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With the brand concept of "Be positive All possible", Fubon Financial Holdings has been deeply cultivated in Taiwan for more than 60 years and provides a full range of financial services with positive energy to support people in their pursuit of a better future.

With outstanding business performance, Fubon Financial Holdings has not only led the sector in EPS for a 14th consecutive year, but has also committed to promoting sustainable operation, focusing on the four major ESG strategies of "decarbonization", "digitalization", "empowerment" and "connection", hoping to become the leader of sustainable operation in Taiwan, striving to achieve common good with society and the environment, and continuing to move steadily towards the vision of "becoming one of Asia’s first-class financial institutions"!
## FINANCIAL HIGHLIGHTS

<table>
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<tr>
<th>Fubon Financial Holdings</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets</strong></td>
<td>9,244,453</td>
<td>10,499,733</td>
<td>10,587,757</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>776,783</td>
<td>983,842</td>
<td>573,609</td>
</tr>
<tr>
<td><strong>Total Equity Attributable to Owners of Parent</strong></td>
<td>762,869</td>
<td>949,569</td>
<td>565,691</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>90,972</td>
<td>147,235</td>
<td>47,864</td>
</tr>
<tr>
<td><strong>Net Income Attributable to Owners of Parent</strong></td>
<td>90,272</td>
<td>144,559</td>
<td>46,926</td>
</tr>
<tr>
<td><strong>Earnings Per Share (NTD)</strong>&lt;sup&gt;Note 1&lt;/sup&gt;</td>
<td>8.54</td>
<td>12.49</td>
<td>3.54</td>
</tr>
<tr>
<td><strong>Book Value Per Share (NTD)</strong></td>
<td>66.33</td>
<td>70.84</td>
<td>40.42</td>
</tr>
<tr>
<td><strong>Return on Equity (%)</strong>&lt;sup&gt;Note 2&lt;/sup&gt;</td>
<td>13.17%</td>
<td>16.88%</td>
<td>6.19%</td>
</tr>
<tr>
<td><strong>Return on Assets (%)</strong>&lt;sup&gt;Note 2&lt;/sup&gt;</td>
<td>1.02%</td>
<td>1.49%</td>
<td>0.45%</td>
</tr>
</tbody>
</table>

The figures above are the consolidated results of Fubon Financial Holdings Co. and its subsidiaries.

**Note 1:** EPS of 2020 and 2021 would be NT$7.39 and NT$11.89, respectively, if adjusted to reflect stock dividends in 2021 and 2022.

**Note 2:** Return on Equity = Net Income / Average Equity; Return on Assets = Net Income / Average Assets.
### Taipei Fubon Bank

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Interest Income</td>
<td>25,484</td>
<td>27,357</td>
<td>30,498</td>
</tr>
<tr>
<td>Commissions and Fee Revenues, Net</td>
<td>12,287</td>
<td>11,279</td>
<td>9,566</td>
</tr>
<tr>
<td>Other Revenues</td>
<td>6,033</td>
<td>6,467</td>
<td>11,280</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>20,674</td>
<td>20,807</td>
<td>22,166</td>
</tr>
<tr>
<td>Pre-Provision Profit</td>
<td>23,130</td>
<td>24,296</td>
<td>29,178</td>
</tr>
<tr>
<td>Provision (reversal) for Bad-Debt Losses</td>
<td>1,875</td>
<td>3,007</td>
<td>2,015</td>
</tr>
<tr>
<td>Net Income</td>
<td>18,792</td>
<td>18,717</td>
<td>22,796</td>
</tr>
</tbody>
</table>

### Fubon Insurance

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct Written Premium</td>
<td>45,059</td>
<td>50,868</td>
<td>53,872</td>
</tr>
<tr>
<td>Net Written Premium</td>
<td>35,233</td>
<td>38,331</td>
<td>41,118</td>
</tr>
<tr>
<td>Underwriting Profit</td>
<td>2,354</td>
<td>2,486</td>
<td>-51,113</td>
</tr>
<tr>
<td>Net income from investment</td>
<td>4,273</td>
<td>5,954</td>
<td>2,679</td>
</tr>
<tr>
<td>Net Income</td>
<td>5,640</td>
<td>6,856</td>
<td>-39,983</td>
</tr>
<tr>
<td>Net Claim Ratio</td>
<td>57.13%</td>
<td>57.29%</td>
<td>205.07%</td>
</tr>
<tr>
<td>Net Expense Ratio</td>
<td>35.73%</td>
<td>35.42%</td>
<td>32.75%</td>
</tr>
<tr>
<td>Net Combined Ratio</td>
<td>92.86%</td>
<td>92.71%</td>
<td>237.82%</td>
</tr>
<tr>
<td>Retention</td>
<td>74.37%</td>
<td>71.30%</td>
<td>72.90%</td>
</tr>
</tbody>
</table>

Note 3: Including Investment-Linked
Note 4: Affected by the loss of epidemic prevention insurance compensation, if the excluded underwriting profit was NT$2.69 billion, then the combined ratio was 92.1%.
Taiwan Academy of Banking and Finance
Taipei Fubon Bank
- The 11th Taiwan Banking and Finance Best Practice Awards - Best Digital Finance Awards - Excellence Award, Best Green Project Finance Award - Excellence Award, Best Personal Trust Finance Award - Excellence Award, Best Wealth Management Award - Excellence Award

Taiwan Foundation of Finance
Fubon Asset Management
- Top Prize in TFF-Bloom Berg Best Fund Awards 2022 - Equity ETF General (China Index), Fixed Income ETF General (China Bonds), Equity ETF Leverage (Daily Leveraged 2X), Honorable Mention in TFF-Bloom Berg Best Fund Awards 2022 - Domestic Equity [Small- and-Medium Cap], Fixed Income ETF General (Other Asia Pacific), Equity ETF Inverse (Daily Inverse 1X), Equity ETF General (Domestic Index)

Taiwan M&A and Private Equity Council
Taipei Fubon Bank & M-PACT Taiwan M&A Awards 2022 - Most Representative M&A of the Year

Taipei Fubon Life Insurance
- SME Credit Guarantee Fund
Taipei Fubon Bank
- SME Credit Guarantee Fund Outstanding Financing Institution and Credit Manager-Relief and Revitalization Award

Project Management Institute (PMI)
Taipei Fubon Bank
- PMI Taiwan Grand Award 2022 - Benchmark Project Award Premium Selection

PwC Taiwan
Fubon Life Insurance
- CSR Impact Awards - Sustainable Impact Special Award
Fubon Insurance
- CSR Impact Awards - Sustainable Impact Bronze Award

FinTechspace
Taipei Fubon Bank
- Winner of the Business Model Innovation Award

Taipei Fubon Bank
- LINE Family Club - The Best Brand Award 2022

CMoney
Fubon Securities
- No. 1 in the 2nd Taiwan Stock Earnings Estimation Award

Ministry of Economic Affairs
DailyView
Fubon Securities
- Best Reviewed Online Awards 2022 - Digital Securities Pilot Innovation Award

Central Bank of the Republic of China (Taiwan)
Taipei Fubon Bank

Financial Supervisory Commission R.O.C.(Taiwan)
Taipei Fubon Bank
- Trust Industry Promotes Trust 2.0 Plan Evaluation - 3rd Place in Best Trust Awards/Outstanding SME Loan Big Bank Award Awarding Domestic Banks to Strengthen Handling Credit Extension Programs in New Southbound Policy Target Countries - Group A Outstanding Bank Award

Taiwan Life Insurance
Fubon Financial
- Microinsurance Competition Awards 2022 - Outstanding Business Performance Award, Disability Care Award/Aging Insurance Competition 2022-Friend Aging Award

Taiwan Stock Exchange Corporation
Fubon Securities
- Innovation Promotion Award for Promoting Taiwan Innovation Board by Intermediary - 2nd Place for Securities Underwriters
Fubon Asset Management
- 1st Place in ETF Issuance Contribution Award

National Council for Sustainable Development
Fubon Financial
- National Sustainable Development Awards 2022 - Corporate Sustainability Award

Environmental Protection Administration, Executive Yuan
Fubon Life Insurance
- Green Procurement Excellent Performance Unit in 2022

Sports Administration, Ministry of Education
Fubon Financial
- Sports Award - Sports Sponsorship Category - Gold Award, Long-Term Sponsorship Award, Sports Promotion Category - Gold Award, Long-Term Sponsorship Award

Fubon Insurance
- Sports Administration launched the Exercise Enterprise Certification Mark 2022/Sports Award - Sports Sponsorship Category - Gold Award, Long-Term Sponsorship Award
Fubon Securities
- Sports Administration launched the Exercise Enterprise Certification Mark 2022/Sports Award - Sports Sponsorship Category - Gold Award, Long-Term Sponsorship Award

Taipei City Government
Fubon Financial
- Taiwan Corporate Sustainability Awards 2022 - Top 10 Taiwanese Companies Sustainability Model Award, Taiwan Corporate Sustainability Report Award - Platinum Award, Creative Communication Leadership Award, Talent Development Leadership Award, Information Security Leadership Award
Fubon Life Insurance
- Taiwan Corporate Sustainability Awards 2022 - Model of Institutional Impact Life Insurance Company, Taiwan Corporate Sustainability Awards 2022 - Taiwan Corporate Sustainability Report Award - Bronze Award, Creative Communication Leadership Award, Information Security Leadership Award, Talent Development Leadership Award, Information Security Leadership Award
Taipei Fubon Bank
- Taiwan Corporate Sustainability Awards 2022 - Social Inclusion Leadership Award, Information Security Leadership Award, Innovation Growth Leadership Award, Environment Protection City Government
Fubon Insurance
- Taiwan Corporate Sustainability Awards 2022 - Taiwan Corporate Sustainability Report Award - Gold Award
Fubon Securities
- Taiwan Corporate Sustainability Awards 2022 - Gender Equality Leadership Award
Fubon Asset Management
- Investment Trust Group Model in the 2nd Taiwan Sustainable Investment Awards

Annual Report 2022
Dear Shareholders,

Looking back at the global economic situation in 2022, although the impact of the pandemic on major economies has gradually faded, the global economic growth momentum slowed due to the stalemate of the Russia-Ukraine war, escalating inflation, slowdown of China’s economic growth. As a result, volatility in capital markets and pandemic-prevention insurance claims had impacted the profitability of the financial industry. Fubon Financial Holdings’ net income reached NT$46.93 billion and its earnings per share of NT$3.54 led the sector for the 14th consecutive year. Consolidated total assets hit NT$10.6 trillion.

