The company's 'Fair Treatment of Customers Committee' comprises six implementation task forces and three supervisory units tasked with directing these operations. To safeguard policyholder rights, performance results are regularly submitted to the Audit Committee and the Board of Directors for acknowledgment, cultivating a corporate culture where fairness is driven from the top. In 2025, the Committee convened four times to deliberate on and report on these matters. Furthermore, the Chief Compliance Officer periodically submits operational reports on fair treatment performance directly to the Board.

B. Fair Treatment Education and Training

To establish a culture of fair treatment, SKL regularly conducts compliance education and training for all employees to strengthen their legal compliance awareness. These sessions cover topics such as the Financial Consumer Protection Act, Principle for Financial Service Industries to Treat Clients Fairly, financial inclusive, and the protection of the rights of persons with disabilities in the CRPD. In 2025, we achieved a 100% completion rate for these training programs. In addition, tailored training programs are provided based on practical needs for different levels and roles within the company. In 2025, online and in-person training programs were designed for directors, senior executives, and sales representatives based on their respective roles and business responsibilities. For example, a special training session held on October 9, 2025 focused on the topic "Technology-Enabled Fraud Prevention and Treating Customers Fairly", with the aim of enhancing employees' understanding of emerging technology risks. The directors also completed training courses including "Principle of Treating Customers Fairly: From Regulatory Requirements to Governance Practices", "Financial Accessibility and Protection for Vulnerable Groups: Inclusive Governance Issues", and "Anti-Money Laundering and Fair Customer Treatment Principles (Including Financial Accessibility Services) and Information Security Protection", continuously strengthening directors' and senior executives' understanding of fair customer treatment and financial accessibility.

C. Initiatives and Achievements in Enhancing Fair Treatment

SKL is dedicated to promoting fair treatment of customers, adhering to the "Principle for Financial Service Industries to Treat Clients Fairly." In 2025, the Company integrated fair treatment principles, financial inclusive services, and fraud prevention into evaluation criteria and implemented several initiatives, achieving notable results:

Focus	Aspect	Initiatives
Expanding the Scope of Financial Equality: Ensuring Fair Access to Services and Resources for Financially Disadvantaged Groups	The Elderly	• The first insurance company to launch the family contact network service to protect the economic safety of the elderly.
	Individuals with Disabilities	• Collaborated with the Kenner Foundation of Taiwan to develop an easy-to-read guidebook to help people with autism (Kanner's syndrome) and disabilities understand their policy rights.
	New Immigrants	• Organized financial empowerment workshops for new immigrants to cultivate anti-fraud seed trainers and enhance new immigrants' ability to identify fraudulent schemes and verify false information.
	Indigenous Peoples	• Provided translation services in the languages of 16 indigenous groups to ensure barrier-free access to information.
	Young People	• Optimized the "Smart Insurance Policy Health Check System" and introduced the "Key Protection Card" service to provide customers with customized protection planning. The initiative received the "Best Insurance Technology of the Year" at the 2025 Asia Insurance Industry Award.
	Transgender Groups	• Organized a "Transgender Awareness Seminar" to help employees build a better understanding of transgender customers.
	Individuals with Dementia	• Paid close attention to the needs of individuals with dementia by organizing 13 "Long-Term Care Series Seminars." Physicians and representatives from dementia associations were invited as speakers to enhance employees' understanding of dementia and related care knowledge.
	Groups Affected by Tariffs	• Launched policyholder support services, including "premium payment deferral assistance," as well as support measures for loan customers.
Anti-fraud Measures and Their Effectiveness	Other Financially Disadvantaged Groups	• Applied for the virtual counter service trial and obtained approval for official launch. • In response to the "FinTech Development Roadmap (2.0)," established a cross-sector "Financial Fast-ID Experience Transfer Center" and applied to the Insurance Bureau for a Financial Fast-ID pilot program, serving as the lead institution for the insurance sector.
	External Assistance	• Established the "Shin Kong 165 Anti-Fraud" website to integrate various common fraud techniques and case warnings, and teach practical fraud prevention skills. • Expanded the scope of policy administration services using the official dedicated short code 68288 to prevent SMS fraud from the source.
Soundness of the Complaint Handling Mechanism	Internal Cooperation	• Established a cross-departmental anti-fraud mechanism, connect the customer service system to the "designated family contact" information, building an internal defense for anti-fraud. • Proactively provided fraud prevention reminders and policy review notifications with the voice response system, while ensuring important policyholder rights information is communicated through targeted channels such as social media and email.
	System	• Established a five-stage complaint management framework comprising "pre-incident education, real-time alerts, critical escalation reporting, post-incident analysis, and optimization incentives".
	Execution	• Obtained dual certifications for ISO 10002 and ISO 10004 and combined them with on-site assessments by royal mystery shoppers to establish a benchmark for service excellence.



Awards and Honors in 2025

Ranked among the top 25% in the "Treating Customers Fairly Evaluation" of the FSC.



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5.3.2 Customer Service and Communication

Shin Kong Life listens to customer needs and upholds its "3D Service Policy," providing heartfelt support through three core approaches. With "Do With Passion", the company delivers warm and sincere service by actively listening to customers. Through "Do By Technology", it leverages digital innovation to offer diverse and user-friendly service experiences. Additionally, "Do Things Right" enhances professionalism by incorporating the BSI International Service Excellence Certification, empowering service representatives and improving processes through technology to increase overall service efficiency and effectiveness. In 2025, the overall net promoter score (NPS) reached 91.4%, reflecting customers' strong recognition of the quality of services provided through the 0800 customer service hotline, branch counter staff, sales representatives, and the member portal on the website.

To continuously enhance service quality, SKL became the first company in the insurance industry in 2021 to pass the rigorous assessment conducted by British Standards Institution (BSI) and obtain certification for both the "Royal Mystery Shopper (RMS)" service standard and the "ISO 10002:2018 Quality Management System for Customer Complaints". We further introduced the "ISO 10004:2018 Customer Satisfaction Management System", using a systematic approach to monitor customer satisfaction and integrate customer NPS feedback into the "Voice of the Customer (VOC)" framework. This enables diverse customer feedback and suggestions to be effectively transformed into the basis and driving force for process improvements. In 2025, we successfully passed the certification assessment and became the first life insurance company to obtain the "ISO 10004 Customer Satisfaction Management System" certificate, setting a high benchmark for customer experience and trust in the life insurance industry. (Please refer to [Appendix](#) for details of certificates)

A. Optimizing Customer Service

SKL collects the VOC through multiple feedback channels and provides timely responses. Besides, we regularly review customer feedback and opinions, transforming customer suggestions and feedback into drivers for process improvement. Through these efforts, we provide customers with a high-quality service experience, create competitive advantages, and enhance customer satisfaction.

1.0800 Customer Service Hotline

SKL maintains a customer service hotline to provide customers with prompt and accurate information, while regularly conducting satisfaction surveys to enhance service quality. We also organize comprehensive training courses and routine inspections to maintain consistent service quality and continuous customer satisfaction. In 2025, the hotline handled nearly 400,000 incoming calls; among 40,000 surveyed customers, the service satisfaction rate reached 95.0%. Most inquiries pertained to policy administration, premiums, and contract details. Furthermore, the Net Promoter Score (NPS) for our 0800 hotline registered at 91.4% in 2025, reflecting a high level of customer loyalty and strong recognition of our service excellence.



0800 Customer Service Hotline	2023	2024	2025
Service Satisfaction Rate	94.3%	95.4%	95.0%
NPS	89.4%	90.4%	91.4%

2. Smart Customer Service Center

We are committed to becoming our policyholders' "Smart Partner", providing precise support 24 hours a day, seven days a week. Through a dedicated "Claims Status Inquiry" portal, we have significantly enhanced information transparency. We will continue to cultivate digital technology and fulfill our commitment to "seriousness" at every point to create a better digital sustainability experience.

To bridge the digital divide and ensure that elderly individuals and persons with disabilities enjoy equal and dignified access to financial services, SKL embraces the spirit of "Seriousness Makes Good Things Happen" and has taken the lead in embedding digital inclusion into the core of our services. We became the first life insurance company in Taiwan whose intelligent customer service platform received the "Accessible Website AA Certification Mark".



Highlights of Smart Customer Service in 2025

Service volume exceeded one million interactions:
Annual service volume exceeded 1.5 million interactions, representing a 20% increase compared with the previous year.

Exceptional customer satisfaction:
Through user-friendly interactions and accurate responses, the platform achieved a 91.4% customer satisfaction rate.



3. International Disaster Relief

Activated international disaster relief immediately when policyholders needed assistance in an emergency while traveling overseas. In 2025, a total of 9 service cases were provided, with rescue funds amounting to NT\$3.39 million.

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4. Emergency/Disaster Care

- Preferential measures for policyholders affected by natural disasters or major incidents: When natural disasters or major incidents cause damage in affected areas, we activate five emergency response measures, including proactive assistance in compensation and care, waiver of capital fee for policy reissuance, grace periods for renewal premium payments, deferment of interest payments on policy loans, and home loan principal extension. These policyholder care measures help policyholders respond to major incidents and climate-related disasters. In 2025, we activated the emergency response mechanism seven times in response to the Chiayi earthquake in January, the Taichung Shinkong Mitsukoshi gas explosion in February, tariff impacts in April, Typhoon Danas in July, Typhoon Podul in August, Typhoon Ragasa in September, and Typhoon Phoenix in November.
- Major accident condolence: Provides compassionate financial support to policyholders who encounter major unforeseen accidents. In 2025, we activated the major incident response mechanism twice, in response to the Taichung Shinkong Mitsukoshi gas explosion and the Matal'an River barrier lake overflow incident in Hualien.

5. Economic Relief Concessional Policy Loan Project

In response to the global market volatility and economic impacts resulting from the U.S. reciprocal tariffs introduced in April 2025, SKL promptly activated response measures and provided grace periods for renewal premium payments, deferment of interest payments on policy loans, and home loan principal extension to help policyholders mitigate short-term economic impacts. In October 2025, as the impact of U.S. tariffs continued, we reopened the "premium payment deferral assistance" to ensure that policyholders' insurance coverage would not be interrupted due to short-term financial pressures.

In addition, preferential policy loan interest rates are provided to economically underprivileged policyholders. The overview of the initiative is outlined below:

Eligible Policyholders	Preferential Programs
People with disabilities, low-income households or lower middle-income households, members of families qualifying under the Act of Assistance for Family in Hardship, and individuals experiencing financial hardship.	Policy loans with a maximum preferential loan amount of NT\$100,000 per policyholder, a preferential period of three years, and a preferential interest rate of 2.165%.

In 2025, the application period, which had previously run from the beginning of the year to March 31, was extended to September 30. A total of 154 applications were approved, with total loan amounts reaching NT\$12.7 million.

B.Responding to Policyholder Feedback Attentively | GRI2-25、2-26 |

SKL has established a comprehensive complaint handling mechanism and diverse complaint channels. Upon receiving a complaint from a policyholder, the responsible department promptly investigates and handles the case and actively follows up until closure to ensure that customer concerns are addressed immediately. In terms of handling financial consumer disputes, we adopt a risk-based approach to assess potential risks associated with such disputes, identify the root causes of complaints, and provide improvement recommendations when appropriate. These recommendations are communicated to the responsible units for review of the adequacy of existing control measures, and notifications are handled in accordance with the risk-based escalation and reporting procedures. Meanwhile, complaints involving violations of the Principles of Treating Customers Fairly are reported quarterly to the Fair Customer Treatment Committee, and the relevant units are requested to propose improvement measures. Related units also provide regular reports to the Board of Directors.

To strengthen the functions of employees, we have promoted a comprehensive plan to enhance the effectiveness of complaint management. This plan encompasses three main aspects: developing training programs for complaint handling personnel, strengthening advocacy within business units, and optimizing the complaint system 2.0, so as to improve the management capabilities of sales personnel, streamline the complaint handling process, and reduce external complaints. Through pre-incident prevention and system establishment, customer complaints are handled in a prompt manner. We have deepened customer service personnel's understanding of financial consumer protection and compliance with relevant laws and regulations, and have continued to obtain the "ISO 10002:2018 Quality Management System for Customer Complaints" service standard certification to effectively control cases and improve service quality.

Grievance Channels

1. Customer service counters

2. Free complaint hotline: 0800-031-115

3. Friendly financial advisory services and complaint hotline 0800-300-885

4. Official website : [Voice of policyholders](#)

5. E-mail: skl080@skl.com.tw

6. Letter to 7F., No. 141, Sec. 1, Zhongshan Rd., Banqiao Dist., New Taipei City 220, Policyholder Relations Department

Complaint Handling Procedure

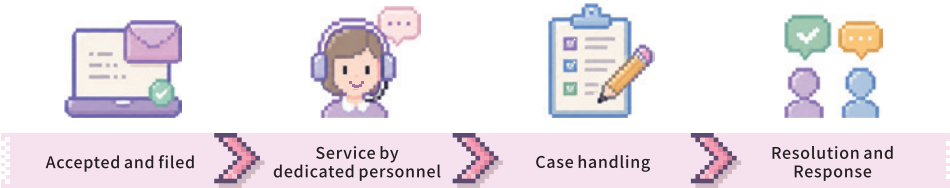
1. Case acceptance: Upon receiving a financial dispute case, the relevant complaint handling unit immediately designates dedicated personnel to handle the case and confirm the complaint details with the customer.

2. Processing time: The Company will process the complaint in an appropriate manner within 30 days from the date of receipt of the complaint, and will notify the complainant by phone or in writing if the processing time has to be extended.

3. Handling results: The Company will notify the complainant by letter or other means.

4. Improvement and tracking: Implementation of corrective actions and process improvements.

SKL Customer Complaint Handling Flowchart



Proportion of Ombudsman Cases and Average Processing Days of Disputes over Claims and Non-claims Cases in the Past Three Years | SASB : FN-IN-270a.2 |

Year	2023		2024		2025	
Type of Case	Claims	Non-claims	Claims	Non-claims	Claims	Non-claims
Proportion of Ombudsman Cases (%)	0.028	0.030	0.035	0.029	0.034	0.025
Average Processing Days	1.13		1.06		1.12	

Source: Financial Ombudsman Institution (published once every year)

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5.4 Innovative Digital Services

GRI 3-3、203-2

SKL keeps pace with digital finance trends and is committed to promoting the application of insurance technology to optimize administrative efficiency and enhance customer experience. Our digital innovation strategy focuses on "Building Ecosystem Collaboration to Deepen Customer Experience; Digital Empowerment for Comprehensive Business Transformation; and integrating Efficient Operations to Expand Service Effectiveness." Through technology-driven solutions, we improve service accessibility, lower barriers to interaction, and enhance service experience and process automation. The development progress and operational performance of relevant projects are regularly reviewed through platforms such as Key Performance Review Meetings and Digital Finance Monthly Meetings. This ensures the timeliness and quality of service development, while consistently earning recognition through external awards. Looking ahead, we will continue to advance digital innovation and service transformation, striving to become a smart partner in health protection and wealth management for the public.

SKL Digital Services

Strategy 1: Building Ecosystem Collaboration to Deepen Customer Experience

Solution	Content	Results in 2025
 SKL APP Visually Impaired-Friendly Optimization	In the past, individuals with visual impairments often encountered challenges when using digital financial and insurance services due to insufficient voice prompts or inconsistent operational sequences. To address these challenges, SKL continuously incorporated policyholder feedback and collaborated with external professional teams to comprehensively optimize policy inquiry and coverage details, health management functions, policy-related services, guidance for member login and authentication processes, as well as overall navigation flows and progress voice prompts. These enhancements ensure that users with visual impairments can independently complete essential insurance-related tasks without visual assistance.	Obtained dual-system accessibility certification for users with visual impairments from the Taipei Parents' Association for the Visually Impaired, becoming the first insurance company to achieve multifunctional integration and pass accessibility testing on both operating systems. 
 Cross-institution Financial Fast-ID Identity Verification	In response to the Financial Supervisory Commission's "FinTech Development Roadmap 2.0," we established the cross-institution "Financial Fast-ID Verification Authentication Center" and introduced a cross-institution digital identity verification mechanism to connect existing Financial Fast-ID systems across different institutions, enhancing the consistency and convenience of identity verification. After joining the Shin Kong Life member portal and completing Financial Fast-ID registration, customers can use Shin Kong Life as the verification intermediary when applying online for designated services offered by other insurance institutions, providing a safer and more convenient digital financial service experience.	The first life insurance company to serve simultaneously as both a verification provider and a verification requester. 
 Rebuilding the Digital Membership Process	We integrated the online service platform and online insurance application membership, eliminating the need for customers to apply for membership multiple times and simplifying the membership registration and identity verification processes.	The new process was launched in August, improving digital service efficiency and customer experience.

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Strategy 2: Digital Empowerment for Comprehensive Business Transformation

Solution	Content	Results in 2025
 Shin Kong Life Online Insurance Platform 2.0	A fully redesigned online insurance platform was launched, built around the design principles of "warm, intuitive, and easy to understand." Accessibility features were also significantly enhanced to reduce the digital divide and establish a new benchmark for accessible digital services.	Received the AA Accessibility Certification from the National Communications Commission and was honored with the 2025 International Innovation Award (IIA) – International Innovation Award, Service & Solutions Category. 
 Diversified Online Payment Services	Through the Taiwan Clearing House's Enhanced Financial Collection Service (eFCS), SKL collaborated with prominent mobile payment providers, including JKOPAY, icash Pay, and iPASS MONEY, to offer policyholders a diverse range of mobile payment channels. This integration enables seamless, real-time payments for renewal premiums and policy loan interest anytime, anywhere. By mitigating the risks of misplaced paper notices, delivery errors, and the need for in-person counter visits, this initiative significantly improves payment success rates and elevates the overall customer experience.	A total of 1,500 payments were completed through eFCS, representing 0.3% of SKL's self-service payment channels.
 Mobile Electronic Direct Debit Authorization Service	An electronic self-service payment platform was established within the member portal, integrating online and offline services to provide a convenient "one-stop" digital experience. The platform supports multiple payment methods, including policyholder checking account debits, credit card payments, electronic payments, and mobile banking. Policyholders can access the platform through electronic payment notifications received via email, SMS, or the official LINE account and select their preferred payment method to complete the payment.	The platform recorded 57,000 successful logins and facilitated 12,000 completed online payments, representing a 21% payment conversion rate.
 Mobile Policy Administration Service Platform	Policyholders can apply for the Electronic Direct Debit Authorization (eDDA) service through the Shin Kong Life App and our e-Application Platform. Authorization is securely verified through mechanisms such as chip-enabled financial cards, online banking two-factor authentication, and bank account data validation. This simple and efficient digital process provides real-time authorization results, eliminating traditional risks associated with misplaced paper seals, incorrect account data, and the lengthy waiting times required for manual signature verification.	The Mobile Electronic Direct Debit Authorization Service recorded a total of 201,000 transactions.
 Mobile Policy Administration Service Platform	Seven new policy alteration transaction functions were added to the "Mobile Business App" used by sales representatives, including "Automatic Renewal Option Changes," "Policy Issuance Type Changes," "Reduced Paid-Up Insurance," "Extended Term Insurance," "Dividend Option Changes," "Rider Continuation Endorsements," and "Foreign Currency Policy Loan Endorsements." These enhancements ensure that policy changes can be completed within a secure and transparent digital environment.	For cases submitted through proprietary distribution channels, the electronic policy alteration submission rate increased from 73% to 98%. 

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Strategy 3: Integrating Efficient Operations to Expand Service Effectiveness

Solution	Content	Results in 2025
 Smart Administrative and Legal Affairs System	Following the Supreme Court Civil Grand Chamber's ruling that insurance policies may be subject to compulsory execution, the volume of policy seizure cases increased dramatically. To address these regulatory changes, SKL became the first insurer in the industry to introduce an integrated solution combining next-generation Optical Character Recognition (OCR) and Large Language Model (LLM) technologies. This system rapidly and accurately converts various paper-based and electronic documents into editable digital text. By successfully integrating debtor's policy information, the system has transformed the traditional policy seizure process, redesigned operational workflows, and significantly improved processing efficiency and accuracy. Case processing efficiency has increased by 50%–75%, and the system has been recognized by the courts as a benchmark in the industry.	The proportion of court execution-related orders processed electronically has increased to 70%. Through process digitalization, approximately 300,000 sheets of paper are saved annually, offsetting 2.03 metric tons of carbon emissions (calculated based on a carbon footprint of 3.4 kg CO ₂ e per ream of 70 gsm A4 paper). Driven by this 70% automation rate and an average labor cost of NT\$280 per hour, the system is projected to reduce annual labor costs by approximately NT\$4.7 million. Furthermore, administrative inquiry fees are conservatively estimated to generate an additional NT\$4 million in annual revenue for the Company.
 Policyholder Administration and Claim Alliance Chain & Claims E-pass Services	In line with the competent authority' s industry-wide convenience initiatives, SKL joined the Policyholder Administration and Claim Alliance Chain and the Claims E-Pass services. When policyholders request changes to designated contact information or submit medical claims, they only need to apply through a single insurer. The application is then automatically transmitted to other participating companies, eliminating the need for policyholders to redundantly complete forms at multiple insurance companies. In 2025, SKL participated in the trial implementation of the 'Mobile Claims Alliance Chain and Digital Identity Verification Mechanism' project, jointly driven by the Life Insurance Association and the Insurance Brokerage Association. Our insurance agents can now provide one-stop digital claims application services via mobile devices, enabling policyholders to complete and sign digital applications in real time, thereby expanding the accessibility and convenience of our claims services.	During the year, the Policyholder Administration Alliance Chain service successfully processed a total of 26,593 policyholder information updates. Additionally, in 2025, approximately 89,000 claims applications submitted through the Claim Alliance Chain service were processed and securely exchanged across participating insurers.

Awards and Honors of Digital Innovation

Awards and Honors of Digital Innovation						
Award Received	National Brand Yushan Award Best Product Award	National Brand Yushan Award First Prize	2025 Excellence and Best Rating Survey Outstanding Digital Finance Award	IIA International Innovation Award	Asia Insurance Awards - Best Insurance Technology of the Year	Digital Finance Award Digital Treating Customers Fairly Award - Excellence Award
Organizer	Republic of China National Enterprise Competitiveness Development Association		Excellence Magazine	Enterprise Asia	Charlton Media Group	Commercial Times

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Realizing Sustainability Governance

| GRI 3-3 |

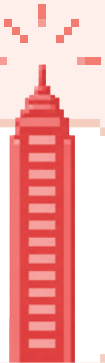


Plan

- Strengthen the operating mechanisms of the Board of Directors and Functional Committees.
- Implement and promote ethical corporate management.
- Strengthen information security protection.

Commitment

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.



Material Topic	2025 Target	Status of Achievement	Major Performances in 2025	Short-term Target (2026)	Medium- to Long-term Target (2030 as the Target Year)
Corporate Governance and Ethical Management	Assist TS Holdings to reach the top 20% in the Corporate Governance Evaluation.		Ranked in the top 20% in the Corporate Governance Evaluation.	Assist TS Holdings to reach the top 20% in ESG evaluations.	
	- Conduct external evaluations every three years and disclose external performance evaluations, including suggestions and improvement measures. - Maintain an average attendance rate of the Board of Directors of above 85%.		- Completed performance evaluations of the board and functional committees and disclosed the results. - Actual attendance rate of the board of directors is 98%.	- Complete performance evaluations of the board and functional committees and disclose the results thereof. - Maintain an average attendance rate of the Board of Directors of above 85%.	
Risk Management	- Implement risk management practices to swiftly address emerging risks. - Continue pursuing "ISO 22301 Business Continuity Management System (BCMS)" certification.		- Jointly assessed emerging risks with TS Holdings, identified their potential operational impacts and implications, and developed corresponding response and mitigation plans. - Obtained "ISO 22301 Business Continuity Management System (BCMS)" certification.	- Implement risk management practices to swiftly address emerging risks. - Continue pursuing "ISO 22301 Business Continuity Management System (BCMS)" certification.	
Legal Compliance	Optimize compliance management operations.		Continued to improve the "Compliance Management System" and incorporated compliance self-assessment and evaluations into systematic operations.	- Continuously optimizing regulatory compliance management operations. - Actively respond to the policies of the competent authority, maintain good communication and interaction, and implement legal compliance operations.	
Information Security and Privacy	Purchase information security insurance, continue to strengthen information security protection, simulate hacking techniques, and evaluate the effectiveness of response mechanisms.		Completed the insurance for information security and plans to continue the insurance in 2026.	Implement information security protection and response mechanisms.	
	Maintain ISO 27001 and BS 10012 international standard certification and pass ISO 27001:2022 conversion certification..		Maintained the validity of our ISO 27001 and BS 10012 certifications and completed the transition audit for ISO 27001:2022.	Maintain the validity of international information security standards (ISMS, PIMS) certifications.	



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Realizing Sustainability Governance

6.1 Corporate Governance | GRI 2-9、2-11、3-3 |

Guided by our core operational philosophy of 'Prudence and Steadfastness,' Shin Kong Life Insurance Co., Ltd. (SKL) remains steadfastly committed to elevating corporate governance, safeguarding shareholder rights, and advancing the interests of all stakeholders.

We continuously reinforce our organizational resilience through five key governance pillars: enhancing Board functionality, promoting ethical management, bolstering Anti-Money Laundering (AML) mechanisms, perfecting internal control systems, and ensuring transparent information disclosure.

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

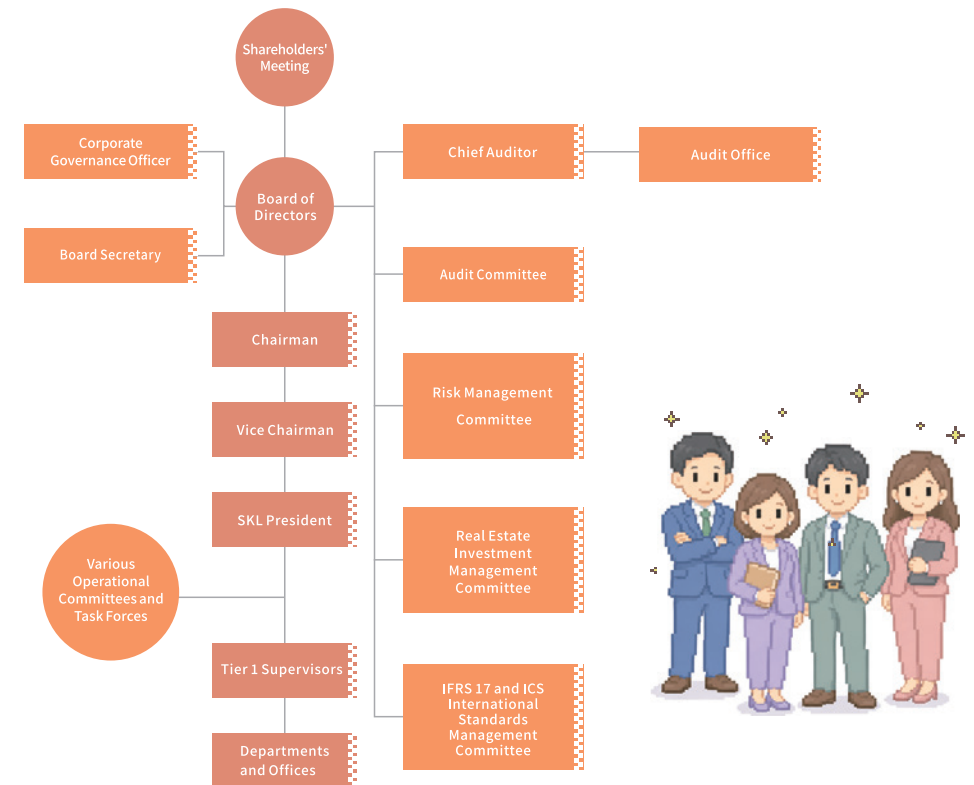
6.1.1 Board of Directors and Functional Committees | GRI 2-10、2-11、2-12、2-16、2-17、205-2 |

Shin Kong Life Insurance. (SKL) is a wholly-owned subsidiary of Taishin Shin Kong Financial Holding. In strict compliance with relevant laws and regulations, SKL structures its overall Board framework and authorities. All members of the SKL Board of Directors are appointed by the parent financial holding company following thorough qualification screening and official authorization by the Chairman of Taishin Shin Kong Financial Holding. Demonstrating high standards of governance independence, the Chairman of SKL does not concurrently hold any executive positions within the management team.

In 2025, the Board of Directors consisted of 15 directors (including 3 independent directors) who are responsible for the Company's operational policies, overseeing and managing the results of ESG initiatives at all levels, and safeguarding the rights and interests of all shareholders. The information of the Board members is disclosed based on the 21st Directors who were reelected on December 2025. For information on the directors' term of office and professional background, please refer to the [Market Observation Post System for the Insurance Industry](#). 

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 invite credible and professional independent directors to participate in corporate governance and safeguard the rights and interests of all shareholders. The Audit Committee, Risk Management Committee, Real Estate Investment Management Committee, and 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](#). 

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.



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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



Name	Title	Term of Office	Gender	Age	Professional Background							Concurrently Serving as a Manager	Family Relationship	Attendance Rate of Board Meetings
					Insurance	Finance	Law	Actuary	Risk Management	Information Security	Others			
Wei, Mark	Chairman	3 years	Male	60-70	V						Banking, securitie	N/A	N/A	100%
Hung, Michael	Vice Chairman	3 years	Male	51-60	V						Banking, securitie	N/A	N/A	100%
Huang, Min-Yi	Director	3 years	Male	61-70	V					V Chair of the Information Security Committee		V	N/A	100%
Wu, Hsin-Hao	Director	3 years	Male	31-40	V				V		Banking, securitie	N/A	N/A	100% ^{Note1}
Tsai, Hsiung-Chi	Director	3 years	Male	Above 71	V			V		V Chair of the Information Security Committee		N/A	N/A	100%
Chen, Ting-Chung	Director	3 years	Male	51-60	V							N/A	N/A	100%
Wu, Min-Wei	Director	3 years	Male	Above 70	V							N/A	N/A	100%
Hung, Shih-Chun	Director	3 years	Male	51-60	V							N/A	N/A	88%
Huang, Hsin-Chang	Director	3 years	Male	51-60	V	V					Banking, securitie	N/A	N/A	94%
Wu, Hsin-Ta	Director	3 years	Male	51-60	V						Architecture	N/A	N/A	94%
Chen, Shih-Fei	Director	3 years	Male	61-70	V							N/A	N/A	100%
Wu, Pang-Sheng	Director	3 years	Male	Above 71	V							N/A	N/A	100%
He, Hung-Neng	Independent Director	3 years	Male	61-70	V				V Chairman of the Risk Management Committee		Medicine	N/A	N/A	100%
Chien, Min-Chiu	Independent Director	3 years	Female	61-70	V	V						N/A	N/A	100%
Chai, Lai-Ping	Independent Director	3 years	Male	61-70	V				V Chairman of the Risk Management Committee		Securities	N/A	N/A	100% ^{Note2}
Chang, Jung-Feng	Independent Director	3 years	Male	Above 71	V				V Chairman of the Risk Management Committee		Economics	N/A	N/A	90% ^{Note3}

Note 1: Appointed on August 29, 2025.

Note 2: Appointed on September 26, 2025.

Note 3: Resigned on September 25, 2025. The attendance rate of Board meetings was calculated based on the meetings held from January 1, 2025 to September 25, 2025

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Operations of the Board of Directors in 2025

Attendance Status	The average attendance rate of Board meetings in 2025 was 98% (the statistics included the attendance rate of the director Chang, Jung-Feng). Each Board meeting was attended by at least 2 independent directors in person.
Cases under Consideration	The Board of Directors is SKL's highest governance body and is responsible for leading and supervising the Company's operations and promoting sustainable development. The total number of key material events in 2025 was 96. Topics of communication included: corporate sustainability, corporate governance, ethical corporate management, financial performance, risk management, legal compliance, and treating customers fairly. The Board of Directors considered and approved ESG-related measures and reports on material issues: 1. Evaluation of the appropriateness of the overall risk management mechanism with respect to risk management policies, execution and review, and the effectiveness of internal audits. 2. Revised the Internal Control System, Procedures for Handling Whistleblowing Reports, Ethical Corporate Management Policy and Best Practice Principles, Procedures for Integrity Management and Code of Conduct, Internal Control Procedures for Outsourcing Operations, Regulations Governing Transactions Other Than Loans with Stakeholders and Prospective Stakeholders, Regulations Governing the Management of Lending to Stakeholders and Prospective Stakeholders, Procedures Governing Real Estate Investment and Management, Regulations Governing Investments in Overseas Insurance-Related Enterprises, and Guidelines for Investments in Insurance-Related Enterprises.. 3. The Board of Directors regularly reviews key operational and sustainability reports, including the Report on Corporate Sustainability Performance and Ethical Management Implementation, Report on the Implementation of Treating Customers Fairly Principles, Performance Report on Specialized Investments in Public and Social Welfare Enterprises, Regulatory Compliance Operational Report, Anti-Money Laundering and Counter-Terrorist Financing Report, Special Project Report on Financial Inclusion and Accessible Service Initiatives, and the Progress Report on Greenhouse Gas Inventory and Verification.

A. Board Diversity Policy

All members of the Board of Directors of the Company are appointed in accordance with various regulations. Taking into account their professional background, the members of the Board of Directors of SKL specialize in a diverse range of professions, including insurance, finance, business, information technology and accounting. Please refer to [Market Observation Post System for the Insurance Industry](#) or the [2025 SKL Annual Report \(P.15~P.22\)](#).

B. Strengthening the Competencies of the Board of Directors

To enhance the board of directors' expertise across various areas, we organized training courses in 2025 on topics including "Sustainable Finance and Ethical Management," "Risk Management – International Net-Zero Trends in the Financial Industry and the Promotion of Transition Finance," "Anti-Money Laundering, Fair Customer Treatment Principles (including Financial Accessibility Services), and Cybersecurity Protection," and "How Insurers That Have Adopted IFRS 17 Internationally Communicate IFRS 17 Transition Information to External Stakeholders." Directors completed a total of 188.5 training hours, with an average of approximately 12 hours per director. The completion rate for sustainability-related training courses among board members was 100%. In addition, the Company regularly presents the contents of the Internal Control System Statement on Anti-Money Laundering and Counter-Terrorist Financing (AML/CFT) to the Board of Directors, and has completed integrity management and anti-corruption practical case studies training for all Board members. For further details, please refer to the [Public Disclosure section on the official Shin Kong Life website](#).

C. Conflict of Interest Avoidance Mechanisms | GR12-15 |

The Company's Rules of Procedure for Board of Directors Meetings explicitly stipulate that any director who has a personal interest or represents a legal entity with an interest in a given matter must explain the essential contents of their interest at that Board meeting. If such an interest is likely to prejudice the interests of the Company, the director concerned shall abstain from discussions and voting, recuse themselves from the meeting, and may not exercise voting rights as a proxy for other directors. For detailed information, please refer to the [2025 Shin Kong Life Annual Report \(P.40-45\)](#).

D. Participation of Directors in Functional Committees

In addition to participating in the Company's operating decisions through the Board meetings, the directors of the Company also actively participate in business discussions of the functional committee meetings in order to strengthen the supervision of important business by directors. The evaluations of functional committees provide the Board of Directors with more comprehensive opinions for decision-making. The status of directors' participation in functional committee meetings is shown in the table below.

Functional Committees	Number of Participating Directors	Attendance Rate
Audit Committee	3	94%
Risk Management Committee	2	100%
Real Estate Investment Management Committee	5	97%
IFRS 17 and ICS International Convergence Management Committee	6	93%

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6.1.2 Performance Evaluation of the Board of Directors and Functional Committees | GRI 2-18 |

The Company conducts performance evaluations of the Board of Directors and functional committees in accordance with the "Rules for Evaluating Board of Directors and Functional Committee Performance". External performance evaluations are conducted at least once every three years, and evaluation results are disclosed on the [company website](#).