Beyond deepening its presence in Taiwan, Fubon Financial Holdings has steadily forged a regional network and developed innovative financial models through cross-industry alliances. Based on the foundation of its own advantages, we strive to integrate peer and cross-industry resources to enhance our financial service strength so as to provide diversified financial services for new and existing customers. In the meantime, we are injecting innovative energy through financial technology, integrating financial holdings’ resources, covering banking, insurance and asset management services in Greater China, and creating a diversified financial service platform and extending our tentacles to other regions in Asia. We achieved a major milestone on November 11, 2022 by acquiring JihSun Financial Holding Co., Ltd., paving the way for Taiwan’s first ever merger of domestic financial holding companies, and we will continue to seek various cooperation opportunities in the future. In addition to improving the operating results of the existing overseas
businesses and focusing on Greater China and Asia, Fubon Financial Holdings will continue to evaluate M&A opportunities as we move steadily closer to our vision of becoming one of Asia’s first-class financial institutions.

Financial Sector Leader in EPS 14 Years in a Row

In 2022, Taiwan’s economy was still under the pressure of COVID-19. The pandemic outbreak in late April had a huge impact on private consumption in the second quarter. Meanwhile, exports and investment were supporting economic growth. However, inflation and accelerated rate hikes of major central banks suppressed demand, and inventory destocking pushed down exports growth sharply in the second half of the year and further dampened enterprises’ willingness to invest. Fortunately, with the impact of COVID-19 weakening, the rebound of private consumption boosted the economy, which grew moderately for the year.

In 2022, the global geopolitical situations were changeable and the sharp fluctuations in the capital market had affected the profit of the financial industry. Coupled with the impact of pandemic-prevention insurance claims, Fubon Financial Holdings’ net income reached NT$46.93 billion, with an earnings per share of NT$3.54, leading all financial holdings companies in Taiwan for the 14th consecutive year! The profit contribution mainly came from Fubon Life and Taipei Fubon Bank. Fubon Financial Holdings’ return on assets (ROA) and return on equity (ROE) were 0.45% and 6.19% respectively.

Despite the effect of capital markets volatility in 2022, Fubon Financial Holdings’ consolidated total assets maintained steady growth and reached NT$10,587.8 billion by the end of December 2022, an increase of 1% over the end of 2021, to remain Taiwan’s second largest financial holding company.

Fubon Life: Financially Sound, Profit Performance Continues to be Stellar

In 2022, due to the ongoing COVID-19 epidemic, high global inflation, and accelerated interest rate hikes by the Federal Reserve, the global capital markets were turbulent and economic growth momentum slowed, and the life insurance market faced major challenges. In response to drastic changes in the market, Fubon Life continued to deliver stable performance with flexible product and channel diversification strategies. First-year premium and total premium of NT$106.3 billion and NT$346.17 billion, respectively, both ranked second in the industry. Total assets grew stably to over NT$5.6 trillion at the end of 2022 ranked second in the industry, and net income of NT$65.54 billion topped the industry and was an important profit engine for Fubon Financial Holdings.

In terms of customer service, new technology applications such as mobile ID service was introduced to strengthen risk control, optimize processes, and enhance operational efficiency. In addition, Fubon Life rolled out sign language interpretation services and multilingual translation machines at customer counters in Taiwan to provide high-quality services and practice the Treating Customers Fairly principle in order to protect the rights and interests of customers.

Overseas, the Fubon Life’s Vietnam subsidiary focused on strengthening its sales team and developing diversified channels to operate in a stable growth model. Fubon Hyundai Life Insurance focused on capital management, continued to stabilize the scale of its pension market operations, and ensured the stable growth of the company. The Hong Kong subsidiary gradually oriented towards the sales of diversified products and concentrated on providing differentiated products and service to target customers.

Taipei Fubon Bank and Jih Sun Bank: Unleash Core Competitiveness, and Profit has Reached a New High

In 2022, despite the challenges of major international events such as inflation, war, geopolitics and climate change, Taipei Fubon Bank and Jih Sun Bank continued to perform well, with Taipei Fubon Bank’s revenue and net income achieving double-digit growth compared to 2021, while Jih Sun Bank adjusted its operating strategy and improved employee productivity by aligning with Taipei Fubon Bank, and its net income also hit a 10-year high.

Taipei Fubon Bank continued to exert its core competitiveness through the proper use of the Group’s resources to enhance customer acquisition capabilities, and through diversified digital platforms and financial scenario development, to meet customers’ financial service needs, promote digital service innovation, build an investment portfolio of NTD ETF “Nano Investments No. 2” and matched credit card swiping and investment mechanisms to provide investors with tailor-made nano-investment digital wealth management services. At the same time, it launched functions such as video financial identity verification, online mortgage loan application, and online account opening for banking and securities customers to enhance customers’ digital experience. It was also committed to combining data technology and risk prevention, working with the Criminal Investigation Bureau to build an anti-fraud AI model to fulfill its role of protecting customers’ assets and rights. In addition, it developed green finance by implementing green credit approval processes, strengthening the promotion of innovative green financial products and establishing a Think ESG knowledge exchange platform to demonstrate its determination to achieve environmental sustainability together with customers.

In 2022, Taipei Fubon Bank actively responded to the government policy to focus on the operations of small and medium-sized enterprise customers, and won the “Relief and Revitalization Award” of the SME Credit Insurance Fund and the “Outstanding Performance Award” of the Central Bank of the Republic of China (Taiwan) for SME project loans. It was also committed to promoting age-friendly city policies and has won the excellent award in the “Trust Industry Property Trust Assessment for the Elderly and Persons with Disabilities” by the FSC for four consecutive years through the introduction of the exclusive full-service process for the elderly and the provision of sign language services in branches.
Fubon Insurance: Market Share Reaches 24.4%, Ranking No. 1 in the Market for 41 Consecutive Years

Although Fubon Insurance suffered a net loss due to the impact of pandemic-prevention insurance claims, it still leveraged the Group’s resources and diversified channel strategies to again set a new high in total written premium of NT$53.87 billion in 2022. With a market share of 24.4%, it led the non-life insurance market for the 41st consecutive year.

In terms of sustainability, Fubon Insurance obtained the ISO 14067 non-life insurance service product carbon footprint verification certification at the end of 2021 and then the carbon label from Environmental Protection Administration in April 2022. It has become a non-life insurance company with both carbon and carbon reduction labels by continuously establishing and optimizing low-carbon digital marketing processes, paperless processes in internal operations, and developing digital service platforms.

In terms of digital transformation, Fubon Insurance introduced Robotic Process Automation (RPA), which has completed the import of 75 operational items across 23 departments and saving an average of near 3,000 hours per month in 2022. In the field of financial patent, Fubon Insurance obtained 10 invention patents and 18 new patents, and it will continue to deepen its strategic developments in the field of financial patents in the future.

Fubon Insurance is deeply cultivated in Taiwan and continues to expand its overseas deployment. At present, it has property insurance subsidiaries in China and Vietnam, insurance brokerages in Thailand and the Philippines, and representative offices in Beijing, Malaysia and Indonesia. The Vietnam subsidiary has set up a head office in Ho Chi Minh City and branches in Hanoi and Binh Duong to provide Taiwanese businessmen in Vietnam and local customers with property security services.

Fubon Securities and JihSun Securities: Attach Equal Importance to Various Businesses; Actively Promote Diversified Businesses

In 2022, given the bearish sentiment of global financial markets, Taiwan’s stock market was also affected and showed a decline in both price and trading volume, which in turn affected the earnings performance of stocks. Fubon Securities posted net income of NT$2.74 billion and JihSun Securities reported net income of NT$2.15 billion. Although the market conditions worsened compared to 2021, Fubon Securities and JihSun Securities continued to actively promote their businesses and adapt to market conditions, and saw significant growth in both the securities lending business and the overseas bond business. In terms of brokerage market share, Fubon Securities was at 4.93% and JihSun Securities was at 2.96%, and combined to rank third in the market.

Fubon Securities and JihSun Securities introduced a customer segmentation management mechanism. From the standpoint of customer demand, it provided differentiated or customized services. Also, it continued to develop new customers and enhance the adhesiveness of existing customers, and thus boosted the activation rate of various products. In addition, both companies continue to optimize digital platforms to enhance customer experience, capture young customers, expand customer scale, and promote stable and diversified business development.

Looking ahead, the merger of Fubon Securities and JihSun Securities is expected to expand business scale and create synergy. In terms of business strategy, in addition to continuing to consolidate the core business of brokerage products, it will actively expand the wealth management business and the scale of recurring income. At the same time, it will continue to give full play to the synergy of the Group’s resource ecosystem to further augment customer base and business opportunities, actively strive for high-quality and indicative cases, boost the scale of underwriting, maintain market position and increase the return from proprietary trading.