The internal evaluation in 2025 and the external evaluation in 2023 covered 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	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. The 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. 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.	In 2025, the average score of each evaluation aspect of SKL's Board of Directors was between 4.8-5.0 points; the average score of each evaluation aspect of the performance evaluation of individual directors was between 4.5-5.0 points; and the average score of self-evaluation of the functional committee's performance was between 4.7-5.0 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	Four aspects of board performance evaluation: 1. Board professionalism: diversity of board composition, directors' continuing education status, utilization of external resources, etc. 2. 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. 3. 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. 4. Board of Directors' attitude towards sustainable operation: disclosure of ESG information, planning of talent cultivation and succession plans, actions for sustainable operation, etc.	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.

6.1.3 Remuneration Scheme for Directors and Executives

| GRI 2-19、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 [2025 SKL Annual Report\(P32~39、P63\)](#). 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 2025, the Company's highest-paid individual's annual total remuneration was 17.84 times the median pf 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 5.92 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

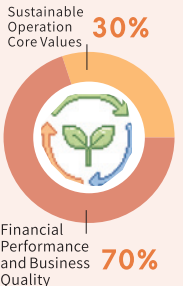
All directors (except independent directors) are awarded the Chinese New Year bonus based on their monthly fixed remuneration and the base amount pf the overall employee performance bonus for the year, while considering the individual performance evaluation results of directors. Furthermore, in addition 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 2025 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 2025 to shape the culture of corporate responsibility.

2025 Overall Key Performance Indicators

Item	Weight	Indicator Description
Sustainable Operation Core Values	30%	Including corporate sustainable operation performance (including material ESG issues such as DJBIC evaluation, inclusive financial products and services, SBTi carbon reduction, and organization of general sustainability courses), legal compliance, and digital financial services.
Financial Performance and Business Quality	70%	Including financial and business aspects (such as: profitability, risk control, business quality / promotion).
Bonus items		Group synergy



Sustainable Operation Core Values 30%

Financial Performance and Business Quality 70%

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6.2 Ethical Management | GRI 2-23、2-24、3-3、205-1、205-3

SKL has established the 'Ethical Corporate Management Policy and Best Practice Principles' alongside the 'Procedures for Integrity Management and Code of Conduct,' conducting annual training sessions for all employees, with a 100% completion rate achieved in 2025. For the ethical management training of directors and senior management, the Company invited a expert lecturer from the Taiwan Academy of Banking and Finance (TABF) this year to deliver a specialized course on 'Sustainable Finance and Integrity Management (Including Gender Equality and Anti-Corruption).'

The Company conducts annual unethical conduct risk assessments to monitor risk distribution and control measures across operations. In 2025, company-wide unethical conduct risk assessments achieved a 100% completion rate. The risk evaluation covered 11 key risk categories, including bribery, improper sponsorships, unfair competition, and acceptance of improper benefits. The overall unethical conduct risk assessment result was rated as Low Risk.



SKL Code of Integrity and Ethical Values

Ethical Corporate Management Policy and Best Practice Principles

Employee Work Rules

Regulations for Handling Employee Complaints

Whistleblowing System

6.2.1 Living Up to the Financial Professional Ethics

A. Code of Ethical Conduct

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

B. Employee Code of Conduct

Insurance agents should have good conduct and abide by the Company's regulations on labor contracts and contracting agreements. Insurance agents are required to execute business operations based on the principle of good faith. In the event of any breach, penalties will be imposed in accordance with the "Personnel Management Rules" and the "Rules for Rewards and Punishment of Salespersons" to protect the rights and interests of the Company and policyholders. There was no incident of acceptance of bribery in 2025.

C. Whistleblowing System

To establish a culture of integrity, transparency and promote sound corporate governance, the Company has implemented a whistleblowing system that provides clear reporting channels and protection mechanisms to ensure that whistleblowing cases are handled independently, fairly, and appropriately.

Any individual who discovers suspected criminal conduct, fraud, or violations of laws or regulations by personnel of the Company or its subsidiaries may submit a report to the Company by mail or through the designated email address (whistleblower@skl.com.tw). If a reported case is verified through investigation, follow-up actions will be taken according to the circumstances, including disciplinary measures, legal prosecution, claims for damages, or reporting as a material incident. Any individual who has an interest in the whistleblower, the reported party, or the case itself, or who has any other circumstance that may affect the fair handling of the case, shall voluntarily recuse themselves and may not participate in the acceptance, investigation, review, or decision-making process of the case, in order to ensure objectivity and impartiality.

The Company is subject to strict confidentiality obligations regarding the identity of whistleblowers, the content of reports, and investigation-related information, and we expressly prohibit any form of retaliation, adverse treatment, or reprisal to protect the rights and interests of whistleblowers. At the same time, the whistleblowing channels are published on the Company's official website, and awareness promotion and training programs are conducted regularly for employees. In 2025, no whistleblowing cases were received. We will continue to review the reasonableness and effectiveness of the "Whistleblowing System" to further enhance reporting channels and strengthen whistleblower protection mechanisms.



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6.2.2 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 2025, the money-laundering and terrorism financing risk assessment report was 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 2025, 100% of the Board of Directors received anti-money laundering training, and 100% of dedicated supervisors, specialized staff, and supervisors of domestic business units also completed the required training.

C. Enhancing Internal AML/CFT Regulations

The Company has established internal regulations, including the "Regulations Governing AML/CFT Responsibilities and Functions," the "Regulations Governing AML/CFT Customer Due Diligence Operations," and the "Regulations Governing AML/CFT Transaction Monitoring Scenario Management," to build a comprehensive internal AML/CFT control system.

Furthermore, with respect to external commercial business partners (such as insurance brokers and agencies), the Company has formulated the "Regulations Governing the Management of Partner Channels for AML/CFT." These regulations explicitly stipulate that candidate partner channels must be evaluated for their AML compliance status during the selection process. In addition, the legal contracts must define the AML/CFT rights and obligations of both parties, and periodic annual reviews of partner channels must be conducted to ensure that external partners adhere to AML operational standards consistent with those of the Company.

6.2.3 Building a Culture of Compliance & Internal Audit Framework | 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. We strictly abide by relevant laws and regulations. The legal compliance plan is also regularly submitted to the Board of Directors. In 2025, we continued to optimize 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 and track follow-up improvements, 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 2025
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 2026 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	The Company automatically collects the latest laws, regulations, administrative rulings, and peer disciplinary cases relevant to SKL and its subsidiaries on a daily basis. This information is distributed to all business units via email for regulatory dissemination, driving timely reviews and updates of existing internal policies and operational procedures.
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 updated all operations and management regulations in a timely manner.
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, as well as disclosures of assessment results.
Legal Compliance Education Training and Online Testing	1. 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. 2. The teaching materials and courses of the "2025 Legal Compliance Promotion Week" had been reviewed and adjusted. The total number of education training hours was 14.94 hours.

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B. Internal Audit System

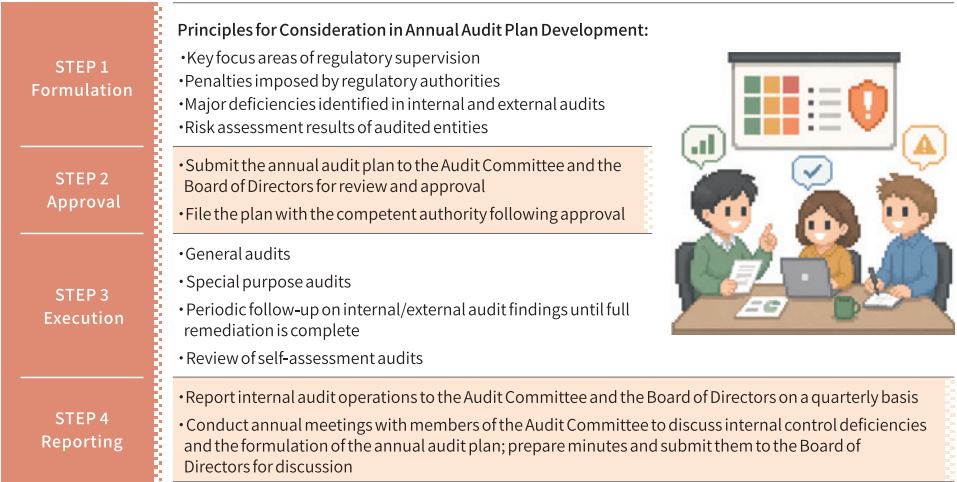
The third line of defense, the internal audit unit, is affiliated with the Board of Directors. It performs audit work in an independent and detached spirit, assists the Board of Directors and senior management in checking and evaluating whether the risk management and internal control systems are operating 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 based on actual needs and relevant laws and regulations. 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) and self-inspections. The chief auditor reports the audit work to the Audit Committee and the Board of Directors on a quarterly basis.

Internal Audit Operations



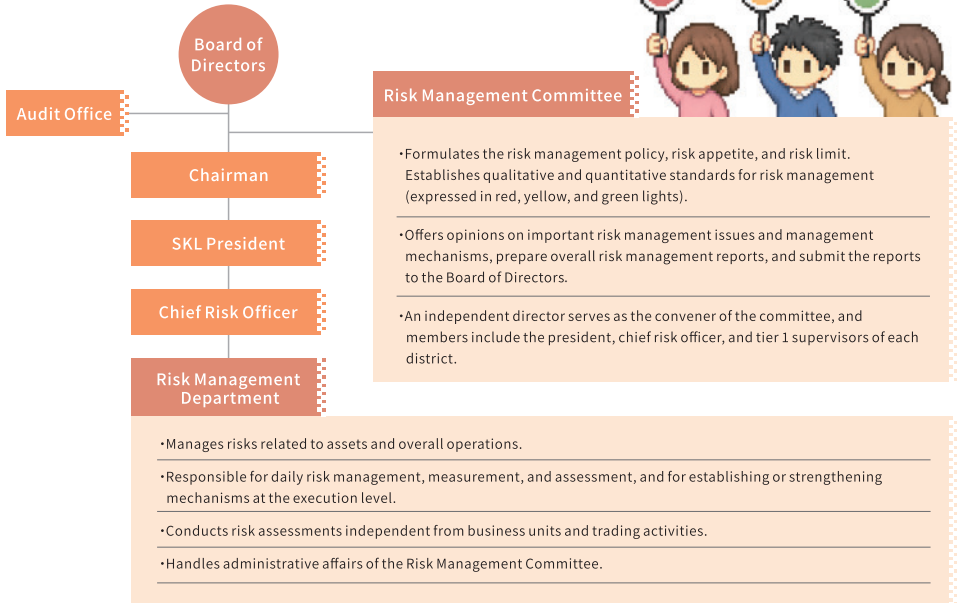
6.3 Risk Management | GRI 3-3 |

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.

Shin Kong Life Insurance Risk Management Committee



D. Material Sanctions and Improvement Measures | GRI 205-2 |

There were no penalties for SKL in 2025, please refer to the [Market Observation Post System](#) for the Insurance Industry.

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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.

6.3.2 Main Risk Management Measures

SKL has established the 'Risk Management Policy' as the supreme guiding principle for enterprise risk management. Characterized by its alignment with business objectives, clear execution guidelines, and a strong focus on operational risk control, this policy underpins the Company's Four Pillars of Risk Management, ensuring effective management of operational risks amidst changing external regulations and environments. The Company regularly conducts the Own Risk and Solvency Assessment (ORSA) report to evaluate current risk management capabilities and solvency margins. Based on the nature, scale, and complexity of our business, SKL identifies material and relevant risks, executing risk identification, quantitative assessment, monitoring, and reporting to maintain exposure to various operational risks well within the Company's risk tolerance limits. (For further details on our risk management mechanisms, please refer to [the SKL Annual Report\(P159\)](#) and [the Market Observation Post System](#).)

B. Main Risk Management Methods and Implementation Status

Main Risk Type	Management Methods and Implementation Status
 Market Risk	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. - We formulate market risk indicators and set up light-signal control standards to continuously execute market risk limit management and foreign exchange risk limit management. Concerning foreign exchange gains and losses, since they are fully offset by the Company's Foreign Exchange Price Fluctuation Reserve, complete control standards for the reserve have been formulated. - 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 completed to strengthen the Company's market risk assessment and management capabilities. - Regarding the 2025 risk control mechanisms, SKL set overall investment limits in consideration of the Company's risk appetite, while implementing differentiated risk management through internal risk control guidelines tailored to the unique characteristics of various asset classes. Furthermore, in response to the regulatory updates issued by the competent authority concerning the 'Directions for Foreign Exchange Price Fluctuation Reserve of Life Insurance Companies,' the Company continuously increased its foreign exchange reserve provisions to strengthen its resilience against exchange rate fluctuations.
 Credit Risk	To mitigate the risks associated with debtor credit downgrades, default, or a counterparty's inability or refusal to fulfill obligations, the Company has established robust and appropriate credit risk management mechanism. - 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. - Continuously adjust risk management mechanisms based on changes in the financial market, regulatory changes, and the Company's business strategies. In 2025, SKL referenced the risk factors across various credit risk assets under the Insurance Capital Standard (ICS) alongside default probabilities from credit rating agencies to refine our investment limit framework. Based on attributes such as product-specific capital requirements, credit ratings, and claim priorities, the Company designed differentiated risk limits tailored to diverse asset profiles.

A. Four Pillars of Risk Management

	Pillar I Risk Management Culture	The Company fosters a top-down risk management culture by elevating risk management to a strategic level and promoting a risk management mindset throughout all levels of the organization. Risk management personnel are assigned within each business unit. We also regularly communicate the importance of risk management to members of the board of directors and senior management to instill a sense of accountability for risk management among management and employees.
	Pillar II Risk Management Mechanism	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.
	Pillar III Risk Measurement Tools	Establish or refine measurement models for market risk, credit risk, operational risk, and climate change risk, while evaluating the impact of abnormal and material events through stress testing.
	Pillar IV Risk Performance System	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.

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Main Risk Type	Management Methods and Implementation Status
 Liquidity Risk	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. 1. The Company establishes indicators related to liquidity risk and sets light-signal control standards to continuously monitor and manage funding liquidity and market liquidity risks. 2. If there is an abnormality in short-term funds, relevant contingency plans will be put forward and reported to the Risk Management Committee.
 Operational Risk	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. 1. Utilized Loss Event Database (LED), Risk and Control Self-Assessment (RCSA), and Key Risk Indicators (KRI) as our primary risk management tools to assist each unit in risk identification, assessment, response, monitoring, information and communication, and documentation processes. Risk control measures are implemented to strengthen the management of operational risks. 2. Established a Business Continuity Management (BCM) framework to assist each unit in developing business continuity plans. Based on practical experience, control measures are refined annually, and scenario exercises are conducted regularly to ensure business continuity and safeguard customer interests. In 2025, in response to extreme climate events occurring around the world, climate change was added as a threat factor in risk assessments and incorporated into the scope of scenario exercises.
 Insurance Risk	Establish appropriate management mechanisms for the product design and pricing, underwriting, reinsurance, catastrophe, claims and reserve-related risks involved in insurance risks. 1. The Company establishes insurance risk indicators and sets light-signal control standards to continuously monitor and manage risks related to product design and pricing, underwriting, reinsurance, catastrophes, claims processing, and reserves, ensuring the rigorous execution of risk control operations. 2. 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. 3. In order to have a more substantial effect on underwriting quality management, set the number of deficiencies for underwriting quality sampling inspection. 4. 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. 5. 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. 6. 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.
 Asset-Liability Matching Risk	Taking into account the primary factors driving discrepancies in asset and liability valuation changes, the Company evaluates investment yields against liability costs, duration matching, cash flows, and scenario analysis to establish robust management mechanisms for assessing Asset-Liability Matching (ALM) risk. We formulate ALM risk indicators and set light-signal monitoring standards to conduct regular ALM assessments—encompassing yield-cost spread analysis, cash flow management, duration analysis, and stochastic scenario modeling. If assessment results fall short of early-warning thresholds, cross-departmental meetings are convened to devise response strategies, which are subsequently submitted to the relevant management committees.
 Climate Change Risk	Through an assessment of the economic environment and our business activities, we identified climate-related physical risks and transition risks, evaluated their impacts on our operations and investment and financing activities, and ultimately identified material climate change risks and developed corresponding response strategies. In accordance with the TCFD framework (covering governance, strategy, risk management, and metrics and targets), we established a climate change risk management framework. In 2025, our climate change risk management efforts covered the identification of climate-related risks and opportunities, scenario analysis, greenhouse gas inventory activities, and the management of high carbon-emitting industries. The status of these management efforts was disclosed in our Sustainability Report and other public information.
 Information Security Risk	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) 1. Developed information security risk-related indicators and set signal management standards to continuously monitor and implement information security risk management. 2. 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 2025, there were no information security incidents, such as hacker attacks, nor any related incidents resulting in personal data breaches. 3. 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 2025, the personal data assessment results were still within the acceptable risk value, and there were no high-risk matters.

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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. To identify and strengthen the management of such risks, the Financial Holding Company and its subsidiaries jointly conduct emerging risk identification. By referencing domestic and international reports, emerging risk factors are screened and surveyed across the group via questionnaires. Based on the prioritization of risk materiality, key emerging risks facing the entire group are identified (as shown in the table below), with corresponding response and mitigation measures formulated.

Risk Name	Risk Description	Potential Operational Impact and Influence of the Risk	Response / Mitigation Plan
 【Economic Aspect】 Uncertainties in the global political and economic landscape and tariff policies	Policy developments under the Trump administration, particularly in areas such as tariffs and geopolitics, have added uncertainty to the global economy and trade environment. Changes in the international political landscape may increase demand for hedging assets and heighten volatility in financial markets. In addition, any intervention by President Trump in the Federal Reserve's interest rate decisions could drive up long-term interest rates, resulting in significant fluctuations in bond market yields.	- Operational impact: Supply chain diversification may erode the profitability of credit customers and investment targets, while geopolitical conflicts may increase the investment risks associated with overseas holdings, resulting in potential asset losses. - Business impact: Higher customer default rates, as well as increased demand for wealth management, asset allocation, and cross-border financial services.	- Investment strategy: Conduct tariff sensitivity analysis for shareholding; Implement dynamic hedging strategies; Ensure high liquidity of positions through stop-loss and early warning mechanisms in accordance with internal regulations; Diversify investment portfolios to reduce exposure to emerging markets; Continue to monitor policy trends in major countries or regions. - Risk management : Establish risk classification and early warning mechanisms, and implement differentiated limit controls by country, region, and industry based on risk tolerance and sovereign credit ratings and strengthen pre-investment risk assessments and post-investment monitoring of market indicators.
 【Technical Aspect】 AI and Business Resilience	According to the Global Risks Report 2026 published by the World Economic Forum (WEF), AI has evolved from a standalone technological innovation into a systemic force that profoundly affects labor markets, the information environment, national security, and social trust. Without cross-border governance and minimum safety standards, AI may further amplify risks such as misinformation, social inequality, and escalating conflicts.	The rapid adoption of generative AI in financial services may give rise to issues such as model errors, algorithmic bias, data bias, and a lack of explainability and accountability, potentially resulting in significant financial and reputational losses. If the development of regulatory frameworks fails to keep pace with technological advancements, governance gaps may emerge.	- Strengthen the Company's AI risk governance: This includes establishing AI governance policies and standards; clearly defining appropriate oversight and risk management review requirements for third-party AI supplier; establishing appropriate data migration mechanisms to ensure compliance in the use of models and data; and implementing the principles of data minimization and sensitive information anonymization to enhance data governance. - Establish an internal AI governance framework, including AI life cycle management and risk classification evaluation mechanism. Through the internal AI governance organization, we collaborate with relevant units to establish and enhance the Company's AI management framework and operational mechanisms. - SKL has established human oversight and reviewability mechanisms to ensure that critical operational decisions are safeguarded by human judgment. Furthermore, the Company continuously enforces data preparation and verification protocols across the AI lifecycle, effectively minimizing the risk of model misjudgments and guaranteeing that AI-generated decisions remain accessible to human intervention and remediation.
 【Social Aspect】 Structural Labor Shortage	As many of the world's major markets enter an era of super-aged and low-birth-rate societies, the supply of labor is shrinking significantly. According to a report by the National Development Council, the core working-age population in 2020 shifted to the 35-44 age group, ten years later than previously observed. It is estimated that the future age of the core labor force will continue to shift upward in the future. Labor shortages may become the new normal, creating new challenges for corporate recruitment and financial services.	- Changes in demographic structure may give rise to risks in our operations, including difficulties in employee recruitment, labor shortages, and increased labor costs. - As the number of elderly customers increases, a purely digital service model may lead to "digital exclusion" and an increase in customer complaints, and may even violate the principles of financial inclusion.	- Product transformation: Focusing on retirement protection and wealth transfer for enhancing customer protection, we will remind senior policyholders to make use of the "Policy Conversion Option" to convert whole life insurance policies into long-term care insurance or annuity insurance, thereby ensuring the quality of medical care and life insurance protection after retirement. - Cognitive assessment and proxy mechanism: The intelligent customer service system will be incorporated with cognitive assessment scales along with records tracking. We will then implement the "Family Contact Person" mechanism to ensure that policyholders continue to have a legally authorized representative to protect their rights and interests in the event of dementia. - Service innovation: Implement financial inclusion Smart digital customer service has set up exclusive channels for the elderly, providing "fast direct contact with real people" services to eliminate the digital gap. - We will accelerate education and training in emerging fields such as digital skills and green energy technologies and encourage middle-aged and elderly people to continue working.

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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 occur—such as information service disruptions, large-scale infectious disease outbreaks, or natural disasters like earthquakes—SKL may face business interruptions or challenges in operating certain critical business functions. In accordance with ISO 22301 and relevant regulatory requirements, we have established a robust business continuity management framework and continue to maintain ISO 22301 Business Continuity Management System (BCMS) certification from the British Standards Institution (BSI) annually (refer to the Appendix for certification details). This framework is designed to minimize the likelihood and impact of business disruptions while strengthening our incident response and recovery capabilities.

We identify key operational activities and determine the essential resources (including personnel, systems, and equipment) required for recovery through comprehensive Business Impact Analysis (BIA) and Risk Assessment, formulating tailored recovery strategies and Business Continuity Plans (BCP) on this basis. Every year, we conduct multi-scenario business continuity drills and stress tests, continuously expanding the breadth, depth, and frequency of on-site exercises. Furthermore, for our external partners and critical suppliers, we have enhanced supply chain continuity risk assessments to ensure alignment with SKL's overarching business continuity objectives.

We optimize our business continuity management framework annually based on operational experiences, regulatory updates, and insights from internal and external audits. This ensures the ongoing effectiveness, adaptability, and appropriateness of our BCMS framework, enabling the Company to maintain sustainable operations and safeguard the interests of our customers and stakeholders.

6.4 Information Security and Personal Data Protection

GRI 3-3

6.4.1 Information Security Organization and Policy

A. Information Security Strategy and Resource Investment

SKL is committed to providing customers with a sense of security and continuously promoting a culture of information security. In order to build a solid and trustworthy financial information security system, we have developed information security strategies from three aspects: "pre-incident protection", "during incident response" and "post-incident recovery". SKL continues to invest in building a complete information infrastructure, implementing information security management, monitoring, protection and other related budgets. In 2025, the information security budget accounted for 11.48% of the total information 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, Tsai, Hsiung-Chi and Huang, Min-Yi with information security backgrounds were appointed as directors to strengthen corporate governance and ensure the diversity of board members. The "Information Security Committee" has been established under the board of directors. 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. We convened a total of 8 information security senior supervisor meetings as mentioned above in 2025 in order to ensure effective communication and coordination on information security and personal data protection issues.

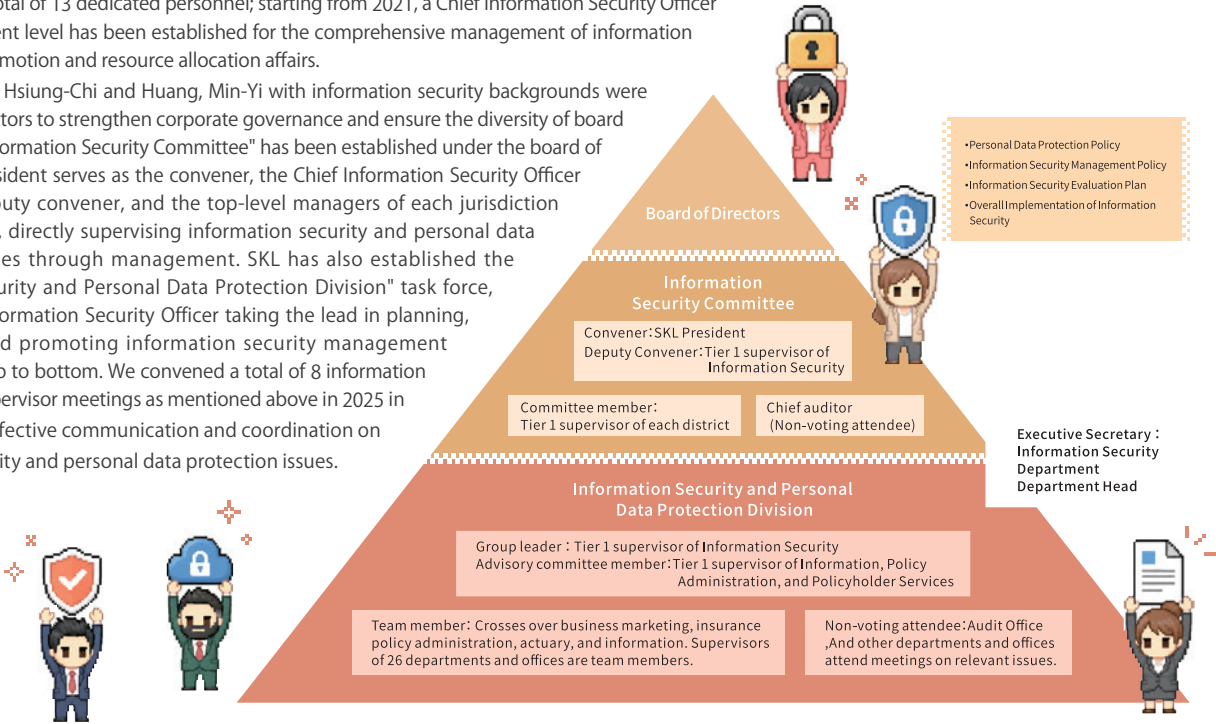


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6.4.2 Information Security Management Mechanism

A. Information Security Action Plan and Results

Information Security Management Solution		Specific Results in 2025
 Bolstering Information Security Management	- Information security courses for directors and senior executives are held every year to improve information security risk identification and supervision capabilities. - 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. - Actively participate in relevant meetings or discussions of the competent authorities, pay attention to policy directions and maintain communication channels. - In conjunction with the policy promotion of the financial information security action plan, conduct information security governance maturity assessments. According to the FFIEC (CAT) cybersecurity maturity methodology adopted by F-ISAC of the FSC, the maturity assessment is categorized into five major areas, namely, network risk management and supervision, threat intelligence and cooperation, network security control, external dependency management, and network incident management and recovery capability. According to the standard, it is categorized into Baseline, Evolving, Intermediate, Advanced, and Innovative.	- Completed the "Personal Information Security Incident Risks and Response Course" for information security education and training for directors. - Completed the overall information security implementation report. - Participated in the joint meeting of chief information security officers held by the Insurance Bureau. - The overall information security governance maturity assessment result reached the "Intermediate" level. "The Advanced level" has been achieved in the two domains of Threat Intelligence Management and Collaboration and Cybersecurity Incident Management and Response, and we will continue to enhance and advance the development of other advanced-level domains. 
 Strengthening Talent Cultivation	- 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. - Continue to cultivate the professional skills of information security personnel and encourage them to obtain international information security professional certificates.	12 information security professionals had received a total of 413 hours of information security professional courses. - Information security personnel and information personnel obtained a respective of 31 and 73 international information security certificates endorsed by the Administration for Cyber Security, Ministry of Digital Affairs, totaling 104 certificates.
 Customer Data Protection	- Establish an information security management system (ISO 27001) and personal data management system (BS 10012) in accordance with international standards to ensure the appropriateness and effectiveness of system operations. - 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. - 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. - Comply with the "Directions for Operation Outsourcing by Insurance Enterprises" and conduct on-site audits on the information security maintenance measures of the entrusted institutions for businesses outsourced by insurance enterprises each year to ensure the effectiveness of security measures. - We place great importance on effective risk transfer and, since 2025, we have obtained cybersecurity insurance coverage with a total insured amount of US\$3 million. The coverage includes data breach response, recovery, business interruption, and cyber extortion. We will continue to maintain this coverage to transfer losses arising from major disruptive cybersecurity incidents and ensure stable business operations.	- Continue to pass ISO 27001 and BS 10012 international standard certification. - The overall information security assessment results showed that there was no serious risk of non-conformities, and the remaining risk items were patched according to the deadlines. - The SWIFT CSP and PCIDSS evaluation results both met the requirements. - Completed on-site audits on the information security maintenance measures of 7 companies for operation outsourcing by insurance enterprises. - Completed insurance for information security in 2025 and submitted the insurance plan for 2026 to the Information Security Committee in the third quarter of 2025.
 Major Scenario Simulation Drills	- Conduct annual personal data breach drills to enhance employees' ability to respond to personal data leaks. - An external professional organization is commissioned to simulate distributed denial-of-service (DDoS) attacks every year to enhance detection, notification and response maturity. - Conduct social engineering drills every year to enhance employees' vigilance against phishing and deception. - 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. - In line with the policy implementation of the Financial Action Plan 2.0, the operations of external services are included in disaster recovery drills to verify effectiveness.	- Completed the drill on information security and personal data infringement incidents, and simulated countermeasures against external network intrusions and security risks posed by ransomware attacks during extended holiday. - Completed the DDoS drill on SKL's official website, during which the service was kept operating normally and the protection mechanism was effective. - Conducted email social engineering drills, the total number of people tested was 13,469; the results showed that as high as 95% of colleagues were already highly alert. - Completed 26 system disaster recovery drills, and the drill results were all in line with RTO objectives. - Completed drills for external service operations of the member section and successfully connected the external network to the backup environment for testing. - Participated in offensive/defensive drills organized by the FSC.
 Information Security Monitoring and Joint Protection Mechanism	- Engage a professional information security provider for collaborative monitoring, providing 24/7 of uninterrupted incident analysis and monitoring management. - 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. - 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.	- Collaborative monitoring had been carried out through professional information security service providers, with an information security alert handling rate of 100%. - According to the weekly detection provided by F-ISAC, the Company did not receive any high-risk vulnerabilities that may exist. - Through the financial information security joint defense monitoring center, we regularly shared threat intelligence on malicious emails and actively participated in cybersecurity information sharing and collaborative defense efforts among financial institutions. - Completed the removal of 7 suspected counterfeit websites and APPs through the services of RSA AFCC to protect customer rights.

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B. Information Security Incident Reporting and Handling | GRI 2-27、418-1 |

SKL has established internal regulatory frameworks, including the "Emergency Incident Reporting Regulations", "Information Security Incident Reporting and Incident Response Management Guidelines," and "Personal Data Breach Incident Response Operating Procedures." These regulations mandate that any detected cybersecurity or personal data breach incidents must be reported on the same day to ensure swift response and resolution. In the event of a major cybersecurity incident, an emergency response meeting is convened across relevant departments. If a personal data breach threatens the rights of a large number of data subjects, external experts are engaged to comprehensively diagnose and review corrective and preventive action plans.

In 2025, SKL handled a total of 10 disputed cases related to potential information leakage. Among these, 2 cases originated from the Insurance Bureau, while the remaining 8 cases were received through internal channels, such as the customer service hotline and branch service counters. Investigations into these 10 cases confirmed that none involved cybersecurity vulnerabilities or customer privacy infringements, and no policyholder rights were compromised. All cases were properly addressed with official responses provided to the customers. Furthermore, no emergency incidents requiring regulatory notification or resulting in customer data breaches occurred. Statistics for the past three years are summarized below:



	2023	2024	2025
Breach of information security or network security (number of incidents)	0	0	0
Data leakage due to information security incidents (number of incidents)	0	0	0
Number of customers affected by data leakage due to information security incidents (number of people)	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 Continue to Pass International Standard Certification for Personal Data Protection

A.Continual Certification & Compliance under International Standards

In 2025, SKL continued to pass the international standard certification of "ISO 27001 Information Security Management System" and "BS10012 Personal Information Management System," completed the transition to ISO 27001:2022, and followed the PDCA cycle management model to strictly require customer data security and privacy protection.A total of 36 internal system audits were completed in 2025. (Please refer to [Appendix](#) for details of certificates)

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 2025, **72** information security and personal data management regulations were reviewed and revised, and **83** 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 2025 all reached **100%**.

Information security and personal data protection are included in the performance evaluation of departments and offices. There are a total of **46** departments and offices in the head office. The overall evaluation results in 2025 were excellent.



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C. Raise Awareness of Data Security Protection

In addition to the mandatory 3-hour annual basic information security awareness training for all employees, SKL placed a special emphasis on personal data protection through hybrid (online and offline) and diversified approaches, incorporating thematic real-world case studies. In 2025, the Company conducted a total of 33 specialized thematic sessions, achieving a 100% completion rate across the workforce.

Item No.	Course / Activity Title	Number of Sessions / Hours	Participants	Execution Status in 2025
1	Course on Information Security and Personal Data Protection Awareness	3.25 hours	All employees	100%
2	Latest News on the Intranet: Information Security Promotion	12 session	All employees	100%
3	Education and Training for New Employees	3 sessions	New employees	100%
4	Online Morning Meeting	12 sessions	Insurance agents	100%
5	Information Security E-Newsletter	6 issues	All employees	100%
6	Course on Personal Information Management System (PIMS)	40 hours	Responsible personnel	100% Obtained 10 licenses
7	Course on Information Security Management System (ISMS)	40 hours	Responsible personnel	100% Obtained 16 licenses



Online Morning Meeting

安全意識不足，當心社交工程誘騙！

什麼是社交工程？

- 利用人性的弱點進行詐騙，透過各種手段讓使用者「信任」以進行攻擊行為。
- 手法包含透過電話、Email或假扮身份等各種方法來進行。
- 其中，以電子郵件社交工程最為常見。

個資文宣
保管宣導

文件保管好，後續沒煩惱

提醒事項

- ✓使用外部系統，切勿輸入客戶個資及公司機密資訊。
- ✓如有自行付費使用kiwi86系統，輸入客戶保單等機密資訊情形時，應盡速通知資訊安全部。

通報信箱：skl12g001@skl.com.tw
也可以先致電資訊安全部資安企副課詢問

Information Security E-Newsletter

社交工程是什麼
我中招了嗎？

資安電子報2025年11月7日

個資檢核總卡關？
常見誤區報你知！

資安電子報2025年9月25日

別讓紙說了你該說的話
紙張重複利用應注意

資安電子報2025年7月29日

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Unleashing the Importance of Sustainable Finance

| GRI 3-3 |

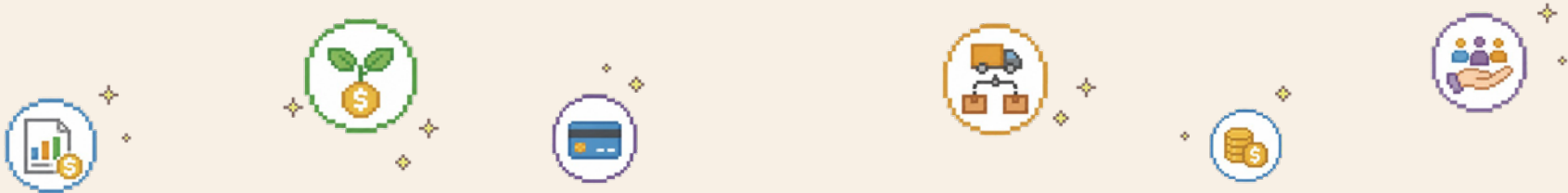


Plan	Commitment
• Drive sustainable finance. • Expanding the influence of sustainable finance. • Implementing sustainable supply chain management.	We promise to utilize our core investment expertise to implement the spirit of "responsible finance," and to continue investing in sustainable development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



Material Topic	2025 Target	Status of Achievement	Major Performances in 2025	Short-term Target (2026)	Medium- to Long-term Target (2030 as the Target Year)
Sustainable Finance	Maintain investment in power plant projects.		Investment in power plant projects increased by NT\$200 million compared with the previous year, representing a 9% increase.	Increase the number of engagement cases with investee companies by 2 (referring to direct face-to-face engagements conducted with clearly defined engagement objectives)	Achieve the engagement goals of the TS Holdings
	Increase ESG-themed investment and financing by NT\$2 billion.		Investment and financing increased by more than NT\$2 billion, representing a 2% increase.	Make no new investments in companies that have not actively pursued transition efforts within coal-related industries (including coal mining, coal-fired power generation, and coal-related infrastructure) and non-conventional oil and gas industries (with more than 5% of revenue derived from such activities)	Achieve decarbonization strategy of the TS Holdings
	Green procurement expenditures account for 15% of the total value of eligible green procurement items.		Actual green procurement expenditures accounted for 32% of the total value of eligible green procurement items.	Green procurement expenditures account for 15% of the total value of eligible green procurement items	

Note: The 2025 targets and results were established prior to the merger. Post-merger in 2026, these targets were adjusted in alignment with the strategic direction of TS Holdings.