Fubon Bank (Hong Kong): Strives to Enhance Competitiveness

Fubon Bank (China): Deepens Businesses with Taiwanese Businessmen, Promotes Technology Empowerment

Fubon Bank (China) took optimizing the structure of assets and liabilities as its main operating goal. It also adhered to the goal of serving Taiwanese businessmen and implementing inclusive finance, and continued to deepen its operations in the China market, with 26 business locations around areas where Taiwanese-funded enterprises are concentrated, the scale and coverage rate of which are both ahead of other Taiwanese-funded banks. In addition to continuously enriching the range of financial products and optimizing services to meet customer needs, Fubon Bank (China) actively strengthened its digital technology capabilities to enhance customer service experience and business adhesion, and it improved collaboration efficiency by leveraging the Group’s diversified channel advantages so as to become the preferred bank for Taiwanese businessmen and enhance the popularity of Fubon’s brand in China.
Fubon Asset Management: Provides Full Range of Financial Services, Builds Comprehensive Asset Management Products Platform

In 2022, despite rising inflation, rate hikes and the slowdown of economic growth momentum, Fubon Asset Management still actively developed diversified products to meet the wealth management needs of investors, and its asset management scale grew steadily. For its asset management business, ETFs have become one of the important wealth management tools for investors. In addition to continuing to issue thematic ETFs such as Metaverse, REITs, and global ESG green energy funds, it also launched the Taiwan-US Twinstar Multi-asset Fund in response to the pressure of rising inflation. Fubon Asset Management also actively participated in government funds and fully fiduciary discretionary projects to enhance market share. As for its reinvestment business, the scale of China Founder Fubon Fund has increased significantly due to its active development of fixed income funds, Fubon Fund (Hong Kong) continued to expand its ETF product lines, and Fubon Private Equity planned to launch its second private equity fund.

Implement Risk Control, Maintain Strong Capital Structure

As its business has grown, Fubon Financial Holdings has put a premium on risk management, maintaining strong balance sheet strength and a level of asset quality that exceeds the market average. Those efforts resulted in a CAR of 125.29% in 2022, well above the minimum capital requirement of 100%.

At the end of 2022, Taipei Fubon Bank’s BIS ratio reached 15.49%, demonstrating a strong capital structure. Asset quality was also maintained at an excellent level with its NPL ratio of 0.19% and coverage ratio of 701.78% both remained at a stable level.

Moody’s, S&P Global Ratings and Taiwan Ratings Corp. all gave Fubon Financial Holdings ratings that fully reflect its superior financial performance and leading market position over its peers.

Leading Green Finance and Integrating with the International Community to Lay the Cornerstone of Sustainability

In 2021, Fubon Financial Holdings redefined the Fubon ESG Visioning Project, with “Run For Green™” as the main axis, focusing on four ESG strategies of decarbonization, digitalization, empowerment and connection, and it continues to lead the development of green finance in Taiwan.

Since 2017, Fubon Financial Holdings has signed or committed to abide by international standards and norms such as the Equator Principles (EPs), the Principles for Responsible Investment (PRI), the Principles for Sustainable Insurance (PSI), and the Principles for Responsible Banking (PRB). In 2019, it became a supporter of Task Force on Climate-related Financial Disclosures (TCFD), and led the financial industry to improve on the transparency of climate issues through the continuous release of TCFD reports. In 2020, it joined the World Economic Forum to become a driver of low-carbon capital markets. In 2022, it became a member of international sustainability organizations such as the Partnership for Carbon Accounting Financials (PCAF), the Asia Investor Group on Climate Change (AIGCC), the Climate Action 100+ initiative, and the Business Ambition for 1.5°C and the Race to Zero Campaign. With a positive attitude, Fubon Financial Holdings learns from international benchmarks, strives for exchange opportunities, and fully responds to the international sustainability development trend.

As the financial industry holds the funds of the market, Fubon Financial Holdings senses the responsibility of ensuring social stability in addition to financial stability in light of the threats of climatic risks. In 2021, Fubon Financial Holdings set new standards for the entry and divestment of high-carbon emission industries, paid attention to the progress of industrial transformation, urged the industry to make good use of funds to upgrade technology and capabilities, protected working rights and income sources, and maintained the economic stability of the society.

Fubon Financial Holdings also completed two important sustainability milestones in 2022. First, it officially became an RE100 member and committed to the full use of green energy in more than 600 business locations around the world by 2040. This is a major breakthrough in energy management and can help us upgrade the completeness and benefits of our green energy policies. Second, we officially passed the review of the Science Based Targets, set operational carbon reduction targets according to the 1.5°C scenario, and will reduce operational carbon emissions through independent energy saving, construction of solar photovoltaic equipment and...
Fubon Financial Holdings continues to utilize international standards to cultivate our sustainable operations initiatives, and has repeatedly won international recognition. We have been selected as a constituent of the DJSI World Index for the 6th consecutive year and is ranked No. 1 in the “social aspect” performance of the global insurance industry. We have also been selected as a constituent of the DJSI Emerging Markets Index for the 7th consecutive year and a constituent of the MSCI Sustainability Index for the 6th consecutive year.

In addition to the outstanding results in sustainable management, Fubon Financial Holdings also excels in corporate governance as we are the first financial holding company in Taiwan to introduce an independent director system. The independence and diversity of its board members are exemplary in the industry. In 2022, Richard M. Tsai, Chairman of Fubon Financial Holdings, was selected as one of the “Top 100 CEOs in Taiwan” by Harvard Business Review and “Best CEO” by “Institutional Investor”. Tsai has also been awarded the Asian Corporate Director Recognition Awards by the “Corporate Governance Asia” for four consecutive years since 2017 in recognition of his leadership and contribution to corporate governance and corporate sustainability.

Outstanding Performance of Subsidiaries Recognized by Numerous Awards
Fubon Financial Holdings also works with various sectors to promote sustainable actions through its subsidiaries. This includes Fubon Life cooperating with the Society of Wilderness to conduct a survey on river waste and Taipei Fubon Bank’s launch of sustainability-linked loans, and Taiwan’s first third-party certified syndicated green loan, and Fubon Insurance’s role as Taiwan’s largest green energy insurer in assisting the development of the green energy industry.

Fubon Life has been awarded the “Taiwan’s Best Life Insurance Company” by “World Finance” eleven times, selected as “Global Top 100 Insurance Brands” by “Brand Finance” for 6 consecutive years, and won the Dragon and Phoenix Insurance Awards – “Most Admired Life Insurance Company” 1st Place in the back office and field representative categories by “Risk Management, Insurance & Finance” for 12 consecutive years.

Taipei Fubon Bank has been awarded the “Global 500 Banking Brand” by “Brand Finance”, “Best Bank for ESC” by “Asiamoney”, “Best Employer Brand in Taiwan” by “HR Asia”, “Best Private Bank in Taiwan” by “Global Finance”, and “Global Renewable Energy M&A Deal of the Year” by “The Asset”.

Fubon Insurance has been awarded the Dragon and Phoenix Insurance Awards “Most Admired Property Insurance Company” 1st Place by “Risk Management, Insurance & Finance” for 12 consecutive years, the “Trusted Brand Survey Gold Award in Insurance category” by “Reader’s Digest”, and the “Outstanding Digital Customer Experience” by “The Digital Banker” for two consecutive years.

Fubon Securities has been awarded the “Best Wealth Management Award” for five consecutive years, and “Best Customer Services Award” for four consecutive years, and “Best Graphic Marketing Award” and “Consumer Finance Brand Award for Best Securities Firm Service Gold Award” for two consecutive years by “Wealth Magazine”, “Digital Information Security Gold Award” by “Commercial Times”, and “Best Securities House in Taiwan” by “Asiamoney”.

Four Foundations to Continue to Exert Positive Influence Through a Whole-Person Public Welfare Platform
With the evolution of times, Fubon’s four foundations were established according to the needs of the society at that time to comprehensively care for the society and accompany each ethnic group.

Fubon Charity Foundation aims to help the disadvantaged. The “Making Friends with Love” campaign has donated more than NT$110 million to help over 15,000 students. Nearly NT$40 million was invested in projects such as “Emergency Relief Fund” for individuals, medical fund accounts, education funds, poverty alleviation savings and this has helped 84,324 individuals.

Fubon Cultural and Educational Foundation promotes financial education through “Future Tycoon Outreach Program” benefiting more than 1,000 teachers and students and also cooperated with 18 branches of Taipei Fubon Bank to conduct 30 “Budding Tycoon Money Management Camps” to invite parents to accompany their children in establishing basic financial literacy.

In order to bridge art with life, Fubon Art Foundation used the Art Office solution to enhance the aesthetics of the public space, providing 66 works from 16 artists in 2022. It also cooperated with momo to set up a brand flagship pavilion, introducing 880 new products and hot-selling repurchased products from major international art museums, drawing more than 230,000 views.

Taipei Fubon Bank Charity Foundation continues to care for the elderly and physically and mentally disabled. In 2022, the foundation combined the winners of the Artistic Achievement Award Performance Category and Vox Nativa choir to hold the “Fubon Sounds of Nature” concert and continued to promote the “Fubon Family Caregiver Breather Journey” to reduce the physical and psychological burden of family caregivers.

Economic Growth Momentum Slowed
Continue to Improve Customer Service, Product Diversification
Looking forward to 2023, with easing COVID-19 restrictions, border reopening and the rise of minimum wage that lifts household disposable income, people are more willing to spend money and this makes private consumption the main driver of economic growth. However, as the global economy weakens, sluggish demand and industries’ destocking pressure will suppress exports...
and private investment growth. As a result, Taiwan’s economic growth this year is expected to slow compared to 2022. Besides, the level of overseas demand adds uncertainty to economic conditions.

In addition, Fubon Financial Holdings has officially merged with JihSun Financial Holdings on November 11, 2022, accomplishing the first phase of the unprecedented “Merger of Two Financial Holding Companies” in Taiwan’s financial history. It is expected that completing the merger of subsidiaries and sub-subsidiaries in the first half of 2023 will help strengthen our banking and securities businesses, expand overall economies of scale and efficiency, balance the business development and revenue sources of the financial holdings company, provide customers with quality and diversified products as well as convenient financial services, and at the same time promote domestic consolidation and drive toward positive development of Taiwan’s financial industry. The above reflects in Fubon Financial Holdings’ optimism about Taiwan’s overall industrial prospects and its commitment to continuing to invest in Taiwan.