Unleashing the Importance of Sustainable Finance

7.1 Promote Sustainable Finance | GRI 3-3、203-1、203-2

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, 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.

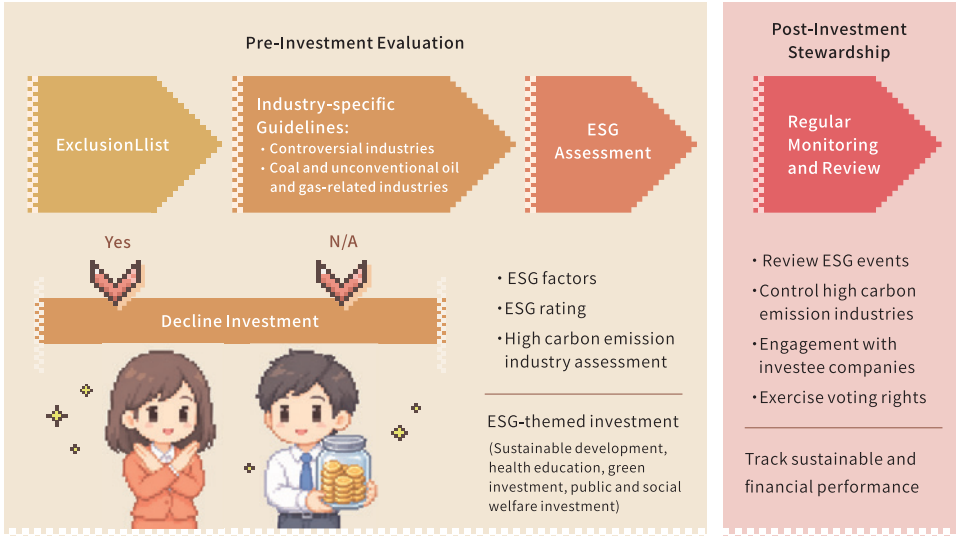
7.1.1 Sustainable Finance Mechanism

SKL adheres to the United Nations Principles for Responsible Investment (PRI) and the Principles for Sustainable Insurance (PSI), and TS Holdings 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.

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 (list of non-investable targets). In the case of controversial industries, coal and unconventional oil and gas-related industries, it is required to verify whether the investment aligns with our industry-specific guidelines to determine whether to proceed with transactions. Compliance with the guidelines is a prerequisite for any business dealings. After the investment, we also implement due diligence, regularly or irregularly monitor the financial status of investee companies and ESG-related risks, and engage companies with high ESG risks and high carbon emissions in order to mitigate sustainability-related risks and enhance post-investment ESG management. In addition to establishing a responsible investment evaluation mechanism and conducting post-investment management, we also actively search for sustainable investment targets, grasp ESG opportunities, and invest in industries that promote sustainable development, thereby exerting a positive impact on sustainability.

Responsible Investment Procedure



Note 1: If the counterparty is in a potentially controversial or carbon-intensive industry, it must be checked for compliance with the industry-specific guidelines.
Note 2: For investment targets in carbon-intensive industries, individual climate change risk assessments are cond

Exclusion List, Non-investable List	Industry-specific Guidelines	ESG Assessment
TS Holdings 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. • Pornography industries • Drug industries • Armament industries • The list of countries or regions announced by the government, which have serious deficiencies in anti-money laundering and financing terrorists	The Company has established guidelines for potentially controversial industries, including: • Tobacco • Gambling • Fur trading • Tropical rainforest logging • Coal-related industries • Unconventional oil and gas-related industries	• ESG performance: – ESG factors: The inspection includes ESG information on climate change, biodiversity, environmental pollution, human rights, diversity, equality and inclusion, ethical corporate management, and board performance. – ESG rating: It is required to review the ESG ratings of third-party independent rating agencies (such as MSCI ESG, Morningstar Sustainalytics ESG risk rating, S&P ESG rating, and corporate governance evaluation). If the rating criteria are not met, prudent assessment should be conducted or no new investment should be made. • High carbon emission industries: Conducting climate change risk assessments for high carbon emission industries (oil and natural gas mining, power and gas supply, basic metal manufacturing, petrochemical-related industries, pulp, paper and paper product manufacturing, textile industry, and cement industry), including: information on GHG emissions, international climate-related.

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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 appropriate 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 for loan applications. If there are major labor issues, the borrower must provide explanations. The ESG section of the credit investigation report presents a comprehensive overview of the company's performance in environmental, social, and governance aspects. If the circumstances are material and could affect the company's sustainable operations, we may decline the loan application or require the company to rectify its labor, environmental, or other related issues within a specified period as a condition of lending. 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.

SKL included an ESG section in credit report formats and incorporated corporate ESG performance 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 2025, a total of 22 cases passed this review process. In addition, we incorporated corporate ESG performance into our assessment for preferential lending rates. A total of 2 loan applicants qualified for interest rate reductions, with approved loan amounts totaling NT\$3.35 billion.



7.1.2 Expanding the Influence of Sustainable Finance

A. Taiwan Sustainable Taxonomy

SKL continues to strengthen our post-investment engagement efforts by incorporating the FSC's "Reference Guidelines for the Recognition of Sustainable Economic Activities ("the Guidelines")" into our consideration when selecting priority engagement topics and targets. Discussions and assessments focused on topics including net-zero emissions, the Science Based Targets initiative (SBTi), IFRS S2 (Climate-related Disclosures), and sustainable economic activities. SKL places significant importance on following the Guidelines. Under the Guidelines, recognition is based on three assessment approaches. An activity may only be recognized as "a sustainable economic activity" if it makes a substantial contribution to at least one environmental objective while causing no significant harm to any of the six environmental objectives or to social safeguards.

In 2025, we participated in joint engagements with peers, including life insurers, banks, securities investment trust companies, and securities firms, as well as two companies, hereinafter referred to as T Company and H Company. T Company is primarily engaged in electromechanical manufacturing, while H Company is primarily engaged in electronics manufacturing. Both companies continued to monitor developments related to the Guidelines. Following our participation in the engagement activities, we continued to track T Company's progress in submitting its SBTi target application and monitored H Company's actions related to biodiversity and supply chain management. Details are provided in the "Engagement Case" section below. We look forward to both companies progressively meeting the sustainability criteria set forth in the Guidelines, thereby contributing to the advancement of sustainable finance. We will continue to participate in joint engagement activities each year to assist investee companies that are classified as "Not Applicable" or have not yet achieved "Compliant" status in developing transition or remediation actions, thereby helping them gradually meet the sustainability criteria established under the Guidelines.

B. 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.

Details are provided in the "SKL Institutional Stewardship Section" [↗](#)

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 TS Holdings, 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.

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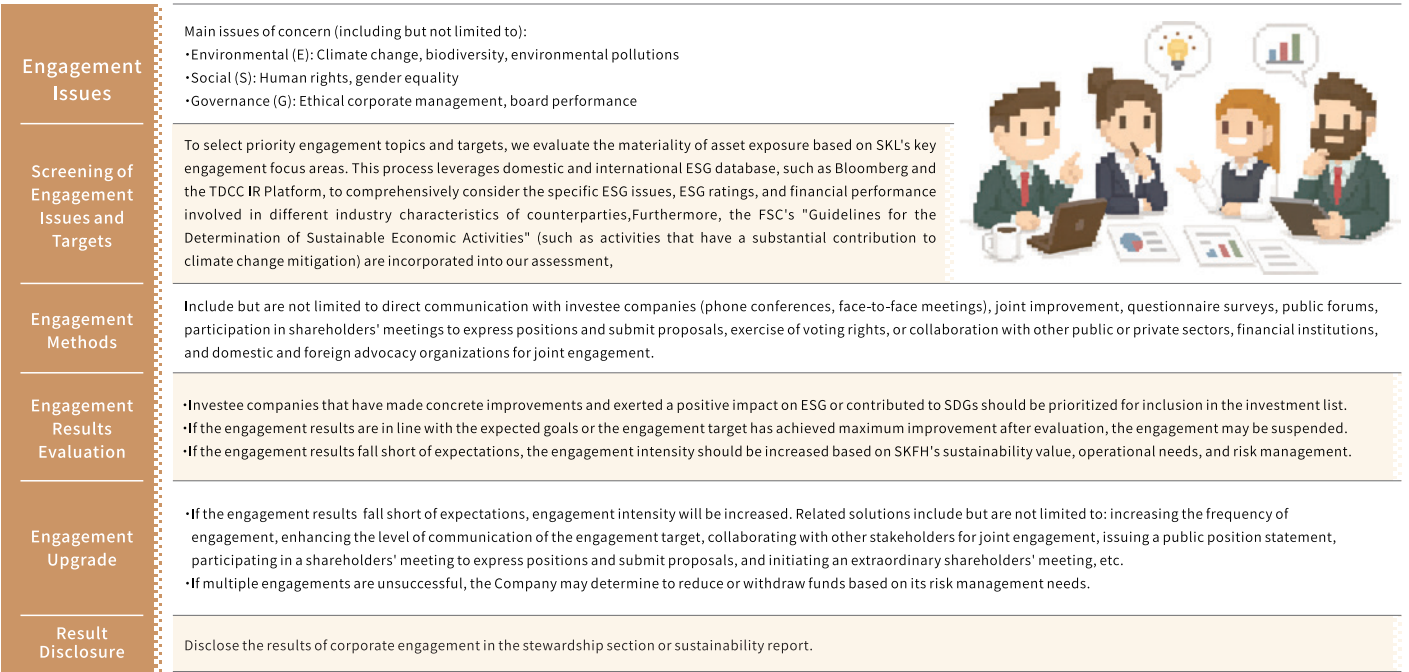
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Engagement Action Framework

The Company prioritizes engagement topics aligned with 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 TS Holdings' 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.



Engagement Case

Reason and Purpose of Engagement	Engagement Methods and Process	Engagement Results	Follow-up Actions
H Company Time of Engagement: December 2025			
H Company is an investee of the Company. Its business activities include consumer electronics products, cloud networking products, and computer terminal products. It has established production and service sites in more than 20 countries and regions. This joint engagement focused primarily on areas such as net-zero emissions, labor and human rights, and supply chain management. H Company also emphasized its governance practices, including the composition of its board of directors.	The Company collaborated with a total of 20 institutional investors, including peers in the financial industry, to carry out joint engagement with H Company. 	H Company presented its sustainability results in three major stages: "overall sustainability promotion," "key projects," and "communication with stakeholders." Engagement communication focuses on climate change and labor rights. H Company provided the following responses regarding the topics covered in this engagement: - In terms of climate change, H Company is currently formulating internal carbon pricing. As for net zero emissions, H Company has been approved by the SBTi. The ratio has reached 60%, prematurely achieving the 2030 target of 50% ahead of schedule. In addition, regarding supply chain management, H Company continues to expand its carbon inventory requirements, which currently cover more than 200 suppliers, resulting in a total 1.02 million metric tons of carbon emissions reduction. - In terms of labor human rights, H Company has obtained assurance through third-party audits for the third consecutive year, covering five countries and nine plants, with a compliance rate of approximately 90%. - In terms of corporate governance, the independence and diversity of directors have improved. There are nine board members in total, seven are external directors,. Furthermore, female directors account for approximately 30% of the board.	We will maintain our investment in H Company, while countinuing to monitor its actions and performance in biodiversity, labor and human rights, and supply chain management. This includes tracking any labor-related incidents and the company's corresponding response measures.

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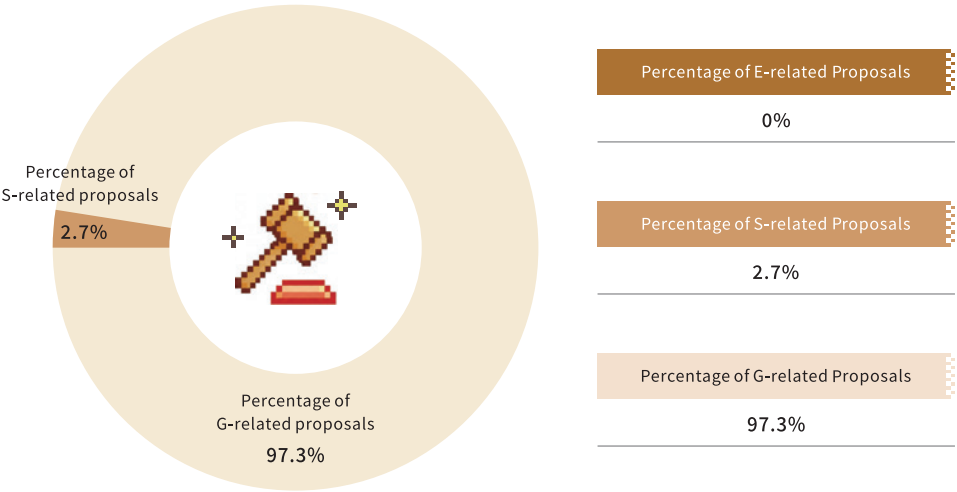
2. Voting Actions

Following domestic and international initiatives and regulations, SKL actively engages with investee companies through investor conferences, shareholder meetings, and conducting regular visits (including on-site visits and phone calls) to maintain ongoing interaction with their management. Through these methods, we continuously monitor the business operations and financial conditions of investee companies. These dialogues and interactions serve as a critical basis for forming investment decisions, which are then presented to the Board of Directors for deliberation.

In addition, in compliance with the "Insurance Act", relevant legal interpretations, TS Holdings 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 before the meeting.

Results of the Exercise of Voting Rights in 2025

In 2025, we attended the shareholder meetings of 145 publicly listed companies in Taiwan, voting on a total of 619 proposals. The proportion of ESG-related issues among these proposals was disclosed below, noting that there were no environment-related shareholder proposals in 2025.



C. ESG-themed Investment

SKL has not only established a comprehensive ESG investment evaluation mechanism, but also actively responds to the United Nations Sustainable Development Goals (UN SDGs) and Guidelines for the Determination of Sustainable Economic Activities in investmet actions. Through collecting and 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, in order to utilizing the core capabilities of the financial industry, strengthen the investment performance of sustainable investment targets, and pursue the maximization of stable returns for investors while contributing to sustainable development for a sustainable future. In 2025, SKL's total investment amount in ESG-themed investments had exceeded NT\$593 billion, representing a growth of 2% compared to the previous year.



Unit: 100 million

Corresponding SDGs	Category	2024	2025
	Green bonds	234	225
	Green Investments		
	Project-based investments in renewable energy	21	23
	Six core strategies - green energy and renewable energy industries	72	56
	Health Education Industry	816	844
	Public and Social Welfare Industries	582	451
	Social Responsibility Bonds	3	139
	Sustainability/Sustainable Development Bonds	206	78
	Companies with Excellent ESG Performance	3,895	4,114
Total		5,829	5,930

Note 1: 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 2: 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 3: The health education industry includes Taiwan's precision health industry and categories related to health products and services, as well as facility suppliers.
 Note 4: 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, and Dow Jones Best-in-Class Indices.

- Sustainability promotion for suppliers: Assisting the parent company in organizing supplier conferences to promote "plastic reduction initiatives" among partner suppliers.

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SKL Supplier Management Procedure

STEP.1	Supplier Selection	- Partner must sign the supplier commitment letter before price negotiations. - Suppliers who renew the contract must also re-sign the letter.
STEP.2	Supplier Management	Maintain, review, and evaluate partner suppliers through the supplier management system.
STEP.3	Supplier Risk Assessment	- Major suppliers are required to fill out a supplier risk self-assessment questionnaire annually. - Definition of major procurement: Contract amount of NT\$3 million or more (based on a single contract amount).
STEP.4	Supplier On-site Audit	- Suppliers assessed as high risk require on-site audits. - If deficiencies are found during the audit, the supplier will be asked to provide improvement plans and explanations.
STEP.5	Supplier Management and Improvement Tracking	If a supplier violates its commitments or has significant deficiencies, it should be requested to make corrections; if it fails to improve or the situation is serious, the contract may be terminated when necessary.

7.2.2 Procurement Results

When purchasing office supplies, information products, air conditioning equipment replacement, and building materials, SKL prioritizes products that have obtained green environmental certification in order to facilitate sustainable social and environmental development.

In 2025, SKL continued to implement green procurement practices, with total green procurement expenditures reaching NT\$77.94 million. Through joint reporting with our parent company, we were recognized with the Taipei City Outstanding Green Procurement Award for Private Enterprises and Organizations. At the same time, we have been supporting social innovation enterprises for five consecutive years. Continuing to expand our collaboration with the Digital Humanitarian Association on the "Telemedicine Project", we have introduced online health courses and professional medical consultation for the elderly in remote areas, while providing financial inclusion education and anti-fraud advocacy. In 2025, we won Excellence Leadership Award of the Buying Power Procurement Award and Sustainable Development Group of the Special Award from the Small and Medium Enterprise and Startup Administration, MOEA.



Initiatives

- Announce the green procurement policy and encourage all units to prioritize products with environmental certifications when applying for equipment or services procurement.
- 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.
- Encourage units to collaborate more with innovative social enterprises, or encourage partner units to join relevant matchmaking platforms.

Results in 2025

- Local procurement: We prioritized Taiwanese local manufacturers to ensure supply stability and localization, accounting for 98% of the total procurement.
- Green Procurement: The amount of green procurement for office and administrative equipment reached NT\$ 77.94 million, accounting for 32% of the total green procurement items.
- Social innovation procurement: The amount of social innovation product and service procurement reached NT\$14.81 million.



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Creating a Society of Mutual Prosperity



Plan	Commitment
• Make ongoing strategic plans for philanthropic activities • Encourage employees to participate in corporate volunteering	We highly value our connection and interaction with local residents. By leveraging our abundant corporate talent and resources, we drive 'Corporate Volunteer' service initiatives to actively foster and develop community engagement.



Highlights

- Shin Kong Life drives lasting environmental impact through sustainable food initiatives, expanding from farm-to-table and fishery education to ocean conservation.
- Furthermore, the company invests long-term resources in the sports industry—sponsoring baseball and basketball events and hosting soccer training—to practice its corporate social responsibility in promoting active lifestyles.

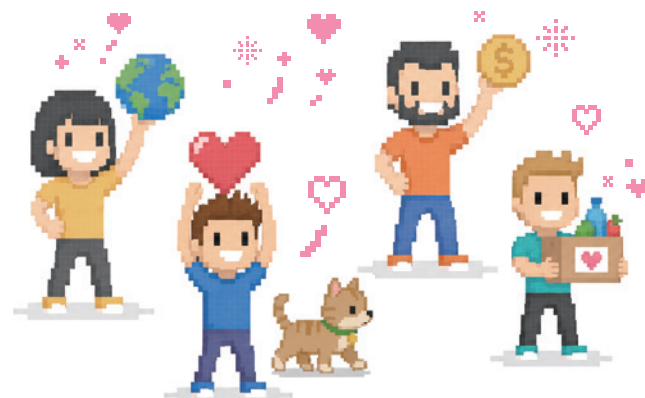




Creating a Society of Mutual Prosperity

8.1 Community Engagement Strategies and Investments

We have supported the co-prosperity and development of the community through our actions and investment of resources.



Social Welfare Activities in 2024-2025

Unit:NT\$

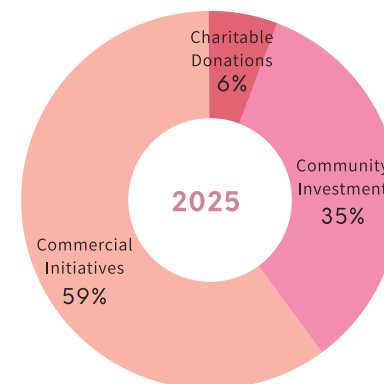
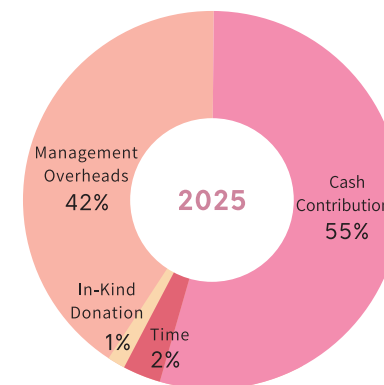
Type of Contribution	2024	2025
Cash Contributions	17,524,677	25,734,009
Time (Employee Volunteering)	2,516,890	887,855
In-Kind Donation	1,042,825	599,510
Management Overheads	13,690,439	19,673,217
Total	34,774,831	46,894,591

Social Welfare Activities in 2024-2025

Unit:NT\$

Type of Contribution	2024		2025	
	Amount Invested	Proportion	Amount Invested	Proportion
Charitable Donations	344,741	1%	3,000,000	6%
Community Investment	13,577,582	39%	16,460,215	35%
Commercial Initiatives	20,852,508	60%	27,434,376	59%
Total	34,774,831	100%	46,894,591	100%

Commercial initiatives: Microinsurance Sponsorship Program, Industry-Academia Talent Cultivation, Education Scholarship, Painting Competition.



A

General Public and Young People

Benefits/Results in 2025

Now in its 21st year, the event continues to cultivate local engagement by providing a platform for children and seniors to participate in a drawing competition. Centered on fostering sound financial literacy among children, it encourages participants to learn the fundamental concepts of saving, financial management, and fraud prevention from an early age. We also launched the "You Draw, I Give Back" event, in which we gave back NT\$10 for each participating project for supporting drawing empowerment courses conducted by professional instructors at schools in remote areas, enabling students to develop lifelong skills through diverse educational opportunities.

Now in its 8th year, the program has continued to invest resources over the long term by introducing the internationally recognized certification of the World Cube Association (WCA), one of the most authoritative organizations in competitive Rubik's cube. The initiative aims to foster positive intellectual interests among the public. In addition to the existing events held in northern, central, and southern Taiwan, a new event has been added in Taitung, providing children and local participants in eastern Taiwan with the opportunity to compete on an international-level stage. Through these competitions, young people are encouraged to develop logical thinking, patience, and resilience under pressure, helping them achieve a healthy balance in their digital lives.

Now in its 22nd year, the event is the longest-running street dance competition in Taiwan and the first to be solely sponsored by a private enterprise, serving as a pioneer in the promotion of street dance. It provides children, youth, and adults who are passionate about street dance with an international-level stage to pursue their dreams. To date, more than 16,000 participants of all ages have taken part in the event. This year's competition featured both choreography and breaking categories and continued the "B-GIRL" women's breaking introduced in 2024, encouraging women to express themselves through dance and unlock limitless possibilities.

Now in its 7th year, the Shin Kong Esports Event has evolved into two major series: the Shin Kong Esports Family Camp and the Shin Kong Cup – Summer Battle Festival. To enhance digital literacy among children and youth and address the issue of internet addiction, the 2025 program was developed around three core themes: "digital resilience," "digital ethics," and "digital inclusion." These initiatives respond to the challenges of children's online behavior and parent-child education in a rapidly evolving digital society, while also promoting digital participation opportunities for seniors and students in remote areas.

A total of **11,222** applications were received, with 11,015 participants taking part in the online popularity voting, generating a total of 26,736 votes.

The number of participants reached **1,107**, setting a new all-time high.

A total of **1,565** participants registered for the competition, with total prize money reaching NT\$1.365 million.

The event benefited **148** participants through the family camp, **262** participants through the Esports tournament, and **29** students from remote areas. The live broadcast of the tournament reached 7,225 viewers.



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B

New Immigrants and Indigenous Peoples

Charity Activities

Summary

Benefits/Results in 2025

Happiness Lesson

Empowerment Program:
For the second consecutive year, we have reached rural and indigenous schools in areas such as Xinyi Township in Nantou County, Linnei Township in Yunlin County, and Liugui, Meinong, and Jiaxian Districts in Kaohsiung. We transform financial planning and insurance knowledge from our core business into educational content that is easy for students to understand. By integrating our long-term supported programs, including street dance, Rubik's cube, Esports, and drawing activities, we have successfully brought professional instructors with international experience into elementary schools, providing children in rural communities with opportunities to explore in the global stage.

Newspaper Reading Program:
For Marking our eighth consecutive year, we have helped elevate the reading, writing, and creative skills of students in rural and indigenous schools through the continuous promotion of newspaper-based education. In partnership with Mandarin Daily News, we launched the "Smart Financial Learning" column, featuring diverse content to strengthen students' awareness of financial knowledge education.

Mt. Jade Program:
ntent that is easy for students to understand. By integrating our long-term supported programs, including street dance, Rubik's cube, Esports, and drawing activities, we have successfully brought professional instructors with international experience into elementary schools, providing children in rural communities with opportunities to explore in the global stage.

Financial Fraud Prevention Workshop for New Immigrants

For the second consecutive year, we have partnered with the Taiwan Southeast Asia Sisters Association to compile common fraud cases encountered by new immigrants and develop a financial fraud prevention curriculum. Centered on three key themes: "enhancing fraud awareness," "strengthening fraud verification capabilities," and "understanding available remedies for fraud victims," the program empowers new immigrants with language advantages to become financial literacy seed lecturers. Through the sharing of personal experiences by lecturers who understand the cultural backgrounds of their communities, the program helps build a trusted fraud prevention network. In addition, podcast interviews featuring new immigrants in Taiwan sharing their experiences with fraud were conducted to promote accurate financial fraud prevention knowledge and support greater financial autonomy among new immigrant communities.

Bringing the Excitement of Baseball to the Visually Impaired

In partnership with the Love Infinite Welfare Association and the Taiwan Steel Group, we invited visually impaired individuals and their companions to attend a baseball game at the Taipei Dome. Led by Chairman Wei, Mark and supported by corporate volunteers, we provided companionship through narration and hands-on assistance, enabling visually impaired participants to "hear" the excitement and emotion of the game. The event also offered an opportunity to experience diverse sporting activities, conveying the warmth and power of accessible sports while promoting equal opportunities for participation in sports for people with disabilities.

A total of **13** activities were held, benefiting approximately 279 students from remote areas.



A total of **24** activities were held, benefiting 906 people.



A total of **4** courses of financial knowledge were held, benefiting 110 people.

A total of six financial fraud prevention workshops were held in Taipei, Taoyuan, Changhua, and Chiayi. A total of 285 people benefited from the workshops and podcasts.



A total of **80** visually impaired people participated in the event.



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People with Disabilities



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8.1.3 Environmental Sustainability

In response to the global trend of biodiversity (TNFD), SKL is committed to addressing the conservation needs of both marine and terrestrial ecosystems through concrete actions. Through the Clean Ocean Project, we train volunteer conservation divers and promote beach cleanups to expand our marine debris removal capacity and elevate public awareness of ocean conservation. We also supports aquatic ecosystem restoration through initiatives such as the Sun Moon Lake Mass Swim and Fish Fry Release Program. In addition, the 'the Happy Dining Table with an Acre of Land' initiative actively promotes food and agriculture education, advocating for food conservation and waste reduction to foster a deeper harmony with the land. Concurrently, through the Walkii platform, we launch sustainable initiative, such as tree-planting and habitat restoration, that directly bridge forest conservation with health advocacy. This integration drives our progress toward living in harmony with nature and mitigating biodiversity loss.



Charity Activities	Summary	Benefits/Results in 2025
 Clean Ocean Project Training for Volunteer Divers and Beach Cleanup Activities	SKL has long been committed to caring for environmental sustainability. In order to implement environmental sustainability, we have developed the "Clean Ocean Project" in 2023, working with the international diving association PADI to jointly launch the Open Water diving volunteer training program. Following the training of 10 corporate volunteer divers last year, we trained an additional 14 corporate volunteer divers this year and incorporated the Dive Against Debris certification course, which focuses on combating marine debris. The program aims to equip volunteers with the skills to safely conduct underwater cleanup activities and report the types, quantities, and locations of collected marine debris to marine research organizations after each cleanup operation, providing valuable reference data for improving marine ecosystems.	Our marine conservation efforts spanned one beach cleanup in Ruifang (New Taipei City) and two underwater cleanups across Ruifang and Kenting (Pingtung County). This collective mobilization of 40 corporate volunteers, along with 14 newly trained volunteer conservation divers, successfully removed approximately 200 kg of marine debris from Taiwan's coastlines. 
Releasing President Fish Fry into Sun Moon Lake	For 19 consecutive years, we have partnered with the Nantou County Government to support the Sun Moon Lake Mass Swim Charity Event. Upholding our commitment to health promotion, encouraging a culture of workplace fitness, and giving back to local communities, President Min-Yi Huang was invited to attend the opening ceremony and participate in the county government's ecological restoration initiative. Together, they released president fish fry into Sun Moon Lake to help protect native fish species and maintain the ecological balance of the lake. In addition, SKL employees formed teams to participate in the event, promoting public fitness and healthy living through concrete action.	Ten thousand Topmouth culter (commonly known as the President Fish) fry were released at Shuishe Pier to promote the concept of ecological sustainability education for Sun Moon Lake. 
Fish Fry Release Activity	In 2025, we expanded the scope of our public welfare initiatives to encompass diverse areas, including food and fishery education and ecological balance. We held corporate volunteer training programs in June and October, during which our employees visited Shimen Reservoir to participate in the "Fish Fry Release Activity" jointly organized by the Taoyuan City Government and the Daxi District Fishermen's Association. Through the fish fry release activity, we gained a deeper understanding of the importance of sustainable fisheries and helped promote the concepts of fishery conservation and the sustainable use of reservoir resources.	Released 75,000 Bighead carp fry and 10,000 Black carp fry into Shimen Reservoir, totaling 85,000 fish fry. A total of 59 people participated in volunteer training and volunteer activities, with total 472 volunteer hours. 

Charity Activities

Summary

Benefits/Results in 2025



Happy Dining Table
with an Acre of Land

Smallholder Farmers' Market

Since its establishment in 2017, we have invested more than NT\$5 million, helping generate cumulative sales of over NT\$30 million for smallholder farmers. In addition to reducing food miles and minimizing intermediary exploitation, the initiative has enhanced farmers' economic resilience and helped alleviate the challenges associated with an aging rural workforce.

Sustainable Food Program

Ugly produce gets a makeover: Since 2023, we have implemented this initiative by inviting Shin Kong's smallholder farmers to donate imperfect yet safe and sustainably grown produce to social welfare organizations across Taiwan. Through the Shin Kong Land platform, we have coordinated donations to social welfare institutions nationwide, enabling elderly individuals and children in care facilities to access fresher fruits and vegetables while reducing food waste and putting the principles of sustainable food consumption into practice.

Food from Smallholder Farmers: Since its launch in 2023, we have carried out a total of 11 events. Shin Kong's smallholder farmers voluntarily contributed to a shared-benefit fund and purchased fresh, non-toxic, sustainably grown fruits and vegetables from fellow smallholder farmers for donation to disadvantaged organizations in rural areas across Taiwan.

Co-Branded Project

In 2025, we launched the "Shin Kong Smallholder Farmers' Evening Market × NCHU Organic Feast: A Good Time for Organic Living" project in collaboration with the Organic Agriculture Promotion Center of National Chung Hsing University. The project promoted shared value in food and agriculture while putting sustainable values into practice. It enabled the public to gain a deeper understanding of the origins of organic agricultural products, organic certification labels, preparation methods, and ways to adopt a greener lifestyle, while conveying the important role of organic agriculture in environmental sustainability.

A total of **78** sessions were held, benefiting 21,840 participants.

Donated **5** times and benefited 700 people.
Approximately **1,120** people benefited from the activities.

16 organic farmers from 12 counties and cities across Taiwan gathered in Taipei.



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8.1.4 Cultural Development

Having operated in Taiwan for more than 62 years, with a presence across the country, we have long been a trusted neighbor within local communities. We actively support important local folk festivals and foster connections and engagement among community residents, helping preserve and pass down traditional culture while promoting local tourism and economic vitality.



Charity Activities	Summary	Benefits/Results in 2025
Dajia Mazu Pilgrimage 	For five consecutive years, we have partnered with the Taichung City Dajia Jenn Lann Temple to participate in "the Dajia Mazu International Tourism and Cultural Festival." Along the pilgrimage route spanning more than 300 kilometers, we deployed our mascot parade float to accompany and support worshippers throughout the journey. Local business units also set up service booths to cheer on participants and distribute supplies. Through these diverse forms of community engagement, we gave back to local communities, strengthened community cohesion, stimulated local economic activity, and contributed to social sustainable development.	Won the highest honor in the "Best Popular Brand" category in the 21st "National Brand Yushan Award". 
Tainan Yanshui Beehive Fireworks Festival	For 16 consecutive years, we have remained deeply engaged with local communities by supporting the Beehive Fireworks Festival, one of Tainan's most iconic folk cultural events. We constructed a large-scale beehive fireworks tower and celebrated the Lantern Festival alongside local residents. By connecting local culture with tourism resources, we helped create a culture-driven experiential economy and promote local sustainable development.	Benefiting 3,000 people from the activities. 
Penghu International Fireworks Festival 	For 12 consecutive years, we have supported the Penghu International Fireworks Festival. On July 1, we hosted the corporate-themed "Shin Kong Life Night" event, demonstrating our commitment to supporting the development of Penghu's tourism industry through concrete action.	Benefiting 8,973 people from the activities. 

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8.1.5 Sports Promotion

Guided by our ESG sustainability philosophy, we have long promoted a wide range of sports initiatives as a way of giving back to society. Through sponsoring outstanding youth school football teams, supporting baseball and basketball competitions, and organizing football training programs, we have leveraged our corporate resources to support the development of the sports industry and encourage greater public participation in sports. In recognition of these efforts, we have been awarded **the Sports Enterprise Certification** by the Sports Administration, Ministry of Education (now as "Ministry of Sports"), for five consecutive terms.