The key strategies and goals for 2023 for Fubon Financial Holdings’ main subsidiaries are as follows:

(1) Fubon Life: Looking forward to 2023, the headwinds of the global economic trend have not abated, the life insurance market will not only be affected by economic factors, but also the strict supervision of the competent authorities, and intensified industry competition. As such, the overall life insurance business is still facing severe challenges. Fubon Life will continue to adapt to changes in the market environment, adjust its product strategy in a timely manner, expand the applications of digital technology, integrate the Group’s resources, and provide heart-warming customer service.

(2) Taipei Fubon Bank and Jih Sun Bank: With six major strategies, including optimizing the asset-liability structure, building a new digital brand, attaching importance to asset preservation of wealth management customers, diversifying overseas deployment, realizing the synergy of merger with Jih Sun and implementing the sustainable operations of Fubon’s image as the main axes of operations, we seek to continue to uphold the core values of integrity, kindness, professionalism and innovation, to create maximum welfare for shareholders, customers and society, and steadily moves towards the vision of becoming one of “Asia first-class financial institutions”. We are also committed to making the value of the Fubon brand grow and deeply rooted in the hearts of the people.

(3) Fubon Insurance: Continue to exert the positive influence of insurance, implement social responsibility to promote sustainable development, strengthen risk management and control, and grasp market trends to accelerate the pace of digitalization. For our overseas initiatives, we hope to seize the opportunities for performance growth and profitability through the rigorous underwriting of insurance, monitoring of business quality, providing a variety of insurance products and developing diversified sales channels.

(4) Fubon Securities and JihSun Securities: Continue to consolidate the brokerage business, actively expand the penetration rate of wealth management products, deepen the operation of various customer groups, optimize the functions of the system platform, strengthen the cooperation between physical and digital channels, expand the customer activation rate of both securities companies and improve the service capacity of institutional investor services. By effectively integrating the resources of Fubon Financial Holdings subsidiaries, we can expand the group’s customer base, and by upgrading our ESG activities, we can ensure the realization of corporate sustainable operations and social responsibility goals.

(5) Fubon Bank (Hong Kong): Beyond strengthening the momentum of SME and personal loan businesses to expand its asset scale and optimize its asset structure, Fubon Bank (Hong Kong) will set up an overseas wealth management service center to capture cross-border wealth management opportunities in Taiwan and the Greater Bay Area. Other priorities will include upgrading the bank’s digital platform and promoting green finance policies to optimize customer experience and fulfill its corporate social responsibility.

(6) Fubon Bank (China): While steadily building up assets and liabilities, optimizing the bank’s structure and strengthening risk resilience will be the main strategic axes, Fubon Bank (China) will also actively promote capital-light business transformation and enhance innovation capabilities. Efforts will be made to form strategic alliances with Fintech enterprises to develop new business models to expand the scope of banking services and enhance overall operating synergy.

(7) Fubon Asset Management: The main priorities will be to bolster existing product lines and issue cash flow income and bond funds that are benefiting from rate hikes based on market trends and investors’ wealth management needs. Another goal is to incorporate ESG and sustainability factors into the asset management DNA. Through shareholder activism, we will exert investment influence and practice responsible finance to achieve the strategic goal of sustainable investment.

Looking forward to 2023, as it balances both risk management and stable business growth, Fubon Financial Holdings will continue to deepen its presence in Taiwan and expand in Asia, relying on acquisitions and equity participation opportunities to expand its financial services network. The pursuit of business success will be complemented by the injection of innovative energy and demonstrating sustainable competitiveness through Fintech as the company moves towards its vision of becoming one of Asia’s first-class financial institutions.

Richard M. Tsai
Chairman,
Fubon Financial Holdings
MANAGEMENT COMMITTEE

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Gang Shyy
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Fubon Asset Management

Simon Chung Kwok Keung
Chief Executive Officer and Managing Director
Fubon Bank (Hong Kong)

Lixin Ma
Chairman
Fubon Bank (China)
Fubon Life demonstrates its corporate commitment to the public with "be positive, enrich life", and creates outstanding operating performance with multi-channel operation, diversified product strategies and sustainable actions, winning the support of more than 5 million policyholders and investors in Taiwan, and the cumulative net income after-tax in 2022 reached NT$65.54 billion. In addition to focusing on its own business, Fubon Life also actively practices inclusive finance, implements the principle of fair treatment of customers, continues to deepen ESG and works with the entire population of Taiwan and the social environment to create common prosperity and common good, and moves towards becoming one of Asia’s first-class financial institutions.

**Strengthen the Risk Awareness of Life, Insurtech with Temperature**
In order to strengthen the public's risk awareness and insurance education, continue to promote the "Life Account 4+1" (responsibility, health care, long-term care, retirement and inheritance), supplement or strengthen protection through the health examination of the national insurance policy, however, cancer has been the top ten causes of death in Taiwan for 40 consecutive years, in the face of the threat of high incidence, combined with the spillover mechanism, precision treatment cancer insurance was launched to fill the needs of the people for high-end treatment and high medical expenses, and also introduced insurance technology applications to optimize service processes, improve operational efficiency, and comprehensively create a diversified and friendly environment, provide real-time insurance services with temperature to people who are hard of hearing and speech, new immigrants, elderly people and other groups.

**Implement Corporate Social Responsibility, Business Excellence is Recognized**
In terms of social care and health promotion, Fubon Life continues to support dementia seeking, deepens the service of giving away the love bracelet after being confirmed by doctor, connects medical care, police, and county and city governments to build a dementia prevention network. Fubon Life also carries out a long-term title sponsorship of the University Basketball Association (UBA), support the college inter-department cup and three-on-three basketball tournament, Kaohsiung Fubon Marathon, etc., to create a healthy and vibrant life for the public. Adhering to steady operation and excellent performance, it has been awarded "Taiwan's Best Insurance Company" by World Finance for eleven times, and has also won the "Taiwan Corporate Sustainability Award" and the "National Insurance Three Awards Ten-Year Hero List - Gold Champion Award" (including the Faith, Hope and Love Awards of Insurance, Dragon and Phoenix Insurance Awards, Insurance Quality Awards) and other awards.
Against the impact of global inflation on the economy in 2022, Taipei Fubon Bank adhered to a prudent business strategy by focusing on customer demand, continuously optimizing financial products and services, and investing in digital innovation. By combining financial expertise to implement influential ESG practices, the Bank achieved stable business growth and received recognition from over 100 domestic and foreign awards.

**Balanced Management of Corporate and Personal Banking Client Groups, Approved to Launch High-Asset Wealth Management Services**

In terms of corporate banking business, Taipei Fubon Bank continues to focus on target client groups, remains committed to deepening businesses in various industries and expanding its regional customer base. During the pandemic, the Bank responded to the government’s relief and revitalization policies by injecting funds into small and medium-sized enterprises. As a result, it was awarded the “Outstanding Performance Award” by the Central Bank of the Republic of China (Taiwan) for small and medium-sized enterprise project loans.

In terms of personal banking, Taipei Fubon Bank actively connects with the resources of the Fubon Group to develop its financial ecosystem. For instance, the Open Possible credit card, co-branded with Taiwan Mobile, has exceeded 85% growth rate in client spending in 2022. The momo card remains the market leader in e-commerce co-branded cards, with over 800,000 cards issued. The J Card, which is the preferred choice for travel and consumption in Japan and Korea, has issued over 1.65 million cards and accumulated over NT$350 billion in spending. Moreover, Taipei Fubon Bank has invested in the Korean Hyundai Card Co., Ltd. to learn from its internationally leading operating model and data analysis technology, providing consumers with a better service experience.

Taipei Fubon Bank has achieved significant breakthroughs in wealth management business. In order to offer customers internationally recognized private banking-level wealth management services, the Bank has adapted best practices from top foreign financial institutions and established a “Responsibility Map for High Net Worth Wealth Management Business.” By the end of 2022, the Bank was authorized to launch a “New Wealth Management Solution for High Net Worth Customers,” further enhancing our wealth management services blueprint.

**Digital Wealth Management Evolution: One-click to Easy Financial Services**

Digital innovation is a crucial investment for customer-centric services. Taipei Fubon Bank has been expanding its financial scenes services over the years, including mobile finance and digital wealth management. The Bank has integrated digital financial services into LINE official accounts and connected them with “one-click service.” It has also introduced LINE CLOVA, an intelligent customer service, to provide consumers with easy access to financial services for their daily lives. In 2022, the number of LINE friends exceeded 6.8 million mobile users, the number of digital active accounts surpassed 2.61 million, and the number of new digital deposit accounts increased by nearly 80%. By utilizing digital technology, Taipei Fubon Bank has partnered with Fubon Asset Management to launch the NT dollar version of “Nano Investments No.2.” The Bank is moving towards the vision of inclusive finance and aims to provide more comprehensive digital wealth management services in 2022.

**Navigating Sustainable Finance, Creating a Friendly Financial Environment**

To promote sustainable development, Taipei Fubon Bank has implemented energy-saving and carbon-reducing measures internally and has actively procured green electricity. By 2022, the Bank had accumulated a total of 570,000 kilowatt-hours of green energy, reducing carbon emissions by 291 metric tons. Externally, the Bank works with customers on the green transition towards achieving net-zero emissions. The Bank has completed the first sustainable supply chain finance program, successfully organized the first social syndicated loan case in Taiwan and Vietnam, and hosted three solar fishing energy symbiotic syndicated loan cases. The Bank has won multiple domestic and international awards, such as “Best ESG Bank in Taiwan” awarded by Asiamoney.

To create a process of friendly financial services and promote financial equality, Taipei Fubon Bank is continuously optimizing the service experience for visually impaired individuals. For the elderly, exclusive services have also been designed. Moreover, since Taipei Fubon Bank took the lead in introducing sign language interpretation services, it has received responses from over 20 financial institutions by the end of 2022, making sign language services the industry standard and demonstrating the Bank’s commitment to exerting social influence through financial professions.
Notwithstanding the challenges brought by the prolonged pandemic situation, geopolitical tensions and market volatilities, Fubon Bank (Hong Kong) maintained a robust financial position in 2022. Fubon Bank (Hong Kong) achieved a net profit of HK$543 million for the year ended 31 December 2022, representing a year-on-year increase of 41% as compared with 2021. Return on average equity and return on average assets were 3.62% and 0.44%, respectively, compared with 2.62% and 0.34% in 2021.