Charity Activities	Summary	Benefits/Results in 2025
Collaboration with Wei Chuan Dragons Baseball Team	To fulfill our responsibility as a sports enterprise, we have long supported the development of baseball in Taiwan and remained committed to promoting the sport. In 2024 and 2025, we entered into a cross-industry partnership with the Wei Chuan Dragons baseball team. In addition to advertising exposure at the stadium, the partnership incorporated various business and marketing initiatives to enhance our corporate brand image and support business promotion efforts, generating strong synergies for both parties. We also served as the title sponsor of the "Shin Kong Theme Day" event, hoping to share our enthusiasm and vitality with baseball fans through music, performances, and exciting baseball games.	In 2025, we sponsored 60 Wei Chuan Dragons home games at Tianmu Baseball Stadium, with a total attendance of 697,087 visitors. 
Collaboration with the Taipei Taishin Mars Basketball Team	The Taipei Taishin Mars basketball team is dedicated to establishing the premier platform for professional basketball and delivering an unparalleled game-day experience. Our ultimate vision is to elevate the sport, positioning basketball as a cornerstone of Taiwan's vibrant sports culture and entertainment landscape. During the 2024–2025 season, we partnered with the Taipei Taishin Mars for the first time through advertising collaborations, enhancing our corporate brand image as an organization actively supporting domestic sporting events and giving back to society.	During the 2024–2025 season, we sponsored 18 Taipei Taishin Mars home games at Taipei Heping Basketball Gymnasium, with a total attendance of 70,235 visitors. 
New Light Little Football Carnival	Shin Kong Life Chairman Wei, Mark joined forces with former Chinese Taipei men's national football team captain Chao-Hsing Wu to organize the "Shin Kong Little Football Training Camp" to promote football and cultivate grassroots talent. The event attracted approximately 200 families from across Taiwan, providing children with opportunities to learn football skills, tactics, and physical coordination training. It also brought parents together to enjoy the event and witness their children's growth as they played with confidence and passion on the field.	Approximately 200 people benefited from the event (129 students participated). 



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8.2 Volunteer Participation

Shin Kong Life Volunteer Participation

Based on our belief in guardianship and our effort to integrate social welfare action into our core corporate values, SKL actively promotes the Corporate Volunteering Program to encourage our employees to learn about the needs of the society outside of work, so that we can spread love and care to even more corners of the society where care is needed.

The Company has established a comprehensive corporate volunteer participation mechanism that encourages employees to engage in volunteer service during their personal time. For every eight hours of accumulated volunteer service, employees are eligible to apply for one day of 'Volunteer Leave,' up to a maximum of three days per year. This policy institutionalizes our tangible commitment to empowering employees in driving positive social impact.

In 2025, our corporate volunteers enthusiastically participated in charity events such as Nationwide Charity Hiking activities, Nationwide Blood Donation campaigns, telemedicine services for elderly in rural areas, happiness lesson, beach cleanup, and diving volunteer training. This year, the charity program has even expanded its scope to include diverse areas such as food and fisheries education and ecological balance. We encourage employees to voluntarily participate in basic volunteer education and training courses to enhance professional knowledge, contribute to society, incorporate ESG core concepts such as corporate responsibilities and value to society into employees' daily lives, and realize the core value of the life insurance industry in protecting the society.



In 2025, our corporate volunteer initiative mobilized

over **2,681** cumulative participants, dedicating a total of **42,172** service hours, which represents an average of **3.94** hours of active service per volunteer.



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- Index of GRI G4 Indicators of Financial Service Sector Disclosures
- Index of Principles for Sustainable Insurance (PSI)
- Index of Principles for Responsible Investment (PRI)
- Index of United Nations Global Compact
- Index of Sustainability Accounting Standards Board (SASB)
- Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies
- Index of Climate Related Financial Disclosures (TCFD) in the Insurance Industry
- Adoption Schedule of IFRS S1 and S2
- Participation in External Organizations
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Usage Statement	GRI 1 Used	Applicable GRI Sector Standards
The period of information disclosure is from January 1, 2025 to December 31, 2025 in accordance with the GRI Standards.	GRI 1: Basic 2021	GRI G4 Financial Services Sector Disclosures

GRI Standards	Disclosure Items		Corresponding Chapter	Page No.
GRI 2 General Disclosures	2-1	Organizational details	1.1.1 Corporate Overview	8
	2-2	Entities included in the organization's sustainability reporting	Reporting Standards	3
	2-3	Reporting period, frequency and contact point	Reporting Standards	3
	2-4	Restatements of information	Reporting Standards(no restatements of information)	3
	2-5	External assurance	Appendix External Assurance	119
	2-6	Activities, value chain and other business relationships	1.1.1 Corporate Overview 7.2 Sustainable Supply Chain	8 96
	2-7	Employees	1.1.1 Corporate Overview 4.1.1 Building Inclusive Workplace	8 42
	2-8	Workers who are not employees	4.1.1 Building Inclusive Workplace	42
	2-9	Governance structure and composition	1.2 Corporate Sustainability Committee 6.1 Corporate Governance	10 77
	2-10	Nomination and selection of the highest governance body	6.1.1 Board of Directors and Functional Committees	77
	2-11	Chair of the highest governance body	6.1 Corporate Governance 6.1.1 Board of Directors and Functional Committees	77 77
	2-12	Role of the highest governance body in overseeing the management of impacts	1.2 Corporate Sustainability Committee 1.4 Material Issues Assessment 6.1.1 Board of Directors and Functional Committees	10 12 77
	2-13	Delegation of responsibility for managing impacts	1.2 Corporate Sustainability Committee	10
	2-14	Role of the highest governance body in sustainability reporting	Message from the Chairman and President 1.2 Corporate Sustainability Committee 1.4 Material Issues Assessment	4 10 12
	2-15	Conflicts of interest	6.1.1_C. Conflict of Interest Avoidance Mechanisms	79
	2-16	Communication of critical concerns	6.1.1 Board of Directors and Functional Committees	77
	2-17	Collective knowledge of the highest governance body	6.1.1 Board of Directors and Functional Committees	77
	2-18	Evaluation of the performance of the highest governance body	6.1.2 Performance Evaluation of the Board of Directors and Functional Committees	80

GRI Standards	Disclosure Items		Corresponding Chapter	Page No.
GRI 2 General Disclosures	2-19	Remuneration policies	6.1.3 Remuneration Scheme for Directors and Executives	80
	2-20	Process to determine remuneration	4.3.2 Establishment of an employee compensation and welfare system 6.1.3 Remuneration Scheme for Directors and Executives	51 80
	2-21	Annual total compensation ratio	6.1.3 Remuneration Scheme for Directors and Executives	80
	2-22	Statement on sustainable development strategy	Message from the Chairman and President	4
	2-23	Policy commitments	6.2 Ethical Management	81
	2-24	Embedding policy commitments	6.2 Ethical Management	81
	2-25	Processes to remediate negative impacts	1.4.2 Material Topics Impact Boundaries and Management Approaches 4.3.1 Establishing a culture of diversity and communication 5.3.2_B. Responding to Policyholder Feedback Attentively	15 49 72
	2-26	Mechanisms for seeking advice and raising concerns	4.3.1 Establishing a Culture of Diversity and Communication 5.3.2_B. Responding to Policyholder Feedback Attentively	49 72
	2-27	Compliance with laws and regulations	3.1 Low Carbon Operational Management 5.1.1 Providing a Sense of Security 6.2.3_D. Material Sanctions and Improvement Measures 6.4.2_B. Information Security and Personal Data Protection	34 61 83 89
	2-28	Membership associations	Appendix Participation in External Organizations	118
	2-29	Approach to stakeholder engagement	1.5 Stakeholder Engagement	16
	2-30	Collective bargaining agreements	The Company currently has no collective bargaining agreements	-
	GRI 3 Material Topics	3-1	Process to determine material topics	1.4.1 Material Topics Analysis and Ranking
3-2		List of material topics	1.4.1 Material Topics Analysis and Ranking	13

GRI Standards		Disclosure Items	Corresponding Chapter	Page No.
Innovation and Digital Finance				
GRI 3: Material Topics	3-3	Management of material topics	1.4 Material Issues Assessment 5. Excellent Customer Experience 5.4 Innovative Digital Services	12 60 73
GRI 203: Indirect Economic Impacts	203-2	Significant indirect economic impacts	5.4 Innovative Digital Services	73
Information Security and Privacy				
GRI 3: Material Topics	3-3	Management of material topics	1.4 Material Issues Assessment 6. Realizing Sustainability Governance 6.4 Information Security and Personal Data Protection	12 76 87
GRI 418: Customer Privacy	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	6.4.2.B Information security incident reporting and handling	89
Talent Recruitment and Retention				
GRI 3: Material Topics	3-3	Management of material topics	1.4 Material Issues Assessment 4. Nurturing Diverse Talent 4.1 Diverse Recruitment 4.2 Nurturing Talent 4.3 Friendly and Happy Workplace	12 41 42 45 49
GRI 401: Employment	401-1	New employee hires and employee turnover	4.1.1 Building Inclusive Workplace	42
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	4.3.2 Establishment of an Employee Compensation and Welfare System	51
	401-3	Parental leave	4.3.2 Establishment of an Employee Compensation and Welfare System	51
GRI 404: Training and Education	404-1	Average hours of training per year per employee	4.2.2 Training Input and Output	47
	404-2	Programs for upgrading employee skills and transition assistance programs	4.2.1 Training Strategies and Programs 4.2.3 Talent Development	45 49
	404-3	Percentage of employees receiving regular performance and career development reviews	4.2.3 Talent Development	49

Stakeholders	Dimension	Plan	Strategies and Achievements	Corresponding chapter
Customers	Sales and marketing	Provide education and training on products/ services on ESG issues,and incorporate important ESG-related messages into marketing strategies or activities.	1. Upgrade the CIS system to launch the "CIS Probe Tag (CISPT)" and established the "Anti-Fraud Joint Prevention Operations" to strengthen care when accepting transactions, quickly identify high-risk customers, and immediately activate anti-fraud mechanisms. 2. Organize the experience sharing of sales agents who successfully prevent fraud, added policyholder rights notices and customer care language to promote fraud prevention knowledge, and successfully prevented fraud losses of almost NT\$10 million. 3. Organize innovative insurance education courses for children and schools in the remote areas to promote the concept and knowledge of insurance through cartoon designs for the elderly, students, and new immigrants. 4. Customer service for transgender customers training seminar.	5.2.2 Expanding Financial Services 5.2.3 Strengthening Financial Literacy 5.3.1 Realizing Fair Treatment of Customers
		Ensuring that the scope of goods and services is fully explained and fully understood.	The sales and promotions of SKL products are all in compliance with the product information disclosures required by law. SKL has also established the "Management Regulations on the Use of Promotion Materials for Product Sales" and requires all sales channels and sales personnel to provide truthful, accurate, clear, easy-to-understand, and complete product information when creating our using marketing materials, so as to protect the rights and interests of customers.	5.1 Implementing Sustainable Insurance
	Underwriting Policies	Make the ESG issues listed in the procedure of underwriting decisions.	1. Underwriting is conducted in accordance with the "Underwriting System and Procedures" and the "Offshore Insurance Units (OIU) Underwriting System and Procedures". 2. Underwriting personnel all have the underwriting expertise required to evaluate the risk-bearing capacity of the company, to assess the basic information of the insurer and the insured, motives for insurance, benefits of insurance, degrees of need, suitability, occupation, income, finance, sources of funds for insurance premiums, and health status, as well as to watch out for moral hazards or improper tax savings to ensure just and impartial underwriting services. 3. Establishment of the Underwriting Risk-ranking Model and Application of big data in underwriting risk management to combine past claims data and underwriting experience with data mining techniques for risk screening and for conducting random physical checks of high-risk customers. 4. For elderly policyholders, based on the nature of insurance products and the principle of fair customer treatment, underwrites proactively provide care during the underwriting process. They strengthen the review and evaluation of the suitability of the insurance and assess the policyholders' ability to identify any disadvantages. This commitment aims to protect elderly customers and prevent elder exploitation. 5. In accordance with the inclusive finance policy, we do not tolerate any form of unfair treatment against insured parties with certain conditions or insured parties with physical or mental disabilities.	5.1 Implementing Sustainable Insurance
	Claims management	Respond to customer requests promptly, fairly, responsively and transparently, and ensure claims procedures are fully explained and understood.	1. Response to emergencies and disasters - Reporting of major disaster losses and casualties of policyholders to The Life Insurance Association of the Republic of China (LIA-ROC) after thorough investigation. - Evaluation and initiation of voluntary care and express claims settlement. - Assistance in real estate maintenance and information equipment maintenance at disaster sites. 2. Continuous improvement of compensation mechanisms and processes as well as establishment of the advanced quick claim risk analysis system to divide operations: Low-risk cases are processed with the automatic compensation mechanism for the system to automatically adjust the payment amount for quick payments, shortening the time required for processing claims to within hours. 3. Security/claims alliance chain: Through the Insurance Technology Sharing Platform, policyholders who hold policies with multiple insurance companies can submit online applications to any of their insurance providers for claims payments of personal medical, disability and critical illness claims or make changes to security service agreements, which provides policyholders simultaneous services from multiple providers.	5.1 Implementing Sustainable Insurance

Stakeholders	Plan	Strategies and Achievements
General Public	Assess, measure and monitor the company PSI implementation, results and proactively and regularly disclose this information publicly	SKL regularly publishes sustainability reports on its corporate sustainability website, which are prepared in accordance with the GRI framework, follow the PSI to disclose its achievements, and are verified and assured by third parties.

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Index of Sustainability Accounting Standards Board (SASB)

Code	Item	Indicator	Disclosure Information
FN-IN-000.A	Activity Metrics	The number of policies is classified according to the product type: (1) property and casualty, (2) life, and (3) assumed reinsurance	- Number of effective policies of SKL in 2025: 18,093,688 - Premium income by insurance type: SKL Website Home/About Us/Information Disclosure/Business Overview/Premium Income and Insurance Benefits by Insurance Type (Data: March 2026); SKL does not provide property insurance products.
FN-IN-270a.1	Information Transparency and Fair Customer Treatment	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers	- There were no relevant penalties or litigations in 2025. SKL Website Home/About Us/Information Disclosure/Other Disclosures/Punishments by Competent Authorities in the Last Two Years and Others (Data: January 2025)
FN-IN-270a.2		Complaints-to-claims ratio (%)	- Complaints-to-claims ratio: Number of complaints received per 1,000 claims=(Number of claims reviewed/Total number of claims (applicants))x1000 = [91/671,370] *1000=0.1355 SKL Website Home/About Us/Information Disclosure/Business Overview/Claim & Non-claim Applications Reviewed by the Financial Ombudsman Institution (FOI) by Ratio and Handling Time (Data: April 2026)
FN-IN-270a.3		Customer retention rate	- The continuation rate (13 months) in 2025 was 96.97%. SKL Website Home/About Us/Information Disclosure/Financial Overview/Various Financial Indicators (Data: March 2026): Continuation rate
FN-IN-270a.4		Description of approach to informing customers about products	5. Excellent Customer Experience in the Report SKL official website / About Us / Sustainable Insurance SKL official website/Products and Services
FN-IN-410a.2	Incorporation of ESG Factors in Investment Management	Description of the approach to incorporate ESG factors in investment management processes and strategies	7.1 Promote sustainable finance SKL's Institutional Investor Due Diligence Section
FN-IN-410b.1	Policies Designed to Incentivize Responsible Behavior	Net premiums written related to energy efficiency and low carbon technology	Not applicable. SKL does not provide property insurance products.
FN-IN-410b.2		Discussion of products and/or product features that improve health, safety, and/or environmentally responsible actions and/or behaviors	5.1 Implementing Sustainable Insurance SKL official website/Products and Services/Health Management section
FN-IN-410c.1	Financed Emissions	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	- For details of carbon emissions from self operations (Scope 1, 2, and 3), please refer to 3.2.1Implementing Greenhouse Gas Inventory - For details on financial carbon emissions, refer to 2.4 Climate Indicators and Goals of the Report.
FN-IN-410c.2		Gross exposure for each industry by asset class	2.4 Climate Indicators and Goals
FN-IN-410c.3		Percentage of gross exposure included in the financed emissions calculation	2.4 Climate Indicators and Goals
FN-IN-410c.4		Description of the methodology used to calculate financed emissions	2.4 Climate Indicators and Goals
FN-IN-450a.1	Environmental Risk Exposure	Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes	Not applicable because the Company is a life insurance company.
FN-IN-450a.2		Total amount of monetary losses attributable to insurance payouts from (1) modelled natural catastrophes and (2) non-modeled natural catastrophes, by type of event and geographic segment (net and gross of reinsurance)	Not applicable because the Company is a life insurance company.
FN-IN-450a.3		Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of firmlevel risks and capital adequacy	- The Company is in the life insurance industry, and the correlation between insurance contracts and environmental risks is low, therefore this indicator is not applicable. - Refer to 2.3 Integrated Risk Management System and 6.3 Risk Management in this Report for details.
FN-IN-550a.1	Systemic Risk Management	Exposure to derivative instruments by category: (1) total potential exposure to non-centrally cleared derivatives, (2) total fair value of acceptable collateral posted with the Central Clearinghouse, and (3) total potential exposure to centrally cleared derivatives	Shin Kong Life Insurance Co., Ltd. and Subsidiaries Consolidated Financial Statements and Independent Auditor's Report for 2025 and 2024 - Financial instruments measured at fair value through profit and loss - (P.44) - SKL currently only has potential total exposure to non-centrally cleared derivative financial instruments. It does not have positions in centrally cleared derivative financial instruments or acceptable collateral posted to central clearing houses. Therefore, (2) and (3) are not applicable.
FN-IN-550a.2		Total fair value of securities lending collateral assets	SKL securities lending agreements in 2025: Shin Kong Life Insurance Co., Ltd. and Subsidiaries Consolidated Financial Statements and Independent Auditor's Report for 2025 and 2024 (P.125)
FN-IN-550a.3		Description of approach to managing capital and liquidity-related risks associated with systemic non-insurance activities	Shin Kong Life Insurance Co., Ltd. and Subsidiaries Consolidated Financial Statements and Independent Auditor's Report for 2025 and 2024 (P.143~P145)

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Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSE Listed Companies

Corresponding Provisions	No.	Indicator	Disclosed Content	Corresponding Chapter
Attached Table 1-3, Paragraph 1, Article 4	I	Number of data breaches, percentage involving personally identifiable information, and number of account holders affected.	Number of data breaches: 0, percentage involving personally identifiable information: 0%, and number of account holders affected: 0.	6.4.2 Information Security Management Mechanism
	II	Number and amount of loans outstanding qualified to programs designed to promote development of small business and communities.	Not applicable	-
	III	Number of participants in financial literacy initiatives provided to minority groups without adequate banking services.	814 (Industry-academia collaboration Program, Guardian of Wealth, Golden Shield Guardian)	4.1.2 Recruiting New Generation Talent 5.2.3 Strengthening Financial Literacy
	IV	Products and services designed by individual operating units to create benefits for the environment or society.	Micro-insurance and green investments	5.2.1 Inclusive Financial Products 7.1.2 Expanding the Influence of Sustainable Finance