Driving Digital Innovation To Bring New Customer Experience
Fubon Bank (Hong Kong) is committed to its digital transformation strategy as it endeavors to promote digitalization and financial inclusion. The Bank remains a trusted partner to its customers by providing them with uninterrupted banking services via seamless integration of its physical banking and virtual banking services amid the pandemic. The launch of the revamped Mobile Banking App “Fubon+” and the brand new “FB Invest+” Securities Trading Mobile App in late 2022 has marked a key milestone in the Bank’s digital transformation journey, bringing enhanced digital banking experience and added convenience to customers.

In 2022, Fubon Bank (Hong Kong) opened its first Green Branch and two SME Banking Services Centres. As always, Fubon Bank (Hong Kong) aims to provide customers with a wide range of financial solutions to address their diverse financial and wealth management needs. Commercial Banking business remained a core focus of the Bank. In addition to rolling out relief measures and participating in various government schemes to help SME customers overcome their cash flow challenges under the difficult operating environment, the Bank has also participated in the Commercial Data Interchange launched by the Hong Kong Monetary Authority, which aims to enable more efficient financial intermediation in the banking system and enhance financial inclusion in Hong Kong.

The Bank’s dedication to providing unparalleled and reliable financial services to customers won a number of industry awards during the year, including the “Best SME’s Partner Award” from The Hong Kong General Chamber of Small and Medium Business, the “Banking & Finance Awards 2022 – Excellence Award for Commercial Finance Solutions” from Sky Post, and the “Tiptop Service Award” for both “Persistently Outstanding Service Company” and “Persistently Outstanding Service Outlet”.

Committed To Promoting Sustainable Development
In April 2022, Fubon Bank (Hong Kong) signed a Memorandum of Understanding with the Hong Kong Quality Assurance Agency to jointly promote green and sustainable finance. The Bank’s efforts in encouraging and supporting customers’ sustainability development by offering green loans and sustainability-linked loans have been recognized by the industry, and as a result, the Bank garnered awards at the “Hong Kong Green and Sustainable Finance Awards 2022”, and “The Asset Triple A Sustainable Capital Markets Awards 2022”. The Bank will continue enriching its green finance products and services in response to growing customer demand in green investment and ESG products.

Embracing Positive Energy, Pursuing Sustainable Growth
In the face of volatile market conditions, Fubon Bank (Hong Kong) will adhere to its growth-yet-prudent business strategy and remain committed to providing customer-centric and innovative digital services to customers. Besides, the Bank will continue to reinforce its digital service capabilities and expand its product suite for both retail and corporate customers. Adhering to Fubon Financial Holdings’ sustainability vision and meeting the market’s growing demand for green products, the Bank will provide suitable advisory and financing solutions to support its customers in low-carbon transformation. The Bank is poised to capture the opportunities when the market recovers while striving to contribute to the green and sustainable development in Hong Kong.
In 2022, China’s economy has faced severe challenges under the pressure of weakening demand, the correction of the real estate market, and repeated epidemics and the global economic situation has become more complex. In the face of challenges, Fubon Bank (China) firmly promoted its development strategy, actively adjusted and operated steadily, with total assets of RMB133.3 billion, total loans of RMB51.3 billion, total deposits of RMB87.3 billion, net income of RMB432 million, and non-performing loan ratio of 0.81% by the end of year 2022.

**Accelerate Innovation and Transformation and Enhance Integrated Financial Service Capabilities**

Continue to promote digital intelligence transformation and secure warm financial services. Build an “Online Business Hall” to create “Non-counter, Remote and Contactless” financial services for customers. Fubon Bank (China) has upgraded the “Wealth manager” brand for payment and settlement, and forms an integrated cash management product solution for the “Collection, Management and Payment” of fund. At the same time, the bank has further improved the product system and enhanced the service capacity of the real economy. The transaction bank has built a product system integrating domestic and foreign, online and offline, local and foreign currencies, and launched Fubon Exchange Product to help enterprises optimize exchange rate risk management. Through agency sales, the wealth management products were smoothly connected with self-operated wealth management, and the first batch of QDII products were launched which has become the first Taiwan-funded bank to obtain the pilot business of “Cross-boundary Wealth Management Connect Scheme”, and investment banking businesses such as interbank syndication loan and bond underwriting were maintained steady growth.

**Focus on Taiwanese enterprises and Compatriots and Build Differentiated Financial Service Advantages**

Fubon Bank (China) has adhered to the foundation of “Serving Taiwanese enterprises”, focused on the financial service needs of Taiwan businessmen and Taiwan compatriots, and established a brand reputation of “Working and Living on Both Sides of the Strait, Fubon Bank (China) is always by your side” among customers. Fubon Bank (China) has also deepened group collaboration and cross-border linkage, and optimized and unified the service standards, effectively solved difficult problems such as remote identity verification and documents updating caused by the epidemic. Fubon Bank (China) has launched the “Easy Salary Remittance” product to provide cross-border RMB remittance facilitation services for Taiwan compatriots working in the Mainland China, optimized the system and benefits for credit card products to further facilitate Taiwan compatriots to study, work and live on both sides of the strait, worked closely with Taiwan Investors Association and Association of Taiwan investment enterprises on the Mainland to build a financing service platform for Taiwanese enterprises.

**Enact ESG Planning and Fulfill Corporate Social Responsibility**

Fubon Bank (China) has enacted the ESG strategic layout planning (IMPACT sustainable plan) for the next three years, establish a decision-making and implement organizational structure corresponding to sustainable development, adopt sustainable development as the goal and create a ‘Be Positive’ with stakeholders. Fubon Bank (China) has jointly promoted the Science Based Targets Initiative (SBTi) project and made efforts to achieve the green goal of “Carbon Peak and Carbon Neutrality”. Meanwhile, committed to public welfare charity for poverty alleviation, carried out diversified public welfare activities such as caring for the elderly, helping children in poor areas, participating in the group’s teaching assistant project, and cooperating with Taiwanese enterprises to donate to education, and fulfill corporate social responsibility.

Looking forward to 2023, Fubon Bank (China) will give consideration to both risk management and sound operation as its main strategy, strive to seize opportunities, adhere to liability first, continue to give full play to the advantages of Taiwan-funded expertise and characteristic operations, enhance customer service experience, strengthen Fubon brand, serve the development of the real economy, and exert the positive influence of sustainable development.
In 2022, although Fubon Insurance was affected by the huge claims of epidemic prevention insurance, resulting in an after-tax loss of NT$39.98 billion, however, it still achieved a written premium of NT$53.87 billion through the advantages of the group’s resources and multiple channels, and ranked as the leader in the non-life insurance market with a market share of 24.4%. At the same time, in order to maintain the security and stability of the company’s operation, Fubon Insurance closely monitors the company’s overall risk appetite, fund flow status and capital level through stress testing in various scenarios, the parent company Fubon Financial Holdings also provides necessary support to ensure the stability and liquidity of the company’s financial structure. In addition, the professional performance of Fubon Insurance has also been recognized by domestic and foreign institutions, and has been awarded the “Best General Insurance Company” and the “Most Innovative General Insurance Company” by The Global Economics’ “The Global Economics Awards 2022”, making it the only award-winning non-life insurance company in Taiwan.

Low-carbon Sustainable Operation, Obtained Carbon Reduction Label Certification from Environmental Protection Administration

In terms of sustainability, Fubon Insurance promoted low-carbon sustainable operation, obtained the certification of ISO 14067 non-life insurance service product carbon footprint verification at the end of 2021. In April 2022, it obtained the carbon label from the Environmental Protection Administration, and through the continuous establishment and optimization of low-carbon digital marketing processes, the promotion of paperless operation processes in internal operations, and the development of digital service platform to reduce the carbon emissions of transportation in the service stage, it has simultaneously obtained the carbon reduction label from the Environmental Protection Administration, becoming a non-life insurance company with dual label certifications for carbon label and carbon reduction label.

Targeting Demand of Digital Transformation, Real-time Online Services are Not Limited

In terms of digital transformation, Fubon Insurance not only introduced RPA to replace traditional manpower investment with automated systems, but also applied to become the first pilot Distance Insurance Services. Salesmen can assist customers in verifying their identities and completing insurance applications online through video in the non-life insurance industry according to customer’s needs. The digital form platform can allow salesmen to serve customers in real time without time and geographical restrictions, including quotation, insurance application, online signature, payment, etc., to provide customers with paperless new forms of insurance services. In the face of the 2022 epidemic prevention insurance explosive claims application, Fubon Insurance also accelerated the processing of claims through online claim notification and automatic claim verification auxiliary system to fulfill its commitments to policyholders.

Continue to Expand Overseas Services, Professional Risk Consultant for Customers

In addition to its deep cultivation in Taiwan, Fubon Insurance has also continued to expand its overseas network, and now has subsidiaries in Mainland China and Vietnam, insurance brokers in Thailand and the Philippines, and representative offices in Beijing, Malaysia and Indonesia. Fubon Insurance Vietnam, headquartered in Ho Chi Minh City with branch offices in Hanoi and Binh Duong, has inherited the professional services standards seen in Taiwan to provide property security to Taiwanese businessmen in Vietnam and local customers.

The headquarter of Fubon Property and Casualty Insurance is located in Xiamen and has 55 business locations in Fujian, Sichuan, Chongqing and Liaoning and Dalian in the Northeast China. As a professional risk consultant for customers, Fubon Property and Casualty Insurance adheres to the spirit of localization services, while introducing Taiwan’s professional disaster prevention and loss prevention technologies to expand high-quality business and enhance the Company’s profit.
In 2022, the global financial markets were bearish due to factors such as the expansion of the epidemic, the Ukraine-Russia war, inflation and interest rate hikes, and the stock market in Taiwan was also shown a decline in both price and trading volume. Fubon Securities has grasped and adapted to market conditions to promote its business, and has achieved significant growth in securities lending, futures, overseas bonds and non-restricted purpose loan, and its operating performance is outstanding.

**Precision Service of Expert Team, Repeatedly Won the “Taiwan Best Securities Firm Award”**

In order to help each customer smoothly achieve the wealth management goals, Fubon Securities has introduced a customer segmentation management mechanism, continuously grasped the potential wealth management needs of customers through systematic and data-based systems, and provided differentiated or customized services by an expert team. In 2022, the operating results have also won many honorary awards such as the “Best Securities Firm in Taiwan” by “Asiamoney” and “Global Business Magazine”, “Best Wealth Management Securities Firm Excellent Award” by “Business Today”, and “Best Wealth Management Securities Firm” by “Wealth Magazine” in the Wealth Management Awards for the 5th times.

**Establish a Complete Investment Journey, Zero-touch Service Won “DailyView Best Reviewed Online Award”**

Under the wave of Fintech, digital capabilities have become one of the keys to competition, Fubon Securities continues to improve the utilization of digital platforms, in addition to optimizing the online account opening process, working with Taipei Fubon Bank to create a one-stop services, and at the same time introducing “personalized message notification service” to establish a complete investment journey for new accounts, so that customers can quickly get started through the APP and grasp real-time information such as market news and accounting notifications. In addition, Fubon Securities continues to optimize the database of AI Chatbot, provides 24-hour non-closing consulting services, and continues to provide zero-contact warm services during the coexistence with the epidemic through the power of Fintech, which is not only favored by customers but also won the “DailyView Best Reviewed Online Award 2022”-Digital Securities Firm Pilot Innovation Award.

**The Merger of Fubon Securities and JihSun Securities can Exert the Service Capacity, Expand the Group’s Integration Synergy**

Looking forward to 2023, after the merger of Fubon Securities and JihSun Securities, it is expected to increase the overall scale, give full play to the integration advantages of both parties, and expand the expert team to give full play to the service capacity, provide a full range of wealth management product services, and continue to promote the periodic investment plan services for newcomers to implement the spirit of inclusive financial ESG. At the same time, through the customer guidance mechanism of the Group’s resource ecosystem, we will further expand the customer base and business opportunities, and exert synergy.

In 2022, Fubon Securities once again won the “Best Wealth Management Securities Firm Excellent Award” held by “Business Today” and a number of domestic and foreign awards.

In order to present the development achievements of Fintech and deliver financial education, Fubon Securities actively participated in the FinTech Taipei 2022.

Fubon Securities has held title sponsorship of the “GPOP Pop Music Festival” Guardians themeday for five consecutive years, and once again won the Sports Promoter Award.
In recent years, Fubon Asset Management has continued to launch innovative and future-oriented products, and also followed the footsteps of Fubon Financial Holdings towards the field of sustainable development, and its business territory has become increasingly diversified, the company’s team actively explores various businesses, and at the same time declares Fubon Asset Management’s long-term commitment to sustainable investment concept. Fubon Asset Management’s investment strategy and performance have also continued to win a number of domestic and foreign awards.

**In 2022, the First Domestic ESG Concept Green Energy ETF was issued**

At the beginning of 2022, Fubon Asset Management issued the first Metaverse ETF in Taiwan which was the first among the peers. Subsequently, under the continuous interest rate hikes of the Federal Reserve, the market has entered into high interest rate and high inflation, and Fubon Asset Management has issued REITs ETF and multi-asset funds focusing on Taiwan and the United States in response to market trends. In addition, the global ESG trend is prevalent, Fubon Asset Management is optimistic that the next trillion business opportunities will focus on the green energy industry, and has launched Taiwan’s first green energy ETF with ESG concept at the end of 2022, hoping to build more dimensional investment options for Taiwan investors.

In addition, Fubon Asset Management has launched Taiwan’s first Vietnam ETF in 2021, although the stock market in Vietnam fell in 2022, but the stock market theme in Vietnam is still deeply favored by investors, Fubon Asset Management has applied twice to the competent authorities for additional quotas in 2022, and the fund size has reached NT$21.8 billion at the end of 2022, which has been added five times since its inception and has showed that the people have quite high expectations for the stock market in Vietnam.

**Continue to Commission Chung-Hua Institution for Economic Research to Conduct a Survey to understand the Trend of People’s Wealth Management Needs for Retirement**

In recent years, Fubon Asset Management has also invested in the retirement wealth management survey, and commissioned the Chung-Hua Institution for Economic Research, which serves as a national policy think tank, to conduct a questionnaire survey on people’s pension needs and ETF investment, and analyze the retirement wealth management behavior of people of all ages, which has been conducted for 6 consecutive years till 2022. The survey results show that people’s retirement preparation is still insufficient, but the proportion of stocks as the main investment and wealth management tool has increased significantly as compared with the survey results of previous years, especially the growth rate of the young generation in the past two years, indicating that young people’s investment mentality is more proactive than before, and their attention and participation in the stock market have increased significantly.

Since 2021, the trend of using savings insurance as the main wealth management tool has declined as compared with previous years, especially among young people. This result is in line with the concept of target date funds. For a healthy investment model, young people should increase the proportion of investment allocation to high-risk products to accumulate retirement funds. Therefore, Fubon Asset Management will refer to the survey results and continue to issue ETF products with long-term trends in the future to meet investors’ expectations of planning wealth management for retirement.

**Continue to Diversify the Business Development in the Future**

With the vision of building a comprehensive asset management platform, Fubon Asset Management develops new overseas products across five continents to provide investors with complete asset allocation needs. In terms of discretionary business, in addition to striving for managing government funds, we have also launched a deep layout for the pension market, hoping to seize market opportunities and provide customers with all-round services. In addition, Fubon Asset Management has two subsidiaries, private equity and Fubon Hong Kong, and its business expansion will continue to diversify.
Global Financial Markets are Volatile, Continue to Create Solid Performance

Year 2022 is the toughest year for the global investment markets after the financial tsunami of 2008. Due to multiple factors such as the long-term loose monetary environment, the epidemic, the Russia-Ukraine war and the Sino-US confrontation, the imbalance between supply and demand and the accelerated deglobalization trend have pushed up inflation, forcing central banks of different countries to raise interest rates like never before to curb inflation, and liquidity tightening has aggravated the volatility of financial markets, putting pressure on financial assets, and the global stock and bond markets are facing the correction at the same time.

In the face of severe financial fluctuations, the investment teams of Fubon Insurance and Fubon Life continue to create solid investment performance by actively tracking market changes and flexibly adjusting investment strategies. The overall asset scale and investment performance of Fubon Life remained stable. At the end of 2022, Fubon Life had available funds of NT$4.62 trillion and had total investment income of NT$212.9 billion, the second highest in history. Fubon Insurance is affected by claims for epidemic prevention insurance, and the available funds are NT$76.6 billion.

Focus on Global Economic Outlook and Challenges, Grasp Investment Opportunities

Looking forward to 2023, after the volatility of the political and economic situation and the tight monetary policy of central banks of different countries in 2022, the global economic growth momentum may further slow down, however, as major central banks may slow down the pace of interest rate hikes, the US prosperity momentum is still relatively resilient, coupled with the relaxation of China’s epidemic lockdown policy, the European energy crisis may ease after the winter of 2022, and financial markets and economic activities are expected to gradually stabilize. Looking at the overall economic situation, the economic growth momentum of various countries, the improvement of inflation, the monetary policy trends of major central banks, the energy problems in Europe and the development of the epidemic in China still add variables to the financial markets in 2023.

Considering the potential uncertainties in the financial situation and considerable challenges in maintaining good investment performance, the investment teams of Fubon Insurance and Fubon Life will carefully observe and respond to market changes, seize the opportunity for investment layout, flexibly adjust and optimize the investment portfolio, continuously increase the allocation of fixed income assets, leading stocks with excellent performance and high-dividend stocks with stable returns, couple with a good risk control mechanism and strengthen the asset and liability management in order to achieve the synergy of long-term stable investment performance and risk diversification.

Fubon Financial Holding Venture Capital

The business scope of Fubon Financial Holding Venture Capital includes venture capital, investment advising, management consulting, etc. The business mission is to support startups and other businesses with the potential for substantial and rapid growth.

The investments are primarily in domestic industries including biotechnology, medical science, green energy, artificial intelligence, and new material. Being an active investor, Fubon Financial Holding Venture Capital has aggressively participated in the country’s infrastructure, such as green and renewable energy. In addition, it provides advising services to Fubon Life in the investment of infrastructure and social welfare undertakings in order to establish a sizable portfolio in green energy with stable, long-term income for Fubon Life.

At the end of 2022, the total investment amount of Fubon Financial Holding Venture Capital was about NT$8.33 billion, of which NT$2.266 billion was invested in biotechnology and medical science, NT$1.889 billion was invested in informatics and electronics, and NT$1.345 billion was invested in green and renewable energy.

The beam-raising ceremony of the “Commercial Development Project next to Kaohsiung MRT Aozih Station” of Fubon Life.

The groundbreaking ceremony of the “Commercial Development Project next to Kaohsiung MRT Aozih Station” of Fubon Life.

The beam-raising ceremony of the new construction project of Fubon Life located in the Xinmin Section of Beitou District.

The inauguration of the Fubon Life’s new building “Standard Chartered Bank Building” located in Changchun Section.

The groundbreaking ceremony of the “Commercial Development Project next to Kaohsiung MRT Aozih Station” of Fubon Life.

The beam-raising ceremony of the new construction project of Fubon Life located in the Xinmin Section of Beitou District.
Fubon Sports and Entertainment is the only subsidiary of Fubon Group with sports industry as the core, and owns two highest-level professional teams, Taipei Fubon Braves and Fubon Guardians, which specifically demonstrates that the Group has invested in the sports industry with practical actions and supports the development of sports in Taiwan with passion and commitment.