Index of Climate Related Financial Disclosures (TCFD) in the Insurance Industry

Guidelines and Provisions	Guideline Content	Corresponding Chapter	Page No.
I	These Guidelines have been set to strengthen management and disclosure of climate-related risks and opportunities in the insurance industry.	-	-
II	Insurance companies are required to establish appropriate mechanisms for climate-related risk management and opportunities based on the scale and nature of their business activities, and must disclose information on climate-related risk management in terms of governance, strategy, risk management, indicators and targets. The status of climate-related risk management and opportunities shall be included in the corporate social sustainability report, and posted on the company's website by June 30 each year.	2. Strengthening Climate Resilience	19
III	Insurance companies shall set out internal rules and mechanisms to regularly review whether they comply with the requirements under the Guidelines.	2.3 Integrated Risk Management Mechanism	25
IV (1)	The board (council) of directors and senior management shall ensure that the company takes into account the identified climate-related risks when formulating its risk appetite, strategies, and business plans, with continuous monitoring of the management and disclosure of climate-related risks.	2. Strengthening Climate Resilience	19
IV (2)	The company may establish a committee that is subordinate to the board (council) of directors, clearly differentiating the duties of the board (council) of directors or a committee that is subordinate to the board (council) of directors and senior management.	2. Strengthening Climate Resilience	19
V (1)	Identifying the financial impact of climate-related risks and opportunities on finance, businesses, commodities, and investments.	2.1 Identification of Climate Risks and Opportunities 2.2 Scenario Analysis	21 23
V (2)	Prioritizing climate-related risks based on materiality.	2.1 Identification of Climate Risks and Opportunities	21
V (3)	The impact of climate-related risks and opportunities shall be considered for the setting of annual operating targets, as well as the insurance company's business, commodities, and investment strategies.	2.3 Integrated Risk Management Mechanism	25
V (4)	Reviewing and adjusting the climate-related risk management policies according to the scenario-based analysis and stress testing results.	2.2 Scenario Analysis 2.3 Integrated Risk Management Mechanism	23 25
VI (1)	Risk management and monitoring.	2.3 Integrated Risk Management Mechanism	25
VI (2)	Climate scenario-based analysis and stress testing.	2.2 Scenario Analysis	23
VI (3)	Investment management.	2.3 Integrated Risk Management Mechanism	25
VII (1)	Setting indicators for the assessment and management of climate-related risks.	2.4 Climate Indicators and Goals 3. Building a New Net-Zero Lifestyle	26 33
VII (2)	Setting climate-related risk management goals.	2.4 Climate Indicators and Goals 3. Building a New Net-Zero Lifestyle	26 33
VII (3)	Setting indicators to prioritize climate-related risks based on materiality.	2.1 Identification of Climate Risks and Opportunities	21
VII (4)	Considering incorporating climate-related risk management into performance indicators.	2.4 Climate Indicators and Goals 6.1.3 Remuneration Scheme for Directors and Executives	26 80

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External Assurance

Independent Assurance Opinion Statement by SGS



SGS TAIWAN LTD.'S REPORT ON SUSTAINABILITY ACTIVITIES IN THE SHIN KONG LIFE INSURANCE CO., LTD'S SUSTAINABILITY REPORT FOR 2025

NATURE AND SCOPE OF THE ASSURANCE

SGS Taiwan Ltd. (hereinafter referred to as SGS) was commissioned by SHIN KONG LIFE INSURANCE CO., LTD. (hereinafter referred to as SKL) to conduct an independent assurance of the Sustainability Report for 2025. The assurance is based on the SGS Sustainability Report Assurance methodology and AA1000 Assurance Standard v3 Type 2 Moderate level during the period from 2026/2/26 to 2026/4/13. The disclosure scope covered by the assurance engagement includes SKL Taiwan and overseas operational and service sites as disclosed in the SKL's Sustainability Report of 2025. The boundary of this report is not the same as SKL's consolidated financial statement.

SGS reserves the right to update the assurance statement from time to time depending on the level of report content discrepancy of the published version from the agreed standards requirements.

INTENDED USERS OF THIS ASSURANCE STATEMENT

This Assurance Statement is provided with the intention of informing all SKL's stakeholders stated in the Sustainability Report of 2025.

RESPONSIBILITIES

The sustainability information in the SKL's Sustainability Report of 2025 and its presentation are the responsibility of the directors or governing body (as applicable) and management of SKL. SGS has not been involved in the preparation of any of the material included in the Report.

Our responsibility is to express an opinion on the text, data, graphs and statements within the scope of assurance based upon sufficient and appropriate objective evidence.

ASSURANCE STANDARDS, TYPE AND LEVEL OF ASSURANCE

The assurance of this report has been conducted according to the AA1000 Assurance Standard (AA1000AS v3), a standard used globally to provide assurance on sustainability-related information across organizations of all types, including the evaluation of the nature and extent to which an organization adheres to the AccountAbility Principles (AA1000AP,2018).

Assurance has been conducted at a type 2 moderate level of scrutiny.

SCOPE OF ASSURANCE AND REPORTING CRITERIA

The scope of the assurance included evaluation of quality, accuracy and reliability of specified performance information as detailed below and evaluation of adherence to the following reporting criteria:

Reporting Criteria Options	
1	AA1000 Accountability Principles (2018)
2	GRI (With Reference to)
3	SASB Insurance Industry Standard version 2023-12.

- The evaluation of the reliability and quality of specified sustainability performance information in SKL's Sustainability Report is limited to determined material topics or those clearly marked in the Sustainability Report as conducted in accordance with type 2 of AA1000AS v3 sustainability assurance engagement at a moderate level of scrutiny for SKL and moderate level of scrutiny for its subsidiaries or joint ventures
- The evaluation of the report against the requirements of GRI Standards is listed in the GRI content index as material in the report and is conducted with reference to the Standard.

SPECIFIED PERFORMANCE INFORMATION AND DISCLOSURES INCLUDED IN SCOPE

The specified performance information and disclosures include the following items in SKL's Sustainability Report

- The ESG data of 2024, which is related to GRI 2, GRI3, GRI 200, GRI 300, and GRI 400 series claimed in the GRI content index as material.
- The information claimed in the content index of SASB Insurance Industry Standard version 2023 -12.

ASSURANCE METHODOLOGY

The assurance comprised a combination of desktop research, interviews with relevant employees, superintendents, Sustainability committee members and the senior management in Taiwan; documentation and record review and validation with external bodies and/or stakeholders where relevant.

LIMITATIONS

Financial data drawn directly from independently audited financial accountants, Task Force on Climate-related Financial Disclosures (TCFD) has not been checked back to source as part of this assurance process.

INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirms our independence from SKL, being free from bias and conflicts of interest with the organisation, its subsidiaries and stakeholders.

The assurance team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with professional qualifications such as ISO 26000, ISO 20121, ISO 50001, RBA, QMS, EMS, SMS, GPMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the SRA Assurance service provisions.

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5. Excellent Customer Experience

6. Realizing Sustainability Governance

7. Unleashing the Importance of Sustainable Finance

8. Creating a Society of Mutual Prosperity



安永建業聯合會計師事務所

地址: 11041 (信義區) 復興南路1段44號10、11、12樓 (大華)
電話: Tel +886 2 8121 9999
Fax +886 2 8121 0887
KPMG Road, Taipei City 11041 (Ta. Taiwan (R.O.C.)) 郵政信箱: kpmg.taipei

Independent Limited Assurance Report

To Shin Kong Life Insurance Co., Ltd.:

We were engaged by Shin Kong Life Insurance Co., Ltd. ("SKL") to provide limited assurance over the selected information ("the Subject Matter Information") on the 2025 Sustainability Report of SKL ("the Report") for the year ended December 31, 2025.

Applicable Criteria of the Subject Matter Information

SKL shall prepare the Subject Matter Information in accordance with applicable criteria required by Article 4 of Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSX Listed Companies ("the Rules") as set forth in Appendix I.

Management's Responsibilities

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

Our Responsibilities

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

Independence and Standards on Quality Management

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

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Summary of Work Performed

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

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

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

Inherent limitations

The Report for the year ended December 31, 2025 includes the disclosures of non-financial information that involved significant judgments, assumptions and interpretations by the management of SKL. Therefore, the different stakeholders may have different interpretations of such information.

Conclusion

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

Other Matters

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

The engagement partner on the assurance resulting in this independent auditors' report is Huang, Yu-Ting.

KPMG
Taipei, Taiwan (Republic of China)
July 2, 2025

Notes to readers

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

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Appendix I: Summary of the Subject Matter Information

No.	Corresponding Section	Subject Matter Information	Applicable Criteria
6.4.2	Information Security Management Mechanism	- Branch of information security or network security: 0 case - Data leakage due to information security incidents: 0 case - Number of customers affected by data leakage due to information security incidents: 0 person - Number of data breaches: 0 - Percentage involving personally identifiable information: 0% - Number of account holders affected: 0	The Rules Appendix I-3 No.1 Number of data breaches, percentage involving personally identifiable information, and number of account holders affected
1	Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSX Listed Companies	Disclosure of number and amount of loans outstanding qualified to programs designed to promote development of small business and communities is not applicable to Shin Kong Life Insurance, as it does not engage in these activities.	The Rules Appendix I-3 No.2 Number and amount of loans outstanding qualified to programs designed to promote development of small business and communities
2	NA		
4.1.2	Recruiting New Generation Talent	- Industry-Academia Collaboration Program - In 2025, we collaborated with domestic universities and colleges to organize industry-academia internships. A total of 164 students have participated in the program.	The Rules Appendix I-3 No.3 Number of participants in financial literacy activities provided to the industry groups without adequate banking services
5.2.3	Strengthening Financial Literacy	- Grandines of Wealth (Individuals with disabilities) - A total of 3 sessions were held during the year, with 57 participants with disabilities in total. - Grandines of Wealth - Golden Shield Grandeur (Youth) - A total of 19 sessions were held, with 593 students participating.	
	Appendix Taiwan Stock Exchange Corporation Rules Governing the Preparation and Filing of Sustainability Reports by TWSX Listed Companies	Number of participants: 514 (Industry-academia collaboration Program, Grandines of Wealth, Golden Shield Grandeur)	
5.2.1	Inclusive Financial Products	- Micro-insurance - Due to our full efforts in 2025, a total of NT\$14.95 million of commercial benefits were generated, benefiting 69,000 people and providing coverage of over NT\$34.42 billion.	The Rules Appendix I-3 No.4 Products and services designed by individual operating units to create benefits for the environment or society

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安永建業聯合會計師事務所

No.	Corresponding Section	Subject Matter Information	Applicable Criteria																		
7.1.2	Expanding the Influence of Sustainable Finance	■ In 2025, SKL invested NT\$4.53 billion in the renewable energy sector. This investment is expected to generate an annual electricity output of 1,390.17 GWh, which can avoid 924,383 tCO₂e each year. These efforts are anticipated to yield positive environmental benefits, aligning with the industrial goal of achieving net zero emissions. <table border="1"> <thead> <tr> <th colspan="2">2025</th></tr> </thead> <tbody> <tr> <td>Investment amount</td><td>Green bonds/renewable energy category (NT\$100 million)</td></tr> <tr> <td></td><td>41.9</td></tr> <tr> <td></td><td>Project-based renewable energy (percent plants (NT\$100 million))</td></tr> <tr> <td></td><td>23.4</td></tr> <tr> <td></td><td>Estimated annual electricity generation (10,000 kWh)</td></tr> <tr> <td></td><td>195,017</td></tr> <tr> <td></td><td>Expected carbon reduction (tCO₂e)</td></tr> <tr> <td></td><td>924,383</td></tr> </tbody> </table> Note 1: The annual power generation was calculated based on the average monthly household electricity consumption of Taipei. 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.	2025		Investment amount	Green bonds/renewable energy category (NT\$100 million)		41.9		Project-based renewable energy (percent plants (NT\$100 million))		23.4		Estimated annual electricity generation (10,000 kWh)		195,017		Expected carbon reduction (tCO ₂ e)		924,383	The Rules Appendix I-3 No.4 Products and services designed by individual operating units to create benefits for the environment or society
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TCFD Performance Assessment Statement

The process and procedures of
SHIN KONG LIFE INSURANCE CO., LTD.

No. 66, Sec. 1, Zhongxiao W. Rd., Zhongzheng Dist.,
Taipei City 100, Taiwan

have been assessed from 11 March 2025 to 24 March 2025 and demonstrated the implementation status against the

Final Report: Recommendations of the Task Force on Climate-related Financial Disclosures (29 June 2017)

The organization has incorporated climate-related governance.
The actual and potential impacts of climate-related risks and opportunities have been considered and identified over the relevant short-, medium-, and long-term time horizons.
The resilience of the organization's strategy was taking into consideration with different climate-related scenarios.
For physical risks, there were 6 scenarios including IPCC AR6 RCP2.6, RCP6.5, IPCC AR6 SSP1-2.6, SSP2-4.5, SSP3-7.0, SSP5-8.5.
For transition risks, there were 5 scenarios including Current policies, Delayed transition, Nationally Determined Contributions (NDCs), Net Zero 2050 and Fragmented World based on NGFS Scenario Explorer.
The methodology of organization's climate-related risk management process has been adequately implemented as well as integrated into organization's overall risk management.
The scope1, scope 2 and Scope 3 Category 15 GHG emissions inventory has been conducted and verified annually, the metrics and scenario analysis are used by the organization to manage climate-related risks and opportunities and performance against targets.
For the following activities

Governance, Strategy, Risk Management, Metrics and Targets
And cover the following operational locations:
Headquarter and operational sits of SHIN KONG LIFE INSURANCE CO., LTD.
SHIN KONG LIFE INSURANCE CO., LTD. meets SGS TCFD performance assessment at disclosure level

Authorised by



Stephen Pao
Business Assurance Director
Issue Date: 16 May 2025
Valid Date: 15 May 2025

SGS Taiwan Ltd.
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t (02) 22993279 f (02)22999453 www.sgs.com

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Disclaimer
The findings recorded herein demonstrated a level of performance against the Final Report: Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (29 June 2017) and are only valid at the time of the intervention and only as stated above. This document is not intended to be used for certification purposes or regulatory or contractual use and does not relieve the Client from compliance with any bylaws, federal, national or regional acts and regulations issued pursuant to TCFD.
SGS Services are governed by and subject to the General Conditions of Customised Audit Services.



NATURE AND SCOPE OF THE ASSESSMENT

SGS Taiwan Ltd. (hereinafter referred to as SGS) was commissioned by SHIN KONG LIFE INSURANCE CO., LTD. (hereinafter referred to as SKL) to conduct an independent performance assessment of the Task Force on Climate-related Financial Disclosures, (hereinafter referred to as TCFD).

The information in the SKL's TCFD disclosure framework and its presentation are the responsibility of the management of SKL. SGS has not been involved in the preparation of any of the material included in SKL's TCFD disclosure framework.

Our responsibility is to express an opinion on the report content within the scope of performance assessment with the intention to inform all SKL's stakeholders.

The SGS protocols are based upon the Fundamental Principles for Effective Disclosure contained within the TCFD and SGS Management System Manual and Global System procedures.

The performance assessment comprised a combination of pre-assessment research, interviews with relevant employees, superintendents, Sustainability committee members and the senior management in SKL's Headquarter, documentation and record review and validation with external bodies and/or stakeholders where relevant.

SCOPE OF PERFORMANCE ASSESSMENT AND DISCLOSURE CRITERIA

The scope of the performance assessment included evaluation of quality, reliability of TCFD disclosure and performance information and evaluation of adherence to the four core elements as well as seven principles for effective disclosures for the information to be disclosed.

PERFORMANCE ASSESSMENT METHODOLOGY

The assurance comprised a combination of pre-assurance research, interviews with relevant employees, documentation and record review and validation with external bodies and/or stakeholders where relevant.

STATEMENT OF INDEPENDENCE AND COMPETENCE

The SGS Group of companies is the world leader in inspection, testing and verification, operating in more than 140 countries and providing services including management systems and service certification; quality, environmental, social and ethical auditing and training; environmental, social and sustainability report assurance. SGS affirm our independence from SKL, being free from bias and conflicts of interest with the organization, its subsidiaries and stakeholders.

The assessment team was assembled based on their knowledge, experience and qualifications for this assignment, and comprised auditors registered with ISO 26000, ISO 20121, SRA, EMS, CFP, WFP, GHG Verification and GHG Validation Lead Auditors and experience on the TCFD performance assessment service provisions.

ASSESSMENT OPINION

On the basis of the methodology described and the verification work performed, we are satisfied that the information demonstrated by SKL within the TCFD performance assessment evaluated is reasonable, reliable and provides a sufficient and balanced representation of SKL climate related risks and opportunities management activities and meets SGS TCFD performance assessment at disclosure level.

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Disclaimer
The findings recorded herein demonstrated a level of performance against the Final Report: Recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) (29 June 2017) and are only valid at the time of the intervention and only as stated above. This document is not intended to be used for certification purposes or regulatory or contractual use and does not relieve the Client from compliance with any bylaws, federal, national or regional acts and regulations issued pursuant to TCFD.
SGS Services are governed by and subject to the General Conditions of Customised Audit Services.

Certificate of Registration

ISO14046:2014
Water Footprint



ISO14064-1:2018
Greenhouse Gas Verification
Statement



ISO14067
Carbon Footprint Verification
Statement



ISO 50001:2018
Energy Management System (EMS)



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S

ISO 10002:2018
Customer Satisfaction
Management System



Royal Mystery shopper
(RMS)



ISO 10004:2018
Customer Satisfaction
Management System



ISO45001:2018
Occupational Health and Safety
Management System (OHSMS)



TOSHMS
Occupational Safety and
Health Management



G

BS 10012:2017
Personal Information
Management System



ISO27001:2022
Information Security
Management System



ISO22301:2019
Business Continuity
Management System