Taipei Fubon Braves Vows to Establish the Fubon Dynasty, ONE OF ONE!
In 2014, Fubon Sports & Entertainment restarted its basketball team in the 12th season of Super Basketball League (SBL) under new brand (Fubon Braves). During the period in the league, they reached the SBL finals twice and finally captured their first league title in the 2018-2019 season. Beyond winning titles, however, the Braves have also aspired to energize Taiwan’s basketball culture and elevate the sport’s profile and announced in August 2019 that it would compete in the ASEAN Basketball League (ABL). After launching a partnership with the Taipei City Government, the team was renamed as “Taipei Fubon Braves”, and it chose the premier Taipei Heping Basketball Gymnasium as its home venue. Unfortunately, due to the COVID-19, the ABL has postponed the game indefinitely. In 2020, Fubon Sports & Entertainment participated in the founding of the domestic professional basketball—the P. League+ (PLG) to relight the professional basketball stage. The Braves won the league championship in its inaugural season, successfully defended its title in the following season of 2022-2023 and won the championship for a second consecutive year.

The Braves has won three championships within four years and will continue to strive to improve the environment and strength of the domestic basketball, and move towards the vision of “Asia’s Indicative Basketball Team”.

WE WILL! Fubon Guardians will Do Its Best
Fubon Guardians Team was established on November 1st, 2016, with royal blue as its signature color and a team logo featuring an armored knight and his shield. Since the team establish date is November 1st, it is also expected that the Guardians can pursue No.1 in record, image, and popularity!

To firmly anchor the franchise in its home market, Fubon secured the management rights to operate Xinzhuang Baseball Stadium for 10 years since 2017 and invested a considerable amount in renovated the facility and turning it into the team’s fortress.

In order to present a brand-new appearance, Fubon put in a huge effort and gave the antique stadium a complete makeover in 2018 and 2019, including installing a large-scale colored LED scoreboard, an infield annulus stage, and televisions all around public spaces. There are also other newly established or renovated facilities like dining areas, restrooms, concessions, and the merchandise store etc., wishing to provide the fans with the best experience in the stadium.

Fubon Guardians achieved the first full house game of CPBL since the pandemic in April, 2022. The group’s environmental sustainability initiatives were also shown during that game. They presented a huge recycling station called “Green Station,” which encouraged the fans to contribute to the “Run For Green™” ESG initiative.

During the second half of the baseball season, the team coordinated an immense and heartwarming retirement event for Mike Loree, who eventually earned his domestic status after serving in CPBL for nine years.

At the end of 2022, Daojiang Baseball Stadium in Chiayi County will be selected as a training complex to build a solid farm system in pursuit of excellence in the coming season.
Taken From The Community, Giving Back To Society

Positive Energy Achieves Sustainability And Common Good

Fubon Financial Holdings serves as a "social catalyst", while improving business performance, it also actively implements corporate social responsibility. Over the years, through its five foundations, it has cared about the diverse needs of the society, committed to building a whole-person public welfare platform, and connected the resources of various subsidiaries to promote the common good of the society with positive energy.
Founded in 1988, Fubon Charity Foundation aims to help the socially disadvantaged groups and is the first unit of Fubon Group to invest in public welfare undertakings.

In 2022, the “Making Friends with Love” student aid activity has raised the donation of NT$110,124,000 and helped 15,030 students. The remote nutrition supplementation program has provided nutritional supplements for 600 students in remote area. In addition, the foundation has held 16 pre-event planning and teaching activities and 6 sessions of the “Announcement of the Results of the Revival Feast” activity for children to learn the thinking, communication and cooperation. The foundation has held 129 sessions of the “Nutrition and Food Agriculture Lecture” and 2 sessions of the “Campus Chef Training Course” in Taiwan and a total of 6,341 students were benefited. The foundation has cooperative with Taipei Fubon Bank to implement the “Exchange Points for Love” project which has raised NT$538,300 in donation and benefited 7 social welfare organizations.

In 2022, the “Emergency Relief Fund” activities include emergency support for individual, medical fund accounts, education funds for survivors of deadly earthquakes in 1999 and 2016, a scholarship program for children who had a parent die helping others after Typhoon Morakot, microinsurance programs, the Genesis Social Welfare Foundation “Han Shi Chi Bao 30,” and a “poverty busting” savings program in Hsinchu County. The fund contributed NT$39,771,555 and a total of 84,324 individuals were benefited.

Fubon Volunteer Association has held the “Give a Wish, Build a Future” campaign that provided gift boxes for 6,130 students to fill the gap in daily necessities. The foundation has held 36 blood donation activities and collected 4,524 bags, or 1,131,000 c.c. of blood. The “2022 Fubon Social Welfare Ambassador” activity has subsidized 163 nonprofits and social enterprises. The first “Fubon Charity Market” was launched to help social welfare enterprises sell goods on the event website for fundraising. 7 sessions of the “Zero Carbon Tree Planting Experience” activities were held in 5 counties and cities, with volunteers planting a total of 1,650 saplings and nearly 700 pots for the changing of the saplings.

In 2022, 5,460 Fubon volunteers contributed 23,637 hours of service to charitable activities.
The Fubon Cultural & Educational Foundation actively demonstrates the corporate social responsibility of promoting "Be positive All possible", pays attention to "youth empowerment", "cultural preservation and film education", and gives back to its core functions through "group cooperation" to echo the goal of sustainable development.

"Youth Empowerment" has long cultivated "Young Voice", holding rich courses such as field relocation creation, film festival cooperation, music, etc., and curating exhibitions to show the creations of young people from all over Taiwan. The foundation has promoted 'The Storytelling Club' to guide Taiwanese children to tell their own stories, understand themselves and enhance their self-confidence in a variety of ways, this year we tried to organize a diversity and inclusion class and were invited to share our Taiwanese experience in Germany.

"Cultural Preservation and Film Education" enhances the media literacy of the younger generation, "momo mini Family Theater " continues to introduce high-quality children’s videos. In addition to MyVideo, momokids TV channel, and regular screenings in cooperative venues, the foundation has collaborated with Taipei 101, National Taiwan Science Education Center, and National Kaohsiung Center for the Arts (Weiwuying) to continue to expand parent-child movie-watching groups in different cities; "Art Storytelling" online videos, support the promotion of local picture books, and add a series of works from commemorative children's literature writer Xing Jiahui, Taiwan Paiwan Culture, and Little Bookworm. The 4th "momo mini incubation program" handled workshops, trial screenings, and TCCF collaboration content media presentation with Taiwan Creative Content Agency, accompanied the new teams to complete 4 self-made children's programs, integrated with international exchanges, and injected new vitality into the domestic children's film and television industry!

"Group Cooperation" connects both inside and outside of the enterprise, "The Future Tycoon Outreach Program" organizes 12 lectures in elementary schools and develops "Financial Literacy Online Learning School " to expand the learning age group and break the field restrictions. "The Fubon EDU" cooperates with social enterprises and NPOs to connect important issues, creating a total of 3,202 hours of annual learning for employees and their family, extending the power of education from the workplace to the family. The radio show "Staying Young " was nominated for Youth Program Award and Host Award of the 57th Golden Bell Awards.

After a turbulent year in 2022, the world is gradually embracing a new way of life, Fubon Art Foundation continues to use art as a medium, breaking down the virtual and real boundaries of geography, and bringing dialogue and communication with an open and positive attitude, so as to convey color, happiness and blessings of the city, and share the purity and joy brought by art.

In order to make art closer to life and implement Fubon's practical plan to promote art, Fubon Art Foundation continues to bring art into every subtle corner of the living field, not only enhancing the beauty of public space with Art Office's program, but also showing the image of a corporate wallless art museum. It also cooperates with artists from Taiwan, Asia, Europe and the United States to authorize the development of Fubon Group's annual product design, and authorizes domestic and foreign affiliated enterprises to use art as a medium to promote the group's image and maintain customer relationships. At the same time, Fubon Art Foundation continues to introduce nearly 1,000 art products from major international art museums, sharing products and the art stories behind them, while also connecting the industry to provide new art and cultural content, visual and event information in the online world, and integrating and applying momo brand flagship store resources to create group synergy and share the beauty and blessings of art.

Fubon Art Foundation, which roots art in life, also continues to promote the preparatory planning of Fubon Art Museum, injecting the rich experience accumulated in the past into a new venue covering an area of 3,000 pings, with the mission of igniting creative spirit, opening up the richness and diversity of art, so as to convey our vision: a portal to global art and culture, and as a gift to give back to Taiwanese society through art.

Fubon Art Foundation collaborates with artists from Taiwan, Asia, Europe and the United States to transform the artistic elements in the exhibition into a series of corporate annual products, authorizes domestic and overseas affiliated companies to promote the Group's image and maintain customer relationships.
Since its establishment, Taipei Fubon Bank Charity Foundation has exerted the power of helping the socially disadvantaged, activated the caring engine, and continuously promoted caring for the elderly, people with disabilities, and social welfare.

In 2022, the foundation held the “Fubon Sounds of Nature” concert, combined the winners of the Artistic Achievement Award Performance Category and Vox Nativa choir to perform together for love without barrier, created a beautiful spark between music and social welfare, and also heard the positive force of life in the music. The foundation promoted the "Talent Training for Disabled Friends", cooperated with the Shanghai Fubon Charity Foundation has continued to promote targeted poverty alleviation: donation of RMB750,000 to support two primary schools in Guanghe County for the love recording studios and libraries, on the basis of the remarkable results of the student canteen project, the foundation has increased the assistance to Heilongjiang International University with an annual donation of RMB150,000, and together with East China Normal University, the foundation has donated RMB50,000 to the item replication of the big data system. The foundation has expanded projects in the field of higher education, and cooperated with two first-class universities, East China Normal University and Shanghai Lixin University of Accounting and Finance, to provide scholarships and tuition assistance for poor students.

In the field of regular public welfare projects, Shanghai Fubon Charity Foundation has helped more than 1,483 persons in the caring for the elderly project and implemented assistance plans for the elderly in two poor villages this year. The foundation has donated 4,000 love meals during the epidemic lockdown in Shanghai, and actively responded to the civil affairs department and donated RMB60,000 to the elderly care service industry association, which was specially used for the epidemic prevention and care project for caregivers of Shanghai elderly care institutions and the "guardian" of the elderly care. Building a dream for the future plan has built reading rooms for three schools and carried out 5 public welfare activities. One-to-one and one-to-many programs have donated scholarships to 97 poor students. The migrant children care program, which included donating materials, conducting outdoor children’s picture book story sessions and parent-child games, benefited a total of 4,013 persons in three months, including 2,034 children and 1,979 adults.

Shanghai Fubon Charity Foundation will always be committed to this philanthropic journey.

In 2022, Shanghai Fubon Charity Foundation carried out various public welfare projects based on the theme of "gathering strength and achieving the future" and united social forces to advocate volunteers to actively participate in social welfare and charity activities.

In the field of key public welfare projects, Shanghai Fubon Charity Foundation has continued to promote targeted poverty alleviation: donation of RMB750,000 to support two primary schools in Guanghe County for the love recording studios and libraries, on the basis of the remarkable results of the student canteen project, the foundation has increased the assistance to Heilongjiang International University with an annual donation of RMB150,000, and together with East China Normal University, the foundation has donated RMB50,000 to the item replication of the big data system. The foundation has expanded projects in the field of higher education, and cooperated with two first-class universities, East China Normal University and Shanghai Lixin University of Accounting and Finance, to provide scholarships and tuition assistance for poor students.

In the field of higher education, the Shanghai Fubon Charity Foundation held hands with Shanghai Lixin University of Accounting and Finance to help poor students completing their studies.

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Shanghai Fubon Charity Foundation will always be committed to this philanthropic journey.
Wan-Tsai Tsai
Founder and Former Chairman
Fubon Group
In 1961, Fubon Group started as the first private property and casualty insurance company, deeply cultivated in Taiwan for more than 60 years, and gradually developed into the most complete and diversified financial group in Taiwan, its business tentacles extended to real estate, telecommunications and media, cable television, e-commerce, cultural and creative industry and public welfare, and actively extended its tentacles to the Asian market to build a leading brand of sustainable finance.

In 1985, Mr. Wan-Tsai Tsai, the former chairman of Fubon Group, articulated three principles-integrity, diligence and modesty— for every Fubon colleague to live by. He defined integrity as the foundation for one’s conduct, diligence as the foundation for career success, and modesty as the foundation of self-cultivation and dealing with people, and encouraged every Fubon colleague to put these principles into action on the job. Over the past 60 years, these three principles have served as key building blocks of the group’s success and Fubon’s robust foundation and served as important pillars of Fubon’s corporate spirit and culture.

Financial business is a credit business, the most important thing is to establish a business with “integrity”, especially Fubon started as the insurance company, and integrity as the foundation can continue to develop and bear fruit. “Diligence” is not only a traditional virtue, but also serves as a key to Fubon’s success in building leading position in the market. Over the years, colleagues have diligently developed business and laid the foundation for today’s business, and “thrift” precludes greed, because risks are all from greed, and if we can be thrifty, risk management can naturally be done well. “Modesty” is not only the quality of being humble and unpretentious, and being tougher on oneself than on others, but is also a way to get along with nature and the environment.

Looking forward to the future, Fubon will adhere to the spirit of the three principles, give new meanings and continue to implement in daily work. At the same time, Fubon also implements the four core values of integrity, sincerity, professionalism and innovation, deeply cultivates in Taiwan, moves into Asia market and promotes sustainable operation as the standard, actively exerts Fubon’s influence in financial and non-financial aspects with positive energy, and implements corporate accountability, strives for the common good of environment, achieves sustainable possibilities, and steadily moves towards the vision of “becoming one of Asia’s first-class financial institutions”!
Board of Directors

Chairman
Richard M. Tsai
Fubon Financial Holdings

Director
Daniel M. Tsai
Chairman
Fubon Bank (Hong Kong)

Independent Directors
Ming-Je Tang
President
Chang Gung University

Shin-Min Chen
Honorary Chair Professor
Fu Jen Catholic University

Shu-Hsing Li
Chair Professor
Accounting Department and Acting Dean of School of Management,
Tunghai University

Alan Wang
Independent Director,
Fubon Life Insurance Co., Ltd.

Hsiang-Wai Lai
Professor
Department of Radio and Television,
National Taiwan University of Arts

Directors
Shin-Ming You
Commissioner
Department of Finance
Taipei City Government

Tang-Kai Lien
Commissioner
Department of Legal Affairs
Taipei City Government

Ruey-Cherng Cheng
Commissioner
Department of Budget,
Accounting and Statistics
Taipei City Government

Eric Chen
Chairman
Taipei Fubon Bank

Howard Lin
Vice Chairman
Fubon Life

Jerry Harn
President
Fubon Financial Holdings

Kevin Hsu
Chairman
Fubon Insurance
<table>
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<tr>
<th>Company Name</th>
<th>Founded</th>
<th>Chairman</th>
<th>President</th>
<th>Capital</th>
<th>Address</th>
<th>Phone</th>
<th>Fax</th>
<th>Website</th>
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<tbody>
<tr>
<td>Aetna Life Insurance Company of America, Taiwan Branch</td>
<td>1987</td>
<td>Richard M. Tsai</td>
<td>Shr-Iue Chen</td>
<td>NT$2.82 Billion</td>
<td>108 Section 1 Dunhua S Road</td>
<td>(8862) 8771-6699</td>
<td>(8862) 8809-8889</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
</tr>
<tr>
<td>Taipei Fubon Commercial Bank Co., Ltd.</td>
<td>Apr. 1969</td>
<td>Eric Chen</td>
<td>Tim Kuo</td>
<td>NT$129.77 Billion</td>
<td>169 Section 4 Ren Ai Road</td>
<td>(8862) 2771-6699</td>
<td>(8862) 6638-3812</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
</tr>
<tr>
<td>Fubon Bank (China) Co., Ltd.</td>
<td>Mar. 1997</td>
<td>Lixin Ma</td>
<td>Feng Chen</td>
<td>RMB 2.45 Billion</td>
<td>17F No 19 18th floor</td>
<td>(86) 2101-9888</td>
<td>(86) 215840-9900</td>
<td><a href="http://www.fubonchina.com">www.fubonchina.com</a></td>
</tr>
<tr>
<td>Fubon Futures Co., Ltd.</td>
<td>May 1998</td>
<td>Michael Kuo</td>
<td>Ya-Fei Chang</td>
<td>NT$1.4 Billion</td>
<td>3F 9 Xiangyang Road</td>
<td>(8862) 2398-2626</td>
<td>(8862) 2370-1110</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
</tr>
<tr>
<td>Fubon Asset Management Co., Ltd.</td>
<td>Sep. 1992</td>
<td>Gang Shyy</td>
<td>Hsin Yi Lin</td>
<td>NT$2.7 Billion</td>
<td>108 Section 1 Dunhua S Road</td>
<td>(8862) 6771-6688</td>
<td>(8862) 6771-6788</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
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<tr>
<td>Fubon Securities Co., Ltd.</td>
<td>Jul. 1988</td>
<td>Jerry Harn</td>
<td>Michael Kuo</td>
<td>NT$10.64 Billion</td>
<td>169 Section 4 Ren Ai Road</td>
<td>(8862) 8771-6688</td>
<td>(8862) 8771-6636</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
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<tr>
<td>Fubon Securities Investment Services Co., Ltd.</td>
<td>May 1987</td>
<td>Charles Hsiao</td>
<td>Peter Cheng</td>
<td>NT$30 Million</td>
<td>108 Section 1 Dunhua S Road</td>
<td>(8862) 2781-5995</td>
<td>(8862) 2773-5601</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
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<tr>
<td>Fubon Sports &amp; Entertainment Co., Ltd.</td>
<td>Sep. 2007</td>
<td>Daniel M. Tsai</td>
<td>Joyce Chen</td>
<td>NT$200 Million</td>
<td>108 Section 1 Dunhua S Road</td>
<td>(8862) 6606-9088</td>
<td>(8862) 8771-4697</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
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<tr>
<td>Fubon Stadium Co., Ltd.</td>
<td>Aug. 2017</td>
<td>Chris Tsai</td>
<td>Joyce Chen</td>
<td>NT$58 Million</td>
<td>2F No 19 Ln 39 Bashih 1st St</td>
<td>(8862) 6635-0886</td>
<td>(8862) 6635-7520</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
</tr>
<tr>
<td>Fubon AMC, Ltd.</td>
<td>Aug. 2004</td>
<td>Chumin Hong</td>
<td>Wenshing Hung</td>
<td>NT$2.5 Billion</td>
<td>50 Section 2 Zhongshan N Road</td>
<td>(8862) 6618-0588</td>
<td>(8862) 6608-0166</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
</tr>
<tr>
<td>Fubon Future Marketing Consulting Co., Ltd.</td>
<td>Aug. 1997</td>
<td>Fred Juang</td>
<td>Alex Yeh</td>
<td>NT$1.45 Million</td>
<td>17F No 9 Xiangyang Road</td>
<td>(8862) 2370-7533</td>
<td>(8862) 2370-5100</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
</tr>
<tr>
<td>Fubon Direct Marketing Consulting Co., Ltd.</td>
<td>Aug. 1997</td>
<td>Ling Shyr</td>
<td>Alex Yeh</td>
<td>NT$1.45 Million</td>
<td>17F No 9 Xiangyang Road</td>
<td>(8862) 2370-7533</td>
<td>(8862) 2370-5100</td>
<td><a href="http://www.fubon.com">www.fubon.com</a></td>
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Information above as of April 10, 2023